

NORWALK, IOWA

COMPREHENSIVE PLAN 2013



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INTRODUCTION



Location

Norwalk is located in the southwest of Des Moines and immediately east of West Des Moines. It lies at the intersection of Iowa 5 and Iowa 28. The community is bounded on the south by the North River. The community sits primarily inside Warren County; however, a small portion of the community lies in Polk County.

History of Norwalk

The first settlers came to the Norwalk area about 1846. One of them, Samuel Crow, settled near the North River. The first construction on the site that is now Norwalk began with a log cabin built by Samuel Snyder. The following year, more families settled in the little town known as Pyra.

A post office was established June 18, 1856. George W. Swan laid out the town and erected a hotel. Mr. Swan, who was born in Norwalk, Connecticut, and was associated with a newspaper in Norwalk, Ohio, changed the town's name to Norwalk.

The first railroad into town was constructed in 1882, a narrow gauge line from Des Moines to Cainsville, Missouri. In the 1890's, the railroad was acquired by a subsidiary of the Burlington Railroad and was widened to standard gauge. Its primary use was for shipping the farmers' livestock to various markets. The line was abandoned in 1947, after a flood had severely damaged the North River Bridge. Norwalk was incorporated in 1900, with Adam Stiffler serving as its first mayor. At the time, the town was one square mile in size. Phone service began in 1903.

Annexations

On April 1, 1989, the neighborhoods of Lakewood and Echo Valley Estates were annexed into Norwalk. The original Lakewood development was started in 1965 around the man-made Lake Colchester. The south shore of the lake is home to nearly 600 residences, and the north side is in the process of being planned for development in the future. The north shore, owned by the Gillotti family, could host an equal or greater number of residential units, including commercial and office space.

Echo Valley began in the early 1970s, and, while the existing area is filled up, the surrounding ground is proposed for commercial, office, and residential uses by the owners, Coppolla Properties. A portion is already annexed into Norwalk.

Other recent annexations of note include: the Larry Hughes property at the corner of North Avenue and R57, the Willard Freese property on the west North Avenue, and ground owned by Orville Crowley. The Hughes site is the home of Countryside Golf Course, which has nine bent grass holes completed.

The most recent annexation consisted of 320 acres owned by Colonial Meadows LLC. The company, formed by the Grist family, is a local development using a town center concept versus the town square concept found in many older communities. The development will be the site of a variety of housing, commercial, and office space needs for the south Metro/Norwalk area.

Purpose of the Comprehensive Planning

The Norwalk Comprehensive Plan is designed to promote orderly growth and development for the community, as well as providing policy guidelines to enable citizens and elected officials to make informed decisions about the future of the community. The plan should serve as a guide for future development within the planning jurisdiction of Norwalk. It is intended to encourage a strong economic base for the city so all goals can be achieved.

The Comprehensive Plan is an information and management tool for city leaders to use in their decision-making process when considering future developments. The Comprehensive Development Plan is not a static document; it should evolve as changes in the land-use, population, or local economy occur during the planning period.

The Planning Process

The Comprehensive Plan begins with developing of general goals and policies, based on current and future issues faced by the city and its residents. These are intended to be practical guidelines for addressing existing conditions and guiding future growth.

Initially, the data collected provide a snapshot of the past and present conditions within the community. The data are then analyzed provide a basis for developing forecasts for future land use demands, as well as future needs regarding housing and facilities.

The Comprehensive Plan represents a blueprint...designed to identify, assess, and develop actions and policies in the areas of population, land use, transportation, housing, economic development, community facilities, and utilities. The Comprehensive Plan contains recommendations that, when implemented, will benefit the city and its residents.

Implementation is the final phase of the process. The Comprehensive Plan identifies the tools, programs, and methods necessary to carry out the recommendations. Nevertheless, implementing the development policies contained within the Comprehensive Plan depends on the plan being adopted the governing body, and the leadership exercised by the present and future elected and appointed officials of the city.

Plan Preparation

The plan was prepared under the direction of the Norwalk Development Services Department, with the assistance and participation of the Norwalk City Council, city staff members, the Plan Review Committee, and citizens of Norwalk. The time period for achieving the goals, programs, and developments identified in the Norwalk Comprehensive Plan is 20 years. However, the city should review the plan annually and update the document every ten years, or when a pressing need is identified. Completing updates every ten years or so will allow the city to incorporate ideas and developments that were not known at the time of the present comprehensive planning process.

Iowa Smart Planning

The Iowa Smart Planning Act was signed into law on April 26, 2010. The legislation, found in Iowa State Code Chapter 18B: Land Use – Smart Planning, has three components:

1. Articulates ten Iowa Smart Planning Principles for application in local comprehensive plan development and public investment decision-making,
2. Provides comprehensive planning guidance for cities and counties, and
3. Establishes the Iowa Smart Planning Task Force with various responsibilities.

The Iowa Smart Planning Act does not mandate how communities should grow, rather it requires that communities and state agencies consider Smart Planning Principles when planning for the future and provides guidance concerning important elements local plans should include. This document provides an overview of the three components identified above.

Iowa Smart Planning Principles

The first major section of the Iowa Smart Planning Act outlines ten Iowa Smart Planning Principles. These principles must be considered and may be applied when local governments and state agencies deliberate all appropriate planning, zoning, development, and resource management decisions. Application of these principles is intended to produce greater economic opportunity, enhance environmental integrity, improve public health outcomes, and safeguard Iowa's quality of life. The principles also address the need for fair and equitable decision-making processes. Language was included in the Act stipulating that application of Smart Planning Principles does not expand nor reduce the authority of state and local governments and other public entities to exercise eminent domain.

The Iowa Smart Planning Principles include:

1. Collaboration

Governmental, community, and individual stakeholders, including those outside the jurisdiction of the entity, are encouraged to be involved and provide comment during deliberation of planning, zoning, development, and resource management decisions and during implementation of such decisions. The state agency, local government, or other public entity is encouraged to develop and implement a strategy to facilitate such participation.

2. Efficiency, Transparency, and Consistency

Planning, zoning, development, and resource management should be undertaken to provide efficient, transparent, and consistent outcomes. Individuals, communities, regions, and governmental entities should share in the responsibility to promote the equitable distribution of development benefits and costs.

3. Clean, Renewable, and Efficient Energy

Planning, zoning, development, and resource management should be undertaken to promote clean and renewable energy use and increased energy efficiency.

4. Occupational Diversity

Planning, zoning, development, and resource management should promote increased diversity of employment and business opportunities, promote access to education and training, expand entrepreneurial opportunities, and promote the establishment of businesses in locations near existing housing, infrastructure, and transportation.

5. Revitalization

Planning, zoning, development, and resource management should facilitate the revitalization of established town centers and neighborhoods by promoting development that conserves land, protects historic resources, promotes pedestrian accessibility, and integrates different uses of property. Remediation and reuse of existing sites, structures, and infrastructure is preferred over new construction in undeveloped areas.

6. Housing Diversity

Planning, zoning, development, and resource management should encourage diversity in the types of available housing, support the rehabilitation of existing housing, and promote the location of housing near public transportation and employment centers.

7. Community Character

Planning, zoning, development, and resource management should promote activities and development that are consistent with the character and architectural style of the community and should respond to local values regarding the physical character of the community.

8. Natural Resources and Agricultural Protection

Planning, zoning, development, and resource management should emphasize protection, preservation, and restoration of natural resources, agricultural land, and cultural and historic landscapes, and should increase the availability of open spaces and recreational facilities.

9. Sustainable Design

Planning, zoning, development, and resource management should promote developments, buildings, and infrastructure that utilize sustainable design and construction standards and conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, air, and materials.

10. Transportation Diversity

Planning, zoning, development, and resource management should promote expanded transportation options for residents of the community. Consideration should be given to transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality.

Local Comprehensive Planning

The second major section of the Iowa Smart Planning Act outlines 13 elements that may be included in a city or county comprehensive plan:



A. Public Participation Element

Information relating to public participation during the creation of the comprehensive plan or land development regulations, including:

- documentation of the public participation process,
- a compilation of objectives, policies, and goals identified in the public comment received, and
- identification of the groups or individuals comprising any work groups or committees that were created to assist the planning and zoning commission or other appropriate decision-making body of the municipality.

B. Issues and Opportunities Element

Information relating to the primary characteristics of the municipality and a description of how each of those characteristics impacts future development of the municipality. Such information may include:

- historical information about the municipality,
- the municipality's geography,
- natural resources,
- natural hazards,
- population,
- demographics,
- types of employers and industry,
- labor force,
- political and community institutions,
- housing,
- transportation,
- educational resources, and
- cultural and recreational resources.

The comprehensive plan or land development regulations may also identify characteristics and community aesthetics that are important to future development of the municipality.

C. Land Use Element

Objectives, information, and programs that identify current land uses within the municipality and that guide the future development and redevelopment of property, consistent with the municipality's characteristics identified under the Issues and Opportunities Element. The comprehensive plan or land development regulations may include:

- information on the amount, type, intensity, and density of existing land use,
- trends in the market price of land used for specific purposes, and
- plans for future land use throughout the municipality.

The comprehensive plan or land development regulations may identify and include:

- information on property that has the possibility for redevelopment,
- a map of existing and potential land use and land use conflicts,
- information and maps relating to the current and future provision of utilities within the municipality,
- information and maps that identify the current and future boundaries for areas reserved for soil conservation, water supply conservation, flood control, and surface water drainage and removal.

Information provided under this paragraph may also include an analysis of the current and potential impacts on local watersheds and air quality.

D. Housing Element

Objectives, policies, and programs to further the vitality and character of established residential neighborhoods and new residential neighborhoods and plans to ensure an adequate housing supply that meets both the existing and forecasted housing demand. The comprehensive plan or land development regulations may include an inventory and analysis of the local housing stock and may include specific information such as age, condition, type, market value, occupancy, and historical characteristics of all the housing within the municipality. The comprehensive plan or land development regulations may identify specific policies and programs that promote the development of new housing and maintenance or rehabilitation of existing housing and that provide a range of housing choices that meet the needs of the residents of the municipality.

E. Public Infrastructure and Utilities Element

Objectives, policies, and programs to guide future development of sanitary sewer service, storm water management, water supply, solid waste disposal, wastewater treatment technologies, recycling facilities, and telecommunications facilities. The comprehensive plan or land development regulations may include estimates regarding future demand for such utility services.

F. Transportation Element

Objectives, policies, and programs to guide the future development of a safe, convenient, efficient, and economical transportation system. Plans for such a transportation system may be coordinated with state and regional transportation plans and take into consideration the need for diverse modes of transportation, accessibility, improved air quality, and interconnectivity of the various modes of transportation.

G. Economic Development Element

Objectives, policies, and programs to promote the stabilization, retention, or expansion of economic development and employment opportunities. The comprehensive plan or land development regulations may include an analysis of current industries and economic activity and identify economic growth goals for the municipality. The comprehensive plan or land development regulations may also identify locations for future brownfield or grayfield development.

H. Agricultural and Natural Resources Element

Objectives, policies, and programs addressing preservation and protection of agricultural and natural resources.

I. Community Facilities Element

Objectives, policies, and programs to assist future development of educational facilities, cemeteries, health care facilities, child care facilities, law enforcement and fire protection facilities, libraries, and other governmental facilities that are necessary or desirable to meet the projected needs of the municipality.

J. Community Character Element

Objectives, policies, and programs to identify characteristics and qualities that make the municipality unique and that are important to the municipality's heritage and quality of life.

K. Hazards Element

Objectives, policies, and programs that identify the natural and other hazards that have the greatest likelihood of impacting the municipality or that pose a risk of catastrophic damage as such hazards relate to land use and development decisions, as well as the steps necessary to mitigate risk after considering the local hazard mitigation plan approved by the Federal Emergency Management Agency.

L. Intergovernmental Collaboration Element

Objectives, policies, and programs for joint planning and joint decision-making with other municipalities or governmental entities, including school districts and drainage districts, for siting and constructing public facilities and sharing public services. The comprehensive plan or land development regulations may identify existing or potential conflicts between the municipality and other local governments related to future development of the municipality and may include recommendations for resolving such conflicts. The comprehensive plan or land development regulations may also identify opportunities to collaborate and partner with neighboring jurisdictions and other entities in the region for projects of mutual interest.

M. Implementation Element

A compilation of programs and specific actions necessary to implement any provision of the comprehensive plan, including changes to any applicable land development regulations, official maps, or subdivision ordinances.

The Act stipulates that local comprehensive plans developed using the guidelines listed above shall address prevention and mitigation of, response to, and recovery from catastrophic flooding. The Act also stipulates that cities and counties shall consider and may apply Smart Planning Principles when developing or amending a comprehensive plan or developing other local land development regulations.

Iowa Code Chapters 335, County Zoning, and 414, City Zoning, already state that zoning regulations shall be made in accordance with a

comprehensive plan. These two chapters, along with Chapter 329, Airport Zoning, were amended to state that zoning regulations shall be made with consideration of the Iowa Smart Planning Principles. County boards of supervisors and city councils are also directed to publish notice of meetings in which a comprehensive plan will be considered for adoption. Following adoption, copies of county comprehensive plans are to be sent or made available to neighboring counties, cities within the county, the council of governments or regional planning commission where the county is located, and public libraries within the county. Cities are to send or make available copies of comprehensive plans to the county where the city is located, neighboring counties and cities, the council of governments or local planning commission where the city located, and public libraries within the city.

Source: Iowa Smart Planning Legislative Guide, March 2011 (http://www.rio.iowa.gov/resources/legislation/iowa_Smart_Planning_Overview.pdf)

2

PUBLIC PARTICIPATION AND COLLABORATION



COMMUNITY ENGAGEMENT

Community engagement in Norwalk was a major component of this project, and the process included multiple approaches. It was structured in a manner that allowed stakeholders to be involved in numerous ways throughout the process. Some key elements may include the following:

- Education: Planning 101
- Use of a steering committee
- MindMixer: A virtual town hall discussion forum
- Youth participation
- Town Hall meetings
- Key person interviews
- Public hearings
- City Council and Mayor Participation

Planning 101

Planning 101 formed the educational foundation for the entire project. In this process, our consultants conducted a workshop that addressed the following:

- What is a Comprehensive Plan?
- How is the plan used?
- How does the plan affect me?
- How can I be involved?

Steering Committee

With the assistance of city staff members, a steering committee was formed to provide regular input on all phases of the planning project.

MindMixer: A virtual town hall discussion forum

The MindMixer web-based platform acted as a virtual town hall where users generated ideas, helped others evolve their ideas, and ultimately voted and prioritized the best ideas in the community. In addition, residents were able to use in-place social networks (like Facebook and Twitter) to sign-up and promote the MindMixer website. Finally, the website had built in incentives, like community points, where users were rewarded for participating in the form of community recognition.

Youth Participation

Youth participation in the planning process is a means to educate future community leaders about the importance of planning and how a community operates, and it provided younger community residents the opportunity for meaningful input on shaping the future of their city.

Town Hall Meetings

Town Hall Meetings focused on collecting input from community residents about the future of Norwalk. The consultants conducted dynamic SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis sessions.

Key Person Interviews

Several stakeholders in Norwalk have diverse interests. The consultants conducted key person interviews to incorporate this input into the planning process. The consulting team developed an effective 30-minute interview process where one interviewer can conduct numerous interviews in one day.

Key person interviews were conducted with representatives from the following stakeholder groups:

- Chamber of Commerce/Economic Development members
- Staff/Planning Commission members
- School district administration

Public Hearings

Public hearings before the Planning Commission and the City Council were held as the final opportunity to comment on the Comprehensive Plan before approval of the plan.

Several of these methods of collecting input will be expanded upon in the following sections of this chapter.

MindMixer

The consulting team used the services of MindMixer, based in Omaha, to fulfill one of the aspects of the public participation process. MindMixer used its resources to assist the City of Norwalk with marketing materials for the launch of the new website/virtual town hall meeting.

The consulting team and staff members from MindMixer worked with the city staff members to define the range of engagement that would be undertaken on the Norwalk site. The following primary topic areas were established at the beginning:

- Transportation Diversity
- Community Health
- Stormwater
- Public Safety
- Growth and Housing Diversity
- One Transformative Project
- Comprehensive Plan Promotion

What is MindMixer?

MindMixer is the only virtual town hall service dedicated to municipal and government projects. The simple platform generates a broader audience and creates more effective community participation, leading to measurable results and invaluable insights for community leaders and elected officials. *It really is, good for everyone.*

-www.mindmixer.com

Figure 2.1:
Screenshot of Norwalk MindMixer Home Page

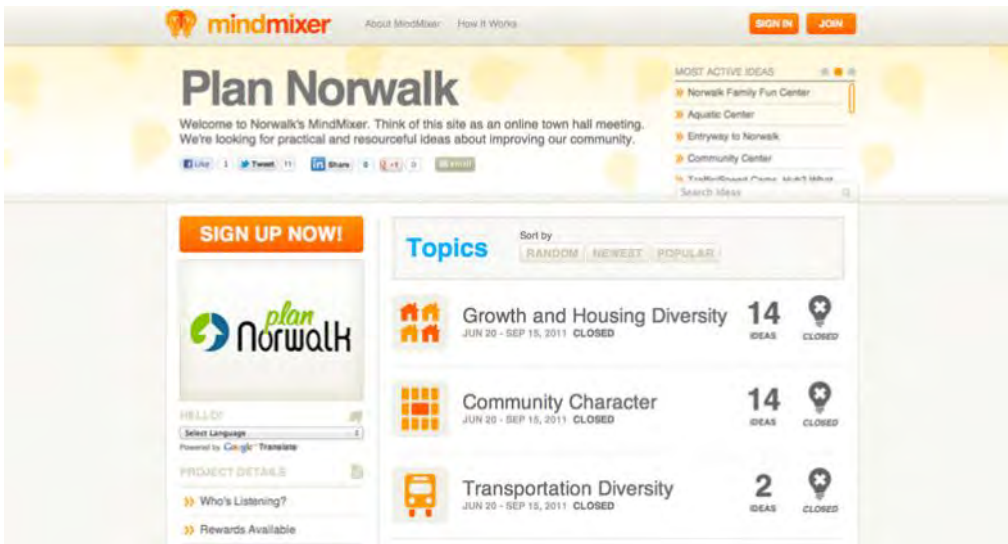
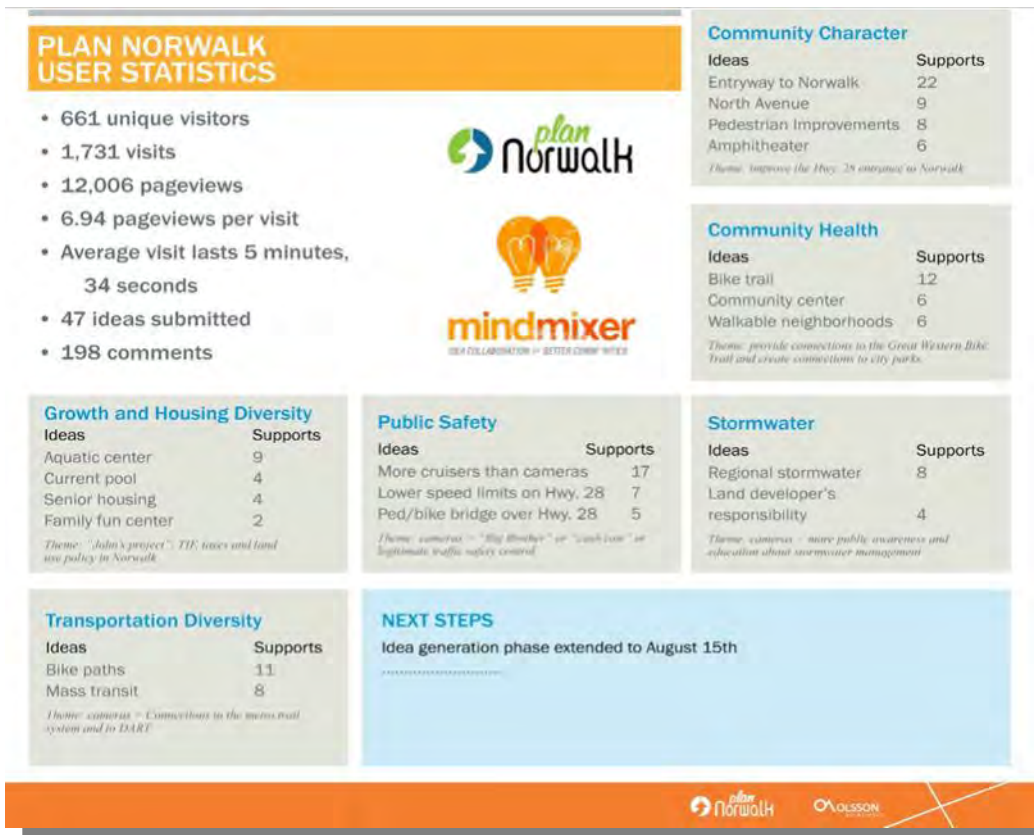


Figure 2.2:
MindMixer Site Summary and Statistics



Source: MindMixer

Steering Committee Meetings

The beginning of the Norwalk Comprehensive Plan saw the City of Norwalk form a steering committee to assist the consulting team and the community on the project. The steering committee was to act as a source of information and feedback throughout the entire project.

The steering committee consisted of eight members. The members of the steering committee are listed in the front of this document. The committee was purposefully composed of individuals representing different aspects of the community, the planning and zoning commission, the chamber, city council, the schools, the city, and residents at large.

Throughout the period of the planning process, five specific steering committee meetings were held to discuss the community and to collect feedback. The different meeting dates were as follows:

- May 18, 2011
- August 3, 2011
- October 26, 2011
- February 9, 2012
- March 22, 2012

May 18, 2011, meeting

The May 18 meeting was the first meeting in the process and served several purposes, including the following:

- Introduce steering committee members and consulting team
- Give "What is Planning?" presentation.
- Give "Why Plan" presentation.
- overall project approach.
- Conduct initial SWOT analysis by the steering committee.

The initial SWOT analysis comments provided during this meeting are as follows:

Strengths to reinforce

Background of population - skill of population

Provides an ability

Good variety of housing types and costs

Diverse population base

School system

Location/proximity to Interstate

Good fire and police

Weaknesses to address

Cost of land

Rent cost (buildings)

Land not ready for developer

Lack of transportation options into Norwalk

Lack of businesses

Commercial ground (shovel ready)

Instant gratification (attitude)

Opportunities to pursue

Financial win for city

Showcase business

Attraction of other communities for employees to live in - Minimal amenities for families

Close to transportation routes

Lots of open/green space to develop

Every new business creates new opportunities for other businesses.

Take advantage of location.

Can finally build an image

Threats to examine

Tax increases

City leadership

No growth mentality

Dwarfed by larger communities in Metro area

Other municipalities

Funding to do everything people want

Small town attitude

August 3, 2011, meeting

The second meeting with the steering committee was held on August 3, 2011, in the City Council Chamber of City Hall. The meeting agenda included the following:

- Introduce consulting team and steering committee.
- Provide status report by the consulting team.
- Give Norwalk Demographics presentation.
- Community Engagement discussion and MindMixer update.
- Hold Steering Committee discussion.
- Schedule next meeting.

October 26, 2011, meeting

The third meeting with the steering committee was held on October 26, 2011, in the City Council Chamber of City Hall. The meeting agenda included the following:

- Provide feedback on three proposed growth scenarios.

The meeting included introducing the three different growth concepts developed by the consulting team. The goal of this meeting and exercise was to assemble the best pieces, according to the group, of each concept into one growth scenario that would be the basis of the future land use plan during the planning period.

Figure 2.3:
Growth Scenario One—Multi Directional Growth

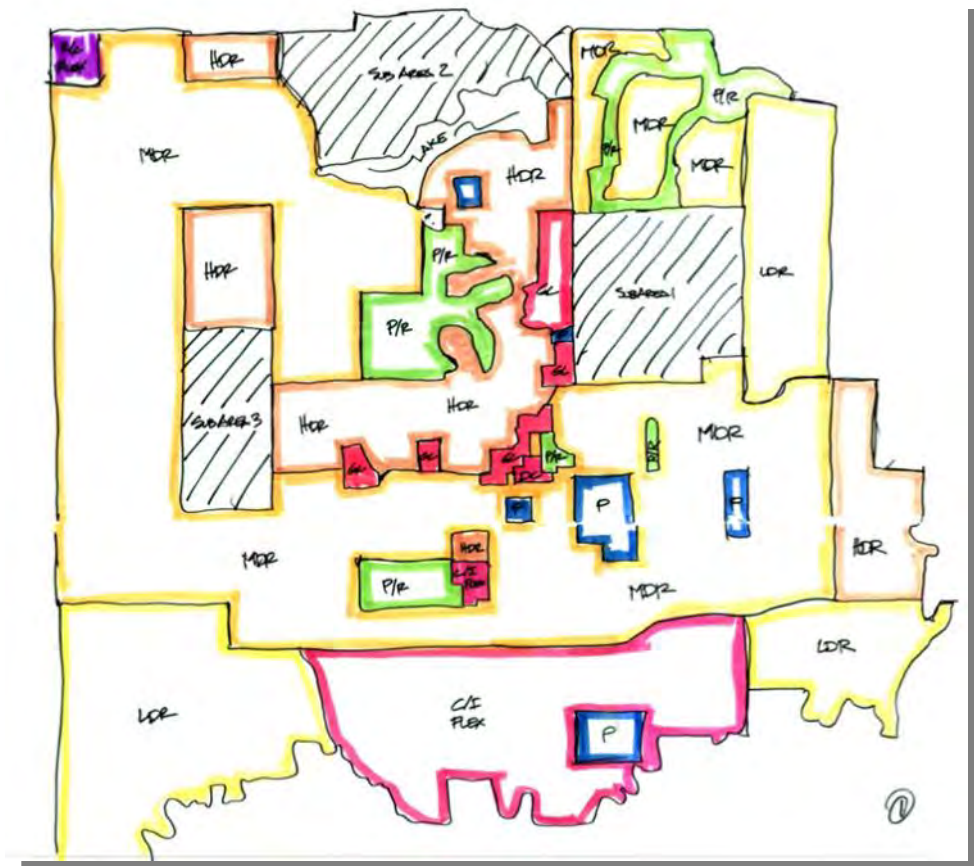
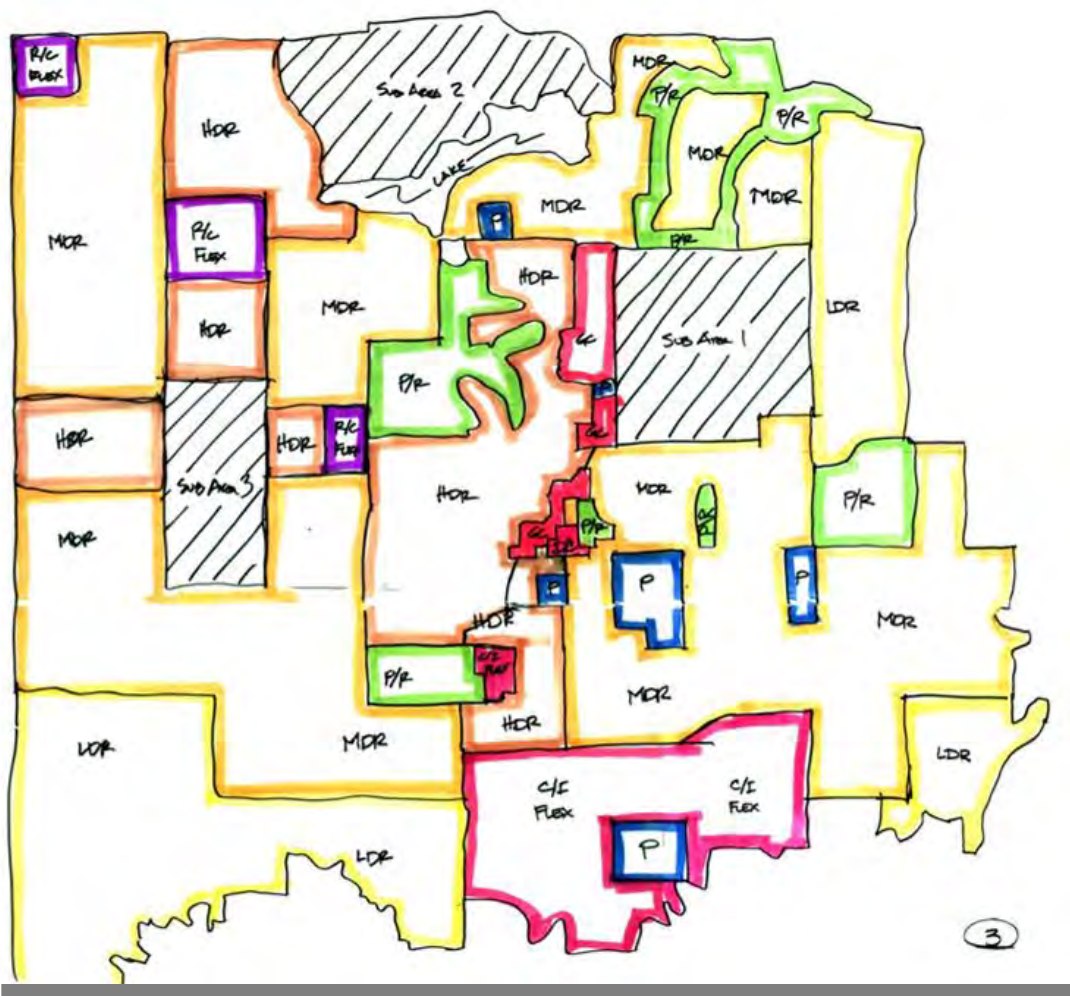


Figure 2.4:
Growth Scenario Two—Western Growth



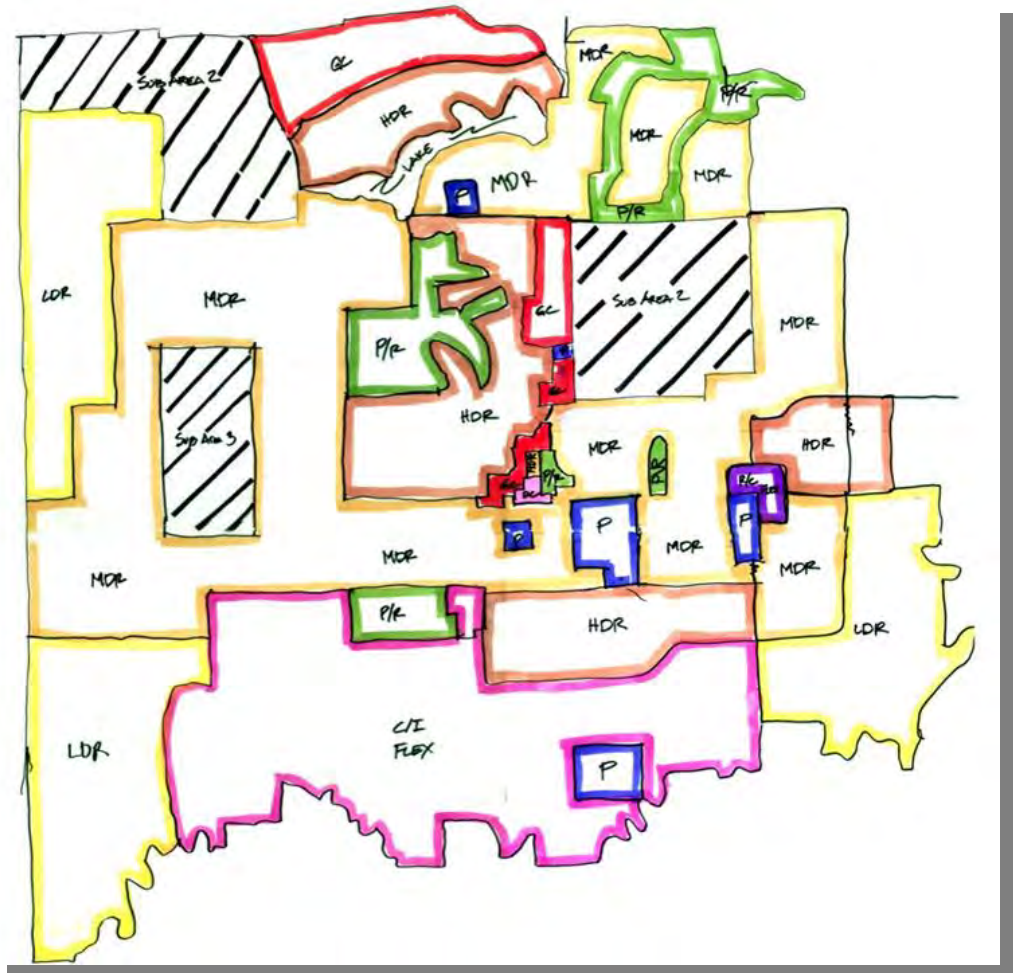
Figures 2.3, 2.4, and 2.5 show the original growth scenarios developed by the consulting team. Each of the three examined the placement of future land use districts based on the overall growth process.

The concept behind the process was to examine the potential for growth and to establish policies that would direct certain land uses in the appropriate direction while protecting certain existing land uses when possible from encroachment of more intense uses.

The steering committee was asked to review each scenario and comment on what was positive on each and what they did not like. Ultimately, the members were asked to select a base scenario and then were asked what parts should be modified with concepts from the other two proposals.

The detailed notes and suggestions from this meeting are available at the City of Norwalk.

Figure 2.5:
Growth Scenario Three—Northwest and Eastern Growth



February 9, 2012, meeting

The fourth meeting with the steering committee was held on February 9, 2012, in the City Council Chamber of City Hall. The meeting agenda included the following:

- Discuss potential community vision and goals.
- Develop Future Land Use Concept.
- Determine potential land use classifications.
- Proposed Future Land Use Concept.
- Design future transportation system.
- Assess utilities, city services, and growth phasing.

The general assumptions discussed during this meeting were as follows:

- Population increase of 40,000
- Sub-areas (master planned, mixed use activity center) may accommodate 4,500 people.
- Dwelling unit demand of 16,000 (combination of single-family and multi-family units)
- Total land consumption of 10,000 acres (16 square miles) needed
- Each scenario used gravity flow sewer.

Identified impacts on land consumption included the following:

• Residential Land Uses	3,156 acres
• Commercial Land Uses	684 acres
• Industrial Land Uses	263 acres
• Public Land Uses (parks and schools, etc.)	1,557 acres
• Right-of-Way	2,693 acres
• Other land uses	2,167 acres
Total New Development	10,520 acres/16.4 sq. miles

These statistics were presented to the steering committee emphasize the importance of making solid decisions about the future land uses in the community. The group was also informed that the amount of land uses shown could be more than what may be needed, depending on the amounts of residential density that were determined to be appropriate.

Town Hall Meetings

During the planning process , Town Hall meetings were held on two separate evenings:

- September 14, 2011
- October 25, 2011

These meetings were scheduled provide specific findings to the general community, while, collecting input and feedback on how the participants saw the future of Norwalk.

September 14, 2011, Town Hall Meeting

The September Town Hall meeting was intended to collect input from the general public on key items, including completing a “visioning exercise. ” The following is the outline that was given to those attending the meeting.

Visioning Exercises

Celebrate Norwalk

Take Forward/Leave Behind

New Ideas for Norwalk

Please review the ideas generated during the MindMixer virtual town hall process and list the most important ideas for each of the following areas. If you have an idea that is not on the MindMixer list, recommend it to your group. Record your group’s ideas and prioritize them.

- Community Character
- Community Health
- Growth and Housing Diversity
- Public Safety
- Stormwater
- Transportation Diversity
- Other Ideas

Prioritize and Pay for Projects

Use your Norwalk Notes \$ and pay for the projects that are important to your community. You only have 10 Norwalk Notes \$ worth \$1 million each. Spend

Celebrate Norwalk...

Take forward/leave behind is an exercise that asked the participants what things in the community need to be taken with the community into the future. Leave behind addresses those items that need to be left back in the present time and need to go away in the future.

them wisely on projects you think are priorities for Norwalk.

Envision Norwalk

With your group, write a one line vision statement for Norwalk.

“Norwalk should”



Photos from the
September 14, 2011
Town Hall Meeting



October 25, 2011, Town Hall Meeting

The October Town Hall meeting was designed to inform the general public about the findings of the September Town Hall meeting. In addition, the consulting team introduced the three different growth scenarios as discussed in the October 26, 2012, Steering Committee meeting synopses. The goal of this meeting and exercise was to assemble the best pieces, according to the group, of each concept into one growth scenario that would be the basis of the future land use plan during the planning period.



After the presentation, the attendees were asked to provide feedback and comment on the three scenarios. This feedback was collected and presented to the Steering Committee on October 26. This information is available for review at City Hall.

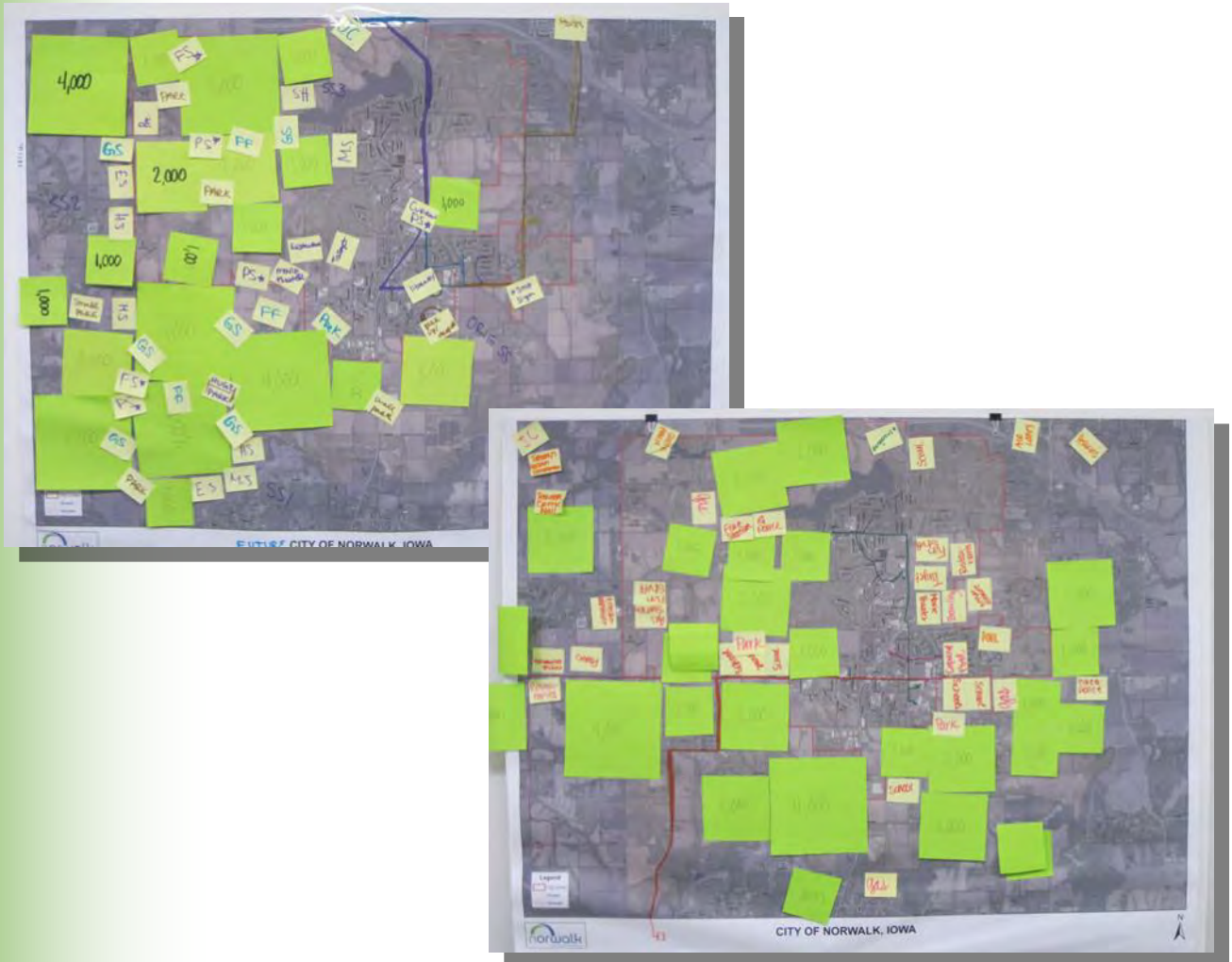
Youth Participation

A solid comprehensive plan will include reinserting the youth back into the community after they complete their post-secondary education. This type of approach provides a solid population base to continually build upon. Therefore, if retaining youth in the community makes good common sense, then the plan being crafted presently will affect their desire to return.

On March 7, 2012, the consulting team and city staff members started a four-hour exercise with a group of teens from the Norwalk Public Schools. The agenda was as follows:

Agenda

1. Providing introduction to the Comprehensive Plan
 - a. What is a plan, and why should you care?
 - b. Questions
2. Identifying place
 - a. Your school
 - b. Your house
 - c. Identify how you get to school.
 - d. Best places to hang out
 - e. Dangerous places, e.g., crime, accidents, other
3. Planning Norwalk's Growth
 - a. Plan for 40,000 new residents by 2030.
 - I. Where will they live?
 - II. How will they get around?
 - III. Where will they work and shop?
 - b. Requirements
 - I. Schools:
 - 1 new elementary school per 4,000 new residents
 - 2 new middle schools per 10,000 new residents
 - 1 new high school per 10,000 new residents
 - II. Police:
 - 1 new sub-station per 10,000 new residents
 - III. Fire:
 - 1 new sub-station per 10,000 new residents
 - IV. Parks:
 - 1 neighborhood park per 4,000 new residents or 1 community park per 10,000 new residents



Some other question and comments from the discussion include the following:

Where do we go to hang out?

- School (Norwalk)
- Friends' Houses
- Library (Norwalk)
- Gas Stations (Norwalk)
- Daily Grind (Norwalk)
- Jobs: Community Bank, Scott's Foods, Jordan Creek, Church
- Tennis Courts/Track (Norwalk)
- McAninch Fields/Soccer House (Norwalk)
- Pool/Lake Colchester (Norwalk)
- Airlanes Bowling Alley (Des Moines)
- McDonalds, Subway (Norwalk)
- Jordan Creek (West Des Moines)
- Fazoli's, Perkins (Des Moines South Side)

What do we wish we had in Norwalk?

- Movie Theatre
- "Popular" Sit Down Restaurants – i.e., Buffalo Wild Wings, Pizza Hut, etc.
- Target
- Wal-Mart (more than just Dollar General)
- Strip Mall
- Entertainment
- Better/Bigger Pool
- Starbucks
- Flower Shop
- Bakery
- Gas Station Near Cumming
- More Paved Roads
- Easier Ways to Get to Des Moines
- More City Events
- Mini Outlet Mall



Common places we drive

- Highway 28/Sunset Drive
- 80th Avenue
- G14/North Avenue
- Beardsley

Dangerous places

- Skate Park
- Lakewood Intersections to Highway 28
- Cherry Parkway Driveways
- Library Park

Public Participation Conclusion

The public participation process in Norwalk during this planning process was unique and somewhat aggressive. The process reached out to numerous different groups via several traditional techniques, including town hall meetings, interviews, and steering committee meetings, plus, some non-traditional approaches such as MindMixer.

The city should continue this approach during the planning period and occasionally test the plan and some of the proposed amendments on the general public.

Collaboration

Collaboration is simply working together on similar issues for the common good. Collaboration happens in several ways, especially between governmental entities and public/private partnerships. This section briefly examines the existing and future collaborations between the City of Norwalk and other entities.

The most common means for a governmental entity in Iowa to collaborate with another entity is through a 28E Agreement. The 28E is discussed in Chapter 28E of the Code of Iowa, and it states the following under the chapter's purpose:

The purpose of this chapter is to permit state and local governments in Iowa to make efficient use of their powers by enabling them to provide joint services and facilities with other agencies and to co-operate in other ways of mutual advantage. This chapter shall be liberally construed to that end.

The joint exercise of powers is flexible and works very well for the local governments. Following is the actual codified statement on joint exercise of powers several:

Any power or powers, privileges, or authority exercised or capable of exercise by a public agency of this state may be exercised and enjoyed jointly with any other public agency of this state having such power or powers, privilege, or authority, and jointly with any public agency of any other state or of the United States to the extent that laws of such other state or of the United States permit such joint exercise or enjoyment. Any agency of the state government, when acting jointly with any public agency, may exercise and enjoy all of the powers, privileges, and authority conferred by this chapter upon a public agency.

The 28E Agreement can be used for several items, including the following:

- Shared use of facilities
- Joint county indigent defense fund
- Law enforcement
- Fire and rescue
- Water and sanitary sewer systems
- Joint transit systems, and

The City of Norwalk, at the time of this plan, had 68 different 28E Agreements in place. These agreements were with the following entities:

- The Des Moines International Airport
- City of Des Moines
- City of Cumming
- Greenfield Township
- Spring Hill
- Polk County
- Linn Township
- West Des Moines
- Iowa Mutual Aid Compact
- Lakewood
- Warren County Fire Departments
- Indianola
- Carlisle

- Norwalk Community Schools
- Safety Coalition of Central Iowa Cities
- Metro Incident Command Radio Network
- Drug Enforcement Administration
- Iowa National Guard
- Marion County
- Warren County Sheriff
- Carlisle Police Department
- Iowa Alcoholic Beverages Division
- Iowa Storm Water Education Program
- Iowa Department of Transportation
- Des Moines Waterworks
- Warren Water District
- Des Moines Water Board

Within this list of entities there may be numerous different agreements. This type of agreement provides a means for the different entities to be better prepared and more fiscally capable in providing services to its residents.

The 28E Agreement is only one type of collaborative measure in the state of Iowa available to Norwalk and other entities.

Collaboration - Goals and Policies

- Coll-1 The City should continue finding better and more effective ways to collaborate with other governmental entities through the 28E Agreement.
- Coll-2 The City should continue to find new ways to collaborate with private entities in Norwalk and the Metropolitan Area in order to provide more cost effective services to its residents.
- Coll-3 The City should continue to collaborate with the cities of Des Moines, and West Des Moines on better defining their common corporate boundaries for the future.
- Coll-4 The City should continue to collaborate with Norwalk Community Schools to provide recreational opportunities for all users within the community.
- Coll-5 The City should work closely with all neighboring communities and the Iowa Department of Transportation in developing the future street system in the community.
- Coll-6 The City should strive to develop a trails system that is interconnected with the rest of the Metropolitan Area.
- Coll-7 The City should continue to work with Norwalk Community Schools as the district works on their annual strategic plan including examining the continuing changes in population and school census.

3

NATURAL RESOURCES



Introduction

This Chapter of the Norwalk Comprehensive Plan contains the description of specific Natural Resources within the planning area for the city of Norwalk. In addition, this chapter discusses these natural resources in context to community planning.

The Natural Resources chapter examines the following:

- Existing soils in and around Norwalk and their potential impact on future development and redevelopment
- Existing water features such as ponds and streams in and around Norwalk
- Existing wetlands
- Existing slopes and topography in the Norwalk vicinity
- the floodplain/flood hazards
- Existing tree cover and its impact on future development and the environment
- Existing and future site drainage
- Existing stream corridor protection
- Policies for future development and redevelopment activities

Natural Resources - Vision

The natural resources (soils, natural vegetation, topography, groundwater, surface water, and air) around Norwalk should be protected and managed to ensure long-term quality, availability, and sustainability for the current and future residents as well as the economic well-being of the community. Norwalk will work to guide development in a manner that conserves and protects the natural resources, minimizes potential negative impacts, and promotes compatible land uses; yet, encourages quality development, safe alternative modes of transportation, and an efficient provision of services.

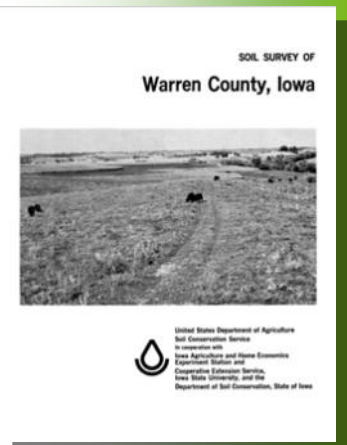
Natural Resources

Soils

In the Comprehensive Plan, the purpose of the soil analysis is to identify those soils that indicate where various types of activity should or should not occur. Certain soils have qualities that render them suitable for certain activities or unsuitable for others. The United States Department of Agriculture Soil Conservation Service published a soil survey of Warren County in 1978.

The predominate soils in the Norwalk area have a clayey base. Clayey based soils type have slow percolation rates, meaning that water tends to runoff as opposed to soaking into the ground. Clayey soils, due to their drainage characteristics, have a tendency to pool water in areas where the slopes and topography are flatter. This pooling, under the appropriate rain conditions, may turn into flooding conditions.

For a detailed analysis of the different soils in the Norwalk area, the Warren County Soil Survey should be consulted. The survey can be found at the USDA Service Center in Indianola or online at www.usda.gov.





Slopes/Topography

Slope plays a critical role in the ability to develop an area. Slope is somewhat determined by the types of soils in a specific location. The erodability of a specific soil is critical to how a water body in the Norwalk area will carve its path over time. The proper slopes are critical to getting proper drainage.

The slope, in combination with the soils, is critical in the level of engineering that will need to be undertaken to build roads and streets, the type of foundations that will need to be constructed to support new buildings in the future. Slope is calculated in terms of percentages. In the majority of Norwalk's development area, the dominant slope is 0 to 5 percent with the next largest group being 5 to 15 percent; the upper end of these slopes are becoming difficult for supporting development. In some areas, mostly around waterways, the slopes exceed 15 percent.



It is important to consider topography and slope when planning development since these are crucial factors in determining the suitability of land in Norwalk for development. Norwalk is located in central Iowa, and the terrain is slightly hilly, with elevations ranging from approximately 810 feet to 970 feet above sea level.

Climate

The Midwest Regional Climate Center provides climate data for the City of Des Moines, which is located approximately 11 miles north and east of Norwalk and experiences a similar climatic regime. The average temperature in Des Moines is 54 degrees, with average summer high temperatures reaching into the mid 80's and winter high temperatures in the low 30's. During the summer months, the low temperature average is in the low 60's and the winter low averages in the mid teens. The area receives 34.72 inches of precipitation per year.

Trees

Trees within the community of Norwalk and the outlying areas provide a great deal of positive impact on the area. Trees have three vital roles in our communities: they provide oxygen while absorbing carbon-dioxide; they provide shade during the hottest parts of the year; and they help stabilize the soils, especially in areas with steeper slopes.

Future development and redevelopment in the Norwalk planning area needs to be sensitive to existing trees during the planning period. Developments need to incorporate existing tree stands into their plans for subdivisions. Trees can make the properties more attractive to potential buyers. Clear cutting of entire tree stands should be discouraged by the City of Norwalk, and, where these conditions exist, Planned Unit Developments should be undertaken to maximize protection of this natural resource while protecting the developer's investment.

Trees are also critical in protecting the shorelines of streams and rivers. Removing trees can increase the potential for erosion, that could place an abundance of soils in the waterway, and this could contribute to increased erosion and flooding.

Ponds/Lakes

The Norwalk study area has several smaller ponds and lakes. Ponds and lakes play an important role in the existing and future needs of the Norwalk area. The primary benefit that ponds and lakes can provide is assistance with storm water runoff. As the Norwalk area continues to grow and add impervious surfaces, ponds and lakes will need to be examined to help control the increased runoff that may occur in the area.



Design evaluation will need to be undertaken to minimize the future siltation of these existing ponds and lakes. The city will need to examine and study strategies to control future runoff and erosion to maintain minimum localized flooding due to growth.

Streams/Stream Corridor Protection

As with ponds and lakes, the Norwalk study area has several streams. These streams are critical in moving water from their points or origin to their eventual convergence with the North River south of Norwalk. These streams also provide excellent buffers between different subdivisions.



As future development begins to infill the open areas within Norwalk's corporate limits, it will become critical to protect the stream corridors. These corridors should provide a protective natural area for stormwater runoff. In addition to the actual streams, any existing tree growth should be protected as well. Protecting of the trees within these corridors will allow for the entire corridor to resist future erosion and deterioration. These stream corridors also provide a natural area to develop trails and paths as a means of recreation.

Wetlands

Wetlands are those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and, under normal circumstances, do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, and similar areas. The ecological parameters for designating wetlands include hydric soils, hydrophytic vegetation, and hydrological conditions that involve a temporary or permanent source of water to cause soil saturation.



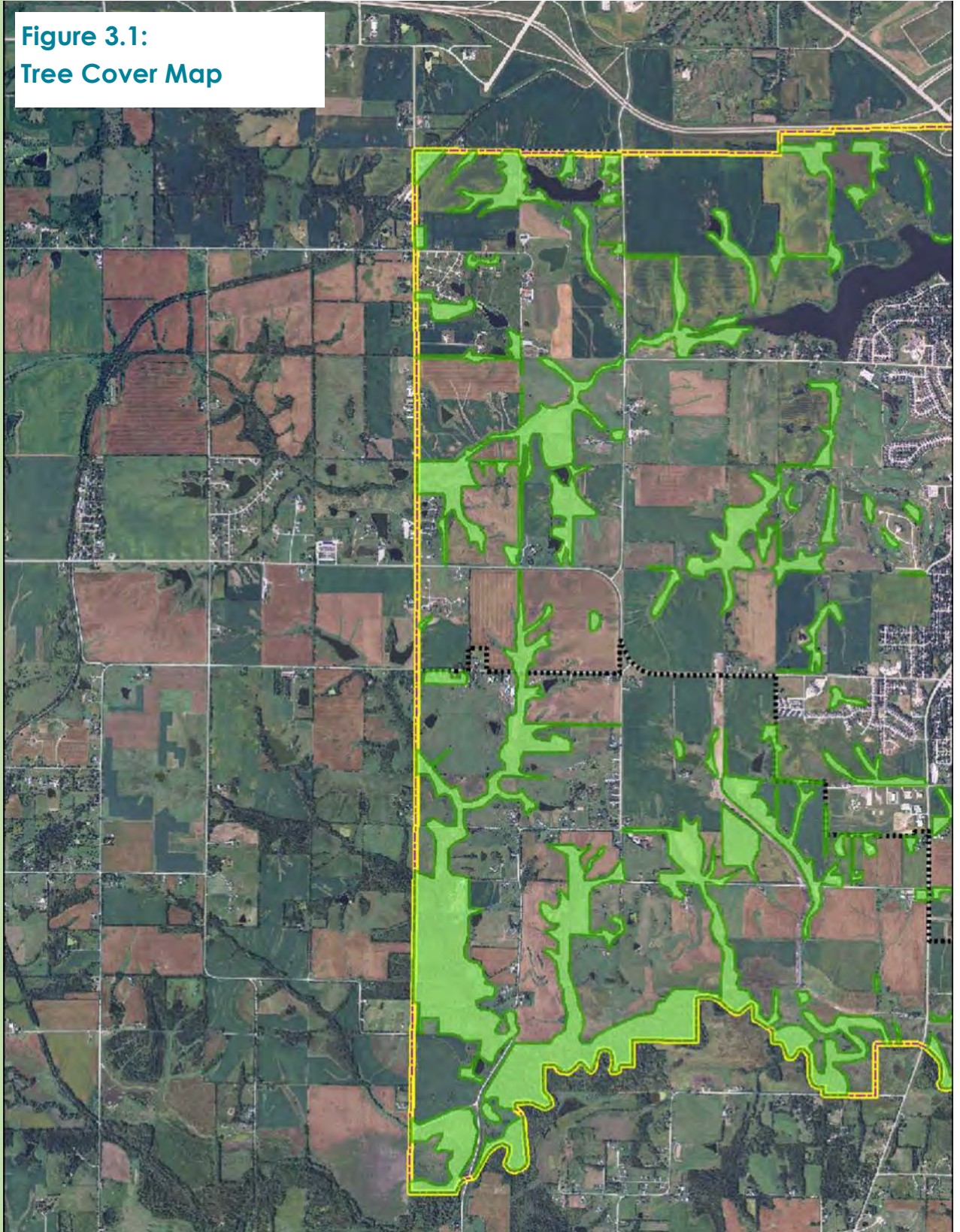
Fresh water wetlands and aquatic habitats are classified into the following categories:

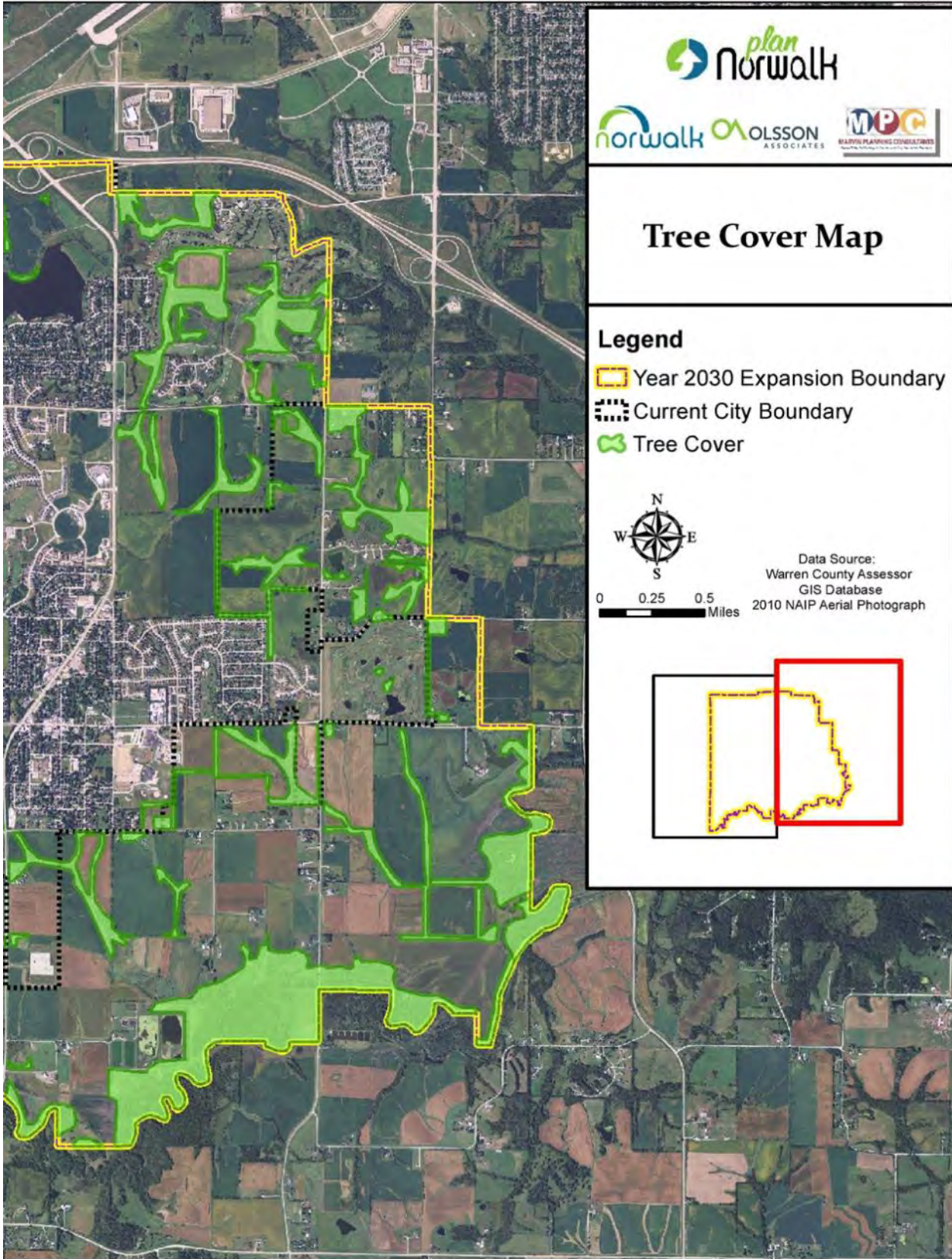
- Open Water - These are areas of open water, primarily reservoirs, ponds, lakes, and rivers.
- Non-Forested Emergent Wetlands - These freshwater marshes are dominated by a variety of grasses, sedges, rushes, and broad-leaved aquatics associated with streams, ponded areas, and tidally-influenced non-saline waters.
- Scrub/Shrub Wetlands - These are non-forested areas dominated by woody shrubs, seedlings, and saplings averaging less than 20 feet in height; these wetlands may integrate with forested wetlands, non-forested emergent wetlands, and open water.
- Forested Wetlands - These natural or planted forested areas have a dominant tree crown closure or hardwoods, pines, gums, cypress, or any combination of these types. These areas are usually in stream or river floodplains, isolated depressions, and drainageways, and contain standing or flowing water for a portion of the year.

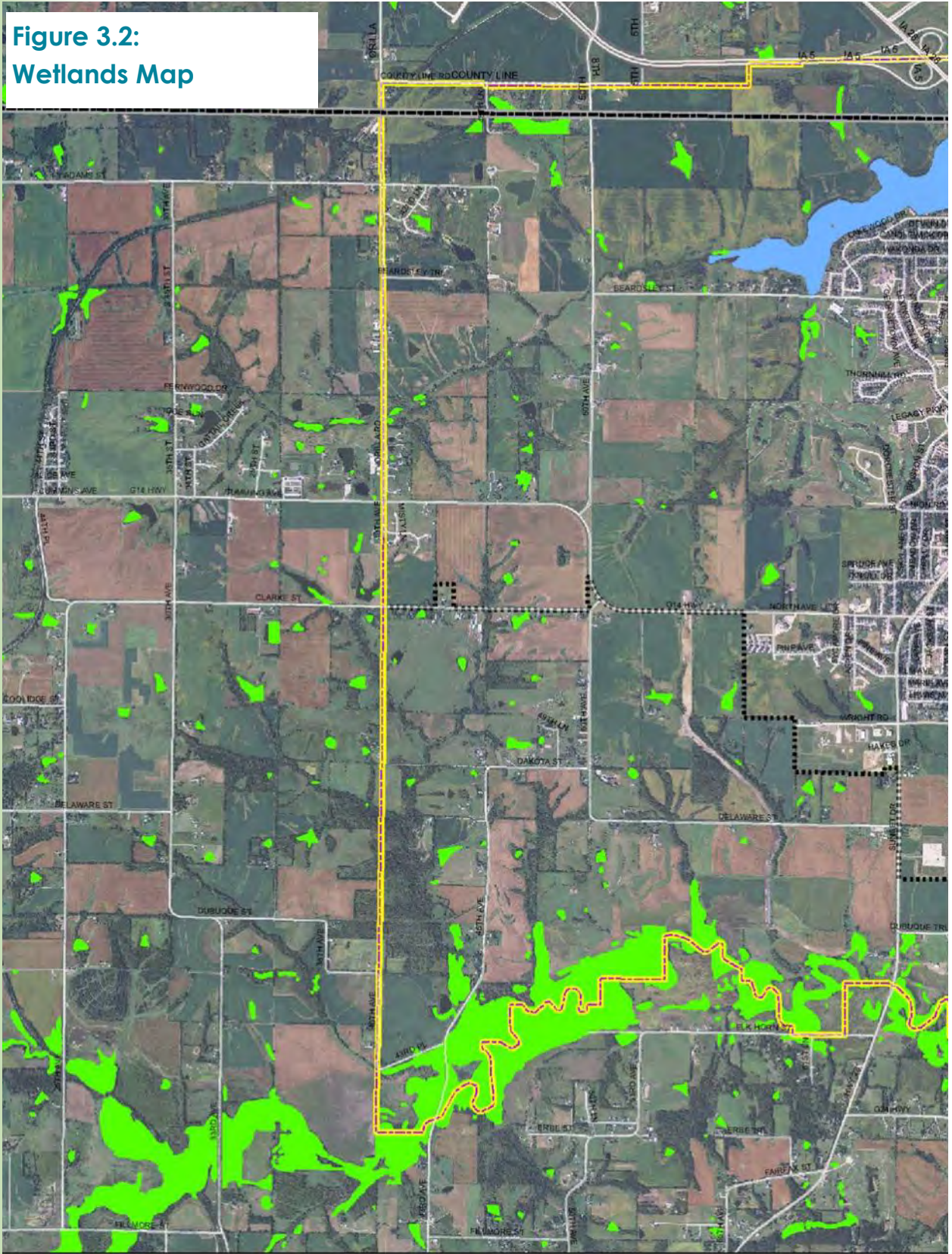


An example of wetlands

**Figure 3.1:
Tree Cover Map**







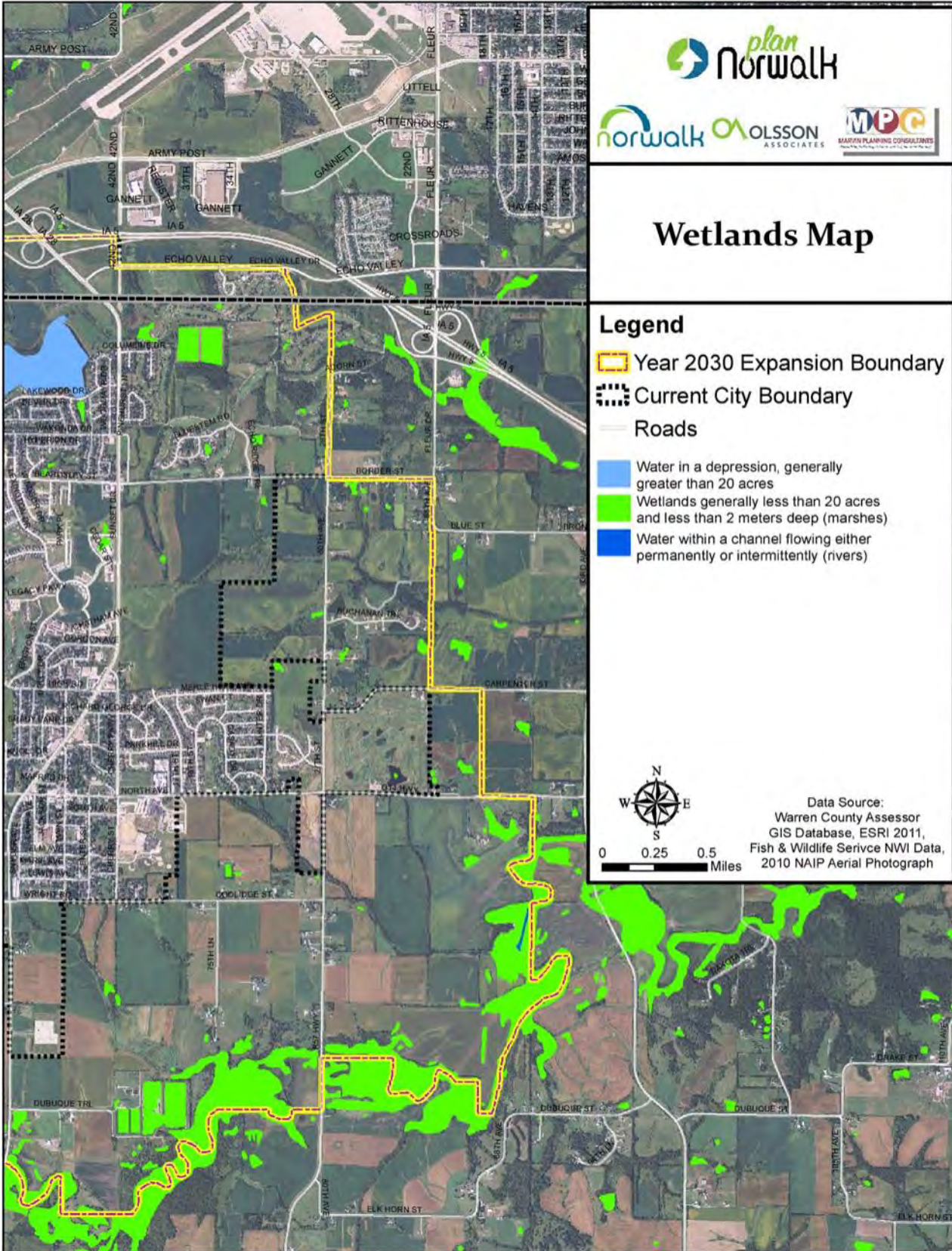
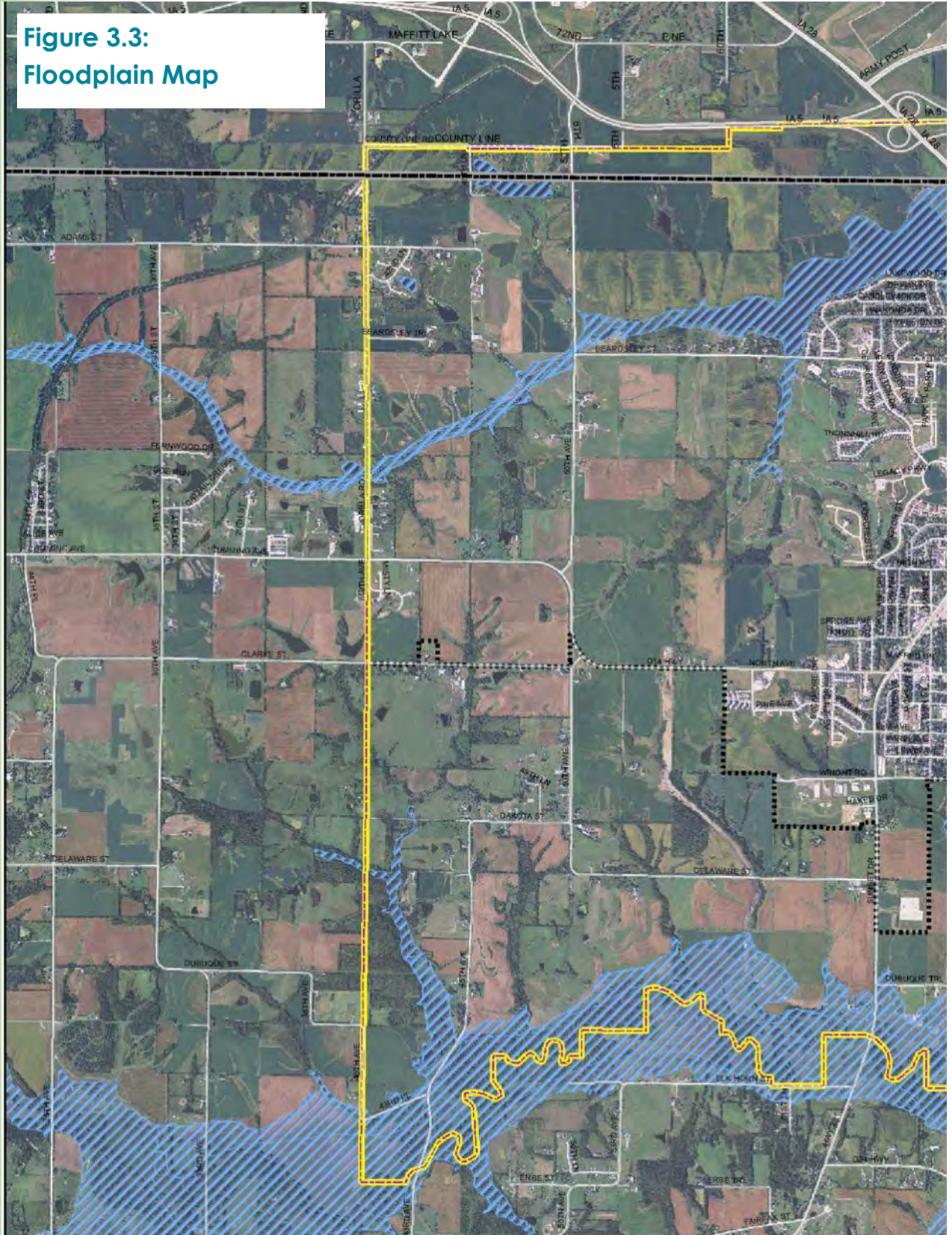


Figure 3.3:
Floodplain Map



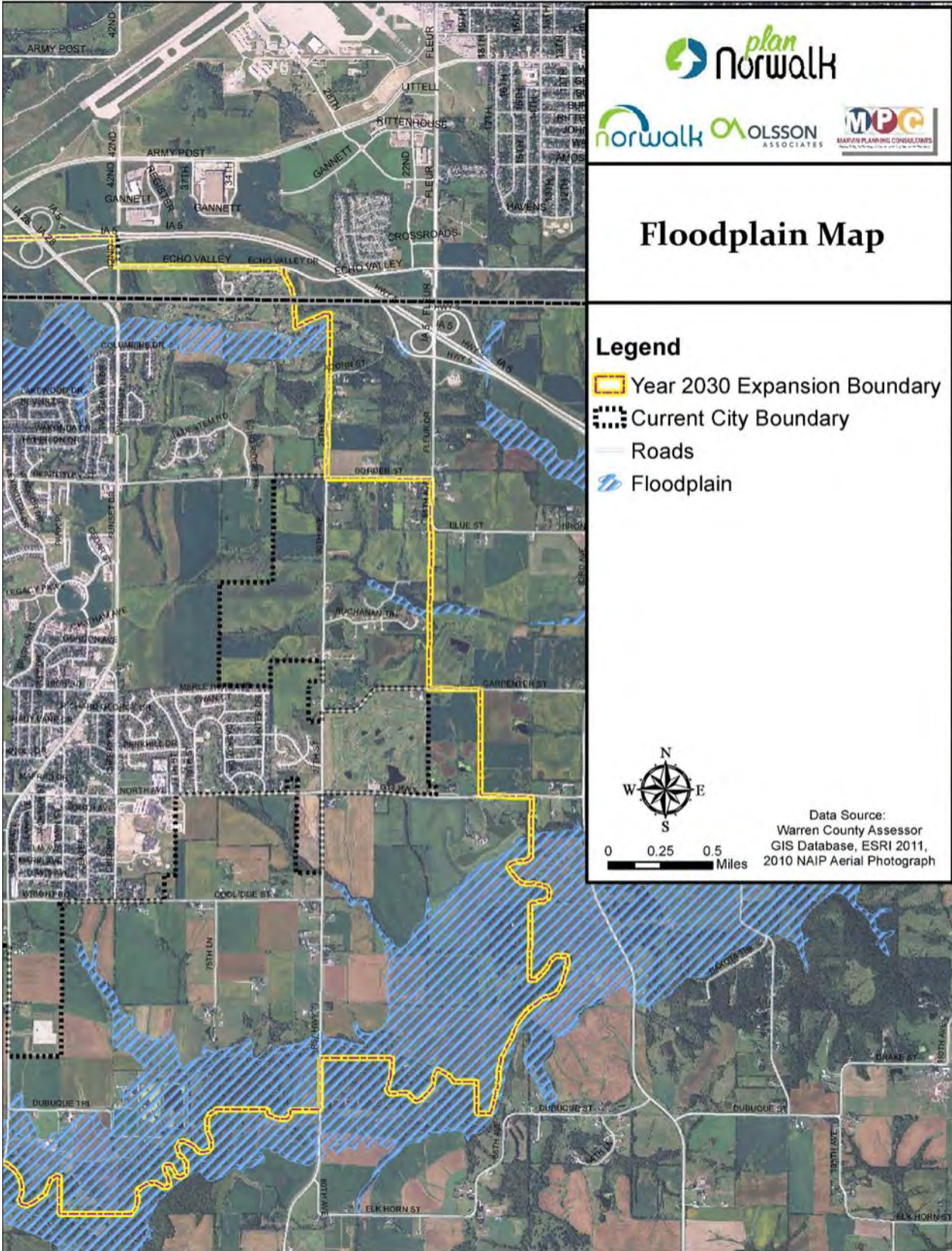
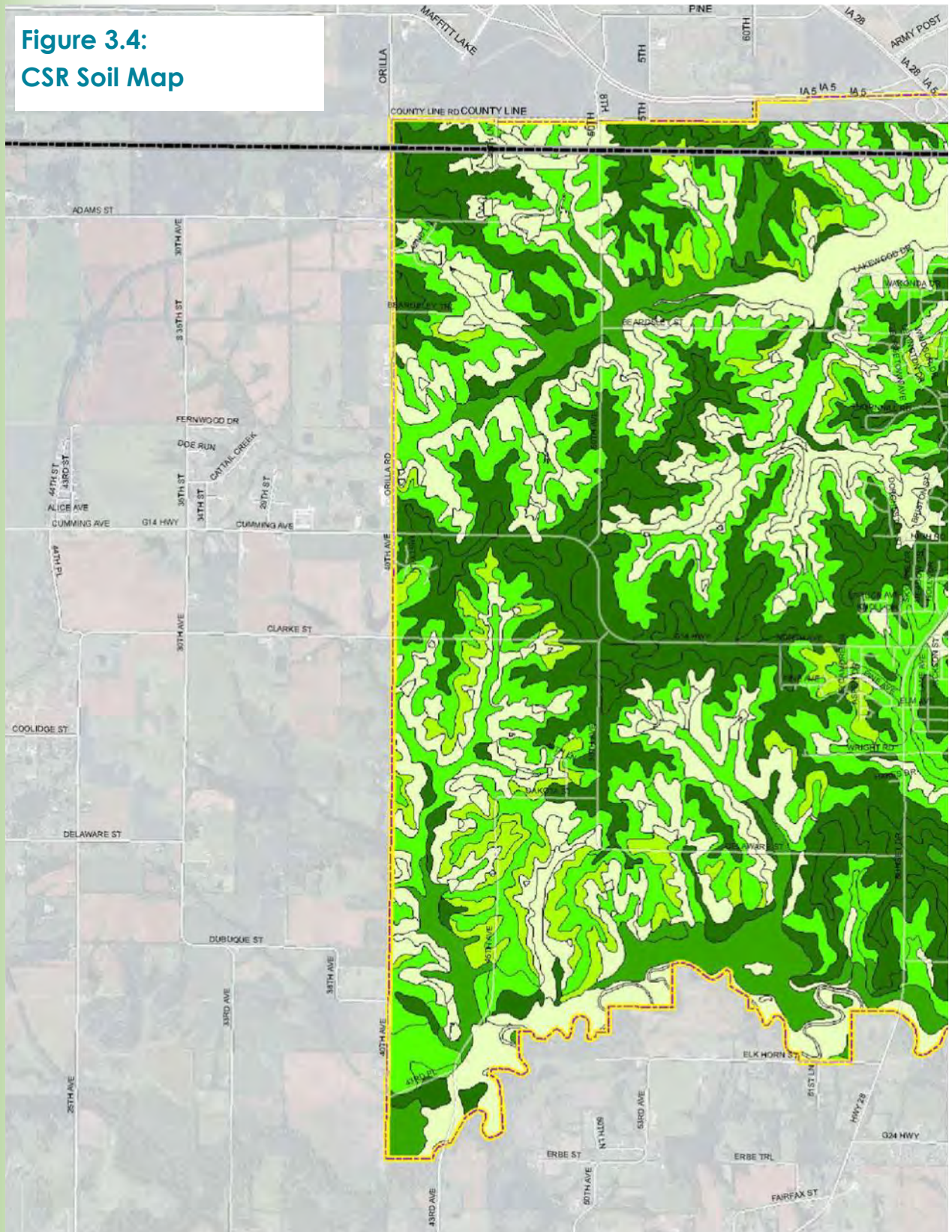
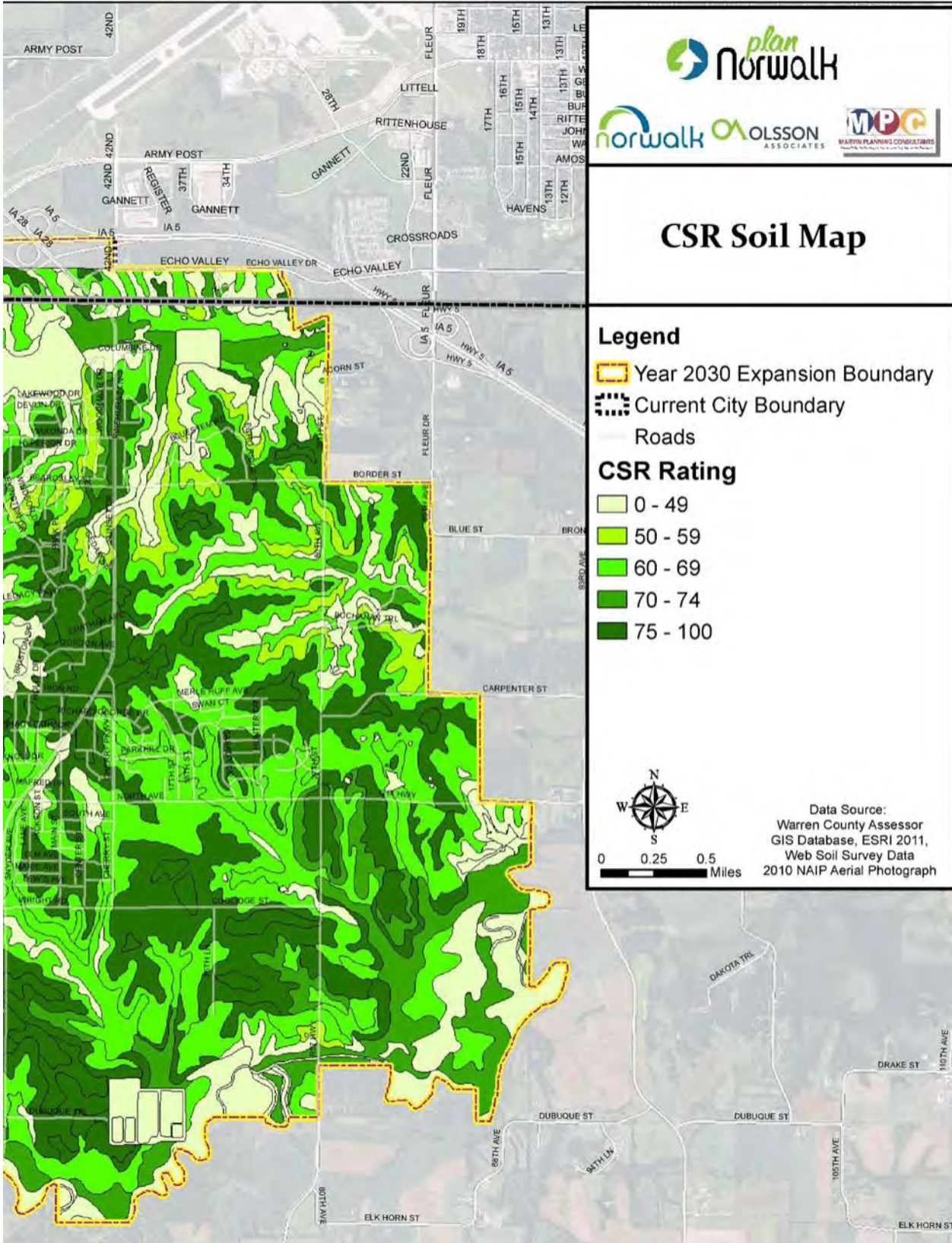


Figure 3.4:
CSR Soil Map





- Altered Wetlands - These are areas with hydric soils that have been denuded of natural vegetation and put to other uses, such as pastures, row crops, etc., but that otherwise retain certain wetland functions and values.

The U.S Fish and Wildlife Service completed the National Wetlands Inventory for the Norwalk area. The mapping indicates that several areas have riparian wetlands in floodplains surrounding North River and isolated wetlands low-lying areas throughout the 2030 expansion boundary.

Site Drainage

Site drainage within the corporate limits of Norwalk and the surrounding growth areas will be critical during the planning period. The area, as mentioned previously, contains a great deal of clayey based soils, and this alone does not allow the soil to properly sufficiently absorb rain and other precipitation.

Increased development, unless proper engineering is undertaken, will increase the amount and intensity of runoff from existing "greenfields" around Norwalk. Future development needs to be designed so that there is zero to minimal additional runoff, as far as immediate intensity.

Policies should be in place to contain the additional water/runoff on-site and release it slowly downstream. The site will still add to the overall runoff volume but it will release it in a manner that it minimizes downstream flooding and erosion.

Flooding Hazard

Within a semi-urban area such as Norwalk, there are typically three types of flooding to be concerned about, including: flash flooding, flooding in demarcated floodplains (100-year flood zones) and urban flooding. Flash flooding actually is a type of flooding that overlaps both of the ours and can occur in either situation.

Flash flooding can occur in more urbanized and rural areas depending on specific situations. A flash flood is flooding brought on by an inundation of rain beyond the carrying capacity of the soils/stream/stormwater collection system. Flash flooding typically occurs quickly with minimal notice and can be over in a matter of hours.

Urban flooding occurs due to the inability of stormwater collection system to handle either an inundation of rain or even normal runoff due to increased post-development runoff of new subdivisions and commercial entities.

Demarcated flood zones are those areas designated by the Federal Emergency Management Agency (FEMA) as either a 100-year flood zone, a 500-year flood zone, or a floodway fringe. The demarcated flood zones within the Norwalk area are predominately along the North River and the drainageway of a couple of major streams in the area. Figure 3.3 shows the 100-year zones in the Norwalk area.

Agriculture and Agricultural Preservation

Norwalk's location on the northern edge of Warren County and its boundaries with Des Moines and West Des Moines make it an extremely attractive location for growth within the Des Moines Metropolitan Area. Wherever there is pressure for growth, a struggle usually exists with agricultural preservation.

One key method for examining prime agricultural land in Iowa is through the Corn Suitability Ratio (CSR). Typically, areas with a CSR of 70 or more are considered as prime farmland. Figure 3.4 indicates the CSR for areas in and around Norwalk. A large portion of areas with higher CSR's is along ridges and stream corridors.

It is important to identify these areas and to preserve what can be preserved. However, when a community experiences the level of growth such as what is occurring in Norwalk, some give and take needs to occur regarding preservation of agricultural lands. Some areas within Norwalk's growth area will continue to have a more rural/agricultural feel. In addition, some areas that will be preserved will be along the outer limits because growth pressure will not likely reach those areas within the timeframe covered by the plan.

The future land use policies and concepts should examine ways to preserve some of the rural character along the western boundaries of the study area as well as those high CSR's along the floodplain of the North River.

Natural Resources - Goals and Policies

Natural resources, as discussed in the previous pages, are critical for several reasons:

- They provide a natural means to deal with water and runoff.
- They can provide a natural connection for recreational trails and paths.
- They, many circumstances, were created naturally, and maintaining a natural area is more likely easier to manage than man-made systems.
- They preserve the natural beauty that is an asset appreciated and valued by the community.

Natural Resources - Goals and Policies

The following pages will establish specific goals and policies for the natural resources throughout Norwalk during the planning period.

- NR-1 The City should undertake a regional stormwater management study to document existing conditions and issues as well as potential strategies for minimizing the impacts of future development.
- NR-2 A Surface Water Protection Area policy should be established by the City to protect the unique character and environmental quality of the area.
- NR-3 Federal requirements and regulations should be followed when land use regulations are being amended and/or developed.
- NR-4 Zoning regulations and design standards should be created to protect the environmental and natural resources of Norwalk through preservation and conservation practices.

- NR-5 Development should demonstrate a positive impact or, at least, a neutral impact on surface water and ground water supplies.
- NR-6 The City should establish zoning and subdivision standards supporting conservation of natural resources using Planned Unit Developments, which implement Conservation Easements and other tools.
- NR-7 The City should promote quality land management, including soil and water conservation, by developing erosion control design standards for larger commercial and industrial developments. The land management program should include an ordinance to control erosion and sedimentation in both public and private roadway construction.
- NR-8 Encourage the preservation of environmentally sensitive areas such as wetlands, wooded areas, waterways (streams, ponds, lakes, rivers, etc.), landmark trees, and other amenities.
- NR-9 The City should restrict land uses within the floodplains by limiting it to open and undeveloped spaces, including forestry, agriculture, wildlife habitat, and recreational areas.
- NR-10 The City should encourage improved watershed management practices and the construction of watershed storage projects for flood control.
- NR-11 The City should enforce and monitor the requirements for Stormwater Management under the NPDES Phase I and II programs.
- NR-12 The City should establish a tree planting policy and a set of standards to promote planting recommended species, based on the standards of the Iowa Department of Natural Resources Urban Forestry Division. Specific standards should be established via landscaping and subdivision regulations.

4

COMMUNITY CHARACTER AND REDEVELOPMENT



Introduction

Community Character

Community character is a term of art that is widely used and has several different definitions. As with many subjective items, we know community character when we see it. Every community in the world has its own “character,” which is based on numerous items, including culture, history, identity, natural surroundings, and man-made surroundings.

When the legislators in Des Moines passed Iowa Smart Planning into law in 2009, it seems as if they wanted each community to examine itself and determine what characteristics existed at the time of their planning efforts. According to the Iowa Smart Planning guidelines, Community Character states the following:

“Planning, zoning, development, and resource management should promote activities and development that are consistent with the character and architectural style of the community and should respond to local values regarding the physical character of the community.”

Community character in Norwalk has been evolving during the past several years. Newer developments along Iowa Highway 28 have been both required and voluntarily constructed new developments that were at a higher standard than earlier developments in Norwalk.

The Legacy development proposed and developed an entire area of Norwalk that included mixed uses with architectural standards throughout. McDonald’s and Kum & Go both built structures that were all brick and a step above traditional designs.

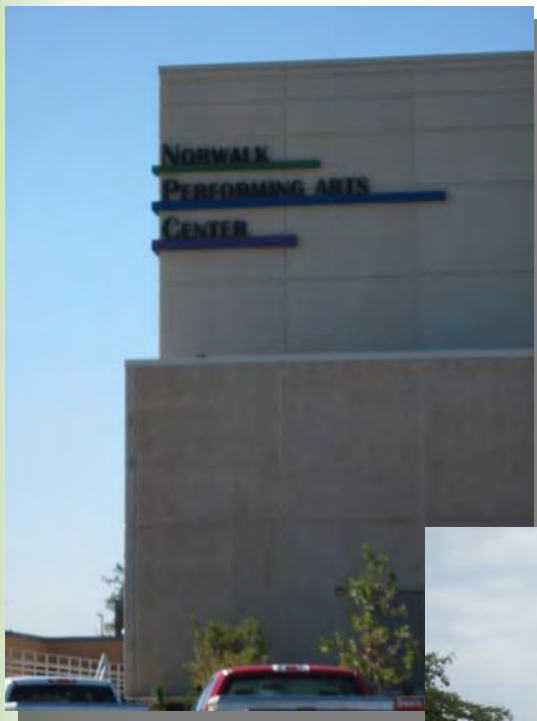
The City of Norwalk and the Norwalk School System have also constructed new facilities or redeveloped existing facilities into high quality buildings with aesthetic appeal. The latest addition to the Norwalk High School and the redevelopment of City Hall are testaments to the dedication of these two governmental agencies.



Redevelopment

Redevelopment refers to improving and rebuilding a specific building or an entire area/neighborhood. Redeveloping an area/neighborhood level will typically be undertaken when a predominance of older and/or dilapidated structures are contributing to the overall decline of an area.

Future redevelopment activities/areas will be identified through this planning document. Strategies and concepts for redeveloping areas will be the foundation for implementing this type of activity in Norwalk. It is important to note that, if an area is designated for future redevelopment, it **DOES NOT** mean that it is in a major state of deterioration. It **DOES** mean that specific issues need to be addressed, which may range from the condition of buildings and/or the condition of the local public infrastructure.



Community Character

The City of Norwalk has an excellent opportunity to determine what its wants to look like in the future. Historic population trends indicate that Norwalk will continue to grow; how big is yet to be seen. No matter what size Norwalk grows to be, the image of the community will be one of the main items visitors and potential residents notice.

Community character encompasses numerous puzzle pieces that will need to be assembled just right. Many of the items that define community character include the following:

- Community entrances
- Open space and public use areas
- Natural amenities (trees, green space, waterways/stream corridors)
- Public art
- Walkability
- Wayfinding
- Signage
- Landscaping
- Architectural character, massing and scale, materials and design
- Site and building orientation

Community character is a combination of physical and psychological experiences. Incorporating these elements into the proper context within the community requires a great deal of public input and feedback.

Community Entrances

Community entrances are a critical component to how the community is perceived by both residents and visitors. Community entrances can be addressed through several different design elements. These design elements need to ensure that a lasting impression is made on every individual that enters and drives through the community.

The first thing anyone notices when entering a new community, especially one that is adjacent to other cities in a metropolitan area, is the community entry sign. The welcome sign needs to be designed in a manner that will convey the message without distracting traffic.

In addition to a community entry sign, another issue that needs to be addressed during the planning period in Norwalk is a decorative barrier between Highway 28 and residential properties, especially near the Lakewood neighborhood. An excellent example can again be found north of Norwalk in Clive. Clive has created a stamped concrete panel system that appears to be stone. In addition, where the decorative barrier comes to an intersection, the wall is terminated with a stylish column.



Norwalk needs to design an entry sign similar to Clive at the community



Decorative wall in Clive as it comes to an intersection

These two items, strategically placed at the main entrances, especially at the north end, will enhance the overall appearance of the community as people enter Norwalk.

Natural amenities

Natural amenities help provide balance between the natural and the man-made environments as well as the past and the present. Natural amenities include: trees (especially mature trees), green space, rock outcroppings, natural drainageways (including stream corridors), and other natural landscaping. Using natural amenities is one way to make a newer development look more mature without shipping in additional landscaping materials.



Trees that are preserved can add a great deal to the overall aesthetics of a newer development, regardless if it is residential or commercial. Chapter 3 of this plan indicates where major clusters of trees are located in and around Norwalk. Some are located along drainageways and help stabilize the stream's shoreline. Whenever possible, these tree clusters need to be incorporated into new developments and preserved. The photo to the left shows how a newer subdivision incorporated existing trees into the design and provided a natural character to the development.



Green space is another tool to add to the overall character of a community or neighborhood. This type of space can provide not only a place for individuals to rest/relax but it can be a valuable community gathering spot. The older colonial communities on the east coast of the United States commonly had a community green. As mentioned, this concept should be undertaken at both the community level and the neighborhood level. Two specific planning tools that can aid in this approach are Planned Unit Developments and Density Bonuses.



Natural amenities that are critical, such as **stream corridors**, should be preserved and incorporated into the overall design of new developments. These streams have been carrying stormwater for generations if not centuries, and mother nature has already found the simplest route to convey the stormwater. However, preserving stream corridors involves more than just protecting the actual flowline; policies should be established by the City of Norwalk that protect the flowline and outline a defined buffer along both sides of the stream. Creating these stream corridors, if done properly, can be a major asset to a developer when selling a residence or business property.



Public Art

Public Art can be as simple or as extreme as a community desires. Public art ranges from simple sculptures to a flamboyant series of murals and sculptures. However, the most successful examples seem to be the communities that keep it simple and spread out.

Sculptures can range from freestanding bronze figures to brick or painted murals; art can also simply be a pattern placed into the sidewalk in front of a building. Public art should not be done simply to do art, but it should be done to create an inviting scene as well as creating intrigue.

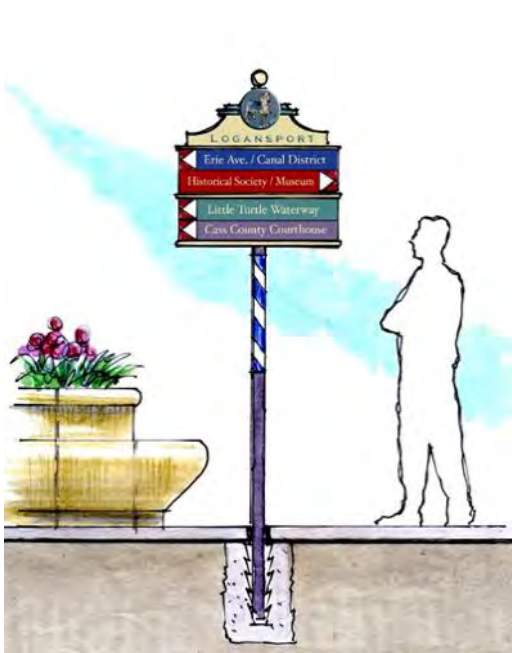


Walkability

Walkability has become a critical component in communities as people become more health oriented. It will be important for the residents and visitors to have a walkable community in the future. Some of this has already come up in discussion during this project. Implementing walkability can mean different things to different people. Some see it as being able to walk on hiking/biking trails away from traffic, while others just want to be able to walk from their homes or their parked cars to businesses and offices in the community.



Walkability does not only apply to recreational walking but it also includes the ability to live, work, and play within a short radius. The younger generations in communities tend to enjoy living in areas where they can leave home and walk to work in a short time period. These same individuals like to be able to unwind and relax the same way. Walkability is more than recreation, but it is now a key to newer excellent developments in communities.



An illustrated example of a wayfinding sign at a human scale.
Illustration courtesy of: Lohren Deeg





Norwalk should look at adopting policies and design criteria that encourage walkability in new and existing residential, commercial, or mixed-use developments.

Wayfinding

Wayfinding works closely with walkability. Wayfinding is a term that refers to using the appropriate signage to allow people to walk, run, and/or drive to specific places in the community. As Norwalk continues to grow, a wayfinding system will become more important to residents and visitors. The system does not need to be elaborate, but it does need to clearly convey a message and it needs to be legible to someone driving at the established speed limits for the area.



Signage

Signage in this section refers to commercial signage on the streets and buildings as well as the signage used at subdivision entrances. These items are critical to developing excellent community character in Norwalk. Signs can be well designed and at a human scale, or they can create visual clutter.



Every commercial business has the right to tell customers where it is, but those rights become limited when the community begins to perceive signs as visual clutter. Norwalk has already started to control this clutter on new development along Highway 28 by allowing only ground mounted signs along the street right-of-way instead of the standard pole sign. Ground mounted signs should also be designed to fit into the overall architectural character of the building and development.



Norwalk should continue to expand its sign policy throughout the community, especially as new development and redevelopment occurs along existing and future thoroughfares. The city should develop a design criteria handout and tie directly into its zoning and subdivision regulations. This would include all types of signage on a commercial building as well as at the site.

Besides commercial sites, developers typically like to advertise their subdivisions at the major entry points. Over the years, too many subdivisions have constructed basic wood post and plywood signs. However, in recent years, Norwalk has seen quality entry signs placed in The Legacy and other subdivisions. Quality signs should be a design policy implemented by the city to ensure appropriate signage is constructed, especially along primary thoroughfares.



Landscaping

Landscaping is critical to creating community character. Landscaping should be located in the following areas:

- Along streets, especially major thoroughfares
- Along parking barriers
- Near buildings
- In public spaces of a development

Landscaping can also include many different types of materials, including the following:

- Grass
- Shrubs

- Trees
- Water
- Plants
- Ground cover such as wood chips and rock

As new developments begin to establish themselves in Norwalk, the city should work closely with the developer to ensure an appropriate amount of landscaping will last and be maintainable in the future. Accomplishing this task will require the city to put in specific policies and guidelines that will allow both the city and developers to communicate properly.



Architectural character, materials, and design

Architectural character, materials, and design can significantly affect the character of a community. There are several ways to deal with this topic, including building mass, location, color palette, palette of materials, landscaping, and more.

Architectural character is typically addressed through the actual design of the structure, including the massing of the building components and the scale at which it is built. Massing and scale can work closely together as illustrated in the color rendering to the right. Mass and scale are critical to creating interest and intrigue in a building.



An example of massing and scale

Materials are another critical piece of architectural character. Some communities insist on specific materials being used. In many cases, when every building uses the same material(s) it can create a monotony and begin to limit creativity. The approach that seems to have the best results is to develop a list



Do's and Don'ts of Architectural Character

Do's	Don'ts
Negotiate with the developer and the designer on characteristics that will fit into the image of Norwalk while allowing the developer and the designer to express their corporate images.	Establish rigid design standards to the point that everything in Norwalk looks like each other.
Establish a range of palettes for materials and colors that may be used on future projects.	Sacrifice the good of the community for the purpose of an outlandish corporate image.
Be open to newer palettes of materials and color schemes, provided they do not create a negative image of the community.	Establish specific guidelines for residential development; do work with the developer to establish a set of minimal criteria, and allow those to be included in any covenant.



of several materials that can be used and allow these materials to be intermixed to generate that interest.

Similar to materials, specifying certain color palettes to be used in a community can lead to another level of monotony. Again, a series of palettes should be allowed. This variation allows the owner and the designer some latitude to be creative.

Another approach to handling both materials and colors is to have a policy that the developer will establish a specific set of materials and colors to be agreed to by city officials. Once this is completed, the agreed to materials and colors will become part of a development agreement and the covenant between the developer and other tenants or property owners of the area.



As Norwalk continues to grow and expand its commercial market, a critical component will be controlling the character within the corporate architecture used. Several corporations will modify their designs to fit into a specific set of guidelines, i.e., Wal-Mart in West Des Moines and in Pella.

Architectural character in Norwalk should be approached from the standpoint of consistency in theme and design is a good idea, but creativity needs to be driven by the developer and the design community. Architectural character does not require all design be in a specific style, unless the developer is attempting to create a themed area. A set of standards should be established and used to challenge the creativity of the designers.



Site and building orientation

Site and building orientation plays a key role in how a development is perceived from a design standpoint. Does it fit into the community and landscape, or is it overly dominant? Commercial buildings can be laid out to positively affect the community and display a strong commercial presence.



Several techniques can address quality site and building orientation. One method is to establish requirements that control the height of the building along the sidewalk, thus giving it good street scale. Another technique is to place the parking on an upper level, similar to the retail/parking structure at the left.

Commercial buildings can still have a dominant location and have exposure from a major thoroughfare without having the front door and several acres of pavement between them and the roadway.



Depending on the style of the development, the fourth photograph at the left is another way to address exposure and parking through site orientation. In this particular area, the commercial structure has been designed to mimic a downtown area, with parking along the curb at the front door. This approach works excellently for this style of development.

Building orientation on the site can also work to screen accessory structures/buildings/uses that are not visually desirable. One such case is where a convenience store is placed along the street but the gas pumps are moved back and away from the intersection and blocked from full view.

Redevelopment

Redevelopment, as discussed previously, should be undertaken in older areas of the community. These areas include the original downtown and the Lakewood neighborhood to the north.

Redeveloping the older parts of the community should look at ways that older deteriorating structures its should be either remodeled or abandoned and torn down. If they are torn down, then the city should encourage new residential and commercial development to build anew. Another critical part of these older areas that will need to be examined is the age and capacity of the infrastructure. Is the water supply adequate? Does the collection system have adequate sanitary sewer capacity? These are a items that will aid in the redevelopment process.

The Lakewood neighborhood is an older area that is in need of several redevelopment activities. The neighborhood needs major improvements to its water lines and sanitary sewer, as well as to the streets in the area. The City of Norwalk Public Works Department, City Council, and the administration are fully aware of the situation. They are in the process of analyzing the existing conditions and will hopefully begin to establish a plan of action in the near future to address these needs.



The soon-to-be-abandoned Capital Brand facility near downtown Norwalk



View of Lake Colechester

Community Character - Goals and Policies

- CCR-1 Building orientation on a site should be a major consideration when developments are proposed to the city.
- CCR-2 Major entryways into Norwalk need to be identified, protected, and enhanced to emphasize and preserve the natural setting and appearance of the community.
- CCR-3 Major entryways should incorporate decorative lighting, street medians, and additional landscaping where feasible and appropriate to create a visible invitation into the community.
- CCR-4 New developments should reinforce and complement existing community aesthetics.
- CCR-5 New developments should provide continuity and interconnectivity between developments by using pedestrian trails and shared access.
- CCR-6 Public art is an important means by which the community can strengthen a sense of place and promote a positive image. Art should be incorporated into public and private projects when appropriate.
- CCR-7 The design of individual urban and rural areas should be improved through innovative development practices.
- CCR-8 Developments proposed in areas having environmental assets should preserve critical natural areas and vistas.
- CCR-9 The City should develop specific signage guidelines to be incorporated into the existing/updated zoning regulations.
- CCR-10 The City should work with developers to minimize the impact of large parking areas immediately between the building and the street.
- CCR-11 Architectural character, including materials, mass and scale, and color, should be incorporated into a set of design guidelines for future developments.
- CCR-12 Redeveloping older areas needs to be a priority, and a long-range plan for undertaking such an endeavor should be prepared.
- CCR-13 The City should continue to lead by example by constructing/remodeling facilities that have quality design and architectural characteristics.

5

LAND USE



Introduction

Within any planning jurisdiction, whether a large growing urban area or a small declining rural county, changes in land uses will occur throughout the planning period. The purpose of the Land Use Chapter is to provide a general guide to direct changes in land use during this planning period. The resulting changes in land uses should be capable of coexisting with minimum number of conflicts. This section must reflect the existing conditions and be flexible to meet the needs of its citizens as well as their vision for the community's future.

The Land Use Chapter provides the basis for formulating land use policies. For this reason, it is imperative to formulate a plan tailored to the needs, desires, and environmental limitations of the planning area. The section should promote improvements in all the components of the local economy.

Existing Land Use

Existing Land Uses of a community indicate how a community has grown and developed over time. These uses may be appropriate and meet the needs and vision of the residents for the future, or they may not fit into the future plans of the residents.

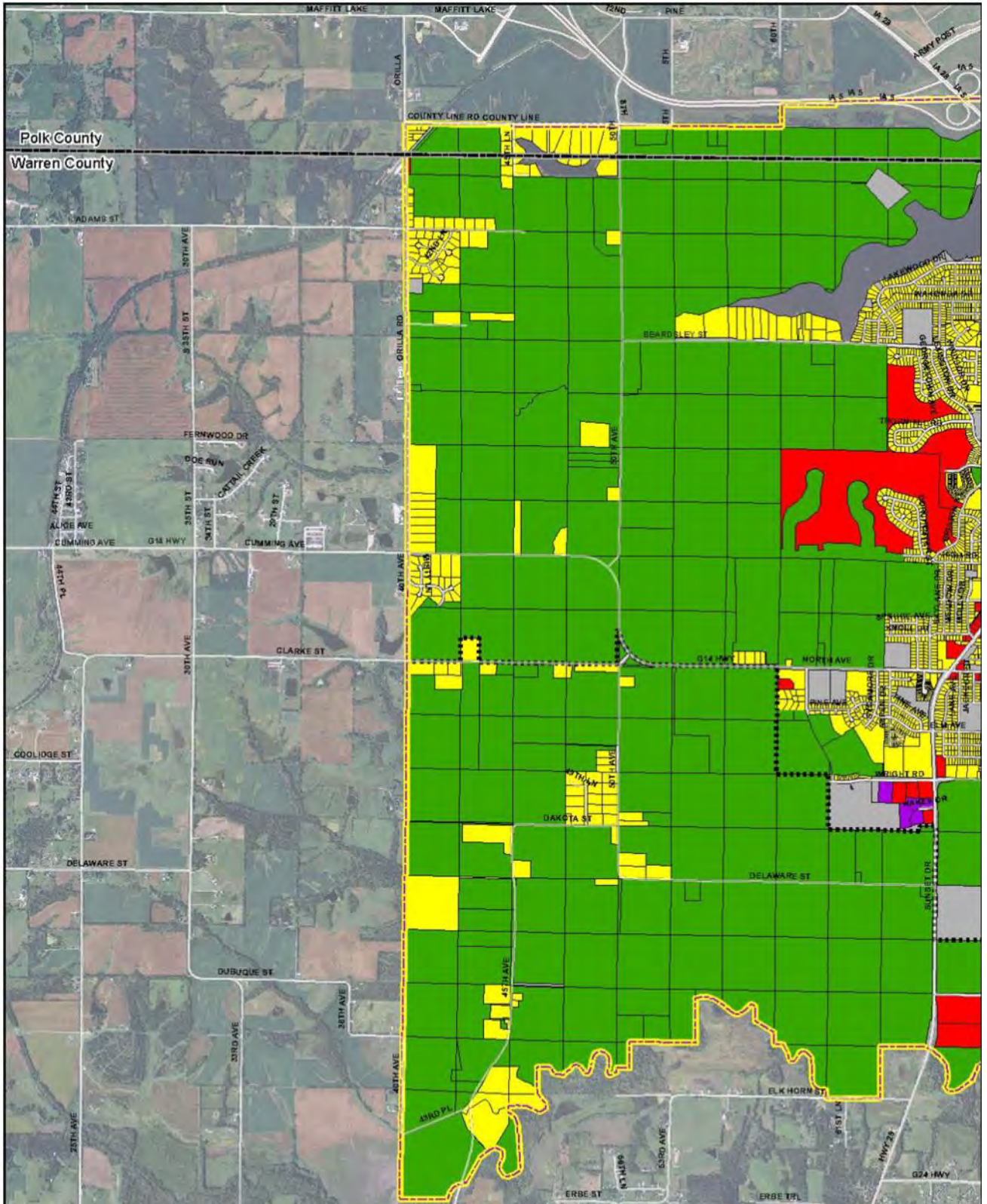
The following sections discuss elements of the existing land use evaluation and what it means to Norwalk. The existing Land Use evaluation will affect the Future Land Uses of the city as discussed later in this plan. The city was examined and divided into generalized land use categories. The land use categories have been further defined for descriptive purposes only. Uses on the existing land use map are based on the color coding in Table 5.1 below.

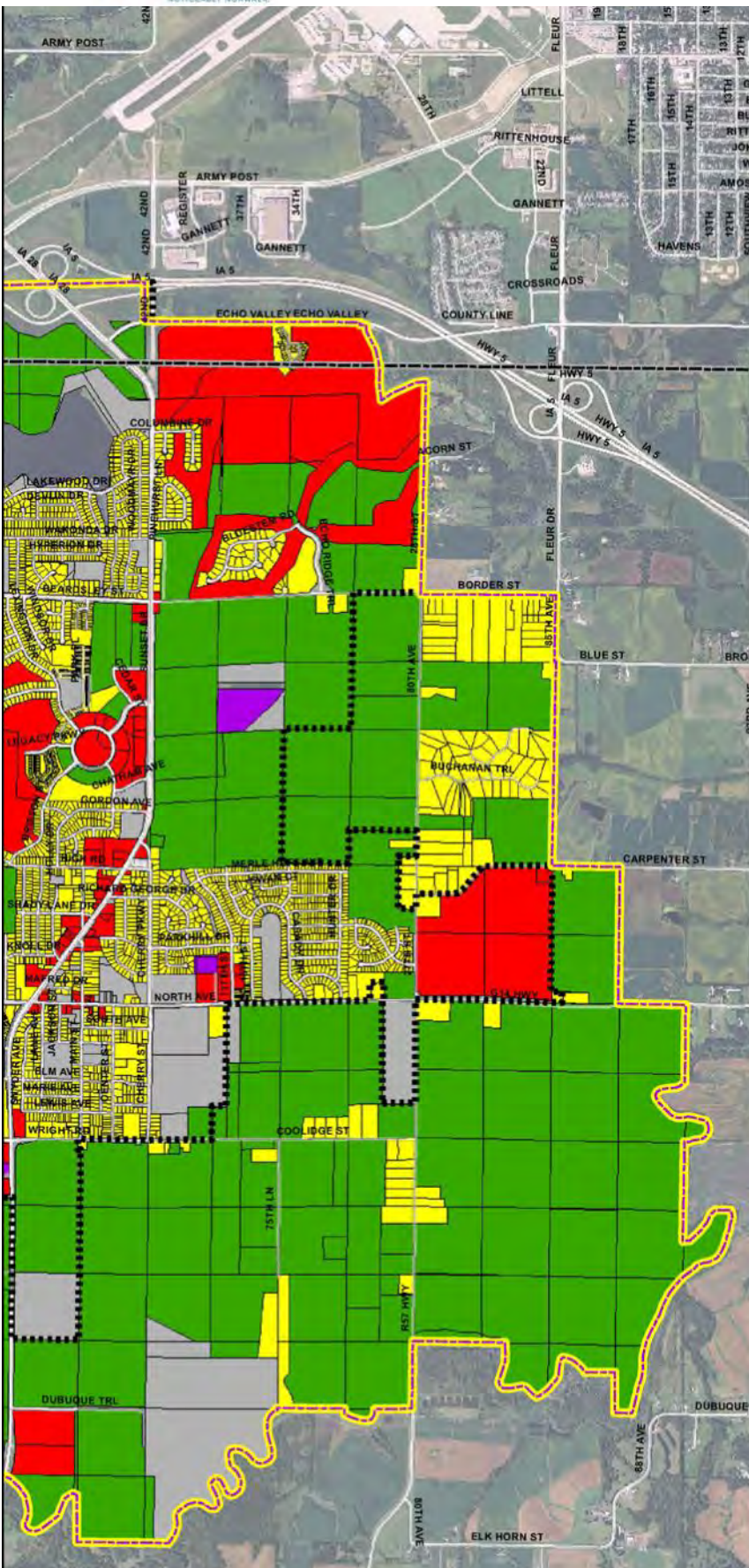
The categories were established to describe the types of uses occurring within the community. The specific uses were determined by several methods, including conducting windshield surveys during the project, using aerial photography, and confirming uses on the city's GIS site. The following is the definition of each category found in Table 5.1.

**Table 5.1:
Existing Land Use Categories**

Residential Uses	Commercial Uses	Industrial Uses	Public Uses	Agriculture	R.O.W.
Residential Single Family	Commercial Neighborhood	Manufacturing / Fabrication / Construction	Public Institutional		Streets
Residential Multi-family	Commercial Office	Industrial Warehousing	Public Office/Utilities		
Residential Manufactured Home		Industrial Transportation	Public Open Space		Alleys
Acresages			Public Parks and Recreation		

Figure 5.1:
Existing Land Use Map





Existing Land Use Map

Legend

- Year 2030 Expansion Boundary
- Current City Boundary
- County
- Roads
- Existing Agricultural
- Existing Residential
- Existing Commercial
- Existing Industrial
- Existing Exempt



0 0.25 0.5
Miles

Data Source:
Warren County Assessor
GIS Database, ESRI 2011,
Web Soil Survey Data
2010 NAIP Aerial Photograph



The existing land uses in Norwalk have not been compiled into an overall percentage of total corporate area due to the extraordinary amount of undeveloped/agricultural uses within the corporate limits. Any effort to do so will skew the overall need for future development.

Residential Land Uses

Residential land uses were divided into four different intensities, includes single-family, multi-family, and mobile homes. Each is defined as follows:



Single-Family Residential

Single-family residential is considered to be the most desirable form of residential use within a community. This use requires certain safeguards in place to protect it from incompatible uses and densities. This is typically the most prominent residential use in Midwest communities.

Multi-family Residential

The multi-family residential area includes residential uses such as apartment buildings, condominium complexes, assisted living facilities, and similar types of uses. These areas are more densely populated and tend to contain larger structures with several dwelling units under a single roof.



Manufactured Home Residential

The manufactured home residential areas typically contain manufactured home dwelling units. A manufactured home is a unit that has trailer hitches, wheels, axles, and transport lighting and tends to be placed on a pad with skirting around the bottom edge. Presently, no mobile home units exist within the corporate limits of Norwalk.

Commercial Land Uses

Commercial land uses are those that are established to provide goods and services to the general public. These may also include office buildings and medical facilities.



Neighborhood Commercial

The Neighborhood Commercial uses tend to be the retail and service businesses that provide goods and services to a smaller area or neighborhood region of the community. These uses may serve regional shoppers, but the predominant consumers are those living within a one-half-mile to one-mile distance from the establishment. Within Norwalk, this category also includes the existing/original downtown area. These uses include the following:

- Convenience Stores
- Gas Stations
- Restaurants/Drive-thru restaurants
- Repair and Maintenance Shops
- Strip centers with restaurants and bars.



Commercial Office

The Commercial Office uses are centered on office facilities for different types of retail and service users. These facilities are scattered around the community, but the majority of them are along Iowa Highway 28. The uses include the following examples:

- Offices in general (insurance agencies, banks, law offices, etc.)
- Medical clinics

Industrial Land Uses

Industrial land uses are typically those uses that manufacture or construct items. In addition, uses within this district may also include structures built to store these fabricated items or items shipped in from other places for future distribution.

Manufacturing/Fabrication/Construction

Industrial uses classified as manufacturing, fabrication, and construction tend to concentrate on uses that are typical to the manufacturing uses. These uses are the most intensive uses in the community as far as noise, pollution, odor, and other by-products associated with producing their products. Typical uses within this district include the following:

- Construction equipment storage and offices
- Small less intensive manufacturing

Warehousing

The uses under this classification are meant to be storage areas for commercial, industrial, and even personal uses. These areas typically are near other industrial uses and along major transportation routes within the community. Some uses within this district may include the following:

- Self-service Storage
- Warehouses
- Distribution Centers
- Bulk Storage
- Pipeline Depots

Transportation

This industrial district contains uses oriented towards transportation. These uses may include the following:

- Trucking Depots
- Airport

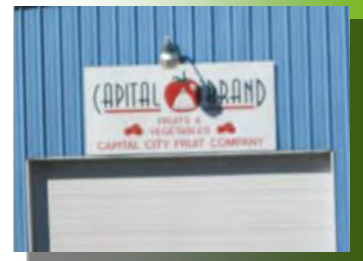
Public Land Uses

Public land uses are those places and facilities that provide services to the general public at the local, state, or federal levels. These uses may also include quasi-public uses such as churches.

Institutional

These public uses are typically the locations throughout Norwalk that serve the general public. These uses may include the following:

- Schools
- Cemeteries
- Churches





Public Office

Public offices uses are those that serve the general public in a manner that allows the residents to visit specific functions of the government. These uses may include the following:

- Governmental office buildings (City Hall, Public Safety Building)
- Public school administrative buildings

Open Space

Public open space has been defined as those areas throughout Norwalk that have been constructed to provide stormwater retention and/or detention.

Parks and Recreation

Parks and recreation locations are defined as areas that provide some means of recreation to the general public. These areas may include the following:

- City/County/State Parks,
- Golf Courses



Utilities

Uses under the Utilities category are those areas dedicated to the structures and facilities that provide the different infrastructure needs of the community. These uses include the following:

- Old wastewater treatment facility,
- Public works facility



Agricultural Land Uses

Areas designated as agricultural within Norwalk are those places where agricultural production is still operating and has not been developed at the time of this plan.

Right-of-Way

Those areas designated as R.O.W. on the Existing Land Use Map are those areas leftover, which includes the following:

- Streets
- Alleys



Future Land Use

The Future Land Use Plan provides the basis for formulating land use and zoning regulations and applying of zoning districts. For this reason, it is imperative to formulate a plan tailored to the needs, desires and environmental limitations of the planning area. The Future Land Use Plan should promote improvements in all components of the local economy. The following common principles and land use concepts have been formed to guide the development within Norwalk.

The Land Use Plan, the Transportation Plan, and the other chapters of the plan provide the tools to guide future development. The plan is based on existing conditions and projected future conditions for the community. The Land Use Plan also helps the community determine the type, direction, and timing of future community growth and development. The criteria used in this plan reflect several elements, including the following:

- The current use of land within and around the community
- The desired types of growth, including location of growth
- The feasibility of extending water and sanitary sewer
- Physical characteristics, opportunities, and constraints of future growth areas
- Current population and economic trends affecting the community

Norwalk should review and understand the above criteria when making decisions about the future use of land within the planning jurisdiction of the community.

This Comprehensive Plan identifies more land for development than forecasted for the planning period. Identifying more land allows for several development opportunities without giving one or two property owners an unfair advantage in the real estate market. Typically, the value of land can increase merely as a result of plan designation. However, value should be added to land by the real and substantial investments in roads, water, sewer, or parks, not by the designation of land in the plan.

Efficient allocation of land recognizes the forces of the private market and the limitations of the capital improvement budget. This plan acknowledges that these factors play an important role in the growth and development of a community. A Land Use Plan is intended to be a general guide to future land use that will balance private sector development, which is the critical growth element in any community, with the concerns, interests, and demands of the overall local economy.

LAND USE PLAN OBJECTIVES

- Identify past trends in demand for various land use categories (residential, commercial, industrial, public).
- Determine which objectives are working and which may need modified.
- Combine community goals with estimated future demands to project future land use needs.
- Establish policies and land use suitability standards to accomplish the following:
 - ◊ Protect and enhance current and future building/land use
 - ◊ Provide reasonable alternatives and locations for various land uses.

Future land uses are generally segregated into 11 primary categories. However, each category will be further delineated to provide greater detail for future development. The following list shows the general land uses within each Land Use Category:

- Agricultural Reserve
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Residential/Commercial Flex
- General/Neighborhood Commercial
- Commercial/Industrial Flex
- Industrial
- Mixed Use Districts
 - ◇ Sub Area 1
 - ◇ Sub Area 2
 - ◇ Sub Area 3



Agricultural Reserve Land Use

General Purpose

This is the future land use lying in the rural portions of Norwalk, especially those with a Corn Suitability Ratio (CSR) greater than 65 and outside the immediate growth areas of the city. These areas should remain in agriculture as long as possible.



Typical uses

1. Crop production, including grazing lands
2. Private grain storage
3. Residential structures in connection with farming operations
4. Renewable energy equipment
5. Tourism activities such as- hunting preserves, fishing, etc.
6. Mobile home parks, provided the facilities meet a specific set of design criteria.

Potential issues to consider

1. Slopes
2. Flooding hazard
3. Proximity to more urban areas
4. Minimum residential densities, especially acreages not associated with a farming operation
5. Minimum lot sizes typical of an agricultural area
6. Access from an improved county road or highway.
7. Groundwater contamination
8. Stream corridor protection
9. Wetlands

Buildable lot policies

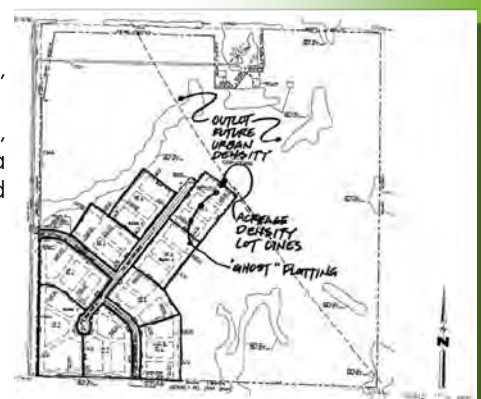
1. Residential dwellings on 30 acres or more should be permitted with minimal zoning review.
2. Other uses should be on a minimum area of 30 acres within these areas.

Residential density policies

1. Individual residential dwellings should be limited to no more than two dwelling units per one-quarter section members of ground.
2. Densities may be increased to four dwelling units per one-quarter section, provided the applications are reviewed by staff and the Board of Zoning Adjustment and specific criteria are established for access, water, and sanitary sewer systems.

Development policies to consider

1. Ghost platting should be required on all developments within this district.
2. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.
3. When constructing residential dwellings in the same one-quarter section, consideration should be given to the number of access points along a county road or highway. Joint access points and a common private road should be used whenever possible.



An example of a "ghost" plat done, initially, as a clustered subdivision.

Source: City of Lincoln-Lancaster County Planning Department



Low Density Residential Land Use

General Purpose

This is the future land use lying in the more rural portions of Norwalk, where water and sanitary sewer extensions may be more difficult. These areas will provide for larger lots.

Typical uses

1. Residential structures
2. Accessory structures that are subordinate to the primary structures
3. Parks
4. Livestock such as horses may be allowed for recreation,
5. Mobile home parks, provided the facilities meet a specific set of design criteria.



Potential issues to consider

1. Slopes
2. Topography
3. Natural amenities such as trees, ponds, and streams
4. Site drainage
5. Flooding hazard
6. Minimum residential densities
7. Minimum lot sizes
8. Access from a dedicated street system or an improved county road or highway.
9. Wetlands
10. Stream corridor protection



Buildable lot policies

1. Residential dwellings on more than three acres should be permitted with minimal zoning review.
2. Residential dwellings on three acres or less should be reviewed by both staff members and the Board of Zoning Adjustment
3. Other uses should be on a minimum area of three acres within these areas.

Residential density policies

Overall residential densities should not exceed 13 dwelling units per 40 acres, except where clustering is proposed. If clustering is proposed and a Planned Unit Development is presented and agreed to, then the overall density within an area may exceed the 13 dwelling units per 40 acres.

Development policies to consider

1. Ghost platting should be required on all developments within this district.
2. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.



Medium Density Residential Land Use

General Purpose

The Medium Density Residential Land Use Category is typical of the standard single-family development that has occurred in Norwalk for the past 30 to 40 years. This category tends to cover most of the community.

Typical uses

1. Single-family residential dwellings
2. Two-family residential dwellings
3. Single-family attached residential dwellings, townhouses
4. Necessary accessory uses and structures that are subordinate to the primary structure
5. Religious uses and structures
6. Educational uses and structures
7. Community/recreational center
8. Parks
9. Mobile home parks, provided the facilities meet a specific set of design criteria.

Potential issues to consider

1. Slopes
2. Topography
3. Natural amenities such as trees, ponds, and streams
4. Site drainage
5. Flooding hazard
6. Minimum residential densities
7. Minimum lot sizes
8. Wetlands
9. Stream corridor protection

Buildable lot policies

Residential dwellings on lots between 7,000 and 12,500 square feet in size.

Residential density policies

1. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.
2. Density in the Medium Density Residential land use area should be divided into three distinct categories:
 - a. 7,000 to 8,000 square foot lots with special review
 - b. 8,000 to 11,000 square foot lots as the base size with minimal review
 - c. 11,000 to 12,500 square foot lots with special review.

Development policies to consider

Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.



High Density Residential Land Use



General Purpose

The High Density Residential Land Use Category typically contains denser areas of residential rather than the standard single-family development that has occurred in Norwalk for the past 30 to 40 years. This category will include items such as smaller single-family lots and denser development types such as multi-family and apartment structures.

Typical uses

1. Single-family residential dwellings
2. Two-family residential dwellings
3. Single-family attached residential dwellings, townhouses
4. Condominiums
5. Multi-family dwellings, including apartments
6. Necessary accessory uses and structures that are subordinate to the primary structure
7. Parks
8. Religious uses and structures
9. Educational uses and structures
10. Community recreational center



Potential issues to consider

1. Slopes
2. Topography
3. Natural amenities such as trees, ponds, and streams
4. Site drainage
5. Flooding hazard
6. Minimum residential densities
7. Minimum lot sizes
8. Wetlands
9. Stream corridor protection



Buildable lot policies

1. Residential dwellings should be on lots between 5,000 to 7,000 square feet in size.
2. Multi-family dwellings will need to be sized appropriately to the configuration and parking needs.

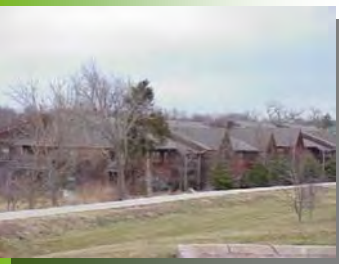


Residential density policies

Residential density in the High Density Residential area should be between 5 and 20 dwelling units per acre.

Development policies to consider

1. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.
2. Front yard setbacks may be lessened create a traditional neighborhood feel when designed into the overall subdivision.



Residential/Commercial Flex Land Use

General Purpose

This specific "Flex" category is intended to be used in locations where a mixture of residential use (Medium to High Density) and General/Neighborhood Commercial uses would be appropriate. These areas should be located along major arterials and at the intersections of major arterials. These areas could also contain a mixture of uses directly within the same building.

Typical uses

1. Single-family residential dwellings
2. Two-family residential dwellings
3. Single-family attached residential dwellings, townhouses
4. Condominiums
5. Multi-family dwellings, including apartments
6. Necessary accessory uses and structures that are subordinate to the primary structure
7. Religious uses and structures
8. Educational uses and structures
9. Community/ recreational center
10. General and neighborhood level commercial and office uses

Potential issues to consider

1. Slopes
2. Topography
3. Natural amenities such as trees, ponds, and streams
4. Site drainage
5. Flooding hazard.
6. Minimum residential densities
7. Minimum lot sizes
8. Wetlands
9. Stream corridor protection

Buildable lot policies

1. Residential dwellings should be on lots between 5,000 to 7,000 square feet in size.
2. Multi-family dwellings will need to be sized appropriately to the configuration and parking needs.
3. Commercial structures need to be evaluated based upon the use and context of the overall design and proximity to residential uses.

Residential density policies

Residential density in the Residential/Commercial Flex District should be between 5 and 20 dwelling units per acre.

Development policies to consider

1. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.
2. Front yard setbacks may be lessened to create a traditional neighborhood feel when designed into the overall subdivision.
3. Commercial and office structures should be designed in a manner that the scale and material palette are conducive to surrounding uses, especially if single-family dwellings are near.



General/Neighborhood Commercial Land Use



General Purpose

This land use category is intended to provide an area for basic commercial/retail/office uses to occur. These areas may be groupings of buildings and structures or individual buildings. These areas are intended to provide goods and services as well as a small employment center for the immediate area in Norwalk.

Typical uses

1. General and neighborhood level commercial and office uses
2. Necessary accessory uses and structures that are subordinate to the primary structure
3. Religious uses and structures
4. Educational uses and structures
5. Community/recreational center



Potential issues to consider

1. Slopes
2. Topography
3. Natural amenities such as trees, ponds, and streams
4. Site drainage
5. Flooding hazard
6. Minimum lot sizes
7. Wetlands
8. Stream corridor protection



Buildable lot policies

1. Commercial structures need to be evaluated based upon the use and context of the overall design and proximity to residential uses.
2. Lot size and setbacks need to be adjusted to fit the specific area. Some of these areas may be included in Planned Unit Developments (PUD), and the overall scheme of the development may dictate these items.
3. When lots are not part of a PUD, then lot sizes should be adequate to handle the required setbacks of the zoning district and all other pertinent requirements such as parking and screening.
4. Setbacks within developments not done as a PUD will follow the appropriate zoning district.



Development policies to consider

1. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.
2. Front yard setbacks may be lessened to create a traditional commercial feel when designed into the overall subdivision.
3. Commercial and office structures should be designed in a manner such that the scale and material palette are conducive to surrounding uses, especially if single-family dwellings are near.
4. Signage should be minimal and be aesthetically tied to the overall development or structure.



Commercial/Industrial Flex Land Use

General Purpose

These areas are similar in concept to the Residential/Commercial Flex Land Use. This is an area where mixtures of commercial and lighter industrial uses are allowed to coexist.

Typical uses

1. General commercial uses
2. Wholesale businesses
3. Necessary accessory uses and structures that are subordinate to the primary structure
4. Religious uses and structures
5. Educational uses and structures

Potential issues to consider

1. Slopes
2. Topography
3. Natural amenities such as trees, ponds, and streams
4. Site drainage
5. Flooding hazard
6. Minimum lot sizes
7. Wetlands
8. Stream corridor protection

Buildable lot policies

1. Commercial uses should be located nearer to residential areas as opposed to the industrial uses.
2. Commercial structures need to be evaluated based on the use and context of the overall design and proximity to residential uses.
3. Lot size and setbacks should be adjusted to fit the specific area. Some of these areas may be included in Planned Unit Developments (PUD), and the overall scheme of the development should dictate these items.
4. When lots are not part of a PUD, then lot sizes should be adequate to handle the required setbacks of the zoning district and all other pertinent requirements such as parking and screening.
5. Setbacks within developments not done as a PUD will follow the appropriate zoning district.

Development policies to consider

1. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.
2. Commercial and office structures should be designed in a manner such that the scale and material palette are conducive to surrounding uses, especially if single-family dwellings are near.
3. Signage should be minimal and be aesthetically tied to the overall development or structure.





Industrial Land Use

General Purpose

This land use category is intended to provide an area for basic industrial uses to occur. These areas may be developed with groupings of buildings and structures or individual buildings. The ideal situation would be a mixture of light and moderate industrial uses. These areas are intended to act as an employment center for the immediate area in Norwalk.



Typical uses

1. Warehousing and storage
2. Self-service storage facilities
3. Adult entertainment when the required guidelines are met
4. Light manufacturing
5. Necessary accessory uses and structure that are subordinate to the primary structure
6. Religious uses and structures
7. Educational uses and structures
8. Community/recreational center

Potential issues to consider

1. Slopes
2. Topography
3. Natural amenities such as trees, ponds, and streams
4. Site drainage
5. Flooding hazard
6. Minimum lot sizes
7. Wetlands
8. Stream corridor protection

Buildable lot policies

1. Lot size and setbacks need to be adjusted to fit the specific area. Some of these areas may be included in Planned Unit Developments (PUD), and the overall scheme of the development should dictate these items.
2. When lots are not part of a PUD, then lot sizes should be adequate to handle the required setbacks of the zoning district and all other pertinent requirements such as parking and screening.
3. Setbacks within developments not done as a PUD will follow the appropriate zoning district.

Development policies to consider

1. Cluster developments should be considered and used whenever the soils, topography, and natural amenities warrant.
2. Signage should be minimal and be aesthetically tied to the overall development or structure.
3. Security fencing should be used in most cases.

Sub Area 1

General Purpose

Sub Area 1 is located to the east of Iowa Highway 28, west of 80th Street, south of Beardsley Street and north of Merle Huff Avenue. The Sub Area is a development concept that builds around a mixed-use concept.

The mixed-use concept contains residential, commercial, industrial commerce, and public uses. Within a portion of the commercial areas is a new urbanism concept that focuses on creating a newer more welcoming downtown center.

Typical uses

1. Single-family residential
2. Townhouse development
3. Upper level residential
4. Retail uses
5. Office uses
6. Educational facilities
7. Municipal facilities
8. Necessary accessory uses and structures that are subordinate to the primary structure
9. Religious uses and structures
10. Community/recreational center



Sub Area 2

General Purpose

Sub Area 2 is located north of Lake Colchester and south of Iowa Highway 5. The area has been drawn up in a conceptual manner and would be a mixture of different uses similar to what is proposed in Sub Area 1. The final concept has not been taken before the City of Norwalk and needs to be completed. The identified configuration is subject to modification based upon the agreement of the city and Developer.

The land use plan encourages that this sub area and its mixed uses continue to be at the forefront of how this area is developed.

Typical uses

1. Single-family residential
2. Townhouse development
3. Upper level residential
4. Retail uses
5. Office uses
6. Educational facilities
7. Municipal facilities
8. Necessary accessory uses and structures that are subordinate to the primary structure
9. Religious uses and structures
10. Community/recreational center



Sub Area 3

General Purpose

Sub Area 3 is centered along 50th Avenue on the western edge of the Norwalk community. It covers the intersection of 50th Avenue and Highway G14 and the intersection of 50th Avenue and Clarke Street. The identified configuration is subject to modification based upon the agreement of the city and developer.

The area is intended to also function as a mixed use area. Due to the location of this sub area, centered on a critical future transportation corridor in Norwalk, it is conceived to include medium sized “big box” stores, offices, townhouses, and multi-family dwellings.

Typical uses

1. Single-family residential
2. Townhouse development
3. Multi-family residential
4. Upper level residential
5. Retail uses
6. Office uses
7. Educational facilities
8. Municipal facilities
9. Necessary accessory uses and structures that are subordinate to the primary structure
10. Religious uses and structures
11. Community/recreational center

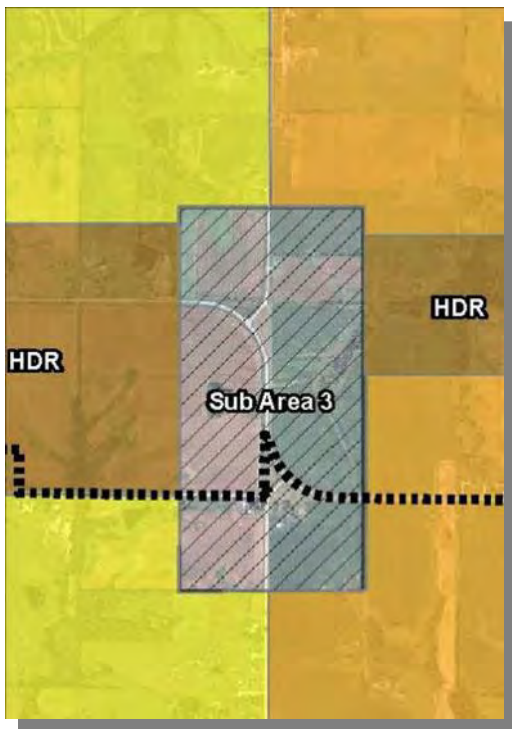
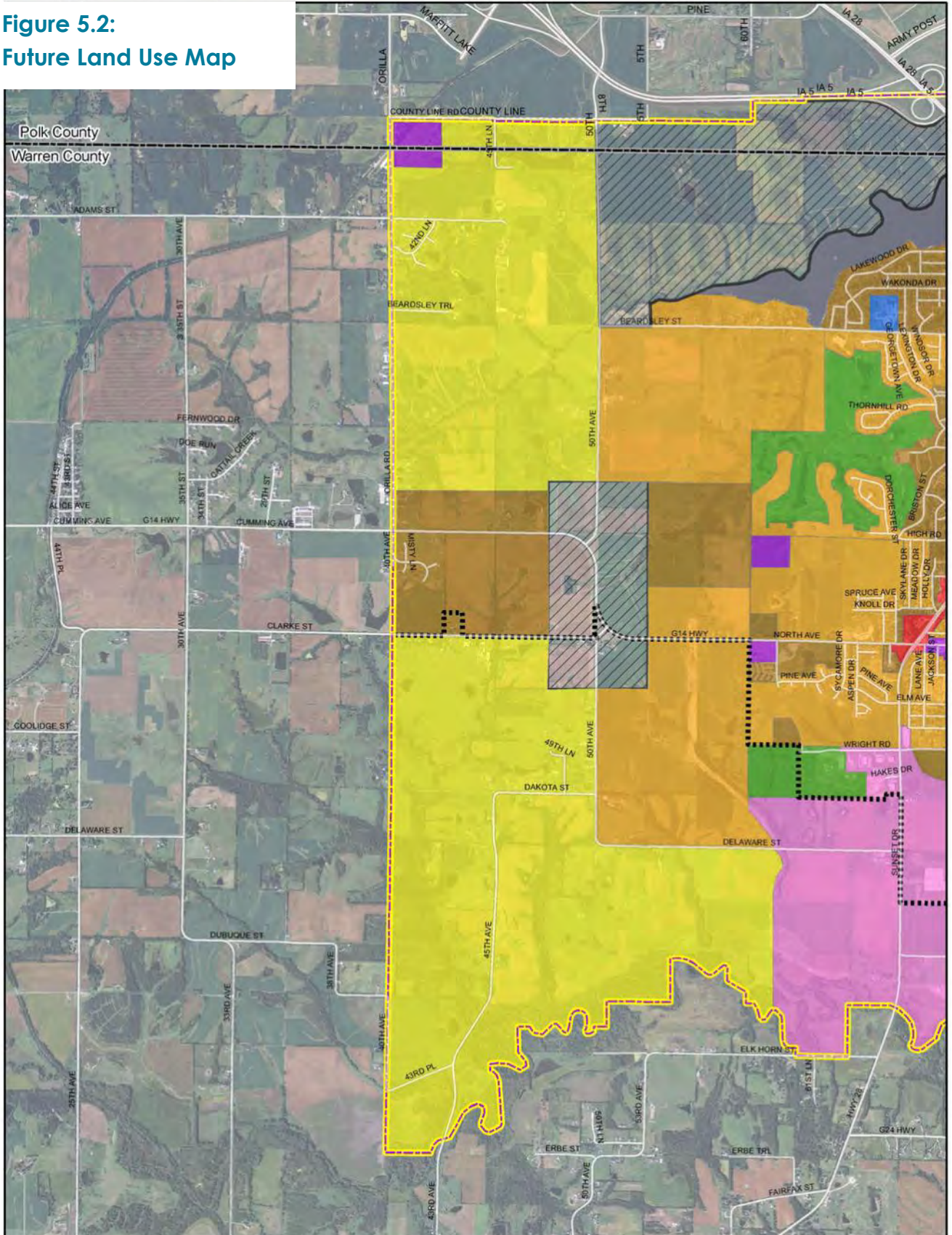
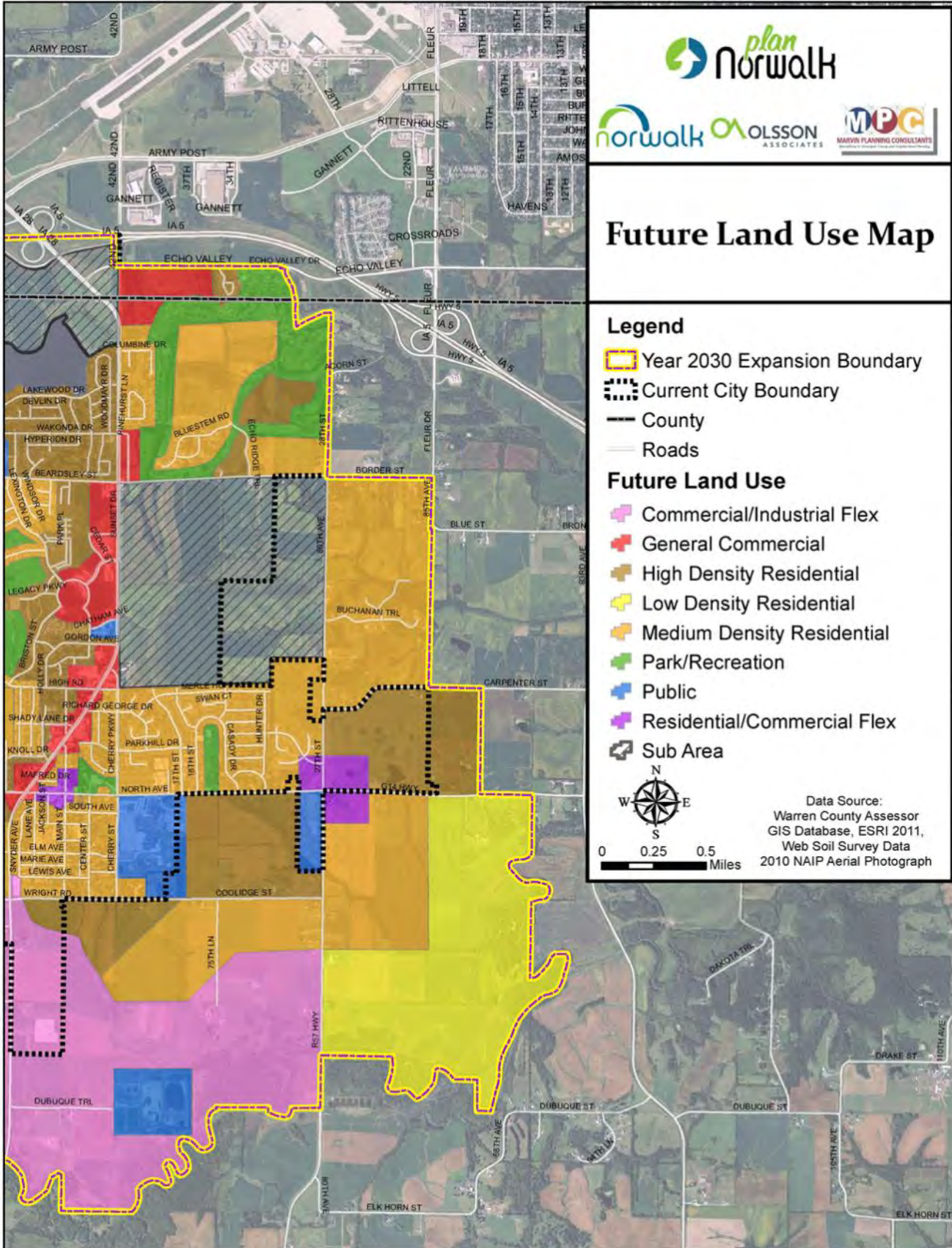


Figure 5.2:
Future Land Use Map





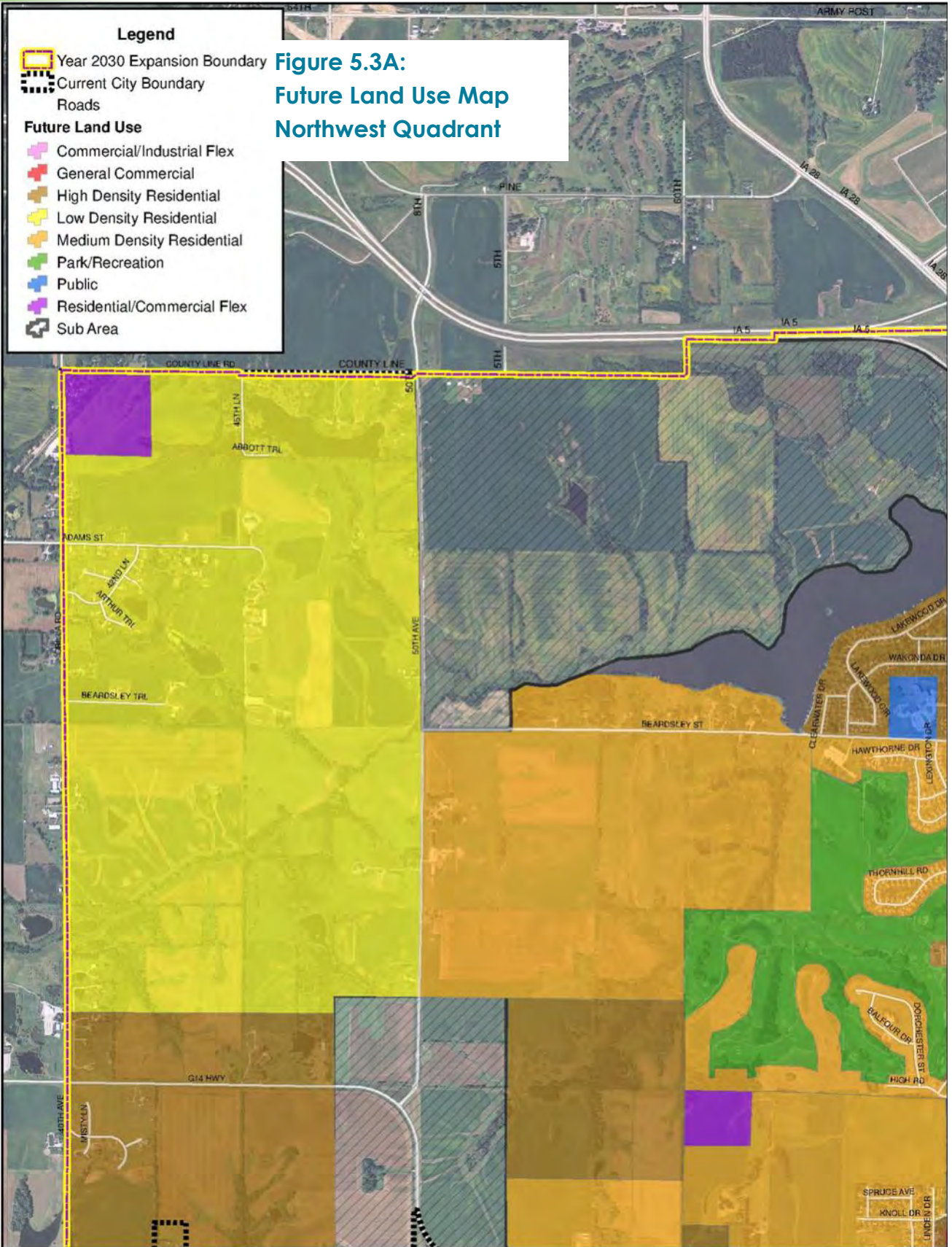
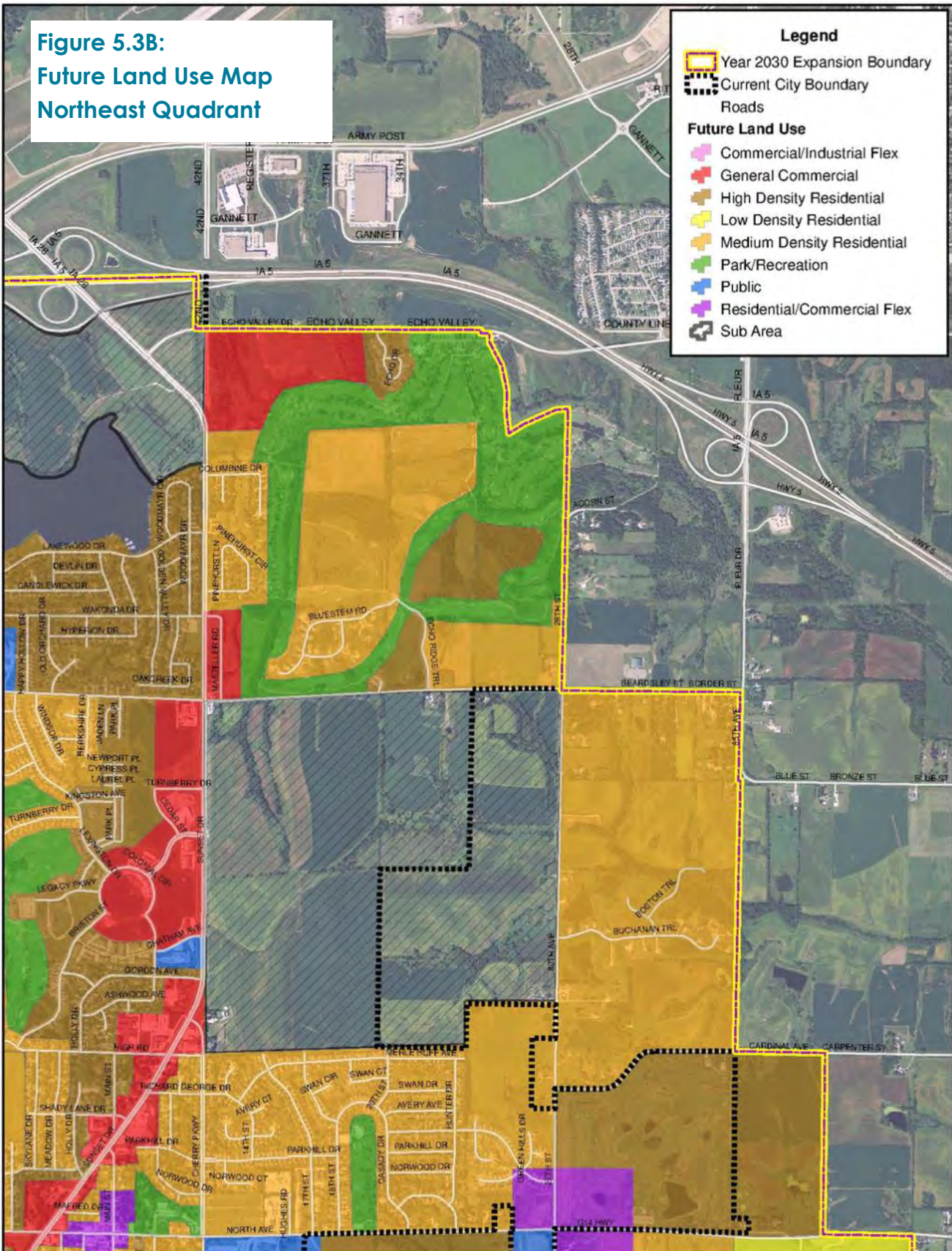
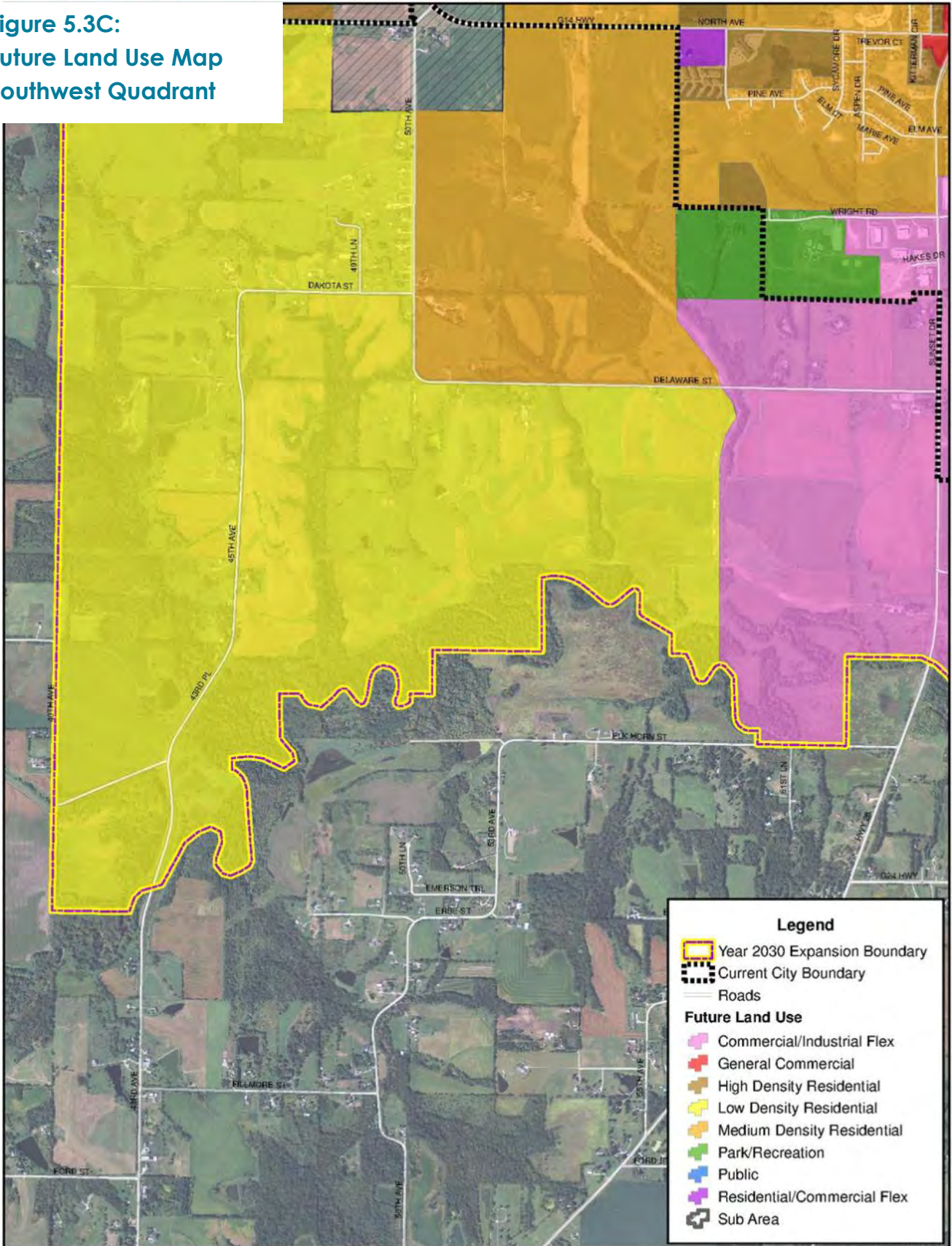


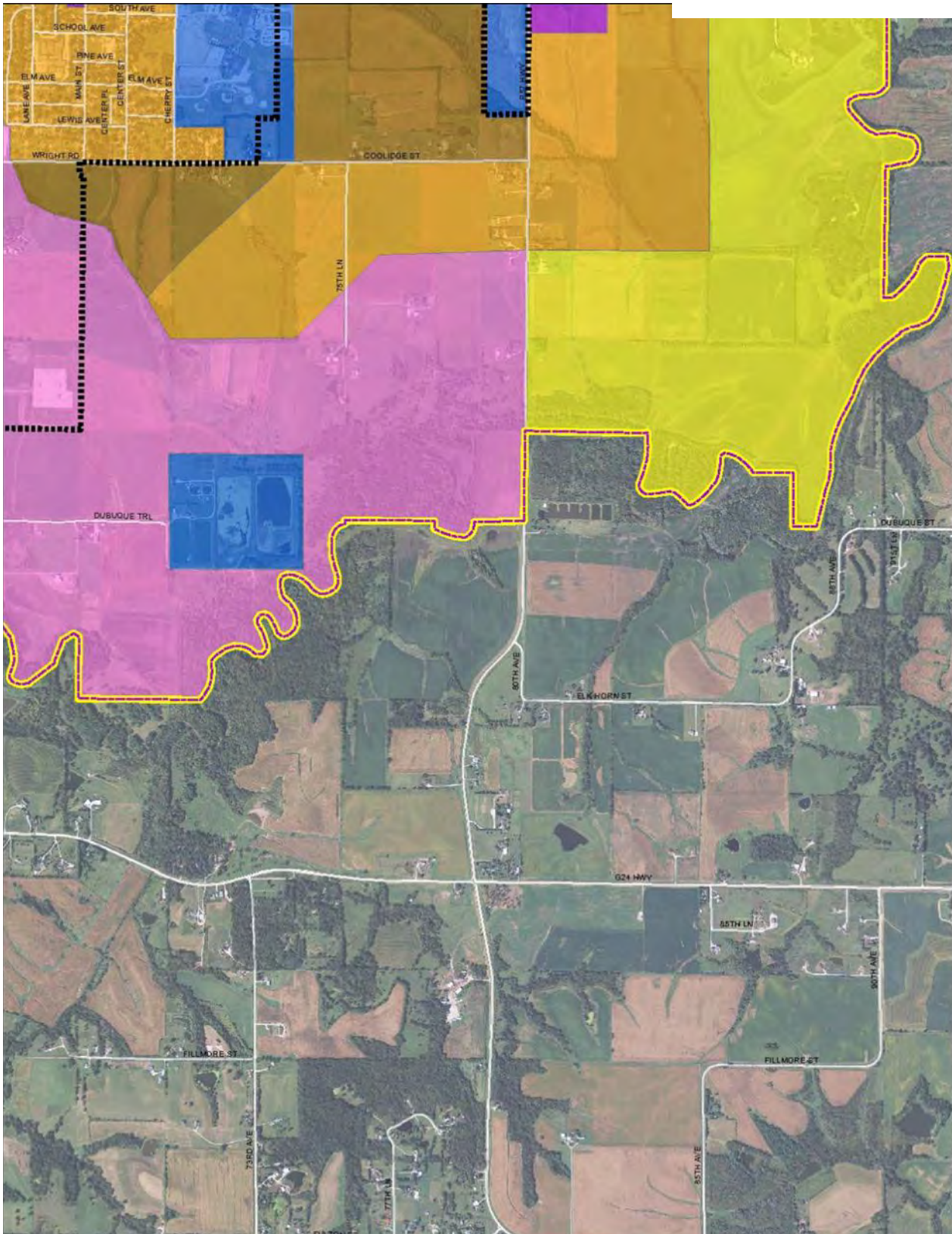
Figure 5.3B:
Future Land Use Map
Northeast Quadrant



**Figure 5.3C:
Future Land Use Map
Southwest Quadrant**



**Figure 5.3D:
Future Land Use Map
Southeast Quadrant**



Redevelopment

The City has an opportunity for future growth in and around the existing community during the planning period. Growth potential creates opportunities for new larger developments; however, the community and city cannot ignore the existing fabric of the area.

During the planning period, land use should focus on the redevelopment of key areas in existing parts of the community. Several of these redevelopment activities will require a private-public partnership to be successful.

The existing community has been divided into four potential redevelopment areas:

- Redevelopment Area 1: Lakewood Neighborhood
- Redevelopment Area 2: Existing Iowa Highway 28 Corridor
- Redevelopment Area 3: Original Town South
- Redevelopment Area 4: Downtown

The following paragraphs will discuss some possible strategies in each area. Ultimately, each area may need to have a detailed neighborhood plan completed to determine future issues and solutions.



Redevelopment Area 1: Lakewood Neighborhood

The Lakewood Neighborhood is a community that was once independent of Norwalk. The area was developed around a different set of engineering standards than are prominent today. In addition, a combination of age and a lack of maintenance has seen the infrastructure (water distribution, sanitary sewer collection, and streets) deteriorate significantly.

The Lakewood Neighborhood will need a long-range plan put into place and followed to see significant improvement to the deteriorated conditions of the area. At the time of this plan, an infrastructure study was underway to examine and document several existing conditions.

The other issue that may be resolved through a solid redevelopment effort in the Lakewood neighborhood is the residents' sense of community and their feeling of belonging to the Norwalk community as a whole. At the time of this plan, a major disconnect seems to exist regarding accepting their area as being within the corporate limits of Norwalk. Part of the redevelopment effort may need to officially recognize this area as a "neighborhood" within the greater community.

Lake Colchester

Lake Colchester is along the northern edge of the Lakewood Neighborhood and historically was a part of the Lakewood community. The lake is still privately owned and needs to be restored. However, with the lake in private ownership, the number of funding sources is extremely limited. Unless the lake is placed and accepted into public ownership (municipal, county, or state), the number of funding sources restoration will continue to be limited.

This area has great potential and could continue to be a tremendous asset to the Norwalk community. During the planning period, many decisions will need to be made regarding redeveloping this lake. The City of Norwalk should manage the land in a cost-effective and efficient manner while protecting the environment and natural resources and maintaining and increasing land values.

Guiding future growth and development in Norwalk towards a compact pattern of land uses based on the efficient and economical expansion of public infrastructure will continue to maintain and improve the quality of life for Norwalk residents.

Redevelopment Area 2: Iowa Highway 28 Corridor

Iowa Highway 28 is presently the primary north-south thoroughfare in Norwalk. Most of the area that is located near the original town of Norwalk has been developed since the 1960' s and 1970' s and needs to be updated. Some of the older façades are not historically important, architecturally, and could be updated to a more modern configuration and design.

In addition to the buildings being updated, the landscaping along Iowa Highway 28 needs to be updated as well. New landscaping should be coordinated with future redevelopment activities. Plans need to be coordinated with the Iowa Department of Transportation (IDOT).

One final item that will be critical to the future redevelopment of this area involves reconfiguring of access points along the thoroughfare. With redevelopment and any consolidation of properties, it will be imperative to minimize access points on and off of the roadway. Again, it will be critical to coordinate these activities with the IDOT.



Redevelopment Area 3: Original Town South

Original Town South (OTS) is one of the oldest areas in Norwalk. The uses in this area are predominately residential and will likely continue to be so. Redevelopment activities in this neighborhood need to focus on rehabilitating infrastructure (water, sewer, and streets) and housing.

Existing areas of a community are some of the easiest places to gain valuation for the community. Overall the infrastructure is in place and may require some updating but it is still less costly to redevelop areas such as OTS than it is to build new developments on “greenfields” or cropland.



Redevelopment Area 4: Downtown

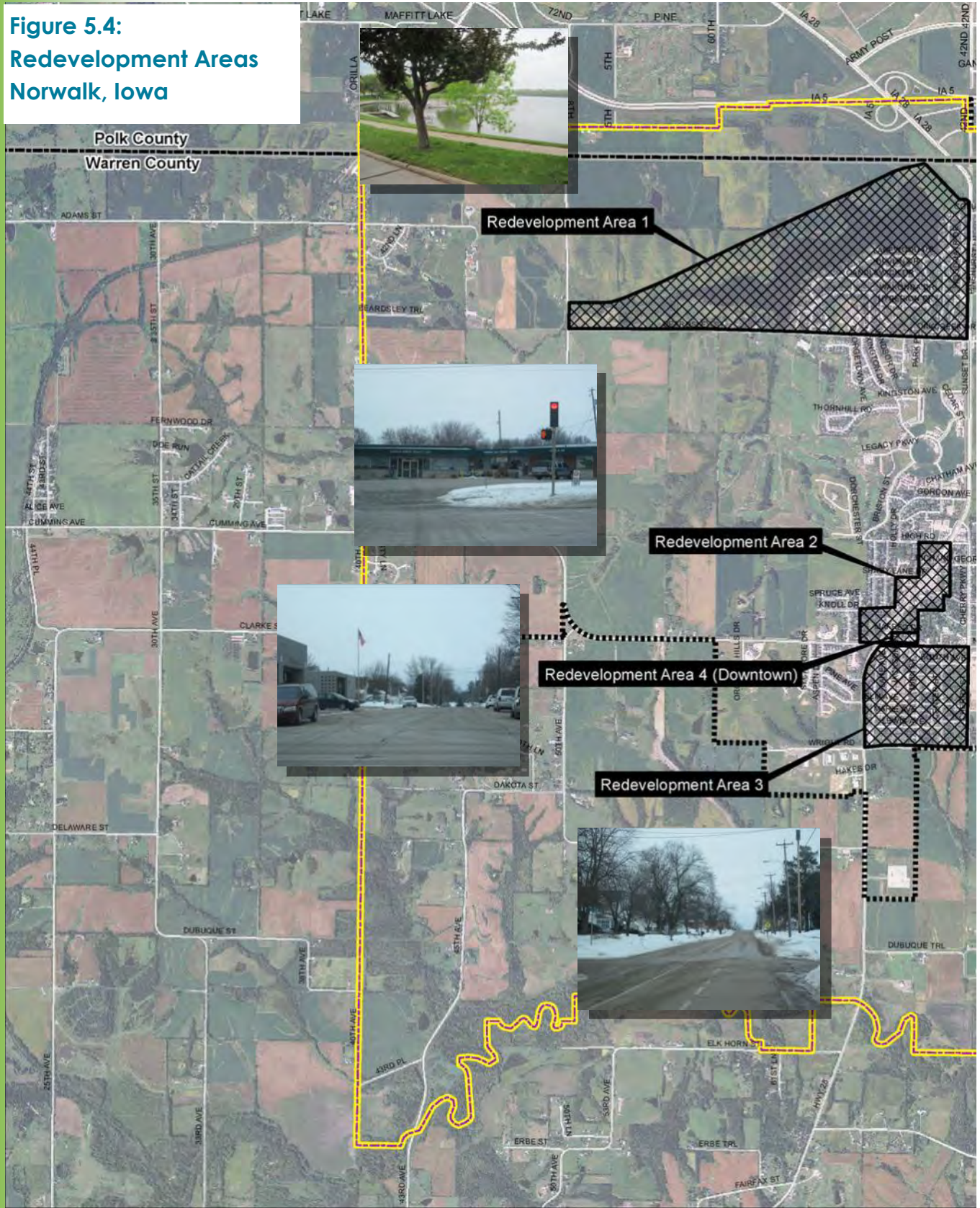
For several reasons, the downtown area of Norwalk is an area that is difficult to work with in a plan such as the one Norwalk is developing. First, the area is not large enough to be a major center of commerce and business as Norwalk grows, but it still offers quaint glimpses of Norwalk’s past. Secondly, the area is completely surrounded by more densely built residential dwellings.

As the community continues to grow during the planning period, newer larger areas may claim the title of “downtown Norwalk,” but this area needs to continue as an important neighborhood commerce center.

The old downtown area needs to be redeveloped into an area where smaller offices and stores, including niche stores, can open. The area also needs to redress itself with key amenities that will allow it to become a place residents can come and sit and relax.



Figure 5.4:
Redevelopment Areas
Norwalk, Iowa



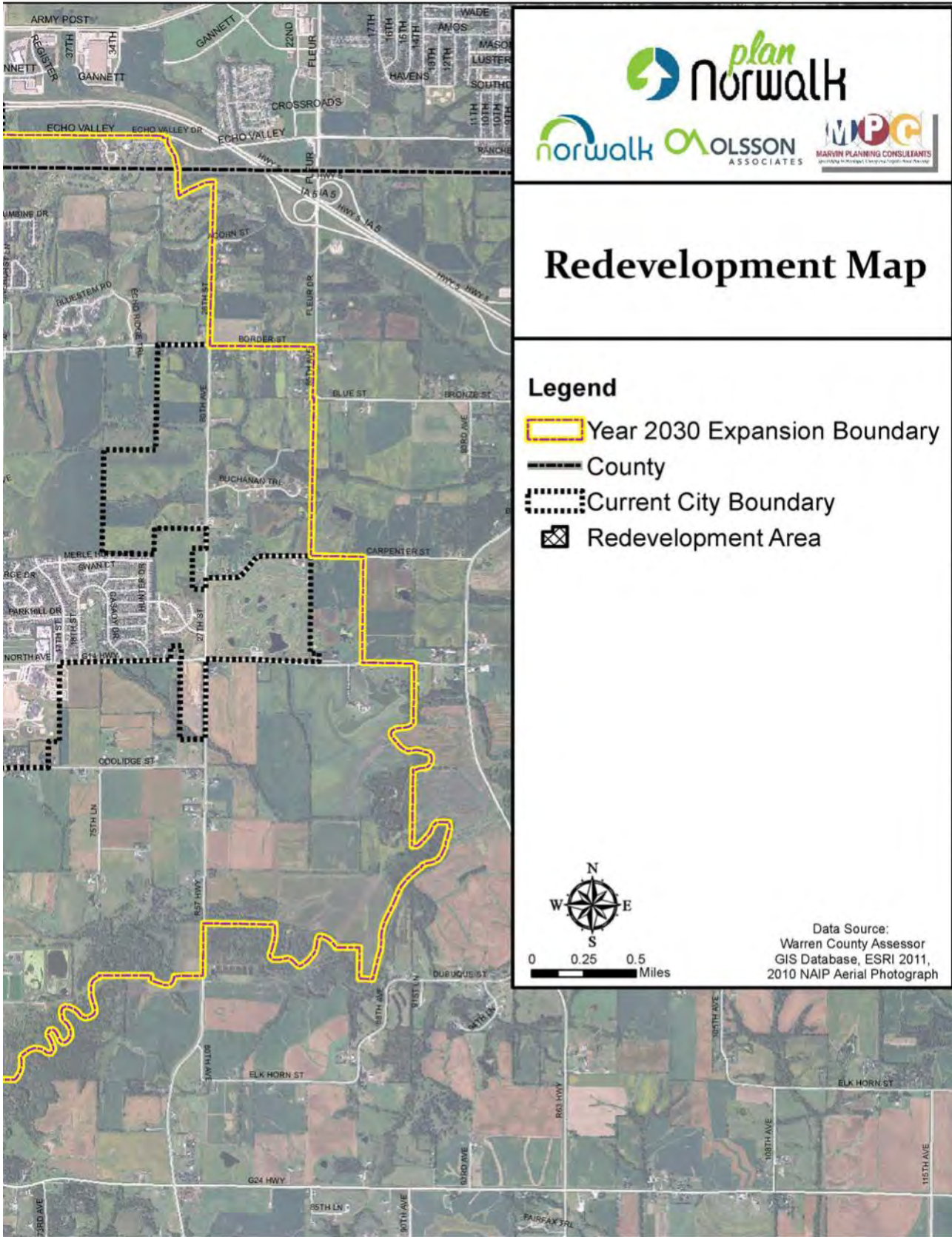
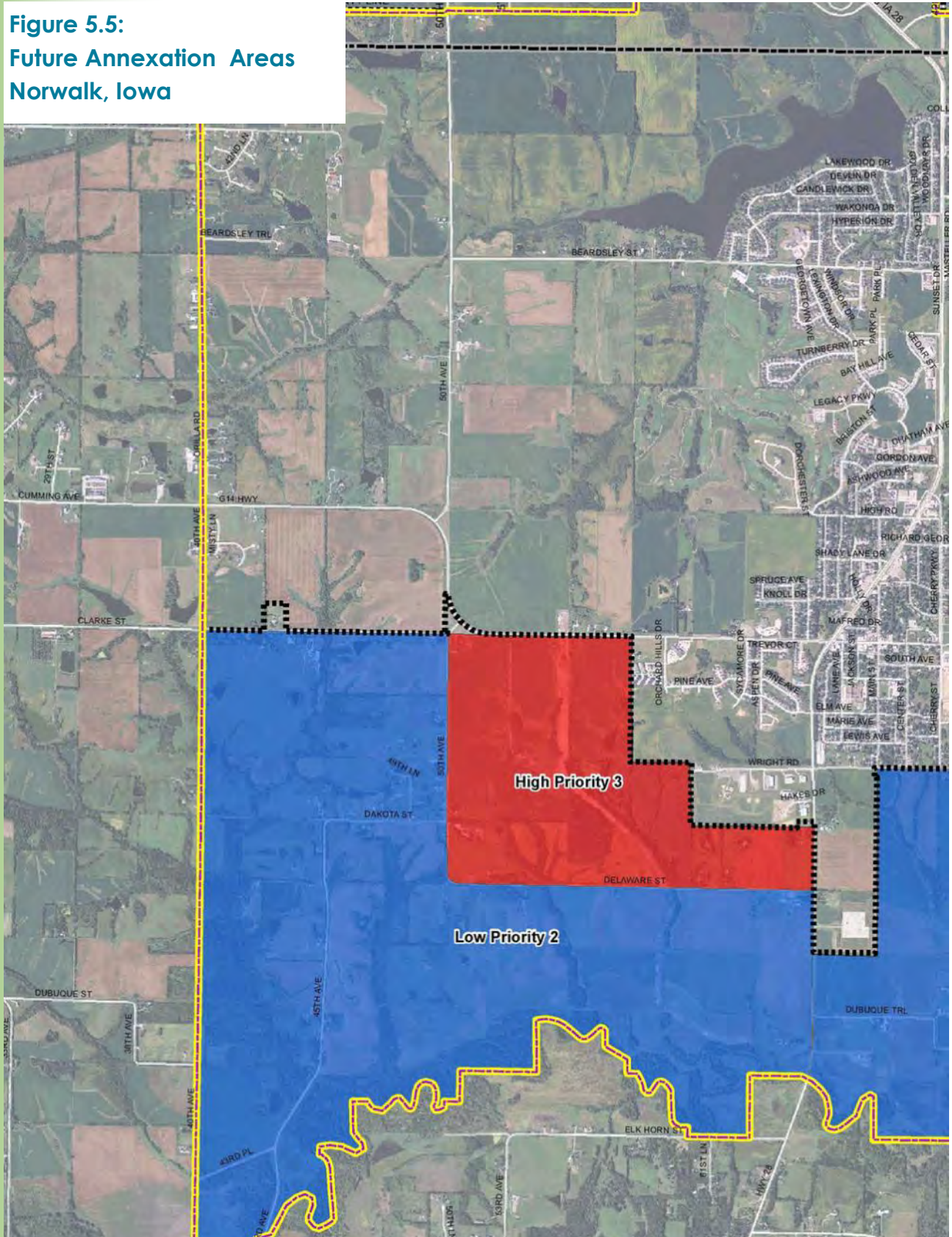
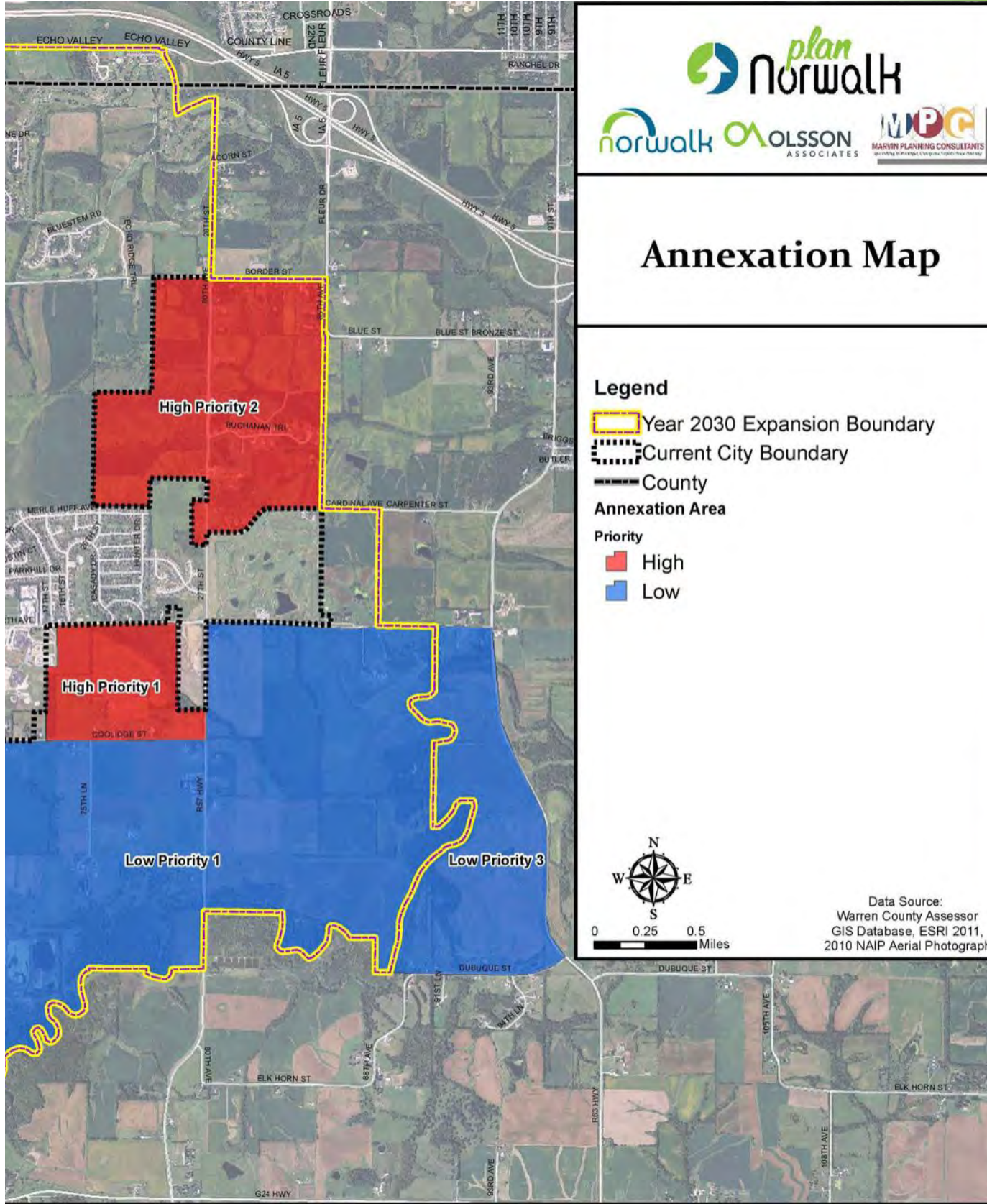


Figure 5.5:
Future Annexation Areas
Norwalk, Iowa





Annexation

As future development occurs, the City will be faced with bringing in new geographic areas to the corporate limits. As of the adoption of this plan six areas have been identified for annexation in the future. Of the six areas, three are considered to be a high priority for the community, while the remaining three are considered to be a low priority (see Figure 5.5).

All of these areas are immediately adjacent to the community and represent opportunities to clean up jagged boundaries. Annexing these areas needs to occur as development presents itself to the community and must be completed according to Iowa Code.

The areas located within the Low Priority areas represent areas that will likely be developed later in the planning period. These areas also contain a substantial amount of the 100-year floodplain, as seen in Figure 3.3 of this plan.

Land Use- Goals and Policies

The City of Norwalk should manage the land in a cost-effective and efficient manner while protecting the environment and natural resources. Guiding future growth and development in Norwalk toward a compact pattern of land uses based on the efficient and economical expansion of public infrastructure will continue to maintain and improve the quality of life for Norwalk residents.

Policies

- GEN-LU-1. The City should require a review and comment process for any proposed activity that occurs within city zoning jurisdiction.
- GEN-LU-2. The cost of required improvements, both on-site and off-site, to a subdivision/development should be examined, evaluated, and negotiated based upon the overall benefit presented to the City of Norwalk.
- GEN-LU-3. Designate areas in the Land Use Plan that address the anticipated future growth needs of Norwalk.
- GEN-LU-4. Develop zoning and subdivision regulations that promote efficient land usage and long-term adequacy, while avoiding land use conflicts and inefficient provision of public infrastructure.
- GEN-LU-5. Discourage and minimize leapfrog development outside of the corporate limits.
- GEN-LU-6. The city needs to identify specific locations, internally, for future public facilities, including recreation and fire and police stations.

Commercial Land Use Policies

- COM-LU-1. Encourage the location of commercial land uses at the intersections of major transportation networks that already have or can be efficiently supplied with public infrastructure.
- COM-LU-2. Promote the efficient expansion of public infrastructure by developing commercial centers as clusters of high-density development that efficiently use land resources.
- COM-LU-3. Use frontage or backage roads when locating along major thoroughfares/highways.
- COM-LU-4. Encourage investment in new and existing commercial development that is compatible in size, architectural design, intensity, and signage with surrounding land uses in established areas.
- COM-LU-5. Encourage the formation, retention, and expansion of commercial development within the existing commercial boundaries of Norwalk.
- COM-LU-6. The impact of commercial activities on neighboring land use areas, particularly residential ones, should be minimized using site design strategies, appropriate building orientation, and buffering.

- COM-LU-7. Encourage the cooperation of commercial area business owners, business associations, and neighborhood groups to help define and promote the identity and character of commercial areas.
- COM-LU-8 New or established commercial uses should not encroach upon, or expand into, existing residential neighborhoods, unless otherwise designated as mixed use.
- COM-LU-9 Strip commercial development should not be developed in a linear strip along a roadway nor be completely auto oriented, but, rather, locate parking to the inside and create more pedestrian orientation.
- COM-LU-10 In areas where linear commercial development occurs due to existing parcels, topography constraints, or other factors, such developments should be encouraged to build according to the established guidelines of the area or corridor. Creativity in constructing such developments is encouraged while meeting minimum guidelines.
- COM-LU-11 Site designs for new commercial areas should incorporate elements that promote high quality developments.
- COM-LU-12 Signage used within and around commercial areas should be designed to complement the materials and the scale of surrounding development.
- COM-LU-13 Commercial development along arterial roads should be strategically located so as not to compromise the character of the area.
- COM-LU-14 Commercial districts should be located in the following places:
- i. Where urban services and infrastructure are available or planned in the near future;
 - ii. In sites supported by adequate road capacity – commercial development should be linked to the implementation of the transportation plan;
 - iii. So that they enhance entryways or public way corridors, when developing adjacent to these corridors
 - iv. In a manner that supports creating and maintenance of green space.

Industrial Land Use Policies

- IND-LU-1. Industrial uses should be located so that adequate buffer space is provided between incompatible land uses.
- IND-LU-2. The city should develop appropriate performance, design, and specification standards and requirements for all existing and possible future industrial uses to guide their location or relocation in the city.

- IND-LU-3. Appropriate transitional methods should be considered at all locations where the development or expansion of light industrial/business park land abuts less intensive uses.
- IND-LU-4. Industrial development should use the identified transportation system in an efficient and safe manner and reduce energy consumption by identifying industrial development areas with alternative transportation opportunities when appropriate.
- IND-LU-5. The city should recognize and encourage small-scale industries as viable alternatives to larger, conventional enterprises.
- IND-LU-6. Performance standards should be implemented as a means of regulating industrial activity so as to moderate or abate objectionable features in their operation.
- IND-LU-7 Signage used within and around industrial areas should be designed to complement the materials and scale of surrounding development.
- IND-LU-8 Industrial districts should be located as follows:
 - i. where urban services and infrastructure are available or planned in the near future;
 - ii. in sites supported by adequate road capacity – commercial development should be linked to the implementation of the transportation plan
 - iii. so that they enhance entryways or public way corridors, when developing adjacent to these corridors
 - iv. in a manner that supports the creation and maintenance of green space
- IND-LU- 9 The impact of industrial activities, including increased traffic, noise, and pollution, on neighboring land uses should be minimized using appropriate site design measures, and should be mitigated to lessen environmental hazards.

Residential Land Use Policies

- RES-LU-1. The City should manage residential development by preserving and redeveloping existing residential neighborhood subdivisions.
- RES-LU-2. Residential development should be separated from more intensive uses, such as agriculture and industrial development, by using setbacks, buffer zones, or impact easements.
- RES-LU-3. Work with community officials and developers on a continual basis to monitor and evaluate the effectiveness of existing regulations and to identify proper areas to locate new development.
- RES-LU-4. Promote the development of housing that varies in size, density, and location.
- RES-LU-5. Subdivision regulations should provide for a quality living environment while avoiding inefficient and expensive public infrastructure expansions.

- RES-LU-6. New residential developments should be accompanied by covenants, when appropriate, which provide for the maintenance of common areas, easements, and drainage.
- RES-LU-7. Encourage the establishment of a rehabilitation program to maintain and improve the existing housing stock.
- RES-LU-8. Norwalk should promote low to zero non-farm densities in agricultural districts by providing proper distances between residential and agricultural uses.
- RES-LU-9. Norwalk should establish zoning and subdivision design standards that require buffers and screening standards for new developments where necessary.
- RES-LU-10. Encourage the development of additional elderly housing throughout the city.
- RES-LU-11. The planned unit development (PUD) concept should be implemented where needed to provide a viable quality alternative to conventional urban development patterns. PUDs need to be a win-win scenario for the community and the developer, while providing a means to encourage creative yet responsible/sensitive developments.

Mixed-use Land Use Policies

- MU-LU-1. Mixed-use developments should, at a minimum, occur in the areas noted as Sub Area 1, Sub Area 2, and Sub Area 3.
- MU-LU-2. Mixed use developments should be designed to provide a strong sense of place and walkability.
- MU-LU-3. Mixed-use developments should be developed in a complete concept that examines specific designs and materials.
- MU-LU-4. Mixed-use developments should be located at major intersections or along major thoroughfares.

Redevelopment - Goals and Policies

Redevelopment Policies

- RD-1. The City should address the four individual redevelopment areas by contracting neighborhood plans. The plans need to include the following:
- Necessary infrastructure improvements to be undertaken
 - The "vision" of the residents and users of these neighborhoods
 - Key timelines for addressing the issues
 - Potential funding sources for completing the projects
 - Design standards for the neighborhood if warranted
 - Key parties that will be responsible for completing key tasks in the neighborhood
 - Prioritized infrastructure improvements

- RD-2 The city should develop a solid Capital Improvement Plan that includes funding sources for each neighborhood on an annual basis based on the priorities identified within the neighborhood plans.
- RD-3 The city should continue to work with property owners in the Lakewood Neighborhood to find a means to restore Lake Colchester into a viable recreational area.

Annexation - Goals and Policies

Annexation Policies

- ANNEX-1. The City should begin as soon as possible the annexation of areas identified as a high priority.
- ANNEX-2 The City should require new subdivisions outside of corporate limits to voluntarily annex at the time of platting.

6

TRANSPORTATION



Introduction

Transportation systems are essential to the existing community as well as determining where Norwalk will be in the future. Transportation represent the way residents and visitors move through and around the urban fabric of the community.

Ideally, the transportation system and land uses, now and in the future, will work in unison. It is imperative for specific types of transportation systems including local streets, collectors, and arterials along with multi-use trails to move people between the various land uses within Norwalk. Connectivity and the development of "complete streets" throughout the community will be critical to creating a community where people want to live, work and play.

Overall, transportation includes many more items besides streets. Ultimately, the transportation system of a community includes streets, trails, bikeways, airports, public transit, and the accessibility of these systems to general public. This plan will examine the existing transportation system and make recommendations for how the future transportation system will need to evolve in order to meet the needs of all the residents of Norwalk.

Existing Transportation System

Existing transportation systems of a community indicate how a community has grown and developed over time. These uses may be appropriate and meet the needs and vision of the residents for the future or they may not fit into the future plans of the community.

Transit Service

There is no transit service within the community or connecting to the remainder of the Des Moines Metropolitan Area.

Railroad Service

There is no direct access to rail in Norwalk.

Bus Service

The nearest national bus service is in downtown Des Moines through Greyhound Bus lines. Des Moines Metropolitan Transit Authority via express bus service provides local bus service in Altoona and Des Moines.

Airports

Public Airports

The **Des Moines International Airport** located in Des Moines is a regional airport serving the Des Moines Area including Norwalk. The airport property is located immediately north of Norwalk and an individual can be at the commercial terminal within 10 to 15 minutes from Norwalk.

The airport site encompasses approximately 2,625 acres. Presently, the airport has two full service runways capable of accommodating any size and type of aircraft with instrument landing systems on three approaches and with air traffic control services provided 24 hours per day, seven days per week.

As of the winter of 2012, Des Moines had eight airlines (American Eagle, Allegiant Air, Air Tran, Delta, Frontier, Southwest, United, US Airways Express) that served the Des Moines airport. In 2011, the Des Moines International Airport had nearly 960,000 enplanements and over 952,000 deplane at the facility. These were passengers on over 46,000 commercial flights that year.

Ankeny Regional Airport is a publicly owned airport acting as a reliever airport to Des Moines International Airport. One main runway is utilized which is 5,500 feet in length and a crosswind runway that is 4,200 feet in length. There are approximately 110 based aircraft.

Private Airports

Near Norwalk there are numerous private airstrips. Listed below are private airstrips registered with the Federal Aviation Administration and their associated community or general location (FAA):

- Todd Field, Ankeny, Iowa
- Laverty Field, Indianola, Iowa
- Morningstar Field, Des Moines, Iowa
- De Louis Field, Des Moines, Iowa

Functional Classification of Streets

Chapter 306.4 of the Code of Iowa provides for the necessary jurisdiction of municipalities over a municipal street system. The chapter states, "Jurisdiction and control over the municipal street system shall be vested in the governing bodies of each municipality; except that the department and the municipal governing body shall exercise concurrent jurisdiction over the municipal extensions of primary roads in all municipalities. When concurrent jurisdiction is exercised, the department shall consult with the municipal governing body as to the kind and type of construction, reconstruction, repair, and maintenance and the two parties shall enter into agreements with each other as to the division of costs thereof."

There are five functional classifications of highways, roads and streets in the state of Iowa according to the level of service provided. The classification of streets and roads in each community is periodically updated to be current with city boundary changes and the function of the streets. The classification system serves as a basis for determining future priorities, funds distribution and jurisdiction over the various highways, roads and streets in the State. These classifications are as follows:

Expressways/Interstate

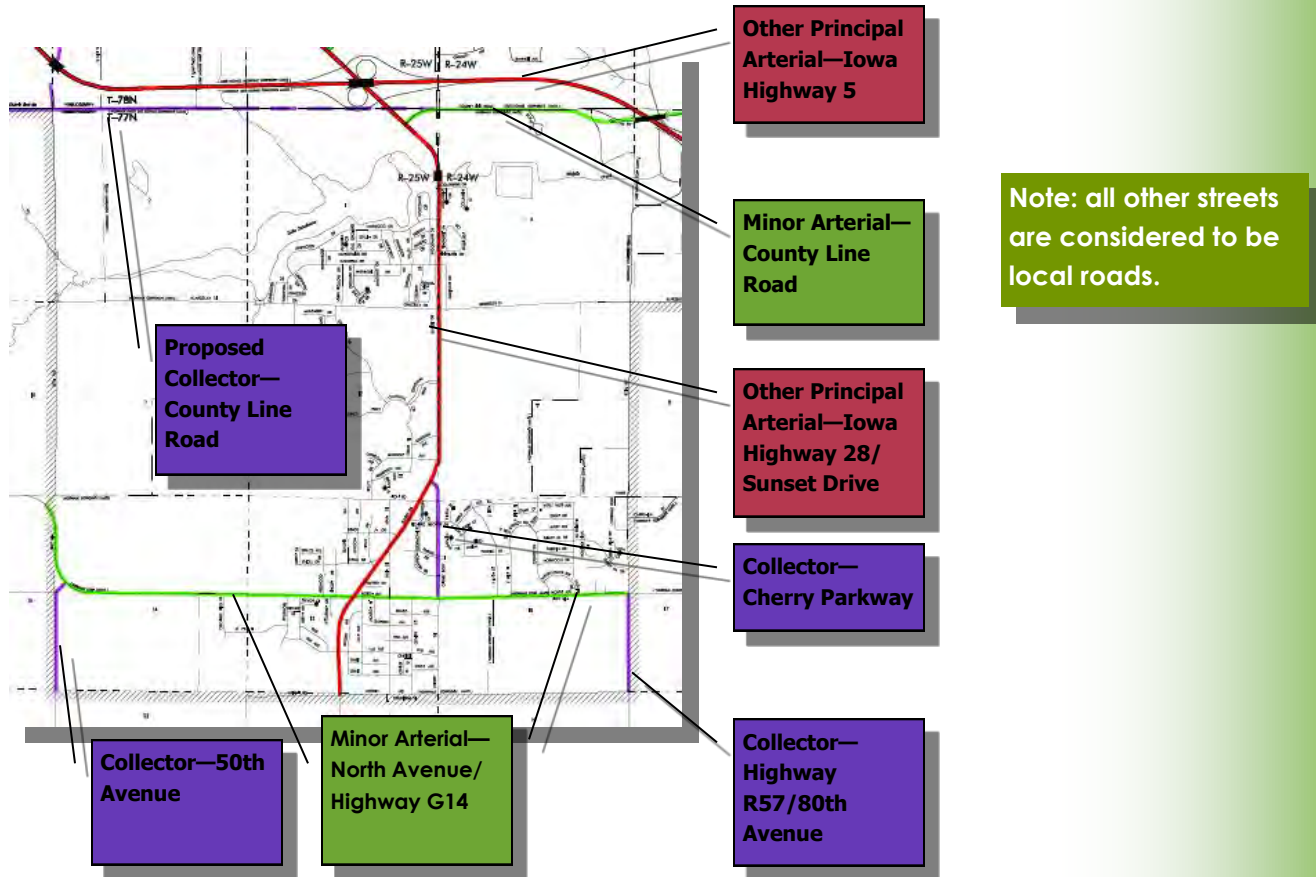
Expressways are restricted access, free-flow roads designed to carry high traffic volumes at high speeds with minimum friction. All traffic movement is lane-separated by flow direction, and all intersections with local and regional roads are made with grade separated interchanges.

Other Principal Arterials

Other Principal Arterials are roads that serve regional needs and connect major activity centers. Principal Arterials usually serve the highest traffic corridors and are designed to accommodate relatively high speeds. Traffic control devices, such as traffic signals, raised medians and turn lanes are usually used in controlling and separating traffic movement.

The Principal Arterial in Norwalk is IA-28/Sunset Drive and IA- 5.

Figure 6.1:
Existing Federal Street Classification System
Norwalk



Source: Iowa Department of Transportation

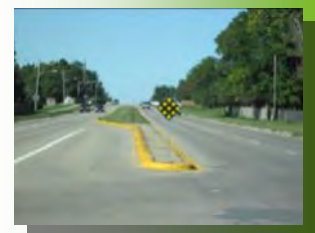
Minor Arterials

Minor arterials are streets that connect with and support the principal arterials within Norwalk. These streets aid in connecting major activity centers with other parts of the city. Minor arterials typically allow access onto the adjacent properties while accommodating numerous turn movements. These streets are typically designed for speeds of 40 miles per hour or less.

Minor Arterials in Norwalk are North Avenue/Highway G14 and County Line Road in the northeast corner of the community.

Collectors

The collector street system links neighborhoods together and connects these neighborhoods with arterials, expressways and activity centers. Collectors are usually designed for low speeds (30 miles per hour or less). Collectors are designed to connect the motoring public from the arterials to their ultimate destinations, typically within residential neighborhoods.





Collectors in Norwalk include 50th Avenue in the west-central portion of the community, Highway R57/80th Avenue, Cherry Parkway, and a proposed collector along County Line Road in the northwest corner of the area.

Local

The remaining streets are classified as local service streets that provide access to adjoining properties and connect to the collector and arterial street system.

The Statewide Urban Design Standards and Specifications (SUDAS) has a 50-foot right-of-way and 26-foot pavement widths for local service streets. The City has adopted the SUDAS for design of streets and utilities. The standards are intended to provide uniform guidelines for development of public improvements in the metropolitan area. Rights-of-Way will vary with the type of street, clear zone requirements, roadway design and utility needs.

Transportation and Land Use

Introduction

Transportation networks tie communities together and provide a link to the outside world. Adequate circulation systems are essential for the safe and efficient flow of vehicles and pedestrians, and accessibility to all parts of the City. The Transportation Plan identifies future improvements planned and those necessary to provide safe and efficient circulation of vehicles within Norwalk, including major projects that facilitate implementation of the Land Use Plan.

Transportation Planning and Land Use

Land use and transportation create the pattern for future development. A new or improved transportation route generates a greater level of accessibility and determines how adjacent land may be utilized in the future. In the short term, land use shapes the demand for transportation. However, new or improved roads, as well as, city streets and state highways may change land values, thus altering the intensity of which land is utilized.

In general, the greater the transportation needs of a particular land use, the greater its preference for a site near major transportation facilities. The location of commercial activities are sensitive to highly traveled routes since their level of success can depend upon the ease at which consumers can travel to and through an area. Thus, commercial land uses are generally located near the center of their market area along highways or at the intersection of arterial streets.

Industrial uses are also highly dependent on transportation access, but in a different way. For example, visibility is not as critical for an industry as it is for



a retail store. Industrial uses often need access to more specialized transportation facilities, which is why industrial sites tend to be located near railroad lines or highways to suit individual industrial uses.

Transportation for the Future

Introduction

Transportation plans and strategies have been in constant evolution since the beginning of the 21st century. It is no longer appropriate to discuss existing and future trails in a community; in today's world pedestrians and bicyclists are demanding and becoming integrated into the overall transportation system of America. In larger Metropolitan areas such as Des Moines, another element is public transit.

The integration of all these types of transportation modes into a single package is called "Complete Streets". The notion of complete streets is not just a passing trend or fad but a concept that is here for the long term. This is not an idea by a few walkers or bicyclists but is becoming a multi-generational reality. Generation "Y" and "Z" (those youngest generations amongst the world) are avid walkers and bicyclist and these behavior have become engrained as a way of life to them. The concept of "Complete Streets" is actually a throwback to the transportation networks and land uses from pre-WWII era when density was higher and land use included more mixed use development.

Complete Streets Concept

Norwalk as it grows will be faced with increasing pressure to incorporate complete streets into the community. This pressure will very likely become reality during the planning period of this document. What are "complete streets"? Complete streets are:

"Complete streets serve everyone - pedestrians, bicyclists, transit riders, and drivers - and they take into account the needs of people with disabilities, older people, and children."

**- Complete Streets: Best Policy and Implementation Practices
Barbara McCann and Suzanne Ryanne AICP
American Planning Association 2010**

Norwalk should begin implementing these concepts into the community during this planning period. However, it will also be important for the City and the residents to look at ways to redevelop existing areas over time in order to make the existing and older portions of the city compatible with these concepts.

Early in the planning period, the City should look to develop a "Complete Streets" plan and concept that will meet the needs of residents in Norwalk. This approach will allow the community to develop their own vision of how to accomplish this endeavor. The complete streets plan can also give the City rough costs for implementation and the budgeting process can commence.

"Complete streets contribute many benefits to the surrounding community:

- Wide, attractive sidewalks and well-defined bike routes, where appropriate to community context, encourage healthy and active lifestyles among residents of all ages.



Sources:

Bell, Judith and Larry Cohen. (2009). *The Transportation Prescription: Bold Ideas for Healthy, Equitable Transportation Reform in America*. Policy Link and the Prevention Institute, commissioned by the Convergence Partnership.

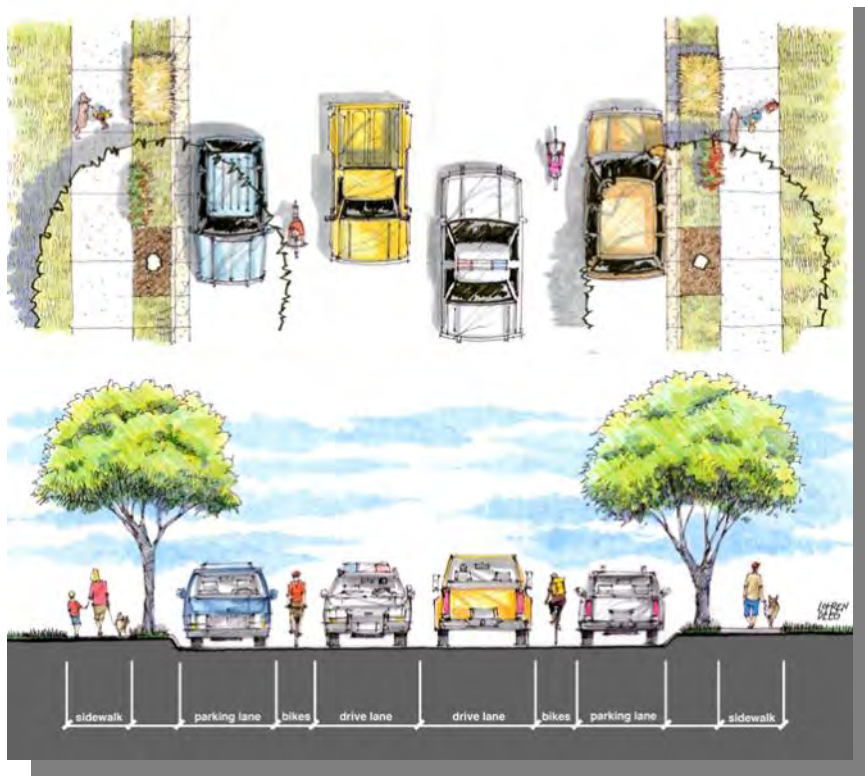
King, MR, Carnegie, JA, Ewing, R. (2003). "Pedestrian Safety Through a Raised Median and Redesignated Intersections." Transportation Research Board 1828, pp 56-66.

Source:
**Complete Streets Help Create
 Livable Communities -
 National Complete Streets
 Coalition**

- Complete streets can provide children with opportunities to reach nearby destinations in a safe and supportive environment.
- A variety of transportation options allow everyone – particularly people with disabilities and older adults – to get out and stay connected to the community.
- Multi-modal transportation networks help communities provide alternatives to sitting in traffic.
- A better integration of land use and transportation through a complete streets process creates an attractive combination of buildings – houses, offices, shops – and street designs.
- Designing a street with pedestrians in mind – sidewalks, raised medians, better bus stop placement, traffic-calming measures, and treatments for travelers with disabilities – may reduce pedestrian risk by as much as 28 percent.
- A livable community is one that preserves resources for the next generation: complete streets help reduce carbon emissions and are an important part of a climate change strategy.”

“Complete streets transform the way transportation serves the people by creating more choices, shortening travel times, and encouraging less carbon-intensive transportation. A community with a complete streets policy values the health, safety, and comfort of its residents and visitors. These policies provide opportunities for people of all ages and abilities to contribute to, and benefit from, a livable community.”

Figure 6.2:
Complete Streets Conceptual Graphic - no medians



Source: Lohren Deeg Design + Illustration

Figure 6.3:
Complete Streets Conceptual Graphic - with medians



Graphic source: Lohren Deeg Design + Illustration

Connectivity

The following connectivity guidelines will create a better transportation pattern in Norwalk as well as surrounding areas within Warren and Polk Counties.

Defining a street layout to match corresponding land uses with graduated levels of roadway function will benefit the community's effort in handling and controlling growth and will create a better transportation network.

However, this future system will be greatly dependent upon adopting and implementing a system to control access points along streets in and around Norwalk. The overall goal of these policies is to better integrate future development with existing and planned development in Norwalk and Warren and Polk Counties.

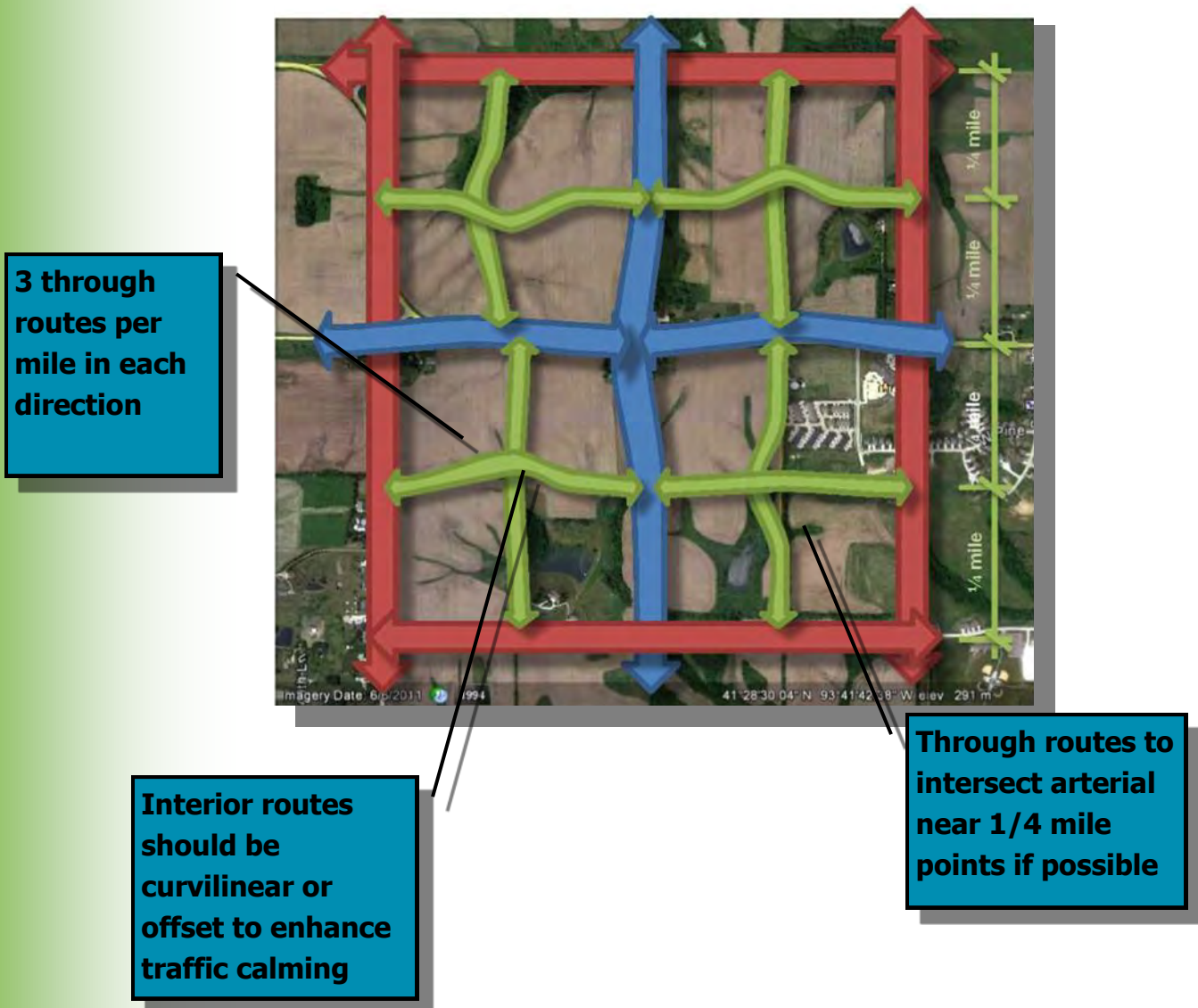
Policy 1: Three Through Routes Per Section

As seen in Figure 6.4, requiring three through routes per section would require future subdivisions in the same section to connect local streets thus creating a better traffic flow between neighborhoods. These routes should fall as close as possible to the $\frac{1}{4}$, $\frac{1}{2}$, and $\frac{3}{4}$ mile along each section (every mile). Simply, this would reduce confusion while traveling through neighborhoods, eliminate

dead ends, and would direct concentrated traffic flow to specific intersections in the community.

Considering these recommendations of three through routes per 1/2 mile, the streets at the 1/4 mile locations should receive special design consideration to discourage or minimize high speed cut through traffic. This would introduce a form of traffic calming to the area.

**Figure 6.4:
Through Street Diagram**



Policy 2: Access Management

This transportation policy simply builds upon the three through routes per section concept, and also adds certain access criteria along section lines or every mile. Full access points are recommended every quarter mile along any arterial. Full access points are entrances into developments allowing full turns in all directions, both right and left (allowing for a median break). In addition to these full access points, intermediate access points should be recommended to be placed at the eighth mile with limited access, see Figure 6.2. Limited access would only allow for right-in-right-out only traffic movement. This would relieve traffic congestion at these points.

Figure 6.5:
Access Management Diagram



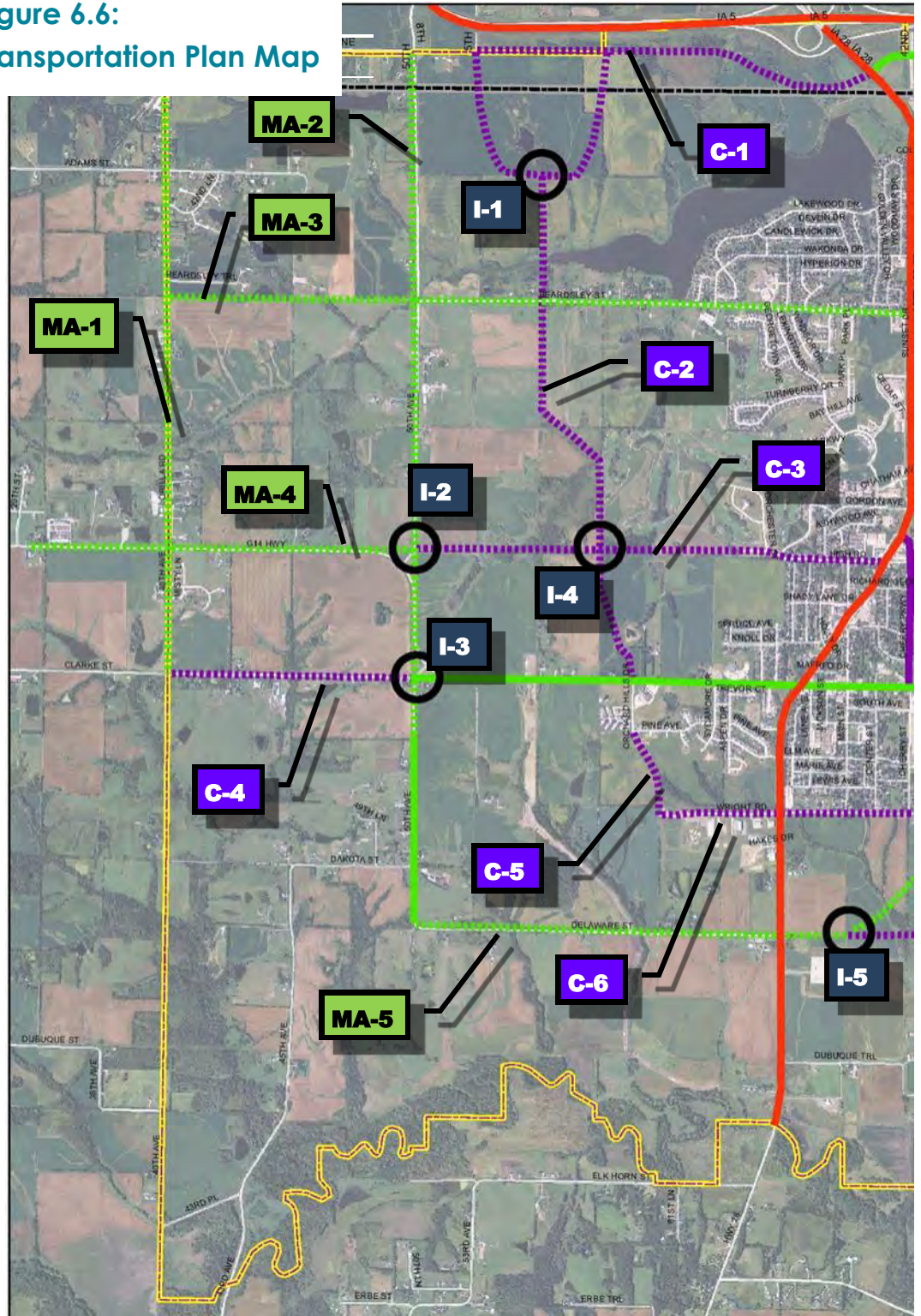
Corridor Protection

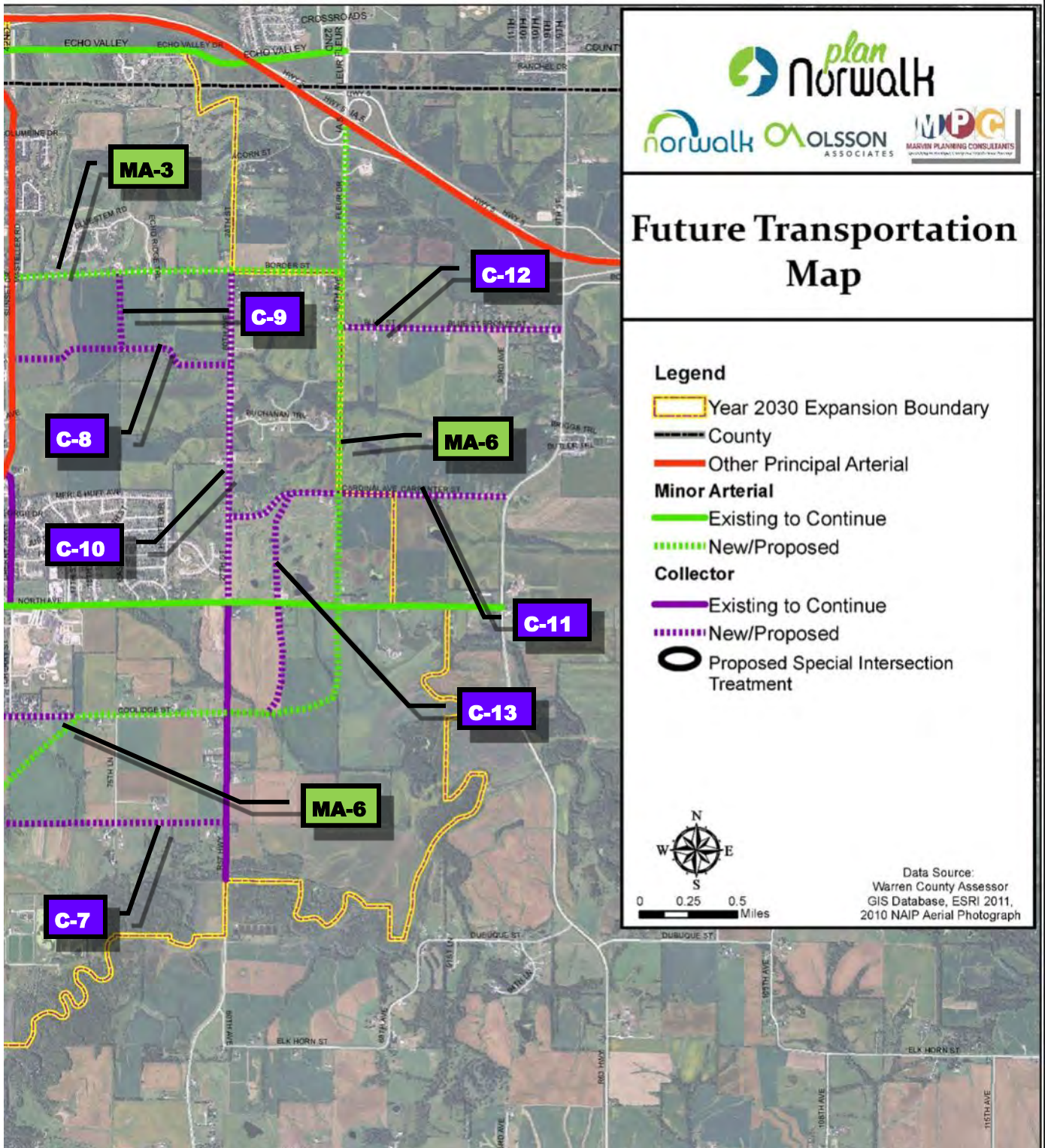
Corridor protection will be critical to the future development of Norwalk. The term is exactly as it indicates.... the protection of future transportation corridors, specifically arterials and collectors.

During the planning period, the City will need to work with developers and land owners to secure the protection of these critical corridors that will likely become the rights-of-way of the future. The primary areas that will need to be protected are roughly indicated on the Transportation Plan Map in Figure 6.6 and are indicated as future arterials and future collectors. Failure to protect these corridors can greatly jeopardize the overall outcome of this plan, especially if the growth scenarios become reality.

The eventual protection areas will need to be adequate enough to allow for the implementation of the complete streets and access management concept.

Figure 6.6:
Transportation Plan Map





Future Street Needs

The growth of Norwalk will not only place demands for new development but it will increase the need for a larger efficient transportation network. As discussed in this Chapter, the more this new street network can be considered “complete” the better it will move all types of traffic through the community.

The primary street classifications that will be discussed in this section are future Minor Arterials and Collectors; any new streets not identified in this plan would likely be considered as local streets. One additional topic in this section will be the different intersection treatments at specially identified intersections of the community.

Minor Arterials

Minor arterials are streets that connect with and support the principal arterials within Norwalk. These streets aid in connecting major activity centers with other parts of the city. Minor arterials typically allow access onto the adjacent properties while accommodating numerous left-turn movements and curb cuts. These streets are typically designed for speeds of 40 miles per hour or less.

The proposed minor arterials in Norwalk are a combination of new streets and upgraded existing streets. These streets are identified on Figure 6.6 with a “MA-” designation. Each of these proposed streets should meet the criterion of a complete street, as shown in Figures 6.2 and 6.3, as well as the lane width dictated by SUDAS. The proposed Minor Arterials are seen below in Table 6.1.

The timeframes listed in Table 6.1 are only estimations of when these projects will need to be undertaken. There are numerous variables that can impact the timing of the minor arterials. The city planning department along with the public works department should review the status and need for these projects annually and each of these projects should begin showing up in the Capital Improvement Plan now and starting moving up the priority list as warranted.

Collectors

The collector street system links neighborhoods together and connects these neighborhoods with arterials, expressways and activity centers. Collectors are usually designed for low speeds (30 miles per hour or less). Collectors are designed to connect the motoring public from the arterials to their ultimate designations, especially within residential neighborhoods.

Future collectors should be designed as a “complete” boulevard system, see Figure 6.3 in order to full mobility to all types of transportation. Designing the future collectors to a boulevard system allows for a street system to be more compatible with any adjacent residential areas and aids in providing a better scaled environment which in turn assists with “traffic calming”

**Table 6.1:
Future Minor Arterials**

Designation	Current Status	Time Period to complete	Comments
MA-1 40th Avenue/Orilla Road	<ul style="list-style-type: none"> Two-lane Rural section road 	5-10 years	<p>Development of this street into a Minor arterial will be dependent upon the rate of growth and development in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p> <p>This will require a 28E Agreement with the City of Cumming.</p>
MA-2 50th Avenue	<ul style="list-style-type: none"> Two lane Rural section road 	10-20 years	<p>Development of this street into a Minor arterial will be dependent upon the rate of growth and development in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
MA-3 Beardsley Street/ Border Street	<ul style="list-style-type: none"> Two lane Urban section road and not constructed in portions of the alignment 	0-5 years 10-20 years	<p>Eastern portions of this street are in need of being upgraded within the next 5 years +/- - specifically Fleur Drive west to Iowa Highway 28</p> <p>Development of the remaining portions of this street into a Minor arterial will be dependent upon the rate of growth and in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
MA-4 G-14 west of 50th Avenue	<ul style="list-style-type: none"> Warren County Highway Rural section road 	10—20 years	<p>This will continue to be a county highway into the future. The roadway serves as a direct connection to Interstate 35 west of the City of Cumming.</p> <p>The highway will need to be upgraded to handle future traffic between Norwalk and the Interstate.</p> <p>The City of Norwalk should work diligently to lobby the appropriate individuals to ensure that the extension of the Southwest Connector (Des Moines Metro) connects to Interstate 35 at the existing interchange along Highway G-14 as opposed to being future north in West Des Moines.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
MA-5 Delaware Street west of Iowa Highway 28	<ul style="list-style-type: none"> Two lane Rural section road 	10 – 20 years	<p>This proposed minor arterial is indicated for the purposes of connecting western Norwalk with Iowa Highway 28 and eventually with eastern Norwalk without driving through the heart of the community.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
MA-6 Norwalk Bypass	<ul style="list-style-type: none"> Two lanes where existing Rural section road where existing Portions not constructed at present 	5-10 years 10-20 years	<p>Portions along the existing R.O.W. of Fleur Drive/85th Avenue will need to be upgraded sooner than other portions will need to be constructed. These upgrades will allow existing portions of Norwalk better access to the entire metropolitan area.</p> <p>Development of the remaining portions of this street into a Minor arterial will be dependent upon the rate of growth and in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>

**Table 6.2:
Future Collectors**

Designation	Current Status	Time Period to complete	Comments
C-1 Echo Valley Drive/ County Line Road	<ul style="list-style-type: none"> Two lane (existing) Rural section road Not constructed in portions of the alignment 	5-10 years	<p>Development of this street into a collector will be dependent upon the rate of growth and development in Norwalk, especially development in Sub-Area 2.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-2	<ul style="list-style-type: none"> Not existing 	10-20 years	<p>Development of this street into a collector will be dependent upon the rate of growth and development in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p> <p>The forked area toward the north of this proposed street is intended to go in one direction or the other. The forked image is there to strictly indicate that the future extension of this street can go in either location.</p>
C-3 Extension of High Road	<ul style="list-style-type: none"> Two lane (existing) Rural section road Not constructed in portions of the alignment 	0-5 years 10-20 years	<p>Eastern portions of this street are in need of being upgraded within the next 5 years +/-</p> <p>Development of the remaining portions of this street into a collector will be dependent upon the rate of growth and in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-4 North Avenue west/ Clarke Street	<ul style="list-style-type: none"> Two lane (existing) Rural section road 	10—20 years	<p>Development of the remaining portions of this street into a collector will be dependent upon the rate of growth and in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-5 Extension of Orchard Hills Drive	<ul style="list-style-type: none"> Not constructed 	0-5 years	<p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-6 Wright Road/ Coolidge Street	<ul style="list-style-type: none"> Two lane (existing) Some Rural section road Some urban section 	0 - 5 years 5-10 years	<p>Development of the remaining portions of this street into a collector will be dependent upon the rate of growth and in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-7 Extension of Delaware east	<ul style="list-style-type: none"> Not constructed 	5-10 years	<p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-8 Extension of Colonial Parkway between Iowa Highway 28 and 80th Avenue	<ul style="list-style-type: none"> Portion constructed up to the new Capital City Wholesale facility Not constructed 	0-5 years 5-10 years	<p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>

**Table 6.2 continued:
Future Collectors**

Designation	Current Status	Time Period to complete	Comments
C-9 Unnamed	<ul style="list-style-type: none"> Not constructed 	0-5 years	Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.
C-10 80th Avenue/27th Street	<ul style="list-style-type: none"> Two lane (existing) Rural section road 	5-10 years	<p>Development of this street into a collector will be dependent upon the rate of growth and development in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-11 Cardinal Avenue/ Carpenter Street	<ul style="list-style-type: none"> Two lane (existing) Rural section road 	5-10 years	<p>Development of the remaining portions of this street into a collector will be dependent upon the rate of growth and in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-12 Blue Street/Bronze Street	<ul style="list-style-type: none"> Two lane (existing) Rural section road 	10—20 years	<p>Development of the remaining portions of this street into a collector will be dependent upon the rate of growth and in Norwalk.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>
C-13 Unnamed	<ul style="list-style-type: none"> Not constructed 	10-20 years	Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.

The timeframes listed in Table 6.2 are only estimations of when these projects will need to be undertaken. There are numerous variables that can impact the timing of the collectors. The city planning department along with the public works department should review the status and need for these projects annually and each of these projects should begin showing up in the Capital Improvement Plan now and starting moving up the priority list as warranted.

Local

The remaining streets are classified as local service streets that provide access to adjoining properties and connect to the collector and arterial street system.

SUDAS requires a 50-foot right-of-way and 26-foot pavement widths for local service streets. The City has adopted SUDAS for design of streets and utilities. The standards are intended to provide uniform guidelines for development of public improvements in the state of Iowa.

**Table 6.3:
Special Intersections**

Designation	Proposed Improvements	Time Period to complete	Comments
I-1	<ul style="list-style-type: none"> Optional 	10-20 years	The design of this intersection should provide for a primary north-south through movement. The north-south movement should avoid allowing a "L-shaped" or "T-shaped" intersection.
I-2 50th Avenue and G14	<ul style="list-style-type: none"> Roundabout 	10-20 years	A roundabout could be evaluated for implementation at this location as part of the study process. In the event a roundabout is selected through an engineering study as part of the project development process consideration should be given to the Right-of-way required. This is specifically due the likely need to accommodate trucks and emergency response vehicles as the this facility will become a significant travel corridor in the future.
I-3 50th Avenue and North Avenue	<ul style="list-style-type: none"> Roundabout 	10-20 years	A roundabout could be evaluated for implementation at this location as part of the study process. In the event a roundabout is selected through an engineering study as part of the project development process consideration should be given to the Right-of-way required. This is specifically due the likely need to accommodate trucks and emergency response vehicles as the this facility will become a significant travel corridor in the future.
I-4	<ul style="list-style-type: none"> Roundabout 	10—20 years	A roundabout could be evaluated for implementation at this location as part of the study process. In the event a roundabout is selected through an engineering study as part of the project development process consideration should be given to the Right-of-way required. This is specifically due the likely need to accommodate trucks and emergency response vehicles as the this facility will become a significant travel corridor in the future.
I-5	<ul style="list-style-type: none"> Optional 	10-20 years	<p>This intersection is at the intersection of Delaware Street and a proposed diagonal arterial "bypass" /"Truck route". The design of this intersection should be one that is a "T-shaped" intersection and is squared up for better visibility. A similar intersection occurs at Coolidge Street as well.</p> <p>Right-of-Way within the corridor needs to be protected in order to have appropriate lanes and lane widths.</p>

Figure 6.7:
Example of a Three-lane Roundabout



Source: Olsson Associates

Figure 6.8:
Example of a Roundabout



Source: Olsson Associates

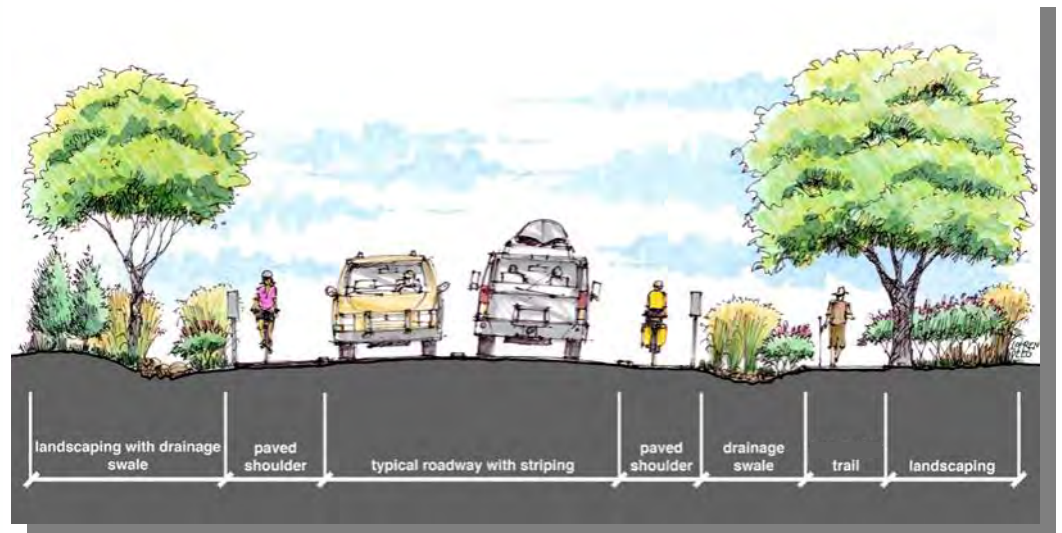
Trails

The city of Norwalk currently has a limited number of trail miles within the corporate limits. During the planning period the demand for additional miles and connections will likely increase. The City should examine ways in which to address this future demand.

This plan will not specifically identify trail locations except that bicycle paths should be a part of a “complete” transportation package along future collectors and minor arterials. Future trails can be addressed in a number of manners, including:

- On-street
- Off-street but parallel to streets
- Off-street away from major transportation routes
- Along environmental corridors and utility easements.

Figure 6.9:
Paved Shoulder Bike Lane

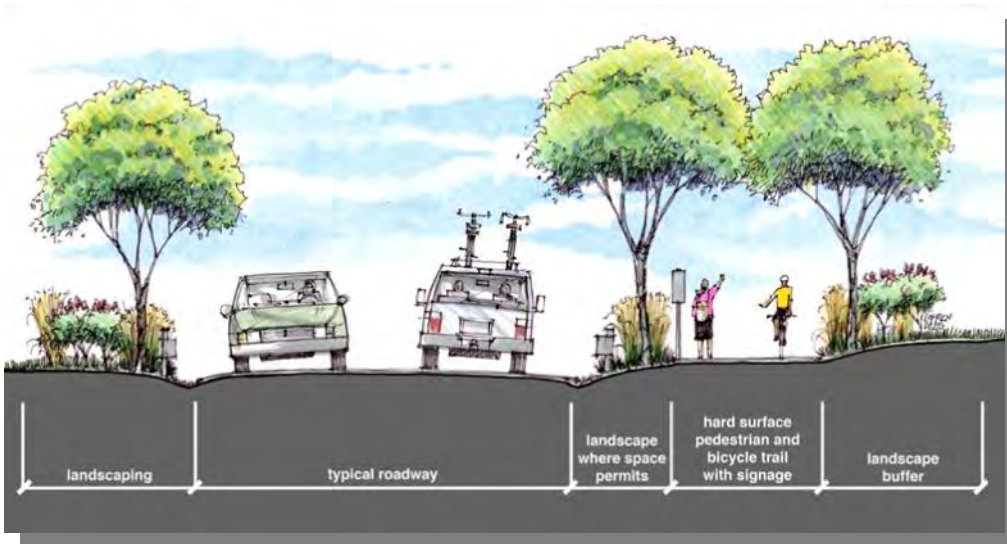


Source: Lohren Deeg Design + Illustration

The system shown in Figure 6.9 is one of the more common approaches to trails development. It provides a means for the bicyclist to use/share the roadway and avoid conflicts with pedestrians on other pathways.

The design within Figure 6.9 indicates that the roadway is an open ditch for drainage; however, in some portions of Norwalk this will need to be incorporated into a street system designed with an integrate curb and gutter for drainage.

Figure 6.10:
Separated Bike and Walking Path



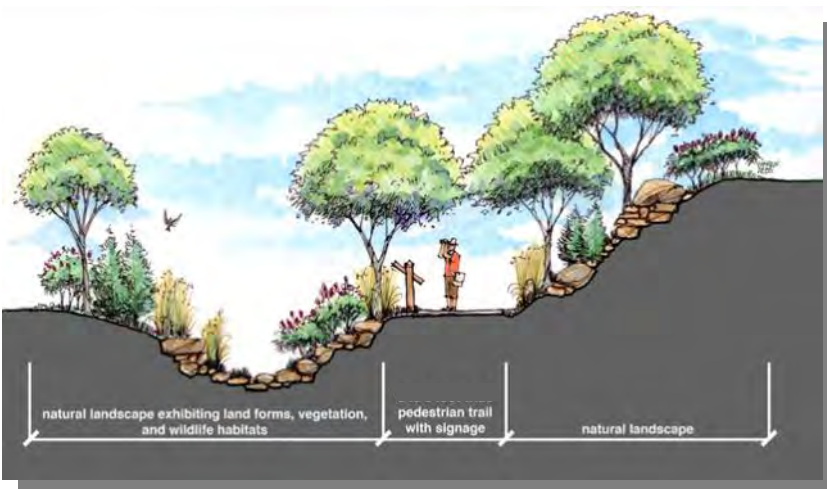
**Multi-use trail along
Adams Dairy Parkway
South in Blue Springs,
MO**

Source: Lohren Deeg Design + Illustration

The system shown in Figure 6.10 is probably the most common approach to trails development. It provides a means for the bicyclist and walkers away from the vehicular path to avoid conflicts.

The design within Figure 6.10 indicates that the roadway is an open ditch for drainage; however, in some portions of Norwalk this will need to be incorporated into a street system designed with an integrate curb and gutter for drainage.

Figure 6.11:
Bike and Walking Path away from Thoroughfares



Source: Lohren Deeg Design + Illustration

The system shown in Figure 6.11 is completely away from major transportation systems. This system would typically follow major drainageways, streams, etc. This would be typically a system that was meant more for recreational purposes as opposed to providing a direct connection between two points.

Future trails development should also connect into neighboring trails networks in West Des Moines and Des Moines.

Figure 6.12:
Existing and Proposed Norwalk Trails System

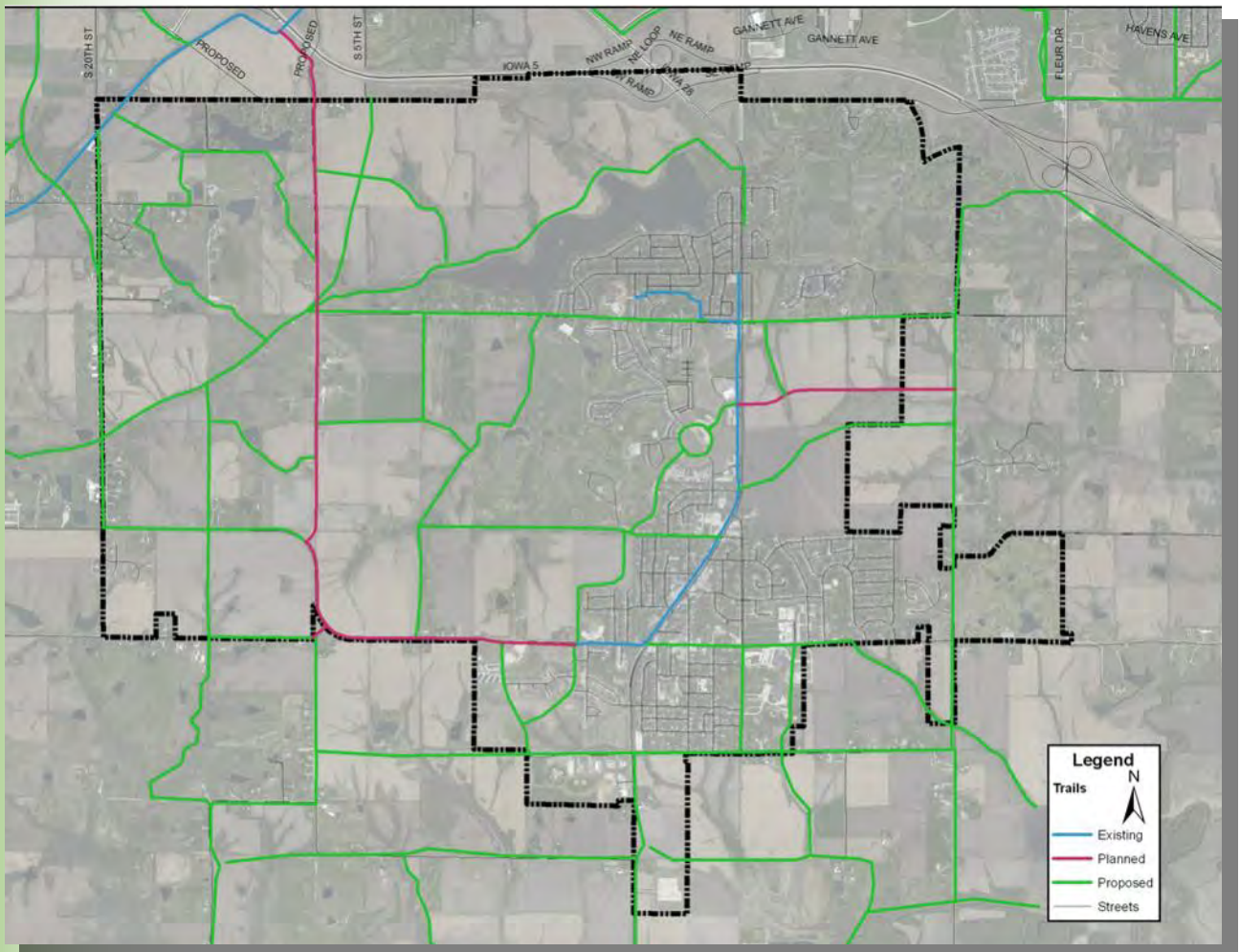
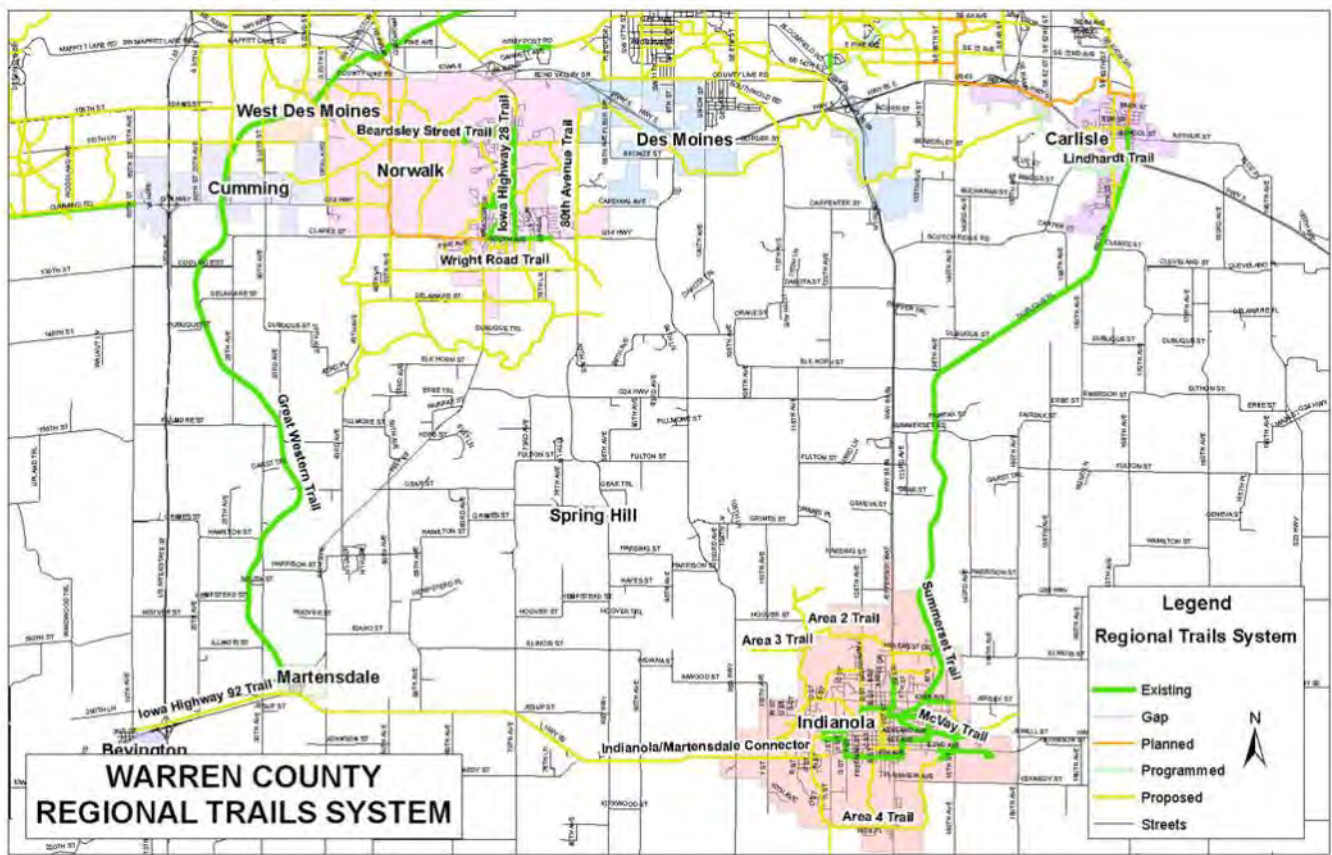


Figure 6.13:
Regional Proposed and Existing Trails Map



Other Transportation Needs

Transit

The future growth of Norwalk will have another important impact on the existing transportation system. There will become the need to move people around the community and metropolitan area that may or may not have access to personal vehicular transportation.

The city of Norwalk will eventually need to become part of the DART (Des Moines Area Regional Transit) system. This will require that a long-term vision for necessary and future routes to be determined.



Conversations with DART need to be undertaken early in this planning period. There are several key issues that will likely need to be examined by both the City and DART, some of these include:

- Projected ridership to make it fiscally feasible to serve Norwalk.
- Potential route locations.
- Would a Park and Ride scenario in Norwalk work?

There are a number of issues to be reviewed and analyzed in order to make this a reality for Norwalk.

Accessibility



Approximately the past 25 years, since the passage of the Americans with Disabilities Act, businesses and communities have been actively working to create better accessibility for all of their customers and residents. One area that has been a little slower to respond is the transportation systems. The transportation system has some real critical items that can be accomplished in order to provide a more accessible environment.

The way a community designs its transportation system can be an asset but it needs to include key elements in the design to make the system more friendly to everyone using it. Some of these design items include:

- Crosswalks with audible timers.
- Ramps at intersections that have a truncated dome finish for the feet.
- Ramps at intersections need to meet all state and Federal guidelines for grading and slopes.



Transportation Goals and Policies

The City of Norwalk should manage the transportation system in a cost-effective and efficient manner; while maintaining a quality aesthetic in the community.

Streets

- TRANS-1 The City should undertake a “complete” streets study to determine their future needs regarding the overall transportation and transit system in Norwalk.
- TRANS-2 The City should require all future collectors or existing streets converted to collectors to consider a boulevard design.
- TRANS-3 The City should implement the policies for connectivity within new and redeveloped subdivisions.
- TRANS-4 The City should undertake an engineering study to examine the current traffic levels and crash data to determine signaling improvements in the community and discuss the findings with Iowa Department of Transportation, especially along Iowa Highway 28.
- TRANS-5 The City should work with the Iowa Department of Transportation, Warren County and the City of Des Moines to examine the eventual widening and expansion of Fleur Road and the proposed truck route to the south of Norwalk.
- TRANS-6 The City as part of their normal CIP process continue to improve and upgrade the street system in the older portions of Norwalk.
- TRANS-7 The City, Warren County, and the City of Des Moines should work together to coordinate the naming of streets and roads in the Norwalk area. There should not be more than one name for a streets or road in order to make it less confusing for E911, fire and rescue and law enforcement.
- TRANS-8 The City should require a traffic impact study from all future development/redevelopment based on the ITE recommended TIS guidelines.
- TRANS-9 The City should encourage bicycle and pedestrian access to and within commercial areas.
- TRANS-10 Strive to avoid pedestrian and vehicular conflicts within commercial areas.
- TRANS-11 Discourage the diversion of commercial traffic into residential neighborhoods.
- TRANS-12 The City should require cross access between adjacent commercial developments in order to minimize the need to access public streets.

- TRANS-13 The City should create and implement a Complete Streets policy that requires consideration/inclusion of trails, bicycle lanes within the R.O.W. of all road projects (public and private).
- TRANS-14 The City should improve, develop, and maintain well-traveled roads with hard surfacing.
- TRANS-15 The City should create a Master Streets Plan/Policy to identify specific routes and rights-of-way width requirements for future street construction and expansion. R.O.W should be required to be dedicated at the time of platting/development.
- TRANS-16 Commercial signing along major arterials should be kept to a minimum and shall be low profile in design.
- TRANS-17 The City should control access points for future development along existing and future arterials and collectors within the community. This includes the establishment of frontage roads along these routes.
- TRANS-18 All transportation-related decisions should be made in consideration of land use impacts including but not limited to adjacent land use patterns, both existing and planned, and their designated uses and densities.
- TRANS-19 When new or reconstructed streets are built, there should be provisions made in the design documents that provide alternate modes of transportation as part of a complete streets concept. This may include on and/or off street accommodations of transit, bicycles, and pedestrians.
- TRANS-20 The City of Norwalk should encourage bicycle and pedestrian traffic as an element of the street transportation system by coordinating within the City to develop an integrated system of safe and convenient bicycle and pedestrian ways to complement other modes of transportation.

Trails

- TRAIL-1 The City should expand the recreational trail system utilizing floodplain land, easements and parklands into areas not currently served, including both developing and established areas of the city.
- TRAIL-2 The City of Norwalk should promote the development of an integrated multi-purpose non-motorized trail system to provide recreational opportunities and to link open space of Norwalk with park areas of other communities within the Des Moines Metropolitan Area.
- TRAIL - 3 The City should strive to construct the 50th Avenue trail connection between North Avenue and Iowa Highway 28 and the Great Western Trail. This trail is essential to connecting into the entire metropolitan area.
- TRAIL - 4 The City should strive to create "complete" streets that provide for all

modes of transportation.

TRAIL - 5 The City should develop a Master Trails Plan that addresses potential trail locations, designs, opinions of cost.

TRAIL - 6 The City should create and implement a Complete Streets policy that requires consideration/inclusion of trails, bicycle lanes within the R.O.W. of all road projects (public and private).

Transit

TRA-1 The City and Warren County should begin discussions with DART regarding the extension of bus service into the Norwalk area.

TRA-2 The City should develop a location along Iowa Highway 28 that can be utilized as a Park and Ride location for the Des Moines area.

TRA-3 The City and Warren County should continue and enhance any handi-van type of transportation for the elderly and disabled.

Accessibility

ACC-1 The City should review and update their accessibility design guidelines to be compliant with all State and Federal regulations.

7

HOUSING



Housing Profile

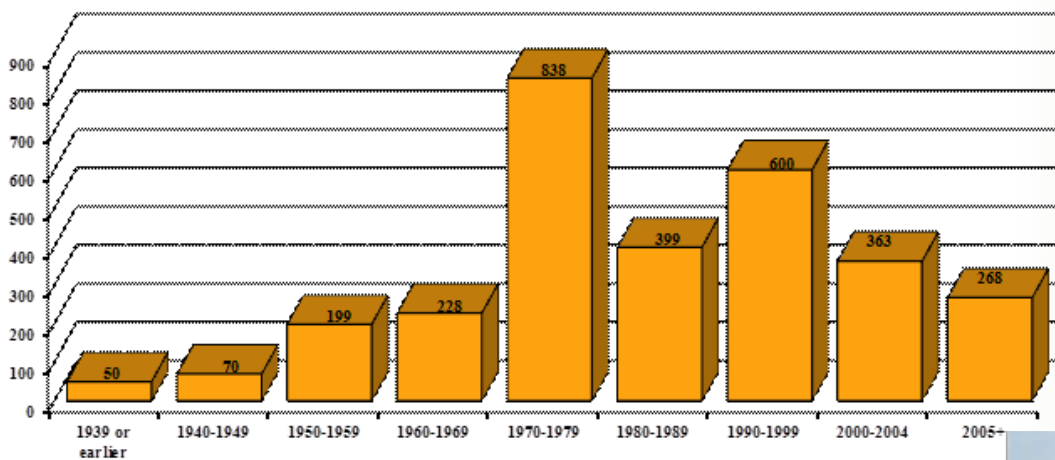
The Housing Profile in this plan identifies existing housing characteristics and projected housing needs for residents of Norwalk. The primary goal of the housing profile is to allow the community to examine past and present conditions while identifying potential needs, including provisions for safe, decent, sanitary, and affordable housing for every family and individual residing within the community.

Age of Existing Housing Stock

An analysis of the age of Norwalk’s housing stock reveals a great deal about population and economic conditions of the past. The age of the housing stock may also indicate the need for rehabilitation efforts, or new construction within the community. Examining the housing stock is important to understand the overall quality of housing and the quality of life in Norwalk.



Figure 7.1
Age of Existing Housing Stock
Norwalk



Source: American Community Survey 2005-2010

Figure 7.1 indicates that 3,015 housing units exist in Norwalk as of the 2010 Census. The figure shows that only 50 homes, or 1.6 percent, in Norwalk were present before 1940. In addition, 1,385, or 45.9 percent, were constructed before 1980. Between 1970 and 1979, 838 housing units, or 27.8 percent of the total homes were constructed; this level of residential construction indicates a strong economy during this time period.

Finally, 1,630 housing units, or 54.1 percent of the total existing units were built since 1980, of which 631, or 20.9 percent were constructed since 2000 (based on data from the American Community Survey). These data indicate Norwalk has seen consistent levels of construction since 1980.



Housing Trends

An analysis of housing trends can reveal a great deal about the different sectors of the population in the community. Housing trends indicate the breakdown between owner- or renter-occupied housing as well as the number of people living in group quarters. Examining housing trends is important to understand the overall diversity of the population and the quality of life within Norwalk.

**Table 7.1
Community Housing Trends
2000 and 2010**

Selected Characteristics	Norwalk			Iowa		
	2000	2010	% Change 2000-2010	2000	2010	% Change 2000-2010
Population	6,884	8,945	29.9%	2,926,324	3,046,355	4.1%
Persons in Household	6,746	8,811	30.6%	2,822,155	2,948,243	4.5%
Persons in Group Quarters	138	134	-2.9%	104,169	98,112	-5.8%
Persons per Household	2.88	2.70	-6.2%	2.46	2.41	-2.0%
Total Housing Units	2,382	3,450	44.8%	1,232,511	1,336,417	8.4%
Occupied Housing Units	2,344	3,261	39.1%	1,149,276	1,221,576	6.3%
Owner-occupied units	1,951	2,596	33.1%	831,419	880,835	5.9%
Renter-occupied units	393	665	69.2%	317,857	340,941	7.3%
Vacant Housing Units	38	189	397.4%	83,235	114,841	38.0%
Owner-Occupied	0.3%	2.4%	700.0%	1.7%	2.0%	17.6%
Renter-Occupied	3.2%	5.4%	68.8%	6.8%	8.5%	25.0%
	2000	2010	% Change 2000-2010	2000	2010	% Change 2000-2010
Single-family Units	2,104	2,622	24.6%	940,105	1,025,719	9.1%
2 units	18	15	-16.7%	39,388	34,809	-11.6%
3 or 4 units	85	78	-8.2%	47,698	47,140	-1.2%
5 to 9 units	95	180	89.5%	45,113	49,864	10.5%
10-19 units	105	202	92.4%	38,393	49,002	27.6%
20 or more units	28	166	564.3%	56,352	65,258	15.8%
Mobile Homes, trailer, other	-	-	-	65,462	55,510	-15.2%
Median Contract Rent - 2000 and 2010						
Norwalk	\$ 529	\$ 682	28.9%			
Iowa	\$ 470	\$ 617	31.3%			
Median Value of Owner-Occupied Units - 2000 and 2010						
Norwalk	\$ 103,500	\$ 151,500	46.4%			
Iowa	\$ 82,500	\$ 119,200	44.5%			

Source: U.S. Census Bureau 2000 and 2010, American Community Survey 2005-2010

Persons in Households/Group Quarters

Persons per household refers to the individuals that are living in some sort of renter- or owner-occupied dwelling unit. In 2010, 8,811 people were living in households in Norwalk; this was 2,065 more than in 2000 or an increase of 30.6 percent. Based on the data from 2010, most of this growth was in single-family dwelling units and larger apartment buildings of five units or more.

While persons in households showed an increase from 2000 to 2010, persons in group quarters decreased four persons or -2.9 percent. Group quarters identifies people that are living in special housing conditions such as a nursing home facility.

Persons per Household

Table 7.1 also indicates that the number of persons per household decreased from 2.88 to 2.70 persons. The trend nationally has been towards a declining household size; however, the 2010 person per household in Norwalk is higher than other communities in Warren County and the Des Moines Metropolitan Area, as indicated below:

Community	2010 Persons per Household
West Des Moines	2.32
Johnston	2.67
Ankeny	2.58
Pleasant Hill	2.57
Indianola	2.42
Des Moines	2.43
Carlisle	2.57
Norwalk	2.70
state of Iowa	2.41

Norwalk, on average, has more people living in a household than those communities indicated above and the State of Iowa as a whole.

Occupied vs. Vacant Housing Units

Table 7.1 shows the number of total housing units increased by 44.8 percent or 1,068 units; however, the number of occupied units only increased by 39.1 percent or 917 units. This difference is also seen in the number of vacant units, which increased by 151 units in 10 years.

Owner-occupied units increased the least between 2000 and 2010, going from 1,951 units in 2000 to 2,596 units in 2010, a 33.1 percent increase. Renter-occupied units saw the greatest increase going from 393 units in 2000 to 665 units in 2010, a 69.2 percent increase.

The overall vacancy rates for Norwalk saw significant percentage increases between 2000 and 2010; however, the vacancy rates in 2000 are considered to be extremely low. The new vacancy rates from 2010 are either similar to the State of Iowa and the nation or less; the State of Iowa's vacancy rates are 2.0 percent for owner-occupied and 8.5 percent for renter-occupied, while the

United States had an owner-occupied vacancy rate of 2.4 percent and a renter-occupied vacancy rate of 9.2 percent.

Median Contract Rent

The median contract rent in Norwalk for both 2000 and 2010 exceeded the state's median contract by 113% and 114% respectively. Median contract rents in Norwalk increased from \$529 per month in 2000 to \$689 per month in 2010, or 30.2%. The state's median monthly contract rent increased by 29.1%. This indicates that Norwalk has seen contract rent increase at a greater rate than the state.

Comparing changes in monthly rents between 2000 and 2010 with the Consumer Price Index (CPI) enables the local housing market to be compared to national economic conditions. The inflation between 2000 and 2010 was 27%, indicating the median contract rent in Norwalk increased at approximately 119% of the National rate. Thus, Norwalk tenants were paying higher monthly rents in 2010, in terms of real dollars, than they were in 2000, on average.

Median Value of Owner-occupied Units

Median values for owner-occupied units in Norwalk were greater than the State of Iowa in both 2000 and 2010. The median value of owner-occupied housing units in Norwalk increased from \$103,500 in 2000 to \$151,500 in 2010 and represents an increase of 46.4%. The median value for owner-occupied housing units in the state showed an increase of 44.5%.

As measured by the CPI, the local values of owner-occupied housing increased at nearly double the inflation rate for the same period. This indicates housing values statewide and, in the community, increased significantly compared to the inflation rate.

Tenure of Household by Selected Characteristics

Table 7.2 shows the tenure (owner-occupied and renter-occupied) of households by number and age of persons in each housing unit. Analyzing these data gives Norwalk the opportunity to see the type of demographic that is living where within the community.

2000

The largest section of owner-occupied housing in Norwalk in 2000, based on number of persons, was two person households, with 600 units, or 30.8% of the total owner-occupied units. By comparison, the largest household size for rentals was the single person households, which had 176 renter-occupied housing units, or 44.8% of the total renter-occupied units.

Norwalk comprises 1,081 one or two person households, or 46.0% of all households. Households having five or more persons accounted for 269 households or 13.8% of the owner-occupied segment, while, 15 of the households, or 3.8 percent were renter-occupied. Overall, 284 households had five persons or more, which accounted for 12.1% of all households in 2000.

Consumer Price Index (CPI) is "a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services."

- Bureau of Labor Statistics

Table 7.2
Tenure of Household by Selected Characteristics
2000 and 2009

Householder Characteristic	2000				2010				O.O.	R.O.
	Owner-Occupied	% O.O.	Renter-Occupied	% R.O.	Owner-Occupied	% O.O.	Renter-Occupied	% R.O.	Percent Change	
Tenure by Number of Persons in Housing Unit (Occupied Housing Units)										
1 person	201	10.3%	176	44.8%	382	14.7%	277	41.7%	90.0%	57.4%
2 persons	600	30.8%	104	26.5%	917	35.3%	163	24.5%	52.8%	56.7%
3 persons	411	21.1%	59	15.0%	475	18.3%	97	14.6%	15.6%	64.4%
4 persons	470	24.1%	39	9.9%	519	20.0%	79	11.9%	10.4%	102.6%
5 persons	204	10.5%	13	3.3%	226	8.7%	28	4.2%	10.8%	115.4%
6 persons or more	65	3.3%	2	0.5%	77	3.0%	21	3.2%	18.5%	950.0%
TOTAL	1,951	100.0%	393	100.0%	2,596	100.0%	665	100.0%	33.1%	69.2%
Tenure by Age of Householder (Occupied Housing Units)										
15 to 24 years	17	0.9%	51	7.7%	43	1.7%	72	10.8%	152.9%	412%
25 to 34 years	389	19.9%	102	15.3%	461	17.8%	177	26.6%	18.5%	73.5%
35 to 44 years	650	33.3%	85	12.8%	615	23.7%	137	20.6%	-5.4%	612%
45 to 54 years	475	24.3%	28	4.2%	655	25.2%	102	15.3%	37.9%	264.3%
55 to 64 years	234	12.0%	25	3.8%	478	18.4%	52	7.8%	104.3%	108.0%
65 to 74 years	127	6.5%	34	5.1%	212	8.2%	51	7.7%	66.9%	50.0%
75 years and over	59	3.0%	68	10.2%	132	5.1%	74	11.1%	123.7%	8.8%
TOTAL	1,951	100.0%	393	59.1%	2,596	100.0%	665	100.0%	33.1%	69.2%

Source: U.S. Census Bureau 2000; American Community Survey 2005-2009

In 2000, the age cohort representing the largest home ownership group was 35 - 44 years. Of the total residents that lived in owner-occupied housing units, 33.3% were between the age of 35 and 44 years. This group was followed by the 45 - 54 year cohort, at 24.3%. Therefore, 57.6% of all owner-occupied households had a primary householder of between 35 years and 54 years of age.

The renter occupied housing was dominated by two cohort groups: the 25 - 34 years (15.3%) and 35 - 44 years (12.8%). These two cohorts represent 28.1% of all the renter-occupied units in 2000.

2010

In 2010, the largest section of owner-occupied housing in Norwalk was still the two person households, with 747 units, or 35.3% of the total owner-occupied units, an increase of 52.8% over 2000. By comparison, the largest household size for rentals was again the single person households, which had 277 renter-occupied housing units, or 41.7% of the total renter-occupied units; an increase of 57.4% over 2000.

Norwalk comprised 1,739 one or two person households, or 53.3% of all households, which represents a 60.8% increase from 2000. Households having five or more persons comprised 11.7% of the owner-occupied segment, and 7.4% of the renter-occupied segment. Community-wide, households with five or

more persons accounted for 352 units, or 19.1% of the total, representing an increase of 223.9% from 2000.

In 2010, the age cohort representing the largest home ownership group was still 45 - 54 years. Of the total residents that lived in owner-occupied housing units, 25.2% were between the age of 45 and 54 years. This group was closely followed by the 35 - 44 year cohort, at 23.7%. In 2010, the owner-occupied declined units for the cohorts of 25 - 34 years and 35 - 44 years. Using the 10-year cohort shift, similar to Table 10.3, one can find that, in reality, both of these cohorts from 2000 actually saw increases in ownership by 2010.

The renter-occupied housing was again dominated by the same cohort groups: 25 - 34 years (26.6%) and 35 - 44 years (20.6%). These cohorts represented 47.2% of all the renter-occupied units in 2010. This is a significant increase over 2000.

Housing- Goals and Policies

The following pages will establish specific goals and policies for the housing around Norwalk during the planning period.

- H-1 New residential development should be discouraged in areas of environmental concerns such as floodplain corridors.
- H-2 Convenient access to neighborhood services (stores, schools, parks) from residential areas should be encouraged during the planning period.
- H-3 Transit, pedestrian, and bicycle networks should maximize access and mobility to provide alternatives and reduce dependence upon the automobile.
- H-4 Sidewalks should be provided on both sides of all streets, or in alternative locations as allowed through design standards or the Planned Unit Development process.
- H-5 Many activities of daily living should occur within walking distance of residential neighborhoods. Neighborhoods should include homes, stores, workplaces, schools, and places to recreate.
- H-6 An interconnected network of streets, trails, and sidewalks should be designed to encourage walking and bicycling and provide multiple connections within and between neighborhoods.
- H-7 A mix of housing types, single-family, townhomes, apartments, and elderly housing, should be distributed throughout individual developments. Similar housing types should face each other, single-family facing single-family, with changes occurring at the rear of lots.
- H-8 Parks and open spaces should be within walking distance of all residences as identified in Chapter 11 of this plan.
- H-9 Multi-family and elderly housing should be located nearest to any commercial areas.

- H-10 Pedestrian orientation design should be considered in new developments, including shorter block lengths.
- H-11 Public uses (elementary schools, churches) should be located near the center of neighborhoods, with facilities being shared with other public entities (city parks and school sites).
- H-12 Housing within Norwalk should be constructed to meet all applicable local, state, and federal building codes for housing.
- H-13 The housing stock constructed in Norwalk should be of a standard that will protect the general health, safety, and welfare of the residents while also protecting the property values and investments made by existing residents.
- H-14 Subdivision regulations that provide for a quality living environment while avoiding inefficient and expensive public infrastructure expansions should be written.
- H-15 New residential developments should be accompanied by covenants when appropriate, which provide for the maintenance of common areas, easements, and drainage.
- H-16 A rehabilitation program should be established to maintain and improve the existing housing stock.
- H-17 Zoning and subdivision design standards should be established that require buffers and screening standards where necessary for new developments.
- H-18 The planned unit development (PUD) concept should be used as a viable alternative to conventional urban development patterns, while providing a means to encourage creative yet responsible/sensitive developments.
- H-19 The City should review and accommodate, wherever possible, any new or alternative development concepts or proposals, provided such concepts or proposals are consistent with and do not compromise in any way the established disposition of land uses on the Land Use Map or the goals and policies of the plan.

8

ECONOMIC DEVELOPMENT



Introduction

Economic development in Norwalk is a joint effort between several different organizations, including the following:

- The City of Norwalk
- The Norwalk Chamber of Commerce
- Norwalk School District
- Warren County Economic Development
- The Greater Des Moines Partnership

All of these organizations are working to improve the economic climate in the Des Moines Metropolitan Area, including Norwalk. As this plan is implemented, these organizations will continue to be critical to the overall advancement of Norwalk.

Economic Development in Norwalk

During the planning period, the City of Norwalk needs to consider and define as best as it can where it wants to be. It has to lay out the vision for the community. Without the vision, it will not know what types of businesses and housing the community needs to work on attracting. Solid population growth and opportunities to add businesses and industry to the community will be present. It is critical to define what types of business and industry the community wants to attract.

With the population potentially reaching 50,000 or more by 2030, housing will be an issue that will need to be addressed and should take care of itself. The community needs to guide the other uses that will be following all of the “rooftops.”

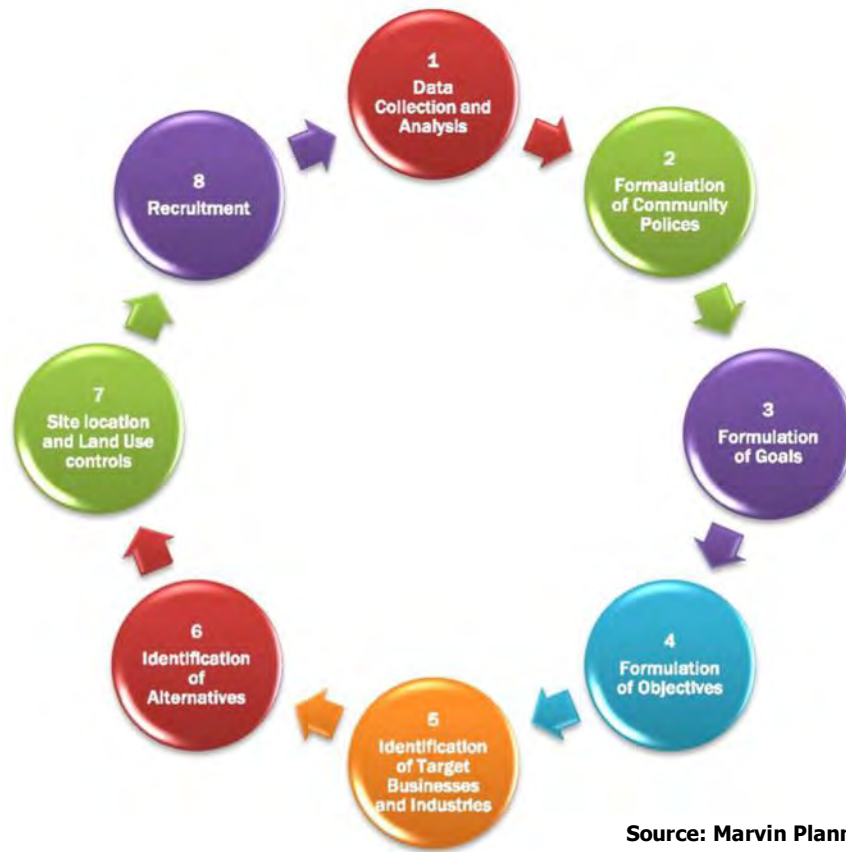
As shown in Figure 8.1, several steps need to be undertaken to develop a business and industry recruitment strategy for the city of Norwalk. The following is a narrative of each step and what it represents to the community.

Step 1: Data Collection and Analysis

Data collection and analysis is critical to the community and those looking to approach and negotiate with potential businesses and industries. The data needs to address some key items:

- From what market area can the city of Norwalk hope to attract consumers and employees from in order to meet the needs of the business or industry?
- What is the demographic make-up of the community (men, women, children, the different age groups)?
- What are the different household incomes living within the community and its market area?
- What is the adequacy of the existing infrastructure?
- What are the preferences of the residents and employees in the community?
- Where does the community need to stop the leakages and fill the gaps (retail, groceries, medical services, entertainment, etc.)?
- What is the availability of housing stock in the community?
- What is inventory of existing businesses and industries serving the south and southwestern portions of the Des Moines Metropolitan Area?

Figure 8.1:
Business and Industry Diagram



Source: Marvin Planning Consultants

Step 2: Formulation of Community Policies

Community policies are critical to this entire process. Policies need to be set regarding many items, including the following:

- What does the community want in the future with regard to business and industry; “who does it want to be when it grows up?”
- Who will be the primary contact point for new businesses/industries?
- Do the land use plan and zoning regulations help the recruitment effort?
- Are suitable development areas identified on the land use plan?
- What role will the city play in assisting the new development when it gets to town?
- Will this effort be a true public-private cooperation, or will the private sector be expected to pay the entire way?
- Will the city work to make site-ready properties available?
- Are site-ready properties available?

These questions need to be answered by the community and the local government. The answers to these questions need to be put into policies that local officials, developers, and businesses can count on for their reliability.

Step 3: Formulation of Goals

The formulation of goals can be developed along-side the policies. These goals are meant to strictly address long-term achievements that are desired in the community. These will be critical to knowing when the community has reached a certain end state. The redevelopment of new goals will likely need to be undertaken several times during the course of the community's economic development efforts, if they are successful; this is the primary reason that the process in Figure 8.1 is circular as opposed to linear.

Step 4: Formulation of Objectives

Objectives will need to be formulated with each and every goal developed by the community. Objectives are merely "milestones" or "stepping stones" to the final end state. Objectives allow members of each individual/group working on economic development efforts to know if their efforts are headed in the right direction and if they are on schedule to complete the goal (s) as established at the beginning.

Step 5: Identification of Target Businesses and Industries

Identifying target businesses and industries focuses on filling the voids in the Norwalk vicinity. With regard to retail, office uses (banks, insurance, and real estate), and entertainment uses (restaurants, theaters, etc.), these uses typically have two key thresholds that are examined: 1) minimum number of "roof tops" within an established radius of the community, and 2) a minimum separation distance (miles and drive time) between a new development and existing similar uses in the area.

When looking to begin a recruitment process, a couple of items need to be kept in mind:

- What minimum thresholds do some of these businesses have in place?
- What businesses would fit well with the demographic make-up of the community?
- What service-based businesses are lacking in the community?
- Does the community want the typical "smokestack" industries in the community, or does it want cleaner less intensive industrial employers?
- What recruitment materials will be needed to entice a new company to the community?
- Does the company have a "good-neighbor" approach in the communities where it is currently located?
- Do any potential "home-grown" companies need do any assistance expanding their market areas and exposure?

Several issues, such as those above, need to be undertaken. As Norwalk continues to grow, the community will need to make some educated attempts at bringing in new companies. However, if the growth projections become reality, then many of these types of businesses may start looking at Norwalk on their own; the community needs to be prepared for that situation as well.

Step 6: Identification of Alternatives

Identifying alternatives is critical to being prepared. The 21st century has presented itself as one of the most competitive economic markets in a long time. When Norwalk begins to examine a completely new company with no existing connections to the Des Moines Metropolitan Area, every other community in the area will be vying for the same company. Norwalk must be

prepared to show these companies alternative sites and options within its boundaries. In addition, the community needs to be ready with alternatives to its guidelines if this company is considered a tremendous catch.

Alternatives also apply to the notion of the community having multiple plans in place for company recruitment. Due to the tremendous competition within the Metropolitan Area, Norwalk will not get every company it pursues, and the community needs to be ready to move on to the next option as opposed to always retreating and regrouping before the next attempt.

Step 7: Site Location and Land Use Controls

Site locations and land use controls are critical to the overall recruitment process. Properties available for development or occupancy need the proper land use and zoning controls in place in for a company to actively examine the community. Most companies, regardless if they are retailers and manufacturers, do not desire a long drawn out permitting process at the local level. It is critical to have these items ironed out before a company looks at the community.

A company is looking for two critical things in land use and zoning regulations: 1) the rules are clear/defined and set in place (not moving targets), and 2) the rules protect the community's businesses' interests and investments from encroachment by non-compatible uses.

One critical item to remember as land use and zoning districts evolve and are changed in the future, the types of businesses and industries being discussed here will likely need to be close to similar uses and near and/or along major thoroughfares.

Step 8: Recruitment

The final step is recruitment. Even with a circular process, several of these steps occur simultaneously. However, a community must have its action plan in place before going after new companies. The better prepared a community, is the greater the success in the end.

CIRCULAR PROCESS

The process discussed is considered circular because there are strong cause and effects throughout economic development efforts. If one attempt is not successful, the community must reevaluate the situation and adjust its approach to new opportunities accordingly.

A growing community faces constant change in items like demographics, incomes, needs, and desires. It is always critical to know how community dynamics are changing over time and to be willing to express these data to perspective companies.

CONCLUSION

Economic development is an important step for all communities to undertake and should not be taken lightly. Once the decision has been made to move forward, a full commitment to success should be made by all involved in the process. Economic development is research and labor intensive and needs to have the right person or people involved to keep data and other information up to date.

Strategies and concepts that are derived, typically, are for the long-term and do not have an immediate reward. Success depends on the foresight and the hard work of all the individuals involved in promoting Norwalk. Economic development, in the long term, involves business recruitment, business retention, job creation, recreation/tourism, and numerous other issues.

Communities undertaking economic development efforts tend to forget the financial commitment involved in a successful operation. Financial aspects involve the following:

- Payroll for staff members
- Marketing campaigns
- Marketing materials
- Incentives for assisting relocating businesses or new business start-ups
- Consulting fees for economic development specialists, advertising agencies, engineers, etc.

Economic Development - Goals and Policies

Economic Development Goal 1

Norwalk needs to define its overall strategic approach to economic development.

Policies

- ED-1.1 The City should work toward developing an overall strategic plan that is strictly focused on its unified approach to economic development.
- ED-1.2 The City should dedicate specific personnel to the economic development effort.
- ED-1.3 The City should develop its vision statement for the future of the community.
- ED-1.4 The City should reevaluate the role of the Economic Development Commission.

Economic Development Goal 2

Norwalk's focus for economic development will retain and expand existing businesses and retain and expand proactively attract high impact businesses.

Policies

- ED-2.1 Create economic development partnerships between local entities, Warren County, and private companies should be encouraged and sought to assist existing and expanding business enterprises.
- ED-2.2 The identity of Norwalk should be continually evolved to keep up with the latest in marketing and social media.
- ED-2.3 Recreational and entertainment opportunities within Norwalk should be expanded so they may be promoted as quality-of-life and lifestyle amenities to new residents and business.

Economic Development Goal 3

Norwalk needs to continually work to enhance its visibility in the Des Moines Metropolitan Area.

Policies

- ED-3.1 The City should continue to keep lines of communication open between itself and the Iowa Department of Transportation, Warren County, and others regarding the eventual route of the Southwest Connector to

Interstate 35.

ED-3.2 The City should improve its visibility, with “welcome” signage at all major entrance points to the community but particularly, at the interchange between Iowa Highways 5 and 28.

ED-3.3 The City should work with existing residents in the Lakewood area to modify their welcome sign to be a “welcome” sign to the “Lakewood Neighborhood”.

Economic Development Goal 4

Norwalk needs to identify specific businesses and industries that will fit within the community.

Policies

ED-4.1 The City should develop a Master Economic Development Plan as a reference for business recruitment and retention.

ED-4.2 The City should work with a consulting firm to develop a site assessment study that can be used for the industrial recruitment process.

Economic Development Goal 5

The City of Norwalk needs to revise their zoning and subdivision regulations and process to minimize the time and steps needed for approval on new or relocating businesses and industries.

Policies

ED-5.1 The City should revise the review process necessary for new and relocating businesses and industries so that:

- The business and/or industry can maintain their privacy until they are ready to announce their planned project.
- When businesses and/or industries are locating on specifically identified sites the development review and approval process should be expedited.

ED-5.2 The City should minimize the zoning and subdivision requirements in order to streamline the process for the applicant without jeopardizing the quality and protection needed in the community.

9

HAZARDS



Introduction

This Chapter of the Norwalk Comprehensive Plan contains the description of specific hazards within the planning area for the City of Norwalk. Under the 2010 state law adding Iowa Smart Planning to the Iowa Code, plans that are focusing on implementing said smart planning principles are required to include hazards as a part of the document. This chapter is written to comply with that requirement. Under the Iowa Smart Planning guidelines the requirement for hazards is as follows:

Objectives, policies, and programs that identify the natural and other hazards that have the greatest likelihood of impacting the municipality or that pose a risk of catastrophic damage as such hazards relate to land use and development decisions, as well as the steps necessary to mitigate risk after considering the local hazard mitigation plan approved by the Federal Emergency Management Agency.

Hazards Section

The information within this chapter has been taken directly from the "**City of Norwalk: Hazard Mitigation - Warren County Sub Plan 2011-2016**" dated June of 2011. The material is from the Summary section as well as the section that follow. Not all of the sections and tables have been directly included and any additional information should be obtained by reading the complete study. The only items that have been modified for this chapter of the Norwalk Comprehensive Plan are the table numbers and the elimination of section numbers in the document.

Hazard Mitigation Plan

Chapter 8 of the Hazard Mitigation base plan describes the risk levels into three categories: unacceptable consequences (Group I), risk reduction (Group II), and risk acceptance (Group III). Developing a successful hazard mitigation plan depends in large part on having a good understanding of the types of hazard events that have the greatest impact on the community, those that have unacceptable consequences. These are the hazards to which mitigation efforts should be most targeted.

The following table shows the rating of hazards from 1-9 to condense the relative rankings in the TIARA sections in the previous pages. The combined analysis of the profile, assets at risk, and loss estimates provides for a reasonable scoring for one of the three risk categories.

Through this process, all hazards have been sorted by their composite scores. At first glance, the top third can be taken as the first priority group, the following third as the second priority group, and the remaining third as the third priority group. The following hazards are ranked by risk reduction priority group, with the top approximately one-third in Group I, the next one-third in Group II, and the lowest group in Group III.

The Priority Group hazards are candidates for immediate focus in the mitigation plan because of their high risk. Priority Group II hazards are lower-risk hazards that can affect the community, but may not be addressed immediately. Priority Group III hazards are those that have an acceptable level of risk. Generally, current mitigation measures will be sufficient to mitigate these hazards and/or their effects. No ranking exists in each group; hazards are treated equally within each.

**Table 9.1:
Composite Risk Assessment Ranking by Hazard**

	Hazard Profile Rating (Chapter 5)	Composite Value/Loss Rating (Chapters 6, 7)	Composite Rating for Jurisdiction
Dam failure	5	6	11
Drought	5	7	12
Earthquake	1	5	6
Expansive soils	1	4	5
Extreme heat	7	7	14
Flash flood	6	7	13
Grass and wildland fire	3	3	6
Hailstorm	3	8	11
Landslide	1	1	2
Levee failure	--	--	--
River flood	5	4	9
Severe winter storm	8	7	15
Sink Hole	4	3	7
Thunderstorm/lightning	9	9	18
Tornado	6	9	15
Windstorm	8	9	17
Air transportation incident	7	4	11
Animal/crop/plant disease	4	3	7
Communications failure	9	6	15
Enemy attack	5	3	8
Energy Failure	9	7	16
Fixed hazardous materials incident	7	3	10
Fixed radiological incident	3	2	5
Highway transportation incident	6	4	10
Human disease incident	5	4	9
Human disease pandemic	4	3	7
Pipeline transportation incident	8	5	13
Public disorder	9	3	12
Rail transportation incident	-	-	-
Structural failure	8	3	11
Structural fire	6	7	13
Terrorism—agro terrorism	3	5	8
Terrorism—bioterrorism	2	5	7
Terrorism— chemical	2	5	7
Terrorism— conventional	7	6	13
Terrorism— cyber	4	5	9
Terrorism— radiological	4	5	9
Transportation HAZMAT incident	8	5	13
Transportation radiological incident	6	3	9
Waterway/water body incident	2	2	4

Note: 1= Very low risk 9 = Very high risk
Source: City of Norwalk Hazard Mitigation Study, June 2011

**Table 9.2:
Priority and Rank of Hazard Risk in Norwalk**

Priority Group I: Unacceptable Consequences	Priority Group II: Risk Reduction	Priority Group III: Acceptance
Extreme heat	Dam Failure	Earthquake
Flash flood	Drought	Expansive soils
Severe winter storm	Hailstorm	Grass and wildland fire
Thunderstorm/lightning	River flood	Landslide
Tornado	Air transportation incident	Sink hole
Windstorm	Fixed hazardous materials incident	Animal/crop/plant disease
Communications failure	Highway transportation incident	Enemy attack
Energy failure	Human disease incident	Fixed radiological incident
Pipeline transportation incident	Public disorder	Human disease– pandemic
Structural fire	Structural failure	Terrorism– agro-terrorism
Terrorism– conventional	Terrorism– cyber	Terrorism- bioterrorism
Transportation HAZMAT incident	Terrorism– radiological	Terrorism– chemical
	Transportation radiological incident	Waterway/water body incident

Source: City of Norwalk Hazard Mitigation Study, June 2011

Mitigation Goals and Objectives

The hazard goals are based on a four-pronged approach to hazard mitigation:

- Preparedness activities ensure the community and its residents are ready for a disaster and that they respond effectively. Preparedness involves determining what the community will do if essential services break down, developing a plan for contingencies, and practicing the plan.
- Response activities begin as soon as the disaster threatens. Response includes access control, search and rescue, mass care, medical services, and restoring essential services.
- Recovery activities help the community to return to pre-disaster condition. They include rebuilding services, infrastructure (utilities, communications, and transportation systems), facilities, operations, and the lives affected by the disaster.
- Mitigation activities are sustained actions that reduce the long-term risk of disasters. They reduce threats to the public health and safety, reduce or eliminate damages caused by disaster, and reduce the burden placed on local, state, and federal preparedness, response and recovery activities.

The planning committee, in this case with the input of Norwalk officials, has composed the following basic problem statements related to Norwalk's hazard

mitigation needs:

- Norwalk was actively involved in the planning process and has shown strong interest in hazard mitigation and the risks the city faces.
- The hazard analysis and risk assessment shows that Norwalk is most susceptible to thunderstorms/lightning, followed by windstorms, energy failures, tornadoes, communications failures, severe winter storms, and extreme heat.
- Severe weather can and has caused power and communications failures in the past.
- The community is greatly concerned about tornadoes. The town has two care centers, a retirement center, and assisted living center all representing a significant special needs population that poses an evacuation challenge.
- The community is greatly concerned about lengthy power failure, especially when it is caused by a severe winter storm. Our community has a significant elderly and special needs population with oxygen and special medical equipment.
- The community is greatly concerned about major structural fires due to the rapid increase in townhome style homes.
- The community is greatly concerned with the potential for a violent school incident (possibly terrorism), which would overwhelm available daytime response capabilities. Increasing student enrollment and number of campus buildings and properties, combined with the apparent rise in school violence nationally would cause high numbers of casualties.
- The community is actively participating in the NFIP and has a current DFIRM in place. It is implementing flood zone regulations but some critical assets are located in flood-prone areas or behind levees. There are no buildings targeted for flood proofing, elevation, or acquisition and removal from the hazard areas.

The hazard mitigation planning team created for all of Warren County the following goals and objectives for the development of mitigation actions. The City of Norwalk has been involved in creating and evaluating these.

Mitigation Goals, Objectives, and Measures

This section lists the chosen mitigation actions by the most closely aligned applicable goal and objective. The purpose is not to narrowly define each measure but it is to give the planning team a reference point as to how the mitigation actions help improve the local quality of life and to help convey the measure as accomplishing a goal in a mitigation finding application.

Goal 1: Reduce the extent of fatalities and injuries due to hazards.
Objective 1: Improve countywide warning capabilities against hazards.

- Action 1: Continue with proposed plans for a countywide Code Red participation.
- Action 2: Install siren warning systems and sirens for annexed areas.
- Action 3: Promote NOAA weather radio purchase and use.
- Action 4: Implement a citywide visual signal.

Objective 2: Provide education programs and exercises to first responders and general public about hazards and how to respond.

- Action 1: Maximize the use of local media, including newspapers, TV, and radio, for mitigation.
- Action 2: Post an information sign or kiosk.
- Action 3: Improve public awareness of hazard risks - dispense written materials about hazards.
- Action 4: Community drills.

Objective 3: Implement non-structural projects that will result in protection of life and safety.

- Action: None.

Objective 4: Implement structural projects that will result in protection of life and safety.

- Action 1: Construct public tornado safe rooms (retrofits and new buildings).
- Action 2: Increase capacity of existing bridges.
- Action 3: Construct storm water drainage (underground, culverts, curb and gutter).

Objective 5: Ensure proper and adequate equipment for first responders.

- Action 1: Install GPS units in applicable response vehicles.
- Action 2: Equipment and facilities upgrade and acquisition plan (police, fire, EMS, public works — both individual and vehicle)

Goal 2: Reduce the extent of property losses due to hazards on existing properties.
Objective 1: Improve public infrastructure and critical assets in hazard impact areas.

- Action 1: Public safe room plan.
- Action 2: Comprehensive sewer system upgrade/expansion to meet city growth (follow-up to televising).
- Action 3: Bury utility lines in current development areas.
- Action 4: Replace bridges and culverts.
- Action 5: Improve street and alley plan.
- Action 6: Develop/maintain surveillance and security at critical facilities.

Objective 2: Use the most effective approaches to protect buildings from flooding, including acquisition or relocation where warranted.

- Action 1: *Inspect ditches.*
- Action 2: *Lake/pond dredging plan.*
- Action 3: *Remove buildings in 100-year floodplain.*
- Action 4: *Construct and improve berms, dikes, and levees.*
- Action 5: *Clear and deepen ditches.*

Objectives 3: Use the most effective approaches to protect buildings from other hazards using both structural and non-structural projects.

- Action 1.. *Harden public buildings.*
- Action 2.. *Backflow devises on vulnerable properties.*
- Action 3: *Update building security plans — increase lighting and surveillance.*
- Action 4: *Filtered ventilation systems.*
- Action 5: *Purchase and install fixed backup power generators for un-served assets.*

Objective 4: Ensure proper and adequate equipment for first responders.

- Actions: *None.*

Objective 5: Provide training and education for homeowners, landlords, and first responders as to building protection.

- Action 1: *Involve more groups in hazard mitigation (churches, chamber of commerce, civic/service clubs, city/school employees).*

Goal 3: Improve public response to hazards and make recovery easier.

Objective 1: Enhance the continuity of government during and after storms.

- Action 1: *Designate public safety answering point (PSAP).*
- Action 2: *Annually, train community leaders on hazard mitigation issues.*
- Action 3: *Emergency response guidebooks in public works vehicles.*
- Action 4: *Staffing and maintaining a 24-hour communications point in the community.*
- Action 5: *Develop continuity of operations & succession plans for the City.*
- Action 6: *Construct redundant systems.*
- Action 7: *Ensure applicable local plans are in place, current, and include mitigation measures.*

Objective 2: Enhance cross-agency and intra- and inter-county communications.

- Action 1: *Update first responder and interagency communications protocols and equipment to meet national and state interoperability standards.*
- Action 2: *Integrate ham radio capability into communications center.*

Objective 3: Review and then continue, enhance, or establish mutual aid agreements, training, and exercises.

- Action 1: *Train to agreements, test and exercise agreements.*
- Action 2: *Establish aid agreement file.*
- Action 3: *Institute efforts to increase the supply and morale of volunteers.*
- Action 4: *Implement mass casualty plan for the city.*

Objective 4: Ensure the mitigation plan is reviewed and updated as needed.

- Action 1: *Public hazard study groups.*
- Action 2: *Promote the result of the hazard mitigation plan.*
- Action 3: *Ensure the plan is annually reviewed and is updated in five years.*

Goal 4: Improve quality of life in the community.

Objective 1: Investigate and plan for how mitigation can improve public services and recreation opportunities.

- Action 1: *Re-evaluate the Community Rating System (CRS).*
- Action 2: *Establish tree planting initiatives.*
- Action 3: *Investigate and implement alternative energy sources.*
- Action 4: *Neighborhood Citizen's Corps.*
- Action 5: *Public tree trimming and landscaping effort.*

Objective 2: Ensure that current owners can maintain and improve their properties.

Actions: *None.*

Goal 5: Be as efficient as possible with government funding

Objective 1: Prioritize mitigation projects, starting with sites facing the greatest threat to life, health, and property and for critical assets.

- Action 1: *Sanitary sewer system/lagoon study.*
- Action 2: *Complete study on groundwater quality and supplies/problems.*

Objective 2: Use public funding on private property only when the benefits exceed the costs.

- Action 1: *Conduct impact studies.*

Objective 3: Maximize the use of outside sources of funding.

- Action 1: *Research government and non-government funding options and have pre planned projects.*

Objective 4: Maximize owner participation in mitigation efforts to protect their own properties and encourage property-owner self-protection measures,

- Action 1: *Encourage citizen purchase/use of smoke detectors stronger effort.*
- Action 2: *Promote the construction of reinforced in-home tornado safe rooms.*

Goal 6: Reduce the extent of property losses due to hazards on future properties.

Objective 1: Increase stringency of building codes to protect against fire, severe storms, and other hazards.

- Action 1: Support legislation increasing standards for emergency shelters.
- Action 2: Update tree trimming ordinances.
- Action 3: Require mitigation and proper drainage before occupancy.
- Action 4: Adopt manufactured home development storm shelter ordinances.

Objective 2: Update maps and ordinances and educate the public on development policies that prevent development where is should not be located.

- Action 1: Restricted access procedures.
- Action 2: Map the locations of past chemical contamination sites.
- Action 3: Full review of policy, procedure, and codes for mitigation inclusion.
- Action 4: Require burial of utility lines in future development areas.

Objective 3: Enact and enforce regulatory measures that ensure new development will not increase flood threats to existing properties.

- Action 1: Maintain participation in the NFIP program - prohibit development in flood hazard areas

Conclusion

This Chapter is intended to address the requirements of the Iowa Smart Planning legislation passed in 2010. This Chapter along with the Natural Resources Chapter will work in unison to meet the legislative criteria.

This Chapter is not intended to replace the Hazard Mitigation Plan adopted in June 2011 by the City Council of Norwalk. Any specific information that is needed in this area that is not contained herein should be obtained by reviewing the entire Hazard Mitigation Study.

10 DEMOGRAPHICS



Population Profile

Population statistics aid decision makers by developing a broad picture of Norwalk. It is important for Norwalk to understand where it has been, where it is and where it appears to be going.

Population is the driving force behind housing, local employment, economic growth, and fiscal stability of the community. Historic population conditions assist in developing demographic projections, which in turn assist in determining future housing, retail, medical, employment and educational needs within Norwalk.

Population projections provide an estimate to base future land use and development decisions. It is critical to realize that population projections are only estimates and unforeseen factors may affect projections significantly.

Population Trend Analysis

Table 10.1 indicates the population for Norwalk, the other incorporated communities in Warren County, the unincorporated areas, and Warren County as a whole, between 1980 and 2010. This information provides the residents of Norwalk with a better understanding of their past and present population trends and changes. In addition, this comparison allows the community to see how they compare to the other communities and the county.

TABLE 10.1:
POPULATION TRENDS
NORWALK AND WARREN COUNTY COMMUNITIES 1980 TO 2010

Community	1980	1990	% Change 1980 to 1990	2000	% Change 1990 to 2000	2010	% Change 2000 to 2010	% Change 1980 to 2010
Ackworth	83	66	-20.5%	85	26.8%	83	-2.4%	0.0%
Bevington	60	67	11.7%	58	-13.4%	5	-91.4%	-91.7%
Carlisle	3,073	3,241	5.5%	3,497	7.9%	3,789	8.4%	23.3%
Cumming	151	132	-12.6%	162	22.7%	351	116.7%	132.5%
Hartford	761	768	0.9%	759	-1.2%	771	1.6%	1.3%
Indianola	10,843	11,340	4.6%	12,998	14.6%	14,782	13.7%	36.3%
Lacona	376	357	-5.1%	360	0.8%	361	0.3%	-4.0%
Martensdale	438	491	12.1%	467	-4.9%	465	-0.4%	6.2%
Milo	778	864	11.1%	839	-2.9%	775	-7.6%	-0.4%
New Virginia	512	433	-15.4%	469	8.3%	489	4.3%	-4.5%
Norwalk	2,376	5,726	141.0%	6,884	20.2%	8,945	29.9%	276.5%
St. Mary's	111	113	1.8%	134	18.6%	127	-5.2%	14.4%
Sandyville	86	59	-31.4%	61	3.4%	51	-16.4%	-40.7%
Spring Hill	95	86	-9.5%	92	7.0%	63	-31.5%	-33.7%
Incorporated Areas	19,648	23,657	20.4%	26,773	13.2%	31,057	16.0%	58.1%
Unincorporated Areas	15,230	12,376	-18.7%	13,898	12.3%	15,168	9.1%	-0.4%
Warren County	34,878	36,033	3.3%	40,671	12.9%	46,225	13.7%	32.5%

Source: U.S. Census Bureau, 1980, 1990, 2000, 2010

The Norwalk population in 1980 was 2,376 people. By 1990 the total population had risen to 5,726 people or an increase of 141.0%. Since 1980, the community has continued to see significant population increases including an increase of

20.2% from 1990 to 2000 (6,884 total population) and an increase of 29.9% from 2000 to 2010 (8,945 total population).

Since 1980, the city of Norwalk has seen an overall increase of 276.5% in its population. This increase equates to a population that has grown by nearly four times since 1980.

Migration Analysis

Migration analysis allows a community to understand the specific dynamics influencing population change. Migration indicates the population size that has migrated in or out of the community over a given period of time.

Table 10.2:
Migration Analysis – Norwalk, 1980 to 2010

Time Period	Total Change (persons)	Natural Change (persons)	Total Migration (persons)
1980-1989	3,050	393	2,657
1990-1999	1,158	517	641
2000-2009	2,061	509	1,552
Total	6,269	1,419	4,850



Source (s): U.S. Census Bureau 1980 – 2010
Iowa Department of Public Health, Bureau of Health Statistics

Based upon Table 2, the city of Norwalk has seen the majority of its changes due to in- and out-migration of people. Overall between 1980 and 2009 the population has changed by 6,269 people: 1,419 more births than deaths and a total in-migration of 4,850 people.

Age Structure Analysis

Age structure is an important component of population analysis. By analyzing age structure, one can determine which age groups (cohorts) within Norwalk are being affected by population shifts and changes. Each age cohort affects the population in a number of different ways.

For example, the existence of larger young cohorts (30-34 years) means that there is a greater ability to sustain future population growth than does larger older cohorts. On the other hand, if the large, young cohorts maintain their relative size, but do not increase the population as expected, they will, as a group, tend to strain the resources of an area as they age. Understanding what is happening within the age groups of the community's population is necessary to effectively plan for the future.

Age	2000	2010	2000-2010	2000-2010
	Male and Female	Male and Female	Net Change	Cohort Change
0-4	620	696	84	696
5-9	643	752	109	752
10-14	652	796	144	184
15-19	520	653	133	10
20-24	303	416	113	-236
25-29	412	617	205	97
30-34	581	627		324

The numbers in blue indicate the net change process; while, the red represents a cohort change



Table 10.3 exhibits the age cohort structure for Norwalk in 2000 and 2010. Examining population age structure may indicate significant changes affecting the different population segments within the community. Realizing how many persons are in each age cohort, and at what rate the age cohorts are changing in size, will allow for informed decision making in order to maximize the future use of resources. As shown in Table 10.3, changes between 2000 and 2010 occurred within a number of different age group cohorts.

Table 10.3:
Age-Sex Characteristics, Norwalk, 2000 to 2010

Age	2000		2010		2000-2010		2000-2010	
	Male and Female	% of Total	Male and Female	% of Total	Net Change	% Change	Cohort Change	% Change
0-4	612	8.9%	696	7.8%	84	13.7%	696	-
5-9	643	9.3%	752	8.4%	109	17.0%	752	-
10-14	652	9.5%	796	8.9%	144	22.1%	184	30.1%
15-19	520	7.6%	653	7.3%	133	25.6%	10	1.6%
20-24	303	4.4%	416	4.7%	113	37.3%	-236	-36.2%
25-29	412	6.0%	617	6.9%	205	49.8%	97	18.7%
30-34	581	8.4%	627	7.0%	46	7.9%	324	106.9%
35-44	1,317	19.1%	1,400	16.7%	83	6.3%	407	41.0%
45-54	888	12.9%	1,299	14.5%	411	46.3%	-18	-1.4%
55-64	444	6.4%	907	10.1%	463	104.3%	19	2.1%
65-74	239	3.5%	424	4.7%	185	77.4%	-20	-4.5%
75 & older	273	4.0%	358	4.0%	85	31.1%	-154	-30.1%
Total	6,884	100.0%	8,945	100.0%	2,061	29.9%	2,061	29.9%
	2000		2010		Total Change			
18 and under		2,273	18 and under		2,697		18 and under	424
% of total population		33.0%	% of total population		30.2%		% change	18.7%
65 yrs and older		512	65 yrs and older		782		65 and older	270
% of total population		7.4%	% of total population		8.7%		% change	52.7%
Median Age		32.8	Median Age		34.3		Median Age	1.5
Total Females		3,603	Total Females		4,813		Total Females	1,010

Source: U.S. Census Bureau 2000 and 2010

Norwalk saw growth in a number of its age cohorts. The 0-4 and 5-9 cohorts always indicate an increase, since these persons were not born when the previous census was completed. Increases within cohorts occurred in four age groups between 2000 and 2010 as indicated in Table 10.3.

Due to the Census reports, the 25-29 and 30-34 cohorts needed to be consolidated into the 35-44 cohort in 2010 to understand the specific change for the 10-year period.

**Table 10.4:
Positive Cohorts, 2000 to 2010**

2000 Age Cohort	Number	2010 Age Cohort	Number	Change
NA	NA	0 - 4 years	696 persons	+ 696 persons
NA	NA	5 - 9 years	752 persons	+ 752 persons
0 - 4 years	612 persons	10 - 14 years	796 persons	+ 184 persons
15 - 19 years	520 persons	25 - 29 years	617 persons	+ 97 persons
20 - 24 years	303 persons	30 - 34 years	627 persons	+ 324 persons
25 - 34 years	993 persons	35 - 44 years	1,400 persons	+ 407 persons
45 - 54 years	888 persons	55 - 64 years	907 persons	+ 19 persons
Total Change				+ 2,479 persons

Source: U.S. Census Bureau 2000 and 2010

The median age in Norwalk increased from 32.8 years in 2000 to 34.3 years in 2010. This is an extremely small increase and represents a balanced change in the age cohorts. Finally, the median age of residents in Iowa is only slightly higher at 38.1 years; therefore the average resident in Norwalk is about four years months younger than the average Iowan.

Population Projections

Population projections are estimates based upon past and present circumstances. The use of population projections allows Norwalk to estimate what the population will be in future years by looking at past trends. By scrutinizing population changes in this manner, the City will be able to develop a baseline of change from which they can create different future scenarios. The growth in Norwalk has been impacted by both in-migration and annexation factors. Several factors including demographics, economics, social may affect projections positively or negatively in the future. At the present time, these projections are the best crystal ball Norwalk has for predicting future population changes. There are many methods to project the future population trends; the four projections used below are intended to give Norwalk a broad overview of the possible population changes that could occur in the future.

Trend Line Analysis

Trend line analysis is a process of projecting future populations based upon changes during a specified period of time. In the analysis of Norwalk, four different trend lines were reviewed: 1960 to 2010, 1970 to 2010, 1980 to 2010, and 2000 to 2010. A review of these trend lines indicates Norwalk will see varied growth scenarios during the coming 30 years. The following projections summarize the decennial population for Norwalk through 2040.

Norwalk Trend Analysis

Year	1960 to 2010	1970 to 2010	1980 to 2010	2000 to 2010
2010	8,945 persons	8,945 persons	8,945 persons	8,945 persons
2020	19,206 persons	18,172 persons	15,930 persons	11,623 persons
2030	41,238 persons	36,917 persons	28,370 persons	15,103 persons
2040	88,544 persons	74,997 persons	50,523 persons	19,625 persons

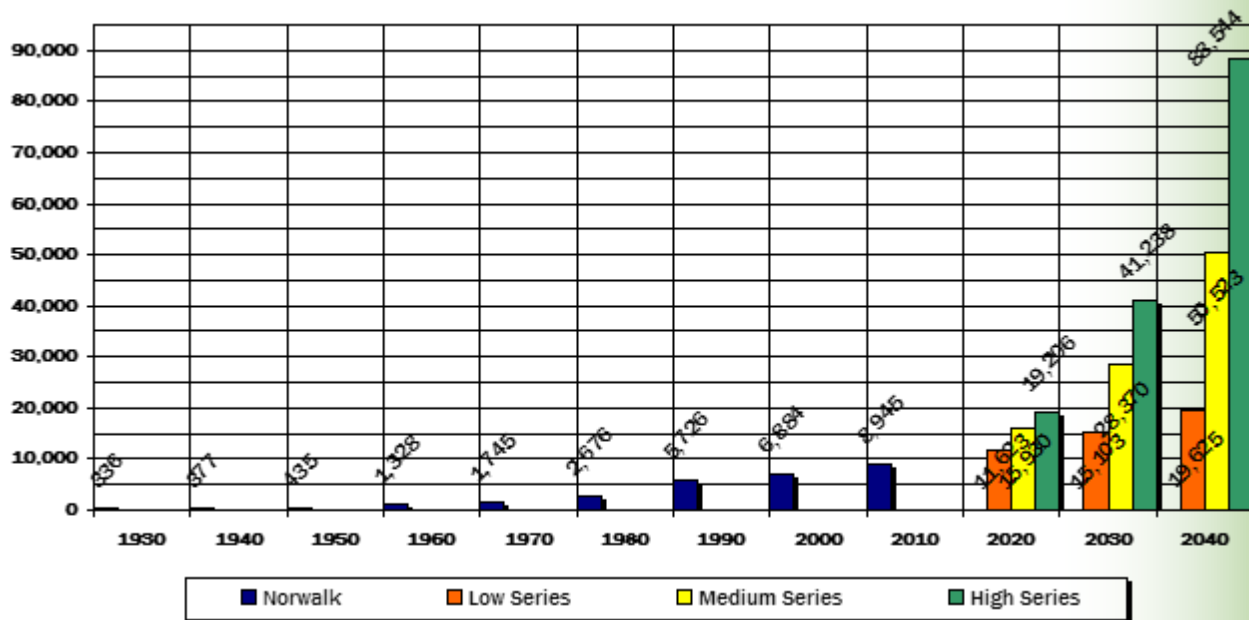
Summary of Population Projections

Using the modeling techniques discussed in the previous paragraphs, a summary of the three population projections for Norwalk through the year 2030 is shown in Figure 10.1. Three population projection scenarios were selected and include (1) a Low Series; (2) a Medium Series; and, (3) a High Series. All three projections forecast an overall increase for Norwalk through the year 2040. The following population projections indicate the different scenarios that may be encountered by Norwalk through the year 2040.

Year	Low Series 2000-2010 Trend	Med. Series 1980-2010 Trend	High Series 1960-2010 Trend
2010	8,945 persons	8,945 persons	8,945 persons
2020	11,623 persons	15,930 persons	19,206 persons
2030	15,103 persons	28,370 persons	41,238 persons.
2040	19,625 persons	50,523 persons	88,544 persons

Figure 1 reviews the population history of Norwalk between 1930 and 2010, and identifies the three population projection scenarios into the years 2010, 2020, 2030 and 2040. Figure 1 indicates that Norwalk has not reached a peak population.

**Figure 10.1:
Population Trends and Projections, 1930 to 2040**



Source: U.S. Census Bureau

Economic and Employment Profile

Economic data are collected in order to understand area markets, changes in economic activity and employment needs and opportunities within Norwalk. In this section, employment by industry, household income statistics, and commuter analyses were reviewed for Norwalk and Iowa.

Industrial Employment

Analyzing employment by industry assists a community in determining the key components of its labor force. This section indicates the type of industry that makes up the local economy, as well as identifying particular occupations that employ residents. Table 10.5 indicates employment size by industry for Norwalk and the State of Iowa for 2000 and 2009 (these data indicate the types of jobs residents have, not the number of jobs locally).

Table 10.5:
Employment by Industry
Norwalk and the State of Iowa, 2000 and 2009

Industry Categories	Norwalk				State of Iowa		
	2000	% of Total	2009	% of Total	2000	% of Total	2009
Agriculture, Forestry, Fishing and Hunting and Mining	18	0.5%	27	0.6%	65,903	4.4%	61,725
Construction	259	6.5%	350	7.5%	91,824	6.2%	98,447
Manufacturing	261	6.6%	218	4.7%	253,444	17.0%	236,718
Wholesale Trade	131	3.3%	244	5.2%	53,267	3.6%	52,129
Retail Trade	407	10.3%	663	14.2%	179,381	12.0%	181,074
Transportation and warehousing and utilities	281	7.1%	199	4.3%	73,170	4.9%	75,473
Information	174	4.4%	163	3.5%	41,970	2.8%	33,559
Finance, insurance, real estate, and rental and leasing	683	17.3%	785	16.8%	100,395	6.7%	117,705
Professional, scientific, management, administrative, and waste management	350	8.8%	536	11.5%	90,157	6.1%	99,658
Educational, health, and social services	819	20.7%	862	18.5%	324,142	21.8%	359,787
Arts, entertainment, recreation, accommodation and food services	250	6.3%	261	5.6%	98,819	6.6%	113,661
Other services (except public administration)	102	2.6%	195	4.2%	66,286	4.4%	65,865
Public Administration	221	5.6%	167	3.6%	51,058	3.4%	49,897

Source: U.S. Census Bureau 2000, American Community Survey 2005-2009

Table 10.5 shows that the employment sector with the greatest number of employees was Educational, health and social services. This sector employed 819 people or 20.7% of the total employed residents in 2000. By 2009, this sector still had the most employees with 862 or 18.5% of the total. Norwalk is comparable to the percentages seen in the state as a whole.

Overall the top five industries employing Norwalk residents stayed the same from 2000 to 2009 except for number five which went from Manufacturing to Construction. The five sectors are:

Industrial Area	2000	2009
1. Educational, health, and social services	20.7%	18.5%
2. Finance, Insurance, real estate and rental and leasing	17.3%	16.8%
3. Retail trade	10.3%	14.2%
4. Professional, Scientific, management, administrative, and waste Management	8.8%	11.5%
5. Manufacturing	6.6%	-
5. Construction	-	7.5%

These numbers DO NOT indicate the income from jobs within Norwalk, or the type of employment that the residents of Norwalk are engaged in. A large portion of Norwalk resident employers are likely located elsewhere in the Des Moines Metropolitan Area.

Industrial Employment

Income statistics for households are important for determining the earning power of households in a community. The data presented here show household income levels for Norwalk in comparison to the state. These data were reviewed to determine whether households experienced income increases comparable to the state of Iowa and the inflation rate.

Table 10.6:
Household Income
Norwalk and State of Iowa, 2000 and 2009

Household Income Ranges	2000				2009			
	Norwalk	% of Total	State of Iowa	% of Total	Norwalk	% of Total	State of Iowa	% of Total
Less than \$10,000	90	3.8%	93,783	8.2%	110	3.8%	78,921	6.5%
\$10,000 to \$14,999	84	3.5%	77,333	6.7%	144	5.0%	73,103	6.0%
\$15,000 to \$24,999	133	5.6%	165,122	14.4%	146	5.1%	142,553	11.7%
\$25,000 to \$34,999	144	6.0%	168,713	14.7%	216	7.5%	140,588	11.6%
\$35,000 to \$49,999	432	18.1%	218,204	19.0%	350	12.1%	196,063	16.1%
\$50,000 to \$74,999	789	32.2%	242,022	21.0%	582	20.1%	253,784	20.9%
\$75,000 to \$99,999	439	18.4%	101,287	8.8%	624	21.6%	154,623	12.7%
\$100,000 to \$149,999	223	9.4%	55,998	4.9%	379	13.1%	119,205	9.8%
\$150,000 to \$199,999	46	1.9%	12,879	1.1%	155	5.4%	30,281	2.5%
\$200,000 or more	25	1.0%	14,858	1.3%	185	6.4%	26,851	2.2%
Total	2,385	100.0%	1,150,197	100.0%	2,891	100.0%	1,215,970	100.0%
Median Household Income	\$58,933		\$39,489		\$68,777		\$48,052	
Number of Households	2,385		1,150,197		2,891		1,215,970	

Source: U.S. Census Bureau, 1990, 2000, American Community Survey 2005-2009

Table 10.6 examines the number of households in each income range for Norwalk for 2000 and 2009. In 2000, the household income range most commonly reported was \$50,000 to \$74,999, which accounted for 32.2% of all households. By 2009, the income range reported most was the \$75,000 to \$99,999 which accounted for 21.6% of the total.

Those households earning less than \$15,000 actually increased from 7.3% in 2000 to 8.8% in 2009. These household groups account for the poorest of the poor in the community. However, the increase between 2000 and 2009 was still less than the state of Iowa as a whole which was at 12.5% in 2009. A key to addressing this issue is to watch it closely and make sure it does not become worse in the future.

The number of households in Norwalk earning \$50,000 or more increased from 62.9% of the households in 2000 to 66.6% of the households in 2009. The category showing the greatest increase was those households earning \$200,000 or more, which rose from 1.0% in 2000 to 6.4% in 2009, an increase of 640%.

The median household income for Norwalk was \$58,933 in 2000, which was over \$19,000 greater than the state's median income of \$39,469. By 2009, the median household income increased to \$68,777, an increase of 16.7%, but was over \$20,000 higher than the state's median income. In addition, Norwalk was considerably higher than the median household income for the United States for both reporting periods. The inflation rate for this period was 27.0%, which indicates household incomes in Norwalk did not keep up with inflation. Therefore, households were actually earning less in real dollars in 2009 than in 2000. This difference basically indicates that for every \$1.00 earned in a household during 2000, it was earning \$0.92 in 2009.

Commuter Trends

Travel Time to Work

Table 10.7 shows the commuter characteristics for Norwalk in 1990, 2000 and 2009. Travel time to work is another factor that can be used to gauge where Norwalk's workforce is employed. Table 10.7 shows how many residents of Norwalk travel to work in each of several time categories.

Table 10.7:
Travel Time to Work
Norwalk, 1990 to 2009

Travel Time Categories	1990	% of Total	2000	% of Total	2009	% of Total	% Change
Less than 10 Minutes	198	7.1%	522	13.3%	470	10.3%	137.4%
10 to 14 minutes	263	9.4%	303	7.7%	445	9.7%	69.2%
15 to 19 minutes	616	22.0%	534	13.6%	762	16.6%	23.7%
20 to 29 minutes	1,109	39.5%	1,628	41.5%	2,220	48.5%	100.2%
30 to 44 minutes	479	17.1%	597	15.2%	451	9.9%	-5.8%
45 to 59 minutes	13	0.5%	46	1.2%	45	1.0%	246.2%
60 minutes or more	45	1.6%	118	3.0%	33	0.7%	-26.7%
Worked at home	83	3.0%	179	4.6%	151	3.3%	81.9%
Total	2,806	100.0%	3,927	100.0%	4,577	100.0%	63.4%
Mean Travel Time (minutes)	21.4		22.5		19.4		-9.3%

Source: U.S. Census Bureau, 1990, 2000, American Community Survey 2005-2009

Table 10.7 indicates the workforce for 1990, 2000, and 2009 had a slightly fluctuating average travel time to work; ranging from 21.4 minutes in 1990 to 19.4 minutes in 2009. This level of change is likely due to the improvements in the transportation network in the Des Moines Metropolitan Area including Iowa Highway 5.

During this period the drive time with the greatest increase was the 45 to 59 minutes, which had an increase of 246.2% from 1990 to 2009. The second largest increase was in the Less than 10 minutes range which grew by 137.4% for the same period. However, while more people were commuting, the number of people working from home also rose by 81.9%.

11 COMMUNITY FACILITIES/ UTILITIES



Community Facilities

State and local governments provide many services to their citizens. The people, buildings, equipment, and land used in the process of providing these goods and services are referred to as public facilities.

Public facilities represent a wide range of buildings, utilities, and services that are built and maintained by the different levels of government. Such facilities are provided to insure the safety, well-being and enjoyment of the residents of Norwalk. These facilities and services provide residents with social, cultural, educational, and recreational opportunities, as well as law enforcement and fire protection services designed to meet area needs.

It is important for all levels of government to anticipate the future demand for their services if they are to remain strong and vital. The analysis of existing facilities and future services is contained in the facilities profile. In some instances, there are a number of services that are not provided by the local or state governmental body and thus are provided by non-governmental private or non-profit organizations for the community as a whole. These organizations are important providers of services and are an integral part of the community.

The facilities profile component of a comprehensive development plan reviews present capacities of all public and private facilities and services.

The facilities profile for Norwalk is divided into the following categories:

- Recreational
- Educational
- Fire and Police Protection
- City Buildings
- Health
- Public Utilities

Recreational Facilities

Norwalk is located in the south central portion of Iowa, within Warren County and the Des Moines Metropolitan Area. The region is heavily influenced by the presence of the metropolitan area and is densely settled. Norwalk enjoys access to several nearby regional and state parks. These facilities along with the local parks add to the overall recreational experience of community residents.

Park Classification System

The National Recreation and Parks Association (NRPA) have developed a classification system to serve as a guide for community park and recreation planning. The system defines and describes several categories of parks, recreation areas, and open spaces that in combination make up a unified municipal park network (Park, Recreation, Open Space and Greenway Guidelines, NRPA, 1995). (One NRPA classification, "Large Urban Park," does not apply to Norwalk and has not been included).

**Table 11.1:
Park Standards – City of Norwalk**

Type of Park	Optimum Size	Service Area	Uses
Mini Parks	.2 to 1 acre	Residential neighborhoods within ¼ mile radius	A walk-to facility that provides play and passive recreation for the immediate vicinity: <ul style="list-style-type: none"> • Playground equipment • Picnic tables and shelters • Open turf • Natural areas
Neighborhood Parks	5 to 10 acres	Residential areas within ½ mile radius	A walk-to facility with amenities that are predominately neighborhood-oriented (not competitive sports): <ul style="list-style-type: none"> • Play areas • Tennis courts • Basketball courts • Open field for casual and multi-use play
Community Parks	20 to 40 acres	½ mile to 3 miles	A drive-to facility that serves multiple neighborhoods and includes both competitive sports and passive recreation facilities that are typically not provided in neighborhood parks: <ul style="list-style-type: none"> • Active sports facilities grouped for efficiency where possible (three to four tennis courts, two or three basketball courts, etc.) • Lighted sports fields with bleachers • Small passive areas for neighborhood park functions • Community center for indoor recreation including kitchen, meeting rooms and large open exercise area • Natural area with trail
District / Regional Parks	40 to 150 acres	5 mile radius	A city-wide drive-to resource primarily for nature-oriented activities and/or major sports facilities: <ul style="list-style-type: none"> • Large children's playground (with theme) • Lighted active sports facilities (tennis, baseball, soccer, etc.) grouped in complexes for efficiency • Significant dedicated natural areas with trails and passive park uses • Community center
Natural Resource Area	based on resource	Entire community	Lands set aside to preserve unique natural resources: <ul style="list-style-type: none"> • Remnant landscapes • Open space • Visual/aesthetics buffering
Greenway (trails and linear parks)	25 ft. width minimum; 200 ft. or more optimal	Based on resource availability and opportunities	Ties park system components together to form a continuous park environment
School – Park	10 to 15 acres minimum	Based on school district's school distribution policies	Combines parks with school spaces
Sports Complex	40 acres or more	Entire community	Consolidates heavily-programmed athletic fields to larger and fewer sites
Special Use	Variable	Variable	Covers a broad range of park and recreation facilities oriented toward a single-purpose use

Source: NRPA

Norwalk Park System

The Norwalk Park System is comprised of five primary parks, a sports center and bike trails in the community. The primary park system includes the developed parks of Billy O. Phillips Park, Brownie Park, McDonald's Woods, Norwalk City Park, and Wildflower Park. In addition to the parks in the community, Norwalk owns and operates Norwalk McAninch Sport Complex and an aquatic center.

Billy O. Phillips Park

Billy O. Phillips Parks is a newly constructed park located on Lexington Drive in the Legacy development. It consists of a Game Time playground, restrooms, a new Cedar Forest shelter house (named after our former mayor, Jerry Starkweather), sidewalks, trees, and a future practice ball diamond. The park is open to all residents.

(Source: <http://ci.norwalk.ia.us/Departments/ParksandRecreation/ParksandFacilities.asp>)

Brownie Park

Brownie Park has been updated with a KCCI Project Main Street Grant. A white picket fence and arbor greet you as you begin the trail into the park. It leads to a butterfly body-shaped garden right in the center of the trail, with the brightly colored floral wings on either side of the trail completing the butterfly design. A wooden porch-style swing hanging from a matching arbor along with picnic tables makes this a great retreat for a small family picnic or a little get away. There are no restrooms at this park, but enjoy a leisure walk over to the library for facilities and parking.

(Source: <http://ci.norwalk.ia.us/Departments/ParksandRecreation/ParksandFacilities.asp>)

McDonald's Woods

This park is nestled in behind town homes on High Road. It is a forest-like setting with trees and picnic tables only. No restroom facilities available.

(Source: <http://ci.norwalk.ia.us/Departments/ParksandRecreation/ParksandFacilities.asp>)

Norwalk City Park

This park has playground equipment, basketball courts, restroom facilities, an old railroad car, and an open shelter house with picnic tables.

(Source: <http://ci.norwalk.ia.us/Departments/ParksandRecreation/ParksandFacilities.asp>)

Wildflower Park

This park includes the Norwalk Aquatic Center, playground equipment, a walking path, 12-hole disc golf course, a doublewide basketball court, skateboard park, along with an open shelter house with an enclosed kitchen (refrigerator, microwave, stove, kitchen sink) and restrooms.

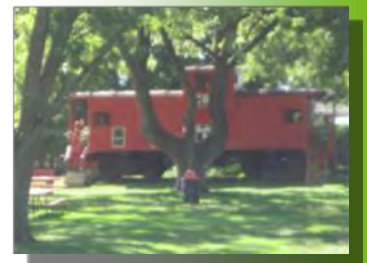
(Source: <http://ci.norwalk.ia.us/Departments/ParksandRecreation/ParksandFacilities.asp>)

Norwalk-McAninch Sports Complex

This facility is the hub of the Norwalk youth sports scene. Field space is available to rent for tournaments, league play, scrimmages, practices, etc.

This complex consists of two youth baseball, two youth softball, and two adult softball fields, 23 soccer fields, multi-use green space, and modern concession and restroom areas. Fourth of July Celebration and the High School Cross Country Meet are two of the events held at this facility.

(Source: <http://ci.norwalk.ia.us/Departments/ParksandRecreation/ParksandFacilities.asp>)



Norwalk Community Schools Facilities

The Norwalk Public Schools currently maintains 65 acres of public recreational areas at 11 school district facilities.

Table 11.2.
Park Needs w/ Low Series Population Projection

Facility	Existing Facilities	Recommended Standards		Existing Demand 2010	Total Demand			
					2020	2030	2040	
Neighborhood Parks (Acres)	0	1	Acre per	1,000	8.95	11.62	15.10	19.63
Community Parks (acres)	30	0.65	Acre per	1,000	5.81	7.55	9.82	12.76
Regional Parks (Acres)	10	1.65	Acre per	1,000	14.76	19.18	24.92	32.38
Multi-generational Recreational C	0	0.08	Per	10,000	0.07	0.09	0.12	0.16
Family Aquatic Centers	1	0.15	Per	10,000	0.13	0.17	0.23	0.29
Sports Fields/Complex	1	0.2	Per	10,000	0.18	0.23	0.30	0.39
Special Use Facilities	0	0.56	Per	10,000	0.50	0.65	0.85	1.10

Source: Olsson Associates/Marvin Planning Consultants – 2011

Table 11.2 examines the basic parks and recreational facilities for Norwalk and projects the potential need to 2040. The indicated projections are based upon the Low Series (population projections) becoming reality.

Based on this projection, Norwalk would have sufficient aquatic centers and sports field/complex for the planning period. However, those items that the community would be deficient on are neighborhood and regional parks and multi-generational recreational centers; both of which the community is deficient on at the time of this plan.

The numbers in each decade represent the total number of facilities or acres needed at that point in time. For example, in 2020 Norwalk will need 19.18 acres in regional parks and by 2030 the community will need 24.92 acres; therefore, between 2020 and 2030 the community will need to add 5.73 acres.

TABLE 11.3
PARK NEEDS w/ Medium SERIES POPULATION PROJECTION

Facility	Existing Facilities	Recommended Standards		Existing demand 2010	Total Demand			
					2020	2030	2040	
Neighborhood Parks (Acres)	0	1	Acre per	1,000	8.95	15.93	28.37	50.52
Community Parks (acres)	30	0.65	Acre per	1,000	5.81	10.35	18.44	32.84
Regional Parks (Acres)	10	1.65	Acre per	1,000	14.76	26.28	46.81	83.36
Multi-generational Recreational C	0	0.08	Per	10,000	0.07	0.13	0.23	0.40
Family Aquatic Centers	1	0.15	Per	10,000	0.13	0.24	0.43	0.76
Sports Fields/Complex	1	0.2	Per	10,000	0.18	0.32	0.57	1.01
Special Use Facilities	0	0.56	Per	10,000	0.50	0.89	1.59	2.83

Source: Olsson Associates/Marvin Planning Consultants – 2011

Table 11.3 examines the basic parks and recreational facilities for Norwalk and projects the potential need to 2040. The indicated projections are based upon the Medium Series (population projections) becoming reality.

Based on this projection, Norwalk would have a sufficient number of aquatic centers for the planning period. However, in 2040, the community would be deficient on Sports fields/complex and the community will need increase the number of acres in community parks.

Those items that the community are currently deficient on include neighborhood parks, regional parks and multi-generational recreational centers will continue to be deficient at the end of the planning period.

The numbers in each decade represent the total number of facilities or acres needed at that point in time. For example, in 2020 Norwalk will need 26.28 acres in regional parks and by 2030 the community will need 46.81 acres; therefore, between 2020 and 2030 the community will need to add 20.53 acres.

Table 11.4
Park Needs w/ High Series Population Projection

Facility	Existing Facilities	Recommended Standards	Existing demand 2010	Total Demand			
				2020	2030	2040	
Neighborhood Parks (Acres)	0	1 Acre per	1,000	8.95	19.21	41.24	88.54
Community Parks (acres)	30	0.65 Acre per	1,000	5.81	12.48	26.80	57.55
Regional Parks (Acres)	10	1.65 Acre per	1,000	14.76	31.69	68.04	146.10
Multi-generational Recreational C	0	0.08 Per	10,000	0.07	0.15	0.33	0.71
Family Aquatic Centers	1	0.15 Per	10,000	0.13	0.29	0.62	1.33
Sports Fields/Complex	1	0.2 Per	10,000	0.18	0.38	0.82	1.77
Special Use Facilities	0	0.56 Per	10,000	0.50	1.08	2.31	4.96

Source: Olsson Associates/Marvin Planning Consultants – 2011

Table 11.4 similarly to the previous three tables, examines the basic parks and recreational facilities for Norwalk and projects the potential need to 2040. The indicated projections are based upon the High Series (population projections) becoming reality.

Tables 11.5, 11.6 and 11.7 are similar to Tables 11.2, 11.3, and 11.4 in that each table reviews current supply of recreational facilities in the community. The tables are based upon the three different population projection models and each has an end result of what will be demanded at the end of the planning period. As with the previous tables the demand indicated in each decade to the total needed in the community at that specific year.

Table 11.5
Recreation Needs - Low Series Projection

Facility Type	Existing Facilities	Recommended Standards			Existing Demand	Total Facilities Needed		
					2010	2020	2030	2040
Natural surface trails (mileage)		1.25	per	10,000	1.12	1.45	1.89	2.45
Improved surface trails (mileage)		0.75	per	10,000	0.67	0.87	1.13	1.47
Active Open Space Areas	3	1.8	per	10,000	1.61	2.09	2.72	3.53
Diamond Ball Fields	6	0.7	per	10,000	0.63	0.81	1.06	1.37
Rectangular Sports Fields	23	0.5	per	10,000	0.45	0.58	0.76	0.98
Basketball courts	4	2.1	per	10,000	1.88	2.44	3.17	4.12
Tennis courts		1.5	per	10,000	1.34	1.74	2.27	2.94
Racquetball courts		1.75	per	10,000	1.57	2.03	2.64	3.43
Volleyball courts		1.65	per	10,000	1.48	1.92	2.49	3.24
Splash pad		0.12	per	10,000	0.11	0.14	0.18	0.24
Picnic areas	3	2.52	per	10,000	2.25	2.93	3.81	4.95
Playgrounds	3	3.88	per	10,000	3.47	4.51	5.86	7.61
Skatepark/BMX	1	0.08	per	10,000	0.07	0.09	0.12	0.16
Dog park		0.12	per	10,000	0.11	0.14	0.18	0.24
Restrooms	6	0.84	per	10,000	0.75	0.98	1.27	1.65
Amphitheater		0.12	per	10,000	0.11	0.14	0.18	0.24
Natural aquatic access area		0.08	per	10,000	0.07	0.09	0.12	0.16
Swimming pool (city owned)	1	0.08	per	10,000	0.07	0.09	0.12	0.16
Gardens	1	0.04	per	10,000	0.04	0.05	0.06	0.08
Golf Course: 9 holes	9	0.08	per	10,000	0.07	0.09	0.12	0.16
Indoor Multi-purpose space	3	0.24	per	10,000	0.21	0.28	0.36	0.47
Indoor fitness/recreation space		0.12	per	10,000	0.11	0.14	0.18	0.24

Source: Olsson Associates/Marvin Planning Consultants – 2011

Table 11.6
Recreation Needs -Medium Series Projection

Facility Type	Existing Facilities	Recommended Standards			Existing Demand	Total Facilities Needed		
					2010	2020	2030	2040
Natural surface trails (mileage)		1.25	per	10,000	1.12	1.99	3.55	6.32
Improved surface trails (mileage)		0.75	per	10,000	0.67	1.19	2.13	3.79
Active Open Space Areas	3	1.8	per	10,000	1.61	2.87	5.11	9.09
Diamond Ball Fields	6	0.7	per	10,000	0.63	1.12	1.99	3.54
Rectangular Sports Fields	23	0.5	per	10,000	0.45	0.80	1.42	2.53
Basketball courts	4	2.1	per	10,000	1.88	3.35	5.96	10.61
Tennis courts		1.5	per	10,000	1.34	2.39	4.26	7.58
Racquetball courts		1.75	per	10,000	1.57	2.79	4.96	8.84
Volleyball courts		1.65	per	10,000	1.48	2.63	4.68	8.34
Splash pad		0.12	per	10,000	0.11	0.19	0.34	0.61
Picnic areas	3	2.52	per	10,000	2.25	4.01	7.15	12.73
Playgrounds	3	3.88	per	10,000	3.47	6.18	11.01	19.60
Skatepark/BMX	1	0.08	per	10,000	0.07	0.13	0.23	0.40
Dog park		0.12	per	10,000	0.11	0.19	0.34	0.61
Restrooms	6	0.84	per	10,000	0.75	1.34	2.38	4.24
Amphitheater		0.12	per	10,000	0.11	0.19	0.34	0.61
Natural aquatic access area		0.08	per	10,000	0.07	0.13	0.23	0.40
Swimming pool (city owned)	1	0.08	per	10,000	0.07	0.13	0.23	0.40
Gardens	1	0.04	per	10,000	0.04	0.06	0.11	0.20
Golf Course: 9 holes	9	0.08	per	10,000	0.07	0.13	0.23	0.40
Indoor Multi-purpose space	3	0.24	per	10,000	0.21	0.38	0.68	1.21
Indoor fitness/recreation space		0.12	per	10,000	0.11	0.19	0.34	0.61

Source: Olsson Associates/Marvin Planning Consultants – 2011

Table 11.7
Recreation Needs - High Series Projection

Facility Type	Existing Facilities	Recommended Standards	Existing Demand	Total Facilities Needed			
				2010	2020	2030	2040
Natural surface trails (mileage)		1.25 per 10,000	1.12	2.40	5.15	11.07	
Improved surface trails (mileage)		0.75 per 10,000	0.67	1.44	3.09	6.64	
Active Open Space Areas	3	1.8 per 10,000	1.61	3.46	7.42	15.94	
Diamond Ball Fields	6	0.7 per 10,000	0.63	1.34	2.89	6.20	
Rectangular Sports Fields	23	0.5 per 10,000	0.45	0.96	2.06	4.43	
Basketball courts	4	2.1 per 10,000	1.88	4.03	8.66	18.59	
Tennis courts		1.5 per 10,000	1.34	2.88	6.19	13.28	
Racquetball courts		1.75 per 10,000	1.57	3.36	7.22	15.50	
Volleyball courts		1.65 per 10,000	1.48	3.17	6.80	14.61	
Splash pad		0.12 per 10,000	0.11	0.23	0.49	1.06	
Picnic areas	3	2.52 per 10,000	2.25	4.84	10.39	22.31	
Playgrounds	3	3.88 per 10,000	3.47	7.45	16.00	34.36	
Skatepark/BMX	1	0.08 per 10,000	0.07	0.15	0.33	0.71	
Dog park		0.12 per 10,000	0.11	0.23	0.49	1.06	
Restrooms	6	0.84 per 10,000	0.75	1.61	3.46	7.44	
Amphitheater		0.12 per 10,000	0.11	0.23	0.49	1.06	
Natural aquatic access area		0.08 per 10,000	0.07	0.15	0.33	0.71	
Swimming pool (city owned)	1	0.08 per 10,000	0.07	0.15	0.33	0.71	
Gardens	1	0.04 per 10,000	0.04	0.08	0.16	0.35	
Golf Course: 9 holes	9	0.08 per 10,000	0.07	0.15	0.33	0.71	

Source: Olsson Associates/Marvin Planning Consultants – 2011

Golf Courses

The following is a brief description of the local golf courses in Norwalk.

Echo Valley Country Club

Echo Valley Country Club is divided into three different 9-hole courses, Vale Course, Creek Course, and Ridge Course for a total of 27 holes. The total yardage of the three courses is 10,495 yards. Echo Valley is a private/non-equity club.

The facility also has an Olympic-size pool including a diving area, a children's pool, as well as a concession stand and lockers. In addition, the facility is supplemented by a fitness center.

Rolling Hills Golf Course – Par 3 Course

Rolling Hills Golf Course has two separate facilities: a par-3 course and a par-4 course. The par 3 course has a total distance of 1,713 yards. The par 4 course has a total distance of 2,800 yards. Both courses are public courses.

The Legacy Golf Club

The Legacy Golf Club is an 18-hole, par-72 course. The course has a total distance of 7,199 yards. The course is a public course. The course was completed in 2002 and is considered a championship public golf course.

Countryside Golf Course

Countryside Golf Course is an 18-hole, par 72 course that lists at 6,366 yards. Countryside Golf Course is a public course. The course opened in 2000.



Other golf courses serving the Norwalk area include:

Course	Community
Willow Creek Golf Course	West Des Moines
A.H. Blank Municipal Course	Des Moines
Wakonda Club	Des Moines
Glen Oaks Country Club	West Des Moines
Indianola Golf and Country Club	Indianola
Deer Run Golf Club	Indianola
Waveland Golf Course	Des Moines
Des Moines Golf and Country Club	Des Moines
Sleepy Hollow Sports Park	Des Moines
Urbandale Golf and Country Club	Urbandale
Grand View Golf Course	Des Moines
Toad Valley Public Golf Course	Des Moines
Copper Creek Golf Course	Pleasant Hill
Shady Oaks Golf Course	Ackworth
Sugar Creek Golf Course	Waukee
Woodland Hills	Des Moines
Hyperion Field Club	Johnston
Terrace Hills Golf Course	Altoona
Beaver Creek Golf Course	Grimes
Otter Creek Golf Course	Ankeny
Brairwood Golf Course	Ankeny
Jester Park Golf Course	Granger
Terrace Hills Golf Course	Altoona
Tournament Club of Iowa	Polk City

Educational

Public Schools

Norwalk Community Schools maintains five facilities; these include:

- Don Oviatt Elementary (PreK-2nd Grade)
- Lakewood (3rd – 5th Grade)
- Norwalk Middle School (6th – 7th Grade)
- Eastview 8-9 (8th – 9th Grade)
- Norwalk High School (10th – 12th Grade)

The map to the right shows the area that is covered by the Norwalk Community Schools.



Don Oviatt Elementary is located at 713 School Avenue in Norwalk. The facility accommodates only four grades ranging from Pre-K through 3rd Grade. All students in these grades, throughout the district, attend this school.

Lakewood is located at 9210 Happy Hollow Drive within the Lakewood Subdivision. The facility educates all of the district's 4th and 5th graders.

Norwalk Middle School is located at 200 Cherry Street in Norwalk. The facility houses and educates all of the 6th and 7th graders in the Norwalk Community Schools.

Eastview 8-9 is located at 1600 North Avenue in Norwalk. The facility is attached to but separate from the High School. The school's mission is:

The Eastview 8-9 mission is to transition students to a greater degree of accountability, responsibility, and independence, in an environment that promotes age appropriate, social, emotional, and academic growth.

Norwalk High School is located at 1201 North Avenue. In 2010 the facility added a new performing arts facility onto the school as well as reconfigured the football, tennis and track facilities.

The following Table identifies the facilities within the Norwalk Public Schools along with their 2009-2010 enrollments.



Table 11.8:
Norwalk Community Schools – Facility Details, 2012-2013

Facility	PK-2	3 th - 5 th	6 th - 7 th	8 th - 9 th	9 th - 12 th	Totals
Norwalk Public Schools	600	534	398	411	583	2,526
Don Oviatt	600	-	-	-	-	600
Lakewood	-	534	-	-	-	534
Norwalk Middle School	-	-	398	-	-	398
Eastview	-	-	-	411	-	411
Norwalk High School	-	-	-	-	583	583

Source: Norwalk Community Schools

The district has the following per pupil costs:

Table 11.9:
Norwalk Community Schools – Pupil Costs, 2011-2012

District	Per Pupil Costs (ADA)	Per Pupil Costs (ADM)
Norwalk Community Schools	\$18,677.95	\$17,968.70

Source: Norwalk Community Schools



Post-Secondary Education

There are several other post-secondary level educational opportunities located near Norwalk, which include:

- | | |
|-------------------------------------|-----------------|
| ▪ Drake University | Des Moines |
| ▪ Iowa State University | Ames |
| ▪ University of Iowa | Iowa City |
| ▪ Des Moines Area Community College | Des Moines |
| ▪ Vatterott College | Des Moines |
| ▪ AIB College of Business | Des Moines |
| ▪ Grand View College | Des Moines |
| ▪ Simpson College | Indianola |
| ▪ ITT Technical Institute | Clive |
| ▪ Upper Iowa University | West Des Moines |
| ▪ University of Northern Iowa | Cedar Falls |
| ▪ Coe College | Cedar Rapids |
| ▪ Faith Baptist Bible College | Ankeny |
| ▪ Central College | Pella |
| ▪ Mount Mercy University | Cedar Rapids |
| ▪ William Penn University | Oskaloosa |
| ▪ Kaplan University | Des Moines |
| ▪ Hawkeye Community College | Waterloo |
| ▪ Indian Hills Community College | Ottumwa |

Both the Fire/Rescue and Police Departments are housed in the Public Safety Building on the west side of Iowa Highway 28.

Fire and Police Protection

Norwalk has four full-time employees to staff the station during hours that lack paid on-call staff availability. Rapid population growth - mostly among commuters, combined with a significant increase in calls for service has prompted the city to increase career staffing.

The department covers northwestern Warren County, southwestern Polk County, and northeastern Madison County, including the towns of Norwalk, Spring Hill, and Cumming. The department operates a conditional-paramedic level emergency service with two ambulances. The EMS staff includes five paramedics, one EMT-I, and nine EMT-B's.

The apparatus includes two engines (813 and 811), tender (815), heavy rescue (816), two brush units (817 and 819), a 100 foot ladder truck (814), two ambulances (234 and 244), Fire Chief's/command vehicle (823), and a paramedic intercept car (821).

The department has 43 volunteer members. Besides fire and EMS, the department is trained to perform heavy rescue and cold water/ice rescues.

Source: <http://www.ci.norwalk.ia.us/Departments/FireEMS.asp>

Fire and Rescue Recommendation

As Norwalk continues to grow, the fire and rescue facilities will need to undergo updating and expansion as well. During this planning period the City should be working closely with the Fire Chief to identify locations for satellite stations, based upon the identified phased growth determined in this plan. One tool that will be of assistance is an emergency response ring map that examines service based upon the ability to respond in a three to five minute time period.

Table 11.10 above examines the potential need of Fire and Rescue facilities from purely a facility and land basis. The Table examines these needs based upon the Low-Series population projections. The existing conditions indicate that Norwalk has approximately 20,700 square feet of floor and garage space within the Fire Departments space. The department shares approximately 4.5 acres of land with the Police Department. These existing conditions are critical to projecting future needs and demands; again, solely based upon the size of the facility and it has nothing to do with response times.

Based upon the Low Series population projections, the city of Norwalk will need approximately 7,850 square feet of building area by 2040's population projection of 19,625. This is a surplus of 12,850 square feet; which means the existing facility will be capable of serving this future population, provided it stays compactly developed along Iowa Highway 28. In addition, the future demand for land is adequate under this population projection.

Currently, the Fire Department only has four full-time firefighters on staff, which is below the 13.5 staff that is indicated in the demand. However, these four full-time firefighters are supplemented by 43 volunteer firefighters. Based upon the

Low Series population projections, there will be demand to add both full-time and volunteer firefighters in the future.

TABLE 11.10:
FIRE/RESCUE FACILITY DEMAND PROJECTIONS – LOW SERIES

	Existing	Needed		
	2010	2020	2030	2040
24/7 Functional Population	8,945	11,623	15,103	19,625
Facility Space				
Facility Sq. Ft.	20,700	20,700	20,700	20,700
Sq. Ft. Per Functional Resident	0.43	0.56	0.73	0.95
Adopted Facility Sq. Ft. Per Functional Resident	0.40	0.4	0.4	0.4
Facility Sq. Ft. Needed to Meet LOS	3,578	4,649	6,041	7,850
Additional Facility Sq. Ft. Needed to Meet LOS	0	(16,051)	(14,659)	(12,850)
Land Area				
Land Area Acres	4.50	4.50	4.50	4.50
Land Area Sq. Ft.	196,020	196,020	196,020	196,020
Land Area Sq. Ft. Per Functional Resident	21.91	16.86	12.98	9.99
Adopted Land Area Sq. Ft. Per Functional Resident	2.50	2.50	2.50	2.50
Land Area Sq. Ft. Needed to Meet LOS	22,363	29,058	37,758	49,063
Land Area Acres Needed to Meet LOS	0.51	0.67	0.87	1.13
Additional Land Area Sq. Ft. Needed to Meet LOS	0	0	0	0
Additional Acres Needed to Meet LOS	0.00	0.00	0.00	0.00
Personnel				
LOS Standard/1,000 Residents	1.51	1.51	1.51	1.51
Fire/EMS Personnel	13.5	17.6	22.8	29.6

Source: OA and MPC.
 LOS=Level of Service standards – Planner's Estimating Guide

**TABLE 11.11:
FIRE/RESCUE FACILITY DEMAND PROJECTIONS – MEDIUM SERIES**

	Existing	Needed		
	2010	2020	2030	2040
24/7 Functional Population	8,945	15,930	28,370	50,523
Facility Space				
Facility Sq. Ft.	20,700	20,700	20,700	20,700
Sq. Ft. Per Functional Resident	0.43	0.77	1.37	2.44
Adopted Facility Sq. Ft. Per Functional Resident	0.40	0.4	0.4	0.4
Facility Sq. Ft. Needed to Meet LOS	3,578	6,372	11,348	20,209
Additional Facility Sq. Ft. Needed to Meet LOS	0	(14,328)	(9,352)	(491)
Land Area				
Land Area Acres	4.50	4.50	4.50	4.50
Land Area Sq. Ft.	196,020	196,020	196,020	196,020
Land Area Sq. Ft. Per Functional Resident	21.91	12.31	6.91	3.88
Adopted Land Area Sq. Ft. Per Functional Resident	2.50	2.50	2.50	2.50
Land Area Sq. Ft. Needed to Meet LOS	22,363	39,825	70,925	126,308
Land Area Acres Needed to Meet LOS	0.51	0.91	1.63	2.90
Additional Land Area Sq. Ft. Needed to Meet LOS	0	0	0	0
Additional Acres Needed to Meet LOS	0.00	0.00	0.00	0.00
Personnel				
LOS Standard/1,000 Residents	1.51	1.51	1.53	1.35
Fire/EMS Personnel	13.5	24.1	43.4	68.2

Source: OA and MPC.

LOS=Level of Service standards – Planner's Estimating Guide

Table 11.11 above examines the potential need of Fire and Rescue facilities from purely a facility and land basis. The Table examines these needs based upon the Medium-Series population projections. The existing conditions indicate that Norwalk has approximately 20,700 square feet of floor and garage space within the Fire Departments space. The department shares approximately 4.5 acres of land with the Police Department. These existing conditions are critical to projecting future needs and demands; again, solely based upon the size of the facility and it has nothing to do with response times.



Based upon the Medium Series population projections, the city of Norwalk will need approximately 20,209 square feet of building area by 2040's population projection of 50,523. This is a surplus of approximately 500 square feet; which means the existing facility will be capable of serving this future population, provided it stays compactly developed along Iowa Highway 28. In addition, the future demand for land is adequate under this population projection.

Currently, the Fire Department only has four full-time firefighters on staff, which is below the 13.5 staff that is indicated in the demand. However, these four full-time firefighters are supplemented by 43 volunteer firefighters. Based upon the Low Series population projections, there will be demand to add both full-time and volunteer firefighters in the future.

TABLE 11.12:
FIRE/RESCUE FACILITY DEMAND PROJECTIONS – HIGH SERIES

	Existing	Needed		
	2010	2020	2030	2040
24/7 Functional Population	8,945	19,206	41,238	88,544
Facility Space				
Facility Sq. Ft.	20,700	20,700	20,700	20,700
Sq. Ft. Per Functional Resident	0.43	0.93	1.99	4.28
Adopted Facility Sq. Ft. Per Functional Resident	0.40	0.4	0.4	0.4
Facility Sq. Ft. Needed to Meet LOS	3,578	7,682	16,495	35,418
Additional Facility Sq. Ft. Needed to Meet LOS	0	(13,018)	(4,205)	14,718
Land Area				
Land Area Acres	4.50	4.50	4.50	4.50
Land Area Sq. Ft.	196,020	196,020	196,020	196,020
Land Area Sq. Ft. Per Functional Resident	21.91	10.21	4.75	2.21
Adopted Land Area Sq. Ft. Per Functional Resident	2.50	2.50	2.50	2.50
Land Area Sq. Ft. Needed to Meet LOS	22,363	48,015	103,095	221,360
Land Area Acres Needed to Meet LOS	0.51	1.10	2.37	5.08
Additional Land Area Sq. Ft. Needed to Meet LOS	0	0	0	25,340
Additional Acres Needed to Meet LOS	0.00	0.00	0.00	0.58
Personnel				
LOS Standard/1,000 Residents	1.51	1.51	1.53	1.35
Fire/EMS Personnel	13.5	29.0	63.1	119.5

Source: OA and MPC.

LOS = Level of Service standards – Planner's Estimating Guide

Table 11.12 above examines the potential need of Fire and Rescue facilities from purely a facility and land basis. The Table examines these needs based upon the Low-Series population projections. The existing conditions indicate that Norwalk has approximately 20,700 square feet of floor and garage space within the Fire Departments space. The department shares approximately 4.5 acres of land with the Police Department. These existing conditions are critical to projecting

future needs and demands; again based upon the size of the facility and it has nothing to do with response times.

Based upon the Low Series population projections, the city of Norwalk will need approximately 35,500 square feet of building area by 2040's population projection of 88,544. This is a deficit of nearly 15,000 square feet; which means the existing facility will not be capable of serving this future population. In addition, the future demand for land will be for an additional 2.5 acres under this population projection.

Currently, the Fire Department only has four full-time firefighters on staff, which is below the 13.5 staff that is indicated in the demand. However, these four full-time firefighters are supplemented by 43 volunteer firefighters. Based upon the High Series population projections, there will be demand to add both full-time and volunteer firefighters in the future.

Law Enforcement

The Norwalk Police Department was founded in 1856 and has a proud history of service. The department currently consists of 13 full-time sworn officers, two part-time sworn officers and three civilians. The Department is organized into an eight-member patrol force containing six patrol officers and two sergeants. They provide continuous response and patrol capability. The department has a criminal investigator who is responsible for crime scene and follow-up investigations, and also serves as the custodian of evidence.

The school resource officer serves full time in the schools, working directly with students, parents, staff and school officials to keep schools safe. That officer is also responsible for the event security, DARE, Summer Police Academy and all of the in-school counter crime programs. The department also has an officer and dog assigned to the Drug Enforcement Administration Drug Task Force. The civilian support staff receives telephone calls and visitors, dispatches requests for service, processes and maintains police records and provides office support. This operation is managed by the Chief and Assistant Chief of Police.

Source: <http://www.ci.norwalk.ia.us/Departments/Police.asp>

Law Enforcement Standards and Recommendations

As growth continues in Norwalk, several different city services will be impacted. The Police Department will be greatly impacted by all three of the population projections. The largest and costliest impact will be in the form of personnel and associated equipment.

**TABLE 11.13:
LAW ENFORCEMENT FUTURE DEMAND – LOW SERIES PROJECTIONS**

Personnel	Existing	Needed		
	2010	2020	2030	2040
Population	8,945	11,623	15,103	19,625
LOS Standard/1,000 Residents	2.05	2.05	2.05	2.05
Existing Officers	13.00			
Officers needed	18.34	23.83	30.96	40.23
Additional Officers needed	5.34	10.83	17.96	27.23

Source: OA and MPC
LOS=Level of Service Data: ICMA 2003

Table 11.13 examines the level of service of the existing police force and population as well as the impact that future growth will have on the police force. The level of service standards are based upon the ICMA 2003 standards. Based upon the Low-Series projections, the City of Norwalk will need to add nearly 11 new officers by 2020 and approximately 27 new officers by 2040. This increase in officers will add significantly to the budget of the City and will need to be evaluated on an annual basis if these trends hold true.

TABLE 11.14:
LAW ENFORCEMENT FUTURE DEMAND – MEDIUM SERIES PROJECTIONS

Personnel	Existing	Needed		
	2010	2020	2030	2040
Population	8,945	15,930	28,370	50,523
LOS Standard/1,000 Residents	2.05	2.05	1.86	1.75
Existing Officers	13.00			
Officers needed	18.34	32.66	52.77	88.42
Additional Officers needed	5.34	19.66	39.77	75.42

Source: OA and MPC
 LOS=Level of Service Data: ICMA 2003

Table 11.14 examines the level of service of the existing police force and population as well as the impact that future growth will have on the police force based upon the Medium-series projections. The level of service standards are based upon the ICMA 2003 standards. Based upon these projections, the City of Norwalk will need to add nearly 20 new officers by 2020 and approximately 75.5 new officers by 2040. This model has an even greater impact due to the growth factor, even with the change in the level of service standards, thus, this increase in officers will add even more to the budget of the City and will need to be evaluated on an annual basis if these trends hold true.

TABLE 11.15:
LAW ENFORCEMENT FUTURE DEMAND – HIGH SERIES PROJECTIONS

Personnel	Existing	Needed		
	2010	2020	2030	2040
Population	8,945	19,206	41,238	88,544
LOS Standard/1,000 Residents	2.05	2.05	1.86	1.75
Existing Officers	13.00			
Officers needed	18.34	39.37	76.70	154.95
Additional Officers needed	5.34	26.37	63.70	141.95

Source: OA and MPC
 LOS=Level of Service Data: ICMA 2003

Table 11.15 examines the level of service of the existing police force and population as well as the impact that future growth will have on the police force for the High-series projections. The level of service standards are based upon the ICMA 2003 standards. Based upon these projections, the City of Norwalk will need to add nearly 27 new officers by 2020 and approximately 142 new officers by 2040. This model has an extremely large impact on all parts of

the community including the overall budget, even with the LOS standard changing in 2030.

The City of Norwalk, with this potential for extreme growth, must keep close track of all population estimates and decennial censuses to make ensure the community is being served based upon the standards established.

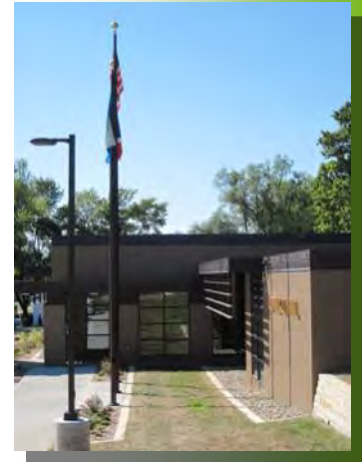
City Buildings

City Hall

Norwalk's primary public building is its City Hall located at 705 North Avenue. City Hall underwent a complete renovation in 2010/2011 and was completely updated with the latest in audio/video systems and technology.

City Hall contains several functions of the city including:

- City Council chambers
- The City Administrator's office
- The Mayor's office
- City Clerk's office
- Deputy City Clerk's office
- Utility Clerk's office
- Development Services offices including Building Inspections, and City Planning



City Hall Recommendations

At the time of the plan, the City Hall was recently upgraded and remodeled. The facility should serve the needs of the residents of Norwalk well into the planning period.

Norwalk Public Library

The library is located at 120 West 4th Street. The facility currently contains 31,515 printed books and serials, 1,602 audio volumes, 2,259 video selections, and 159 other types of materials in the building and has an annual circulation of 78,496 pieces. The facility also has a Technology Learning Center. In addition the library is on-line and allows patrons to look up books via it's web page. It also has a database and a connection to Iowa Overdrive via it's web page.



Library Recommendations

During the time of this plan, libraries are an ever-evolving facility for communities. As the electronic world continues to change to "iPads", "Nooks" and "Kindles" with the concept of eBooks, libraries will be forced to reinvent the way that space and volumes are maintained. The need to provide paper copies will likely be slow to disappear and will continue to require floor and shelf space.

The future needs and demands for libraries are unforeseeable for the planning period. However, the City and the library need to continual examine the latest standards and needs in order to provide the residents of Norwalk with the most current facility.



Public Works Building

The Public Works Department is under the direction of the Development Services Department. Public Works in Norwalk consists of the Street Department, Building and Grounds, Water Department, and Wastewater/Sanitary Collection. The department is also responsible for all snow removal during the winter months.

The Public Works Department is located in a newly-constructed facility at 2626 North Avenue. The new facility was a joint venture between the City of Norwalk and Norwalk Community Schools. The facility contains offices, meeting facilities, work bays, wash bays, and on-site material storage. Due to the joint venture, the Norwalk Community Schools uses the facility as its bus parking and bus barn for maintenance and vehicle fueling facility.

Public Works Facility Recommendations

The City needs to continually evaluate the needed facilities that serve the community through Public Works. The current facility is new and should be adequate through a large portion of the planning period.

Health Facilities

Hospital

Norwalk has limited health care facilities within the actual community. All of Norwalk's major medical concerns will be handled through hospitals within the Des Moines/West Des Moines Metropolitan Area.

The five primary hospitals serving the metropolitan area include:

- Methodist West Hospital
- Mercy Medical Center
- Blank Children's Hospital
- Iowa Lutheran Hospital
- John Stoddard Cancer Center

There are various specialty facilities and clinics throughout the entire area.

Health Facility Recommendations

As Norwalk continues to grow there will be an increasing need to recruit and locate some level of emergency trauma center within the planning area. This will fill an eventual need to have a facility to stabilize patients prior to transporting to the larger facilities in the Metro area.

Without an emergency trauma center located in the immediate area, the city will be heavily dependent on Emergency Management Technicians (EMT) to provide stabilizations in route to the larger hospitals.

Utilities

Electricity

The electrical system in the community is owned and operated by the City of Norwalk. The city buys wholesale electricity from Mid-America.

Natural Gas

NorthWestern Energy supplies natural gas to the city of Norwalk.

Water Supply

The water tower riser height is 83.5 feet and the tank height is 40 feet for a total of 123.5 feet. The total storage capacity within the city is 4,500,000 gallons.

The city gets its water from 14 different wells. The average depth of the wells is 300 feet. The wells have a rated capacity of 18.921 mgd but the average capacity is only 5.400 mgd. Peak demand on the system is 12.000 mgd. The water in Norwalk is not treated.

The water hardness is 255 ppm. The average tap water temperature varies from 50 to 60 degrees

Sanitary Sewer

The City has a gravity flow sanitary sewer system that flows to a fully mechanical treatment plant. The rated capacity of the treatment plant is 6.000 mgd but the average demand is 3.000 mgd. Peak demand is 8.000 mgd.

Solid Waste

The City of Norwalk provides garbage pick-up service within the corporate limits. The waste is taken to the sanitary landfill in Perkins County.

(Source: <http://www.cityofNorwalk.org/utility.htm>)

Community Facilities/Utilities - Goals and Policies

Community facilities and utilities as discussed in the previous pages are critical for several reasons:

- They are the essence of why people relocate to another community.
- They service the needs of those living in the community.
- They provide the needed education and protection that families are looking for.
- They provide the residents a place to recreate and a quality of life.

The following pages will establish specific goals and policies for the community facilities around Norwalk and their maintenance during the planning period. They will be divided into individual sections.

Parks and Recreation

REC-1 The city of Norwalk should follow the guidelines for different types of parks found in Tables 11.1, through 11.7 of this chapter. Tables 11.2 through 11.7 depend on the actual growth scenario that begins to occur.

REC-2 The city should acquire, when possible the additional land adjacent to Norwalk-McAninch Sports Complex to ensure for its eventual expansion.

REC-3 The city should work with developers and existing property owners to develop an expanded trails system throughout the community that uses existing drainageways and connects the city's park system.

REC-4 Development regulations and design standards should be created that incorporate the park standards found in this chapter.

Educational

- EDU-1 The city and the school district should continue to work together on support buildings that will allow for long-term cost savings for the taxpayers.
- EDU-2 The city and the school district should work closely together to create possible sharing of meeting and recreational facilities in Norwalk in order to allow for long-term cost savings to the taxpayers.
- EDU-3 The city and the school district need to work closely together to identify and protect future schools sites within the community's growth areas.
- EDU-4 The City should continue to work with Norwalk Community Schools as the district works on their annual strategic plan including examining the continuing changes in population and school census.

Public Safety (Fire, Rescue, and Law Enforcement)

- SAFE-1 The city needs to monitor growth closely and maintain an on-going update to the standards as provided in Table 11.10 through 11.12 of this Chapter.
- SAFE-2 The city and the fire chief should begin developing a strategic plan for when the department will eventually need to shift to a fully manned operation as opposed to the partially manned and volunteer department.
- SAFE-3 The city, along with the fire department, should train and have as many EMS staff members as possible on the department either as full-time members or as volunteers.
- SAFE-4 The city and the fire chief should begin analyzing potential sites for satellite stations that will accommodate the future growth of Norwalk.
- SAFE-5 The city and fire chief should develop a strategic plan for adding new equipment and/or replacing older equipment.
- SAFE-6 The city and the police chief need to develop a strategic plan that determines the "triggers," the ability, and the process for adding officers to the department as growth continues.
- SAFE-7 The city and police chief should develop a strategic plan for future satellite stations that will better serve the overall area.
- SAFE-8 The city and police chief should develop a strategic plan for adding new equipment and/or replacing older equipment.
- SAFE-9 The city should develop a master plan for traffic control in conjunction with the police chief and the Iowa DOT. This should occur as both a Public Safety Goal and Transportation Goal.

City Buildings

- CB-1 The city should continually monitor the ability of its facilities to serve the general public.

- CB-2 The city should monitor the need to add newer and different facilities in the community as the population grows. The types of facilities should be determined through citizen and staff input.
- CB-3 The city should monitor the trends and needs of libraries and continue to upgrade the services provided by the Norwalk facility
- CB-4 The city should look at ways to share facilities with the school district and neighboring communities whenever possible.

Health Care

- HC-1 The city should continue to recruit additional health care providers into the community.
- HC-2 The city should recruit an urgent care center into the vicinity to provide immediate assistance to injured individuals.

Utilities

- U-1 The city should continue to provide a quality distribution system for water to the residents of the community.
- U-2 The city should continue to provide a quality collection system regarding the sanitary waste system to the residents of the community.
- U-3 The city should establish a prioritization system to redevelop the water and sanitary systems in the Lakewood neighborhood.
- U-4 The city should continue to monitor the ability of it's partners Mid-America Energy, Des Moines Water Works, and the Des Moines Metropolitan Wastewater Reclamation Authority to ensure long-term quality services for the residents of Norwalk.

12 IMPLEMENTATION



ACHIEVING NORWALK'S FUTURE

All successful community plans have the same key ingredients: "2% inspiration and 98% perspiration." This section of the plan contains the inspiration of the many city officials and residents who have participated in the planning process. However, the ultimate success of this plan remains in the dedication offered by each and every resident.

There are numerous goals and policies in this plan. We recommend reviewing the relevant goals during planning and budget setting sessions to determine what projects may need to be undertaken during the course of the fiscal year.

ACTION AGENDA

The Action Agenda is a combination of the following:

- Goals and policies
- Land use policies
- Support programs for the above items

It will be critical to earmark the specific funds to be used and the individuals primarily responsible for implementing the goals and policies in Norwalk.

Support Programs for the Action Agenda

Four different programs will play a vital role in the success of Norwalk's plan. These programs are:

1. **Zoning Regulations**--updated land use districts can allow the community to provide direction for future growth.
2. **Subdivision Regulations**--establish criteria for dividing land into building areas, utility easements, and streets. Implementing the Transportation Plan is a primary function of subdivision regulations.
3. **Plan Maintenance**--an annual and five-year review program will allow the community flexibility in responding to growth and a continuous program of maintaining the plan's viability.
4. **Capital Improvement Plan** – The Capital Improvement Plan (CIP) is critical to implementing a large number of the projects and policies identified throughout this plan. The CIP provides the means to program key projects and studies into the overall budgeting process and allows these to be prioritized by the year they are programed. The CIP needs to be analyzed annually to review what has been completed and to reset the priorities.

COMPREHENSIVE PLAN MAINTENANCE

ANNUAL REVIEW OF THE PLAN

A relevant, up to date plan is critical to the on-going planning success to maintain both public and private sector confidence; evaluate the effectiveness of planning activities; and, most importantly, make mid-plan corrections on the use of community resources in order to keep the plan current. The annual review should occur during the month of January.

After adoption of the comprehensive plan, opportunities should be provided to identify any changes in conditions that would impact elements or policies of

the plan. At the beginning of each year a report should be prepared by the Planning and Zoning Commission, which provides information and recommendations on:

- whether the plan is current in respect to population and economic changes; and
- The recommended goals, objectives, and/or policies are still valid for the City and its long-term growth.

The Planning and Zoning Commission should hold a public hearing on this report in order to:

1. Provide citizens or developers with an opportunity to present possible changes to the plan,
2. Identify any changes in the status of projects called for in the plan, and
3. Bring forth any issues, or identify any changes in conditions, which may impact the validity of the plan.

If the Planning and Zoning Commission finds major policy issues or major changes in basic assumptions or conditions have arisen which could necessitate revisions to the Comprehensive Plan, they should recommend changes or further study of those changes. This process may lead to identification of amendments to the Comprehensive Plan.

Unanticipated Opportunities

If major new, innovative development and/or redevelopment opportunities arise which impact any number of elements of the plan and which are determined to be of importance, a plan amendment may be proposed and considered separate from the Annual Review and other proposed Comprehensive Plan amendments.

Methods for Evaluating Development Proposals

The interpretation of the Comprehensive Plan should be composed of a continuous and related series of analyses, with references to the goals and policies, and the land use plan. Moreover, when considering specific proposed developments, interpretation of the Comprehensive Plan should include a thorough review of all sections of the Comprehensive Plan.

If a development proposal is not in conformance or consistent with the policies developed in the Comprehensive Plan then Planning and Zoning Commission should either deny the proposal or give serious consideration to making modifications to the policies of the plan.

The following criteria should be used to determine if a Comprehensive Plan amendment would be justified:

- the character of the adjacent neighborhood
- the zoning and uses on nearby properties
- the suitability of the property for the uses allowed under the current zoning designation
- the type and extent of positive or detrimental impact that may affect adjacent properties, or the community at large, if the request is approved
- the impact of the proposal on public utilities and facilities
- the length of time that the subject and adjacent properties have been

utilized for their current uses

- the benefits of the proposal to the public health, safety, and welfare compared to the hardship imposed on the applicant if the request is not approved
- comparison between the existing land use plan and the proposed change regarding the relative conformance to the goals and policies
- consideration of City staff recommendations

The following pages contain a summary of all the policies discussed throughout the plan. Each policy has been assigned a group of individuals responsible for the overall implementation of the policy, a list (if applicable) of potential funding sources, and an assigned timeline.

A few keys to understanding the color and wording on the tables is as follows:

- Dark gray boxes represent “projects”
- Management Statement/On-going during Planning Period means that these are either State and/or Federal mandates or it is a policy that is relevant for the entire planning period

These policies need to be reviewed and analyzed annually in order to update (modify or delete).

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 2: Collaboration									
	Coll-1	The City of Norwalk should continue to find better and more effective ways to collaborate with other governmental entities through the 28E Agreement.	<ul style="list-style-type: none"> • City staff • City Council • Other entities 	NA	Yes				
	Coll-2	The City of Norwalk should continue to find new ways to collaborate with private entities in Norwalk and the Metropolitan Area in order to provide more cost effective services to its residents.	<ul style="list-style-type: none"> • City staff • City Council • Other entities 	NA	Yes				
	Coll-3	The City of Norwalk should continue to collaborate with the cities of Des Moines, and West Des Moines on better defining their common corporate boundaries for the future.	<ul style="list-style-type: none"> • City staff • City Council • Other entities 	NA	Yes				
	Coll-4	The City of Norwalk should continue to collaborate with Norwalk Community Schools to provide recreational opportunities for all users within the community.	<ul style="list-style-type: none"> • City staff • City Council • Norwalk Community Schools 	NA	Yes				
	Coll-5	The City of Norwalk should work closely with all neighboring communities and the Iowa Department of Transportation in developing the future street system in the community.	<ul style="list-style-type: none"> • City staff • City Council • IDOT 	NA	Yes				
	Coll-6	The City of Norwalk should strive to develop a trails system that is interconnected with the rest of the Metropolitan Area.	<ul style="list-style-type: none"> • City staff • City Council • Other entities 	NA	Yes				
	Coll-7	The City should continue to work with Norwalk Community Schools as the district works on their annual strategic plan including examining the continuing changes in population and school census.	<ul style="list-style-type: none"> • City staff • City Council • Norwalk Community Schools 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 3: Natural Resources									
	NR-1	The City should undertake a regional stormwater management study to document existing conditions and issues as well as potential strategies for minimizing the impacts of future development.	<ul style="list-style-type: none"> • P & Z Commission • City Council • Zoning Administrator • Consultant(s) 	<ul style="list-style-type: none"> • General fund • Grants 	Yes				
	NR-2	A Surface Water Protection Area policy should be established by the City to protect the unique character and environmental quality of the area.	<ul style="list-style-type: none"> • City staff • City Council 	NA	No				
	NR-3	Federal requirements and regulations should be followed when land use regulations are being amended and/or developed	<ul style="list-style-type: none"> • City staff • City Council 	NA	No				
	NR-4	Zoning regulations and design standards should be created to protect the environmental and natural resources of Norwalk through preservation and conservation practices.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • General fund • Grants 	Yes				
	NR-5	Development should demonstrate a positive or, at least, a neutral impact on surface and ground water supplies	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developer 	NA	Yes				
	NR-6	The City should establish zoning and subdivision standards supporting conservation of natural resources using Planned Unit Developments, which implement Conservation Easements and other tools.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • General fund • Grants 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation				
						City Policy	On-going during planning period	1 to 5 years	5 or more years	
Chapter 3: Natural Resources continued										
	NR-7	The City should promote quality land management, including soil and water conservation, by developing erosion control design standards for larger commercial and industrial developments. The land management program should include an ordinance to control erosion and sedimentation in both public and private roadway construction.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • IDNR 	<ul style="list-style-type: none"> • General fund • Grants 	Yes					
	NR-8	Encourage the preservation of environmentally sensitive areas such as wetlands, wooded areas, waterways (streams, ponds, lakes, rivers, etc.), landmark trees, and other amenities.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No					
	NR-9	The City should restrict land uses within the floodplains by limiting it to open and undeveloped spaces, including forestry, agriculture, wildlife habitat, and recreational areas.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No					
	NR-10	The City should encourage improved watershed management practices and the construction of watershed storage projects for flood control.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • General fund • Grants 	Yes					
	NR-11	The City should enforce and monitor the requirements for Stormwater Management under the NPDES Phase I and II programs.	<ul style="list-style-type: none"> • City staff • City Council 	<ul style="list-style-type: none"> • General fund • Grants 	Yes					
	NR-12	The City should establish a tree planting policy and a set of standards to promote planting recommended species, based on the standards of the Iowa Department of Natural Resources Urban Forestry Division. Specific standards should be established via landscaping and subdivision regulations.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Arborist • Conservationist 	<ul style="list-style-type: none"> • General fund • Grants 	Yes					

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 4: Community Character and Redevelopment									
	CCR-1	Building orientation on a site should be a major consideration when developments are proposed to the city.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	CCR-2	Major entryways into Norwalk need to be identified, protected, and enhanced to emphasize and preserve the natural setting and appearance of the community.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Chamber of Commerce 	<ul style="list-style-type: none"> • General fund • Grants 	Yes				
	CCR-3	Major entryways should incorporate decorative lighting, street medians, and additional landscaping where feasible and appropriate to create a visible invitation into the community.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	<ul style="list-style-type: none"> • General fund • Grants • Highway Allocation • Developers 	Yes				
	CCR-4	New developments should reinforce and complement existing community aesthetics.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	CCR-5	New developments should provide continuity and inter-connectivity between developments by using pedestrian trails and shared access.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				
	CCR-6	Public art is an important means by which the community can strengthen a sense of place and promote a positive image. Art should be incorporated into public and private projects when appropriate.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Chamber of Commerce • Developers 	<ul style="list-style-type: none"> • General fund • Grants • Developers 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 4: Community Character and Redevelopment continued									
	CCR-7	The design of individual urban and rural areas should be improved through innovative development practices.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • General fund • Grants • Developers 	Yes				
	CCR-8	Developments proposed in areas having environmental assets should preserve critical natural areas and vistas.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • IDNR 	NA	No				
	CCR-9	The City should develop specific signage guidelines to be incorporated into the existing/updated zoning regulations.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • IDOT 	<ul style="list-style-type: none"> • General fund • Grants 	Yes				
	CCR-10	The City should work with developers to minimize the impact of large parking areas immediately between the building and the street.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	NA	No				
	CCR-11	Architectural character, including materials, mass and scale, and color, should be incorporated into a set of design guidelines for future developments.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • General fund • Grants • Developers 	Yes				
	CCR-12	Redeveloping older areas needs to be a priority, and a long-range plan for undertaking such an endeavor should be prepared.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Chamber of Commerce • Developers 	<ul style="list-style-type: none"> • General fund • Grants • Developers • Private funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 4: Community Character and Redevelopment continued									
	CCR-13	The City should continue to lead by example by constructing/remodeling facilities that have quality design and architectural characteristics.	<ul style="list-style-type: none"> • City staff • City Council 	<ul style="list-style-type: none"> • General fund • Grants • Private funds 	Yes				
Chapter 5: Land Use									
	GEN-LU-1	The City should require a review and comment process for any proposed activity that occurs within city zoning jurisdiction.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	GEN-LU-2	The cost of required improvements, both on-site and off-site, to a subdivision/development should be examined, evaluated, and negotiated based upon the overall benefit presented to the City of Norwalk.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developer 	<ul style="list-style-type: none"> • General fund • Grants • Private funds 	Potentially				
	GEN-LU-3	Designate areas in the Land Use Plan that address the anticipated future growth needs of Norwalk.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	GEN-LU-4	Develop zoning and subdivision regulations that promote efficient land usage and long-term adequacy, while avoiding land use conflicts and inefficient provision of public infrastructure.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • General fund • Grants 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	GEN-LU-5	Discourage and minimize leapfrog development outside of the corporate limits.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	GEN-LU-6	The city needs to identify specific locations, internally, for future public facilities, including recreation and fire and police stations.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	COM-LU-1	Encourage the location of commercial land uses at the intersections of major transportation networks that already have or can be efficiently supplied with public infrastructure.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners 	NA	No				
	COM-LU-2	Promote the efficient expansion of public infrastructure by developing commercial centers as clusters of high-density development that efficiently use land resources.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners • Chamber of Commerce 	NA	No				
	COM-LU-3	Use frontage or backage roads when locating development along major thoroughfares/highways.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	COM-LU-4	Encourage investment in new and existing commercial development that is compatible in size, architectural design, intensity, and signage with surrounding land uses in established areas.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners • Chamber of Commerce 	NA	No				
	COM-LU-5	Encourage the formation, retention, and expansion of commercial development within the existing commercial boundaries of Norwalk.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners • Chamber of Commerce 	NA	No				
	COM-LU-6	The impact of commercial activities on neighboring land use areas, particularly residential ones, should be minimized using site design strategies, appropriate building orientation, and buffering.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners 	NA	No				
	COM-LU-7	Encourage the cooperation of commercial area business owners, business associations, and neighborhood groups to help define and promote the identity and character of commercial areas.	<ul style="list-style-type: none"> • City staff • City Council • Business owners • Chamber of Commerce 	NA	No				
	COM-LU-8	New or established commercial uses should not encroach upon, or expand into, existing residential neighborhoods, unless otherwise designated as mixed use.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	COM-LU-9	Strip commercial development should not be developed in a linear strip along a roadway nor be completely auto oriented, but, rather, locate parking to the inside and create more pedestrian orientation.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners • Chamber of Commerce 	NA	No				
	COM-LU-10	In areas where linear commercial development occurs due to existing parcels, topography constraints, or other factors, such developments should be encouraged to build according to the established guidelines of the area or corridor. Creativity in constructing such developments is encouraged while meeting minimum guidelines.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners 	NA	No				
	COM-LU-11	Site designs for new commercial areas should incorporate elements that promote high quality developments.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	COM-LU-12	Signage used within and around commercial areas should be designed to complement the materials and the scale of surrounding development.	<ul style="list-style-type: none"> • City staff • City Council • Business owners • Chamber of Commerce • IDOT 	NA	No				
	COM-LU-13	Commercial development along arterial roads should be strategically located so as not to compromise the character of the area.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	COM-LU-14	Commercial districts should be located in the following places: i. Where urban services and infrastructure are available or planned in the near future; ii. In sites supported by adequate road capacity – commercial development should be linked to the implementation of the transportation plan; iii. So that they enhance entryways or public way corridors, when developing adjacent to these corridors iv. In a manner that supports creating and maintenance of green space.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners 	NA	No				
	IND-LU-1	Industrial uses should be located so that adequate buffer space is provided between incompatible land uses.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	IND-LU-2	The city should develop appropriate performance, design, and specification standards and requirements for all existing and possible future industrial uses to guide their location or relocation in the city.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General fund 	No				
	IND-LU-3	Appropriate transitional methods should be considered at all locations where the development or expansion of light industrial/business park land abuts less intensive uses.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	IND-LU-4	Industrial development should use the identified transportation system in an efficient and safe manner and reduce energy consumption by identifying industrial development areas with alternative transportation opportunities when appropriate.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	IND-LU-5	The city should recognize and encourage small-scale industries as viable alternatives to larger, conventional enterprises.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Chamber of Commerce • Economic Development 	NA	No				
	IND-LU-6	Performance standards should be implemented as a means of regulating industrial activity so as to moderate or abate objectionable features in their operation.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Chamber of Commerce 	<ul style="list-style-type: none"> • Grants • General fund 	Yes				
	IND-LU-7	Signage used within and around industrial areas should be designed to complement the materials and scale of surrounding development.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • IDOT 	NA	No				
	IND-LU-8	Industrial districts should be located as follows: <ol style="list-style-type: none"> i. where urban services and infrastructure are available or planned in the near future; ii. in sites supported by adequate road capacity – commercial development should be linked to the implementation of the transportation plan iii. So that they enhance entryways or public way corridors, when developing adjacent to these corridors iv. in a manner that supports the creation and maintenance of green space 	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Land owners 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years

Chapter 5: Land Use continued

	IND-LU-9	The impact of industrial activities, including increased traffic, noise, and pollution, on neighboring land uses should be minimized using appropriate site design measures, and should be mitigated to lessen environmental hazards.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	RES-LU-1	The City should manage residential development by preserving and redeveloping existing residential neighborhood subdivisions.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Chamber of Commerce 	NA	No				
	RES-LU-2	Residential development should be separated from more intensive uses, such as agriculture and industrial development, by using setbacks, buffer zones, or impact easements.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	RES-LU-3	Work with community officials and developers on a continual basis to monitor and evaluate the effectiveness of existing regulations and to identify proper areas to locate new development.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				
	RES-LU-4	Promote the development of housing that varies in size, density, and location.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	RES-LU-5	Subdivision regulations should provide for a quality living environment while avoiding inefficient and expensive public infrastructure expansions.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	RES-LU-6	New residential developments should be accompanied by covenants, when appropriate, which provide for the maintenance of common areas, easements, and drainage.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				
	RES-LU-7	Encourage the establishment of a rehabilitation program to maintain and improve the existing housing stock.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	<ul style="list-style-type: none"> • Grants • General fund 	Yes				
	RES-LU-8	Norwalk should promote low to zero non-farm densities in agricultural districts by providing proper distances between residential and agricultural uses.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	No				
	RES-LU-9	Norwalk should establish zoning and subdivision design standards that require buffers and screening standards for new developments where necessary.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General fund 	Yes				
	RES-LU-10	Encourage the development of additional elderly housing throughout the city.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	<ul style="list-style-type: none"> • Grants • General fund • Private funds 	Potentially				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	RES-LU-11	The planned unit development (PUD) concept should be implemented where needed to provide a viable quality alternative to conventional urban development patterns. PUDs need to be a win-win scenario for the community and the developer, while providing a means to encourage creative yet responsible/sensitive developments.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General fund 	Yes				
	MU-LU-1	Mixed-use developments should, at a minimum, occur in the areas noted as Sub Area 1, Sub Area 2, and Sub Area 3.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				
	MU-LU-2	Mixed use developments should be designed to provide a strong sense of place and walkability.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				
	MU-LU-3	Mixed-use developments should be developed in a complete concept that examines specific designs and materials.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				
	MU-LU-4	Mixed-use developments should be located at major intersections or along major thoroughfares.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	No				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation				
						City Policy	On-going during planning period	1 to 5 years	5 or more years	
Chapter 5: Land Use continued										
	RD-1	<p>The City should address the four individual redevelopment areas by contracting neighborhood plans. The plans need to include the following:</p> <ul style="list-style-type: none"> • Necessary infrastructure improvements to be undertaken • The "vision" of the residents and users of these neighborhoods • Key timelines for addressing the issues • Potential funding sources for completing the projects • Design standards for the neighborhood if warranted • Key parties that will be responsible for completing key tasks in the neighborhood • Prioritized infrastructure improvements 	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Economic Development 	<ul style="list-style-type: none"> • Grants • General fund 	Yes					
	RD-2	The city should develop a solid Capital Improvement Plan that includes funding sources for each neighborhood on an annual basis based on the priorities identified within the neighborhood plans.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General fund 	Yes					
	RD-3	The city should continue to work with property owners in the Lakewood Neighborhood to find a means to restore Lake Colchester into a viable recreational area.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Property owners 	<ul style="list-style-type: none"> • Grants • General fund 	Potentially					
	ANNEX 1	The City should begin as soon as possible the annexation of areas identified as a high priority.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General fund 	Potentially					

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 5: Land Use continued									
	ANNEX 2	The City should require new subdivisions outside of corporate limits to voluntarily annex at the time of platting.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO				
Chapter 6: Transportation									
	TRANS-1	The City should undertake a "complete" streets study to determine their future needs regarding the overall transportation and transit system in Norwalk.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants 	<ul style="list-style-type: none"> • Grants • General fund • Private funds 	Yes				
	TRANS-2	The City should require all future collectors or existing streets converted to collectors to consider a boulevard design.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • City funds • Private funds 	Potentially				
	TRANS-3	The City should implement the policies for connectivity within new and redeveloped subdivisions.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				
	TRANS-4	The City should undertake an engineering study to examine the current traffic levels and crash data to determine signaling improvements in the community and discuss the findings with Iowa Department of Transportation, especially along Iowa Highway 28.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • IDOT • Police Chief 	<ul style="list-style-type: none"> • Grants • General fund • Private funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation				
						City Policy	On-going during planning period	1 to 5 years	5 or more years	
Chapter 6: Transportation continued										
	TRANS-5	The City should work with the Iowa Department of Transportation, Warren County and the City of Des Moines to examine the eventual widening and expansion of Fleur Road and the proposed truck route to the south of Norwalk.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • IDOT • Warren County • City of Des Moines 	<ul style="list-style-type: none"> • Grants • General fund • Private funds 	Yes					
	TRANS-6	The City as part of their normal CIP process continue to improve and upgrade the street system in the older portions of Norwalk.	<ul style="list-style-type: none"> • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General fund 	Yes					
	TRANS-7	The City, Warren County, and the City of Des Moines should work together to coordinate the naming of streets and roads in the Norwalk area. There should not be more than one name for a streets or road in order to make it less confusing for E911, fire and rescue and law enforcement.	<ul style="list-style-type: none"> • City staff • City Council • Warren County • City of Des Moines • Developers 	<ul style="list-style-type: none"> • City funds • Grants 	Yes					
	TRANS-8	The City should require a traffic impact study from all future development/redevelopment based on the ITE recommended TIS guidelines.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO					
	TRANS-9	The City should encourage bicycle and pedestrian access to and within commercial areas.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO					

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 6: Transportation continued									
	TRANS-10	Strive to avoid pedestrian and vehicular conflicts within commercial areas.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				
	TRANS -11	Discourage the diversion of commercial traffic into residential neighborhoods.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				
	TRANS-12	The City should require cross access between adjacent commercial developments in order to minimize the need to access public streets.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				
	TRANS-13	The City should create and implement a Complete Streets policy that requires consideration/inclusion of trails, bicycle lanes within the R.O.W. of all road projects (public and private).	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	TRANS-14	The City should improve, develop, and maintain well-traveled roads with hard surfacing.	<ul style="list-style-type: none"> • City staff • City Council • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	TRANS-15	The City should create a Master Streets Plan/Policy to identify specific routes and rights-of-way width requirements for future street construction and expansion. R.O.W should be required to be dedicated at the time of platting/development.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 6: Transportation continued									
	TRANS-16	Commercial signing along major arterials should be kept to a minimum and shall be low profile in design.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • IDOT 	NA	NO				
	TRANS -17	The City should control access points for future development along existing and future arterials and collectors within the community. This includes the establishment of frontage roads along these routes.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • IDOT 	NA	NO				
	TRANS-18	All transportation-related decisions should be made in consideration of land use impacts including but not limited to adjacent land use patterns, both existing and planned, and their designated uses and densities.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				
	TRANS-19	When new or reconstructed streets are built, there should be provisions made in the design documents that provide alternate modes of transportation as part of a complete streets concept. This may include on and/or off street accommodations of transit, bicycles, and pedestrians.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	TRANS-20	The City should encourage bicycle and pedestrian traffic as an element of the street transportation system by coordinating within the City to develop an integrated system of safe and convenient bicycle and pedestrian ways to complement other modes of transportation.	<ul style="list-style-type: none"> • City staff • City Council • Consultants • Developers • Consultants 	NA	NO				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years

Chapter 6: Transportation continued

	TRAIL-1	The City should expand the recreational trail system utilizing floodplain land, easements and parklands into areas not currently served, including both developing and established areas of the city.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers • IDNR 	<ul style="list-style-type: none"> • Grants • General funds 	Potentially				
	TRAIL -2	The City should promote the development of an integrated multi-purpose non-motorized trail system to provide recreational opportunities and to link open space of Norwalk with park areas of other communities within the Des Moines Metropolitan Area.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers • IDNR 	<ul style="list-style-type: none"> • Grants • General funds 	Potentially				
	TRAIL-3	The City should strive to construct the 50th Avenue trail connection between North Avenue and Iowa Highway 28 and the Great Western Trail. This trail is essential to connecting into the entire metropolitan area.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers • IDNR • Warren County • Polk County • City of West Des Moines 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	TRAIL-4	The City should strive to create "complete" streets that provide for all modes of transportation.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds • Private funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 6: Transportation continued									
	TRAIL- 5	The City should develop a Master Trails Plan that addresses potential trail locations, designs, opinions of cost.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds • Private funds 	Yes				
	TRAIL - 6	The City should create and implement a Complete Streets policy that requires consideration/inclusion of trails, bicycle lanes within the R.O.W. of all road projects (public and private).	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	TRA - 1	The City and Warren County should begin discussions with DART regarding the extension of bus service into the Norwalk area.	<ul style="list-style-type: none"> • City staff • City Council • Warren County • DART 	NA	NO				
	TRA - 2	The City should develop a location along Iowa Highway 28 that can be utilized as a Park and Ride location for the Des Moines area.	<ul style="list-style-type: none"> • City staff • City Council • Warren County • DART 	<ul style="list-style-type: none"> • Grants • General funds 	Potentially				
	TRA - 3	The City and Warren County should continue and enhance any handi-van type of transportation for the elderly and disabled.	<ul style="list-style-type: none"> • City staff • City Council • Warren County • DART 	NA	NO				
	ACC- 1	The City should review and update their accessibility design guidelines to be compliant with all State and Federal regulations.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 7: Housing									
	H - 1	New residential development should be discouraged in areas of environmental concerns such as floodplain corridors.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				
	H - 2	Convenient access to neighborhood services (stores, schools, parks) from residential areas should be encouraged during the planning period.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO				
	H - 3	Transit, pedestrian, and bicycle networks should maximize access and mobility to provide alternatives and reduce dependence upon the automobile.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO				
	H - 4	Sidewalks should be provided on both sides of all streets, or in alternative locations as allowed through design standards or the Planned Unit Development process.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	H - 5	Many activities of daily living should occur within walking distance of residential neighborhoods. Neighborhoods should include homes, stores, workplaces, schools, and places to recreate.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				
	H - 6	An interconnected network of streets, trails, and sidewalks should be designed to encourage walking and bicycling and provide multiple connections within and between neighborhoods.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 7: Housing continued									
	H - 7	A mix of housing types, single-family, townhomes, apartments, and elderly housing, should be distributed throughout individual developments. Similar housing types should face each other, single-family facing single-family, with changes occurring at the rear of lots.	<ul style="list-style-type: none"> ● P & Z Commission ● City staff ● City Council ● Developers 	NA	NO				
	H - 8	Parks and open spaces should be within walking distance of all residences as identified in Chapter 11 of this plan.	<ul style="list-style-type: none"> ● P & Z Commission ● City staff ● City Council ● Developers 	NA	NO				
	H - 9	Multi-family and elderly housing should be located nearest to any commercial areas.	<ul style="list-style-type: none"> ● P & Z Commission ● City staff ● City Council ● Developers 	NA	NO				
	H - 10	Pedestrian orientation design should be considered in new developments, including shorter block lengths.	<ul style="list-style-type: none"> ● P & Z Commission ● City staff ● City Council ● Developers 	NA	NO				
	H - 11	Public uses (elementary schools, churches) should be located near the center of neighborhoods, with facilities being shared with other public entities (city parks and school sites).	<ul style="list-style-type: none"> ● P & Z Commission ● City staff ● City Council ● Developers 	NA	NO				
	H - 12	Housing within Norwalk should be constructed to meet all applicable local, state, and federal building codes for housing.	<ul style="list-style-type: none"> ● P & Z Commission ● City staff ● City Council ● Developers 	NA	NO				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 7: Housing continued									
	H - 13	The housing stock constructed in Norwalk should be of a standard that will protect the general health, safety, and welfare of the residents while also protecting the property values and investments made by existing residents.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO				
	H - 14	Subdivision regulations that provide for a quality living environment while avoiding inefficient and expensive public infrastructure expansions should be written.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	H - 15	New residential developments should be accompanied by covenants when appropriate, which provide for the maintenance of common areas, easements, and drainage.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO				
	H - 16	A rehabilitation program should be established to maintain and improve the existing housing stock.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers • Bankers • Landlords 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	H - 17	Zoning and subdivision design standards should be established that require buffers and screening standards where necessary for new developments.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	H - 18	The planned unit development (PUD) concept should be used as a viable alternative to conventional urban development patterns, while providing a means to encourage creative yet responsible/sensitive developments.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	NA	NO				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 7: Housing continued									
	H - 19	The City should review and accommodate, wherever possible, any new or alternative development concepts or proposals, provided such concepts or proposals are consistent with and do not compromise in any way the established disposition of land uses on the Land Use Map or the goals and policies of the plan.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Developers 	NA	NO				
Chapter 8: Economic Development									
	ED- 1.1	The City should work toward developing an overall strategic plan that is strictly focused on its unified approach to economic development.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	ED- 1.2	The City should dedicate specific personnel to the economic development effort.	<ul style="list-style-type: none"> • City staff • City Council 	NA	NO				
	ED-1.3	The City should develop its vision statement for the future of the community.	<ul style="list-style-type: none"> • City staff • City Council • Economic Development 	NA	NO				
	ED- 1.4	The City should reevaluate the role of the Economic Development Commission.	<ul style="list-style-type: none"> • City staff • City Council 	NA	NO				
	ED- 2.1	Create economic development partnerships between local entities, Warren County, and private companies should be encouraged and sought to assist existing and expanding business enterprises.	<ul style="list-style-type: none"> • City staff • City Council • Warren County • Private companies 	NA	NO				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 8: Economic Development continued									
	ED- 2.2	The identity of Norwalk should be continually evolved to keep up with the latest in marketing and social media.	<ul style="list-style-type: none"> • City staff • City Council • Chamber of Commerce 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	ED- 2.3	Recreational and entertainment opportunities within Norwalk should be expanded so they may be promoted as quality-of-life and lifestyle amenities to new residents and business.	<ul style="list-style-type: none"> • City staff • City Council • Chamber of Commerce • Economic Development 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	ED- 3.1	The City should continue to keep lines of communication open between itself and the Iowa Department of Transportation, Warren County, and others regarding the eventual route of the Southwest Connector to Interstate 35	<ul style="list-style-type: none"> • City staff • City Council • Economic Development 	NA	NO				
	ED- 3.2	The City should improve its visibility, with "welcome" signage at all major entrance points to the community but particularly, at the interchange between Iowa Highways 5 and 28.	<ul style="list-style-type: none"> • City staff • City Council • Chamber of Commerce • Economic Development 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	ED- 3.3	The City should work with existing residents in the Lakewood area to modify their welcome sign to be a "welcome" sign to the "Lakewood Neighborhood".	<ul style="list-style-type: none"> • City staff • City Council • Lakewood residents 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years

Chapter 8: Economic Development continued

	ED- 4.1	The City should develop a Master Economic Development Plan as a reference for business recruitment and retention.	<ul style="list-style-type: none"> • City staff • City Council • Chamber of Commerce • Economic Development • Consultant 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	ED- 4.2	The City should work with a consulting firm to develop a site assessment study that can be used for the industrial recruitment process.	<ul style="list-style-type: none"> • City staff • City Council • Chamber of Commerce • Economic Development 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	ED- 5.1	The City should revise the review process necessary for new and relocating businesses and industries so that: <ul style="list-style-type: none"> • The business and/or industry can maintain their privacy until they are ready to announce their planned project. • When businesses and/or industries are locating on specifically identified sites the development review and approval process should be expedited. 	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council • Economic Development • Chamber of Commerce 	NA	NO				
	ED- 5.2	The City should minimize the zoning and subdivision requirements in order to streamline the process for the applicant without jeopardizing the quality and protection needed in the community.	<ul style="list-style-type: none"> • P & Z Commission • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 9: Hazards									
		See the " <i>City of Norwalk: Hazard Mitigation - Warren County Sub Plan 2011-2016</i> "							
Chapter 11: Community Facilities/Utilities									
	REC - 1	The city of Norwalk should follow the guidelines for different types of parks found in Tables 11.1, through 11.7 of this chapter. Tables 11.2 through 11.7 depend on the actual growth scenario that begins to occur.	<ul style="list-style-type: none"> • City staff • City Council 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	REC - 2	The city should acquire, when possible the additional land adjacent to Norwalk-McAninch Sports Complex to ensure for its eventual expansion.	<ul style="list-style-type: none"> • City staff • City Council • Developers 	<ul style="list-style-type: none"> • Grants • General funds • Private donations 	Yes				
	REC - 3	The city should work with developers and existing property owners to develop an expanded trails system throughout the community that uses existing drainageways and connects the city's park system.	<ul style="list-style-type: none"> • City staff • City Council • Developers • Property owners 	<ul style="list-style-type: none"> • Grants • General funds • Private donations 	Yes				
	REC - 4	Development regulations and design standards should be created that incorporate the park standards found in this chapter.	<ul style="list-style-type: none"> • City staff • City Council • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 11: Community Facilities/Utilities continued									
	EDU - 1	The city and the school district should continue to work together on support buildings that will allow for long-term cost savings for the taxpayers.	<ul style="list-style-type: none"> • City staff • City Council • Norwalk Community Schools 	<ul style="list-style-type: none"> • Grants • General funds • School funds 	Yes				
	EDU - 2	The city and the school district should work closely together to create possible sharing of meeting and recreational facilities in Norwalk in order to allow for long-term cost savings to the taxpayers.	<ul style="list-style-type: none"> • City staff • City Council • Norwalk Community Schools • Developers • Consultants 	<ul style="list-style-type: none"> • Grants • General funds • Private donations • School funds 	Yes				
	EDU - 3	The city and the school district need to work closely together to identify and protect future schools sites within the community's growth areas.	<ul style="list-style-type: none"> • City staff • City Council • Developers • Property owners 	<ul style="list-style-type: none"> • Grants • General funds • Private donations 	Yes				
	EDU-4	The City should continue to work with Norwalk Community Schools as the district works on their annual strategic plan including examining the continuing changes in population and school census.	<ul style="list-style-type: none"> • City staff • City Council • Norwalk Community Schools 	NA	No				
	SAFE - 1	The city needs to monitor growth closely and maintain an on-going update to the standards as provided in Table 11.10 through 11.12 of this Chapter.	<ul style="list-style-type: none"> • City staff • City Council • Fire Chief • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	SAFE - 2	The city and the fire chief should begin developing a strategic plan for when the department will eventually need to shift to a fully manned operation as opposed to the partially manned and volunteer department.	<ul style="list-style-type: none"> • City staff • City Council • Fire Chief • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Potentially				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 11: Community Facilities/Utilities continued									
	SAFE - 3	The city, along with the fire department, should train and have as many EMS staff members as possible on the department either as full-time members or as volunteers.	<ul style="list-style-type: none"> • City staff • City Council • Fire Chief • E911 Coordinator 						
	SAFE - 4	The city and the fire chief should begin analyzing potential sites for satellite stations that will accommodate the future growth of Norwalk.	<ul style="list-style-type: none"> • City staff • City Council • Fire Chief • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	SAFE - 5	The city and fire chief should develop a strategic plan for adding new equipment and/or replacing older equipment.	<ul style="list-style-type: none"> • City staff • City Council • Fire Chief • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	SAFE- 6	The city and the police chief need to develop a strategic plan that determines the "triggers," the ability, and the process for adding officers to the department as growth continues.	<ul style="list-style-type: none"> • City staff • City Council • Police Chief • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	SAFE - 7	The city and police chief should develop a strategic plan for future satellite stations that will better serve the overall area.	<ul style="list-style-type: none"> • City staff • City Council • Police Chief • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	SAFE - 8	The city and police chief should develop a strategic plan for adding new equipment and/or replacing older equipment.	<ul style="list-style-type: none"> • City staff • City Council • Police Chief • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 11: Community Facilities/Utilities continued									
	SAFE - 9	The city should develop a master plan for traffic control in conjunction with the police chief and the Iowa DOT. This should occur as both a Public Safety Goal and Transportation Goal.	<ul style="list-style-type: none"> • City staff • City Council • Police Chief • IDOT • Consultants 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	CB- 1	The city should continually monitor the ability of its facilities to serve the general public.	<ul style="list-style-type: none"> • City staff • City Council 	NA	NO				
	CB - 2	The city should monitor the need to add newer and different facilities in the community as the population grows. The types of facilities should be determined through citizen and staff input.	<ul style="list-style-type: none"> • City staff • City Council 	NA	NO				
	CB - 3	The city should monitor the trends and needs of libraries and continue to upgrade the services provided by the Norwalk facility	<ul style="list-style-type: none"> • City staff • City Council 	NA	NO				
	CB - 4	The city should look at ways to share facilities with the school district and neighboring communities whenever possible.	<ul style="list-style-type: none"> • City staff • City Council • Norwalk Community Schools 	NA	NO				
	HC - 1	The city should continue to recruit additional health care providers into the community.	<ul style="list-style-type: none"> • City staff • City Council • Economic Development • Chamber of Commerce 	NA	NO				

Status	Policy Key	Policy Statement	Responsible Parties	Potential Funding Sources	CIP Implications	Timeline for Implementation			
						City Policy	On-going during planning period	1 to 5 years	5 or more years
Chapter 11: Community Facilities/Utilities continued									
	HC - 2	The city should recruit an urgent care center into the vicinity to provide immediate assistance to injured individuals.	<ul style="list-style-type: none"> • City staff • City Council • Economic Development • Chamber of Commerce 	NA	NO				
	U - 1	The city should continue to provide a quality distribution system for water to the residents of the community.	<ul style="list-style-type: none"> • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	U - 2	The city should continue to provide a quality collection system regarding the sanitary waste system to the residents of the community.	<ul style="list-style-type: none"> • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	U - 3	The city should establish a prioritization system to redevelop the water and sanitary systems in the Lakewood neighborhood.	<ul style="list-style-type: none"> • City staff • City Council • Consultants • Developers 	<ul style="list-style-type: none"> • Grants • General funds 	Yes				
	U - 4	The city should continue to monitor the ability of its partners Mid-America Energy, Des Moines Water Works, and the Des Moines Metropolitan Wastewater Reclamation Authority to ensure long-term quality services for the residents of Norwalk.	<ul style="list-style-type: none"> • City staff • City Council • Mid-America Energy • DMWW • DMMWRA • Consultants 	NA	NO				

A

APPENDIX A



COMMUNITY ENGAGEMENT

Community engagement in Norwalk was a major component of this project and the process included multiple approaches. It was structured in a manner that allowed for stakeholders to be involved in numerous ways throughout the process. Some key elements may include:

- Education: Planning 101
- Use of a steering committee

Idea Title	Number of Seconds	Number of Comments
Bike Paths	13	6
Mass Transit	8	5
History could repeat itself	0	0
Entryway to Norwalk	22	17
Dog Park	3	3
North Avenue	10	4
Pedestrian Improvements - Park like setting	9	2
Improved Neighborhood parks for each area of Norwalk	2	4
Norwalk's Northern Gateway	2	5
Norwalk Pride	2	2
Complete the Circle	5	3
Bike path expansion	2	3
Amphitheater	6	5
Norwalk Entry Arch	4	0
Reduce litter near fast food and convenience stores	1	0
Parks	0	0
Highway 28/Sunset Drive medians	0	0

- MindMixer: a virtual town hall discussion forum
- Youth participation
- Town Hall meetings
- Key person interviews
- Public hearings
- City Council and Mayor

Planning 101

Planning 101 formed the educational foundation for the entire project. In this process, our consultants conducted a workshop that addressed:

- What is a Comprehensive Plan?
- How the plan is used?
- How does the plan impact me?
- How can I be involved

Steering Committee

Idea Title	Number of Seconds	Number of Comments
Walkable communities	6	1
Bike Trail	12	10
Community center	8	0
Triathlon	5	1
Long term plan for Norwalk Parks and Recreation	4	4
Urgent care facility	0	0

With the assistance of city staff, a steering committee was formed to provide regular input on all phases of the planning project.

MindMixer: a virtual town hall discussion forum

The MindMixer web based platform acted as a virtual town-hall where users generated ideas, helped others evolve their ideas, and ultimately voted and prioritize the best ideas in the community. In addition, residents were able to use in-place social networks (like Facebook and Twitter) to sign-up and

Idea Title	Number of Seconds	Number of Comments
Stormwater detention	9	4
Land developer's responsibility	4	3
Stormwater	1	1
Long-term stormwater vision	1	0

promote the MindMixer website. Finally, the website had built in incentives, like community points, where users are rewarded for participation in the form of community recognition.

Youth Participation

Youth participation in the planning process is a means to educate future community leaders about the importance of planning and how a community operates, and it provided younger community residents the opportunity for meaningful input on shaping the future of their city.

Town Hall Meetings

Town Hall Meetings focused on collecting input from community residents about the future of Norwalk. The consultants conducted dynamic SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis sessions.

Key Person Interviews

There are several stakeholders in Norwalk with diverse interests. The consultants

conducted key person interviews to incorporate this input into the planning pro-

Idea Title	Number of Seconds	Number of Comments
Traffic/Sped Cams. Huh? What are we thinking	7	9
Lower speed limit on Highway 28	8	3
NO SPEED OR RED LIGHT CAMERAS	4	6
Dangerous intersections	3	1
Rental Safety	3	1
Traffic light at Lakewood Drive	3	5
Police presence rather than cameras	7	5
What's next	3	2
Walking/biking bridge across HWY 28	4	1
Mandatory sidewalks throughout city	4	2
Hwy 28 speed	1	4
Rental inspections	1	0
Stop signs	0	0
Traffic cams — Huh? What are you thing? (2)	0	0
No cameras, raise fines	0	0
Speed Zone Study	0	0

cess. The consulting team developed an effective 30 minute interview process where one interviewer can conduct numerous interviews in one day.

Key Person interviews were conducted with representatives from the following stakeholder groups:

- Chamber of Commerce/Economic Development members
- Staff/Planning Commission Members
- School district administration

Public Hearings

Public Hearings before the Planning Commission and City Council were held as the final opportunity to comment on the Comprehensive Plan prior to approval of the plan.

Several of these methods of collecting input will be expanded upon in the following sections of this Chapter.

MindMixer

The consulting team employed the services of MindMixer, based in Omaha, to fulfill one of the aspects of the public participation process. Mindmixer used their resources to assist the City of Norwalk with marketing materials for the launch of the new website/virtual town hall meeting.

The consulting team and staff from MindMixer worked with the City staff to

Idea Title	Number of Seconds	Number of Comments
Senior housing	4	4
Aquatic center	10	18
Current pool	4	2
Norwalk Family Fun Center	3	62
Band shell	3	2
Highway 28/Sunset Road development	3	7
Consider what TIF really is	3	0
Assisted living	1	0
Reduce taxes	1	2
Modular and prefabricated housing development along Hwy 28	1	4
New YMCA	1	3
Community center	0	0
Lower taxes for everyone and maintain slow growth of our city	0	0
Do we get to vote? - Norwalk Fun Center tax subsidies	0	1
Fleur Drive extension	0	0
High volume roads	0	1
Motel	0	0

define the range of engagement that would be undertaken on the Norwalk site. The primary topic areas that were established at the beginning were:

- Transportation Diversity
- Community Health
- Stormwater
- Public Safety
- Growth and Housing Diversity
- One Transformative Project
- Comprehensive Plan Promotion

Idea Title	Number of Seconds	Number of Comments
Route 28 corridor	1	5

Idea Title	Number of Seconds	Number of Comments
Getting the ideas out	1	3