Elevate Indianola

A COMPREHENSIVE PLAN UPDATE PREPARED WITH THE CITIZENS OF INDIANOLA

CITY OF INDIANOLA EST. 1849

Photo credit: Ayrit Photography, 2018

SNYDER
& ASSOCIATES

with assistance from

formation

ADOPTED ON MONTH XX, 2020

Acknowledgments

PROJECT MANAGEMENT TEAM

DREW BRAZIE, PARK COMMISSION
ANITA CHRISTENSEN, SUSTAINABILITY COMMITTEE
JAY COWEN, JERRY'S HOMES
CHARLIE DISSELL, DIRECTOR OF COMMUNITY & ECONOMIC DEVELOPMENT
BRENDA EASTER, INDIANOLA CHAMBER
MICHAEL EGEL, DES MOINES METRO OPERA
NATE FEHL, HY-VEE
RACHEL GOCKEN, WARREN COUNTY ECONOMIC DEVELOPMENT CORP
KENNY HERRING, PEOPLES COMPANY
AARON HURT, INDIANOLA FIRE
JARED JOHNSON, ACCURATE DEVELOPMENT
KEVIN JOHNSON, ACCURATE DEVELOPMENT
BOB LANE, SIMPSON UNIVERSITY
EMMETT KONRAD, HOMETOWN PRIDE
DAVID MAAHS, GREATER DES MOINES PARTNERSHIP
LARRY MCCONNELL, GIB'S A&W
BARB MCMURRY, IOWA REALTY
DAVE MOELLER, CITIZEN / CITY ENGINEER
ANGELA NELSON, HOMETOWN PRIDE
ELODIE OPSTAD, LOCAL HISTORIAN
JOSH RABE, PLANNING & ZONING COMMISSION
MIKE ROZGA, UTILITY BOARD
ART SATHOFF, INDIANOLA SCHOOLS
STACI SCHEURENBRAND, NATIONAL BALLOON CLASSIC
KEITH WELLING, TRUBANK

MAYOR & CITY COUNCIL

KELLY B. SHAW, MAYOR
JOHN PARKER JR., 1ST WARD
BOB KLING, 2ND WARD
JOE GEZEL, 3RD WARD
GRETA SOUTHALL, 4TH WARD
SHIRLEY CLARK, AT LARGE
GREG MERCHANT, AT LARGE

PLANNING & ZONING COMMISSION

JOSH RABE, CHAIRPERSON
JOE BUTLER
AL FARRIS
ERIN FREEBERG
RON FRIDLEY
BECKY NEEDLES
JEROMY PRIBIL
BOB ORMSBY
SARAH RITCHIE
MISTY SOLDWISCH

Photo credit: Ayrit Photography, 2018

Table of Contents

1. INTRODUCTION 7

PURPOSE OF A COMPREHENSIVE PLAN 8
THE PLANNING PROCESS 12
RELATIONSHIP TO OTHER PLANS 18

2. COMMUNITY PROFILE 29

INTRODUCTION 30
EXTRATERRITORIAL JURISDICTION 30
REGIONAL CONTEXT 30
DEMOGRAPHICS 32
POPULATION TRENDS & PROJECTIONS 36

3. LAND USE & GROWTH MANAGEMENT 43

INTRODUCTION 44
LAND CONSUMPTION TRENDS 44
EXISTING LAND USE 46
FUTURE LAND USE 48
PUBLIC FEEDBACK & BEST PRACTICES 57

4. ECONOMIC DEVELOPMENT 59

INTRODUCTION 60
DOWNTOWN & HISTORIC PRESERVATION 60
COMMUNITY CHARACTER 61

Photo credit: Ayrit Photography, 2018

PUBLIC FEEDBACK & BEST PRACTICES 63
ECONOMIC DEVELOPMENT (ED) GOALS.....66

5. HOUSING & NEIGHBORHOODS.....67

INTRODUCTION.....68
CURRENT HOUSING ANALYSIS 68
PUBLIC FEEDBACK & BEST PRACTICES 74
HOUSING & NEIGHBORHOODS (HN) GOALS 74

6. TRANSPORTATION.....75

INTRODUCTION.....76
CONNECTION TO LARGER NETWORK.....76
STREET DESIGN CONCEPTS.....76

STREET CLASSIFICATIONS 78
EXISTING & FUTURE STREET NETWORK 78
PUBLIC FEEDBACK & BEST PRACTICES 85
TRANSPORTATION (TR) GOALS 86

7. COMMUNITY SERVICES 87

INTRODUCTION 88
UTILITIES & SERVICES 88
PARKS & RECREATION 94
PUBLIC FEEDBACK & BEST PRACTICES 101
COMMUNITY SERVICES (CS) GOALS 102

8. THE ENVIRONMENT & SUSTAINABILITY .. 103

INTRODUCTION 104
NATURAL ENVIRONMENT 104
PUBLIC FEEDBACK & BEST PRACTICES 107
ENVIRONMENT & SUSTAINABILITY (ES) GOALS 108

9. IMPLEMENTATION PLAN 111

INTRODUCTION 112
LEADERSHIP & PARTNERS 112
TYPE OF ACTION 115
TIMELINE & REVIEW 116
ED: ECONOMIC DEVELOPMENT 117
HN: HOUSING & NEIGHBORHOODS 123
TR: TRANSPORTATION 126
CS: COMMUNITY SERVICES 130
ES: THE ENVIRONMENT & SUSTAINABILITY 134

Photo credit: Ayrit Photography, 2018

1

INTRODUCTION

PURPOSE OF A COMPREHENSIVE PLAN

WHAT IS A COMPREHENSIVE PLAN?

A GUIDE FOR DECISION MAKERS

A comprehensive plan is a long-range policy manual to guide decisions about the development of a community. A plan does not provide a detailed design for development of specific sites; instead, it sets out broad vision and policy directions for growth, development, and character. A comprehensive plan is the backbone of the community providing consistent direction over time with valuable information and predictability for residents and developers.

This plan analyzes and incorporates a wide variety of components including land use and growth management, economic development, housing and neighborhoods, transportation, community facilities and services, and the environment and sustainability. As a result, this comprehensive plan provides a vision for Indianola's future, helping to guide the growth of the community.

Since the plan is a guidance document, its recommendations must be implemented through the policies, programs, and ordinances dealing with both current and long term concerns and issues. The plan includes an implementation plan that will help city officials and staff to accomplish the goals of the community.

A LEGAL BASIS FOR LAND USE REGULATIONS

Under Section 414 of the Code of Iowa, zoning regulations must be established in accordance with a comprehensive plan. These regulations are designed to promote the health, safety, morals, or general welfare of the community. They also determine how land is developed within a city and in its extraterritorial jurisdiction of up to two miles.

A COMMUNITY'S VISION FOR THE FUTURE

A successful comprehensive plan represents the community's vision for the future and is therefore heavily dependent upon public engagement. Residents, businesses and city staff work together to identify the assets, opportunities, issues, and challenges facing the community and collaborate to develop a vision of the community in the future. Then they prioritize those items and develop a plan of action to achieve that vision.

EVALUATION & AMENDMENTS

The time frame of this comprehensive plan for is approximately twenty years. Each year, the Planning and Zoning Board, Parks and Recreation Board, Board of Adjustments/Appeals, IMU Board of Trustees, Sustainability Committee, Hometown Pride Committee, Transportation Advisory Group, and city staff should review the implementation plan and provide a report of accomplishments and recommend amendments, if necessary. Amendments are likely as external forces and conditions change; however, they should not be taken lightly or approved in contradiction to the overall vision and goals that were identified during the public planning process. Any major changes to the comprehensive plan should be carefully prepared and evaluated with ample opportunity for public input. Needed amendments should be made in accordance with the procedures set forth in Section 165.38 of the City's Zoning Ordinance.

2011 COMPREHENSIVE PLAN

This plan is an update to the 2011 Comprehensive Plan which set forth a vision for a community that would do the following:

- Provide for efficient extension of city services
- Preserve open space and critical environmental areas
- Provide alternative transportation modes
- Provide opportunity for more housing choices

The goals were broken down into the following categories:

- Future Land Use
- Transportation
- Parks and Trails
- Services and Facilities
- Growth Management Plan

This plan has re-evaluated the vision and goals of the 2011 plan and updated them to meet current needs.

CITY OF INDIANOLA MISSION STATEMENT

This plan was developed consistent with the City of Indianola's Mission Statement:

The mission of the City of Indianola is to provide its citizens with quality and ample services at a fair and affordable price.

We strive to improve the livability in our community through personal dedication, integrity, accountability, innovation and sensitivity to the needs of our citizens whom we serve.

Livability will be improved through the provision of first rate public safety and public utilities, education and leisure programs and administrative services.

Our goal is to make each and every citizen proud to be a part of the City of Indianola and to have those who visit want to be a part of it.

THE VISION TO ELEVATE INDIANOLA

The vision to elevate Indianola was developed by the Project Management Team, inspired by the City's mission statement, and refined by the public engagement feedback.

Indianola will be known for high-quality education, a thriving business economy, enriching amenities, and small-town character.

IOWA'S SMART PLANNING PRINCIPLES

The Iowa Smart Planning Principles were signed into law on April 20, 2010 as State Code Chapter 18B: Land Use – Smart Planning. The chapter states, "State agencies, local governments, and other public entities shall consider and may apply the following principles during deliberation of all appropriate planning, zoning, development, and resource management decisions…" Each of these principles has been considered throughout the development of this Comprehensive Plan.

The Smart Planning Principles include:

1. COLLABORATION

Governmental, community, and individual stakeholders, including those outside the jurisdiction of the entity are encourage 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.

THE PLANNING PROCESS

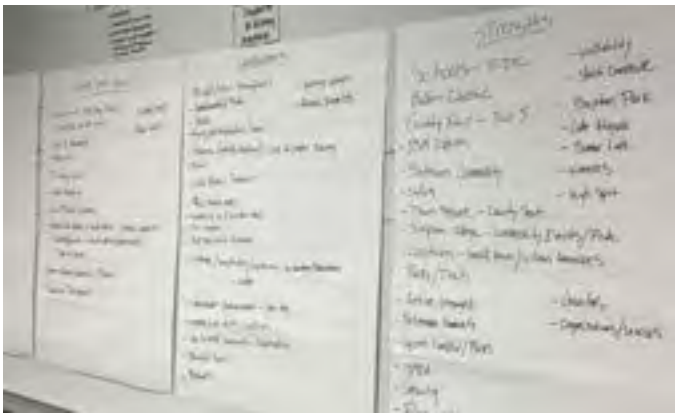
The goals, objectives, and actions set forth in this Comprehensive Plan were developed through a public input process conducted between April and December 2019.

PROJECT MANAGEMENT TEAM

Input was obtained from the Project Management Team through a series of interactive meetings. During these discussions, issues and needs were identified. The direction and comments received were used to establish the goals and objectives for the Comprehensive Plan.

PROJECT MANAGEMENT TEAM MEETING #1

The Project Management Team had its kickoff meeting on Tuesday, April 2, 2019 at Indianola City Hall. Nineteen committee members were in attendance. The planning team presented census data, existing conditions mapping, status of existing plans, and the proposed public engagement process. The team discussed where Indianola is today (both positives and negatives), and where the team would like to see Indianola in the future.



Project Management Team Meeting #1 on 4/2/2019

To articulate their vision for the future, the committee participated in a "headline" exercise in which participants listed the news headlines they wish to read about their community within the next 20 years. These reflected visions for transportation, technology, economic development, education, and recreation. Some headline examples include:

- Indianola - An Iowa Town Where You Can get Anywhere Without a Motor
- Iowa's First Smart City Saves Millions!
- Block Parties on the Rise in Indianola
- Indianola Schools Recognized Nationally for Excellence

The entire results of the interactive exercises from Meeting #1 can be found in the Appendix.

PROJECT MANAGEMENT TEAM MEETING #2

The Project Management Team had its second meeting on June 12, 2019. The planning team summarized the feedback from the first meeting and presented the results of the Simpson Open House and the Tunes and Treats and Talk event. They also presented a summary of the findings of the downtown historic tour. New data and analysis included population projections, housing affordability, future land use, and proposed growth areas.

Project Management Team Meeting #2 on 6/12/2019

The Project Management Team reviewed the draft public survey questions and provided feedback.

The presentation associated with this meeting can be found in the Appendix.

PROJECT MANAGEMENT TEAM MEETING #3

The Project Management Team had its third meeting on August 27, 2019. The planning team presented the results of the online survey, facilitated a discussion on a vision statement, and presented draft goals and objectives, and a future land use map. The committee settled on a vision statement and provided feedback on the draft goals and objectives and future land use map.

The presentation associated with this meeting can be found in the Appendix.

ONLINE COMMUNITY SURVEY

The citywide online survey was open between June 24 and August 19. There were 1,635 participants. The survey was posted on the City's website and distributed via email to all city employees, the Project Management Team, and via Facebook. The Facebook posting garnered 153 shares from other organizations, businesses, and individuals. Circular flyers were made with the website information and approximately 700 were handed out during the Balloon Classic parade asking people to go online to take a survey. The full results of the survey can be found in the Appendix.

Project Management Team Meeting #3 on 8/27/2019

COMMUNITY EVENTS

SIMPSON OPEN HOUSE AND ONLINE SURVEY

An open house for Simpson College students was held on April 29, 2019 between 11:30 am and 2:00 pm. The goal was to engage college students since they represent the largest age group in the city. Thirty students participated in the event. Four public engagement boards were set up asking:

- "How will you decide where you live after graduation?" Career opportunities topped the list, followed by affordability, culture, and entertainment.
- "How could the City enhance your college experience?" Allowing students to live off campus (more apartment options) and bringing an on-call ride service (such as Uber) topped the list. Some students also wanted to bring a Target store to town.
- "How do you think the City should prioritize the following issues?" Increase transportation options topped the list, followed by expand recreational opportunities and public spaces. Third was promote environmentally sustainable practices and combat climate change.
- "Mark areas you like and areas you wish could be improved around town." The top three liked areas included Lake Ahquabi, the town square, and Buxton Park. Areas they wished could be improved include the southwest corner of West 2nd Avenue and South B Street where there is currently a salvage business. They also marked West Iowa Avenue between North Jefferson Way and North D Street, along with North D Street to the campus, noting a desire to have a more attractive route to the entrance of Simpson College.

An online survey specific to the Simpson population was open between April 26 and May 29, 2019. Over that time, 145 students, faculty, and staff completed the online survey. Full results are found in the Appendix.

Simpson Open House held on 4/29/2019

TUNES AND TREATS AND TALK

On June 6, 2019, two identical public engagement tables, each with boards, were set up at the regularly scheduled "Tunes and Treats" event presented by the Parks Department. The event targets senior citizens and the goal was to engage this population group since they are the fastest growing age group in the city. Approximately 12 attendees stopped to engage with the displays.

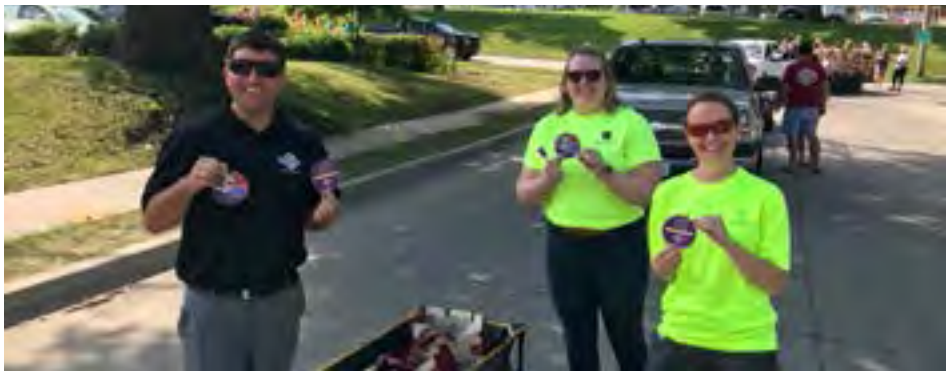
- "Why did you decide to retire to Indianola?" Family, things to do, and "other" topped the list. The "other" category included explanations such as "I've always lived here," and, "I have no reason to move away."

- "How could the City enhance your quality of life during retirement?" Broaden health care services was the number one answer, followed by increasing transportation options and supporting new restaurants and businesses.

Detailed results can be found in the Appendix.

BALLOON CLASSIC PARADE

The parade was held on July 27, 2019 at 11:00 am. A four-inch circular flyer with the website link was created to and out along the parade route. The goal was to establish a broad outreach to the population and solicit feedback via the online survey that was open at the same time. Approximately 700 flyers were distributed.



National Balloon Classic Parade on 7/27/2019

Tunes and Treats and Talk Event held on 6/6/2019

PUBLIC OPEN HOUSE

A public open house was held on October 22, 2019 from 5:30 p.m. to 7:30 p.m. at the Indianola YMCA. A series of display boards were posted around the room representing the highlights of each chapter of the draft comprehensive plan. The draft plan was also available for review and comment. Attendees left 13 written comments. The details of these comments can be found in the Appendix.

After the open house, the draft plan was posted on the City's website and open for public review and comment for one month.

Public Open House on 10/22/2019

P&Z / COUNCIL WORKSHOP

A joint workshop was held on Month XX, 2020.

CITY COUNCIL ADOPTION

The City Council Adopted the plan on Month XX, 2020.

RELATIONSHIP TO OTHER PLANS

Past planning efforts have been incorporated into this comprehensive plan update as appropriate. The following plans were reviewed and incorporated as noted.

2008 TRAILS MASTER PLAN

The Indianola Trails Master Plan was completed on May 21, 2008. The project involved the conceptual design of a recreation trail network throughout and around the city. Seven separate trail areas were identified along with two areas identified as north/south and east/west thoroughfares consisting of four streets each. The project included establishing the general locations and profiles of the concept trails so they can be added as an amenity when the areas develop. For the thoroughfares, the task was to determine if trails could be added to these roadways to enhance the overall system.

Cost opinions were developed for the seven trails on independent alignments and for an additional seven trails that parallel existing roadways.

The plan reviewed the existing on-street bike routes that were designated with “Bike Route” signs. The main purpose of the Bike Route appears to be to connect all the schools and the public library. The majority of the existing Bike Route is still applicable and will enhance the overall trail network, with the exception of the portion that overlaps the Area 1 Trail (along West Girard Avenue between North C and North E Streets). The plan recommended that the bike routes be enhanced with stronger signage than the current “Bike Route” signs.

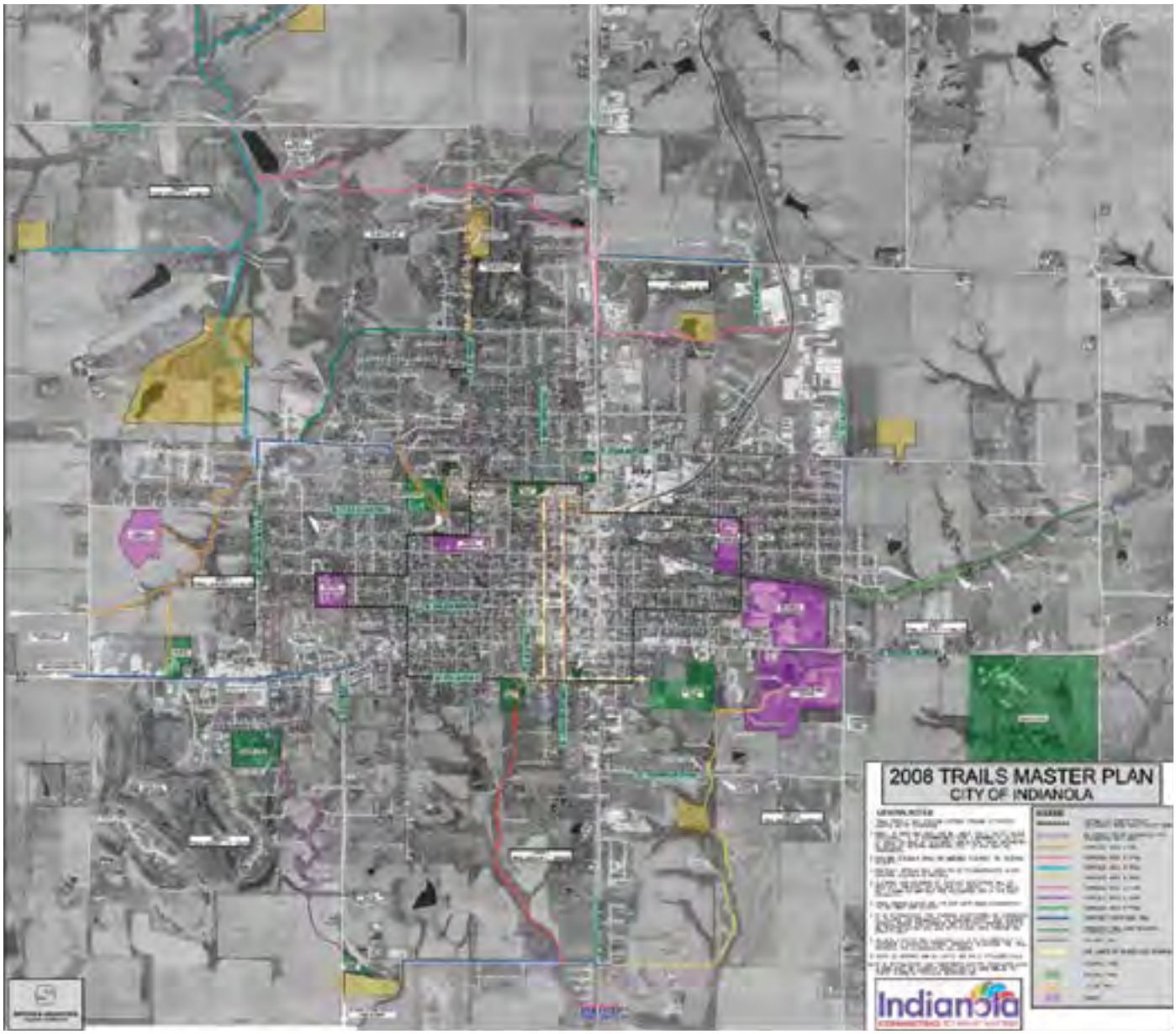
This comprehensive plan update incorporates the recommendations from the 2008 Trails Master Plan. The city may still refer to the 2008 plan for the initial engineering design assessment and cost opinions which should be updated to current dollars if used for programming purposes.

2009 STRATEGIC RECREATION ACTION PLAN

The Indianola Strategic Recreation Action Plan was adopted in February 2009 by the Parks and Recreation Department and contains goals and actions for the future of Parks and Recreation within Indianola.

INDIANOLA PARKS AND RECREATION MISSION STATEMENT (ADOPTED 2003)

The Parks and Recreation Department will be progressive, innovative and resourceful, and will work in partnership with citizens to provide wholesome recreation opportunities for the enjoyment of all people



in the Indianola community. We will also plan, acquire, develop, and maintain quality parks and facilities to enhance the City of Indianola and meet the community leisure time needs.

INDIANOLA PARKS AND RECREATION VISION STATEMENT (ADOPTED 2003)

To have a community with a variety of parks, trails, recreation facilities and activities which are modern, fun, safe and attractive. These facilities and services being highly valued by the community, promoting economic and neighborhood growth and enhancing the quality of life for our local citizens.

Our recreation and park facilities and activities will:

- Show evidence of community pride
- Have man-made and natural environments which are in harmony and balance
- Have parks and open spaces enriching every neighborhood

- Have parks with unique focal points
- Have modern, well-maintained indoor and outdoor recreation facilities
- Have a wide variety of recreation opportunities
- Enhance the physical, social and mental well-being for citizens of all ages and interests

Our tree-lined streets, parks, and trails will:

- Provide good places to live and travel
- Bond neighborhoods together in a continuous fabric of a united and progressive community

The Plan outlines five strategic actions with accompanying goals:

1. Address facility and infrastructure needs for Indianola's Recreation Department
   - Address the immediate indoor space need for Parks & Recreation
   - Identify long-term recreation facility needs of the community not addressed by and in the Immediate Indoor Space Need Study which might include the need for a community recreation center
   - Continue development of the Indianola trails system using the recently adopted Trails Plan
   - Identify long-term outdoor recreation facility needs
2. Communicate effectively with the community through our messaging out and community feedback
   - Provide improved methods for public input and feedback
   - Find new ways to communicate with the public

- Communicate the role of parents in positive character development
- Communicate the importance of parks and recreation

3. Create a stronger foundation of value, quality, variety, fun, and connecting the community by dedicating recreation staff time four times a year to programming brainstorming, trends research and programming improvement with the Recreation Superintendent facilitating the process

4. Increase the quality of recreation programming through the improvement of recruitment, training and performance as the backbone of recreation programming—part-time staff and volunteers, including coaches

   - Perform a thorough review and assessment of current practices used for part-time staffing and best practices
   - Perform a thorough review and assessment of current practices used with volunteers, volunteer coaches, and best practices
   - Gather input from current and part-time staff and volunteers on their motivations for working for Indianola Recreation
   - Develop a new protocol for part-time staff and volunteers focused on program quality improvement while also addressing Indianola Recreation as becoming "the" place to work

5. Clarify and promote Indianola Recreation's philosophy of recreation versus competition in the youth sports programming. Create strategies for partnering with community youth sports organizations that promote youth advancement as they finish their experiences with Indianola Recreation.

   - Identify methods to stress a recreation philosophy in parks and recreation sports.
   - Identify how to partner with specialized youth organizations and teams offering second level sports experiences

2013 INDIANOLA RETAIL ANALYSIS STUDY

The retail potential within Indianola was focused on three sites (Hillcrest Dr. & Jefferson Way; Iowa 92 & R-63; and 111 N Buxton St.) based on the following analyses:

- A primary drive-time trade area was delineated for each site
- The customers in each trade area were segmented according to buying habits and lifestyles
- A profile of Indianola's customers within each of the three trade areas was developed
- The surplus and leakage for 11 major store types and 49 minor store types were determined for the trade area

2013 INDIANOLAA RETAIL ANALYSIS STUDY - RETAIL LEAKAGE				
TRADE POTENTIAL VARIABLES	SITE 1: HILLCREST DR. & JEFFERSON WAY	SITE 2: 111 N. BUXTON ST.	SITE 3: IA 92 & R-63	OVERALL TRADE AREA
ESTIMATED HOUSE-HOLD COUNT	5,587	5,518	5,295	5,734
TRAFFIC COUNT	18,300	15,300	5,900	18,300
TOTAL DEMAND	$204,640,700	$198,672,856	$200,988,523	$207,799,911
TOTAL SUPPLY	$145,818,124	$140,535,650	$144,970,453	$148,476,385
LEAKAGE	($58,822,576)	($58,137,206)	($56,018,070)	($59,323,526)

2014 IOWA UPPER STORY HOUSING FEASIBILITY STUDY

This study evaluates the feasibility of meeting the housing needs and supporting the revitalization of 20 non-metropolitan area cities in Iowa through the creation of additional housing in the upper stories of commercial buildings in the downtown areas.

There was rental and single family housing need, but not a senior housing need. There was an interest for upper story housing in the downtown area. The study estimated that there was potential for 3,397 households (62% of households) that might want to live in an upper story housing unit. That includes singles living alone under age of 65, head of households with no minors, and couples with no minors. There were 43 downtown buildings with existing or possible housing units. This study summarized that the housing shortage in the city was impacting economic development.

The study summarized and ranked each of the cities based upon the people (housing demand), property (housing supply), and place (physical attribute and commercial activity). These categorical rankings were combined to provide a composite ranking for the cities, which influences the likely success of future upper story housing development. Indianola was the fifth highest ranking city in the state.

2016 STRATEGIC PLANNING SESSION

STRATEGIC PLANNING SESSION

The City Council and the Mayor held a work session conducted by the Institute of Public Affairs (IPA) on July 18, 2016. The group identified the following Strategic Focus Areas – key issues of importance to the City of Indianola that needed to be addressed in terms of leadership, direction, goals, programs, policies, and resource allocation in order to achieve the city's mission and strategic vision. Each Strategic Focus Area had objectives identified by the group:

Downtown tour on 5/29/2019

- Economic Development
  - Promote residential development
  - Promote commercial development
  - Promote office/headquarters/satellite facilities
  - Promote tech sector
  - Undertake strategic planning to identify target industries/businesses to locate in Indianola
  - Continue the marketing/branding initiative
- Infrastructure
  - Continue to move forward with the Waste Water Treatment Plant project
  - Develop a street repair/maintenance and financing plan
  - Develop a multi-year Capital Improvements Program and Equipment/Asset Replacement Plan
- Quality of Life
  - Promote construction/expansion of trails

- Seek grants for trail development
- Identify options for encouraging trail planning as part of new subdivision development
- Develop concept and financing plan for beautification of gateways into the city
- Develop a plan for location of new parks for underserved sections of the city, especially north side of Indianola
- Vigorously promote enforcement of property maintenance standards
  - Evaluate city property maintenance codes and revise as appropriate
  - Adopt code enforcement policy

- City Facilities
  - Evaluate existing city facilities (citywide) in terms of meeting current and projected needs
  - Develop plan for enhancing city facilities as may be determined
    - Identify and evaluate potential space need alternatives (such as sharing with other agencies)
    - Identify priorities
    - Develop financing plan
- City Staffing
  - Develop staffing plan to address current and projected needs
  - Evaluate employee wage and benefit packages
  - Continue to evaluate the City's benefit program, mainly health insurance
- Budget and Finance
  - Continue program and actions to enhance the City's financial condition
  - Implement the City's financial policies
  - Evaluate alternatives to address rising costs associated with providing employee health insurance
  - Develop a multi-year Capital Improvements Program and Equipment/Asset Replacement Plan (per Infrastructure Focus Area above)
  - Develop and implement a program to educate the public regarding the issues, trends and challenges related to the City's financial/budgetary situation

After the Strategic Planning Session, the City Council and Mayor were tasked to prepare an "Action Plan" for accomplishing the planning goals that would define the steps that would be needed to accomplish each goal, identify who was responsible for implementation, and establish a timeline for accomplishment. A tracking document last updated on June 14, 2018 was reviewed in the development of this plan.

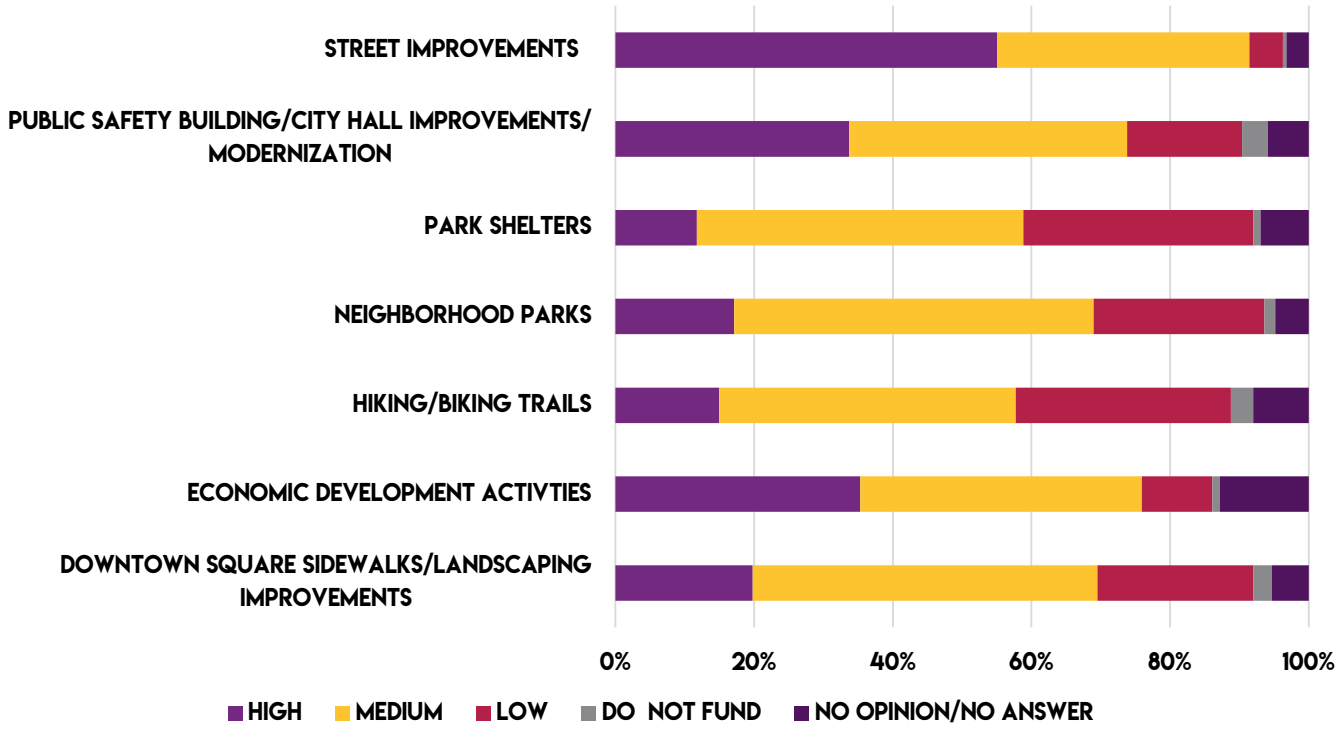
2017 CITIZEN SURVEY

During October and November 2017, the City conducted a public opinion survey. They sent out 894 surveys and received 187 responses (21% response rate). Of those, the following responses are of interest for informing this Comprehensive Plan update.

- 95% think Indianola is a "Nice Place to Live"
- 49% think they receive good value for their taxes
- 92% feel safe
- 41% think the city should encourage residential development through incentives
- 57% think the city should encourage commercial development through incentives
- City services – "satisfied" was the highest percentage of responses

One of the questions asked respondents to rank their priorities for expending capital improvement dollars. Streets improvements, economic development, and city hall/public safety building upgrades ranked highest. The full results are shown in the graph below.

CAPITAL IMPROVEMENT PRIORITIES



2017 WARREN COUNTY HAZARD MITIGATION PLAN

The Indianola Police and Fire Department were involved in development of the Warren County Hazard Mitigation Plan. This plan reviewed development in relationship to floodplain, identified six chemical storage sites of hazardous materials, and identified three historic sites (Science Hall, Indianola High School, and Warren County Court House).

It also identified 18 critical facilities, which are vital for disaster response and essential for returning the jurisdiction's functions to normal during and after a disaster.

The chemical storage sites and critical facilities are depicted on the Environmental Constraints map contained later in this plan.

At the time of this plan, Indianola's 2011 Comprehensive Plan was in effect. The Hazard Mitigation Plan noted, "The Comprehensive Plan directs development away from the floodplain, chemical storage facilities, and major transportation routes. It also limits density in areas adjacent to known hazardous areas, encourages infill development, and clustering of development in sensitive areas. It goes further to encourage elevation of structures located in the floodplain and has a goal to identify areas that need emergency shelters. The plan also encourages the following: preservation of open space in hazard-prone areas; the use of drought tolerant plants; and strengthening retrofits to historic structures."

2018 AMENDED AND RESTATED 1998 CITY URBAN REVITALIZATION PLAN

The overall goal of the Urban Revitalization Plan is to stimulate private development, which leads to long-term increase or stabilization in tax base. It's also designed to minimize development on agricultural land.

This plan update applies to everything within city boundaries and everything that may be annexed in the future. It specifies that residential, multi-residential, and commercial properties may be eligible to receive total or partial exemption from property taxes on improvements for a specified number of years. Residential, commercial or multi-residential development with three or more separate living quarters and 75% of space for residential may receive a tax exemption for five years, diminishing from 100% the first year to 20% the fifth year. Commercial or multi residential development without three or more units may receive a tax exemption for four years, diminishing from 80% the first year to 20% the fourth year.

The City also has a Tax Increment Financing (TIF) program. If a property benefits from TIF, it may not be eligible for abatement under the Urban Revitalization Plan.

2018 DOWNTOWN ASSESSMENT VISIT REPORT

The Iowa Downtown Resource Center, part of the Iowa Economic Development Authority, conducted an assessment of downtown Indianola from September 15-17, 2018. The team reviewed materials supplied prior to the visit, toured the city, and walked through the downtown commercial district. They also interviewed approximately 90 community leaders, individuals and groups representing the public and private sectors, conducted a community meeting, and a provided verbal report. These activities resulted in the recommendations for the following focus areas:

- Business Friendly
  - Improve signage
  - Balanced business mix
  - Business development
  - Maintenance
  - Review codes/ordinances
- Public Spaces and Programming
  - New community gathering space
  - Keep the square programmed
- Building Development
  - Community Catalyst Building Remediation Grant
  - CDBG Downtown Revitalization Fund
  - Façade grant program
  - Review codes/ordinances
  - Include Downtown Development section in Comprehensive Plan
- Streetscape
  - Gateways to downtown
  - Prioritize people
  - Greenspace/lingering

- Communication and Collaboration
  - Continue meetings
  - Broader group communication
  - Create brand identity and logo
  - Marketing and public relations
- Make Downtown a Destination
  - Think like a tourist
  - Program the square/downtown

2019 CITY SQUARE MASTER PLAN

The overall goal of the City Square Master Plan is to create a more pedestrian friendly, inviting and activated space where businesses thrive and where residents and visitors choose to spend time. The steering committee recommends a master plan that includes the following design elements and features:

- Bump outs at crosswalks
- Colored concrete and/or contrasting pavers
- Increased sidewalk widths that can accommodate adjacent business related activities
- Parallel parking on the business side and angled parking on the justice center side
- Street furnishings that include benches, refuse containers, street trees, raised architectural planters and bike racks
- Two-way traffic
- Wayfinding monuments

The recommendations of the City Square Master Plan have been incorporated into this Comprehensive Plan as appropriate.

Photo credit: Ayrit Photography, 2018

2

COMMUNITY PROFILE

INTRODUCTION

Indianola is located in central Iowa, approximately six miles south of the City of Des Moines, the state capital. With direct access to employment centers in Des Moines and the Des Moines International Airport, the City of Indianola is part of the growing Greater Des Moines metropolitan area. As the county seat of Warren County, Indianola also has its own unique identity and a strong sense of community and place.

EXTRATERRITORIAL JURISDICTION

The study area for this plan comprises the area within the corporate limits of the City of Indianola as well as the entire area falling within two miles of the corporate limits.

The City of Indianola is approximately 11.31 square miles in size. The surrounding study area, typically referred to as the "extraterritorial planning area" in this plan, covers an area approximately 55 square miles in size.

The City's right to regulate zoning within the extraterritorial area s granted by Iowa Code Section 414.23 stating, "The powers granted by this chapter may be extended by ordinance by any city to the unincorporated area up to two miles beyond the limits of such city, except for those areas within a county where a county zoning ordinance exists."

The State Code does not address the authority for a city to designate future land use outside their boundary, but this would be implied by the right to regulate zoning, since zoning must be based upon a comprehensive plan (Iowa Code 414.3). Therefore, Indianola may create future land use designations outside its jurisdiction, but they have no enforcement ability codified by the State.

Warren County does have zoning within the extraterritorial planning area of Indianola, so Indianola may not zone this area. However, since the city may be impacted by development within the extraterritorial planning area and may want to annex properties within this area in the future, the city and county may create an agreement in which the city is allowed to review developments in the extraterritorial planning area for compliance with this Comprehensive Plan.

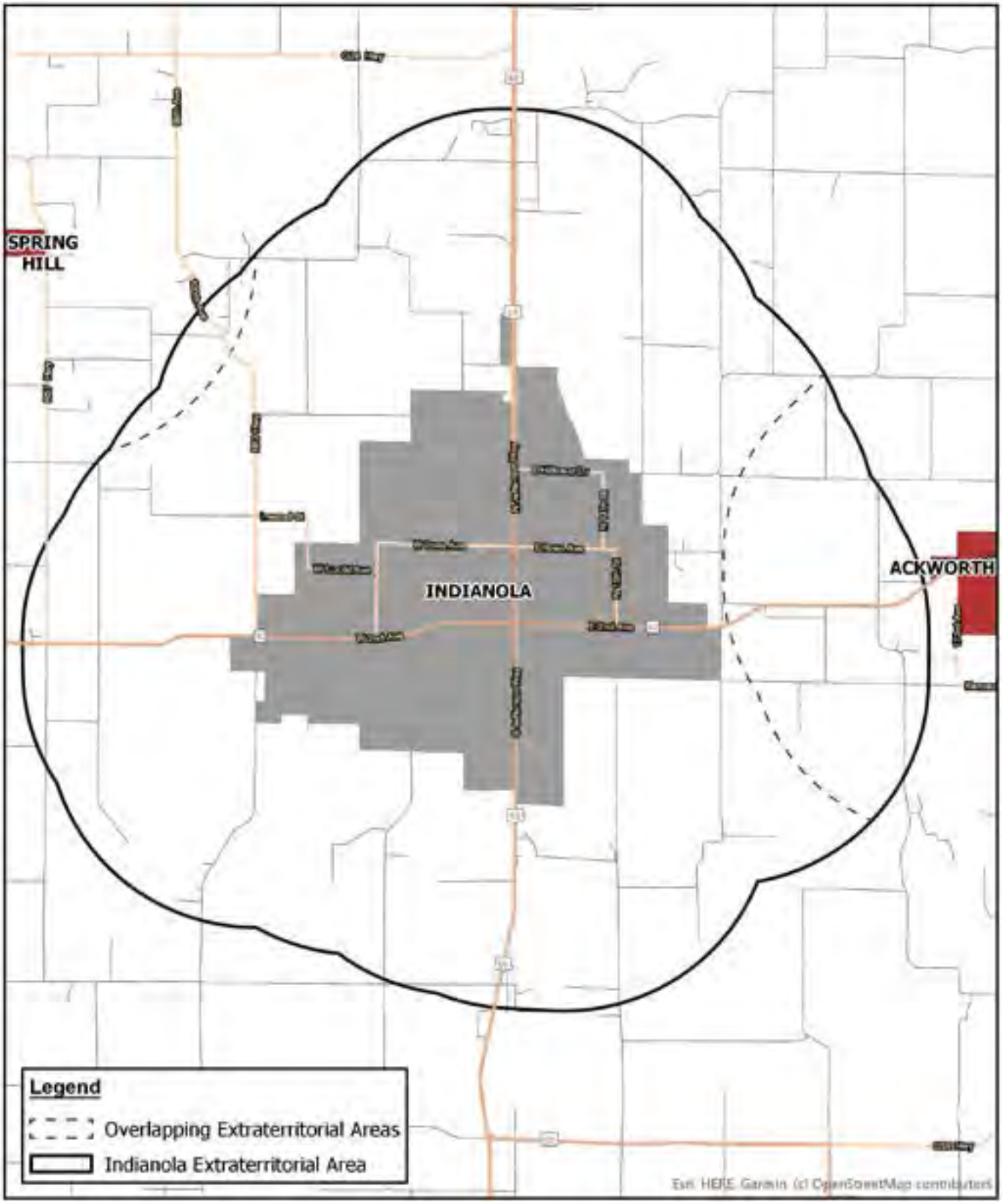
Indianola's extraterritorial planning area does not include the incorporated area of any other city. However, the extraterritorial area for the City of Ackworth overlaps the section of Indianola's planning area that is located east of 150th Avenue. There is also a small overlap with the extraterritorial planning area for the City of Spring Hill located west of 110th Avenue, between Indiana Street and Grimes Street. This area has not been identified as an expansion area for the City of Indianola.

REGIONAL CONTEXT

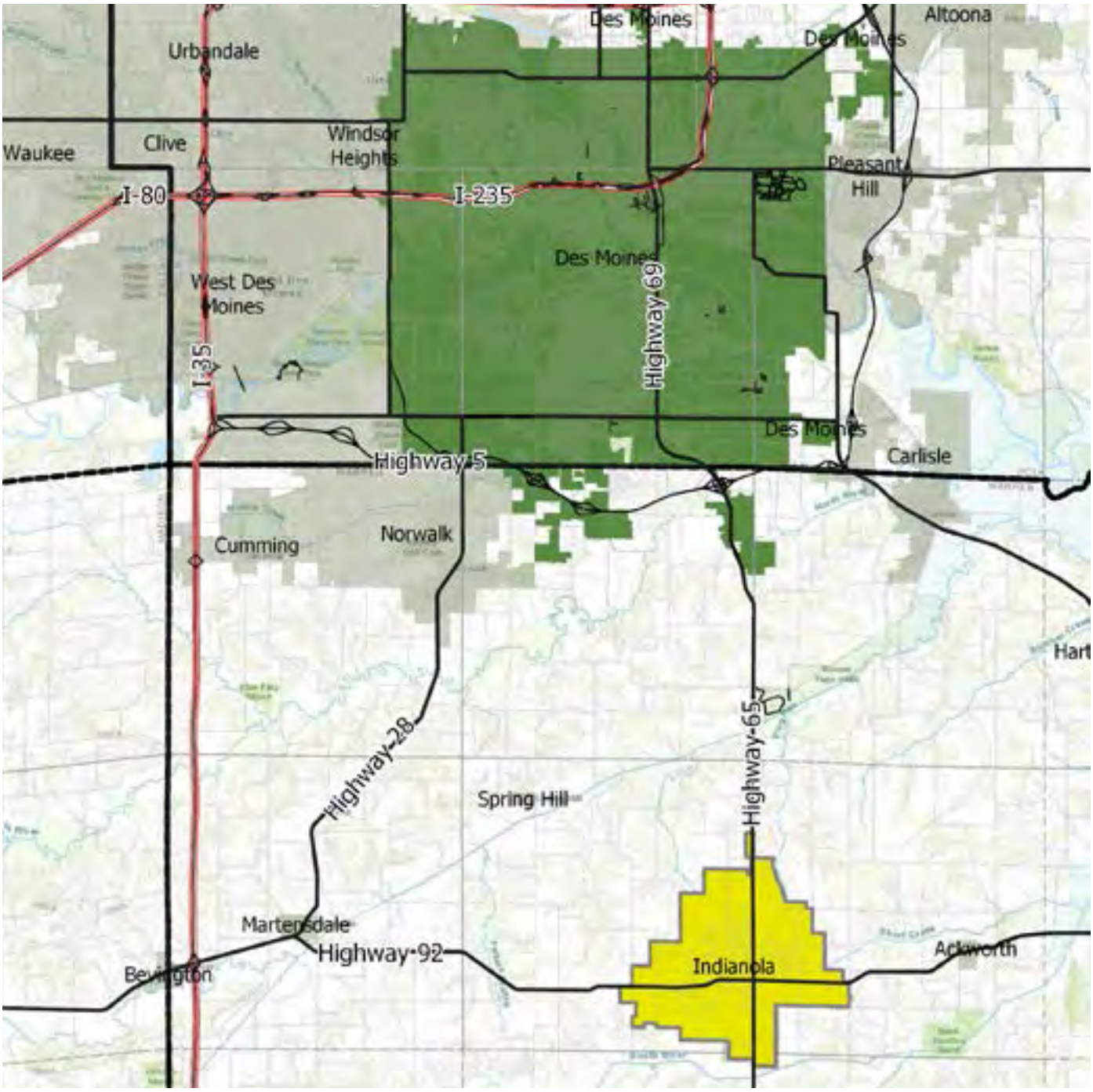
Indianola is a community set between two rivers - the Middle River to the north and the South River to the south. Iowa Highway 92 generally follows the ridgeline dividing the drainage basin of these two rivers. The area surrounding the city is dominated by rolling terrain. These rivers, along with their tributaries and associated

woodlands and rolling hills, provide an exceptional natural environment for the community. Indianola is located approximately six miles south of the Des Moines city limits. US Highway 65/69 bisect the community from the north/south while Iowa Highway 92 bisects the community east/west.

INDIANOLA EXTRATERRITORIAL JURISDICTION



INDIANOLA REGIONAL CONTEXT



DEMOGRAPHICS

AGE & SEX

In 2000, the median age of Indianola was 33.7 years. That number has increased by one year to 34.7 in 2017. It is important to look further into the specific age groups to determine which are growing and at what rate. The table on the next page illustrates the percent change and observed change from 2000 to 2017 among

various age groups. The elderly population, age 60 and over, experienced the biggest observed and percent change in population of 1,136, resulting in 46% growth. Ages 5-9 years saw a 38% increase in population while ages 20-60 were around 10%.

AGE COHORT POPULATION CHANGE 2000-2017 - INDIANOLA				
AGE GROUP	2000	2017	PERCENT CHANGE	ABSOLUTE CHANGE
UNDER 5 YEARS	867	950	+10%	+83
5-9 YEARS	820	1,128	+38%	+308
10-14 YEARS	844	905	+7%	+61
UNDER 19 YEARS	3,767	4,389	+17%	+622
20-39 YEARS	3,791	4,286	+13%	+495
40-59 YEARS	2,993	3,321	+11%	+328
60+ YEARS	2,447	3,583	+46%	+1,136

To further illustrate the movement in population, the population pyramids on the next page show the comparison of population change from 2010 to 2017 in five year age groups. The main populations worth noting include residents 60-64, which increased approximately 34.5%; ages 55-59 increased at a rate of 30.3%; and ages 65-69 increased at a rate of 27.4%. In 2017, approximately 28.3% of the population was school-aged residents under the age of 19 years compared to 29% in 2010, indicating a growing, yet aging population.

Indianola is home to Simpson College. Simpson College had 1,479 enrolled students in the 2017-2018 school year. The breakdown by gender was 665 male and 814 female. Of the 1,479 students, 1,432 were enrolled in undergraduate programs and 47 were enrolled in graduate programs. It's unknown how many of these students have permanent living quarters in Indianola and how many live elsewhere, or how many claim their home address in the place they were raised. The population pyramids on the next page do, however, indicate a large number of college-age individuals who identify Indianola as their place of residence.

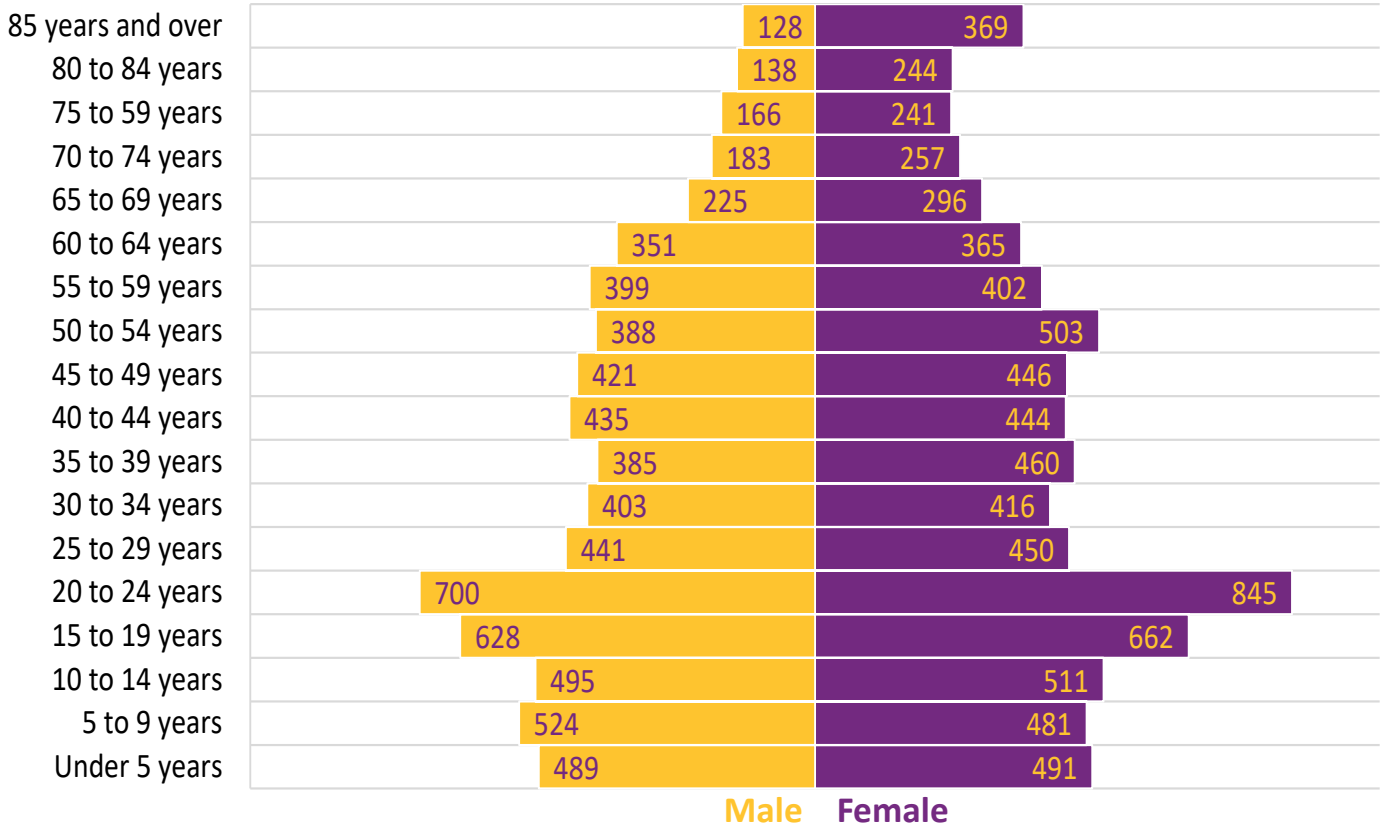
RACE

Indianola's racial composition is predominantly white as it consumes 95.2% of the total population. Hispanics account for 2.4% of the population, while 1.4% of residents identified as Some Other Race. African Americans, American Indians, Asians and Pacific Islander all made up the remaining less than 1% of the population.

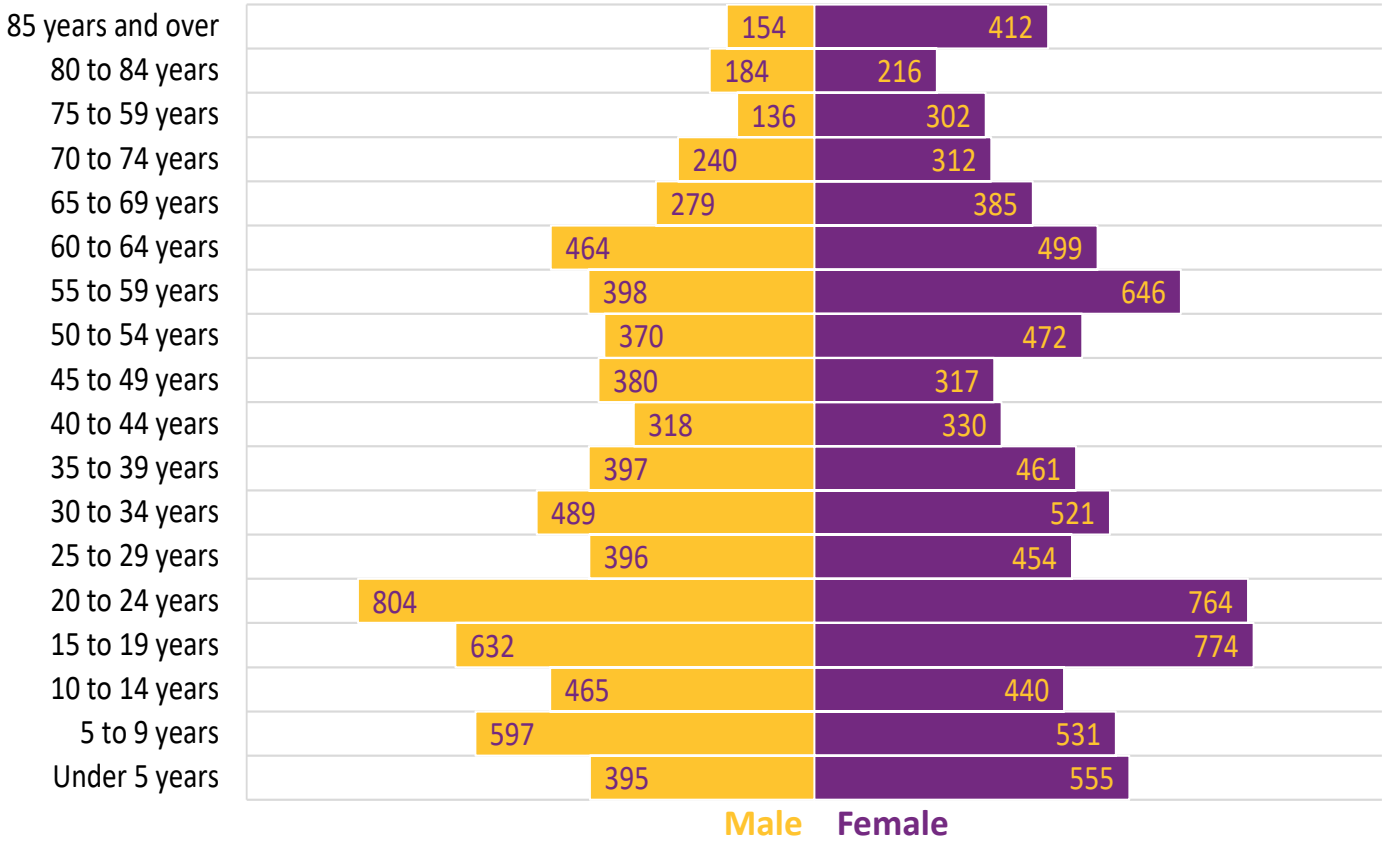
INCOME

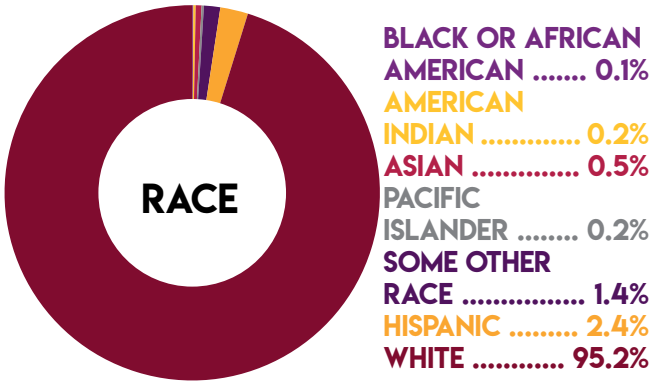
Indianola incomes are lower than the county level but are increasing at a slightly faster rate. The 2017 median household income in Indianola was $55,634, while Warren County's median household income was $71,514, a difference of $15,880. Indianola has seen growth of 27.2% since 2000, while Warren County has experienced a 26.9% increase in median income.

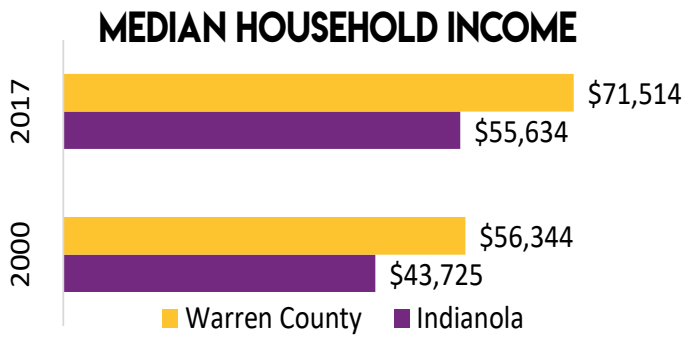
2010 POPULATION PYRAMID



2017 POPULATION PYRAMID

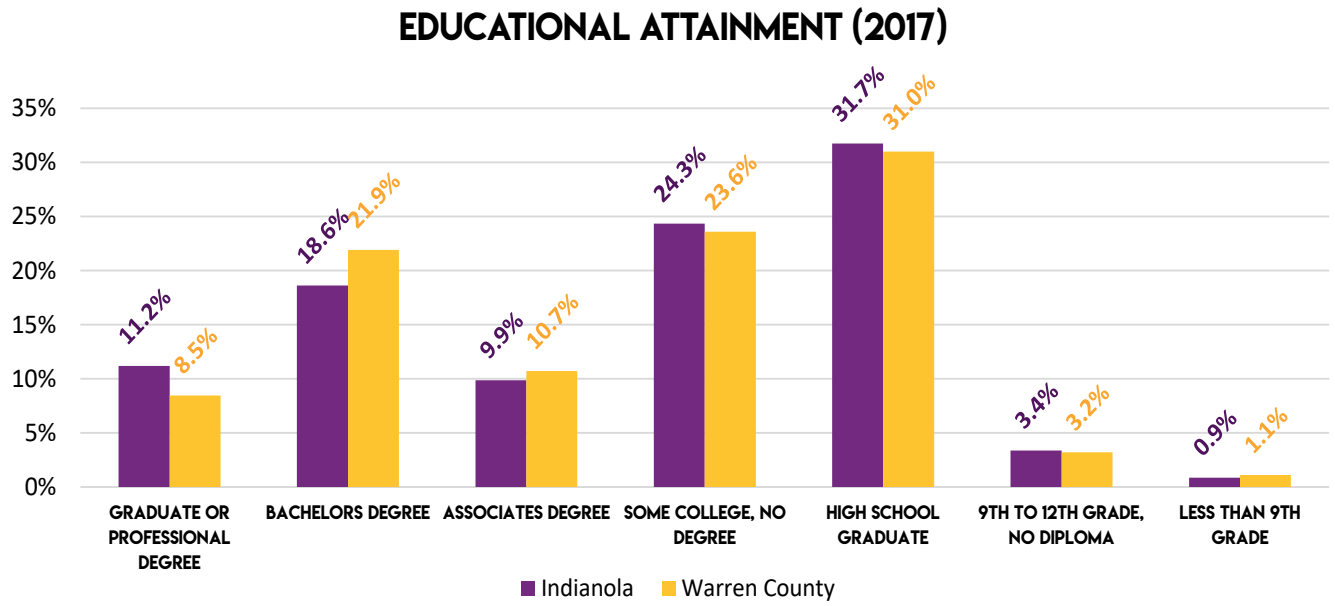






EDUCATIONAL ATTAINMENT

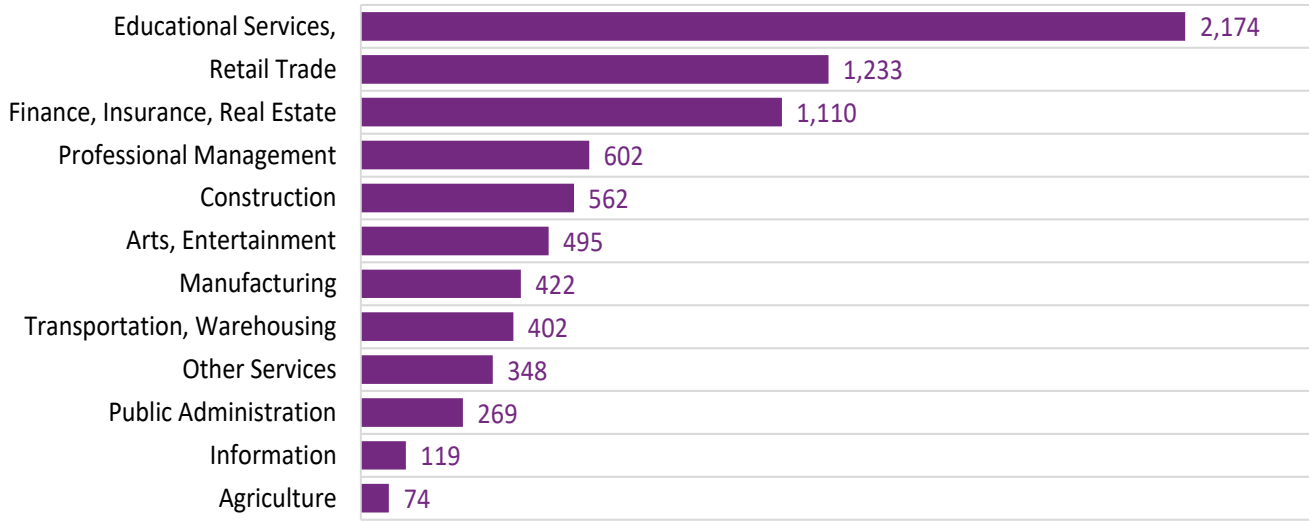
The 2017 American Community Survey states that 11.2% of residents have obtained a graduate or professional degree, higher than Warren County of 8.5%. However, Indianola has a lower percentage of residents that have obtained a Bachelor's Degree (18.6%) or Associates Degree (9.9%) than Warren County at 21.9% and 10.7%, respectively. This could be attributed to the presence of Simpson College, which makes up a large demographic of the population that are currently working towards a college degree but hasn't been completed.



INDUSTRIES

Indianola is primarily a residential community with few large employers and many commuters to the Des Moines metro. These numbers represent the industries Indianola residents work in, in both Indianola and the surrounding metro. Indianola has an estimated 12,219 residents aged 16 years or older, with approximately 7,956 of those residents currently employed. Educational Services makes up the largest employment sector within Indianola with 27.8% of the jobs. Retail Trade sectors account for 1,233 jobs, or 15.8% of employment. These two industries account for roughly two of every five jobs. Other leading industries by employment include Finance, Insurance, Real Estate (14.2%), Professional Management (7.7%) and Construction (7.2%).

TOP INDUSTRIES OF EMPLOYMENT



POPULATION TRENDS & PROJECTIONS

HISTORICAL POPULATION

Warren County was formed in 1846 and was named after General Joseph Warren. In 1849, Indianola was founded as the county seat near the geographic center of the county. The city had a population of 836 at the time of its first census in 1860. The community then grew quickly during its first few decades of existence.

After 1890, population growth slowed and became somewhat more erratic until around 1950. At that time, automobile use expanded and Des Moines became a center for employment, commerce, and entertainment. With its close proximity to the state capital, Indianola went through a period of rapid growth from around 1950 until the 1980s. Early economic development of the community largely depended upon the manufacturing of automotive accessories and plastics.

During the same period of time, an increasing percentage of Indianola and Warren County residents began to commute to work in the urbanized area of Des Moines. As a result, Warren County became included in the Des Moines Metropolitan Statistical Area, which also includes Polk and Dallas Counties.

Reflective of the national recession in the real estate industry during the mid-1980s, Indianola's growth tapered off to 4.6% during that decade. During the two decades that followed, Indianola's population growth increased once again. While current growth is not as rapid as experienced in the 1950s, the approximately 1.3% average annual growth rate is healthy.

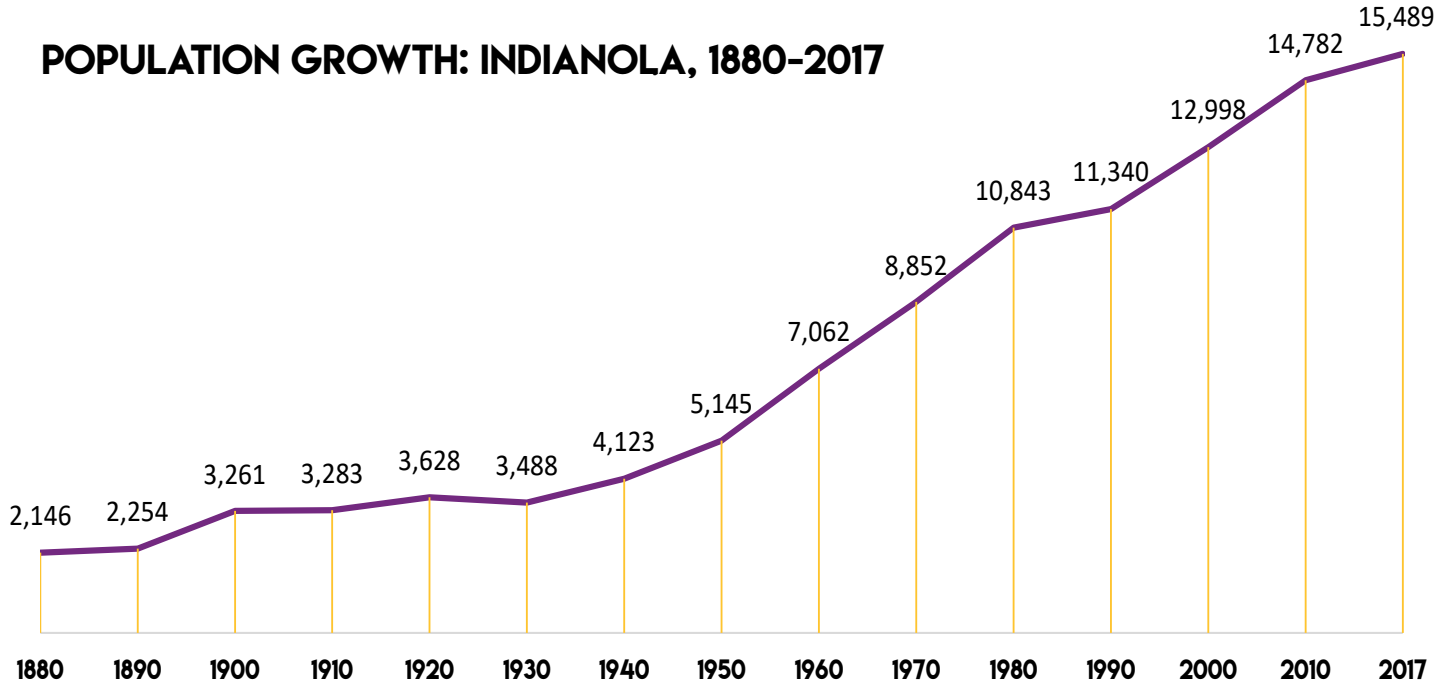
CENSUS DATA		
YEAR	POP.	% CHANGE
1860	836	-
1870	1,428	+70.8%
1880	2,146	+50.3%
1890	2,254	+5.0%
1900	3,261	+44.7%
1910	3,283	+0.7%
1920	3,628	+10.5%
1930	3,488	-3.9%
1940	4,123	+18.2%
1950	5,145	+24.8%
1960	7,062	+37.3%
1970	8,852	+25.3%
1980	10,843	+22.5%
1990	11,340	+4.6%
2000	12,998	+14.6%
2010	14,782	+14.4%
2018	16,071	+10.9%

Growth has remained steady between 1990 and 2017. The American Community Survey estimates the 2017 population to be 15,489.

Since 2000, Indianola has grown at the same rate as Warren County, 19.0%. In comparison, this is higher than Carlisle (16%), but lower than Altoona (68%), Norwalk (48%) and Pleasant Hill (90%). With increased growth in Indianola, decision makers will need to analyze the population change at a deeper level. By evaluating movements among age groups, officials can determine what type of infrastructure to invest in for the future. For example, with an increase in younger population, development efforts may be focused on school and recreational infrastructure. Older populations would indicate funding efforts on health care and affordable living.

	1970	1980	1990	2000	2010	2018 EST.	% CHANGE '70 - '90	% CHANGE '90 - '10	% CHANGE '00 - '18
INDIANOLA	8,852	10,843	11,340	12,998	14,782	16,071	+28%	+30%	+24%
CARLISLE	2,246	3,073	3,241	3,497	3,876	4,282	+44%	+20%	+22%
ALTOONA	2,883	5,764	7,242	10,345	14,451	18,844	+151%	+100%	+82%
NORWALK	1,745	2,676	5,726	6,884	8,945	11,517	+228%	+56%	+67%
OSCEOLA	3,124	3,750	4,164	4,659	4,929	5,193	+33%	+18%	+11%
PLEASANT HILL	1,535	3,493	3,671	5,070	8,785	10,064	+139%	+139%	+99%
WARREN COUNTY	27,432	34,878	36,033	40,671	46,225	51,056	+31%	+28%	+26%

POPULATION GROWTH: INDIANOLA, 1880-2017



POPULATION PROJECTIONS

2018 POPULATION ESTIMATE

According to the US Census Bureau Annual Estimates Program, the population of Indianola was approximately 16,071 people in 2018.

PROJECTION METHODS

The following projection methods use historical population data to predict the population change to 2040. Projections are prepared with an incremental update every five years.

ALTERNATIVE 1: LINEAR CURVE PROJECTION

The Linear Curve Projection assumes that the future population will change by the same absolute number over a given period of time, as occurred during the base period. The average change in population per year based on the absolute population change between 1880 and 2018 was calculated using the following formulas:

Growth Rate = r = (PL - PF) / (YL - YF)

Future Population = PL + r * yp

where: PL = Population in last year of period; PF = Population in first year of period; YL = Last year of the period; YF = First year of the period; yp = number of years projecting forward

Using this formula, the 2040 Indianola population is projected to be 19,040.

ALTERNATIVE 2: EXPONENTIAL PROJECTION

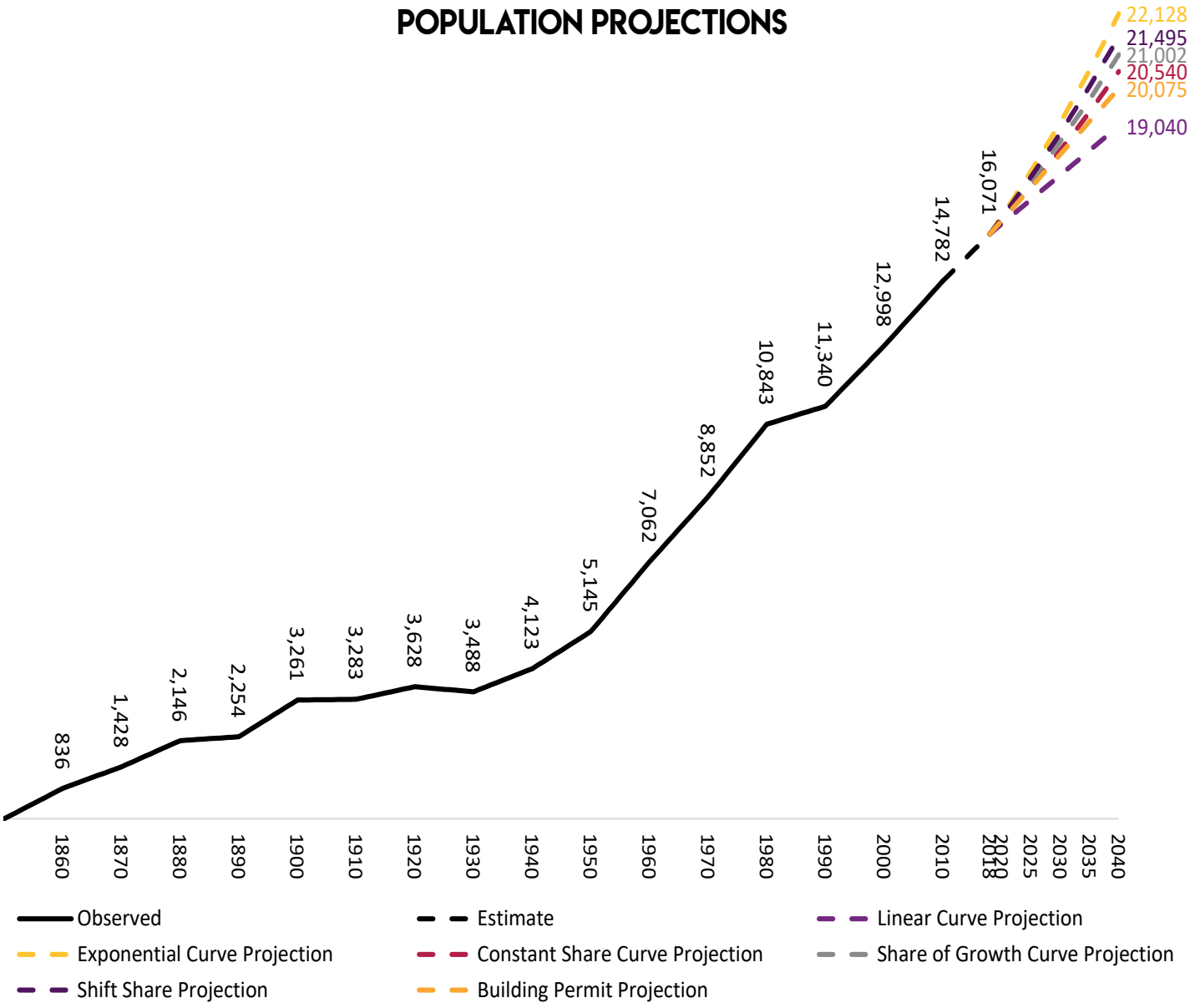
The exponential alternative is similar to the geometric method, but views change as occurring continuously rather than at discrete intervals. It uses the natural logarithm (ln) of 2.71828 to calculate the exponential growth annually. The rate of change in population between 1880 and 2018 was calculated using the following formulas:

Growth Rate = r = ln(PL / PF) / (YL - YF)

Future Population = PL * e(r * yp)

where: PL = Population in last year of period; PF = Population in first year of period; YL = Last year of the period; YF = First year of the period; yp = number of years projecting forward; e = Euler's number = 2.71828

Using this formula, the 2040 Indianola population is projected to be 22,128.



ALTERNATIVE 3: CONSTANT SHARE PROJECTION

Alternative 4 assumes that the smaller area's share of the larger population is held constant at a level observed during the base period and that small areas will grow at the same rate as the larger area. It is estimated that Indianola was 31% the size of Warren County in 2018. The rate of change in population between 1880 and 2018 was calculated using the following formula:

Future Population = (PL / PCL) * PCPR

where: PL = Population in last year of period; PCL = Population in Warren County in the last year of the period; PCPR = Projected population in Warren County for the same year Indianola is projecting to

Using this formula, the 2040 Indianola population is projected to be 20,540.

ALTERNATIVE 4: SHARE OF GROWTH PROJECTION

The Share of Growth projection technique or apportionment, assumes the smaller areas share of the percent change in population in the larger area will be the same over the projection horizon, as occurred during the base period. The rate of change in population between 1880 and 2018 was calculated using the following formulas:

$$\textbf{Growth Rate} = r = (PL - PF) / (PCL - PCF)$$

$$\textbf{Future Population} = PL + r * (PCPR - PCL)$$

where: PL = Population in last year of period; PF = Population in first year of period; PCL = Population in Warren County in the last year of the period; PCF = Population in Warren County in the first year of the period; PCPR = Projected population in Warren County for the same year Indianola is projecting to

Using this formula, the 2040 Indianola population is projected to be 21,002.

ALTERNATIVE 5: SHIFT SHARE PROJECTION

The Shift Share alternative is designed to deal with changes in population shares. It modifies the constant share method by adding a shift term to account for differences in population variables and characteristics; for example, population could shift between urban and rural areas. The rate of change in population between 1880 and 2018 was calculated using the following formula:

$$\textbf{Future Population} = PCPR * (PL / PCL + (yp / (YL - YF)) * (PL / PCL - PF / PCF))$$

where: PL = Population in last year of period; PF = Population in first year of period; YL = Last year of the period; YF = First year of the period; yp = number of years projecting forward; PCL = Population in Warren County in the last year of the period; PCF = Population in Warren County in the first year of the period; PCPR = Projected population in Warren County for the same year Indianola is projecting to

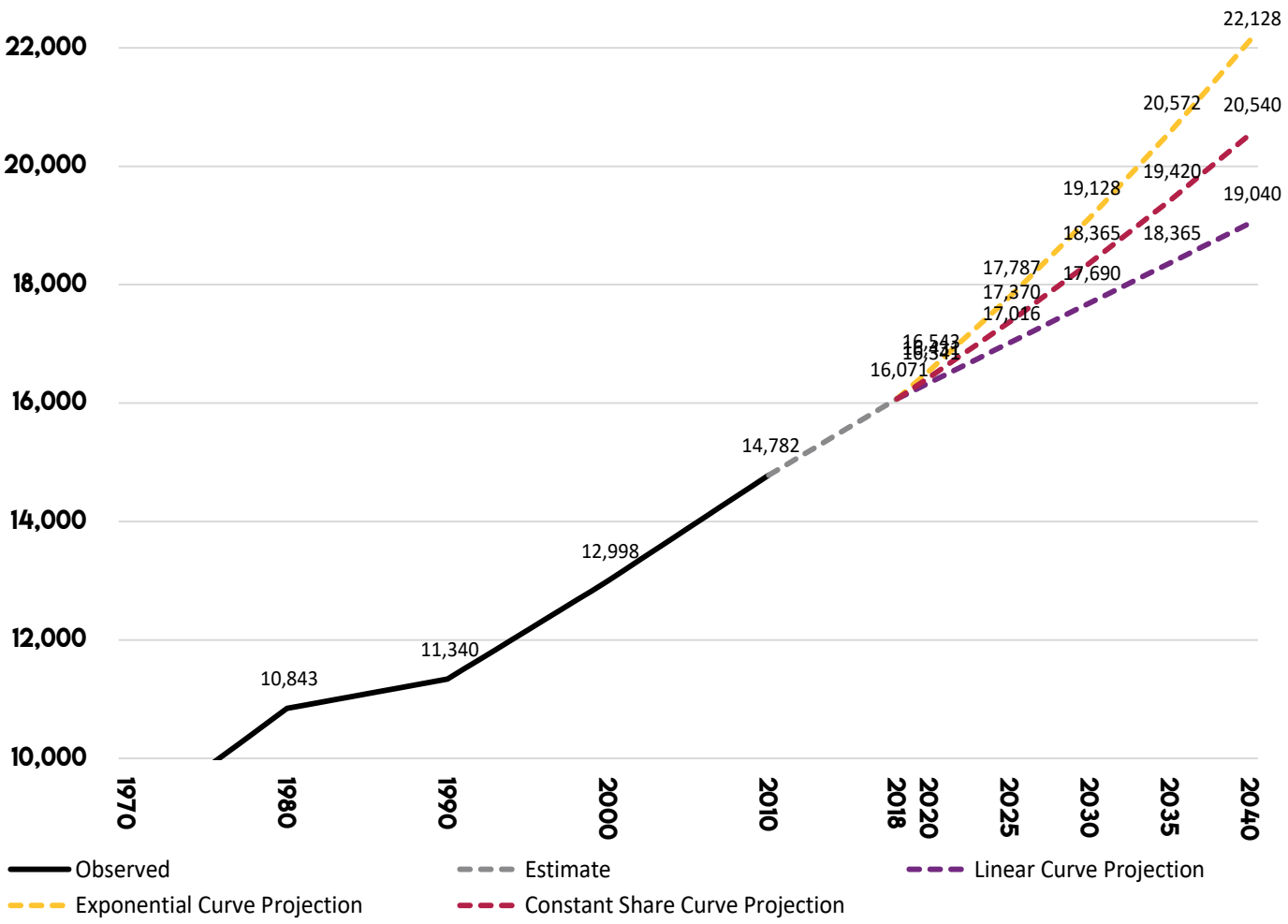
Using this formula, the 2040 Indianola population is projected to be 21,495.

ALTERNATIVE 6: AVERAGE BUILDING PERMIT PROJECTION

Alternative 7 uses the average number of building permits from 1990 to 2018 based off the building permit data provided by the City of Indianola. Based on this data, the average number of building permits issued per year was 75 units. With 75 new permits issued per year and an estimated 2.42 people per household, the additional population per year would be 182 resulting in a 2040 population projection of 20,075.

POPULATION PROJECTION EVALUATION

In attempting to accurately project the population of Indianola in 2040, the alternatives were analyzed. Three methods were selected indicating distinct ranges: low, medium, and high projection. Using the alternatives to develop a growth range gives decision makers and planners tools to use for future development assessments.



Choosing an appropriate population projection range is extremely important. Selecting a range that is too high or too low can lead to challenges when developing land, housing, and infrastructure. Underestimating the rate of population growth can lead to shortages of infrastructure and land, while overestimating can result in unnecessary upgrades and money spent on infrastructure and development.

All alternatives were considered and the selected range in population projections is approximately 19,040 to 22,128 people by 2040. The mid-range projection is used for projecting future land use needs.

LOW PROJECTION

Alternative 1 (Linear) of 19,040 people was selected as the low alternative due to its actual observed growth trends within the community. This projection assumes the future population will change by the same absolute number over time of 135 residents per year.

MEDIUM PROJECTION

Alternative 4 (Constant Share) of 20,540 people was selected as the medium projection. Indianola has experienced growth rates comparable to that of Warren County, and lower than communities closer to the Des Moines metro. If growth continues to take place near the metro and not in Warren County, Indianola's growth rate will be relatively slow and stable.

HIGH PROJECTION

The high projection was selected from Alternative 3 (Exponential). The population was projected at 22,128. This is slightly faster than the average building permit method. City staff should monitor the number of building permits issued per year for comparison to make sure this projection remains accurate.

The spread between the three projections varies in terms of the average annual population growth rate after 2018, with the low projection assuming a 0.8% annual average growth rate, the medium projection assuming 1.3%, and the high projection assuming 1.7%.

3

LAND USE & GROWTH MANAGEMENT

INTRODUCTION

To manage growth and guide land use decision-making, this chapter contains background information on historic land use patterns and recent development trends. The purpose of this inventory is to identify areas, intensities, and timing for potential future development as well as areas for long-term preservation. This chapter reflects forecasted population, housing, and commercial growth based upon existing and future capacities.

LAND CONSUMPTION TRENDS

LAND CONSUMPTION BY LAND USE CLASSIFICATION

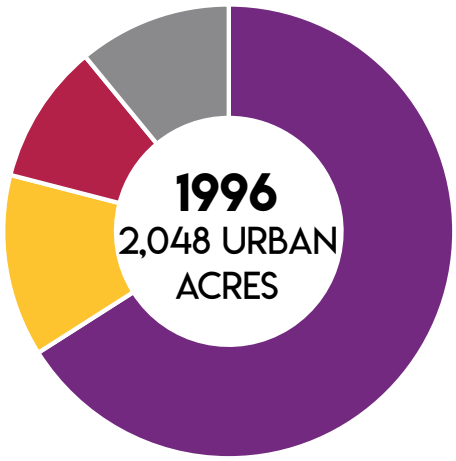
One method of evaluating Indianola's land use consumption is to compare the area of different classifications of land use areas over time. A comparison of current land in contrast to the 1996 and 2011 Comprehensive Plans is summarized in the table on the next page. (The 2003 Comprehensive Plan did not include existing land use areas and is therefore not referenced.)

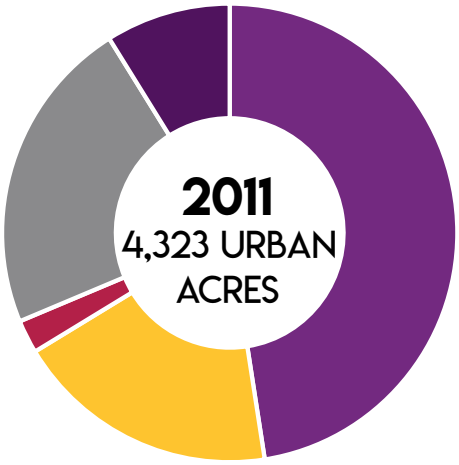
INDIANOLA'S LAND CONSUMPTION BY LAND USE CLASSIFICATION (IN ACRES PER THE 1996 AND 2011 COMPREHENSIVE PLANS)

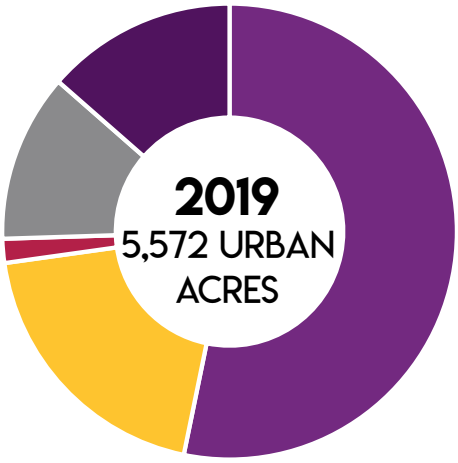
LAND USE	1996	2011	2019	AVERAGE ANNUAL LAND CONSUMPTION	AVERAGE ANNUAL GROWTH RATE
Residential	1,352	2,055	2,966	70	5.2%
Commercial	266	813	1,090	36	13.5%
Industrial	205	102	95	(5)	(2.3%)
Civic/Tax Exempt	225	969	665	19	8.5%
Right-Of-Way	-	384	756	46	12.1%
Total Urbanized Area	***2,048***	***4,323***	***5,572***	***166***	***7.5%***

It should be noted that, while it appears the total area currently classified as industrial land use is less than the area so classified in 1996, that reduction may be explained in part by differences in the way certain properties were classified. The classifications in the 2011 Ppan are based on Warren County's land use classifications for tax purposes, while the 1996 Comprehensive Plan may have used their own method of classification. While there are some differences in the way information was gathered and tabulated, it's still possible to draw some general conclusions about changes in the city's land consumption over the last fifteen years.

Between 1996 and 2019, Residential Land Use acreage increased by an average rate of 5.2% per year. During this same time, Commercial acreage increased at a more significant average rate of 13.5% per year. Civic/Tax Exempt acreage also saw an increase at an average of 8.5% growth each year. In contrast, Industrial acreage saw an average decrease in acreage of an average of 2.3% each year over this 23 year period. The 1996 Comprehensive Plan did not measure the number of acres that were right-of-way, so we cannot determine an average rate of growth over the same 23 year period as the other Land Use classifications, however it can be observed that between 2011 and 2019 Right-Of-Way saw an average increase in acreage of 12.1% each year.







1996	2011	2019
RESIDENTIAL 66%	RESIDENTIAL 48%	RESIDENTIAL 53%
COMMERCIAL 13%	COMMERCIAL 19%	COMMERCIAL 20%
INDUSTRIAL 10%	INDUSTRIAL 2%	INDUSTRIAL 2%
CIVIC/TAX EXEMPT 11%	CIVIC/TAX EXEMPT 22%	CIVIC/TAX EXEMPT 12%
	RIGHT-OF-WAY 9%	RIGHT-OF-WAY 14%

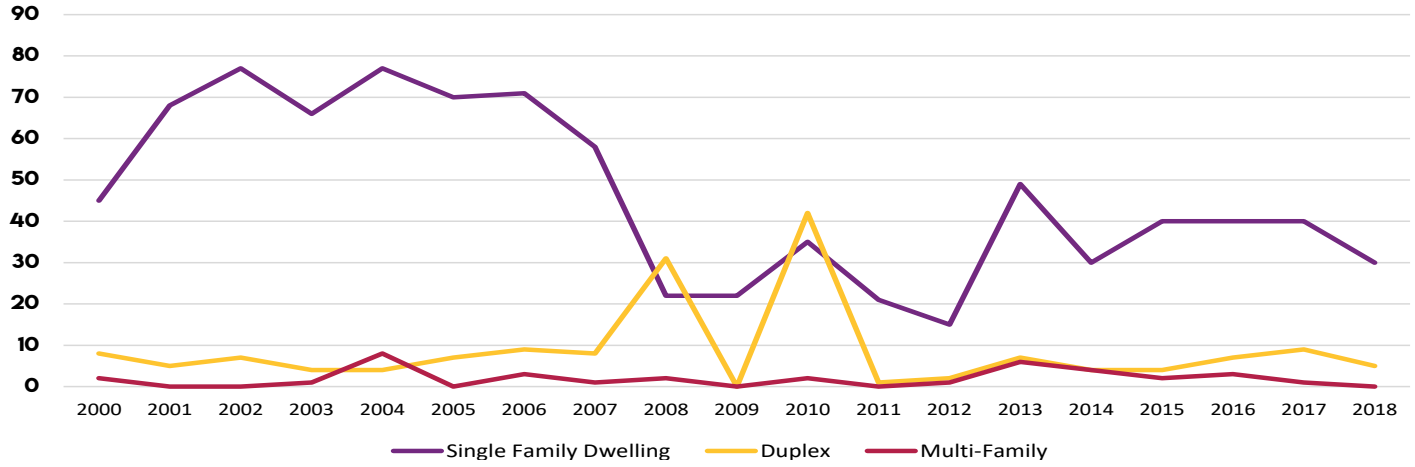
NUMBER OF BUILDING PERMITS BY LAND USE CLASSIFICATION

A second way to evaluate development trends is to look at the number of building permits over time. This provides an alternative method to establish recent development rates, thereby assisting in growth projections. The graphs on the next page illustrate the number of building permits issued by the City of Indianola in recent years for both residential and non-residential structures.

The total number of building permits for new construction of residential dwellings is also illustrated below. Permits related to additions, renovations, or pools were not included in the data table created to generate this graph.

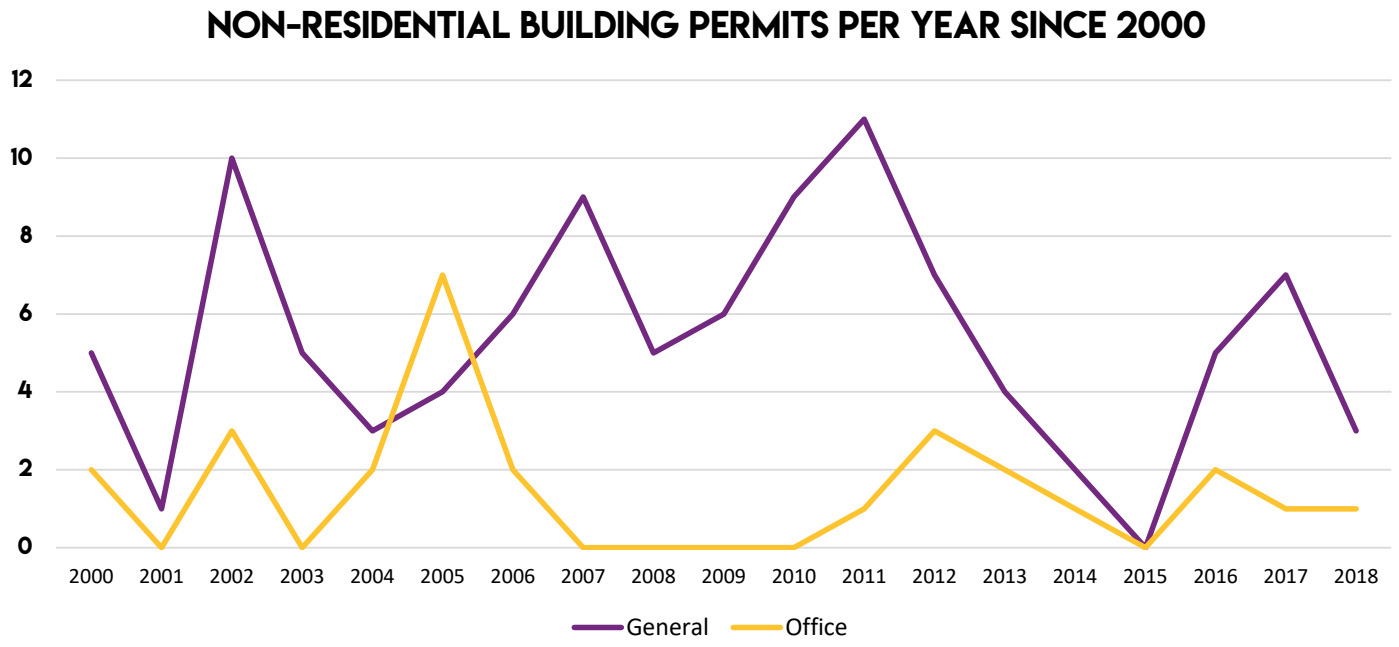
The average since 2000 for single-family building permits is 56.6 permits per year for new construction. The 19-year average for duplexes is 8.6 permits per year. There have been an average of 1.9 building permits issued for new structures containing multiple-family dwellings over the last 19 years. Multi-family home construction has remained stable over recent years.

RESIDENTIAL BUILDING PERMITS PER YEAR SINCE 2000



The total number of building permits for new construction of non-residential structures is illustrated in the graph below. Data related to general non-residential buildings includes retail, restaurants and other non-office commercial uses, as well as industrial uses. Permits related to additions or renovations were not included in the data table created to generate this graph.

The number of general non-residential building permits demonstrates a trend line that fluctuated over the years. The 19-year average of building permits issued for new general commercial and industrial buildings is 5.4 structures per year. The average number of new offices constructed has recently been 1.4 office buildings per year. In the future, the City may wish to consider reporting industrial building permits separately from commercial building permits.



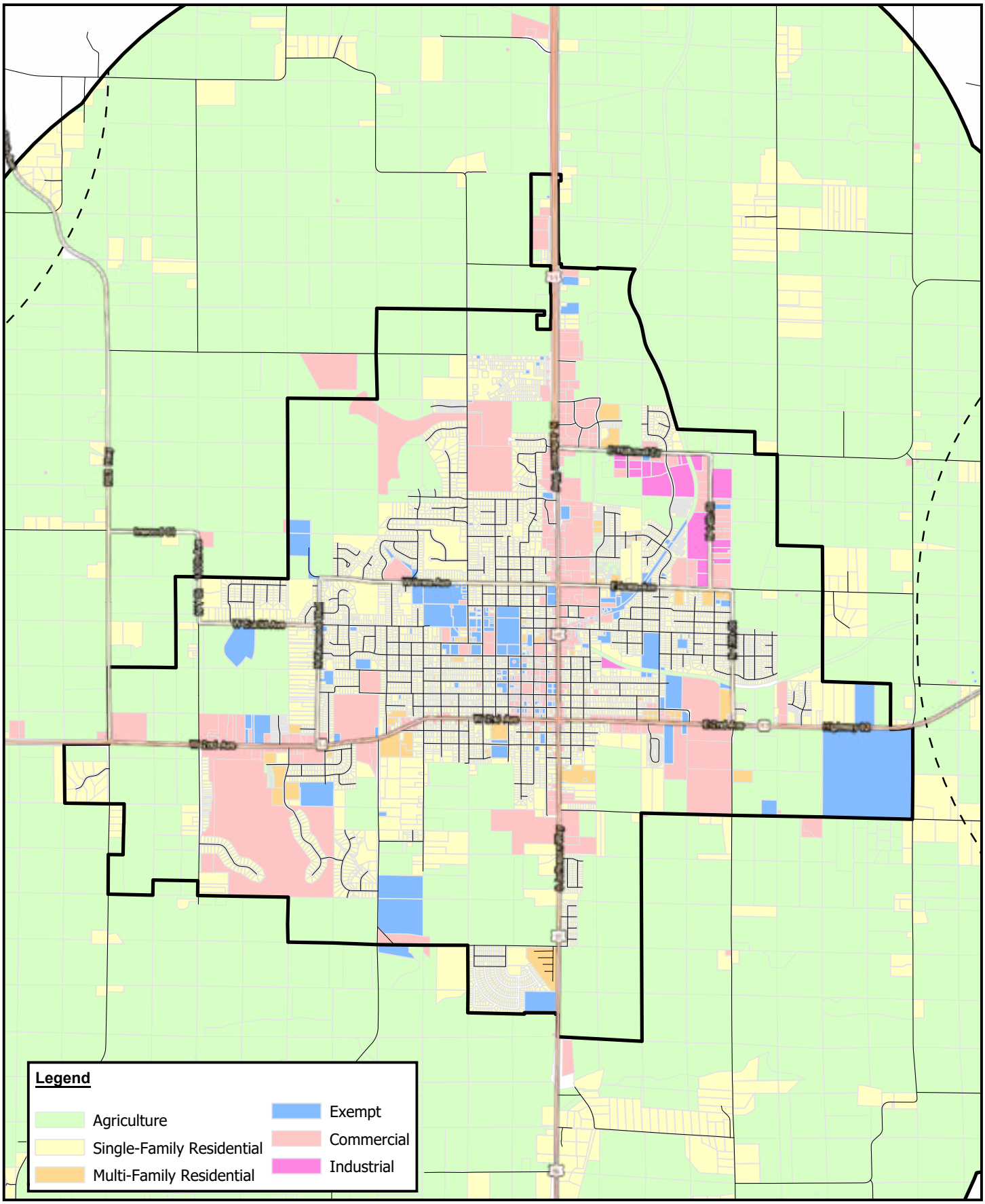
EXISTING LAND USE

The City of Indianola currently occupies an area of approximately 11.3 square miles. Based off a 2019 aerial photograph, 54.2% of this area is urbanized, with land classified as residential, commercial, industrial, and tax-exempt (civic, school, parks, utility and similar uses).

CURRENT LAND USAGE

CURRENT LAND DISTRIBUTION

A summary of the existing land use distribution is displayed in the following chart. The Agricultural areas were excluded from calculating the results in percentages of urbanized area, since they are not currently urbanized areas. A total of 5,566 acres of urbanized area was used to calculate the percentage. Over half of the urbanized area of Indianola is represented by low-density housing, followed by 19.6% commercial and 8.5% parks and recreation.



SNYDER & ASSOCIATES

N

0 0.1 0.2
Miles

Existing Land Use

INDIANOLA LAND DISTRIBUTION				
LAND USE	AREA (ACRES)	PERCENT OF TOTAL AREA	PERCENT OF URBANIZED AREA	ACRES PER 100 RESIDENTS
LOW DENSITY RESIDENTIAL	2,966	35.7%	53.29%	19.1
MEDIUM / HIGH DENSITY RESIDENTIAL	140	1.7%	2.52%	0.9
COMMERCIAL	1,090	13.1%	19.58%	7.0
INDUSTRIAL	95	1.1%	1.71%	0.6
CIVIC / INSTITUTIONAL	52	0.6%	0.93%	0.3
PARKS & RECREATION	473	5.7%	8.50%	3.1
AGRICULTURE / OPEN SPACE	2,748	33.1%	-	17.7
RIGHT-OF-WAY	750	9.0%	13.47%	4.8

The existing land use map on the previous page is based on the Warren County Tax Assessor's data. Densities of residential development is not identified on this map, nor is form or scale of commercial use. Land uses correspond with their county tax classifications.

FUTURE LAND USE

FUTURE LAND USE NEEDS

Identifying future land use needs is one of the most important elements of the comprehensive planning process. It outlines where investments and resources should be placed to accommodate projected growth in Indianola. Land use needs are assessed based on historic land consumption rates described in the existing land use section, combined with population projections. Using the middle range population projection, Indianola will have a 2040 population of 20,540 people. The land uses should be adjusted to correct current deficiencies or over-saturation, if any, and to fulfill the city's vision for the future.

RESIDENTIAL

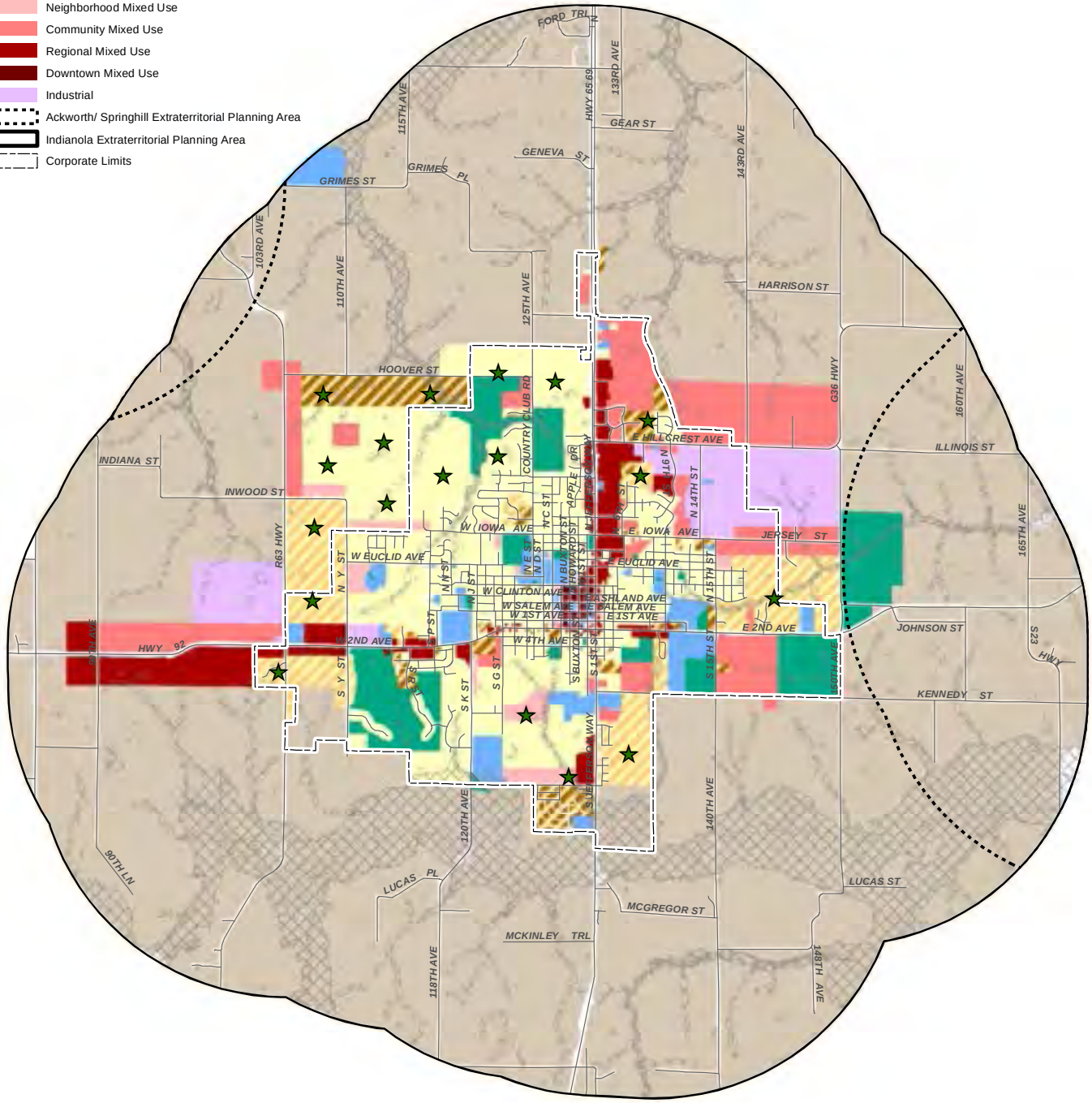
In 2017, 66% of housing units were single-family detached, 11% single-family attached, and 23% multi-family. For housing projections, we will assume these percentages will stay relatively consistent throughout the next 20 years. With an increase in 5,051 people by 2040, and average household size of 2.42, according to the 2010 US Census, an additional 2,087 housing units will be needed to support the projected growth with no vacancy. At 66% of that number, there will need to be an estimated 1,377 single-family detached housing units, 229 single-family attached units at 11% of the growth, and 1,161 multi-family housing units at 23%.

FILE PATH: V:\Projects\2019\119.0217.01\GIS\mxd_2019-10-18_FLUP.mxd

SOURCES:

Legend

- Future Parks
- Environmentally Sensitive Overlay
- Agriculture
- Parks and Recreation
- Low Density Residential
- Low / Medium Denisty Residential
- Medium / High Density Residential
- Public / Semi Public
- Neighborhood Mixed Use
- Community Mixed Use
- Regional Mixed Use
- Downtown Mixed Use
- Industrial
- Ackworth/ Springhill Extraterritorial Planning Area
- Indianola Extraterritorial Planning Area
- Corporate Limits



SNYDER & ASSOCIATES

INDIANOLA

N

0 0.5 1

Miles

Future Land Use Plan

On average, three single-family detached units require one acre of land, resulting in 459 acres needed for growth. Six single-family attached units will require one acre of land resulting in 39 acres. The average density of multi-family units per acre of land is 12 units, resulting in an additional 97 acres of land.

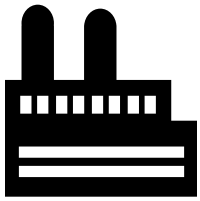
To meet the residential demand, at least 595 acres of land need to be available for residential uses through 2040. A future land use map may designate land use at a rate greater than the demand as calculated above to allow for flexibility in growth areas and design, preserve competitive land pricing, and provide consumer choice.

CIVIC / INSTITUTIONAL

The current acres per 100 residents for civic/institutional and educational land use is 0.3 acres. Using that same rate extrapolated out to 2040, Indianola will need an additional 17 acres. However, acreages for future institutional uses are directly proportionate to population growth. Current facilities may be able to accommodate more population. They may be expanded on site, so that no additional acreage is necessary. Conversely, if a new facility is developed, such as a school or a library, a large acreage may be necessary or multiple types of facilities may be combined into one site.

COMMERCIAL

With 1,090 existing commercial acres, there is approximately 7 acres per 100 residents as of 2017. With anticipated growth to 2040, there is a need for 353 additional acres. Based on location and desired business growth, these acres will be divided between several commercial districts such as retail/commercial, highway commercial, office/warehouse and incorporated into mixed use districts. With the goal of attracting new businesses and entrepreneurship, it is recommended to reserve additional acreage and incorporate more mixed use districts to provide alternative sites to address the goals set forth by the City.



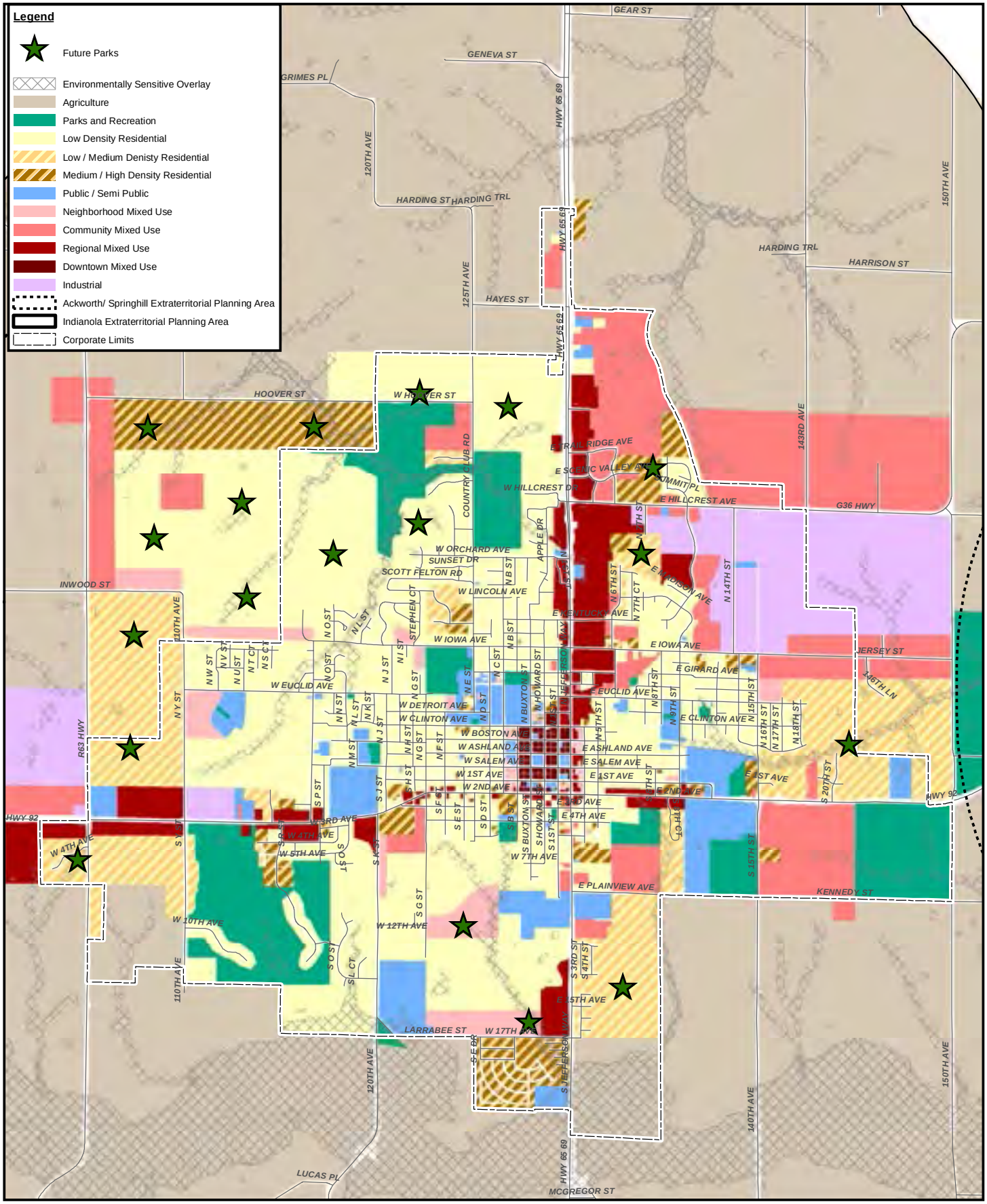
INDUSTRIAL

Industrial use consists of 0.6 acres per 100 residents. The 2040 population estimate would result in an additional 22 acres of industrial land use needed. Again, the need for additional industrial land is not necessarily related to population growth since industry does not directly serve the population. To support economic growth and potential for large industrial development, significant areas for future industrial use should be identified.

PARKS / RECREATION

Existing parks and recreational land use consists of 473 acres or 3.1 acres per 100 residents. At that same ratio, an additional 186 acres of parkland dedication will be needed. This acreage includes private as well as public recreational areas. The public areas consist of 255 acres. There is a goal to have 16 acres of public parkland for every 1,000 residents. This would be 329 acres of public land or an additional 74 acres. Private park and recreation land (such as golf courses, playgrounds, and specialty recreation) also plays a role in fulfilling the community's recreational needs.

SOURCES:



SNYDER & ASSOCIATES INDIANOLA

N

0 0.25 0.5
Miles

Future Land Use Plan - City

FUTURE LAND USE SUMMARY

A total of 2,032 acres of incorporated land is classified as easily developable, taking into account the environmental constraints within Indianola. A population growth-based demand of 1,173 acres is recommended to accommodate the growth to 2040. This does not consider the need for transportation and right-of-way uses provided through additional development. It also does not consider additional acreage needed to preserve competitive land pricing or provide consumers a choice. Annexation may be required to accommodate additional growth responsibly.

The city is also encouraged to monitor the number of building permits issued annually. Numbers closely resembling the average from 2000 to 2019 will result in a fairly accurate land use needs projection. Permits issued at a slower or faster rate will require changes to the land use demands.

FUTURE LAND USE PLAN

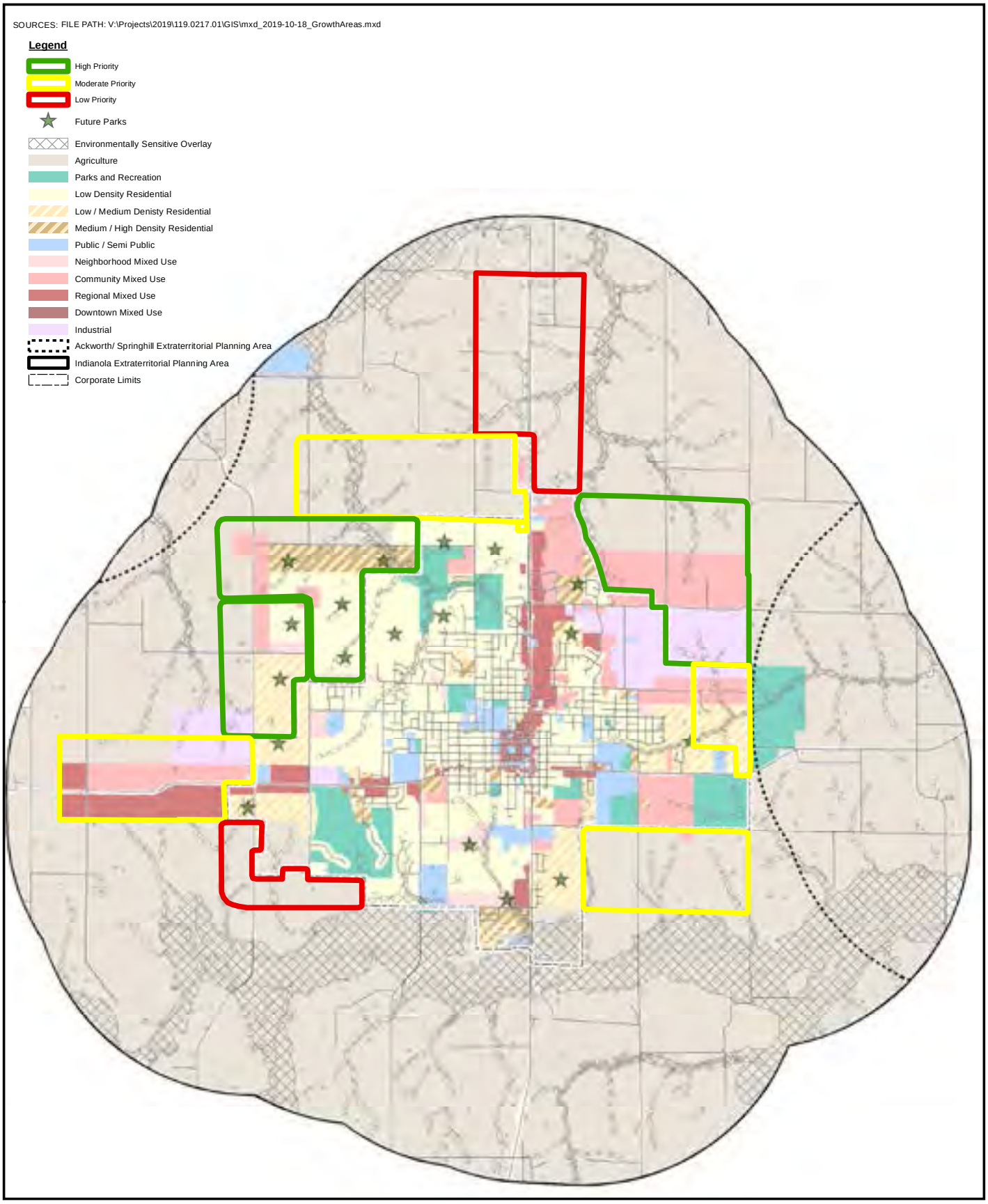
Iowa law requires the development of a Future Land Use Plan as a basis to regulate zoning. The plan identifies more land than is necessary for the planning period, but allows for multiple development opportunities throughout the planning area. The future land use plan is intended to provide general guidelines. Land use boundaries are conceptual in nature with an emphasis on the relationship between adjoining land uses and physical features.

The land use reflected in the 2011 Comprehensive Plan has largely been updated to accommodate mixed uses.

CLASS	DESCRIPTION / PERMITTED USES
ENVIRONMENTALLY SENSITIVE OVERLAY	Consists of 100-year floodplain, slopes of 10% or more, wetlands, and waterways including a 100-foot wide buffer on each side of the stream or creek Restricts development to that which can be compatible with the environmental challenges of the area This overlay shall not supersede Floodplain Development Regulations
PARKS & RECREATION	Parks and open space Recreational facilities Trails and trailheads Golf courses
AGRICULTURE	Agriculture Conservation Rural housing

CLASS	DESCRIPTION / PERMITTED USES
LOW DENSITY RESIDENTIAL	1-5 dwelling units per gross acre Single-family detached dwellings Accessory dwelling units (not included in the density calculation) Innovative/non-traditional single family forms may be allowed if compatibility standards are met Civic uses and places of worship may be allowed if compatibility standards are met through a conditional use review Parks, open spaces, and trails
LOW / MEDIUM DENSITY RESIDENTIAL	Up to 15 dwelling units per gross acre May incorporate a mix of housing types including single-family detached (plus accessory dwelling units), single family attached (townhomes and row houses), multi-family (condos and apartments), and student housing Civic uses and places of worship may be allowed if compatibility standards are met through a conditional use review Parks, open spaces, and trails
MEDIUM / HIGH DENSITY RESIDENTIAL	Up to 25 dwelling units per gross acre May incorporate a mix of housing types including single-family detached (plus accessory dwelling units), single family attached (townhomes and row houses), and multi-family (condos and apartments), and student housing Civic uses and places of worship may be allowed if compatibility standards are met through a conditional use review Businesses that primarily serve residents may be incorporated if compatibility standards are met though a conditional use review Parks, open space, and trails
PUBLIC / SEMI-PUBLIC	Governmental offices and related (City administration, police, fire, water, wastewater Indianola Municipal Utilities, Warren County, State of Iowa) Museums, performing arts, and similar Libraries, community centers, and similar Schools, institutions, and educational buildings Parks, open space, and trails

CLASS	DESCRIPTION / PERMITTED USES
NEIGHBORHOOD MIXED USE	Low-density residential uses (all uses as listed herein) Limited retail, office, personal and business services, and similar commercial uses, necessarily of a small scale and low impact Small-scale overnight accommodations (e.g. bed and breakfast) Civic uses and places of worship may be allowed if compatibility standards are met through a conditional use review Parks, open space, and trails
COMMUNITY MIXED USE	Low/medium density residential uses (all uses as listed herein) Includes retail, office, restaurants, bars, personal and business services, and similar commercial uses Overnight accommodations Automobile-oriented uses may be allowed if compatibility standards are met though a conditional use review Civic uses and places of worship may be allowed if compatibility standards are met through a conditional use review Parks, open space, and trails
REGIONAL MIXED USE	Includes retail, office, restaurants, bars, personal and business services, and similar commercial uses, generally of a large scale May incorporate multi-family residential uses up to 25 dwelling units per gross acre, if compatibility standards are met through a conditional use review Automobile-oriented uses Overnight accommodations Civic uses and places of worship may be allowed if compatibility standards are met through a conditional use review Parks, open space, and trails
DOWNTOWN MIXED USE	Includes retail, office, restaurants, bars, personal and business services, and similar commercial uses, necessarily of a small scale Includes residential uses on second floors or above Civic uses and places of worship may be allowed if compatibility standards are met through a conditional use review Parks, open space, and trails
INDUSTRIAL	Includes office/ warehouse buildings Manufacturing and other industrial uses Accessory / support uses, such as restaurants only to serve the adjacent office park Outdoor storage or operations must be screened from public rights-of-way and adjacent properties Parks, open space, and trails



SNYDER & ASSOCIATES

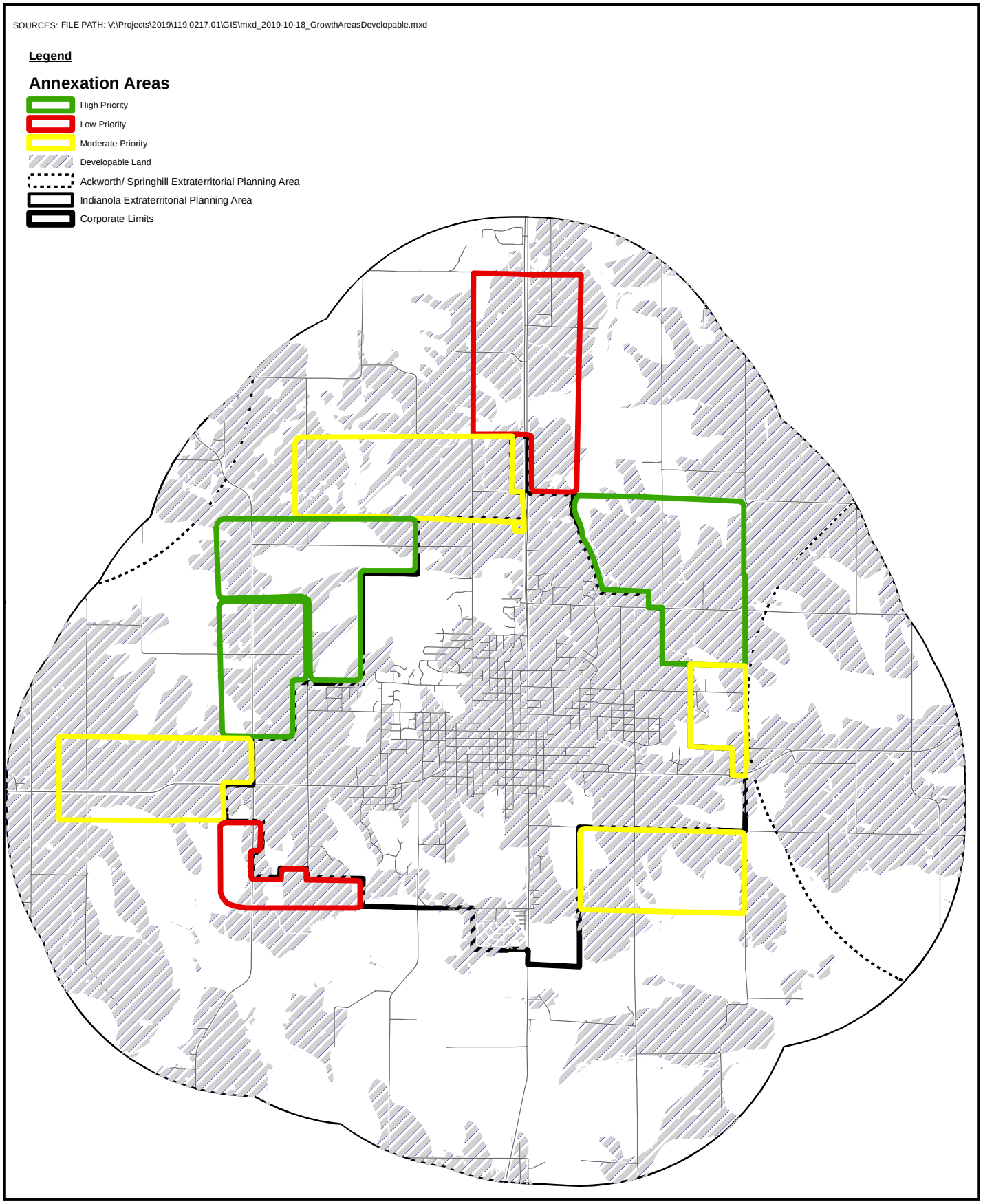
INDIANOLA

N

0 0.5 1

Miles

Priority Annexation Areas & Future Land Use



SNYDER & ASSOCIATES

INDIANOLA

N

0 0.5 1

Miles

Priority Annexation Areas & Developable Land

COMPATIBILITY GUIDELINES

The Future Land Use Plan strives to avoid creating new areas of incompatibility between adjoining land uses, primarily through incorporating transitional land uses which reduce the degree of incongruity. Where incompatibility exists, design techniques may be applied to minimize negative impacts to less intensive uses. These techniques incorporate the use of buffers, screening in the form of landscaping or opaque fencing or decorative walls, berms, park-like open space, or a combination thereof. Parkways as described in the Transportation chapter may be considered such a design technique.

Each site plan application should be reviewed for compatibility with adjacent land, both developed and undeveloped. Undeveloped land shall be assumed to have future development according to the Future Land Use Plan for determining the buffering needs. Further, any mixed use development should be reviewed with respect to internal compatibility through the site plan review process.

The City currently has an ordinance requiring buffers between incompatible land uses. Implementation of this ordinance should be monitored to be certain it is accomplishing its original intent.

PRIORITY ANNEXATION AREAS

When redevelopment or infill development is not suitable or available for a desired new use, new development should next be directed to other areas within the incorporated boundaries of the city, preferably those which are contiguous to existing development, infrastructure, and municipal services. When the need for annexation arises, the Priority Annexation Areas map depicts the preferred areas to create the most compact and efficient growth scenario.

PUBLIC FEEDBACK & BEST PRACTICES

The online public survey asked participants to prioritize eight elements (community character, parks and recreation, transportation options, educational opportunities, housing opportunities, climate change, economic development, and natural environment). Each one of these areas has a relationship to the existing and future land use in the community. The survey questions and comments reveal a general sentiment of the values of the community. By reviewing this information, the Project Management Team developed the vision statement for the city, which focuses on education, business, amenities and small town character. This vision is obtained, in part by land use and growth management practices.

Land use best practices call for directing development toward city centers and prioritizing redevelopment and infill over greenfield development. Downtown revitalization and historic preservation through adaptive reuse are best practices that are a priority in Indianola.

Cities should be designed so that residents can be healthy, active, engaged, and able to age in place. This means developing mixed use, mixed density, and mixed-income neighborhoods, such that daily needs are within walking or biking distance, including schools, parks, shopping, and employment centers. These elements lead to a high quality of life that is attractive to residents and leads to attraction and retention of businesses.

The following chapters of this Comprehensive Plan set forth the goals and objectives to fulfill the City's vision for the future through planning best practices. Specific action steps are added in the Implementation Plan.

4

ECONOMIC DEVELOPMENT

INTRODUCTION

Sustaining a strong, healthy business community is critical to the long-term well-being of the City of Indianola. Business is one of the key factors in improving the quality of life experienced both directly - in the jobs it generates for residents – and indirectly – through a tax base that funds necessary resources. The City strives to create a positive business climate by attracting and retaining a diversity of businesses and entrepreneurs. It is essential that the City establish economic and redevelopment strategies that are continually reviewed and modified to reflect changes in market conditions, service demands, and to take advantage of future opportunities.

A strong business climate also correlates to a strong sense of community character. Local businesses are often the champions and sponsors for community events, cultural celebrations, and community beautification efforts. Thriving businesses are more likely to give back to the community, enhance the character of streetscapes and be a valuable resource to local groups and organizations. This section highlights goals and objectives related to business and economic development priorities, historic preservation, and community character.

DOWNTOWN & HISTORIC PRESERVATION

The Downtown Square plays a crucial role in establishing community character and sense of place. Recent studies acknowledge this role and provide recommendations for improving the aesthetic and vitality of the Square.

The 2018 Downtown Assessment Visit Report provided several recommendations ranging from marketing to aesthetics to business development. Those recommendations have been incorporated into the goals, objectives, and actions below, and some of the recommendations have been modified for clarity or detail. Many of the marketing and business development related recommendations can be expanded to apply to the whole city.

The City also adopted the 2019 City Square Master Plan which provides a streetscape plan. Those recommendations, many of which are consistent with the Downtown Assessment Visit Report, have also been incorporated below.

The Comprehensive Plan Project Management Team participated in a downtown historic tour led by local historian, Elodie Opstad. She described how the 1870's consisted of a frame structures being replaced with brick. She also referenced plaques on the buildings which describe each one's history. This historical nature of the buildings should be retained and used to establish the sense of place in the Square. Zoning tools should be used to enhance and stabilize the historic value of the Square and promote re-purposing of the historic structures.

Starting on January 1, 2012, Indianola offered financial support for exterior preservation of downtown buildings. Under Indianola's Façade Grant program, work on all exterior facades (and sometimes roofs) qualified for financial assistance. The assistance was provided as a combination of grants and loans on a sliding scale. For investments between $5,000 and $9,999, the award was 10% grant and 90% loan. For investments between $40,000 and $49,999, the award was 50% grant and 50% loan, with a maximum of $25,000 grant and $25,000 loan. The program had $200,000 budgeted and was funded through Tax Increment Financing. Dozens of property owners took advantage of the program, but it was not reinstated.

Outside of the downtown, Science Hall and Indianola High School are also historic sites that should be maintained.

Science Hall is located on the Simpson College and was constructed in 1888. The building was renovated in 1967 and was renamed Wallace Hall, in honor of Henry A. Wallace, former Vice President of the United States. The building was listed with the National Register of Historic places in 1991.

The Indianola High School building is located at 301 N. Buxton. The building is currently used as the Warren County Administration Building. Constructed in 1904, the building was renovated in 1997 and 1999 and listed on the National Register of Historic Places in 2002.

COMMUNITY CHARACTER

A community's character can be defined by the unique qualities of that particular community. In Indianola, the annual National Balloon Classic is a significant part of Indianola's identity. The Balloon Classic is nine days of activities with over 100 hot air balloons and family fun with food and entertainment. There's also the National Balloon Museum and U.S. Hall of Fame displaying over 200 years of Ballooning History. Balloon pilots travel to Indianola from all around the country, as well as 80,000 – 100,000 guests over the course of the event. The National Balloon Classic is the second largest in the nation and the second largest event in Iowa next to the Iowa State Fair. This point of pride for the community easily lends itself to a balloon-themed character citywide.

Another character-defining element of Indianola is Simpson College. The campus encompasses 75 acres and enrolls 1,300 students annually. The campus serves as a landmark and resource to the city. Facilities such as

Photo credit: National Balloon Classic

the Dunn Library are open to all residents. Also many events from sports to debates are open to the general public free of charge. The school's presence brings a lively atmosphere of students and activity to the city.

The six-day Warren County Fair is another point of pride for Indianola. Generating an economic boom for the entire community, the Fair has been held in the same location on the southwest side of town since 1856. The fair offers food, carnival rides, music, grandstand events, open class exhibits, and contests. It attracts approximately 20,000 visitors annually.

Finally, the Des Moines Metro Opera is one of the state's largest performing arts organizations with over 100 annual performances around the region. The summer festival hosts three operas in Indianola. The performers are selected from over 1,000 national applicants, enhancing Indianola's culture and diversity. In addition to the opera performances, the Des Moines Metro Opera hosts concerts, lectures, art shows, films, and unique performing arts. They also offer educational music programs. The Opera attracts audiences from across Iowa and the United States, and has attracted visitors from at least four other countries. It serves as a valuable cultural resource for Indianola and beyond.

These special events and resources in combination with the city's parks and recreation, the downtown square, and schools make Indianola a desirable place to live. The proximity to Des Moines and the "bedroom

community" atmosphere are also attractive qualities for many people. Indianola's character and identity should portray these strengths.

PUBLIC FEEDBACK & BEST PRACTICES

In the community-wide survey, Economic Development was chosen as the most important area for the City to focus its attention out of eight options. The survey indicated strong support for local and small businesses followed closely by restaurants/bars. The comments noted a strong desire for "sit-down" restaurants over fast-food service. Many residents venture to the Des Moines metro area to enjoy family and fine dining experiences. Most respondents did not support additional "big box" style of retail uses; however, the comments indicated some support for a Target store. The Project Management Team also supported small businesses, but wanted to be sure that larger-scale businesses were not overlooked as an important part of the economy.

Also in the survey, Community Character was chosen as the third most important area for the City to focus its attention. Community events had the most support, followed by growth management to preserve the small town feel. Streetscape, historic preservation, and public arts and culture were also supported. Many of the comments were related to the need to improve the aesthetics of the Downtown Square. Some were related

Photo credit: Indianola Parks & Recreation Department

to the appearance of the town along the highways. The character of several housing areas was also noted as problematic.

The idea of retaining a "small-town feel" drew conflicting viewpoints. Many participants agreed this was important to maintain but others fear the image was discouraging to newcomers and restricted growth. Many comments related to a need to balance retainment of small town charm with accommodating growth and variety.

Respondents also noted pride in the National Balloon Classic and the Warren County Fair and recognized their positive image and economic impact for the city. The Project Management Team commented that since the downtown is offset from the main highways through town, visitors are often not aware of the Downtown Square and its shops and restaurants. Better wayfinding signage is needed along the highways for this purpose. Also, some survey respondents were not familiar with the Des Moines Metro Opera. Some of the comments on the survey indicated a support for more community events, while other comments indicated that the city already had enough events, but they were not well-known. There seems to be support for a farmers market and an art fair, but there were mixed sentiments about the benefit of Bike Night. Comments also indicated a need for better coordination and support of Simpson College.

The proximity to Des Moines was mentioned as a benefit due to the ease of access to the city's many resources and amenities. It was also noted as a challenge for economic development since many businesses would choose to locate in Des Moines rather than in Indianola.

Photo credit: Indianola Parks & Recreation Department

Economic best practices relate to occupational diversity and promoting education, training, and access to employment areas. "Buy local" is a popular theme for maximizing the economic impact of one's spending while reducing the negative environmental impacts of purchasing goods that are produced elsewhere and shipped. This theme has already been effective in Indianola's Downtown Square.

Best practices indicate that when revitalizing areas such as downtowns, cities should promote walkability, protect historic resources, and integrate different uses of property. Reuse of existing sites is generally preferred over new construction for both sustainability reasons and to preserve the historical character and continuity with surrounding buildings.

Placemaking is strongly linked to economic development particularly in downtown areas and other retail and civic districts. The Project for Public Spaces (PPS) defines placemaking as, "a multi-faceted approach to the planning, design, and management of public spaces." Placemaking capitalizes "on a local community's assets, inspiration and potential, ultimately creating good public space that promotes people's health, happiness and well-being." According to PPS, there are four key attributes of successful public spaces:

1. Access and Linkages - with destinations that are convenient and connected
2. Comfort and Image - that foster a sense of safety and security
3. Uses and Activities - that are lively, provide unique experiences, are settings for celebration, and gatherings
4. Sociability - that promote active engagement of all people in social activities

ECONOMIC DEVELOPMENT (ED) GOALS

5. ED-1: ATTRACT, RETAIN, AND EXPAND COMMERCIAL AND INDUSTRIAL BUSINESSES.

OBJECTIVES

A. **ED-1-A:** Establish a business-friendly environment.

B. **ED-1-B:** Proactively seek new businesses that will diversify and strengthen the local economy.

6. ED-2: ENCOURAGE AND SUPPORT LOCAL BUSINESSES.

OBJECTIVES

A. **ED-2-A:** Use citywide marketing to promote tourism and local businesses.

B. **ED-2-B:** Encourage entrepreneurship and support of local business development.

C. **ED-2-C:** Review zoning codes and ordinances, particularly as they relate to signage, parking, outdoor sales and storage, outdoor seating, permitted/conditional uses, and architectural guidelines, to ensure they are up-to-date with the current development best practices. *(Downtown Assessment Visit Report)*

7. ED-3: MAKE THE DOWNTOWN SQUARE A VIBRANT AND ACTIVE RETAIL NODE.

OBJECTIVES

A. **ED-3-A:** Create a downtown identity and unique sense of place.

B. **ED-3-B:** Develop the downtown streetscape described in the *City Square Master Plan.*

C. **ED-3-C:** Use special events to draw people to the square.

D. **ED-3-D:** Support an ongoing downtown business association.

8. ED-4: ENHANCE AND STABILIZE THE HISTORIC VALUE OF THE DOWNTOWN SQUARE AND HISTORIC BUILDINGS CITYWIDE.

OBJECTIVES

A. **ED-4-A:** Offer programs for building maintenance, restoration, preservation, and revitalizations.

B. **ED-4-B:** Enhance physical connections with adjacent buildings and neighborhoods.

5

HOUSING & NEIGHBORHOODS

INTRODUCTION

In addition to population trends, a housing analysis provides information to direct growth management strategies. With implications in land use and infrastructure decisions, housing trends and needs should be studied to establish adequate growth types and areas throughout the planning area.

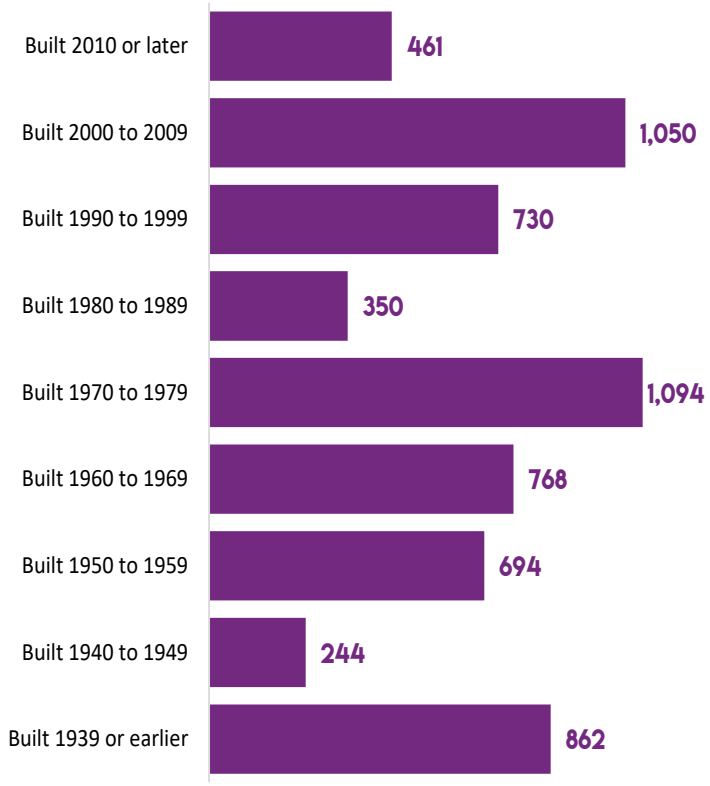
CURRENT HOUSING ANALYSIS

Indianola's age of housing stock is relatively balanced. Roughly 24.1% of the total housing units were built after 2000, 17.3% between 1980 and 2000, 29.8% built between 1960 and 1980, and 28.8% built prior to 1960.

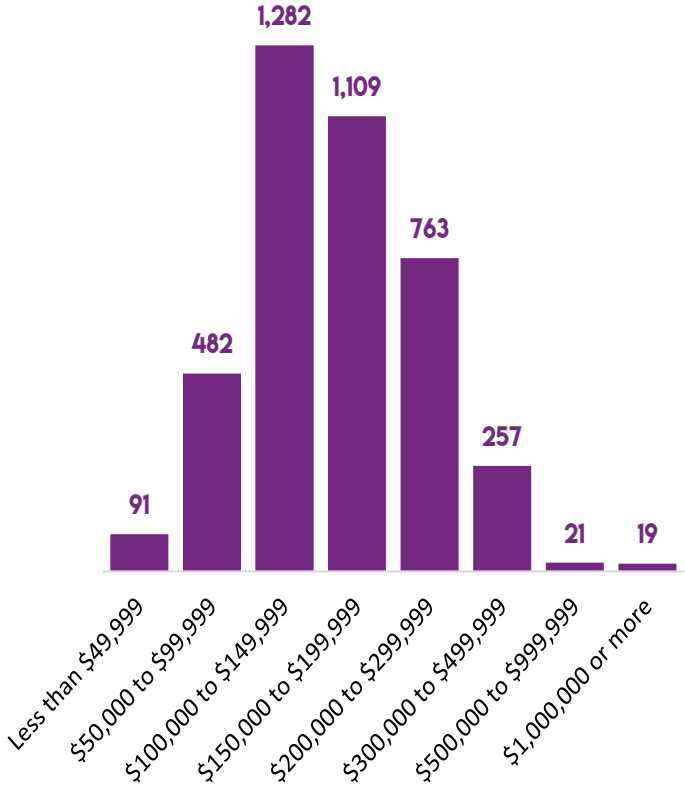
The median home value in Indianola was $155,600 in 2017. At that time, 59.5% of the housing stock was valued between $100,000 and $199,999. An additional 19.0% was valued between $200,000 and $299,999.

The typical housing unit in Indianola is an owner-occupied, single-family detached home with two to three bedrooms. Of Indianola's 6,253 housing units, 4,024 (66.5%) are owner-occupied, 2,024 (33.5%) are renter-occupied, and 205 (3.3%) are vacant. The median rent in Indianola is $751. The average household size is 2.42 individuals while the average family size is 2.98. There are a total of 4,013 single-family detached units in Indianola, 569 single-family attached units, 88 duplexes, and 1,460 multi-family units.

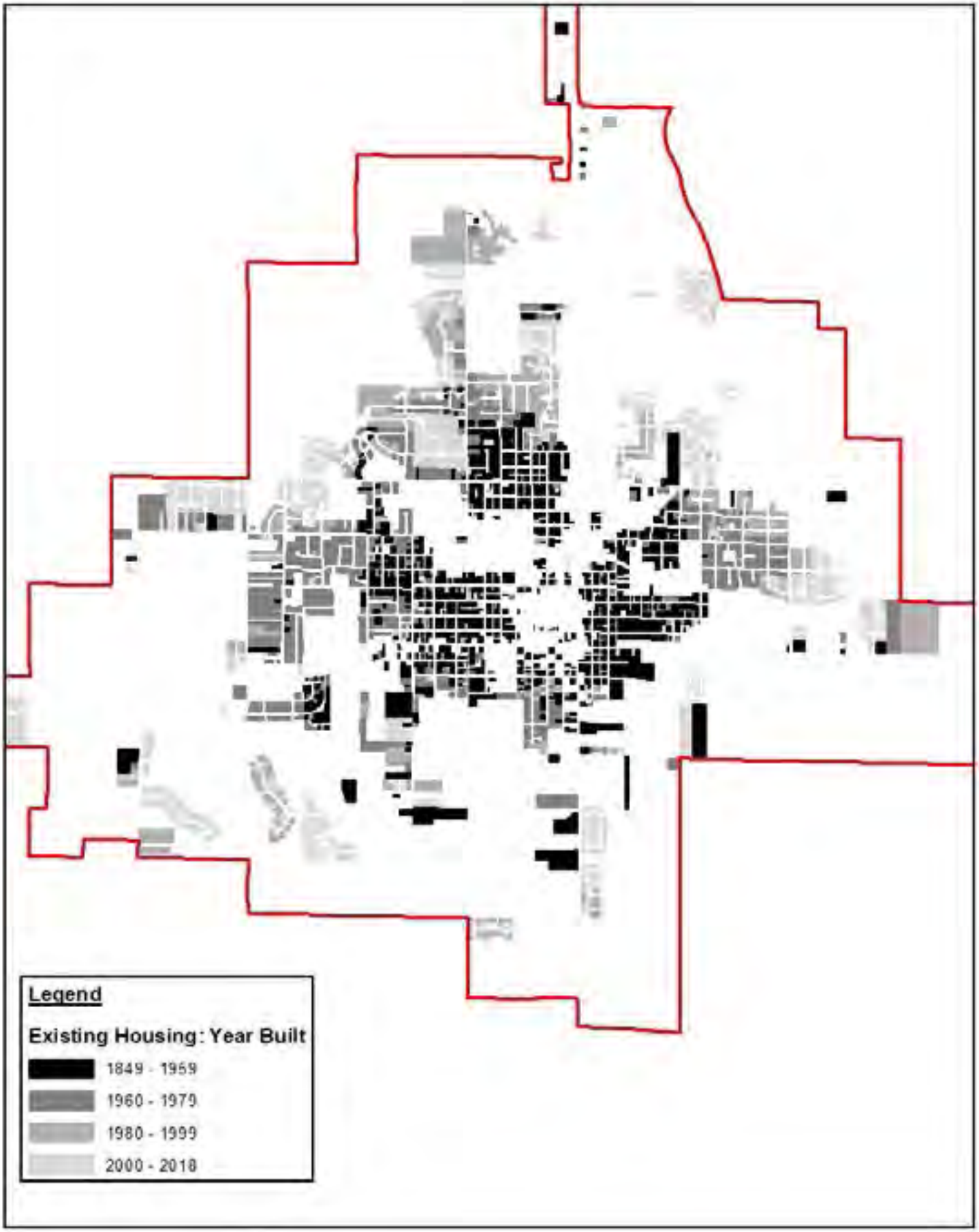
AGE OF HOUSING UNIT (2017)



HOUSING BY VALUE (2017)



AGE OF EXISTING HOUSING



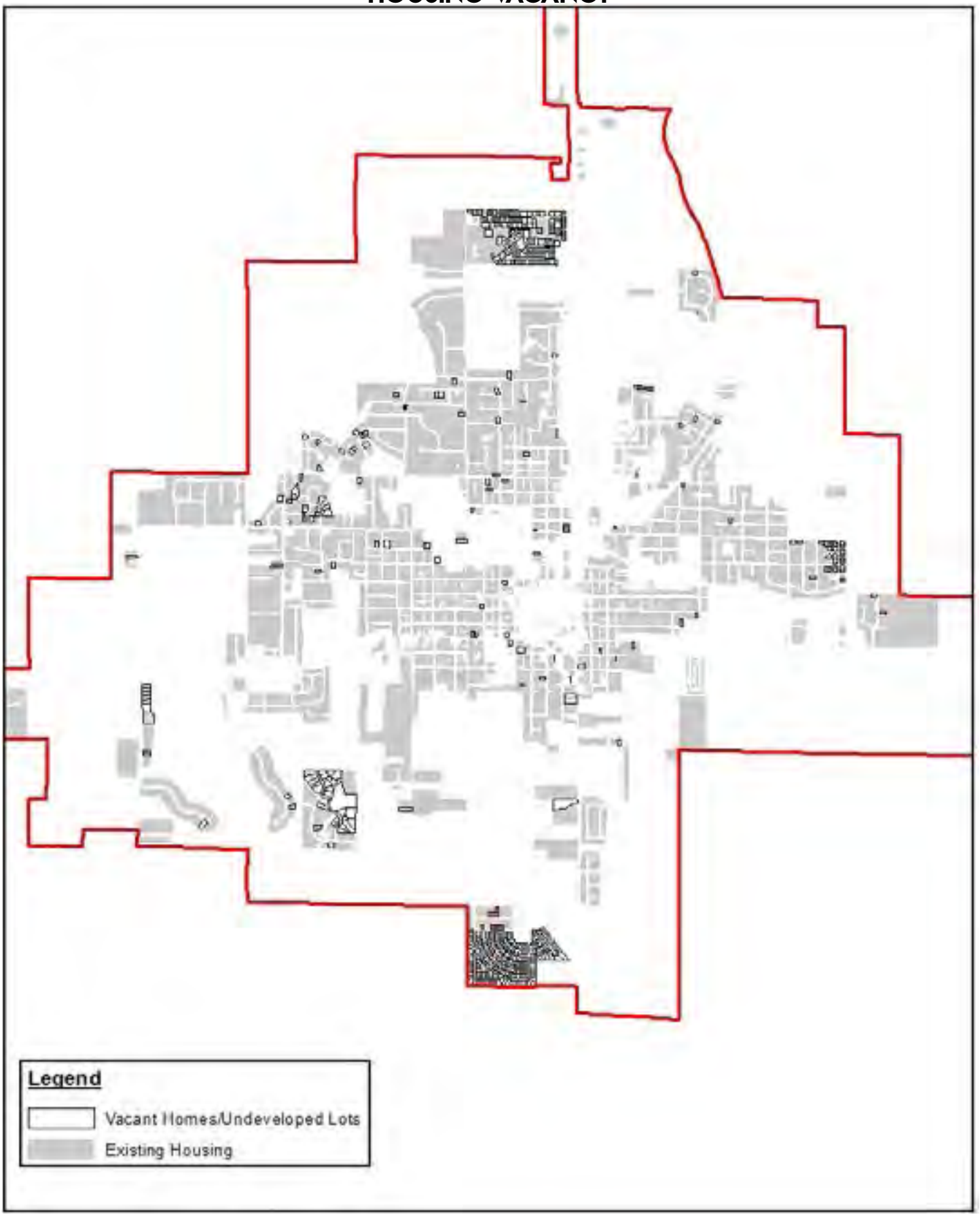
Residential building permits in Indianola have varied significantly since 1990. Between 2000 and 2008 permits were being issued relatively consistently around 80 units per year. Since then, it has varied from 20 to 120 permits for new residential units. The largest increase was in 1996 with 240 new dwelling units. The average residential building permits issued per year since 1990 is 106.

To gain a better understanding of housing in Indianola, an affordability and availability study was completed. The table at the bottom of the page compares the number of affordable units (based on home value and estimated rental prices) with the corresponding income levels of affordability. Affordability was calculated using the "front-end" ratio rule provided by the Federal Deposit Insurance Corporation (FDIC) for lenders to approve a mortgage in which no more than 28% of gross household income is required for the housing payment. This includes principal and interest payments, along with taxes and insurance. Mortgages were estimated using interest rates, property taxes, and insurance based on current industry standards. Data for this analysis was used from the 2017 American Community Survey 5-year estimates. The median household income of Indianola in 2017 was $55,634.

The study indicates there are 1,186 households with an income of $24,999 or less. The number of homes available for these individuals to responsibly make a mortgage or rent payment is 1,117, a shortage of 69 units in very low income housing options. Some Simpson College students may be counted in this very low income bracket, but Simpson College's policy indicates that students must live in campus housing, which is not included in the housing units above.

INCOME RANGE	% OF CITY MEDIAN	AFFORDABILITY (MONTHLY PAYMENT)	# OF HOUSEHOLDS IN EACH RANGE	EST. VALUE OF HOME THEY CAN AFFORD (PURCHASE)	VALUE OF OWNER UNITS	# OF OWNER UNITS	EST. MONTHLY RENT THEY CAN AFFORD	# OF RENTER UNITS	TOTAL UNITS	BALANCE
$0-24,999	45%	$583	1,186	$99,999	$0-99,999	573	$0-600	544	1,117	-69
$25,000-49,999	90%	$1,167	1,600	$199,999	$100,000-199,999	2,391	$601-1,100	1,086	3,477	1,877
$50,000-74,999	135%	$1,750	1,256	$299,999	$200,000-299,999	763	$1,101-1,700	227	990	-266
$75,000-99,999	180%	$2,333	762	$399,999	$300,000-399,999	229	$1,701-2,300	25	254	-508
$100,000-149,999	270%	$3,500	790	$499,999	$400,000-499,999	28	$2,301-3,500	37	65	-725
$150,000+			454	$500,000+	$500,000+	40	$3,501+	47	87	-367

HOUSING VACANCY



The study also indicates a lack of variety in housing types. A surplus of 1,877 units valued between $100,000 and $199,999 correlates to a shortage of all income and housing values greater than $200,000. Therefore, some households with incomes at or above the median income are living in homes valued below what they can afford. Providing a diverse range of housing types should help balance these numbers and limit the trickle-down effect of housing availability. One concern is that households that want to upgrade their housing will not be able to find suitable housing in the existing stock and potentially move out of town.

According to the American Community Survey, there are currently 205 vacant homes, for a citywide vacancy rate of 3.2 percent. In 2018, the Lincoln Institute of Land Policy published The Empty House Next Door by Alan Mallach. This study indicated that a healthy rental vacancy rate is typically around 6.7 percent, and a healthy homeowner vacancy rate is around 2.1%. In a hypothetical city with 50% owner-occupied and 50% renter-occupied units, the overall, year-round vacancy rate would be between 4% and 6%. A vacancy rate of above 12% is considered high. For Indianola, with about 65% owner occupied and 34% renter-occupied, the healthy vacancy rate would be around 3.6%. Indianola's slightly lower vacancy rate at 3.2% indicates that the market may be able to handle more housing units.

INDIANOLA (2013 - 2017)					
Total Housing Units	6,253	100%	***Housing Units by Total Number of Bedrooms***		
Owner Occupied	4,024	64.4%	**Total Housing Units**	6,253	100%
Renter Occupied	2,024	32.4%	**1 Bedroom**	518	8.3%
Vacant	205	3.2%	**2 Bedroom**	2,118	33.9%
Population by Tenure			**3 Bedroom**	2,329	37.2%
Population	15,489	100%	**4 Bedroom**	945	15.1%
Owner Occupied	10,440	67.4%	**5+ Bedroom**	237	3.8%
Renter Occupied	5,049	32.6%			
Housing Units by Type			***Other Information***		
Total Housing Units	6,253	100%	**Median Home Value**		$155,600
Single-Family, Detached	4,013	64.2%	**Median Monthly Rent**		$751
Single-Family, Attached	569	9.1%	**Average Household Size**		2.42
Two Units / Duplex	88	1.4%	**Average Family Size**		2.98
Multi-Family	1,460	23.3%			
Mobile Home	123	2.0%			
Source: 2013-2017 American Community Survey 5-Year Estimates					

Chapter Two of this comprehensive plan outlined population projections for the year 2040. A medium projection of 20,540 was provided, a growth of 5,051 people. Based on Indianola's average household size of 2.42, an additional 2,087 housing units will need to be developed to serve the growing population. To target a 3.6% vacancy rate, the city will need approximately 300 vacant units, for a total of 2,387 additional housing units. There are 500 platted, but undeveloped, lots and 205 vacant homes. If all of these vacancies are filled, an additional 1,382 units will need to be developed to serve the growing population. This represents an average annual construction rate of approximately 65 new units per year.

EXAMPLES OF VARIOUS HOUSING TYPES

Duplex

Upper Story Housing

Mixed Density Residential

Mixed Use Building

Row Houses / Townhomes

Home Business

PUBLIC FEEDBACK & BEST PRACTICES

On the community-wide survey, Housing Opportunities ranked sixth out of eight options as an item of importance for the city. Generally, small-lot single-family options were the most preferred housing type, while large-lot single family were the least preferred housing type. Townhomes ranked second most agreeable and senior housing was third. The Project Management Team felt that senior housing was adequately available in the community. Considering that senior housing for both independent and assisted living is permitted by the current zoning ordinance, no action is needed at this time. The opinions on the need for lower income housing versus higher income housing were split, indicating a significant divergence in the public's perception of housing affordability and availability. The feedback also indicated a concern about the state of disrepair of some of the existing housing stock.

Planning best practices indicate that a variety of housing options for all income levels should be available to meet the needs of the community. The housing needs assessment indicates that higher income housing is currently lacking. Diverse housing options for all incomes should be distributed throughout the community, with higher densities located near transit and employment centers. The Iowa Upper Story Housing Feasibility Study indicated that upper story housing in the downtown area was highly feasible (the fifth most-feasible city out of twenty). The goals, objectives, and actions below are intended to address the identified issues by following planning best practices.

HOUSING & NEIGHBORHOODS (HN) GOALS

1. HN-1: PROVIDE A VARIETY OF ATTRACTIVE HOUSING OPTIONS FOR RESIDENTS, ACCOMMODATING ALL INCOME LEVELS IN ALL STAGES OF LIFE.

OBJECTIVES

A. **HN-1-A:** Increase the availability of housing targeted toward households earning more than the city's median income.

B. **HN-1-B:** Ensure that the housing stock is safe and attractive.

C. **HN-1-C:** Expand the variety of housing types.

6

TRANSPORTATION

INTRODUCTION

The street network in Indianola provides the primary transportation system for residents, whether they're driving, biking, or walking. The arterial roadways also support through traffic from the surrounding region. As such, the street network is intimately related to the Future Land Use Plan as it forms the means of connection between residences, employment, shopping, and recreation. In addition, it often provides right-of-way for utilities such as water, wastewater, electricity, and communications.

The design of a street also plays a significant role in establishing the character of an area. A wider and faster street, with wide building setbacks typically establishes an area where vehicular efficiency is most important. A narrower, lower speed road, with sidewalks, landscaping, and close building frontage typically establishes an area where walking and viewing the adjacent land uses is most important.

Future streets will form the transportation network and form and character of future development. Therefore, it's important to recognize the function current streets provide and also plan for future streets that can provide continuity, mobility, access, and the desired character for future development.

CONNECTION TO LARGER NETWORK

REGIONAL TRANSPORTATION SYSTEM

The City of Indianola is connected to the City of Des Moines and the surrounding region by numerous US, State and County highways. The city is bisected by US Highway 65/69, a north/south highway also referred to locally as Jefferson Way. North of the city, US Highway 65/69 connects to the City of Des Moines as a four-lane divided highway that intersects Iowa Highway 5, a four-lane bypass around the south Des Moines metro area. At this point US Highway 65/69 continues north as US Highway 69, while Iowa Highway 5 connects west to Interstate 35. US Highway 65 follows Iowa Highway 5 east before continuing northeast, eventually intersecting with Interstate 80.

Another important north/south highway link is County Highway R-63, a two-lane paved highway from northwest Indianola to downtown Des Moines as SW 9th Street. In addition, Iowa Highway 92 forms the primary east/west route through Indianola, continuing east to Knoxville and Oskaloosa and connecting to Interstate 35, 12 miles to the west.

STREET DESIGN CONCEPTS

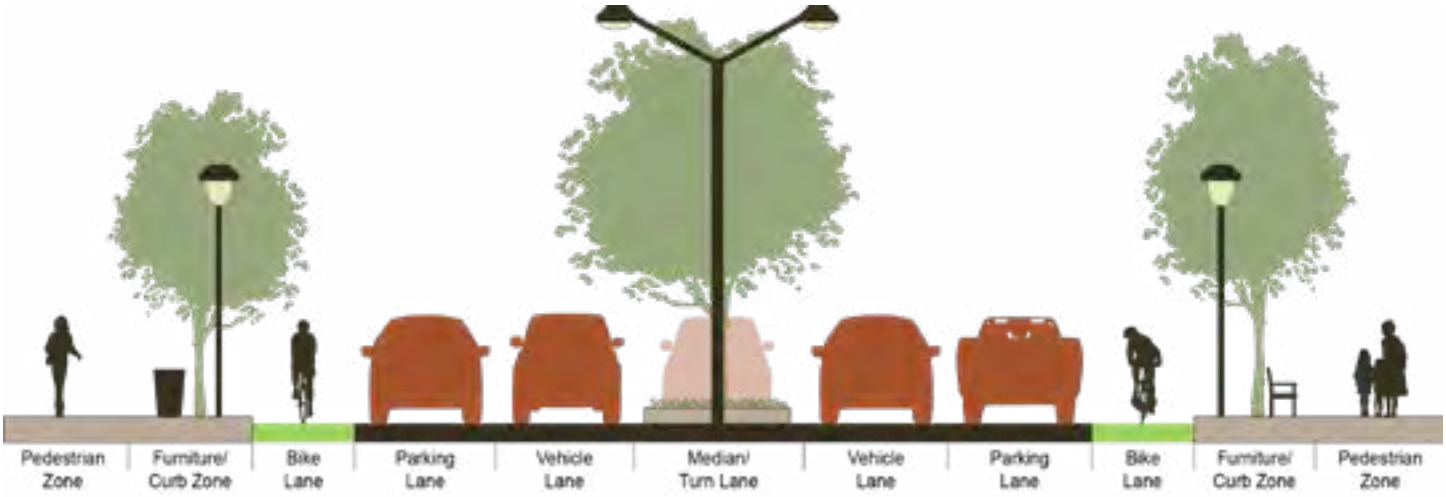
COMPLETE STREETS

Complete streets are a widely-accepted best practice in street design, which considers all modes of transportation appropriate for the corridor. This means the design should consider vehicule (cars and trucks), transit, freight, bicycling, and walking for all ages and abilities. Micromobility in the form of motorized scooters, electric bicycles, hoverboards, and other electric motorized vehicles is an emerging mode of transportation that

should also be considered, as well. The facilities designed for each complete street will vary based upon the needs of each particular corridor in each community. All street improvement and reconstruction projects should consider how various modes are incorporated and prioritized and what complete street principles should be included. They should also consider how they will connect to the overall city transportation network and specific commercial, residential, educational, and recreational land uses, as well as city trail and park planning.

PARKWAYS

Streets and rights-of-way are a significant part of the city's public space and their appearance has a major impact on the character of the community. The Existing and Future Street Network map recommends some existing and future major arterials have an additional designation as "Parkways," which is a concept created specifically for Indianola. These parkways should be designed to provide connectivity between neighborhoods, as well as providing alternate routes to workplaces, civic centers and commercial uses. They would also create a loop around the city and along US Highway 65/69.



Complete Street

Specific corridor elements should be developed in a zoning overlay district including the adjacent properties. This is true for corridor access management plans. These elements may include:

- Trees at approximately 40 feet on center along both sides of the parkway. However, spacing may vary based upon type of tree, on-site conflicts, and desired aesthetic for the particular corridor.
- Medians and potential right-turn only driveways; additional landscaping is recommended in the medians.
- Ten-foot wide recreational trails on at least one side of the street. Bike lanes may be an acceptable alternative or addition, with consideration of separated bike lanes due to volumes and speeds. If bike lanes are provided instead of the trail, then sidewalks should also be provided for pedestrians.
- Landscaped berms, preferred four feet in height, to buffer the adjacent residential land uses from the arterial street.

- Specialized and consistent lighting along all pedestrian ways and bikeways.
- Pedestrian crossing shall be clearly marked (signage, signals, and/or pavement markings as appropriate).
- No direct single-family or two-family residential driveway access will be allowed onto the Parkways.
- Restricted intersection spacing and restricted driveway spacing in multi-family residential, commercial and industrial areas of at least 450 feet between streets and driveways. This may be accomplished through consolidated driveways with shared access easements or cross-site access frontage or backage roads.
- Parking lots in adjacent properties shall include landscaped islands, situating the majority of parking stalls to the rear of the buildings and limiting the mass of large buildings through the use of articulated building facades and rooflines.

The parkway design guidelines should establish a positive first impression at Indianola's main entryways. Amenities such as signage, lighting, and public art can create a sense of place while welcoming visitors to the city. Major entry points are identified as:

- US Highway 65/69 at Hoover Street
- County Highway R-63 at Hoover Street
- County Highway R-63 at Iowa Highway 92
- Iowa Highway 92 at 150th Avenue

STREET CLASSIFICATIONS

The street network is expected to provide a dual purpose of mobility (i.e., the ability to move traffic across town) and accessibility (i.e., the ability to access destinations). With a well-planned hierarchy of streets, both purposes can be accomplished. This concept is often referred to as the "functional classification" of a street. Streets that are primarily designed for mobility provide less access to individual properties and should be planned to provide continuity across the city. Streets providing a higher degree of access are less efficient at moving traffic and should easily access higher capacity streets. For the City of Indianola, functional classifications of Major Arterial, Minor Arterial, Major Collector, Minor Collector, and local streets are used.

EXISTING & FUTURE STREET NETWORK

ARTERIALS

MAJOR ARTERIALS

Major Arterials are high capacity roadways that primarily provide for the movement of through traffic and limit access to adjacent land. When the road is part of the State or County road system, they serve to move regional through traffic. A major arterial under City jurisdiction will serve to connect different areas

Source: FHWA Functional Classification Guidelines

of the city to the other major arterials. Major arterials typically provide four to five lanes for traffic and turn lanes, are often spaced one-mile to two-miles apart, and have a higher speed limit ranging from 35 to 55 mph. Major arterials also have limited access spacing with lower capacity roads and site entrances, generally between ½- to ¼-mile spacing. Facilities for biking and walking, when deemed necessary, should have a comfortable buffer from vehicle travel lanes.

US HIGHWAY 65 / 69 (JEFFERSON WAY)

The primary north/south major arterial in the City of Indianola is US Highway 65/69. The roadway transitions from a two-lane rural highway south of the city to a four-lane roadway north of Iowa Highway 92. It eventually transitions to a five-lane cross section north of Girard Avenue and to a four-lane divided highway north of Hillcrest Avenue. This roadway carries an Annual Average Daily Traffic (AADT) volume of 8,100 Vehicles Per Day (VPD) south of Highway 92 and 20,700 VPD near East Hillcrest Avenue. North south vehicule travel is heavily dependent upon this highway.

Since the 2011 Comprehensive Plan, the City collaborated with the Iowa DOT to complete a study of US 65/69 (Jefferson Way) from Hillcrest Avenue to Hayes Street. Subsequent funding applications and joint improvement projects resulted in reconstruction of US 65/69 from Hillcrest Avenue to Hoover Street/Willowcrest Avenue with medians and traffic signals, as well as continued development of the Summercrest Hills area northeast of US Highway 65/69 and Hillcrest Avenue. On US Highway 65/69, the City should continue discussions with the Iowa DOT to consider improvements south of Iowa 92 (2nd

Avenue) to 17th Avenue. Specifically, this would entail widening from two lanes to three lanes with a center Two-Way Left Turn Lane (TWLTL), providing a turn lane to existing driveways and public street intersections, as well as joint agreement for future access locations.

IOWA HIGHWAY 92 (2ND AVENUE)

Iowa Highway 92 serves as the primary east/west connector for regional traffic. The cross-section transitions from two lanes west of the city to three lanes near Highway R-63, four lanes east of US Highway 65/69, and then back to two lanes east of 15th Street. Prior collaboration with the Iowa DOT through the Traffic Engineering Assistance Program (TEAP) resulted in reconstruction, resurfacing, and restriping of Iowa 92 west of US Highway 65/69 to provide a three lane (two through lanes with center TWLTL) urban cross section, with parallel sidewalks and a multi-use trail.

East of US Highway 65/69, an Iowa DOT study is underway to evaluate conversion of the existing four lane section (from US Highway 65/69 through the secondary school campus areas to east of 15th Avenue) to a three lane cross section providing a center TWLTL.

The intersection of Iowa Highway 92 and J Street/K Street is currently an offset intersection. The City has a current goal of aligning this intersection and monitoring for traffic signalization. The preferred concept is to reconstruct the J Street approach to Iowa 92 to the west to align with K Street as part of a multi-phase reconstruction of K Street between Iowa 92 and West 17th Avenue. Preliminary signal warrant analysis based on daily traffic volumes indicates a traffic signal may be needed at this location.

In addition, the intersection of County Highway R-63 should be monitored for potential traffic signalization, as County Highway R-63 provides another north/south arterial route.

COUNTY HIGHWAY R-63

County Highway R-63 is a paved county highway used for regional traffic and also by residents as an alternative north/south commuter route to Iowa Highway 5 and SW 9th Street in Des Moines.

As the City of Indianola develops westward, other arterial and collector streets are proposed to connect with County Highway R-63. This includes improving Hoover Street and an extension of Iowa Avenue to the current Inwood Street alignment which intersects with County Highway R-63. These intersections may require improvements to turn lane and traffic control on County Highway R-63. Orchard Street may also be extended to intersect with County Highway R-63, halfway between Hoover Street and Iowa Avenue, leaving a ½-mile between intersections.

The plan also designates County Highway R-63 from Iowa Highway 92 to Hoover Street as a “Parkway” corridor.

HOOVER STREET/WILLOWCREST AVENUE

Hoover Street is proposed to be upgrad to a major arterial. From the west, this involves paving the section from County Highway R-63 to the current terminus at Country Club Road (as a “Parkway” corridor), and then constructing a new segment to US Highway 65/69. East of US 65/69 the extension of the Hoover Street corridor is called Willowcrest Avenue. A new road would be constructed east of US Highway 65/69 intersecting with a roadway connecting North 15th Street to 143rd Avenue, and then to 150th Avenue. This high priority corridor would result in an east/west connector across town and provide access to new development, as well as connect to improved north/south routes.

90TH AVENUE & 150TH AVENUE

The Plan shows future north/south major arterials on the west (90th Avenue) and east (150th Avenue) sides of the planning area. These arterials involve improving existing gravel, rural cross sections to urbanized arterial streets. These future segments are described as "Parkways" and would therefore likely include ⅛-mile to ¼-mile access spacing and medians providing partial and full access. The eventual connection of these two street segments to Hoover Street will provide a north and southbound connection from Iowa Highway 92 to the northern section of US Highway 65/69 without requiring traffic to go through the center of the city. It will also provide better access to the Indianola Balloon Festival grounds. These streets will relieve congestion on US Highway 65/69 and result in improved local traffic and through traffic experience.

MINOR ARTERIALS

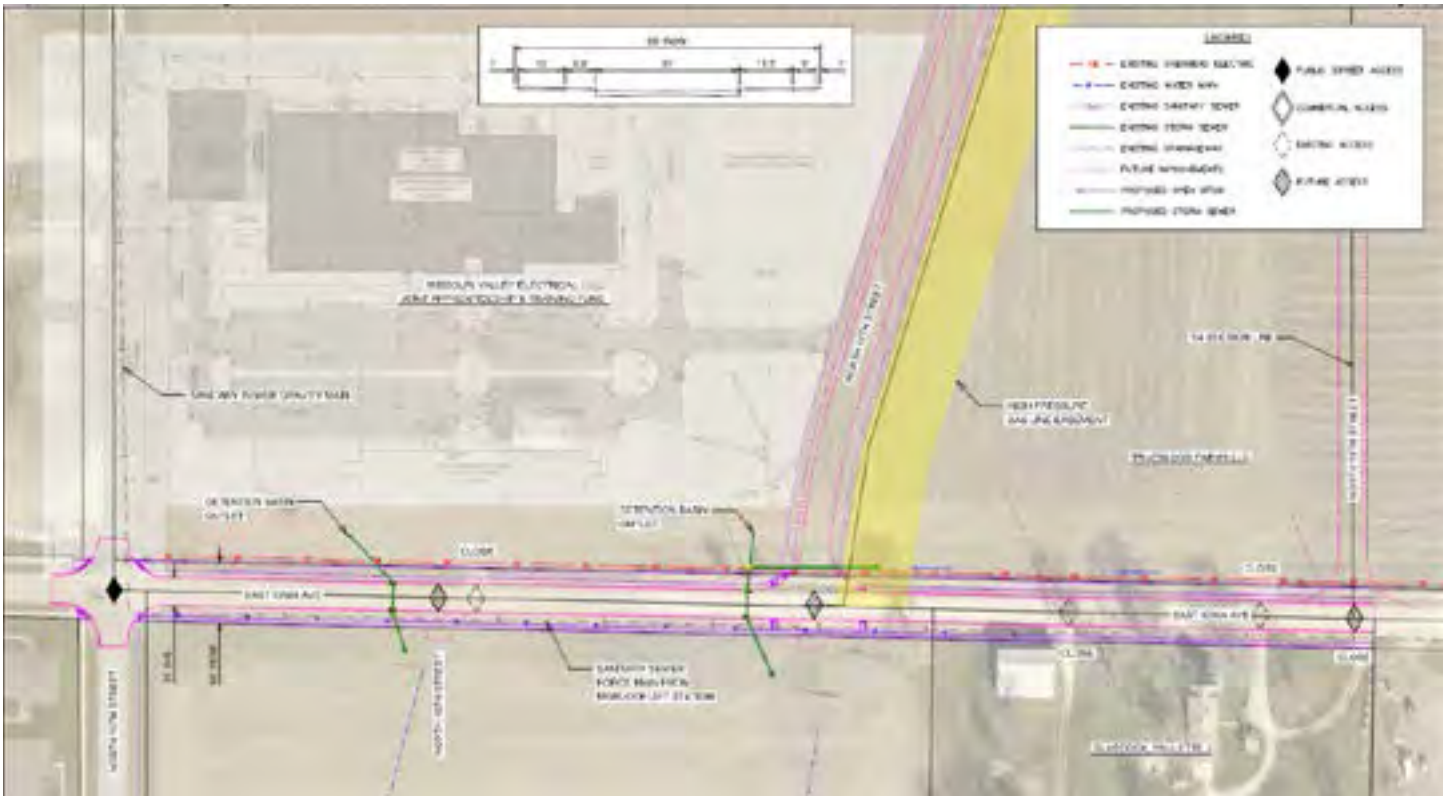
Minor arterials are moderate- to high-capacity streets that primarily provide for the movement of through traffic and provide access to lower-capacity collector streets. Minor arterials create continuous routes between major arterials and, in this plan, bisect the northeast and northwest quadrants of the city, providing access to residential and industrial developments. Desirable access spacing on minor arterials is ⅛-mile (660 ft). Traffic will generally flow freely on these streets and lower classification roads will be STOP controlled when intersecting. Minor arterial intersections with major arterials will generally be controlled with a traffic signal or roundabout. These streets will have more access than major arterials, may have two or four lanes, may provide turn lanes at intersections, and will have speed limits ranging from 25 to 45 mph. Facilities for biking and walking, when deemed necessary, should have a comfortable buffer from the vehicle travel lanes.

IOWA AVENUE

Iowa Avenue provides one of the few continuous east/west streets in the city. As such, it's currently used as a minor arterial and will continue to do so. The proposed Hoover Street major arterial improvements will relieve some of the future east/west traffic demand from this route. Currently, the segments of Iowa Avenue east of US Highway 65/69 control access better than those older segments to the west. Future improvements to Iowa Avenue include paving east of 15th Street to connect to 150th Avenue. In addition, an extension is proposed for the western segment to continue a new street west of Kenwood Boulevard to North Y Street and then connect northwest to the existing gravel Inwood Street and intersection with County Highway R-63. Near term reconstruction of Iowa Avenue is planned east of 15th Street as a two lane urban cross section with sidewalk and trail. This will continue in additional phases to 150th Street as development continues.

KENWOOD BOULEVARD

Kenwood Boulevard is currently a minor arterial that connects Iowa Highway 92 to Iowa Avenue and Euclid Avenue. It carries 1,630-1,900 VPD and will continue to grow as residential areas in western Indianola develop. The street currently has several residential driveways along its entire length. Future improvements to Y Street are expected to relieve some future traffic growth. Future improvements of Kenwood Boulevard will extend it north from Iowa Avenue to the future Orchard Avenue extension, and then to a newly extended Hoover Street.



E Iowa Avenue paving project, Snyder & Associates, 2019

15TH STREET/143RD AVENUE CONNECTION

Fifteenth Street in southeast Indianola is currently used as a north/south route to connect Iowa Highway 92 while avoiding the central segments of US Highway 65/69 via Hillcrest Avenue or Iowa Avenue. The segment has an AADT of approximately 3,000 VPD. This road also has a number of residential driveways directly accessing the street leading to higher than ideal access spacing. The proposed 150th Avenue major arterial improvements are expected to divert and relieve future traffic growth on 15th Street. Fifteenth Street currently provides an attractive route to the Middle and High Schools, Pickard Park, and other destinations. Future improvements north of Iowa Avenue involve a new street to the northeast of North 17th Street and North 18th Street to connect with 143rd Avenue at Hillcrest Avenue and then to Willowcrest Avenue (Hoover Street extension).

COLLECTORS

MAJOR COLLECTORS

Major collectors are moderate-capacity streets that primarily serve to connect the local street network to arterials. Such roadways will typically have two lanes for traffic with a speed limit ranging from 25 to 35 mph and may provide on-street parking on one side of the street. Some of these streets (e.g. Orchard Avenue) already include houses with driveways directly abutting the street. Future extensions of these streets should avoid this pattern since desirable minimum access spacing is between 300-400 feet, or a typical city block. They should be designed to accommodate people biking and walking, typically through the use of sidewalks and bike lanes. Sidepath trails may be appropriate in circumstances where there are no (or very few) driveways.

E Hillcrest Avenue reconstruction project, Snyder & Associates, 2019

Major Collectors include:

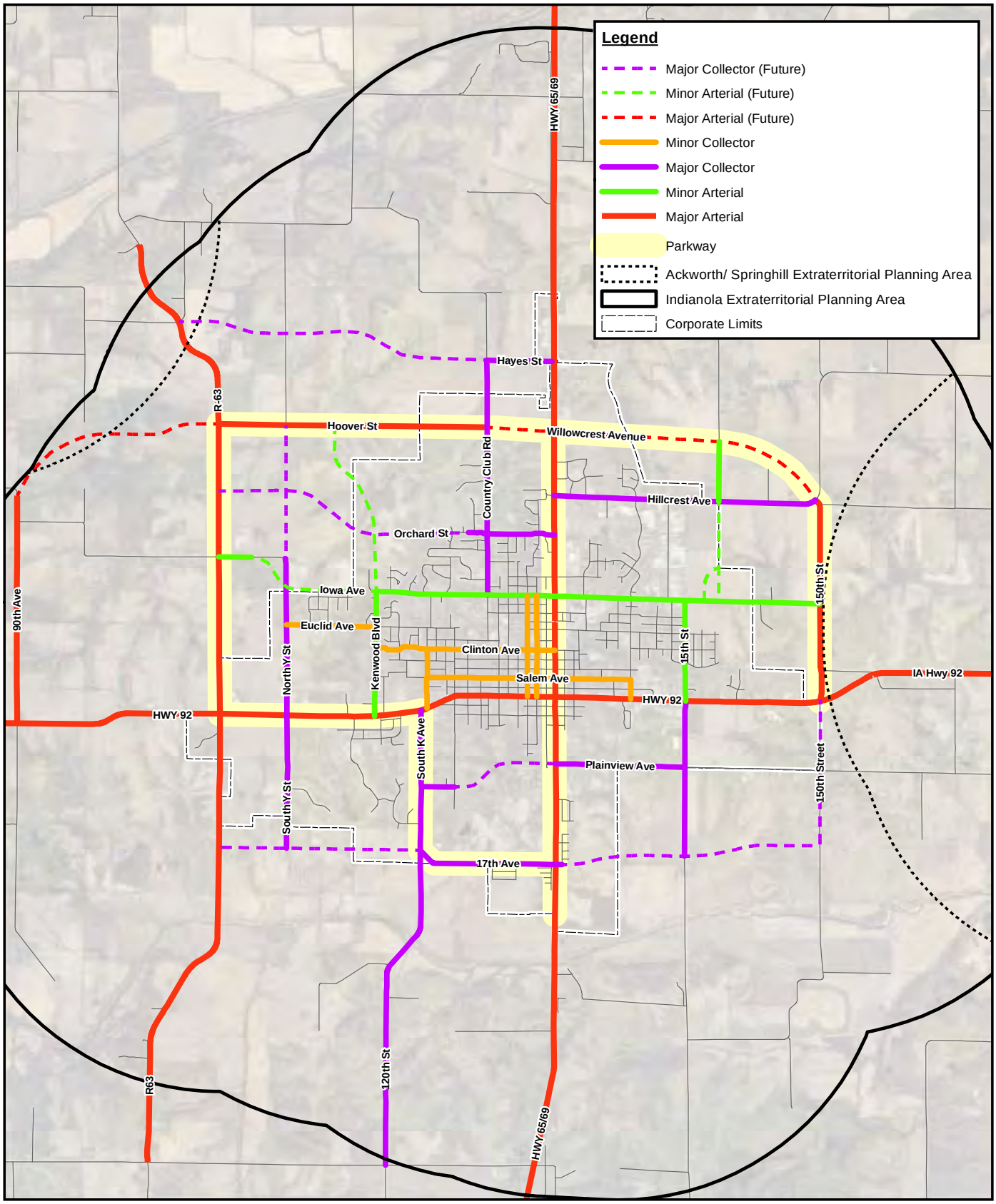
- East/West Streets
  - W 17th Avenue (future extension)
  - Plainview Avenue (future extension)
  - Orchard Avenue (future extension)
  - E Hillcrest Avenue
  - Hayes Street (future extension)
- North/South Streets
  - Y Street
  - South K Street
  - E Street/Country Club Road
  - S 15th Street

An E Hillcrest Avenue concept study has been completed and E Hillcrest Avenue will be reconstructed in multiple phases from US Highway 65/69 to North 17th Street (143rd Avenue) as a three-lane urban cross section providing a center TWLTL and parallel sidewalk and trail, as well as a crossing for the regional Summerset Trail and possibly a trailhead parking area.

A South K Street concept study has been completed and K Street will be reconstructed in multiple phases as a two lane urban cross section between Iowa Highway 92 (W 2nd Avenue) and West 17th Avenue. Realignment of the J Street intersection will likely result in a traffic signal at the Iowa 92 & K Street intersection.

MINOR COLLECTORS

The minor collectors designated in this plan are primarily those that proceed through the established portions of the city. These corridors generally have a speed limit of 25 mph and provide a continuous path for traffic on one side of US Highway 65/69. They are the primary routes for trip destinations such as the Downtown Square, Irving, Wilder and Whittier Elementary Schools, as well as the High School. These streets should include accommodations for people biking and walking (sidewalks and bike lanes) and should be designed so children are comfortable using the corridors to access the schools. This may



SNYDER & ASSOCIATES

0 2,500 5,000
Feet

Future Transportation Network

Indianola Comprehensive Plan | Indianola, Iowa | 12/17/2019

require traffic calming measures, particularly when bicyclists are expected to share the travel lane with motorized traffic.

Minor collectors include:

- East/West Streets
  - Salem Avenue
  - Clinton Avenue
  - W Euclid Avenue
- North/South Streets
  - J Street (planned realignment with K Street at IA 92)
  - Buxton Street
  - Howard Street

PUBLIC FEEDBACK & BEST PRACTICES

Transportation Options ranked seventh out of eight options on the online public survey. Trails were ranked as the most preferred alternative mode of transportation, followed by bus service and ride share services. On-street bicycle facilities such as bicycle lanes and shared lane markings were not favored by respondents. When asked to distribute the city's hypothetical Capital Improvement Budget, respondents allocated most funding to road maintenance and expansion. The comments strongly supported improving sidewalks and overall walkability. There was also strong support for improving transportation services between Indianola and Des Moines. Some comments noted the need to repair potholes and pave or repave several streets.

Transportation-related best practices advocate for expanded transportation options for all ages and abilities. Consideration should be given to transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality. This is often accomplished, in part, through a Complete Street Policy which a city follows when deciding which modes of travel to accommodate on each roadway, and through what type of accommodation. Despite the online public survey responses generally not preferring on-street bicycle facilities, provision of a bikeable network is part of a best practice for a complete and equitable transportation system. Public education on the rights and responsibilities of bicyclists and motorists may help to alleviate safety concerns and promote acceptance of people biking on streets. It will be important to choose the most appropriate type of bicycle facility based upon the condition of each roadway in order to improve safety, comfort, and predictability of the network.

Recognizing the relationships between the transportation network and land use, and between street design and community character is also a best practice. The transportation network must be designed with considerations for safety and efficiency, protection of natural resources, and agricultural land, cultural and historic landscapes, and the promotion of equitable mobility, walkability, and bikeability. As a highly visible element of the community, streets play a role in establishing community character through placemaking.

An emerging best practice is the use of Intelligent Transportation Systems (ITS) (aka Smart Transportation), which integrates technology to improve the transportation system. This may include a wide range of applications such as navigation systems, use of cameras to enforce traffic control laws, real-time feedback on traffic conditions (e.g., crashes, hazards, congestion) and provision of alternate routes, locations of available parking spaces, or updated transit times. It may even allow a transit bus or emergency vehicle to have priority at signalized

intersections by turning the signal green upon approach or change a speed limit based upon current conditions. The city has ongoing signal timing and signal interconnection projects with the Iowa DOT along US Highway 65/69 and Iowa Highway 92. Traffic signal operations and management should continue to be monitored to ensure ongoing efficient operations of existing facilities.

TRANSPORTATION (TR) GOALS

1. TR-1: ENABLE ALL AGES AND ABILITIES TO MOVE ABOUT THE CITY WITHOUT THEIR OWN VEHICLE

OBJECTIVES

A. **TR-1-A:** Develop non-motorized connectivity for transportation purposes

B. **TR-1-B:** Support motorized travel without individual motorized vehicle ownership

2. TR-2: CONTINUE TO EXPAND AND IMPROVE THE STREET NETWORK TO IMPROVE TRANSPORTATION SAFETY, EFFICIENCY, EQUITABLE MOBILITY, AND ESTABLISH COMMUNITY CHARACTER

OBJECTIVES

A. **TR-2-A:** Evaluate existing roadways and make necessary improvements

B. **TR-2-B:** Promote development of a grid street network

C. **TR-2-C:** Use the street design to establish a character for the city and neighborhoods

Photo credit: Indianola Parks & Recreation Department

7

COMMUNITY SERVICES

INTRODUCTION

Community facilities play an important role in ensuring a quality standard of living for Indianola residents, as well as impacting the location and type of development that occurs. The City is responsible for electricity, water, and fiber optic through Indianola Municipal Utilities (IMU) and recycling and refuse services through the City's recycling and refuse program. Indianola's publicly-owned utility has served the community for over a century, beginning with electric service in 1890. A five-member Board of Trustees, appointed by the Mayor and approved by the City Council, oversee the operations of IMU. This chapter outlines existing municipal utilities and services, and addresses development policies and goals to enhance and develop additional facilities to accommodate growth.

UTILITIES & SERVICES

IMU WATER SYSTEM

IMU owns and operates four deep water wells that pump an average of 1.2 million gallons of water per day. The water uses a lime softening process which reduces the natural hardness to 100-120 parts per million. The plant is designed to treat 3.3 million gallons a day and is currently at approximately one third of that capacity.

Once the treatment process is completed, the water is pumped from a 700,000 gallon clear well to be served in one of two IMU water towers. The two towers can store a combined total of 1.7 million gallons of water, supplies the city with one day of usage without implementing an emergency conservation measure. The city has approximately 97 miles of active water mains.

IMU ELECTRIC SYSTEM

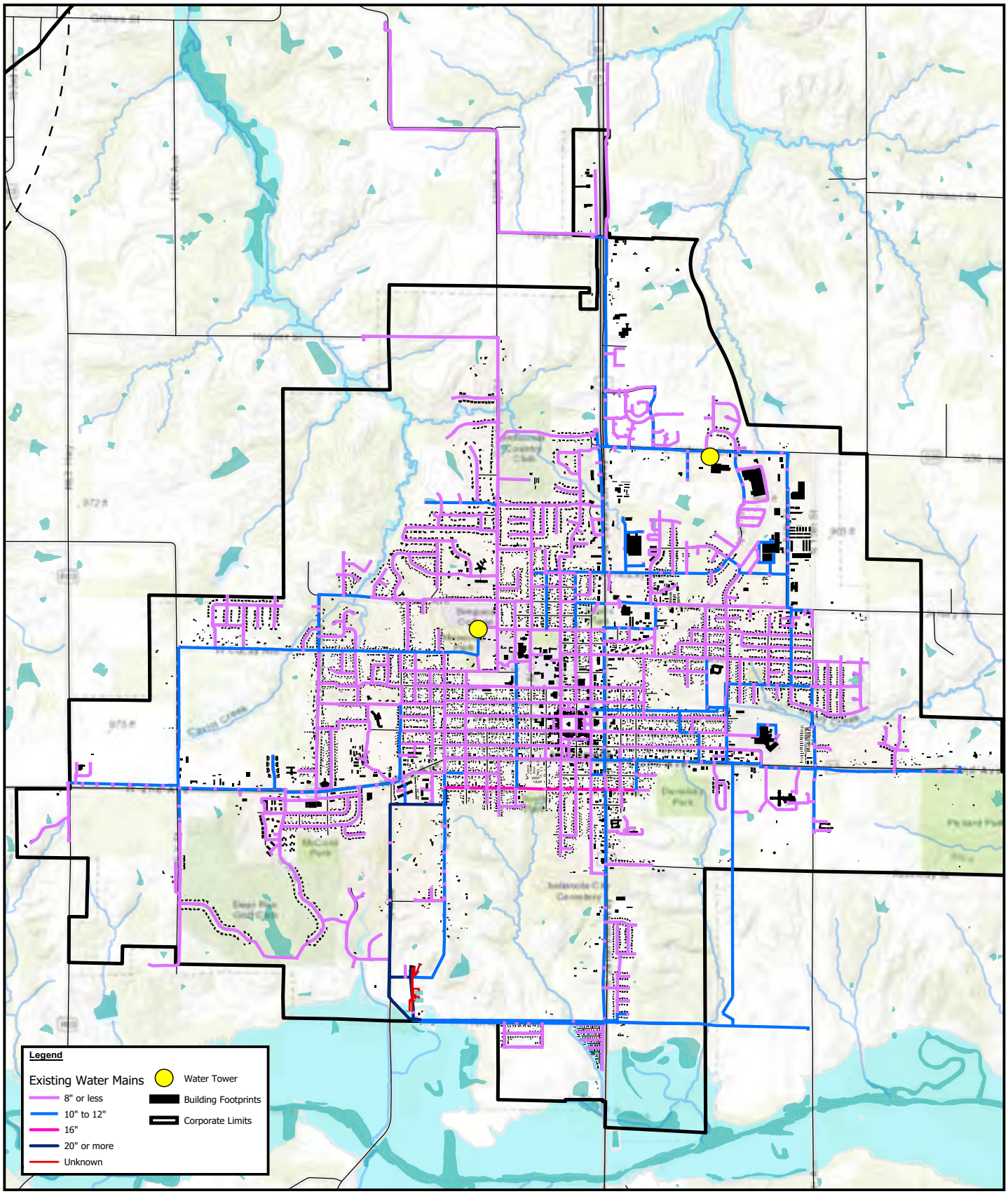
IMU serves the electric requirements of the citizens and businesses of Indianola with approximately 6,300 electric meters. Wholesale electricity is purchased from Municipal Energy Agency of Nebraska under a 30-year contract. Three 69kv transmission lines tie into IMU's substation which distributes power out at 13.2kv. IMU also has 40MW of local generation that can be used in emergency situations.

IMU FIBER OPTIC SYSTEM

IMU fiber delivers internet, television, and landline telephone services to Indianola residents and are currently expanding fiber services throughout the City of Indianola.

SANITARY SEWER SYSTEM

The City of Indianola owns and operates its own wastewater collection and treatment system. The treatment plant was constructed in 1978 and is currently beyond its useful life of 30 years. This system includes gravity sanitary sewers, seven pump stations and associated force mains, an equalization basin and one treatment plant. The Water Pollution Control Department operates and maintains all components of this system. The city has approximately 84 miles of sanitary sewer line.

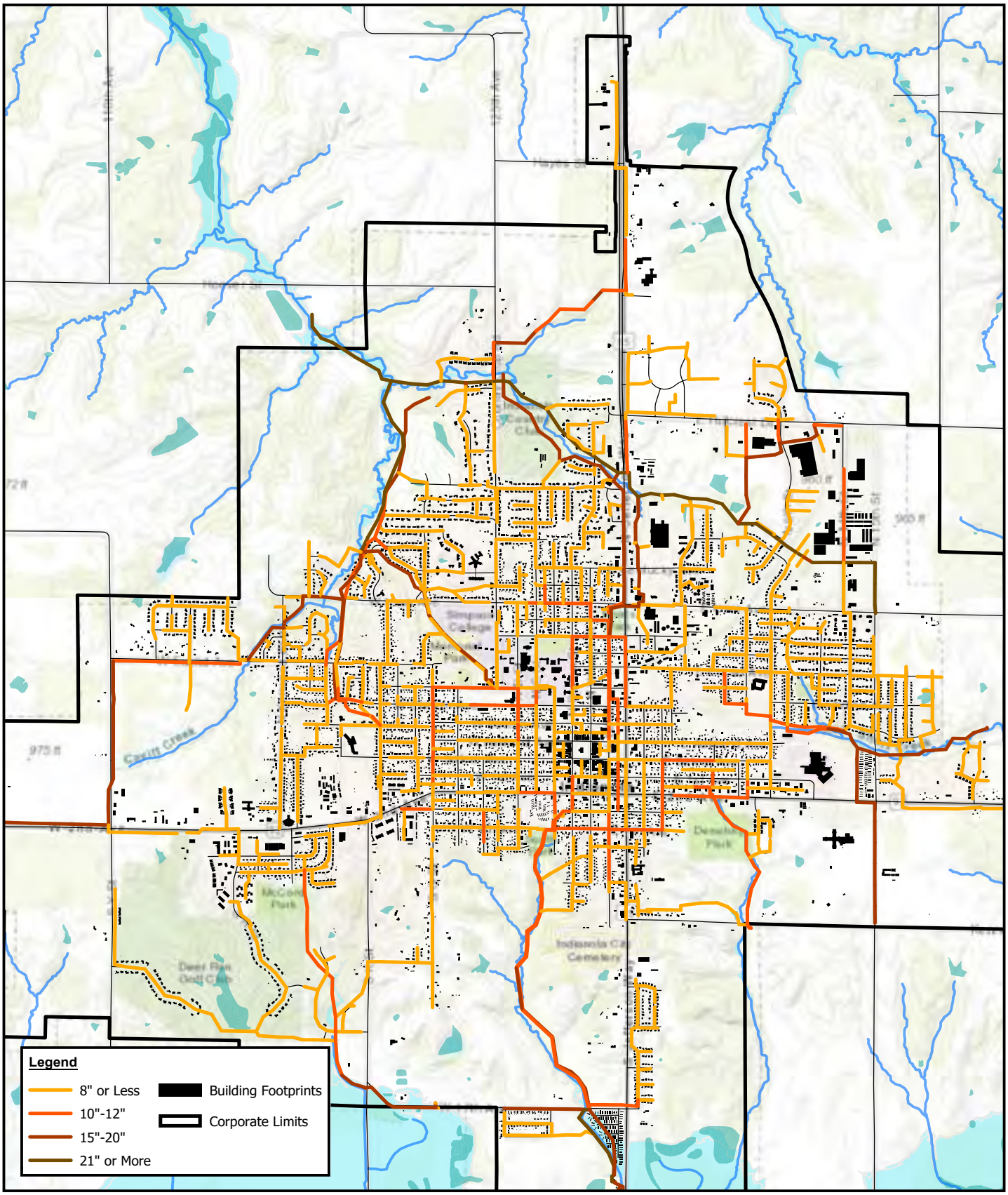


SNYDER & ASSOCIATES

N

0 0.3 0.6
Miles

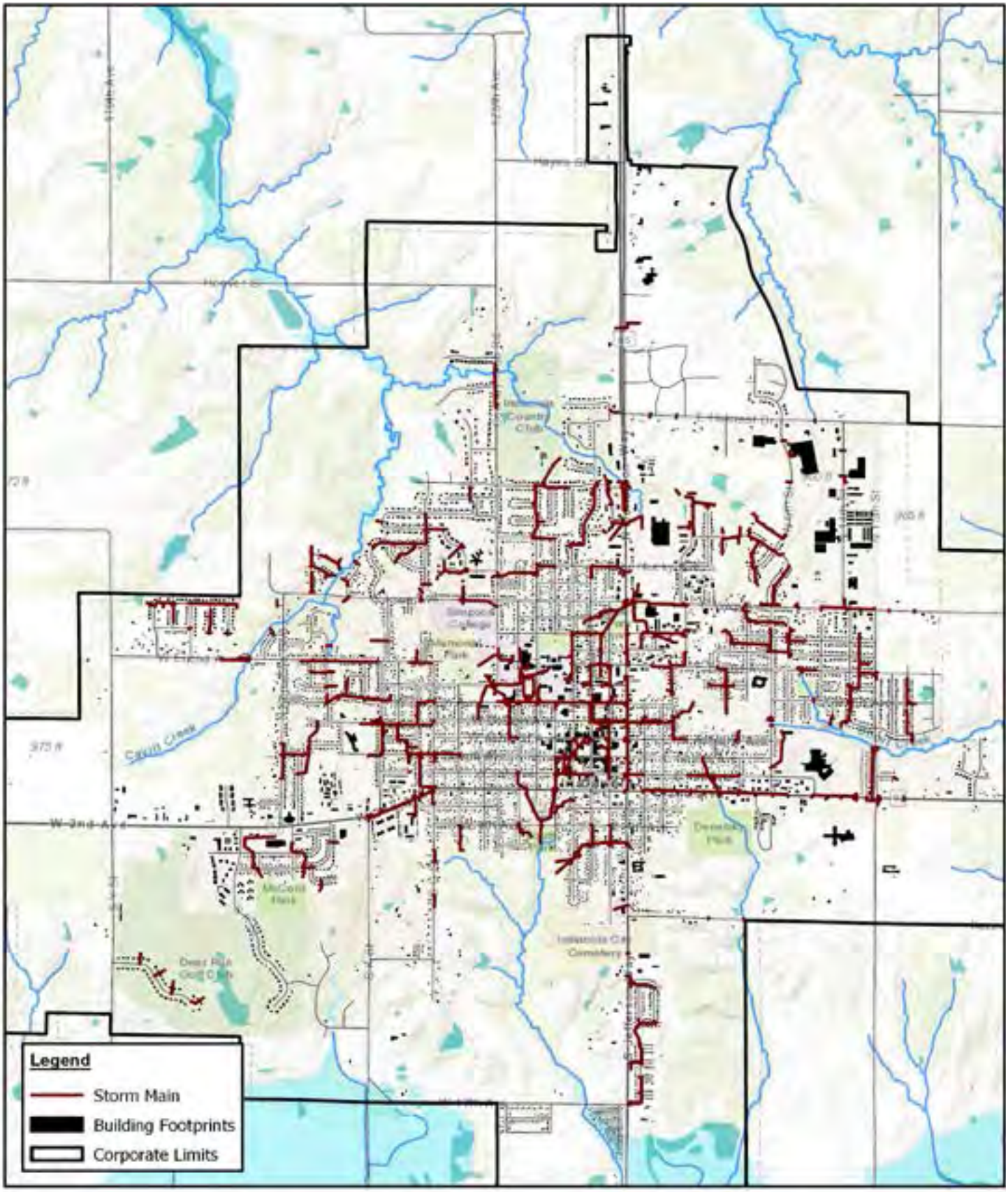
Existing Water System



SNYDER & ASSOCIATES

0 0.25 0.5
Miles

Sanitary Sewer System



SNYDER & ASSOCIATES

N

0 0.3 0.6 Miles

Storm Sewer System

The city committed 100% of funds raised by the new Local Option Sales Tax for a new wastewater treatment plant. A public open house was held on August 24th, 2018 in regards to plant design and environmental concerns and has since been approved. The future site will be located northwest of Indianola along Grimes Street and 115th Avenue and will accommodate growth to meet the 20 year planning estimates. The site of the existing plant will be restored to enable future development.

STORM SEWER

The City currently maintains approximately 27 miles of storm sewer.

RECYCLING AND REFUSE

The City offers a citywide recycling program in which 65% of its residents participate. Recyclables are delivered to the South Central Iowa Landfill. The average household recycles 9.5 pounds per week. The City contracts with Waste Management to provide recycling services while garbage collection is served by Waste Management, Waste Connections, Inc., Wiegert Disposal, and TRM Disposal.

EDUCATION SYSTEM

The Indianola Community School District serves approximately 3,500 students in grades PK-12. The district has six attendance centers including four elementary schools, one middle school and one high school. The district encompasses 160 square miles and serves over 20,000 residents in and around the communities of Indianola, Ackworth, and Sandyville.

PUBLIC LIBRARY

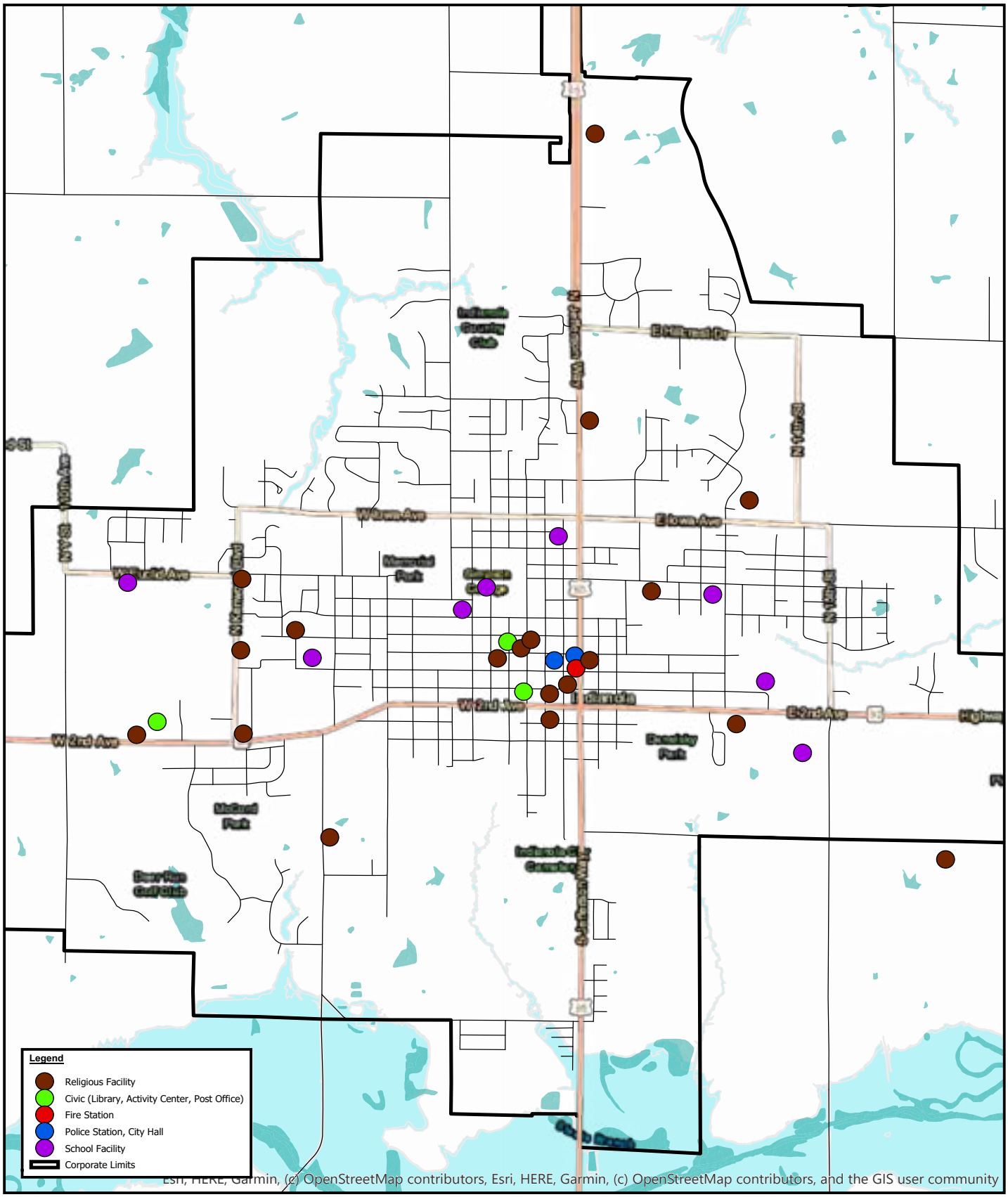
The public library provides free resources and services for the entire community. The building is a one-story brick structure constructed in 1984 and encompassing 9,816 square feet of finished space. An unfinished basement brings the total space to approximately 11,500 square feet. An adjacent parking lot provides 25 parking stalls located on the south side of the building. The building has an office with cubicles, one meeting room, a storytime room, and computers and Wi-Fi for public use.

CITY HALL

Indianola's City Hall houses the offices of the City Clerk, City Manager, Mayor, City Council, Community Development, Finance, Human Resources, Information Technology, Police and Fire Departments. City Hall is located in the Municipal Building at 110 North 1st Street and is centrally located in proximity to the town square.

POLICE AND FIRE

The Indianola Fire Department provides both fire and emergency medical services to the citizens of Indianola, and the surrounding area. The department covers a service territory in the center of Warren County that is approximately 118 square miles in size. The Fire Department operates out of one station located in the northeast portion of the Municipal Building.



SNYDER & ASSOCIATES

INDIANOLA

0 0.25 0.5
Miles

Community Facilities

The Indianola Police Department is also headquartered in the Municipal Building. In 2018, the Police Department was staffed by a Police Chief, Captain, two Detectives, a Lieutenant, three Shift Sergeants and 11 Patrol Officers. The police force answers approximately 12,000 calls for service annually.

ACTIVITY CENTER

The Indianola Activity Center is home to the Indianola Senior Center, community rooms, offices and the Parks and Recreation Department. The Buxton room has a 240-person capacity. The building also has an arts and crafts room and meeting room with a 15-person capacity. The Parks and Recreation Department is responsible for developing and maintaining public parks and facilities including the Activity Center. The department partners with interest groups, including Warren County, Indianola Schools, and Simpson College on a variety of facilities to increase recreational opportunities for Indianola residents.

PARKS & RECREATION

This section examines the city-owned and operated recreation areas and any other park with public access. It considers the following:

- Evaluation of Parks by Population. The National Recreation and Parks Association (NRPA) provides an annual report that can be used to examine where an individual community stands in relationship to national medians.
- Evaluation of Parks by Classification. Based on the classifications defined in the previous section each existing park is assigned a classification in order to further understand the level of service provided and area served.
- Evaluation of Parks by Geographic Distribution. Mapping is conducted to analyze the geographical gaps in service areas.

The community also has access to two state parks, the 222-acre Summerset State Park and the 770-acre Lake Ahquabi State Park. These parks were not evaluated in this plan since they aren't located within the extraterritorial planning area and are not city-owned facilities. The privately owned Indianola County Club and the Indianola Sports Complex (owned by the school district) were also not evaluated in this plan since these facilities aren't owned by the city and are specialty recreational facilities.

This section also reviews the existing and future recreational trail network.

EVALUATION OF PARKS BY POPULATION

The City of Indianola has 14 parks totaling 255 acres of green space, not counting the Activity Center. With a 2018 population estimate of 16,071, Indianola offers the benefit of approximately 15.9 acres of park land per 1,000 residents.

The 2019 NRPA Agency Performance Review states the national median for provision of park space is 10.1 acres per 1,000 population. This number increases to 11.8 acres per 1,000 population for systems servicing populations of 20,000 or less. Indianola's overall park space is higher than the national median for communities of less than 20,000 population. The upper quartile for this population size is 18.9 acres per 1,000 population.

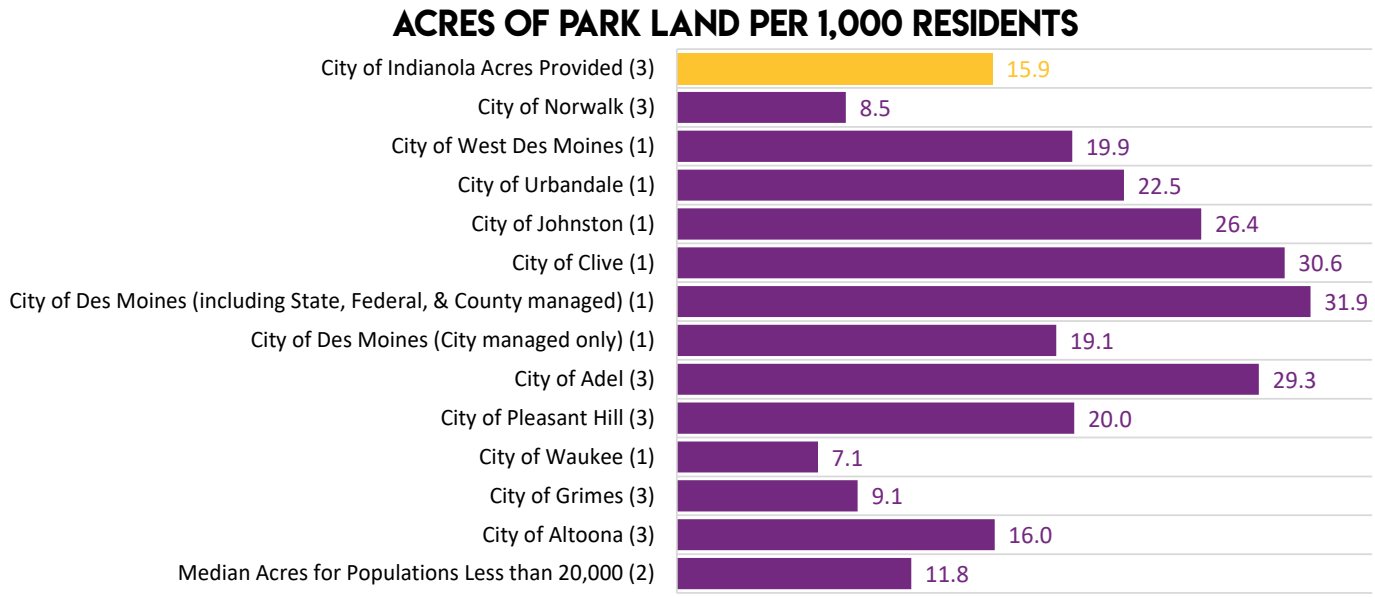
It is also important to take into consideration local trends from a regional area. On average, similar communities tend to be closer to the upper quartile of park space dedication in comparison to national standards. For example, the City of Pleasant Hill averages approximately 20 acres per 1,000. The Des Moines Register published an article in 2016 by Kim Norvell providing an analysis of local parkland dedication in the Des Moines metro area. It was clear the Des Moines metro tends to provide above the national averages. The Acres of Park Land per 1,000 Residents chart on the next page shows some of the Des Moines metro area cities in comparison to Indianola and the NRPA median.

EVALUATION OF PARKS BY CLASSIFICATION

Parks can be classified by type and service area. This helps define their role in the overall park system, demonstrates the interrelationship between parks, highlights potential deficiencies, and helps develop an action program. Each of Indianola's parks has been classified as either a mini park, a neighborhood park, or a community park.

The three tables starting on page 99 summarize the distinctive features that define each type of park classification. These tables also include an inventory of Indianola's park facilities based on their classification, and identify each park's size and amenities.

An updated park system master plan may provide more in-depth analysis of park classification including specialty parks, natural areas, and private recreation. Additionally, a park system master plan may include analysis of park amenities and programming.



(1) Norvell, Kim. "Parkland in central Iowa outpaces majority of large U.S. cities." Des Moines Register. https://www.desmoinesregister.com/story/news/2016/12/06/parkland-central-iowa-outpaces-majority-large-us-cities/94666060/
(2) National Recreation and Park Association, 2019 NRPA Agency Performance Review. https://www.nrpa.org/siteassets/nrpa-agency-performance-review.pdf
(3) Snyder & Associates, Inc. review of city data available from city comprehensive plans and websites.

EVALUATION OF PARKS BY GEOGRAPHIC DISTRIBUTION

A third way to evaluate a community's park facilities is by evaluating the distribution of the parks based on the size of their service area in relationship to each other. The Future Parks and Trails Plan (page 101) illustrates a ¼-mile service area surrounding each park, based upon each park serving the function of a neighborhood park. The service areas have been modified to account for barriers to walking or biking access, such as busy roadways. The four elementary schools have been added to the map since they also function as neighborhood parks with playgrounds open to the public. It should be noted that neighborhood parks may potentially serve somewhat larger areas, up to ½-mile around the park provided no physical barriers exist that would limit access.

When evaluated geographically, much of the city is within the service area of at least one park. However, future neighborhood parks should also be considered in locations not covered by at least one neighborhood park. A large existing residential area currently not served by a park is the neighborhood surrounding the Indianola Golf & Country Club. The residential areas on the east side of N 15th Street and areas east of S K Street and adjacent to W 17th Avenue are also underserved.

FUTURE PARKS FACILITIES

The stars on the Future Parks and Trails Plan represent the general area for future park development to provide adequate service for existing and future residential development. They should not be interpreted as specific parcels for park development or counted as the exact number of parks needed. Specific park locations and sizes should be identified concurrent with platting of new parcels and roadways while meeting the objective to have a park within a quarter-mile walk of every resident, to maintain 16 acres of parkland per

1,000 population, and to connect to the trail system. The service areas shown are based upon a small park; if a planned new park is larger, it will result in a larger service area. Parks should be developed concurrent with new residential development to avoid a gap in service.

MINI PARKS

- Serve nearby residences
- Typically less than 5 acres in size
- Service area of less than ¼-mile
- Access is primarily pedestrian and bicycle, no on-site parking

PARK	APPROX. SIZE (AC.)	PLAY-GROUND	PICNIC AREA	PLAYING FIELDS	COURTS	SPECIAL FEATURES
Barker Park	1.0	Yes	Yes	Yes	Yes	Shelter
Dayton Park	1.0	Yes	Yes	Yes	Yes	
Sesquicentennial Park	0.4	No	No	No	No	Flower gardens
Willow Creek Tot Lot	0.7	No	Yes	No	No	
Total Area	***3.1 acres***					

NEIGHBORHOOD PARKS

- Serves one or more of the surrounding neighborhoods
- Typically 5 to 10 acres in size
- Service area of ¼-mile to ½-mile
- Access is primarily pedestrian and bicycle, limited on-site parking
- Offers active and passive recreational activities, typically not unique in the park system

PARK	APPROX. SIZE (AC.)	PLAY-GROUND	PICNIC AREA	PLAYING FIELDS	COURTS	SPECIAL FEATURES
Buxton Park	5.4	No	No	No	No	Gazebo, arboretum, fountain, wind sculptures, geocache
Easton Park	2.4	Yes	Yes	No	No	
McCord Park	16.2	Yes	Yes	Yes	Yes	Parking, hiking trails, woodlands, sand volleyball, geocache, shelter
Moats Park	4.0	Yes	Yes	Yes	Yes	Parking, shelter
South Park	4.4	Yes	Yes	No	Yes	Geocache
Total Area	***32.4 acres***					

COMMUNITY PARKS

- Serves multiple neighborhoods or whole community
- May be 10 to 50 acres in size, optimally 25-50 acres
- Service area of ½-mile to 3-miles
- Access is primarily vehicular, parking is generally included on-site
- Typical uses include unique attractions, sports facilities, natural features

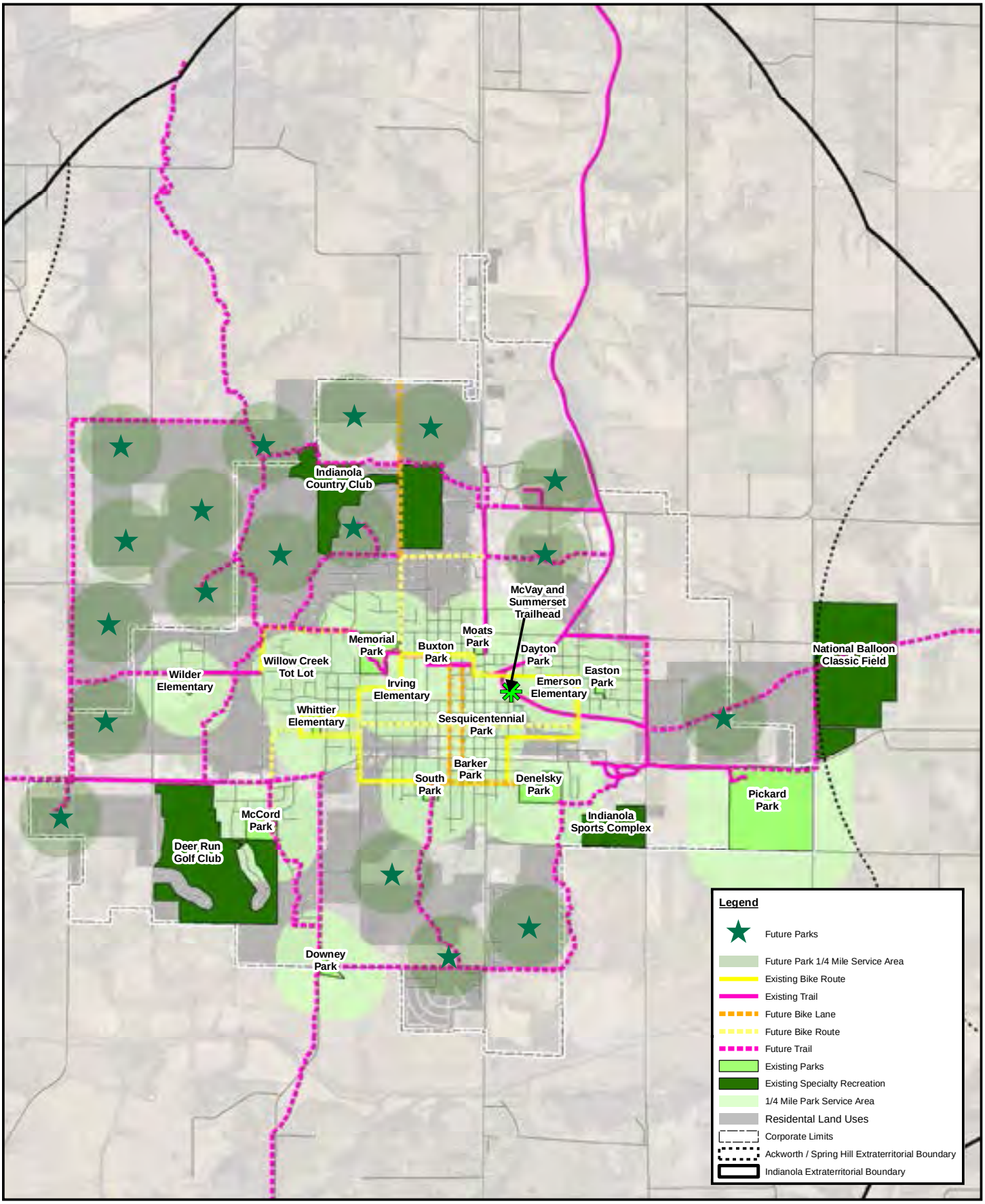
PARK	APPROX. SIZE (AC.)	PLAY-GROUND	PICNIC AREA	PLAYING FIELDS	COURTS	SPECIAL FEATURES
Downey Memorial Park	10.6	No	Yes	No	No	Parking, shelter, geocache, dog park
DeNelsky Park	22.9	No	Yes	No	No	Parking, hiking trails, woodlands
Memorial Park	13.0	Yes	Yes	No	No	Parking, shelter, geocache, amphitheater, aquatics, skatepark
MacVay & Summerset Trailhead	13.3	No	Yes	No	No	Parking
Pickard Park	160.0	Yes	Yes	Yes	Yes	Parking, hiking trails, geocache, horseshoe court, disc golf, ice rink, camping, woodlands
Total Area	***218.8 acres***					

Per Section 170.15 of the Code of Ordinances:

> *In subdividing property, consideration shall be given to suitable sites for schools, parks, playgrounds and other common areas for public use so as to conform to any recommendations of the most current Comprehensive Plan. Any provision for schools, parks and playgrounds should be indicated on the preliminary plan in order that it may be determined when and in what manner such areas will be provided or acquired by an appropriate taxing agency.*

This policy provides for land dedication, but without any guidance to location, minimum acreage, or amenities to be accommodated. This could unintentionally result in dedication of small, unwanted parcels as parkland. This policy should be updated, in consultation with the City Attorney, and to address these other aspects of meeting recreational needs, and include mechanisms to work collaboratively with developers and allow other forms of participation in lieu of land dedication.

An updated park system master plan should be completed to provide more detailed guidance on the classification of parks and types of amenities needed to fulfill current and future needs.



SNYDER & ASSOCIATES INDIANOLA

N

0 0.25 0.5
Miles

Future Parks and Trails Plan

Photo credit: Indianola Parks & Recreation Department

EXISTING AND FUTURE TRAIL NETWORK

Trail development is an important feature to communities across the state of Iowa. Trails are now an amenity that people look for when choosing where to live and where to recreate. The benefits of trails to citizens include recreation, health and fitness, social interaction, transportation, economic development, greenway conservation, environmental education, and enhanced community image and pride.

- Summerset Trail - 11.1 miles - Indianola is situated at the south end of the Summerset Trail, an asphalt trail along vacated railroad right-of-way that runs north to the city of Carlisle. A trail spur connects to Banner Lakes at Summerset State Park.

- The McVay Trail - 1.6 miles - Connects from the McVay Trailhead east to Pickard Park.

- Jerry Kelly Trail - 2.5 miles - Connects from McVay Trailhead west to Memorial Park. A 2019 connection from Memorial Park links to Iowa Avenue (0.35 miles) where on-street shared lane markings lead to North Kenwood Boulevard, with additional shared lane markings leading to a sidepath trail along Euclid Avenue to Wilder Elementary (0.35 miles). A future trail extension is planned from the Euclid Avenue sidepath trail to extend south to the Activity Center and to connect to the Highway 92 sidepath trail.

- East Hillcrest Trail - 0.5 miles - Parallels the north side of the road to connect between the Indianola YMCA and the Summerset Trail.

- Vintage Hills Trail - 0.27 miles - Connects East Hillcrest Trail to north side of Vintage Hills Retirement Home along N 6th Street.

Photo credit: Indianola Parks & Recreation Department

The trail network is planned to interconnect parks; these trails will run along greenways where possible. This network will be augmented with bike lanes through existing developed areas. Where bike lanes are not feasible, shared use roadways using shared lane markings may be considered.

PUBLIC FEEDBACK & BEST PRACTICES

In the online public survey, residents ranked parks and recreation as the fourth most important topic out of eight categories. There was strong support for maintaining and improving existing playground and park amenities, and adding amenities to new parks. Recreational programming was also highly supported. Specialty parks (dog parks, skateparks, disc golf, and splash pads) had the least amount of support, but the comments were full of requests for a splash pad. When asked to allocate the city's hypothetical capital improvement budget, parks ranked third out of five options.

Planning best practices recommend every resident have access to a park within a five-minute walk. They also recommend that the park facilities are available concurrent with new development. Parkland may be acquired and developed through a parkland dedication ordinance. The specific types of recreational amenities and programs that are needed in the community should be determined through a park system master plan.

Survey respondents ranked Educational Opportunities as the second most important topic. Mentorship programs, business start-up assistance, job shadowing, college preparatory courses, and training programs all received strong support. Interestingly, while child day care received the least support, it also received the most comments as being highly needed.

Best practices focus on the significance of early childhood education which may be obtained through high-quality child care and pre-schools. Life-long learning is another best practice that improves wellness and happiness in all ages. Primary and schools should accommodate all types of learners and all abilities.

The Indianola Sustainability Committee noted an urgency for the city to incorporate electric vehicles into the city fleet and for the city to work with IMU to create energy efficiency programs and to promote and to use renewable energy sources where possible.

COMMUNITY SERVICES (CS) GOALS

1. CS-1: PROVIDE HIGH QUALITY EDUCATION AT ALL LEVELS FOR ALL MEMBERS OF THE COMMUNITY

OBJECTIVES

A. CS-1-A: Offer trade service training, certification, and advanced education options

B. CS-1-B: Increase college preparatory courses and opportunities offered at local schools

C. CS-1-C: Develop a local job shadow program partnering businesses and students

2. CS-2: CONTINUALLY AIM TO IMPROVE PUBLIC COMMUNITY SERVICES

OBJECTIVES

A. CS-2-A: Improve and expand local library facilities and operations

B. CS-2-B: Maintain a high level of communication with the community

C. CS-2-C: Ensure that the health needs, both physical and mental, of all residents are being met

3. CS-3: PROVIDE HIGH QUALITY PARKS AND RECREATION AMENITIES FOR ALL RESIDENTS OF ALL AGES AND ABILITIES.

OBJECTIVES

A. CS-3-A: Maintain and improve existing park amenities and add amenities to new parks

B. CS-3-B: Connect the existing and future park system with recreational trails

C. CS-3-C: Provide park space at a rate of 16 acres per 1,000 population and located within a ¼ mile walk of every resident

8

THE ENVIRONMENT & SUSTAINABILITY

INTRODUCTION

As the City of Indianola continues to grow, increasing development will place pressure on the environment and quality of the air, water, and natural features. The City will continue to monitor and protect these resources in order to promote the health of its citizens and protect property values. The protection of natural resources is a fundamental principle of sustainability, which is defined as meeting the needs of the present without compromising the ability of future generations to meet their needs.

Addressing the environment requires also addressing the potential for natural disasters, the need to be prepared, and the desire to be resilient. The Warren County Hazard Mitigation Plan should be the primary source of information related to hazard mitigation. Climate change directly impacts the natural environment, increasing extreme and unpredictable weather events, and should also be addressed by this chapter.

NATURAL ENVIRONMENT

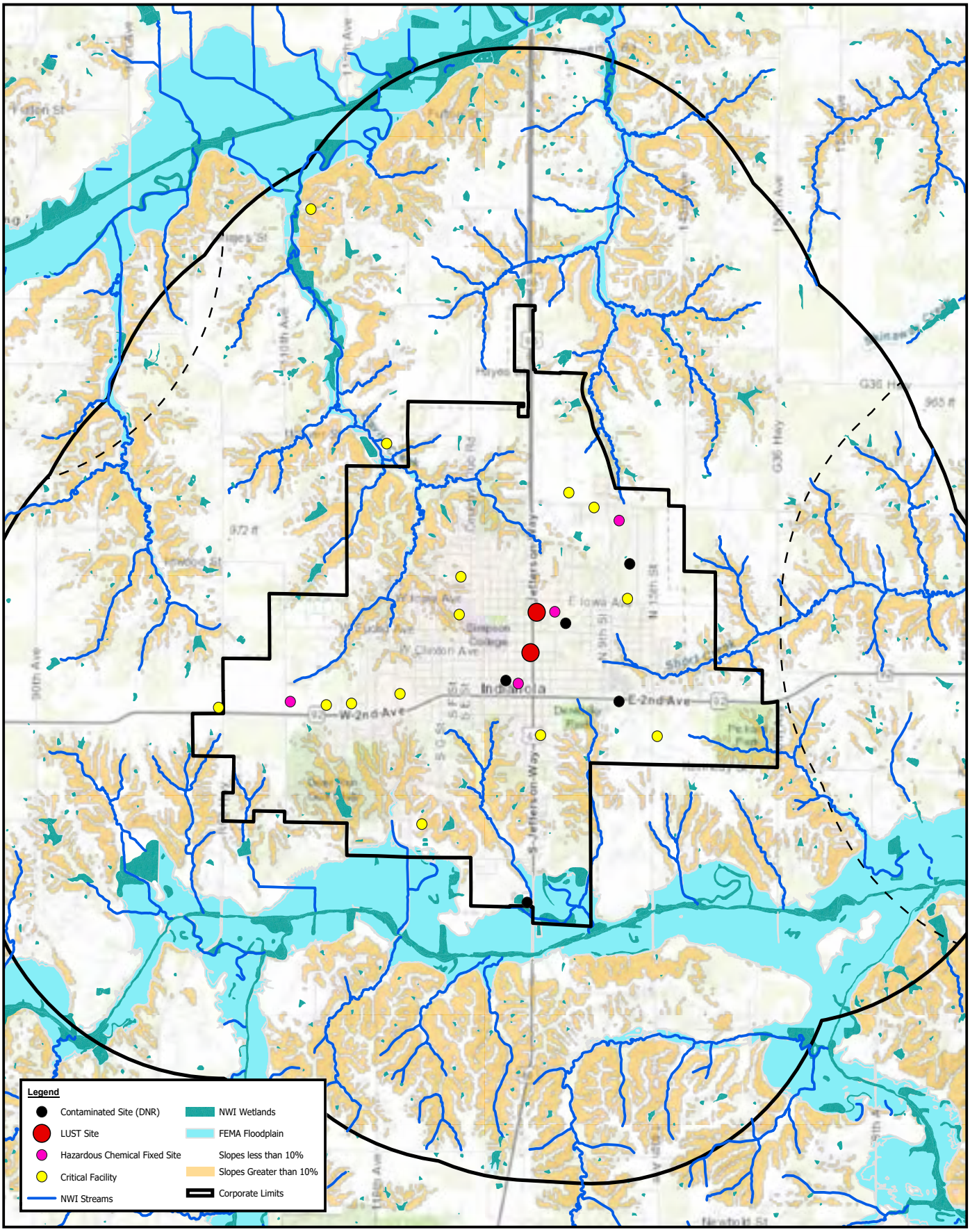
The Middle River skirts the two-mile area surrounding the city's current corporate limits; flowing northeasterly as it makes its way toward the Des Moines River. Three major tributaries of the Middle River extend to the south into Indianola's planning area. The east tributary, Plug Run, is generally located east of US Highway 65/69 and extends south into the northern part of the city, terminating in the vicinity of East Hillcrest Avenue. Cavitt Creek, the center tributary, is situated west of US Highway 65/69 and extends past the Country Club and then continues south beyond West Euclid Avenue. An unnamed tributary is located west of County Highway R-63. While the 100-year floodplain of the Middle River follows all three tributaries into Indianola's two-mile jurisdiction, only the floodplain of Cavitt Creek is located within the city boundary.

The South River is located just south of the city boundary and flows to the east, generally paralleling Iowa Highway 92. Several unnamed tributaries extend north from the section of the South River into the city. Once south of the city of Ackworth, the river bends to the northeast as it flows toward the Des Moines River. After the river crosses Iowa Highway 92, one large tributary, Short Creek, extends west into Indianola where it terminates west of 15th Street. The floodplain of the South River follows these tributaries into and around the city.

The Environmental Constraints map illustrates the following physical restrictions:

FLOOD HAZARD AREAS

Flood hazard areas associated with the Middle River and the South River are designated on the map as floodway, 100-year floodplain and 500-year floodplain. The flood hazard areas are generally not suitable for development purposes. Some limited development in these areas may be acceptable if appropriately located and properly mitigated. For example, in flood fringe areas, recreational facilities or wood waste recycling may be permitted. Development should not increase the extent of the floodplain or cause damage or erosion along waterways.



SNYDER & ASSOCIATES

Environmental Constraints

WETLANDS

Wetlands as recognized by the National Wetlands Inventory Survey are denoted on the map, however, all wetlands have not been identified. Where wetlands may be suspected, a wetland delineation may be necessary prior to development. Where wetlands are present, proper permitting is required. If identified jurisdictional wetlands are permitted to be disturbed by development, mitigation may be required.

SEVERE SLOPES

The rolling terrain comprises areas of extreme slopes that make development difficult. The areas of primary concern are those with greater than ten percent slope. These areas are generally located adjacent to drainage ways. Since areas having severe slopes typically require more extensive grading in order to develop the site, erosion is a concern.

CRITICAL FACILITIES

The Warren County Hazard Mitigation Plan identified critical facilities vital for disaster response and essential for returning the city's functions to normal during and after a disaster. Critical facilities were identified during the original planning process and updated by the planning team.

LEAKING UNDERGROUND STORAGE TANKS (LUST)

A LUST site is a location where a contaminant release (gasoline, kerosene, oil, or diesel) has occurred from an underground storage tank system. Thirty seven sites have been identified with an Indianola address. All sites were reviewed on the Iowa DNR Website. All but two sites have received a No Further Action Required status, indicating the sites are cleaned up and cleared for development. The two sites at "high risk" are identified on the environmental constraints map. Areas around these sites should require additional review to ensure sites have been cleaned up, and are in compliance with EPA standards. These sites are located at 800 N Jefferson Way and 311 N Jefferson Way.

CONTAMINATED SITES/FACILITIES

These sites, identified by the Iowa DNR, have been contaminated by release of hazardous materials or hazardous waste products. Development surrounding these areas will require additional review to ensure sites have been cleaned up and are in compliance with EPA standards.

HAZARDOUS CHEMICAL FIXED SITES

The Warren County Hazard Mitigation Plan identifies six sites that house hazardous materials in Indianola. None of these sites are located in the floodplain. These sites do not pose any immediate environmental concerns, but it is important to be aware of potential leaks or spills. The data is provided by the Iowa DNR.

SOIL SUITABILITY

Though not shown on the Environmental Constraints Map, Soils Maps are available from the Natural Resources Conservation Service. Much of the area in and around Indianola is composed of clay-type soils.

These soils often have limited permeability and therefore higher runoff rates; their slow percolation rates may not be suitable for use as leach fields for septic systems. In addition, clay shale may be found which may cause construction limitations. In areas where the potential for unsuitable soils exists, exploration and analysis by a geotechnical engineer is recommended.

NAME	ADDRESS
City, Police, Fire Hall	110 N 1st Street
Simpson Water Tower / Radio Communication	W Girard Avenue and NE Street
Hillcrest Water Tower / Radio Communication	N 7th Street and E Hillcrest Avenue
911 Dispatch	115 N Buxton Street
Substation	E Iowa Avenue and N 9th Street
Water Treatment Plant	1602 S K Street
Sewage Plant	1180 Hoover Street
New Sewage Treatment Plant	Grimes Street and 110th Avenue
Public Works	810 N 6th Street
Vintage Hills Retirement Center	604 E Hillcrest Avenue
Windsor Manor Retirement Center	608 S 15th Street
Westview Care Center	1900 W 3rd Place
Substation	Highway 92 and R63
Indianola Activity Center	2204 W 2nd Avenue
Village Retirement Center	1203 N E Street
Good Samaritan Center	708 S Jefferson Way
Warren County Fair Grounds	1400 W 2nd Avenue

PUBLIC FEEDBACK & BEST PRACTICES

In the online public survey, residents ranked the natural environment as fifth most important out of eight options and they ranked Climate Change as least important. Of those who prioritized the natural environment, the strongest support was for tree preservation and protecting open space for wildlife habitats. Of those who prioritized climate change, solar energy was the most supported, followed by wind energy. When asked to allocate the city's hypothetical capital improvement budget, the natural environment received the least amount of funding.

While some comments questioned the need to address climate change, many others indicted strong support for the city to be a leader and to guide residents in how they can help. They did express concern about negative impacts of wind energy if it's developed in town. Comments related to the natural environment generally expressed support for protection.

In recent years, it has become a best practice for cities to begin incorporating electric vehicles into their city vehicle fleet, and the Indianola Sustainability Committee has expressed a desire for the City to become a leader in energy efficiency by incorporating electric vehicles into its fleet. Cities Charging Ahead, a group of

Minnesota cities aimed at achieving electric vehicle readiness, found that having vehicle charging stations around their cities created an increase in private electric vehicles as well.

Planning best practices promote natural resource protection along with clean and renewable energy sources and improved energy efficiency. They also support sustainable design through green construction methods and efficient use of land, energy, water, and materials. Natural resource protection, green infrastructure, and sustainable development practices can help mitigate the negative impacts of natural disasters. For example, these practices can reduce the severity of flooding, provide on-site sources of energy, and improve the resiliency of the landscape. The US Green Building Council (USGBC) and its Leadership in Energy and Environmental Design (LEED) system is the most widely used green building rating system in the world and an excellent resource for sustainable design. Natural resources, agricultural resources, and cultural and historic landscapes should also be protected and restored as necessary. The City should act as a leader in sustainability practices to encourage private development.

ENVIRONMENT & SUSTAINABILITY (ES) GOALS

1. ES-1: PROMOTE THE USE OF RENEWABLE ENERGY SOURCES

OBJECTIVES

A. ES-1-A: Reduce greenhouse gas emissions

B. ES-1-B: Promote renewable energy production such as small scale wind and solar

2. ES-2: PROMOTE SUSTAINABLE BUILDING DEVELOPMENT AND GREEN INFRASTRUCTURE

OBJECTIVES

A. ES-2-A: Promote sustainable development practices

3. ES-3: PRESERVE AND RESTORE NATURAL RESOURCES AND WILDLIFE HABITATS

OBJECTIVES

A. ES-3-A: Protect wetlands, prairies, stream corridors, and other wildlife habitat

B. ES-3-B: Expand urban tree canopy

C. ES-3-C: Discourage sprawled urban development of open space and agricultural land

4. ES-4: REDUCE THE NEGATIVE EFFECTS OF HAZARDS AND THE IMPROVE THE RESPONSE AND RECOVERY TIME OF HAZARDS

OBJECTIVES

A. **ES-4-A:** Reduce the extent of property losses on properties with current and future development and reduce the likelihood of personal injury or loss of life (adapted from Warren County Hazard Mitigation Plan)

B. **ES-4-B:** Improve public response to hazards and make recovery easier (Warren County Hazard Mitigation Plan)

9

IMPLEMENTATION PLAN

INTRODUCTION

Implementation of the comprehensive plan should occur gradually over a 20-year timeframe. It will require multiple resources in terms of people, funding, and time. It should be integral to the daily operations of the city, and the community should be well aware of its vision and goals.

LEADERSHIP & PARTNERS

This plan is for the entire community and to guide the City's governmental functions. Much of the implementation will be led by City staff and appointed and elected officials. However, some elements are most suited to be led by businesses and business organizations, neighborhoods, property owners and managers, or developers. The City, when not the leader, should provide support as necessary. Below is a list of partners for implementation of this plan.

CITYWIDE

- City Government
  - City Council
  - Planning and Zoning Commission (P&Z)
  - Other City Boards and Commissions
  - City Administration (Administration)
  - Community and Economic Development (CED)
  - Fire Department
  - Library
  - Parks & Recreation (P&R)
  - Streets
  - Police Department
  - GIS
  - Building Inspector (Buildings)
- Indianola Community School District (Schools)
- Indianola Municipal Utilities (IMU)
- Hometown Pride (HP) (active through 2022)
- Simpson University (Simpson)
- Indianola Chamber of Commerce (Chamber)
- Downtown Square Association (DSA) (to be developed)
- Private Land Developers (Developers)
- Neighborhood Associations (Neighborhoods) (to be developed)
- City Residents (Residents)

COUNTYWIDE

- Warren County Conservation Board (WCCB)
- Warren County Economic Development Corporation (WCEDC)
- Warren County Emergency Management (WCEM)
- Warren County Health Services (WCHS)
- Warren County Habitat for Humanity (Habitat)

REGION

- Des Moines Area Community College (DMACC)
- Des Moines Area Metropolitan Planning Organization (DMAMPO)
- Des Moines Area Regional Transit Authority (DART)
- Greater Des Moines Partnership (GDMP)

STATEWIDE

- Iowa Department of Education (IDE)
- Iowa Department of Human Services (IDHS)
- Iowa Department of Natural Resources (IDNR)
- Iowa Department of Transportation (Iowa DOT)
- Iowa Economic Development Authority (IEDA)
- Iowa Workforce Development (IWD)
- State Historic Preservation Office (SHPO)
- Iowa Natural Heritage Foundation (INHF)
- Keep Iowa Beautiful (KIB)
- Iowa Environmental Council (IEC)

EXISTING PLAN RESOURCES

- Downtown Assessment Visit Report (DAVR)
- City Square Master Plan (CSMP)
- Warren County Hazard Mitigation Plan (WCHMP)
- Iowa Energy Plan

BEST PRACTICE RESOURCES

- Iowa Statewide Urban Design and Specifications (SUDAS)
- Iowa Energy Office, IEDA (IA Energy)
- Model Communities, IEDA (Model)
- American Planning Association (APA)
- Association of Pedestrian and Bicycle Professionals (APBP)
- National Recreation and Park Association (NRPA)
- National Complete Streets Coalition (NCSC)
- League of American Bicyclists (Bike League)
- Guide for the Development of Bicycle Facilities, American Association of State Highway Transportation Officials (AASHTO Bike)
- Urban Bikeway Design Guide, National Association of City Transportation Officials (NACTO Bike)
- Small Town and Rural Multimodal Networks, Federal Highway Administration (Rural Bike)
- Safe Routes to Schools (SRTS)

- Leadership in Energy and Environmental Design (LEED)
- US Green Building Council (USGBC)
- Smart Growth America (SGA)
- Trust for Public Land (TPL)
- Institute of Transportation Engineers (ITE)
- US Department of Transportation (US DOT)

FUNDING RESOURCES

- Iowa Economic Development Authority (IEDA) - various funding programs
  - Community Development Block Grant (Downtown, Revitalization, Housing, Community Facilities and Services, Water And Sewer, Disaster Recovery) (CDBG)
  - Career Link Employment Transportation Program (CLET)
  - Workforce Housing Tax Credit (WHTC)
  - Disaster Resilience Grant (DRG)
  - Endow Iowa (Endow)
  - Enhance Iowa – Community Attraction and Tourism (CAT)
  - Historic Preservation Tax Credit (HPTC)
  - Iowa Reinvestment Districts (IAReinvest)
  - Nuisance Property and Abandoned Building Remediation Loan Program (RemLoan)
  - Redevelopment Tax Credits for Brownfield and Grayfield Sites (Brown/GrayTC)
  - Community Catalyst Building Remediation (ComCatGrant)
  - Main Street Iowa (Main Street) (technical assistance only; not funding)
  - Energy Office – Building Benchmarking (BldgBenchmark)
  - Energy Office - Clean Cities Program (Clean Cities)
  - Energy Office – Energy Center Grant
  - Energy Office – Alternative Energy Revolving Loan Program (AERLP)

- Iowa DOT - various funding programs
  - Traffic Engineering and Assistance Program (TEAP)
  - Transportation Alternative Program (TAP)
  - State Recreational Trails (SRT)
  - Federal Recreational Trails (FRT)
  - Revitalizing Iowa's Sound Economy (RISE)
- Iowa DNR - various funding programs
  - Resource Enhancement and Protection (REAP)
  - Education Grants (EG)
  - Land and Water Conservation Fund (LWCF)
  - Natural Resources and Outdoor Recreation Trust Fund (NROR Trust) (not funded)
  - State Revolving Fund (water quality) (SRF)
  - Watershed Improvement Grants (WIG)
  - Wildlife Diversity Program Grant (WDP)
- Tax Increment Financing (TIF)

TYPE OF ACTION

The action statements generally fall into one of the following three categories:

- Policy and code amendments – Indicate official adoption of a code or policy by the city for regulatory or administrative processes.
- Tasks – Items which may be one-time or recurring by the city or other members of the community.
- Capital Improvement Program – Public investments that will implement the physical features of the plan.

TIMELINE & REVIEW

This plan has a 20-year timeframe for the future vision.

A time frame has been indicated for implementing each of the actions. Short-term indicates implementation should occur within five years, medium-term within five to ten years, and long-term within ten to twenty years. In some cases, the recommendations are ongoing over the planning period. Some items in this implementation plan should be completed soon, such as zoning and policy amendments, since they directly impact future development. Other items, such as new parks and recreational amenities, should be longer-term and concurrent with public need.

Each year, the Planning and Zoning Commission should develop a work plan to program actions for that year. Additionally, the plan maintenance process should evaluate the plan on a yearly basis in relation to the accomplishments of the prior year. The review should include an explanation if certain programmed actions did not move forward, such as a change in priorities, or a lack of resources.

The future conditions of land use, streets, parks, and trails constitute the adopted maps in this plan. The goals, objectives, and actions constitute the adopted text. These items may only be changed through a public meeting of the Planning and Zoning Board and adoption by the City Council.

ED: ECONOMIC DEVELOPMENT

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ED-1: ATTRACT, RETAIN, AND EXPAND COMMERCIAL AND INDUSTRIAL BUSINESSES						
ED-1-A: Establish a business-friendly environment	ED-1-A-i: Develop new and expand existing relationships with economic development partners, such as colleges, school districts, non-profits, and lenders to provide resources to support business growth	Short/ Ongoing	Task	Chamber, CED	Simpson, Schools	City staff time
	ED-1-A-ii: Identify workforce development needs to satisfy market demands	Short/ Ongoing	Task	Chamber	CED	Economists, IWD
	ED-1-A-iii: Develop financial incentives to support business development	Short/ Ongoing	Code/ Policy	CED	Chamber	IEDA
	ED-1-A-iv: Review site development and business licensing procedures to identify opportunities to streamline applications and reduce review timelines	Short	Code/ Policy	CED	Chamber, Developers	City staff time
	ED-1-A-v: Use land use and zoning regulations in a variety of scenarios, including mixed uses and home-based businesses, to attract diverse business	Medium	Code/ Policy	CED	Chamber	City staff time
	ED-1-A-vi: Maintain use of landscaped buffers between incompatible land uses	Ongoing	Code/ Policy	CED	Businesses	City staff time
	ED-1-A-vii: Develop a code that uses architecture and urban design to establish compatibility between existing and future land uses	Short	Code/ Policy	CED	Chamber	Urban Designers

ED: ECONOMIC DEVELOPMENT

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ED-1-B: Proactively seek new businesses that will diversify and strengthen the economy	ED-1-B-i: Identify sites suitable for new restaurants and market those sites to restaurateurs	Short	Task	CED	Chamber, HP	City staff time
	ED-1-B-ii: Work with the Iowa Economic Development Authority to designate "Certified Sites" which are ready for industrial development	Short	Task	CED	Chamber	IEDA
	ED-1-B-iii: Identify sites suitable for new, licensed, child day care centers and market those to existing and future providers	Short	Task	CED	Chamber, HP, IEDA	City staff time, IDHS, CDBG
	ED-1-B-iv: Establish a business incubator	Medium	Task	Chamber	CED, HP	Funding
GOAL ED-2: ENCOURAGE AND SUPPORT LOCAL BUSINESSES						
ED-2-A: Use citywide marketing to promote tourism and local businesses	ED-2-A-i: Develop a brand and update the logo for the city *(Downtown Assessment Visit Report)*	Short	Task	CED	Chamber, HP	DAVR, graphic designer, marketing professional
	ED-2-A-ii: Use the brand and logo in marketing (e.g. signage, maps, website, social media, individual business marketing, etc.)	Short/ Ongoing	Task	Chamber	CED	DAVR
	ED-2-A-iii: Use public relations to generate interest in downtown (e.g. interesting facts, business owner profiles, historical anniversaries, etc.) *(Downtown Assessment Visit Report)*	Short/ Ongoing	Task	Chamber	CED	DAVR
	ED-2-A-iv: Establish a Convention & Visitors Bureau and hire a Tourism Director *(Downtown Assessment Visit Report)*	Short	Task	Council	Chamber	DAVR, hotel/ motel tax

ED: ECONOMIC DEVELOPMENT

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ED-2-A: Use citywide marketing to promote tourism and local businesses	ED-2-A-v: Use existing services (e.g. Travel Iowa, Google Maps, etc.) to promote local businesses and special events *(Downtown Assessment Visit Report)*	Short/ Ongoing	Task	Chamber	CED	DAVR, Travel Iowa
ED-2-B: Encourage entrepreneurship and support of local businesses development	ED-2-B-i: Establish grant programs that can assist with local business startups and expansion *(Downtown Assessment Visit Report)*	Medium	Task	CED	Chamber	DAVR
	ED-2-B-ii: Establish educational, mentorship, and networking programs *(Downtown Assessment Visit Report)*	Short	Task	Chamber	CED, HP	DAVR
ED-2-C: Review zoning codes and ordinances to make sure that they are up-to-date with current development best practices *(DAVR)*	ED-2-C-i: Develop architectural standards to improve building appearance	Short	Code/ Policy	CED	Chamber	Architects
	ED-2-C-ii: Incorporate more landscaping and streetscaping standards to improve views from roadway and walkability of neighborhoods	Short	Code/ Policy	CED	Chamber	DAVR, SGA
GOAL ED-3: MAKE THE DOWNTOWN SQUARE A VIBRANT AND ACTIVE RETAIL NODE						
ED-3-A: Create a downtown identity and unique sense of place	ED-3-A-i: Create a customized brand and logo specifically for the downtown square, but which relates to the city logo	Short	Task	DSA	CED, Chamber, HP	DAVR, Main Street
	ED-3-A-ii: Explore shared marketing campaigns, including print, radio, and social media *(Downtown Assessment Visit Report)*	Short	Task	DSA	CED	DAVR, Main Street

ED: ECONOMIC DEVELOPMENT

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ED-3-A: Create a downtown identity and unique sense of place	ED-3-A-iii: Market the downtown square in special events throughout the city *(Downtown Assessment Visit Report)*	Short	Task	DSA	Chamber	DAVR, Main Street
	ED-3-A-iv: Establish a standard of cross-promotion	Short	Task	DSA	Chamber	DAVR, Main Street
	ED-3-A-v: Install public art (e.g. murals, sculptures, interactive exhibits, selfie stations, etc.) to support the brand and establish a unique sense of place *(Downtown Assessment Visit Report)*	Medium	CIP	DSA	CED, HP	DAVR, Main Street
ED-3-B: Develop the downtown streetscape described in the City Square Master Plan	ED-3-B-i: Implement a customized wayfinding system that includes signage from Highway 92 and Highway 65 (modified from *City Square Master Plan*)	Medium	CIP	DSA	CED, Chamber, HP	CSMP
	ED-3-B-ii: Explore unique design elements for the wayfinding system that could include archway/gateway elements *(City Square Master Plan)*	Medium	Task	DSA	CED, HP	CSMP
	ED-3-B-iii: Implement a phased approach to extend the common design elements of the streetscape into other areas of the downtown *(City Square Master Plan)*	Long	Task	DSA	CED	CSMP
	ED-3-B-iv: Pursue grant funding opportunities to finance the streetscape enhancement project *(City Square Master Plan)*	Short	Task	DSA	CED, Chamber, HP	CSMP
	ED-3-B-v: Allow for outdoor dining and limited outdoor sales *(City Square Master Plan)*	Short	Code/ Policy	CED	DSA, Chamber	CSMP

ED: ECONOMIC DEVELOPMENT

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ED-3-C: Use special events to draw people to the square	ED-3-C-i: Use North Howard Street as a community gathering space in conjunction with the new Justice Center *(City Square Master Plan)*	Medium	Task	CED	DSA	CSMP
	ED-3-C-ii: Establish an event committee for keeping the square programmed throughout the year *(Downtown Assessment Visit Report)*	Medium	Task	DSA	Chamber	DAVR, Main Street
	ED-3-C-iii: Create a new signature event in downtown *(Downtown Assessment Visit Report)*	Medium	Task	DSA	Chamber	DAVR, Main Street
	ED-3-C-iv: Support businesses ability to host experiential events to draw customers *(Downtown Assessment Visit Report)*	Short	Task	DSA	Chamber	DAVR, Main Street
ED-3-D: Support an ongoing downtown businesses association	ED-3-D-i: Meet on a monthly basis *(Downtown Assessment Visit Report)*	Ongoing	Task	DSA	Chamber	DAVR, IEDA, Main Street
	ED-3-D-ii: Establish an email distribution list for businesses and support organizations, including a city representative *(Downtown Assessment Visit Report)*	Ongoing	Task	DSA	Chamber	DAVR, IEDA, Main Street
	ED-3-D-iii: Offer regular tours of each business *(Downtown Assessment Visit Report)*	Ongoing	Task	DSA	Chamber	DAVR
	ED-3-D-iv: Develop goals and action plans for the downtown square business association *(Downtown Assessment Visit Report)*	Short	Task	DSA	Chamber	DAVR

ED: ECONOMIC DEVELOPMENT

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ED-4: ENHANCE AND STABILIZE THE HISTORIC VALUE OF THE DOWNTOWN SQUARE AND HISTORIC BUILDINGS CITYWIDE						
ED-4-A: Offer programs for building maintenance, restoration, preservation and revitalization	ED-4-A-i: Apply for a Community Catalyst Building Remediation Grant to spur further development (Downtown Assessment Visit Report)	Medium	Task	DSA	CED, IEDA	ComCatGrant, SHPO
	ED-4-A-ii: Consider applying for a CDBG Downtown Revitalization Fund grant from the Iowa Economic Development Authority for historically sensitive façade improvements (Downtown Assessment Visit Report)	Medium	Task	DSA	CED, Chamber, IEDA	CDBG, SHPO
	ED-4-A-iii: Reinstate the former Façade Grant program, possibly modifying program parameters to meet current needs, including business signage (Downtown Assessment Visit Report)	Short	Code/ Policy	CED	DSA, IEDA	Recurring Funding Source, RemLoan, TIF
	ED-4-A-iv: Research minimum maintenance agreements to assist with deferred maintenance issues (Downtown Assessment Visit Report)	Short	Code/ Policy	CED	DSA	City staff time
ED-4-B: Enhance physical connections with adjacent buildings and neighborhoods	ED-4-B-i: Establish design and landscaping standards to create a desired transition in aesthetic between the Downtown Square and surrounding area	Medium	Code/ Policy	CED	DSA	City staff time

HN: HOUSING & NEIGHBORHOODS

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL HN-1: PROVIDE A VARIETY OF ATTRACTIVE HOUSING OPTIONS FOR RESIDENTS, ACCOMMODATING ALL INCOME LEVELS AND IN ALL STAGES OF LIFE						
HN-1-A: Increase the availability of housing targeted toward households earning more than the city's median income	HN-1-A-i: Consider tax abatement for new housing over a particular price point	Short	Code/ Policy	CED	Developers	City Staff Time
	HN-1-A-ii: Consider tax abatement for renovations and upgrades to housing over a particular price point	Short	Code/ Policy	CED	Neighborhoods	City Staff Time
HN-1-B: Ensure the housing stock is safe and attractive	HN-1-B-i: Establish property maintenance standards that address safety, maintenance, parking, and aesthetics	Short	Code/ Policy	CED	Neighborhoods, Building, Police, Fire	City Staff Time
	HN-1-B-ii: Develop a policy for identification, notification, and required compliance timeline for properties that are in violation	Short	Code/ Policy	CED	Building, Neighborhoods, Police, Fire	City Staff Time
	HN-1-B-iii: Consider a forgivable loan program for safety and repair of exterior elements that could compromise the health and well-being of the occupants, such as roofs, windows, and doors	Medium	Code/ Policy	CED	Building, Neighborhoods, Habitat	Recurring Funding Source, CDBG
	HN-1-B-iv: Partner with nonprofit agencies to provide residential clean up, maintenance, and repair services	Medium	Task	CED	Nonprofits, Neighborhoods, HP, Habitat	City Staff Time

HN: HOUSING & NEIGHBORHOODS

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
HN-1-B: Ensure the housing stock is safe and attractive	HN-1-B-v: Develop an official neighborhood association program in which residents can organize and be recognized by the City as representatives for their neighborhoods	Medium	Task	CED	Neighborhoods, HP	City Staff Time
	HN-1-B-vi: Create a neighborhood improvement mini-grant program for neighborhood associations to be awarded funds for beatification and improvement projects on public property	Medium	Code/ Policy; CIP	CED	Neighborhoods, HP	Recurring Funding Source
	HN-1-B-vii: Establish building and site design criteria for multifamily development and major modifications to existing developments	Short	Code/ Policy	CED	Developers	City Staff Time
HN-1-C: Expand the variety of housing types	HN-1-C-i: Create a mixed use zoning district for the area surrounding downtown and for neighborhoods (Neighborhood Mixed Use) that allows for a combination of residential and limited office or limited retail uses	Medium	Code/ Policy	CED	Neighborhoods, DSA	SGA, APA
	HN-1-C-ii: Create a mixed use zoning district for transportation nodes and corridors (Community Mixed Use) that allows for medium/ high density residential, office, and commercial use	Medium	Code/ Policy	CED	Neighborhoods, Developers	SGA, APA
	HN-1-C-iii: Amend the zoning code to allow for accessory dwelling units in existing neighborhoods and new developments	Short	Code/ Policy	CED	Neighborhoods	SGA, APA

HN: HOUSING & NEIGHBORHOODS

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
HN-1-C: Expand the variety of housing types	HN-1-C-iv: Amend the subdivision and zoning regulations to allow for smaller lot sizes and smaller setbacks	Medium	Code/ Policy	CED	Developers	SGA, APA
	HN-1-C-v: Amend the zoning and subdivision regulations to allow for cluster development techniques, particularly for the purpose of preservation of natural areas, provision of parks or open space, or urban agricultural uses	Short	Code/ Policy	CED	Developers	SGA, APA
	HN-1-C-vi: Evaluate the potential of tiny housing and various cooperative housing models	Short	Task	CED	Developers	SGA, APA
	HN-1-C-vii: Promote mixed-density housing developments (for example, a combination of single-family detached and multi-family designed to complement each other)	Short	Task	CED	Developers, IEDA	SGA, APA, WHTC

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL TR-1: ENABLE ALL AGES AND ABILITIES TO MOVE ABOUT THE CITY WITHOUT THEIR OWN VEHICLE						
TR-1-A: Develop a non-motorized connectivity for transportation purposes	TR-1-A-i: Adopt a complete streets policy by 2021	Short	Code/ Policy	Streets	CED	NCSC, ITE, DMAMPO
	TR-1-A-ii: Develop trails that separate bicyclists and pedestrians from the roadway and connect trip ends to commercial, residential, educational, and recreational destinations	Ongoing	CIP	Streets	P&R	SUDAS, TAP, SRT, FRT
	TR-1-A-iii: Develop codes or polices to provide end of trip bicycle facilities, such as bicycle parking in compliance with guidelines provided by the Association of Pedestrian and Bicycle Professionals	Short	Code/ Policy	CED	CED, P&R	APBP
	TR-1-A-iv: Evaluate the need for sidewalks and crosswalks where currently lacking and in new developments	Short	Task	Streets	Schools	TAP
	TR-1-A-v: Prepare a bicycle and pedestrian master plan covering engineering, education, enforcement, encouragement, equity, and evaluation of the system	Medium	Task	Streets	Parks	Bike League, NACTO Bike, Rural Bike
TR-1-B: Support motorized travel without individual motorized vehicle ownership	TR-1-B-i: Create a city licensing system to enable transportation network companies to provide on-call transportation services (e.g. ride share)	Short	Code/ Policy	CED	Businesses, IEDA	City Staff Time, CLET

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
TR-1-B: Support motorized travel without individual motorized vehicle ownership	TR-1-B-ii: Revise the zoning code to establish licensing requirements and specify parking areas for car-share programs	Medium	Code/ Policy	CED	Businesses	City Staff Time
	TR-1-B-iii: Advertise the option of DART's RideShare Vanpooling program and provide a park and ride location(s)	Short	Task	Streets	DART, CED	DART
	TR-1-B-iv: Coordinate with DART to extend the Heart of Iowa Regional Transit Agency (HIRTA) operating hours to include the evenings and weekend	Short	Task	Streets	DART	City Staff Time
	TR-1-B-v: Coordinate with DART to evaluate the potential of bus service to Des Moines	Short	Task	Streets	DART	City Staff Time
GOAL TR-2: CONTINUE TO EXPAND AND IMPROVE THE STREET NETWORK TO IMPROVE TRANSPORTATION SAFETY, EFFICIENCY, EQUITABLE MOBILITY, AND ESTABLISH COMMUNITY CHARACTER						
TR-2-A: Evaluate existing roadways and make necessary improvements	TR-2-A-i: Create a pavement management plan to guide road repairs	Short	Task	Streets	CED	Engineers
	TR-2-A-ii: Create a detailed transportation system master plan	Medium	Task	Streets	CED, Residents	APA, ITE
	TR-2-A-iii: Identify problematic areas and necessary improvements	Short	Task	Streets	Iowa DOT	SUDAS, TEAP
	TR-2-A-iv: Continue coordination with the Iowa DOT on signal operation	Ongoing	Task	Streets	Iowa DOT	City Staff Time

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
TR-2-A: Evaluate existing roadways and make necessary improvements	TR-2-A-v: Evaluate the sidewalk network for gaps and the need for improved crossings, with focus on areas near schools and community services	Short	Task	Streets	Schools, P&R	SRTS, TAP
	TR-2-A-vi: Evaluate the bicycle network for gaps, with focus on connections to commercial, residential, educational, and recreational destinations and recommend improvements	Medium	Task	Streets	Schools, P&R	Bike League, NACTO Bike, Rural Bike
	TR-2-A-vii: Consider Intelligent Transportation Systems (ITS) to improve the transportation network	Short	Task	Streets	Police, Fire, Residents	USDOT
TR-2-B: Promote development of a grid street network	TR-2-B-i: Extend streets into priority growth areas while maintaining a grid pattern	Long	CIP	Streets	CED	SUDAS, RISE
	TR-2-B-ii: Prioritize the extension of Hoover Street between Country Club Road and US Highway 65/69	Medium	CIP	Streets	Residents	SUDAS
	TR-2-B-iii: Require all streets in new subdivisions to be connected whenever feasible (natural features and the built environment may necessitate cul-de-sacs or looped roadways)	Ongoing	Code/ Policy	Streets	CED	SUDAS
	TR-2-B-iv: Adopt access management plans for the existing and future arterial streets to maintain the capacity of those streets	Ongoing	Code/ Policy	Streets	Businesses	SUDAS

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
TR-2-B: Promote development of a grid street network	TR-2-B-v: Prioritize the development of access management plans for East Hillcrest Avenue and Hoover Street	Short	CIP	Streets	Businesses	SUDAS
	TR-2-B-vi: Manage access to Highways 92 and 65/69 for new development and redevelopment	Ongoing	Code/ Policy	Streets	DOT	SUDAS
TR-2-C: Use the street design to establish a character for the city and neighborhoods	TR-2-C-i: Bury utilities with all new development and with redevelopment whenever possible	Ongoing	Code/ Policy	IMU	Streets	SUDAS
	TR-2-C-ii: Follow tree planting guidelines to ensure that street trees will not interfere with utilities, sidewalks, or the adjacent roadway	Ongoing	Code/ Policy	Streets	CED, P&R, IMU	SUDAS
	TR-2-C-iii: Plant street trees adjacent to all publicly-owned properties whenever possible	Short	CIP	Streets	CED, P&R	Recurring Funding Source
	TR-2-C-iv: Adopt a zoning overlay to establish the parkway design guidelines	Short	Code/ Policy	CED	Streets	APA
	TR-2-C-v: Develop and use Complete Streets and traffic calming polices and design guidelines for new streets and rehabilitation of existing streets	Short	Code/ Policy	Streets	CED	ITE, NCSC, DMAMPO

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL CS-1: PROVIDE HIGH QUALITY EDUCATION AT ALL LEVELS FOR ALL MEMBERS OF THE COMMUNITY						
CS-1-A: Ensure that high school students are prepared for college, post-secondary training, or the workforce	CS-1-A-i: Maintain AP course offerings, concurrent credit courses, and partnership with the DMACC Career Academy	Short	Task	Schools	DMACC	School Budget, IDE
	CS-1-A-ii: Increase career technical education course opportunities and partnerships such as registered apprenticeships and school-to-work programs	Short	Task	Schools	Chamber, Businesses, HP	School Budget
CS-1-B: Enrich the workforce	CS-1-B-i: Increase and promote a diversity of trainings, classes, and certifications	Medium	Task	Administration	DMACC, Library, P&R	IDHS, IWD, IDE
	CS-1-B-ii: Offer mentoring programs for personal and professional development	Medium	Task	Chamber	Businesses, HP	Recurring Funding, Volunteerism
	CS-1-B-iii: Support businesses associations and networking programs, including city representatives on committees	Short	Task	Chamber	Businesses, CED	City Staff Time
CS-1-C: Promote and accommodate lifelong learning	CS-1-C-i: Allow businesses to incorporate on-site child care	Short/ Ongoing	Code/ Policy	CED	Busineses, IEDA	IDHR, CDBG
	CS-1-C-ii: Consider pre-school programming through the City	Medium	Task	P&R	Schools, DMACC	IDE

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
CS-1-C: Promote and accommodate lifelong learning	CS-1-C-iii: Provide retirement age and senior classes	Short	Task	P&R	DMACC	Recurring Funding, Volunteerism
GOAL CS-2: CONTINUALLY AIM TO IMPROVE PUBLIC COMMUNITY SERVICES						
CS-2-A: Improve and expand local library facilities and operations	CS-2-A-i: Expand library spaces to accommodate entrepreneurship and small business work space/ programming	Medium	CIP	Library	Chamber, Businesses, HP	Local Funding
	CS-2-A-ii: Develop a plan for future expansion of library facilities	Long	Task	Library	Administration	Local Funding
	CS-2-A-iii: Dedicate annual funding to the enhancement of library services, media and technology	Ongoing	CIP	Library	Administration	Local Funding
CS-2-B: Maintain a high level of communication with the community	CS-2-B-i: Provide proactive and transparent communication, easy-to-access information and materials about government activities and policies	Ongoing	Task	Administration	Residents	City Staff Time
	CS-2-B-ii: Strengthen communication with underserved groups	Ongoing	Task	Administration	Residents	City Staff Time
	CS-2-B-iii: Craft communications materials to promote existing services	Short	Task	Administration	Residents	City Staff Time
	CS-2-B-iv: Hire a communications and marketing professional for the City	Medium	Task	Administration	Chamber	Operating Budget

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
CS-2-C: Ensure that the health needs, both physical and mental, of all residents are being met	CS-2-C-i: Provide common medical services locally	Ongoing	Task	WCHS	Administration	City Staff Time, IDHS
GOAL CS-3: PROVIDE HIGH QUALITY PARKS AND RECREATION AMENITIES FOR ALL RESIDENTS OF ALL AGES AND ABILITIES						
CS-3-A: Maintain and improve existing park amenities and add amenities to new parks	CS-3-A-i: Adopt a citywide Park System Master Plan to direct active and passive recreation facilities and programs	Short	Task	P&R	Residents	Local Funding, TPL
	CS-3-A-ii: Dedicate annual funding in the Capital Improvement Plan	Ongoing	CIP	P&R	Residents	Local Funding
	CS-3-A-iii: Inspect grounds, facilities, and equipment to ensure compliance with safety standards	Ongoing	Task	P&R	Building	City Staff Time
	CS-3-A-iv: Add at least 1 splash pad/wading pool by 2025	Medium	CIP	P&R	HP	Local Funding
	CS-3-A-v: Add at least 1 enclosed shelter for year-round rentals by 2030	Long	CIP	P&R	HP	Local Funding
CS-3-B: Connect the existing and future park system with recreational trails	CS-3-B-i: Apply for trail grants on an annual basis	Ongoing	Task	P&R	HP	DMAMPO, Iowa DOT

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
CS-3-B: Connect the existing and future park system with recreational trails	CS-3-B-ii: Require dedication of recreational trail easements concurrent with plat approvals by 2021	Short/ Ongoing	Code/ Policy	P&R	CED	City Staff Time
	CS-3-B-iii: Continue to refer to the 2008 Trails Master Plan for trail design details.	Ongoing	Task	P&R	Streets	City Staff Time
CS-3-C: Provide park space at a rate of 16 acres per 1,000 population and located within a ¼ mile walk of every resident	CS-3-C-i: Modify the parkland dedication ordinance to include maintenance of 16 parkland acres/1,000 population; minimum acreage, location, and accommodation of amenities; and mechanisms for dedication in lieu of land by 2021	Short	Code/ Policy	P&R	CED	NRPA
	CS-3-C-ii: Develop parks concurrent with new residential development to meet level of service needs	Ongoing	Code/ Policy	P&R	CED	NRPA

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ES-1: PROMOTE THE USE OF RENEWABLE ENERGY SOURCES						
ES-1-A: Reduce greenhouse gas emissions	ES-1-A-i: Conduct an energy audit of all public buildings to identify areas for improvement	Medium	Task	Administration	Buidings, IEC, IA Energy	LEED, Bldg-Benchmark
	ES-1-A-ii: Create a city-wide climate action plan	Medium	Task	Administration	Buildings, IEC, IA Energy	LEED
	ES-1-A-iii: Promote biking, walking and transit for transportation purposes	Short	Task	Streets	P&R	Bike League
	ES-1-A-iv: Incorporate electric vehicles and/or those powered by other renewable energy sources into the City's vehicle fleet.	Medium	CIP	Administration	IA Energy	Funding
ES-1-B: Promote renewable energy production such as small scale wind and solar	ES-1-B-i: Amend the zoning code to allow small scale wind energy production	Short	Code/ Policy	CED	Buildings, IEC, IA Energy	LEED, Clean Cities
	ES-1-B-ii: Amend the zoning code to allow solar panels	Short	Code/ Policy	CED	Buildings, IEC, IA Energy	LEED, Clean Cities
	ES-1-B-iii: Incorporate renewable energy technologies in public projects	Ongoing	Task	Administration	Buildings, IEC, IA Energy	LEED, Clean Cities
	ES-1-B-iv: Create programs to improve energy efficiency and promote use of renewable energy sources	Ongoing	Task	IMU	Buildings, IEC, IA Energy	LEED, Clean Cities, AERLP

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ES-2: PROMOTE SUSTAINABLE BUILDING DEVELOPMENT AND GREEN INFRASTRUCTURE						
ES-2-A: Promote sustainable development practices	ES-2-A-i: Develop a list of environmentally sustainable practices and resource tools for implementation (e.g. bioswales/rain gardens, native plantings, recycled/ repurposed or renewable building materials, rainwater harvesting, gray water systems, renewable energy production, permeable pavements, etc.)	Short	Task	Administration	Buildings, P&R, CED, Streets	LEED
	ES-2-A-ii: Provide education for city staff, elected officials, developers, and property owners on the benefits and resources for sustainable development	Ongoing	Task	Administration	Buildings, P&R, CED, Streets, IA Energy	LEED, Clean Cities
	ES-2-A-iii: Integrate environmental sustainability elements in all public projects and strive for LEED certification	Ongoing	Task	Administration	Buildings, P&R, CED, Streets, IA Energy	LEED, Clean Cities, AERLP
	ES-2-A-iv: Create a fast-track review process for private projects incorporating environmentally sustainable elements	Short	Code/ Policy	CED	Administration	SGA, APA
	ES-2-A-v: Develop an incentive program for private projects to incorporate sustainable development practices and to obtain LEED certification	Medium	Task	Administration	CED	LEED

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-2-A: Promote sustainable development practices	ES-2-A-vi: Develop a rain barrel program	Short	Task	P&R	WCCB	TPL, NRPA
GOAL ES-3: PRESERVE AND RESTORE NATURAL RESOURCES AND WILDLIFE HABITATS						
ES-3-A: Protect wetlands, prairies, stream corridors, and other wildlife habitat	ES-3-A-i: Create a natural resource zoning district (potentially an overlay district) to establish protection measures	Medium	Code/ Policy	CED	WCCB	SGA, APA
	ES-3-A-ii: Acquire environmentally sensitive land for protection	Medium/ Long	Task	P&R	INHF, WCCB, IDNR	REAP, LWCF, WIG
	ES-3-A-iii: Enter into conservation easement agreements with private land owners	Medium/ Long	Task	P&R	INHF, WCCB	TPL
	ES-3-A-iv: Foster community connection, access and awareness of natural resources through wildlife parks, trails, and programs	Ongoing	Task	P&R	WCCB, IDNR	TPL, EG, WIG
	ES-3-A-v: Develop watershed management plans and best practices	Medium	Task	P&R	WCCB, IEC, IEDA, IDNR	DMAMPO, DRG, SRF, WIG
ES-3-B: Expand urban tree canopy	ES-3-B-i: Establish an annual tree-planting program for public and private properties	Short	CIP	P&R	CED	TPL
	ES-3-B-ii: Adopt a tree preservation ordinance	Short	Code/ Policy	CED	P&R	TPL

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-3-B: Expand urban tree canopy	ES-3-B-iii: Establish minimum landscaping standards for new developments	Short	Code/ Policy	CED	Developers	SGA, APA
ES-3-C: Discourage sprawled urban development of open space and agricultural land	ES-3-C-i: Provide incentives for re-development (using existing buildings) and infill over greenfield development	Medium	Code/ Policy	CED	Developers	SGA, APA
	ES-3-C-ii: Create a transfer of development rights program	Medium	Code/ Policy	CED	Developers, Neighborhoods	SGA, APA
GOAL ES-4: REDUCE THE NEGATIVE EFFECTS OF HAZARDS AND IMPROVE THE RESPONSE AND RECOVERY TIME OF HAZARDS						
ES-4-A: Reduce the extent of property losses on properties with current and future development and reduce the likelihood of personal injury or loss of life (WCHMP)	ES-4-A-i: Ensure that public infrastructure and critical assets are protected from hazards (adapted from Warren County Hazard Mitigation Plan)	Short	Task	Streets, Police, Fire	WCEM, IEDA	WCHMP, CDBG
	ES-4-A-ii: Use the most effective approaches to protect buildings from flooding, including acquisition or relocation where warranted (Warren County Hazard Mitigation Plan)	Ongoing	Task	CED	WCEM	WCHMP
	ES-4-A-iii: Use the most effective approaches to protect buildings from other hazards using both structural and non-structural methods (Warren County Hazard Mitigation Plan)	Ongoing	Task	CED	WCEM	WCHMP

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-4-A: Reduce the extent of property losses on properties with current and future development and reduce the likelihood of personal injury or loss of life	ES-4-A-iv: Ensure that building codes protect against fire, severe storms, and other hazards (adapted from Warren County Hazard Mitigation Plan)	Ongoing	Code/ Policy	Building	Building, WCEM	WCHMP
	ES-4-A-v: Use zoning and building codes to regulate the nature of development in hazard-prone areas (adapted from Warren County Hazard Mitigation Plan)	Short	Code/ Policy	CED	WCEM	WCHMP
	ES-4-A-vi: Educate the public on self-protection measures for their properties and their personal safety (adapted from Warren County Hazard Mitigation Plan)	Ongoing	Task	Police, Fire	WCEM	WCHMP
	ES-4-A-vii: Ensure that emergency shelters are well-equipped and available for all residents in need	Ongoing	Task	Police, Fire	WCEM	WCHMP
ES-4-B: Improve public response to hazards and make recovery easier (Warren County Hazard Mitigation Plan)	ES-4-B-i: Enhance the continuity of government during and after storms by prioritizing the recovery of governmental buildings and essential services (adapted from Warren County Hazard Mitigation Plan)	Ongoing	Task	Administration	WCEM	WCHMP
	ES-4-B-ii: Enhance cross-agency and intra- and inter-county communications (Warren County Hazard Mitigation Plan)	Ongoing	Task	Administration	WCEM	WCHMP

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-4-B: Improve public response to hazards and make recovery easier (Warren County Hazard Mitigation Plan)	ES-4-B-iii: Review and then either continue, enhance, or establish mutual aid agreements, training, and exercises (Warren County Hazard Mitigation Plan)	Ongoing	Task	Administration	Police, Fire, WCEM	WCHMP
	ES-4-B-iv: Ensure proper and adequate equipment for first responders (Warren County Hazard Mitigation Plan)	Ongoing	Task	Policy, Fire	WCEM	WCHMP
	ES-4-B-v: Continue to participate in the Warren County Hazard Mitigation Plan updates (adapted from WCHMP)	Ongoing	Task	Administration	Police, Fire, WCEM	WCHMP

SNYDER
& ASSOCIATES

City Council Special **4. A. 2.**

Meeting Date: 01/15/2020

Subject

Discuss Timeline for Adoption of Comprehensive Plan Update

Information

Fiscal Impact

Attachments

No file(s) attached.