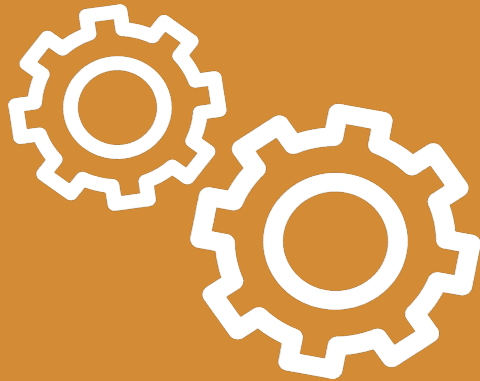


ACTION PLAN



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COMPANION DOCUMENT



ACTION PLAN

INTRODUCTION

This Action Plan contains the specific and measurable steps needed to achieve the goals, strategies and actions identified in the Connect 2 Create West Des Moines Comprehensive Plan. The Action Plan generally provides the information on the who, what, when, and how necessary to accomplish the goals of the Comprehensive Plan. The action plan is divided into the eight topics included in the main document to organize the ideas and provide a reference number which connects each action item back to the main document. The action item may include one or more sub-action ideas to start the brainstorming processes – additional sub-action ideas may be identified as the respective departments determine how to achieve the action or strategy. The sub-action ideas are not meant to be taken as definitive items to be implemented by the City but rather as items to consider, research and analyze towards identifying the best approaches and determining if the actions of the comprehensive plan are viable, achievable, valuable, and equitable for the community to implement.

One lead department and one or more secondary department(s) are identified for each action to identify who within the city should initiate and facilitate the work. Additionally, a priority rating is indicated identifying the suggested time frame for each action. The priorities are subject to change based on City Council priorities, staff availability and potentially funding sources to accomplish the task. The actions and sub-actions may be modified during each Comprehensive Plan review period to address market changes, significant shifts in community needs and desires or when actions items are completed and removed the plan.

The following department abbreviations are used to identify the lead and secondary department(s) for each action:

CED = Community & Economic Development

CMO = City Manager's Office

DS = Development Services

EMS = Emergency Medical Services

ES = Engineering Services

FD = Fire Department

FN = Finance

HR = Human Resources

HS = Human Services

IT = Information Technology

LG = Legal

LB = Library

PD = Police Department

PR = Parks & Recreation

PS = Public Services

WDMWW = West Des Moines Water Works

The priority rating is as follows but may be modified for each item when the action plan is periodically reviewed:

1 = 1-5 years

2 = 5-10 years

3 = 10+ years



Community Design ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Community Design



GOAL

Enhance the City of West Des Moines by promoting the community character and quality of the built environment to balance the built and natural environments.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
PHYSICAL DESIGN				
STRATEGY CD1. Maintain and improve the appeal of the community through intentional site and building design that achieves the desired character while accommodating flexibility and promoting creativity				
CD1a - Identify development measures that can create and enhance the various place types throughout the community	Evaluate and adopt best practices and regulations of other communities that demonstrate character and quality desired for West Des Moines	DS		2
	Collaborate with development community to understand financial impacts of regulations and identify alternatives while meeting the desired community character and minimum construction specifications			
CD1b - Identify and encourage cost-effective best development practices	Evaluate other high-quality communities to identify reasonable development measures	DS		1
CD1c - Identify physical components that enhance comfort for pedestrians	Evaluate adding the pedestrian environment into the considerations of the Bicycle Commission	DS	PR	2

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
<p>CD1d - Expand the Master Parks Plan to include additional social gathering and event spaces</p>	<p>Consider the location of parks, greenways, trails, and other public gathering spaces when reviewing development plans</p>	<p>PR</p>		<p>1</p>
	<p>Locate parks, greenways, trails, and other public gathering spaces in accordance with the service radii criteria and current best practices in community design</p>			
	<p>Expand opportunities to obtain spaces and various types of social gathering areas in addition to the Special Use Facilities of the Master Parks Plan</p>			
<p>CD1e - Categorize typical site design and operational characteristics of various uses and develop criteria to mitigate differences and impacts between adjacent uses to expand location opportunities</p>	<p>Develop strategies to mitigate negative impacts of various land use adjacencies</p>	<p>DS</p>		<p>1</p>
<p>CD1f - Identify and evaluate when existing developed properties and redevelopment projects should be brought into compliance with current codes, standards, and regulations</p>	<p>Review best practices, model codes or ordinances for opportunities to adopt additional alternate means and methods to accomplish the intent of regulation</p>	<p>LG</p>		<p>1</p>
	<p>Develop matrix of situational criteria (nexus) that justifies when properties should be brought into compliance with codes, standards, regulations, and policies</p>			
	<p>Identify and document circumstances when waiver from current codes are justified to facilitate desired types of projects</p>			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
CD1g - Create intent based design guidelines to promote high quality and durable construction and context sensitive design	Pursue adoption of Architectural Guidelines	DS		1
	Evaluate other high-quality communities to identify architectural regulations that can be cost effectively implemented			
	Research the establishment of anti-monotony regulations			
	Collaborate with home builders and developers to reach consensus on reasonable design and material requirements that achieve city's desired image while respecting financial costs to construct			
	Establish regulations that will allow some aspects of franchise and corporate architecture, yet provides a design that appropriately responds to the development or City context			
CD1h - Identify appropriate building scale and massing between adjacent structures within a development and between adjacent developments	Establish transitioning allowances in respect to building mass and height	DS		1
CD1i - Enable varied road designs which reflect and promote the urban, suburban, and rural intent of specific areas, place types, and developments	Evaluate design standards and explore options within the Transportation Plan to provide for intentional variety of experiences and atmospheres	ES	DS	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
CD1j- Prevent sign clutter and improve the aesthetics of signs while allowing for adequate business identification	Incorporate language within the sign code that allows for the implementation of new trends and production methods in advertising	DS	PS	2
	Develop clear criterion to identify when a proposal should be classified as art versus signage			
	Continue to ensure that the location, size, number, and appearance of signage throughout West Des Moines is appropriately controlled			
LANDSCAPING + OPEN SPACE				
STRATEGY CD2. Encourage and support the preservation and enhancement of open space and natural areas				
CD2a - Support the preservation and protection of trees, natural vegetation, wetlands, stream corridors and environmentally sensitive areas	Identify woodland best management practices to incorporate into site design regulations to protect desirable trees and wooded areas	PR	DS/ES/PS	1
	Adopt stream buffer regulations and evaluate city ownership of areas to ensure protection and enable mitigation measures when warranted.			
	Integrate stream buffer measure with the greenway master plan			
	Develop evaluation criteria to identify and map areas to be protected			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
CD2a - Cont.	Modify subdivision and zoning regulations to balance development opportunities with preservation of natural features			
	Require Section 404 (Clean Water Act) documentation, permitting, and mitigation (as necessary) as part of development process			
	Identify appropriate regulations to protect environmentally sensitive areas			
CD2b - Incorporate high quality natural resources in recreational area siting and planning	Develop and implement maintenance techniques for the park system that capitalize upon and embrace native ecosystems and landscapes.	PR	PS	1
	Collaborate with private operators in the development of mine reclamation plans that include opportunities for community amenities.			
CD2c - Identify and secure property to preserve urban green space for passive recreation.	Work with private property owners to facilitate the preservation of open space and natural resources (i.e. conservation easements, density transfer, no build easement)	PR	PS	2
	Promote state legislation allowing the transfer of density to a different lot (similar to buying wetland credits)			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
CD2d - Create a playbook to demonstrate the use of open space and landscaping to enhance developments	Utilize landscaping to provide appropriate screening of negative and undesirable site and architectural elements	DS	PR	2
	Provide buffering of dissimilar land uses			
	Identify site design regulations to enable healthy landscaping in parking lots			
	Encourage usable green space and recreational areas within residential and commercial developments			
CD2e - Engage all citizens in supporting and protecting the city's natural resources	Continue environmental education efforts and nature programming to provide hands-on exposure that promotes environmental awareness and stewardship	PR		2
	Collaborate with other community partners to expand public awareness and stewardship of the community's natural assets			
	Continue Adopt-a-Park/Trail Program, Shade Crusade Residential Tree Planting Programs			
	Promote certification programs to foster greater appreciation and stewardship of natural areas on private property.			
CD2f - Retain floodways in their natural state	Comply with requirements of NFIP participation.	ES	DS/PR	1
CD2g - Develop a checklist and adopt appropriate regulations to protect environmentally sensitive areas		DS	ES	2

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
STRATEGY CD3. Respect the importance of landscape vegetation in increasing the appeal of the community.				
CD3a - Promote programs to increase the amount of vegetation across the City	Adopt tree replacement regulations	PS	DS/PR	1
	Establish incentive programs to increase the urban tree canopy.			
	Draft an invasive species mitigation plan			
	Support native plant conservation and restoration efforts			
	Establish site development incentives within code to promote the preservation of vegetative cover of value			
	Create a recognition award to recognize developers that preserve quality site vegetation.			
CD3b - Educate on the importance of plants as pollinators	Provide public education about the role of pollination in the production of food	PR		2
	Encourage the use of pollinator-attracting native plants on private property.			
CD3c - Identify vegetation plantings that are effective in improving soil, air, and water quality	Encourage drought tolerant landscaping to reduce irrigation needs	PR		2
	Utilize native trees, shrubs, and prairie plants that sequester carbon emissions			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
CD3d - Identify allowance for street trees	Evaluate the use of utility corridors outside of street rights-of-way to free up space within right-of-way for street trees	PS	ES	1
	Establish guidelines to achieve canopied streets in residential area			
	While considering potential impact to underlying utilities, establish acceptable design solutions to allow for and promote implementation of street trees in identified areas			
CD3e - Identify opportunities for the incorporation of streetscape vegetation to mitigate the presence of multi-lane roadways	Require buffers or streetscapes of a defined width along identified roadways for the placement of trees and shrubs	ES	PS/PR	2
	Promote joint utility trench efforts to maximize space for streetscape vegetation			
	Establish design guidelines and policies to incorporate plantings within medians and rights-of-ways while keeping safety and landscape maintenance requirements in mind			
CD3f - Support the re-establishment of Iowa's native landscape in public areas	Identify criterion when native landscape establishment is justified and desired	PR	PS	2
	Evaluate other high-quality communities to identify development measures that can be implemented to enhance the presence of the natural environment			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
COMMUNITY CHARACTER + QUALITY				
STRATEGY CD4. Through appropriate development, respect and enhance areas of urban, suburban, and rural context within the city.				
CD4a - Ensure that infill and redevelopment is sympathetic to the established character of existing areas	Explore establishing redevelopment criteria to preserve and protect community and neighborhood context.	DS	CED	2
	Evaluate city codes, including building and fire codes to identify impediments to redevelopment and improvements to existing sites and buildings.			
	Consider modified/deferred/phased implementation of design standards for redevelopment.			
CD4b - Identify approaches to intentionally increase density and intensity within defined areas of the city		DS		1
STRATEGY CD5. Promote quality place making efforts				
CD5a - Incorporate art into the fabric of the community	Identify possible locations for the placement of public art	PR	DS	1
	Develop public/private partnership opportunities for art throughout the City.			
	Implement goals and principles from the Public Art Master Plan.			
	Identify opportunities to incorporate art and education into public infrastructure.			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
COMMUNITY CHARACTER + QUALITY				
STRATEGY CD6. Promote quality place making efforts				
CD5a - cont.	Determine when private development warrants installation of art within the site.			
CD5b - Integrate community-engaged design to promote creative place-making	Encourage the design of public buildings and private development that are anchored by a central public gathering space.	PR	DS	2
	Promote public and private amenities such as pocket parks and public gathering spaces within new and infill development			
	Promote the engagement of the community in public art creation and selection			
CD5c - Implement entryway and wayfinding signage throughout the City	Install City identification signage at locations which serve as gateways to the community, are highly visible, and may establish a first impression of the community.	CMO	ES/PR	2
	Inform people of the surrounding built environment through active wayfinding initiatives			
	Establish a streetscape standard for gateways and primary corridors.			
	Develop a comprehensive signage plan for cyclists and trail users			
	Explore alternative methods for wayfinding			



Housing + Neighborhoods ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Housing + Neighborhoods



GOAL

Enable a variety of neighborhoods to meet the living needs for all residents.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
VARIETY OF HOUSING + HOUSING INVENTORY				
STRATEGY HN1. Expand the variety of housing types to create a city with opportunities for people at all ages and stages of life.				
HN1a - Enable a wide variety of housing types to increase and accommodate various needs and desires	Enable housing types within zoning regulations such as cooperatives, tiny homes, accessory dwelling units and multi-generational living	DS		1
	Collaborate with residential developers and home builders to balance bulk regulations with various housing options			
	Adopt zoning regulations that enable a variety of residential dwelling types (architectural styles, lot sizes and density) within primarily single-family detached neighborhoods to expand living options			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
HN1b - Provide sufficient living facilities to accommodate the future needs of the aging population	Ensure that land use and zoning enable housing types for elderly residents such as nursing home care, assisted living, and continuing care retirement communities throughout the city.	DS		2
HN1c - Adapt regulations to allow flexibility for specialty housing types (special needs, age in place, entry level, community housing, multi-generational, etc.)	Modify zoning regulations and/or create new zoning districts to enable smaller lot sizes	DS		1
	Adapt regulations for flexibility to allow for accessible retrofits of existing homes (such as allowing ramps to encroach into setbacks)			

STRATEGY HN2. Improve opportunities for housing at all price points to ensure access, affordability, stability, and social integration for all.

HN2a - Modify codes to allow opportunities for a mix of dwelling types and sizes adjacent to each other	Ensure that building mass regulations permit a variety of structures in the same vicinity	DS	ES	1
	Research on and collaborate with developers to identify and enable opportunities for the inclusion of missing middle housing.			
HN2b - Explore options to support the inclusion of housing for individuals making less than the average median income in residential and nonresidential areas	Explore city participation in the expansion of programs that provide owner/financial assistance to targeted individuals at all income levels, such as: housing tax credit support, down payment assistance, housing rehab, and Neighborhood Finance Corporation home improvement	CED	DS	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
HN2b - Cont.	Educate the community on the needs for workforce housing			
	Implement recommendations of the 2018 Housing Needs Assessment and the 2019 Analysis of Impediments to Fair Housing			
	Evaluate the pros and cons of Inclusionary Zoning in West Des Moines			
	Explore the use of density, height, or floor area bonuses to provide a percentage of attainable housing within a development			
	Modify zoning regulations to allow for the inclusion of attainable housing in neighborhoods (secondary dwelling units, small lot zoning in SF districts, optimized residential bulk regulations)			
	Ensure transportations assistance programs are coupled with mass transit to serve all areas of the city. Expand transportation options for livability for all neighborhoods			
	Implementation of a Housing Playbook as a reference describing housing needs, available programs, and funding priorities for the City			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
UNIQUENESS + IDENTITY				
STRATEGY HN3. Emphasize neighborhood identities to facilitate public association and networking				
HN3a - Promote natural environmental aspects as boundaries that help delineate neighborhoods	Utilize streams, topography, and forested areas to serve as natural borders between neighborhoods	DS		2
	Preserve existing neighborhoods by targeting the preservation of characteristics that distinguish these areas			
HN3b - Create “Best of” programs to recognize developments that provide unique architecture and design features that serve to define and/or visually unify a neighborhood		CMO	DS	2
HN3c - Enable community-centered uses to serve as a nucleus and source of neighborhood identity	Site/locate neighborhood institutions such as schools, community buildings and religious institutions to become “centers” for neighborhoods	PR	DS	1
	Develop neighborhood parks to provide common public gathering places that become part of a neighborhood’s identity			
FUTURE STRATEGIES				
- Create and maintain vibrant and distinct neighborhoods				
- Identify and raise community awareness related to housing issues				
- Provide a sense of neighborhood uniqueness through the implementation of place making elements and features				



Sustainability + Resiliency ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Sustainability + Resiliency



GOAL

Plan for environmental factors to allow the city to respond, adapt and thrive under changing conditions and realities.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
RESILIENCY				
STRATEGY SR1. Support the use of renewable energy.				
SR1a - Promote vehicle charging/fueling stations	Amend the appropriate codes to enable the incorporation of electric vehicle charging stations	PS	CMO	2
	Explore cost-share or city funded implementation of electric vehicle charging stations at city facilities and in key commercial areas			
	Evaluate the demand for compressed natural gas fuel stations within the City			
SR1b - Modify code to allow for the implementation of a range of renewable energy systems	Enable the use of small-scale community or cooperative renewable energy systems	CMO	DS	2
	Explore implementation of utility-scale solar, wind and geothermal energy systems			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
SR1b - Cont.	Encourage implementation of renewable energy in large-scale commercial and residential developments.			
SR1c - Continue to look for financially viable opportunities for the City's use of alternative energy and fuels	Study the financially viable options for conversion of city fleet vehicles to alternative fuels (compressed natural gas or electric). Create an evaluation program to explore the pros and cons to convert city fleet vehicles	PS	ES	1
	Establish a policy for the evaluation of implementation of alternative energy aspects in all city building projects			
STRATEGY SR2. Make the city more adaptable and resilient through the use of sustainable and responsible site/project design and building construction methods and materials				
SR2a - Enhance the City's municipal recycling program and explore options for municipal composting programs	Work with Metro Waste and other municipalities to expand the range of materials being recycled	PS	CMO	1
	Maximize recycling and reuse of construction and demolition waste in City renovations			
SR2b - Create a program to evaluate City infrastructure to reduce emissions and energy use	Continue to evaluate traffic movement and signalization to reduce traffic emissions and energy use	ES	CMO	1
	Set up a program to benchmark and track energy savings realized in city facilities and reinvest some of the savings into further energy conservation improvements			
SR2c - Evaluate adoption of site development regulations to minimize light pollution	Evaluate dark sky measures that should be considered for adoption	DS		3

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
SR2d - Create a sustainability and resiliency playbook for development	Develop guidelines to ensure public spaces are resilient	DS	ES/PS/PR	2
	Adopt building codes and design standards to encourage the use of sustainable materials and products in construction			
	Encourage the use of low or zero net carbon energy sources to reduce greenhouse gases			
	Develop green infrastructure design standards including tools from the Iowa Stormwater Management Manual			
	Evaluate implementation of Green Infrastructure aspects into public improvement projects			
	Collaborate with private developers (and affected city departments) to define circumstances and project scopes in which green infrastructure implementation would be required			
	Identify appropriate third-party sustainable development criteria that can be encouraged through flexible or reduce site development requirements such as Envision, LEED (Leadership in Energy and Environmental Design), Iowa Green Streets, The Sustainable SITES Initiative, Living Building Challenge, and Zero Code, etc.			
	Encourage the adoption or acceptance of alternative design criteria of the most current version of the International Energy Conservation Code and the International Green Construction Code			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
SR2e - Evaluate City code to decrease the amount of impervious surface required in new development projects , including city projects, to reduce urban runoff, improve water quality and reduce the city’s heat island effect	Evaluate the need for minimum and/or maximum parking standards	DS	ES	1
	While recognizing winter maintenance issues, identify and encourage best site design and landscape requirements of off-street parking areas			
SR2f - Work with neighborhood and homeowners’ associations to increase understanding of the benefits of and be more accepting of turf lawn alternatives, clotheslines, and other environmentally beneficial practices		PR	ES	2
SR2g - Promote citizen participation in resiliency initiatives with the city leading by example		CMO		1
SR2h - Educate constituents on responsible water usage	Create a program that educates developers and private landowners to on how to utilize non-potable water in irrigation systems	WDMWW	ES/CMO	1
	Develop a plan to use technology to promote water conservation and sustainability. (ie. smart app tracking of usage such as WaterSmart software)			
	Create and implement a policy to require staggered water usage at peak use times in order to optimize infrastructure.			
	Design and landscape public spaces to minimize the need for irrigation.			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
SR2i - Establish programs to connect people to green building technical assistance and referral services		DS	CMO	2
SR2j - Educate residents and businesses on best practices for individual waste reduction, recycling, and composting	Evaluate programs to increase the participation of residents and businesses in separating waste and recycling household waste.	DS	CMO	2
SR2k - Distribute community resiliency programs and educational materials through channels that reach all residents		PR	CMO	2
SR2l - Develop an assistance and education program for private property owners to implement water quality best management practices	Evaluate the use of cost-sharing of private projects	ES	PR/CMO	1
	Evaluate the use of rebates or grants for installation of storm water best management practices			
	Evaluate methods to expand the reimbursement program for soil quality restoration projects and rain barrels			
SR2m - Ensure that investments in and benefits from City resiliency projects and policies are applied justly across all areas	Utilize Environmental Justice Areas identified by the Des Moines Area MPO as having high degrees of disadvantage	CMO	ES/DS	2
	Provide appropriate opportunities for input from residents on projects			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
SR2n - Raise awareness of carbon footprint and greenhouse gas emissions on the city	Identify any appropriate code modifications to allow for carbon capture facades and embodied carbon buildings	DS	LG	3
	Educate on the benefits of carbon capture facades and embodied carbon buildings			
	Educate residents on greenhouse gas emissions and ways to reduce their carbon footprint			
STRATEGY SR3. Utilize a comprehensive approach to storm water management to address both water quantity and quality and preserve the functionality of existing natural areas				
SR3a - Amend design standards to establish minimum storm water quality requirements	Adopt stream buffer requirements and standards to allow for filtration and improved water quality and bank stabilization	ES	PR/DS/CMO	1
	Establish manual on stream buffer maintenance including when measures will be undertaken			
	Actively enforce erosion and sediment control requirements			
	Utilize ISEWP resources to educate developers on alternatives to improve water quality within their developments			
	Identify water quality treatment measures to incorporate in storm water management facilities.			
	Develop construction and post-construction inspection and monitoring protocols to ensure proper installation and maintenance of water quality measures.			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
SR3b - Prepare master storm water management plans on a watershed scale	Identify areas for stream restoration and enhancement.	ES	PR/PS/CMO	1
	Develop watershed restoration and preservation standards			
	Partner with other entities to evaluate and improve watersheds which extend outside of the corporate boundary.			
	Integrate storm water best practices within other city documents			
	Identify and acquire regional detention sites and establish a policy for maintenance responsibility of detention sites.			
STRATEGY SR4. Ensure adequate and high-quality natural water sources				
SR4a - Sustainably use the Jordan Aquifer while identifying other water sources		WDMWW		1
SR4b - Protect underground aquifers and aquifer recharge areas from contamination and disturbance	Ensure potable water exceeds state and federal water quality standards	WDMWW		1
	Identify land uses that have the potential to negatively impact identified aquifers and other water sources			
	Create collaborative partnerships for water quality protection and enhancement			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
DISASTER PREPAREDNESS + RECOVERY				
STRATEGY SR5. Review and adopt City-wide policies and regulations that will minimize the impact of hazards and natural disasters to allow for robust and timely recovery				
SR5a - Plan for the impact of increased instances of extreme weather events on the city	Improve sanitary and storm sewer infrastructure on a regional basis or as part of the redevelopment process	ES	PS	1
	Analyze the impacts and benefits of enhanced floodplain development regulation and establish reasonable floodplain development standards			
	Implement design-flood elevation standards to ensure buildings and sites are resilient to major rain and flooding events in the future			
SR5b - Design roadways to ensure identified critical areas are accessible at all times	Identify critical operation facilities and evacuation routes within the City and assure they are able to function in a crisis	ES		1
SR5c - Work to bring older developed areas into compliance with building, fire, and flood hazard standards	Evaluate programs, standards, and policies to achieve compliance by alternate means and methods or phased improvements	DS		1
SR5d - Keep the City-wide Hazard Mitigation Plan current	Use the Polk County Hazard Mitigation Plan as a guide for the internal development of city mitigation measures for application across the entire city	FD	EMS/PD	3
	Participate in Dallas, Warren, and Madison counties Hazard Mitigation Plan creation and updates			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
SR5d - Cont.	Establish policy requiring the City's emergency response agencies and Public Services Department to routinely conduct a risk-hazard analysis			
SR5e - Implement strategies identified in the Polk County Hazard Mitigation Plan to address the high-risk hazards		FD	EMS/PD	2



Transportation + Infrastructure ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Transportation + Infrastructure



GOAL

Provide for the safe and efficient movement of people, goods, and services throughout the city.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
UTILITY ROUTES + CORRIDORS				
STRATEGY T11. Ensure the City's services remain innovative, sustainable, and fiscally viable.				
T11a - Investigate new technologies and maintenance approaches and how they may offer flexibility and cost savings in utility placement	Evaluate utility spacing parameters for sewer and water utilities	ES	DS/WDMWW	1
T11b - Encourage redevelopment and investment in areas where infrastructure already is present	Encourage targeted increases in density where infrastructure capacity exists	DS	ES	2
	Evaluate existing infrastructure capacity and identify capacity constraints prior to redevelopment and what would be needed to expand capacity to meet market demand			
	As part of the redevelopment review and approval process, consider emergency service capabilities.			

STRATEGY T12. Collaborate with private utility companies to identify community-wide extension plans ahead of development.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
<p>T12a - Identify key locations for private utility corridors</p>	<p>Adopt policies that require utility companies within the City's street rights-of-way to cooperate with the City to preserve corridors for future utilities and other needs of the community.</p>	<p>ES</p>		<p>1</p>
	<p>Develop location and screening standards for locating utility equipment.</p>			
	<p>Evaluate opportunities for installing utility corridors and conduit highways.</p>			
<p>ALTERNATIVE TRANSPORTATION MODES</p>				
<p>STRATEGY T13. Maintain, improve, and expand an accessible, safe, and efficient transportation network for transit riders, bicyclists, and pedestrians for recreation, commuting and general transportation.</p>				
<p>T13a - Participate in the regional evaluation of transit opportunities and options</p>	<p>Work with Des Moines Area Regional Transit (DART) to monitor and adjust public transit bus routes to reduce transit deserts and better serve consumer demand</p>	<p>CMO</p>	<p>CED/ES</p>	<p>1</p>
	<p>Explore the potential for siting and use of park-and-ride facilities to reduce demand for vehicular travel on key roadways.</p>			
	<p>Work with DART and regional partners to identify strategies to help make bus travel more passenger focused.</p>			
	<p>Connect residents with alternative transportation options</p>			
	<p>Explore partnerships with rideshare programs as a possible supplement to public transit</p>			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
T13b - Identify and preserve multi-modal transit corridors	Explore the possibility of designing streets for multimodal transit that may accommodate future rapid bus or light rail service	ES	PR	2
	Continue to include multimodal network evaluation in comprehensive transportation review			
T13c - Evaluate the allowance of micro-transportation	Evaluate the pros and cons for potential future bikeshare or scooter share programs	PR	ES	1
	Evaluate opportunities to improve or expand availability and ease of use for micro-transportation options within the city			
T13d - Evaluate street design specifications and standards that provide for all modes of travel in accordance with the City's complete streets policy	Evaluate the complete Streets Rating System and identify measures to improve ratings.	ES	PR	1
	Develop a program to educate on the 'rules of the road' and interaction of vehicles and other modes of transportation			
T13e - Prioritize pedestrian safety in street design, especially local streets in neighborhoods	Continually evaluate safety at key pedestrian activity locations where conflicts with another mode of transportation exist	ES	PR	1
	Explore adding advance pedestrian-actuated intervals at additional traffic signals within the City			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
TI3e - Cont.	Identify areas in which modifications, including possible High Intensity Activated crossWalk (HAWK) signals are necessary to allow for the safe and comfortable movement of pedestrians			
TI3f - Explore the implementation of a hierarchy of trails to accommodate defined purpose and intended user(s)	Identify all applicable users of trails and evaluate connectivity and trail design needs specific to the intended user(s) (i.e., bicycle commuter routes, school routes, general recreation) and interactions of user groups (i.e., bicycle commuter and families walking)	PR	ES	1
	Evaluate need for pedestrian and bicycle facilities based on anticipated use and function			
TI3g - Create and enhance opportunities to become a more accessible city for cyclists	Consider bike lanes where conditions allow to facilitate bicycle commuting	ES	PR	2
	Increase proportion of bike network miles to road network miles			
	Develop bicycle education communications			
	Encourage bike month and bike-to-work events			
	Evaluate roles and duties of the Bicycle Advisory Commission			
	Implement the plans and programs identified in the Bicycle Master Plan			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
T13g - Cont.	Utilizing the League of American Bicyclists' Bicycle Friendly Community metrics to expand bicycle usage across the city			
ROADWAY FUNCTION + DESIGN				
STRATEGY T14. Design and utilize roadway corridors in a manner that is efficient, reliable, adaptable, accessible, attractive, and safe				
T14a - Integrate transportation projects into the context of an area in a sensitive manner through careful planning, consideration of differing perspectives, and tailoring designs to particular project circumstances while meeting the needs of the transportation system as a whole	Develop acceptable street cross section alternatives that achieve the vehicle and pedestrian intents of the street's classification	ES	DS	1
	Continue to be flexible in implementation of roadways that allow the market and proposed development to participate in the layout of the street network			
	Adopt policy and specific criteria for the allowance of private streets			
	Evaluate the appropriate use of traffic calming designs			
	Explore opportunities for the implementation of road diets in appropriate conditions			
	Examine impacts of proposed developments and redevelopment to ensure sufficient capacity of streets and infrastructure is available			
	Evaluate the functionality of innovative traffic and intersection designs for specific situations			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
<p>T14b - Utilize streetscapes adjacent to defined roadway classifications to enhance the roadway and mitigate the effects of transportation on adjacent land uses</p>	<p>Adopt regulations for the implementation of streetscape in defined roadway and residential interaction situations</p>	<p>DS</p>	<p>ES/PR</p>	<p>1</p>
	<p>Integrate streetscape design with utility corridor planning/screening</p>			
	<p>Adopt regulations defining roadway design aspects that warrant implementation of streetscapes to aid in mitigating/softening roadway paving</p>			
<p>T14c - Adopt a Transportation Plan that provides policies and guidelines for the design and implementation of the city's transportation system</p>	<p>Adopt criteria outlining land use limitations as it relates to roadway design, capacity, and connectivity</p>	<p>ES</p>		<p>1</p>
	<p>Develop new approaches to street cross sections that achieve the intent of the place types</p>			
<p>T14d - Maximize the use of available state and federal infrastructure funds</p>		<p>ES</p>	<p>FN</p>	<p>1</p>
<p>T14e - Encourage the concept of street corridors as not only for transportation, but as important public spaces</p>				<p>2</p>
<p>T14f - Examine all factors contributing to accidents to improve road safety</p>	<p>Research and identify new technology for crash investigations</p>	<p>PD</p>		<p>1</p>

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
INFRASTRUCTURE MANAGEMENT				
STRATEGY TI5. Provide and maintain infrastructure and city services necessary to support the continued growth and operation of the City				
TI5a - Identify improvements necessary to ensure emergency services functions throughout the City	Proactively identify future police and fire station locations necessary to meet response time goals of emergency response agencies	FD	PD/EMS	1
	Explore options to expand radio coverage of emergency services as the City grows			
TI5b - Develop a plan for the implementation of SMART City initiatives identified as beneficial to the day-to-day operations of the City itself and/or businesses and residents within the city (A SMART City is one that has digital technology embedded across all city functions)	Evaluate opportunities for installing utility corridors and conduit highways	CMO	IT/ES/WDMWW	2
	Increase the quantity and scope of data collected and managed to improve city operations			
	Evaluate SMART cities policies for connected solutions in areas such as lighting, mobility, parking, safety and security, waste management, water and utility management, environmental monitoring, and citizen connectivity			
TI5c - Continue to utilize and annually update a multi-year Capital Improvement Program (CIP) to facilitate long-range planning for infrastructure needs	Explore a debt-service levy strategy that factors in the CIP program	FN	ES/PR	1
	Consider implementing a public comment period to allow for resident comment and concerns in determining CIP priorities			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
T15c - Cont.	Evaluate growth areas to identify long range needs for transportation, utilities, emergency response, and other City services			
	Create long-range funding and deployment strategies for expanding and maintaining police and fire facilities and operations to address service delivery demands from new population growth			
	Develop a leapfrog development policy that defines private vs public responsibility for expansion of city infrastructure			
	Develop program to evaluate the impact of using TIF funding on planned CIP project			
T15d - Ensure public spaces and facilities are well-maintained and updated in response to technological advancements		PS	ES/PR	1
T15e - Develop a model to understand the financial obligations of long-term provision of maintenance and service requirements of proposed development	Ensure that the financial impact of long-term maintenance and replacement of new City infrastructure is identified as part of the consideration of any proposed development	PS	FN	1
	Continue to support utility maintenance programs to ensure desired level of service is maintained and improve longevity of public investment.			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
T15e - Cont.	Develop a policy to ensure public and private improvements, including public easements, are provided in proportion to the impact of the development.			
T15f - Balance the customer experience of in-person service provision with automated service provision for both internal and external customers	Determine if moving to off-site data storage will save money and/or provide a better customer experience.	IT		1
	Identify optimal and/or unmet technology and software application needs necessary for staff to efficiently and effectively perform their assigned duties.			
	Evaluate the pros and cons of third-party vendors to the customer experience when providing city services.			
	Identify constituents' expectations for in-person interactions vs automated service provision.			
	Identify trends and opportunities to move from in-person services to mobile or automated systems.			



Engagement + Wellness ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Engagement + Wellness



GOAL

Promote citizen involvement in the community to enrich the quality of life for all residents.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
CITY COMMUNICATION + OUTREACH				
STRATEGY EW1. Improve transparency and communication with residents, neighborhoods, and community stakeholders/groups.				
EW1a - Monitor trends in technology and identify options and platforms to communicate with the community at large and specific groups		CMO	IT	1
EW1b - Establish a policy where all health-related agencies register with EMS to establish communication feedback loops		EMS		1
EW1c - Develop a comprehensive city-wide program for effective outreach and engagement	Evaluate the need for a community engagement coordinator and centralize outreach and communications functions into one role	CMO		2
	Establish a communications plan that provides updates and information regarding policies, programs, and decision-making outcomes			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EW1c - Cont.	Educate residents on electronic notification (e-notify) opportunities			
	Evaluate the city's e-notify system for expanded capabilities			
	Develop a platform to communicate and promote City-sponsored events and campaigns			
STRATEGY EW2. Mitigate barriers to civic participation.				
EW2a - Implement a culturally and linguistically robust communication platform	Expand the availability of translated documents throughout the city.	CMO		2
	Create a program to alleviate any language barriers that may exist between residents and city staff /elected officials at public meetings and forums			
	Expand awareness and make more accessible technology applications that can be used to allow the community to engage with the city			
	Evaluate the viability of providing translation services and employing bilingual staff			
	Identify programs for certification of an ADA Coordinator for the City to ensure that communication and programs comply with federal ADA requirements			
EW2b - Partner with the community and businesses to promote volunteerism		CMO		2

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
HEALTH ASPECTS				
STRATEGY EW3. Encourage active living and expand facilities for recreation activities, health and wellness initiatives in the built environment.				
EW3a - Provide for a more walkable community	Evaluate codes and department master plans to enhance walkability throughout the community	DS		1
	Promote Healthiest State Iowa Walkability Workshops to educate on the benefits of walkable design practices in West Des Moines			
EW3b - Expand the consumer and health education series within the City Library		LB		1
EW3c - Formulate a Comprehensive Recreational Services and Facilities Master Plan that serves all areas of the city	Develop recreational facilities and programs that meet both the organized and unstructured leisure interests of residents and visitors	PR		1
	Guide and prioritize service delivery and capital improvements, assess user trends and satisfaction levels for recreational facilities, and identify opportunities for intergovernmental cooperation and public-private partnerships to meet residents' needs			
	Support recreational activities for youth to develop life-long healthy habits			
	Promote city facilities as active recreation opportunities			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EW3c - Cont.	Complete the Five Waters Project			
	Identify current park and recreational opportunities for residents of different ages and abilities			
	Promote physical activity through interconnected trails, on-street bicycle facilities, and sidewalks			
STRATEGY EW4. Support programs that sustain and enhance the mental wellbeing and social cohesion of residents				
EW4a - Partner with healthcare organizations to promote prevention-based activities		HS		2
EW4b - Develop an education campaign to prevent injuries		EMS		2
EW4c - Perform a community health and well-being assessment		CMO	HS	2
EW4d - Facilitate connection to pair refugees and immigrants with employer-led and nonprofit programs		CMO	HS	3
STRATEGY EW5. Create and maintain a healthy food system accessible to all residents				
EW5a - Continue and expand opportunities for community gardens and farmers markets	Identify zoning regulations that are barriers to healthy food options.	PR	DS/HS	1
	Partner with organizations to identify obstacles to healthy foods to ensure food equity			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EW5a - Cont.	Provide children with educational opportunities and access/exposure to healthy foods at City-sponsored events.			
	Promote additional areas for community gardens, urban farms, and farmers markets			
EW5b - Expand the Human Services food pantry to serve the needs of all residents		HS	CMO	1
EW5c - Partner with local school districts to develop a public awareness campaign on nutrition and healthy eating		HS	CMO	1
EW5d - Build partnerships in WDM's four county area to address food insecurity	Collaborate with public health officials to collect and advertise accurate data about food insecurity and hunger in counties where West Des Moines is located.	HS	CMO	1
	Increase awareness of food pantries, community meal sites, and summer meal programs.			
SAFETY ASPECTS				
STRATEGY EW6. Provide for the safety of the public				
EW6a - Develop a mitigation and response plan for hazards as identified in the Hazard Mitigation Plan for West Des Moines	Identify appropriate uses to locate in areas where hazards are present.	FD		1
	Identify roles and responsibilities of second responders for the mitigation and response plan.			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EW6b - Partner with community organizations to improve living conditions by reducing mold, radon, and lead levels	Work with healthcare organization to identify at risk residents.	CED	HS	1
	Identify internal and external grant and funding sources.			
EW6c - Evaluate the use of technology to monitor safety at pedestrian activity locations		ES	PS	1
EW6d - Analyze service demands and deploy dynamic response techniques to reduce response time and maximize the use of emergency services		FD	PD/EMS	1
EW6e - Collaborate with all school districts to enhance safety within school buildings and travel to and from school	Collaborate with each school to establish emergency protocol(s) in every building	FD	PD/EMS	1
	Prioritize walkability and bikeability near schools			
	Collaborate with community school districts to implement Safe Routes to School programs			
EW6f - Collaborate with all commercial, multifamily developments, and entertainment events and venues to enhance safety	Explore the use of business licensing to maintain a database of business occupancy for Emergency Services.	FD	PD/EMS	1
	Encourage Crime Prevention through Environmental Design (CPTED) concepts.			
	Implement and manage an indoor 3-D route modeling software.			
	Provide training and education on Crime-Free housing programs.			

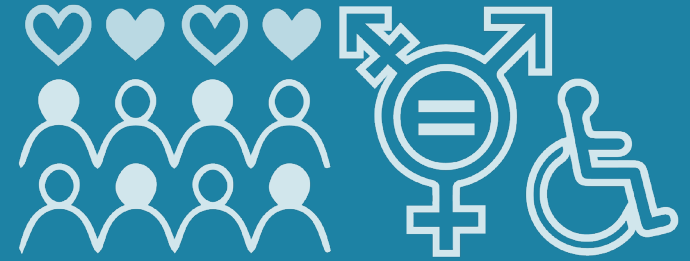
ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EW6g - Adopt design standards that ensure community safety and recovery from disasters, such as resilient buildings, and interconnected transportation networks	Implement the National Mitigation Investment Strategy	DS	ES	2
	Proactive adoption and enforcement of Building and Fire codes.			
EW6h - Maintain the accreditation of emergency response agencies	Utilize medical and technological advancements in training of first responders to enhance care.	FD	PD/EMS	1
EW6i - Enhance safety within recreational facilities, parks, trails, and social gathering spaces	Assure that public safety departments have access to all parks, trails, recreational amenities, and social gathering spots	PR	IT	1
	Investigate use of security cameras and other technology			
EW6j - Create education programs around bike safety, CPR, stop the bleed, when/how to call 911, etc.		FD	PD/EMS	1
STRATEGY EW7. Enhance communication plans to prepare and alert the public and city staff for emergencies and natural disasters				
EW7a - Create a citywide alert system for the public		FD	IT	1
EW7b - Develop a plan that establishes roles and responsibilities for both public and private individuals to aid in disaster recovery	Educate public on how they can aid recovery efforts	FD	PD/EMS	2
	Develop a volunteer program.			
EW7c - Coordinate with the Iowa DOT, counties, and law enforcement agencies in the management of traffic during extreme weather events		FD	PD/EMS	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EW7d - Collaborate with community partners on developing severe storm safety areas throughout the community		FD	PD/EMS	2
EW7e - Identify applicable program rating criteria to obtain top Insurance Services Office (ISO) ratings for the city		DS	FD	2
EW7f - Ensure disaster recovery and business continuity electronic communication and software needs are met for each department during disasters		IT		1
EDUCATION + LEARNING ASPECTS				
STRATEGY EW8. Promote life-long learning opportunities				
EW8a - Identify opportunities, programming, and partnerships for continuing education	Identify gaps and support efforts to increase kindergarten readiness	LB	CMO/HS	2
	Increase the number of programs resources available at library facilities			
	Partner with schools and childcare providers to identify ways to increase availability of pre-k			
EW8b - Enhance library service delivery through the effective adoption and use of innovative, emerging techniques and technologies	Establish criterion to ensure library kiosk/satellite/main locations are accessible to everyone	LB		1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EW8b - Cont.	Achieve National Library Standards of 1 sq ft of library per 1 person in the City			
	Collaborate with the appropriate agencies to promote library service delivery for books and resources			
	Explore the possibility of adding library kiosks in city parks and buildings			
EW8c - Partner with school districts, businesses and community organizations to offer free or low-cost broadband options to all students		CMO	CED	1

FUTURE STRATEGIES

- Diversify communication platforms to enable more in-person interactions
- Support the development of new, and the continuation and expansion of existing healthcare facilities
- Provide outlets from normal routines through art, entertainment, and activities that add to the community's quality of life
- Encourage the implementation of public and private spaces designed for community interaction



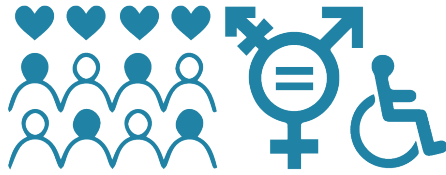
Diversity, Equity + Inclusivity ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Diversity, Equity + Inclusivity



GOAL

Create a diverse and inclusive community where all residents can thrive.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
ACCESSIBILITY				
STRATEGY DEI1. Ensure compliance with all accessibility requirements				
DEI1a - Design, maintain, and construct the built environment to be accessible for all users	Explore adding pedestrian audio prompts at traffic signal crossings	DS	ES/PS	1
	Ensure site regulations provide for accessible routes to public transit throughout the City			
	Develop program to ensure city is compliant with federal, state, and local accessibility requirements			
	Develop procedures to confirm accessibility components within development project applications and building permit requests comply with federal, state, and local accessibility requirements			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
DEI1b - Assess opportunities and programming that are tailored to serve people with disabilities	Review current accessibility standards to ensure all departments are compliant	CMO	ALL	1
	Provide information for residents to identify and file grievances concerning accessibility compliance			
	Evaluate existing city facilities, programs, policies, and practices to develop a Transition Plan to achieve compliance with accessibility requirements			
	Incorporate accessibility standards and services into the design and operation of all public and private recreational facilities and parks to assure accessibility to people with differing abilities			
	Identify barriers that may prevent individuals with disabilities from interfacing with City services.			
	Conduct a web accessibility audit of the City website to ensure compliance with ADA guidelines.			
STRATEGY DEI2. Provide and promote services that allow diverse individuals to engage within the City				
DEI2a - Identify tools and services that will allow historically underrepresented community members to better engage within the community.	Provide City literature that is consumable by those with low vision, hearing impairments, non-English speakers, low literacy, etc.	CMO		1
	Implement a language interpretation service			

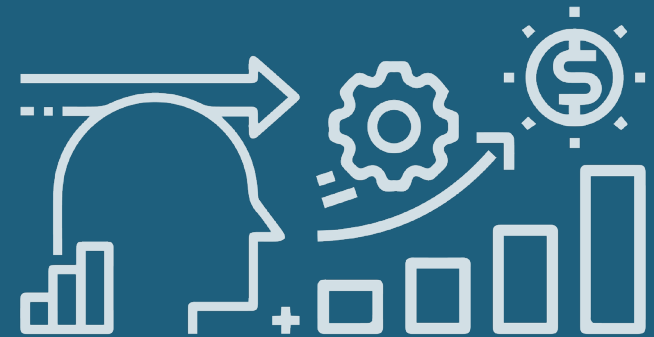
ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
DEI2a - Cont.	Develop training and learning opportunities to increase knowledge and competencies among city staff to ensure all City departments utilize best practices for inclusive communication			
	Make city documents and publications available in different languages			
	Conduct a review of city policies to identify barriers that may impede populations from engaging with the city.			
DEI2b - Provide immigrants and refugees with education and training opportunities to learn more about services provided within the City	Develop a program that strengthens relationships with historically marginalized communities to mitigate distrust and promote positive relations with the city.	CMO	LB	1
ACCEPTANCE + EXPRESSION + IDENTITY				
STRATEGY DEI3. Promote a safe and welcoming environment where all people belong				
DEI3a - Build the library's global perspectives and world language collection to reflect the demographics of the community		LB		1
DEI3b - Work to maintain a score of 100 on the Municipal Equality Index (MEI)	Adopt the state NDO (Non-Discrimination Ordinance) or establish a Municipal NDO	CMO	HR/LG	1
	Continue to monitor metrics to improve and expand services needed to maintain a high MEI score			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
DEI3c - Establish a plan to implement Government Alliance on Racial Equity (GARE) recommendations	Draft and implement a Racial Equity Action Plan	CMO	HR	1
	Create a Racial Equity Tool to use in policy decisions			
DEI3d - Promote the new vision and mission statement for the City	Develop hiring policy and procedures to increase diverse hiring within city employment	CMO	HR	1
	Develop programs that sufficiently speaks to our core values and inclusive practices			
DEI3e - Utilize demographic data to forecast the evolving and adapting needs of residents	Conduct a community engagement and belonging survey to measure resident perceptions and needs as it relates to diversity, equity, and inclusion	CMO		2
DEI3f - Promote the community as a welcoming destination to experience the City's rich diversity	Promote a welcoming community that encourages prosocial behavior and emotional skills through community conversations	CMO		1
	Involve a more community-reflective set of individuals in implementing action steps for New Iowans			
	Adopt a city-wide anti-bullying proclamation			
	Strengthen partnerships with all West Des Moines school districts to ensure collaboration to address diverse needs of city residents			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
<p>DEI3g - Create and maintain an inclusive economy for all.</p>	<p>Conduct a review of all City ordinances to identify barriers that may negatively impact economic prosperity of under-served residents</p>	<p>CMO</p>	<p>CED</p>	<p>1</p>
	<p>Evaluate strategies to mitigate the effects of income inequality that is felt by residents</p>			
	<p>Broker partnerships with educational institutions to provide education for New-lowans and re-entering community members</p>			
	<p>Partner with businesses to identify measures to address structural barriers that result in people experiencing unemployment or underemployment</p>			
<p>DEI3h - Develop collaborative programs that embrace the city’s strong diversity while recognizing populations that have been historically marginalized</p>	<p>Provide multi-generational activities and programs to increase healthy lifestyles activity within the community</p>	<p>CMO</p>	<p>PR</p>	<p>1</p>
	<p>Collaborate with United Way on implementation of identified Opportunity plan initiatives</p>			
	<p>Ensure that events held in public places are as affordable as is feasible</p>			
	<p>Cultivate authentic relationships with leadership in immigrant and minoritized communities to offer culturally appropriate programming</p>			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
DEI3h - Cont.	Collect information and develop an inter-department resource learning program to educate staff about the changing City demographics and how to appropriately engage across difference			
	Develop strong partnerships with support agencies providing living and programming opportunities for individuals with varying abilities			
CULTURE				
STRATEGY DEI4. Elevate the cultural vitality of West Des Moines				
DEI4a - Build strong relationships with cultural organizations to support, expand, and promote local history, culture, and traditions	Encourage public engagement opportunities that promote diverse stories, cultural traditions, and histories	CMO		2
	Foster meaningful relationships with local agencies like the WDM Historical Society to curate stories to celebrate the rich contributions of historically marginalized communities.			
DEI4b - Explore allowing neighborhood food markets to support the city's strong economic and cultural diversity	Identify opportunities to attract varying ethnic food options, including markets, grocery stores, and restaurants in a variety of locations/ zoning classes	CED	DS	3
DEI4c - Hold festivals, celebrations, or other events to help highlight the community's heritage and important cultural assets	Promote a variety of recreational, entertainment, social, civic, cultural, and educational opportunities accessible to all segments of the public. (Physical, financial, language, transportation, open participation)	CMO	PR	2

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
DEI4d - Leverage the social capital of cultural institutions and organizations as an amenity for attracting employees and businesses	Identify cultural institutions and organizations to use as a resource	CMO	CED	2
FUTURE STRATEGIES				
- Preserve the history of West Des Moines as a reminder of where we came from				



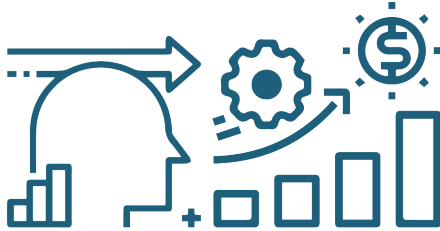
Economic Prosperity ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Economic Prosperity



GOAL

Maintain the financial condition of the city through economic development and thoughtful use of financial resources.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
GROWTH + EXPANSION				
STRATEGY EP1. Plan, design, and maintain financially sustainable infrastructure to optimize existing systems and support new development				
EP1a - Provide public facilities in a manner which protects existing investments and promotes sustainable growth	Implements a building maintenance projection system	ES	CMO	1
	Evaluate the co-location of multi-departmental facilities			
	Ensure the term of debt issued to fund capital projects does not exceed the expected useful life of the projects or the improvements			
	Ensure the provision of services, either in quantity or quality, does not represent an unreasonable long-term cost to the City or to the taxpayers			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EP1b - Site developments in accordance with infrastructure capacities	Encourage the location of high demand water users into targeted areas	CED	ES/WDMWW	1
	Diversify user types for balanced water usage			
	Encourage the location of users with high sewer service demands into targeted area			
	Encourage the location of higher traffic generators and land uses near areas of greater road classification			
EP1c - Identify and establish priority growth areas to focus new development	Pursue a targeted system that prioritizes development within existing infrastructure service areas	DS	CED	1
	Establish an annexation pros & cons evaluation scoring process that includes all affected city departments to ensure City has the ability to provide infrastructure, recreational facilities, maintenance, and appropriate emergency response coverage in a financially responsible manner			
	Create a mechanism to study the fiscal feasibility of development projects			
	Implement programs that encourages redevelopment and rehabilitation to achieve identified development intents			
EP1d - Maximize the use of available state and federal funds to realize the goals and recommendations of the city		CMO		1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EP1e - Identify clear development goals and end product desires for targeted areas	Evaluate the success of the regulatory compliance funding program in rehabbing existing areas and determine whether to continue and/or expand into other development areas	CED		2
	Evaluate the success of the property improvement fund and determine whether to continue and/or expand into other development areas			
	Identify redevelopment and rehabilitation areas and create development plans and guidelines for each targeted area			
EP1f - Tie financial incentives to projects based on direct quality of life benefit to the community and employees	Identify projects that have significant social benefits and explore opportunities to encourage these	CMO		2
EP1g - Establish a policy to clearly indicate how revenue will be used	Identify and develop a plan for money generated by infrastructure fees and programs	FN	CMO/ES/DS	1
	Create a program for revenues to be generated from large or high taxable value development projects			
EP1h - Establish policy on use of TIF	Adopt a policy with defined criteria to determine when financial incentives will be offered for development projects and what the incentive package will include	CMO	CED/FN	1
	Defines acceptable improvements that the city will undertake as it relates to project scope and community benefit			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
STRATEGY EP2. Optimize and responsibly manage the expenditure of taxpayer funds				
EP2a - Utilize increased density and intensity of developments to control need for and costs for expansion and maintenance of public infrastructure	Evaluate adoption of a city policy addressing use of TIF or other contributions of leap-frog development projects	FN	ES/CED/DS/CMO	1
EP2b - Establish a policy to consider environmental and social costs in all decision-making, including budget decisions		CMO		2
EP2c - Evaluate requirements of the city for potential grant and sponsorship programs to determine overall impact	Establish criteria that can be used to determine the costs and benefits of each funding source to justify its acceptance	FN		2
EP2d - Evaluate wireless point-to-point infrastructure throughout City facilities as a cost saving operational measure		IT		1
EP2e - Develop and adopt operating budgets that balance recurring revenues and expenditures and will responsibly manage excess general fund reserves	Planned use of the reserves incorporated into the budget process, and/or set up as reserve accounts, as applicable	FN		1
	Maintain adequate general fund reserves to ensure financial liquidity and to provide a source of revenue for emergencies			
EP2f - Maintain the City's AAA rating by Moody's and its AAA rating by Standard & Poor's	Identify scoring parameters and adopt applicable policy to align with and guide City activities and spending	FN		1
EP2g - Develop a risk-management and quality assurance program for the City	Evaluate the need for a risk management, quality assurance, and compliance coordinator within the finance or legal department	FN	LG	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EP2h - Collaborate with adjacent counties and cities to evaluate the benefit of joint services and facilities		CMO	FN/EMS/ FD/PD/PS	1
EP2i - Continue to ensure that municipal services are provided at a reasonable cost to taxpaying residents	Evaluate opportunities to provide better transparency of information and education to residents on what taxes are being spent on, the real costs of services, employees, and city activities and programing	CMO	FN	2
	Evaluate privatization of relevant services			
EP2j - Evaluate city infrastructure and facilities regularly to create an efficient and cost-effective maintenance and improvement program	Plan, design, and construct infrastructure to ensure maintainability	PS	ES/WDMWW	1
	Maintain the quality of public infrastructure, City services, and facilities in existing portions of the City in a manner that emphasizes fiscal responsibility			
STRATEGY EP3. Encourage economic development opportunities				
EP3a - Market the City's unique locations, characteristics, and amenities.	Work to implement the economic development plan and support "Go West" marketing	CED	CMO	2
	Reinforce and promote attraction of visitors by implementing community promotion and branding programs			
EP3b - Expand the City's role in recreational tourism	Completion of RecPlex Project, Amphitheater, Five Waters & Adventure Park	PR	CED	2
	Attract sports organizations and events to West Des Moines to capture tourism and event revenue			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
<p>EP3c - Maintain the City’s position as a leader in attracting development, by providing an environment conducive to development</p>	<p>Collaborate with Site Selection companies and developers to understand development location needs</p>	<p>CED</p>	<p>DS</p>	<p>1</p>
	<p>Evaluate the development approval process for time and cost saving opportunities</p>			
	<p>Research the elements of an “18-hour city” and enable implementation (an 18-hour city is a mid-sized city with attractive amenities, high than average population growth, and a lower cost of living)</p>			
<p>EP3d - Evaluate and develop wireless communication infrastructure to support businesses in the community</p>	<p>Evaluate infrastructure construction for heavy bandwidth users such as autonomous vehicles, telecommuters, etc.</p>	<p>CMO</p>	<p>IT</p>	<p>1</p>
	<p>Implement a wireless mesh network to provide Wi-Fi in public spaces</p>			
	<p>Implement and expand new wireless technologies to encourage new business, business expansion, the ability to work from home, or pursue internet startups</p>			
	<p>Evaluate wireless point-to-point infrastructure throughout the City</p>			
	<p>Collaborate with Wireless Companies to proactively identify cellular needs, including cell tower sites in new and expanding areas</p>			
<p>EP3e - Utilize a web-based platform that allows businesses and developers to explore targeted development sites</p>	<p>Create a site-selection program that makes it easy for private entities to locate suitable properties for a proposed development project</p>	<p>CED</p>	<p>DS</p>	<p>1</p>

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
EP3e - Cont.	Continue to expand the use of the Community and Economic Development's MLS service			
EP3f - Identify missing factors and businesses necessary for regional economic development that benefits the city	Implement recommendations of the Economic Development Strategic Plan.	CED		1
EP3g - Encourage and maintain a diversified tax base to ensure a sustainable and thriving local economy even during industry downturns	Determine the balance of residential to nonresidential uses to ensure a balanced tax base.	CED	FN/CMO	2
	Research and identify high tax generating businesses that are desired in the community.			
	Adopt zoning regulations that allow for flexibility in innovation districts and growth of incubators.			
EP3h - Increase opportunities for collaboration, innovation, and entrepreneurship by creating an environment that allows for small businesses to grow and expand	Encourage the use of zoning performance standards to accommodate new business models.	CED	DS/CMO	1
	Evaluate platforms available for marketing and communication of new and existing businesses.			
	Collaborate with the Chamber to promote and market local businesses.			
	Identify, connect with, and support, local entrepreneurs to grow jobs and small businesses.			
	Bring awareness to programs such as the Targeted Small Business program to assist small business owners.			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
<p>EP3i - Work to attract a diverse range of businesses that provide a wide variety of job opportunities</p>	<p>Utilize the City's location, educated work force, and high-tech partners to attract complementary educational institutions and businesses, strengthen ties with the educational community, and leverage educational advantages</p>	<p>CED</p>	<p>CMO</p>	<p>2</p>
	<p>Promote and advertise the GoWest marketing plan to continue bringing new residents, businesses, and visitors into the community</p>			
	<p>Evaluate and implement programs to recruit business models that fill the missing gaps in West Des Moines</p>			
	<p>Identify innovative business models not yet operating in West Des Moines</p>			
	<p>Encourage training programs related to new and expanding business opportunities</p>			
	<p>Foster innovative ways to allow the sharing economy to take shape in West Des Moines</p>			
	<p>Actively attract new business / manufacturing sectors that include technologies and products that will be needed on a global basis</p>			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
FUTURE STRATEGIES				
- Establish a plan to encourage residents and business owners to maintain and update their properties				
- Facilitate partnerships between the city, educational institutions and local businesses to provide job and trade skills demanded by the regional marketplace				
- Facilitate partnerships between the city, educational institutions, and local businesses to identify job retraining needs in light of emerging trends and new business models				
- Create a community desired by employees to aid in retaining the workforce				
- Address the impacts of the cost and availability of childcare				



Land Use ACTION PLAN



COMPANION DOCUMENT

ACTION PLAN

Land Use



GOAL

Guide the development of the city through flexibility of land use, development of context, maximization of existing resources and the mitigation of impacts.

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
VARIETY				
STRATEGY LU1. Allow for a wide variety of land uses and development types to meet the needs and desires of all residents, businesses, and visitors.				
LU1a - Implement a planning approach that provides essentials for everyday living in proximity to homes	Site appropriate level of commercial nodes within areas of predominately single land use to provide opportunities to readily meet individual's daily needs	DS		1
	Establish desired walk times and minimum acceptable walkability score for routes to parks, schools, and libraries, various types (Urban/Suburban/Rural) of residential neighborhoods, office/retail (commercial) area and each type of land use district			
	Create new zoning districts to enable horizontal and vertical multi-use development patterns			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU1b - Promote developments that integrate complete live, work, and play environments	Amend zoning code to allow and promote live-work-play developments	DS		3
LU1c - Locate residential areas to capitalize on natural amenities	Identify and map natural and man-made amenities	DS	PR/ES	1
	Prioritize the siting of residential uses adjacent to or in view of quality natural areas and features			
	Explore mandating the integration of natural/open areas within residential areas as part of platting or site development			
	Expand the Master Parks and Trails Plan to preserve natural areas with limited amenities for passive recreation			
	Integrate Parks Master Plan with master stormwater management plans to protect stream corridors and leverage stormwater management facilities as a community amenity			
LU1d - Ensure a comprehensive network of recreational amenities and social gathering spaces are dispersed across the city, readily accessible to and from neighborhoods and connected to residential and commercial/office areas	Utilize master plans or strategic plans from schools, parks and recreation, and the library in the review of land use plans to allow for identification of future sites necessary for the adequate provision of facilities	PR	DS	2

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU1d - Cont.	Ensure the placement of parks, greenways, trails, and other public gathering spaces is in accordance with the service radii criteria in the Master Parks and Trails Plan and current best practices in community design			
	Expand the scope of the Master Parks and Trails Plan to include recreational amenities and public gathering spaces beyond residential			
	Encourage cluster developments to preserve open area and natural landscapes and vegetation			
	Strive for a trail network that provides connections between all areas of the city			
	Ensure residents in non-residential zoning districts are equally served by public neighborhood parks or on-site recreational amenities per the parkland dedication ordinance			
LU1e - Establish a goal of greenspace/open space per resident standard that will be provided within the city.	Identify what may be counted towards 'greenspace/open space' and determine a baseline of open space expectations	PR	DS	2

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU1e - Cont.	Explore adoption of development regulations requiring new residential developments to provide minimum square footage or percentage of greenspace/open areas per anticipated resident as part of their development, whether on-site or through purchase of alternate open/greenspace to be dedicated to the city and/or establishment of perpetual conservation easement			
LU1f - Generalize the classification of land uses in zoning to allow for greater flexibility in where a business or industry may locate	Identify flexible regulations suitable to accommodating changing business models and trends while protecting from undesirable aspects	DS		1
	Identify market needs for maker and creator spaces and work to attract businesses to fill gaps in the market segment			
	Explore business licensing to allow for better understanding of businesses operating within the City and where such is located			
	Create a zoning classification for industrial/ manufacturing and service uses that have no external impacts on adjacent properties and would otherwise be restricted in placement within the city or prohibited (industrial, service, entrepreneurial, etc.)			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
DENSITY + INTENSITY				
STRATEGY LU2. Create opportunities within the city that will exhibit an intentional urban, suburban, or rural context				
LU2a - Mitigate differences in intensity, scale, and density to allow for a variety of land uses in proximity to each other	Utilize Place Types as a bridge between land use and zoning to illustrate the range of development intensities and context across the city to educate home and business owners to make an educated decision about where they locate	DS		1
	Identify situational criteria to guide the implementation of density			
LU2b - Adopt appropriate evaluation and mitigation measures to ensure infill development is compatible and complementary to the surrounding neighborhood context and existing uses	Adopt appropriate regulations that respect existing development context and mitigate potential negative impacts of development	DS		2
	Establish redevelopment guidelines to facilitate the infill and development of existing buildings to meet market demands			
LU2c - Support the intensification of defined areas to capitalize on existing services and infrastructure capacity	Evaluate existing infrastructure in non-residential areas to identify opportunities for development/redevelopment including the increasing of density and introduction of new uses, including residential	DS	ES	1
LU2d - Develop a policy to allow for increase in density above typical limits in exchange for implementation of other desired amenities	Explore whether inclusionary zoning is an option for the city given historic density of typical development	DS	ES/LG	1
LU2e - Focus regulations on addressing the intensity of development and mitigations to surrounding properties and infrastructure	Evaluate the ability to guide development with intent-based regulations versus the need for strict regulations while mitigating activity, massing, and building design impacts of development and specific uses	DS		1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU2e - Cont.	Locate high intensity land uses and high traffic generators along or have easy access to higher classifications of roads so as to avoid routing through lower intense land uses/areas			
	Establish operational parameters to gauge intensity (Bar-Restaurant matrix approach) and adopt appropriate regulations and performance standards to address potential impacts on adjacent uses/areas and achieve compatibility.			
	Amend City code to require enforcement of density minimums in highest intensity areas.			
	Research the cost and service benefits and impacts of density for each type of land use.			
	Identify acceptable transition mitigation between intensity and density of adjacent land uses.			
	Create a playbook for buffering and separation to mitigate land uses of varying intensities.			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
GROWTH + INFILL				
STRATEGY LU3. Factor economic considerations into land use and development decisions				
LU3a - Support preservation and adaptive re-use of structures and sites during infill and redevelopment	Work to encourage revitalization of aging retail options	DS		2
	Identify and reinforce the unique character of older or historic areas within the city when reviewing development proposals			
	Establish redevelopment guidelines to facilitate cost effective redevelopment			
	Develop programs and create guidelines that encourage reinvestment in aging areas			
LU3b - Evaluate an analysis tool to identify true costs of service and maintenance versus what is generated in taxable value with development	Develop a service provision model that accurately reflects financial and maintenance service provision impacts of development projects	CMO		1
	Educate on the use of TIF in providing benefits for the community			
	Develop a model for ensuring appropriate emergency response time and coverage implications of developments			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU3c - Identify and capture uses that provide a secondary benefit with other businesses within the community	Establish criteria for the evaluation of specific development projects that provide community-wide or regional benefit even when minimal taxable value is generated	DS		2
LU3d - Maintain sufficient alternative land use areas to provide locational choices and competition among landowners and land developers	Ensure a balance of land uses across the city	DS		1
LU3e - Encourage development that is contiguous with existing developed areas	Discourage leapfrog development by ensuring expansion of infrastructure and services is paid for by the development	DS		2
	Develop a policy through the use of extraterritorial jurisdiction regulatory power to discourage rural subdivisions and development on the City's periphery unless built to city standards for infrastructure and in alignment with land use goals			
	Tie incentive programs to align with development priority areas			
	Identify development priority areas to capitalize on existing and plan for future infrastructure needs			
LU3f - Identify annexation areas that are logical and necessary and can be reasonably served by the City	Establish an annexation pros & cons scoring process that includes all city departments to ensure the ability to provide infrastructure, recreational facilities, maintenance, and appropriate emergency response coverage in a financially responsible manner	CMO	CED	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU3f - Cont.	Evaluate the pros and cons of establishing an Urban Growth Boundary			
	Establish annexation agreements with bordering cities based on the logical extension infrastructure and provision of services			
LU3g - Identify areas that may warrant attention for revitalization and/or redevelopment	Adopt a redevelopment code applicable across the City to enable revitalization to ensure all areas remain desirable and economically viable	DS	LG/CED	2
	Develop a matrix that clearly defines the nexus between scope of proposed site improvements and requiring additional improvements to bring the site into compliance with current regulations			
	Allow for the inclusion of core uses not previously established in the area, including residential options to sustain the value and viability of existing areas			
	Adopt a rehabilitation or removal program for dangerous or dilapidated structures			
	Consider obtaining and assembling properties for redevelopment within targeted areas as City's contribution to enable redevelopment			
LU3h - Ensure developments and redevelopment projects provide all necessary public improvements unless a clearly defined community purpose and/or market condition warrants an exception(s)	Start conversations with development community on cost of infrastructure for development and measures to assist proforma via zoning regulations	LG	DS	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU3h - Cont.	Establish quantitative methods to measure the proportionality of infrastructure required for development and redevelopment			
	Develop a matrix that clearly defines the nexus for developer provision of on-site and off-site infrastructure improvement aspects and facilities needed to serve the development			
	Establish clear and fair city-wide right-of-way dedication requirements proportional to the impact of development			
	Adopt a policy with defined criteria to determine when the city will provide infrastructure for development projects and what infrastructure will be included			
	Evaluate station location and deployment strategies to ensure response time standards are met			
LU3i - Create flexibility within zoning and development standards while still meeting the aesthetic, quality, and safety intents of the city code	Create guidelines and standards for areas identified for redevelopment	DS	ES/FD/CMO	2
	Identify alternative approaches to meet the aesthetic, quality, and safety intents of the city code			
	Develop a storm water management playbook to provide options to residents and developers			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU3i - Cont.	Develop regional or watershed-based stormwater master plans to assist in implementation of redevelopment			
	Utilize a 3-dimensional modeling program to understand proposed development impacts on adjacent properties and the overall area			

NATURAL ENVIRONMENT

STRATEGY LU4. Respect the natural environment and the need for changes to existing features when determining appropriate locations for land uses.

LU4a -Capitalize on and promote the Raccoon River corridor/greenway as the main recreational artery and a city defining recreational and open space amenity	Develop a master plan of the entire corridor	PR	CMO	1
	Develop marketing plan to promote the Raccoon River corridor			
LU4b - Identify significant natural areas and key environmentally sensitive properties/ areas within current city limits and anticipated ultimate growth area for the city	Inventory and map environmentally sensitive areas, source water protection areas, biologically significant plant and animal species and habitats and archaeological historic properties/areas	DS	LG/PR	1
	Consider restricting specific land uses or the use of overlays to protect source water contamination from certain industrial uses as needed			
	Utilize conservation easements, parkland dedication, or purchase land to permanently preserve and protect identified significant natural areas			
	Identify funding source for the protection and possible acquisition of natural areas			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU4b - Cont.	Identify key migration corridors and avoid the placement of roadways through or implement appropriate roadway crossing to minimize impacts and conflicts between vehicles and wildlife			
	Collaborate with developers and landowners or partner with organizations like Iowa Natural Heritage Foundation when appropriate to broker protection of natural resources			
LU4c - Balance development opportunities with preservation of natural features such as topography, streams and natural drainage ways, tree cover, sensitive plant and animal habitats	Identify key aspects needed to balance between environmental protection and the rights of private property owners for use and development of their property	DS		2
LU4d - Collaborate with surrounding counties on enhancement and protection opportunities for greenways, natural areas, and recreational corridors	Continue to participate in watershed authorities; regional trails; MPO; water trails initiative	CMO	PR/ES	2
	Establish a policy to encourage the extension of greenway linkages, beyond just trails between new developments			
LU4e - Utilize storm water management tools to provide opportunities for creation of public amenities and recreational facilities	Create a Master Storm Water Management Plan based on full build-out conditions for each watershed affecting West Des Moines	ES	LG/PR/CMO	1
	Utilize green infrastructure practices to create open space amenities, plant, and wildlife habitats, and improve water quality			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU4e - Cont.	Identify uses that are compatible with critical watershed areas			
	Identify locations of regional storm water facilities and evaluate for acquisition by the City as part of a comprehensive watershed management system and which may serve as community amenities			
LU4f - Identify uses that can tolerate and be designed to be protected from occasional water inundation in potential flood prone areas	Require buildings to be designed in accordance with ASCE24 (Flood resistant design and construction)	DS	ES	1
	Create an education program that informs property owners and developers on the risk and responsibilities of building in flood prone areas	DS	ES	1
LU4g - Consider typical grade, impervious surface and building footprint requirements when determining locations for each land use type and roadway design to avoid necessitating degradation of natural areas as part of development	Identify % slopes acceptable in different types of development and locate uses that typically require large building footprints on flatter topography and those that typically have smaller footprints or can be customized on steeper topography	DS	ES	1
	Ensure development of land uses appropriate for steeper grades are still accessible for emergency response, maintenance activities and/or large vehicle access			
	Achieve preservation of natural areas, by establishing limitations on the acceptable percent or area change in topography			

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU4h - Utilize zoning tools to guide physical site development away from environmentally sensitive or potentially hazardous areas	Promote cluster development patterns to preserve and respect natural features	DS	LG/CMO	1
	Formalize a defined policy and program allowing the shifting of density within development parcels			
	Initiate legislation to allow for the transfer of development rights (TDR) to other parcels within a designated receiving area			
	Utilize 3D modeling to understand the impacts of potential development			
INFRASTRUCTURE				
STRATEGY LU5. Align land use and infrastructure needs				
LU5a - Accommodate market driven development and maximum flexibility	Develop a Transportation Plan that defines the justifications for road networks, connectivity, and design	ES	DS	1
	Adopt policies that allow implementation of specific land uses and densities only if suitable road network, connectivity and design is provided or can be provided			
LU5b - Evaluate need and identify and preserve corridors and properties for future major roadways, utilities, or public facilities	Develop a base transportation framework based on land use, access spacing, and known environmental constraints	ES	CMO	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU5b - Cont.	Determine best alignment with least amount of environmental impact and complete roadway design engineering for all major arterial roadways			
	Initiate discussions with major utility providers to identify future needs and map corridor and locations			
	Protect corridors that hold potential for future public use from encroachment			
	Adopt policy for the proactive acquisition of property necessary for all roadways classified as arterials, utility corridors and sites for future public facilities			
LU5c - Evaluate impacts to existing infrastructure and service capacities when considering changes to adopted land uses	Develop modeling programs to evaluate impacts to existing and future public infrastructure capacity when considering land use changes and development proposals that increase expected density or intensity	ES	DS/WDMWW	2
	Explore and promote new and more equitable mechanisms to fund public infrastructure			
	Develop a policy to restrict land use changes unless providing a community benefit			
LU5d - Develop an evaluation tool to assist in identifying and confirming nexus for public improvements as part of private development projects		ES	WDMWW	1

ACTION ITEMS	SUB-ACTION IDEAS	LEAD DEPARTMENT	SECONDARY DEPARTMENT(S)	PRIORITY
LU5e - Explore options for equitable approach for implementation of public infrastructure associated with development by private entities		ES	LG	1
LU5f - Consider sanitary sewer and water needs and planned infrastructure when locating land uses	Create and maintain land use-based infrastructure models to identify areas with flexibility to incorporate multi-use without over or under-sizing infrastructure	ES	DS/WDMWW	1
FUTURE STRATEGIES				
- Enable administrative approvals to facilitate development and allow developers earlier access to initiate construction				