



Windsor
Heights
the heart of it all



WINDSOR HEIGHTS
COMPREHENSIVE PLAN

July 8, 2013

Final Draft

CITY OF WINDSOR HEIGHTS

2030 COMPREHENSIVE PLAN

City Council Members

Jerry Sullivan- Mayor
Diana Willits- Mayor Pro-Tem
Betty Glover
Charlene Butz
Dave Jenison
Dave Burgess

Planning and Zoning Commission

Jim Egger- Chair
Craig Calhoun
Fern Andrew- past
Diane Foss
Stu Turner- past
Karol Mauk- past
Pat Moran
Dena Fife
Nicole Crain

City Staff

Sheena Danzer- City Inspector
Jeff Fiegenschuh- City Administrator

On the cover of the 1997 Comprehensive Plan was a picture of the gazebo that used to be located in Colby Park. Since that time, Colby Park has transformed into a true place for local and regional events, thanks to the vision outlined in the 1997 plan and followed through by the Windsor Heights City Council. The new cover to Windsor Heights 2012 Comprehensive Plan showcases the new performance pavilion in Colby Park, which hosts Music in the Park, Movies in the Parks, July 4th bands, weddings and other special events throughout the year. In a nod to the significance of the old gazebo, the City Council saved the gazebo and transferred it to Lions Park, where it has been used for weddings and other events. As a community we have redeveloped, but kept what we value the most.

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INTRODUCTION

Brief History of Windsor Heights

In what was once an area that had four operational underground coal mines, approximately 200 property owners in Walnut Township signed a petition that would lead to the official incorporation of the City of Windsor Heights on May 4th, 1941.

Soon after, the election of mayor, town council, treasurer, and assessor occurred Don Mercer defeated E.A. McNabb for mayor and the five town councilmen elected were Fred Stroeber, A.M. Kephart, Henry Hughes, Fairus Troutman, and Elmer Torode. P.B. Harrison was elected treasurer and H. Carman was elected assessor.

A feed station was purchased by the City and served as the town hall until the 1960's. The building stands to this day as a barely recognizable part of the former Advanced Lighting store at 6507 University Avenue. In one of the first council meetings, Mr. Verne Akey was appointed Town Marshal. Mr. Akey occupied this position for many years on a part-time basis and for an average salary of less than \$10.00 per month.

In a law that remains in effect today, council erected a sign at the east and west city limits of University Avenue that read "Speed Limit 25 miles Per Hour – Road Patrolled". During 1960 and 1961, the decision to locate the MacVicar Freeway in the southern part of Windsor Heights was made. Earlier possibilities were along University Avenue or even farther south along Ashworth Road. By 1964 the construction of the freeway had progressed to what is now 73rd Street and Buffalo Road. The area just to the west of Buffalo Road, was occupied by the Des Moines Golf and Country Club before relocating to West Des Moines. In all, 25 homes in Windsor Heights were sold to the Highway Commission and moved to make way for the project. Once complete in 1968, the MacVicar Freeway essentially connected Windsor Heights to the 41,000 miles of interstate highway that existed in the United States at that time.

Population History

The first population tabulation completed by the Census Bureau for Windsor Heights determined a total population of 1,414 residents in 1950. The population grew to 4,715 persons in 1960, an increase of over 3,000 people. This was the largest increase in Windsor Heights' history. In the Des Moines metropolitan area, no other city experienced a higher rate of growth, although Urbandale grew by an astonishing 228%. During the same period, Polk County grew by almost 18% while the City of Des Moines grew by about 17%. During the 1960s, Windsor Heights' population grew by 1,588 persons to 6,303, an increase of 33.68%. During the two post-war decades, Windsor Heights' population increased, achieving a total population of 6,303 by 1970. During the 1970s, population growth began to decline and by 1990, Windsor Heights had a total population of 5,190 persons. The overall population decline from 1970 to 1990 was 17.66%, or 1,113 persons. This decline is mainly due to smaller household size and the aging of the population in Windsor Heights.

Windsor Heights Today

Windsor Heights is unique among suburban communities in the Des Moines metropolitan area because of its status as an established community entirely surrounded by other municipalities. This status is both an asset and a challenge. It is an asset because it provides Windsor Heights with an unmatched and strategic location, convenient to all of the area's amenities. The mature quality of the city's landscape provides it with a combination of the best aspects of city and suburban life.

On the other hand, this enviable position is also a challenge because, for the most part, Windsor Heights is fully built up. Compared to other metro communities, there is essentially no undeveloped property. Because of this, zoning changes favoring higher commercial uses can have significant negative effects upon the quality of community. If not carefully managed, large scale development could alter the character of the community; changing Windsor Heights' small town feel and sense of place. On the other hand, carefully planned developments can sustain the well-established character of the community and provide the resources necessary to maintain the superior quality and level of public services.

This Comprehensive Plan will help Windsor Heights determine its future character and quality by taking advantage of development opportunities that enhance community quality. Over the last 20 years the City has taken major steps towards effectively developing and redeveloping existing commercial areas, including the University Avenue corridor, the Town Center area, 73rd Street south of University Avenue, and now more currently 73rd Street and Hickman Road.

In the next 10 years, the City must determine how to best use Windsor Heights' strategic location while maintaining its distinctive character; assuring the maintenance of high quality community services residents expect and demand; and establishing a balanced and sustainable development framework, complementing residential with economic growth. This Comprehensive Plan will help Windsor Heights develop specific strategies that realize a vision for the City based on both focused growth and conservation of the best aspects of community life.



**Above: Windsor Heights
"Then" Below: Windsor
Heights "Now"**

**66th Street and University
Avenue Intersection**



WHY A COMPREHENSIVE PLAN?

Communities prepare and adopt comprehensive plans for legal purposes. Cities have the authority to adopt zoning and subdivision ordinances to promote the "health, safety, and general welfare of the community."

Land use regulations such as zoning ordinances recognize that people in a community live cooperatively and have certain responsibilities to one another. These regulations establish rules that govern how land is developed within Windsor Heights.

However, a city may not adopt land use ordinances without first adopting a comprehensive development plan. This is based upon the premise that land use decisions should not be arbitrary, but should follow an accepted and reasonable concept of how the city should grow.

A comprehensive development plan has an even more significant role in the growth of a community. The plan establishes a picture of Windsor Heights' future, based on the participation of residents in the planning of their community. A central part of defining this future includes a public planning process intent on creating a unified future vision for the city. Beyond defining that vision, the plan presents a unified action program to implement the city's goals. The plan is designed as a working document – a document that both defines the future and provides a working program for realizing Windsor Heights' potential.

This process is coordinated by the Planning and Zoning Commission, representing a wide variety of interests in the community. Members of the community were invited to participate in the strategic planning process through a series of public meetings.

IDENTIFICATION OF PLAN FOCUS AREA

The community assessment and input process led to the identification of major issues, visions, and tactics for the community. This report summarized the results of the strategic planning phase of the planning process. It identifies 5 issue areas (listed in no order of priority), including:

- Community Identity and Awareness, including preservation of community character and services;
- Housing Development and Preservation;
- Infrastructure and Transportation, including promoting a walk-able community;
- Parks, Recreation, and Quality of Life;
- Economic Development.

These specific issues are themes for the Windsor Heights Comprehensive Plan. Specific priorities, goals, and actions for each of these broad issue areas are outlined and provide the foundation for this detailed comprehensive plan document.

THE COMPREHENSIVE PLAN: APPROACH AND FORMAT

The comprehensive plan presents a strategy-oriented approach to the future development of Windsor Heights. The plan includes 7 chapters, corresponding to the City's most important development issues and characteristics. Many of the traditional sections of a comprehensive plan, such as land use, housing, infrastructure and transportation, are organized as recurring components to these thematic chapters. This

enables the plan to tell the story of the City's future development and presents an integrated program for the City's growth.

INCORPORATING SUSTAINABILITY IN THE COMPREHENSIVE PLAN

Sustainable Development is the use of resources that meet human needs, but in a way that preserves the environment so that these needs can be met not only in the present, but in the future. The ability to meet the needs of present day society without compromising the ability of future generations has heavily influenced the recommendations outlined in this plan and the activities suggested to implement those recommendations.

THEMES WITHIN THE COMPREHENSIVE PLAN

Clearly, the elements of this plan are intrinsically intertwined and are interdependent. The elements of the plan include:

1. *Community Identity and Awareness.* This chapter includes information developed by a Citizens Marketing Committee and addresses raising Windsor Heights' profile both internally and externally. It also includes a discussion of the preservation of community character and services. (This committee was comprised of members of the Foundation, Chamber, Keep Windsor Heights Beautiful (KWHB), Windsor Heights Neighborhood Watch (WHNW), Lions, Elks, Youth Council, Special Events Committee, Police and Fire Fighter Associations.)
2. *Housing Development and Preservation.* This chapter addresses issues related to the City's housing stock and identifies strategies for maintaining real estate and encouraging owner-occupied properties. This section identifies not only current areas to focus on, but areas that, without attention, would need city-led redevelopment in the future. It also identifies goals and action steps for housing development and preservation.
3. *Infrastructure and Transportation,* including promoting a walk-able community. This chapter evaluates the condition of the current inventory of streets, trails, sidewalks, sanitary and storm sewers, water mains, and overhead utility lines as well as other amenities and provides strategies for advancing the development of a "walk-able" community. Walk-ability can be defined as the extent to which the built environment is friendly to the presence of people living, shopping, visiting, or physically functioning in an area. Factors affecting walk-ability include land use mix; street, trail and sidewalk connectivity; residential density; transparency (the amount of glass in windows and doors as well as orientation and proximity of homes and buildings to watch over the street); destinations near the majority of homes; and street designs that work for both people and vehicles. Factors related to infrastructure include access to mass transit, presence of and quality walkways, buffers to moving traffic (planter strips, on-street parking or bike lanes) and pedestrian crossings, aesthetics, air quality, shade or sun in appropriate seasons, street furniture, traffic volume and speed.
4. *Parks, Recreation and Quality of Life.* This chapter evaluates the City's current assets and programs that support the goals of providing superior parks and recreational opportunities and superior quality of life amenities. It also recommends future strategies to preserve, enhance and expand those assets.

5. *Economic Development.* This chapter evaluates past economic development efforts and makes recommendations for economic development that provides long-term stability in the business and commercial sectors for the community. This section also identifies areas of the city most likely in need of redevelopment.

6. *Going Green: Creating a Sustainable Community.* This chapter promotes developments that utilize sustainable design and construction standards and conserves natural resources by reducing waste and pollution through efficient use of land, energy, water, air, and materials.

7. *Implementation.* Implementing the plan draws together the analysis and policies outlined of the plan into a program for implementation. It summarizes the recommendations and development policies of the plan and presents an implementation matrix, listing proposed projects and the time-frame for their completion.

2030 VISION

Windsor Heights' future depends on maintaining and enhancing its unique character and superior quality of life supported by excellent public services. Windsor Heights should use its special status as a small town surrounded by and in the center of a metropolitan area to make itself uniquely attractive for residents and businesses.

The purpose of this Comprehensive Plan is to incorporate the information, goals and strategies into a cohesive "road map" for Windsor Heights to follow so the future vision can be reached. Extensive public participation and citizen input established the overall vision for Windsor Heights. Residents, business owners, and city leaders attended public meetings to provide input indicating their desires for the future of Windsor Heights. The vision statement provides a verbal illustration of what the City wants to become and what it will be like in the future.



“Windsor Heights will be the most desirable place to live, work and play in central Iowa.”

1 COMMUNITY IDENTITY AND AWARENESS

A strong community identity and awareness creates a sense of pride in the community. Such pride can motivate residents to maintain and improve residential and commercial properties, to become involved in community activities and initiatives, and to support local businesses. All of these actions make Windsor Heights a more pleasant place to live and do business. Because the city already provides a variety of housing options, diverse population, mature landscape, and quiet neighborhoods, efforts to increase identity and awareness can focus on aesthetic qualities and continued marketing of projects.

In the fall of 2009, Windsor Heights contracted with Confluence, a local landscape architecture firm to help create a vision for the Hickman Road Corridor. In this vision, one of the goals included creating a unique identity to:

- Develop a unique design that creates enthusiasm for the district;
- Develop a cohesive design that ties the entire length of the corridor together and;
- Design gateway elements as seen in Colby Park, which are respectful of mid-century architecture.

With this goal in mind, Confluence was able to create photo renderings such as the one below that is consistent with Windsor Heights' design themes as seen in Colby Park.

As the Hickman Road Corridor Plan is complete, the city should begin implementing the Confluence Plan recommendations regarding Gateway elements in any new and/or redevelopment projects.



Photo rendering created by CONFLUENCE: Western Gateway Concept at 78th St. and Hickman Rd.

GOAL 1: DEVELOP AND ENHANCE WINDSOR HEIGHTS' IDENTITY.

Gateway features placed at major entrances welcome visitors and indicate that Windsor Heights is a unique community. One way to enhance the City's identity is to better define boundaries, entrances, and important corridors. For example, Gateway features placed at major entrances welcome visitors and indicate that Windsor Heights is a unique community. These gateway features can include signage, decorative lighting, and landscaping. Banners featuring the City logo could be placed along major corridors, including Hickman Road, University Avenue, 63rd Street, and 73rd Street.

In addition to welcoming visitors, signage can direct visitors and residents to important buildings and amenities, including City Hall, parks, and schools. The City logo should be included in such signage to further enhance the identity.

GOAL 2: FOCUS ON THE UPKEEP AND REVITALIZATION OF COMMERCIAL AREAS.

Another way to enhance community identity is to provide attractive commercial areas that encourage residents to shop locally. Benches, landscaping, and street lights can all improve the aesthetics of a commercial area and make the area more inviting. Façade upgrades, attractive window displays, and pedestrian-scale signs can also contribute to the character of a commercial area. The city should work with local businesses to continually enhance and revitalize existing commercial areas.

GOAL 3: BECOME A MORE SUSTAINABLE CITY.

Sharing a common goal is a way to promote awareness within a community. As the City strives to become more sustainable, residents should be involved in all efforts. The City should lead by example, implementing green practices and using sustainable materials in public, commercial, and residential development projects whenever possible. Simple projects, such as placing recycling bins at community events and in commercial areas, can make a large statement and encourage residents to undertake similar recycling and conservation strategies.

GOAL 4: CREATE NEW CITIZENS MARKETING COMMITTEE.

A Citizens Marketing Committee should be created to develop a new plan, similar to the plan that was developed by the Ad Hoc Citizens Marketing Committee in April of 2003. Most elements of that plan have been implemented and it is time to develop a new roadmap for marketing the community. This will involve engaging Windsor Heights' civic organizations such as the Windsor Heights Chamber of Commerce, the newly formed Windsor Heights Young Professionals (WHYPro), the Windsor Heights Foundation, Windsor Heights Lions Club, the Elks Club, Windsor Heights Special Events Committee, the soon to be formed Youth Council and the Police and Fire Fighter Associations in this effort, along with citizens.

2 HOUSING PRESERVATION AND DEVELOPMENT

Citizens desire safe, secure, and high quality housing at a reasonable cost. Although the provision of housing is largely a function of the private sector, the public sector plays an important role in helping to ensure that homeowners are not negatively impacted by incompatible land uses and deteriorating properties. The quality of housing affects the socioeconomic characteristics of the City's population and helps determine the City's economic growth. Housing also greatly affects the general attractiveness as a place to live and conduct business.

Windsor Heights is primarily a residential community. Residential uses are Windsor Heights' largest single land use, accounting for over 70% of the City's land area. Traditionally, single-family detached housing has been and continues to be recognized as the predominant and preferred housing type in Windsor Heights. However, the model is no longer as useful in meeting the housing needs of current demographics. Many sectors of the population may prefer smaller, more easily maintained and more affordable attached units or apartments. Windsor Heights recognizes the need for a wide range of housing types meeting the needs of our residents. This may be especially true for senior citizens, who desire independent living but currently have limited choices for housing within the City when wishing to transition out of the traditional, single-family residence.

The City of Windsor Heights is land-locked and with limited land that can be developed for additional housing. With increasing costs of commuting, the City's close-in location combined with its small town feel and affordable housing should combine to produce a stable or slightly increasing population. In order to maintain population stability, Windsor Heights' housing stock must be preserved and maintained.

In the absence of diligent maintenance, single-family homes noticeably deteriorate over time, and eventually fall into disrepair. There is a stage in the housing life cycle when the deterioration of the housing stock either accelerates or actions are taken to reverse the trend. Windsor Heights may well be at this point. Reversal typically occurs only with coordinated, broad-based intervention. In the absence of such an effort to revitalize sections of the City, the decline in housing condition will accelerate. With each year of decline, considerably more effort will be needed to simply slow the decline.

Many residents count their home as their single largest asset. Acknowledging that nearby properties have a direct and significant impact on the value of a homeowner's property, it is critical that Windsor Heights take the necessary actions to ensure that the condition of the housing stock remains up to the standards of the City's property maintenance code. In order to maintain the quality of homes in Windsor Heights and the tax base, the City should be diligent in enforcing policies already in place and enhancing current ordinances as well as developing new policies that promote property maintenance and owner-occupied real estate.

Housing Stock

As of the 2010 U.S. Census, there are currently 2,289 housing units in Windsor Heights with 2,167 of those units being occupied. Of those, 1,640 are privately owned and 527 are commercially owned apartment units. The majority of privately owned housing units are single-family homes. These homes account for 76% of the housing stock. Commercially owned apartment units, which are by definition renter-occupied, account for

24% of the total housing stock. There are also an unknown number of privately owned single-family homes, duplexes, condominiums, and town homes which are currently occupied by renters.

Table 2-0: Housing Status from 1990 to 2010

Housing Status (In units unless noted)	2010	2000
Total	2,289	2,222
Occupied	2,167	2,163
Owner-occupied	1,640 (75.7%)	1,744 (80.6%)
Population in owner-occupied (individuals)	3,732	
Renter-occupied	527 (24.3%)	419 (19.4%)
Population in renter-occupied (individuals)	1,124	N/A
Total Vacant	122	59
Vacant: for rent	32	3%
Vacant: for sale	21	.8%
Vacant: rented or sold, not occupied	32	n/a
Vacant: for seasonal /recreational/occasional use	13	4
Other Vacant	41	n/a

Source: U.S. Census Bureau

A 2009 housing inventory, summarized in Table 2-1, considers each housing occupancy type individually.

- The average single-family home in Windsor Heights was built in 1954, is assessed at just over \$162,000, sits on a quarter acre lot, and has approximately 1,500 square feet of living space.
- Condominiums and townhouses represent a more affordable and contemporary option, with the average unit assessed at just over \$108,000 and built in 1977. The average living area is similar to that of single-family homes.
- The average duplex was built in 1966, is assessed at over \$172,000, sits on a third of an acre lot, and includes over 1,800 square feet of living space.

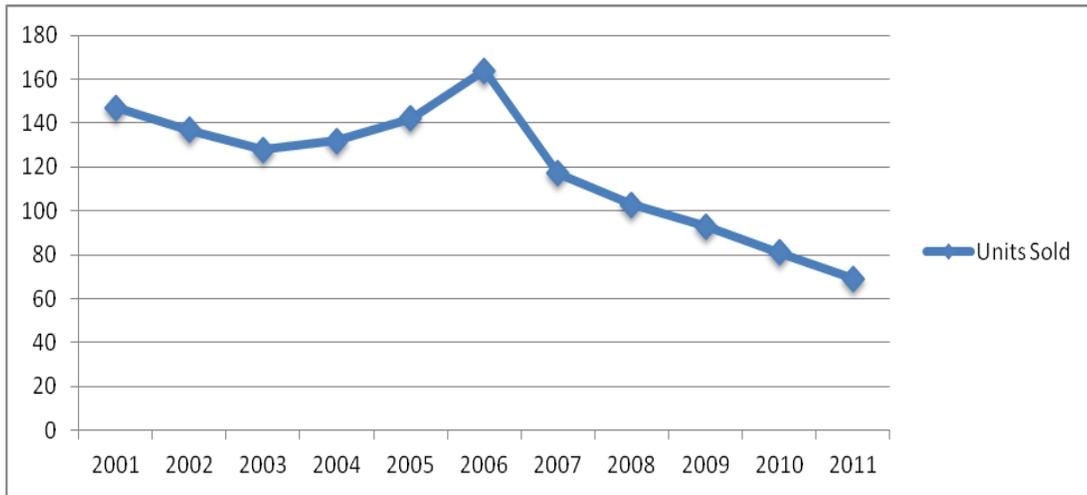
Table 2-1: 2009 Housing Inventory

	Single Family	Duplex	Condominiums & Town-homes
Average Year Built	1954	1966	1977
Average Value	\$162,130	\$172,362	\$108,240
Average Lot (acres)	0.27	0.31	N/A
Average Living Acres (sq. ft)	1,501	1,864	1,555
Total Number of Units	1,725	93	98

Source: Polk County Assessor

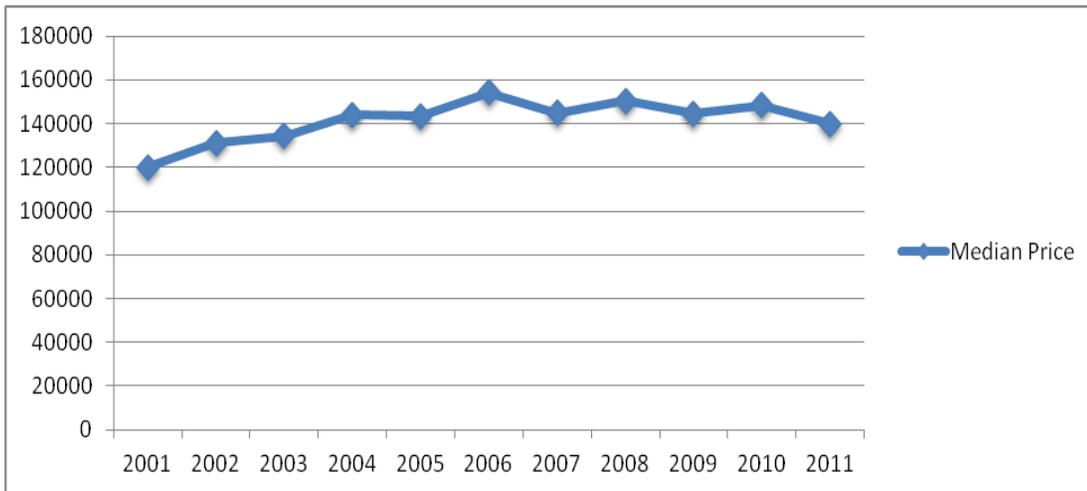
Another way to examine the housing stock is to consider recent home sales. Figures 2-0 and 2-1 on the next page represent all housing units sold between 2001 and 2011. Figure 2-0 shows the number of housing units sold per year during that time period. From 2001 to 2007, at least 120 homes were sold each year, peaking at 164 homes sold in 2006. In 2010, housing sales slowed to 81 units sold, with 69 units sold in 2011. Windsor Heights saw their highest number of housing units being sold from 2005 to 2006 with an increase of 22 homes for sale. However, there was a significant decrease in home sales from 2006 to 2007 with a difference of 47 homes. Figure 2-1 shows the median sales price for homes sold each year from 2001 to 2011. In 2001, the average home sold for \$119,900. Prices significantly increased to \$143,950 in 2004 and peaked at \$154,250 in 2006. Prices have since decreased since 2006 with a median home sale price of \$139,900 in 2011 which is a similar price comparison of home prices in 2002 and 2003. Much of the decrease in home sale prices can be attributed to the 2008 economic downturn and subprime meltdown.

Figure 2-0: Housing Units Sold from 2001 to 2011



Source: Polk County Assessor

Figure 2-1: Median Sale Price from 2001 to 2011



Source: Polk County Assessor

A detailed look at the more recent purchases indicates current preferences within the housing market. As shown in Table 2-3, the average home sold in 2008 was newer, larger, and more expensive than the average home sold in 2007. However, 117 homes were sold in 2007 while 103 homes were sold in 2008. In other words, in 2007, 6.0% of the total housing stock changed ownership while in 2008, 5.3% of the total housing stock changed ownership. 93 homes were sold in 2009 with the average home sold being less expensive than in both previous years and slightly older and smaller than those sold in 2008. In 2009, 4.8% of the housing stock changed ownership.

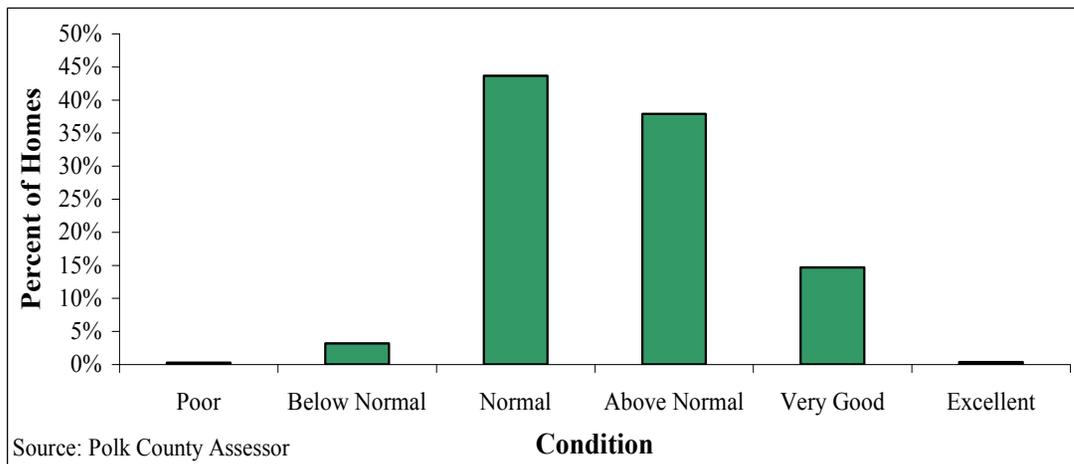
Table 2-3: Home Sales from 2007 to 2009

	2007	2008	2009
Average Year Built	1951	1957	1955
Median Price	\$145,000	\$150,500	\$144,500
Average Lot (acres)	0.26	0.25	0.25
Average Living Area (sq. ft)	1,417	1,507	1,435
Number of Units Sold	117	103	93

Source: Polk County Assessor

One final consideration is housing condition. The Polk County Assessor tracks housing condition as part of regular assessments. When considering each home, an assessor ranks the condition of the home compared to others of similar age and type of construction. Because housing condition categories are subjective, they may not be consistently applied. As shown in figure 2-2, less than 4 percent of all homes are considered to be in below normal or poor condition. In contrast, more than half of all homes are in above normal, very good, or excellent condition.

Figure 2-2: 2009 Housing Conditions



Households

When considering the existing housing stock, it is important to also consider the households or families that inhabit these homes. The make-up of households within Windsor Heights continues to change. These

changes outlined below, require careful consideration regarding the types and styles of housing that will be demanded in the future.

- In 1990, 450 (20%) of all households, were comprised of parents and children. By 2000, that had decreased to 394 (18.2%) of all households. This trend seems to be reversing, by 2010, 499 (23%) of households had children under 18 living in them suggesting that younger families are residing in Windsor Heights.
- While the number of family households has increased from 1990 to 2010, the number of single households has also increased slightly from 663 (30.7%) in 2000 to 687 (31.7%) in 2010.
- The percentage of households with adults over the age of 65 has remained virtually unchanged at 30%.
- Households with a single person under the age of 65 remained constant between 2000 and 2010 at 24%.

The city has developed a series of goals to address needs related to the condition and types of housing stock. Pursuing these goals will assist with the preservation of the existing housing stock and provide guidance to future housing development.

GOAL 1: KEEP PROPERTY IN EXCELLENT CONDITION.

- A. The City should continue to strictly enforce the rental housing inspection code, property maintenance code, and nuisance code in an effort to ensure that properties are kept in excellent condition.
- B. Additional incentives should be created for homeowners and contractors to rehabilitate and preserve Windsor Heights' existing supply of homes. Programs such as five year tax abatements for the added value to a home for qualified improvements should be evaluated in terms of advantages and disadvantages for property owners and the City.
- C. The condition of the existing housing stock should be periodically monitored and reported to property owners and tenants.
- D. The City should develop programs without income restrictions which promote the rehabilitation and conservation of existing residential properties and areas.
- E. The City should research design standards for major exterior construction and new construction and create standards to preserve the housing design styles in various Windsor Heights neighborhoods. The City of West Des Moines has very similar housing styles to those in Windsor Heights. They have recently published a "Pattern Book for West Des Moines Neighborhoods" which would be a good reference document for any design standards that Windsor Heights might implement.
- F. The City recognizes that some housing units may contain materials that are no longer permitted for use in construction. Programs to identify such materials, educate residents about them, and potentially offer incentives to abate or remove those materials should be developed and implemented. The City should consider prohibiting these types of materials in rental housing.
- G. The City should evaluate the feasibility of a housing program. Such a program would be operated by a non-profit, possibly City-funded, which would purchase undervalued properties in order to rehabilitate, upgrade and then re-sell the houses for a nominal profit. Other possible incentive programs, such as providing assistance to first-time home buyers for updating older homes, should be explored so that the quality and character of homes in Windsor Heights can be maintained and improved. Other possible residential programs include an increased investment in the Metro Home Improvement program.
 - i. In addition to continued participation in the Metro Home Improvement program, the City should consider acting as an information clearinghouse. In this way, the City can

provide residents with information about other available resources, such as energy efficiency rebate programs, grants, and low cost loans from other public and private sources.

- ii. Rebuilding Together Greater Des Moines brings volunteers and communities together to improve the homes and lives of low-income homeowners. They repair and revitalize homes through the generosity of volunteers and sponsors. The City should encourage Windsor Heights' income-qualified residents' participation in this program.

GOAL 2: ADOPT STANDARDS FOR AND ENCOURAGE GREEN DEVELOPMENT.

- A. The City should evaluate the feasibility of developing incentives for green development and property rehabilitation. Tax abatement or the expansion of home improvement programs currently in place are some options that may be useful in meeting this goal. Incentives to lower stormwater utility rates should be considered if residents implement best management practices on their property.
- B. A possible partnership with Mid-American Energy to help encourage the use of energy efficient building upgrades should be pursued.
- C. Policies that encourage the use of green design should be evaluated and implemented such as those used in the National Complete Streets Coalition.
- D. The City should remove selected barriers to the residential use of alternative energy sources.

GOAL 3: PROMOTE A DIVERSITY OF HOUSING TYPES.

To create a wider variety in housing choices, it is important to consider a wide variety of policies and practices. One policy that should be considered is inclusionary zoning. Such a zoning code could require that a given share of new construction be made affordable to lower income persons.

GOAL 4: EFFECTIVELY INFORM RESIDENTS AND PROPERTY OWNERS OF THE HOUSING GOALS.

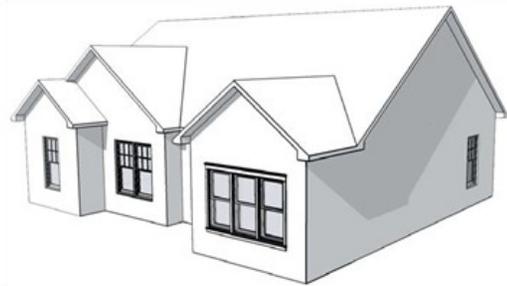
- A. The City should provide workshops or housing fairs for residents and property owners.
- B. Newsletters outlining any changes in housing policies should be distributed to all residents. These newsletters should discuss and outline which steps have been taken to achieve the goals outlined above.
- C. The City should develop a housing handbook similar to the "Pattern Book" created by West Des Moines in order to preserve the existing character of the city's neighborhoods. A similar handbook made exclusively for landlords should also be developed. The pictures on the next page are examples from the West Des Moines Pattern Book which help visualize housing styles, context, and location of housing features.

BAD EXAMPLES

GOOD EXAMPLES

Style

Some styles dictate a specific roof type or building shape. The hip-roofed addition on the left would look more appropriate on a Prairie-style house.



Context

Most houses were built in a neighborhood with houses of a similar size and style. When adding on, be sure not to change that relationship. Additions should keep a modest profile and attempt to enrich – not replace –the style of the original house.



Location

Some additions look better on one part of the house than another. The garage on the left covers the front of the house, whereas the one on the right leaves the “face” of the house unmarred. Try to be sensitive to the view you give your neighbors.



3 INFRASTRUCTURE AND TRANSPORTATION

As the Des Moines metropolitan area has expanded outward, Windsor Heights has transitioned from a western fringe suburb to a more centralized enclave within the metro area. As a fully developed and built-out community, infrastructure such as water, sewer, electric, gas lines, roads and sidewalks have long been in place. Unlike many newer suburbs, the need for new infrastructure is limited in Windsor Heights. Instead, the challenge will be improving the existing infrastructure and transportation systems without negatively affecting Windsor Heights' businesses and citizens.

Infrastructure

Water

The City's water supply is provided by the Des Moines Water Works (DWWW). For this reason, there is very little infrastructure in terms of water treatment or pressurization within the City. It is the distribution network serving Windsor Heights which will be critical to maintain in the future. An ongoing water main replacement and upgrade program accompanied by aggressive monitoring of water line "trouble spots" should adequately serve the future needs of the community.

Sanitary Sewer

As a part of the Urbandale-Windsor Heights Sanitary Sewer district, the City is favorably served by its geography. Since the vast majority of the City lies within the North Walnut Creek and Walnut Creek watersheds and is served by a main (trunk) sewer line, there is little need for the construction of lift stations. However, some sewer lines are undersized and may need to be replaced or repaired. The largest issue for private property owners will be separating perimeter or foundation drain tiles and sump pumps from sanitary sewers and preventing infiltration of stormwater into the sanitary sewer system. Sewer lines are those which carry grey water (washing machine, dishwasher, sinks, showers), and wastewater (toilet water). Stormwater pipes carry rainwater and sump pumps discharge. Previously, it was a common and accepted construction practice when most properties in Windsor Heights were built to not separate sewer lines and stormwater pipes. Current construction practice now requires separate sewer and stormwater pipes because if rainwater overwhelms the capacity in sewer lines, it has to be treated at the wastewater treatment facility. Treatment of wastewater is expensive and many treatment plants are near or at capacity. Additionally, rainwater overwhelming treatment plants has been problematic in many areas, resulting in the release of untreated wastewater into streams and rivers. This can often cause sewage backups in properties as a result of the excess water in the sanitary sewer system. Limiting the infiltration of rainwater into the sanitary sewer system should help address sewer backups.

Since Windsor Heights is a part of the larger Des Moines Water Works and Wastewater Reclamation Authority systems, and since the community already has this infrastructure in place, the water and wastewater needs of both the city and residents should be well served into the future. In the spring of 2011, with the help of the Windsor Heights-Urbandale Sanitary Sewer District, a sanitary sewer slip lining project, known as "S.O.S or SAVE OUR SEWERS" began and will last for several years. This program will help repair the city sewer mains by inserting a sleeve into the sewer line that gets super heated inside the pipe, virtually creating a new pipe inside the old pipe. This seals the pipe, preventing groundwater from getting into the sanitary sewer.

Stormwater Lines

The City has a system of stormwater pipes that carry stormwater away from properties and deposits it into Walnut Creek. Ideally, the infiltration of stormwater where it falls provides additional capacity to the stormwater drainage system and dramatically enhances the quality of water running into Walnut Creek and eventually the Raccoon River, from which we draw our drinking water. The City has already begun and should continue to encourage the use of best stormwater management practices such as native grasses, permeable pavers and any other innovative practices that may be developed or available. New construction or redevelopment will be required to employ best stormwater practices as prescribed by the City. Amendments to the City's stormwater ordinance have been adopted in June of 2013 requiring redevelopment and new development to retain on-site the post-construction stormwater runoff volume of a minimum of

1.25 inches. Other requirements have been added that include the Best Site Design practice to preserve natural areas, reduce impervious coverage, and better treat stormwater runoff. Measures must be taken to retain water where it falls, encouraging its filtering and entry into the groundwater. Such measures could be rain gardens, swales, detention areas, rain barrels, etc. The figure below shows the difference between the storm drain and the sanitary sewer drains found in Windsor Heights.



Storm Drain vs. Sanitary Drain

Household wastewater enters the **Sanitary Sewer System**

Street surface runoff enters the underground **Storm Drain System**

Electricity and Natural Gas

Windsor Heights' central location is also favorable in terms of the supply of electricity and natural gas; the entire community is already connected to power and gas lines. Multiple electric lines from neighboring cities feed Windsor Heights from all directions, meaning the lack of a single point-of-failure minimizes the risk of lengthy power outages from ice and/or wind storms. The same is true for the underground network of natural gas lines.

Communications

Windsor Heights' central location means there is multiple sources citizens and businesses can choose from for communications. Residents can utilize Century Link and Mediacom for land-based phone communication and because Windsor Heights is in the middle of the metro, there are many multiple choices for wireless communications, such as Verizon, US Cellular, Sprint, etc.

Transportation

Roads

Transportation routes running west out of Des Moines were one of the key factors in the establishment of Windsor Heights. University Avenue was the original main east-west thoroughfare on the north side of a rapidly expanding Des Moines in the 1920's. As the City extended past Waveland Golf Course and Glendale Cemetery, there was the beginning of what would later become a commercial area on University Avenue west of 63rd Street, which would later become the Town Center area of Windsor Heights in the 1990's. The 1930's brought the extension of Hickman Road (and US Highway 6) westward, contributing to the 1941 incorporation of Windsor Heights and the rapid growth that would occur during the two decades following World War II.

The final east-west corridor that would help define Windsor Heights was Interstate 235. Built in the 1960's and opening in 1968, the interstate cut through the south side of the city. Interstate 235 is the most heavily traveled roadway in the state, connecting the Des Moines Central Business District to the western suburbs and providing quick access to and from Windsor Heights.

Commercial development in Windsor Heights has gravitated towards these roadways, starting along University Avenue and continuing with development of retail businesses along Hickman Road in the 1960's and 1970's. In more recent times, "big box" commercial properties have been established along 73rd Street, north of Interstate 235.

Redevelopment of these older commercial corridors (primarily along University and Hickman) has begun and will need to be a priority in the future. The Town Center project included mixed-use (residential and commercial) development centered at the intersection of University Avenue and 66th Street. A similar concept for the Hickman Road corridor has been developed.

Windsor Heights has an unusually high ratio of residential to commercial land. Many Windsor Heights residents utilize University Avenue, Hickman Road and Interstate 235 as routes to work in neighboring communities.

Sidewalks and Trails

Compared to other suburban communities, Windsor Heights is a compact community and exhibits less of the sprawl characteristics of newer areas. Even though it was largely developed at a time when people were becoming more dependent upon automobiles, the City on the whole could be considered somewhat bicycle and pedestrian friendly. The Town Center and University Avenue commercial developments provide a key central attraction within walking distance for many residents. Recent sidewalk replacement and construction has provided a safer environment for pedestrians. Perhaps as important as the Town Center development is the construction of the bicycle and pedestrian trail network along North Walnut and Walnut Creeks.

Windsor Heights serves as a hub for the Des Moines area trail system, providing a vital link between trails to the north (Urbandale and Johnston) and west (Clive, the Raccoon River Trail and the West Des Moines Trail systems) and trails running east into Des Moines and Water Works Park.

Planning for a wide-ranging transportation system involves establishing priorities at the regional, city, and neighborhood levels. The future of Windsor Heights will in part rely on and support of the increased use of walking, bicycling, and mass transit options. Depending on the priority for an individual street, these options will be allocated appropriate amounts of right-of-way. For example, some streets could have bike lanes.

For most, walking is the most affordable and accessible form of transportation, especially for shorter trips. It supports everyone who lives, works, or plays in Windsor Heights as everyone is a pedestrian at some point in a trip. Walking supports the public transportation system as transit riders must access buses as pedestrians. Walking also supports active lifestyles and healthy citizens.

Having considered the current infrastructure and transportation system, as well as future needs, the City has developed a series of goals regarding the maintenance and improvement of these systems.

GOAL 1: MAINTAIN CITY STREETS AT A “FAIR” RATING OR BETTER FOR ALL STREETS

The City participates in the pavement management program through the Center for Transportation Research and Education (CTRE) at Iowa State University. This process yields a rating on the City’s streets in both the surface and structure categories. Streets are assigned a rating of Very Poor, Poor, Fair, Good or Excellent. Street repair or reconstruction in Windsor Heights should be prioritized based on the Street Surface and Street Structure scores, combined with traffic counts.

The map created on the next page, resulted from a study done by CTRE in 2009 of the current street pavement conditions in Windsor Heights. The Pavement Condition Index (PCI) was used to measure the pavement condition. It combines all of the distresses collected (cracking, patching, ride, and roughness) into a single measure of pavement condition (0 to 100 scale). Different distresses can have different weights in the PCI calculation process.

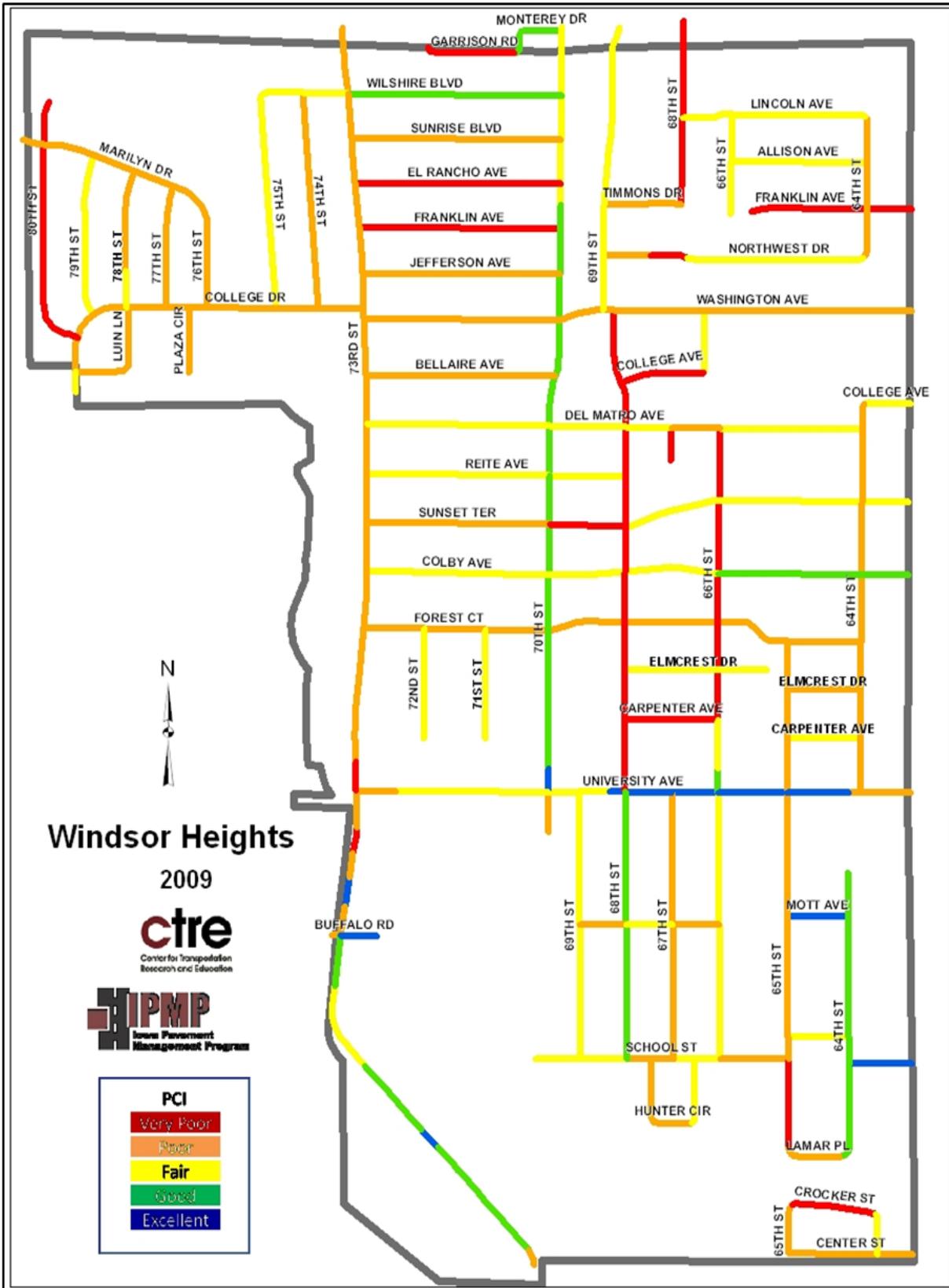


Figure 3-1: Pavement Condition Index, Center for Transportation Research and Education

The next map shows Structure Index. The Structure Index is a quasi measure of structure. The IPMP data collection does not collect material or structure values. Distresses that relate more to the materials (cracking in concrete pavement) and structure (alligator cracking in asphalt pavements) were used to calculate an index (0 to 100 scale) to represent the structure integrity of the pavement.

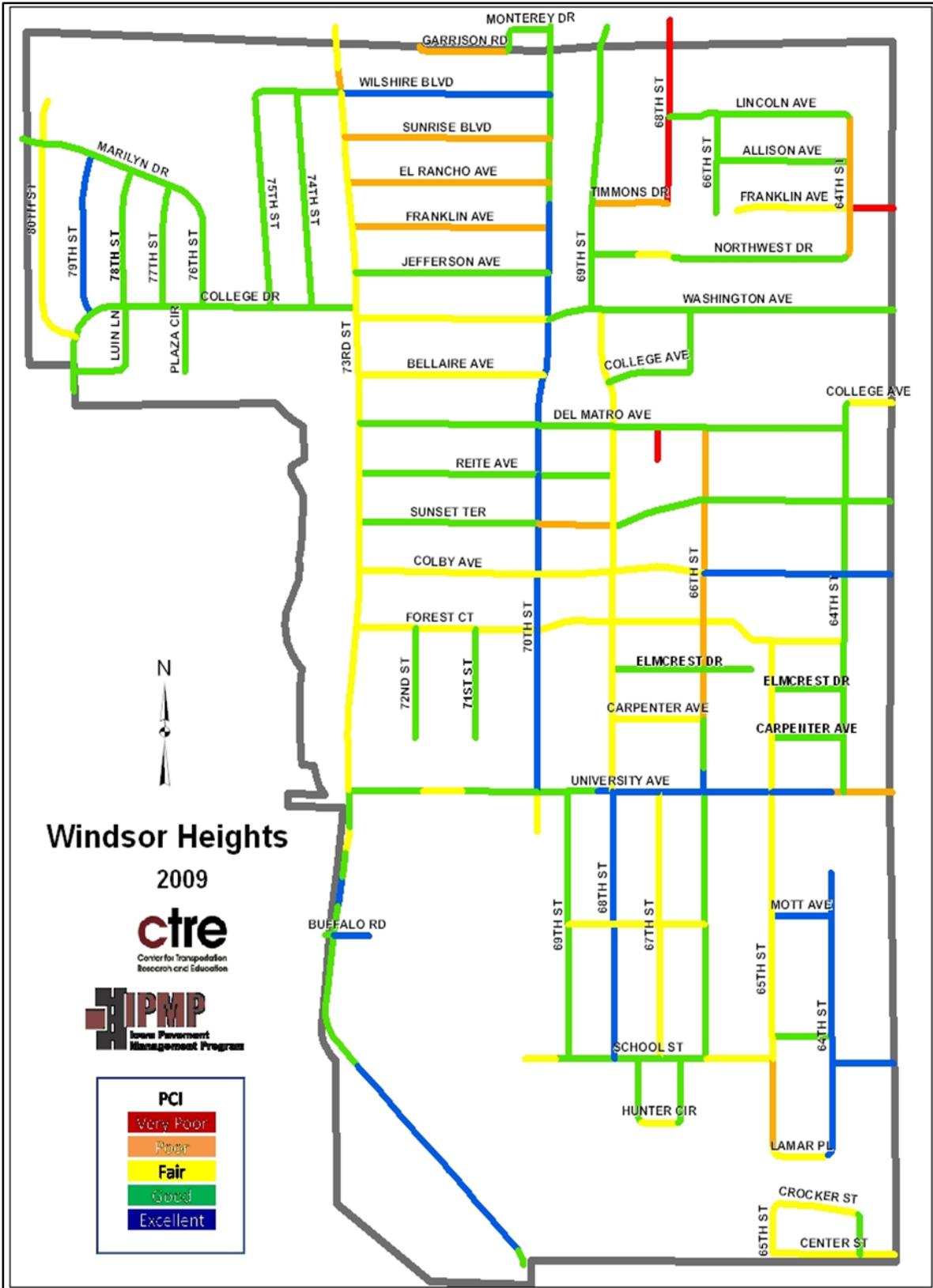


Figure 3-2: Structure Index, Center for Transportation Research and Education

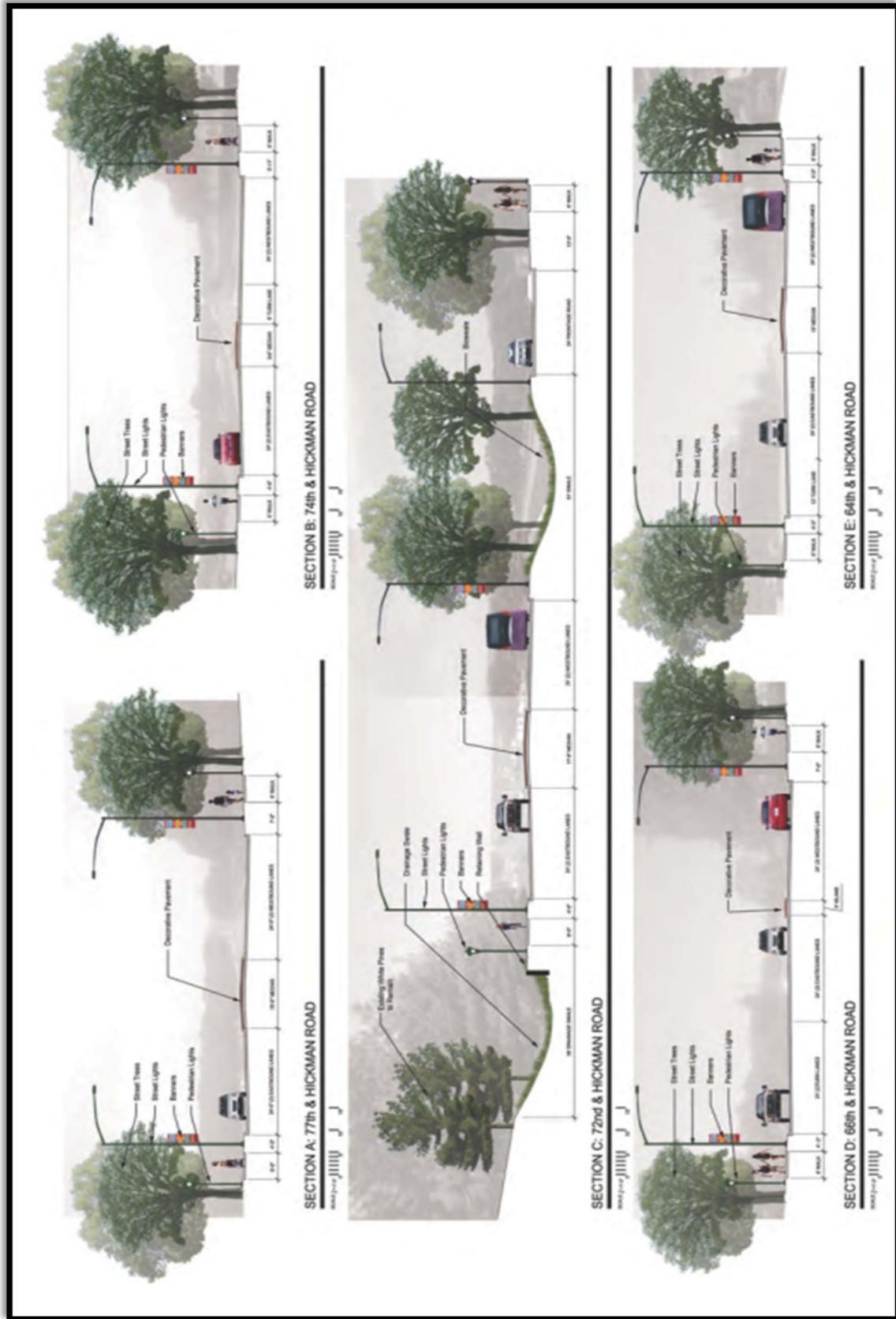


Figure 3-4: Cross section examples from the Hickman Streetscape Plan created by CONFLUENCE

GOAL 2: MAINTAIN AND CONTINUE TO IMPROVE SERVICE LEVEL FOR ALL CITY INFRASTRUCTURE AND TRANSPORTATION.

In order to maintain the existing infrastructure and transportation systems both effectively and efficiently, a capital planning and maintenance program for water mains, sewer lines, stormwater facilities, and streets is necessary. Such a program outlines the maintenance schedule for each portion of the infrastructure and transportation system, including the funding sources for each project.

GOAL 3: ADOPT STANDARDS FOR AND ENCOURAGE THE DEVELOPMENT OF MORE SUSTAINABLE INFRASTRUCTURE AND TRANSPORTATION SYSTEMS.

In order to move towards a more sustainable community, the City should consider the following strategies. To encourage the use of sustainable design in new projects, the City should work to develop additional matching grant funding for both public and private sustainable infrastructure projects. In addition, the City will include sustainable design features when renovating existing public buildings or building additional facilities. The City should require the business and residential community members to follow this example, through the adoption of appropriate building codes or ordinances.

GOAL 4: REQUIRE DEVELOPMENT AND REDEVELOPMENT TO HAVE SIDEWALK WIDTH APPROPRIATE TO PROMOTE WALKABILITY.

As areas throughout the City develop or redevelop, existing sidewalks or areas without sidewalks should be installed to the current most widely accepted construction standard.

GOAL 5: REDUCE ENERGY CONSUMPTION AND EXPAND USE OF RENEWABLE ENERGY.

In terms of developing renewable energy sources within the City, it is important to review existing policies which may restrict or limit the use of implements such as solar panels and geothermal heating. In addition to removing such impediments, the City, along with MidAmerican Energy should provide information on existing programs which provide financial incentives to homeowners who install renewable energy fixtures.

GOAL 6: THE CITY SHOULD BE A STEWARD OF CLEAN WATER BY PROTECTING AND ENHANCING GROUND WATER SYSTEMS.

Policies regarding the use of grey water should also be reviewed. Grey water includes all forms of wash water, such as dish, shower, laundry, and sink water. Such water can be recycled and used on-site for irrigation, lowering the amount of water introduced to the sanitary sewer system. Because not all types of grey water are suitable for irrigation, and not all soil types are receptive to such irrigation, the City should establish policies for the treatment and recycling of grey water.

Sustainable stormwater treatment techniques, such as rain gardens, should be evaluated. Rain gardens use plants and other natural materials to filter run-off and encourage absorption into the ground to recharge the groundwater. Rain garden programs have been implemented in numerous communities across the country with great success. One such program in Burnsville, Minnesota reduced run-off volume by as much as 90

percent. In addition to significantly lowering the amount of run-off entering the stormwater system, rain gardens can also help to alleviate flooding concerns by accommodating a large portion of water produced by small storms.

GOAL 7: REDUCE VISUAL IMPACT OF UTILITY LINES BY BURYING OR RELOCATING THEM.

As the City evaluates the future for road construction and any other construction that may involve the relocation of overhead utilities, every effort should be made to bury or re-locate the utilities. This serves both as an aesthetic purpose and public safety improvement.

GOAL 8: REDUCE SOLID WASTE REDUCTION.

The City will continue to lead by example and recycle any and all materials possible and provide recycling receptacles in public buildings and parks. The City must also promote recycling in the business community as well as in the residential areas.

GOAL 9: THE CITY SHOULD ADVOCATE FOR COUNTY AND STATE POLICIES AND PROGRAMS THAT SUPPORT SUSTAINABLE DEVELOPMENT.

The City should advocate for the Complete Streets Initiative at the state level. Complete Streets are designed to work for all road users and considers the needs of pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. With adoption of Complete Street policies, the City can better ask transportation planners and engineers to consistently design and alter the right-of-way with all users in mind.



Figure 3-3: Example of a tree lined street that can help elevate a pedestrian's level of comfort and slow traffic.

4 PARKS, RECREATION, AND QUALITY OF LIFE

Windsor Heights prides itself as being a wonderful community in which to live and raise a family. Anyone living in Windsor Heights is less than one mile from a recreational trail or park. The City's Colby Trail is the hub to most of the major trails in the area. For example, from Windsor Heights a trail user can access the Clive Greenbelt, Raccoon River Valley, Jordan Creek, Bill Riley, Pat Dorrian, Great Western, and Urbandale Trails. These trails provide connections throughout the region and are a key link to the American Discovery Trail.

Windsor Heights offers several outstanding family friendly special events, including the July 4th celebration and parade, Music in the Park, Movies in the Park, Windsor Heights Annual Mini Marathon (WHAMM), Easter Egg Hunt, Windsor Wonderland and Oktoberfest. The Windsor Heights Community and Events Center serves as a key venue for a variety of recreation and quality of life opportunities that are offered to the entire metro area. Community organizations also host a variety of low-to-no cost events, such as the chicken noodle dinner sponsored by the Neighborhood Watch Association and the spaghetti dinner sponsored by the Chamber of Commerce.

The National Recreation and Park Association recommend having between 1 and 2 acres of neighborhood parkland per 1,000 residents. Windsor Heights has approximately 6.5 acres of parkland areas (not including school parks) for its 4,860 residents, which equates to approximately 1.34 acres, per 1,000 residents. Including school parks, which constitute 10.5 acres of park, Windsor Heights has approximately 17 acres of parks, or 3.5 acres per 1,000 residents. The typical service radius for a neighborhood park is between $\frac{1}{4}$ and $\frac{1}{2}$ mile, which is within easy walking distance. Both of the community parks are located south of University Avenue and both of the school parks are located north of University Avenue. It is fortunate that the school parks are geographically separated, with one being on the western edge of the city and the other on the eastern edge.

In the 2010 Community Satisfaction Survey (available in the Appendix), residents responded to a question related to the quality of the parks and recreation services the city provides. Of those residents that responded, 96% stated they were satisfied or better with the level of services provided to them. When asked "What one culture, parks and recreation service or program should receive the most attention from city leaders over the next two years," 24 comments were geared towards improving the park system and making available more biking and walking trails.

Parks and Recreation

The City of Windsor Heights provides critical services through a variety of city-owned buildings and facilities. In the area of recreational infrastructure, the City maintains a network of parks and trails that provide a variety of recreational and community building opportunities. Parks are a vital component of the community and its quality of life; therefore, it is imperative that Windsor Heights provide superior level of park and recreational services.

The following section presents an inventory and general evaluation of current recreational infrastructure.

School Parks

Part of the overall recreational infrastructure in the City is school park facilities. School park facilities can help to meet neighborhood park needs, particularly when located in areas not served by a neighborhood park. Windsor Heights has two elementary schools to help fill neighborhood park needs.

1. Clive Elementary is located adjacent to the trail with easy access for trail users. It is also located off of 73rd Street and has a large parking lot. New playground was recently replaced at the school in the summer of 2012.
2. Cowles Montessori Elementary School is located at 64th and College. It has a walking area, some playground equipment and soccer fields.

Community Parks

Community parks typically include areas designed for diverse use and environmental enhancement. Such parks meet recreation needs and may also be designed to preserve natural areas. Windsor Heights has two city parks:

1. Colby Park is the signature park of Windsor Heights and was recently reconfigured and renovated from 2007 through 2010. Colby Park features a ball field, tennis courts, playground, performance pavilion, a community center, dog park, wireless internet, outdoor restrooms, drinking fountain, and access to the trail system. The park draws thousands of people each year and is host to many of the community events.
2. Lions Park is located behind City Hall and features the City's trademark gazebo. Lions Park was redeveloped as a rain garden with beautiful flowers and plantings that make a relaxing, peaceful place to visit, eat lunch or meditate.

Community Open Space

Adjacent to the trail system the City has the greenbelt which serves as an alternative transportation route as well as a recreation corridor, linking Windsor Heights to many adjacent areas and the amenities of those communities.

Quality of Life

Windsor Heights is the heart of the metropolitan area with access to major east-west and north-south transportation corridors. Residents enjoy convenient access to many cultural amenities as well as shopping centers and businesses. In the Des Moines area, the average commute is 19 minutes. Due to its location, a Windsor Heights' resident can experience an even shorter trip to the many attractions of the area, or a shorter commute to work, leaving more time for family.

The quality of life is further enhanced by the mature landscaping and trees throughout the community. Windsor Heights is a Tree City USA member and has an on-going commitment to good tree stewardship. The importance and value of trees is discussed more thoroughly in the sustainability chapter, but in addition to environmental benefits, trees play a role in making the entire community more attractive and inviting.

The level of service provided by the city government to its citizenry is another factor that enhances quality of life in Windsor Heights. Within two hours after a snow fall, streets in the community have been plowed at

least once and often more. The public safety response times are superior to surrounding suburbs. The Police Department strives to establish strong working relationships with surrounding communities and embraces several multi-jurisdictional relationships with organizations such as the Central Iowa Traffic Safety Task Force (CITSTF), Metro STAR, Polk County Emergency Management, Polk County Crime Stoppers, and various state and federal law enforcement partners.

There are a number of active civic groups in Windsor Heights that enhance the quality of life in the community, such as the Windsor Heights Foundation, Windsor Heights Chamber of Commerce and the newly established Windsor Heights Young Professionals, Keep Windsor Heights Beautiful, the Lions Club, the Elks Club, and the local Masonic Temple. Other neighborhood groups, such as the Neighborhood Watch also contribute to the small-town atmosphere of the community.

Citizens benefit through multiple partnerships in which the City engages to provide services or enhance service levels. Through these partnerships, the City is able to provide the entire spectrum of public services, giving residents the convenience of metro living, with a small-town, retro feeling.

GOAL 1: PLAN AND DEVELOP NEW RECREATIONAL AREAS.

While Windsor Heights has two beautiful, newly renovated parks, not all areas of the City have such great access to the parks. Throughout Windsor Heights, in relatively random locations, smaller lots sit undeveloped. The City should explore the possibility of purchasing an open lot in an underserved neighborhood for pocket parks.

GOAL 2: OPEN COMMUNITY GARDENS.

As noted above, there are a few open lots and spaces in Windsor Heights that could be used for a public purpose. Citizens have expressed interest in developing a community garden where fresh vegetables and fruit could be grown and utilized by local gardeners. Continued efforts to find appropriate community garden sites should be undertaken.

GOAL 3: PROMOTE GREEN MOBILITY.

Walk-ability is a measure of how friendly an area is to walking and has many health, environmental, and economic benefits to our citizens. Factors influencing walk-ability include the presence or absence and quality of sidewalks or other pedestrian right-of-ways, traffic and road conditions, land use patterns, building accessibility, and safety, among others. Walk-ability is an important concept in sustainable urban design.

Windsor Heights is relatively safe for those who choose an alternative mode of transportation vehicle transport. With a slower than average speed limit on main roads and residential streets being limited to more



Figure 4-1: Example of a Community Garden in Osceola, Iowa.

local traffic, most areas in the city are safe for walking. But some roads experience higher than average traffic counts and have on-street parking, making biking and walking more difficult. The City should evaluate and make a comprehensive plan for sidewalks on some streets, consider widening streets in some areas for walking/biking paths and exploring other traffic calming measures to make it safe for people to get around town without a vehicle.

Evaluating walk-ability is challenging because it requires the consideration of many subjective factors. Walk Score is one option that has an extremely user-friendly website that enables measurement of how walk-able a neighborhood is. The website even lists the various benefits of walking. After entering an address, the website calculates a score between 0 and 100 to measure walk-ability of the neighborhood; with 0 being completely unfriendly and 100 being extremely friendly. However, this website takes into account only the distance between the entered location and various amenities, such as grocery stores, restaurants, doctors, etc. It does not factor pedestrian impediments into the rating. Quite often, other factors contribute to the walk-ability rating of an area, such as dwelling density, street connectivity, land use mix and net retail in the area. Attention should be paid to evaluating the walk-ability by reviewing pedestrian connectivity throughout the community and whether or not impediments to pedestrian-friendliness have been eliminated.

GOAL 4: DEVELOP, EMPLOY, AND MAINTAIN TRAIL SIGNAGE.

Standard signage and kiosks have been developed for all the Central Iowa Trail system. The City should install proper signs at trail intersections and other points of interest along the trail system. The City should also work to maintain these by creating an operating and maintenance policy to provide quality recreation and/or transportation for years to come.

GOAL 5: CREATE A PUBLIC FACILITY IMPROVEMENT PROGRAM.

The 1997 Comprehensive Plan lists out major priorities for public facilities that have yet to be complete. The Capital Improvement Program should look into additional storage space for municipal fire and police functions. A fire training facility and an additional bay for the fire station should be considered as the fire department is currently using the Council Chambers which is inadequate to the needs for their training courses; which in the long-term could affect services provided to the community.



Figure 4-2: Trail signage used on the Raccoon River Valley Trail.

5 ECONOMIC DEVELOPMENT

The City of Windsor Heights understands the importance of the economy to the quality of life experienced by residents. It strives to do its part to strengthen the economic base by achieving investment (private, public and non-profit) that creates jobs and brings in and retains revenue in the community and creates value. The City works together with business, education, real estate, and economic development supporting organizations to create a strong and sustainable economy now and into the future.

Current Efforts

A major example of the City's redevelopment efforts is the Town Center Project. Since 2000, the city has invested \$3,495,405 in this project, which included acquiring properties located on three corners of the intersection of 66th and University, razing them, addressing environmental issues and then offering them for redevelopment. The Town Center project, now complete, will reflect the addition of more than \$8 million in value to the City's tax base. In addition to the investment made in redevelopment efforts, the city also recognized the need for a superior infrastructure and invested more than \$2 million in the reconstruction and streetscaping of University Avenue. In addition, the City purchased and is currently offering up for redevelopment the property located at 63rd Street and Hickman Road.

Colby Park has undergone many renovations with a physical reconfiguration, a new playground, a new outdoor performance pavilion and the Community and Events Center. The City has also worked to expand and maintain its trails. Recent studies provide strong evidence of the economic development value of investing in recreational infrastructure.

Revitalization Areas

In 2005, the City created the Suburban Farms Urban Renewal Area. This was the first step in the road to redeveloping the area of Hickman Road between 6322 and 6500 Hickman. The urban renewal area was created based on slum and blight. In 2009, the City amended and restated all of its urban renewal areas and added the parcel at 6300 Hickman to the urban renewal area. Throughout the course of 2008 and 2009, the city acquired the properties at 6300, 6322, 6336 and 6400 Hickman and engaged the services of a brokerage firm to market the properties.

GOAL 1: PROVIDE LONG-TERM STABILITY FOR LOCAL BUSINESSES AND COMMERCIAL AREAS.

Through the constant reinvestment in the City's infrastructure and through redevelopment, the City can provide long-term stability for local businesses and commercial areas. The City should also continue its support and relationship with the Windsor Heights Chamber of Commerce and area economic development groups/efforts.

GOAL 2: PROMOTE A BETTER MIX OF COMMERCIAL AND RESIDENTIAL VALUE IN THE CITY.

The City should continue to incent redevelopment or redevelop properties.

GOAL 3: INITIATE AND/OR SUPPORT LEGISLATIVE EFFORTS TO ADDRESS COMMERCIAL PROPERTY TAX INEQUITIES, SPECIFICALLY CONDOMINIUMS AND CO-OPS.

City leaders should work with legislative representatives and educate them on the impact of decisions made on local government and the impact multi-family developments can and do have on municipal services. City volunteers on boards, commissions and committees can serve as grassroots support for correction of the inequities related to how condominiums and cooperative housing units are taxed. The City should continue to monitor and measure the impact of the 2013 property tax reform legislation.

GOAL 4: ATTRACT ADDITIONAL EMPLOYERS AND BUSINESSES.

The City should be more active in economic development outreach, either through the use of consultants or through the networking by elected officials and staff. Involvement in regional activities and efforts is critical and the City should support involvement in networking activities, such as those available through the Greater Des Moines Partnership.

GOAL 5: MARKET WINDSOR HEIGHTS' BUSINESS DEVELOPMENT.

Windsor Heights offers economic development grants. The City should market this fact to small businesses throughout the metro.

GOAL 6: TARGET SPECIFIC COMMERCIAL BUILDINGS OR LOTS THAT “LOOK” OR “APPEAR” OUT OF DATE OR DO NOT MATCH THE SURROUNDING DEVELOPMENT FOR REDEVELOPMENT OR BUILDING REMODEL.

Offer incentives such as grants or tax abatement to bring the building or lot up to current standard.

6 GOING GREEN: CREATING A SUSTAINABLE COMMUNITY

Sustainability means meeting the needs of current generations without compromising the ability of future generations to meet their needs. Our society and community are increasingly concerned with the everyday environment in which we live. From air quality to water quality, nearly everything we do affects our community and future generations. Planners have a leadership role in forming and implementing the strategies by which communities seek to use resources efficiently, to protect and enhance quality of life, and to create new businesses to strengthen their economies, and supporting infrastructures. The best practices of comprehensive community planning — the way we plan the physical layout, or land use, of our communities, is key to sustainable land use.

Windsor Heights Local Government

Windsor Heights is unique compared to most other metro cities in that we cannot simply expand our land mass into farm fields. As a result, Windsor Heights has a strong interest in preserving and improving current buildings and continually renovating or replacing deteriorating infrastructure, buildings and homes. In order to develop a more sustainable community, a clear strategy must be implemented for every aspect of the City so everyone understands the goals and objectives of the City.

(Please note there are sustainability goals incorporated into each chapter of the comprehensive plan. The following goals are those that do not easily fit into any of the other chapters. Please see other sections of the plan for the sustainability goals for those topic areas.)

GOAL 1: SUPPORT THAT ALL CITY –OWNED NEW OR REMODELED BUILDINGS MEET SUSTAINABILITY DESIGN GUIDELINES SUCH AS BEING LEED COMPLIANT.

Steps were taken to keep the Community and Events Center building as energy efficient as possible, including geo-thermal heating and cooling, energy efficient appliances, lights, windows etc but a LEED designation was not pursued. In the future, as the City looks to remodel or rebuild city hall and other city owned buildings, meeting a level of sustainability through a commonly recognized measuring standard should be supported.

GOAL 2: DEVELOP AND IMPLEMENT SUSTAINABLE DESIGN STANDARDS FOR ANY NEW OR REMODELED BUILDINGS.

A resource to be consulted is the U.S. Green Building Council. In the future, as the City looks to remodel or rebuild City Hall and other city-owned buildings, we will achieve sustainability through recognized design standards.

Design standards will include:

- Energy efficiency;
- Use of alternate energy sources;
- Stormwater Best Management Practices;

- Use of closest source building materials when available, to reduce transportation costs, both financial and environmental;
- Use of recycled building materials when available;
- Repurposing or recycling materials of torn down buildings and new construction waste materials (if a redevelopment project)

GOAL 3: UPDATE CITY PURCHASING POLICIES TO REQUIRE “GREEN” PURCHASES.

City staff will evaluate purchases to ensure that every item purchased is the most sustainable item available that will meet the need.

GOAL 4: RETROFIT ALL STREETLIGHTS AND STREETScape LIGHTING WITH THE MOST ENERGY EFFICIENT LIGHTING AVAILABLE MEETING “DARK SKY” DESIGN STANDARDS.

Streetlights in Windsor Heights are owned by the City of Windsor Heights, but maintained by MidAmerican Energy. Just like the city has a capital improvement plan for water main replacement and street overlays, a year by year plan should be created for the long term retrofit of streetlights and streetscaping lighting to the most energy efficient lighting available. All lighting should also be reviewed with timers, daylight sensors, etc. so the lights are used when needed and remain dim or off when not needed.

GOAL 5: DEVELOP AND IMPLEMENT “DARK SKY” PRINCIPLES INTO BUILDING CODES AND DESIGN STANDARDS.

The City’s municipal code will be changed to incorporate these standards within two years of the adoption of the comprehensive plan.

GOAL 6: DECREASE THE USE OF FOSSIL FUELS THROUGH THE USE OF VEHICLES THAT OPERATE ON HYBRID, BIO-FUEL OR OTHER ALTERNATIVE FUEL SOURCES.

A purchasing policy should be adopted so future vehicle purchases are compatible with the highest grade of bio-fuels (ethanol and biodiesel) or other alternative energy resources, if infrastructure is available for the purchase of those fuels in Windsor Heights.

GOAL 7: CREATE A COMMUNITY GARDEN.

Growing your own fruit and vegetables is both healthy and good for the environment, yet due to geography or living units, having a garden can be nearly impossible for some residents. Growing your own food also reduces reliance on shipping produce from other areas, thereby reducing dependence on fossil fuels. A community garden where people can use a small area for personal fruit and vegetables would empower people to eat healthy and local. While currently the City has not identified a good location for a community garden, space may be available in the future or it might be potential to partner with a non-profit or school to accomplish this goal.

GOAL 8: REMOVE GROUNDWATER FROM ALL SANITARY SEWER LINES.

When groundwater gets into the sanitary sewer, it has to be treated just like any other waste water in the system. By removing groundwater from the sanitary sewer, it requires less treatment chemicals be used and also helps keep the groundwater level higher, which can reduce the amount of water used in the watering of plants and shrubs during the heat and dry summers. This goal is currently being met as part of the S.O.S.- SAVE OUR SEWERS program that was implemented in the spring of 2012. Phase 1 has been completed with Phase 2 to follow.

GOAL 10: USE PERMEABLE SURFACES AS STREETS AND PARKING LOTS ARE RECONSTRUCTED.

Permeable surfaces help reduce stormwater runoff into rivers and streams and the resulting floods and pollutants often found in our waterways. The permeable surfaces allow rainwater to filter naturally into ground water and can also be aesthetically pleasing and traffic calming. These pavers also help with the heat island affect on roads and parking lots, allowing air to freely flow from the ground up. This also results in less icy roads as water is more quickly removed from roads and melts faster because of the free flow of air.

GOAL 11: CREATE A RIGHT-OF-WAY STORMWATER RETENTION PROGRAM.

This program would encourage property owners to have an attractive/small stormwater retention pond/ garden installed along the city owned right-of-way. This would allow stormwater from the street and sump pumps to pond in small amounts prior to entering the stormwater system. This would allow more water to absorb naturally into the ground and reduce the amount of runoff from public streets and private property.



Figure 5-1: Permeable pavement used in West Union, Iowa

GOAL 12: CREATE STORMWATER GRANTS OR REBATES.

A grant or rebate system should be created using stormwater fees to help encourage the use of stormwater best practices. This may include rain barrels, rain gardens, permeable pavers, etc.

GOAL 13: CREATE RETROFIT REGULATIONS.

Regulations should be adopted encouraging or requiring commercial properties to retrofit facilities to use stormwater best management practices. This may include the installation of larger “islands” in parking lots to provide sizable space for the planting of shade trees, rain gardens and bioswales. This can help reduce the heat island affect and the massive amount of runoff created on large parking lots. In addition, stormwater runoff retrofits of already installed or built commercial buildings and parking lots should be evaluated. Windsor Heights was completely developed prior to stormwater regulations being in place, it makes sense to require stormwater retrofits of our largest impervious areas.

GOAL 14: ADOPT THE MOST UP-TO-DATE BUILDING AND ENERGY CODES.

Building codes are regularly updated by the International Code Council. All the various codes should be reviewed with the energy efficiency sections updated as needed.



Figure 5-2: Example of pervious concrete in action in Clear Lake, Iowa. These were installed in strips to capture runoff from the parking lot.

GOAL 15: INSTALL WEATHER PROTECTED BUS STOPS.

Windsor Heights has some of the busiest bus stops in the metro in front of Sam’s Club (1101 73rd St.). A capital improvement plan should be developed and implemented so the most used bus stops in Windsor Heights get weather protected.



Figure 5-3: Example of a small rain garden/bio retention cell that was placed in the corner of the parking lot from the last figure to capture excessive rain events. This system is designed to treat a minimum 1.25' rain event.

GOAL 16: REDUCE/ELIMINATE AREA OF ROAD CONGESTION.

During certain periods of time in Windsor Heights, some roadways can become congested as people leave or come home from work. Idling cars waste energy and leads to additional pollution. Windsor Heights has successfully received funding to help reduce congestion in the past.

GOAL 17: EDUCATE THE PUBLIC ON SUSTAINABILITY THROUGH EXAMPLES.

City parks should serve as sustainability education centers. Areas like rain gardens and bioswales should have signage, explaining to visitors why these are considered best practices and how those ideas can be incorporated into a person's private home. In addition, renewable sources of energy, such as wind and solar, should be explored for the park system as educational items. Erect explanatory signage near the bioswale in Colby Park and appropriate signage in Lions Park to highlight what can be accomplished using these types of best practices. This should be accomplished within one year.

GOAL 18: CREATE INCENTIVES TO PROMOTE MORE DENSE RESIDENTIAL DEVELOPMENTS IN APPROPRIATE AREAS OF THE CITY SUCH AS CONDOS, TOWNHOMES AND APARTMENTS.

The Des Moines Metro continues to sprawl outwards, eating up valuable agricultural land and expanding the impervious coverage, which increases the threat of flooding. Denser residential developments can help reduce the need for additional housing being built on the fringes of the metropolitan area. It can also help improve the economy of the area by increasing land values and providing more residents to shop at local businesses. A careful approach and strategic zoning would need to be adopted in order to not alter the single family residential areas of the city.

GOAL 19: AGGRESIVELY WORK WITH COMMUNITIES AND PROPERTY OWNERS IN THE UPSTREAM WALNUT CREEK WATERSHED TO REDUCE RUNOFF INTO WALNUT CREEK.

Continue to meet with communities and other entities regarding stormwater runoff management and try to promote partnerships for runoff reduction and watershed improvement.

GOAL 20: PROMOTE ENERGY CONSERVATION.

Finish retrofitting city-owned facilities to reduce energy consumption. Promote private energy reduction through advertising rebates, peak-demand reduction programs and hold educational programs on how property owners can reduce consumption.

GOAL 21: PROMOTE THE USE OF RENEWABLE ENERGY RESOURCES.

Lead by example. Evaluate the use of renewable energy for city-owned facilities. Hold educational programs about how property owners can use renewable energy. City staff should remain abreast of changes in technology in this field and make recommendations accordingly.

7 IMPLEMENTATION OF PLAN

The Comprehensive Plan reviews existing conditions and considers community values and goals to determine how the City should develop in the future. The goals described throughout the Plan are important in guiding future decision-making and growth within Windsor Heights. The City must take steps to achieve those goals for the Plan to be successful. Without implementation, the goals will never be more than written statements. The implementation strategies lay out a path towards achievement of the City's vision statement as well as the goals that have been identified.

Implementation Matrix

The following implementation matrix was developed as a guide for carrying out the Plan. The recommended strategies can and should be reviewed during the City's annual budgeting process. The goals that have been described in more detail throughout the Plan have been compiled into the following matrix as a quick reference for city officials, residents, business owners, and developers. The matrix describes the highest priorities within Windsor Heights, resources for each goal, timeframes, and responsible parties involved to help implement each goal. The categories are as follows:

1. **Goal:** List the goal as outlined in each chapter.
2. **Implementation Strategy:** Details are listed to guide the achievement of each goal. Some goals in the matrix will have multiple implementation strategies of which will contribute to reaching a final goal.
3. **Priority:** Due to limited resources, priorities have been identified for each goal to help guide the city to the most critical strategies. Priorities are indicated as high, medium, or low, with high being the most pressing or urgent. All recommendations that were described as "high" priority should be addressed before priorities listed as "medium" or "low."
4. **Resources:** Resources are related to a monetary cost to complete an implementation strategy. The table uses the "\$" symbol to represent a monetary cost is involved. The city is not able to determine at this time the exact costs involved in the implementation strategies. During the budget process the city will examine the "high" priority strategies to determine what can be budgeted for the following year. The table also uses "Policy" which indicates dollar values are not applicable to accomplish the goal.
5. **Timeframe:** Represents the timeframe in which the goal should be addressed. Generally, shorter timeframes conclude a higher priority. Timeframes are indicated in the matrix as either short term, intermediate, or long term. Recommendations described as short term should be achieved in less than 2 years. Recommendations described as intermediate should be achieved in 2 to 5 years and recommendations described as long term should be achieved in 5 years. Some are listed as "ongoing" due to the need for constant efforts toward achieving the goal.
6. **Responsible Parties:** This identifies parties associated with the city that should be responsible for the completion of the goal. As the city has limited staff, the need for a consultant or other outside party may be necessary to help achieve certain goals.

IMPLEMENTATION MATRIX
Short-term – Less than 2 years *Intermediate – 2 to 5 years* *Long-term – 5+ years*

COMMUNITY IDENTITY AND AWARENESS						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Develop and enhance Windsor Heights' identity	Establish gateway nodes for entrances and corridors to the City. Amend the Zoning Ordinance to include a Gateway Overlay district that provides additional requirements and initiate zoning map amendments to the areas established.	High	Policy	Short-term	Hickman Road Streetscape Master Plan, City staff, Planning and Zoning Commission, City Council	
Focus on the upkeep and revitalization of commercial areas	Enhance and revitalize existing commercial areas by working with local businesses. Consider establishing a matching grant program for building façade improvements.	Medium	\$	On-going	Private property owners, City Council	
Become a more sustainable city	Lead by example by implementing green practices and using sustainable materials in public, commercial, residential development projects.	High	Policy	On-going	Private property owners, City Council	
Create a new Citizens Marketing Committee	Develop a similar plan developed by the Ad Hoc Citizens Marketing Committee.	Medium	\$	On-going	Civic organizations	

HOUSING PRESERVATION AND DEVELOPMENT						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Keep properties in excellent condition	Continue to enforce the rental housing inspection code, property maintenance code, and nuisance code in an effort to ensure that properties are kept in excellent condition.	High	Policy	On-going	Fire Department, City Inspector, City Council	
	Consider establishing a 5 year tax abatement program for the added value to a home for qualified improvements.	Medium	\$	Long-term	Private property owners, City Council	
	Periodically monitor and report the condition of existing housing stock.	Medium	Policy	On-going	City staff	
	Explore opportunities to partner with Neighborhood Financing Corporation to develop a program to help homeowners rehabilitate infrastructure and remodel housing without income restrictions.	Low	\$	Long-term	Neighborhood Finance Corporation, local organizations, City Council	
	Consider establishing minimum design standards for major exterior construction and new construction within the City Code to help preserve the housing style designs in various neighborhoods.	High	Policy	Short-term	City Council, Staff	

IMPLEMENTATION MATRIX
Short-term– Less than 2 years *Intermediate– 2 to 5 years* *Long-term– 5+ years*

HOUSING PRESERVATION AND DEVELOPMENT continued...						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Keep properties in excellent condition continued...	Establish a housing program for purchasing undervalued properties in order to rehabilitate, upgrade and then re-sell the houses for nominal profit	Medium	\$	Long-term	City Council	
	Consider acting as an information clearing-house to provide residents with information about available resources such as energy efficiency rebate programs, grants, and low cost loans	Low	Policy	On-going	Public and private sources, City Council	
	Encourage income-qualified residents to participate in Rebuilding Together Greater Des Moines to help repair and revitalize homes and apply for Community Development Block Grants.	Medium	\$	On-going	Rebuilding Together Greater Des Moines	
Adopt standards for and encourage green development	Evaluate the feasibility and applicable standards of developing incentives for green development and property rehabilitation such as tax abatement or expansion of the home improvement program.	Medium	\$	Intermediate	Polk County Housing Trust, Metro Advisory Council, Planning and Zoning Commission, City Council	
	Encourage the use of energy efficient City building upgrades through a possible partnership with Mid-American Energy	Low	Policy	On-going	Mid-American Energy, City Council	

IMPLEMENTATION MATRIX
Short-term- Less than 2 years Intermediate- 2 to 5 years Long-term- 5+ years

HOUSING PRESERVATION AND DEVELOPMENT continued...						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Promote a diversity of housing types	Consider adoption of inclusionary zoning to enable new construction to be made more affordable.	Medium	Policy	Long-term	Planning and Zoning Commission, City Council	
Effectively inform residents and property owners of the housing goals	Provide workshops or housing fairs, newsletters, and a housing handbook for residents and property owners to outline housing goals and changes in housing patterns.	Medium	\$	On-going	City Staff, Planning and Zoning Commission, City Council	

IMPLEMENTATION MATRIX
Short-term– Less than 2 years *Intermediate– 2 to 5 years* *Long-term– 5+ years*

INFRASTRUCTURE AND TRANSPORTATION						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Maintain city streets at a "fair" rating or better for all streets and city sewers	Utilize the Center for Transportation Research and Education (CTRE) at Iowa State University every 4 years to evaluate all city streets to prioritize city street infrastructure improvements.	High	\$	On-going	Public Works, CTRE	
Adopt standards for and encourage the development of more sustainable infrastructure and transportation systems	Encourage the use of sustainable design in new projects by developing matching grant funding for both public and private entities. Include sustainable design features when renovating existing public buildings or building additional facilities.	High	Policy	Long-term	Planning and Zoning Commission, City Council	
	Require business and residential community members to follow the above example through adoption of appropriate building codes or ordinances.	High	Policy	On-going	Planning and Zoning Commission, City Council, International Code Council	
Require development and redevelopment to have sidewalk width appropriate to promote walk-ability	Install and maintain sidewalks according to the latest statewide specifications in new and existing development.	High	Policy	On-going	Statewide Urban Design and Specifications (SUDAS) Manual, City Council	

IMPLEMENTATION MATRIX

Short-term- Less than 2 years *Intermediate- 2 to 5 years* *Long-term- 5+ years*

INFRASTRUCTURE AND TRANSPORTATION continued...						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Reduce energy consumption and expand use of renewable energy	Review existing policies which may restrict or limit the use of implements such as solar panels and geothermal heating.	Medium	Policy	Intermediate	City Staff, City Council	
	Provide information on existing programs which provide financial incentives to homeowners who install renewable energy implementations.	Medium	Policy	On-going	City Staff, City Council	
Reduce visual impact of utility lines by burying or relocating them	Evaluate the feasibility in re-locating utilities as part of the Capital Improvement Plan.	Medium	\$	Long-term	Public Works, City Council, MidAmerican Energy	

IMPLEMENTATION MATRIX
Short-term- Less than 2 years *Intermediate- 2 to 5 years* *Long-term- 5+ years*

PARKS, RECREATION AND QUALITY OF LIFE						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Plan and develop new recreational areas	Explore the possibility of purchasing an open lot in an underserved neighborhood for recreational use.	Medium	\$	Long-term	Parks and recreation, City Council	
Open a Community Garden	Explore the opportunity to open a Community Garden by involving the public and partnering with local schools.	Low	\$	Intermediate	Residents, City Council	
Promote the Green Streets concept	Engage a walk-ability expert or transportation planner to assess the City for green mobility improvements including a sidewalk study.	High	\$	Short-term	Consultant, City Council	
Develop and employ trail signage	Install proper signs at intersections and other points of interest along the trail system.	Medium	\$	Long-term	Central Iowa Trail System, Public Works, City Council	
Create a public facility improvement program	Look into additional storage space for municipal fire and police functions. A fire training facility and an additional bay for the fire station should be considered.	High	\$	Intermediate	City Council, Fire Department	

IMPLEMENTATION MATRIX
Short-term- Less than 2 years *Intermediate- 2 to 5 years* *Long-term- 5+ years*

ECONOMIC DEVELOPMENT						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Provide long-term stability for local businesses and commercial areas	Support good business climate and adequate infrastructure to provide convenient access and support for commercial areas.	Medium	\$, Policy	On-going	City Staff, City Council	
Promote a better mix of commercial and residential value in the city	Continue to incent or engage in redevelopment efforts in line with the overall goals of the Comprehensive Plan.	Medium	\$, Policy	On-going	City Staff, City Council	
Address the commercial property tax inequities, i.e. the "condo loop hole"	Continue to monitor and measure the impact of the 2013 property tax reform legislation. Serve as grassroots support for correction of the inequities related to how condos and cooperative housing units are taxed.	High	\$, Policy	On-going	City Staff, City Council	
Attract additional employers and businesses	Look into networking opportunities available through the Greater Des Moines Partnership.	High	\$, Policy	On-going	City Staff, City Council	

IMPLEMENTATION MATRIX
Short-term– Less than 2 years *Intermediate– 2 to 5 years* *Long-term– 5+ years*

GOING GREEN: CREATING A SUSTAINABLE COMMUNITY					
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES
Require city-owned private or new or remodeled buildings to be LEED certified or achieve a similar sustainability levels	Pursue LEED designations in the future with any remodel or rebuilding of city-owned buildings.	Medium	Policy	Intermediate	US Green Building Council, Planning and Zoning Commission, City Council
Retrofit all streetlights and streetscape lighting with the most energy efficient lighting available meeting “dark sky” design standards	Implement “dark sky” principles into building codes and design standards. When a streetlight is replaced, it should be replaced with “dark sky” compliant and energy efficient fixtures.	High	\$, Policy	Short-term	US Green Building Council, Planning and Zoning Commission, City Council, Public Works
Decrease the use of fossil fuels through the use of vehicles that operate on hybrid, bio-fuel, or other alternative fuel sources.	Adopt a purchasing policy so that future vehicle purchases are compatible with the highest grade of bio-fuels or other alternative energy resources.	Medium	\$, Policy	Long-term	Public Works, City Council
Use permeable surfaces as streets and parking lots are reconstructed	Use permeable green paving for flexible parking options.	Medium	\$, Policy	Intermediate	Private property owners, City Council

IMPLEMENTATION MATRIX
Short-term- Less than 2 years *Intermediate- 2 to 5 years* *Long-term- 5+ years*

GOING GREEN: CREATING A SUSTAINABLE COMMUNITY continued...						
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES	
Create a right-of-way stormwater retention program	Implement recommendations from the Watershed Assessment Plan.	Medium	Policy	Long-term	City Council	
Create a stormwater incentive program	Implement an incentive for property owners who use best management practices such as constructing rain gardens, using rain barrels, etc.	Medium	\$, Policy	Long-term	City Staff, City Council, Walnut Creek Watershed Coalition	
Create retrofit regulations	Adopt regulations that require and/or encourage commercial properties to retrofit facilities to use best management practices such as the installation of "islands" in parking lots to provide sizable space for the planting of shade trees, rain gardens, and bioswales.	High	Policy	Long-term	City Council, matching grants	
Adopt the most up-to-date building and energy codes	Regularly update the building ordinance as International Building Codes are changing as well as reviewing and updating the Energy Code.	High	Policy	Short-term	US Green Building Council, City Council, city staff	

IMPLEMENTATION MATRIX
Short-term– Less than 2 years *Intermediate– 2 to 5 years* *Long-term– 5+ years*

GOING GREEN: CREATING A SUSTAINABLE COMMUNITY continued...					
GOAL	IMPLEMENTATION STRATEGY	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBLE PARTIES
Install weather protected bus stops	Implement in the Capital Improvement Plan.	High	\$	Long-term	City Council, Public Works, DART
Create incentives to promote more dense residential developments in appropriate areas of the city such as condos, townhomes, and apartments	Apply the mixed use zoning district to applicable land	High	\$, Policy	Short-term	US Green Building Council, Planning and Zoning Commission, City Council, Public Works
Aggressively work with communities and property owners in the upstream Walnut Creek watershed to reduce runoff into Walnut Creek	Promote partnerships for runoff reduction and watershed improvement.	High	Policy	Intermediate	Neighboring communities, City Council, private property owners
Promote energy conservation	Promote private energy reduction through advertising rebates, peak-demand reduction programs and hold educational programs on how property owners can reduce consumption.	Low	Policy	Intermediate	Private property owners, City Council

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

CREATING A SENSE OF IDENTITY						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Residential character	Windsor Heights' primary value should be on maintaining the character of its residential neighborhoods.	Policy	Yes, but on-going	Rental home inspections and strict code enforcement policy		
Added value to strategic corridors	Windsor Heights should make the best use of its strategic transportation corridors through planned, controlled redevelopment of obsolete uses.	Policy	Yes, but on-going	Redevelopment projects have been a Council priority with Hy-Vee and the Town Center projects. Hickman Road is currently underway.	63rd Street is still primarily zoned residential use.	
Mixed use corridors	Major development corridors should have the urban characteristics of mixture of uses.	Policy	Yes	Town Center is mixed-use, multi-store commercial and residential use.	63rd Street is still primarily zoned residential use.	
Housing for all ages	Encourage housing development which meets the needs of seniors.	Policy			No policy is in place, but the Hickman Road redevelopment has been marketed for the need.	

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

CREATING A SENSE OF IDENTITY continued...					
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION
A walk-able city	Provide a pedestrian scale for its residents and promote facilities which encourage non-vehicular transportation.	Policy	Progress has been made, but community is not yet considered highly walk-able.	Some trails and sidewalks have been installed or connected.	Sidewalks were never installed that connect schools, parks and commercial areas to residential areas.
Traditional Urban Design	Establish and implement a consistent design theme, defining the town as the Des Moines metropolitan area's most distinctive community.	Policy, Capital	Yes and no	Some commercial areas have design standards, but residential areas currently do not.	
An amenity network	Enhance its system of open spaces and community amenities.	Policy, Capital	Yes	Trails have been added and parks have been redesigned. Soccer fields have been added to Cowles School.	Other than Cowles and Clive Schools, there are no park facilities on the north side of University.
A Town Center	Develop a civic core- a town center- that acts as a nucleus for the community.	Policy, Capital	Yes	The Town Center has been created in the commercial sense, but the redevelopment of Colby Park and the construction of the Community and Events Center has created a recreational nucleus for the community and a place where the community can, and often does, gather.	

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

LANDUSE AND DEVELOPMENT						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
63rd- Hickman Road mixed-use center	The 63rd and Hickman area should develop as a mixed-use center with both multi-family residential and commercial/office uses, combining strong pedestrian and vehicular orientations.	Policy, Action	Yes and no	The city is currently redeveloping the area and has completed a road project that includes a pedestrian sidewalk.	No development has started in the area.	
University Avenue corridor	University Avenue should be a mixed-use urban corridor, within commercial nodes complemented by existing residential development.	Policy, Action	Yes	University has been redeveloped, with the widening of the road and new mixed-use developments.		
Multi-family Development Districts	Define multi-family areas adequate to meet potential demand without adversely affecting single-family residential areas.	Policy				
Residential strategy areas	Define appropriate conservation strategies for specific residential settings.	Action	Progress made	The city identified south of University as an area of emphasis when the Metro Home Improvement program was created. The city has also implemented programs to help property owners with home improvements.		

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

LANDUSE AND DEVELOPMENT continued...						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Town Center	66th and University should emerge as a community nucleus for Windsor Heights.	Action, Capital	Yes	Development is complete at 66th and University. Work on the building on the southeast corner of the intersection is on-going and the community looks forward to businesses opening there soon.		
63rd Street residential corridor	The 63rd Street corridor should remain predominately residential in use.	Policy	Yes	No policy has been changed along 63rd Street and discussions have led to the conclusion that multi-family housing should not be allowed in this corridor.		
Linked open space system	Development components in Windsor Heights that will be unified by linked open space and pedestrian system.	Policy, Capital	No	The Missing Link trail connected trails leading to Clive Greenbelt and Colby Park to the northern trail leading to Urbandale and connected Clive Elementary School to those trails.	There is not yet an effective pedestrian link from the northwest section of the city (including Cowles School) to the Town Center or the park	

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

LANDUSE AND DEVELOPMENT continued...						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Future land use map	Windsor Heights' future land use map should reflect the roles of various parts of the city.	Policy	Yes			
Zoning policies	Zoning designations should reflect future land use classifications, while specific policies should be designed to implement key community development objectives.	Policy	Yes			

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

MOBILITY AROUND TOWN						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Street classification system	Windsor Heights should define the role of various streets within its traffic system.	Action	No		Windsor Heights has not yet classified its road, but MPO classifications are used.	
63rd Street improvements	Windsor Heights should encourage the Iowa DOT to complete the improvement of 63rd Street from University Avenue to Hickman Road.	Action, Capital	No		The city has not asked the state to widen the street. This conclusion should be re-evaluated to ensure that there would be no loss of homes or values on the Windsor Heights side.	
Multi-use University Avenue	University Avenue should be managed and redesigned as a multi-use corridor, accommodation vehicles and pedestrians. The design of the street and surrounding land uses should reduce traffic friction and safety conflicts.	Action, Capital	Yes	The road has been redesigned, widened with pedestrian lighting and sidewalks.		

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

MOBILITY AROUND TOWN continued...						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Streets as designed environments	Windsor Heights should conceive street improvements as urban design projects, using design feature to improve the quality of the physical environment.	Action, Capital	No			
Directed local circulation	The design of Windsor Heights street system should maintain street continuity, but direct local traffic onto collector streets.	Action, Capital	No			
Street repair program	Windsor Heights should institute a regularly funded residential street rehabilitation program.	Capital	Yes	The Capital Improvement Plan has regular street improvements and funding for those improvements has increased 500% since the adoption of the most recent comprehensive plan.		

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

MOBILITY AROUND TOWN continued...						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Pedestrian system	Windsor Heights should maintain a continuous pedestrian network to compliment the street system including:					
	North Walnut Creek trails	Capital	Yes	Trail is complete		
	70th Street trail from University Avenue to School Street	Capital	No		No trail but side-walk on 69th Street has been constructed.	
	66th and Franklin to 69th and Washington link	Capital	No			
	73rd Street trail from Clive School to Walnut Creek	Capital	Yes	Trail along Walnut Creek connects to school.		
	63rd Street trails	Capital	No			
	Hickman Road trail	Capital	Partially	There are trail-width sidewalks along sections of Hickman Road		

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

MOBILITY AROUND TOWN continued...						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
	66th Street, Del Matro to School side-walk	Capital	No			
	70th Street, University to Hickman sidewalks	Capital	Yes	Sidewalk has been constructed on the west side of the street.		
	Del Matro, 63rd to 73rd sidewalk	Capital	No			
	Franklin, 63rd to 66th sidewalk	Capital	No			
	Washington Avenue, 63rd to 73rd Street sidewalk	Capital	No			
	College Drive west of 73rd Street side-walk	Capital	Yes			
	School Street, 63rd to 70th sidewalk	Capital	Yes	Sidewalk has been constructed on the south side of the street.		
	University Avenue sidewalk	Capital	Yes			
	Colby Avenue, 63rd to 73rd sidewalk	Capital	No			

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

QUALITY OF LIFE						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Public facilities priorities	Major priorities for a public facility improvement program include:					
	Additional storage space municipal, fire, and police functions	Capital	Partially	Storage areas are currently being built and some other storage areas are in place, space is still limited		
	Upgrade computer and financial systems	Capital	Yes			
	A fire training facility and additional bay for the fire station	Capital	Yes and No	Training facility built with other cities in Urbandale	No additional fire bay built	
	An upgraded police radio system compatible with other Polk County law enforcement agencies	Capital	No		In the works, but not complete	

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

QUALITY OF LIFE continued...						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
Infrastructure priorities	Major priorities for an infrastructure improvement program include:					
	Disconnection of storm drainage of residence from sanitary sewer system	Capital	No	City is currently working on this issue		
	Water system improvements by Des Moines Water Works including elimination of undersized water mains, up-grading of hydrants located on undersized mains, connection of 8 inch water mains to large lines and looping.	Capital	Partially	Water lines are regularly replaced and upgraded.		
	Continuing preventative maintenance and rehabilitation of existing storm and sanitary sewers.	Capital	Yes	Projects currently underway	Projects not yet complete	

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

A TOWN CENTER						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
District Management	The town center should develop an organization structure to manage and promote the commercial district.	Action	No	The town center has not done this, however, Windsor Heights created a Chamber of Commerce.		
Rationalized off-street parking	Windsor Heights should provide consolidated, cooperative off-street parking that functions effectively.	Capital	Yes	Parking for the town center is all off-street parking and some of it is shared among uses (commercial and church).		
Major Development opportunities	66th and University can provide a major potential location for small business development. The NW corner of the intersection provides a major development possibility.	Capital	Yes	The Town Center was built		
A pedestrian domain	The town center district should have a well defined pedestrian domain, providing safe and clear pathways for people walking through and to the district, including: Parking redesign	Capital	Yes			
	Streetscape design and development program	Capital	Yes			

APPENDIX: A SUMMARY OF THE 1997 COMPREHENSIVE PLAN

A TOWN CENTER continued...						
GOAL	PRIOR IMPLEMENTATION STRATEGY	TYPE	GOAL ACHIEVED	EXAMPLES	ON-GOING CONSIDERATION	
	Definition of pedestrian crossing points	Capital	Yes			
	Design of new project with direct pedestrian links	Policy	Yes			
	Development of 66th Street sidewalk	Capital	No			
Intersection improvements	Street improvement should be used to ease crossing of major street and increase the visibility of pedestrians.	Capital	Yes			
Public spaces	The town center should provide a common area for civic activities and programs, establishing the concept of a town square.	Capital	Yes	The town center does have an agreement with the city that space can be used for civic purposes.		
University Avenue design themes	Design themes for the town center and the rest of University Avenue should be consistent, establishing the corridor as a unified Main Street.	Policy	Yes			
Residential preservation adjacent to the town center	Residential uses adjacent to the town center on the east and west along University Avenue should be maintained and preserved.	Policy	Yes			

Public Input

Public input during the Comprehensive Plan process is important in determining what citizens would like to see be accomplished within the term on the plan. On June 27, 2012, a public input meeting was held at the Community and Events Center. During the meeting, citizens were invited to express concerns and suggestions for each chapter of the plan. A board for each chapter in the plan was made and set at individual tables for citizens to make comments on. Below is a compilation of comments that were received. These comments also represent the most common goals citizens have agreed upon for the future of Windsor Heights.

Community Identity and Awareness

- Upgrade/update City Hall
- “Welcome to Windsor Heights” sign
- Use permeable pavers on streets. Give with a “brick” street feel
- Add unique street sign for Windsor Heights. Start on main roads, then move into the neighborhoods
- Use green street signs, large lettering
- Entrance/welcome sign in Colby Park– by the parking lot and along the bike trails
- New Windsor Heights flags– put them along University

Housing Preservation and Development

- Provide incentives for people to purchase homes in Windsor Heights

Infrastructure and Transportation

- Continue seeking out grants and partial funding for street re–construction
- Consider long–term debt bonding for additional street re–construction
- Add sidewalks along Hickman 63rd and 73rd
- Sidewalks around schools and along our major high traffic streets

Parks, Recreation, and Quality of Life

- Sidewalks on all major streets
- Open a Windsor Heights public library
- Sand volleyball court in Colby Park– something new at low cost
- Open a splash pad/pool for hot days

Economic Development

- Incent businesses to improve property with tax abatement or grants
- Provide development incentives to private developers to redevelop commercial property

Going Green: Creating a sustainable community

- No comments

Other comments received

- Sidewalks must become a high priority to increase business, reduce the carbon footprint of our community as a whole, promote public health, crime deterrent, and safety. It would be in Windsor Heights’ best interest to be proactive in providing safe access to schools in our community, simply by adding sidewalks.

The next several pages attached are results of a Community Satisfaction Survey that was conducted in 2010. The survey results should be considered while prioritizing the future needs of the city. A Community Satisfaction Survey should be conducted about every five years and can be used if the Comprehensive Plan needs to be amended in the future.

Windsor Heights Community Satisfaction Survey Results
 (Please note that due to rounding, some percentages may not equal exactly 100%.)
 March 2010

1. Are you still a resident of Windsor Heights?

1 = Yes 350
 2 = No 17

1. What is your current address?

Precinct 1= 95
 Precinct 2=145
 Precinct 3=127

Section 1: Overall Satisfaction with the Community

3. Please rate your overall satisfaction with the services provided by the City of Windsor Heights. Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied".

How satisfied are you with:	Very Satisfied 5	4	3	2	Very Dissatisfied 1	DK 8	REF 9
A. Accessibility of City staff?	157 45%	104 30%	45 13%	9 3%	6 2%	29 8%	0 0%
Of those responding:	Satisfied or better = 95%		Above Avg = 81%		Dissatisfied = 3%		Very Dissatisfied = 2%
Total Responses (including DK and Refusals)	Satisfied or better = 88%		Above Avg = 75%		DK or refused = 8%		
B. Accessibility of City elected officials?	122 35%	97 28%	51 15%	10 3%	6 2%	64 18%	0 0%
Of those responding:	Satisfied or better = 94%		Above Avg = 77%		Dissatisfied = 4%		Very Dissatisfied = 2%
Total Responses (including DK and Refusals)	Satisfied or better = 78%		Above Avg = 63%		DK or refused = 18%		
C. Quality of police services and protection.	245 70%	73 21%	23 7%	5 1%	2 1%	2 1%	0 0%
Of those responding:	Satisfied or better = 98%		Above Avg = 91%		Dissatisfied = 1%		Very Dissatisfied = 1%
Total Responses (including DK and Refusals)	Satisfied or better = 98%		Above Avg = 91%		DK or refused = 1%		
D. Quality of fire and ambulance services.	265 76%	54 15%	6 2%	0 0%	0 0%	25 7%	0 0%
Of those responding:	Satisfied or better = 98%		Above Avg = 100%		Dissatisfied = 0%		Very Dissatisfied = 0%
Total Responses (including DK and Refusals)	Satisfied or better = 93%		Above Avg = 91%		DK or refused = 7%		

	Very Satisfied	4	3	2	Very Dissatisfied	DK	REF
How satisfied are you with:	5				1	8	9
E. Enforcement of City codes and ordinances.	113 32%	100 29%	68 19%	21 6%	18 5%	30 9%	0 0%
Of those responding: Satisfied or better = 88% Above Avg = 67% Dissatisfied = 7% Very Dissatisfied = 6%	Total Responses (including DK and Refusals) Satisfied or better = 80% Very or Dissatisfied = 11%		Above Avg = 61% DK or refused =9%				
F. Quality of solid waste (garbage) services.	209 60%	93 27%	28 8%	4 1%	1 0%	15 2%	0 0%
Of those responding: Satisfied or better = 99% Above Avg = 90% Dissatisfied = 1% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 95% Very or Dissatisfied = 1%		Above Avg = 87% DK or refused =2%				
G. Quality of our new recycling program?	250 71%	61 17%	18 5%	0 0%	4 1%	17 5%	0 0%
Of those responding: Satisfied or better = 99% Above Avg = 93% Dissatisfied = 0% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 93% Very or Dissatisfied = 1%		Above Avg = 88% DK or refused =5%				
H. Maintenance of city streets?	125 36%	120 34%	75 21%	25 7%	4 1%	1 0%	0 0%
Of those responding: Satisfied or better = 92% Above Avg = 70% Dissatisfied = 7% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 91% Very or Dissatisfied = 8%		Above Avg = 70% DK or refused =0%				
I. The maintenance of city sewers?	125 36%	83 24%	71 20%	17 5%	7 2%	47 13%	0 0%
Of those responding: Satisfied or better = 92% Above Avg = 69% Dissatisfied = 6% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 80% Very or Dissatisfied = 7%		Above Avg = 60% DK or refused =13%				
J. Effectiveness of City communication with the public?	136 39%	110 31%	65 19%	16 5%	14 4%	8 2%	1 0%
Of those responding: Satisfied or better = 91% Above Avg = 72% Dissatisfied = 5% Very Dissatisfied = 4%	Total Responses (including DK and Refusals) Satisfied or better = 80% Very or Dissatisfied = 9%		Above Avg = 70% DK or refused =2%				

	Very Satisfied	4	3	2	Very Dissatisfied	DK	REF
How satisfied are you with:	5	4	3	2	1	8	9
K. Overall attractiveness of the community?	148 42%	140 40%	53 15%	7 2%	0 0%	2 1%	0 0%
Of those responding: Satisfied or better = 98% Above Avg = 83% Dissatisfied = 2% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 97% Above Avg = 82% Very or Dissatisfied = 2% DK or refused =1%						
L. Quality of City parks and recreation facilities?	149 43%	118 34%	46 13%	11 3%	3 1%	22 6%	1 0%
Of those responding: Satisfied or better = 96% Above Avg = 82% Dissatisfied = 3% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 90% Above Avg = 77% Very or Dissatisfied = 4% DK or refused =6%						
M Overall feeling of safety in the community?	222 63%	106 30%	17 5%	2 1%	1 0%	2 0%	0 0%
Of those responding: Satisfied or better = 99% Above Avg = 94% Dissatisfied = 1% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 98% Above Avg = 93% Very of Dissatisfied = 1% DK or refused =0%						
N Overall quality of life Windsor Heights offers its citizens?	101 29%	113 32%	82 23%	25 7%	13 4%	16 5%	0 0%
Of those responding: Satisfied or better = 99% Above Avg = 91% Dissatisfied = 1% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 84% Above Avg = 61% Very of Dissatisfied = 11% DK or refused =5%						

4. What ONE aspect of living in Windsor Heights does the most to improve your quality of life?
(OPEN-ENDED)
*SEE APPENDIX 1

5. How much emphasis do you think City leaders should give the following areas over the next two years? Here the scale is also 1 to 5, where 5 means "most emphasis" and 1 means "least emphasis."

	Most Empa sis	4	3	2	Least Emphas is	DK	REF
How much emphasis should be given to:	5	4	3	2	1	8	9
A. Development, including redevelopment of existing commercial areas, support for existing businesses, and the City's economic development grant program to promote job retention or creation? Of those responding: Emphasize = 89% Above Avg = 64% Less emphasis = 11%	101 29%	113 32%	82 23%	25 7%	13 4%	16 5%	0 0%
	Total Responses (including DK and Refusals) Emphasize = 84% Above Avg = 61% Less emphasis = 11% DK or refused = 5%						
B. Public Safety, including the police, fire, building and code enforcement? Of those responding: Emphasize = 98% Above Avg = 88% Less emphasis = 2%	212 61%	91 26%	36 10%	4 1%	3 1%	4 1%	0 0%
	Total Responses (including DK and Refusals) Emphasize = 97% Above Avg = 87% Less emphasis = 2% DK or refused = 1%						
C. Infrastructure, including streets, water, storm water and sanitary sewer? Of those responding: Emphasize = 99% Above Avg = 92% Less emphasis = 1%	202 58%	115 33%	25 7%	2 1%	2 1%	4 1%	0 0%
	Total Responses (including DK and Refusals) Emphasize = 98% Above Avg = 91% Less emphasis = 2% DK or refused = 1%						
D. Recreation and Culture, including parks, programming, and participation in regional efforts such as the regional library system and regional arts initiative? Of those responding: Emphasize = 89% Above Avg = 62% Less emphasis = 11%	89 25%	118 34%	91 26%	26 7%	11 3%	15 7%	0 0%
	Total Responses (including DK and Refusals) Emphasize = 85% Above Avg = 59% Less emphasis = 10% DK or refused = 7%						
E. Adding more sidewalks and improving the sidewalks that are in place? Of those responding: Emphasize = 64% Above Avg = 38% Less emphasis = 36%	76 22%	54 15%	92 26%	61 17%	64 18%	2 1%	1 0%
	Total Responses (including DK and Refusals) Emphasize = 63% Above Avg = 37% Less emphasis = 35% DK or refused = 1%						

6. How important do you think the following areas are on a scale of 1 to 5, with 5 being the 'most important' and 1 being 'least important'?

How important is:	Most Important 5	4	3	2	Least Important 1	DK 8	REF 9
A. Putting power lines underground?	85 24%	59 17%	118 34%	45 13%	28 8%	15 4%	0 0%
Of those responding: Important or better = 78% Above Avg = 43% Less important = 22%	Total Responses (including DK and Refusals) Important or better = 75% Above Avg = 41% Less important = 21% DK or refused = 4%						
B. Developing "green initiatives" such as creating a community sustainability plan?	65 19%	84 24%	106 30%	31 9%	21 6%	42 12%	1 0%
Of those responding: Important or better = 83% Above Avg = 49% Less important = 17%	Total Responses (including DK and Refusals) Important or better = 73% Above Avg = 43% Less important = 15% DK or refused = 12%						

7. During the past year, have you contacted the City with a service request, question, complaint, or received service from any City employee?

1 = Yes 190 54%
2 = No 160 46% **IF NO GO TO SECTION 2**
9 = Refuse 0 0%

	Yes	No	DK	REF
Which department have you contacted or received services from:				
A. City staff	137 72%	51 27%	2 1%	0 0%
B. Fire and Rescue	43 23%	147 77%	0 0%	0 0%
C. Police Department	91 48%	99 52%	0 0%	0 0%
D. Code Enforcement & Building Inspections	46 24%	142 75%	2 1%	0 0%
E. Public Works	69 36%	119 63%	2 1%	0 0%

The following questions were asked only about the departments from which services were received.

8. In general, how would you rate the customer service you received from City staff? Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied".

In general how would you rate the contact or customer service you received from:	Very Satisfied				Very Dissatisfied		DK	REF
	5	4	3	2	1	8	9	
A. City Staff	64 47%	43 31%	19 14%	6 4%	5 4%	0 0%	0 0%	
Of those responding: Satisfied or better = 92% Above Avg = 78% Dissatisfied = 4% Very Dissatisfied = 4%	Total Responses (including DK and Refusals) Satisfied or better = 92% Above Avg = 78% Very or Dissatisfied = 8% DK or refused = 0%							
B. Fire and Rescue	39 91%	4 9%	0 0%	0 0%	0 0%	0 0%	0 0%	
Of those responding: Satisfied or better = 100% Above Avg = 100% Very or Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 100% Above Avg = 100% Very or Dissatisfied = 0% DK or refused = 0%							
C. Police Department	63 69%	19 21%	6 7%	1 1%	2 2%	0 0%	0 0%	
Of those responding: Satisfied or better = 97% Above Avg = 90% Dissatisfied = 1% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 97% Above Avg = 90% Very or Dissatisfied = 3% DK or refused = 0%							
D. Code Enforcement and Building Inspections	16 35%	10 22%	6 13%	6 13%	7 15%	1 2%	0 0%	
Of those responding: Satisfied or better = 71% Above Avg = 58% Dissatisfied = 13% Very Dissatisfied = 16%	Total Responses (including DK and Refusals) Satisfied or better = 70% Above Avg = 57% Very or Dissatisfied = 28% DK or refused = 2%							
E. Public Works	43 62%	13 19%	3 4%	3 4%	6 9%	1 1%	0 0%	
Of those responding: Satisfied or better = 87% Above Avg = 82% Dissatisfied = 4% Very Dissatisfied = 9%	Total Responses (including DK and Refusals) Satisfied or better = 85% Above Avg = 81% Very or Dissatisfied = 13% DK or refused = 1%							

Section 2: Citizens Satisfaction by Department

Police Department

9. Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How satisfied are you with:	Very Satisfied 5	4	3	2	Very Dissatisfied 1	DK 8	REF 9
A. Professionalism of police officers? Of those responding: Satisfied or better = 98% Above Avg = 92% Dissatisfied = 2% Very Dissatisfied = 0%	227 65%	76 22%	19 5%	5 1%	1 0%	22 6%	0 0%
		Total Responses (including DK and Refusals) Satisfied or better = 92% Above Avg = 87% Very or Dissatisfied = 1% DK or refused = 6%					
B. Enforcement of traffic laws? Of those responding: Satisfied or better = 92% Above Avg = 81% Dissatisfied = 4% Very Dissatisfied = 4%	182 52%	94 27%	37 11%	14 4%	12 3%	10 3%	1 0%
		Total Responses (including DK and Refusals) Satisfied or better = 90% Above Avg = 79% Very or Dissatisfied = 7% DK or refused = 3%					
C. Police efforts to prevent crime? Of those responding: Satisfied or better = 97% Above Avg = 89% Dissatisfied = 2% Very Dissatisfied = 1%	196 56%	95 27%	27 7%	7 2%	3 1%	22 6%	0 0%
		Total Responses (including DK and Refusals) Satisfied or better = 90% Above Avg = 83% Very or Dissatisfied = 3% DK or refused = 6%					
D. Responsiveness of police to complaints? Of those responding: Satisfied or better = 98% Above Avg = 91% Dissatisfied = 1% Very Dissatisfied = 0%	171 49%	83 24%	20 6%	4 1%	1 0%	67 19%	4 1%
		Total Responses (including DK and Refusals) Satisfied or better = 79% Above Avg = 73% Very or Dissatisfied = 1% DK or refused = 20%					
E. Responsiveness of police to investigations of criminal offenses? Of those responding: Satisfied or better = 95% Above Avg = 87% Dissatisfied = 4% Very Dissatisfied = 1%	132 38%	57 16%	17 5%	9 3%	2 1%	132 38%	1 0%
		Total Responses (including DK and Refusals) Satisfied or better = 59% Above Avg = 54% Very or Dissatisfied = 4% DK or refused = 38%					

	Very Satisfied	4	3	2	1	Very Dissatisfied	DK	REF
How satisfied are you with:	5	4	3	2	1	8	9	
F. The Vacation House Check Program?	165 47%	47 13%	21 6%	3 1%	1 0%	113 32%	0 0%	
Of those responding: Satisfied or better = 98% Above Avg = 89% Dissatisfied = 1% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 66% Very or Dissatisfied = 1%		Above Avg = 60% DK or refused = 32%					
G. Quality of Animal Control?	138 39%	77 22%	49 14%	14 4%	7 2%	65 19%	0 0%	
Of those responding: Satisfied or better = 93% Above Avg = 75% Dissatisfied = 5% Very Dissatisfied = 3%	Total Responses (including DK and Refusals) Satisfied or better = 75% Very or Dissatisfied = 6%		Above Avg = 61% DK or refused = 19%					
H. Visibility of police around the city?	201 57%	190 26%	42 12%	9 3%	3 1%	4 1%	1 0%	
Of those responding: Satisfied or better = 97% Above Avg = 84% Dissatisfied = 3% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 95% Very or Dissatisfied = 4%		Above Avg = 83% DK or refused = 1%					
I. Quality of community education programs such as Neighborhood Watch presentations or rape defense classes?	87 25%	90 26%	57 16%	7 2%	9 3%	97 28%	3 1%	
Of those responding: Satisfied or better = 94% Above Avg = 71% Dissatisfied = 3% Very Dissatisfied = 4%	Total Responses (including DK and Refusals) Satisfied or better = 67% Very or Dissatisfied = 5%		Above Avg = 51% DK or refused = 29%					

10. What ONE Police service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

*SEE APPENDIX 2

11. Do you feel the city should raise the speed limit on University Avenue from 25 miles per hour to 30 miles per hour?

1 = Yes 191 55%
2 = No 153 44%
8 = DK 6 2%

12. Do you feel the city should use red light cameras to help enforce traffic signals?

1 = Yes 91 26%
 2 = No 238 68%
 8 = DK 21 6%

13. Do you feel the city should use speed cameras to help enforce the speed limit?

1 = Yes 118 34%
 2 = No 214 61%
 8 = DK 18 5%

Fire Department

14. General fire and emergency medical service questions: Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied".

(RESPONDENT MAY ALSO ANSWER "DON'T KNOW", BUT DO NOT READ THIS OPTION TO THEM AND ONLY RECORD IF IT IS THE ANSWER THEY VOLUNTEER.)

How satisfied are you with:	Very Satisfied				Very Dissatisfied		DK	REF
	5	4	3	2	1	8	9	
A. How quickly fire department personnel respond to emergencies?	228 65%	54 15%	7 2%	0 0%	1 0%	58 17%	2 1%	
Of those responding: Satisfied or better = 100% Above Avg = 97% Dissatisfied = 0% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 82% Above Avg = 80% Very or Dissatisfied = 0% DK or refused = 18%							
B. Quality of ambulance and paramedic services?	219 63%	49 14%	5 1%	0 0%	0 0%	76 22%	1 0%	
Of those responding: Satisfied or better = 100% Above Avg = 98% Dissatisfied = 0% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 78% Above Avg = 77% Very or Dissatisfied = 0% DK or refused = 22%							
C. Professionalism of fire department personnel?	239 68%	59 17%	5 1%	1 0%	0 0%	45 13%	1 0%	
Of those responding: Satisfied or better = 100% Above Avg = 98% Dissatisfied = 0% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 86% Above Avg = 85% Very or Dissatisfied = 0% DK or refused = 13%							

	Very Satisfied				Very Dissatisfied		DK	REF
How satisfied are you with:	5	4	3	2	1	8	9	
D. Quality of fire safety and education programs, such as fire extinguisher training for local businesses, school visits, information in the newsletter, and Windsor Heights Living magazine?	137 39%	77 22%	39 11%	6 2%	2 1%	87 25%	2 1%	
Of those responding: Satisfied or better = 97% Above Avg = 82% Dissatisfied = 2% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 72% Very or Dissatisfied = 3%		Above Avg = 61% DK or refused = 26%					
E. Carbon monoxide and smoke detector programs, such as giving away smoke detectors at events, testing the detectors, checking homes upon request, etc?	113 32%	55 16%	35 10%	8 2%	4 1%	134 38%	1 0%	
Of those responding: Satisfied or better = 95% Above Avg = 78% Dissatisfied = 4% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 58% Very or Dissatisfied = 3%		Above Avg = 48% DK or refused = 38%					
F. Programs to monitor blood pressure of residents? (RESIDENTS MAY STOP BY THE FIRE DEPARTMENT AND HAVE THEIR BLOOD PRESSURE TAKEN AT ANY TIME)	91 26%	27 8%	26 7%	4 1%	8 2%	192 55%	2 1%	
Of those responding: Satisfied or better = 92% Above Avg = 76% Dissatisfied = 3% Very Dissatisfied = 5%	Total Responses (including DK and Refusals) Satisfied or better = 41% Very or Dissatisfied = 3%		Above Avg = 34% DK or refused = 56%					

15. What ONE Fire and Emergency Medical service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

*SEE APPENDIX 3

Public Works Department

16. General public works questions. Please rate each item on a scale of 1 to 5 where 5 means “very satisfied” and 1 means “very dissatisfied”.

	Very Satisfied				Very Dissatisfied	DK	REF
How satisfied are you with:	5	4	3	2	1	8	9
A. Condition of city streets?	91 26%	134 38%	92 26%	22 6%	10 3%	1 0%	0 0%
Of those responding: Satisfied or better = 91% Above Avg = 65% Dissatisfied = 6% Very Dissatisfied = 3%	Total Responses (including DK and Refusals) Satisfied or better = 90% Very or Dissatisfied = 9%		Above Avg = 64% DK or refused = 0%				
Please share with the specific street(s) where you are dissatisfied with the condition of the road.							
B. Condition of city sidewalks?	104 30%	121 35%	81 23%	13 4%	6 2%	22 6%	3 1%
Of those responding: Satisfied or better = 94% Above Avg = 69% Dissatisfied = 4% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 88% Very or Dissatisfied = 6%		Above Avg = 65% DK or refused = 7%				
Please share with the specific street(s) where you are dissatisfied with the sidewalks.							
C. Snow removal on major streets?	262 75%	72 21%	14 4%	0 0%	1 0%	1 0%	0 0%
Of those responding: Satisfied or better = 100% Above Avg = 96% Dissatisfied = 0% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 100% Very or Dissatisfied = 0%		Above Avg = 96% DK or refused = 0%				
D. Snow removal on YOUR street?	244 70%	68 19%	21 6%	7 2%	7 2%	3 1%	0 0%
Of those responding: Satisfied or better = 96% Above Avg = 90% Dissatisfied = 2% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 95% Very or Dissatisfied = 4%		Above Avg = 89% DK or refused = 1%				
E. Mowing and tree trimming along City property?	167 48%	93 27%	37 11%	5 1%	0 0%	47 13%	1 0%
Of those responding: Satisfied or better = 98% Above Avg = 86% Dissatisfied = 2% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 86% Very or Dissatisfied = 1%		Above Avg = 75% DK or refused = 13%				

	Very Satisfied	4	3	2	1	Very Dissatisfied	DK	REF
How satisfied are you with:	5	4	3	2	1	8	8	9
F. Cleanliness of city streets and public areas?	191 55%	123 35%	30 9%	6 2%	0 0%	0 0%	0 0%	0 0%
Of those responding: Satisfied or better = 98% Above Avg = 90% Dissatisfied = 2% Very Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 99% Above Avg = 90% Very or Dissatisfied = 2% DK or refused = 0%							
G. Maintenance of sanitary sewer system?	115 33%	183 24%	41 12%	13 4%	9 3%	88 25%	1 0%	
Of those responding: Satisfied or better = 92% Above Avg = 76% Dissatisfied = 5% Very Dissatisfied = 3%	Total Responses (including DK and Refusals) Satisfied or better = 69% Above Avg = 57% Very or Dissatisfied = 7% DK or refused = 25%							
H. Maintenance of storm sewer system?	115 33%	82 23%	53 15%	14 4%	8 2%	77 22%	1 0%	
Of those responding: Satisfied or better = 92% Above Avg = 72% Dissatisfied = 5% Very Dissatisfied = 3%	Total Responses (including DK and Refusals) Satisfied or better = 71% Above Avg = 56% Very or Dissatisfied = 6% DK or refused = 22%							

17. What ONE Public Works service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)
*SEE APPENDIX 4

18. Do you feel the City should add sidewalks on streets that do not already have sidewalks?

1 = Yes
2 = No
8 = DK
9 = Refused

Yes	132	38%
No	203	58%
DK	15	4%
Refuse	0	0%
Total	350	

Of those responding:

Yes	132	39%
No	203	61%
Total	335	

19. Would you be opposed to a sidewalk on your property?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

Yes	164	47%	Of those responding:	Yes	164	48%
No	78	22%		No	78	23%
				No, already have sidewalks	100	29%
DK	8	2%				
No, already have sidewalks	100	29%				
Total	350		Total	342		

19a. Would you be willing to pay to have a sidewalk on your property?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

Yes	38	49%	Of those responding:	Yes	38	56%
No	30	39%		No	30	44%
DK	10	13%				
Refuse	0	0%				
Total	78		Total	68		

Culture, Parks and Recreation

20. General parks and recreation questions. Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied".

How satisfied are you with:	Very Satisfied				Very Dissatisfied		DK	REF
	5	4	3	2	1	8	9	
A. Condition of bike trails? Of those responding: Satisfied or better = 99% Above Avg = 86% Dissatisfied = 1% Very Dissatisfied = 1%	157 45%	81 23%	34 10%	2 1%	2 1%	73 21%	1 0%	
Total Responses (including DK and Refusals) Satisfied or better = 78% Very or Dissatisfied = 2%		Above Avg = 68% DK or refused = 21%						
B. Special Event programmings, such as July 4th, Oktoberfest, free Movies in the Park, etc.? Of those responding: Satisfied or better = 98% Above Avg = 90% Dissatisfied = 1% Very or Dissatisfied = 1%	223 64%	68 19%	25 7%	4 1%	4 1%	25 7%	1 0%	
Total Responses (including DK and Refusals) Satisfied or better = 90% Very or Dissatisfied = 2%		Above Avg = 83% DK or refused = 7%						
C. The Playground at Colby Park? Of those responding: Satisfied or better = 96% Above Avg = 88% Dissatisfied = 3% Very Dissatisfied = 1%	184 53%	50 14%	22 6%	7 2%	3 1%	84 24%	0 0%	
Total Responses (including DK and Refusals) Satisfied or better = 73% Very or Dissatisfied = 3%		Above Avg = 67% DK or refused = 24%						
D. Quality of city parks and recreation opportunities? Of those responding: Satisfied or better = 97% Above Avg = 81% Dissatisfied = 2% Very Dissatisfied = 1%	155 44%	85 24%	45 13%	7 2%	3 1%	54 15%	1 0%	
Total Responses (including DK and Refusals) Satisfied or better = 81% Very or Dissatisfied = 3%		Above Avg = 68% DK or refused = 15%						
E. The condition of Lions Park? Of those responding: Satisfied or better = 89% Above Avg = 65% Dissatisfied = 4% Very Dissatisfied = 7%	66 19%	53 15%	43 12%	7 2%	13 4%	165 47%	3 1%	
Total Responses (including DK and Refusals) Satisfied or better = 46% Very or Dissatisfied = 6%		Above Avg = 34% DK or refused = 48%						

21. The new community center will open this summer. Do you think you will rent the new community center for any type of event such as a high graduation party, wedding, business meeting, etc. once it opens?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

				Of those responding:		
Yes	105	30%	Yes	105	33%	
No	216	62%	No	216	67%	
DK	29	8%				
Refuse	0	0%				
Total	350		Total	321		

22. Have you used or visited Colby Park, Colby Trail, or Windsor Heights' Lions Park in the last year?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

				Of those responding:		
Yes	267	76%	Yes	267	77%	
No	82	23%	No	82	24%	
DK	1	0%				
Refuse	0	0%				
Total	350		Total	349		

23. Do you think the city should build a dog park?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

				Of those responding:		
Yes	106	30%	Yes	106	33%	
No	215	61%	No	215	67%	
DK	27	8%				
Refuse	2	1%				
Total	350		Total	321		

23a. Would someone in your household use a dog park if there was one in Windsor Heights?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

			Of those responding:		
Yes	75	21%	Yes	75	22%
No	269	77%	No	269	78%
DK	5	1%			
Refuse	1	0%			
Total	350		Total	344	

24. Do you think the city should build a skate park?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

			Of those responding:		
Yes	95	27%	Yes	95	30%
No	221	63%	No	221	70%
DK	32	9%			
Refuse	2	1%			
Total	350		Total	316	

24a. Would someone in your household use a skate park if there was one in Windsor Heights?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

			Of those responding:		
Yes	26	7%	Yes	26	8%
No	317	91%	No	317	92%
DK	6	2%			
Refuse	1	0%			
Total	350		Total	343	

25. Have you attended the following special events?

		Yes	No	DK	REF
		1	2	8	9
A.	Fourth of July	306 87%	43 12%	1 0%	0 0%
B.	Movies at the Park	99 28%	250 71%	1 0%	0 0%
C.	Music in the Park	220 63%	129 37%	1 0%	0 0%
D.	Fireman's Pancake Day	249 71%	100 29%	1 0%	0 0%
E.	Windsor Heights Annual Mini-Marathon (WHAMM)	58 17%	289 83%	3 1%	0 0%
F.	Oktoberfest at Colby Park	106 30%	242 69%	2 1%	0 0%
G.	Windsor Wonderland	74 21%	273 78%	3 1%	0 0%
H.	Easter Egg Hunt	92 26%	257 73%	1 0%	0 0%
I.	The Fire Fighters Santa Day	56 16%	289 83%	5 1%	0 0%

26. What type of recreation or other classes, such as cooking, computer etc, would you like to see in the new community center? (OPEN ENDED)

*SEE APPENDIX 5

27. Have you used any library in the last year?

- 1 = Yes
- 2 = No **IF NO GO TO QUESTION 29**
- 8 = DK
- 9 = Refused

			Of those responding:		
Yes	242	69%	Yes	242	69%
No	108	31%	No	108	31%
DK	0	0%			
Refuse	1	0%			
Total	350		Total	350	

27a. Which library do you use most frequently? (OPEN ENDED)

*SEE APPENDIX 6

28. What ONE Culture, Parks, and Recreation Services service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

*SEE APPENDIX 7

City Solid Waste, Recycling, and Water Services

29. The following questions are about your perception of solid waste, recycling, and water services.

	Very Satisfied	4	3	2	Very Dissatisfied	DK	REF
How satisfied are you with:	5				1	8	9
A. Residential Trash Collection services.	232 66%	79 23%	14 4%	2 1%	2 1%	21 6%	0 0%
Of those responding: Satisfied or better = 95% Above Avg = 95% Dissatisfied = 1% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 93% Above Avg = 89% Very or Dissatisfied = 2% DK or refused = 6%						
B. Single Stream recycling services.	247 71%	66 19%	12 3%	1 0%	3 1%	20 6%	1 0%
Of those responding: Satisfied or better = 99% Above Avg = 95% Dissatisfied = 0% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 93% Above Avg = 90% Very or Dissatisfied = 1% DK or refused = 6%						
C. Large item pick-up/removal (such as appliances).	149 43%	65 19%	46 13%	15 4%	9 3%	65 19%	1 0%
Of those responding: Satisfied or better = 92% Above Avg = 75% Dissatisfied = 5% Very Dissatisfied = 3%	Total Responses (including DK and Refusals) Satisfied or better = 75% Above Avg = 62% Very or Dissatisfied = 7% DK or refused = 19%						
D. Yard waste collection.	183 52%	86 25%	39 11%	14 4%	4 1%	23 7%	1 0%
Of those responding: Satisfied or better = 95% Above Avg = 83% Dissatisfied = 4% Very Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 88% Above Avg = 7% Very or Dissatisfied = 5% DK or refused = 7%						
E. Clean-up Day	202 58%	68 19%	34 10%	8 2%	5 1%	33 9%	0 0%
Of those responding: Satisfied or better = 96% Above Avg = 85% Dissatisfied = 3% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 87% Above Avg = 77% Very or Dissatisfied = 3% DK or refused = 9%						

	Very Satisfied	4	3	2	1	Very Dissatisfied	DK	REF
How satisfied are you with:	5	4	3	2	1	8	9	
F. The Overall quality of Artistic Waste Systems? (THE CITY'S TRASH AND YARD WASTE COLLECTION CONTRACTOR)	205 59%	100 29%	23 7%	6 2%	3 1%	13 4%	0 0%	
Of those responding: Satisfied or better = 97% Above Avg = 91% Dissatisfied = 2% Very or Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 95% Above Avg = 88% Very or Dissatisfied = 3% DK or refused = 4%							
G The overall quality of Waste Management (THE SINGLE STREAM RECYCLING COLLECTION CONTRACTORY, THE GREEN CONTAINER)	217 62%	92 26%	18 5%	0 0%	2 1%	21 6%	0 0%	
Of those responding: Satisfied or better = 100% Above Avg = 94% Dissatisfied = 0% Very or Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 93% Above Avg = 88% Very or Dissatisfied = 1% DK or refused = 6%							
H Residential water services.	225 64%	79 23%	23 7%	2 1%	0 0%	20 6%	1 0%	
Of those responding: Satisfied or better = 99% Above Avg = 92% Dissatisfied = 1% Very or Dissatisfied = 0%	Total Responses (including DK and Refusals) Satisfied or better = 94% Above Avg = 87% Very or Dissatisfied = 1% DK or refused = 6%							
I. The overall quality of Des Moines Water Works.	219 63%	90 26%	24 7%	3 1%	3 1%	11 3%	0 0%	
Of those responding: Satisfied or better = 98% Above Avg = 91% Dissatisfied = 1% Very or Dissatisfied = 1%	Total Responses (including DK and Refusals) Satisfied or better = 96% Above Avg = 89% Very or Dissatisfied = 2% DK or refused = 3%							

30. What ONE City Solid Waste, Recycling, and Water Services service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)
*SEE APPENDIX 8

31. Would you utilize a leaf vacuum program where you could rake your leaves to the street curb and the city would come by and vacuum them up?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

			Of those responding:		
Yes	211	60%	Yes	211	63%
No	123	35%	No	123	37%
DK	16	5%			
Refuse	1	0%			
Total	350		Total	334	

Community Development and Code Enforcement

32. The following questions are about community development. Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied".

How satisfied are you with:	Very Satisfied 5	4	3	2	Very Dissatisfied 1	DON'T DK 8	REF 9
A. Quality of redevelopment in the City. Of those responding: Satisfied or better = 82% Above Avg = 55% Dissatisfied = 12% Very Dissatisfied = 6%	80 23%	104 30%	89 25%	40 11%	20 6%	15 4%	2 1%
Total Responses (including DK and Refusals)							
Satisfied or better = 78%		Above Avg = 53%					
Very or Dissatisfied = 17%		DK or refused = 5%					
B. Enforcing the cleanup of junk and debris on private property. Of those responding: Satisfied or better = 90% Above Avg = 62% Dissatisfied = 8% Very Dissatisfied = 2%	94 27%	101 29%	91 26%	24 7%	7 2%	31 9%	2 1%
Total Responses (including DK and Refusals)							
Satisfied or better = 82%		Above Avg = 56%					
Very or Dissatisfied = 8%		DK or refused = 10%					
C. Enforcing the mowing and cutting of weeds on private property. Of those responding: Satisfied or better = 92% Above Avg = 66% Dissatisfied = 6% Very Dissatisfied = 2%	103 29%	102 29%	82 23%	19 5%	5 1%	36 10%	3 1%
Total Responses (including DK and Refusals)							
Satisfied or better = 81%		Above Avg = 58%					
Very or Dissatisfied = 6%		DK or refused = 11%					
D. City efforts to remove abandoned or inoperative vehicles. Of those responding: Satisfied or better = 93% Above Avg = 72% Dissatisfied = 3% Very Dissatisfied = 4%	101 29%	93 27%	56 16%	9 3%	10 3%	78 22%	3 1%
Total Responses (including DK and Refusals)							
Satisfied or better = 72%		Above Avg = 56%					
Very or Dissatisfied = 6%		DK or refused = 23%					

33. Have you ever received a building permit from the City of Windsor Heights?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

				Of those responding:		
Yes	120	34%		Yes	120	34%
No	229	65%		No	229	66%
DK	1	0%				
Refuse	0	0%				
Total	350			Total	349	

		Very Satisfied	4	3	2	Very Dissatisfied	DK	REF
How satisfied are you with:		5				1	8	9
A.	City building permit and inspection process.	65	30	11	3	1	10	0
		54%	25%	9%	3%	1%	8%	0%
Of those responding:					Total Responses (including DK and Refusals)			
Satisfied or better = 96%					Satisfied or better = 88%		Above Avg = 79%	
Above Avg = 86%					Very or Dissatisfied = 4%		DK or refused = 8%	
Dissatisfied = 3%								
Very Dissatisfied = 1%								

34. Have you ever spoken with or worked with the Windsor Heights Code Enforcement official?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

				Of those responding:		
Yes	104	30%		Yes	104	30%
No	241	69%		No	241	70%
DK	4	1%				
Refuse	1	0%				
Total	350			Total	345	

		Very Satisfied	4	3	2	Very Dissatisfied	DON'T	REF
How satisfied are you with:		5				1	8	9
A.	Professionalism of Code Enforcement personnel:	47	28	12	5	11	1	0
		45%	27%	12%	5%	11%	1%	0%
Of those responding:					Total Responses (including DK and Refusals)			
Satisfied or better = 85%					Satisfied or better = 84%		Above Avg = 72%	
Above Avg = 73%					Very or Dissatisfied = 16%		DK or refused = 1%	
Dissatisfied = 5%								
Very Dissatisfied = 11%								

City Communication

35. General City communication questions: Please rate each item on a scale of 1 to 5 where 5 means “very satisfied” and 1 means “very dissatisfied”.

	Very Satisfied	4	3	2	1	Very Dissatisfied	DON'T KNOW	REF
How satisfied are you with:	5	4	3	2	1	8	9	
A. Overall effectiveness of City efforts to keep the public informed on programs and services.	143 41%	115 33%	60 17%	15 4%	11 3%	4 1%	2 1%	
Of those responding: Satisfied or better = 92% Above Avg = 75% Dissatisfied = 4% Very Dissatisfied = 3%	Total Responses (including DK and Refusals) Satisfied or better = 91% Above Avg = 74% Very or Dissatisfied = 7% DK or refused =2%							
B. Quality of the City’s website.	70 20%	61 17%	54 15%	4 1%	5 1%	154 44%	2 1%	
Of those responding: Satisfied or better = 95% Above Avg = 68% Dissatisfied = 2% Very Dissatisfied = 3%	Total Responses (including DK and Refusals) Satisfied or better = 52% Above Avg = 37% Very or Dissatisfied = 2% DK or refused =45%							
C. Quality of the City’s newsletter (included in the water bill and in the Windsor Heights Living Magazine).	179 51%	102 29%	44 13%	10 3%	6 2%	9 3%	0 0%	
Of those responding: Satisfied or better = 95% Above Avg = 82% Dissatisfied = 3% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 93% Above Avg = 80% Very or Dissatisfied = 5% DK or refused =3%							
D. Coverage of Windsor Heights’ news in local media?	117 33%	114 33%	66 19%	26 7%	8 2%	18 5%	1 0%	
Of those responding: Satisfied or better = 90% Above Avg = 70% Dissatisfied = 8% Very Dissatisfied = 2%	Total Responses (including DK and Refusals) Satisfied or better = 85% Above Avg = 66% Very or Dissatisfied = 9% DK or refused =5%							
E. Quality of budget and other information relating to City operations?	82 23%	100 29%	78 22%	21 6%	20 6%	48 14%	1 0%	
Of those responding: Satisfied or better = 86% Above Avg = 60% Dissatisfied = 7% Very Dissatisfied = 7%	Total Responses (including DK and Refusals) Satisfied or better = 74% Above Avg = 52% Very or Dissatisfied = 12% DK or refused =14%							

	Very Satisfied	4	3	2	1	Very Dissatisfied	DON'T KNOW	REF
How satisfied are you with:	5	4	3	2	1	8	9	
F. Efforts of City staff to effectively deal with questions and concerns of the public.	95 27%	103 29%	66 19%	14 4%	18 5%	53 15%	1 0%	
Of those responding: Satisfied or better = 89% Above Avg = 67% Dissatisfied = 5% Very Dissatisfied = 6%	Total Responses (including DK and Refusals) Satisfied or better = 75% Above Avg = 56% Very or Dissatisfied = 9% DK or refused = 15%							
G. With the Community Coffee Club?	34 10%	34 10%	22 6%	8 2%	11 3%	240 69%	1 0%	
Of those responding: Satisfied or better = 83% Above Avg = 62% Dissatisfied = 7% Very Dissatisfied = 10%	Total Responses (including DK and Refusals) Satisfied or better = 26% Above Avg = 20% Very or Dissatisfied = 6% DK or refused = 69%							
H. With the Taking to the Streets program?	58 17%	61 17%	38 11%	12 3%	9 3%	171 49%	1 0%	
Of those responding: Satisfied or better = 88% Above Avg = 67% Dissatisfied = 7% Very Dissatisfied = 5%	Total Responses (including DK and Refusals) Satisfied or better = 45% Above Avg = 34% Very or Dissatisfied = 6% DK or refused = 49%							
I. With the Mayor's Hours?	89 25%	52 15%	35 10%	8 2%	8 2%	157 45%	1 0%	
Of those responding: Satisfied or better = 92% Above Avg = 74% Dissatisfied = 4% Very Dissatisfied = 4%	Total Responses (including DK and Refusals) Satisfied or better = 50% Above Avg = 40% Very or Dissatisfied = 4% DK or refused = 45%							
J. Efforts to use social media such as Facebook and Twitter?	21 6%	30 9%	35 10%	12 3%	20 6%	229 65%	3 1%	
Of those responding: Satisfied or better = 73% Above Avg = 43% Dissatisfied = 10% Very Dissatisfied = 17%	Total Responses (including DK and Refusals) Satisfied or better = 25% Above Avg = 15% Very or Dissatisfied = 9% DK or refused = 66%							

36. Have you or any members of your household accessed the City of Windsor Heights' website in the last year?

1 = Yes
2 = No
8 = DK
9 = Refused

				Of those responding:		
Yes	169	48%		Yes	169	48%
No	180	51%		No	180	52%
DK	1	0%				
Refuse	0	0%				
Total	350			Total	349	

37. Would you like to receive e-mails about the council agenda and Windsor Heights' current news and events?

1 = Yes
2 = No
8 = DK
9 = Refused

				Of those responding:		
Yes	89	25%		Yes	89	26%
No	260	74%		No	260	75%
DK	1	0%				
Refuse	0	0%				
Total	350			Total	349	

38. Do you or any members of your household regularly read the City's newsletter (included in the water bill and in the Windsor Heights Living Magazine)?

1 = Yes
2 = No
8 = DK
9 = Refused

				Of those responding:		
Yes	328	94%		Yes	328	94%
No	21	6%		No	21	6%
DK	1	0%				
Refuse	0	0%				
Total	350			Total	349	

39. Do you or any members of your household regularly read the Windsor Heights/Des Moines West Community Section of the Des Moines Register?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

			Of those responding:		
Yes	289	83%	Yes	289	83%
No	59	17%	No	59	17%
DK	2	1%			
Refuse	0	0%			
Total	350		Total	348	

Finally, we have some questions about yourself.

40. What is your marital status?

- 1. Married and living with your spouse; 224 64%
- 2. Living with someone in a steady, marital-like relationship; 2 1%
- 3. Separated or Divorced; 27 8%
- 4. Widowed; 48 14%
- 5. Single and never married; 47 13%
- 6. Others; 1 0%
- 8. DK; 0 0%
- 9. Refused; 1 0%

41. Do you have minor children living in your household?

1 = Yes
 2 = No
 8 = DK
 9 = Refused

			Of those responding:		
Yes	61	17%	Yes	61	18%
No	288	82%	No	288	83%
DK	0	0%			
Refuse	1	0%			
Total	350		Total	349	

If 41 equals 1 go to 41a; otherwise go to 42.

41a. If you have school age children, do they walk to school?

- 1. Yes; 10 16%
- 2. No; 36 59%
- 3. No school age school children; 3 5%
- 4. No, school age children don't walk to school; 12 20%
- 8. DK; 0 0%
- 9. Refused; 0 0%

42. Would you say your income is:		
1. Below \$25,000; 18		5%
2. \$25,000 to \$49,999; 84		24%
3. \$50,000 to \$74,999; 60		17%
4. \$75,000 to 100,000; 52		15%
5. Above \$100,000; 66		19%
8. Don't Know; 5		1%
9. Refused; 65		19%
43. What is your race/ethnicity?		
1. African-American/Black; 5		1%
2. Asian; 1		0%
3. Latino/Latina; 1		0%
4. Native American; 1		0%
5. White; 331		95%
6. Other; 2		1%
8. DK; 1		0%
9. Refused; 8		2%
44. What is your age?		
1. 18-25; 2		1%
2. 26-35; 11		3%
3. 36-45; 22		6%
4. 46-55; 62		18%
5. 56-65; 86		25%
6. Over 65; 155		44%
8. DK; 0		0%
9. Refused; 12		3%
45. Gender		
1 = Male	135	37%
2 = Female	232	63%

APPENDIX 1

Q4: What ONE aspect of living in Windsor Heights does the most to improve your quality of life? (OPEN-ENDED)

A GOOD COMMUNITY
A GOOD FEELING ABOUT THE CITY
ABILITY TO GET DOWNTOWN FAST
ABILITY TO GO ANY PLACE. CONVENIENT TO GO ANY WHERE
ACCESS TO ANYTHING WITHIN CITY OF DSM (3)
ACCESS TO SERVICES (2)
ACCESSABILITY TO THINGS
ACCESSABLE TO EVERYTHING WE NEED THE RIGHT KIND COMUNITY FOR US
ACCESSIBILITY TO ALL AND QUIET, FRIENDLY NEIGHHOOD AND WELL KEPT UP
ACCESSIBILITY TO JUST ABOUT ANYTHING AND ANYWHERE IN CITY AND SUBBARDS
ACCESSIBILITY TO THE GREATER DES MOINES AREA
AFFORDABLE HOUSING
ALL THE SERVICES
APPROX TO CULUAL EVENTS AND SHOPPING
AVAILABILITY OF SERVICES EVERYTHING IS CLOSE GROCERY AND BANKING CLOSE
BEING ABLE TO VOLUNTEER
BEST SERVICES
BETTER STREET MAINTENCE AND SIDEWALK ACEES
BLOCK PARTIES AND KNOW EVERYONE ON THE STREET
CENTRAL LOCATION CLOSE TO SHOPPING, PEACFUL AND QUIET HERE
CENTRALLY LOCATED AND CLOSE TO THE INTERSTATE (3)
CHURCHS AND SHOPPING
CITY COMMUNICATION
CITY EMPLOYEES
CITY SERVICES
CITY SERVICES, SNOW REMOVEL, AND SO ON
CLEANLINESS (2)
CLEANLINESS AND SAFETY OF THE COMMUNITY
CLOSE AND CONVENIENT TO EVERYTHING SMALL TOWN
CLOSE PROXIMITY TO EVERYTHING (4)
CLOSE TO ALL SHOPPING (2)
CLOSE TO FAMILY
CLOSE TO MOTHER
CLOSENESS OF COMMUNITY TO ALL THE ACTIVITES I LIKE
CLOSENESS TO SHOPPING, BUS SERVICES
CLOSENESS TO THE GROCERY STORE AND BUS SERVICE
COLBY PARK REMODEL NICE PARK NOW
COMMUNITY IS REALLY WONDERFUL, SUPPORTIVE, SUPPLIES ALL SVCS. NEED
COMPLETELY SATISFIED WITH WINDSOR HEIGHTS
CONVENIENCE (14)

DARN GOOD FIRE AND ABULANCE AND SNOW REMOVAL
EASY ACCESS TO OTHER PARTS OF THE CITY, STABLE NEIGHBORHOODS AND SAFETY
EMERGENCY SERVICES ARE GREAT
ENFORCEMENT OF CODES AND CITY POLICIES
ENJOY THE MUSIC IN THE PARK
ENVIRONMENT
ESTABLISHED NEIGHBORHOOD SETTING
EVERYBODY LEAVES EVERYONE ALONE
EVERYTHING DOES
EVERYTHING IN GENERAL
EVERYTHING IS SO CLEAN
FACT MY EX WIFE IS ONLY FOUR BLOCKS AWAY TWO KIDS TOGETHER
FAMILIES STAY HERE
FEEL SAFE IN COMMUNITY
FEELING OF COMFORT
FEELING OF COMMUNITY
FEELING OF LIVING IN SMALL COMMUINITY WHILE LIVING CITY
FEELING SAFE (2)
FEELING SECURE
FIRE AND POLICE DEPTS
FIRE DEPT
FIVE
FRIENDLINESS (4)
FRIENDLINESS AND SMALL TOWN FEEL
FRIENDLINESS OF THE COMMUNITY AND EASY ACCESSIBILITY TO OTHER AREAS
FRIENDLY AND LIKE THE NEIGHBORS
GEOGRAPHIC LOCATION
GEOGRAPHIC-WHERE IT'S LOCATED, CLOSE TO WORK, SCHOOLS, FREEWAY
GOOD CITY SERVICES CUSTOMER SERVICE
GOOD NEIGHBORS AND CHILDREN
GOOD PLACE TO LIVE
GOOD PLACE TO LIVE EASY TO GET AROUND
GOOD SENIOR HOUSING COMPLEX
GREAT NEIGHBORS THAT WATCH OUT FOR EACH OTHER
HAPPY THE WAY THINGS ARE EXCEPT FOR THE BIKE TRAIL
HAS GREENBELT NEARBY; VERY ATTRACTIVE FOR ME
HOW KEEP STREETS CLEAR SO COULD GET TO WORK, HOW THEY KEEP STS, COND. WIN
I FEEL SAFE ITS SMALL, I LILKE IT, CENTRALLY LOCATED
I LIKE EVERYTHING ABOUT WH
I LIKE THE NEIGHBORHOOD AND ELEMENTARY SCHOOL
I LIKE THE PROGRAMS AND ACTIVITIES THEY HAVE IN COLBY WOODS.
IMPRESSED WITH POLICE MEN AND WOMEN; GOING BY MY HOUSE; THINGS
ENFORCED

INFRASTRUCTURE MAINTAINANCE
INTELEGENCE OF THE PEOPLE THAT LIVE HERE
IT IS A VERY NICE NEIGHBORHHOD I AM IN
IT IS PERFECT
IT IS QUIET
JUST A WELL KEPT SUBURB
LIKE LIVING IN A GATED COMMUNITY BUT WITHOUT THE GATES
LIKE LIVING SMALL TOWN IN A BIG CITY
LIKE THE COMMUNITY AND NEAGHBORS
LIKE THE IDEA THAT YOU ARE CLOSE EVERYTHING BUT DON'T FEEL LIKE IT
LIKE THE SHOPPING
LIKE WHERE I LIVE IT IS A QUIET STREET
LIKE WINDSOR HEIGHTS
LIVING IN AN APARTMENT
LIVING IN WH DOESNT HAVE ANYTHING TO DO WITH IT
LOCATION (14)
LOCATION AND ACCESS TO SHOPPING, SCHOOLS, PUBLIC FACILITIES
LOCATION AND ACCESSIBILITY TO OTHER AREAS OF THE CITY
LOCATION CENTRAL LOCATION
LOCATION CLOSE TO ALL OF YOUR NEEDS
LOCATION OF THE CITY
LOCATION TO EVERYTHING
LOCATION TO FREEWAY, SHOPPING CENTERS
LOCATION TO OTHER SUBURBS
LOCATION TO SHOPPING AND FREWAY
LOTS OF ORGANIZED COMMUNITY INVOLVEMENT
LOWER TAXES (2)
MUSIC IN THE PARK
NEAT CLEAN COMMUNITY WITH LOW CRIME RATE
NEED TO IMPLIMENT DIFFERENT CODES FOR RENTERS TO KEEP WH A GOOD
COMMUNIT
NEIGHBORHOOD (5)
NEIGHBORHOOD WATCHES,AND ASSOCIATION THAT WAS RECENTLY FORMED
GREAT NEIGHBORS (7)
NICE COMMUNITY
NICE NEIGHBORS AND LOVE THE WALKING PATH
NO CRIME
NOT CROWDED
OVERALL GOOD PLACE
PARK SYSTEM CLOSE TO YOUR HOME
PARKS (4)
PEACE AND QUIET (4)
PEACEFUL (2)

PEOPLE
POLICE
POLICE AND FIRE DEPARTMENTS
POLICE FORCE - FEEL VERY SAFE
POLICE PATROLS
POLICE PROTECTION WHEN YOU ARE OUT OF TOWN MONITORING YOUR PROPERTY
POSITIVE FEELING OF CITY STAFF AND THAT THEY CARE AND FEEL SECURE
PROXIMITY OF FREEWAY, OTHER BUSINESSES AND SHOPPING
PROXIMITY TO ALL OF THE CIVIC EVENTS
PROXIMITY TO OTHER THINGS WITHIN METRO AREA
PUBLIC SAFETY
QUALITY OF SERVICES AND FEELING OF SMALLER COMMUNITY
QUIET, CONVENIENT
RAISING THE SPEED LIMIT
RANCH HOUSE
REALLY NEAT PLACE TO LIVE
ROAD MAINTAINCE
SAFE PLACE TO LIVE
SAFETY (17)
SAFETY AND CONVENIENCE
SAFETY AND EVERY BUSINESS IS CLOSE
SAFETY AND POLICE PROTECTION
SAFETY AND QUIET
SAFETY AND SECURITY (2)
SAFETY IS THE MOST IMPORTANT ISSUE, GOOD PLACE TO RAISE A FAMILY
SAFETY NICE CITY
SAFETY, AND FEELING OF BEING SMALL TOWN IN LARGE CITY
SATISFIED (2)
SCHOOL SYSTEM
SECURITY (4)
SECURITY AND IMPRESSED WITH HOW PEOPLE MAINTAIN THEIR PROPERTY
SECURITY OF KNOWING THAT THE POLICE AND FIRE CAN GET THERE QUICKLY
SIDEWALKS
SIZE OF THE TOWN
SMALL AND PEOPLE ARE FRIENDLY
SMALL COMMUNITY FEELING (17)
SMALL COMMUNITY WITHIN A BIG COMMUNITY
SMALL SIZE (4)
SMALL TOWN ATMOSPHERE, CLOSE TO THE THINGS YOU NEED (2)
SMALL TOWN WITH PROXIMITY TO THE METRO
SMALL TOWN ATMOSPHERE, WONDERFUL NEIGHBORS, QUALITY OF PEOPLE WHO
LIVE
SNOW REMOVAL (8)

SOCIAL ASPECT
SPEED CONTROL ON SIDE STREETS
STABILITY OF THE NEIGHBORHOOD
STREET CONDITION
STREET MAINTENANCE
STREETS ARE THOROUGHFARES
THE CITY SERVICES
THE COMMUNITY (2)
THE LAW ENFORCEMENT
THE PEOPLE AND A GOOD MAYOR
THE PEOPLE FRIENDLY
THE POLICE AND FIRE PROTECTION
THE SENSE OF COMMUNITY AND THE HISTORY
THE TRAILS AND THE TREES
THE TREES
THE WH NEIGHBORHOOD ASSOCIATION
TNE STREEST
TREES, QUALITY OF HOMES, CITY MAKING STRIDES TO ENFORCE CODES.
VERY ACCESSABLE WITHIN A FEW MINUTES
VERY ACCESSIBLE TO DOWNTOWN & WESTERN SUBURBS
VERY LITTLE CRIME
VERY WALKABLE CLOSE COMMUNITY
WALKING PATH (3)
WANTS A DOG PARK
WE NEED BLOCK PARTIES
YOU CAN WALK AROUND AND CLOSE TO DES MOINES

APPENDIX 2

Q10: What ONE Police service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

ANIMAL CONTROL
ANIMAL CONTROL AND ANIMAL RIGHTS
AREA ON HICKMAN THE HOTEL THAT IS A PROBLEM AREA NOISE AND FIGHT COMPLAI
BE SURE POLICE CARS ARE MOVING AROUND
BEING AVAILABLE IF SOMONE DOES NEED SOMETHING QUICK RESPONSE, G
BETTER VISIBILITY IN ALL AREAS OF COMMUNITY
BUDGET
BURGLARY
BURGLARY INVESTIGATION
CATCHING CRIMINALS WATCHING HOMES, HIRING MORE POLICE BECAUSE WALMART
CATCHING MORE SPEEDERS ON 73
CHANGE THE SPEED LIMITS
CITIZEN SAFETY
CITY MANAGER KNOWS ABOUT PROBLEMS
CODE ENFORCEMENT
COLBY PARK PRESENTATION
COMBINE WITH OTHER POLICE DEPTS.
COMMUNICATION OF THE SERVICES
COMMUNITY EDUCATION
COMPENSATION TO POLICE OFFICERS, PAID COMPREABLY TO SURROUNDING AREAS
CONINUED SAFETY OF WINDSOR HEIGHTS
CONTINUE DOING AS THEY ARE DOING KEEPING US SAFE (6)
CONTINUE WITH SPEED LIMIT ENFORCEMENT
CONTIUNUED TRAINING
CRIME (5)
CRIME AND ORDINANCE RETENTIOM
CRIME AND RAPE
CRIME AT WAL-MART IS OUT OF CONTROL
CRIME PEVENTION (11)
CRIME PREVENTION AND NEIGHBORHOOD WATCH AND FEWER SPEEDING TICKETS
CRIME PREVENTION AND PUBLIC SAFETY
CRIME PREVENTION CLASSES FOR NEIGHBORHOODS
CRIME STOPPERS
CRIME WATCH
CUT DOWN ON THE SPEEDING
DEALING WITH WALMART
DETECTIVE WORK
DEVELOP MORE PROGRAMS IN WORKING WITH YOUTH
DISTURBANCE OF THE PEACE
DOING A GOOD JOB (6)

EDUCATION

EDUCATION FOR CHILDREN AT SCHOOLS

EDUCATION FOR YOUNG PEOPLE ON DRUGS

EDUCATION PROGRAM FOR KIDS

ENFORCE THE SPEED LIMIT

ENFORCEMENT OF CODE VIOLATIONS OF BUSINESSES BEING RUN OUT OF RESIDENIAL

ENFORCEMENT OF TRAFFIC AND GENERAL ENFORCEMENT

ENFORCEMENT OF TRAFFIC REGULATIONS

ENFORCING CITY CODE AND PROTECTION OF CITIZENS

ENFORCING THEIR PRESENT LAWS

ENLARGING THE POLICE FORCE

EQUIPMENT

EVERY POLICE LOSE THEIR TASERS

EXTENSION OF THE NEIGHBORHOOD WATCH

FOSTER NEIGHBOR WATCH PROGRAM

GENERAL ENFORCEMENT OF ALL LAWS, TRAFFIC AND PARKING AND SPEEDING

GENERAL SAFETY OF CITIZENS

GENERAL VISIBILITY OF POLICE FORCE

GREATER POLICE PRESENCE IN GENERAL

HOUSE CHECK PROGRAM AND REMAIN VISABLE

I LIKE THE VACATION HOUSE CHECK PROGRAM

I WISH THEY HAD A FULL TIME ANIMAL RESCUE PERSON

IN FAVOR OF THE POLICE OVER THE TOWN COUNCIL.

INTERACTION WITH THE PEOPLE/NEIGHBORHOODS

INTIATING MORE CODES AGAINST DIFFERENT THINGS AGAINST MY NEIGHBORS

INVESTIGORY JOB...WHEN THINGS GO MISSING

KEEP CURRENT STAFF EMPLOYEDS

KEEP UP THE VISIBILITY FOR CONTINUED SAFETY

KEEPING COMMUNITY SAFE (2)

LESS ATTENTION TO TRAFFIC CONTROL AND MORE ATTENTION TO BURGLARY PREVENT

LIVE CLOSE TO STOP SIGN; MANY PEOPLE GO THRU. BE MORE WATCHFUL

MAINTAIN THE LEVEL OF SERVICES WE HAVE

MAKE SURE FUNDING AVAILABLE TO CONTINUE SERVICES AND NOT MAKE CUTBACKS

MAKING SURE RENTAL UNITS HAVE RIGHT NUMBER OF PEOPLE AND CONTROL NOISE

MAKING SURE WE HAVE ENOUGH OFFICERS AND COVERAGE

MORE CITY WATCH

MORE CRUSING&DRIVING THROUGH NEIGHBORHOODS,USED TO DO MORE VS. SITTING

MORE EDUCATION ABOUT DRUG ABUSE AND AWARENESS IN THE COMMUNITY

MORE LENIENT ON TRAFFIC VIOLATIONS

MORE NEIGHBORHOOD WATCH

MORE OF CONTINATION OF VISIBILITY&INVESTIGATING COMPLAINTS OR CRIM. ACT.

MORE OFFICERS TO PATROL THE STREETS WITHOUT RAISING TAXES

MORE PATROLLING AROUND THE SCHOOL

MORE POLICE FORCE ON THE STREETS
MORE POLICE OFFICERS
MORE POLICE PRESENCE
MORE SPEED SIGNS
MORE VISIBILITY IN COMMUNITY
MORE VISIBILITY OF POLICE WITHIN NEIGHBORHOODS
NEED TO GET TO KNOW THE RESIDENTS AND EACH FAMILY CONTINTUE ED
NEED TO IMPROVE THE SIDEWALKS AND REPAIRING THE STREETS
NEED TO WORK ON ANIMAL CONTROL AND NEIGHBORHOOD WATCH ADVERTISING
EDPLAN
NEIGHBOOR AWARENESS POLICE PARTOLLING NEIGHBOORHOODS
NEIGHBOOR WATCH (4)
NEIGHBORHOOD SAFETY (2)
NEIGHBORHOOD WATCH (9)
NEIGHBORHOOD WATCH PROGRAM
NEIGHBORHOOD WATCH RAPE DEFENSE CLASSES AND A DOG PARK
NOT TO REDUCE THE AMMOUNT OF POLICE
OFFERING MORE EDUCATION TO KIDS
PARKING AND DROPPING OFF/PICKING UP KIDS AT COWLES SCHOOL
PATROLING
PATROLING; ACCESSIBILITY
POLICE (3)
POLICE DEPARTMENT - ESP W/WALMART
POLICE EQUIPMENT LIKE BULLET PROOF VESTS
POLICE PROGRAM
POLICE VISIBILITY IN COMMUNITY
POLICE VISIBILITY IS IMPORTANT
POST OFFICE ADVERTISING POLICE SERVICES VACATION HOUSE AND DEFENSE CLASS
PROGRAMS OFFERED
PROMOTING THE NEIGHBORHOOD WATCH
PROTECTION
PROTECTION FOR CITIZENS
PUBLIC RELATIONS
PUBLIC SAFETY
PUBLIC SAFTEY
PUBLIC WORKS
REDUCTION OF TAXES
RESPONDING TO CRIMINAL BEHAVIOR IN A MORE PROMPT WAY. TOO MUCH DELAY!
RESPONSE
RETENTION
SAFETY (6)
SAFETY AND CRIME
SAFETY OF THE CITIZENS

SAFETY OF THE ELDERLY
SAFETY PATROL AND CRIME PREVENTION
SECURITY (2)
SPEED ENFORCED
SPEED LIMIT
SPEEDING - CONTROLLING IT A LITTLE MORE IN SCHOOL ZONES AND 70TH & 73RD
SPEEDING ON 63RD ST
SPEEDING ON UNIVERSITY
STOP CRIME KEEP UP THE GOOD WORK
TEACH THEM HOW TO INTERACT WITH THE GENERAL PUBLIC
TECHNOLOGY UPDATES
THE CITY SHOULD TAKE OVER THE NEIGHBORHOOD WATCH PROGRAM C
THE CODE ENFORCEMENT FOR RENTAL PROPERTIES, THE ZONING ENFORCEMENT
THE COMMUNITY WATCH
THE PARKING ON THE STREETS WHEN A CHURCH IN SESSION
THE POLICE SHOULD GET A RAISE
THE SPEEDERS ON UNIVERSITY AVE.
THE WATCH (2)
TRAFFIC (2)
TRAFFIC AND SPEED CONTROL
TRAFFIC CONTROL (4)
TRAFFIC CONTROL FOR SPEEDING
TRAFFIC CONTROLL
TRAFFIC ENFORCEMENT (4)
TRAFFIC ENFORCEMENT 73RD BETWEEN UNIVERSITY AND HICKMAN
TRAFFIC LAW ENFORCEMENT
TRAFFIC SAFETY WITH REGARDS TO KIDS IN THE STREETS SINCE WE DON'T SDWLKS
TRAINING (2)
TRAINING IN HANDLING MENTAL HEALTH OR DOMESTIC CALL
VACATION
VANDALISM AND TRAFFIC
VISIBILITY (4)
VISIBILITY OF POLICE
WATCH THEIR SPENDING
WH IS KNOWN FOR KEEPING TRAFFIC SLOW, KEEP IT UP
WORK ON NO CRIME
YOUTH PROGRAMS CODE 411 IN THE SCHOOLS

APPENDIX 3

Q15: What ONE Fire and Emergency Medical service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

ACCIDENT PREVENTION AND CRIME PREVENTION
ADD MORE PERMANENT STAFF
ADDITION OF FULL TIME STAFF
ADVERTISE FIRE SAFETY EDUCATION PROGRAMS
ADVERTISE PROGRAMS BETTER PROVIDE MORE EDUCATIONAL OPPORTUNITIES
ALL OF THEM ARE IMPORTANT
ALL FIRE AND MEDICAL EMERGENCIES
A LOT OF SENIORS IN WINDSOR HEIGHTS
AMBULANCE EMERGENCY CALLS
AMBULANCE PROGRAM NEEDS TO STAY THE WAY THEY ARE WITHOUT CHARGING
AMBULANCE RESPONCE
AMBULANCE SERVICE (3)
AMBULANCE/EMERGENCY
AMBULENCE
ATTENTION TO PREVENTION
BEING FULLY STAFFED
CAPABILITY OF THE RESPONDERS
CARBON MONOXIDE DETECTION AND SMOKE DETECTORS PROGRAMS
CHECKING EXISTING HOMES FOR FIRE SAFETY
CHILD SAFETY AND SAFE HOUSES FOR CHILDREN
CONFUSED BY CLIVE COMING AND PROVIDING SERVICES. WHAT SERVICE DO WE USE?
CONTINUE WITH BLOOD PRESSURE MONITORING AND EXPAND IT EVEN FURTHER
CONTINUE WITH TRAINING PEOPLE
CONTINUE WITH WHAT THEY ARE DOING (3)
CONTINUING EFFORTS TO RECRUIT STAFF AND VOLUNTEERS
CONTINUING SUPPORT
CONTINUING THE ED. IN THE SCHOOLS
CONTIUNED ED ON CARBON MONOXIDE POISONING
CONTIUNUED TRAINING
CPR TRAINING
EDCUATION (2)
EDUCATION IN THE COMMUNITY
EDUCATION OF FIRE SAFETY AT COMMUNITY EVENTS
EDUCATIONAL INFORMATION REGARDING FIRE SAFETY ETC.
EMERGENCY
EMERGENCY EQUIPMENT AS NEEDED TO KEEP THEM SAFE AND UPGRADES FOR
PERSONN
EMERGENCY RESCUE DEPT
EMERGENCY RESPONSE (4)
EMERGENCY RESPONSE SHOULD BE A PRIORITY

EMERGENCY RESPONSE TIMES
EMERGENCY SERVICES
EMPLOYMENT SO THEY HAVE ENOUGH PEOPLE TO HANDLE ANYTHING THAT COMES
UP
EMS
EMS / FIRST RESPONDERS
EMT SERVICE (5)
EQUIPMENT
EQUIPMENT AND TRAINING
EQUIPMENT THEN EDUCATION
EQUIPMENT UPDATES
EVERYBODY HAVING SMOKE DETECTORS
FIRE (4)
FIRE & RESCUE FOR THE ELDERLY
FIRE AND AMBULANCE
FIRE AND AMBULANCE SERVICE
FIRE AND AMBULANCE RESPONSE TIMES
FIRE AND EMERGENCY SERVICES
FIRE AND EMT SERVICES KEEP IT UP
FIRE AND RESCUE
FIRE DEPT (2)
FIRE DEPT TRAINING
FIRE OR AMBULANCE TRAINING
FIRE PREVENTION
FIRE PREVENTION SHOULD BE MORE IN THE SCHOOL SYSTEM
FIRE PROTECTION (2)
FIRE SAFETY
FIRE SAFETY FOR RESIDENTS
FIRE SAFETY IN HOME OR WORKPLACE
FIRE SAFETY PLANS AND SMOKE DETECTORS
FIRE SERVICE (2)
FIRE-THEY DO A GOOD JOB AS IS
GENERAL RESPONSEVINESS
GETTING WORD OUT THAT SOME OF PROGRAMS AND SERVICES ARE AVAILABLE,
GIVE THEM A PAY RAISE TOO
HAVING FULL TIME STAFF ON DURING THE DAY IF THEY DON' HAVE ENOUGH VOLUN
HEALTH
INCREASE AWARENESS OF ALL THESE PROGRAMS
INTERACTION WITH PEOPLE/NEIGHBORHOODS
KEEP DOING A GOOD JOB
KEEP FIRE DEPARTMENT AS IT IS
KEEP IT STAFFED
KEEP THE FREE SMOKE DETECTORS AND CARBONMONIXIDE

KEEP THEIR TRAINING UP
KEEP UP AMBULANCE SERVICES
KEEPING STAFF TRAINED IN CURRENT PROCEDURES
KEEPING TAXES DOWN
MAINTAIN EMERGENCY MEDICAL AREA
MAINTAIN THE LEVEL OF SERVICES THEY OFFER
MAINTAINING QUALITY
MAKE SCHOOL CHILDREN AWARE OF FIRE SAFETY
MAKE SURE DEPT. IS FULLY STAFFED
MAKE SURE THEY HAVE ENOUGH OF EQUIP
MEDICAL (2)
MEDICAL SERVICE (2)
MORE AWARENESS OF WHAT THE PROGRAM ARE THAT THEY OFFER (4)
MORE PUBLICITY
MORE RECRUITING OF FIRE VOLUNTEERS, EXCEPT EVEN IF LIVE OUT OF WH
MORE RESPONSIVE TO FIRES AND EMERGENCIES
MORE VISIBILITY ABOUT PROGRAMS THAT THEY DO OFFER
NEEDS FOR EMPLOYEES OR EQUIPMENT MET
NICE IF THEY COULD MAKE BETTER USE OF THE EMPLOYEES THEY HAVE
OLDER AREAS AND BUILDINGS—CLEAN UP OF JUNK AND DEBRIS
PARAMEDIC
PARAMEDIC TRAINING - MORE TRAINING
PARAMEDICIS AND EMTS BASED ON THE AGE
POLICE (2)
POLICE AND FIRE DEPT
PREVENTION (2)
PROMOTING EDUCATION ON SERVICE FOR SMOKE DETECTOR CHECKS
PROMOTION OF EDUCATIONAL PROGRAMS
PROTECTING PEOPLE AND PROPERTY
PROVIDE MORE FREE GIVEAWAYS
PROVIDING MORE EDUCATION TO FAMILIES
PUT SPEED SIGNS ON STREETS
PUTTING DEFIBULLATORS IN GROCERY STORES AND TRAINING EMPLOYEES HOW TO US
RECRUIT PARAMEDICS
RECRUITMENT (2)
RECRUITMENT OF FIREFIGHTERS
RESPONSE TIME (3)
RESPONSE TIME IMPROVEMENT
RETENTION OF PARAMEDICS
RETENTION PAY RAISES
SAFETY AND EDUCATION
SAFETY EDUCATION
SENIOR SAFETY

SHOULD GET MORE PARAMEDICS
SMOKE AND CARBON MON. CHECK
SMOKE DETECTOR AND FIRE EXTINGUISHER
SMOKE DETECTORS AND FIRE ALARMS; DIDN'T KNOW HAD THESE PROGRAMS
SMOKE DETECTORS IN HOMES AND EDUCATION ON THIS ISSUE
SOMETHING TO DO WITH SAFETY
SPEED IN WHICH TRUCKS GET TO HOMES THAT NEED THEM WHEN CALL GOES OUT
STAFFING
STAY FOCUS ON BOTH FIRE & RESCUE
THE 911 EMERGENCY
THE RESPONSE HAD BEEN GOOD
THEIR RESCUE TEAM
THERMAL IMAGING CAMERA IF DON'T HAVE ONE
THEY ARE DOING A GOOD JOB
THEY SHOULD HAVE DIFIBRULATOR LOCAL BUSINESSES AT THE STRIPMALLS
TIME OF RESPONSE
TO KEEP EQUIP UP TO DATE
TRAINING (2)
TRAINING AND KEEPING UP EQUIPMENT
TRAINING AND MEDICAL TECHS
TRAINING FOR PARAMEDICS AND FIREMEN
TRAINING OF PARAMEDICS
TRAINING OF STAFF (2)
TREATED KINDLY
UPDATING EQUIPMENT
VEHICLES UPDATED AND MAINTAINED
VOLUNTEERS

APPENDIX 4

Q17: What ONE Public Works service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

63RD AND HICKMAN PROJECT
ADDITIONAL SIDEWALKS AT LEAST ON ONE SIDE (13)
ADMINISTRATION
ANIMAL CONTROL
ANOTHER PARK
APPEARANCE OF THE CITY
ASPHALTING 68TH ST
BEAUTIFICATION (2)
BETTER CLEANING OF MY STREET WHEN IT SNOWS (68TH STREET)
CARE AND IMPROVEMENT OF THE SEWER SYSTEM, STORM AND SANITARY (59)
CITY SEWERS
CLEAN UP OF AREAS LIKE WHERE CREEKS RUN AND RAVINES, AND EMPTY LOTS
CLEANLENES OF WATER AND SAFE TO DRINK
COLBY PARK MAINTENANCE
CONTINUE AS WE ARE 5
CONTINUE MAINTANENCE OF THE STREETS
CONTINUE WITH WORK ON THE STREETS
CONTIUNUED TRAINING
CURBS ARE A MESS ON OUR STREET PLAZA HILLS NEIGHBORHOOD
CURBS ON MY STREET ARE IN TERRIBLE CONDITION. PLEASE FIX THEM.
CUT TAXES
DON'T KNOW MORE PAY RAISES
DON'T KNOW< HAVE ENOUGH MONEY TO STAY UP TO DATE
DRAINAGE
EQUIPMENT
FANCIER LIGHTS TO JAZZ UP THE PLACE
FILLING THE POT HOLES (10)
FINDING A COMPETANT CITY PUBLIC WORKS DIRECTOR
FINISHING COLBY PARK
FIRE DEPARTMENT
FISCAL RESPONSIBILITY
FIXING THE STREETS AND CURBS
FLOOD CONTROL
GET OUR NEW BUILDING DOWNTOWN ON UNIVERSITY SOME TENNENTS
GIVE MORE MONEY TO THE CITY WORKERS TO FIX THE SEWER
IMPROVE MAINTENANCE ON CITY STREETS, INCLD. POT HOLES, CURBS REPAIR
INCREASING OVERLAY BUDGET FOR STREET
INFRASTRUCTURE IMPROVEMENTS IN SEWER AND WATER
KEEP IMPROVING WATER PURITY
KEEP UP THE GOOD WORK OF SNOW REMOVAL

KEEPING THE STREETS CLEAN
KEEPING THINGS UP
LIMITING SALT AND SAND FOR STREET SNOW REMOVAL LOWERING THE AMMOUNT
LITTER CONTROL
MAINTAIN THE NEW COMMUNITY CENTER
MAINTAINING THE CITY STREETS (3)
MAINTENENCE OF THE CITY PARK (2)
MAKE A RULING ABOUT NEIGHBORS DRAINAGE WATER ON YOUR PROPERTY
MAKE SURE PREVENT FLOODING OF CREEKS AD DRAINS ARE CLEAR
MORE EMPHASIS ON ICE AND SNOW REMOVAL, WAS LACKING THIS PAST WINTER
MORE PICKUP OF BRACNCHEs AFTER STORMS
NEED TO TAKE BETTER CARE OF THE STREAMS IN THE PARKS
NEW BUILDINGS SITTING EMPTY ON UNIVERSITY
PARKS (2)
PARKS DEPARTMENT
PAY ATTENTION TO STREETS
POLICE DEPT. AND TRAFFIC CONTROL
POLICE SERVICE
PUBLIC WORKS WITH THE SEWERS
PUTTING BETTER INFRASTRUCTURE FOR STORM SEWERS
PUTTING POWERLINES UNDERGRAOUND FIXING SEWERS SO THEY DON'T BACKUP
RENOVATION OF UNIVERSITY
REPLACES STORM AND SANTITARY SYSTEMS
SAFETY - POLICE DEPARTMENT
SEWER SYSTEM AND INFRASTRUCTURE AND ROADS UPDATED FOR STORM RUNNOFF
SEWER SYSTEM. SANITARY SEWER ON 73RD ST.
SEWERS SHOULD BE OPEN AND FREE
SEWERS WITH DRAINS ARE NOT SAFE FOR CHILDREN. NEED TO ENCLOSE MORE.
SIDEWALKS AND KEEPING STREETS REPAIRED
SIDEWALKS AND SEWERS
SNOW REMOVAL (6)
SOME ATTENTION REPAVING
SOME RESIDENTS HAVE PROBLEMS WITH THE SEWER LINES
STAY FOCUSED ON STREET CONDITIONS
STAY FOCUSED ON THE URBAN RENEWAL PROJECTS TO GET THEM FINISHED UP
STORM DRAIN BARRIERS
STORM SEWER AND STREETS THINK THE STRRETS ARE SINKING
STORM SEWER SYSTEM BAD GRATE ON MY CULDESACK
STREET AND SEWER (3)
STREET MAINTAINANCE REPAIRS (49)
STREET RESURFACING INCLUDING THE POTHOLES
STREETS AND SIDEWALK
SWEEP THE STREETS MORE OFTEN

TAKING RESPONSIBILITY WHEN SEWER SYSTEMS BACK UP INTO HOMES
TEACH EMPLOYEES HOW TO HANDLE SNOW PLOWS SO SNOW DOESN'T GET ON
SIDEWALK
TRAFFIC REGULATION
TRAINING OF THE STAFF IN NEW TECHNOLOGY AND TECHNIQUE
TREE TRIMMING OVER THE UTILITY WIRES
TRIMMING TREES
WATER
WATER AND SEWER
WATER AND SEWER SERVICE, RAIN WATER AND SEWER SERVICE
WATER MAINS, HAVE HAD A COUPLE OF BREAKS IN THE LAST TWO YEARS
WIDENING HICKMAN

APPENDIX 5

Q26: What type of recreation or other classes, such as cooking, computer etc, would you like to see in the new community center? (OPEN ENDED)

A WOMENS DEFENSE CLASS OR SAFETY COURSE
 ACTIVITIES FOR SENIORS
 ACTIVITIES, CLASSES, EMPLOYMENT OPPORTUNITIES FOR TEENS
 ADULT EDUCATION CLASSES
 AEROBICS
 ANY TYPE OF EDUCATION FOR ADULTS; BRIDGE; PHOTOGRAPHY
 ANYTHING FOR CHILD UNDER 18
 ART CLASSES
 ART CLASSES FOR KIDS OR ADULTS
 ART CLASSES LIKE EMBROIDERY, KNITTING OR CROCHET
 ART CLASSES, KNITTING CLASSES, QUILTING
 ART EXHIBIT
 ARTS
 ARTS AND CRAFTS
 ARTS AND CRAFTS, GARDENING
 BINGO
 BROAD MIX OF TOPICS THAT WOULD GIVE EVERYONE AN OPPORTUNITY, SPAN ALL AGE
 CARD PARTIES SUCH AS BRIDGE TOURNAMENTS, POSSIBLY POKER
 CLASSES ON HEALTH, NUTRITION
 COMMUNITY MEALS FOR ELDERLY
 COMPUTER CLASSES (8)
 COMPUTER CLASSES AND COOKING (3)
 COMPUTER CLASSES FOR ELDERLY. FREE TAX PREPARATION FOR SENIORS.
 COMPUTER CLASSES FOR THE ELDERLY (2)
 COMPUTER CLASSES OR RECREATIONAL ACTIVITIES CARD PLAYING
 COMPUTER CLASSES OR THINGS FOR KIDS
 COMPUTER SKILLS
 COMPUTER, COOKING, ALL ADULT ED OPPORTUNITIES
 COMPUTERS (18)
 COMPUTERS ACCESSIBLE TO RESIDENTS
 COMPUTERS FOR ELDERLY (3)
 COMPUTERS,
 COMPUTERS, PAINTING AND CERAMICS, DRAWING. FINE ARTS.
 COMPUTERS; ART RELATED CLASSES; COOKING
 COMPUTERS; FAMILY ACTIVITIES
 COOKING (6)
 COOKING NICE TO OFFER FITNESS CLASSES
 COOKING & GARDENING
 COOKING AND COMPUTERS (8)
 COOKING AND COMPUTERS FAMILY LIFE SCIENCES BASIC HOME MAINTNENCE

COOKING AND COMPUTERS, ANTIQUES
COOKING AND CRAFT CLASSES
COOKING AND SAFETY AND CLASSES FOR KIDS TO TAKE LIKE POTTERY
COOKING CLASSES
COOKING CLASSES AND ART CLASSES. DANCE CLASSES
COOKING CLASSES, BOOK CLUBS, CERAMICS, BRIDGE
COOKING CLASSES; WINE TASTING
COOKING COMPUTER ART EXERCISE YOGA HEALTH
COOKING OR DANCING (2)
COOKING YOGA
COOKING, ART CLASSES, PAINTING,
COOKING, COMPUTERS, BOOK CLUB
COOKING, COMPUTERS, EXERCISE AND FITNESS FOR SENIORS
COOKING, COMPUTERS, NEW TECHNOLOGY, NEW IPHONES, HOW TO USE
PROPERLY, SAFE
COOKING, SOMETHING ABOUT GOVERNMENT
COOKING, COMPUTER FOR THE ELDERLY, FLOWER ARRANGING GARDENING IN
CONTAINER
COOKING; ART CLASSES;
COOKING; COMPUTERS; MUSIC
COOKING; TEEN EDUCATION, BABYSITTER CLASSES
COOKING AND COMPUTERS
CPR CLASS
CRAFT CLASSES IN GENERAL, EXERCISE CLASSES OR YOGA
CRAFTS FOR THE KIDS IN THE SUMMER
CROCHET/KNITTING;
DANCING
DIETARY MANAGEMENT
DRAWING,
EDUCATION AND/OR INFORMATION, CULTURAL PROGRAMS
EDUCATION ON RECYCLING
EDUCATIONAL PROGRAMS/CLASSES
ELDERLY COFFEE HOUR
EXERCISE CLASSES
EXERCISE, TAI CHI, YOGA, ADULT PHYSICAL FITNESS, CLASSES FOR CHILDREN
EXERCISE (2)
EXERCISE YOGA BALLROOM DANCING
EXERCISE CLASSES (2)
EXERCISE CLASSES FOR OLDER PEOPLE
EXERCISE CLASSES FOR SENIORS; CONSERVATION CLASSES
EXERCISE CLASSES; PRE TEEN CLASSES FOR DRUGS
EXERCISE FOR ADULTS
EXERCISE PROGRAM FOR PEOPLE IN THEIR 50'S

EXERCISE, COOKING, ETC.
EXERCISE, MOM AND KIDS GROUPS, COOKING, COMPUTERS, STORY TIME, KIDS PROG
EXERCISE, YOGA
FINANCE CLASSES CHESS
FIRST AID CLASSES
FITNESS CLASSES
FREE TIME FOR SENIORS—PLAYING CARDS OR LUNCHEONS
FURTHER EFFORTS FOR YOUNG PEOPLE AND YOUNG PARENTS
GARDENING (4)
GARDENING CLASS OR COOKING CLASSES
GARDENING MAKE FRONT YARDS LOOK PRETTY, LANDSCAPING CLASSES, CURB APPEAL
GARDENING, CRAFTS
GARDENING, LANDSCAPING
GET SOME TYPEWRITERS IN THERE
HAD LECTURES
HAVE BLUES MUSIC IN THE PARK NOT NECESARILY A CLASS
HOME IMPROVEMENT IDEAS
HOW TO....MAINTAINANCE
JAZZERSIZE
KEEP THE COST DOWN ON THE RENTING OF THE COMMUNITY CENTER
LANGUAGE CLASSES, TRAVEL LOGS, BOOK CLUBS
LANGUAGE, COOKING, ART CLASSES
LIKE THEM TO LET THE SENIORS MEET THEIR FOR FREE OR SLIDING SCALE
MAPS OF CITY BIKE TRAILS IN THE COMMUNITY CENTER
MASTER GARDENERS TO SHOW US HOW TO MAKE THE CITY BEAUTIFUL
MORE THINGS PROBABLY FOR KIDS
NATURE EDUCATION FOR CHILDREN
NON COMPUTER GAMES FOR THE KIDS
OPPORTUNITIES FOR CARD NIGHTS
PHOTOGRAPHY,
PROGRAMS FOR SENIOR CITIZENS
QUILTING, COOKING
RECREATIONAL, AND COMPUTER CLASSES
SALSA DANCING
SELF DEFENSE CLASSES (4)
SENIOR CITIZENS SHOULD GET TO USE THE CENTER FREE
SENIOR EVENTS; MORE RECREATION EVENTS TO ATTRACT COMMUNITY
SERVE ALL AGES OF THE POPULATION
SEWING CLASSES
SOCIAL ACTIVITIES (FREE) AND EXERCISE PROGRAM
SOME MORE THINGS FOR SENIOR CITIZENS CLASSES FOR SEWING SCRAPBOOKING
SOMETHING SET UP FOR SENIOR CITIZENS (3)
SOMETHING THAT BRINGS THE GENERATIONS TOGETHER

SPANISH CLASS
STRETCH AND TONE CLASSES
TAI CHI CLASSES (2)
TAI CHI, EXERCISE CLASSES, LANDSCAPING, GARDENING
THE PRICE TO BE LOWERED SO THE COMMUNITY CAN USE IT
TRAVEL LECTURES
USING COMPUTERS
USING COMPUTERS, EXERCISE PROGRAMMING FOR THE ELDERLY
WAS AGAINST THEM BUILDING THE CENTER// MAYBE FITNESS CLASSES
WET TSHIRT CONTEST
YOGA AND JUDO CLASSES
YOGA CLASSES (2)
YOGA, EXERCISE CLASSES
YOGA, SENIOR MOBILITY CLASSES, PROGRAMMING FOR SENIORS

APPENDIX 6

Q27a: Which library do you use most frequently? (OPEN ENDED)

CENTRAL DOWNTOWN
CENTRAL LIBRARY, AND FRANKLIN
CLIVE (5)
DES MOINES (4)
DES MOINES CENTRAL (2)
DES MOINES FRANKLIN
DES MOINES PUBLIC (2)
DES MOINES, SOUTH SIDE
DMACC AND IOWA STATE UNIVERSITY
DOWNTOWN DES MOINES LIBRARY (11)
FOREST
FRANKLIN (90)
FRANKLIN (URBANDALE DURING REMODELING)
FRANKLIN AND URBANDALE
FRANKLIN OR URBANDALE ABOUT THE SAME USE
FRANKLIN UNTIL IT CLOSED AND NOW FOREST AVE.
JOHNSTON
URBANDALE (86)
URBANDALE OR FRANKLIN
URBANDALE PUBLIC LIBRARY
URBANDALE SINCE FRANKLIN HAS BEEN CLOSED
URBANDALE, 86TH ST BEFORE DOUGLAS
USED TO USE FRANKLIN, BUT NOW USE URBANDALE. WILL GO BACK TO
FRANKLIN.
WAS USING FRANKLIN AVE. UNTIL IT CLOSED. DOWNTOWN INACCESSABLE
WEST DES MOINES (13)
WEST DESMOINES AND URBANDALE

APPENDIX 7

Q28: What ONE Culture, Parks, and Recreation Services service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

4TH OF JULY (10)
4TH OF JULY PARTY FOR KIDS
A DOG PARK WOULD BE GOOD
A FLEE MARKET OR CRAFT FAIR
ACTIVITIES CLOSER TO ME; ANY PROGRAM FOR CHILDREN FOR SUMMER
ACTIVITIES IN THE PARK
ACTIVITIES FOR KIDS (3)
ACTIVITIES FOR SENIOR CITIZENS (3)
ADDITIONAL FAMILY ORIENTED ACTIVITIES
ADDITIONAL USE FOR THE PARK FOR ADULTS
ART IN THE PARK
AVAILABILITY OF WHATEVER THEY BUILD IT FOR
BEAUTIFY THE CITY WITH FLOWERS
BIKE AND WALKING TRAILS (11)
BIKE TRAIL/SECURITY IMPROVEMENTS (2)
BUSINESS RETENTION GROWTH
CHURCH PARKING ON SUNDAYS AND 4TH OF JULY PARKING
CLEAN UP DEAD ANIMALS IN THE PARKS
CLEANLINESS
COLBY PARK (9)
COLBY PARK AND THE NEW COMMUNITY CENTER
COLBY PARK ESTABLISHED
COLBY PARK IMPROVEMENTS (2)
COLBY PARK MAYBE SKATEBOARD FOR THE KIDS
COLE SCHOOL GROUND
COMMUNITY ACTIVITIES CONTINUE TO DRAW IN YOUNGER PEOPLE
COMMUNITY CENTER - KEEPING IT BUSY
COMMUNITY CENTER (3)
COMMUNITY CENTER SHOULD HAVE REGULAR PROGRAMS SET UP FOR YOUTH
COMMUNITY CENTER TO RENT
COMMUNITY EDUCATION AT THE COMMUNITY CENTER (2)
COMMUNITY SURVIVABILITY
CONCERNED WITH THE ROUTE OF COLBY PARK- DISABILITY PARKING NEED CLOSER
CONDITIONS OF PARKS
CONTINUE TO OFFER EVENTS AND PROGRAM
CONTINUE WHAT ARE PURSUING WITH DIFFERENT EVENTS & NEWSLETTER
CONTINUE WITH MUSIC IN THE PARK
CONTINUE WITH WHAT YOUVE DONE ON COLBY PARK
CONTINUED DEVELOPMENT OF OPPORTUNITIES FOR THE RESIDENTS
CONTINUED GOOD MAINTENANCE

CONTINUES PROGRAMS LIKE MUSIC IN THE PARK. ADD MORE LIKE THIS FOR SENIOR
 CONTINUING DEVELOPEMENT OF COLBY PARK
 CONTRIBUTE TO CIVIC CENTER IN DES MOINES
 CULTURAL AREA LIKE FARMERS MARKETS OR ART IN THE PARK
 CULTURE (2)
 CURBING SPENDING ON PARKS AND REC
 DEVELOPING THE COMMUNITY CENTER (2)
 DOG PARK PROGRAM (3)
 ENCOURAGE 4TH OF JULY AND MUSIC IN THE PARK
 ENFORCE TRAIL HOURS; USE AFTER AFTER HOURS CREATES PRI, LIABILITY ISSUES EQUIPMENT
 FACILITES FOR THE TEENS AND CHILDREN GOOD ACTIVITIES ICE SKATING
 FINISH COLBY PARK (2)
 FINISH CONNECTION OF WALNUT CREEK BIKE TRAIL TO CLIVE
 FINISH UP THE PARKS (2)
 FINISHING CLUB HOUSE AT COLBY PARK
 FINISHING THE NEW SHELTER HOUSE
 FITNESS FOR THE ELDERLY
 GETTING OWN LIBRARY
 HELPING SENIORS THRU NEW COMMUNITY CENTER
 IMPLEMENTATION OF THE NEW PARK BUILDING AT COLBY PARK
 IMPROVE CLEANING & PLOWING OF WALKING TRAILS - URBANDALE DOES BETTER
 KEEP 4THOF JULY ON THE 4TH OF JULY - HEARD RUMORS ABOUT IT CHANGING
 KEEP THE LIBRARY SOLVENT
 KEEP WINDSOR HEIGHTS BEAUTIFUL FOUNDATION
 LIBRARY (5)
 LIKE TO LOOK AT TURNAROUND FOR TRAFFIC FOR SAFETY, COMMON GREEN SPACES
 LIMITATION ON THE MUSIC ON THE PARK
 LOCAL DOG TRAINING CLASSES WOULD BE WILLING TO TEACH
 MAINTAIN LIBRARY PROGRAM
 MARKET AND USE THE NEW COMMUNITY CENTER (2)
 MORE PROGRAMS AT THE PARK
 MORE PUBLIC PROGRAMS EXERCISE CLASSES
 MORE RECREATION
 MORE SHADE IN THE PARK AND OFFER MORE CLASSES
 MORE STUFF GOING ON AT COLBY PARK AND MORE PARKING
 MOVIES IN THE PARK
 MUSIC IN THE PARK (9)
 NOT SURE LOWER TAXES
 OFFERING CLASSES AT THE COMMUNITY CENTER FOR ELDERLY
 PARK MAINTAINANCE AND ACTIVITIES

PARK SYSTEM (13)
PARKS FOR YOUNG CHILDREN
PRESENTATION OF HOLOCAUST INFORMATION BY LONGTIME NEIGHBOR
PROGRAMS FOR FAMILYS WITH YOUNG KIDS
PROGRAMS FOR YOUNG CHILDREN, WHAT THEY WOULD LIKE
READING PROGRAM
RECREATION TRAILS
RECREATIONAL ACTIVITIES
RENT THE BANDSTAND TO LOCAL MUSICIANS
RESURFACING BIKE TRAIL NORTH OF COLLEGE
ROAD MAINTENANCE AT PARKS
SOME LANDSCAPING AT COLBY PARK
SOME WINTER ACTIVITIES
SOME KIND OF GREEN SPACE OR PARK ON THE NORTH SIDE OF THE CITY
SOMETHING FOR KIDS TO DO
SOMETHING FOR YOUNGER PEOPLE
STREETS AND SEWERS
SUCCESS OF OUR COMMUNITY DEPENDS ON THE EFFORTS OF THE BOARD AND CITY
SUMMER PROGRAM FOR YOUTH AT COLBY PARK
SUMMER SPORTS FOR THE KIDS
THE PARADE NEEDS SOME WORK
THE PARK SHOULD BE SO EVERYONE CAN USE IT
THE PARKS AND BIKE TRAIL
THEY SHOULD REHAB LIONS PARK
TRAILS (2)
TRAILS AND THE NEW COMMUNITY CENTER
TUESDAY NIGHT EVENTS - MUSIC IN THE PARK - MORE SUCH EVENTS
UPGRADE MUSIC IN THE PARK
UTILIZATION OF THE NEW COMMUNITY CENTER, DEVELOPMENT OF PROGRAMS
UTILIZING COLBY PARK
WATERPARK, AND MORE PROGRAMS FOR KIDS
WORK ON THE STRRET
YOUTH COUNCIL

APPENDIX 8

Q30: What ONE City Solid Waste, Recycling, and Water Services service or program should receive the most attention from City leaders over the next two years? (OPEN ENDED)

ADDING FLORIDE OR MAKE THE WATER SOFTER
ASTISTIC
BE MORE RESPONSIVE/QUICK TO SPRING CLEAN UP AND LARGE ITEM PICK UP
BRUSH AND STORM DAMAGE REMOVAL
BRUSH CLEAN UP AFTER NATURAL EVENT
BURY THE POWER LINES
CITY WASTE
CLEANING UP THE WATER/DRINKING WATER (6)
CONTINUED FOCUS ON THE RECYCLING PROGRAM
CONTINUED GARBAGE PICKUP
CONTINUING NEW RECYCLING PROGRAM
DES MOINES WATERWORKS IS SLIPPING IN QUALITY
DIFFERENT COMPANY TO PICK UP GARBAGE
DRANAGE
EASIER AND CHEAPER WAY OF DISPOSING OF YARD WASTE
EDUCATION ON RECYCLING
ENCOURAGE MORE RECYCLING (2)
EXPAND PICK-UP OF APPLIANCES TO 4 TIMES/YEAR; EXPAND CLEAN UP DAY 2/YR
EXPAND RECYCLING
EXPAND RECYCLING TO STYROPHOME TEST WATER MICROBES CHEMICALS AND TOXINS
EXPANDED USE OF THE SPECIAL COLLECTION EVENTS SUCH AS THE CLEAN UP DAY
EXPANDING RECYCLING PROGRAM/ENCOURAGING MORE TO PARTICIPATE
FALL LEAF REMOVAL
FIGURE OUT WHY WATER IS BROWN EVERY SO OFTEN
FLOODING NEEDS TO BE OBSERVED IN CERTAIN AREAS
GARBAGE PICK UP (6)
GETTING MORE PEOPLE TO DO THE RECYCLING PROGRAM
HAS TO PAY FOR GARBAGE, RECYCLE SVCS. WHEN GONE OVER WINTER, SNOWBIRD
HAVE MORE CLEAN-UP DAY, SPRING&FALL;GRASS PICK IN BIN RATHER THAN BAGS
I LIKE THE CLEAN UP DAY AND WANT THAT TO GET MORE ATTENTION
JUST CONTINUATION OF PROGRAMS
KEEP UP AND MAINTAIN EVERYTHING
KEEP WATER SAFE
LARGE APPLIANCE REMOVAL MORE OFTEN
LOOKING AT INFRASTRUCTURE/ MAKING SURE IT IS REPAIRED
MAINTENANCE OF SANITARY AND STORM SEWERS
MAKE THE WATER QUALITY BETTER FOR DRINKING (2)
MAKING SURE THE GARBAGE PROGRAM
MAKING SURE THE WATER IS CLEAN AND SAFE, NO CONTAMINANTS IN DRINKING

MORE HAZARDOUS WASTE DROP OFF DATES
MORE TYPES OF PLASTIC TO BE INCLUDED IN RECYCLING
NEED FALL CITY CLEANUP OFFER ONCE A YEAR PAINT AND CHEMICAL RECYCLING (4)
NICE TO INCREASE ITEMS WE CAN RECYCLE MORE RECYCLING OPPORTUNITIES
OFFER ONE OTHER CLEAN UP DAY (3)
PICK UP BAGS WITH STICKER ON MORE REGULARLY - BAGS ARE THERE TOO LONG
PICK UP DAY
PREVENTION OF FLOODS
PRICE OF TRASH AND RECYCLING PICKUP
PROMOTE RECYCLING (2)
PROMOTE REDUCED RATES FOR WATERING LAWNS
PUBLIC WORKS
RECYCLING (46)
REDUCING COST OF PREMIUM COMPOST PROGRAM
REFINE THE RECYCLING SERVICES
SEWER AND RAINWATER
SEWER BACKUP ON WASHINGTON AVE WHEN IT RAINS
SEWER SYSTEM (8)
SHOULD PICKUP A LITTLE LATER
SOLID WASTE BEING ABLE TO GET RID OF STUFF THEY HAVE TO TAKE TO BONDURAN
SOLID WASTE GREATER INFORMATION REGARDING PRODUCTS THAT THEY CAN TAKE
SOLID WASTE PICKUP (2)
SOLID WASTE, FOR THE YARD WASTE. USE WHAT URBANDALE HAS WITH
CONTAINERS
SOLID WASTE, RECYCLING AND WATER SERVICE
SPRING CLEAN-UP (2)
STAY ON TOP OF THE STREETS
STREAMLINE RECYCLING
STREAMS
STRONGER YARD WASTE COLLECTION BAGS WHERE THE BOTTOM DOES NOT FALL
OUT
THE CITY WASTE AND RECYCLING
THE CLEAN UP DAY SHOULD BE TWICE A YEAR, GENERAL TRIMMINGS PICK UP AGAIN
THE CONTRACT IS WITH PRIVATE, Q 'S SHOULD BE ABOUT SERVICES THAT WH PROV
THE SOLID WASTE ARTISTIC
TO CHECK WATER, SOMETHING NOT GOOD IN MY WATER
TRASH PICKUP (2)
UPDATING SYSTEMS - UPDATE THE WATER GOING INTO RESIDENTIAL HOUSES
UPGRADE SEWER SYSTEM
UPGRADING WATER MAINS
WASTE DAY (2)
WATER QUALITY (29)
WATER QUALITY - IMPROVING WATER QUALITY, GETTING GOOD, CLEAN WATER

WATER QUALITY; SAFE AS POSSIBLE FOR US TO DRINK CAUSE ITS GOING IN BODIE
WATER SHOULD BE CLEANED UP FOR DRINKING - TASTES BAD
WATERWORKS
WORK ON POLLUTION IN THE RACCOON RIVER
YARD WASTE PICKUP (10)