



WEBSTER
CITY

COMPREHENSIVE PLAN

UPDATE

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INTRODUCTION



OPPORTUNITY AWAITS IN WEBSTER CITY

The start of 2020 began a new year with new aspirations for many. The year quickly evolved into a worldwide pandemic and national reckoning of social inequalities. Many long-standing challenges in communities came to the spotlight. However, with challenges comes opportunities. Webster City is no stranger to building on opportunities. From the Boone River Water Trail to the welcoming neighborhoods, opportunity surely awaits in Webster City into the future.

WHAT IS A PLAN?

The Comprehensive Plan: Opportunity Awaits is the foundational document to guide city decisions. The plan identifies current needs and goals for the community, presents a vision for the future, and sets priorities for new public policy and investments. The Plan looks out 20 years to the future and covers a wide variety of topics.

WHY A PLAN FOR WEBSTER CITY?

The Plan identifies a common vision and set of goals for the community, based on a series of public discussions and community needs. Comprehensive plans serve three primary roles:

1. **A Shared Vision for the Future.** Comprehensive planning provides an opportunity for residents to create a shared vision for their community. Residents and city staff identified issues and opportunities for Webster City's land use, infrastructure, public facilities, natural resources, and more. These findings create a vision for Webster City and set public priorities.
2. **Guidance for Decision-Makers.** The plan serves as a guide for City staff, the Planning & Zoning Commission, City Council, and other City boards and commissions as they set policy, make public investments, and deliberate land use decisions.
3. **Legal Basis for Land Use Regulations.** The Code of Iowa allows cities to adopt land use regulations, such as zoning and subdivision ordinances, to promote the "health, safety, morals or general welfare of the community." These regulations govern how to develop land within the city and its extra-territorial jurisdiction. Land use regulations recognize that people live cooperatively and have certain responsibilities to coordinate and harmonize private property uses. The Comprehensive Plan provides a legal basis for these regulations.

Additionally, Iowa Code 18B (adopted in 2010) lists 13 items that may be included in a comprehensive plan, in addition to 10 smart planning principles used as the overarching values that inform each of the 13 plan elements.

While the Webster City Comprehensive Plan does not include a separate chapter devoted to each element, the Plan incorporates all elements throughout, and they are interrelated.

10 Smart Planning Principles

- Collaboration
- Efficiency, Transparency, and Consistency
- Clean, Renewable, and Efficient Energy
- Occupational Diversity
- Revitalization
- Housing Diversity
- Community Character
- Natural Resource and Agricultural Protection
- Sustainable Design
- Transportation Diversity

13 Comprehensive Plan Elements

- Public Participation
- Issues and Opportunities
- Land Use
- Housing
- Public Infrastructure and Utilities
- Transportation
- Economic Development
- Agriculture and Natural Resources
- Community Facilities
- Community Character
- Hazards
- Intergovernmental Collaboration
- Implementation

PLANNING HISTORY IN WEBSTER CITY

The development of this plan builds on several past planning efforts in Webster City. These include the:

- Housing Assessment and Strategy Plan Update (2021)
- Downtown Strategic Plan (2019)
- Parks and Recreation Master Plan (2019)
- Boone Forks Regional Marketing Plan (2019)
- Previous Comprehensive Plan (2013)
- And many others

DEVELOPING THE PLAN

The Plan emerged from the community through a planning process that started in June 2020 and continued through April 2021. The Plan was preceded by an update to the 2013 Housing Assessment and Strategy in June of 2020.

The ideas stemmed from community input, with the planning team's assistance to assemble the ideas into a plan. The process focused on building awareness for the Plan and encouraging as many people as possible to participate. The 2020 pandemic changed the way people participated by using virtual meetings and webinars, but participation remained high-quality. The methods used to reach the vision included:

City Staff. City Staff met regularly to discuss ideas and concepts while also responding quickly to questions.

Plan Steering Committee. The plan Steering Committee, composed of business owners, residents, organizations, and other representatives, met at regular points during the process to review the plan's progress and offer mid-course corrections and enhancements to the plan's concepts.



Steering Committee #1

Website. A project website, PlanningWC.com, provided updates, advertised meetings, and gathered input throughout the planning process.

Community Survey. A community survey was available online and on paper throughout the project (English and Spanish). Several themes emerged from the over 250 participants. The full results of the survey are in the Appendix.

Stakeholder Discussions. Discussions included open discussions with elected and appointed officials, downtown businesses, developers, and other stakeholders. The meetings focused on emerging issues and challenges and how Webster City can evolve into the future.

Visioning Webinar. A community webinar introduced the project and engaged people in discussions with other citizens. Discussion about the top priorities for the future began to form the vision and goals for Webster City.

Virtual Design Studio. A design studio engaged residents, business owners, and other stakeholders directly in conceptual planning for Webster City. The planning team used their time walking, biking, and driving around Webster City to develop concepts for street improvements, connections, growth areas, and downtown. Participants shared their ideas, issues, and concerns informally with the design team over two virtual meetings, helping define concepts for the future.

City Workshop. A review of the design concepts and plan goals with the City Council and Planning & Zoning Commission to identify priorities and concept refinements.

WHAT ARE THE IMPLICATIONS OF EACH CHAPTER?

The Plan is a progression of goals and actions, building off Webster City Today and the Future Land Use Plan. The goals and actions fall under the following chapters:

Principles

The Principles section states the overlying foundation of what Webster City should be through the lens of the public and community leaders.

Webster City Today

The city's existing conditions, the baseline for understanding Webster City's needs and possibilities in the future. These conditions include:

- Demographics and economics
- Housing and development
- Transportation
- Parks and recreation
- Environmental and energy
- Land use, public facilities, infrastructure

Development Framework

Growth forecasts for population translate into residential, commercial, industrial, and park land needs. The framework identifies where to feasibly meet these needs considering environmental, transportation, and utility factors.

Webster City Tomorrow

How to accommodate future needs. It provides a detailed strategy to guide future growth in new development areas and the community. The city's development strategy incorporates all the necessary components for a strong and vibrant community, including Downtown, mobility, housing, parks, public facilities, and economic prosperity. The elements of Webster City Tomorrow provide detailed guidance that will take the vision to reality. The following topic areas with each provide goals and actions for public and private policy.

Future Land Use Plan. Where and how to grow to support housing, commercial, civic, and industrial needs.

Mobility. How Webster City will accommodate transportation for pedestrians, bicyclists, and motorists in a safe, comfortable, and efficient manner.

Parks and Recreation. Where should new parks be, and what enhancements do existing parks need.

Community Development. How Webster City can meet its demand for housing at different price points, through housing types, and within existing neighborhoods.

Downtown. What initiatives have the most significant ability to enhance Downtown for visitors and businesses.

Community Sustainability. What Webster City should do to maintain services, protect the environment, help underserved residents, and grow the local workforce.

Opportunity Awaits

Draws together the analysis and policies of the plan into a program for implementation. It presents an Implementation Schedule, listing proposed projects and the time frame for their completion.

YOUR ROLE

The Comprehensive Plan is a living document to consult often, used as a tool for collaboration, and guides many user groups.

While the chief user will be the City of Webster City in the way it guides decisions, investments, and operations, the document offers guidance well beyond the scope of city government. Furthermore, achieving the vision articulated in this Plan requires broad-ranging collaboration.

The General Public

The Comprehensive Plan is a representative summary of the shared aspirations of residents. The Plan was developed through hours of conversations with diverse stakeholders representing all aspects of the community. The public should raise the vision expressed in the Plan in public forums and in their actions in support of improving the community.

Community Leaders

Policymakers, most notably the City Council and Planning & Zoning Commission, will help set the course to realize this plan. These are the bodies to create and administer the policies that shape development in Webster City. The Plan should be used as a reliable guide to help with decisions related to both large-scale policies but also on individual projects.

Developer and Landowners

While guided by city policy, much of property development occurs through private and market-driven development. The Plan should serve as a guide to developers who wish to work in Webster City and by landowners. By understanding the city's vision for the future, these stakeholders can approach projects from collaboration to avoid unnecessary delays and negotiations.

**Your voices will help
create the new
comprehensive plan
for Webster City**



WEBSTER CITY
OPPORTUNITY AWAITS!



PRINCIPLES

The public and Steering Committee identified priority principles (values and ideals) for Webster City. These underpin the ideas, policies, and capital recommendations of the Plan.

Statement of Principles

Webster City will grow as a unified community through efficient and sustainable land development.

1

Residents will be healthier by providing attractive recreation resources and constructing infrastructure that encourages physical activity.

2

Mobility routes in Webster City will be convenient, accessible, safe for all residents - no matter ability, mode of travel, or location.

3

Downtown will be a vibrant center that is attractive to businesses, residents, and visitors.

4

Neighborhoods in Webster City will contribute to a vibrant community with various housing types for all ages and economic abilities.

5

Webster City will build on community assets and create new visible assets for a distinct image and positive environment.

6

WEBSTER CITY TODAY



DEMOGRAPHIC AND ECONOMIC SNAPSHOT

Webster City's location is strategic in that it is within reasonable commuting distance to other employment centers like Fort Dodge and Ames. However, Webster City is an employment center itself. Changes in population and household characteristics tell who Webster City most caters to and where to focus policies in the future.

Webster City has experienced a recent history of slight population decline.

- Webster City's population decreased by 3.6% since 2010, more than the decline between 2000 and 2010.
- Despite the population decline, Webster City had an in-migration of residents at about 1% between 2000 and 2010. The migration is significant (and positive) for fostering new families and long-term residents in the community.
- › In-migration was most pronounced in young families and older populations over 65.

Figure 1.1: Historic Population Change

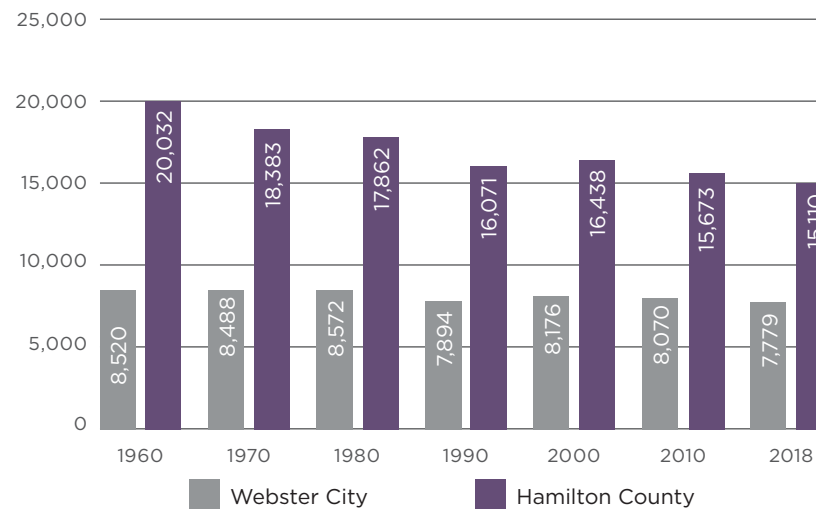
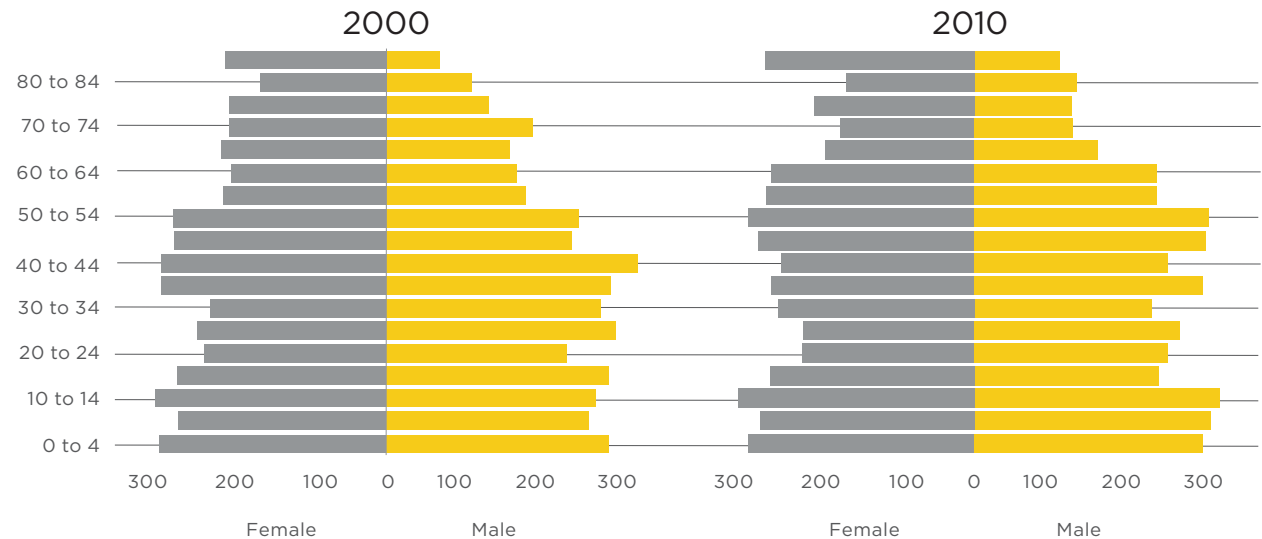


Figure 1.2: Webster City Age Composition by Sex



The average household size in Webster City has decreased since 2010.

- Household sizes correlate with the number of families with children or multi-generational families in a community. The decline in size for Webster City is likely from increased rental occupancy and the aging population.
 - Those that rent are more often single professionals, empty-nesters, or lower-income households that cannot afford to purchase a home.

On a percentage basis, incomes in Webster City rose more than the state of Iowa since 2010.

- Webster City's median household income of \$48,912 in 2018 is in the middle of similar cities in Iowa.
- Median household incomes rose 25.5% since 2010, or about 3.18% annually. In the same period, the national inflation grew at an annual rate of 1.78%.
- Webster City has a lower percentage of very high-income households compared to the State of Iowa.
 - This suggests a larger percentage of workers in industrial and service employment.
- Regardless of the increases in incomes, about 24.5% of Webster City's households still earn less than \$25,000 annually, and about 15% earn less than \$15,000 annually, a higher percentage than the State of Iowa.
 - These households have the most challenging time finding housing, affording services like day care and transportation, and contributing to spending in the local economy.

Webster City has a lower per-COVID unemployment rate and is faring well as of December 2020 during the COVID-19 recession.

- Like Iowa, Webster City is near full employment like pre-COVID levels. Employers have a hard time finding workers, with many firms having perpetual job openings.
 - This is good for local businesses in the sense that they have work. However, the lack of an adequate workforce hinders the local economy's ability to thrive towards its market potential.

Figure 1.3: Median Household Income (2018)

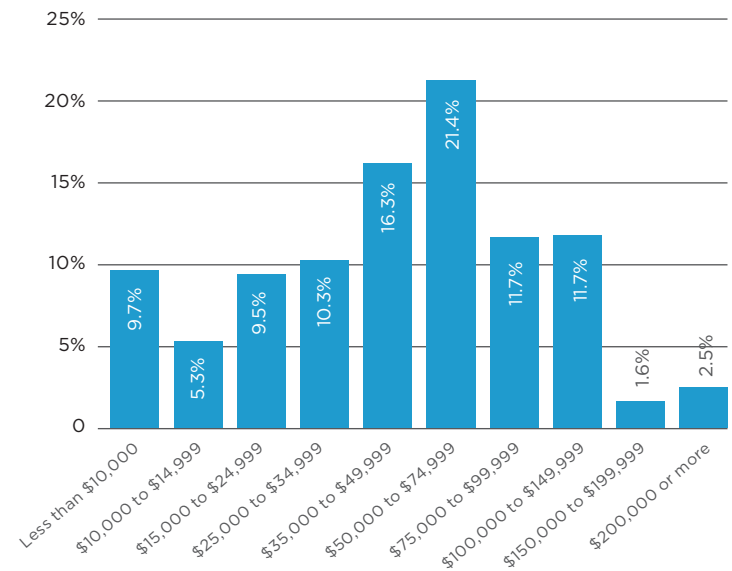


Figure 1.4: Median Household Income (2018)

\$48,912

Webster City

\$58,580

Iowa

\$56,273

Hamilton County

\$60,293

USA

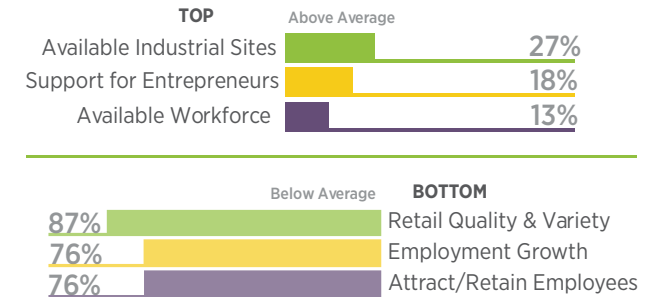
Employment in the region could grow by 4% through 2028 (IWD Office).

- The largest employment industries in the region are educational services, hospitals, nursing, food services, and local governments. (Hamilton, Webster, Calhoun, Wright, Pocahontas, and Humboldt Counties).
- › In Hamilton County, top employment industries include wholesalers/non-durable goods, animal production, schools, food manufacturing, and government.
- Industries expected to grow by the greatest number of jobs in the region are truck transportation, ambulatory health care services, nursing, and construction/specialty trade contractors.
- Industries in decline or no growth feature some of those in traditional downtowns such as clothing stores and miscellaneous store retailers. However, the large declines are forecast in miscellaneous manufacturing and wholesalers/non-durable goods as well.

Webster City attracts workers from across the region, and residents work across the region.

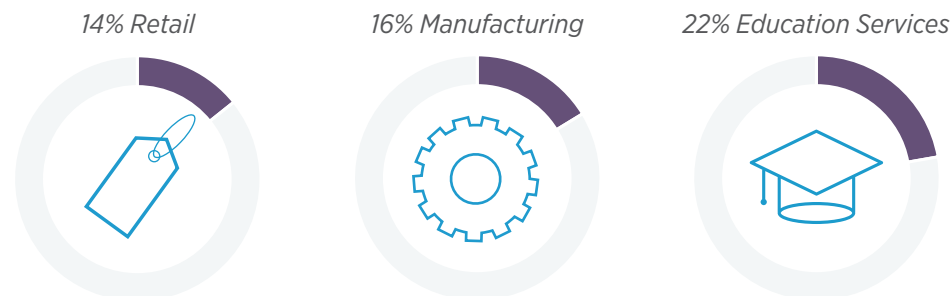
- Of the total people that work at jobs located in Webster City, 44.3% live and work in Webster City while the remaining 55.7% live elsewhere but travel to Webster City for work.
- › Of those traveling to Webster City for work, 5.3% come from Fort Dodge. Many workers travel from small rural communities like Stratford, Williams, Kamrar, Stanhope, and Blairsburg.
- Of the total employed residents in Webster City, 54.3% live in Webster City and commute elsewhere for their primary employment.
- › Of residents that work outside of Webster City, 7.7% work in Fort Dodge but the significant majority work in a variety of other locations in the region, including Ames, Des Moines, Clarion, Eagle Grove, Boone, Story City, and others.

How would you rate Webster City in regards to economic development?



Community Survey Results

Figure 1.5. Top Employment Industries



HOUSING AND DEVELOPMENT SNAPSHOT

Changes in housing values and rents in Webster City are like similar cities across Iowa and more burdensome for renters.

- The city's median contract rent increased by just over 25% since 2010 to \$533, at an annual increase of 1.4%.
 - › The annual increase is below the national inflation in the same period. This means homes are more affordable but could also be an indication of lower housing quality.
- The median value for owner-occupied units increased by 11.2% since 2010 to \$94,200, at an annual increase of 3.13%.
 - › This means homes are more expensive on a dollar basis than in 2010.

Webster City's housing supply is heavily weighted toward middle-cost units.

- There is a surplus of dwelling units affordable to middle-income households, or those with annual incomes between \$25,000 and \$50,000.
- There is a shortage of units affordable to households with annual incomes of more than \$50,000 and less than \$25,000.
 - › This suggests a continuing market for “move up” housing and subsidized rental options for the lowest income households.

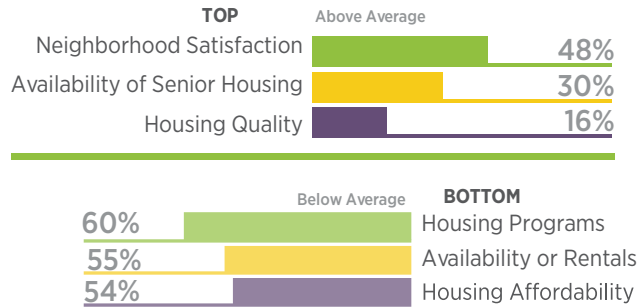
Webster City's rate of owner-occupancy has remained steady since 2010.

- The percentage of renter-occupied units in the City increased from 31.8% in 2010 to 32.3% in 2018, an insignificant change partially because of low building activity.
 - › The current ratio of the owner to renter units is healthy for a city like Webster City.

Webster City has produced 100 new housing units since 2009, with 79% of those built since 2016.

- The effects of the housing market's downturn are mostly gone and activity is at or above pre-recession levels.
- The growth of units is in the face of a decline in the total population, suggesting that while new housing development has continued, some less-desirable units may be going unfilled.

How would you rate Webster City in regards to housing?



Community Survey Results

Figure 1.6: Webster City Housing Tenure

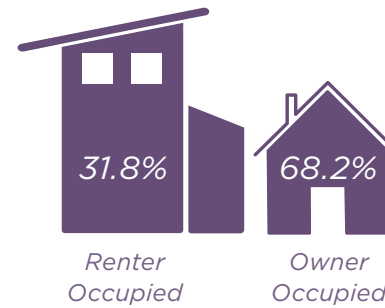
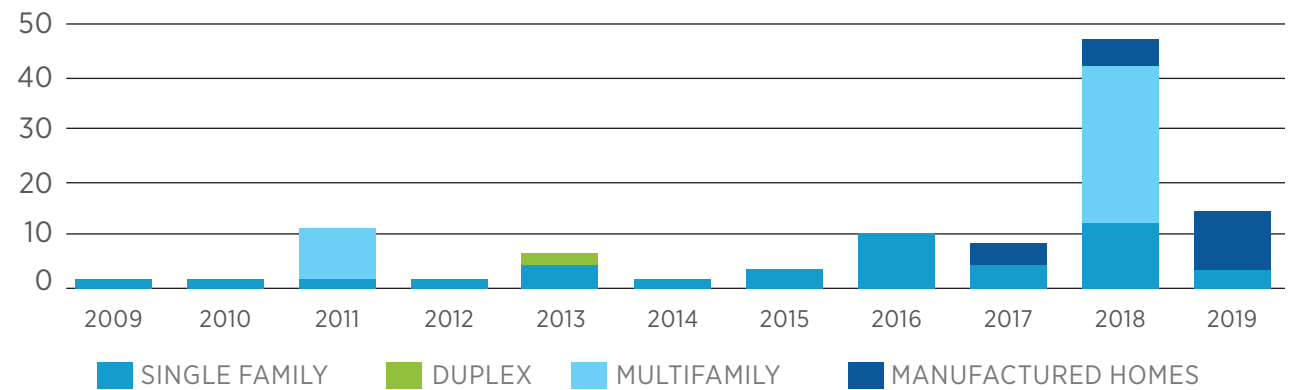


Figure 1.7: Historic Building Permits



TRANSPORTATION SNAPSHOT

Highway 20 provides a strong connection to the region.

Highway 20 provides direct and rapid access across Iowa and links to Interstate 35 reaching Des Moines and north to Minneapolis. This access leverages Webster City for particular industries and also easier commutes for residents and employees.

An effective arterial and collector street system.

Webster City's collector and arterial network efficiently moves people from place to place with little delay and impact on neighborhoods and businesses. However, the system is dated in certain areas and lacks full pedestrian connectivity, especially Superior Street and 2nd Street.

Local streets influence neighborhood character.

The neighborhood streets in Webster City vary in condition based on the age of the neighborhood. Many in the public engagement process commented on street improvements. The condition of streets influences the perception of neighborhoods and can stimulate private property owner investment when maintained regularly.

Opportunities to support pedestrian and bicycle transportation.

The width of several community corridors offers ways to accommodate bicyclists and fill sidewalk gaps safely. Opportunity corridors include Des Moines Street, Bank Street, Ohio Street, and Boone Street. Overall, sidewalks are in most neighborhoods, but critical gaps occur near the high school, neighborhoods south of Brewer Creek, and near higher density developments west of Lynx Avenue.

FIGURE 1.8: Sidewalk Gap Map

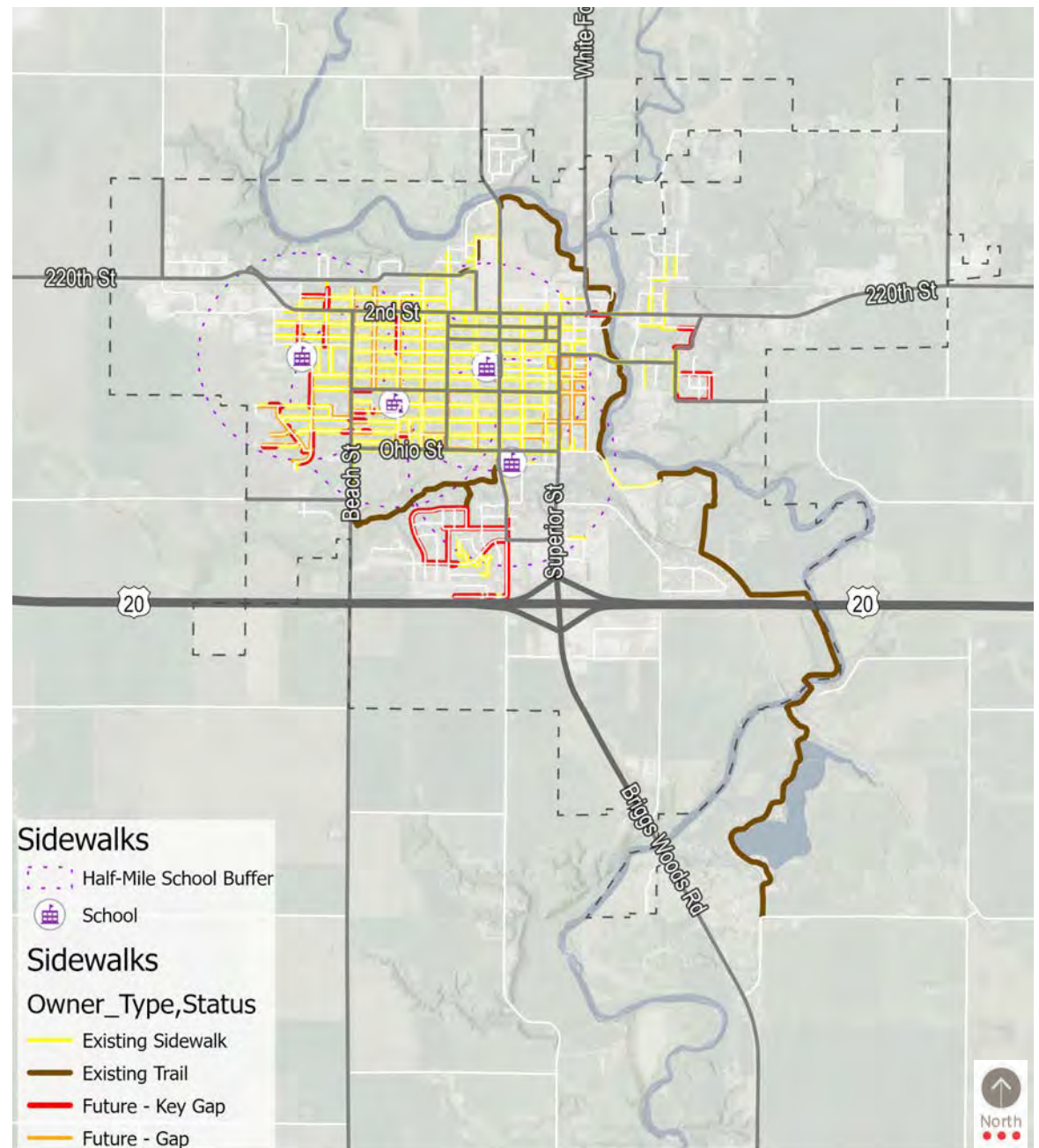
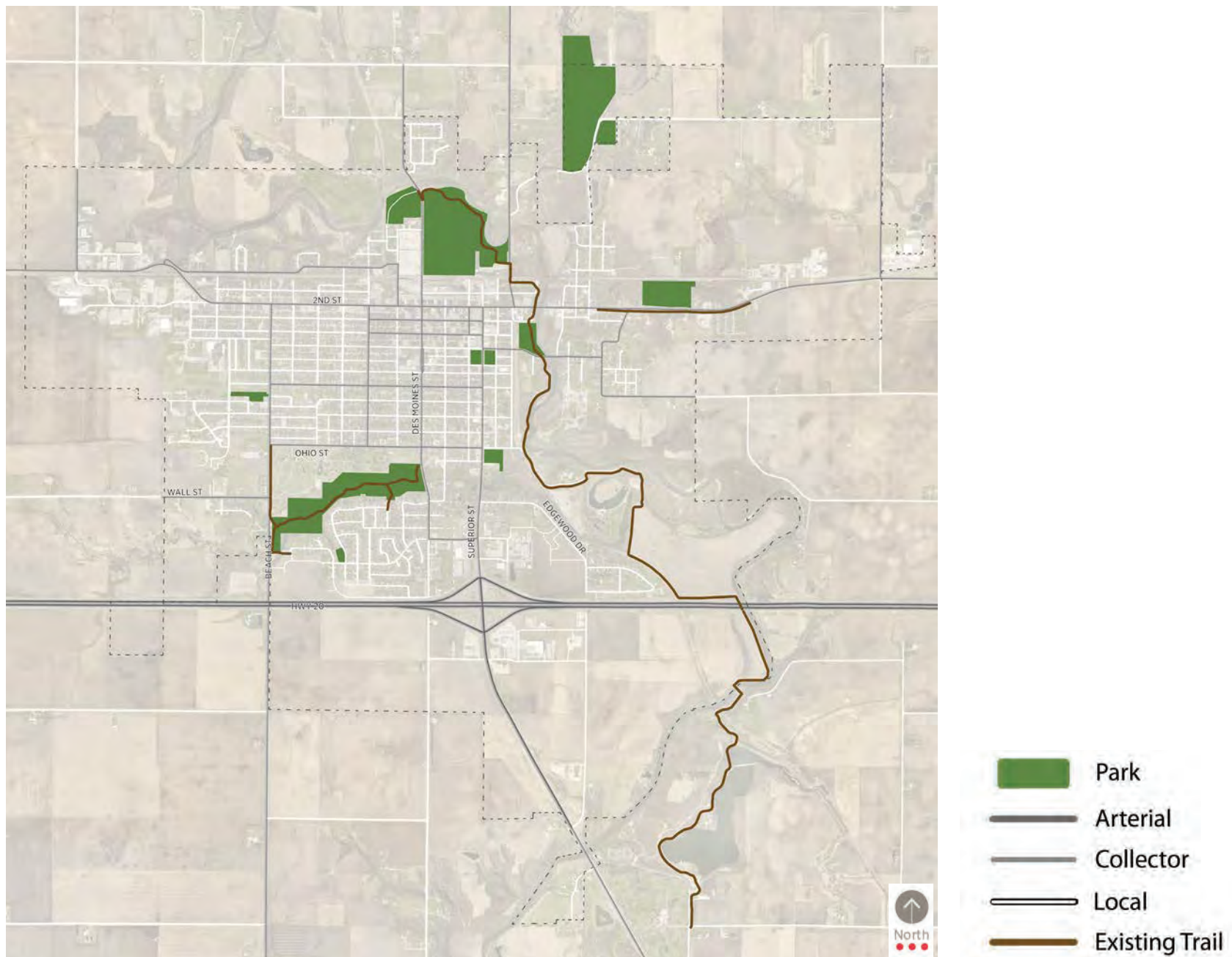


FIGURE 1.9: Transportation Map



PARKS AND RECREATION SNAPSHOT

Webster City has a rich park system and heavily used trail system. The system is a primary quality of life feature noted by Webster City residents. The Boone River Trail is especially valuable as a connection to Briggs Wood County Park south of Webster City.

A 2019 Parks and Recreation Plan sets the baseline for individual park improvements and needs.

- The Parks and Recreation Master Plan provides a complete evaluation of service, facility inventory, and capital projects necessary for the short, middle, and long term. Long-term community-wide planning recommendations in the plan are incorporated into the Comprehensive Plan. Focus areas of the Master Plan are:
 - › Trail Connectivity
 - › Community engagement
 - › Promote Parks and Recreation
 - › Beautification
 - › Riverfront Development

The existing park system from an acreage perspective is adequate for the existing population.

- Traditional park area standards set by the National Recreation and Park Association (NRPA) suggest 10 acres of park land per 1,000 residents.
- In 2020, Webster City contained about 33 acres per 1,000 residents.
 - › This does not include facilities at schools as they are not part of the city's park system and they are a very specialized use.
 - › Kendall Young Park is the largest at 84 acres.
- Webster City has a good balance of community and neighborhood parks, with approximately 139 acres in two community parks and 115 acres in seven neighborhood parks, along with one mini-park.

A Park serves nearly All Neighborhoods.

- Most Webster City neighborhoods have access to a nearby park, as shown by the service areas in **Figure 1.10**. A good rule is that all residential areas should be within a 1/4 mile to 1/2 mile walking distance of a neighborhood park. Neighborhoods that lack a park within walking distance are:
 - › The Edgewood Drive development area east of the hospital. This is a developing area, and a park should be provided to serve the area.
 - › Central neighborhoods just west of downtown along Broadway Street. These areas are at least a half-mile from a park. However, they are near the Fuller Hall Recreation Center.

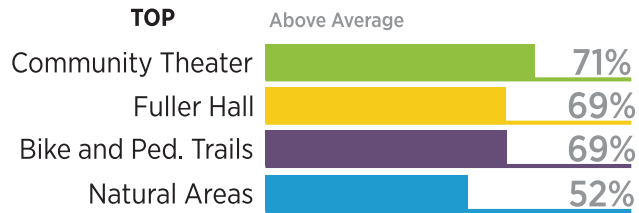
Most parks are connected to a trail or sidewalk system, but not all.

- Park acres per resident means little if the parks are not accessible and have quality facilities.
 - › Kendall Young is the largest and most favored park but the least accessible for many residents with no sidewalk or trail connection.

Cultural assets in Webster City continue to grow.

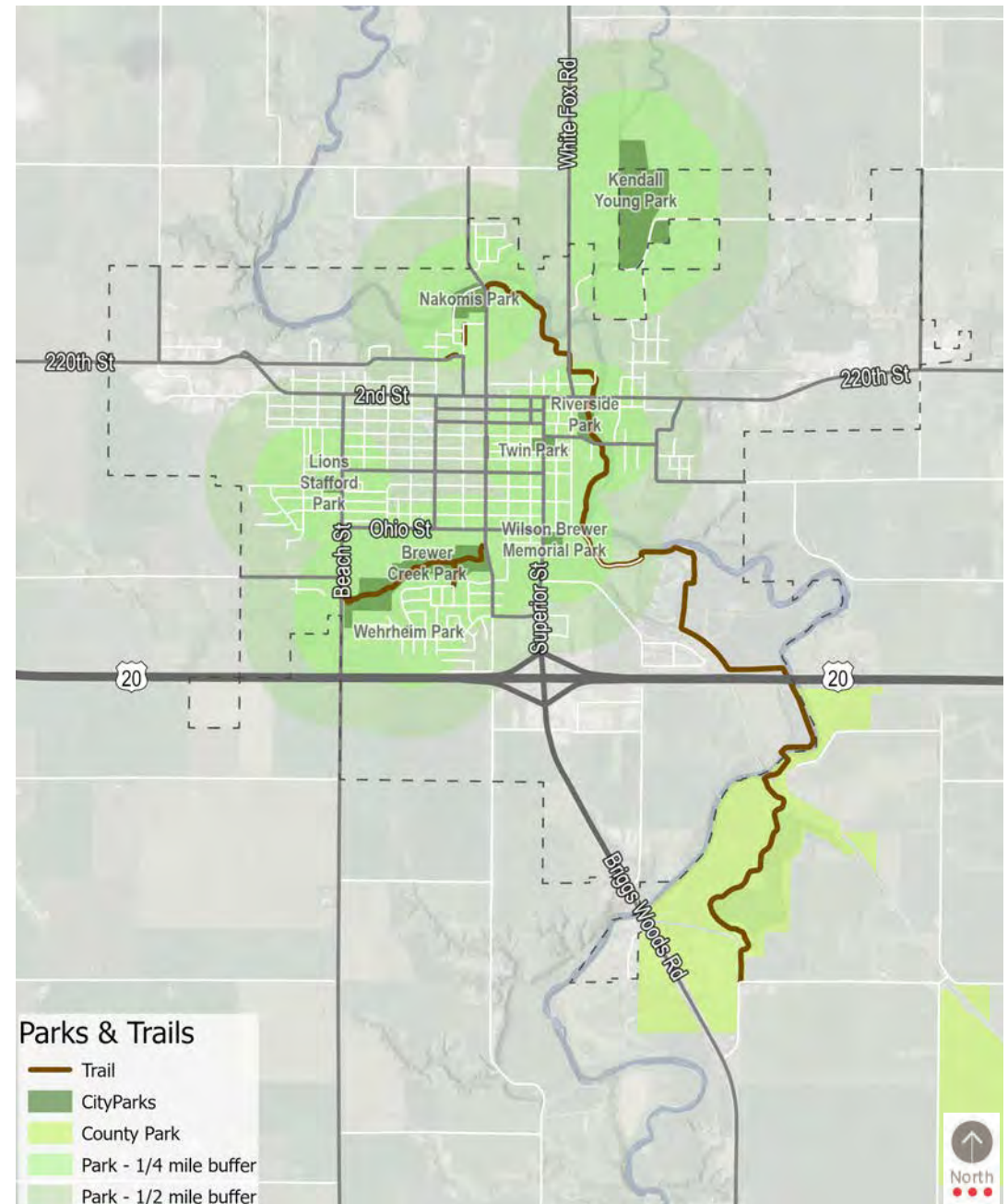
- Residents highly favor the Webster City Community Theater and Fuller Hall Recreation Center.
 - › Fuller Hall is planned for expansion in the future to add more activity spaces. The facility holds a gym, swimming pool, weight room, racquetball, gathering rooms, and regular programs.
 - › The Community Theater is volunteer-based and has been in operation for over 50 years.
- Public art and murals are growing within the community, most recently on downtown buildings, community light pole banners, and within West Twin Park.

How would you rate Webster City in regards to parks and recreation?



Community Survey Results

FIGURE 1.10: 2020 Parks Map



LAND USE

Land use is typically the central element of a comprehensive plan because it establishes the overall physical configuration of the city – the mix and location of uses and the nature of community systems that support them. The Existing Land Use Map - **Figure 1.11** - classifies parcels of land in Webster City according to their current use.

Residential Uses

- Like most communities, residential uses make up most of the developed land in the city at about 47% (not including rights-of-way).
 - › Of this, nearly all are single-family homes. For residential land use, single-family homes generally require the most land area and infrastructure cost per unit. More diversity in housing types can reduce land use needs and ultimately long-term public costs.
- The most recent growth of residential land use was to the southeast and southwest.

Commercial Uses

Commercial land uses make up about 8% of developed areas. Most are concentrated in Downtown/2nd Street and the Superior Street corridor to the Highway 20 interchange.

Industrial Uses

Industrial land uses make up about 15% of developed areas. Industrial areas are south of Highway 20 and the west end of 2nd Street.

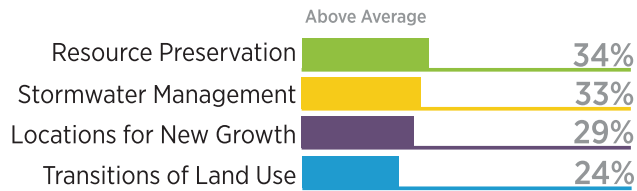
Downtown

- Downtown includes a mix of different use, reminiscent of many communities in Iowa. The building stock is largely intact.
- Several programs and financing mechanisms are in place for downtown business and development including a Self-Supporting Municipal Improvement District (SSMID), Urban Renewal Area (URA), and Tax Increment Financing (TIF) District.
 - › Over the past 20 years, the money raised by this SSMID has been allocated for potted plants, benches, and trash containers along the sidewalks as well as tree trimmings, downtown kiosk repairs, and Christmas decorations. In 2017, the SSMID district contributed \$10,862 to these improvements.

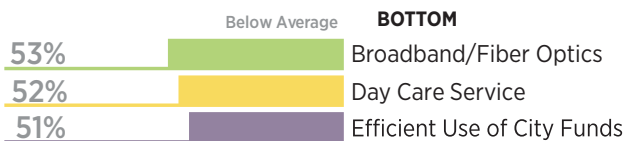
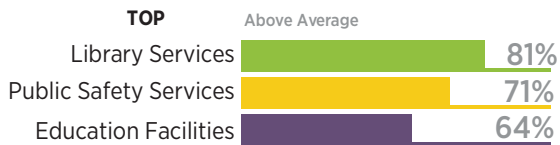
COMMUNITY FACILITIES & INFRASTRUCTURE INVENTORY

Community facilities create the framework on which the community and its quality of life are built. These services are within the direct control of the City with immediate, short-term, and long-term responsibilities. In general, these facilities are in fair to good condition correlating to their age. Webster City annually budgets and plans for public improvements. However, items like street repair, water main, and sewer replacements may need increases in budget allocations in the planning horizon because facilities are reaching their useful life. A full existing snapshot and future priorities are in the Appendix.

How would you rate Webster City in regards to land use and environment?

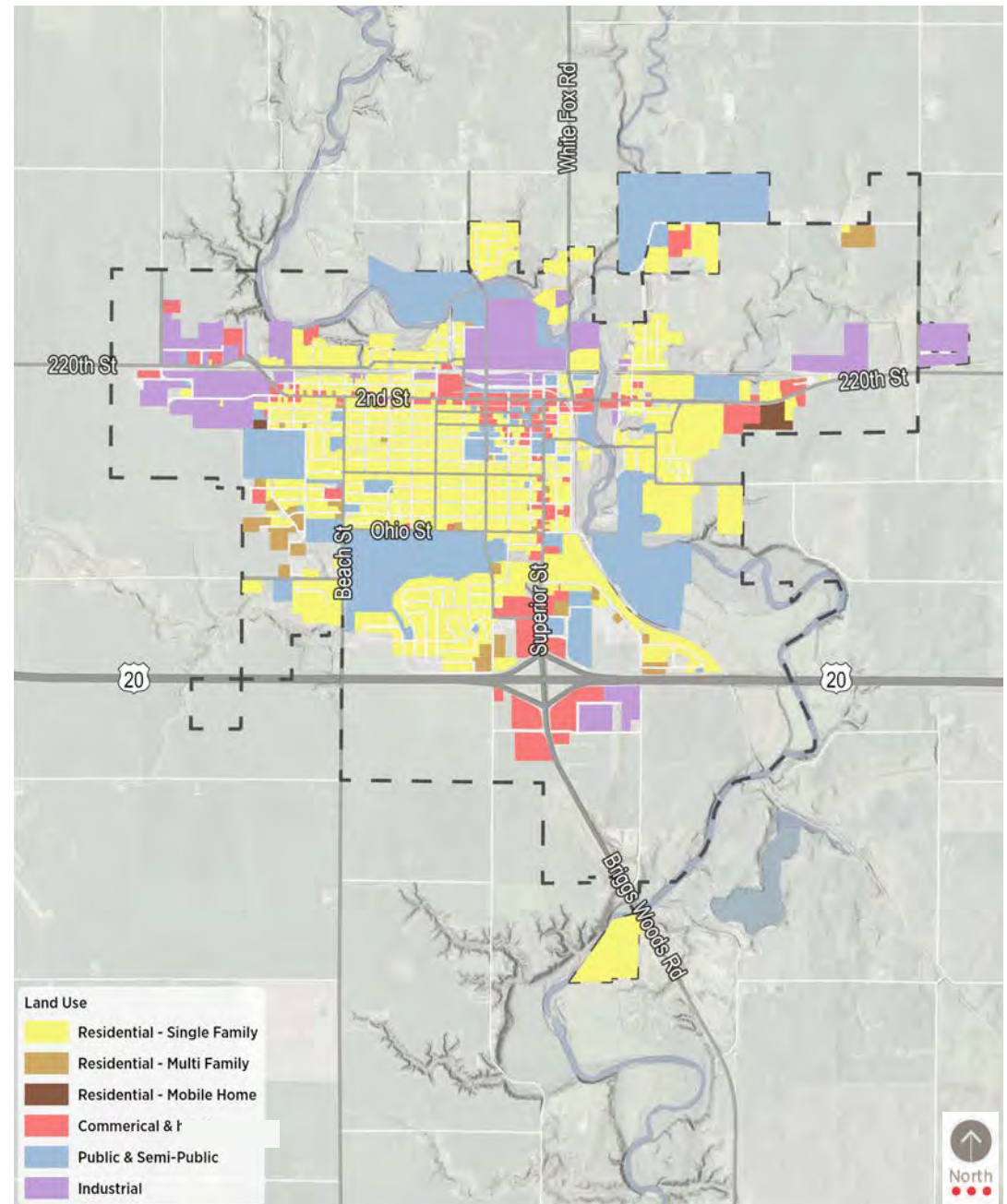


How would you rate Webster City in regards to public and community services?



Community Survey Results

FIGURE 1.11: Current Land Use





DEVELOPMENT
FRAMEWORK

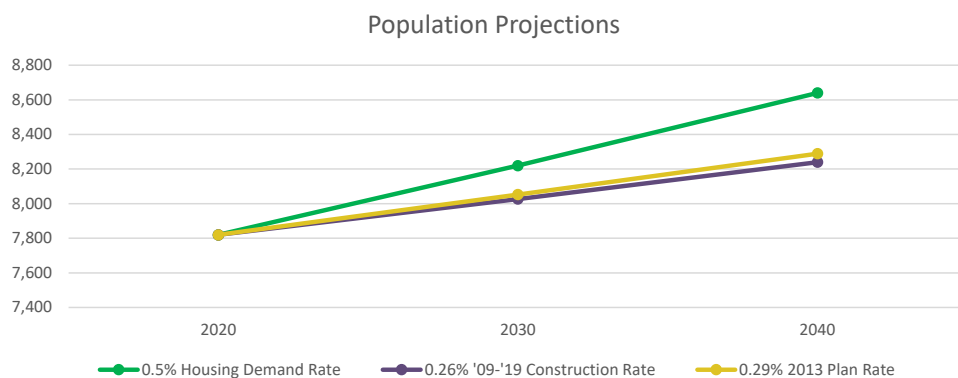
POPULATION FORECAST

The Plan projects that Webster City will see growth in the future with proactive policies and general market forces for regional workforce growth.

Figure 2.1 shows population projection scenarios through 2040. The recommendations in this plan assume the aspirational growth scenario also used in the 2020 Housing Assessment. This scenario is higher than historical trends but is practical given Webster City's proactive commitment to housing development, regional employment growth, and local employment needs as baby boomers continue to retire.

At this rate, the projected 2040 population for Webster City is about 8,600, approximately 900 more than the population today. During that time frame, Webster City is projected to need about 235 housing units. These forecasts help estimate the number of acres of development the city should plan.

FIGURE 2.1: Population Projections



FUTURE LAND DEVELOPMENT NEEDS

Population growth must be supported by new places for people to live, work, and play. Therefore, population growth directly correlates to the demand for new development or redevelopment at higher densities.

Residential

Estimates of future residential land needs require assumptions about housing preferences. The projected mix of new housing units for Webster City through 2040:

- 50% low density (mostly single-family detached)
- 30% low-medium density (e.g., attached and townhomes)
- 20% high density (townhomes and multi-family)

This housing mix results in a need for 110 acres of new residential land. Doubling this amount for planning purposes (to provide market flexibility) means planning for 220 residential acres. (Refer to Chapter 3.4 for further discussion of housing distribution).



ESTIMATING FUTURE LAND REQUIREMENTS

The amount of land designated for planning purposes is greater than the projected need to allow market flexibility and guide longer-term planning. This demand will be accommodated within existing developments that have not been built out, through infill sites, and in future developments. The calculation to determine the amount of land that will be dedicated for each land use type follows:

- Residential: 2X projected
- Commercial: 1.5X projected
- Industrial: 3X projected

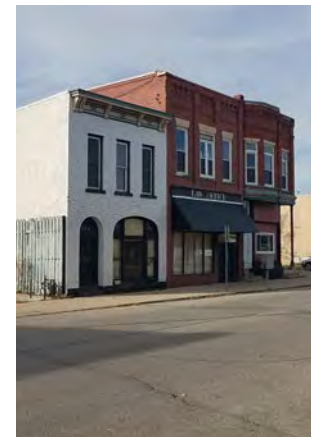
Commercial and Industrial Land

Commercial and industrial land needs are difficult to project accurately since one large business could change the need dramatically. The projections here are not meant to stipulate a “destiny” or provide a ceiling on growth. Still, they should be used as a general guideline and a metric to evaluate how Webster City is growing related to expected trends.

Considering employment trends, the existing commercial land use for the population, and residential land uses, Webster City should expect to need about 20 acres of new commercial land through 2040. Again, increasing this by 1.5 times for planning purposes, to approximately 30 acres.

A similar method for industrial land needs shows that Webster City should expect to need about 35 acres. Industrial development requires more flexibility and space depending on the use. Therefore, the need should be increased by three times for planning purposes, to about 105 acres to plan for 2040.

The five-county economic region, including Hamilton County, expects to add 1,760 jobs in the next ten years. A portion of these jobs will occur in Webster City, one of the larger cities in the region.



Parks

With population growth, Webster City must continue to provide adequate services. Services include public facilities like maintenance buildings, water treatment, community spaces, and parks. Parks will require the most future land need. The forecasts below should be considered minimum requirements to support the population and should not prevent new parks and recreational spaces from becoming available.

- Under national standards of 10 acres per 1,000 residents, Webster City will not need any additional parkland to accommodate the 2040 population.
- However, to maintain the current park service level for residents, Webster City should plan to have at least 27 more acres of parkland through 2040. This should not include greenways and areas primarily used for flood protection unless accessible for recreational use.

To maintain the current park service level for residents, Webster City should plan to have at least 27 more acres of parkland through 2040.



AREAS OF ASSETS AND CHALLENGES

Many factors affect how and where Webster City will grow, including environmental factors, market preferences, and access to city services.

Most Suitable Growth Areas are to the West and South.

Webster City's natural environment through the Boone River Valley can be a tremendous asset for future growth, but only if development is sensitive to key environmental features, such as floodplains, wetlands, hydric soils, and steep slopes. Preserving natural areas can increase property values for adjacent development, enhance and connect the park system, protect plant and animal habitats, and reduce flood risk by providing natural stormwater drainage.

Figure 2.2 identifies areas to preserve and/or give special consideration during development. While the map provides general guidance, each development should undergo a detailed environmental analysis to determine how to address environmental concerns. Exceptions to the preservation requirement should be limited to rare cases where the developer can show, through a detailed environmental analysis, that development will not create undue negative environmental effects.

In particular:

100 Year Flood Plains. These areas are severely limited from development and are subject to additional requirements. It is difficult to mitigate these issues responsibly, and these areas should continue to be studied.

500 Year Flood Plains. These areas are limited for development, but it is possible to mitigate issues responsibly without significant negative impact on the overall flow of water.

Floodway. A regulatory floodway means the channel of a river that must be reserved to discharge the base food without cumulatively increasing the water's surface elevation more than a designated height.

What are Webster City's greatest assets?

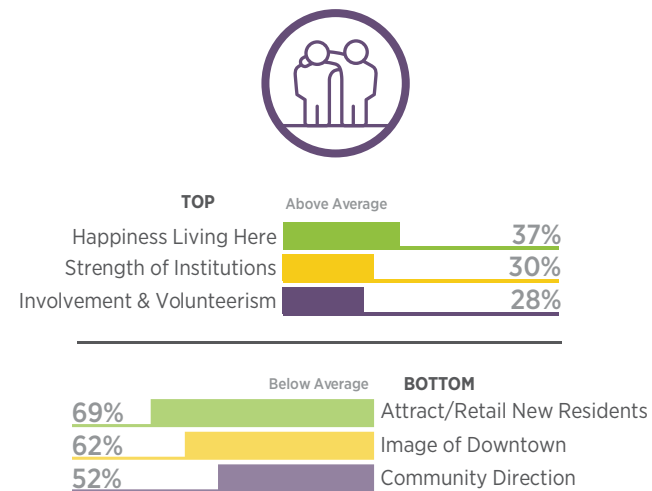


What should be Webster City's top priorities?



Community Survey Results

How would you rate Webster City in regards to community image and values?



Past Planning Creates Easy Extension of Streets to Growth Areas.

Reservation of right-of-way in past subdivisions offers easier opportunities to connect the transportation system to new growth areas. This practice saves costs and makes intentions known to adjacent property owners.

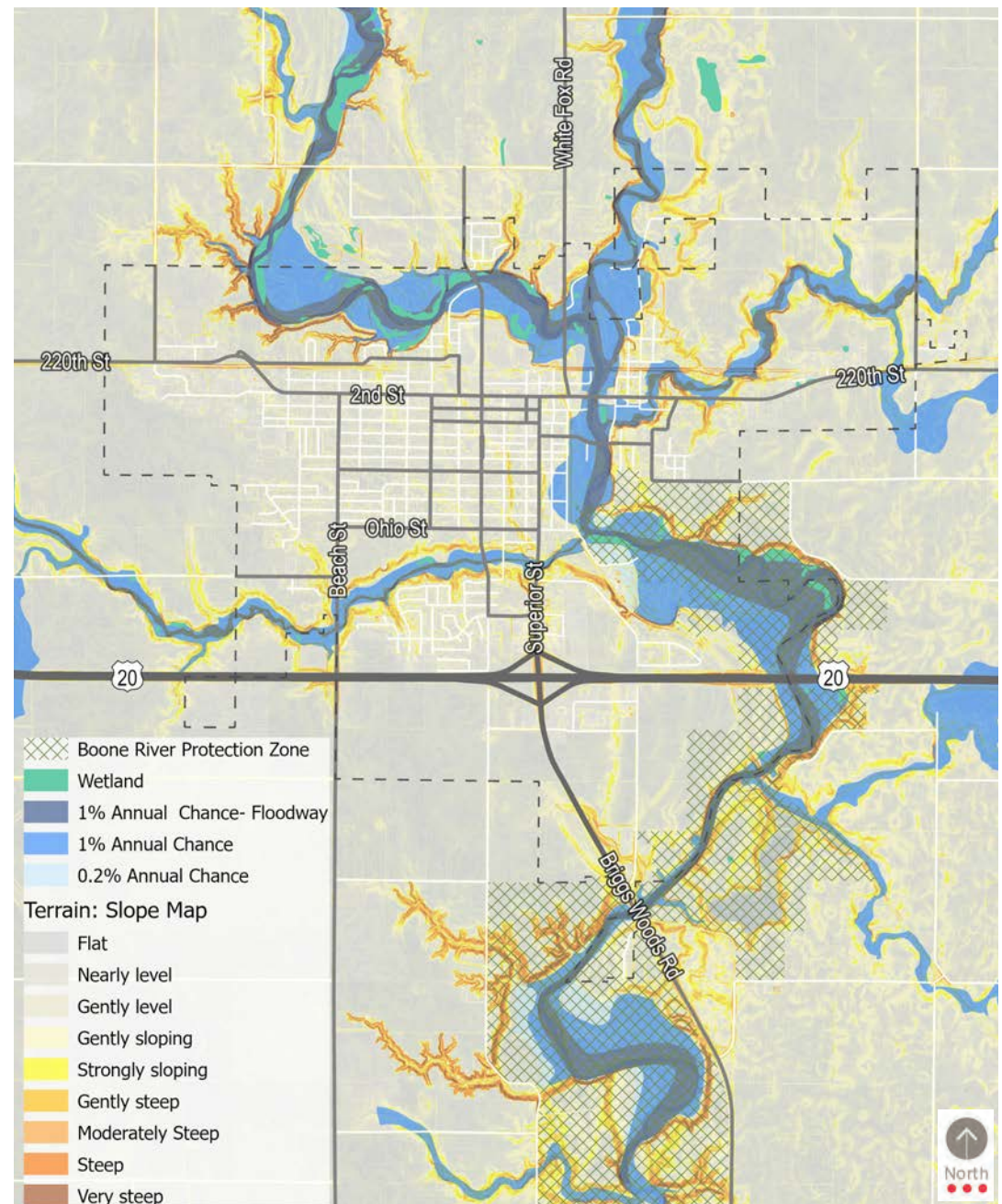
Natural and Built Barriers to Overcome for the Trail System.

The current trail system does not create a loop through the community. This is mostly a result of barriers like property ownership, railroads, rivers, and greenways. Obstacles need to be creatively overcome to take the trail system to the next level of accessibility.

Ample Topography and Land Near Highway 20 for Public Facility Needs.

Facility upgrades will continue in the future to support new technologies and population changes. Suitable sites along Highway 20 offer areas for such public improvements that do not take away from priority land for residential growth.

FIGURE 2.2: Environmental Suitability Map



A large, thick green number '3' that serves as a background element for the text. It starts with a horizontal top bar, followed by a diagonal stroke down to the right, and then a curved stroke that loops back up to the right.

WEBSTER CITY
TOMORROW

3.1 FUTURE LAND USE PLAN

GOALS:

Develop strategically and not at the expense of direct transportation connections, public space, environmental adaptation, or excessive public costs relative to the public benefit.

Grow through contiguous and compact development where the public costs of infrastructure and facilities are fiscally sustainable.

Plan public improvements ahead of development to help lessen housing costs, reduce the risk for developers, and direct growth in an orderly manner where growth is most likely.

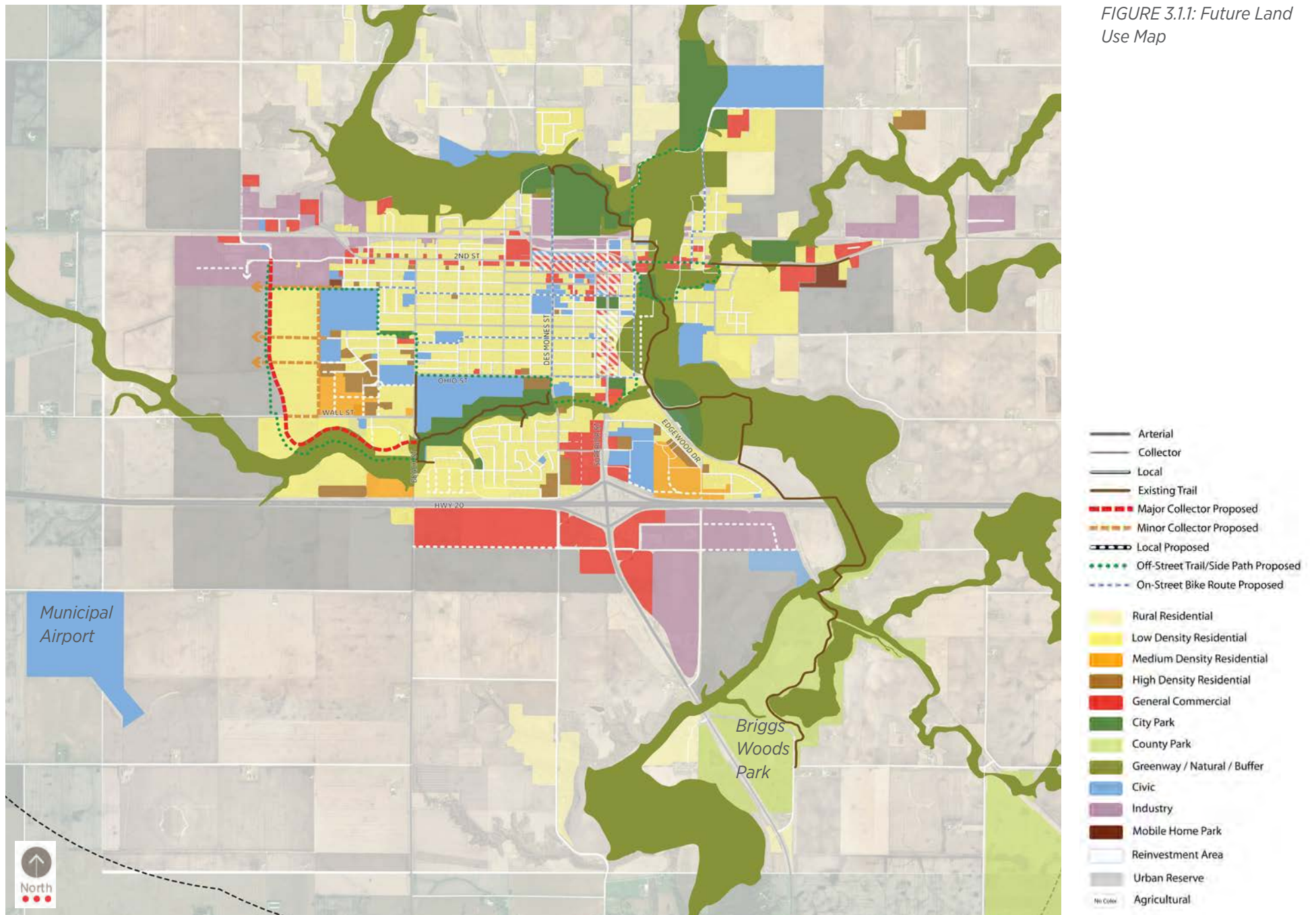
Promote infill development that promotes investment in established areas with existing infrastructure and neighborhood amenities, rather than solely at the fringe.

Plan for community amenities such as parks and trails.

Make decisions transparently and collaboratively, with opportunities for input from all citizens and affected entities.

The Future Land Use Map in **Figure 3.1.1** shows all land under Webster City’s review authority, existing and undeveloped. The map and the policy statements that support it are the guides for decisions related to land use in and around Webster City. Land use decisions by city leaders should generally reflect the intent and policy actions of the Comprehensive Plan, understanding that the Future Land Use Map is also flexible and requires regular review to ensure that it is current.

FIGURE 3.1.1: Future Land Use Map





Agricultural

Description

Agricultural areas are existing farms and crop cultivation not proposed for change in the planning horizon.

Potential Zoning

A-1 (Agricultural) District

Intensity (DU/A)

Under one dwelling unit per acre

Uses

Restrictive land use with an emphasis on land preservation, such as crop cultivation. Residences may be on acreages with on-site utilities (septic) and not likely to connect to city services in the planning horizon.

Form

Open farms and crop fields with a farmstead or rural residences. These areas will not have city services. New uses should not occur in areas where city services can be provided or are likely to have city services in the planning horizon.

Compatibility

Compatible with existing rural residential development in the county.



Rural Residential

Description

Rural residential areas are existing residential acreages not proposed for change in the planning horizon.

Potential Zoning

A-1 (Agricultural) District

R-5 (Suburban Residential) District

Intensity (DU/A)

Under two dwelling units per acre

Uses

Rural residences with on-site utilities (septic) and not likely to connect to city services in the planning horizon.

Form

Not applicable. Open farmland and associated operations.

Compatibility

Compatible with existing rural residential development in the county. For new rural residential outside development reserve areas, street connections and layout should be reasonably compatible with urban land.



Low-Density Residential (LDR)

Description

Neighborhoods emphasizing homes on traditional lots and neighborhood design.

Potential Zoning

R-1 (Single-Family Dwelling) District

R-2 (Multiple-Family Dwelling) District

Intensity (DU/A)

2-6 dwelling units per acre



Uses

Emphasizing single-family development, although innovative single-family forms and duplexes are possible with a special review where duplexes are in the form of side-by-side attached housing with similar setbacks requirements as single-family dwellings

Form

Developments should provide connectivity within and between developments both for cars and pedestrians. A framework of streets and open space should create a sense of neighborhood. Smaller lots and duplex/attached housing should be more prevalent at transition points with other more intense uses or districts.

Compatibility

Compatible with most single-family detached housing, attached single-family, and some townhome developments. Traffic and higher intensity uses should be directed away from these areas and along major thoroughfares.



Medium Density Residential (MDR)

Description

Neighborhoods incorporate a mix of housing types, including single-family detached, single-family attached, townhouse, duplexes, and small-lot single-family.

Potential Zoning

R-2 (Multiple-Family Dwelling) District

R-3 (Over Four-Unit Multiple-Family Dwelling) District

Intensity (DU/A)

5-12 dwelling units per acre



Uses

Emphasize a mix of housing styles, including single-family detached, single-family attached, duplexes, and townhouses. Limited multi-family development may be allowed with a special review. Generally, compatibility happens through increased attention to traffic circulation and parking, site and building design, and on-site operations. Civic uses are generally allowed, with special reviews for higher intensity civic uses like schools.

Form

Create a high level of connectivity between and within developments. Connections to neighborhood commercial services and civic destinations should provide a sense of neighborhood. Developments should have articulated scale and maintain the identity of individual units—duplexes, townhomes, small-scale multifamily appropriate more at transitions points with other more intensive districts.

Compatibility

Applies to developing areas that incorporate a mix of development types. Local street systems within the neighborhoods. Uses can be adjacent to collector streets and transition to commercial or high-density residential areas. Transitions to higher intensity uses occur at street lines.



High Density Residential (HDR)

Neighborhoods that incorporate a mix of housing types, including multi-family housing. These areas may also allow small-scale office and commercial uses, but the primary use is residential. High Density Residential (HDR) areas should be designed and integrated into adjacent neighborhoods to avoid the creation of enclaves.

Potential Zoning

R-3 (Over Four-Unit Multiple-Family Dwelling) District

Intensity (DU/A)

12+ dwelling units per acre



Uses

Allows multi-family and compatible civic uses. Some limited office and convenience commercial within primarily residential areas may be appropriate.

Form

Located at sites with access to major thoroughfares and activity centers. Should be integrated into the fabric of nearby residential areas while avoiding adverse traffic and visual impacts on low-density uses. Traffic should have direct access to the collector or arterial streets to avoid overloading local streets. High level of pedestrian access and connectivity, avoiding the creation of complexes.

Compatibility

Conflicts with low-density residential developments should be resolved or minimized through project design. Direct traffic and other external effects away from lower intensity uses. Landscaping, buffering, and screening should be employed to minimize adverse effects. It may be incorporated into mixed-use projects or planned areas.



Commercial

Description

Includes various commercial uses, including auto-oriented developments, retailers, multi-use centers, restaurants, and other services. Small scale or more neighborhood-oriented commercial uses may integrate into mixed-use areas with additional consideration to the size and orientation of buildings near public spaces and higher traffic corridors.

Potential Zoning

C-3 (Highway Business) District

Intensity (DU/A)

12+ dwelling units per acre

Uses

- Office, Retail, and Service-Oriented Commercial.
- Limited heavy commercial with outdoor storage (subject to standards for screening, traffic circulation to arterial or collector streets, and noise)
- High density residential uses may occur in a mixed-use environment, but commercial remains the dominant use. Upper story residential allowed.



Form

May include freestanding structures, attached centers, and vertical configurations limited in height. Commercial uses should consider their surroundings, provide pedestrian walkways through parking areas, seek pedestrian connections between adjacent properties and maximize the positive interactions possible between different uses.

Compatibility

Typically situated on arterial or collector streets, at higher traffic intersections, and in established commercial areas. Commercial uses should:

- Feature unobtrusive monument signs
- Integrate landscaping into street frontages and site designs
- Minimize the number of driveway accesses
- Direct traffic away from adjacent residential areas, including shielding parking areas, outdoor storage, and loading areas.



Industrial - External

Description

Areas reserved for more extensive production of materials or storage. These areas protect larger acreages to maximize clustering, specialization, synergy, transportation efficiency, and knowledge exchange. Industrial classifications provide areas with more intense uses with outdoor areas for storage, equipment use, and other operations. These uses are difficult to integrate with less intensive uses in commercial and residential districts.

Potential Zoning

M-1 (Light Industrial) District

M-2 (Heavy Industrial) District

Intensity (DU/A)

Residential uses generally not appropriate.

Uses

All types of industrial: manufacturing, warehousing, distribution, and office/industrial flex space.

Form

Transportation improvements should enhance connectivity, efficiency, and capacity.

Higher impact industrial uses require additional consideration for allowed locations but can have exceptions for less stringent aesthetic standards for:

- Highway and rail access
- Availability and capacity of water and sewer service
- Proximity to existing employment centers
- Compatibility of neighboring land uses
- Brownfield status
- Results of added employee/truck traffic to the level of service of roadways in the surrounding area and impact on the nonindustrial uses along those roadways.

Compatibility

Incompatible uses such as lower density residential or K-12 schools should not be located within these areas. Development abutting a boundary, whether inside or outside the boundary, should be held to higher design standards to ensure compatibility between uses and possible adjacent residential uses. Higher impact industrial uses require additional considerations when abutting other land use categories:

- Design standards: including land buffers, architectural and site design standards, and other appropriate standards implemented through PUDs or new codes or guidelines
- Operational standards that consider traffic, noise, lighting, and air quality
- Areas adjacent to arterial streets should have a higher level of landscaping and avoid outdoor storage visible from these corridors



Manufacturing Park

Description

Manufacturing parks are areas of larger office and manufacturing development not intended for direct on-site sales. These are operations with indoor functions that may have higher levels of outdoor loading and truck traffic. Examples could include warehousing, distribution, office/industrial flex space, and light manufacturing.

Potential Zoning

M-1 (Light Industrial) District

C-3 (Highway Business) District

Intensity (DU/A)

12+ dwelling units per acre



Uses

Centers with major office and business uses, such as technology and research centers, distribution, and lower intensity industries with primarily indoor operations.

Form

Areas should have a strong emphasis on quality design and landscaping standards as these areas usually need to be on major transportation routes. Transportation improvements should enhance connectivity, efficiency, and capacity.

Compatibility

Development abutting a boundary, whether inside or outside the boundary, should be held to higher design standards to ensure compatibility between uses and possible adjacent residential uses.



Civic

Description

Two civic classifications provide space for educational, institutional, assembly, and other public uses, including medical facilities, major campuses, cemeteries, airports, landfills, water plants, and major utilities.

- Civic 1 (Civic and education facilities): Fewer compatibility considerations are required.
- Civic 2 (City facilities such as water treatment facilities): Greater compatibility considerations are required due to more industrial character. Refer to the Industrial future land use classification.

Potential Zoning

Various depending on the use

Intensity (DU/A)

Residential uses not applicable in the district



Uses

- Educational: Public, private and parochial institutions at K-12 and postsecondary level, or trade/business schools and their accessory uses
- Institutional and Assembly: Community or cultural facilities, religious institutions, public health care or human services facilities and their accessory uses
- Public Works: Operations for city functioning such as water treatment, maintenance, and solid waste facilities.
- Other: Government or non-profit organizations and accessory uses

Form

Government facilities should have the same standard for site design and connectivity as any private enterprise of similar intensity.

Compatibility

Civic uses may be permitted in several different areas, including residential areas. Maintenance, operating facilities, and public works yards should generally be in or near industrial areas. Individual review of proposals requires an assessment of operating characteristics, project design, and traffic management. Industrial operating characteristics should be controlled according to the same standards as industrial uses.



Parks and Open Spaces

Description

Areas intended for publicly owned open spaces that can have recreational features. Significant building development and impervious land are not permitted. These may include privately owned golf courses because of their open space characteristics.

Potential Zoning

Various

Intensity (DU/A)

Residential uses not applicable in the district

Uses

Limited uses that are primarily natural. Any development is recreational and low impact in nature (such as park shelters or ball fields) while complementary to the broader area's purpose as open natural space.



Form

Traditional park and recreation areas, including both passive and active recreation that are planned for public use. The City and partners budget improvements and maintenance for lasting quality of facilities.

Compatibility

These areas are valuable for the natural character, and uses within them should have minimal impact. This requires minimal visual, auditory, and other pollutants that would reduce the pristine nature of areas. Aids for compatibility may include Heavy landscaping screening, substantial buffers, height limitations, zero odor emissions, strict ambient noise requirements. More intense recreation uses, like sports complexes, should be treated like comparable commercial uses for the traffic and compatibility issues they can generate.



Greenways

Description

Areas intended to remain undeveloped and natural or recreational because of sensitive environmental features and natural hazards.

Potential Zoning

G-1 Greenbelt District

Intensity (DU/A)

Residential uses not applicable in the district

Uses

Undeveloped and left natural. Any development is low impact in nature, while complementary to the broader area's purpose as open natural space that protects floodplains, greenways, and forests.



Form

Greenways include some wetlands, floodplains, and any other sensitive areas that should be preserved and incorporated into the city's stormwater management system. The greenway areas are critical opportunities for connections among parks and neighborhoods.

Compatibility

These areas will not significantly change, although they should generally align with existing flood boundaries and greenways. All types of development can abut the use if adequate stormwater management practices are built on-site to prevent extensive runoff or erosion into natural water systems. Development on the periphery of these areas should not remove trees or other natural landscaping to the extent possible to help retain natural filtering and protection from pollutants. Preference for low impact development or use of stormwater best management practices on-site for properties abutting these districts.



Urban Reserve

Description

Long term growth areas assigned to areas needed beyond 20 years into the future. Development proposals in this area, including high-intensity agricultural operations, should be reviewed for their compatibility with future urban uses.

Potential Zoning

A-1 (Agricultural) District

R-5 (Suburban Residential) District

Intensity (DU/A)

Under two dwelling units per acre

Uses

An emphasis on land preservation, such as crop cultivation. Not likely to connect to city services in the planning horizon.



Form

Adjacent developments should be designed for future expansion of streets, sewers, and other infrastructure facilities into the development reserve areas without cul-de-sacs and other configurations which will require future growth to leap-frog development areas.

Compatibility

Urban reserve areas should remain reasonably compatible with typical urban land uses, including residential, commercial, and industrial or business park operations. The compatibility should be determined based on the future land use identified on the Future Land Use Map. For example, an urban reserve area adjacent to an area identified on the Future Land Use Map as a business park should be compatible with the business park land use classification.



Downtown

Description

Vibrant, urban areas that draw residents and visitors to the immediate area. Characterized by a mix of uses and public gathering spaces that could be plazas, parks, courtyards, or similar contexts for events or general enjoyment. A combination of housing types allowed in high and medium-density residential contexts, neighborhood commercial uses, office, and service uses. Currently, the area is Downtown Webster City.

Potential Zoning

C-2 (Central Business) District

Intensity (DU/A)

7-12+ dwelling units per acre

Uses

A mix of complementary uses, including single-family attached/detached housing, multi-family housing, mid-sized parks, commercial and service uses. Amenities such as parks, plazas, and quality streetscapes should be a prevalent feature.



Form

A high-connectivity grid pattern expands viable locations for commercial land uses and allows multiple access points and route choices between uses. As compared to LDR, MDR, and HDR areas, the Downtown District encourages closer proximity between transportation, housing, and shopping choices.

Compatibility

Compatibility is achieved through increased attention to traffic circulation and parking, site and building design, and on-site operations.

- Land uses are sometimes mixed vertically, resulting in complementary and alternating times of use with the ability to share parking
- Different types of land use are positioned to create a smooth internal transition from lower to higher intensity uses; however, this transition happens over a shorter distance than within LDR, MDR, and HDR areas.
- Larger commercial or office uses should cluster around arterial streets.
- Smaller commercial uses are appropriate on any street provided that a smooth transition in the intensity of uses is maintained.

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Areas of Special Policy Focus - Superior Street Corridor

Description

An urban corridor that acts as a gateway to the community and downtown with routes for all transportation modes, intersection safety, and direct access to businesses. The character is a mix of uses, but focus in the future on buffers between the street and parking areas, sidewalks, and driveways.

Potential Zoning

Various

C-3 (Highway Business) District

R-2 (Multiple-Family Dwelling) District

R-3 (Over Four-Unit Multiple-Family Dwelling) District

Intensity (DU/A)

7-12+ dwelling units per acre

Uses

Various but focused on community scale design and commercial services.



Form

Transitions between higher intensity uses along the Superior Street corridor and adjacent neighborhoods should be carefully buffered. These areas should maintain a high level of connectivity between the corridor and surrounding neighborhoods, especially for pedestrian and bicyclists. Design and form should follow a strategic vision for each block along the corridor. See Chapter 3.2: Mobility Tomorrow for further streetscape design guidance as improvements are made over time.

Compatibility

Compatibility should be achieved through increased attention to traffic circulation and parking, site and building design, and on-site operations.

- Land uses may mix vertically, like the Downtown District. Combined with good transportation options parking may be shared or limited.
- Different types of land use are positioned to create a smooth internal transition from lower to higher intensity uses; however, this transition happens over a shorter distance than within purely residential areas.
- Site design should emphasize transitions between land uses using landscape treatments, screening parking areas behind buildings, and designing parking areas in a way to reduce the impact on adjacent properties, especially residential neighbors.

DECISION MAKING FRAMEWORK

1. Property Owners Decide

The Future Land Use map depicts new land uses for privately owned properties. The transition of these properties from their current use to the depicted use is expected to occur slowly over time, in response to market demands, as property owners voluntarily sell, develop, or change their land use.

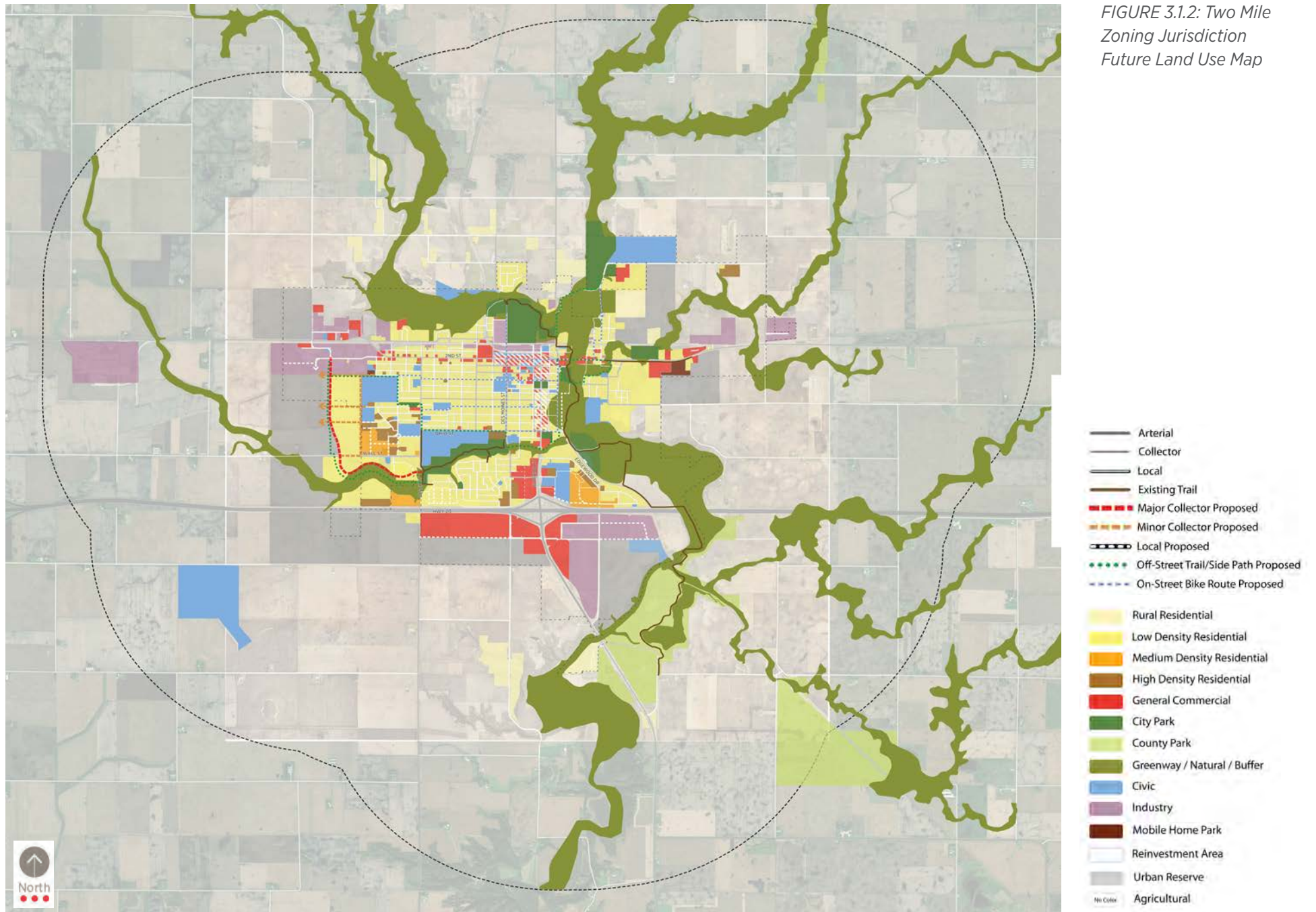
2. Generalized Map

The Future Land Use Map should be interpreted generally and is not intended to provide the specificity or the rigidity of a zoning map or engineering document. The map should guide the zoning map and is meant to show:

- Generalized land use locations and transitions: The boundaries between land uses on the map are “fuzzy” lines and are meant to show approximate areas for transition, rather than rigid boundaries. The exception to this is the environmental conservation areas, which are meant to be more precise boundaries.
- Collector and Arterial Street connections: Critical arterial and collector street connections are specified on this map, though the exact routes will depend on detailed engineering studies. Local streets will be determined as development occurs.
- Greenways and Open Spaces: Greenway areas on the map are based on environmentally sensitive features like floodplains and steep slopes. The boundaries of these areas should be given significant weight in decision-making.

3. Basis for Land Use Decisions

The Future Land Use map should provide the basis for decisions of the Planning & Zoning Commission, the City Council, and private developers. The map is a critical part of the approval process for development proposals and zoning decisions.



Annexation Procedure

While Webster City does have significant land within city limits to meet future land use needs, much of this land is not readily suitable for development. Therefore, annexation is a feasible goal for the city.

Annexation should follow the intent of growth in the Future Land Use Plan. The phasing of growth should occur in a way to not overstrain city budgets or ability to service. A separate annexation study was completed with the Comprehensive Plan, showing detailed consideration for annexation in growth areas. The next page shows a summary of the study, as potential long-term future annexation areas for Webster City.

Note, it is not the City's policy to involuntarily annex land. The following annexation strategy should apply:

1: Pursue Voluntary Annexation

Webster City should use the "voluntary annexation" provisions of Iowa annexation law (including the 80/20 rule) and avoid annexing areas under "involuntary" procedures. The drawbacks of involuntary annexations include:

- More complex annexation process.
- Confrontation with landowners.
- Susceptibility to court challenges.
- Costly extension of city services mandated within a short period, even if development is not imminent.

The benefits of voluntary annexation are:

- Allows the City to promote areas for development without having to install costly infrastructure ahead of that development. The annexation/infrastructure extension plan becomes a negotiated process between the property owner, developer and the City.
- It does not require the City to pick "winners and losers" among potential annexation areas. Instead, the private market determines development timing and location.
- Simpler process, less controversial.

To make the voluntary annexation approach work, the City must:

- If necessary, use the 80/20 rule for voluntary annexation, which allows up to 20% of the total annexed area to be included without property owners' consent. This allows for the "squaring off" of annexation areas to logical boundaries to avoid creating unincorporated "islands," which are not permitted by state law. While full consent from property owners is ideal, there may be situations where the 80/20 rule is necessary to follow state laws and achieve long-term City goals.
- Enact Parts 2-6 of this strategy.

2. Only Annex as Needed

Webster City should annex land only as the opportunity arises and helps achieve housing or land use needs in the city. Infill development within the city is preferred if those opportunities are present. By only annexing what is needed when it is required, the City avoids unnecessary maintenance of infrastructure and potential conflicts with landowners. Coupling this approach with creating annexation agreements will protect the City's long-term growth areas.

3. Initiate Outreach to Property Owners

Initiate ongoing communication with owners of properties in the annexation areas. Communicate the potential benefit of annexation: The extension of city services/infrastructure greatly enhances the development potential of the land and maximizes its sale value.

4: Negotiate Development Agreements

Development opportunities in the annexation priority areas should be pursued on a "negotiated development agreement" basis, with zoning, infrastructure extensions, and any applicable development incentives as part of the negotiation process. The Future Land Use Map should serve as the guide for uses within the annexation areas.

5. Wait to Zone

Annexation areas should not be zoned for future uses until the areas are voluntarily annexed and a negotiated development deal is accomplished. Discussion of appropriate zoning, consistent with the Future Land Use Map, should be a part of the negotiation process.

6. Prioritize Contiguous Parcels

Annexation priority should go to parcels contiguous to current city boundaries. It is not recommended to annex property that is not contiguous to existing city property and would not be permitted by state law in most circumstances.

Based on the projected growth rate over the next 20 years, this plan projects a need for at least 350 acres of land for residential, commercial, and industrial growth.

ANNEXATION GROWTH AREA SUMMARIES

The City of Webster City currently has about 2,250 acres of developed land, not including right-of-ways, with a total of about 5,700 acres of land within the city limits. Residential land uses comprise about 47% of the total developed land, with civic uses following at about 22%. Undeveloped land within city limits includes floodplains, agricultural uses, and vacant land ready for development.

Based on the projected growth rate over the next 20 years, this plan projects a need for at least 350 acres of land for residential, commercial, and industrial growth. Much of this can be accommodated within existing city limits. However, some areas adjacent to city limits are better suited for development.

Annexation may be needed for several reasons:

- If population grows faster than forecasted in this Plan.
- To provide more choices for development and support flexibility in the market for development.
- If residents petition to be annexed into Webster City.
- If opportunities present themselves where annexation would:
 - › Support development principles in this Plan
 - › Increase connectivity
 - › Protect environmental features
 - › Promote economic development in Webster City
 - › Increase public safety
 - › Protect orderly growth of the city

IOWA ANNEXATION POLICY

The State of Iowa Legislative Code allows cities to annex land through a voluntary or involuntary process, detailed in Iowa Code Chapter 368. In all annexation procedures, the application must ensure the adequacy of services and that the annexation does not create an island.

Voluntary Annexation. When not within two miles of another city, the voluntary annexation process is relatively easy and does not require review by the State City Development Board when all property owners agree to voluntarily annex. When the land owners of 80% or more of the area being annexed submit a voluntary annexation request to the City, then the application must be submitted to the State City Development Board. The City Council does not have to accept voluntary annexation request.

Involuntary Annexation. When more than 20% of land owners oppose an annexation request, the involuntary annexation procedures in Iowa Code Chapter 368 apply. The process can be initiated by the City Council, the County Board of Supervisors, the Regional Planning Authority, or 5% of the registered voters of the city. Several requirements need to be met for involuntary annexation, multiple public notices, approval by the State City Development Board, and an election in the city.

Analysis of Growth Trends

During the Webster City Comprehensive Planning process, a proactive growth rate forecasts a 2040 population of 8,600 residents. Based on this projection, land use needs are listed in **Figure 3.1.3:**

- New construction will be distributed with 50% low density, 30% medium density, and 20% high density units.
- Average gross residential densities will be 3 dwelling units per acre for low density up to 12+ units per acre for high density.
- Land designated for residential was twice the area needed to provide market choice and prevent inflated land costs.
- Land designated for commercial and industrial uses were 1.5 times the area needed to provide market choice and prevent inflated land costs.

Analysis of Services and Service Needs

Annexation requires that city services be provided to the newly annexed land. These include public safety (police and fire protection), infrastructure (road improvements, water mains, sanitary sewers), and possibly even new facilities (libraries, parks, recreation centers). If Webster City cannot effectively and efficiently provide the necessary services to the annexation area, the annexation should be reconsidered.

Analysis of Revenues

One of the primary reasons cities undertake annexation is to grow their tax base. In some cases, however, the costs to provide services to the annexation outweigh the increase in tax revenue generated. The analysis includes comparing the potential property taxes, sales taxes from commercial establishments, business taxes, license fees, and any other sources of revenue associated with land use and development in the annexation area against the projected costs discussed above.

Political Implications

In some instances, understanding the potential political impacts of an annexation is necessary. Residents in the area being annexed may have concerns about higher taxes, loss of community identity, or changes in political representation. Residents of Webster City could also have concerns that the annexation will strain existing levels of service in the community.

Considerations of Annexation

It is important for Webster City to consider the full costs and benefits of pursuing annexation and the alignment it has with the City’s goals for growth and development. Annexation should be undertaken after the City considers the full range of data and potential impacts including growth trends, services and service needs, and revenue projections from the annexed areas.

Considerations of Annexation

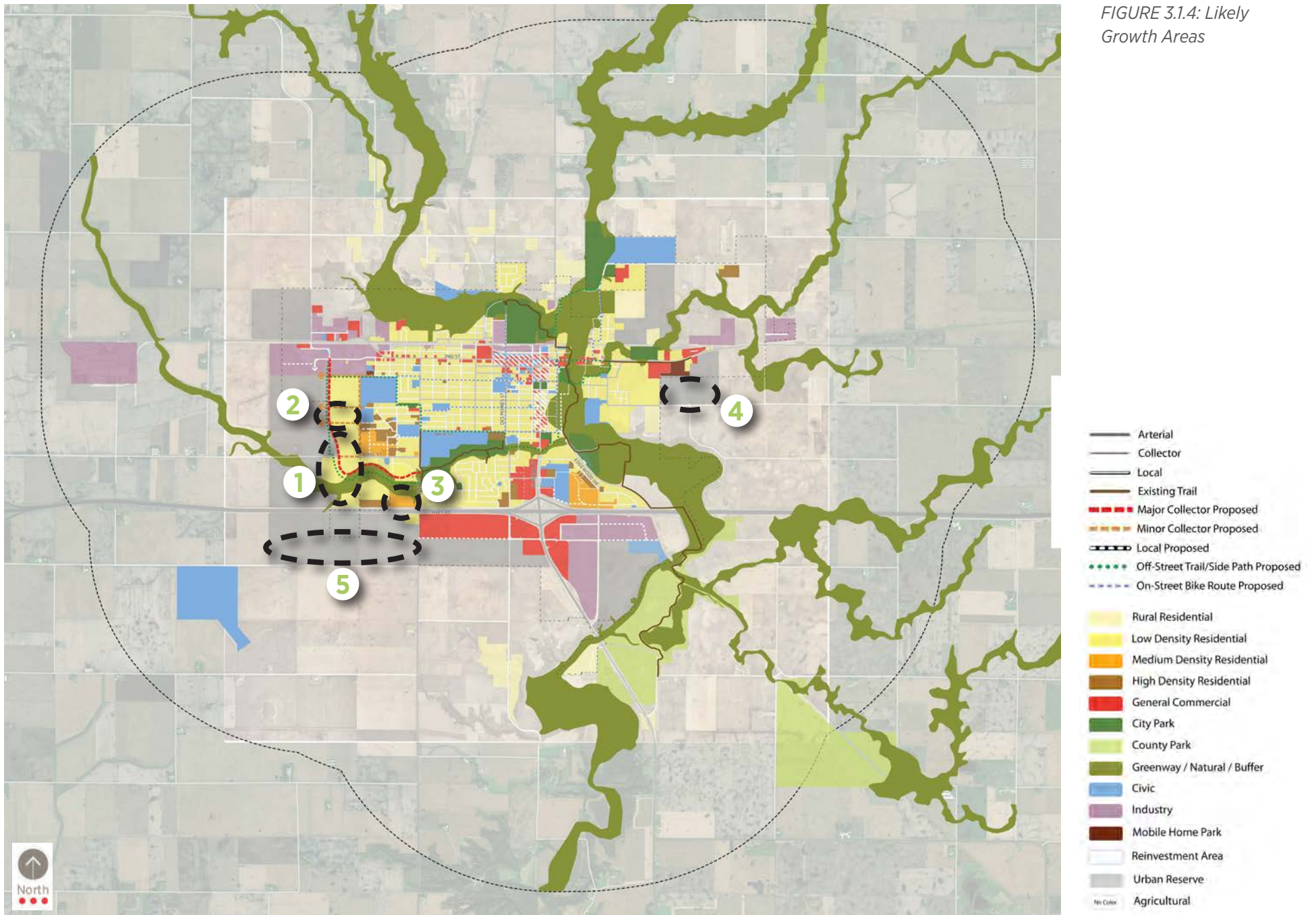
It is important for Webster City to consider the full costs and benefits of pursuing annexation and the alignment it has with the City’s goals for growth and development. Annexation should be undertaken after the City considers the full range of data and potential impacts including growth trends, services and service needs, and revenue projections from the annexed areas.

Figure 3.1.4 identifies likely growth areas detailed in the Annexation Study that evaluates opportunities and challenges if a development proposal comes forward for these areas.

FIGURE 3.1.3: Future Land Use Needs

LAND USE	APPROXIMATE ACRES
Residential	
Conventional SF	148
Small Lot, Attached and Townhomes	49
Townhomes and Multi-family	16
Commercial	28-32
Industrial	98-105

FIGURE 3.1.4: Likely Growth Areas



3.2 MOBILITY TOMORROW

An effective transportation system moves people and facilitates efficient land development patterns. It can also become a quality of life amenity in its own right. Integrated into the Future Land Use Plan, the transportation plan proposes system improvements, expansions, and policies to guide investment towards creating a healthy and balanced mobility system.

**Note: Chapter 4 covers proposed trails and sidepaths in more detail. It is important to recognize trails and bicycle lanes as an important part of the transportation system, in addition to their recreational value.*

GOALS:

Develop a future transportation network that will support desirable patterns of community development.

Provide a transportation system that is safe and convenient, that allows travel by car, foot, or bicycle.

Invest in trails and sidewalks that connect destinations and support healthy activities.

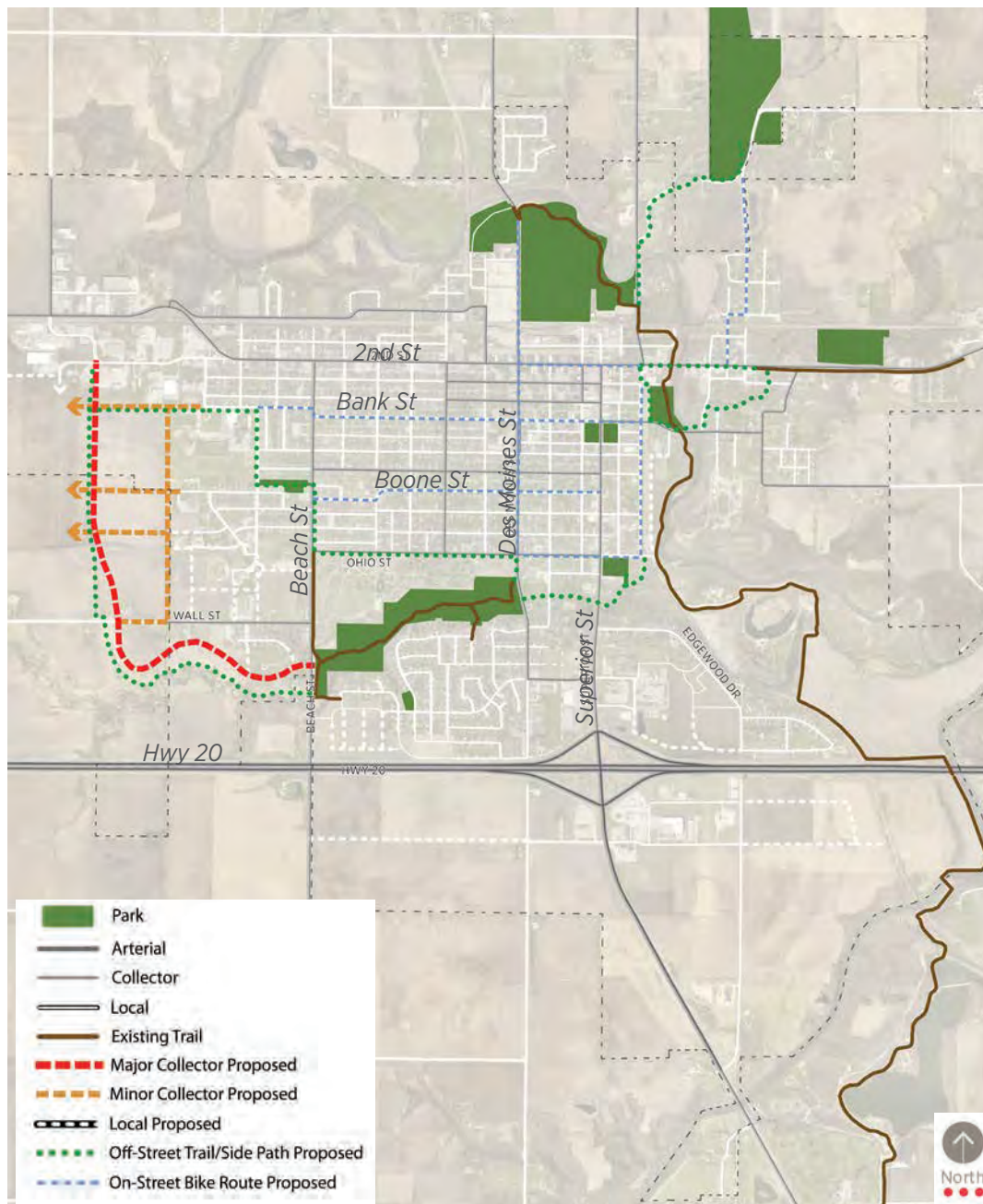


ACTIONS

1. Provide interconnected streets for new development that include pedestrian and bicycle features, shown in Figure 3.2.1.

To the extent practical, new streets should include a second access to the development; a well-connected transportation network reduces traffic by enabling pedestrian and bicycle trips while improving the community's ability to provide emergency services. Single access cul-de-sacs should be avoided unless environmental factors preclude other options.

FIGURE 3.2.1: Future Mobility Network Map



A NOTE ON THE FUTURE STREET NETWORK

- It is a BIG PICTURE - not every street needed for future development is shown.
- It is FLEXIBLE - The priority is to maintain connectivity, as generally shown on the map. The exact path of these streets may vary. Detailed engineering studies will be needed before undertaking any new road construction.
- It is done WITH PROPERTY OWNERS - The City should reach out to property owners in the key development areas.
- Connection areas to discuss plans for the future.

2. Adapt existing streets for bicycle mobility, based on the proposed street network, shown in Figure 3.2.1.

Figure 3.2.1 shows the beginnings of a city-wide bicycle system. The system provides routes for bicycle commuting between destinations. The trail system is a 10 foot wide shared-use path meant to accommodate pedestrians and bicyclists. Priority streets for on-street bike routes include:

- Des Moines Street
- River Street
- Bank Street
- Boone Street
- Ohio Street
- Maple Avenue to Oak Avenue

Bike Facilities Precedent Imagery



Simple bike lane with parking on one side



Shared parking/bike lane on low volume street



Shared use path, bike lane combination



Shared lane marking for low volume street

3. Implement standard street design practices that increase pedestrian safety and comfort based on a complete streets model.

An unsafe walking environment, or one that feels unsafe, discourages walking for those with choices between transportation modes. Those that must walk or bike to their destinations encounter safety risks through conflict with motorists or route hazards. Design practices to incorporate into site plan review and public projects include:

- Reduce the distance pedestrians must walk to cross areas used by vehicles (streets, driveways, parking, etc.). Examples include bump-outs, medians, or pedestrian refuge islands. These would not apply to every street and, most important, at major trail crossings.
- Require crosswalks along designated trail or bicycle routes that prioritize pedestrians over motorists.
- Limit the number of driveways that cross pedestrian routes. Spacing between residential use driveways can be less. However, arterial and collector streets should have the largest spacing between driveways depending on the posted traffic speed. Access spacing for a typical street like Superior Street would generally be a minimum of 100 feet.
- Buffer pedestrian routes from driveways, parking areas, and streets with a 3'-5' strip of landscaping. Elements could go beyond a distance buffer for added comfort. Examples include shrubs, berms, and decorative walls.
- Promptly clear pedestrian and bike routes after a snow or ice event.
- Conduct regular maintenance for uneven surfaces and prompt repair of damaged pedestrian paths.
- Identify and sign temporary pedestrian routes when existing routes are blocked because of construction or other temporary events.
- Ensure there are always five feet of unobstructed space along pedestrian routes.
- Require lighting along major pedestrian routes, internal parking lots, and building entrances.
- Consider adopting a Complete Streets Policy. A complete streets policy officially states the community's desire to offer options for active living choices and to make policy decisions that are more bike-friendly and walkable.



Example of Complete Street components in a medium to high density context

4. Ensure street connectivity by following the three guidelines below:

1. **Reserve Right-of-Way in Advance.** The City should work with developers and property owners to reserve right-of-way for significant streets in advance of development. Developers should leave room to extend streets to future adjacent development by leaving stub streets or empty lots where extensions are planned.
2. **Build with Development.** Webster City should work with developers to extend new roads as development demand arises, in conjunction with development agreements. The City can coordinate with developers to share the cost of street construction.
3. **Collaboration.** Webster City should coordinate with Hamilton County on street extensions or changes at municipal boundaries.

5. Fill gaps in the sidewalk system by providing sidewalks on at least one side of the street in all residential and commercial areas.

Sidewalks are the central piece of pedestrian infrastructure. Existing streets should provide a sidewalk on at least one side of the street. The city should identify existing streets for sidewalk retrofitting and construct new sidewalks over time in conjunction with other street or infrastructure improvement projects.

Priority areas for retrofitting are focused on destinations. Regardless of how conducive a city is for active transportation, many people will not choose to walk more than half a mile to any destination. One-half mile is considered a comfortable distance because:

- It takes about ten minutes to walk, often not much longer than a typical errand or local trip by car.
- It is a relatively comfortable distance to carry groceries or other items.
- Some cannot safely walk much further—for example, seniors and kids.

Therefore, when common destinations (home, work, recreation) are within a half-mile, people will more often choose to walk, even if only on occasion.

Priority areas for retrofitting include:

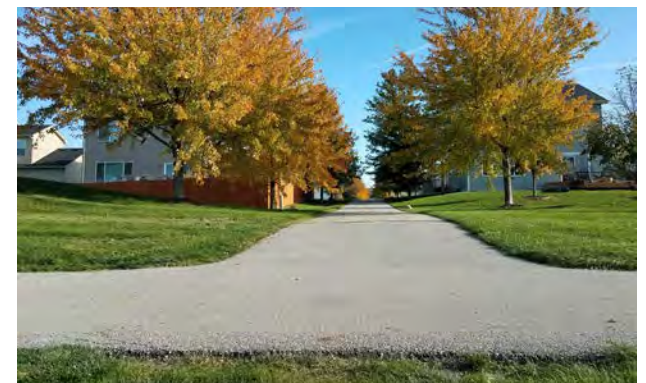
- Arterial and collector streets.
- Streets within a quarter to half-mile radius of schools and parks.



Ensure sidewalks are clear of permanent obstructions



Paths and sidewalks should not end without giving direction to travelers.



Paths do not have to only follow streets and can bisect neighborhoods to create efficient pedestrian connections.

6. Enhance the character of city streetscapes.

Streets are Webster City's largest public space and provide one of the best opportunities to convey a positive, unique character. The existing streets already project a particular character or "brand" of the city. But without a mindful strategy for the appearance of our streets, it may not be the brand we want. The design and visual effect of a street, aka the "streetscape," is both a potential amenity and an essential economic tool.

Elements of Good Streetscape Design

While every street is different, there are several common attributes of good streetscape design at different scales and frequencies depending on the context—for example, downtown or an arterial street.

- A logical use and sequence of trees and street landscaping, furniture, paving, lighting, art, and other elements that are designed for both character and as pedestrian amenities.
- Sidewalks or pedestrian paths, with clear and comfortable edges between pedestrian and motor vehicle domains.
- Attractive and functionally appropriate street lighting that reinforces a consistent image.
- Materials, street furniture & other features that consistently evoke the character of the street and/or community.
- Controlled private signage to avoid visual clutter.
- Attractive and durable materials that reflect both functional and aesthetic needs.
- A wayfinding signage system that includes direction for both motorists and pedestrians.
- Trees canopies in neighborhoods with a diverse set of street trees in new neighborhoods. Trees provide shade and relief from the weather when placed near walking routes.



Example of a good multi-modal local street design with bike sharrows and parking



Target Streets

Webster City has several main streets that are important to include as part of a streetscape upgrade strategy. These are the streets that are most well-traveled and connect to the most popular community destinations. **Figure 3.2.2** shows these streets of significance in the community based on their connections to community activity areas.

- Superior Street
- 2nd Street (West to Downtown)
- 2nd Street (East to Downtown)
- Des Moines Street

FIGURE 3.2.2: Streets and Activity Nodes



Streetscape Design Precedent Imagery



The high traffic pedestrian crossings along 2nd Street and Superior Street can be enhanced with safety features. Where there are streetlights, pedestrian activated crossings and/or refuge medians increase safety (left). Where there are not stoplights, a HAWK signal (High intensity Activated crossWalk) where the pedestrian activates the stopping beacon, with crossing markings, is a good option. An example could be at the south side of West/East Twin Parks.



Des Moines Street is an excellent example of a local street with adequate space to accommodate bicyclists on the street with good sidewalk buffering on both sides of the street. The street pavement is also smooth and comfortable for bicyclists.

3.3 PARKS AND RECREATION

Webster City has a reputation for exceptional parks and recreation facilities. The momentum from these resources should not leave Webster City satisfied. Today's opportunities lead to tomorrow's goals for improvement and continual additions to maintain the quality of life for residents.

GOALS:

Provide an array of active and passive recreational facilities to meet growth and changing resident needs

Provide park and recreation facilities, programs, and services that are connected and accessible to all residents

Create an active Boone River riverfront for recreation while preserving its function as a waterway

Use greenways as corridors that connect neighborhoods and parks for all

ACTIONS

1. Complete a regular review of recreational facilities by type and condition. Use this to allocate funding resources and engage community partners.

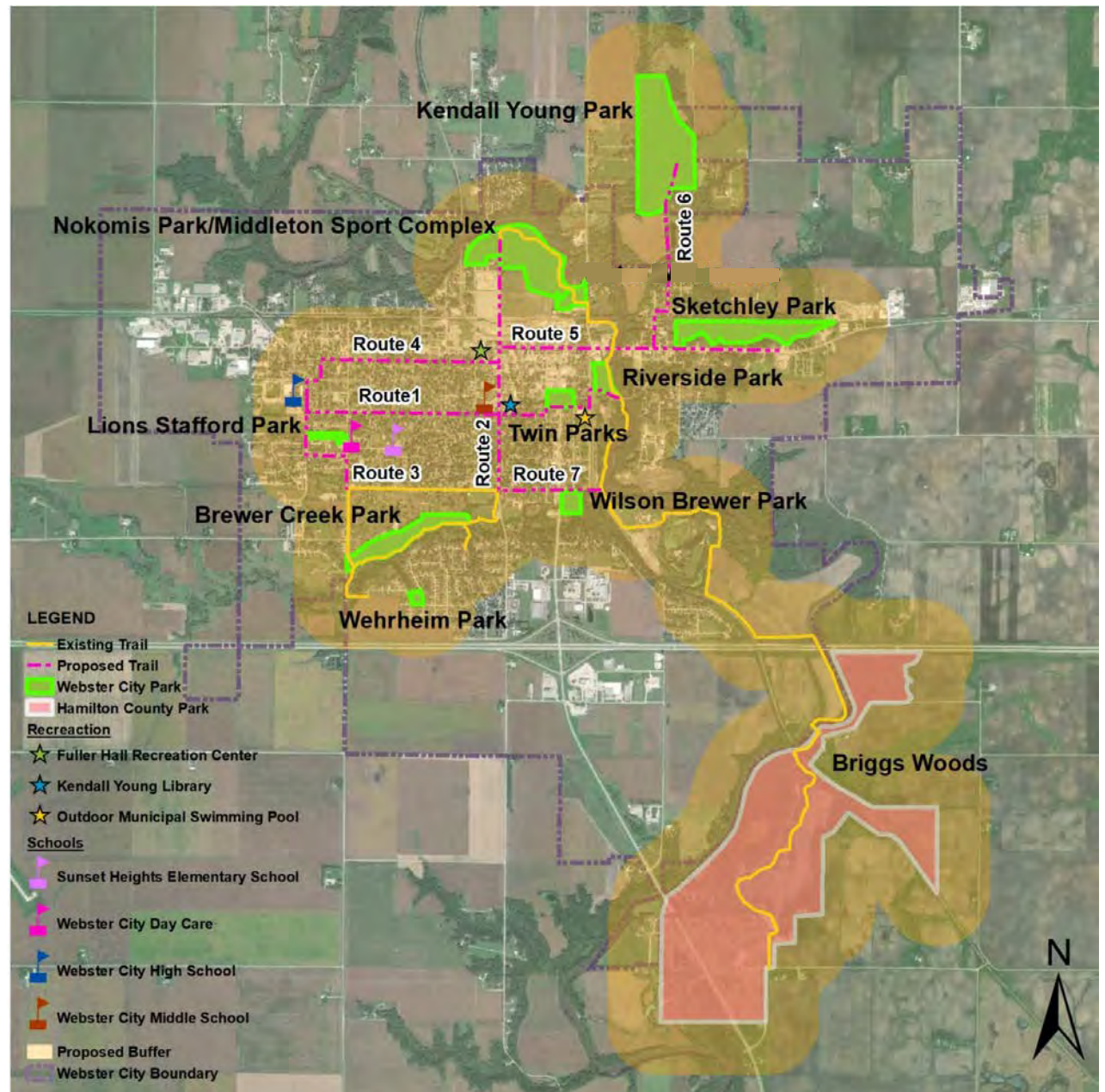
Parks within existing developments are like the existing housing stock; if taken care of and updated occasionally, they can last through the next planning horizon. When parks become in disrepair, people don't want to live next to them, the space becomes unappealing to visitors, and often the facilities become unsafe. All neighborhoods should have close access to a park, but a poorly maintained park does not count. A regular review schedule could include:

- Developing and maintaining a thorough inventory of the conditions, with maintenance and replacement needs, of existing parks and facilities.
- Establishing a maintenance standard for all facility types.
- Setting criteria for upgrades and investment priorities.
- Ensure adequate annual funding through the City's budget process.

2. Implement the Parks and Recreation Master Plan (2019)

The 2019 Plan provides excellent guidance for park facility needs, programming, and maintenance needs. The City should use this Plan as the main implementation guideline for existing parks. **Figure 3.3.1** shows the base planning map from the 2019 Plan.

FIGURE 3.3.1: Parks Plan



Credit: Webster City Parks and Recreation Master Plan

3. Acquire new park land as Webster City grows.

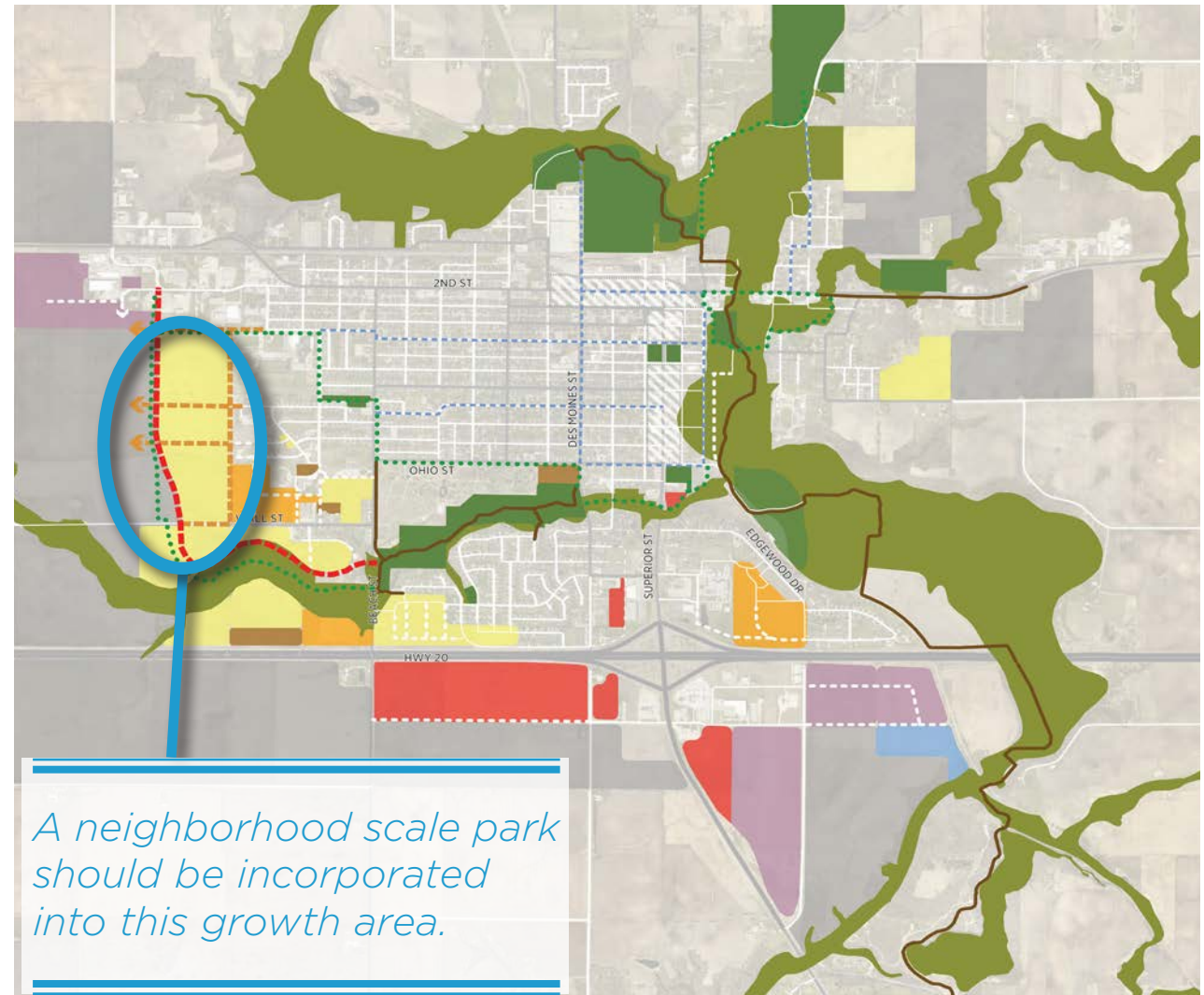
New residential areas to the west will need new parks within walking distance. For these areas, neighborhood scale parks are appropriate, or about 5-10 acres for a park. These neighborhood parks should offer basic recreational amenities that may include playgrounds, nature areas, and/or a small ball field or court. Residents of the neighborhood and stakeholders should be engaged to discuss the amenities they desire for their new park.

An area for a park in the western growth area is not designated on the future land use map. However, the park should be located and programmed according to the following criteria:

- At least one park in the area west of where development stops today (2020).
- Preferred sites should be city-owned parcels or on vacant or under-utilized sites.
 - › Ideally, the park space is identified and reserved during subdivision platting through a development agreement.
 - › The area should not be an outlot or used primarily for stormwater management. At a minimum, there should be two acres of unobstructed open space for informal recreation like soccer, football, frisbee, or general use by residents. Within a subdivision, the park should easily accessible by paths and trails.
 - › The location could be on the edge of a subdivision development to expand the park area when adjacent areas are platted and developed.

- Amenity selection, balancing the desires of residents with the supply of the entire park system. The amenities offered each neighborhood park should reflect the desires of residents but also support a balanced park and recreation system.

FIGURE 3.3.2: Future Land Use



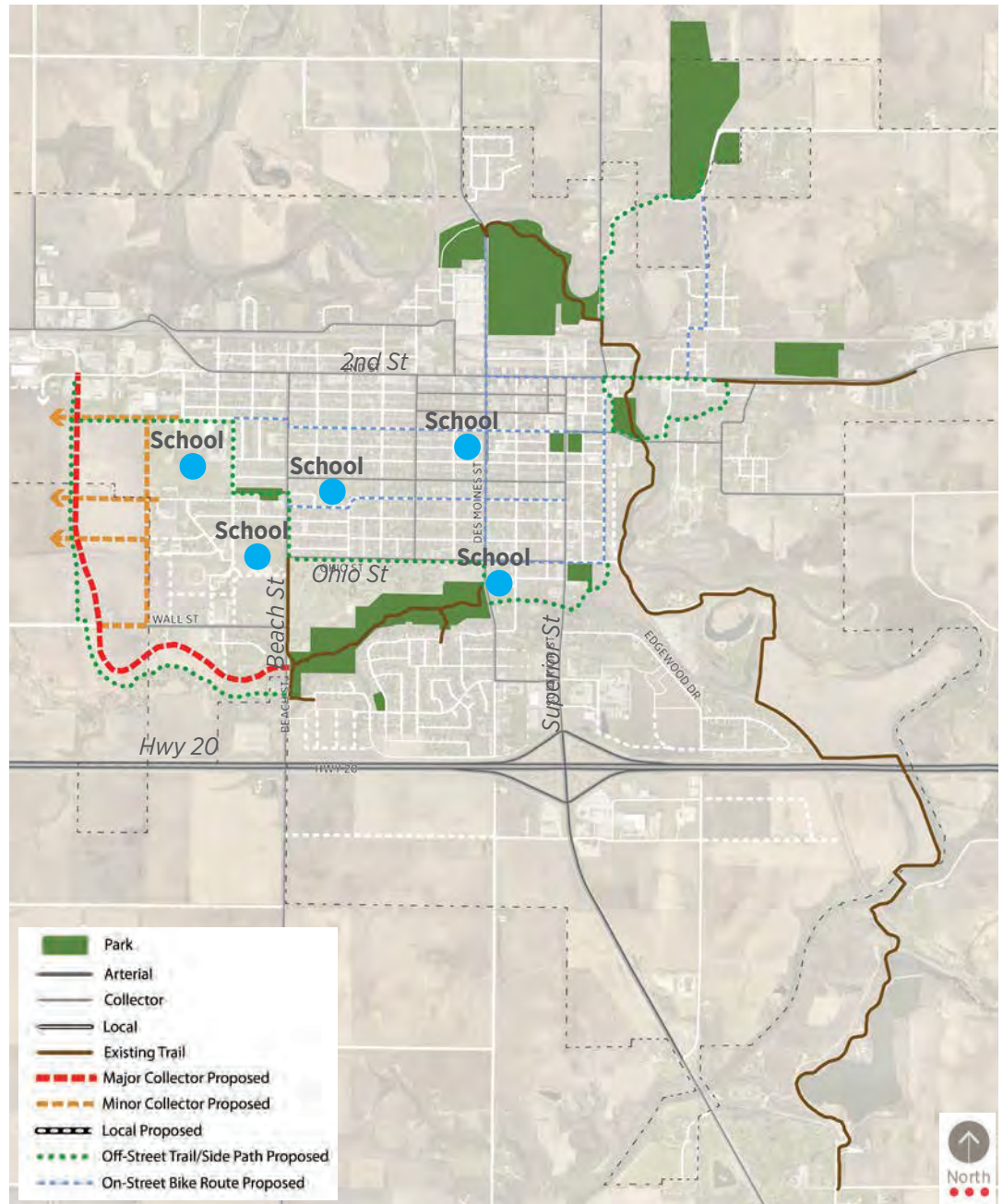
4. Explore the creation of a regional trail system with ambitious future connections.

Figure 3.3.3 shows a proposed trail and bicycle network for Webster City. Additionally, Webster City can capitalize on the interest statewide. Iowa has an extensive trail system, leading many other states in regional trail opportunities. It is not uncommon for bicycle tourists to ride 50 miles or more for an overnight trip. Some longer regional trails systems nearby (existing or planned) include:

- Heart of Iowa Trail – Runs from Melborne to Slater, located about 50 miles south of Webster City. It connects to the High Trestle Trail at Slater.
- › The American Discovery Trail, an effort to create a trail from the east to west coasts, is proposed to use the Heart of Iowa Trail through Iowa. <https://discoverytrail.org/>
- Three Rivers Trail – Runs from Eagle Grove to Rolfe, located about 25 miles north of Webster City.

The City should establish coordination with regional planning agencies and jurisdictions to successfully develop solutions, acquire funding, and work with property owners to explore trail expansion in Hamilton County and beyond.

FIGURE 3.3.3: Future Trails Network



5. Enhance connections to the Boone River.

The Boone River is a great asset for Webster City. The river opens another level of recreational activities to draw visitors and new residents to Webster City. The growing demand for water trails and recreation in Iowa bodes well for amplifying usage in Webster City. However, any action must not impact the floodplain and be mindful that the floodplain could expand in the future with a changing climate.

A significant opportunity will be the current location of the city wastewater treatment plant. When a new plant is built south of Highway 20, this site will be open for reuse. While already owned by the city, there is a great opportunity for a regional park that builds on access to the Boone River and Boone River Recreational Trail.

River Access Precedent Imagery



The City has already made strides to make river access more accessible, as shown above.



Other contexts can be less direct but with adequate space for launching multiple boats.



3.4 COMMUNITY DEVELOPMENT

Webster City regularly updates its Housing Assessment to understand market conditions and community needs. While many of the goals and actions remain, housing solutions are long-term and ongoing for many non-metropolitan cities.

GOALS:

Preserve the existing housing stock

Expand housing development at different lot sizes and price points

Increase the construction of multi-family housing

Offer attainable housing available for all that want or need to live in Webster City

Give options for living Downtown or other commercial areas

ACTIONS - REFER TO THE 2021 HOUSING STUDY UPDATE

1. Find ways to share the risk for new housing development that fills a gap in the Webster City market.

Ways to share risk in new development could include:

- Help builders realize economies of scale that can reduce costs and lead to more units built per project.
- Seek partners to help provide financing assurances for builders to build products unfamiliar to them but that this analysis shows there is a demand in Webster City.
- Also create partnerships to lessen the risk to any one financial institution, focusing on pools of funding from many partners.
- Bring employers and Realtors into the partnerships to show additional assurances to builders and financial institutions for what people are looking for and what incentives they can help provide.

2. Develop alternative housing resources for older adults residing in affordable, owner-occupied housing.

Despite new senior development in the past, many households over the age of 65 want to remain living independently with perhaps some maintenance taken care of for them. Senior housing production opens affordable housing to a new generation of homebuyers. If about 50% of housing in a development for older adults is occupied by residents, development of 80 units through 2023 opens 40 single-family units to potential homebuyers, the equivalent of over two years of projected new construction.

COMMUNITY BASED ACTION AND RISK SHARING

Risk sharing is noted throughout the strategies and goals to address housing challenges. However, communities cannot simply wait around for development opportunities and developer interest. Residents and stakeholder within several communities in Iowa are recognizing the need to take action by pooling their own resources and expertise to act as the developer of new lots. Two examples are described below:

Fairfield, Iowa. A group of local stakeholders combined equity stakes to act together as the developer and builder of 27+ townhomes and duplexes in Fairfield. Risk sharing included private equity, City TIF funds, tax abatement, and Iowa Workforce Housing Tax Credits. Units were priced between \$160K-\$220K.

Humboldt, Iowa. Similar to development in Fairfield, local stakeholder pooled equity to finance 32 single-family and duplex units. The City helped share risk through TIF financing and tax abatement. Units are priced between \$230K-\$280K.

These are a couple examples of local action to share risk and start a grassroots, proactive effort to housing development. These projects were assisted in part by 571 Polson Developments, LLC. For more information on these and similar projects in Iowa go to: <https://571polson.com/>

3. Create and implement a downtown development program.

Downtown remains a critical recruitment tool for the City, a center for creative enterprise, and a solution to housing challenges. See Chapter 3.5: Downtown.

4. Implement effective rehabilitation and housing preservation programs.

The most economical way of developing affordable housing is maintaining and enhancing the city's existing housing stock. Currently, the city has an owner-occupied rehabilitation program that offers up to \$20,000 for lower income households. The rehabilitation projects under the program typically fall under emergency/hazard, fire protection devices, energy conservation measures, and incipient violations.

PRIDE OF MARYVILLE

The City of Maryville initiated the Pride of Maryville project to recruit community members to help keep the city "cleaner, safer, and more beautiful place to live." There are four programs that provide an opportunity to participate, three of which directly impact housing:

- Adopt a neighborhood (currently inactive)
- Beautification awards
- Neighbors helping neighbors

When active, the neighborhoods in the adopt a neighborhood were supported by volunteers helping to keep the city litter, debris, and weed free. The beautification awards program honors homes and businesses for the beautification and improvements made to their property. Neighbors helping neighbors pairs volunteers with residents in need which could include maintaining their property by cleaning leaves, pulling weeds, or painting shutters.



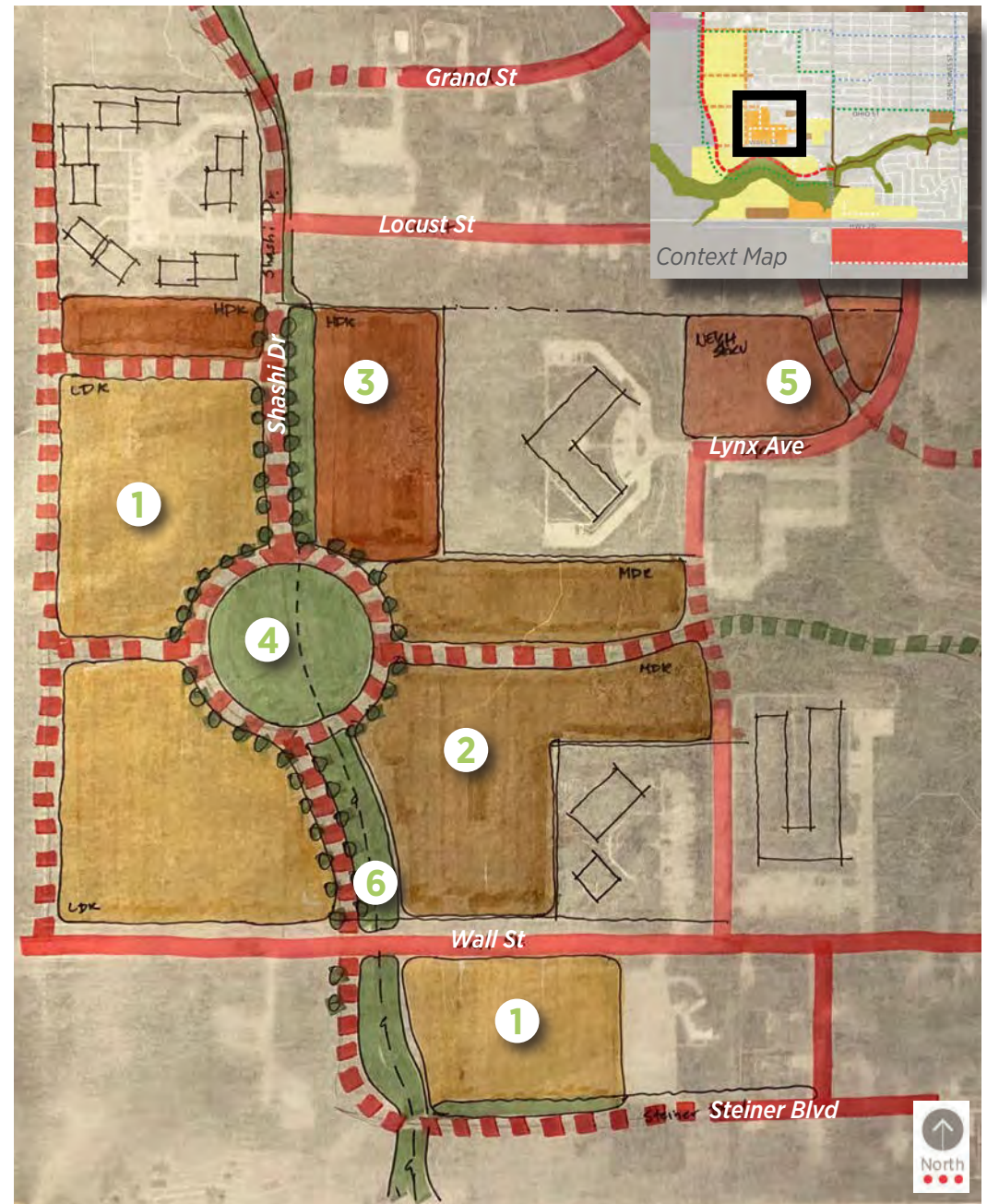
5. Expand the capacity for development and the available land supply.

Webster City, like many similarly sized communities, lacks subdivision developers. Development of buildable, improved lots remains a major role for the City, and should complement a private sector focus on financing specific projects built on that land. This is not unfamiliar to Webster City with the previous development of the Brewer Creek Estates. However, new approaches may be needed to make other subdivision development attractive to local and non-local developers.

Figure 3.4.1 shows a neighborhood subdivision concept for the area north on Wall Street along the western edge of city limits. The concept includes:

1. Primarily low-density residential areas.
2. Medium-density residential areas to transition from existing apartment complexes.
3. New areas for high-density residential.
4. A potential neighborhood park.
5. A potential area for neighborhood service uses along Lynx Ave and west of Iowa Central Community College.
6. A greenway trail connection north and south.

FIGURE 3.4.1: New Neighborhood Development Opportunity



6. Neighborhood Conservation Policy Areas.

More targeted programs should be explored to augment current efforts and encourage all income ranges the ability to rehab and conserve existing homes. Infill on existing lots can be one way to help lessen housing costs in some circumstances and revitalize neighborhood character.

The former hospital site along Ohio Street west of Des Moines Street presents an unusual opportunity for infill development. While a number of public use alternatives exist for the site, including an expansion of the city's cemetery or expanding adjacent Brewer Park. But when in-city development sites are relatively scarce, this property has tremendous value. Guidelines for its development are shown in two alternative scenarios:

1. Incorporating public uses in the site design. The slope to Brewer Creek has traditionally been used as a sledding hill in winter, and any plan for the site should preserve that public access. Project design should also include an open view corridor to the major open space to the south and a pathway connection to the Brewer Creek Trail.
2. A mix of medium-density housing, such as semi-attached single family, townhomes, and small footprint multi-family buildings.
3. Single-family scale structures along Ohio Street, across from existing single-family homes.
4. Limited access to Ohio Street with parking areas hidden from park and street exposure.
5. Common open space within the project concept.
6. A possible larger scale apartment or senior facility along Des Moines Street.
7. Relocation of cemetery maintenance building.

FIGURE 3.4.2: Infill Development Opportunities



3.5 DOWNTOWN

One of the priority purposes of this plan is to increase the vibrancy and success of Downtown. A 2019 strategic plan provides the starting point for Downtown, many recommendations translated into the Comprehensive Plan.

GOALS:

Establish downtown Webster City as a vibrant economic hub

Beautify and activate the downtown

Establish downtown Webster City as a destination

ACTIONS

1. Improve pedestrian and bicycle connections to the Downtown (see Chapter 3.2: Mobility Tomorrow).

Supplemented by the citywide wayfinding program, the transportation plan details priority routes to reach downtown from anywhere in the community. These routes are important for visitors and residents alike.

2. Focus implementation efforts for the 2019 Downtown Strategic Plan.

Buildings and Infrastructure –

High Priority

1. Improve broadband infrastructure downtown through the installation of fiber optic or comparable infrastructure (See Chapter x: Community Facilities)
2. Hire an engineer to do a commercial building quality assessment
3. Provide incentives to rehabilitate buildings and facades, with guidelines to follow for façade enhancements

Priority

1. Partner with high school or community college construction and industrial technology students to make repairs to underutilized commercial spaces
2. Enforce current building code promptly
3. Establish an organized effort to identify, preserve, and rehabilitate older buildings

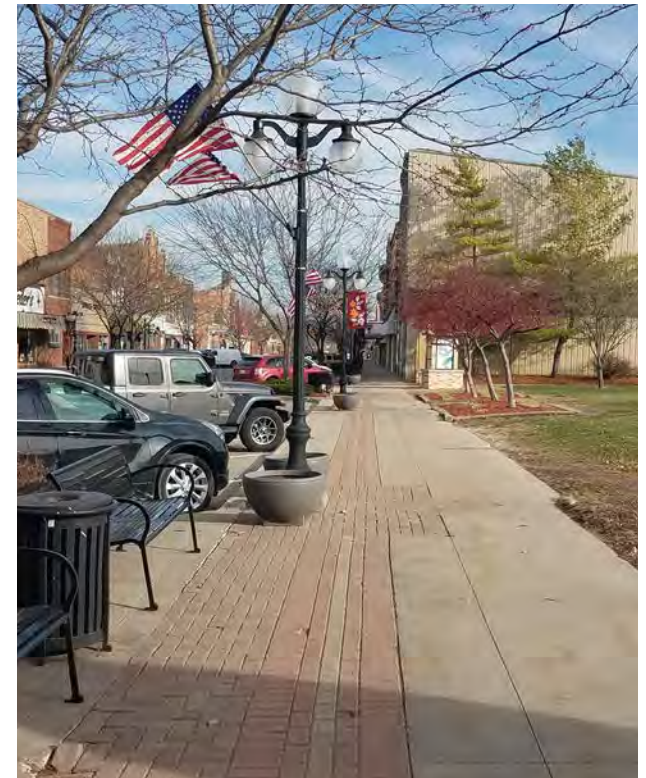
Experience

High Priority

1. Provide free public wi-fi in downtown Webster City
2. Identify properties for adaptive re-use through non-retail and non-traditional rental options
3. Increase outdoor seating
4. Place sculptures, murals, photography, video projection, and other public art throughout downtown

Priority

1. Engage absentee landlords and building owners
2. Acquire nuisance buildings
3. Expand sidewalk, planters, trees, and greenspace enhancements beyond 2nd Street
4. Improve aesthetics and function of signage
5. Utilize vacant storefronts as a vehicle for public art
6. Welcome new residents that move to the area with a basket of samples, coupons, and print advertisements of downtown businesses
7. Expand the existing farmers market through January 1st in an indoor location such as the Elks Lodge or old post office, pending renovation
8. Include cultural events in the 250-day event calendar (See Chapter 3.6: Community Sustainability)



Entrepreneurship

High Priority

1. Create a makers-space or business incubator to foster long-term entrepreneurial growth

Priority

1. Translate existing business startup materials into Spanish (See Chapter 3.6: Community Sustainability)
2. Utilize existing business owners to mentor new entrepreneurs and provide support to businesses looking to expand
3. Hold an annual business pitch or business plan competition with prizes like cash or donated services to help jump start the winning business
4. Identify and publicize existing businesses willing to open their space for pop-up and micro-retail
5. Offer community grants or cooperative ownership of spaces for innovative business and rent strategies

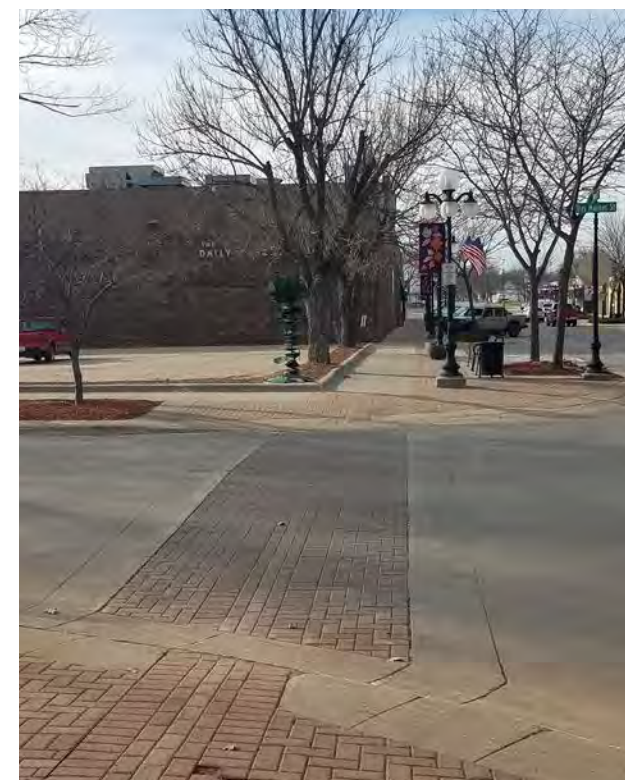
Business Development, Retention, and Expansion –

High Priority

1. Conduct city-wide market analysis every five years to help local business owners ascertain local market challenges and opportunities (See Chapter 4: Opportunity Awaits)
2. Offer building permit fee waivers for small businesses and vacant properties downtown
3. Measure the impact of downtown events (See Chapter 4: Opportunity Awaits)
4. Embrace new immigrant and minority residents (See Chapter 3.6: Community Sustainability)

Priority

1. Provide workshops and a contact for succession planning in downtown businesses
2. Host quarterly workshops featuring quality guest speakers to provide technical assistance and expertise (See Chapter 3.6: Community Sustainability)
3. Maintain a detailed online repository of available commercial spaces through Location One Information Service (LOIS) and embed on community websites
4. Update the downtown inventory regularly (See Chapter 4: Opportunity Awaits)
5. Develop coordinated business hours and encourage businesses to promote one another
6. Profile one interesting business, individual, or project related to downtown on Facebook the first Wednesday of each month with #webstercitywednesday
7. Use local businesses for downtown projects





DOWNTOWN DEVELOPMENT PROGRAM

Most of the recommendations contained in the 2019 strategic plan are tactical in nature, involving recruitment, information sharing, and marketing initiatives. However, a successful downtown is a stage for human activity that provides features and facilities that attract people. Investments in the public realm provide these features, but they also encourage private development, creating the virtual cycle of creating more reasons for people to use the district.

This planning process clearly indicated that residents consider downtown to be very important to Webster City's quality of the community for existing residents and its ability to recruit new people and families. It also indicated that participants believe that despite significant efforts such as the Elks Building restoration, Downtown is underachieving in this regard. **Figure 3.5.1** illustrates a Downtown development plan designed to:

- Improve the quality of public spaces and activity centers in the district.
- Link various downtown assets into a more unified system.
- Increase the number of people living in and around Downtown.
- Create more reasons for people to be in Downtown.
- Take full advantage of existing assets.



FIGURE 3.5.1: Downtown Development Concept



Map Key	Description
1	New apartments for older adults
2	Greenway path
3	Quiet crossing median
4	Convertible skating pond/garden walk
5	Pavilion with restrooms
6	Marketplace
7	Redesigned parking lot with central promenade
8	Elks Garden
9	Pass-through path

Map Key	Description
10	Redesigned/expanded parking lot
11	New mixed use corner building
12	Greenway garden
13	Landscaped endcaps
14	Modified Avila Park
15	New mixed use building
16	Redesigned parking lot
17	New independent entry multifamily (12 units)
18	Greenway path

Map Key	Description
19	New light industrial/trade redevelopment
20	New upgraded commercial/office center
21	Quiet crossing median
22	Upgraded Downtown entry
23	New Urban Townhomes

ACTIONS

1. Elevate the 700 Block of 2nd Street into a major activity focus.

This block is important for a number of reasons. It represents a bridge between 2nd and Des Moines Street, the central intersection of the traditional main street district, and the Hy-Vee block, the district's largest single retail attraction. The Elks Building, creating a major indoor public venue, is located on this block, and the farmers' market and senior center also establish a habit of public use. Finally, the railside parking lot system, extending from Seneca to Prospect Streets, receives relatively light use on this westernmost block, opening up a development opportunity.

High Priority

- Develop a Public Marketplace (#6), a covered linear shelter for the Farmer's Market, outdoor shows and sales, and other events, as part of a redesign of the parking lot on the block. The parking lot redesign would establish a central pedestrian promenade between the two streets (#7).
- Successfully market the Elks Building and adjacent garden as event centers for the community (#8). This significant historic preservation project will help satisfy the goal of providing more reasons for people to come downtown. But for any similar project, the capital improvement is half the battle. Long-term success involves successful marketing support, good management, and creative programming.
- Begin the creation of a connected Downtown Greenway with a redesign of the "vest-pocket" park on the northwest corner of 2nd and Des Moines Streets (#12).

FIGURE 3.5.2: Downtown Development Concept - Northwest Area



Next Steps

1. Develop a four season open space attraction between the parking lot and railroad. This triangular site could complement the Marketplace by providing an opportunity for wintertime activity like skating (#4, 5). Some communities have developed dual use facilities that convert a cold weather skating pond into a garden walk in the summer. A strong pedestrian connection to the Marketplace (#2) and promenade and the Elks Garden would open a unique multi-purpose/multi-season open space resource for Downtown.



The above rendering shows a possible format of a public market, as also illustrated in Figure 3.5.2. This setup allows vendors to back up to the covered area during events. When there are not events, the space is used for public parking.

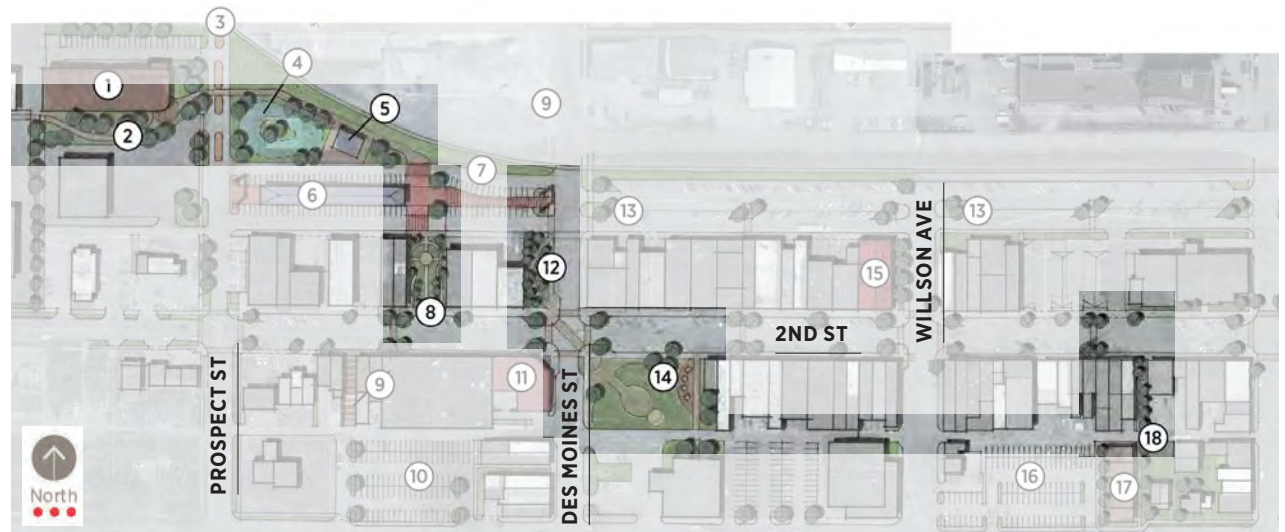
2. Create a Downtown Greenway that connects and features Downtown's open spaces.

Unlike many Iowa cities, Webster City lacks a town square. But it does have a string of pocket parks, many of which once occupied by narrow commercial buildings that are uneconomical to replace. But a connected greenway that connects Hy-Vee on the west with City Hall on the east could capitalize on these spaces, give each one a unique character, open create opportunities for adjacent infill development, and complement the attractive 2nd Street streetscape.

High Priority

- Establish the greenway concept with a distinct brand and directional system. This will establish the concept and build interest in its development. Establish a name for each of the green spaces that define the Greenway.
- Begin the Greenway by linking the 700 Block Marketplace with Hy-Vee (#2). The first stage of the network has several components, including development of a railside path along the north edge of the future park described earlier, a protected pedestrian crossing of Prospect Street using a median as part of a quiet railroad crossing concept (#3), continuing along the north side of the current Dollar Tree site, and connecting to a pedestrian zone leading to the supermarket's front door. This alignment produces a significant development opportunity on a vacant site between Dollar Tree and the railroad, discussed below (#1).

FIGURE 3.5.3: Downtown Development Concept - Greenway Area



- Incorporate both the Elks Garden (#8) and a redesigned 2nd and Des Moines pocket park (#12) into the Greenway, leading to Des Moines Street.

Next Steps

1. Create a strong pedestrian zone at the 2nd and Des Moines intersection, providing a clear pedestrian priority with high visibility crosswalks and considering diagonal pedestrian crossings.
2. Redesign the existing private Avila Park on the southeast corner to improve visibility and facilities for performances and introduce an area for outdoor seating and dining (#14).
3. Review options for Greenway extension to City Hall and its adjacent plaza. In the short run, this linkage would use the 2nd Street sidewalk. An attractive longer term solution would be conversion of the alley between 1st and 2nd Street to shared space (#18), with characteristics that slow motorized vehicles and accommodate all types of movements at reduced speed. This would include a program to encourage upgrades of rear building facades.

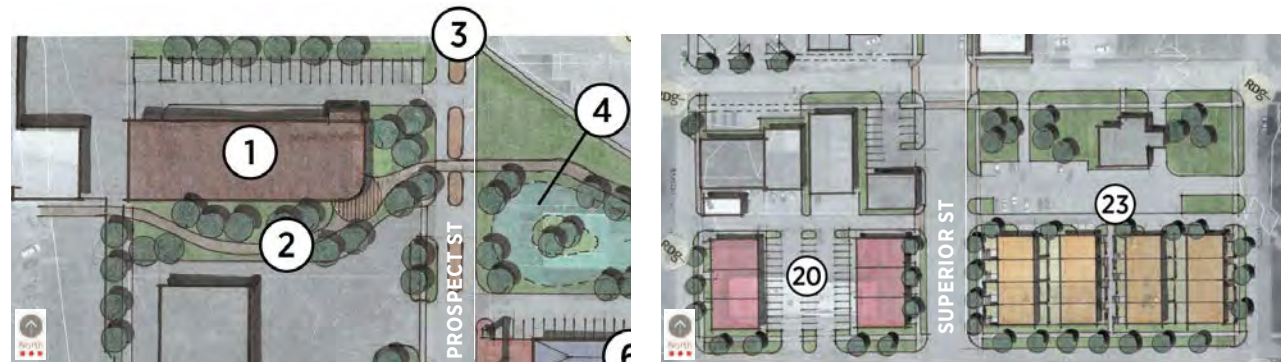
3. Expand Downtown housing opportunities.

Housing has been a vital component of downtown development programs in American cities and towns of all sizes and should play an expanded role in Downtown Webster City as well. Most programs have started with conversion of vacant upper level space in traditional Main Street buildings, and that should also be a component of a Webster City program. But new construction should also be considered as part of the housing picture.

High Priority

- Complete an inventory and assessment of vacant upper level building space. This inventory should review conditions, assess feasibility of adaptive reuse, and identify possibilities for economies of scale in combining adjacent buildings into a unified project.
- Develop an independent living project for older adults on the Greenway site between Prospect Street and Hy-Vee (#1). This is an excellent site because of its adjacency to services and relationship to today's Senior Center and the possibility of an enhanced 700 Block. Parking would be located north of the building adjacent to the railroad; and Prospect Street would be modified as a quiet crossing (#3).
- Redevelop the Division Street site between Superior and Union Street for "missing middle" family-oriented housing (#23). Much has been written about the lack of middle-density urban housing for families, but relatively few options have been available in American towns. This site, currently a Dollar General location in an obsolete building, presents an excellent redevelopment opportunity for family housing. These assets include proximity to Downtown, East and West

FIGURE 3.5.4: Downtown Development Concept - Housing Opportunities



Twin Park, and the Riverfront Trail. The illustrated concept suggests townhome buildings with small private yards and parking under the structures. The project in this configuration provides 16 units, with market support demonstrated by the housing chapter of this comprehensive plan.

- Create a financing program to fill economic gaps in upper level adaptive reuse projects. Review building codes and zoning restrictions that discourage or prohibit residential use. Some upper level rehabilitation projects are accomplished entirely by owners for their own use with less regard for "making the numbers work." Incentives that provide relief on sales and property taxes may be sufficient to encourage these owners. But larger projects require assistance to fill the financing gaps created by cost of development and market rents. Programs like TIF and use of CDBG and HOME funds have traditionally been used to help fill these gaps, and Webster City should design a program and seek funding support for these and other approaches. Other disincentives in existing codes should be removed in ways that do not negatively affect life safety requirements.

Next Steps

1. Execute an upper level adaptive reuse program, establishing clear criteria for consideration of individual projects. Focus attention on key buildings identified during the inventory, especially those large enough to achieve economies of scale.
2. Assist with development of other infill possibilities, including parts of underused surface parking lots and mixed-use opportunity sites, discussed below.

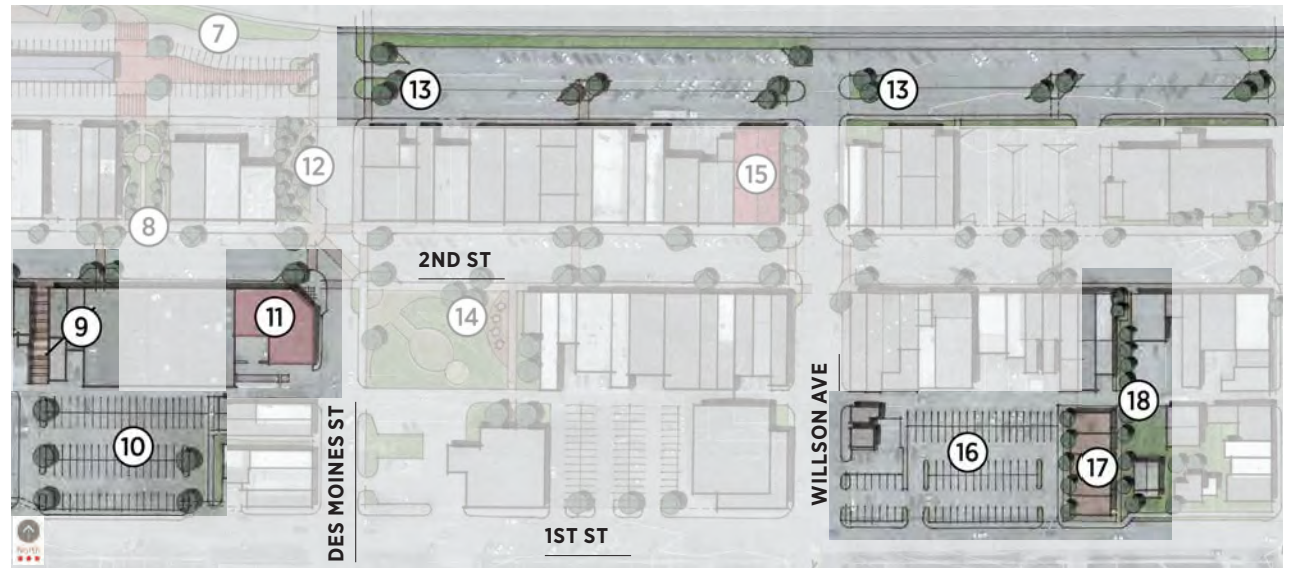
4. Upgrade existing parking areas and improve the customer experience of walking from parking space to 2nd Street destination.

An adequate supply of convenient parking without compromising urban quality is important to a successful downtown and Webster City has achieved this measure. This is especially true on the north side of the 2nd Street corridor, with its three blocks of parking. Large lots are also available on the south side, but are less visible and not as well connected to main street commercial. A parking program for Downtown involves improvement of lots, evaluation of need, and connection to 2nd Street.

High Priority

- Take advantage of existing gaps and opportunities to connect parking lots to 2nd Street storefronts. Immediately available opportunities include a passage on the south block between Seneca and Willson (#18), leading to a large parking lot (#16) and opening a potential infill site (#17); the sidewalk from the north parking along Willson; and the previously described pocket park along Des Moines Street. Improvements should include a landscaped passageway through building gaps and extending the 2nd Street streetscape treatment between 2nd Street and parking areas.
- Install signage to direct Downtown users to parking lots.
- Evaluate actual patterns of use of existing parking lots. Reuse of these underused areas, combined with more efficient parking lot designs can help free up area for new forms of development, including new residential uses.

FIGURE 3.5.5: Downtown Development Concept - Parking Areas



- Upgrade the 1st Street parking lot between Seneca and Willson for greater efficiency (#16). Restriping, repaving, and linkage to 2nd Street both improves the user environment and opens a site for new multifamily development.

Next Steps

1. Incorporate landscaping and stormwater management techniques into the north lots to improve customer orientation and environmental performance (#13). Consider acquisition and maintenance of this lot through a business improvement district.
2. Improve the site south of Freeman-Journal building as parking for both the newspaper and other businesses (#10). This frees up the corner site at 2nd and Des Moines for development (#11). The project should include a passage to 2nd Street, possibly reusing one of the buildings along the street (#9).

5. Identify and redevelop focus sites for commercial and mixed-use.

Opportunity sites include:

- The Freeman-Journal corner at 2nd and Des Moines (#11). This site can be opened for redevelopment with the improvement of parking behind the newspaper building. The site plan must accommodate loading movements into the building from Des Moines Street.
- The vacant lot and building on the northwest corner of 2nd and Willson (#15). This can accommodate street level commercial and eastward facing residential on upper levels.
- The northeast corner of 2nd and Superior (#21). This high visibility site can accommodate new commercial development for either new-to-market or existing retailers.
- The Division Street site between Superior and Seneca Streets (#20). This site is currently occupied by a low-occupancy traditional strip building. Redevelopment possibilities could include two mixed-use buildings with retail or office first levels and upper level residential or office development. The illustrated concept illustrates parking internal to the site. This project would complement redevelopment of the site on the east side of Superior, and transitions the Superior Street corridor environment to Downtown.

FIGURE 3.5.6: Downtown Development Concept - Redevelopment Sites



3.6 COMMUNITY SUSTAINABILITY

This chapter proposes several new ideas for sustaining the community into the future and reiterates strategies in other planning efforts in Webster City.

A. THE ENVIRONMENT

Preserving key natural areas can protect plant and animal habitats, increase property value for nearby development, enhance and connect the park system, and reduce flooding by providing natural stormwater drainage. A network of greenways shown in the land use plan would enhance community character and open spaces.

Goals

1. Fully integrate environmentally sensitive design with other Comprehensive Plan Elements.
2. Create a community that values environmental quality.
3. Make responsible decisions and take proactive actions to minimize the community's impact on climate change and to mitigate predicted changes.
4. Preserve and restore natural hydrological features and their functions.

Actions

1. Enforce the future land use and mobility plan that preserves greenways and natural features while maintaining compact and contiguous development patterns.

Contiguous and compact development preserves small-town character by allowing Webster City to grow in a walkable and neighborhood-focused pattern. In addition to creating more comfortable and healthy living arrangements for residents, this pattern is also efficient for infrastructure and community services. If implemented as a standard development practice, contiguous and compact development would reduce the total amount of infrastructure needed while reducing stormwater runoff and environmental impacts.

2. Proactively mitigate pollution and adverse impacts on the environment.

Several actions can influence people's behavior and improve the community image. Examples include:

- Ensuring there are trash and recycling receptacles in all parks and spaces along all trails. This reduces the impulse of littering and presents an image of a clean and responsible city.
- Implementing the pedestrian and bicycle actions in Chapter 3.2: Mobility Tomorrow. The option to safely and comfortably walk or bike to nearby destinations like downtown reduces vehicle trips, reduces parking needs, and shows an inclusive community for all modes of transportation. This includes ADA accessible routes.
- Transitioning some facilities where feasible to renewable energy sources. See Chapter 3.7: Community Facilities.

- Streambank restoration and proper vegetation near water bodies can help slow runoff and filter particulates before entering the stream system.

3. Provide appropriate and strategic access to the Boone River. (see Chapter 3.3: Parks and Recreation)

Enhanced access to the Boone River as a recreational amenity is a top priority for the parks and recreation system in the future. However, such access should maintain natural river flows and vegetation for water quality and management.

4. Adopt a stormwater management ordinance with Stormwater Best Management Practices.

Flooding presents dangers for both existing residents and costs to future development areas. An environmentally oriented approach using best management practices can supplement structural infrastructure and lessen traditional infrastructure maintenance costs. Webster City already uses natural stormwater approaches in some public spaces and is discussed more in Chapter 3.7 and the Appendix. The Future Land Use Plan in Chapter 3.1 also preserves natural areas from development.

5. Consider renewable energy sources when upgrading or building new public buildings.

Not only are renewable sources sustainable in the long-term, but often will cost less to the City, and thus residents, over time. See Chapter 3.7: Community Facilities.

B. OUR HEALTH

Where a person lives can have a greater impact on their life expectancy than genetics. Therefore, the City has a significant role to ensure people have the option to make healthy choices. Many parts of the Plan relate to community health including land use mix, park locations, walking routes, housing variety, and greenery, among others. Targeted actions should increase the health of residents, especially underrepresented groups.

Goals

1. Promote a holistic vision of community health in all aspects of the Comprehensive Plan concerning strengthening the personal, social, and economic health of Webster City's residents, organizations, and businesses.
2. Encourage spaces that are family-friendly and support strong social networks.
3. Become a community where all people have equitable access to foods, services, and opportunities that support their emotional, mental, social, spiritual, and physical well-being.

Actions

1. Enforce, and adopt if necessary, site development standards that require pedestrian routes to building entrances, parking lots, and adjacent sidewalk or trails. (see Chapter 3.2: Mobility Tomorrow)

The City incorporates design conducive to active transportation into public building projects. Site development standards should require active transportation improvements in private development such as:

- Have separate and direct sidewalks to all building entrances from parking areas and the street.

- Ensure new developments make connections to adjacent sidewalk systems when present or planned for in the future.
- Develop distinct differences in internal pedestrian routes. Examples include elevated paths, curb separated walking areas with landscaping, and lighting. These distinctions are most essential in parking lots, driveways, and other areas that compete with vehicles.
- Require bike racks located near entrances to schools, commercial buildings, and public spaces.

2. Encourage community gardens and other ways to access healthy food options, such as urban agriculture.

- Work with the Chamber of Commerce to seek corporate sponsorship of community gardens and school gardens.
- Establish a program that allows city-owned property to be used by neighborhood groups for community gardens.

3. Show commitment to health, walking, and biking by organizing or supporting public education and encouragement events.

Many consider these programs to be indicators of overall community health. Programs and designations like these are great marketing tools and reinforce the City's commitment to making the healthy choice the easier choice. Examples include:

- Safe routes to school programming.
- Create a local bicycle or walkability advisory committee.
- Walk Friendly Community and Bicycle Friendly Community designation.



ADOPT A CITYWIDE COMPLETE STREET POLICY

A "Complete Streets" approach is appropriate in most contexts that integrates people and place in the planning, design, construction, operation, and maintenance of our transportation networks. A Complete Streets Policy would guide the design of complete street elements on most streets including residential streets, minor collectors, and major collectors.



ELEMENTS OF HEALTHY COMMUNITY DESIGN

The recommendations throughout the Comprehensive Plan reinforce or have a goal toward community design that makes healthy choices easier. These elements include:

- Mixed-land use: homes, shops, schools, and work are close together.
- Pedestrian and bicycle-friendly.
- Accessible and socially equitable community.
- Housing for different incomes and different stages of life.
- Green spaces and parks that are easy to walk to.
- Safe public places for social interaction.

Source: Center for Disease Control and Prevention, Health Community Design Toolkit.
www.cdc.gov/healthyplaces/toolkit/default.htm

C. COMMERCE EVOLUTION

Notably, Webster City's industrial base has matured and diversified, reducing its dependence on a single large industry. The city's three largest, locally owned, agriculturally based industries (Van Diest Supply, Custom Meats, and Mary Ann's Specialty Foods) together employ much of the local base with strong futures.

Goals

1. Sustain an environment conducive for business growth and expansion.
2. Support new businesses and entrepreneurial endeavors.

Actions

1. Engage existing businesses in regular, action-oriented discussions to identify potential solutions to overcome barriers to retention and expansion.

- Technical assistance to set up Internet-based sales.
- Business hours evaluation.
- Website, social media, and app-based tools.

2. Embrace new immigrant and minority residents.

Translate existing business startup materials into Spanish.

3. Refer to actions in Chapter 3.5: Downtown, many which can apply to other commercial areas in Webster City.

D. HOUSEHOLD PROSPERITY

Providing adequate housing opportunities is a challenge for every community coming out of the 2008 Recession and most recent 2020 pandemic. Housing opportunity for ownership or quality rentals is increasingly getting out of reach for many households.

Goals

1. Proactively attract and welcome diversity and inclusion of residents and business owners of different racial and ethnic backgrounds.
2. Offer opportunities for all households to afford to live in Webster City.

Actions

1. Review all policies, ordinances, and programs for their influence on encouraging or discouraging diversity in Webster City.

Urban planning, development, and other traditional policies have effects on social diversity. Historically, some land policies were rooted in racial motives to separate white and non-white households. Today, blatant discriminatory policies are illegal. However, research shows that some policies still influence diversity and inclusion in communities. For predominantly white communities like Webster City, the effects reduce the ability to grow as an enriching place for all people and backgrounds. This includes celebrating and representing the diverse social and cultural backgrounds of existing residents.

2. Seek to offer public events celebrating social and cultural diversity in the community.

These could be incorporated into other events and should empower residents with different backgrounds to champion events with the City, assisting with resources.

3. Adopt a policy to encourage diversity in local government appointments to specific boards and commissions.

These policies can relate to gender, race, and ethnicity, but allow exceptions for long-standing vacancies given the City made an active effort to encourage these residents to volunteer.

4. Implement recommendations from the 2021 Housing Study Update to create various housing types at different price points.

See Chapter 3.4: Community Development.

5. Foster partnerships to mitigate costs that can make living in Webster City difficult for lower-income households.

While housing is often a household's largest monthly expense, other costs greatly contribute to where a household can afford to live. Programs, partnerships, and policies should seek ways to assist with these costs for qualified households based on income and need. For example:

- Day Care - Initiatives could be in the form of direct assistance to homeowners or increasing the supply of options to reduce fees and balance the market.

EMERGENCY CHILDCARE FUNDING

In 2020 the Webster City City Council approved \$25,000 to help retain childcare workers in Webster City. Low supply of childcare providers leads to higher costs for families. Lowering the costs of other expenses like childcare is an indirect way to increase household income to devote to housing. With rising construction costs and home values being experienced in 2021, reducing these other necessary costs may be a critical component for increasing affordability of communities.

WC childcare worker retention program:
<https://webstercity.com/2020/12/08/council-approves-emergency-childcare-funding>

3.7 COMMUNITY SERVICES

The principal function of a city is to provide for the health, safety, and welfare of its residents and this is done through a system of facilities and infrastructure including the delivery of water, the removal of sewage, and the provision of police and fire services. The Plan provides actions to continue delivering the high quality of life that residents and visitors expect.

GOALS:

Strengthen existing public facilities and infrastructure to encourage private sector investment and reinvestment, job creation, and to improve quality of life

Ensure land use, infrastructure, and transportation patterns support the efficient and cost-effective delivery of emergency services

Plan for major capital projects and implement expediently to avoid unnecessary costs

Proactively research and plan for technological advancements in city development

ACTIONS

1. Complete an annual review of facilities, including recent expenditures, condition issues, and capacity to accommodate growth.

Existing facilities and services support life in Webster City. Systems should continue to be evaluated regularly to identify necessary improvements. With growth comes the need to regularly evaluate facility needs more than annual maintenance schedules. In addition to normal staff inventories, detailed engineering or planning studies for utility systems and public safety facilities that occur twice a decade or more often as needed will also ensure the City is informed and proactive in improvements.

2. Continue funding mechanism for the maintenance of all types of public facilities to ensure the long-term viability and efficiency of public infrastructure.

Strategic priorities to continue budgeting for include: High quality utility maintenance and repair over patch work, storm sewer rehab in older areas, sidewalk infill programs for priority pedestrian routes, and a regular street repair program. Steps include:

- Incorporate new facilities and enhancements into the capital improvements plan (CIP).
- Identify funding sources.
- Create a strategy for successful bond issues.

3. Consider how to address succession planning for city staff.

The baby boomer generation continues to reach retirement, opening up opportunities for younger generations to take on management positions. However, this population is smaller and will require creative positions to fill these positions. Many resources are available to begin this planning effort. For example, the University of Northern Iowa provides resources for businesses that could also apply to public positions:

<https://advanceiowa.com/succession-planning>



4. Provide broadband Internet to all living in Webster City.

Reliable Internet is an essential need for households today. Lack of reliable Internet can be a contributing factor for why people will not move to a community. Additionally, the ability to work from home and potential migrations to smaller cities post pandemic create a competitive advantage for cities with excellent service. Work has already begun in Webster City about improving broadband and fiber optics coverage and should continue to completion in the near term.

5. Evaluate and plan for opportunities to incorporate renewable energy sources into Webster City's public facilities.

The costs of installing renewable energy systems are continuing to decline to be competitive with traditional energy systems. Using renewable energy in some public facilities helps defray utility costs in the long run and adds a visible display of Webster City's efforts to preserve the environment. These could also translate to private property owner interest.

RENEWABLE ENERGY PROGRAMS

There are many programs to assist public and private entities transition to solar. Some offer incentives while other encourage requirements for renewable energy use.

Solar Energy. SolSmart is a national program that helps cities achieve “solar ready” designations for the private market. solsmart.org

Sustainable Development Code. Many cities are starting to incorporate incentives into code regulations, and at time requiring better energy use. The Sustainable Development Code is one resource to discover code updates related to sustainable energy for public or private projects. sustainablecitycode.org

Private Programs. The City can lead efforts to educate residents and businesses on programs available to them. Examples from Iowa can be found here:

- epa.gov/statelocalenergy
- programs.dsireusa.org/system/program/ia



OPPORTUNITY
AWAITS

IMPLEMENTATION APPROACH

The plan for Webster City is a comprehensive guide for future city decisions, but this document by itself does not implement any policies or actions directly. Additional action is needed to implement the recommendations of the Plan. Implementation will require partnerships among city entities, the development community, private property owners, and Webster City residents.

This chapter guides the Comprehensive Plan's implementation, including how to maintain and evaluate the Plan, an implementation schedule, identification of leadership and priority level for each recommendation in the Plan, and a list of potential funding sources.

ACTIONS

1. Define an annual action and capital improvement program that implements the recommendations of this plan.

The actions of the plan will require funding and other continuous support. City staff should work with the Planning & Zoning Commission and City Council to define an annual action and capital improvement program that implements the Plan's recommendations.

This program should be coordinated with Webster City's existing capital improvement planning and budgeting process, even though many of the Plan's recommendations are not capital items. This annual process should be completed before the beginning of each budget year and should include:

- › A 1-year work program for the upcoming year that is specific and related to the City's financial resources. The work program will establish which plan recommendations the City will address during that year.
- › A 3-year strategic program that provides for a multi-year perspective, aiding the preparation of the annual work program.
- › A longer-term capital improvement program that is merged into Webster City's current capital improvement program.

2. Undertake an annual evaluation of the Plan, with a full update every 8-12 years.

City staff should undertake an annual evaluation of the Comprehensive Plan. This evaluation should include a written report to the Planning & Zoning Commission and City Council that:

- › Summarizes key land use developments and decisions during the past year and relates them to the Comprehensive Plan.
- › Reviews actions taken by the City during the past year to implement the Plan's recommendations.
- › Defines any changes that should be made in the Comprehensive Plan. The City should undertake a full update of this plan in 8-12 years.
 - » This Plan is dynamic and can adapt in response to changing conditions, resources, and opportunities. The Plan was created through a public process, and therefore, any official changes to the Plan should be made through a public process. The City has an established amendment process for its Comprehensive Plans. Amendments should comply with the spirit of the goals and principles, as articulated throughout.

LEADERSHIP AND PARTNERS

The primary groups that will implement the Plan are the City Council, City Staff, and Planning & Zoning Commission. However, it is essential for these groups to partner with other entities that have an interest in implementing the recommendations of the Plan. **Figure 4.1** recommends which group should take the lead in carrying out the recommendation and who the potential partners are. This designation of “leadership” is not an exhaustive list and is not intended to exclude any group that would like to take the lead on a project or policy.

IMPLEMENTATION SCHEDULE

Figure 4.1 presents a summary of the recommendations of the Comprehensive Plan. Recommendations fall by their place in the Plan. Each recommendation falls into several categories:

TYPE

Policy. Continuing efforts over a long period. In some cases, policies include specific regulatory or administrative actions.

Action. Specific efforts or accomplishments by the City or community.

Capital. Investments and public capital projects that will implement features of the Plan.

TIMING

On-going. Most of the recommendations fit into this category. These are matters related to general policy and operations and have no completion date.

Short Term. Implementation within five years.

Medium Term. Implementation in 5-10 years.

PRIORITY

Priority 1: Core Commitments. Priority 1 recommendations are those that the City is committing to through the adoption of the Plan. This includes items like the Future Land Use Map, which will be used as presented in the Plan, to review development proposals. It also contains recommendations that are already in progress as part of existing city policies.

Priority 2: Priority Ideas for Consideration. Priority 2 recommendations are those that will require additional discussion, consideration, and action. The Comprehensive Plan presents these ideas as priorities for the community that the City should address. However, these ideas are not mandatory.

FIGURE 4.1: Implementation Schedule

Reference	Action	Type	Time Frame	Leaders	Partners	Priority
Chapter 3.1 Future Land Use Plan	Use the Future Land Use Map and design guides as a basis for decisions by the Planning and Zoning Commission, the City Council, and private developers.	Policy	On-going	PZ	Council, Staff, Developers	1
Chapter 3.1 Future Land Use Plan	Evaluate the existing zoning and subdivision ordinance to ensure compliance with recommendations and whether new districts or overlay districts are needed to achieve the goals.	Policy	Short Term	PZ, Staff	Council	1
Chapter 3.1 Future Land Use Plan	Maintain existing and implement new/updated site design standards in accordance with the recommendations of each land use category and design guides.	Policy	Short Term	PZ, Staff	Council, Developers	1
Chapter 3.2 Mobility Tomorrow	Provide interconnected streets for new development that include pedestrian and bicycle features.	Policy, Capital	On-going	Staff, Developers	PZ, Council	1
Chapter 3.2 Mobility Tomorrow	Adapt existing streets for bicycle mobility, based on the proposed street network.	Action, Capital	Short Term	Staff	Council, Residents	2
Chapter 3.2 Mobility Tomorrow	Implement standard street design practices that increase pedestrian safety and comfort based on a complete streets model.	Policy	Medium Term	Staff	Council, PZ	2
Chapter 3.2 Mobility Tomorrow	Ensure street connectivity.	Policy	On-going	Staff	Council, PZ, Developers	1
Chapter 3.2 Mobility Tomorrow	Fill gaps in the sidewalk system by providing sidewalks on at least one side of the street in all residential and commercial areas.	Capital	On-going	Council	Staff, Residents, Schools	2
Chapter 3.2 Mobility Tomorrow	Enhance the character of city streetscapes.	Policy, Capital	On-going	Staff	Council, PZ, Residents	2
Chapter 3.3 Parks and Recreation	Complete a regular review of recreational facilities by type and condition. Use this to allocate funding resources and engage community partners.	Action	On-going	Staff	Parks, Council	1
Chapter 3.3 Parks and Recreation	Implement the Parks and Recreation Master Plan (2019).	Action	Varies	Staff, Parks	Council	1
Chapter 3.3 Parks and Recreation	Acquire new park land as Webster City grows.	Policy	On-going	Staff, Council	PZ, Parks	1
Chapter 3.3 Parks and Recreation	Explore the creation of a regional trail system with ambitious future connections.	Action	Long Term	Staff	Parks, Council, County	2
Chapter 3.3 Parks and Recreation	Enhance connections to the Boone River.	Capital	Short Term	Staff, Parks	Council	1

FIGURE 4.1: Implementation Schedule

Reference	Action	Type	Time Frame	Leaders	Partners	Priority
Chapter 3.4 Community Development	Find ways to share the risk for new housing development that fills a gap in the Webster City market.	Action	Short Term	Staff	Developers, Council	2
Chapter 3.4 Community Development	Develop alternative housing resources for older adults residing in affordable, owner-occupied housing.	Action	Short Term	Staff	Developers, Council, Residents	2
Chapter 3.4 Community Development	Create and implement a downtown development program.	Policy, Action, Capital	Various	Various	Various	1
Chapter 3.4 Community Development	Implement effective rehabilitation and housing preservation programs.	Action	Short Term	Staff	Council, Residents	1
Chapter 3.4 Community Development	Expand the capacity for development and the available land supply.	Action, Capital	Medium Term	Staff, Council	Developers, PZ	2
Chapter 3.4 Community Development	Neighborhood Conservation Policy Areas.	Action	Medium Term	Staff	Residents, Council	2
Chapter 3.5 Downtown	Improve pedestrian and bicycle connections to the Downtown.	(see Chapter 3.2: Mobility Tomorrow)				
Chapter 3.5 Downtown	Focus implementation efforts for the 2019 Downtown Strategic Plan.	Action, Policy	Various	Staff, Business Owners	Council, Developers	2
Chapter 3.5 Downtown	Focus implementation on the Downtown Development Program.	See Chapter 3.5				
Chapter 3.6 Community Sustainability - Environment	Enforce the future land use and mobility plan that preserves greenways and natural features while maintaining compact and contiguous development patterns.	Policy	On-going	Staff, PZ	Council	1
Chapter 3.6 Community Sustainability - Environment	Proactively mitigate pollution and adverse impacts on the environment.	Policy, Action	On-going	Staff	Council, Residents	2
Chapter 3.6 Community Sustainability - Environment	Provide appropriate and strategic access to the Boone River.	(see Chapter 3.3: Parks and Recreation)				
Chapter 3.6 Community Sustainability - Environment	Adopt a stormwater management ordinance with Stormwater Best Management Practices.	Policy	Short Term	Staff	Council, PZ	1
Chapter 3.6 Community Sustainability - Environment	Consider renewable energy sources when upgrading or building new public buildings.	Capital	On-going	Council	Staff	2

FIGURE 4.1: Implementation Schedule

Reference	Action	Type	Time Frame	Leaders	Partners	Priority
Chapter 3.6 Community Sustainability - Health	Enforce, and adopt if necessary, site development standards that require pedestrian routes to building entrances, parking lots, and adjacent side-walk or trails.		(see Chapter 3.3: Mobility Tomorrow)			
Chapter 3.6 Community Sustainability - Health	Encourage community gardens and other ways to access healthy food options, such as urban agriculture.	Policy	On-going	Staff, PZ	Residents, Developers	1
Chapter 3.6 Community Sustainability - Health	Show commitment to health, walking, and biking by organizing or supporting public education and encouragement events.	Action	On-going	Staff	Residents, Schools	1
Chapter 3.6 Community Sustainability - Commerce	Engage existing businesses in regular, action-oriented discussions to identify potential solutions to overcome barriers to retention and expansion.	Action	On-going	Staff, Business Owners	Council	1
Chapter 3.6 Community Sustainability - Commerce	Embrace new immigrant and minority residents.	Policy, Action	On-going	All	All	1
Chapter 3.6 Community Sustainability - Commerce	Refer to actions in Chapter 3.5: Downtown, many which can apply to other commercial areas in Webster City.		(see Chapter 3.5 Downtown)			
Chapter 3.6 Community Sustainability - Households	Review all policies, ordinances, and programs for their influence on encouraging or discouraging diversity in Webster City.	Action	Short Term	Staff	Council, Residents	2
Chapter 3.6 Community Sustainability - Households	Seek to offer public events celebrating social and cultural diversity in the community.	Action	On-going	Staff	Council, Residents	2
Chapter 3.6 Community Sustainability - Households	Adopt a policy to encourage diversity in local government appointments to specific boards and commissions.	Policy	Short Term	Council	Staff, Residents	2
Chapter 3.6 Community Sustainability - Households	Implement recommendations from the 2021 Housing Study Update to create various housing types at different price points.	Policy, Action	Various	Staff, Council	PZ, Developers	1
Chapter 3.6 Community Sustainability - Households	Foster partnerships to mitigate costs that can make living in Webster City difficult for lower-income households.	Action	On-going	Staff	Council, Residents	1
Chapter 3.7 Community Services	Complete an annual review of facilities, including recent expenditures, condition issues, and capacity to accommodate growth.	Action	On-going	Staff	Council	1
Chapter 3.7 Community Services	Continue funding mechanism for the maintenance of all types of public facilities to ensure the long-term viability and efficiency of public infrastructure.	Capital	On-going	Council	Staff	1
Chapter 3.7 Community Services	Consider how to address succession planning for city staff.	Action	Short Term, On-going	Council	Staff	2
Chapter 3.7 Community Services	Provide broadband Internet to all living in Webster City.	Capital	Medium Term	Staff	Council	1
Chapter 3.7 Community Services	Evaluate and plan for opportunities to incorporate renewable energy sources into Webster City's public facilities.	Action	Medium Term	Staff	Council	2



APPENDIX

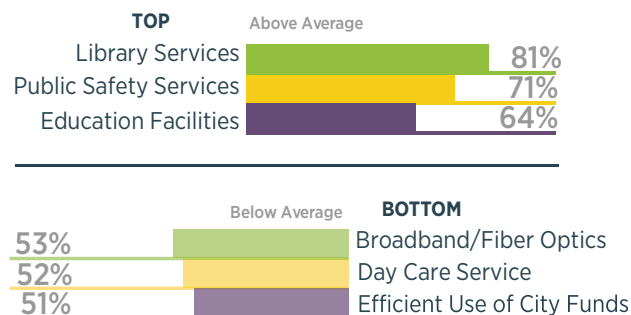
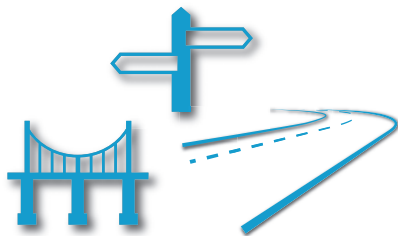
- Community Facilities Inventory
- Full Survey Results

COMMUNITY FACILITIES & INFRASTRUCTURE INVENTORY

Community facilities create the framework on which the community and its quality of life are built. These services are within the direct control of the City with immediate, short-term, and long-term responsibilities. In general, these facilities are in fair to good condition correlating to their age. Webster City annually budgets and plans for public improvements. However, items like street repair, water main, and sewer replacements may need increases in budget allocations in the planning horizon because facilities are reaching their useful life. A full existing snapshot and future priorities are in the Appendix.

Community Perceptions

How would you rate Webster City in regards to public and community services?



City Inventory

Fuller Hall Recreation Center. Built in 1956 and remodeled in 2002 for a recreation center. The 78,000 square foot building includes a pool, recreation equipment, basketball courts, multi-purpose rooms, and other uses.

- Status. Very good condition and widely used by community members. A desire for more gym spaces and activity areas.
- Short-term Priorities. Upgrades to HVAC units in selected areas
- Long-term Priorities. Expand gym space with an indoor track. It will require a building expansion to the east.

Graceland Cemetery. A 70-acre cemetery along Ohio Street and Brewer Creek Park. There is capacity in the cemetery for about another 2,400 burial plots.

- Status. In excellent condition with adequate facilities on-site. A good supplement to the park on the south for walking and area character.
- Short-term Priorities. Some water issues in the cemetery require more drainage tile in select locations.
- Long-term Priorities. Evaluate space needs as burial plots fall under 1,000—complete hard surface paving of all roads in the cemetery.

Water System. The age of water mains varies throughout the city.

- Status. Older neighborhoods face aging main. There is a priority to eliminate all four-inch mains in the city, currently 76,981 feet. Of these mains, many have interior build-up that further restricts water flow and causes low pressure.
- Short-term Priorities. Create a priority list of four-inch mains based on the impact on fire protection and condition.
- Long-term Priorities. Implement a replacement schedule into the five-year budget based on the street condition, sewer condition, and adjacent land use.

Sanitary Sewer System. The age of storm sewers varies throughout the city. There are currently 250 miles of sanitary sewer mains and three wet well/dry well lift stations in the city. The wastewater treatment facility was built in 1939 with regular updates, most recently in 2018.

- Status.
 - › There is a need to rehabilitate manholes throughout the city. There are 250 sanitary sewer manhole chimneys in poor condition and 165 sanitary sewer manhole chimneys in fair condition.
 - › Additionally, all sanitary sewer mains that are not new PVC should be slip lined to prevent the clay from cracking and prevent digging up streets for replacement.
 - › The physical condition of drywell lift stations is poor. Rusting and poor condition electrical components. However, pumps themselves have received upgrading.
 - › The wastewater treatment facility is in good condition but aging and at capacity.

- Short-term Priorities.
 - › Budget to rehabilitate the poorest condition manholes first through contracts with vendors.
- Continue to add items in the budget for sanitary sewer improvements. Create a 10-15-year plan for manholes and slip lines in the entire city.
- Work on getting a “supervisory control and data acquisition” SCADA system installed for lift stations.
 - › Replace raw and intermediate lift pumps.
- Long-term Priorities.
 - › Complete all chimney rehabilitation and slip-line installation.
 - › Convert from wetwell/drywell stations to submersible pump only stations.
 - › Build a new wastewater treatment plant.

Storm Sewer System. The age of storm sewers varies throughout the city. Currently, there are 1,073 storm sewer intakes in the city. Rehab and replacement of older intakes would improve drainage, save the street’s structure, eliminate washouts and sink holes, eliminate emergency intake replacement and eliminate bricks and blocks that get stuck in the storm sewer mains.

- Status. There are ten intakes in very poor condition, 172 in poor condition, and 573 in fair condition. Currently, the city spends less than \$50,000 - \$100,000 on storm sewer projects, including intakes and mains

- Short-term Priorities. Rehab and replace the poor and very poor intakes with budgeted money. Plan for doing more in-house rehab work to intakes and lessen the number of projects that are contracted.
- Long-term Priorities. Create an action plan for replacement and budget accordingly.

Streets. Street condition varies throughout the city. A street assessment completed in the summer of 2020 provides the baseline for future improvements.

- Status. Some streets only need a mill and fill work with spot curb and gutter repair—other need full replacement.
- Short-term Priority. Create a priority list of streets where repair is needed most and budget projects. Address high traffic streets first, then less traveled streets.
- Long-term Priority. Create a long-term budget stream and a 10-20 year maintenance plan to coordinate full street repairs with needed water and sewer improvements.

Fire Station. The Webster City fire station has four full time, four relief on call, and 22 volunteer fire fighters. The unit covers Webster City’s city limits (8.8 sq. mi.) and mutual aid to all of Hamilton County (578 sq. mi.).

- Status. The station is in good condition overall, with some updates needed for the 23-year-old building. The central location allows quick response to anywhere in city limits.
- Short-term Priorities. Update/remodel firehouse to better serve staff and the public. Update the external appearance such as landscaping and signage.
- Long-term Priorities. Continue evaluation of needed services, including more bedrooms/bays on the west side of the building.

Police Station. The existing police station is 51 years old, located in downtown Webster City.

- Status. The building is in fair condition and a good external structure.
- Short-term Priority. Design and remodel a room for the secure storage of weapons and ammunition.
- Long-term Priority.
 - › Reinstall firearms range in the basement.
 - › Remodel the first floor for efficiency, including offices and new break room.
 - › Install a second restroom for the communications center, so dispatchers don’t have to leave the area.
 - › Design and remodel an area in an Emergency Operations Center for disasters and large events with Wi-Fi phone and network connectivity.

FULL SURVEY RESULTS

Q3: On a scale of 1 to 5 (1 being poor and 5 being excellent), how would you rate Webster City in regards to transportation?

Answered: 263 Skipped: 2

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	TOTAL	WEIGHTED AVERAGE
Access to Highway	3%	9%	25%	39%	24%		
20	9	24	64	101	62	260	3.70
North/South	3%	11%	41%	37%	7%		
Connections	8	28	103	93	17	249	3.33
Adequacy of Rail	8%	10%	38%	41%	6%		
Crossings	20	24	89	102	14	249	3.27
Signage/Directional	8%	14%	34%	35%	10%		
Info	20	35	87	91	26	259	3.26
Traffic Speeds and	7%	11%	40%	34%	8%		
Safety	19	28	103	89	20	259	3.24
East/West	5%	13%	45%	31%	6%		
Connections	12	33	112	78	16	251	3.21
Truck Routing	14%	25%	31%	27%	3%		
	31	57	72	62	7	229	2.81
HARIDES Transit	20%	22%	35%	19%	4%		
Service	24	27	42	23	5	121	2.65
Overall System	24%	23%	34%	15%	3%		
	55	54	80	35	8	232	2.51
Access to	27%	25%	30%	16%	3%		
Employment	55	51	62	33	8	207	2.44
Condition of	29%	36%	25%	10%	0%		
Streets	75	93	65	26	1	260	2.17

Q4: On a scale of 1 to 5 (1 being poor and 5 being excellent), how would you rate Webster City in regards to walking and bicycling?

Answered: 261 Skipped: 4

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Connectivity of Trails	7.31%	12.69%	22.31%	38.85%	13.85%	5.00%		
	19	33	58	101	36	13	260	3.41
Sidewalks/Pedestrian	8.08%	16.92%	28.46%	35.77%	9.62%	1.15%		
Paths	21	44	74	93	25	3	260	3.22
Signage/Directional	6.18%	15.83%	31.66%	34.75%	7.34%	4.25%		
Info	16	41	82	90	19	11	259	3.22
Pedestrian	5.81%	18.99%	28.29%	37.60%	7.36%	1.94%		
Friendliness	15	49	73	97	19	5	258	3.22
Access to	11.15%	15.77%	20.38%	26.15%	11.54%	15.00%		
Employment	29	41	53	68	30	39	260	3.13
Bicycle Friendliness	9.23%	19.23%	25.38%	31.54%	9.23%	5.38%		
	24	50	66	82	24	14	260	3.13
Adequacy of Rail	7.31%	12.69%	36.15%	28.08%	4.23%	11.54%		
Crossings	19	33	94	73	11	30	260	3.10

Q5: On a scale of 1 to 5 (one being poor and 5 being excellent), how would you rate Webster City in regards to Community Image and Values?

Answered: 255 Skipped: 10

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	TOTAL	WEIGHTED AVERAGE
Happiness	9.06%	25.98%	27.17%	27.95%	9.84%		
Living here	23	66	69	71	25	254	3.04
Strength of	10.57%	28.05%	30.08%	28.46%	2.85%		
Institutions	26	69	74	70	7	246	2.85
Involvement	10.92%	31.93%	29.57%	24.79%	3.78%		
& Volunteerism	26	76	68	59	9	238	2.79
Satisfaction	12.05%	28.92%	31.73%	26.10%	1.20%		
of Services	30	72	79	65	3	249	2.76
Welcoming to	21.10%	32.91%	22.78%	18.57%	4.64%		
New Arrivals	50	78	54	44	11	237	2.53
Image of the	19.20%	30.40%	30.00%	19.60%	0.80%		
City	48	76	75	49	2	250	2.52
Community	20.82%	31.02%	29.39%	17.96%	0.82%		
Direction	51	76	72	44	2	245	2.47
Image of the	31.76%	29.41%	24.31%	12.55%	1.96%		
Downtown	81	75	62	32	5	255	2.24
Attract/Retain	41.06%	27.64%	26.02%	4.88%	0.41%		
New Residents	101	68	64	12	1	246	1.96

Q6: On a scale of 1 to 5 (one being poor and 5 being excellent), how would you rate Webster City in regards to Economic Development?

Answered: 250 Skipped: 15

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	TOTAL	WEIGHTED AVERAGE
Available Indus. Sites	20.00% 41	23.41% 48	29.27% 60	21.95% 45	5.37% 11	205	2.69
Support for Entrepreneurs	28.78% 59	26.34% 54	27.32% 56	16.10% 33	1.46% 3	205	2.35
Available Workforce	27.23% 61	30.36% 68	29.46% 66	9.82% 22	3.13% 7	224	2.31
Job Quality	26.81% 63	31.06% 73	28.51% 67	13.62% 32	0.00% 0	235	2.29
Webster City's Overall Economy	23.73% 56	36.02% 85	32.20% 76	8.05% 19	0.00% 0	236	2.25
Support for New Business	36.97% 78	23.70% 50	27.96% 59	9.48% 20	1.90% 4	211	2.16
Prospects for Future Growth	36.17% 85	27.66% 65	22.55% 53	11.91% 28	1.70% 4	235	2.15
Tourism Potential	46.31% 113	20.08% 49	17.62% 43	13.93% 34	2.05% 5	244	2.05
Incentives for Bus. Investment	40.64% 76	26.74% 50	22.99% 43	7.49% 14	2.14% 4	187	2.04
Downtown Webster City	40.32% 100	30.24% 75	20.16% 50	8.87% 22	0.40% 1	248	1.99
Employment Growth	43.05% 96	32.29% 72	21.08% 47	2.69% 6	0.90% 2	223	1.86
Attract/Retain Employees	43.86% 100	32.46% 74	18.86% 43	4.82% 11	0.00% 0	228	1.85
Retail Quality and Variety	64.63% 159	22.36% 55	11.79% 29	1.22% 3	0.00% 0	246	1.50

Q7: On a scale of 1 to 5 (one being poor and 5 being excellent), how would you rate Webster City in regards to Land Use and Environment?

Answered: 240 Skipped: 25

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	TOTAL	WEIGHTED AVERAGE
Resource Preservation	9.52% 18	15.87% 30	39.68% 75	32.28% 61	2.65% 5	189	3.03
Stormwater Management	10.22% 19	18.82% 35	37.63% 70	28.49% 53	4.84% 9	186	2.99
Locations for New Growth	14.69% 31	18.01% 38	37.91% 80	26.54% 56	2.84% 6	211	2.85
Transitions btw Land Uses	11.11% 20	22.22% 40	42.78% 77	23.89% 43	0.00% 0	180	2.79

Q8: On a scale of 1 to 5 (one being poor and 5 being excellent), how would you rate Webster City in regards to Housing?

Answered: 239 Skipped: 26

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	TOTAL	WEIGHTED AVERAGE
Neighborhood Satisfaction	11% 25	19% 44	23% 55	32% 75	16% 37	236	3.23
Availability Senior Housing	11% 20	21% 38	38% 69	26% 48	4% 7	182	2.91
Housing Quality	11% 26	32% 73	41% 94	16% 37	0% 1	231	2.63
Housing Supply	17% 38	30% 68	31% 71	20% 45	2% 4	226	2.60
Housing Affordability	27% 63	27% 62	27% 64	16% 38	3% 6	233	2.41
Availability Rental/Apts	29% 58	26% 51	30% 60	14% 28	2% 3	200	2.33
Housing Programs	26% 38	35% 51	27% 40	11% 16	1% 2	147	2.27

Q9: Do you believe that the current housing supply adequately meets the needs of the following household types in Webster City?

Answered: 238 Skipped: 27

	YES	NO	DON'T KNOW	TOTAL
"Empty-nesters"	57% 134	21% 49	22% 52	235
2 parent house with children	51% 120	33% 79	16% 38	237
Elderly singles/couples	50% 119	27% 65	23% 54	238
Young couples no children	50% 117	29% 69	21% 49	235
Single professionals	40% 95	35% 83	25% 59	237
Single parent house w/ kids	35% 83	44% 105	21% 49	237
Physical/mental disabilities	26% 62	31% 74	43% 101	237
Multi-generational families	24% 57	39% 93	37% 87	237
Workers w/ low incomes	17% 40	54% 126	29% 69	235
Seasonal Workers	14% 32	39% 91	48% 113	236
I do not live in Webster City	11% 21	83% 155	5% 10	186

Q10: On a scale of 1 to 5 (one being poor and 5 being excellent), how would you rate Webster City in regards to Public & Community Services?

Answered: 231 Skipped: 34

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	TOTAL	WEIGHTED AVERAGE
Library Services	1% 3	4% 9	14% 33	33% 78	47% 108	229	4.21
Public Safety Services	3% 8	8% 18	18% 41	48% 110	23% 53	230	3.79
Education Facilities (Elementary, Middle, High)	3% 7	8% 18	24% 54	44% 99	21% 46	224	3.71
Sewer Services	8% 17	20% 44	30% 64	38% 78	7% 14	215	3.12
Water Services	12% 27	15% 34	34% 75	32% 72	6% 14	222	3.05
Electrical Services	15% 34	17% 37	26% 58	34% 75	8% 18	222	3.03
Youth Activities	14% 29	19% 40	31% 66	27% 57	9% 18	210	2.98
Senior Services	11% 18	18% 29	38% 82	28% 46	4% 7	162	2.97
Medical and Health Services	14% 31	25% 55	32% 71	26% 58	4% 9	224	2.82
Museums/Historic Attractions	16% 35	23% 49	30% 76	20% 43	5% 11	214	2.75
Arts and Cultural Features	18% 37	26% 54	28% 58	22% 47	6% 13	209	2.74
Effectiveness of Zoning	16% 29	23% 40	38% 84	23% 41	2% 3	177	2.71
Day Care Services	18% 32	33% 59	32% 57	13% 24	3% 6	178	2.51
Efficient Use of City Funds	28% 58	23% 47	31% 64	17% 35	2% 4	206	2.42
Tech(broadband, fiber optics,)	30% 65	23% 49	25% 53	20% 43	2% 4	214	2.40

Q11: On a scale of 1 to 5 (one being poor and 5 being excellent), how would you rate Webster City in regards to Parks, Recreation, and Culture?

Answered: 228 Skipped: 37

	1 POOR	2 FAIR	3 AVERAGE	4 GOOD	5 EXCELLENT	TOTAL	WEIGHTED AVERAGE
WC Community Theater	4% 8	4% 8	20% 38	41% 78	30% 57	189	3.89
Fuller Hall Rec Center	3% 7	6% 14	21% 46	45% 99	24% 53	219	3.81
Bike and Ped. Trails	2% 5	10% 23	19% 42	43% 97	25% 57	224	3.79
Natural Areas	4% 9	12% 26	31% 67	36% 79	17% 36	217	3.49
Playing Fields	4% 9	15% 31	25% 52	42% 87	14% 29	208	3.46
Overall Park System	10% 22	16% 37	29% 66	34% 78	11% 24	227	3.20
Outdoor Swimming Pool	10% 20	20% 41	25% 53	35% 72	11% 22	208	3.17

Q13: What do you believe are Webster City's greatest assets? (please rank at least 5)

Answered: 206 Skipped: 59

	1	2	3	4	5	6	7	8	9	10	11	TOTAL	SCORE
Parks/Outdoor Recreation	16% 27	21% 36	18% 30	16% 27	11% 19	4% 7	4% 6	4% 7	4% 7	2% 3	1% 2	171	8.22
Location on Highway 20	29% 49	15% 26	13% 21	9% 15	5% 8	6% 10	7% 11	1% 2	3% 5	8% 13	5% 8	168	7.95
Overall Quality of Life	19% 31	11% 17	14% 22	15% 24	14% 22	6% 10	9% 14	6% 9	4% 7	2% 3	1% 2	161	7.76
Family Friendly	14% 22	17% 28	19% 31	12% 19	10% 17	6% 9	5% 8	7% 11	3% 5	4% 7	3% 5	162	7.68
Engaged/Educated Citizenry	7% 8	8% 10	13% 15	11% 13	9% 11	10% 12	15% 18	8% 10	7% 8	8% 10	3% 4	119	6.34
Historic Character	5% 6	12% 16	10% 13	12% 16	14% 18	8% 11	13% 17	5% 7	11% 15	4% 5	7% 9	133	6.32
Leadership/Philanthropy	5% 6	9% 12	10% 13	9% 11	16% 20	9% 11	8% 10	9% 12	7% 9	14% 18	5% 6	128	5.97
Employment/Bus. Community	8% 11	3% 4	8% 11	11% 15	11% 15	15% 20	7% 9	10% 13	9% 12	11% 15	6% 8	133	5.83
Downtown District	8% 11	11% 14	8% 11	10% 13	7% 9	5% 7	5% 7	11% 14	10% 13	8% 11	15% 20	130	5.70

Q14: Below is a list of possible community priorities or projects. Of this list, please rank items that you believe should be the city's top priorities.

Answered: 191 Skipped: 74

	1	2	3	4	5	6	7	8	9	10	11	NEUTRAL	TOTAL	SCORE
Grow local businesses	22% 38	20% 37	17% 31	8% 14	10% 19	6% 10	5% 9	3% 5	2% 3	3% 5	2% 4	3% 5	181	6.88
Strengthen Downtown	17% 28	20% 33	14% 24	8% 14	10% 17	8% 13	7% 11	5% 8	2% 4	4% 8	9% 15	5% 9	169	7.88
Move diverse industries	17% 28	9% 15	10% 17	15% 25	8% 14	5% 8	6% 10	4% 7	7% 12	4% 7	2% 4	8% 14	185	7.45
Improve infrastructure in older neighborhoods	9% 14	10% 16	17% 29	15% 23	10% 16	8% 13	8% 13	8% 13	5% 8	7% 11	3% 4	7% 11	158	6.87
Regional commercial development	9% 14	6% 10	12% 19	13% 20	10% 15	8% 14	7% 11	6% 10	5% 7	5% 8	6% 9	11% 17	154	6.68
Increase the supply of affordable housing	8% 13	11% 18	5% 8	11% 18	8% 12	8% 13	4% 7	6% 9	7% 11	9% 14	2% 3	19% 30	180	6.34
Provide a wider variety of housing types, including apartments, attached houses, and condominiums	9% 14	4% 7	11% 17	7% 11	10% 16	7% 11	7% 11	7% 11	8% 12	3% 4	5% 8	18% 28	157	6.53
Expand access to Boone River recreation	8% 12	9% 14	5% 7	9% 13	8% 12	9% 14	3% 5	3% 5	10% 15	9% 13	7% 10	15% 23	152	6.88
Improve and increase walking and bicycle facilities	5% 7	5% 8	8% 14	7% 11	8% 14	10% 15	12% 20	9% 13	4% 6	5% 7	9% 13	15% 22	150	5.91
Increase regional transit	4% 5	6% 8	2% 3	4% 5	7% 10	9% 13	6% 9	8% 11	8% 11	9% 12	10% 14	20% 40	141	5.05
Improve stormwater management and flood control programs	1% 2	4% 5	6% 8	9% 12	6% 8	7% 10	7% 10	9% 13	12% 17	9% 13	10% 14	20% 28	141	4.82

Q16: How old are you?

Answered: 194 Skipped: 71

ANSWER CHOICES	RESPONSES	
Under 19	0.52%	1
19-24	2.06%	4
25-29	3.09%	6
30-34	12.89%	25
35-39	18.56%	36
40-44	11.34%	22
45-49	6.70%	13
50-54	7.73%	15
55-59	8.25%	16
60-64	12.37%	24
65-69	5.67%	11
70-74	7.73%	15
75-84	3.09%	6
Over 85	0.00%	0
TOTAL		194

Q17: What is the total annual income of all residents living in your household?

Answered: 187 Skipped: 78

ANSWER CHOICES	RESPONSES	
Less than \$25,000	6.42%	12
\$25,000 -\$49,999	8.56%	16
\$50,000 -\$74,999	26.74%	50
\$75,000 -\$99,999	24.60%	46
\$100,000 -\$149,999	24.06%	45
\$150,000 -\$175,000	6.42%	12
More than \$175,000	3.21%	6
TOTAL		187

Q18: Do you own or rent your home?

Answered: 194 Skipped: 71

ANSWER CHOICES	RESPONSES	
Own	84%	163
Rent	14%	28
Rent-to-Own	1%	1
Live with parents (for rent or free)	1%	1
Live with grown children (for rent or free)	0%	0
Other (please specify)	1%	1
TOTAL		194

Q19: How much is your monthly rent or mortgage payment?

Answered: 189 Skipped: 76

ANSWER CHOICES	RESPONSES	
Paid off mortgage/living rent free	31.75%	60
Under \$500	6.88%	13
\$500 - \$999	44.44%	84
\$1,000 - \$1,499	13.23%	25
\$1,500 - \$1,999	2.65%	5
\$2,000 - \$2,999	1.06%	2
Over \$3,000	0.00%	0
TOTAL		189

Q20: Is there any reason you'd look for a new place to live in the next three years? (Choose all that apply)

Answered: 190 Skipped: 75

ANSWER CHOICES	RESPONSES	
None - I am happy with my current living arrangement	40%	76
Different city for quality of life reasons	21%	39
Different city for job opportunities	19%	37
A larger owned home	17%	33
Other (please specify)	11%	20
Too high housing costs	10%	19
A smaller owned home	9%	18
Out of rental to purchase home	9%	17
To an assisted living facility	2%	3
A larger rental unit	1%	2
A smaller rental unit	1%	1
Total Respondents: 190		

Q21: Lastly, do you think your behaviors will change over the next two years as a result of COVID-19?

Answered: 151 Skipped: 114

	LESS LIKELY	NO CHANGE	MORE LIKELY	TOTAL	WEIGHTED AVERAGE
Going to entertainment events	30% 45	51% 75	19% 28	148	1.89
Attending public meetings	30% 44	61% 89	10% 14	147	1.80
Taking a vacation out of Iowa	27% 40	45% 67	28% 42	149	2.01
Shopping more in Webster City rather than other regional cities	16% 24	57% 85	27% 40	149	2.11
Looking to change place of residence (regardless of location)	15% 23	71% 106	13% 20	149	1.98
Looking to change a job or career	14% 20	71% 104	16% 23	147	2.02
Eating at Webster City restaurants more than out of town restaurants	10% 15	57% 86	33% 50	151	2.23
Participating in outdoor recreation (parks, trails, etc.)	9% 13	48% 72	43% 65	150	2.35
Shopping more online than in stores	6% 9	33% 49	61% 90	148	2.55
Eating at home more than at restaurants	5% 8	46% 70	48% 73	151	2.43