

## Chapter 14



## Summary and Implementation

*Plans are nothing; planning is everything. –Dwight Eisenhower*

The above quote is not included here to denigrate the value of this planning document, but to highlight the important value of an active planning process. The development of this comprehensive master plan provided a context in which a large number of people, committees, and panels considered Norwalk's future and recorded their consensus on what it should look like, and how to achieve that emerging vision. Just as their planning was of vital importance, perhaps more important is how a large number of people, committees, and panels achieve the implementation of this plan from this point forward.

After its approval by the Steering and Advisory Committees, the plan will be approved by the Norwalk City Planning Commission, and then adopted by resolution of City Council. Copies will then be made available to municipal officials and other decision-makers throughout the community. It will also be made available to everyone via the Internet, by posting it on the City's website. This chapter can be circulated as a brief summary of the recommendations resulting from the planning process.

### Monitoring and Evaluation

No matter how closely the community attempts to follow this plan, it is inevitable that reality will diverge from the plan on a number of fronts, and probably within a few years. This does not mean that the plan, or the process, has failed, but it does signal that the process needs to continue and throughout the next twenty years.

It is recommended that the Steering Committee be maintained as a live committee, or succeeded by a new committee with a somewhat different purpose. The two major goals of this ongoing committee are:

- To review, monitor, and evaluate the extent to which the plan's recommendations are being followed, and to propose steps that can be taken to bring Norwalk's future development into alignment with the plan; and

- To propose new recommendations that reflect more accurately the reality within which the community is currently operating. New recommendations may be helpful in overcoming physical and organizational changes.

A review and revision committee (Findlay, Ohio's committee established for this purpose is called the "Legacy Committee") certainly does not need to meet at the frequency at which the current Steering committee has convened, but a set schedule should be developed at the outset. It is recommended that the Committee meet every one to two years, using this chapter's table of recommendations as a checklist to determine those areas where the plan is being adhered to, and those areas where a correction to the plan is necessary to guide the community toward its desired future, taking into account any intervening changes.

### **Summary of Plan Recommendations**

The following pages present in table form the recommendations that have been developed by resource panels, steering and advisory committee members, and plan facilitators, for each topic covered in chapters 3 through 13. Recommendations have been abbreviated, and the table includes a general timeframe as determined by the resource panels, to indicate a target goal for completion of an activity. Many of the recommendations, of course, are more continuous or "ongoing" in nature, and are indicated as such. The reader is advised to consult the pertinent chapter for further information and context considering any specific recommendation.

To keep time frames more general, the timing for implementation of each task is depicted as having one of four expected deadlines:

- S (Short term)
- M (Medium term)
- L (Long term)
- O (Ongoing activities, continuously being implemented)

<b>Norwalk Comprehensive Plan Recommendations</b>		
<b>Chapter 3: Community Character</b>		
3.1.1	Architectural Review Board becomes Historic District Commission; provide guidance for projects in historic zones	L
3.1.2	Historic Area and Building Ordinance covering renovation and construction in historically sensitive areas	L
3.1.3	Identify historic properties and add Historic Property designations	M
3.1.4	Public programs on preservation topics, develop beautification and preservation awards	S
3.1.5	Establish partnerships with business and community organizations supporting preservation efforts	O
3.1.6	Ensure that policies and decisions on growth and development respect the City's heritage and enhance overall livability	O
3.1.7	Incorporate heritage awareness in tourism efforts; feature historic properties in publications and websites; New gateways should promote heritage	O
3.1.8	Publicize and grow the Firelands Museum and Laning Research Center	O
3.1.9	Plan increased "old house tours" and video tours	S
3.2.1	Grow the "Welcome Wagon" type program initiated by Fisher-Titus Medical Center	O
3.3.1	Develop a "welcome center" and information center within the Chamber of Commerce office	M
3.4.1	Update the City's website and maintain a network of linked websites	S
3.5.1	Inventory of services and facilities focusing on the area's elderly population; information available at Chamber "welcome center" and on City website	S
3.5.2	Include Seniors on City boards and resource panels to gather their input and recommendations	O
3.5.3	Consistently consider needs and wants of the City's growing elderly segment	O
3.6.1	Ensure that the City supports and publicizes programs for special needs groups: United Fund, Chamber information center, and City website should provide data	O
3.6.2	Ensure that service facility locations are compatible with neighboring land uses, and co-located for efficiency and ease of access by participants and clients	O
<b>Chapter 4: Natural Resources</b>		
4.1.1	Assess developers a per-lot fee that provides sufficient revenues for acquisition and maintenance of green space and open space, and neighborhood parks where needed.	S
4.1.2	Provide design incentives for developers to contribute open and green space within their developments; consider alternative incentives	O
4.1.3	Maintain maps of environmentally sensitive areas, and control development within such areas through zoning and other land use controls	O
4.1.4	Preserve existing scenery and views: <ul style="list-style-type: none"> <li>• Landscaping at gateways</li> <li>• Reward best practices in private landscaping with awards</li> </ul>	M
4.1.5	Encourage efforts to preserve water quality in the watershed supplying water to Norwalk's reservoir system	O
4.1.6	Ensure the presence of mature trees in Norwalk by continuing the work of the Tree	O

<b>Norwalk Comprehensive Plan Recommendations</b>		
	Board, publicizing the Tree Memorial program, and encouraging construction practices that preserve trees	
4.1.7	Form task force to identify and guide redevelopment of Brownfields and sensitive sites that have development potential within Norwalk	S
4.1.8	Develop regulations requiring developers to landscape retention ponds	M
4.2.1	Complete improvements at the Norwalk Reservoir and Memorial Lake Park, including amphitheater, walking trail, and additional improvements as developed	L
4.2.2	Continue to examine options for a perpetual supply of water for Norwalk, including purchase of finished water from adjacent suppliers (Erie County, NORWA)	M
4.2.3	Encourage use of land trusts to accept lands for preservation through donation or acquisition	O
4.2.4	Encourage awareness, utilization, and enjoyment of nearby natural areas	O
4.2.5	Take steps to minimize environmental effects of land uses on neighboring properties	O
4.3.1	Study needs for neighborhood parks and areas where such a park is not within walking distance of neighborhoods	M
4.3.2	Examine conversion of “paper” streets and alleyways to internal (within blocks) walkways/bike paths	M
4.3.3	Connect Norwalk to other communities through trails and greenways, incorporating the work of Huron County Rails to Trails (see Quality of Life for more detailed steps)	L
<b>Chapter 5: Housing</b>		
5.1.1	Encourage planned development of lower-cost (“affordable”) housing	O
5.1.2	Assist in developing homes planned and sponsored by Habitat for Humanity	M
5.1.3	Encourage and facilitate development of housing in upper stories downtown	O
5.1.4	Convene an affordable housing committee	S
5.1.5	Mobilize resources to develop affordable housing	O
5.1.6	Stimulate development and rehabilitation/repair of central City housing	O
5.1.7	Support efforts to provide “continuum of care” and services associated with affordable housing	O
5.1.8	Ensure a stock of safe, attractive rental housing responding to market needs	L
5.1.9	Implement remaining strategies of the 2005 Norwalk Community Housing Improvement Strategy	S
5.2.1	Monitor City's plan review processes to ensure they are efficient and timely	O
5.2.2	Provide adequate public infrastructure to existing housing stock; research and implement methods to pay for infrastructure in new developments up front with reimbursement over time by developers	O
5.2.3	Target appropriate areas meeting development criteria (utilities, roadway access, and adjacent use compatibility) on the urban fringe as residential growth areas	O
5.2.4	Encourage housing development within the Norwalk City School District	O
5.2.5	Allow for appropriate innovative housing development design providing alternatives to traditional housing: PUD's, conservation development, and other means	O

<b>Norwalk Comprehensive Plan Recommendations</b>		
5.2.6	Facilitate development of executive housing subdivisions	L
5.2.7	Encourage development of upper stories in downtown buildings	L
5.3.1	Make information available to elderly and disabled households on programs and resources	O
5.3.2	Provide information on programs and services to help elderly remain within housing of their own, and “age in place”	O
5.3.3	Facilitate new housing developments targeted to the elderly and/or disabled	O
5.3.4	Assist in advocacy for additional housing for the disabled as needs are documented	O
5.4.1	Use Federal and State resource programs to rehab and repair the housing stock	O
5.4.2	Provide incentives for the historic preservation of older, architecturally significant properties	L
5.4.3	Delineate and recognize specific neighborhoods in Norwalk. Pilot with one neighborhood	M
5.4.4	Stabilize and improve declining neighborhoods through more uniform enforcement of property maintenance codes; Consider a rental property maintenance code	S
5.4.5	Research feasibility, cost effectiveness, and alternative models for carrying out inspection of new or renovated housing in Norwalk	L
<b>Chapter 6: Transportation</b>		
6.1.1	Utilize better access management, especially on major thoroughfares: limit number of driveway permits, install medians or other means to prohibit left turns, provide turning lanes, ensure clear views (limit signage), plan shared access to multiple sites through one access roadway, regulate minimum distance between access points <ul style="list-style-type: none"> <li>• Corridor plan for U.S. 250 North corridor, including access road to service businesses to the west. (Possibly to the east as well, as they develop)</li> </ul>	O S
6.1.2	Define and improve truck routes to better move through and around town	L
6.1.3	Use best available technology to manage traffic lights and improve flow	M
6.1.4	Improve gateways to the City at U.S. 250, U.S. 20, S.R. 18, and S.R. 61, design and construct uniform gateways that help “brand” Norwalk	M
6.1.5	Consider turn lanes along busy segments with frequent turning movements: Benedict at Elm, Christie; Christie and Norwood; Fair Road and Norwood	M
6.1.6	Consider temporary one-way traffic patterns during special events that close Main Street or other thoroughfares	S
6.2.1	Consider and, if financially feasible, construct the following, many of which have been recommended previously: <ul style="list-style-type: none"> <li>• Extend N. West Street northward to connect with an extended Westwind Drive</li> <li>• Extend Republic St. westward to Plank Road and further to Whittlesey Ave.</li> <li>• Extend Pleasant St. south to Fair Road</li> <li>• Extend Industrial Parkway (or Stower Lane) east to SR 601 or Perrin Rd.</li> <li>• Extend Ohio Avenue west to North west Street</li> <li>• Consider widening of main thoroughfares such as Benedict Ave. and East Main St. to the City limits</li> </ul>	L
6.2.2	Improve intersections at U.S. 20 and Old State Rd., E. Main St. and Old State Rd., Old State Rd. and Townsend Ave., Williams and Willard Avenues and Milan Ave..	M

<b>Norwalk Comprehensive Plan Recommendations</b>		
	Milan Ave. and Cline St.	
6.3.1	Improve parking conditions through attractive “wayfinding” signage to indicate locations of parking lots and their proximity; Enforce employee parking off-street. Include realistic parking requirements in downtown overlay zoning district	S
6.3.2	Consider a more pedestrian friendly downtown, with pedestrian only areas, well marked crosswalks, prohibition of skateboards and bicycles on downtown sidewalks	O
6.3.3	Expand the City's sidewalk repair and installation program; Install sidewalks where current conditions are unsafe: Northwest St. accessing fairgrounds, pedestrian routes to the Ernsthausen Center on Republic St., and high traffic or critical areas such as the U.S. 250 North corridor, the vicinity of the reservoir along Old State Road, and near Republic Street and Route 250	M
6.3.4	Work with Huron County Rails to Trails to expand bicycle/walking trails throughout the City. See Quality of Life chapter; Signage at trailheads directing bicyclists to the downtown commercial area	L
6.3.5	Explore potential of developing Norwalk Creek corridor as a “river walk”	L
6.4.1	Improve traffic control devices to provide for more efficient flow	M
6.4.2	Enforce traffic ordinances on the books; target problem areas regarding speed limits and safety	O
6.4.3	Be consistent in new street development and improvement	O
6.5.1	Support and help implement the goals and objectives of the new Huron County – Norwalk Airport Comprehensive Plan	O
6.6.1	Build a stronger alliance with Wheeling and Lake Erie Railroad to foster growth in rail activity	O
6.6.2	Explore industry interest in expanded rail service	S
6.6.3	Identify and inventory potential sites for rail service and analyze site development opportunities	M
6.6.4	Explore innovative uses of rail not requiring an actual industry siting next to a spur	O
6.7.1	Explore ways to partner with the County in delivering public transportation that is responsive to Norwalk residents’ needs	O
6.7.2	Collaborate with businesses to enhance transportation options and serve business needs	O
6.7.3	Establish a shuttle service from Norwalk Raceway Park into the City	M
6.7.4	Investigate/promote options that provide out-of-County service for area residents; preliminary assessment	M
<b>Chapter 7: Utilities and Infrastructure</b>		
7.1.1	Continue to be accommodating to new businesses and others in providing cost-feasible infrastructure	O
7.1.2	Research reasons why businesses and others choose not to locate in Norwalk, and note any gaps in the provision of infrastructure	O
7.1.3	Maintain contact with public utilities; keep them involved as growth is anticipated	O
7.1.4	Continue sewer separation program and replacement of deteriorated water and wastewater pipes; provide in budgeting for replacement of existing as well as construction of new facilities	O

<b>Norwalk Comprehensive Plan Recommendations</b>		
7.2.1	Initiate Citywide capital improvements planning	S
7.2.2	Identify an entity or method to coordinate efforts to apply for and receive funding for infrastructure projects, and to manage construction	S
7.2.3	Explore options for cost sharing of projects between developers and City; Implement procedures if a satisfactory one is developed	M
7.2.4	Partner with Township and County officials, as well as NORWA and other utility providers as appropriate, in cases where it is advantageous to provide utilities outside the City's corporate limits; Develop framework for JEDD or CEDA arrangements	S and O
7.2.5	Consider new alternatives for spread of Citywide broadband Internet service, as an income source for the City	O
7.3.1	Survey City businesses and others to determine infrastructure needs and projections	S
7.3.2	Plan community forums to supplement the survey	S
7.4.1	Inventory existing and proposed infrastructure in a computerized database	S
7.4.2	Develop a plan for maintenance and replacement of infrastructure over the next twenty years	S
7.4.3	Monitor needed funds for all planned action items and develop a budget to set aside and revise, as necessary, the needed funds for the planned maintenance and replacement program	S
7.5.1	Maintain a responsive system to research funding options for all planned expansions of infrastructure	O
7.5.2	Complete planned improvements to “front end” of wastewater treatment plant	S
7.5.3	Plan for future expansion of wastewater treatment plant, including new methods for the biological treatment process (new secondary and possibly tertiary processes); and acquisition of necessary land to the north to allow for expansion	S and O
7.5.4	Coordinate infrastructure development with other elements of this plan, including new Eastern Utility Area (US 20, SR 601, SR 18) including Norwalk Raceway Park and Norwalk-Huron County Airport; coordinated study of likely water and sewer system demands; costing of water and sewer extensions; and budgeting of expenses	O; M
7.5.5	Involve utility companies in planning for growth	O
7.5.6	Continue to coordinate with NORWA, building on agreement reached in 2005	O
7.6.1	Develop a master plan for development of communications technology in Norwalk. Consider voice, video, and data transmission; Plan should include capital improvement costs and revenue and cost projections	M; O thereafter
7.7.1	Achieve a connection with a raw or treated water provider on the Lake Erie grid; Consider use of the City-owned right-of-way extending to Milan	M
7.7.2	Plan to increase water storage or treatment as required to meet future water quality standards and fire code benchmarks	O
7.7.3	Assess benefits and costs of the City's role in treating and distributing water; Consider alternatives and relative cost to consumers	L
<b>Chapter 8: Community Facilities</b>		
8.1.1	While Services for Aging plans include construction of a new senior center on Norwalk's south side, near the current center, the agency should also consider co-	O

<b>Norwalk Comprehensive Plan Recommendations</b>		
	locating some of their activities and programming in the Ernsthausen Community Center, to provide for intergenerational programming	
8.1.2	Consider ways to maximize the usefulness of City and County office buildings within Norwalk, including their potential as venues for meetings	O
8.2.1	Periodically consider needs of Police Department for upgrades to facilities, equipment, technology	O
8.3.1	Commission a study of alternatives for the replacement or enhancement of Norwalk's current fire station	S
8.3.2	Maintain a schedule of equipment replacement to maintain a fleet of reliable vehicles. Include in overall capital improvement planning	O
8.4.1	Undertake periodic review of capacity of school facilities in light of current and projected student populations and projections of need	O
8.4.2	Attract a satellite facility of one or more area college or university, either in a facility of their own, or in a shared "lifelong learning center" which could be constructed as an extension to the Norwalk High School, which could house college-level classrooms as well as housing GED, English for Speakers of Other Languages, and enrichment classes of interest to Norwalk citizens	L
8.4.3	Make basic literacy programs available to the underprivileged and Hispanic populations at an established public facility dedicated to these programs; Use high school (see 8.4.2) or alternative site	O
8.5.1	Support the efforts of the Library Board and leadership to expand their facility into the Hills building to the east, and to develop a plan to obtain necessary revenues to undertake the project	O
8.5.2	Explore partnership with Norwalk City Schools to develop a satellite branch of the library, co-located at the high school media center; Explore opportunities for cooperative ventures and use of technology	M
8.6.1	Develop an urgent care facility for Norwalk within Fisher-Titus campus	S
8.6.2	Support ongoing planning of Fisher-Titus Medical Center, including upgrade of technology and diagnostic equipment, and addition of new areas of specialization	O
8.6.3	Ensure that the local road system supports the needs of the Fisher-Titus campus and related facilities	O
8.7.1	Expand recreation facilities to accommodate a growing and changing population <ul style="list-style-type: none"> <li>• Acquire sufficient property (possibly considering the land west of the wastewater treatment plant and adjacent to Baines Park) to accommodate the growing Norwalk youth soccer league</li> <li>• Construct a skateboard park that is safe and adequate for local needs</li> <li>• Explore options for additional facilities to accommodate growing adult softball program</li> </ul>	O M  S S
8.7.2	Create a master plan for the expansion of the Ernsthausen Community Center. Include a determination of facilities and their primary audiences; Components of the plan should be implemented when need and sufficient revenue streams can be demonstrated	S
8.7.3	Provide expanded senior services at the Ernsthausen Center (See 8.1.1)	O
<b>Chapter 9: Economic Development</b>		
9.1.1	Promote existing industrial parks; maintain data base of specs on facilities	S

<b>Norwalk Comprehensive Plan Recommendations</b>		
9.1.2	Identify development sites that can accommodate rail access (See 6.6.3)	M
9.1.3	Develop spec buildings with amenities that are in demand	L
9.1.4	Implement a demolition and redevelopment plan for abandoned/dilapidated buildings	L
9.1.5	Create a one-stop shop for businesses, entrepreneurs, and others	S
9.1.6	Ensure broadband Internet access in industrial parks and other critical sites	M
9.1.7	Support the development of incubators for retail and other business	M
9.1.8	Promote retail corridors and office/service areas; Guide new ventures to these designated target areas	O
9.1.9	Identify needs of core services and institutions such as Fisher-Titus Medical Center	S
9.1.10	Secure a perpetual outside source of funding for local economic development programs	L
9.2.1	Consolidate various development approval processes throughout Huron County	L
9.2.2	Create comprehensive checklist of steps required for development in Norwalk, Townships, and the County (include permitting, inspections, approvals, etc.)	S
9.2.3	Consolidate/streamline residential and commercial development permitting/fees	M
9.2.4	Make development information available in linked databases accessible to the public	S
9.2.5	Pursue creation of a Foreign Trade Subzone in Norwalk	S
9.2.6	Pursue designation of Community Reinvestment Areas in Norwalk	S
9.2.7	Publicize Norwalk's HUB Zone designation	O
9.2.8	Ensure the entire City of Norwalk offers high-speed telecommunications access	L
9.2.9	Acquire a quality control designation for the entire City of Norwalk	L
9.2.10	Implement a preferred vendor procurement system that gives reasonable advantage to local product and service providers	S
9.2.11	Include quality of jobs in criteria for eligibility for city economic development incentives	S
9.3.1	Create community awareness program addressing how perception of Norwalk affects efforts to recruit businesses and new residences	M
9.3.2	Develop outreach efforts to recruit service, retail, restaurant businesses attracting workers of the new economy and capture incoming dollars	O
9.3.3	Create regional partnerships to help Norwalk showcase its assets	O
9.3.4	Help educate local businesses on how to compete in the new economy by understanding current business strategies and customer service	O
9.3.5	Develop a base of local entrepreneurs in targeted industries to help develop new entrepreneurs	O
9.3.6	Prepare feasibility study for creation of a high technology business incubator	L
9.3.7	Maximize use of distance learning centers and other means to bring higher education presence to Norwalk (see 8.4.2)	M
9.3.8	Endorse efforts to create an outreach/support center for the Hispanic population	S

<b>Norwalk Comprehensive Plan Recommendations</b>		
9.4.1	Capitalize on tourist traffic; promote tourism attractions	O
9.4.2	Develop uniform signage to promote local attractions	M
9.4.3	Locate and designate a tourism information and referral center	S
9.4.4	Educate business leaders on the value of regional tourism to the area; market the area to tourists.	O
9.4.5	Include tourism information and events on linked web sites	O
9.4.6	Offer capacity-building seminars for organizations that promote events	O
9.4.7	Focus tourism on existing entertainment districts (Raceway, downtown, US 250 North)	O
9.5.1	Create task force to examine feasibility and methodology to initiate formation of Joint Economic Development Districts or Cooperative Economic Development Agreements	M
9.5.2	Support and promote Huron County Airport as an economic development tool	O
9.5.3	Encourage and support regional marketing and promotion efforts	O
<b>Chapter 10: Downtown Norwalk</b>		
10.1.1	Use Main Street Norwalk and its Board as the organizational hub for downtown development	O
10.1.2	Develop a uniform method to recruit businesses to downtown Norwalk.	O
10.1.3	Market downtown Norwalk as a single entity with multiple partners and destinations; make use of a uniform tag line	O
10.1.4	Engage City and County governments – stakeholders – to participate in revitalization efforts.	O
10.1.5	Create a community resource center and welcoming committee	S
10.2.1	Maintain database of available space for businesses in the downtown	O
10.2.2	Explore architectural enhancements that would broaden usefulness of downtown properties. (Example: an elevator providing access to several buildings.)	M
10.2.3	Implement projects to create housing in upper floors of appropriate properties	L
10.2.4	Conduct professional study of parking needs, capacity and demand	M
10.2.5	Construct and use informational kiosks downtown	S
10.2.6	Consider creation of a downtown Community Reinvestment Area (see 9.2.6)	S
10.3.1	Build on façade improvement fund by pooling additional resources	M
10.3.2	Review purpose and operation of Architectural Review Board in light of vision and goals of Main Street Norwalk. (See 3.1.1, 3.1.2)	S
10.3.4	Provide education for existing businesses and their employees on customer service and basic business concepts (Use downtown venue for training)	O
10.4.1	Teach prospective employees how to maintain gainful employment, in service and hospitality industries especially	O
10.4.2	Build a coalition between business, education, and social service agencies to assist lead to employment of disadvantaged persons within Norwalk	L
10.5.1	Develop list of methods to capture tourist market. including Norwalk Raceway Park	O

<b>Norwalk Comprehensive Plan Recommendations</b>		
	visitors	
10.5.2	Explore feasibility of a City or County “bed tax” to fund tourism	S
10.5.3	Develop uniform brand for downtown district based on local research	S
10.5.4	Coordinate the involvement of performing and arts organizations for downtown events and displays, etc.	O
10.5.5	Consider new opportunities for festivals and events throughout the year focusing on Norwalk community members	O
10.5.6	Expand the “Market Days” concept	O
10.5.7	Improve awareness of downtown through gateway information and identification	S
10.5.8	Boost downtown district’s visibility as “Norwalk’s meeting place”	L
10.6.1	Identify product and service lines not now available that could capture markets	S
10.6.2	Support creation and growth of a business incubator (See 9.1.7)	M
10.6.3	Expand Norwalk’s role as the County seat and center for services	O
10.6.4	Explore the creation of a downtown Norwalk “Entertainment District”	L
10.6.5	Explore/Identify a variety of niche businesses that could set Norwalk apart	O
10.6.6	Develop activities and destinations for youth and young adults	M
10.6.7	Develop a lodging facility (small hotel, bed and breakfast) in the downtown	L
10.6.8	Develop and publicize wireless Internet access throughout the downtown	L
10.6.9	Plan and help businesses plan more outside activities in the downtown	O
10.7.1	Make optimal use of downtown’s historic properties (example: the old County jail)	O
10.7.2	Maintain and consider extending the downtown streetscape	O
10.7.3	Develop gateway signage upon entry to the downtown	S
10.7.4	Consider specific or overlay zoning and land use regulations downtown	M
10.7.5	Pursue greenscaping and uniform streetscaping of Whittlesey north to League St.	S
10.7.6	Divert truck traffic from the central business district	O
10.7.7	Ensure sufficient utilities for the downtown area and its needs	O
10.7.8	Develop key side streets and expand business opportunities along those streets	M
10.7.9	Encourage and develop attractive rear and side entrances to Main St., Benedict, and Whittlesey Ave. properties	M
10.7.10	Inventory available parking and install directional “wayfinding” signs	S
10.7.11	Investigate feasibility of providing public restrooms downtown; Publicize availability	O
<b>Chapter 11: Quality of Life</b>		
11.1.1	<b>Teen Center:</b> Form committee to brainstorm and develop plan for a teen center: Develop operating budget for a center, establish legal structure, locate a site for the center, plan site and building layout, apply for funding through grants and other sources, and open teen center	M
11.2.1	<b>Arts and Culture:</b> Add artistic and cultural events to the City’s bulletin board (web-	S

<b>Norwalk Comprehensive Plan Recommendations</b>		
	based database)	
11.2.2	Broaden bulletin board to include villages and cities within Huron County	S
11.2.3	Include arts/culture organizations in awarding door prizes at nonprofit fundraisers	O
11.2.4	Secure central location (such as the Chamber building) to promote and sell tickets to cultural events and concerts	S
11.2.5	Encourage business owners and others to invest in cultural life of the community	O
11.2.6	Look for opportunities to support cultural growth; Initiate a fine arts school in Norwalk	L
11.3.1	<b>Health Care:</b> Create a comprehensive list of health care agencies and providers in Norwalk for public information with contact information	O
11.3.2	Explore feasibility of hosting operators or receptionists who can provide information and referral on non-urgent matters	S
11.4.1	<b>Bike Trails:</b> Connect the existing bicycle trail on the west side to downtown Norwalk	M
11.4.2	Connect north side with Route 250 North destinations – develop abandoned Norfolk and Western corridor	L
11.4.3	Connect west side to north side through downtown	L
11.4.4	Connect the reservoir area and the east side to the north side	L
11.4.5	Begin acquisition of right of way and easements for a south side loop	L
11.4.6	Create access to the rural east side North Coast Inland Trail	L
11.4.7	Begin acquisition of right of way and easements for Norwalk Creek Greenway	L
11.5.1	<b>Park and Recreation:</b> Support efforts to provide neighborhood parks within safe walking distance of existing and planned residential areas	O
11.5.2	Complete reservoir walking trail, construct amphitheater, plan events.	L
11.5.3	Develop and implement plans to add amenities and space to Ernsthausen Community Recreation Center	L
11.5.4	Expand sports facilities where demand exceeds available supply. Expand softball facilities at Baines Park by expanding to the south, west of Wal Mart	M
11.5.5	Catalog all community-based recreation, fitness, and sports opportunities	S
11.6.1	<b>Restaurant and retail development:</b> Determine market demand for restaurants and types, map potential sites, conduct market research, and recruit preferred entities and franchises.	S and O
11.6.2	Assist local entrepreneurs who wish to begin restaurant operations in Norwalk	O
11.6.3	Complete an accessible inventory of retail and service businesses in Norwalk, both consumer oriented and business-to-business; Analyze gaps in services and products (business leakage); Survey or sample residents regarding desired businesses, possibly through local media; Recruit outside business or nurture local start-ups when clear demand for a line of retail or service business, or a notable gap in a product or service, is established.	O
11.6.4	Utilize business incubator, once established, for emerging new retail or service business	O

<b>Norwalk Comprehensive Plan Recommendations</b>		
11.7.1	<b>Community Soccer Complex:</b> Explore use of Bishman Park for soccer fields. If Bishman is determined to be unsuitable, consider alternatives (i.e. near wastewater treatment plant). Explore field turf surface in the Ernsthausen Center during any expansion of that facility	S
11.8.1	<b>Notice to Community on Opportunities:</b> Develop a central clearinghouse on events, classes, performances; seek funding to develop and maintain it; and identify a responsible party to house the clearinghouse	M
11.8.2	Update the database of volunteer participation opportunities: List participation opportunities in an initial publication, and distribute it; develop easily updated website or page with current information on participation opportunities; publicize the website and contact information	M
<b>Chapter 12: Community Services</b>		
12.1.1	Research, fund, and build new fire department facility. (See 8.3.1)	M
12.1.2	Conduct periodic staffing study (every five years) of safety forces (fire, police)	O
12.1.3	Provide adequate training/equipment to ensure effectiveness of safety forces	O
12.1.4	Focus on substance abuse as a priority problem; mobilize resources	O
12.1.5	Engage the community (education and input) in determining and prioritizing what safety force service are necessary	O
12.1.6	Continue Norwalk's budget process; evolve a Citywide capital improvements procedure (see pages 2-4 of this chapter)	O
12.1.7	Stay informed on technology advancements for safety forces	O
12.2.1	Develop a new Senior Center to serve north-central Huron County; plan senior activities at sites such as the Ernsthausen Rec Center.	M
12.2.2	Increase stock of senior housing to meet projected needs for a variety of housing and related services	O
12.2.3	Expand public transportation to meet market needs, with a focus on inter-County; Ensure that affordable and available public transportation is provided within Norwalk and to other destinations	O
12.2.4	Increase resources for maintenance and home repairs for seniors	O
12.2.5	Increase capacity to provide “meals on wheels”	S
12.2.6	Support the position of a local senior ombudsman	S
12.3.1	Review and revise (as necessary) community disaster plan to maintain continuity of operations	O
12.3.2	Provide for more improved and comprehensive communication of community events and services through the community website (11.8.1-7)	O
12.3.3	Involve City in service delivery when service is within City department's mission	O
12.3.4	Consider re-staffing of City departments as new needs are identified (example: consider City Engineer)	O
12.3.5	Ensure cost-effectiveness in City's recycling program	O
12.3.6	Evaluate benefit of formal capital improvements planning and implement a citywide capital improvements planning process as appropriate	S

<b>Norwalk Comprehensive Plan Recommendations</b>		
12.3.7	Coordinate with community agencies or through United Fund office to ensure a resource directory is disseminated	S
12.4.1	Use Huron County interagency meetings to improve communications	O
12.4.2	Encourage service agencies to be in accessible locations; encourage co-locations; Foster expansion of facilities as needs outgrow capacity of existing facilities	O
12.5.1	Inter-agency group should collaborate on community health care issues	O
12.5.2	Establish a local community-based health care needs assessment process	M
12.5.3	Explore implementing (by FTMC) of Urgent Care facility	S
12.6.1	Further develop Norwalk Fire Department's Inspection Unit	O
12.6.2	Explore alternatives in Countywide commercial building/construction inspection program. Implement the alternative chosen (County department, dedicated staff within regional inspection unit)	M
12.6.3	Continue collaborative meetings with City departments prior to State approval of building plans for commercial property, to gather and share information	O
12.6.4	Develop and pass legislation to shape inspection services to best meet community needs	O as needed
12.6.5	Consider best practices from other communities in planning inspection services	S
12.6.6	Research contracting with other government or regional inspection office for inspection of residential/rental properties of under 4 units	S
12.7.1	Use Huron County Bar Association for call center, listserv, website to answer legal questions; Establish a speakers' bureau through the Bar Association	M
12.7.2	Re-establish a local agent council of local insurance representatives to better inform citizens of services of the insurance industry; Establish a call center, listserv, and website for insurance industry questions	M
12.8.1	Leverage community resources and leaders to provide grassroots lobbying effort on behalf of Norwalk and its concerns	O
12.8.2	Assess staffing levels and budget needs for Adult Protective Services and for Children's Services	O
12.8.3	Leverage resources for increased child care services; Maximize effectiveness of the network of childcare providers that are affordable, accessible, and of high quality	O
12.8.4	Provide English for Speakers of Other language classes for Hispanic/Latino population; Advocate for an identification program; Consider Hispanic cultural and recreational needs	O
<b>Chapter 13: Land Use</b>		
13.1.1	Target and encourage growth areas within Norwalk City School district; develop tax base sharing agreement with other school districts	L
13.1.2	Develop ability to assemble industrial parcels of 100 acres or more and served by rail, and to hold such property by option, using a CIC or other entity	L
13.1.3	Encourage the development of infill property within the City, and other practices of traditional neighborhood development	O
13.1.4	Research and implement new incentive programs; specifically, develop a Community Reinvestment Area program within Norwalk that reduces property taxes on new and renovated/expanded real property within specific areas of the City	S

<b>Norwalk Comprehensive Plan Recommendations</b>		
13.1.5	Encourage growth of Norwalk's south side and land south of the US 20 bypass, for housing, limited retail, and office/research uses; Consider servicing of this area with a new sanitary sewer trunk line once deemed economically feasible	O; trunk line: L
13.1.6	Plan for long-range industrial development of Norwalk's east side and a district that includes the U.S. 20 and S.R. 18 corridors easterly to S.R. 601; Develop a means to support the cost of infrastructure to service this district. Ensure compatibility and coordination with Norwalk Raceway Park and the Norwalk-Huron County Airport	L
13.1.7	Plan for mixed-use development on Norwalk's north side, including a commercial and service corridor along US 25 and parallel access roads, and residential uses within the area	O
13.1.8	Create an inventory of sites that includes their infrastructure capacity and development readiness status	S
13.2.1	Advocate adoption of a compatible zoning code for Norwalk Township	M
13.2.2	Ensure concurrence of planning commission decisions with this comprehensive plan	O
13.2.3	Consider creation of a downtown zoning overlay district that allows for desired mixed-use growth, including commercial and service, as well as upper-floor housing	M
13.2.4	Identify and help develop new retail and commercial land use zones, serving emerging mixed-use areas such as the US 250 north corridor	M
13.2.5	Examine feasibility of an entertainment district in Norwalk's downtown	L
13.2.6	Develop regulations to guide the development of "big-box" stores in Norwalk.	S
13.3.1	Advocate for/Implement means to pay for development of open space that does not inhibit development; Possible \$500 per lot fee (See 4.1.2)	S
13.3.2	Develop guidelines governing minimum thresholds (Subdivision size) for invoking mandatory open space provisions	S
13.3.3	Set aside appropriate green space as residential neighborhoods expand and are created	O
13.3.4	Preserve existing natural areas and maximize their use as green space or greenways (Example: develop a greenway along Norwalk Creek); Research other corridors	L
13.3.5	Consolidate existing data sources and conduct surveys to assess potential areas for green space; develop database of developed park space, undeveloped green space, and undevelopable green space	S
13.4.1	Construct sidewalks along corridors where pedestrian traffic is generated; Example: US 250 North corridor	M
13.4.2	Examine, adjust, enforce regulations governing signage along commercial and gateway corridors to improve attractiveness	L
13.4.3	Ensure the zoning code allows for mixed-use developments and does not unnecessarily segregate land uses; Appoint and use a blue ribbon committee to review the code	S
13.5.1	Develop base of useful digital orthos to plan the future land use of Norwalk and surrounding areas	S
13.5.2	Identify a centralized GIS office or official at City or County level	M
13.5.3	Maintain GIS database and make it accessible to the public and potential users through accessible terminals and a web presence	L