



MARSHALLTOWN DOWNTOWN MASTER PLAN

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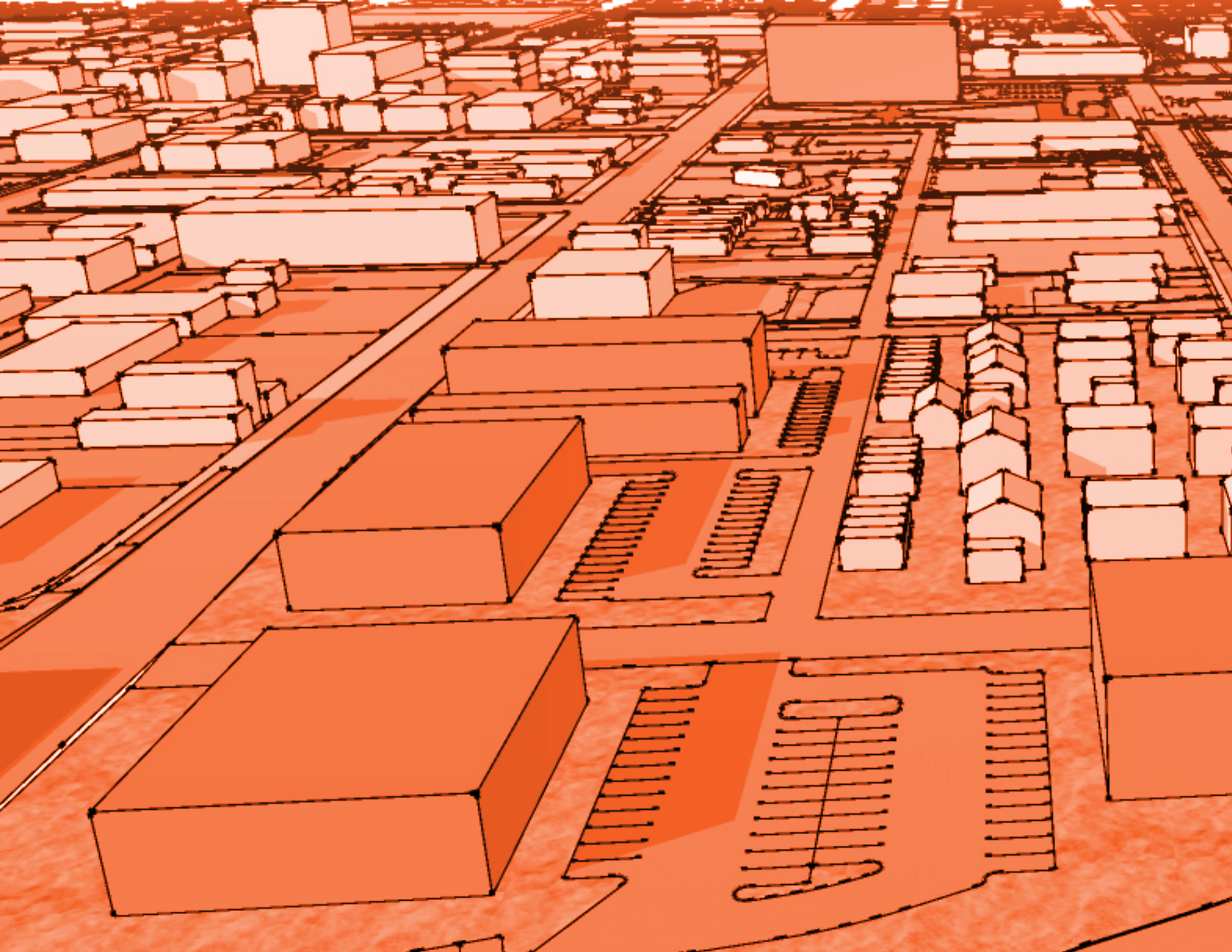
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CHAPTER 1

INTRODUCTION

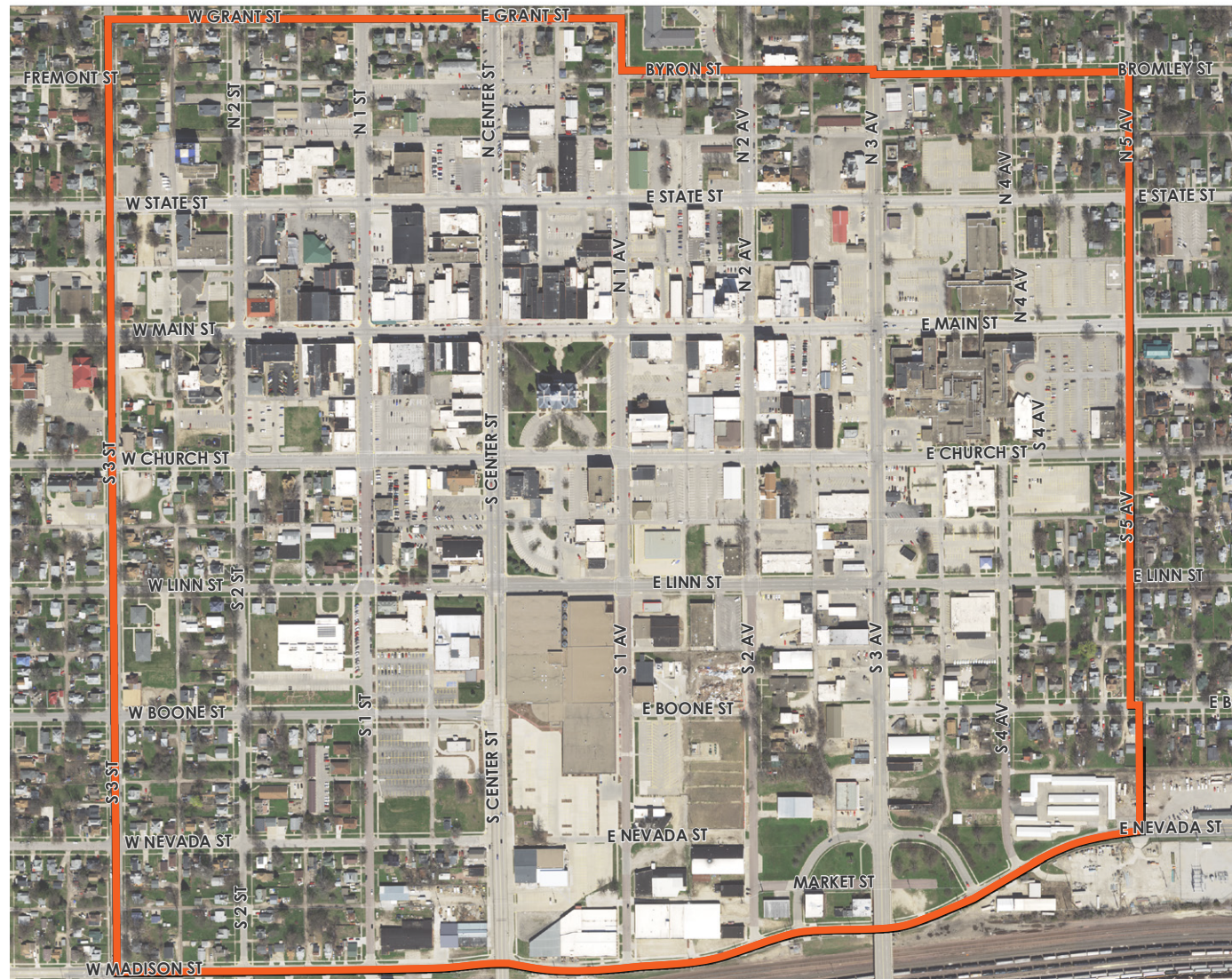
INTRODUCTION
PLANNING PRINCIPLES
PURPOSE
A CONTINUUM OF ACTIVITY
KEY CONCERNS, NEEDS + INTERESTS

INTRODUCTION

Following the destructive force of an EF-3 tornado on its' historic central business district, Marshalltown quickly mobilized energy and funds for downtown planning, rebuilding and revitalization. Project planning utilized a multi-faceted community engagement process with online questionnaires, a multi-day design charrette and monthly project stakeholder committee meetings. The plan builds upon public input to establish a new, holistic vision with downtown serving as the community's central neighborhood for living, working, shopping, dining and socializing within a rejuvenated public realm of landscaped streets, parks and gardens. Guiding new investments are a series of planning frameworks for movement, connectivity and parking, building renovation and design, and streetscapes and greening. Detailed implementation strategies provide guidance on priorities for investment parameters for five new catalyst projects and recommendations for longer term initiatives.

Vision:

Downtown Marshalltown is the vibrant, beautiful, welcoming heart of a diverse community. It offers a rich mix of opportunities and experiences for residents and visitors with arts, entertainment, retail, dining, and housing options in a unique, historic setting. Downtown provides a range of business opportunities for entrepreneurs and investors. Its places and spaces are connected by a safe, accessible network of landscaped streets and walkways where people gather and connect with one another, strengthening community pride and building lasting memories. Downtown Marshalltown is the place to live, work, and play.



Downtown Master Plan Project Area

PURPOSE

The Downtown Master Plan is intended to serve as a working document for multiple user groups (City, developers and builders, building and business owners, residents, non-profit organizations) providing recommendations and guidance for redevelopment and enhancements within the downtown district over a twenty year time period.

The plan also offers an overview of the planning process, key themes regarding needs, and ideas expressed by community members and a summary of multi-system analyses conducted by the design team.

To aide in the plan's usefulness, detailed analyses, design explorations, background research and related interim work products are compiled in the Appendices.



Tornado-ravaged historic building at Center Street and Main Street now demolished

PLANNING PRINCIPLES

Twelve planning principles were developed to guide the preparation of the downtown vision and master plan recommendations for revitalization, redevelopment and enhancement. As the focus shifts towards achieving the vision, a set of guiding principles for implementation have been developed and are described in more detail in Chapter 3.

1. Encourage an 18 hour neighborhood where people can live, work, learn and play
2. Support a vibrant business economy along downtown streets
3. Develop a variety of downtown housing options
4. Create reasons and spaces for people to visit, socialize and celebrate
5. Protect and showcase downtown history, heritage, arts and culture
6. Enhance beauty, ecology and functionality of the public realm
7. Provide a safe, accessible, attractive and interconnected multimodal transportation network that prioritizes walkability
8. Raise the bar on quality and authenticity of the built environment
9. Expand and sustain downtown partnerships to achieve common goals
10. Balance creative vision with market reality
11. Address current opportunities while planning for an ever changing future
12. Embrace and engage Marshalltown's diverse community from planning through implementation

A CONTINUUM OF ACTIVITY

Downtown Marshalltown has been the subject of past planning, design and revitalization efforts from the 2006 Marshalltown City Center Plan to the 2012 Comprehensive Plan. Marshalltown Central Business District, A Main Street Community, has been actively leading and collaborating with downtown businesses, property owners, The State of Iowa, Marshall County, the City and a host of other non-profit organizations to “continuously enhance Marshalltown’s central business district creating Central Iowa’s first choice

location for businesses, residents, shoppers, diners and visitors.”

Since the July 2018 tornado private donations have supported \$2,000 grants to businesses. The State of Iowa has funded professional services from a Historic Architect, \$1M in catalyst grant funding and \$1M in low-interest loan funding to assist in the recovery of Downtown Marshalltown.

As tornado related demolitions, redevelopments and renovations extend into the coming decade they will coincide

with public sector infrastructure investments, from routine capital improvement projects to tornado-related replacements. A key aspect of realizing the streetscape, public space and greening recommendations identified in this master plan will be to leverage the implementation of public infrastructure projects such as street reconstruction, resurfacing or sewer and water system upgrades.



5 West Main Street before renovation



The proposed renovation for 5 West Main Street



5 West Main Street undergoing renovation

KEY CONCERNS, NEEDS AND INTERESTS

To establish and understand key concerns, needs and interests of the Marshalltown Community, a series of engagement activities were held over the course of this plan's 6-month planning process. Over 1,500 people provided input and feedback for this master plan through these activities. Engagement opportunities included:

- Online community survey
- Online wikimapping survey
- Online housing survey
- 5 downtown steering committee meetings
- 4 focus group meetings
- Multi-day community planning charrette
- 12 confidential interviews
- A community-wide open house
- Interactive project website

Information that came from the mining of Marshalltown's local knowledge, wisdom and experience is the foundation for this plan. City staff and Downtown Advisory Committee Members have also helped guide decision-making during the master planning process in order to provide real, implementable ideas that are embraced by the community.

Over the course of the master planning engagement activities, the key concerns, needs and interests of the community began to emerge. The figure on the following page outlines these key findings. More detailed summaries and descriptions of all engagement activities are provided in Appendix 1.



Figure 1.1 KEY CONCERNS, NEEDS AND INTERESTS

Revitalization + Redevelopment

- Desire for more options for eating/drinking, shopping, entertainment and events
- Historic downtown buildings are Marshalltown's greatest asset
- Desire for building renovations/restorations and vacant shops upper story residential spaces being filled/utilized
- Nearly half the respondents indicated interest in downtown living
- Strong support for preservation-oriented design standards

Movement, Connectivity + Parking

- Access to parking and parking duration limits were mentioned as a challenge
- Willingness to explore modifications to parking arrangements, including structured parking
- Strong support for conversion to two-way streets
- Interest in biking into and around downtown
- Deterrents to biking downtown include safety and connectivity concerns

Gathering, Streetscape + Greening

- Strong interest in greening the downtown by adding gardens and plantings
- Support for including trees in the downtown
- Desire for more investment in public gathering spaces
- Desire for more seating options downtown
- Gathering/parks should support a wide variety of users, from residents to workers to visitors
- Strong interest and support for updated and expanded streetscape enhancements throughout downtown
- Need more regularly scheduled activities and events to draw people downtown and support businesses

THE CHARRETTE

The cornerstone of the public engagement plan was the 4 day charrette held in February. Designed to get consultants, city staff, community members and decision makers working together side-by-side, the charrette strengthened citizen participation and support while quickly and efficiently advancing the project planning and design. A planning studio space was established at City Hall and was periodically open to the public.

To provide feedback loops as concepts were explored and refined a series of meetings were held:

- An evening community kick-off session to review existing conditions assessments, discussing issues, goals, and craft a draft vision for revitalizing downtown.
- A lunch hour project steering committee meeting and an evening community review session for discussing and evaluating planning and design alternatives.
- A final Saturday afternoon presentation and discussion of draft recommendations for policies, plans and projects.

These events led to the development of action-oriented recommendations for achieving the community's vision, including identification of multiple catalyst projects.



CHAPTER 2

THE VISION

DOWNTOWN TOMORROW

2030+

OVERALL FRAMEWORK
REVITALIZATION + REDEVELOPMENT
DESIGN STANDARDS
MOVEMENT, CONNECTIVITY + PARKING
GATHERING, STREETScape + GREENING

OVERALL FRAMEWORK

The overall framework for downtown revitalization is built upon the recognition that the function and role of Marshalltown's downtown has evolved over the years from serving as the primary location for shopping and professional services to a more integrated, multi-faceted district for working, living, shopping, entertaining and socializing. This multi-functionality provides downtown with multiple paths for achieving and sustaining socio-economic vitality. As more people live and work in downtown they patronize its shops, services, restaurants and events. This in turn strengthens economic vitality which allows for increased investment in buildings and expansion in the variety of business offerings which broadens downtown's appeal to the broader community. This also strengthens support for enhancing downtowns' physical environment with new green spaces, streetscapes, wayfinding signage, and traffic and parking improvements.

The evolution of downtown's form and function has established a set of recognizable corridors and sub-districts with differing physical, socioeconomic and environmental characteristics. For



Downtown Marshalltown, circa 1960's



Downtowns today play a strong role in supporting a community's social fabric

example the historic Main Street remains the primary corridor for shopping, dining and upper story living while areas to its south have transitioned to a wide mix of uses from well-established technology and research and development to professional services, wholesaling and residential lofts. The Redevelopment and Enhancement Framework graphic (Figure 2.1) identifies the focus or direction for addressing issues

and needs within the sub-districts and corridors as identified through the site analysis and public engagement process. More specific, site-focused recommendations are described within this section of the Master Plan.

This Downtown Master Plan organizes recommendations for revitalization and enhancement into three key areas:

Revitalization and Redevelopment, which focuses on the renovation and reuse of existing buildings, vacant and or underutilized sites, and the design and use of new buildings.

Movement, Connectivity and Parking, which includes the rationale for 1-way to 2-way traffic conversions, strengthening biking and walking facilities and parking enhancements.

Gathering, Streetscape and Greening, which describes locations and designs concepts for new parks, public art, plazas, renovated streetscapes and landscape enhancements along the public right of way.



Downtowns today mix living and socializing with working, shopping, and dining.

Figure 2.1 Redevelopment + Enhancement Framework Areas 1-4

May 31st, 2019

1 MIXED RESIDENTIAL CONSERVATION - NORTH

- a. Rehabilitation/Renovation
- b. Infill/Medium Density Redevelopment

2 STATE STREET CORRIDOR

SECONDARY LEVEL DESIGN STANDARDS

a. Improve Visual Character

- Street trees
- Lighting
- Wayfinding

COMPLIMENT MAIN STREET COMMERCIAL WITH NEW USES

- b. Multi-Story Apartments/Condos
- c. Commercial (pedestrian + auto-oriented)
- d. Hotel
- e. Indoor Recreation

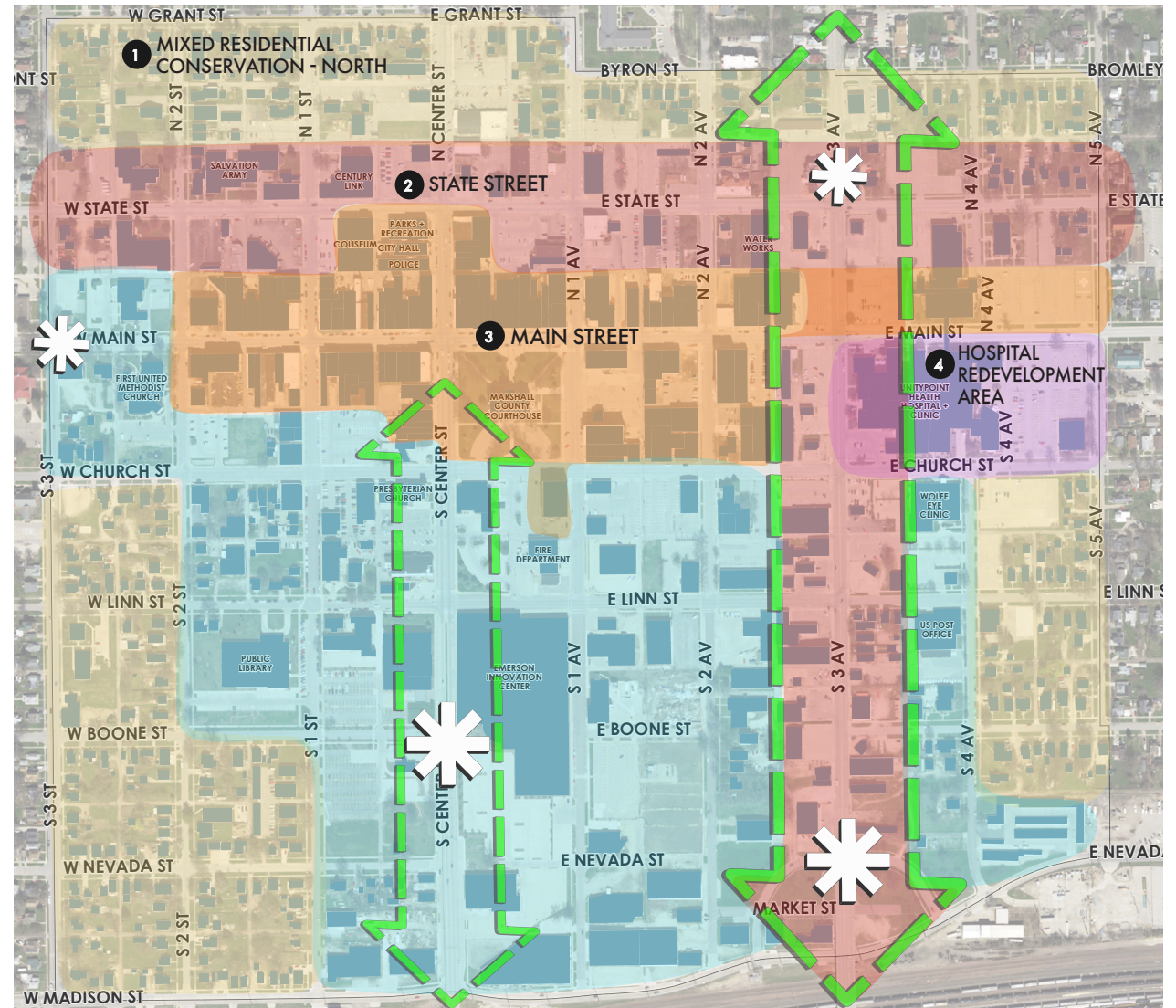
3 MAIN STREET HISTORIC DISTRICT

PRIMARY LEVEL DESIGN STANDARDS

- a. Infill
- b. Restoration/Renovation
- c. Commercial/Service
- d. Enhanced Streetscape + Public Realm
 - Street Trees
 - Lighting Additions/Enhancements
 - Bicycle parking
 - Alleyway Conversions/Enhancements
 - Public Art (Murals, Furnishings)
- e. New Urban Park at West End
- f. Parklet dining
- g. Residential

4 HOSPITAL REDEVELOPMENT AREA

- a. New Housing
 - Multi-story Apt./Condo
 - Pocket Neighborhood
- b. Downtown Park
- c. Conference Center/Hotel



NOTE: Districts and areas illustrate consultants interpretations of existing conditions



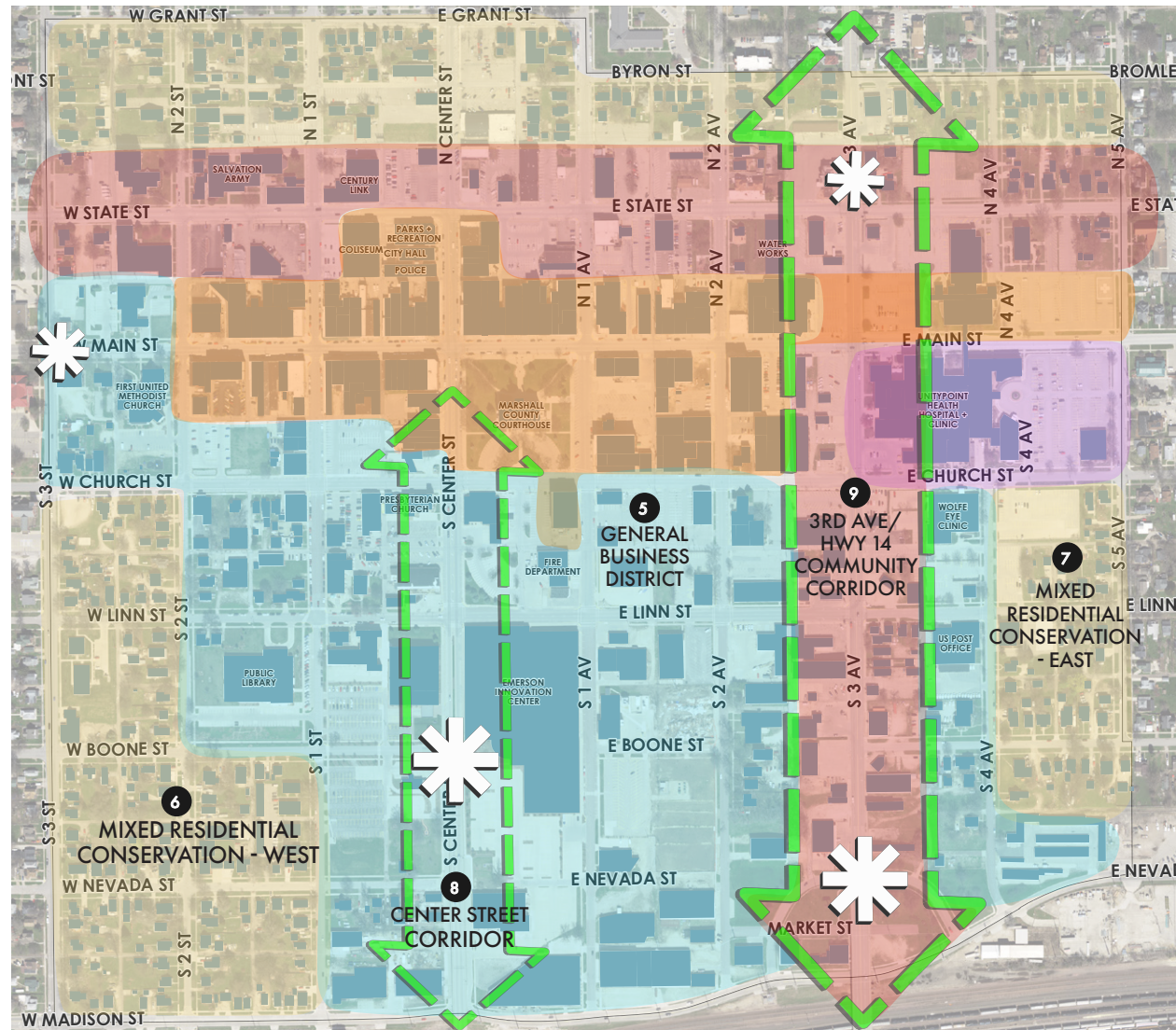
PRIMARY GATEWAY



SECONDARY GATEWAY

Figure 2.2 Redevelopment + Enhancement Framework Areas 5-9

May 31st, 2019



5 GENERAL BUSINESS DISTRICT

SECONDARY LEVEL DESIGN STANDARDS

- Infill
- Adaptive Reuse
- Employment-oriented Uses
- Parking + Site Enhancements
- Wholesale Commercial
- Automotive Care
- Technology, Research + Development

6 MIXED RESIDENTIAL CONSERVATION - WEST

- Rehabilitation/Renovation
- Infill/Medium Density Redevelopment

7 MIXED RESIDENTIAL CONSERVATION - EAST

- Rehabilitation/Renovation
- Infill/Medium Density Redevelopment

8 CENTER STREET NORTH/SOUTH CORRIDOR INTO/ OUT OF DOWNTOWN

SECONDARY LEVEL DESIGN STANDARDS

- Bridge Enhancements (atop + underneath)
- Street Trees
- Wayfinding

PRIMARY DOWNTOWN GATEWAY

- Unique /Artist-designed Feature, Sign, or Sculpture
- Lighting

9 3RD AVE/HWY 14 COMMUNITY CORRIDOR

SECONDARY LEVEL DESIGN STANDARDS

- Infill + Adaptive Reuse
- Implement Hwy 14 Master Plan Recommendations
- Implement Wayfinding Master Plan

PRIMARY DOWNTOWN GATEWAY

- Unique /Artist-designed Feature, Sign, or Sculpture
- Unique Lighting
- Unique Plantings

NOTE: Districts and areas illustrate consultants interpretations of existing conditions



PRIMARY GATEWAY



SECONDARY GATEWAY

REVITALIZATION AND REDEVELOPMENT

Existing Buildings

Marshalltown Central Business District, Main Street Program and the City have been collaborating with downtown building and business owners in renovating existing downtown buildings for several decades. This work has become a priority due to the devastating impacts of the July 2018 tornado. The Existing Building Repairs, Renovations and Removals plan graphic (Figure 2.2) illustrates the extent of ongoing reinvestment activity at the time of this downtown planning effort. The extents of renovation and rebuilding range from awning and sign replacements to new roofs and windows to full multi-story reconstruction.

New Buildings

The secondary result of the July tornado has been the removal of severely damaged buildings. Renovation and Redevelopment Plans 1 and 2 identify opportunities and recommendations for introducing new buildings and uses to these locations. As the assessment of building damage continues, additional buildings may be removed making way for additional redevelopment.



Aerial view of downtown Marshalltown looking north-west

Figure 2.3 Existing Building Repairs, Renovations + Removals

May 31st, 2019

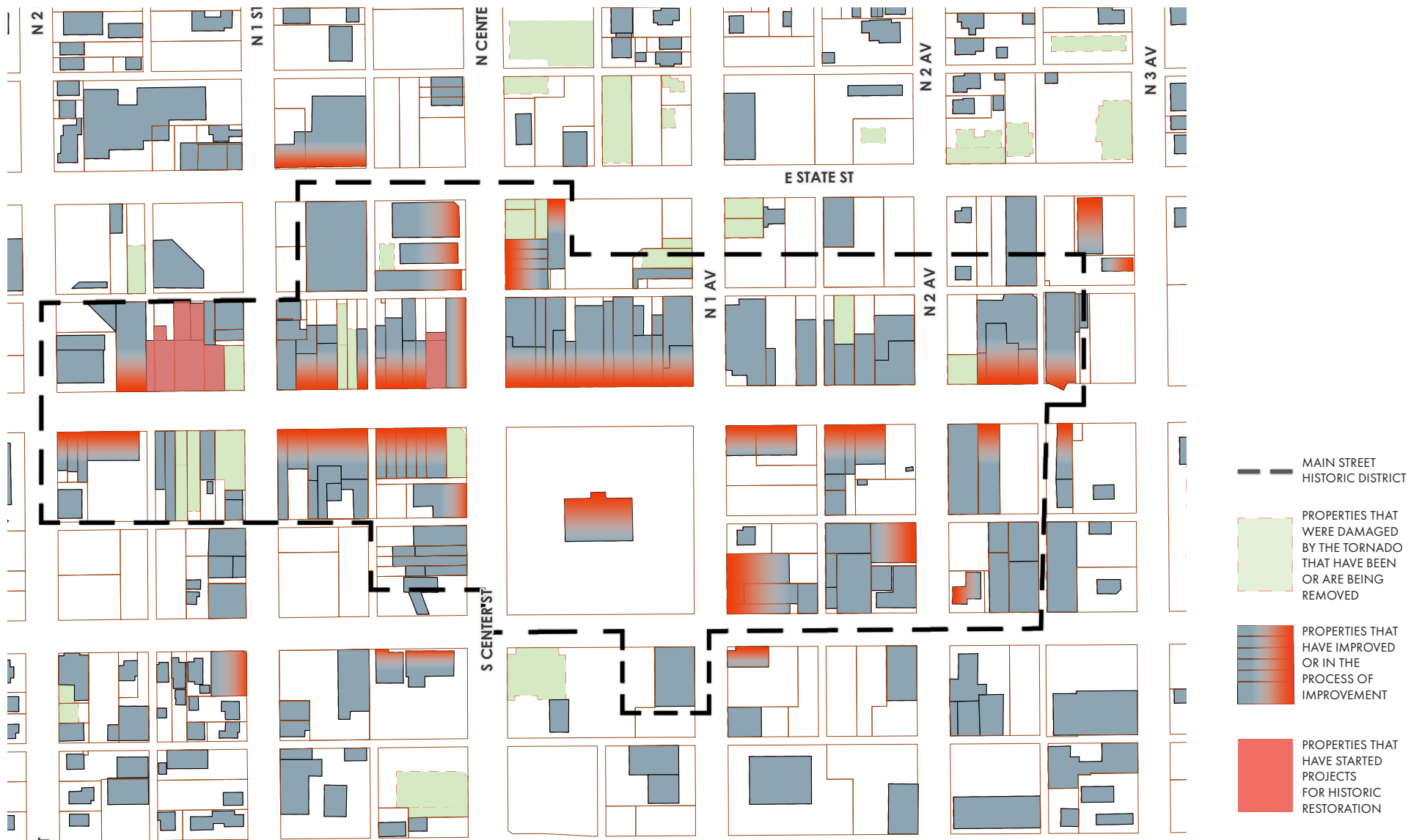


Figure 2.4 Renovation + Redevelopment Plan 1: Known Sites, State Street Corridor + Main Street Corridor

May 31st, 2019

- 1 KNOWN REINVESTMENT SITES**
 - a. Racom building repairs
 - b. New Hispanic grocery location
 - c. McGregors Furniture repairs + Black Tire Bike
 - d. Coliseum building upgrades
 - e. Ocean City building restoration
 - f. New hardware location
- 2 STATE STREET CORRIDOR**
 - a. Removed damaged office building
 - Potential 1 story commercial building
 - b. Removed damaged senior center
 - Potential 3-4 story residential building
 - Tax credit application approved
 - c. Multiple damaged buildings removed
 - Potential multi-use redevelopment opportunity
 - d. Removed damaged commercial building
 - Potential 2-3 story commercial or mixed use building
 - e. Removed damaged grocery store building
 - Potential 2-3 story mixed use building
- 3 MAIN STREET HISTORIC CORRIDOR**
 - a. Removed damaged office building
 - Potential 1-2 story commercial building
 - b. Remove or Renovate damaged mix-use building
 - Potential 2-3 story commercial building
 - c. Removed damaged mix-use building
 - Potential 2-3 story mixed use building
 - d. Anticipated removal of damaged building
 - Potential 3-4 story mixed use building
 - e. Anticipated removal of two damaged buildings
 - Potential 3-4 story mixed use building
 - f. Remove or renovate damaged commercial building
 - Potential 3-4 story mixed use building
 - g. Removed damaged commercial building
 - Potential 3-4 story mixed use building
 - h. Heavily damaged with repair opportunities
 - Planned renovation with new 4 story residential building

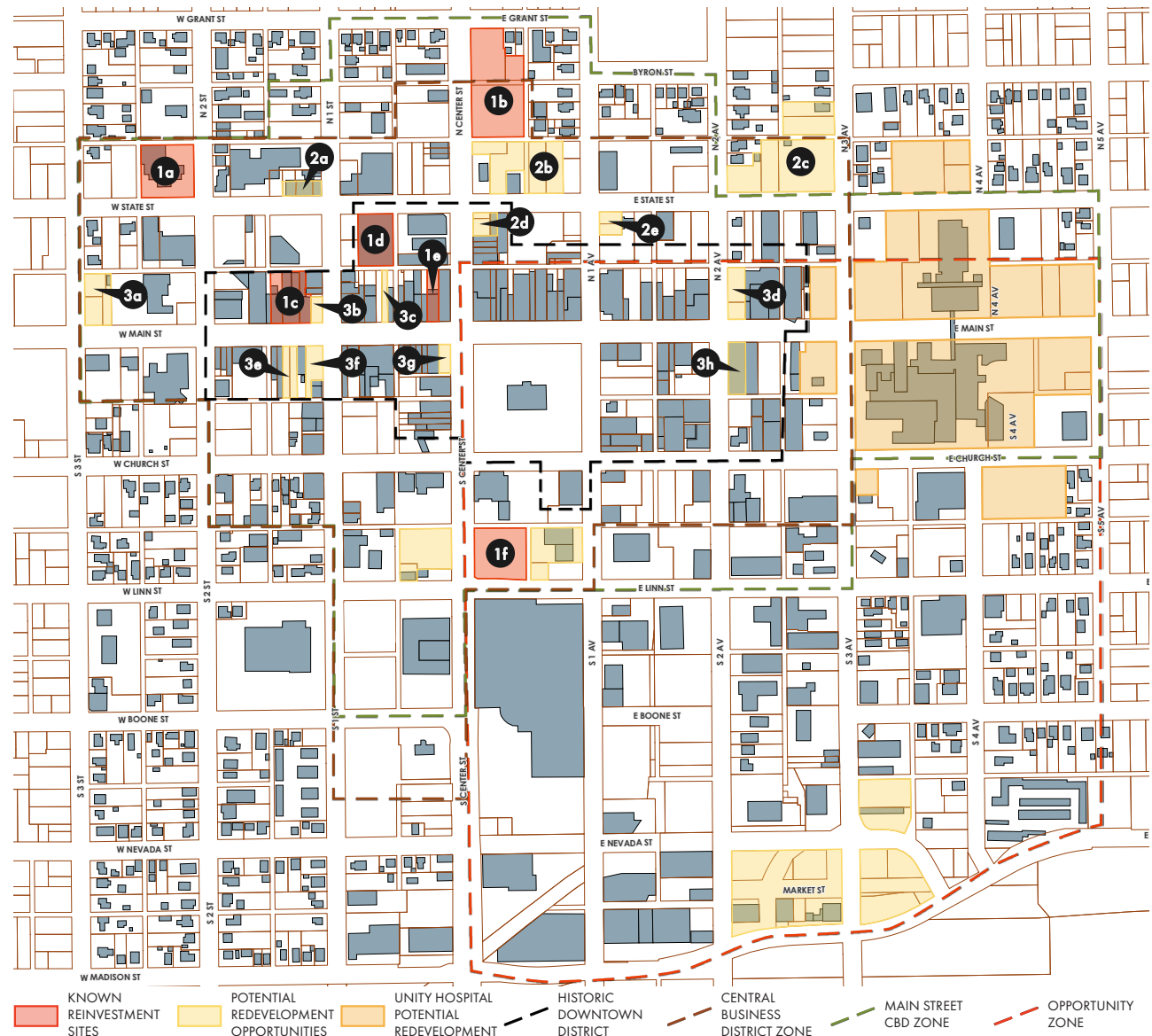
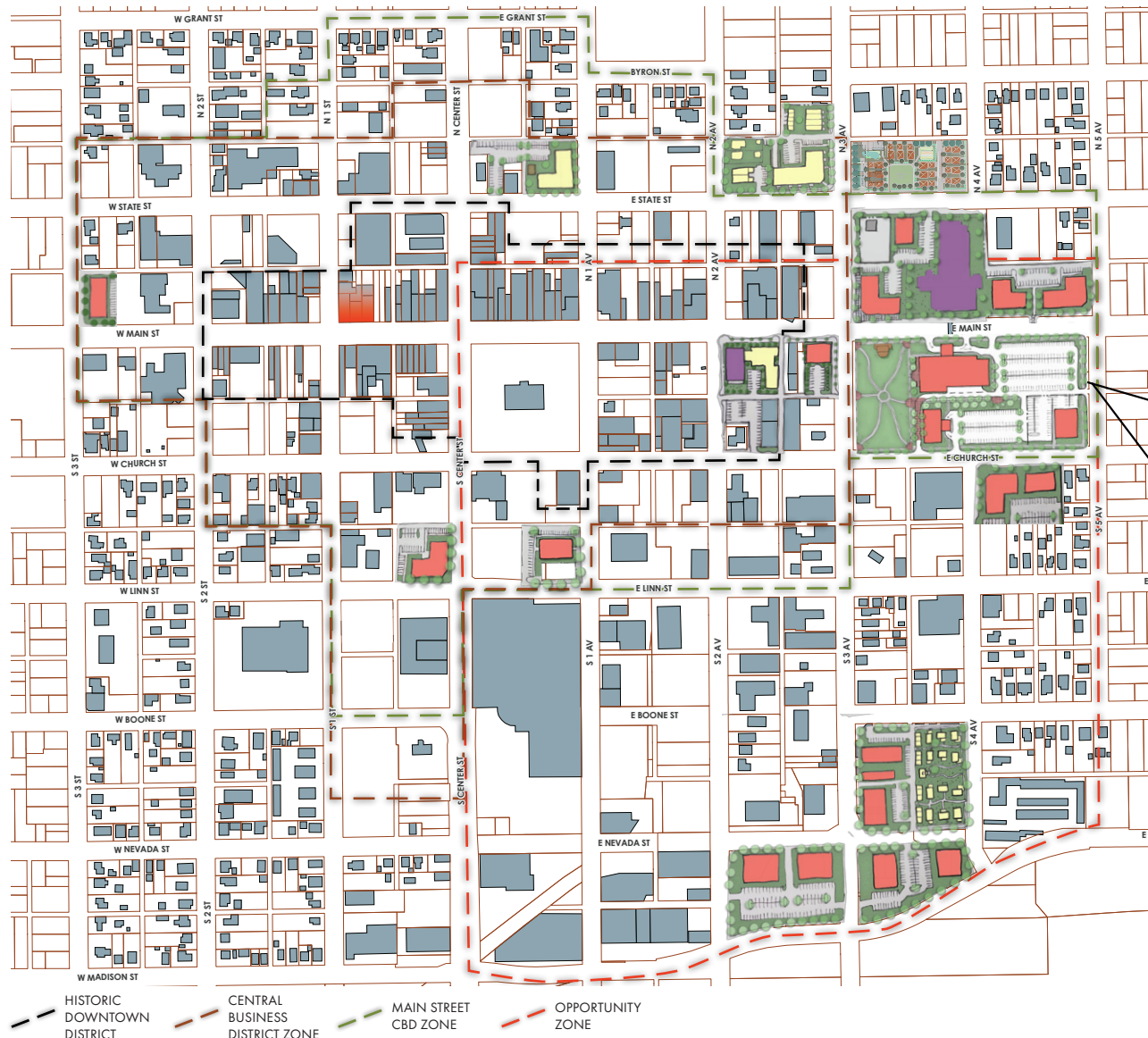


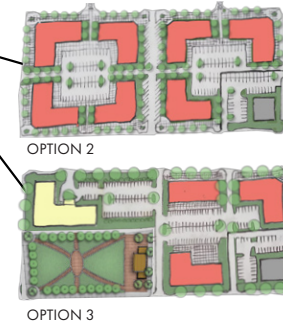
Figure 2.6 Potential Redevelopment Concepts

May 31st, 2019



Unity Point Health

As Unity Point Health continues to reposition its medical services in Marshalltown, it's possible the facility at S 3rd Avenue and E Main Street in downtown may eventually close. The age and unique nature of the existing medical facilities are likely to limit or even prevent their reuse so the redevelopment scenarios explored with this Downtown Master Plan assume the entire site will be cleared.



Redevelopment options explored for the site range from a new conference center, hotel and festival park to mixed use and multi-family residential.

An option for better understanding the site's redevelopment potential would be to establish a set of goals for the site, describe its characteristics and package these into a solicitation for redevelopment concepts from regional and or national development companies. This could help define a more realistic, achievable program which could then be the subject of a formal Request For Redevelopment.

The Potential Redevelopment Concepts plan graphic (Figure 2.5) illustrates conceptual site development options for vacant and underutilized sites within the downtown. This plan along with the accompanying Renovation and Redevelopment plan graphics were prepared with a combination of real estate market research and input from scores of downtown stakeholders during the multi-day planning charrette. While the concepts illustrated on these plans represent desired programmatic and site development outcomes, alternative program and design arrangements may be similarly valid and acceptable including options for new parks, gardens and plazas.

Given the extent of vacant and underutilized land and Marshalltown's modest rate of community growth, the most realistic redevelopment scenario will likely include a mix of renovated and new buildings together with a variety of new temporary and permanent public gathering and green spaces.

Real estate market profiles identifying development potential are included in Appendix 2.



3-D views of commercial / residential mix use redevelopment concepts for filling in vacant building sites (as of May 31st, 2019) in the downtown core



Perspective sketch of new mixed use buildings, bike lanes and streetscape at Center Street and Linn Street.

DESIGN STANDARDS

The topic of design standards and guidelines is one that community residents and stakeholders thought was key to advancing success in the downtown, and is an element the SEH Team also believes is central to a more vital and appealing downtown. As discussed in interviews with stakeholders, and presentations to the community at large during the charrette, design standards are a means of achieving quality control over new development and building renovations. Evidence of broad-based support for establishing development standards and design is found in:


- 80% of respondents to the online survey conducted at the beginning of the planning process indicated that the “historic buildings” were the primary reason why they go to the downtown. Preserving and restoring the historic qualities of downtown buildings is one of the key reasons to establish standards and/or guidelines to regulate building design.
- Every person interviewed during the planning process indicated that establishing design standards was very important to the future success of the downtown.
- Feedback from attendees at various charrette events was overwhelmingly supportive of the idea of establishing development/design standards.

DEVELOPMENT STANDARDS: GUIDELINES AND/OR REGULATIONS

Should separate standards be created to preserve/enhance the Historic District? There are two primary methods for regulating building in historic districts. One method is to establish a **historic commission** that evaluates each new building or exterior modification and determines consistency with a set of historic design standards. The other method is to define **specific building / architectural standards** in an ordinance that is administered by the City's Zoning Administrator.

Place a dot on the images and concepts you think reflect the right direction for Downtown Marshalltown.

Should Marshalltown develop building design standards for the designated Historic District?

YES  **NO**  **NOT SURE** 

Establishing a Historic Commission
A Historic Commission would be comprised of architects, builders, and other knowledgeable persons.
A Historic Commission would be able to assess design compatibility of specific projects relative to their specific sites and surroundings.
The findings of a Historic Commission can be subjective, relying on the knowledge and discipline of commission members.

(2) Proportion of the Front Facade. The relationship of the width to the height of the front elevation shall be visually compatible with properties, structures, sites, public ways, objects, and places to which the building is visually related.

(3) Proportion of the Openings. The relationship of the width to the height of windows and doors shall be visually compatible with properties, structures, sites, public ways, objects, and places to which the building is visually related.

(4) Rhythm of solids to voids on front facades. The relationship of solids to voids in the front facade of the structure shall be visually compatible with the properties, structures, sites, public ways, objects, and places to which it is visually related.

SPECIFIC BUILDING DESIGN STANDARDS
Cannot consider site-specific conditions that could influence the design approach for a given project.

Sloping roof. All buildings shall be designed with a sloping roof on all four building elevations. Sloping roofs need not extend across the full floor plate.

All first floor doorways, except for service/fire egress, shall be emphasized architecturally through the use of material accents.

Support for development standards was expressed by attendees during the Charrette process.

The establishment of downtown design standards has such a wide degree of support within Marshalltown for good reason, such standards will enhance the value of historic downtown buildings, which are its most important asset. Strengthening and preserving the historical character of the downtown will enhance its visual quality and charm, which will result in attracting more visitors and more business activity. It is widely accepted that investments made in enhancing

historic places represents a sound business decision. Many studies have been done to document this finding. An easy to read summary of such findings can be found in the publication: *Measuring the Economics of Preservation: Recent Findings*, which was prepared for the Advisory Council on Historic Preservation by PlaceEconomics, June, 2011.

Enhancing the historic assets of downtown Marshalltown will take time and money, and a strong, broad-based consensus within the community is needed to sustain it. It is understood that not all property owners or civic leaders may support a policy of establishing design standards. For example, some of the owners of buildings in the downtown are not supportive of building renovations to restore the historic character of the buildings, especially when such renovations result in added costs. Also, some elected and appointed officials may feel that the City should not impose specific standards on the owners of downtown property because those owners should be free to improve their properties as they see fit. While a significant majority of residents and stakeholders support the establishment of design standards, it is important to acknowledge and understand contrary opinions as a means of forging the broadest and strongest consensus on this topic.

The development of detailed, site specific **design standards begins with the preparation of interim standards as a part of the completion and adoption of this Downtown Master Plan.**

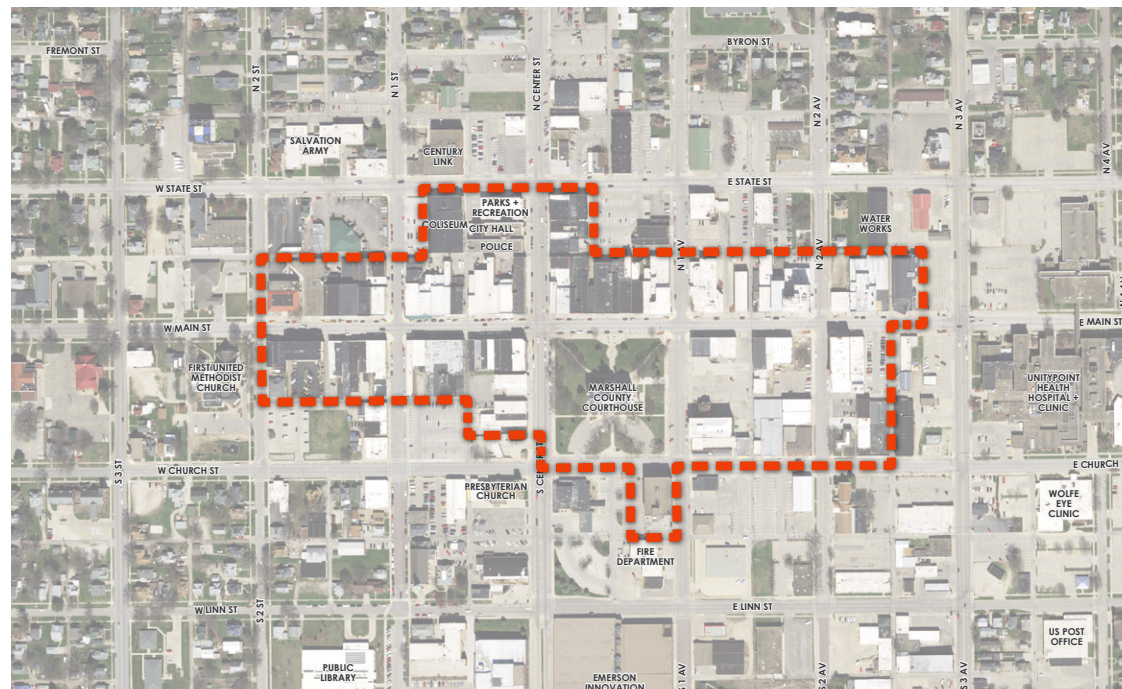
These interim standards are intended to provide guidance on the primary design aspects of renovation and new construction. Given the critical need for additional dialogue and outreach with property and business owners, City leadership and staff, especially on the administration and mandatory design standards, **it is recommended that draft and final illustrated standards should be completed and adopted shortly (within 4-6 months) following the adoption of this Downtown Master Plan.**

Historic District Interim Standards

The Marshalltown Downtown Historic District comprises the core blocks of the central business district extending for four and a half blocks along East Main Street and West Main Street, partial block sections of State and Church Street which parallel Main, and short sections of intersecting streets north and south Center Street, 1st Avenue, 2nd Avenue, and 1st Street (see map). The focal point of the district is the Marshall County Courthouse and Courthouse Square which is also a National Register Historic Property. At the time the district was entered in the National Register in 2002 it included 96 properties of which 80 were determined as contributing to the district's historic significance and character. Specific characteristics of the district and its contributing properties is documented in the National Register of Historic Places Registration Form certified on January, 17, 2002. Several of these properties have been demolished due to severe damage caused by the tornado that struck the City in 2018.

The purpose of design standards for the Marshalltown Downtown Historic District is to define standard treatments for the exterior renovation, restoration and maintenance of historic buildings within the geographic extents of the district. The intent of the standards is to restore, repair and retain the original exterior building facades while incorporating updated building practices such as thermal pane

windows, electrical circuitry, fire suppression and heating plants. The goal of the standards is to achieve an overall district appearance that exhibits the inherent, authentic qualities of its numerous historic properties while allowing for the insertion of new buildings that are sensitively designed to blend or harmonize with the district's visual character.



The Marshalltown Downtown Historic District

The Historic District Standards require:

- Review and approval by Zoning Administrator of construction plans and building material samples
- Application of the standards when more than ten percent (10%) of a building's front or street facing side exterior is the subject of construction activities / modifications
- Application of the standards on all new buildings
- Use of authentic building materials found throughout the District such as traditional brick (2-1/2" x 3-3/4" x 8"), cut / finished stone, painted steel, painted wood and transparent glass
- Restoration of original building doorway and window opening patterns and sizes
- A minimum ground level transparency of 30% for new buildings
- Use of flat roofs, restoration of original building cornice and parapet detailing
- Screening of rooftop mechanical equipment using materials matching or highly compatible with the building's exterior
- Exterior renovations and restorations to remove previously applied, non-original materials, awnings and signs
- New multi-story buildings to clearly exhibit a base, middle and top
- New buildings be sited at the edge of existing sidewalk with no front setback with the exception of a minimum recess (3 foot max.) for the primary entry
- New building-associated surface parking lots to be located to the rear and or non-street facing side of the building
- Screening of street fronting private surface parking lots with a combination of decorative metal fencing and plantings at a minimum height of three feet (3') feet and maximum height of three foot six inches (3'-6")



Stone and brick, as on the Marshalltown Police Building, is an example of authentic materials.



New metal-clad main-street-style commercial storefront display windows are allowed.

The Historic District Standards allow:

- Replacement of original single pane windows with thermal pane windows
- Replacement of wood frame doors and windows with steel or aluminum frame products
- Replacement of exterior decorative steel or wood moldings with High-Density Polyurethane, PVC, Glass Fiber Reinforced Polymer (GFRP – commonly known as fiberglass), and Glass Fiber Reinforced Gypsum (GFRG).
- Decorative doorway and window awnings in fabric or metal with a maximum overhang of four (4) feet
- Externally illuminated projecting signs not exceeding five (5) square feet
- Externally illuminated wall signs within a traditional horizontal running upper sign band not exceeding twenty (20) square feet
- Internally illuminated indoor window signs not exceeding five (5) square feet
- Restoration of original, historic painted wall signs

- Installation of new painted murals of an artistic, non-advertising nature

The Historic District Standards prohibit:

- Infilling or covering over original window and door openings
- Mirrored, opaque or heavily tinted (greater than 20%) glass
- Substitution of nontraditional window types and style such as transom or awning windows substituted for double hung or fixed plate glass display windows
- Inauthentic, inappropriate building materials such as lap or panel siding in asphalt shingle, wood, cement composite or vinyl, EFIS as a primary material, brushed and polished metals (steel, aluminum) concrete block masonry units, etc.
- Significant changes (more than 5%) in doorway and window opening shapes and sizes
- Combining of adjacent building facades into a single, new façade
- Filling/obscuring more than 25% of display windows with signs, temporary and/or permanent.



Infilling or covering over original window and door openings is prohibited in the Historic District.

- Gable, shed, gambrel and mansard pitched roofs
- Separate, detached storage sheds or garages
- Signs or individual letter or words attached to the tops of awnings
- Roof or cornice signs
- Free standing pole or monument signs
- Flood or spot lighting of entire exterior façade(s)

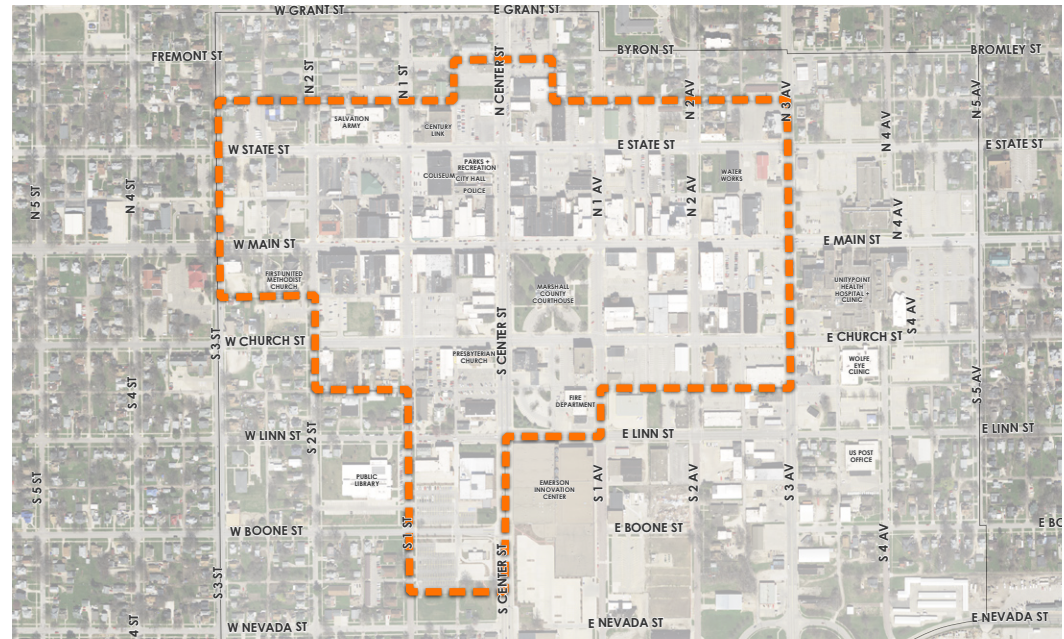
Main Street CBD (Central Business District) Interim Standards

This district comprises half-blocks along the north side of State Street between South 3rd Street and S 3rd Avenue, partial blocks along Church St between S 2nd Street, and several blocks south of Church Street to W Boone Street between S 1st Street and S Center Street and a partial block south of Church Street between S Center Street and S 1st Avenue (see map). The area hosts a variety of single and multi-story buildings of primarily commercial use ranging in age, size and design as well as numerous surface parking lots and vacant sites. There are a small number of older detached residential buildings in the district which are exempt from the design standards.

The purpose of these standards is to define acceptable treatments for the **exterior renovation of existing buildings and the design of new buildings** within the Central Business District. The goal of these standards is to reinforce the downtown as a pedestrian environment, and as a place of quality development where new and renovated buildings are compatible with the visual character of the Marshalltown's historic Main Street.

The Central Business District Standards require:

- Review and approval by Zoning Administrator of construction plans and building material samples
- Application of the standards when more than twenty five percent (25%) of a building's front or side street facing exterior is the subject of construction activities / modifications
- Application of the standards to all new buildings



The Marshalltown Central Business District

- Use of the same exterior design and materials on all exposed (visible) building faces
- Primary entrance to face the primary street
- Minimum ground level transparency of 20% for new and renovated buildings
- At least 50% (1/2) of the front façade of new mid-block buildings shall be built up to the sidewalk with no front setback with the remainder set back no greater than four (4) feet provided the set-back space is used for plantings and or outdoor seating
- Screening of rooftop mechanical equipment using materials matching or highly compatible with the building's exterior
- New buildings located on corner lots to meet 50% build-to requirements on both street facing facades and their placement shall be subject to review and adjustment for adequate site distance by the City Engineer
- New building-associated surface parking lots to be located to the rear and or non-street fronting side of the building

The Central Business District Standards allow:

- Replacement of original single pane windows with thermal pane windows
- Replacement of wood frame doors and windows with steel or aluminum frame products
- Replacement of exterior decorative steel or wood moldings with High-Density Polyurethane, PVC, Glass Fiber Reinforced Polymer (GFRP – commonly known as fiberglass), and Glass Fiber Reinforced Gypsum (GFRG)
- Use of a range of durable building materials including various shapes and sizes of brick (standard, jumbo, etc.) stone, stucco, EFIS, decorative /textured concrete masonry units, decorative metal panels, painted wood and painted or weathered steel
- Gable, hip, shed and mansard pitched roofs with minimum slopes of 6:12
- Decorative doorway and window awnings in fabric or metal with printed signage and maximum overhang of four (4) feet



Jumbo, oversized brick and decorative concrete block are only allowed in the Central Business District.



General CBD design standard-allowed material-metal panel



Awnings with printed sign graphics are allowed in both districts.

- Externally or internally illuminated projecting signs not exceeding five (5) square feet
- Externally or internally illuminated wall signs within a traditional horizontal running upper sign band not exceeding thirty (30) square feet
- Internally illuminated indoor window signs not exceeding eight (8) square feet
- Restoration of original, historic painted wall signs
- Installation of new painted murals of an artistic, non-advertising nature

The Central Business District Standards prohibit:

- Placement of off-street parking facilities within the front yard / build to area
- Mirrored, opaque or heavily tinted (greater than 20%) glass
- Lap siding in wood, cement composite and vinyl
- Highly reflective polished metals (steel, aluminum)

- Signage, temporary or permanent, covering more than 25% of a buildings front window(s).
- Plain, untextured concrete masonry units
- Asphalt shingle siding
- Gambrel (barn style) pitched roofs
- Utilitarian metal building systems such as Morton or Butler buildings
- Separate, detached storage sheds or garages
- Flood or spot lighting of entire exterior façade(s)
- Free standing pole or monument signs



Lap siding is prohibited in both districts.



Signs covering more than 25% of front windows



Reflective glass is prohibited in both districts

MOVEMENT, CONNECTIVITY AND PARKING

The Downtown Plan seeks to address the needs of pedestrians, bicycle riders, transit patrons and motorists in and around Downtown Marshalltown. The plan is inspired by the vision of a more connected downtown that especially welcomes people walking and biking - of all ages and abilities - who are shoppers, workers and residents and contribute to the district's vitality. An Active Transportation / Active Living approach is an important component of this plan. This approach looks to expand opportunities to walk / bike / take transit as part of normal, everyday activities and to use policies, systems and environmental changes to increase opportunities for people to make physical activity a part of daily life. Fundamental to this approach is the fact that regardless of the mode of travel (car, bus, bike, etc.) we begin and end every trip as a pedestrian.

Recommendations for enhancing Marshalltown's movement, connectivity and parking systems address:

- Church and Linn Street directional conversion
- Active Transportation (walking and biking)
- HWY 14 / South 3rd Ave enhancements
- Quiet Zone / Railroad Safety Improvements
- Parking resource management
- Main Street angled parking pilot/ experiment

Church and Linn Streets

One of the more significant stakeholder concerns for moving people and goods within and through downtown Marshalltown centers on the one-way directional traffic of Church and Linn Streets. Some of the frustration attributed to this condition can be traced to the 2006 City Center Plan's recommendation for conversion of these streets to two-way operation. Thirteen years later the circumstances and details (traffic counts, speeds, turning movements,

rights-of-way, etc.) remain relatively unchanged and this plan supports the recommendation for converting Church and Linn Streets to two-way travel.

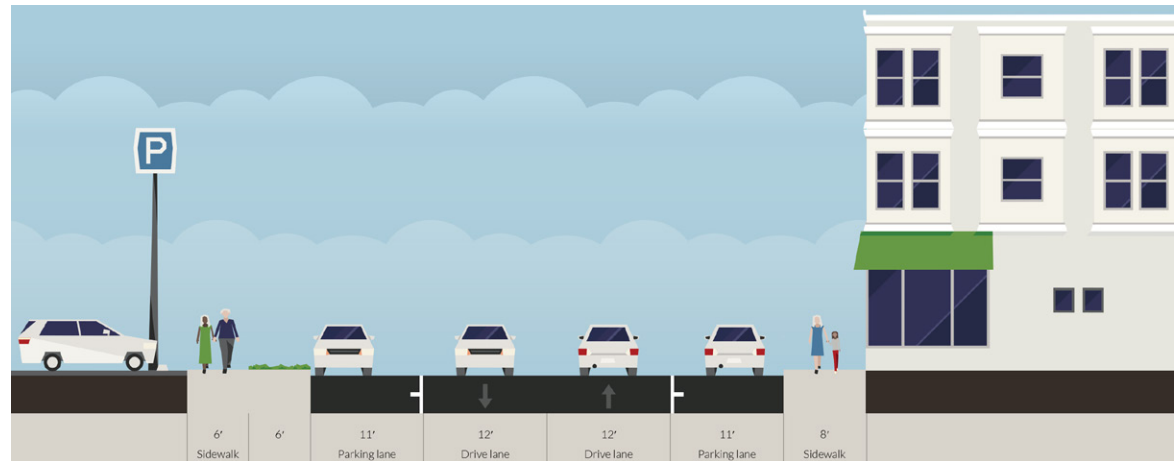
This current master planning effort analyzed existing conditions for the westbound Church Street and east bound Linn Street corridors across the city (beyond downtown) to ensure the practicality and workability of 2-way operations. Primary issues regarding these streets center on perception of pedestrian and bicyclist safety and comfort and visibility and accessibility of corridor businesses:

- Speeding: lack of opposing traffic encourages / supports faster travel speeds
- Turning movements: free left and right turns hinder pedestrians and cyclists wanting to cross the street
- Directionality: single direction streets limit the number of users (in volume and by time of day) readily available to patronize street fronting businesses

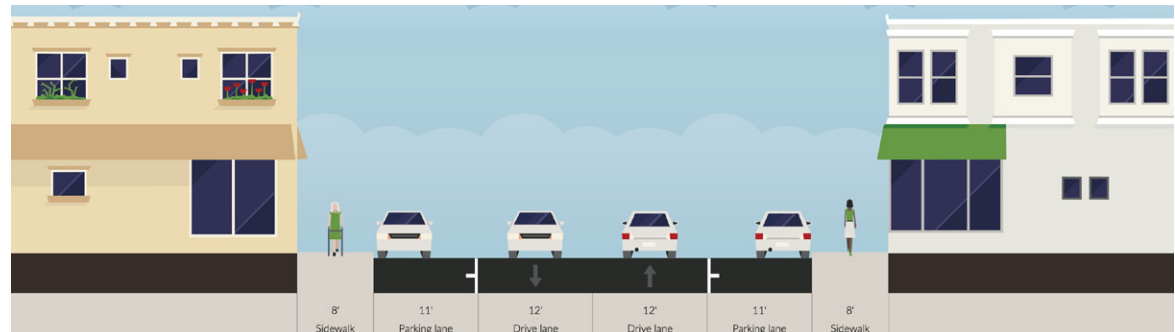
Proceeding with the conversion of Church and Linn one-way streets to two-way streets is recommended with the following caveats:

- Conduct a traffic engineering study to assess the impact on traffic and turning movements in downtown and to determine necessary modifications to traffic control, signing, striping, etc.
- Maintain existing parking and accommodate turn lanes where needed
- Use a “yield-street” configuration in the narrowest portions of Linn Street and Church Street outside of the downtown district

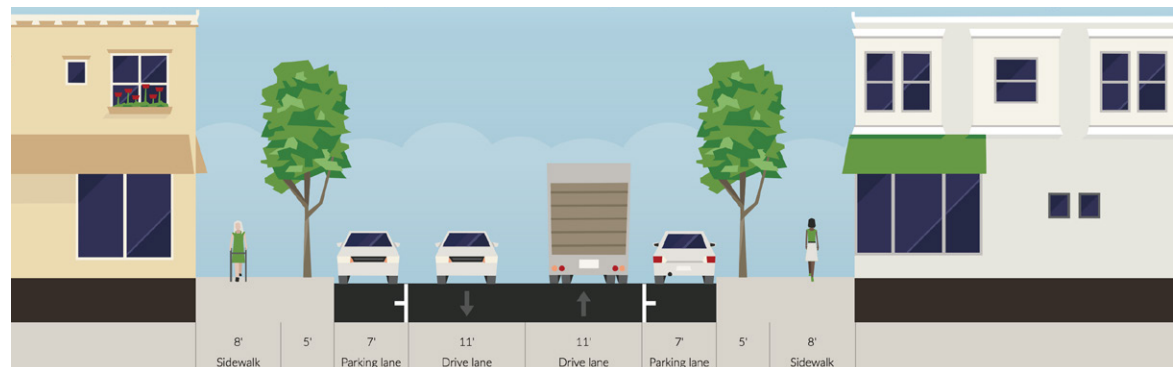
(More detailed information regarding the analysis is provided in Appendix 2)



Linn Street: Two-way Conversion Concept



Church Street Downtown: Two-way conversion within existing curb lines



Church Street: Two-way conversion with widened sidewalks- future reconstruction

Active Transportation

Health starts in the communities where we live, work, and play. The way communities are planned and designed plays a significant role in the physical, emotional, and financial well-being of community members. Active transportation policies and initiatives help make walking or biking a useful, easy, fun and normal part of everyday life for a community's residents. Active transportation is important community wide as well for the downtown because it can:

- Improve physical and mental health;
- Make walking and biking safer and therefore a more realistic choice;
- Reduce traffic congestion, improve air quality, making neighborhoods like downtown more livable;
- Reduce demand for parking;
- Reduce transportation costs for workers and residents;
- Decrease the risk and severity of chronic disease and medical costs.



Providing separated bike facilities increases safety and use by riders of all abilities.



Providing a safe, attractive, useful, and interesting walking environments is key to strengthening downtown viability.

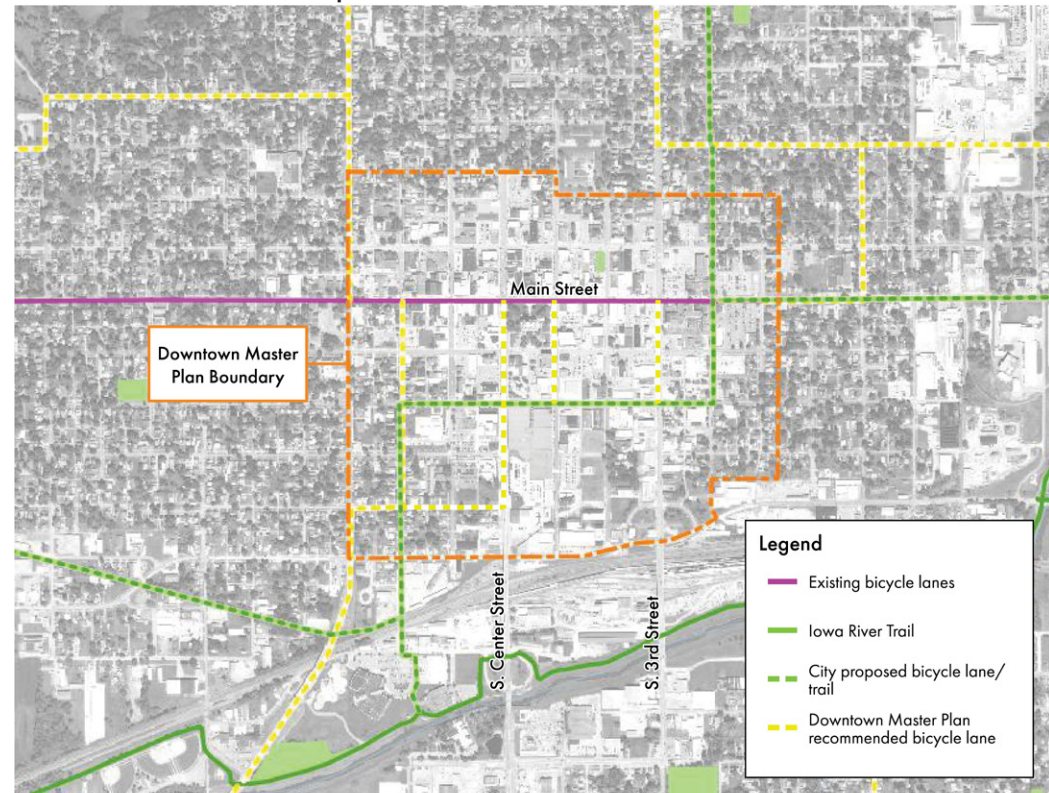
While the downtown street and sidewalk system is extensive and interconnected it lacks consistency in facilities and amenities such as up to date ADA curb ramps, street trees, bike parking and wayfinding. Improving downtown walkability is key to downtown's long-term success.

Currently biking is supported in downtown by striped bike lanes on Main Street although on any given day, people can be seen biking throughout the downtown. Similar to walkability, making it safer and easier to move in and through downtown by bicycle improves downtown's accessibility for people of all ages and abilities and broadens its appeal.

Recommendations for improving the active transportation aspects of walking and biking include:

- Implement recommendations of the currently-underway Americans with Disabilities Act compliance study in order to comply with current regulations.
- Include visual and audio count down timers as a part of future upgrades to downtown traffic signals.

Figure 2.7 **Planned and Proposed Bike Facilities**



- Eliminate free “right on red” at all signalized downtown intersections.
- Prepare a Bicycle / Pedestrian Master plan for the city.
- Develop a broader network of on-street bicycle facilities.

Amenity enhancement-related recommendations for improving aspects of downtown walkability are addressed in Section 2d. Gathering, Streetscape and Greening.

HWY 14 / South 3rd Ave

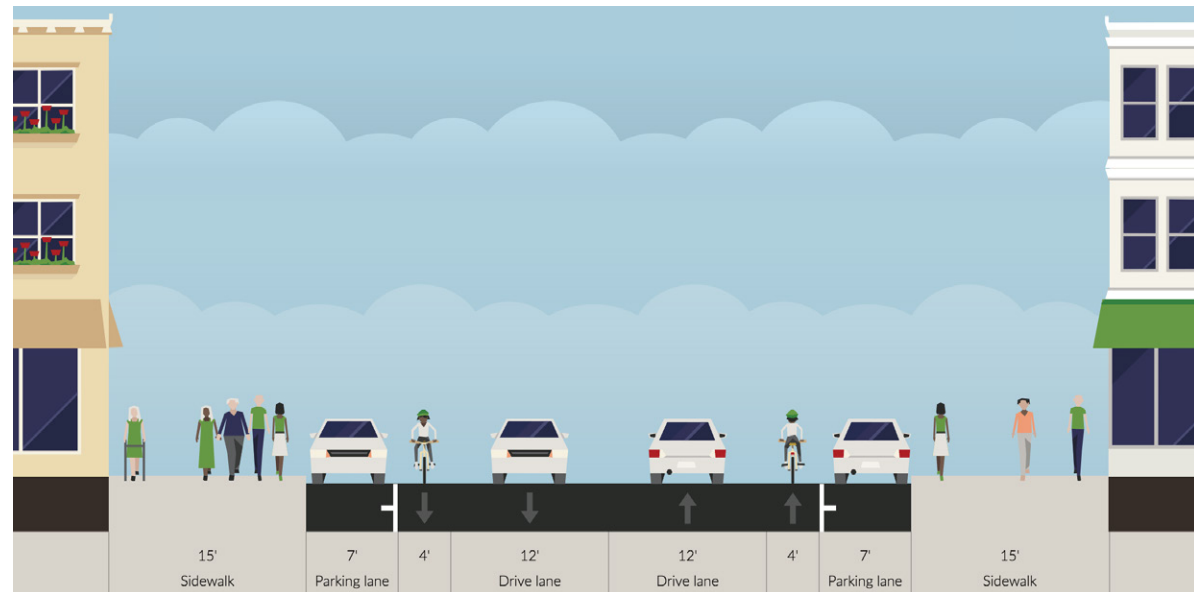
The recent HWY 14 Corridor Study was reviewed and its recommendations for conversion to a three lane cross section with streetscape enhancements within the downtown Marshalltown segment are endorsed by this Downtown Master Plan.

Quiet Zone

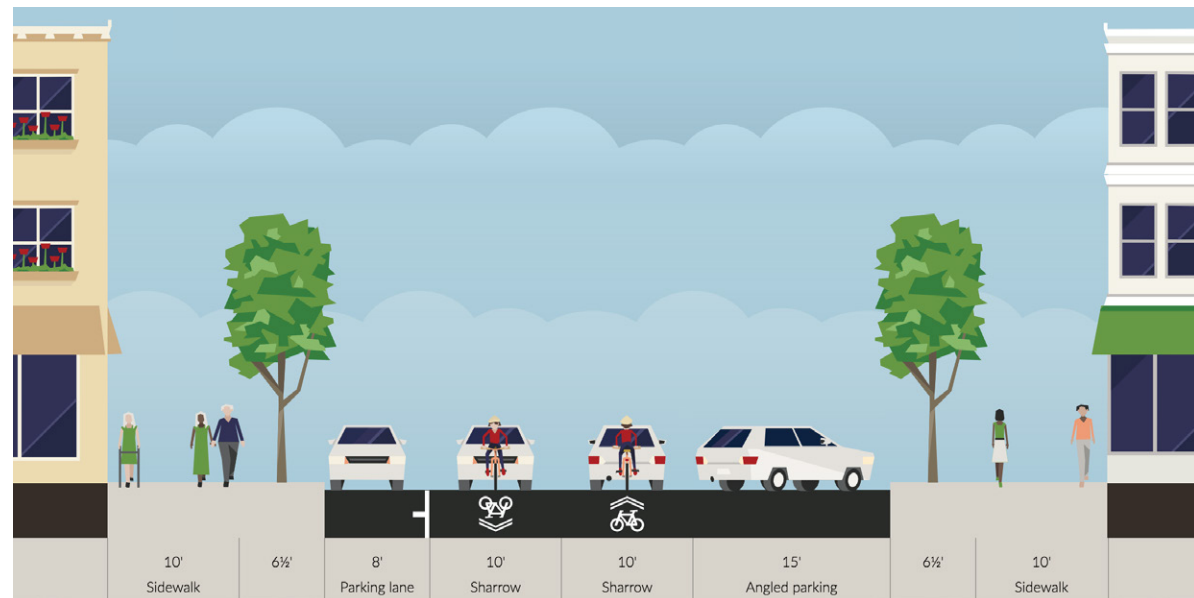
Railroad noise continues to have a negative impact on downtown quality of life and has also been cited as an issue for the future development of new downtown housing and lodging. This Downtown Master Plan recommends the previously designed rail crossing safety improvements from South 12th Street to South 12th Avenue be implemented.

Downtown Parking

Parking in downtown Marshalltown as in all downtowns has been and will remain a matter of interest and concern. The two most prevalent concerns, dislike of parallel parking and the geographic mismatch between the location of parking needs and the location of available parking supply, hasn't changed much since the 2006 City Center Plan was adopted. There are also issues related to wayfinding and aesthetics of parking facilities. These are addressed in the Gathering, Streetscape and Greening section of this plan.



Main Street: Existing conditions



Main Street: Angled Parking Concept

A considerable amount of downtown land (over 50%) is already used for parking and this plan doesn't recommend increasing this land use practice. With Main Street generating the most significant need for parking and parallel parking being the most commonly disliked arrangement, efforts were invested in examining alternative options for the layout of on street parking.

Converting one side of Main Street to 60 degree angled parking could increase parking supply by approximately 98 spaces from 148 to 246. Ramifications associated with introducing angled parking could include:

- Slowing of travel speeds
- Perceived decrease in safety
- Visual obstruction and difficulty in backing out due to size of adjacent vehicles (trucks, large SUV's)

While some of this would decrease over time with familiarity and use,

stakeholder opinion to this option expressed during the multi-day design charrette was mixed. **This plan recommends staging a demonstration/pilot project over several months where a block at either end of Main Street is temporarily striped, delineated (using plastic delineators) and signed for angled parking, and data, including public opinion, is collected.**

Additional recommendations for parking improvements include:

- Continue employing green infrastructure parking lot and landscape design practices similar to the improvements the City is implementing at Church and 1st St. lot.
- Encourage incorporation of underground parking with new downtown buildings, especially those that include residential uses.
- Explore the development of a downtown parking building either

as a deck above a surface lot or as an integrated mixed use facility perhaps through a public-private partnership.

- Require bike parking facilities be included in all new downtown development projects.
- Consider simplifying the types of on-street parking restrictions to a simple 2-hour parking between 8am -5pm, M-F no overnight parking.
- Explore the establishment of a downtown parking management organization to operate and maintain all off-street parking lots as a single resource.

GATHERING, GREENING + STREETScape

Throughout the planning process, participants have expressed a strong desire for greening in the downtown, including the addition of more green, park-like spaces, street trees, decorative plantings, and streetscape enhancements.

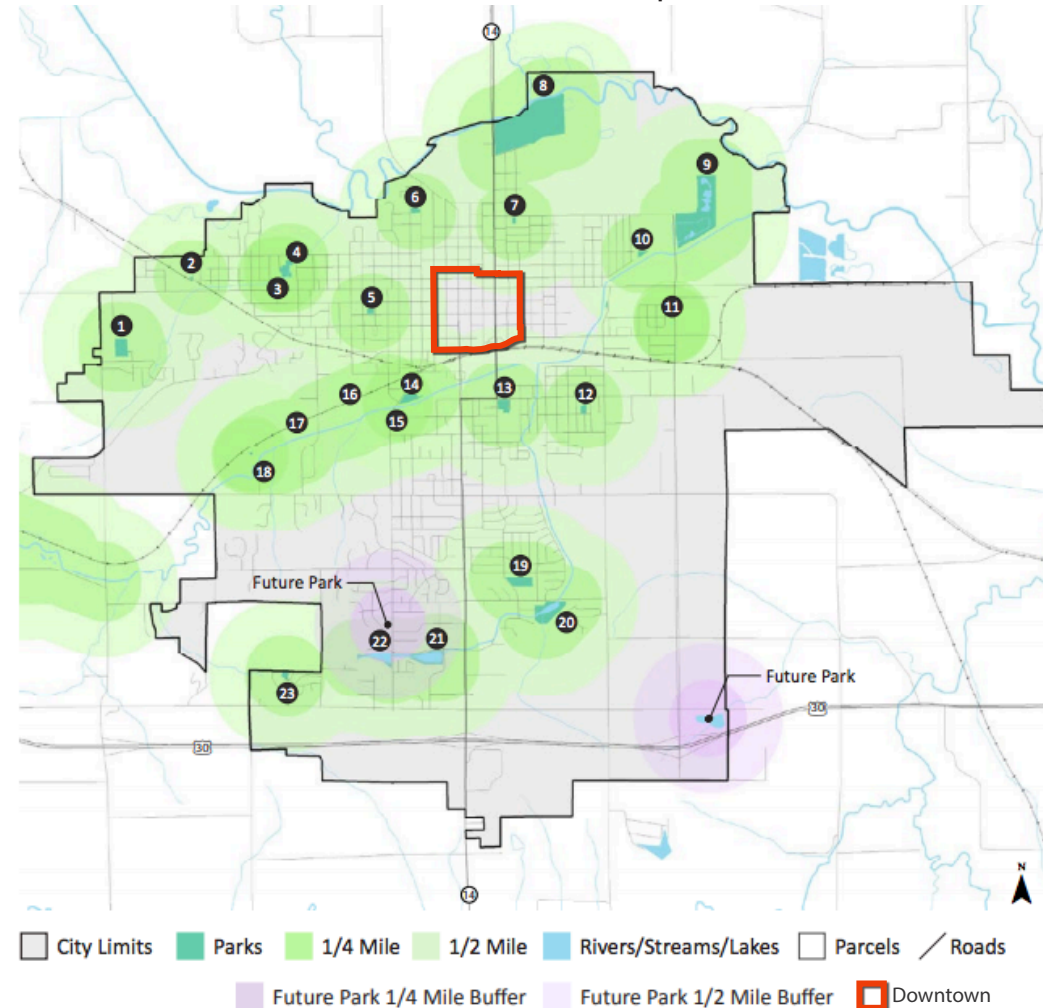
When we think of downtown as a neighborhood in addition to a business district, the need for green spaces for socializing and experiencing nature becomes more evident and important.

Evaluation of the current distribution of parks in Marshalltown (see image at left) shows downtown as a gap in distribution of park facilities. To address this gap, a system of gathering places, green spaces, and public realm improvements is proposed. These new facilities and features are planned to strategically leverage vacant parcels and public right-of-ways to make downtown more livable, walkable, and inviting.

Parks

As vital components for increasing livability and economic vitality, parks and greening initiatives are proposed throughout downtown. See Figure 2.9.

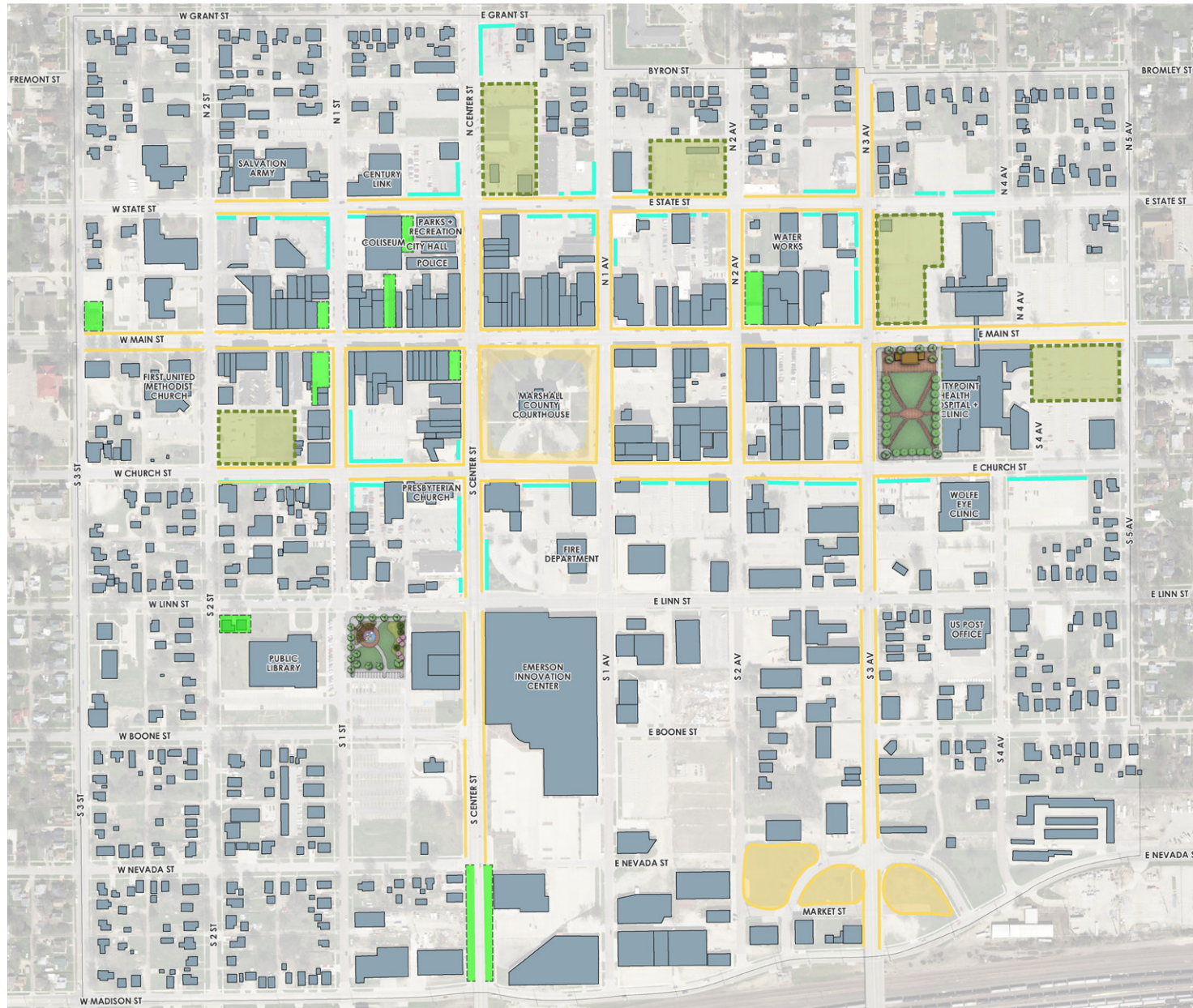
Figure 2.8 Marshalltown Parks and Service Areas Map



Source: Marshalltown Parks & Rec 2018-2028 Strategic Master Plan

Figure 2.9 Gathering, Greening + Streetscape Framework

May 31st, 2019



The Gathering, Greening + Streetscape Framework Plan illustrates downtown sites with the greatest potential for supporting investment in gathering, greening and streetscape. These sites include locations with:

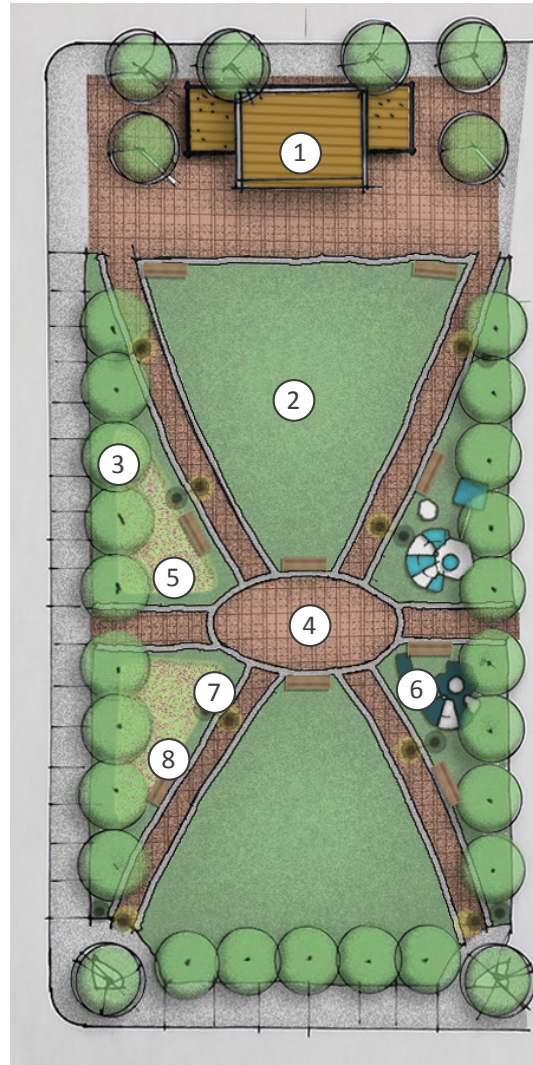
- Vacant land
- Underutilized land
- High potential for change
- High potential for improving visual character, providing shade and reducing rainwater runoff

Downtown Festival Park

The Downtown Festival Park is envisioned as a multi-purpose green space of approximately 1 1/2 acres that is designed to draw community members and visitors to downtown Marhalltown for concerts, art fairs, contests, and whatever else can be dreamed up for the space. The park will also be attractive to daily users as a place to eat lunch, relax, or meet up with friends.

Site features include:

- ① Performance pavilion with permanent restrooms
- ② Lawn
- ③ Shade trees
- ④ Decorative plaza
- ⑤ Decorative rain gardens
- ⑥ Play features (artist designed)
- ⑦ Lighting
- ⑧ Benches, bike racks and other site furnishings



Festival Park Concept Plan



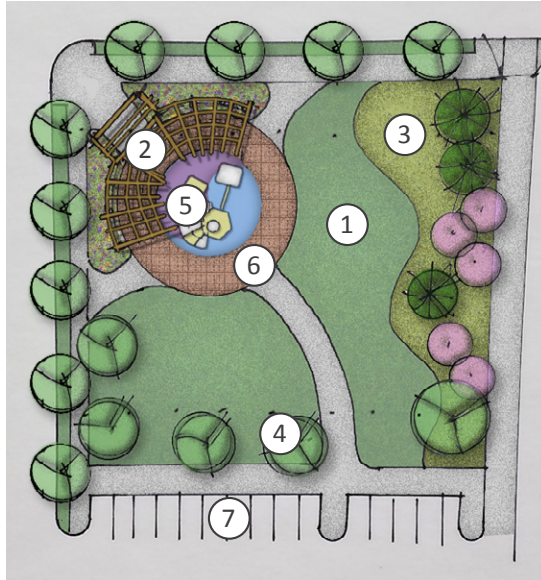
Campus Martius Park in Detroit, Michigan



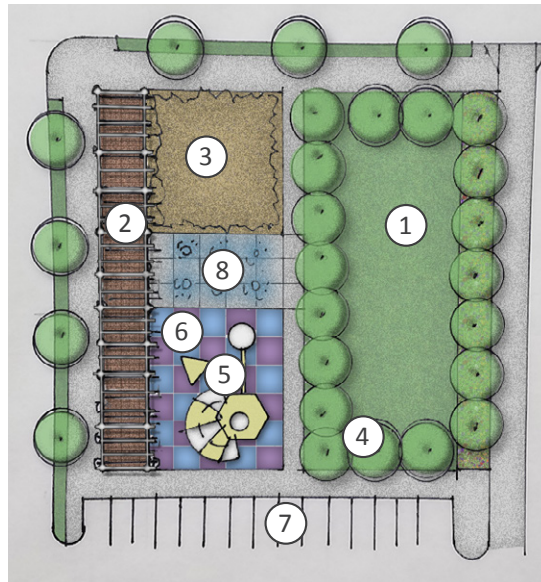
Central Park Plaza in downtown Valparaiso, Indiana



Marshalltown Festival Park Sketch



CORNER PARK: Concept 1



CORNER PARK: Concept 2



Overhead structures can provide shade and create a sense of place.



Play equipment can be a destination for children and an iconic part of a community.



Interactive fountains are a great way to provide a cooling off spot during summer months.

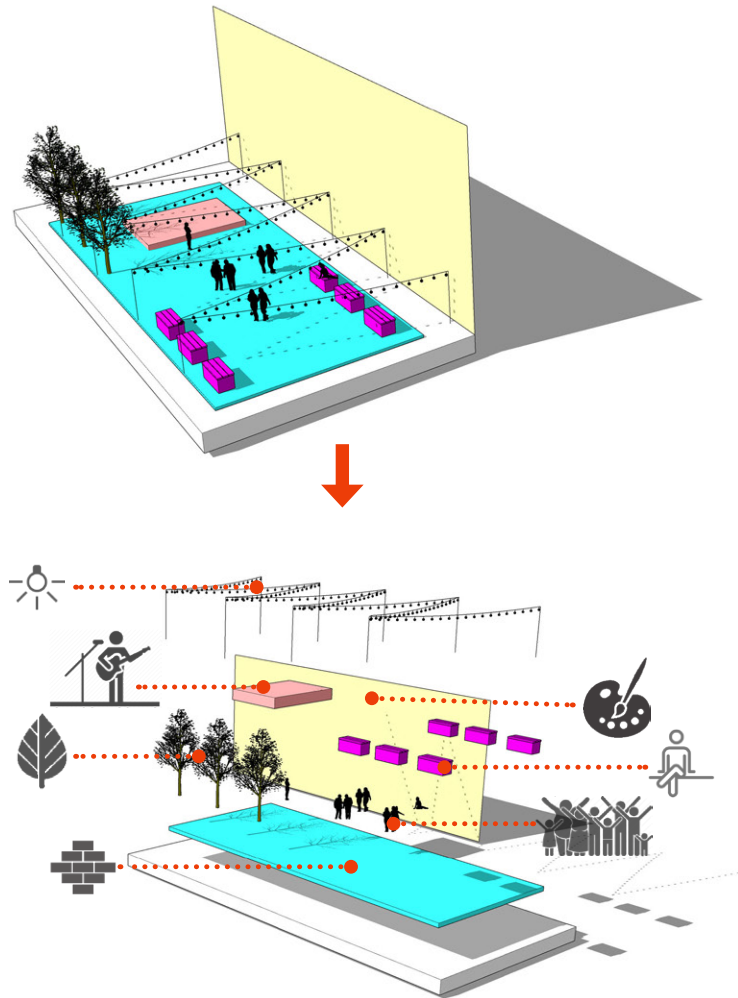
Library Corner Park

The library corner park transforms a vacant lot at the southeast corner of Linn and S 1st Streets across from the Marshalltown Library as multi-functional green space. This park is envisioned to serve as place for library patrons, downtown residents and employees to enjoy a variety of experiences from active play and strolling to eating lunch and reading a book.

Site features include:

- ① Lawn
- ② Pergola/shade structure
- ③ Rain gardens/flower beds
- ④ Shade trees
- ⑤ Interactive public art playground
- ⑥ Decorative paving/resilient surfacing
- ⑦ Parking
- ⑧ Interactive fountain

Downtown Pocket Parks Framework



Pocket Parks

Pocket parks provide the benefits of parks, recreation, and greening in a small footprint. When located in a downtown environment frequented by a high number of people, they have the potential to provide a big impact to downtown businesses, residents, and visitors. Opportunities for installing pocket parks (temporary or permanent) have become available due to the demolition of multiple downtown buildings.

Components

For the development of pocket parks in downtown Marshalltown, three basic features should be included:

- Surfacing
- Seating
- Vegetation

These elements are the building blocks for a successful pocket park, and can be provided in a variety of ways, from modular, temporary and low-cost options, to more permanent and expensive solutions.

Other place-based components of pocket parks include:

- Lighting
- Public art
- Special features
- Programming

These elements should be included strategically at locations best suited for their investment. For example, a community garden would function best in a sunny spot near housing where residents can tend and utilize it.

The pocket park framework allows the City to explore the use of pocket parks in the downtown, experimenting with location, features, design, programming, and permanency.

Basic Componenets of Downtown Marshalltown Pocket Parks

temporary/lower cost

permanent/higher cost



compacted crushed gravel



lawn



permeable pavers



decorative concrete



SURFACING



modular + repurposed



custom + moveable



traditional



integrated



SEATING



modular planters



repurposed planters



traditional planters



trees + perennials



VEGETATION

Place-Based Components of Downtown Marshalltown Pocket Parks

temporary/lower cost

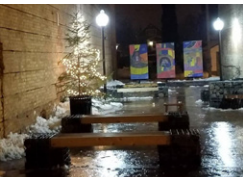
permanent/higher cost



string lights



in-ground/bollard lights



pedestrian lamps



artistic



drinking fountain



playground



sport courts



stage



temporary games



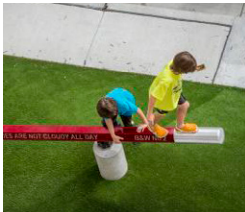
pavement paint



mural



integrated + custom



interactive



group exercise



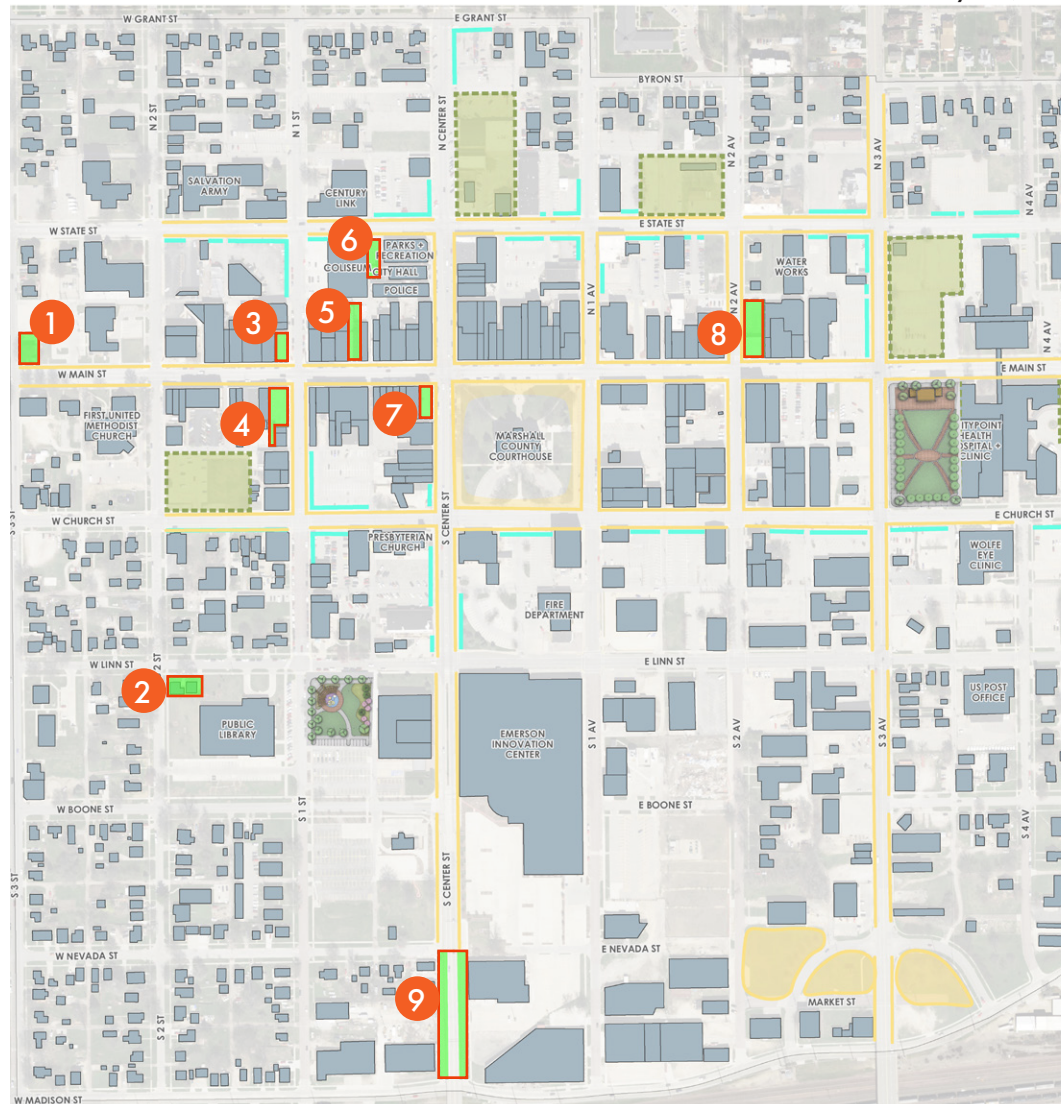
kids programming



concerts and events

Figure 2.9 Potential Downtown Pocket Parks

May 31st, 2019

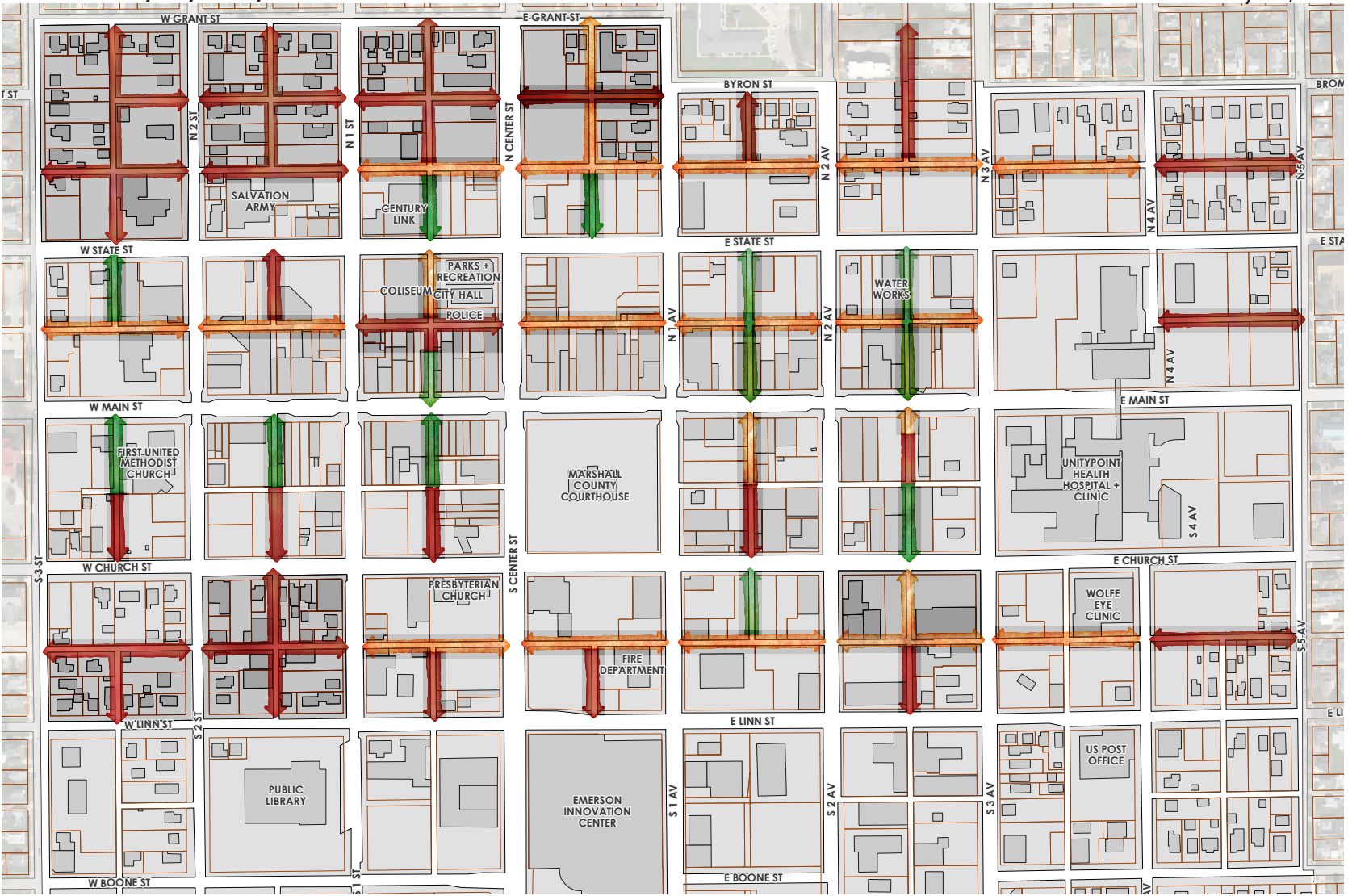


Characteristics	Approx. Size	Potential Special Features
1 Full sun, corner lot	60' x 100'	community garden
2 Full sun, corner lot, adjacent to library	60' x 100'	outdoor reading room, children's programming
3 One wall, corner lot	35' x 90'	mural
4 Two walls, corner lot	60' x 122'	mural
5 Two walls	20' x 170'	mural
6 Adjacent to civic buildings	20' x 75'	
7 Two walls, corner lot	40' x 100'	mural, stage
8 Corner lot, partial sun, one wall	60' x 175'	pickleball court, playground, mural
9 Under center street bridge	40' x 400'	pavement paint




—	PARKING LOT LANDSCAPE BUFFER
—	STREETSCAPE/LANDSCAPE ENHANCEMENTS
■	POTENTIAL POCKET PARK
- - -	POTENTIAL PARK SITE

Figure 2.10 Alleyway Analysis

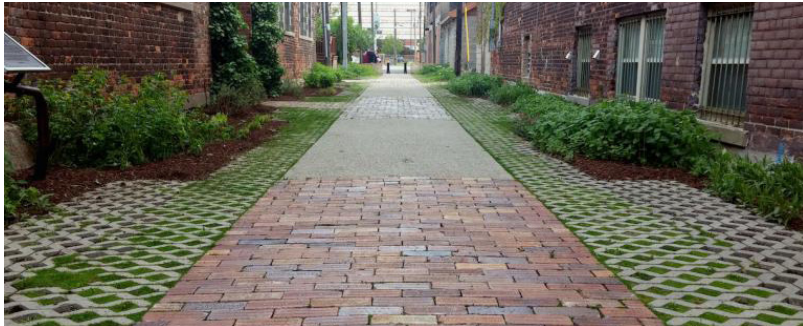
May 31st, 2019



LEGEND

 HIGH IMPACT
 MEDIUM IMPACT
 LOW IMPACT

- DEFINITIONS:**
 IMPACT OF ALLEY CLOSURE OR MODIFICATION:
- IMPROVES WALKABILITY
 - REDUCES PEDESTRIAN/VEHICLE CONFLICTS
 - CREATES A PLACEMAKING OPPORTUNITY
 - IMPROVES CIRCULATION AND ENVIRONMENT



Green Alley, Detroit MI



Gallery Alley, Wichita KS



Benny's Alley, Valdosta GA

Alleyways

Marshalltown's downtown alleyways are an important asset for connectivity and accessibility. An analysis of the function, condition and impacts of downtown's alleyways (see Alleyway Assessment Plan) indicates that the majority of east-west running facilities provide convenient vehicular access to off-street parking lots and back of shop loading. While the north-south alleyways also provide access to parking, vehicular traffic at their driveways poses safety issues to pedestrian movements which negatively impacts downtown walkability. Improving the overall pedestrian experience is a key element of the project vision as well one of the Master Plan's 12 Planning Principles (see Chapter 3).

Given the redundancy and safety issues of the north-south traffic flow, it is recommended that some of the north-south alleyways be converted to pedestrian walkways and vehicular use be restricted to emergency vehicles only.

Streetscape

Streetscape concept plans have recently been developed for the S 3rd Ave/ Hwy 14 Corridor as part of the Hwy 14 Corridor Study, and include the addition of a boulevard/green space between the curb and sidewalk, updated lighting with banners, and street trees.

As high-volume, key connector corridors, Main Street, State Street, Church Street and Center Street should also receive renewed streetscape treatments within the downtown.

Main Street

Main Street currently hosts a variety of streetscape features from bump-outs and decorative street lights to planting beds and furnishings. Unfortunately, many of these items are worn out and damaged and the previously established design theme is unrecognizable. Main Street also lacks street trees.

The rejuvenated streetscape proposed for Main Street includes 8 primary elements:

- ① Decorative paving at bump-outs, crosswalks, and amenity zones
- ② Removal of yellow curb paint
- ③ Consistent palette of perennials in planting beds
- ④ Street trees
- ⑤ Consistent layout of seating
- ⑥ Consistent layout of bike loops
- ⑦ Alleyway enhanced and converted to pedestrian passage (public art opportunity)
- ⑧ Parking lot screening with planting beds and ornamental railings specific to Main Street (not shown)



Illustrated plan view of Main Street between 1st Street and Center Street. Removing the large sidewalk canopy attached to the Le Shelle and Chef King buildings provides space for street trees and outdoor dining while also featuring improved business visibility.

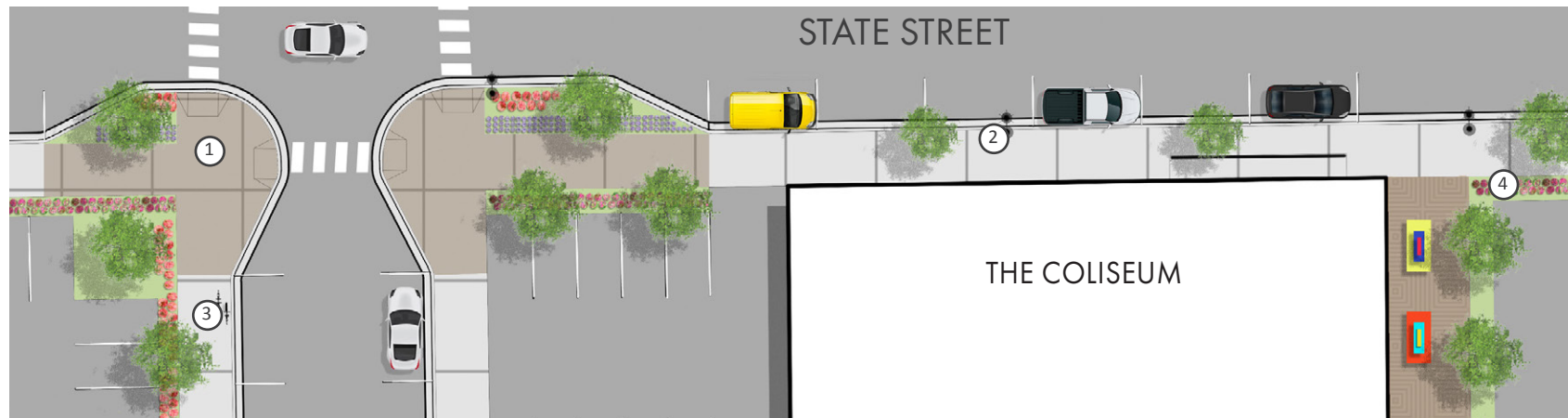
State Street

As another highly visible downtown corridor and commercial zone, State Street also serves as an ambassador for Marshalltown to residents and visitors, and should have an identity that reflects this.

Opportunities to create an identity on State Street with streetscaping include:

- ① Bump-outs with decorative paving at key intersections (between N 1st Street and N 2nd Ave)

- ② Updated ornamental lighting that provides even, glare-free illumination
- ③ Consistent layout of bike loops
- ④ Parking lot screening with planting beds and ornamental railings specific to State Street
- ④ Pocket Park opportunity

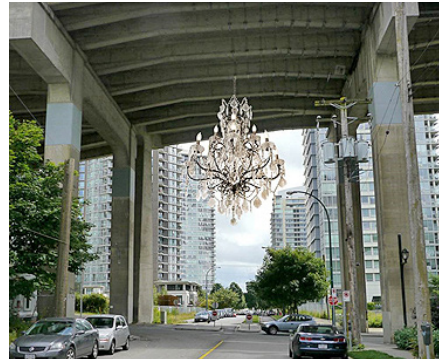


Illustrated plan view of State Street between 1st Street and Center Street. Adding ornamental railings, planting beds, updated street lighting and street trees improves the identity of the corridor.

Bridge Bottoms

The undersides of the S Center Street and S 3rd Avenue overpass bridges create two unique downtown environments. Their linear overhead enclosures, repetitive concrete structures and extensive paving offer opportunities (besides parking) for formal and informal uses, activities and creative expressions. Similar marginal-use environments in other communities have been repurposed in a variety of ways from skate parks to flea markets, public art and performance venues.

This Plan recommends reclaiming these spaces with the simple initial gestures of a public art project using the creativity and energy of local artists to colorize the lower bridge structures with paint. This would likely involve the cooperation of City Public Works and perhaps the Iowa Department of Transportation and could be managed by the Marshalltown Public Art Committee and or Arts and Culture Alliance.



Reclamation examples of marginal use environments under bridges



Existing conditions under the Center Street bridge

Street Trees

The cost/benefit analysis for street trees has been studied extensively, and the verdict is strongly in favor of using trees to:

- Provide shade and cooling
- Filter pollutants from air and water
- Mitigate noise
- Increase commercial activity/consumer spending
- Improve aesthetics
- Improve human comfort and health
- Increase property values
- Provide returns on investment- every dollar spent on community trees yields benefits 2 to 5 times the investment (www.arborday.org)

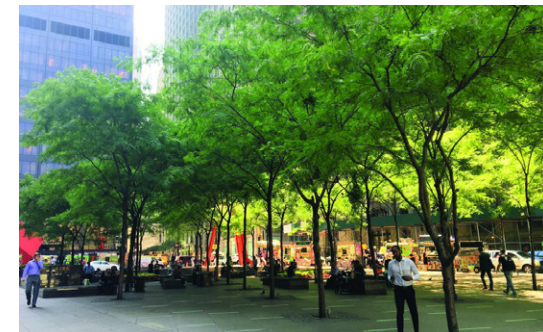
Guidelines for developing street trees in downtown Marshalltown include:

- Create Species Diversity -limit any single species to 10%-20% of the total tree inventory. The 30-20-10 Santamour Model for diversity provides a useful guide, suggesting that the total tree inventory contains no more than 30% of a single family, 20% of a single genus, and 10% of a single species.

- Maintain and Update the Tree Inventory - keeping current records of what species of trees the City has, where they are, and their condition makes management decisions easier and more effective to ensure a healthy, resilient urban forest.
- Use the Right Tree for the Right Place - small trees require less space (below and above ground) and can be planted 25-feet apart. Larger canopy trees are typically planted 40-feet apart in locations where conflicts with buildings, utilities, and other potential growth limiters are fewer. Trees with columnar forms, such as columnar English oak, can be used where a full size canopy tree may be too large. In areas with high pedestrian traffic, species that are not conducive to roosting by Grackles and other nuisance birds, such as honeylocust, coffeetree, and ginkgo, may be preferred.
- Keep Maintenance in Mind - Choose species with lower maintenance needs. High maintenance trees include trees with weak wood, high growth rates, or poor branching patterns/architecture.

Recommended Street Tree Species

COMMON NAME	SCIENTIFIC NAME
Ginkgo	Ginkgo biloba
Columnar English Oak	Quercus robur 'Fastigiata'
Hackberry	Celtis occidentalis
Honeylocust	Gleditsia triacanthos
Kentucky Coffeetree	Gymnocladus dioicus
Sweetgum	Liquidambar styraciflua
Blackgum	Nyssa sylvatica
London Planetree	Platanus x acerfolia
Swamp White Oak	Quercus bicolor
Scarlet Oak	Quercus coccinea
Sycamore	Platanus occidentalis
Accolade elm	Ulmus japonica x Ulmus wilsoniana
Flowering Crabapple	Malus spp.
Japanese Tree Lilac	Syringa reticulata

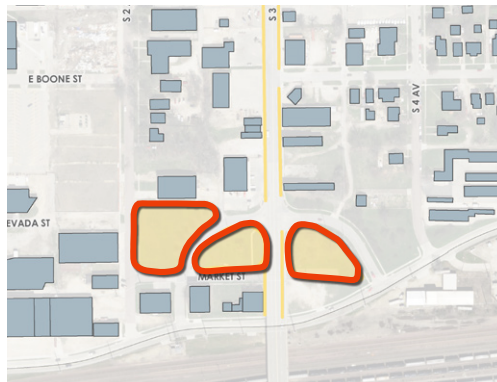


Honeylocust trees are great for urban sites.

Landscape Enhancements

There are several undeveloped parcels that serve as gateways to downtown Marshalltown that, due to their unusual shape or small size, largely exist as open lawns. Landscape enhancements, such as trees, prairie grasses and flowers, could be used to improve the visual impact of these places by providing color, beauty, and ecosystem services such as pollinator habitat and/or stormwater management.

These types of improvements are relatively low cost and can serve as interim / temporary enhancements until such time as the site areas become attractive for development.



Parking Lot Buffers

Adding landscape buffers between sidewalks and parking lots will make the existing surface parking lots in the downtown safer, more attractive, and sustainable.

In locations where streetscape improvements are prescribed, parking lot buffers should include ornamental features that contribute to the identity and image of the corridor, and may include

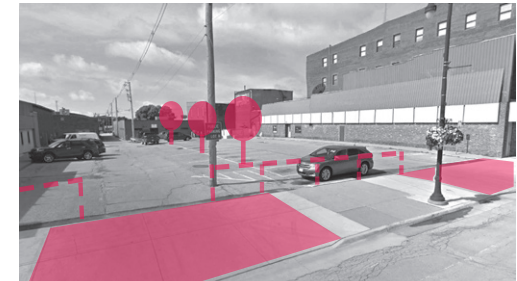
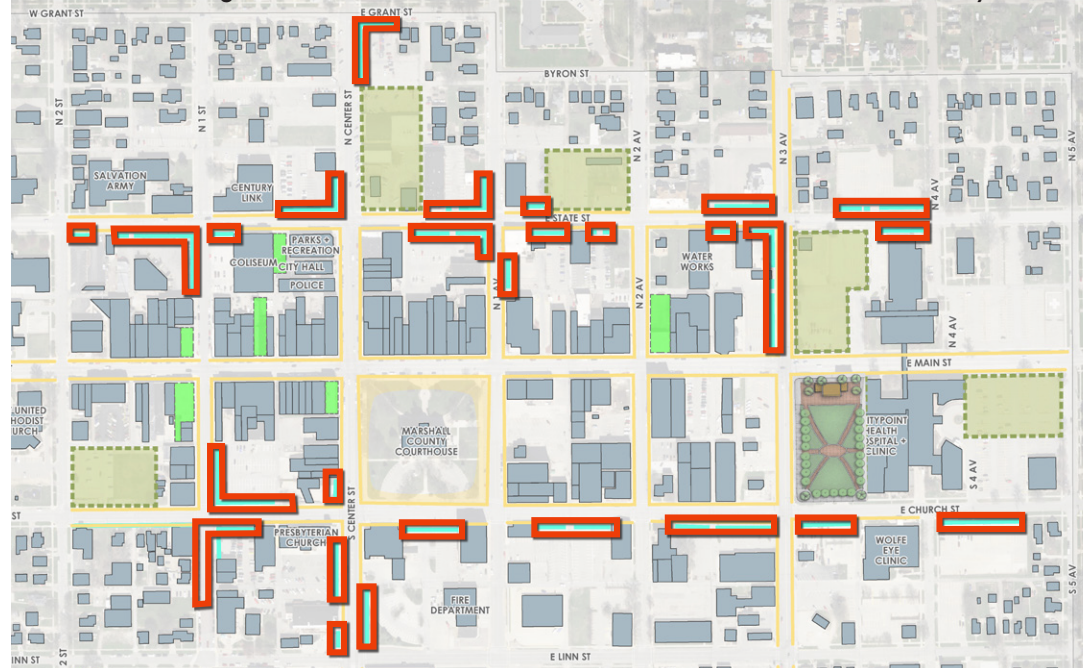
metal railings/fencing, plantings, and monuments.

In locations where a parking lot faces a street not belonging to a streetscaped corridor, vegetation should be used to mitigate the physical, environmental, and aesthetic impact of the surface lot.

In all cases, plantings should be limited to low-growing species that allow for adequate surveillance/ security.

Figure 2.11 Parking Lot Buffer Locations

May 31st, 2019



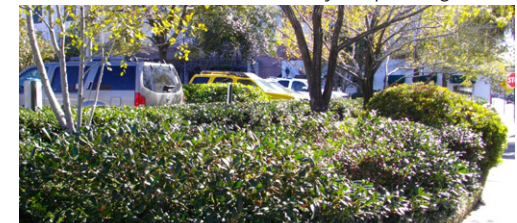
Existing conditions - Utilitarian Off-Street Parking



Ornamental fencing and piers make great parking lot screens



Shrubs provide dense buffers between walks and surface parking areas



Mixing trees and shrubs provides a pleasing visual

CHAPTER 3

ACHIEVING THE VISION

VISION
GUIDANCE
ROLES + RESPONSIBILITIES
CATALYSTS
IMPLEMENTATION INITIATIVES
ON-GOING INVOLVEMENT
FUNDING
CONCLUSION

The strategy for advancing revitalization of downtown Marshalltown is based on an awareness of investment challenges, market opportunities and desired outcomes. To this end, major components of the approach presented as follows include discussions about the **Vision** for redevelopment, **Guidance** for land use and improvement decisions, **Role and Responsibilities** of the public sector and its partners, and **Initiatives** – both Downtown wide and Catalyst Project specific.

The experience of other communities that have advanced similar programs has shown that it takes many years and multiple actions to execute the range of actions necessary to be truly successful. These efforts have also revealed that the approach needs to include both area-wide and project-explicit activities. To this end, the authors of this Downtown Master Plan have put forth recommendations that will improve shared spaces and the physical framework of the downtown, as well as further specific private investment proposals that demonstrate market support.

Revitalization of downtown will be dependent on numerous projects, programs and policies that effectively “readying the environment for investment.” Key to successful implementation will be the ongoing resolution of situations that threaten desired development. A priority in the early phases of this revitalization effort will be advancement of the strategic initiatives discussed later in this section, while in the later phases it will shift towards enhanced communication with stakeholders and local officials regarding accomplishments achieved, remaining challenges and the necessity for sustained support and public commitment to the vision.

Vision:

Downtown Marshalltown is the vibrant, beautiful, welcoming heart of a diverse community. It offers a rich mix of opportunities and experiences for residents and visitors with arts, entertainment, retail, dining, and housing options in a unique, historic setting. Downtown provides a range of business opportunities for entrepreneurs and investors. Its places and spaces are connected by a safe, accessible network of landscaped streets and walkways where people gather and connect with one another, strengthening community pride and building lasting memories. Downtown Marshalltown is the place to live, work, and play.

While investigations completed during preparation of this plan determined downtown was well-positioned to compete for market share among the identified real estate and business groups, actual investment activity will be largely dictated by factors including the physical capacity of sites to accommodate desired development, willingness of property owners to invest and advance the objectives stated herein, and effectiveness of the city and its advocacy partners to “ready the environment for investment.”

GUIDANCE

The purpose of this Master Plan is to guide growth in the downtown core, and inform the growth policies of the city. Success will be dependent on alignment among its controlling documents and sound decision-making by its elected and appointed leaders, particularly on matters related to land use and capital expenditures so that they continually reflect and support the intentions herein. Until consistency can be assured, and officials can be informed, the following guiding principles are offered to ensure the vision remain intact and describe outcomes remain achievable.

Guiding Principles are defined as *representing a broad philosophy that guides an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or top management; they serve as filter for decisions at all levels of the organization.*

1. The City will maintain a proactive and sustained attitude about the necessity for and value of a healthy urban core
2. The vision for the downtown will be reflected in the City’s growth management policies and capital expenditures.
3. Standards of development in the downtown will be established and made consistent with the vision, catalyze development, and protect existing investors.
4. Capital projects will be creative, phased, and strategically located to improve the public realm, mitigate physical challenges and enhance property values.

5. The City, together with its partner organizations, will lead early investment activity in the downtown, and private stakeholders will participate in maintaining and promoting shared spaces.
6. While the City’s controlling documents (policy, regulatory, other) are being updated to align with this Downtown Master Plan and intentions, interim allowances will be afforded those projects deemed consistent with stated objectives.



ROLES AND RESPONSIBILITIES

The approach for revitalizing downtown Marshalltown is based on the understanding that private investment follows public commitment. Therefore, a primary objective of the Downtown Master Plan is to position community assets and amenities in locations that will most effectively leverage private development. In addition to making Downtown more attractive, these improvements will serve as an economic contribution to catalyst projects, with real monetary value, and should be considered as such when quantifying the public sector's contribution. Matching economic development incentives to direct investments in the physical environment, and indirect contributions to the fiscal concerns, are frequently the most successful approach.

Equally important, and requiring fewer financial resources, is commitment by the city to streamline reviews of proposed projects and flexibly interpret regulations when practical. Collectively, these assurances can minimize project risk, while also providing monetary value, as will alignment and enforcement of all relevant policy and regulating documents with the expressed vision and objectives of the Master Plan.

Public Sector Commitment

The city will act as the “master developer of improvements” in downtown, and as such will lead the financing and construction of infrastructure and enhancements to effectively position key parcels for investment and expedite building investment.

As the entity with the largest and longest-term interest in downtown, the city's oversight in these areas will be essential, however, limited resources will necessitate participation by its advocacy partners including Marshalltown Chamber of Commerce and Marshalltown Central Business District, Main Street Program. Examples of possible contributions by these groups are described as follows:

Marshalltown Chamber of Commerce is the city's agent for advancing economic initiatives. As a quasi-public organization, they have considerable flexibility in real estate transactions and have access to a variety of financing mechanisms, the Chamber of Commerce could play a key role in acquiring downtown properties. There are numerous advantages for the private sector when acquiring property from public and non-profit entities, among them -- lower carrying costs, less uncertainty regarding entitlements, greater access to monetary incentives and an expedited development timeline.

Marshalltown Central Business District, Main Street Program (MCBD) is the organizational entity that assumes responsibility for the day-to-day health of the district. To this end, they should continue to provide support for the management and marketing of properties, along with public spaces and programmatic offerings. While additional support could be provided by representative government, advocacy and regional

economic development organizations, MCBD will hold and maintain the vision for a revitalized Downtown.

Since consistent messaging will be critical, MCBD, along with local officials and business associations, a carefully designed and consistently administered marketing program should be an early actionable item. Individuals and organizations that support and promote investment, will need to coordinate their marketing efforts, and ideally, establish common goals and objectives, along with consistent policies whenever possible. When private interests request assistance with marketing their properties to developers or other users (either on their behalf or in partnership), MCBD should be positioned to provide support with issuing developer requests, retaining brokers, and attaching private sector efforts to community-wide initiatives.

CATALYSTS

As explained previously, this Downtown Master Plan is predicated on an approach which encourages construction of shared capital

improvements strategically located to leverage private development. Based on analyses completed in the preparation of this plan, success in this regard will depend on the elimination of identified obstacles to investment. To this end, several initiatives (or actions) are being recommended, both district-wide and project-specific. Project-specific efforts were informed by generation of possible catalyzing developments. A description of catalyst concepts, the approach used to identify them, and defining elements of catalysts with potential for development in downtown Marshalltown, are presented below. This is followed by an explanation of categories (or “silos”) of initiatives required to advance the vision and objectives of the Master Plan. Actionable items tailored to conditions in the downtown district are summarized in Table 3.8.

Catalyst Concept - Defined

A catalyst concept is a project with the potential to have a positive economic ripple effect on properties within an area of influence. In Downtown Marshalltown, several projects were identified and determined to have the potential to be a catalyst for private investment, despite certain development challenges, and in a manner consistent with stated objectives.

Analyses completed as part of the vetting process to determine their eligibility included:

- Understanding the physical capacity of specific sites and Downtown as a whole, to competitively accommodate the concepts determining if there was sufficient local or regional market support for specific components;
- Testing their financial feasibility, and in so doing quantify the magnitude of any economic gap; and
- Identifying barriers to their development so that actions could be identified to mitigate or overcome them.

Definition of Catalyst

1: a substance that enables a chemical reaction to proceed at a usually faster rate or under different conditions (as at a lower temperature) than otherwise possible.

2: an agent that provokes or speeds significant change or action. *That waterway became the catalyst of the area's industrialization.*

Catalysts can be:

- Public and/or Private
- Projects, Programs, Policies
- Site-Specific or Floating
- Demonstration Projects
- Education Programs

Specific criteria used, and developed with guidance from Catalyst Project Criteria:

- Real estate market site data (GIS mapping, ESRI)
- Building inventory with historic significance
- Receiving public investment
- Magnitude (cost) of public investment
- Nature of investment
- Expressed interest by property owner
- Potential for change – level and timing of investment, current use may be obsolete
- Location within or near corridor or gateway
- Favorable ownership – single, institutional, public
- Site utilization
- Ability to leverage surrounding uses
- Ability to leverage planned investment (roadway)
- Ability to strengthen district theme
- Within or near recent area of study
- Ability to inform planned improvement (roadway)
- Capacity to support market opportunity/niche
- Potential to return property to tax roles
- Presence of supportive entities
- Stable or increasing values
- Worthy of being a demonstration project (downtown neighborhood with pocket park)

It is important to note that among the catalyst projects identified for downtown Marshalltown, both public improvement and private development projects are included. In addition, not all of them need occur in the location described. Among those that are considered non-site-specific, these may be referred to as floating concepts, whereas they have the potential for application in multiple locations. Each one, summarized as follows, was considered to present either near-term development potential, or the ability to mitigate adverse conditions, and in so doing leverage near-term development.

Economic Feasibility

Project outcomes, including profitability, are influenced by a multitude of factors including its location, management expertise, marketing budget, and political support. With this number of “moving parts”, success depends on limited uncertainty and as few obstacles as possible. Variables that can heighten risk and reflected in project cost and revenue assumptions include:

- Variations in land prices driven by owner expectations;
- On-site development costs driven by an aging building inventory;
- Off-site development constraints driven by deteriorating infrastructure;
- Higher financing costs driven by perceived risk; and
- Protracted absorption schedule driven by a lack of buyer education.

Whereas no formal commitments have been made or financing secured, these catalyst concepts should be considered prototypical, and as such, should be interpreted with a certain level of flexibility. However, while only possible, there is value in understanding their feasibility and applicability in the Marshalltown market. Private sector stakeholders with an interest in developing one or more projects in the District, will be able to use this work to understand their viability, as well as the availability and impact of potential incentives and other public resources. The analyses completed were intended to serve as due-diligence for financiers, and a guide for public officials when prioritizing capital expenditures. Ideally, the supporting recommendations will be used to inform the policies and programs of the city and its partner organizations. Where municipal regulations are inconsistent with the proposed concept, it is assumed the city will either work with existing owners to amend current requirements or expedite requests of exceptions.

Table 3.1 Catalyst Projects - Economic Summary

Project Indicator	Catalyst Project Concepts			
	Catalyst Initiative #1 Festival Park	Catalyst Initiative #2 Main Street Renovations	Catalyst Initiative #3 North Pocket Cottage Homes	Catalyst Initiative #4 Arts I Entertainment Gateway
Private Sector Investment				
Development Sq Ft:				
Project Land Area (Acres)	—	0.0	1.8	8.5
Retail/Restaurant	—	0	0	30,000
Office/Employment	—	0	0	30,000
Residential (Rental)	—	8,400	0	30,000
Residential (For-Sale)	—	0	17,550	21,600
Hotel/Lodging	—	0	0	0
Total Private Development	—	8,400	17,550	111,600
Floor Area Ratio	—	0%	22%	30%
Total Project Value (@ Build-Out)	—	\$939,000	\$2,780,700	\$17,601,150
Total Project Costs (@ Build-Out)	—	\$1,047,420	\$3,270,068	\$21,068,628
Project Margin/(Gap)	—	(\$108,420)	(\$489,368)	(\$3,467,478)
Project Margin/(Gap) %	—	-10%	-15%	-16%
Potential Contributions to Gap				
Land Acquisition/Writedown	—	\$0	\$392,040	\$0
Site Improvements Contribution	—	\$0	\$127,612	\$0
Supportable Property Tax TIF	—	\$0	\$0	\$2,900,000
Sales Tax Sharing	—	\$0	\$0	\$0
Development Fee Waivers	—	\$0	\$0	\$0
Federal/State/Local Grants	—	\$150,000	\$0	\$600,000
Streamlined Development Approval Process	—	\$0	\$0	\$0
Tax Credit Equity (LIHTC, Historic, New Market)	—	\$0	\$0	\$0
Total Contributions to Gap	--	\$150,000	\$519,652	\$3,500,000

Source: The SEH Team.

CATALYST INITIATIVES

Catalyst Initiative 1: Downtown Festival Park

In addition to providing beautiful places for people to gather and enjoy the out-doors, parks and open space generate increases in value for adjacent and nearby properties, particularly in a downtown setting. These value increases result in higher property and sales tax revenues for the City and represent the public sector's "return on investment". As described in Chapter 2, Festival Park is intended to meet a variety of needs, from connecting downtown residents, workers and visitors to nature, to providing a permanent venue for community events and celebrations. Table 3.2 describes a preliminary projection of the park's economic impact based on the concept level program and sketch plan described in Chapter 2 of this Downtown Master Plan.

Table 3.2 Catalyst Initiative 1: Downtown Festival Park - Economic Impact Summary

Catalyst Project Program		
		Square Feet
Festival Park		65,340
Estimated Project Cost/Value		
	Cost per Sq Ft	Total Cost
Festival Park	\$31	\$2,000,000
Estimated Property Value Increase (Adjacent Properties)		
Property Frontage (Linear Ft)	1,100	
Property Depth (Linear Ft)	200	
Impacted Property Sq Ft	220,000	220,000
Current Property Market Value	\$10	\$2,200,000
Increase in Market Value (20%)	20%	\$440,000
Annual Property Tax Revenue Increase	0.015280	\$6,723
Public Return on Investment		
Annual Property Tax Revenue (20 yrs)		\$134,464
Total Public Return on Investment		\$440,000
Public Investment Leverage Ratio		0.2

Source: The SEH Team.



Perspective sketch of Marshalltown Festival Park with adjacent new development

Quick Summary

- Downtown parks and open space generate increases in value for adjacent and nearby properties
- Value “premiums” (rents, sale prices, etc.) can range from 20% to 30%
- \$440K of value increase can be accommodated on site.



Catalyst Initiative 2: Main Street Renovations

Renovating Marshalltown's historic Main Street buildings in a professional and sensitive manner is a critically important downtown revitalization strategy. As detailed in Chapters' 2 and 4 of this Master Plan, the city's downtown historic buildings are its most prized asset and their restoration/renovation, preservation and upkeep are a top priority of community members and business and property owners alike.

The project described in this highlighted project includes the renovating the facades and upper stories of two buildings (35-25 West Main) located on the North-East corner of West Main and 1st Street to provide 12 new loft-style residential rental units on the upper floor. While the design sketch accompanying this initiative is specific to these buildings, the economics are transferable to other similar buildings in the downtown.

Table 3.3 Catalyst Initiative 2: Main Street Renovations - Economic Impact Summary

Development Cost Estimate		
Property Purchase (Acquisition/Demolition)	\$0	\$8.00 \$/SF Land
On-Site Improvements (Surface Parking)	\$37,500	\$2,500 \$/Space
On-Site Improvements (Structured Parking)	\$0	\$15,000 \$/Space
Site Development/Infrastructure	\$0	\$0.00 \$/SF
Building Construction (Hard Costs)	\$756,000	\$90 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$39,675	5% % of Construction Costs
Soft Costs (% of Hard Costs)	\$119,025	15% % of Hard Costs
Developer Profit	\$95,220	10% % of Total Costs
Total Project Cost	\$1,047,420	\$124.69 \$/SF
Development Economic Summary		
Total Project Value	\$939,000	
Total Project Cost	\$1,047,420	
Project Margin/"Gap"	(\$108,420)	
% Project Margin/"Gap"	-10%	
Potential Contributions to "Gap":		
Land Acquisition/Written down	\$0	0% of Land Cost
Site Improvements Contribution	\$0	0% of Total Site Costs
Supportable Property Tax TIF (25 Years)	\$0	0.000000 Total Property Tax Rate
Supportable Sales Tax TIF (25 Years)	\$0	0% % of Local Sales Tax
Development Fee Waivers	\$0	
Federal/State/Local Grants	\$150,000	
Streamlined Development Approval Process	\$0	
Tax Credit Equity (LIHTC, Historic, New Market)	\$0	
Total Contributions to "Gap"	\$150,000	

Quick Summary

- Private sector perspective (developer)
- How much value can be accommodated on site? - \$939k
- What will it cost? - \$1.0 million
- Does it generate a reasonable return? - 10%
- What's the "gap", i.e., costs exceed value? - \$100k
- Use State/Local Grant funding help to "fill the gap"





Perspective sketch of renovated Main Street buildings with canopy removed to make way for streetscape enhancements

Catalyst Initiative 3: North Pocket Neighborhood Cottage Homes

As the concept's originator, Ross Chapin describes "a pocket neighborhood is a cohesive cluster of homes gathered around some kind of common ground within a larger surrounding neighborhood, like a neighborhood within a neighborhood. They foster a scale where meaningful, neighborly relationships are fostered". This type of arrangement is best supported by clustering small, 1 to 1-1/2 story cottage-style homes ranging between 800 to 1,400 square feet at densities between 6-10 units per acre.

The concept described in Tables 3.4 and 3.5 includes thirteen, 1,100 to 1,400 sq. ft. cottages with a common green / garden space and a private garage court on 1.8 acres situated along E State Street between N 4th and N 5th Avenues. Similar to the Main Street Renovation concept, pocket neighborhoods could be developed in other downtown mixed residential conservation areas, such as along South 4th Avenue in the Opportunity Zone.

Table 3.4 Catalyst Initiative 3:
North Pocket Neighborhood Cottage Homes - Economic Impact Summary 1

Development Program			Assumption Factors
	Units/Spaces	Square Feet	
Retail/Restaurant		0	
Employment		0	
Residential (Rental)	0	0	800 SF/Unit
Residential (For-Sale)	13	17,550	1,350 SF/Unit
Gross Floor Area		17,550	
Project Land Area		78,408	1.8 Acres
Floor Area Ratio		22%	
Surface Parking	8	2,560	320 SF/Space
Structured Parking	0	0	320 SF/Space
Estimated Project Value (Stabilized Yr)			
Total Retail/Restaurant Rentable SF		0	95% Bldg. Efficiency Ratio
Rent/SF*		\$20.00	
Total Employment Rentable SF		0	95% Bldg. Efficiency Ratio
Rent/SF*		\$12.00	
Total Residential Rentable SF		0	90% Bldg. Efficiency Ratio
Rent/SF		\$15.00	\$1.25 Monthly Rent/SF
Total Parking Spaces (Structured)		0	
Rent/Space		\$600	\$50 Monthly Rent/Space
Gross Income		\$0	
Occupancy		95%	
Effective Gross Income		\$0	
Operating Costs		\$0	
Net Operating Income		\$0	\$0.00 \$/SF (Wtd. Avg. All Uses)
Capitalization Rate		8.0%	
Project Value -- Retail/Employment/Rental Resid		\$0	
Total Housing Units		13	
Sales Price/Unit (Wtd Avg)		\$230,000	
Gross Revenue		\$2,990,000	
Less Marketing Costs		(\$209,300)	
Net Sale Proceeds		\$2,780,700	7% % of Sales
Project Value -- For-Sale Housing		\$2,780,700	
Total Project Value		\$2,780,700	
* Rents based on triple net lease.			



Concept Plan: North Pocket Neighborhood Cottage Homes



Pocket neighborhoods feature shared green spaces and pedestrian-centric design



Concept Plan: South 3rd Avenue/Opportunity Zone Pocket Neighborhood Cottage Homes

Table 3.5 Catalyst Initiative 3:
North Pocket Neighborhood Cottage Homes - Economic Impact Summary 2

Development Cost Estimate		
Property Purchase (Acquisition/Demolition)	\$392,040	\$5.00 \$/SF Land
On-Site Improvements (Surface Parking)	\$20,000	\$2,500 \$/Space
On-Site Improvements (Structured Parking)	\$0	\$25,000 \$/Space
Site Development/Infrastructure	\$235,224	\$3.00 \$/SF
Building Construction (Hard Costs)	\$1,895,400	\$108 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$107,531	5% % of Construction Costs
Soft Costs (% of Hard Costs)	\$322,594	15% % of Hard Costs
Developer Profit	\$297,279	10% % of Total Costs
Total Project Cost	\$3,270,068	\$186.33 \$/SF
Development Economic Summary		
Total Project Value	\$2,780,700	
Total Project Cost	\$3,270,068	
Project Margin/"Gap"	(\$489,368)	
% Project Margin/"Gap"	-15%	
Potential Contributions to "Gap":		
Land Acquisition/Writedown	\$196,020	50% of Land Cost
Site Improvements Contribution	\$255,224	100% of Total Site Costs
Supportable Property Tax TIF	\$0	0.040955 Total Property Tax Rate
Sales Tax Sharing	\$0	0% % of Local Sales Tax
Development Fee Waivers	\$0	
Federal/State/Local Grants	\$0	
Streamlined Development Approval Process	\$0	
Tax Credit Equity (LIHTC, Historic, New Market)	\$0	
Total Contributions to "Gap"	\$451,244	

Quick Summary

- Private sector perspective (developer)
- How much value can be accommodated on site? - \$2.8 million
- What will it cost? - \$3.3 Million
- Does it generate a reasonable return? - 10%
- If not, what is the "gap", i.e., costs exceed value? - \$451,244
- What mechanisms are available to "fill the gap"? - Land write down, Park improvements

Catalyst Initiative 4: Arts/Entertainment Gateway

As a primary entry portal to downtown, the Arts / Entertainment Gateway catalyst leverages high traffic volumes, low property values, Federal Opportunity Zone designation and future street realignments related to the HWY 14 Corridor Study. The initiative focuses on synergies between a number of related and supportive uses including:

- ① Culinary incubator* and food market/dining hall
- ② Brewery and tasting room
- ③ Entertainment/dining
- ④ Artist/maker spaces and rental apartments
- ⑤ Artist Live/Work Space
- ⑥ Food truck space
- Ⓟ Plaza Space

*A brief Culinary Incubator case study is provided in Appendix 3.

Concept Plan: Arts/Entertainment Gateway





Table 3.6 Catalyst Initiative 4:
Arts/Entertainment Gateway - Economic Impact Summary 1

Development Program			Assumption Factors
	Units/Spaces	Square Feet	
Entertainment Retail/Restaurant		30,000	
Employment/Live-Work		30,000	
Residential (Rental)	40	30,000	750 SF/Unit
Residential (For-Sale)	16	21,600	1,350 SF/Unit
Gross Floor Area		111,600	
Project Land Area		370,260	8.5 Acres
Floor Area Ratio		30%	
Surface Parking	250	80,000	320 SF/Space
Structured Parking	0	0	320 SF/Space
Estimated Project Value (Stabilized Yr)			
Total Retail/Restaurant Rentable SF		28,500	95% Bldg. Efficiency Ratio
Rent/SF*		\$18.00	
Total Employment Rentable SF		28,500	95% Bldg. Efficiency Ratio
Rent/SF*		\$16.00	
Total Residential Rentable SF		27,000	90% Bldg. Efficiency Ratio
Rent/SF		\$15.00	\$1.25 Monthly Rent/SF
Total Parking Spaces (Structured)		0	
Rent/Space		\$600	\$50 Monthly Rent/Space
Gross Income		\$1,374,000	
Occupancy		95%	
Effective Gross Income		\$1,305,300	
Operating Costs		\$171,000	\$1.90 \$/SF (Wtd. Avg. All Uses)
Net Operating Income		\$1,134,300	
Capitalization Rate		8.0%	
Project Value -- Retail/Employment/Rental Hsg		\$14,178,750	
Total Housing Units		16	
Sales Price/Unit (Wtd Avg)		\$230,000	
Gross Revenue		\$3,680,000	
Less Marketing Costs		(\$257,600)	7% % of Sales
Net Sale Proceeds		\$3,422,400	
Project Value -- For-Sale Housing		\$3,422,400	
Total Project Value		\$17,601,150	

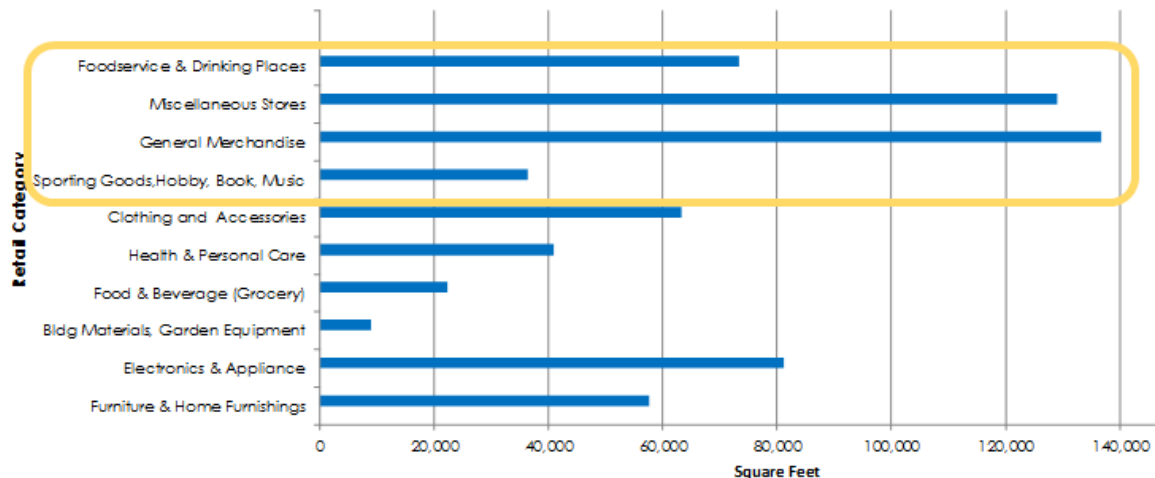
* Rents based on triple net lease.

Table 3.7 Catalyst Initiative 4:
Arts/Entertainment Gateway - Economic Impact Summary 2

Development Cost Estimate		
Property Purchase (Acquisition/Demolition)	\$1,851,300	\$5.00 \$/SF Land
On-Site Improvements (Surface Parking)	\$625,000	\$2,500 \$/Space
On-Site Improvements (Structured Parking)	\$0	\$15,000 \$/Space
Site Development/Infrastructure	\$1,110,780	\$3.00 \$/SF
Building Construction (Hard Costs)	\$12,397,532	\$111 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$706,666	5% % of Construction Costs
Soft Costs (% of Hard Costs)	\$2,119,997	15% % of Hard Costs
Developer Profit	\$2,257,353	12% % of Total Costs
Total Project Cost	\$21,068,628	\$188.79 \$/SF
Development Economic Summary		
Total Project Value	\$17,601,150	
Total Project Cost	\$21,068,628	
Project Margin/"Gap"	(\$3,467,478)	
% Project Margin/"Gap"	-16%	
Potential Contributions to "Gap":		
Land Acquisition/Writedown	\$0	0% of Land Cost
Site Improvements Contribution	\$0	0% of Total Site Costs
Supportable Property Tax TIF (15 Years)	\$2,900,000	0.015280 Total Property Tax Rate
Sales Tax Sharing	\$0	0% % of Local Sales Tax
Development Fee Waivers	\$0	
Federal/State/Local Grants	\$600,000	
Streamlined Development Approval Process	\$0	
Tax Credit Equity (LIHTC, Historic, New Market)	\$0	
Total Contributions to "Gap"	\$3,500,000	



10-Year Trade Area Retail Demand



Quick Summary

- Private sector perspective (developer)
- How much value can be accommodated on site? - \$17.6 million
- What will it cost? - \$21.1 million
- Does it generate a reasonable return? - 12%
- If not, what is the "gap", i.e., costs exceed value? - \$3.5 million
- What mechanisms are available to "fill the gap"? - Property Tax TIF, State/Local Grant, Opportunity Zone Program

IMPLEMENTATION INITIATIVES

The downtown, with its mix of both new and established businesses, could be a formidable economic engine, but its success will depend on delivery of a high-quality, consistently operated climate for investment, devoid of obstacles, and publicly supported for a sustained period of time. To this end, the Downtown Master Plan, and recommendations which follow, are intended to assist the city in prioritizing its resources. They were developed with consideration of both public and private sector interests, and an understanding of strategies necessary to overcome potential threats, and capitalize on identified opportunities.

As a core underpinning of a revitalized downtown Marshalltown, it begins with a discussion regarding the importance of regulations to protect the vision, and necessity for development standards that elevate market perceptions. This is followed by a description of market, physical, financial, political and organizational strategies to ensure stated objectives and desired outcomes are achieved.

Regulatory Initiatives

While the Downtown Master Plan will be of paramount importance as the guide for future growth in the downtown, it is a policy document. As such, it cannot ensure that the vision will be protected over the long-term. Those assurances are only available with the adoption of regulating documents such as an updated zoning and a building code with special considerations for the challenges associated with historic property redevelopment activities. Ideally, redevelopment plans and programs will be administered by specialists who understand the unique issues projects in these environments face. It would also be preferable if local leaders defined both new development and redevelopment policies that could be advanced in parallel, rather than in competition with each other, among them growth management practices that strengthen revitalization efforts in the core.

In addition to redevelopment-oriented regulations, this Plan recommends adoption of design standards for

developments in the downtown. The experience of many, if not most, communities involved in similar initiatives has shown that while a higher standard of development is essential in areas targeted for reinvestment, they should be calibrated to support desired uses and reflect intended outcomes. In addition, if employed during the early phases of the redevelopment effort, and determined to have a financial impact that renders a desirable project financially infeasible, the city should consider providing off-setting resources to fill any resulting economic “gap.” If established during a later phase, it is highly likely that market conditions will have reached a state of equilibrium wherein project revenues should be sufficient to cover this type of project cost. A more detailed discussion regarding the value of design standards and guidelines is presented in Appendix 3.

“Local authorities must be willing to see high quality urban (and architectural) design as a component of development strategies, including those which are conservation-led. Achieving this may require better publicity to be given to contemporary urban design success stories – nationally and particularly locally.”

- *Commission for Architecture and the Built Environment, London*

The public sector often sees development as a way of furthering the public interest – raising local tax revenues, creating other investment opportunities and supporting public services and those sectors of society poorly served by the market. The private sector is broadly influenced by demand for particular forms of accommodation, the cost and availability of financing, by the physical structure of the environment, and by the ability to secure all the necessary regulatory approvals without undue delay. However, good urban design offers the opportunity to give something to community and public interests, as well as to private promoters of schemes. Urban design, like architecture, is a public activity, with impacts felt in the public sphere and often well beyond a project boundary.

Market Initiatives

Two of the most significant challenges to community-led redevelopment initiatives are a lack of market information and market information that is inaccurate. Heightened access to multiple sources of information, online and in print, have left economic development professionals with both more informed and misinformed business prospects. While most of available data is at least partially accurate, some is not, and still other information published without appropriate context, can lead to misconceptions about a market's potential. An important early initiative will be to evaluate published information about Marshalltown, discern fact from fiction, and set the record straight.

Misconceptions can be unforgiving and difficult to reverse, especially among developers who promulgate inaccuracies and attribute this information to unfavorable policy decisions. Their perceptions, in particular, can lead to self-fulfilling prophecies about the potential of a community to become something else. With adoption of this Master Plan, it must be a “new day” in the minds of all advocates and stakeholders in the Downtown District

and community at-large. Further, the city cannot wait for investors to discover development opportunities in the District, and expect them to do their own homework. They should be proactive and present opportunities in the form of marketing and promotional materials which tell the area's “investment story.”

Physical Initiatives

Physical improvements, public or private, roadway or building, are all signs that a community is moving forward and making progress. Since one of the primary obstacles to development in established areas is the condition and capacity of its existing infrastructure, investment activity in these locations tends to lag behind those in other parts of the community where property is often unencumbered and infrastructure is likely new. Infrastructure inadequacies are among those conditions which have the biggest impact on a project's economic feasibility. They can also be one of the more difficult challenges to elicit public support. Many elected officials think it is less fiscally sound to repair aging infrastructure in support of redevelopment, than build new infrastructure in support of new development. In reality, and as proven by multiple expert sources,

municipalities actually realize a higher return on investment from participation in redevelopment, rather than new development projects; and redevelopment projects have a more significant impact on property values among adjacent owners than do new development projects.

Structures within established areas, like its infrastructure, are also often aging and in some cases obsolete. Further, many were designed with the automobile in mind, resulting in a development form that is counter-productive in an environment to prefers a balance of vehicular and non-vehicular mobility. These conditions are further complicated by the fact that most real estate products are highly prescribed, making redevelopment solutions costly and susceptible to public opinion. Another early initiative of this Master Plan will be prioritization of public improvements that includes expenditures necessary to stabilize and protect existing investment, as well as attract new investment. Further, in addition to basic infrastructure and utility upgrades, precedence should be given to elements which enhance the area's visual appeal, and in so doing, its livability rating.

Financial Initiatives

Comprehensive and area-specific planning initiatives such as this one come at a time when demands on local government are high and resources limited. Regardless, they are essential for sustained growth and economic equality. Whereas the responsibility for facilitating new investment in a community has historically been borne by the public sector, so too should the responsibility for advancing reinvestment initiatives. In reality, redevelopment efforts are frequently more challenging, and often require more time and resources, at least during the early phases of the program. Project costs in infill, and particularly downtown settings, are also frequently higher, while early project revenues are typically lower; however, long-term returns are nearly always among the highest in the community.

An early and ongoing initiative of the Downtown Master Plan will be the provision of multiple resources to finance public improvements, and facilitate the delivery of meritorious private projects to the market. Whereas experience has shown that no one project, or no one source of

revenue, will be sufficient to complete a downtown's transformation, the public sector must provide the broadest possible range of resources possible, both monetary and non-monetary, with the greatest potential to impact a project's feasibility. Examples might include: site acquisition and write-down, building and facade improvement grants and low interest loans, start-up capital, loan pools, public dollars and benefits (opportunity zone, CDBG, state redevelopment programs, others), facility relocation assistance, and capital improvements.

Political Initiatives

As acknowledged above, local governments have the largest and longest-term interest and responsibility in a community's economic sustainability. Therefore, the city will need to have a visible presence, and provide ongoing and sustained public support for projects which meet the community's objectives for a revitalized downtown Marshalltown. Together, the city and its partners need to provide leadership and participate in advancing economically-challenged, yet desirable projects, by any means

possible and practical. Not only do they have the legal responsibility to address many of the implementation components of a redevelopment plan, they are also the logical conduit to local, regional, state and federal funding sources. When used strategically, these funds and their other resources can be used to leverage a heightened amount of early investment, while also catalyzing sustained levels of ongoing private participation. As important as the previously mentioned priority initiatives are, so too is the necessity for a city policy that expresses its ongoing commitment to redevelopment of the Downtown District, balanced growth management policies, and strategic public and private partnerships.

Organizational Initiatives

Organizational barriers can present challenges to redevelopment when there are either too many, or too few, entities charged or assuming specific roles in the process. When there are multiple entities, appointed and created, funded and unfunded, with and without specific controls and powers, collectively sharing concern for the same jurisdiction or

geography, efforts can become diluted and duplication is inevitable. It is also highly likely that disagreements will arise with regard to how specific issues are addressed and resources are expended. Conversely, when there are too few entities who can serve as advocates for redevelopment initiatives and assist with addressing the multiplicity of challenges, revitalization efforts can fail from sheer fatigue. An organizational audit will be an important priority initiative. It should involve identification of all groups and organizations with a role in downtown activities, definition of their jurisdictional boundaries, clarification of roles and responsibilities, investigation of funding source, and description of authorized powers. Every participant in the implementation process needs to understand their role, purpose, resources and objectives.

ON-GOING INVOLVEMENT

In addition to some of the potential threats to Marshalltown's success previously mentioned, is failure to continue communicating with those stakeholders who participated in the planning process, as well as those who

did not. Whereas implementation of the recommendations presented here will likely take several years to complete, it will require sustained commitments from numerous individuals, boards and commissions. It cannot be assumed that they will follow the city's and its partners' progress and recognize its accomplishments. These have to be shared, publicly and consistently, in order to ensure their ongoing support. Some of those groups that will need to be engaged beyond adoption of this Plan include:

Elected Officials and City Leadership

– including the Mayor and City Administrator, along with members of the Marshalltown City Council and its Planning and Zoning Commission; and together with representatives from neighboring jurisdictions and the State (particularly when improvements occur within or adjacent to their boundaries or there are opportunities to share or leverage available resources).

Residents – located adjacent to downtown, so that they remain aware of policies and programs particularly related to compatibility among land uses, and the timing of planned improvements.

Development and Lender

Communities – particularly developers so that they remain aware of city policies and incentives, along with changes in regulations and planned improvements to leverage the location and timing of private investment.

Business Community – commercial and industrial business and property owners so that they can plan for possible disruptions associated with capital improvements, as well as capitalize on these enhancements through marketing and promotion efforts.

Special Interests – including institutional interests such as representatives of school districts and churches in the area, Chamber of Commerce, and other special service organizations, especially those with opportunities for partnerships (programmatic, funding, building, other).

Table 3.8 High Priority Recommendations

RECOMMENDATION	RESPONSIBLE PARTY	PARTNERS
Existing and New Buildings, Redevelopment Sites		
1 Update City zoning code to better support Downtown Master Plan	City	NA
2 Finalize and adopt downtown design standards for the Registered Historic District and Main Street Central Business District	City	Main Street CBD, downtown property owners
3 Implement the “gateway” catalyst redevelopment projects located in the Opportunity Zone (S 3rd Ave., E Madison and Market Streets)	City	Main Street CBD, land and business owners, private developer/designer/builder
4 Undertake a site specific redevelopment study of the downtown Unity Point Health facility site in anticipation of future opportunities	City	Private developer/designer/builder
5 Redevelop vacant sites	Property owners, City	Main Street CBD, City
Movement, Connectivity and Parking		
6 Implement the recommendations of the Quiet Zone study to reduce negative impacts of freight train related noise	City	NA
7 Prepare a traffic engineering study of turning movements, traffic control needs and on-street parking accommodations associated with the conversion of Church and Linn Streets from one-way to two-way operations	City	NA
8 Install additional bike parking facilities within the Main Street Central Business District	City	Downtown business and property owners
9 Undertake an angled parking pilot study on Main Street	City	Downtown business and property owners
Gathering, Greening and Streetscape		
10 Install parking lot buffering / screening using decorative metal fencing and low-maintenance plantings	Property owners, City	Main Street CBD, Marshalltown Public Art Committee
11 Implement Library Corner Park at Linn and 1st Streets	City	Emerson, Main Street CBD, Library Board, Marshalltown Public Art Committee, Arts and Culture Alliance
12 Implement a pocket park along W Main Street	Main Street CBD, downtown property and business owners	City, Marshalltown Public Art Committee, Arts and Culture Alliance
13 Prepare a Downtown Street Tree Master Plan	City	
Organization and Administration		
14 Establish a formal, predictable source of funding for operations and maintenance of downtown gathering, streetscape and greening enhancements	Property and business owners, City	Main Street CBD
15 Engage MCBBD’s Promotion Committee to increase frequency and variety of downtown activities and events	Main Street CBD	Business and property owners, City, Marshalltown Public Art Committee, Arts and Culture Alliance
Activation and Events		
16 Undertake a weekly afternoon / evening event such as Date Night, Family Night, etc. to promote and support downtown visitation	Property and business owners, Main Street CBD	City, Marshall County

OPERATIONS AND MAINTENANCE OF PROPOSED STREETScape, PARKS AND GREENING PROJECTS

Over the course of the downtown master planning process strong community interest was expressed for improved lighting, street trees and plantings, public gather spaces, overall improvement to the downtown streetscape as well as more frequent activities and events. For example, of the 1,062 respondents of the downtown questionnaire, over half identified trees, public art, parking lot landscaping, parks and special events as important elements for improving downtown's attractiveness as a place to shop, work, live and socialize. Similar interest and support were expressed by the 180+ participants of the multi-day planning charrette. This input reinforced the analysis findings of the consulting team which determined the downtown environment to be (public realm) significantly lacking in these types of civic infrastructure.

While improving downtown's public realm is critical for its success and a top priority of the Downtown Steering Committee, so are the associated operations and maintenance. One

only has to examine the numerous public questionnaire comments concerning the "run down" condition of downtown's physical environment or the "lack of things to do besides going to bars" to understand that previous belt tightening and go it alone policies and practices haven't improved downtown's image or competitive advantage. With attractive, well maintained central business districts like Ames, Cedar Falls and Des Moines less than an hour away, Marshalltowners have a variety of available options for meeting their shopping, dining and entertainment needs. A key aspect of fulfilling the community's vision for a vibrant, beautiful and welcoming downtown must include investments in physical and organizational infrastructure.

Recognizing the continued pressure for City government to do more with less underscores the need for the private sector to step up and participate in the continued stewardship of downtown's success. Moving forward, a primary recommendation of this plan is for Marshalltown's downtown business and property owners to secure a permanent program and funding source for day-to-day operations and maintenance of district area streetscapes, park / public

gathering spaces and programming activities and events. At present there are at least three options for meeting these needs and each option has its' share of challenges. Options could include:

1. Funding through the City general fund with work being managed and performed by its Parks or Public Works Departments.
2. Funding through Tax Increment Financing with work being managed and performed by either the City's Parks or Public Works Departments or by a private contractor.
3. Establish a SSMID (Self-Supported Municipal Improvement District) that contracts with a private company.

As the primary mechanism for Iowa property and business owners to fund district-specific improvements and services, SSMIDS have proven highly successful for downtown business districts at a range of community scales from cities with populations as small as Spencer (11,500), to those as large as Cedar Falls (39,200) and Des Moines (204, 433). Hopefully, downtown business and property owners can look to the popularity and success of existing programs such as the hanging flower baskets, as a barometer of civic commitment and move forward in adopting a SSMID for Marshalltown's Central Business District. Regardless of the chosen funding path, this type of activity would need to be phased in over time in coordination with the implementation of improvements and frequency and scale of activities / events.

FUNDING

From the locally-based Martha-Ellen Tye Foundation to the National Endowment for the Arts, the City of Marshalltown has a strong tradition of pursuing and securing public and private/non-profit funding for the purposes of community investment, betterment, and overall impact. While all traditional and newly available funding streams must be considered for future development and redevelopment projects to alleviate associated funding gaps, special attention should be paid to the following funding opportunities.

Federal Opportunity Zone

Due to a portion of the study area's existing designation as a Federal Opportunity Zone, investment gains made within the Opportunity Zone boundary through a Qualified Opportunity Fund are eligible for tax deferment in accordance with the "Tax Cuts and Jobs Act of 2017." Multiple catalyst projects developed as a part of this Plan are located within the designated Opportunity Zone boundary and should be promoted locally, regionally, and nationally to Qualified Opportunity Funds as tax-advantaged

investment opportunities. Additionally, this Plan – or a portion of it – may be used as an investment prospectus for promoting Qualified Opportunity Fund investment in Marshalltown's Opportunity Zone boundary area.

State of Iowa-IEDA Funding

The Iowa Economic Development Authority's (IEDA) Community Catalyst Building Remediation program provides grants to communities for redevelopment, rehabilitation, or deconstruction of buildings to stimulate economic growth or reinvestment in the community. The City of Marshalltown was awarded \$1 million in special funding from IEDA through this program in 2019 and future projects eligible for funding should consider preparing pre-applications with a minimum request of \$25,000.

IEDA's Enhance Iowa Community Attraction and Tourism (CAT) grant program provides funding to assist communities with recreational, cultural, entertainment, and educational attraction projects that are available to the general public for use. The "festival park" concept included

in this Plan and other related public space and facility projects may be candidates for this competitive, vertical infrastructure funding program. A minimum of 65-percent of total project funding must be committed by non-state sources and the maximum project award is \$1 million. Applications are accepted on a quarterly basis by IEDA.

Tax Credit Opportunities

Because of Downtown Marshalltown's historic and existing mix of residential, commercial, industrial, and public space – and this Plan's recommendation for future mixed uses – all future development and redevelopment project proposals within the study area should be evaluated for their relevant tax credit eligibility on a project-by-project and site-by-site basis. This includes a combination of state and federal tax credit programs administered by various agencies (e.g. IEDA and Iowa Finance Authority) including housing tax credits, historic preservation tax credits, and brownfield and grayfield site redevelopment tax credits.

Other Funding Options

Other funding options include:

- Iowa Finance Authority - \$1 Million in low interest loans for downtown development
- IEDA facade improvement program
- Main Street Iowa \$75,000 challenge grants
- Local tax incentives, Tax abatement or TIF, including facade and code updates
- Other local recovery funds through the Community Foundation of Marshall County
- EDA program funding for project implementation in the Opportunity Zone

CONCLUSION

While the city started with the downtown in furtherance of their commitment to optimizing its development potential and fostering its recovery from the July 2018 tornado, knowledge gained during the planning process can be used to inform efforts in other parts of the community. Whereas properties in infill locations, compared to those

on the fringe or in greenfield settings, share many of the same physical constraints, they can benefit from several of the same resources and remedies. A significant benefit of strategic planning initiatives such as this one is that they foster a greater understanding of the challenges faced by both the public and private sectors. This understanding often leads to greater empathy and shared commitment to pursue solutions that are equitable to both parties.

Finally, redevelopment programs are widely understood to be undertakings that benefit not just the investment interests of owners in downtown, but also the community at-large. As such, they should be considered both a community development and economic development imperative. Many corporate site seekers place equal value on facility costs, wage rates, and available facilities, as they do visible public commitment to valued community assets. All too often communities focus their economic development efforts on industry growth and attraction initiatives, rather than improving and maintaining the very place they are attempting to attract these investors to.



Marshalltown's annual art festival draws thousands of people to the city and the downtown. Hosting additional events more frequently supports downtown's role as a local and regional destination, boosting spin off spending and strengthening community identity and pride.

CHAPTER 4

DOWNTOWN TODAY - 2018

MARKET
BUILDING USE
WALKING + BIKING
GREENSPACE
FORCES + ISSUES

With its diverse mix of uses, public spaces, old and new buildings, one way streets, on and off-street parking and full complement of travel modes, downtown is Marshalltown’s most unique and complex environment. Analyzing the multiple functions, systems, forces and issues within downtown laid the technical foundation for planning and design explorations prepared during the 4-day community design charrette. Existing systems / elements examined during the planning process included:

- Previous related planning studies
- Real estate market, land values and utilization
- Building conditions, types, design, uses and coverage
- Street widths, directions, traffic volumes
- Walkability and bike facilities
- Parking on and off-street counts, restrictions, design
- Alleyways
- Streetscape
- Green space, plantings
- Zoning regulations and design standards
- Long-term funding, operations and maintenance of public realm

Table 4.1 Downtown Parcel Utilization

Land Use Type	Trade Area Demand (10 Year)	Downtown Marshalltown			
		Market Share		Absorption (Units/Sq Ft)	
		Low	High	Low	High
Residential (Units):					
Attached Ownership	372	15%	20%	56	74
Rental Apartments	428	15%	20%	64	86
Subtotal	800			120	160
Non-Residential (Sq Ft):					
Retail/Restaurant/Service	650,000	10%	15%	65,000	97,500
Office/Employment	662,000	10%	15%	66,200	99,300
Subtotal	1,312,000			131,200	196,800

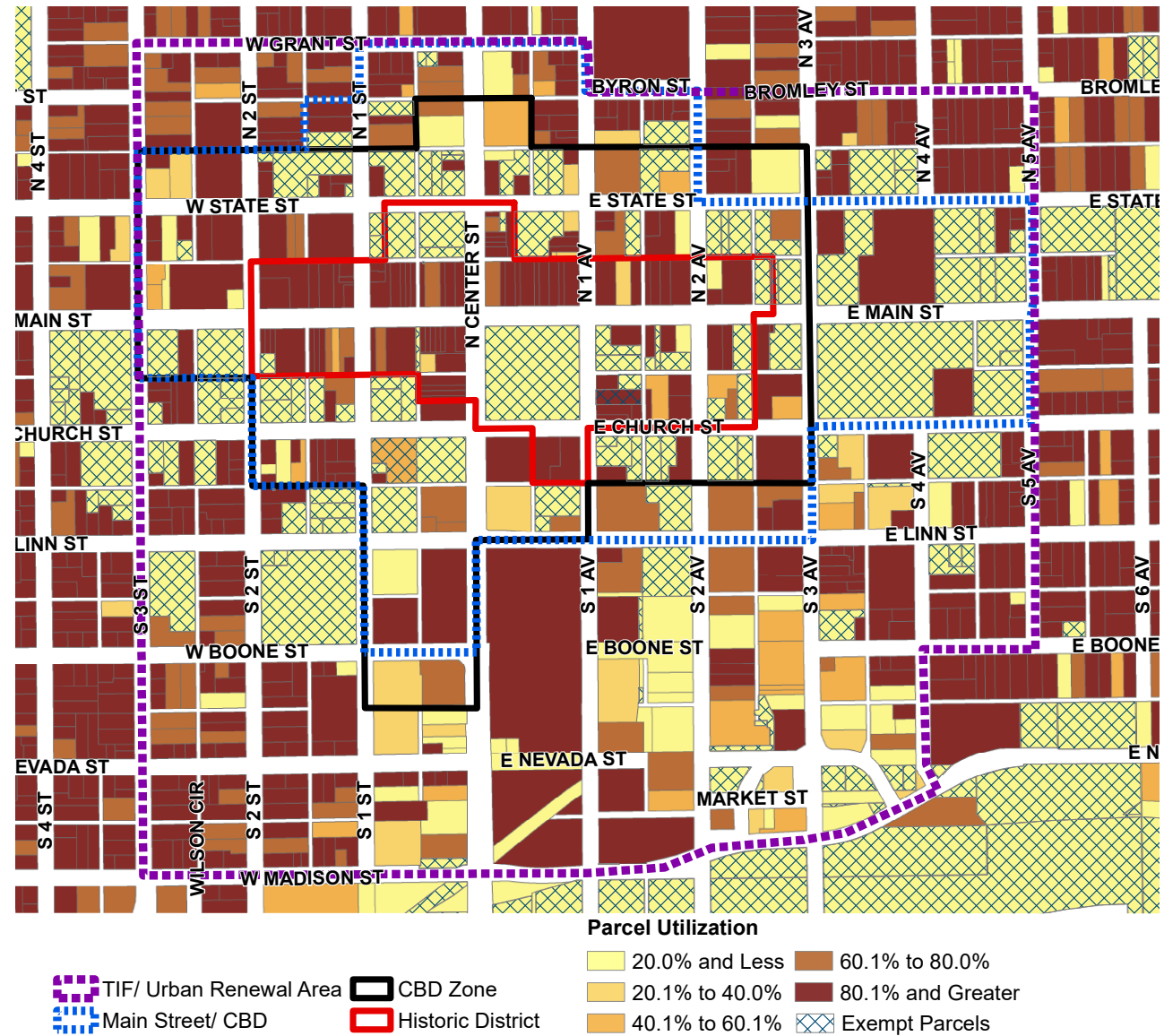
Source: Ricker | Cunningham.

This section of the Downtown Master Plan provides a brief overview of analyses efforts. The full analysis materials are provided in the Appendix.

Market

When it comes to planning for redevelopment and new uses such as shops, apartments, restaurants or professional offices, having current real estate projections provide a reality check, helping to balance creative vision with market reality. Table 4.1 summarizes a potential ten-year absorption for downtown housing, retail/commercial uses and the Utilization Map identifies parcel utilization based on US Census and ESRI data. This information played a role in exploring concepts for replacing buildings lost to the tornado as well as other opportunity sites in the downtown.

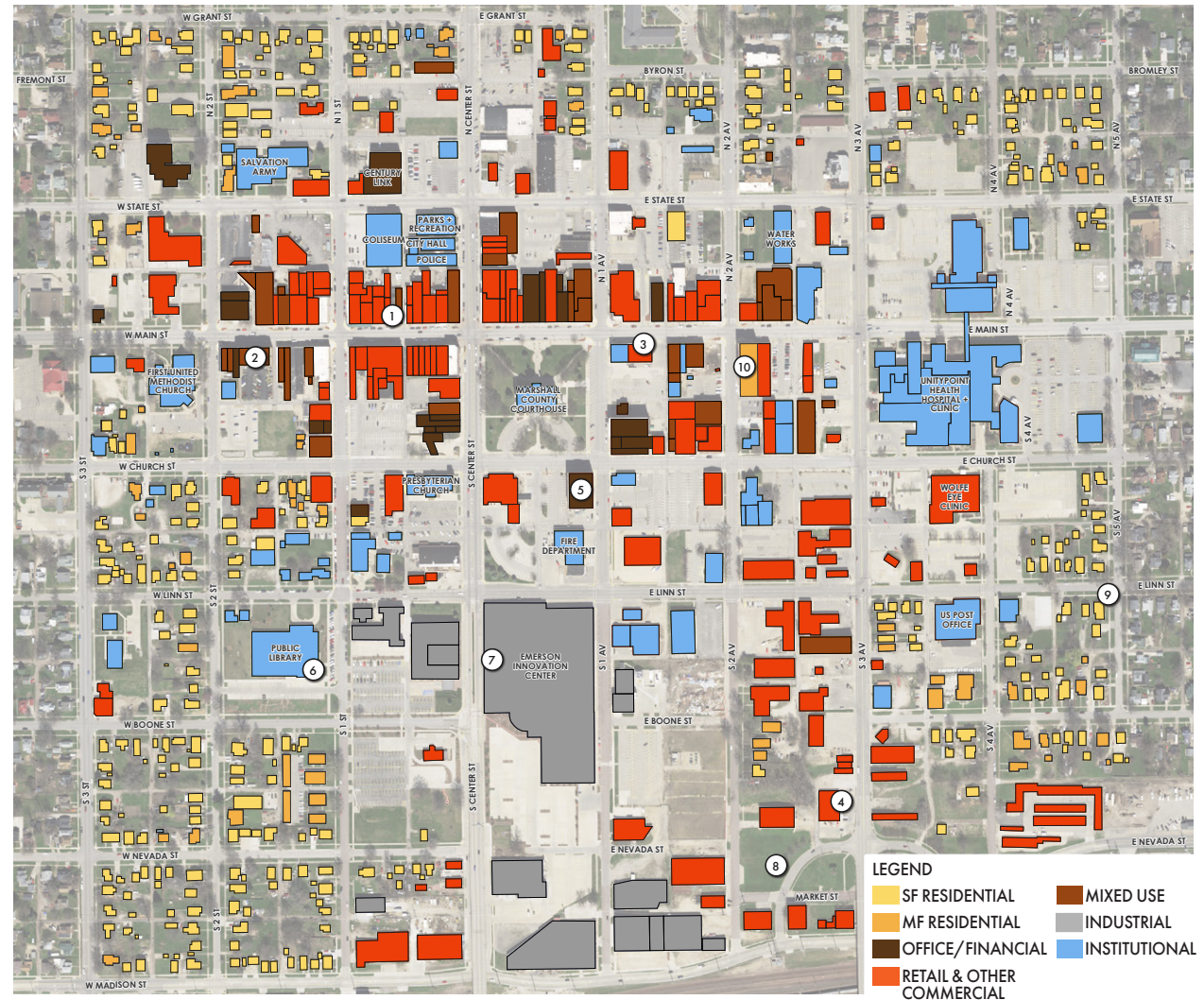
Figure 4.1 Downtown Parcel Utilization



Building Use

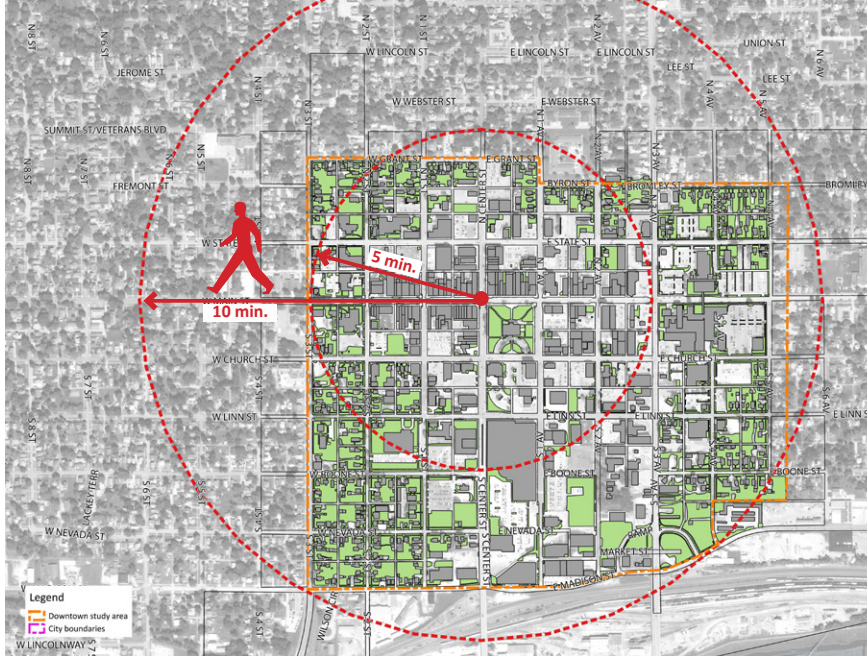
Due to the extensive nature of tornado-related building damage, assessment of existing downtown buildings was an ongoing task, with project base maps being updated multiple times during the planning process. A review of existing building use shows retail/commercial uses concentrated in the downtown core along Main Street and along the S 3rd Avenue corridor while industrial and technology-related uses are concentrated to the south of Linn Street. Institutional and public uses (with the exception of the County Courthouse and City Hall) occupy the perimeter of the downtown commercial core and older multifamily and single family uses located at the outer margins. Strategies and recommendations related to building uses are described in Chapter 2 of this Plan.

Figure 4.1 Downtown Building Use*



*Building status is rapidly changing and designations/status shown on maps may not be current as owners continue to evaluate building conditions and costs to repair.

Figure 4.3 How Far Could You Get Walking from Downtown?



Walking and Biking

As described in Chapter 2, walking and biking offer multiple benefits from improved health and wellness to reduced parking demand. Downtown has a good foundation for walkability, with generally flat terrain, interesting buildings, and a well-connected network of sidewalks. The red circles shown on the accompanying maps identify the distance a person could walk within five and ten minutes starting from W Main and Center Streets using a standard walking speed of 3 miles per hour (comfortable adult pace).

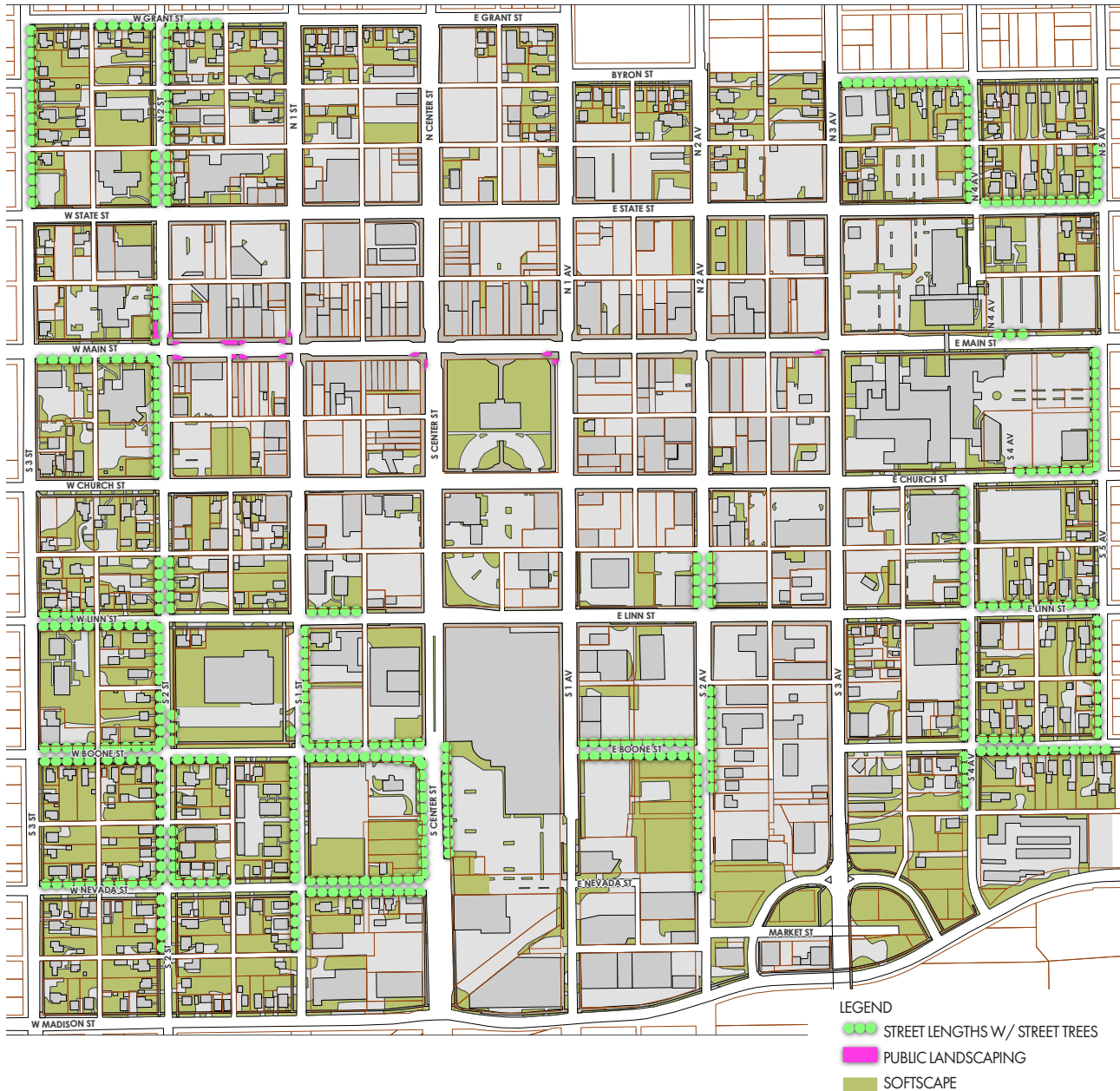
The smaller red ring is a 5 minute walk (a distance of 1/4 mile), and the outer ring is 10 minute walk (distance of 1/2 mile). While walking is accommodated, the quality of the walk is negatively affected by the lack of greenery, poor building conditions, numerous interruptions from parking lot driveways, etc. Investing in streetscape and greening improvements would help address these conditions and concerns.

Figure 4.4 How Far Could You Get Biking from Downtown?



Marshalltown has good conditions for bikeability, with a compact form that makes most of the city's destinations reachable within a short bike ride. Although a comprehensive network for bicycling is not currently in place, just a few improvements along key routes could really make a big difference in the city and in the connectivity to and from the downtown. The red circles shown here depict the distance that a person on a bicycle could easily reach within a five and ten minute ride from the intersection of Center Street and Main Street in downtown. The biking speed used for calculations is 10 miles per hour, a slow and comfortable pace for most adults. The smaller red ring is a 5 minute bike ride (a distance of 4/5 mile), and the outer ring is 10 minute bike ride (a distance of about 1.6 miles) from Center and Main.

Figure 4.5 Downtown Hardscape/Softscape



Green Space

Downtown business districts have traditionally been concentrations of buildings, streets, alleyways, sidewalks and parking lots, and other than street trees or town squares, they have very limited green spaces. While downtown Marshalltown is no exception to this pattern, what would typically be the town square is occupied by the Marshall County Courthouse and parking lot. The downtown is also devoid of street trees. Even the recent Gallery Garden pocket park is primarily a hardscaped seating plaza. The Hardscape/Softscape Figure illustrates the distribution and extents of areas covered by lawn (approx. 68%) as well those streets hosting shade trees. As downtowns have embraced their roles as multifunctional centers for living, working, socializing, entertaining, and learning they have also begun to embrace the conversion of gray space to green space. Downtown Marshalltown's extensive network of wide streets, sidewalks, numerous parking lots and vacant and underutilized sites, offers ample opportunities for greening.

A related issue is the lack of an organization and funding stream focused on the operations and maintenance of greening and other streetscape enhancements. It will be important to coordinate future greening and public space improvements with the establishment of a related organization, program and funding.

Forces and Issues

The dominant forces affecting the downtown today are illustrated in the Forces and Issues figure. This figure summarizes key physical, organizational and political aspects of the downtown that informed this plan. The full extent of downtown analysis work can be found in Appendix 4

-  HISTORIC MAIN STREET/COURTHOUSE SQUARE WITH HIGH WALKABILITY
*RESTORATIONS, RENOVATIONS, AND MIXED-USE INFILL OPPORTUNITIES
-  SIGNIFICANT BUILDING LOSS AND SITE VACANCY
*EXPLORE REVITALIZATION WITH NEW DEVELOPMENT - AUTO AND WALK-UP
-  CONFUSING AND DISRUPTIVE ONE-WAY STREETS
*TRAFFIC LEVELS AND SPACE SUPPORT CONVERSION
-  MASTER PLAN FOR HIGHWAY 14/3RD AVE - COORDINATE AND INTEGRATE RECOMMENDATIONS WITH DOWNTOWN REVITALIZATION EFFORTS
-  PRIMARY AND SECONDARY GATEWAYS
-  OPPORTUNITY ZONE
-  POTENTIAL HOSPITAL REDEVELOPMENT SITE
-  BASIC/UNADORNED BRIDGES
*PLACEMAKING IDENTITY
-  ON STREET PARKING - DIFFICULT TO MANEUVER, LOW TURNOVER RATES, HIGHEST TRAFFIC COUNTS FOR EAST WEST STREETS
-  SURFACE PARKING LOTS UGLY AND IMPERVIOUS *NEED WAYFINDING AND SIGNAGE, LANDSCAPE AND LIGHTING ENHANCEMENTS
-  SIGNIFICANT LACK OF TREES AND GREEN SPACE
*MAJOR GREENING OPPORTUNITIES

Figure 4.6 Forces and Issues

