

IA HIGHWAY 14 CORRIDOR STUDY

CITY OF MARSHALLTOWN, IOWA
MAY 2018

MARSHALLTOWN
IOWA

 **BOLTON
& MENK**
Real People. Real Solutions.

DESIGNWORKSHOP

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ACKNOWLEDGEMENTS

SPECIAL THANKS TO:

The many community members and public participants who provided feedback to help define the final recommendations for this document.

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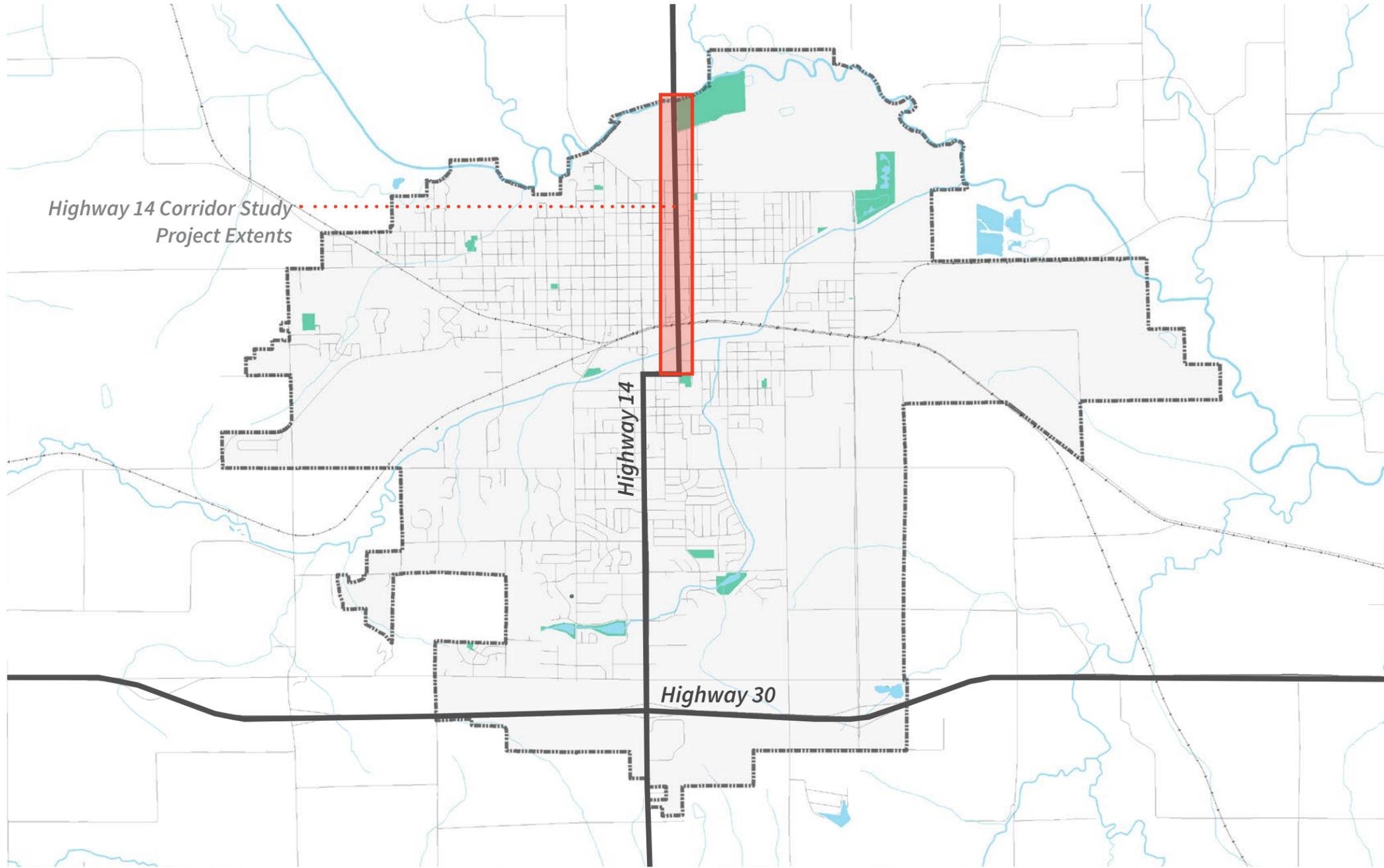
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INTRODUCTION 1



Highway 14 Corridor Context Map

CORRIDOR CONTEXT

The Highway 14 Corridor serves as one of the primary gateways into the City of Marshalltown. This major arterial roadway provides a key connection to the City's growing and thriving downtown, and runs directly through the heart of the community.

Vital to the utilization of this corridor is its proximity to Highway 30, a heavily traveled route. These two major road networks welcome residents and visitors alike to the City of Marshalltown.

Furthermore, Highway 14 provides connections to large corporations within the community, including Emerson Process Management and JBS Swift & Company. The railroad, viaduct and Linn Creek have historically impacted this corridor as a barrier.

The revitalization of this primary thoroughfare has the potential to provide vast improvements for the community as a whole due to its location, use, and proximity to key businesses, landmarks and destinations.

PROJECT BACKGROUND

Highway 14 / 3rd Ave. has long been the vehicular backbone of Marshalltown. Transecting the community from North to South, there are few residents and visitors who do not use this corridor as means of getting to or from their destination. Residents, patrons, businesses owners, delivery drivers, and visitors depend on Hwy 14 as part of their daily routine. Like many of arterial roads in the communities we live and work in, there comes a point where planning, reinvestment and a new vision become essential to ensuring the successful future of the corridor. As a joint effort between the Martha Ellen Tye Foundation, Region 6 Planning Commission and City of Marshalltown, a vision was developed to help re-energize the northern portion of the Hwy 14 corridor.

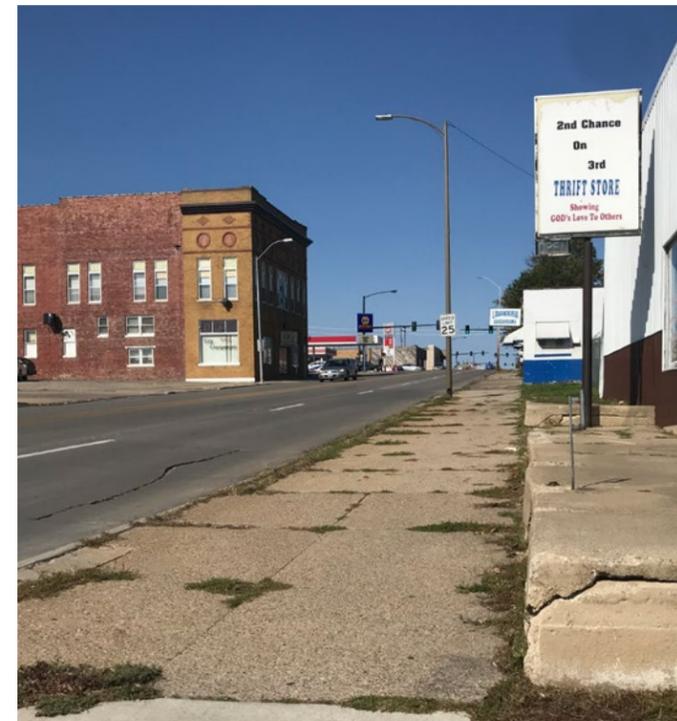
Improving the safety of the **corridor for all users, increasing opportunities for economic development and incorporating beautification strategies** are among the primary goals set forth by the project partners. The outcomes of this study are comprehensive, long-term, attainable and right-sized for the Marshalltown community. Critically important to the successful implementation of the opportunities presented herein, is the necessity for public/private partnerships, a diversity of funding sources and flexible solutions. The contents of this document includes:

- An understanding/evaluation of the existing corridor conditions
- Community input survey results and public outreach outcomes
- Summary of corridor statistics including: demographic information, traffic volumes and crash history data
- Conceptual design of Right of Way (ROW) improvements
- Land-use and zoning recommendations/modifications
- Funding strategies
- Step-by step implementation planning
- Conceptual urban design scenarios for specific Study Areas
- Artistic renderings of proposed improvements

The outcomes of the Highway 14 Corridor Study include a range of improvement strategies that are derived from the input of the community. Some recommendations are intended to be immediate or near term improvements but many were developed with the understanding that they will take time and multiple phases to implement.

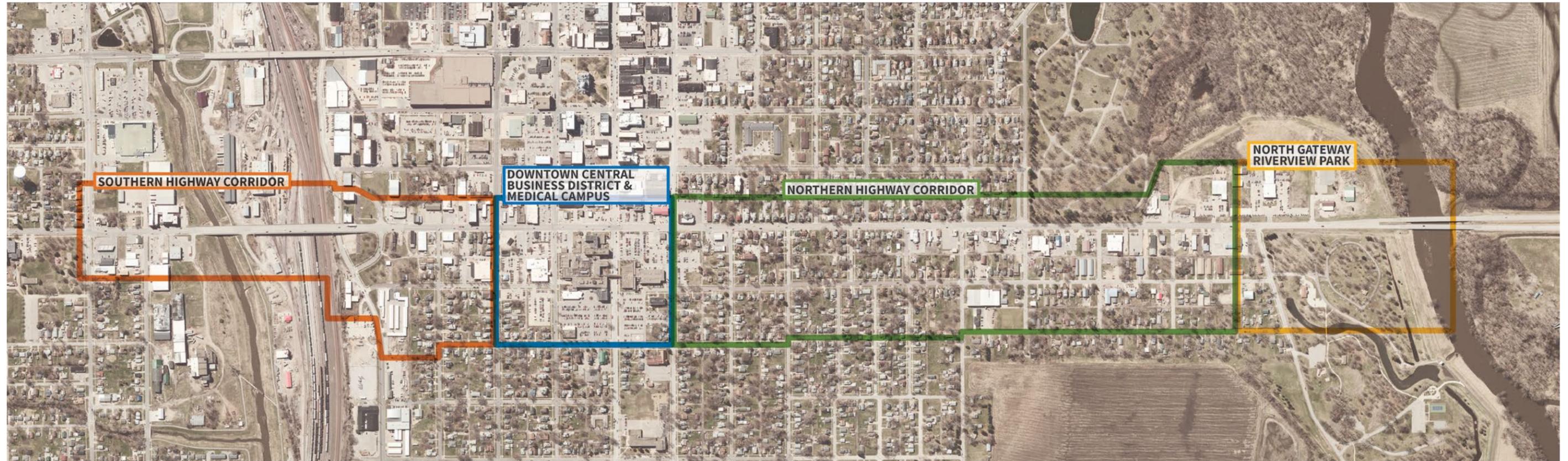
The Iowa Department of Transportation (DOT) has allocated funding for Maintenance resurfacing Highway 14 through Marshalltown in FY2019. The scope of that project includes a mill and overlay of the existing road surface and improvements to ADA pedestrian ramps at each intersection that is affected. Due to the completion of the Highway 14 Corridor Study, the DOT District I office has a mutual agreement with the City of Marshalltown to potentially delay the resurfacing project from Anson St. north to the city limits for a few years. Upon completion of the Highway Corridor Study, the City will then decide if additional improvements will be considered for implementation at the time of the resurfacing project of the Study Area. Additional improvements such as those identified herein, will require additional funding for improvements that are above and beyond the DOT's allocated budget for the project. If the city should choose not to implement any further improvements within the ROW, the DOT will proceed with the original project scope. The life expectancy for the resurfacing project is approximately 15 years.

The Highway 14 Corridor is diverse, has a mix of land-uses and variable ROW widths. The character of the corridor is primarily utilitarian in nature. Few accommodations exist for pedestrians, inhibiting walkability. Existing road and sidewalk conditions have poor access, degrading pavement surfaces, and amenities vary throughout the corridor. The following page identifies the four focus areas that define the existing corridor.



Images of existing conditions of Highway 14 Corridor.

CORRIDOR FOCUS AREAS



Highway 14 Corridor Study, overall Study Area defined by Focus Areas.

SOUTHERN HIGHWAY CORRIDOR

- Southern gateway opportunity
- Prominent intersection experience at Anson St.
- Corridor connection to Anson Park
- Redevelopment and urban infill opportunities
- Connections to residential neighborhoods
- Viaduct enhancements

DOWNTOWN CENTRAL BUSINESS DISTRICT & MEDICAL CAMPUS

- Critical entrance points to Downtown
- Prominent intersections and pedestrian access points
- Exposure and arrival opportunities for downtown businesses
- Anchored by medical campus
- Redevelopment and urban infill opportunities

NORTHERN HIGHWAY CORRIDOR

- Transition zone into downtown
- Mix of land use and zoning
- Constrained ROW in areas, creating narrow sidewalks and limited pedestrian accommodations
- Primary truck entrance/access point for JBS
- Variable ROW width

NORTH GATEWAY & RIVERVIEW PARK

- Gateway entrance to City, the first impression
- Prominent intersection and entrance to Riverview Park
- Speed transition zone from rural highway into urban area
- Wide ROW with opportunities for pedestrian accommodations, monumentation and streetscape amenities

CORRIDOR STUDY PROCESS



Marshalltown Comprehensive Plan 2030

NOVEMBER, 2012

Connect
Renew
Design



MARSHALLTOWN COMPREHENSIVE PLAN 2030 2012

The Comprehensive Plan 2030, adopted in 2012, addresses the following topics:

- Introduction, Vision and Goals
- Land Use and Community Design
- Housing
- Transportation
- Parks, Trails and Open Space
- Community Facilities
- Economic Development
- Implementation

This plan was reviewed to assess the previously considered issues and opportunities with land use and community design.

2018-2028 STRATEGIC MASTER PLAN

MARSHALLTOWN PARKS & REC



2018-2028 STRATEGIC MASTER PLAN | MARSHALLTOWN PARKS & RECREATION 2017

Marshalltown's 2018-2028 Parks and Recreation Strategic Plan was developed by Bolton & Menk and created a vision to preserve, enhance, and grow the park and recreation opportunities within the city. The overarching goal for this plan was to serve as a comprehensive, usable document, to cater to the growing and evolving recreational needs of the community.

This plan included a National Recreation and Park Association department evaluation, an inventory of all park conditions and amenities, and helped establish short, mid and long-term improvement strategies for Marshalltown to improve their park and recreation offerings.

This plan was analyzed and confirms the need for addition trails and greenspace to better serve the area along Hwy 14 Corridor.



Housing Market Assessment

City of Marshalltown
Marshall County, Iowa



Prepared for:
Marshall Economic Development
Project #17-5547

Effective Date: November 30, 2017
Site Inspection: November 8-9, 2017



10400 Little Patuxent Parkway ■ Suite 450 ■ Columbia, Maryland 21044 ■ 410.772.1004 ■ Fax 866.243.5057
1905 Woodstock Road ■ Building 900, Suite 9250 ■ Roswell, Georgia 30075 ■ 770.517.2666 ■ Fax 866.243.5057

CITY OF MARSHALLTOWN HOUSING MARKET ASSESSMENT 2017

The Marshall Economic Development (MED) initiated this study of the housing market in the City of Marshalltown. The goals of this report include:

- Update a previous Housing Market Assessment, 2014
- Evaluate the conditions of the current housing market
- Understand the balance of supply and demand in the rental and for-sale markets
- Identify housing gaps

This report includes a comprehensive view of the housing market in Marshalltown including:

- Neighborhood and site analysis
- Economic analysis
- Market area
- Community demographic area
- Competitive housing analysis
- Findings and conclusions

This housing market report determined recommendations for rental and for-sale housing. Rental housing should accommodate more higher income tenants than what the LIHTC units serve (60% area median income) by focusing on residents and commuters who earn between \$35,000 and \$99,000 per year. Building types suitable for this demographic include: garden-style buildings, downtown loft apartments, townhomes and attached homes, and single-family detached homes. "Regardless of product type and location, a newly constructed rental community will be attractive to prospective renters in and around Marshalltown and will be among the most attractive in the market upon construction" (page xiv). Independent senior rental housing was identified as a priority as well.

For-sale housing is recommended to focus on a moderate price range between \$150,000 and \$225,000 and could be single-family detached homes or townhomes and attached home options.

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COMMUNITY PROFILE 2

COMMUNITY PROFILE COMPARISONS

This profile section provides insights and understanding to what makes up a community using descriptive data.

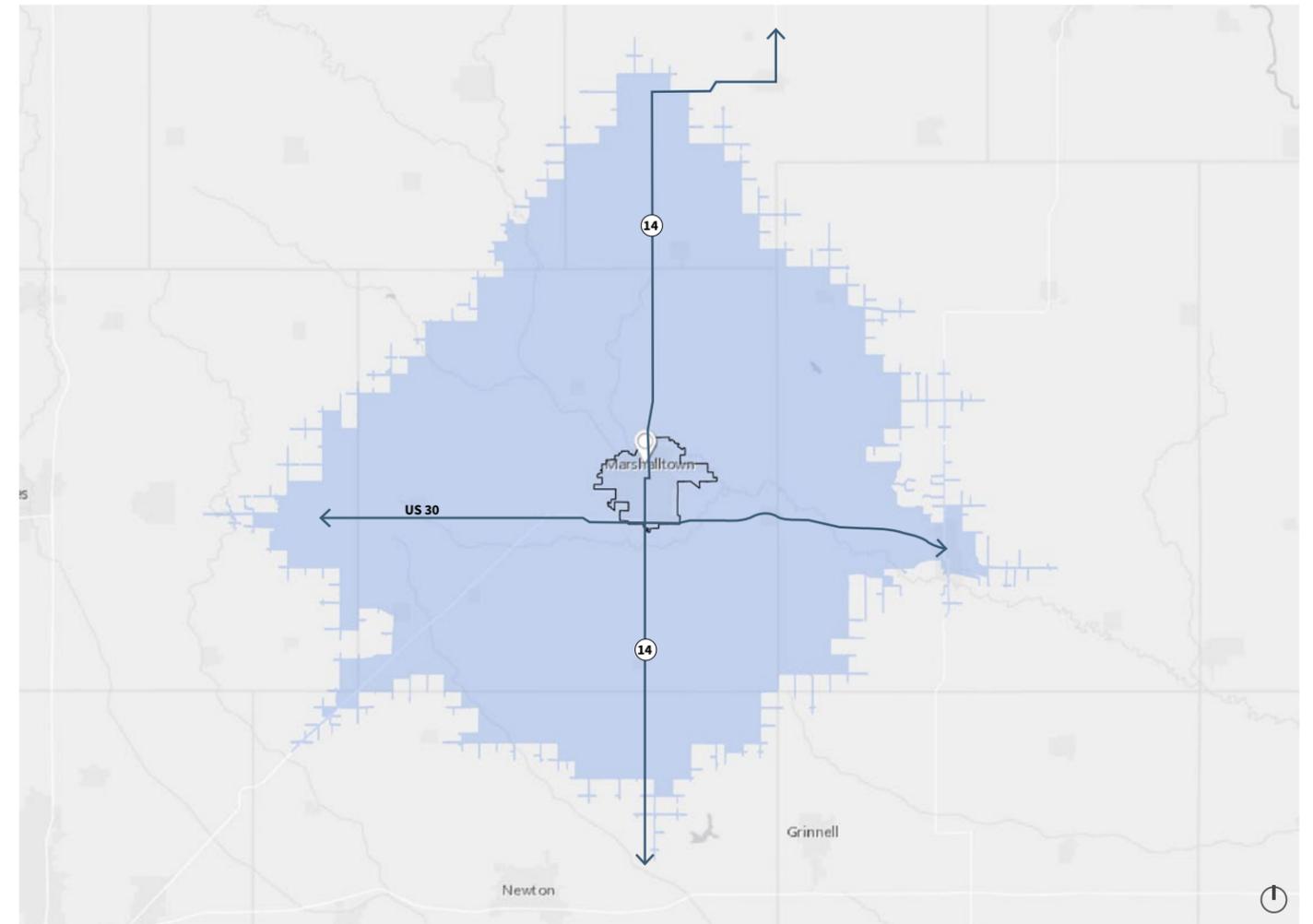
The geographic areas for comparison include the boundary of the City of Marshalltown, areas within a 30 minute drive time of downtown Marshalltown, and the five urban design Study Areas along the Highway 14 corridor.

- 1 Anson Street to Linn Creek
- 2 East Madison Street to East Linn Street (Viaduct Area)
- 3 East Linn Street to E State Street (Downtown)
- 4 Bromley Street to Riverside Street (North Residential Transition Area)
- 5 East Marion Street to the River (North Gateway)

These five Study Areas are utilized to communicate different urban design concepts in the Corridor Visioning Chapter.

The community profile comparisons consider the five Study Areas in terms of total daytime population, housing data, households receiving food assistance, and employment comparisons.

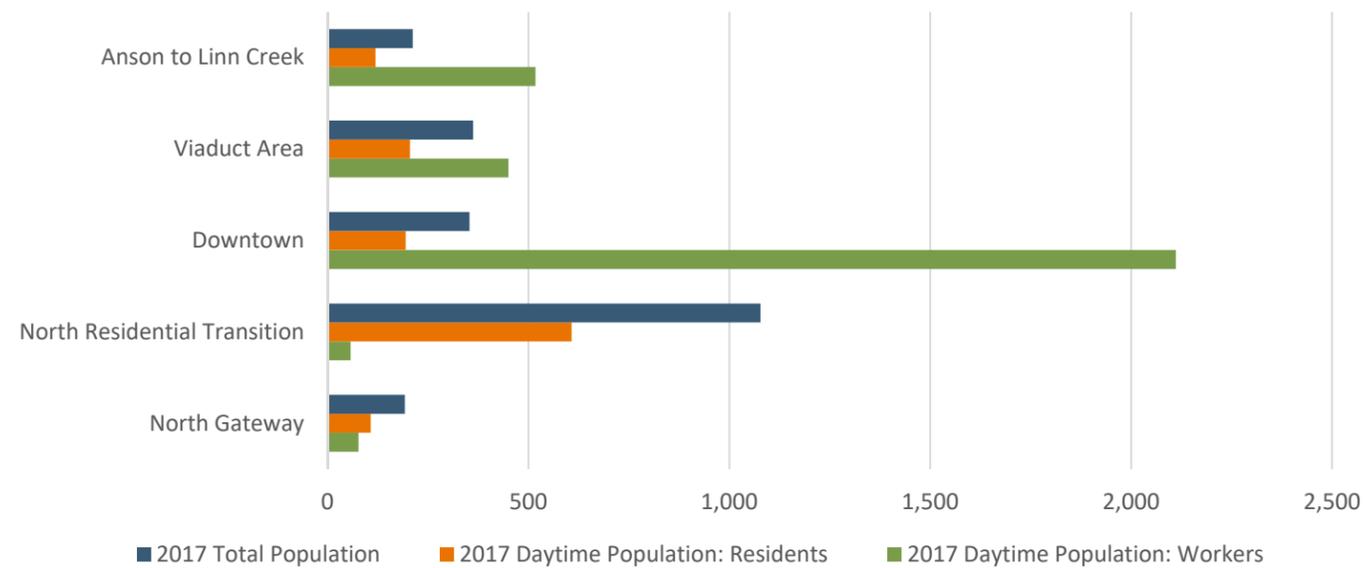
CITY OF MARSHALLTOWN AND 30 MINUTE DRIVE TIME RADIUS



STUDY AREAS LOCATION MAP



DAYTIME POPULATION, 2017



Source: ESRI Business Analyst, 2017

The daytime population analysis compares the total population, daytime resident population, and daytime worker population of the five different Study Areas.

For this analysis, a daytime worker includes persons who live and work in the same Study Area as well as those who commute to the area for work. Daytime residents may be those employed but not at work, the population younger than working age, unemployed residents, or those not in the labor force such as retired persons, homemakers, college students, and non-institutional and institutional group home residents.

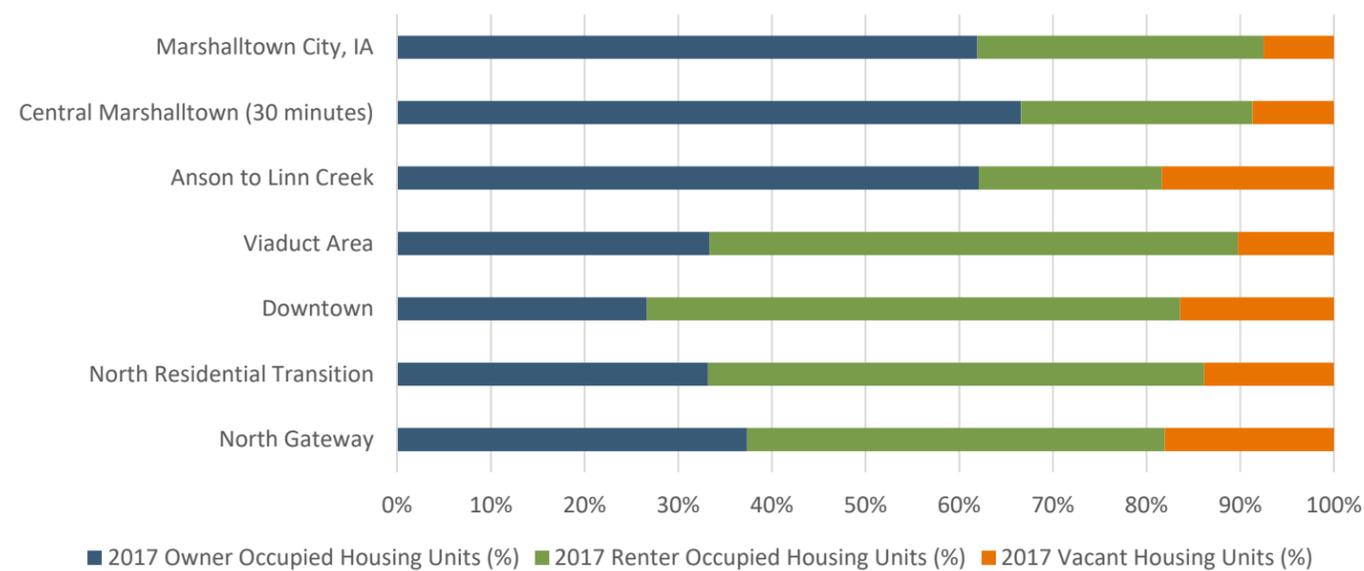
This chart illustrates the expansion and the contraction of the daytime population of each area. The North Residential Transition area boasts the highest total population (over 1,000 residents) but the lowest daytime worker population, which indicates an area primarily consisting of residential land use. In contrast, the Downtown Study Area has a much

lower total population (about 350 residents) and a very vibrant daytime workforce of over 2,000 workers.

Some investors and developers may be interested in capitalizing on the existing vibrant daytime population in downtown with additional commercial offerings, while others may see an opportunity to integrate more housing units.

The Study Area south of Downtown between East Madison Street to East Linn Street shows similar numbers to downtown in terms of total population and daytime population but is vastly different from downtown in terms of daytime residents. Some investors and developers may find this Study Area as an opportunity to extend the vibrancy of downtown south to East Madison Street by adding additional retail and commercial destinations.

HOUSING, 2017



Source: ESRI Business Analyst, 2017

This housing analysis illustrates the percentage of owner-occupied units, renter-occupied units, and vacant housing units (vacant units include both for-sale and for-rent units). This data is shown as a comparison of the five study areas along with the City of Marshalltown and the geographic areas within a 30 minute drive from downtown Marshalltown.

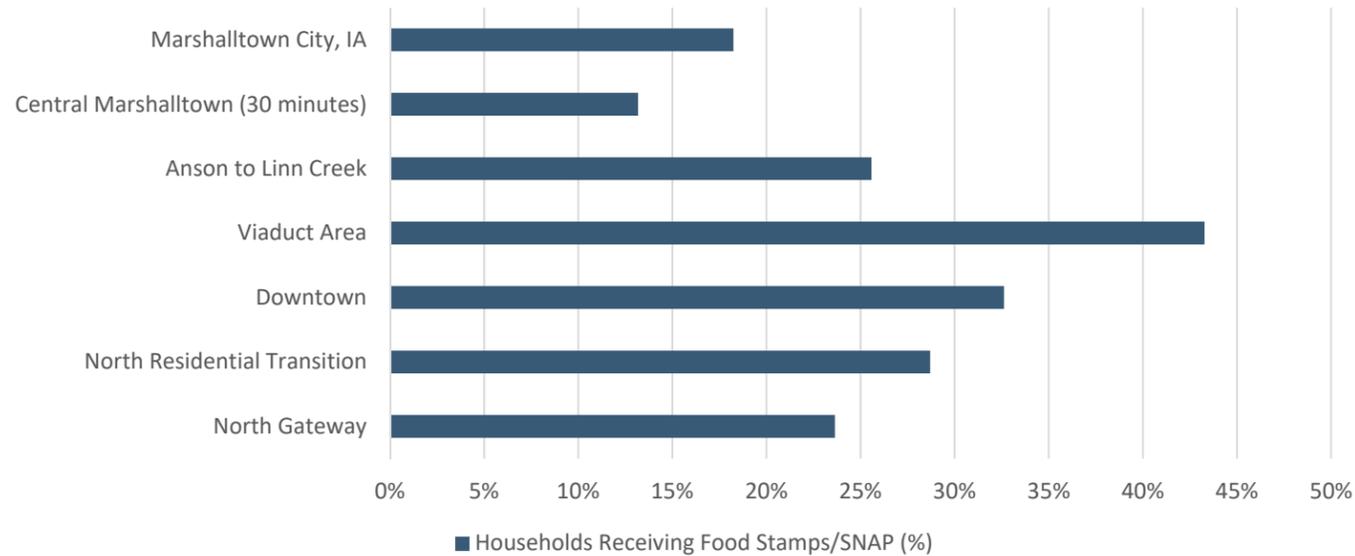
The City of Marshalltown and the areas within a 30 minute drive of downtown Marshalltown show very similar numbers for the different housing categories. If these geographies are used as a benchmark, then, in general, the five study areas are opportunity areas to reduce vacancy and increase owner-occupied units.

The study area from Anson Street to the Linn Creek shows about the same owner occupied housing units as the benchmark however, the vacancy rate is one of the highest of the study areas at 18.6 percent.

The downtown study area shows the lowest owner occupancy at 26.8 percent and a high vacancy rate at 16.5 percent. Investors and developers could consider this an opportunity to integrate more for-purchase housing such as condominiums and townhouses. Additional amenities in downtown such as a drug store, greenspaces, and other daily needs stores could increase the appeal of downtown living and also contribute to reducing the vacancy rate.

All the study areas have an opportunity to reduce vacancy rates. By achieving a reduced vacancy rate along the Highway 14 corridor, the total vacancy rate of the City of Marshalltown's could also decrease.

HOUSEHOLDS RECEIVING FOOD ASSISTANCE, 2017



Another way to understand the communities in the five Study Areas in terms of quality of life and opportunity is evaluating the number of households receiving food assistance.

Similar to the vacancy rate and the owner occupied housing units, the City of Marshalltown and the geographic areas within a 30 minute drive of downtown Marshalltown provide a benchmark. In these areas, the percentage of households receiving food assistance are about 15 percent of the population. The other Study Areas show increased numbers from the North Gateway area at 24 percent to the Nevada Street area at 43 percent.

Source: ESRI Business Analyst, 2017

EMPLOYMENT COMPARISONS, 2017

LOCATION	TOTAL NUMBER OF BUSINESSES	TOTAL EMPLOYED CIVILIAN POPULATION	MEDIAN HOUSEHOLD INCOME	INCOME COMPARISON TO CITY OF MARSHALLTOWN
Marshalltown, Iowa	1,013	12,477	\$48,756	NA
Marshalltown, Iowa within a 30 minute drive time	2,022	25,853	\$52,043	107%
Anson to Linn Creek	21	94	\$38,018	78%
Viaduct Area	48	162	\$39,461	81%
Downtown	82	162	\$30,639	63%
North Residential Transition	14	483	\$29,902	61%
North Gateway	18	85	\$29,476	60%

Source: ESRI Business Analyst, 2017

The employment comparisons table summarizes the total number of businesses, total employed civilian population, median household income, and an income comparison to the median income of the City of Marshalltown. This table shows data from the City of Marshalltown, the geographic area within a 30 minute drive of downtown Marshalltown, and the five Study Areas.

A comparison of the total number of businesses shows downtown with the highest number compared to the other Study Areas (82 businesses). As expected, the residential area north of downtown has the lowest number at 14 businesses. The combined total of businesses within the Study Areas account for 18 percent of the total number of businesses located in the City of Marshalltown.

Considering the total employed civilian population, the Study Area with the lowest number of businesses (14) boasts the highest number of employed persons (483) in the Study Area just north of Downtown, a primarily residential area. The combined total of employed civilian population

within the Study Areas accounts for 7.9 percent of the total employed civilian population in the City of Marshalltown.

The median household income further illustrates the differences between the residents within the Study Areas and those in the City of Marshalltown and those within the 30 minute drive of downtown Marshalltown. This table uses the median household income from the City of Marshalltown as the benchmark. The geographic area within a 30 minute drive of downtown Marshalltown shows a higher median income by 107 percent (\$52,043 versus \$48,756). All five of the Study Areas report a median household income lower than the benchmark of \$48,756. The area just south of downtown, Nevada Street, is the closest to the benchmark at \$39,461 (this is also the area utilizing food assistance more so than the other Study Areas). The Study Area with the biggest discrepancy is the North Gateway with 60 percent of the benchmark median income at \$29,476.

PUBLIC OUTREACH 3

PUBLIC OUTREACH

Community engagement is a critical component to all planning and redevelopment projects. Commitment to inclusive and meaningful outreach strategies serves a key role in a project's overall success. The goal of this project's public outreach plan was to develop an informed consensus by the community as a whole.

Consensus can be defined as **"judgment arrived at by most of those concerned."** Throughout the planning process, the project team provided multiple opportunities and avenues for public engagement. Each of the public outreach, input, and open house opportunities were designed to be engaging activities including:

- Interactive presentations
- One-on-one, round table, and small group discussions
- Dot voting activities
- Mapping exercises
- Comment cards and post-it notes

Special attention was placed on methodologies to include populations that may otherwise be underrepresented. Marshalltown is a diverse community, and therefore it was important to the project team to incorporate a bilingual outreach process. This included bilingual staff members, both an English and Spanish version of the community input survey, and focus area meetings held in multiple locations throughout the community to better engage as many individuals as possible.

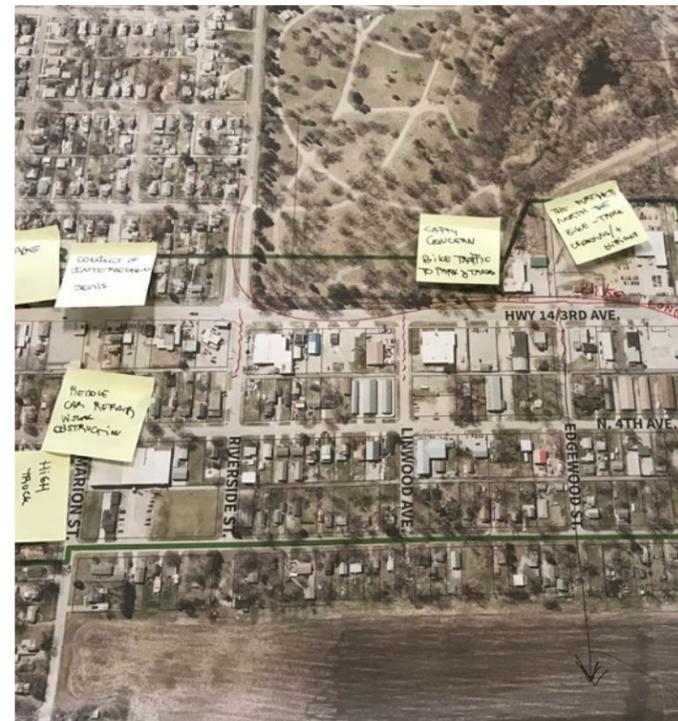
To ensure an informed process, the project team incorporated flexible options for providing input. Not everyone has the time to attend City meetings, or is comfortable voicing their opinions in certain settings. Having multiple tools, strategies, and meeting times/locations helped garner project input and support.

The overall results and findings from the online survey, comment cards, and other input gathering techniques

ultimately guided the recommendations of the plan. The information that was obtained through these diverse avenues was carefully analyzed to help identify overarching community goals and values.

Key stakeholders and steering committee members also helped in identifying the needs of the community, particularly in regards to the Highway 14 corridor. This allowed the project team to determine priorities, issues, and opportunities to be addressed within the plan.

The community's vision served as a guide for each of the proposed outcomes of this planning effort, with recommendations that were derived from the values and goals outlined by the Marshalltown community.

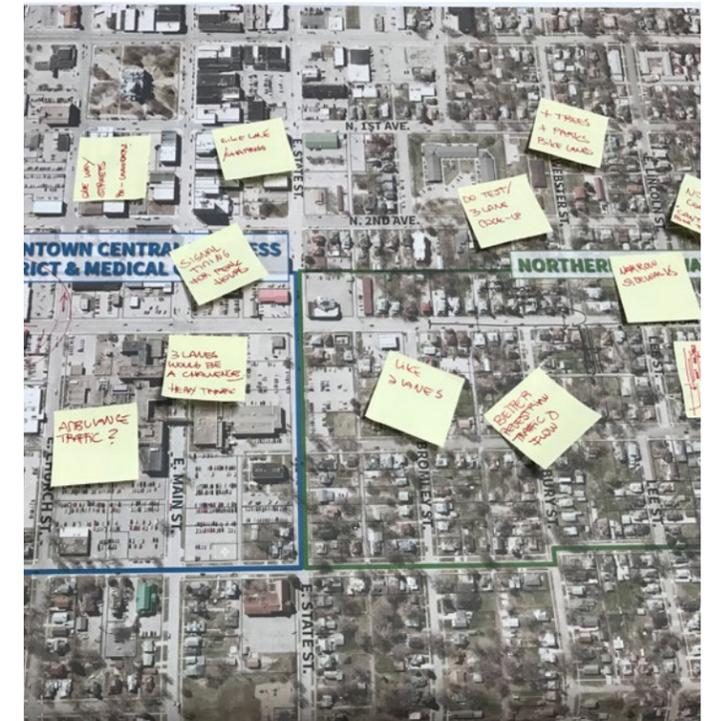


Images from public outreach meetings and mapping exercises.

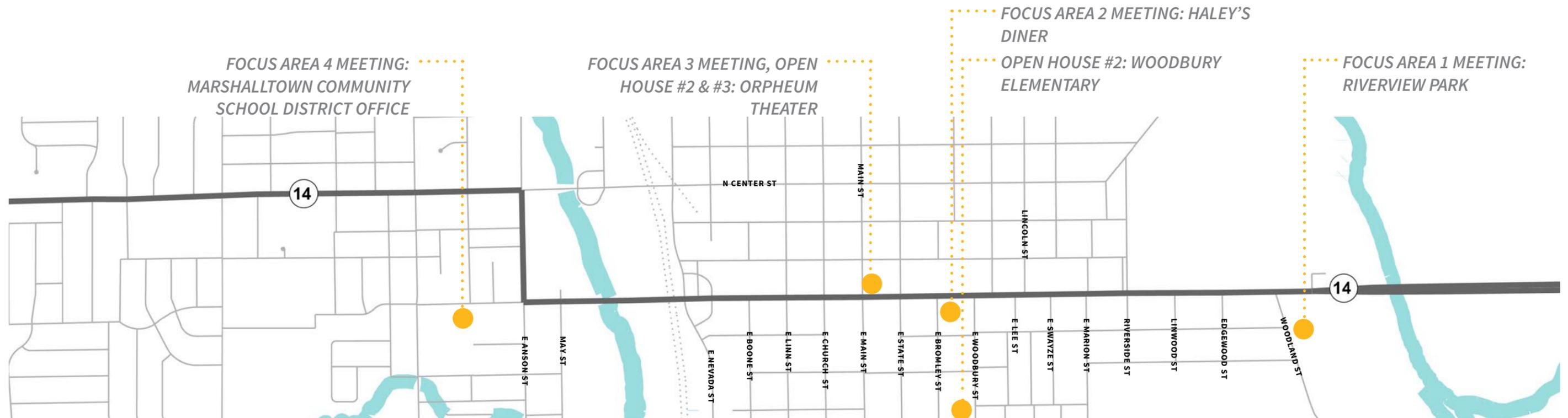
PUBLIC FACILITATION PLAN

- 1 PROJECT KICKOFF MEETING
- 3 STEERING COMMITTEE MEETINGS
- 4 FOCUS AREA MEETINGS
- 3 PUBLIC OPEN HOUSES
- 580 ONLINE SURVEY RESPONSES

OVER 800 PARTICIPANTS



Images from Open House #1.



SURVEY SUMMARY

How do people see the corridor today?

Community members have expressed the need to revitalize the Highway 14 Corridor and improve the overall image, quality of life and opportunities for the northern portion of the town. The amount of run-down or dilapidated properties, poor roadway and sidewalk conditions are a concern among many. The corridor lacks visual appeal and many established businesses are hesitant to invest in their own property, as many of their neighbors may not follow suit. Overall corridor safety is the highest concern and was repeated on numerous occasions throughout the public outreach process.

What does the community think is missing?

Marshalltown has a variety of retail/commercial amenities, ranging from neighborhood scale to big-box, which primarily exists on the south end of the community near Highway 30. Survey participants expressed the need to differentiate the Study Area from the type of amenities located elsewhere in the community. Smaller, neighborhood scale shops, services and food and beverage opportunities are desired along the corridor. The amenities here should take on a character that is unique, has a home-town feel and will draw visitors into town from Highway 30.

Where to start?

When asked about which of the four focus areas should be the top priority of where to start making improvements, the **Northern Highway Corridor** received 61% of the votes. This is the area from State Street to Riverside Street, has the narrowest ROW and is primarily residential.

What are the goals of the community?

Similar to the goals developed by the City at the onset of this planning study, the community expressed a great deal of concern for public safety and the need to improve the quality of life and long-term economic development potential for the Highway 14 Corridor.



COMMUNITY DERIVED GOALS



1. SAFE CORRIDOR FOR ALL USERS



2. INCREASED ECONOMIC VITALITY



3. ACTIVE AND ATTRACTIVE OPEN SPACE



4. IMPROVED LAND-USE COMPATIBILITY



5. INCREASED WALKABILITY

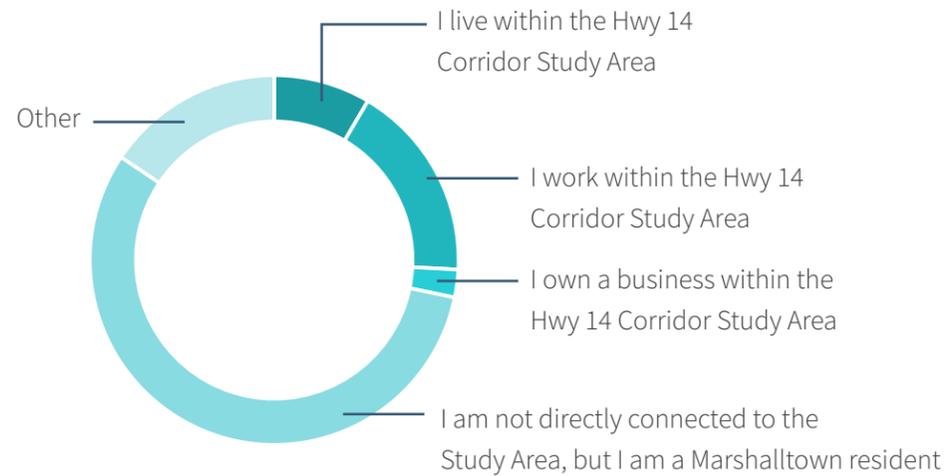


ACHIEVING GOALS

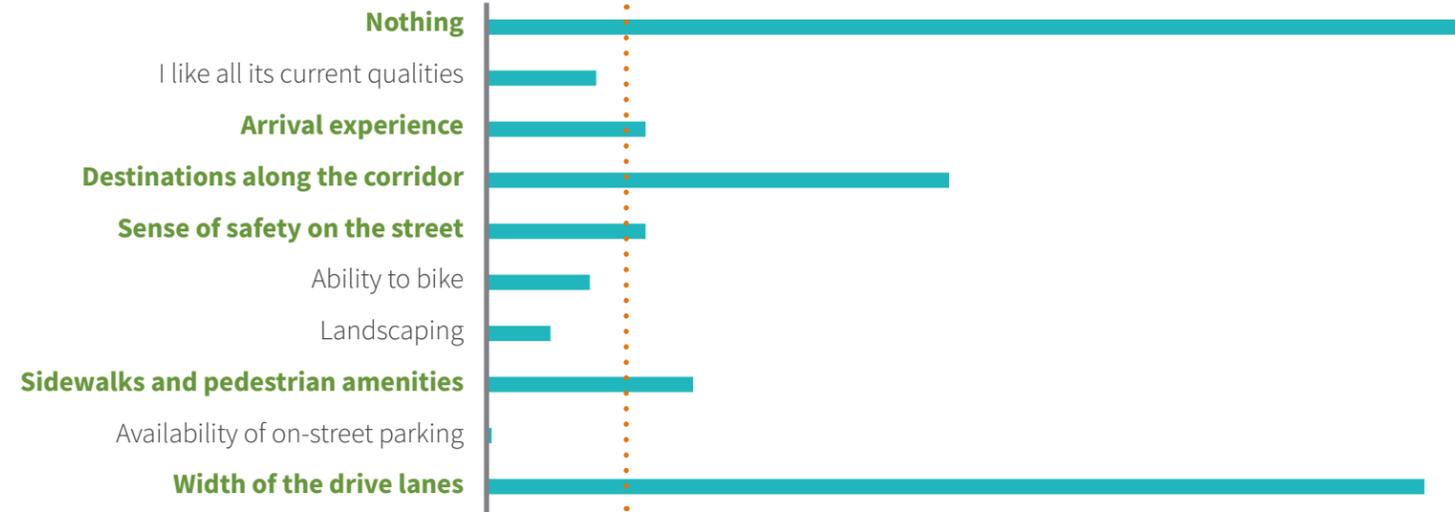
- Design the roadway to accommodate the traffic and speed
 - Reduce vehicular/pedestrian conflicts
 - Provide safe pedestrian crossings/connections
 - Utilize traffic calming measures where applicable
-
- Develop a proactive approach to drive new businesses
 - Target businesses and services that are unique and have an existing demand
 - Create incentives for reinvestment within the community
-
- Create opportunities for open space at strategic locations, which connect users to amenities
 - Provide diverse opportunities/amenities
 - Incorporate art, decorative materials and pedestrian accommodations into the design of open space
-
- Provide buffering between industrial and opposing land uses
 - Develop strategies for changing land use and adapting sites for different uses
 - Create incentives for redevelopment
-
- Provide wider and well-maintained sidewalks and trails
 - Identify and eliminate gaps in routes
 - Provide pedestrian accommodations where needed
 - Create a pedestrian friendly corridor

COMMUNITY INPUT SURVEY RESULTS

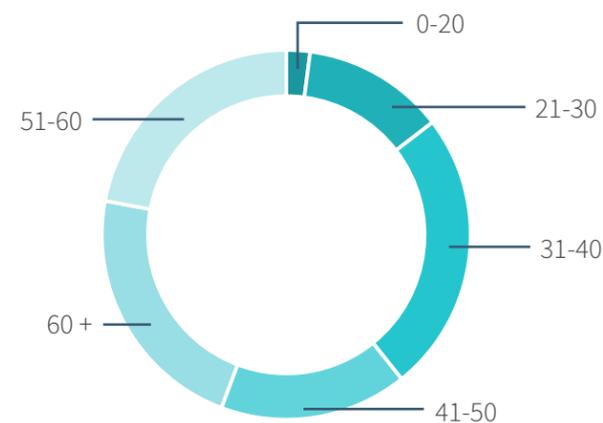
WHICH BEST DESCRIBES YOU?



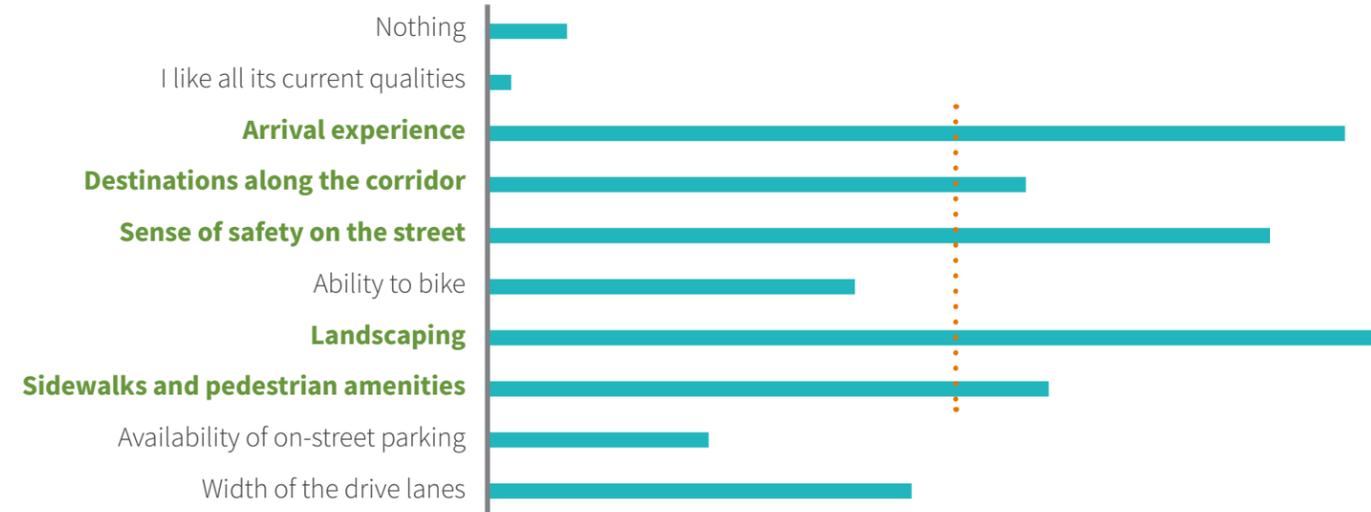
WHAT ATTRIBUTES DO YOU LIKE THE MOST ABOUT THE CORRIDOR TODAY?



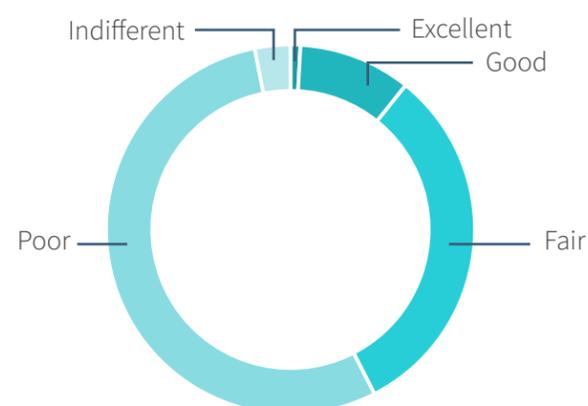
WHAT IS YOUR AGE?



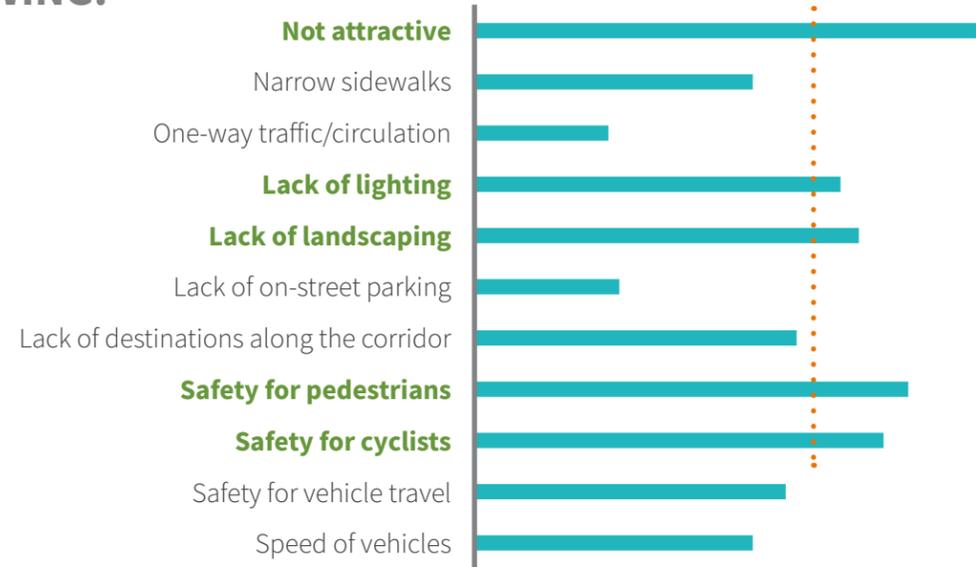
WHAT ATTRIBUTES DO YOU LIKE THE LEAST ABOUT THE CORRIDOR TODAY?



HOW WOULD YOU RATE THE ARRIVAL EXPERIENCE FROM THE NORTH END OF TOWN?



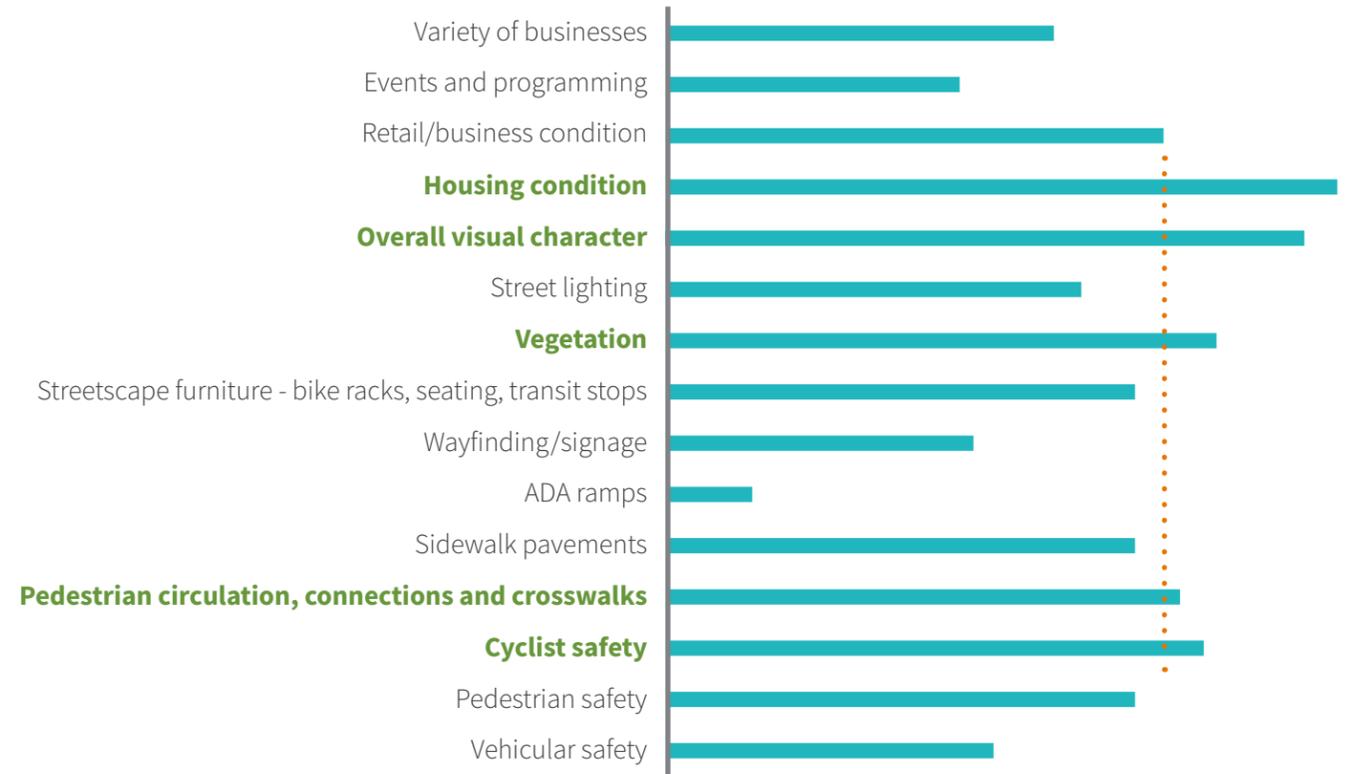
PLEASE RATE YOUR LEVEL OF CONCERN FOR THE FOLLOWING:



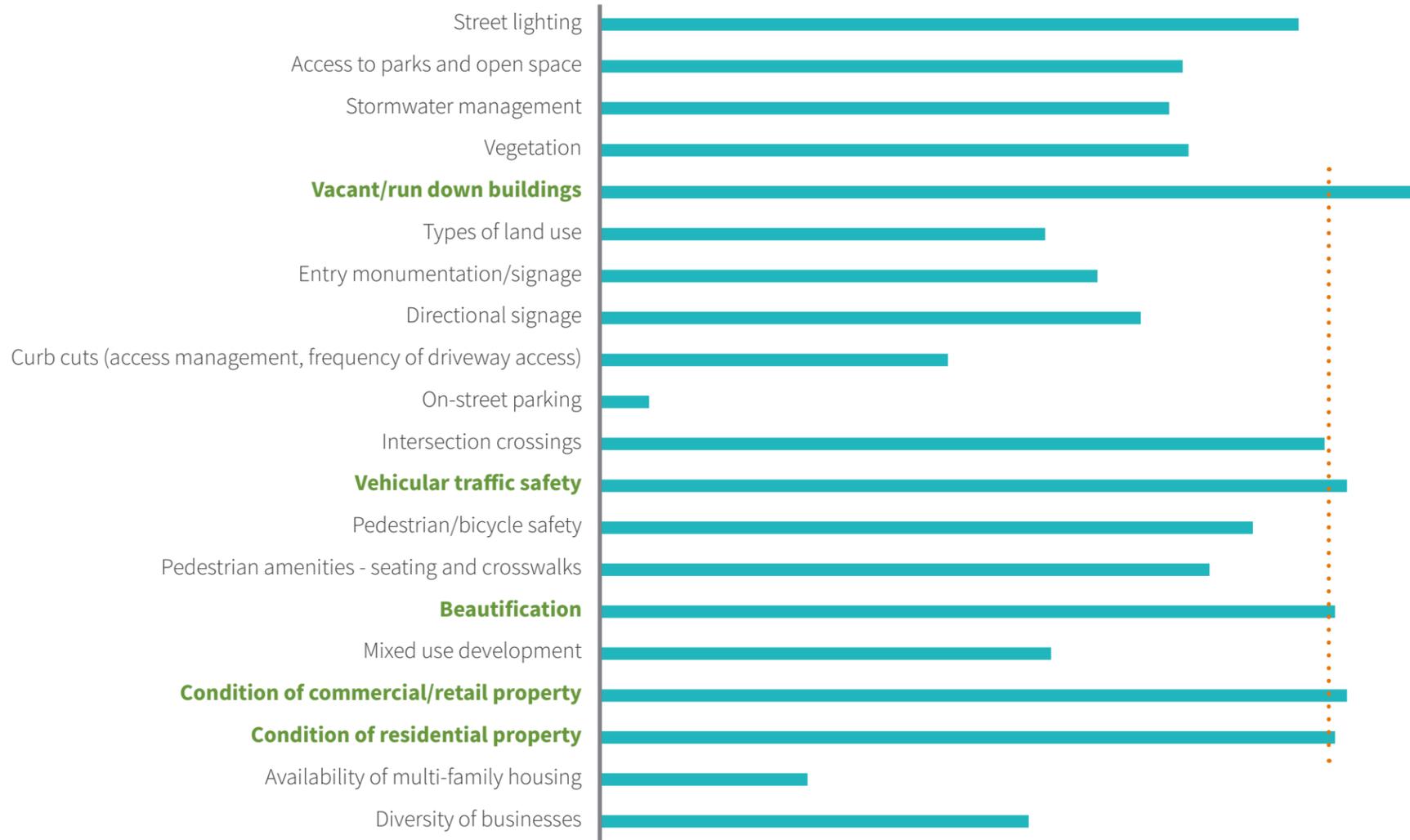
PLEASE RATE THE IMPORTANCE OF THE FOLLOWING GOALS FOR THE CORRIDOR STUDY:



PLEASE RATE THE CURRENT CONDITION OF THE FOLLOWING ATTRIBUTES OF THE CORRIDOR (IN POOREST CONDITION):



PLEASE RATE THE IMPORTANCE OF ADDRESSING THE FOLLOWING:



WHAT BUSINESSES/OPPORTUNITIES WOULD YOU LIKE TO SEE MORE OF?



WHICH FOCUS AREA SHOULD BE THE HIGHEST PRIORITY?



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HWY 14 R.O.W. VISIONING 4

HWY 14 RIGHT OF WAY ANALYSIS

TRAFFIC VOLUMES

Existing traffic volumes were last collected by the Iowa DOT in 2015. Counters were placed at several locations along the corridor and are indicated on the key map below. Traffic counts are indicated as the Annual Average Daily Traffic (AADT). The AADT for the Highway 14 Corridor Study area ranges from 7,000 at the north end to 13,000 at the south end. South of Anson Street, AADT increases to approximately 16,000 at certain locations.

The Iowa DOT has identified this corridor as a candidate for a 4 to 3 lane conversion. Left-turn conflicts, numerous access points and lower AADT support the successful implementation of a road diet within this corridor. According to the Iowa DOT, similar 3 lane corridors are capable of handling up to 20,000 AADT.

CRASH HISTORY DATA

According to the Iowa DOT's crash history data, the Highway 14 Corridor is well above the state average for quantity and severity of accidents. The majority of accidents are the results of left-turn conflicts. High traffic speed, numerous conflicts points, and frequent points of access all contribute to unsafe roadway conditions.

Several intersections are prone to frequent accidents. Some are the result of higher traffic volumes and turning movements at the intersection, others such as Marion St. and Riverside St. are poorly aligned, have poor sight lines and/or are not designed to support proper vehicle turning radii.

A summary of the crash history data for the Highway 14 Corridor study area is included to the right. The cumulative cost associated with traffic related accidents within the corridor is identified, as well as the cost per incident.

FROM 2013-2017

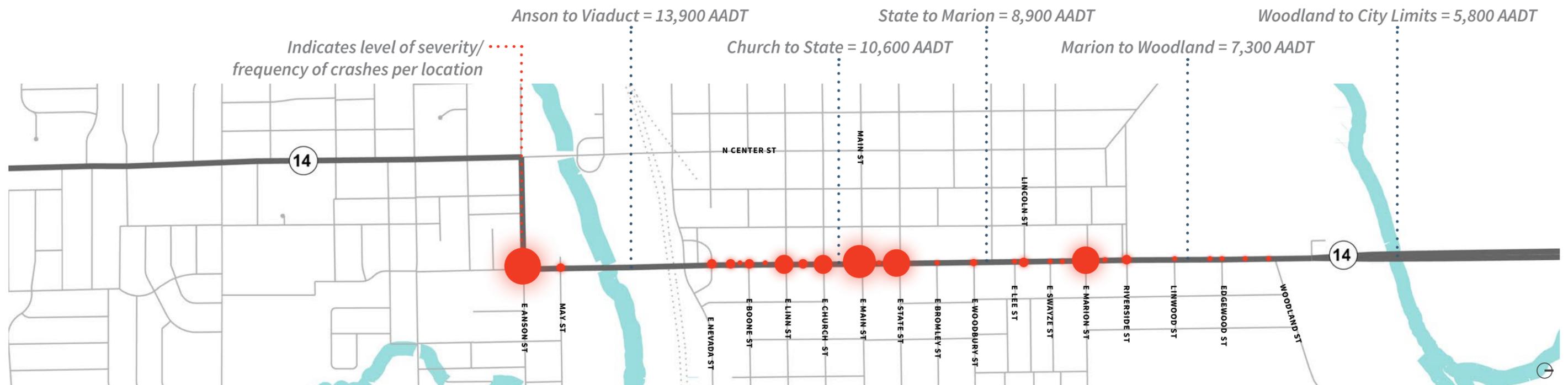
221 REPORTED ACCIDENTS

75 ACCIDENTS CAUSING INJURY

1 ACCIDENTS CAUSING FATALITY

\$\$\$ \$1,281,231 PROPERTY DAMAGE

\$\$\$ \$5,797.43 AVERAGE PER CRASH

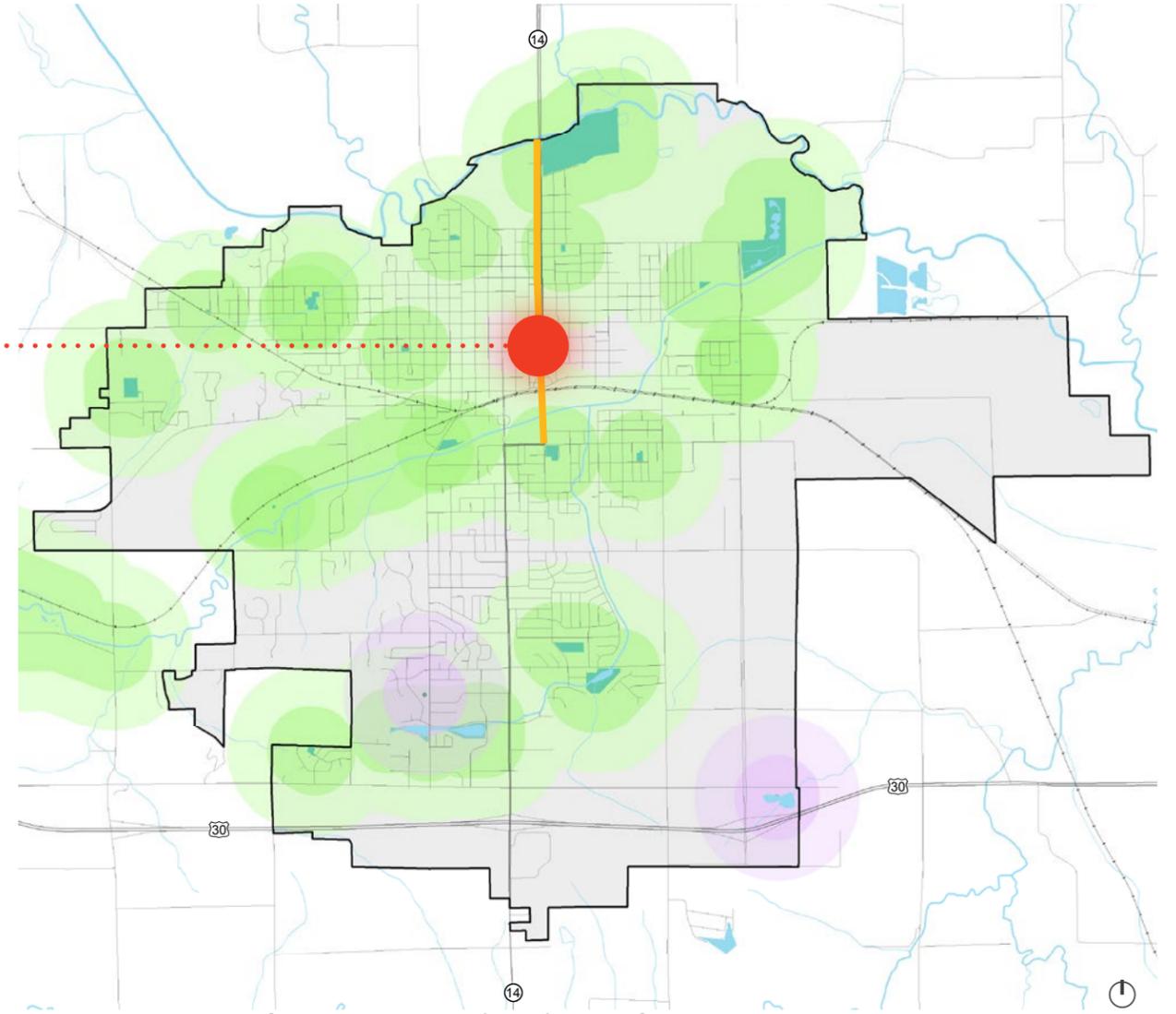


CORRIDOR PARKS & OPEN SPACE

The Highway 14 Corridor is anchored on both ends by two of Marshalltown's most popular public parks, Anson Park on the south end at Anson St. and Riverview Park on Woodland St. at the north end. Riverview Park has immediate access to Marshalltown's trail network, has abundant recreational amenities and is the city's largest public open space. Anson Park, is in the heart of the community. It is nearby to Marshalltown public schools, has close proximity to the Linn Creek trail and several commercial/retail amenities.

Between these two parks, are numerous community amenities, the Downtown Central Business District and the Linn Creek trail. As illustrated on the recently updated Marshalltown Parks Plan, there exists a gap in the areas served by existing parks and open space. This presents an opportunity for filling that void and providing public open space to residents who need it. As identified during the public outreach process, an active and attractive open space is among the primary goals of those who participated in the online survey.

Opportunity to fill gap within City Park and Open Space amenities



GATEWAY OPPORTUNITIES

Along the corridor there are specific moments that welcome visitors, create transitions, and frame views. These locations create opportunities for wayfinding, art/sculpture and lighting that can contribute to developing the brand and identity of Marshalltown. These elements can activate spaces and contribute an artistic energy to the corridor that is currently lacking. The bookends of the corridor, critical intersections to downtown and public open spaces are special places along the Highway 14 corridor that act as gateways for residents and visitors. These key locations are indicated on the map below.

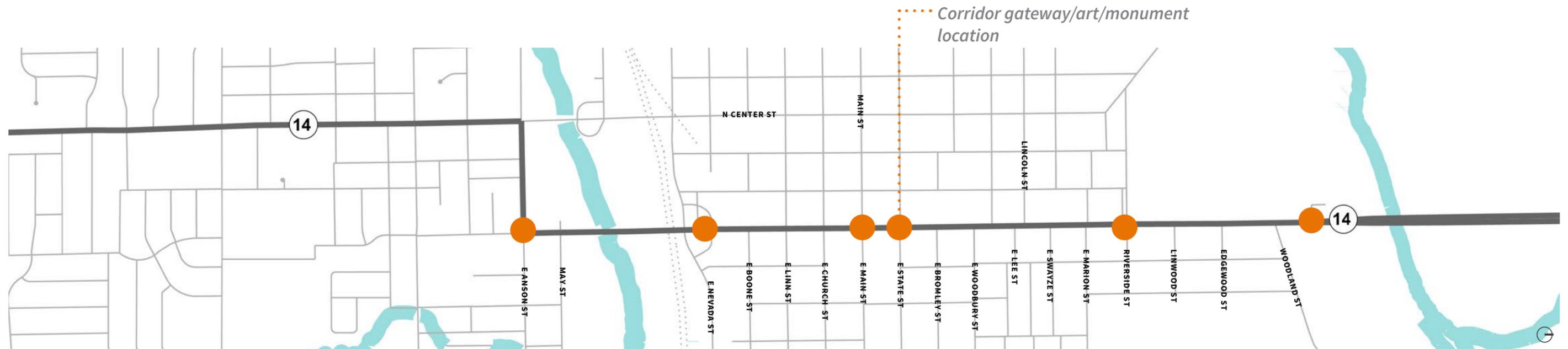
By incorporating artistic, architectural or sculptural elements into the streetscape, the corridor begins to take on a more human scale. They break up the monotony of the ROW and contribute to a corridor-wide beautification strategy aimed at improving the image of Marshalltown. Other components that contribute to this strategy include:

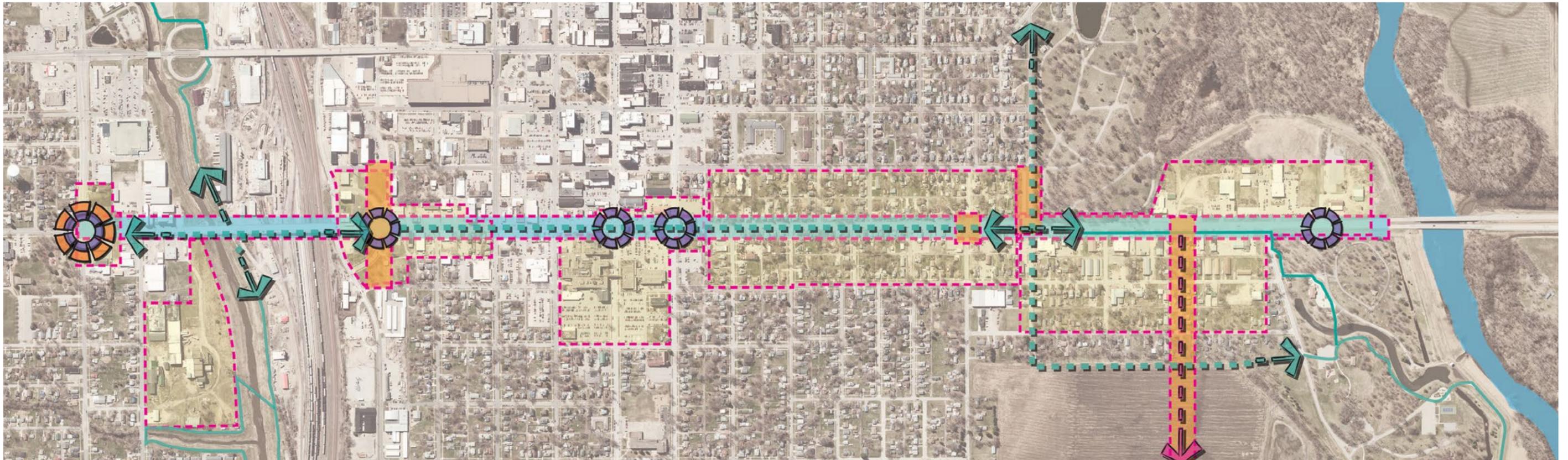
- Banners on light poles
- Decorative lighting
- Wayfinding signage
- Architectural columns and monuments

Public art pieces and opportunities for incorporating art into building facades, can continue this theme beyond the ROW.



Precedent character imagery of gateway monuments/sculpture.





Corridor Conceptual Improvement Diagram

CORRIDOR STUDY CONCEPTS

Improvement concepts and urban design areas span the entire 1.9 mile length of the Highway 14 Corridor study area. Components of the corridor-wide concepts include:

- Highway 14 Road Diet (4 to 3 Lane Conversion)
- Intersection improvements at Marion Street and Riverside Street
- Roundabout at Anson Street intersection
- Critical linkages for trail connections
- Specific areas for urban design improvements
- ROW improvements for Highway 14, Nevada Street, Riverside Street and Edgewood Street

These components encompass the broad range of improvements that are explored herein to mitigate the issues identified during the public outreach process and

improve the overall viability and quality of life for the Highway 14 Corridor.

Each project/phase/study area is clearly identified in the pages that follow and examined at a conceptual design level. These are not final designs nor intended to be shovel ready, but rather to inform the City and developers of what potential exists within this corridor and what steps should be taken to start the revitalization process.

LEGEND

-  Anson Street Roundabout Option
-  Corridor Gateway/Monument
-  4 to 3 Lane Conversion
-  Intersection/Roadway Enhancement
-  Urban Design Study Area
-  Bike/Trail Connection
-  Edgewood to N. 8th Ave Connection

HWY 14 CORRIDOR - RIGHT OF WAY IMPROVEMENTS

ROW IMPROVEMENTS

Proposed right-of-way (ROW) improvements for the Highway 14 corridor stem from proven strategies for addressing vehicular/pedestrian safety issues, aesthetic improvements, and increased streetscape amenities for similar corridors. These recommendations are a right-sized approach for this specific study area and are grounded by a thorough understanding of the existing conditions, speed, traffic volume, and level of service of this corridor.

This section provides a conceptual overview of proposed improvements for the public ROW from Anson Street to the Iowa River. Each area is clearly defined and illustrated in both plan and section. Descriptions of the key elements of the proposed improvements are included to provide an overview of what each design component is and why it is applicable for that area.

The Highway 14 corridor is a system, comprised of a network of streets, neighborhoods, nodes, and district. Similarly, the recommendations included herein, explore opportunities outside of the Highway 14 ROW and look at specific locations that allow Highway 14 to function safer, more efficiently, and promote growth and development of the overall corridor long-term.

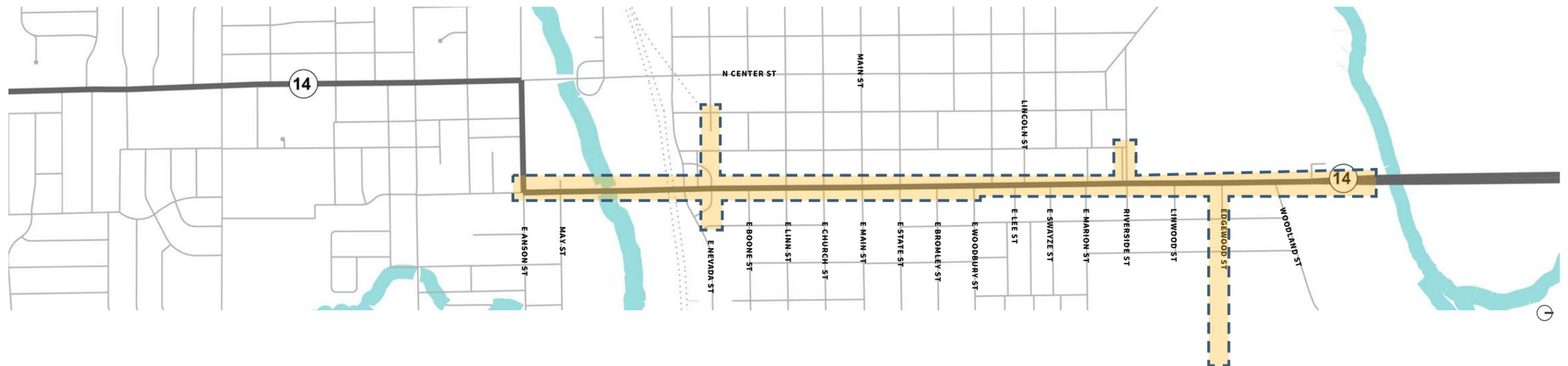
ADDITIONAL UNDERSTANDING/ GETTING STARTED

The Highway 14 Corridor Study is a monumental first step toward realizing positive change for this study area. Creating opportunities for real estate development, beautification and improved public infrastructure are more likely, with this plan in place. However, the process doesn't stop here, additional studies are required to implement the plan. Collaborating with the Iowa DOT District I office is pivotal, to identify what component of the improvements are best suited to be implemented with resurfacing projects already planned for Highway 14. Critical steps to facilitate that process include:

1. **Evaluating the City's priorities (where to start)**
2. **Setting a budget for City involvement for phase one**
3. **Performing a traffic study of the corridor**
4. **Completing an access management study**
5. **Reviewing the DOT's financial investment potential**
6. **Evaluating public infrastructure conditions**

By understanding the items above, the City can develop a concept for what phase one of the Highway 14 ROW

improvements might consist of, develop a strategy for securing additional outside funding to make it possible and start the design and implementation process.



PLAN ELEMENTS *(this page)*

The following includes a list of recommended Right-of Way improvements that are specific to the extent of the area shown:

- 1 **Anson Street Roundabout:** The current intersection configuration at Anson St./Highway 14 creates wide pedestrian crossings and poorly aligns through-traffic travel lanes. A roundabout at this location will reduce the number of conflict points, reduces pedestrian crossing distances, and increases opportunities for streetscape and beautification improvements.
- 2 **Street Trees:** Space allows for planting street trees between the edge of ROW and the sidewalk. By utilizing this space for planting, the trees would be outside the 10' clear zone required by the Iowa DOT.
- 3 **Multi-Use Trail:** On the east side of Hwy 14, width allows for a 10' multi-use trail/path that could connect

Anson Park to Linn Creek and downtown.

- 4 **Anson Park Enhancement:** Anson Park is an excellent anchor to the Hwy 14 corridor Study Area and with improved pedestrian access, connections into the park should function as an extension of the corridor. Enhanced park signage, landscape treatments and pedestrian access would beautify the intersection and create a stronger gateway toward downtown.
- 5 **4 to 3 Lane Conversion:** Reduce roadway to one northbound and one southbound travel lane with continuous left-turn lane. Provide new curb and gutter to reduce overall road pavement width and provide more space for pedestrian accommodations, landscape treatments and lighting.
- 6 **Protected Trail Over Viaduct:** Reducing the travel lanes across the viaduct allows space for a 10'

protected trail to extend across the viaduct bridge. This could be accomplished by adding a barrier at the edge of the northbound travel lane. This would allow a trail connection across the viaduct to connect Anson Park to the Linn Creek Trail and Downtown.

- 7 **Viaduct Median:** Where a left-turn lane is not needed across the viaduct bridge, this space has the potential to support a median, container plantings, public art/sculpture and/or lighting.



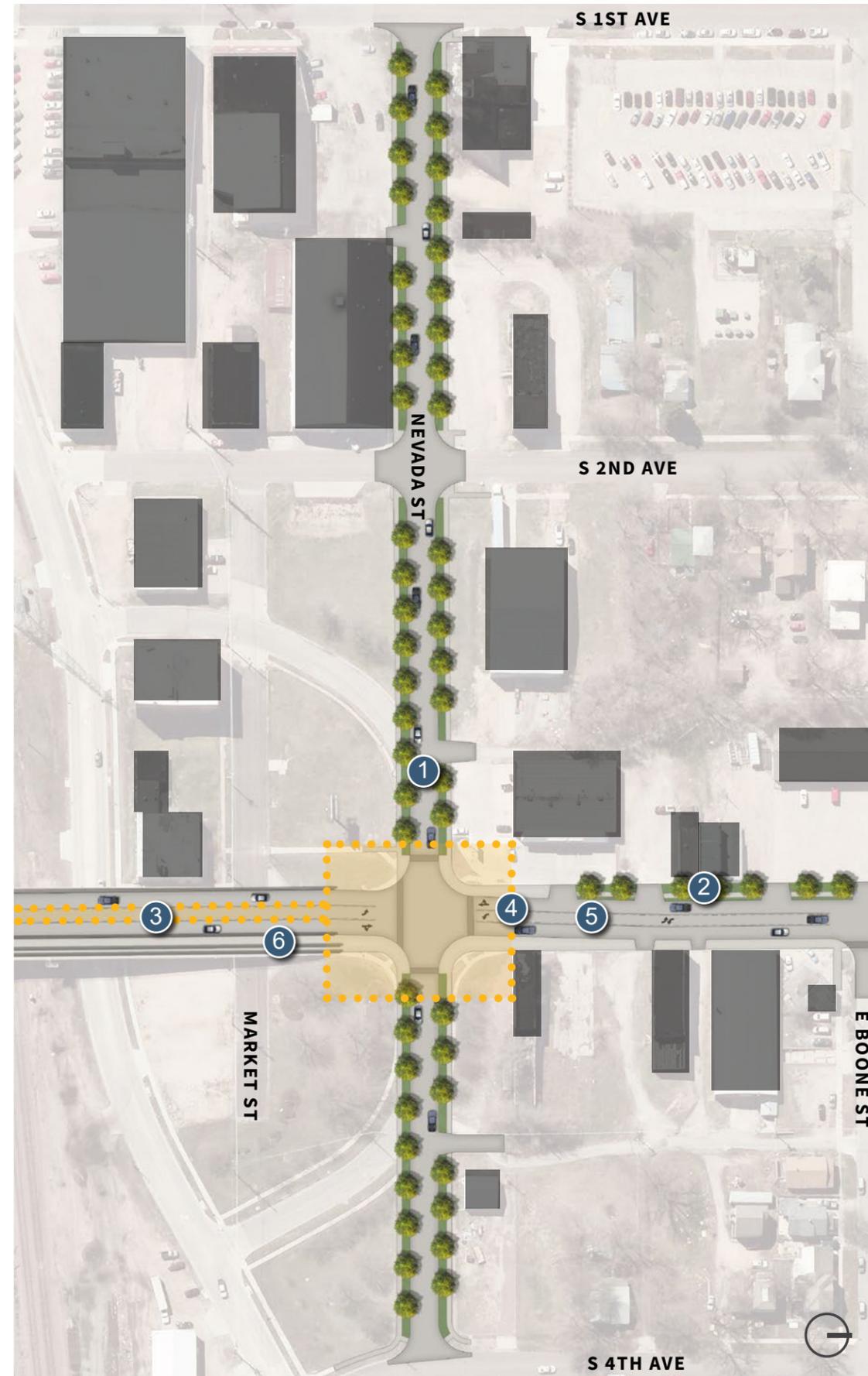
PLAN ELEMENTS *(this page)*

The following includes a list of recommended Right-of Way improvements that are specific to the extent of the area shown:

- 1 **Nevada Street Development:** Remove existing ramps connecting Hwy 14 to E Madison Street and construct missing segment that would connect Nevada Street through to Hwy 14.
- 2 **Street Trees:** Approaching the downtown area and dependent on the preferred cross section, space allows for street trees to be planted outside the sidewalk extents or along on-street parking in at-grade tree wells.
- 3 **Viaduct Median:** Per previous page.
- 4 **Nevada Street Intersection:** The Nevada Street intersection/viaduct transition is a significant gateway

to downtown. Vertical monuments, streetscape enhancements and lighting will make this location a stronger gesture as vehicles approach downtown from the south. This intersection may necessitate a traffic signal when Nevada Street is connected through to this location.

- 5 **4 to 3 Lane Conversion:** Reduction of the overall roadway width in this area allows for wider sidewalks, wider boulevard space, the potential for on-street parking on one side or the possibility of on-street bike lanes.
- 6 **Protected Trail Over Viaduct:** Per previous page.

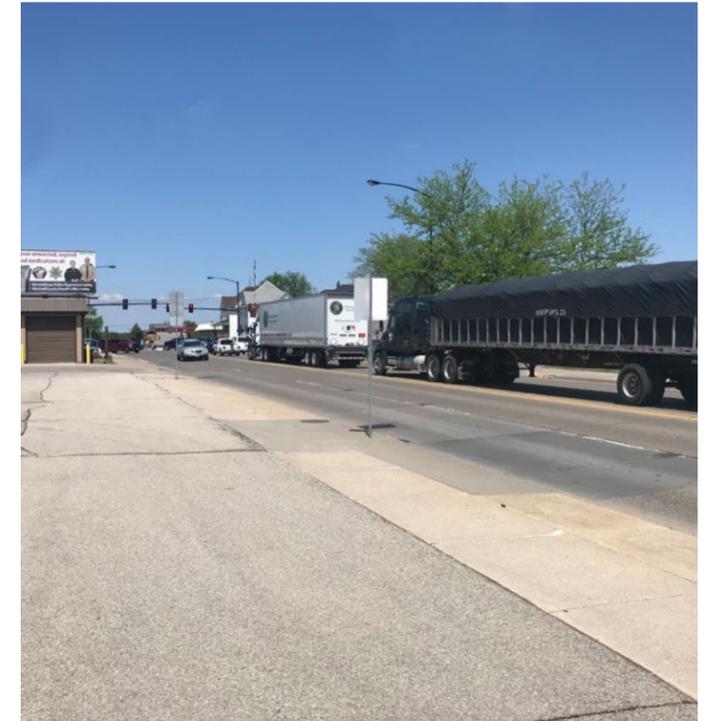


PLAN ELEMENTS *(this page)*

The following includes a list of recommended Right-of Way improvements that are specific to the extent of the area shown:

- 1 **Intersection Bumpouts:** At side streets that have on-street parking, bumpouts reduce overall crossing distance and provide expanded space for landscape treatments and pedestrian accommodations.
- 2 **Street Trees:** Per previous page.
- 3 **On-Street Parking:** One cross-section scenario (see page 41) allows for on-street parallel parking on one side of the street.
- 4 **Gateway Intersection Enhancements:** Both the Main Street and State Intersections are primary entrances to the Downtown Central Business District. These locations warrant strategic use of decorative paving

- 5 materials, increased pedestrian amenities, gateway monuments and opportunities for gathering spaces.
- 4 to 3 Lane Conversion:** Per previous page.



PLAN ELEMENTS *(this page)*

The following includes a list of recommended Right-of Way improvements that are specific to the extent of the area shown:

- 1 **Sidewalks:** In this area, the ROW width reduces to 56' (see page 42 for typical cross section). By narrowing the roadway, additional space allows for widening the sidewalks to 5'. Newer, wider sidewalks will improve walkability.
- 2 **Street Trees:** Due to the narrow ROW width and required clear zone, the ability to plant street trees is limited in this area. Landscape easements or a street tree planting program is encouraged to promote trees to be planted on private property in areas where ROW widths do not allow for trees to be planted within the ROW.
- 3 **Boulevard Space:** The existing space between the

street and sidewalk is so minimal, it rarely supports lawn. This becomes a maintenance problem and is unsightly. With a widened boulevard, this area becomes suitable for lawn and other landscape treatments, but now creates a more comfortable separation between pedestrians and vehicles.

- 4 **Gateway Intersection Enhancements:** Per previous page.
- 5 **4 to 3 Lane Conversion:** Reducing the roadway width in this area is a necessity to allow the opportunity for wider sidewalks, more separation between pedestrians and vehicles, and to improve sight lines at intersections.



PLAN ELEMENTS *(this page)*

The following includes a list of recommended Right-of Way improvements that are specific to the extent of the area shown:

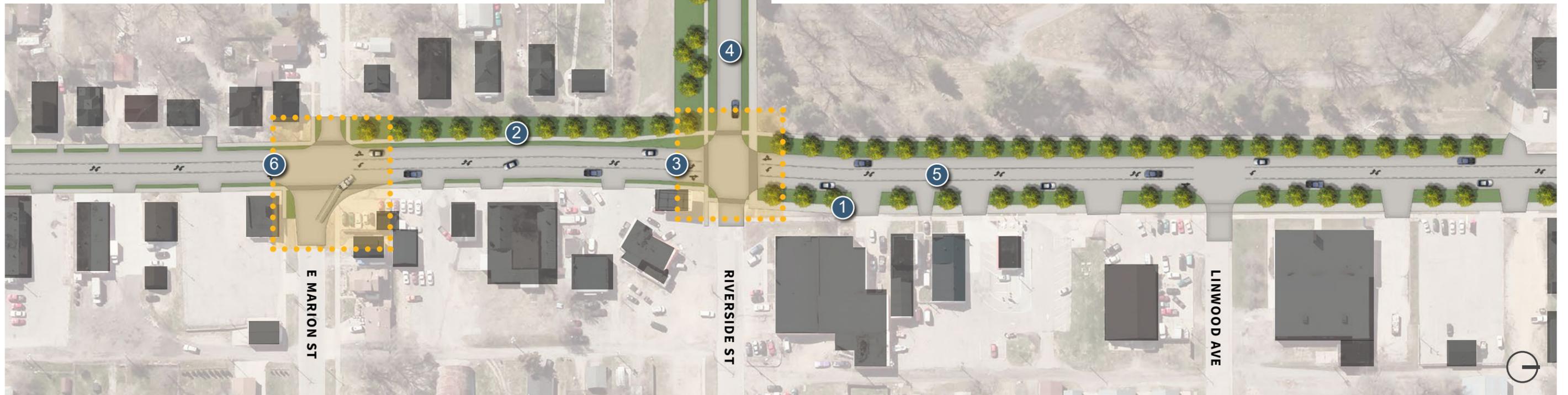
- 1 **Sidewalks/Trail:** The ROW widens greatly from Marion Street to Woodland Street. With additional space, a 10' multi-use trail is possible to establish a connection to the existing levee trail at Riverview Park. Future development may allow for extending this segment across Highway 14 and along Riverside Street.
- 2 **Street Trees:** From Marion Street to Riverside Street, the ROW steps back and creates an opportunity for street trees and the establishment of an urban forest. This character would connect to the mature tree canopy at the cemetery and could then extend along Highway 14, north to the city limits.
- 3 **Riverside Street Intersection Alignment:** The west and east legs of the Riverside Street intersection are poorly aligned. By abandoning the existing 'boulevard' design of Riverside Street, the intersection can be realigned to reduce confusion at this intersection. In-

turn, this will reduce the crossing distance and provide perpendicular pedestrian connections across Highway 14. The need for a traffic signal at Riverside should be evaluated, along with the opportunity for a pedestrian activated signal/beacon.

- 4 **Riverside Street:** Abandoning the divided travel lanes on Riverside Street, creates expanded ROW space for street tree planting and additional landscape treatments. A new 5' sidewalk on the south side and 10' multi-use trail on the north, establish needed pedestrian connections, establish trail links to Riverview Park and improve walkability of this area.

- 5 **4 to 3 Lane Conversion:** This segment has the lowest traffic counts within the corridor, but also has numerous driveways and access points where vehicles will be turning. The reduction of conflict points by converting from 4 to 3 lanes in this area, will reduce affect the amount of conflicts caused by the numerous access points. Increased street tree plantings, a possible trail connection and traffic calming will cater to the businesses established here and the opportunities for future development.

- 6 **Marion Street Intersection:** The existing curb radius at the Marion Street intersection does not accommodate semi-trailer turning movements. A near-term solution for improving the safety and function of this intersection includes widening the north bound travel lane near the intersection and greatly widening the turning radius for trucks entering on to northbound Highway 14. This improvement impacts private property and will require ROW acquisition. Long-term solutions include diverting truck traffic to use an alternate route more adequately designed for high-volume truck traffic. See page 45.



PLAN ELEMENTS *(this page)*

The following includes a list of recommended Right-of-Way improvements that are specific to the extent of the area shown:

- 1 4 to 3 Lane Conversion:** See Previous Page.
- 2 Street Trees:** With a wider ROW for the length of this area, street trees line the roadway. Intermittent landscape beds with flowering perennials, grasses and shrubs, add layers to the planting scheme.
- 3 Woodland Street Intersection:** This is the primary entrance to Marshalltown's largest City Park. Treating this location as the first impression into town suggests decorative landscape treatments, opportunities for vertical gateway elements and improved signage and lighting. Increased pedestrian traffic will necessitate the need for clear sight lines, adequate signage and

the potential need for a pedestrian activated signal or beacon.

- 4 Gateway Entrance:** Near the transition of the rural 4 lane highway to the 3 lane cross section, visual cues that alert drivers they are entering the City will have traffic calming affects on motorists entering Marshalltown. Decorative landscaping that might extend into the park, signage and art/sculpture are possible strategies for making a grander entrance into town and grabbing visitors attention.



PLAN ELEMENTS *(this page)*

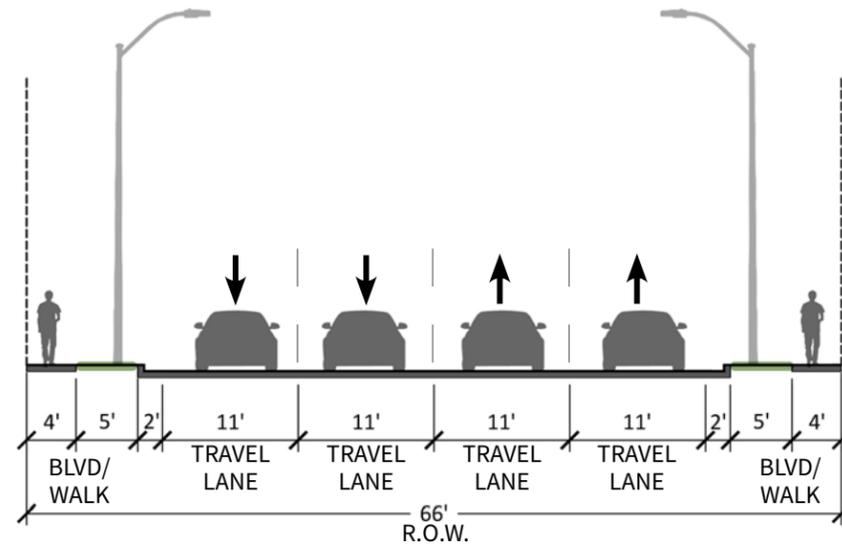
The following includes a list of recommended Right-of Way improvements that are specific to the extent of the area shown:

- 1 Edgewood Street Connection/Truck Diversion:**
Connect Edgewood Street to N. 8th Ave. to provide more direct traffic to JBS and other industrial sites. This alternate route would reduce truck traffic through the residential neighborhood and reduce conflicts at Marion Street intersection. This option will require ROW acquisition and a cost-benefit analysis should be performed to evaluate the impact this project would have on the City's land-applied waste operations within this area.

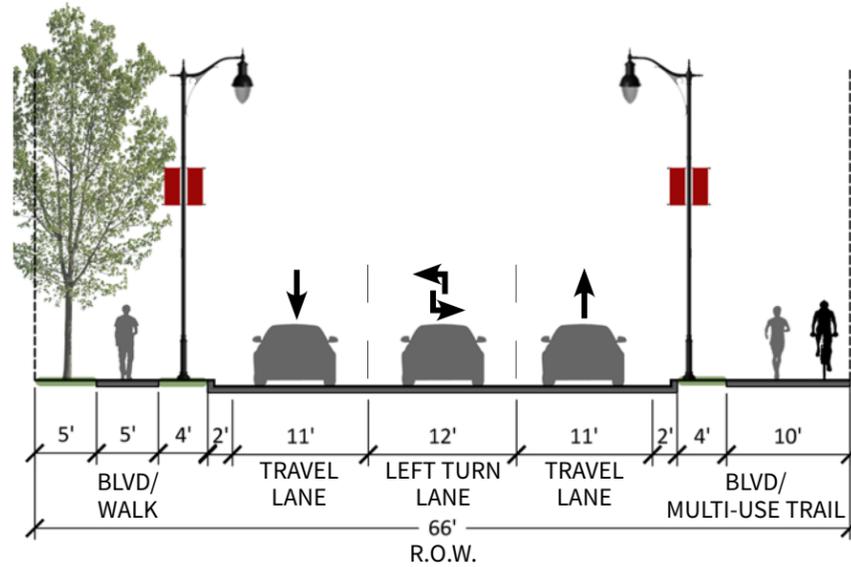
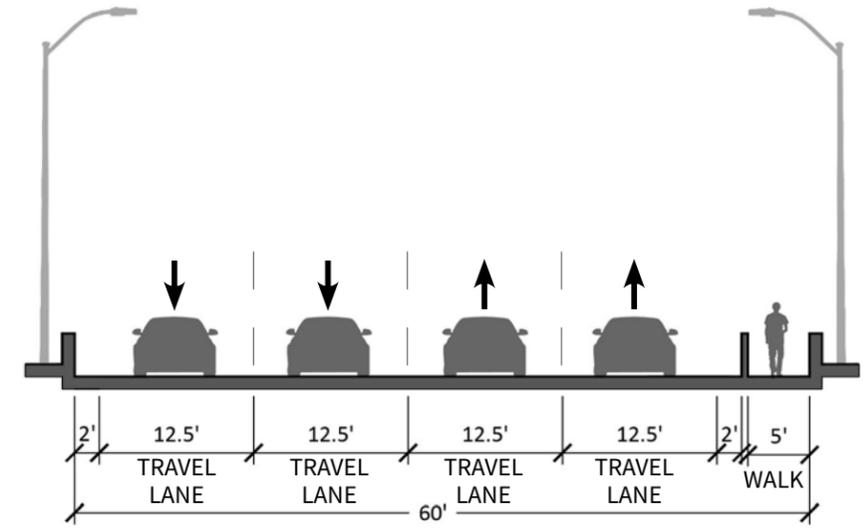


CROSS SECTION ANALYSIS - ANSON ST. TO VIADUCT

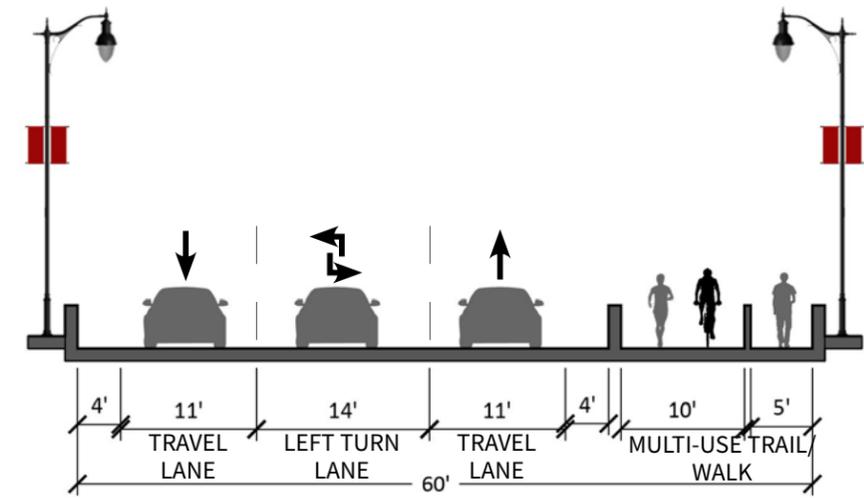
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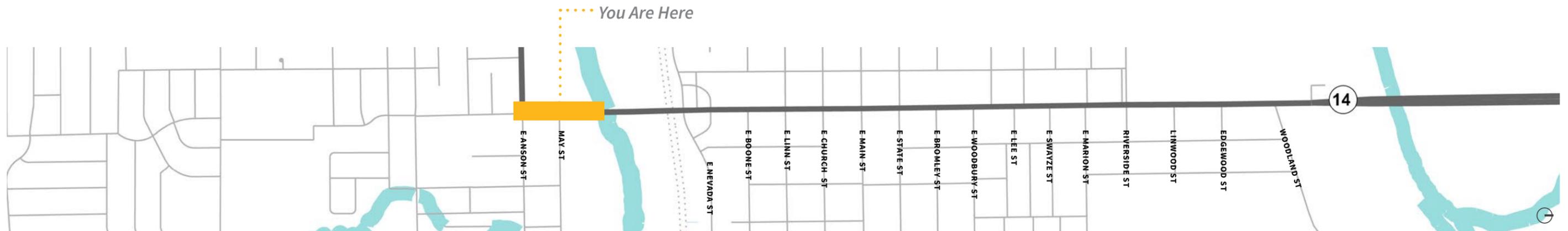
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PROPOSED 3 LANE CONVERSION

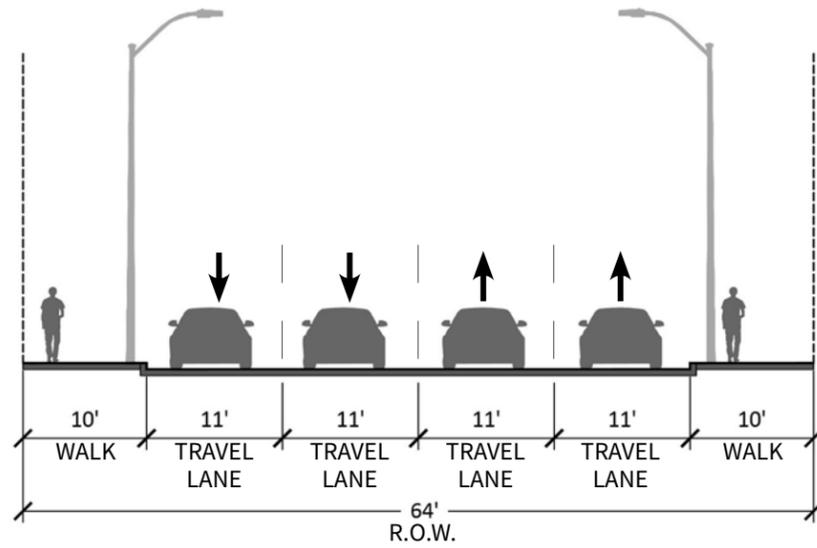


PROPOSED VIADUCT W/ PROTECTED TRAIL

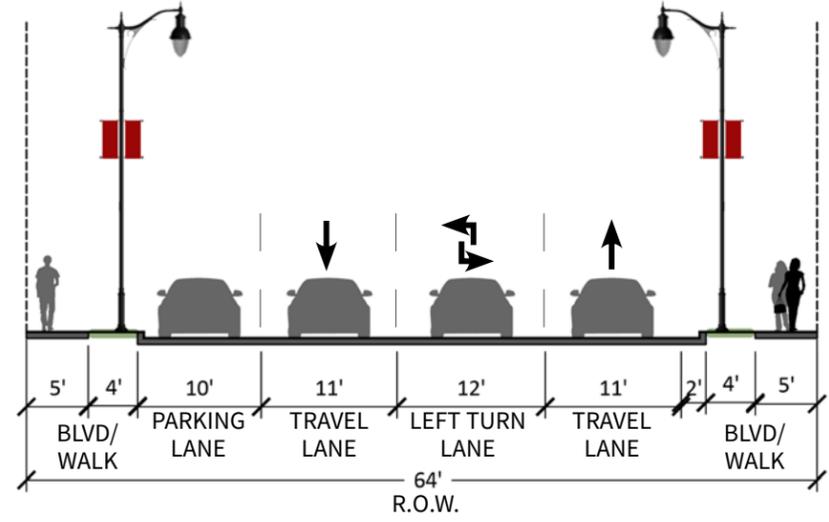
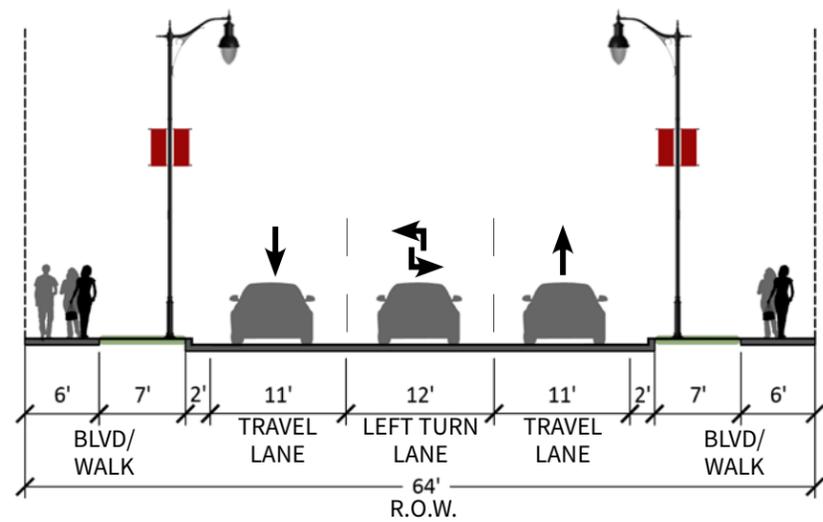
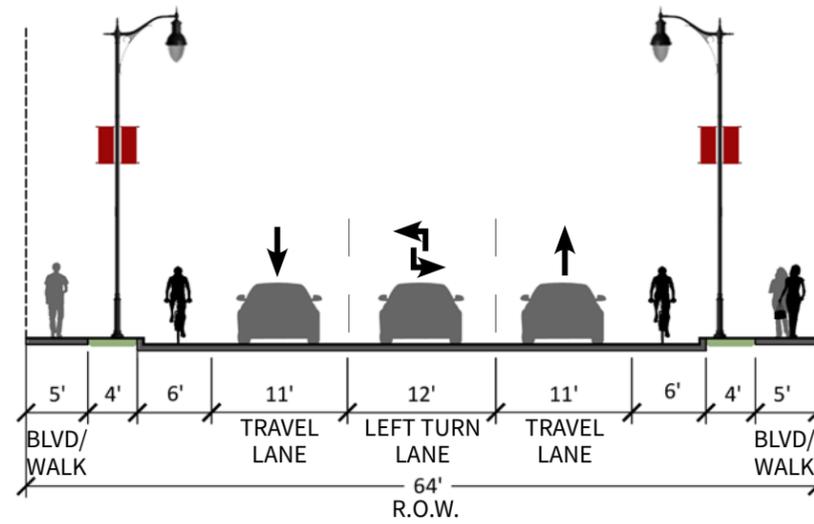


CROSS SECTION ANALYSIS - VIADUCT TO STATE ST.

EXISTING

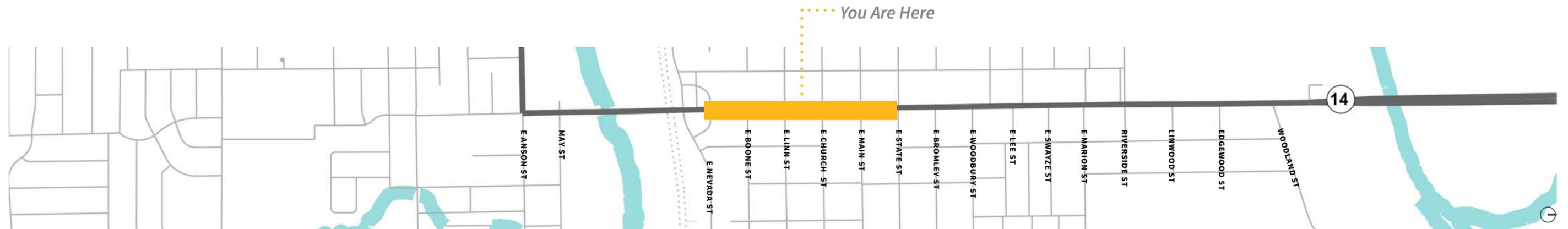


PROPOSED 3 LANE W/ BIKE LANES OPTION



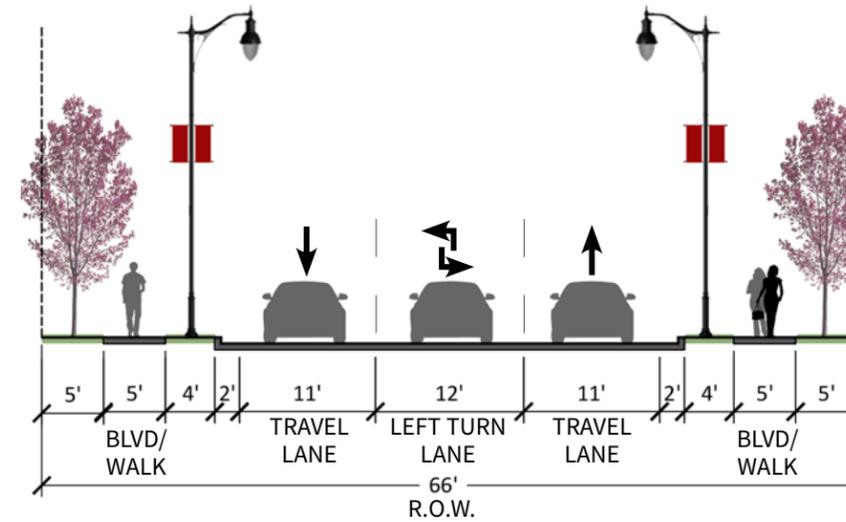
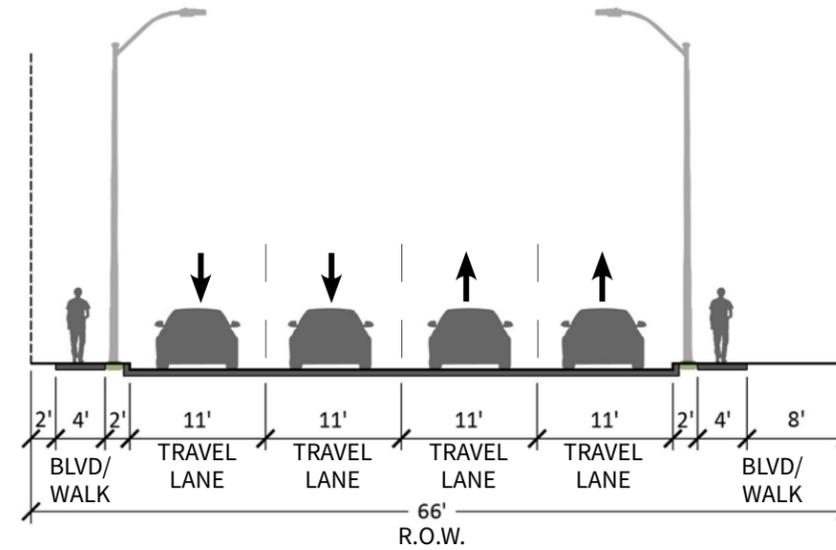
PROPOSED 3 LANE CONVERSION

PROPOSED 3 LANE W/ PARKING OPTION

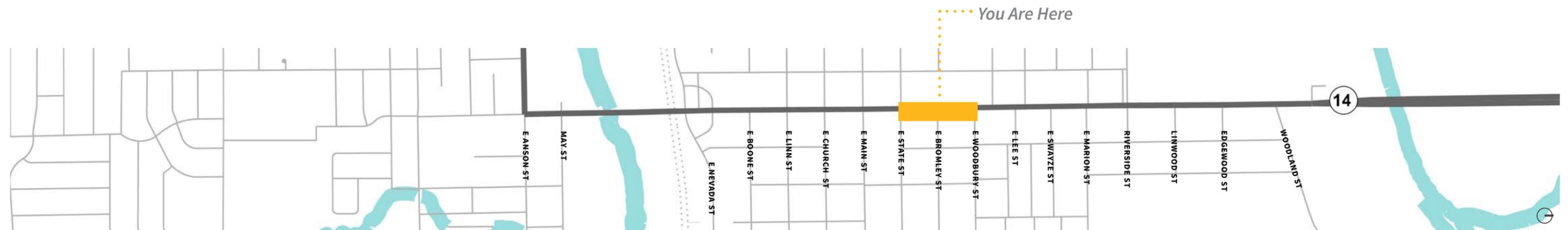


CROSS SECTION ANALYSIS - STATE ST. TO WOODBURY ST.

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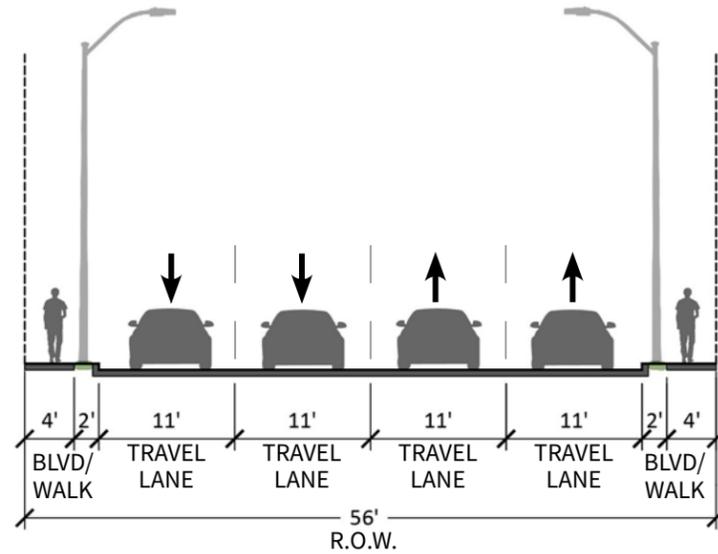


PROPOSED 3 LANE CONVERSION

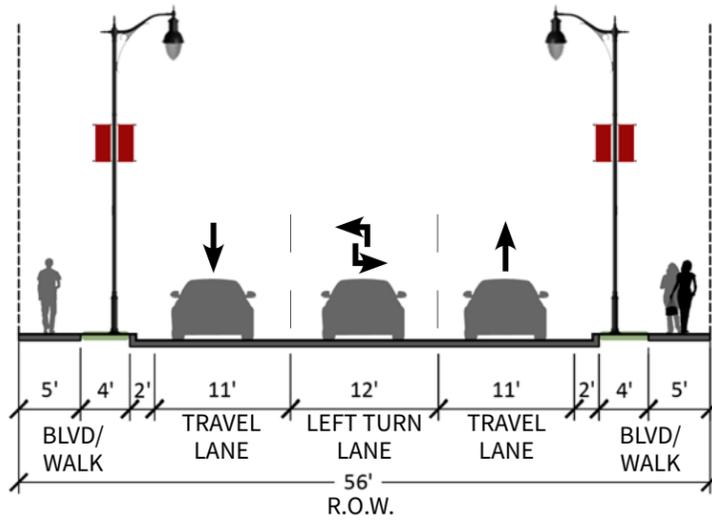
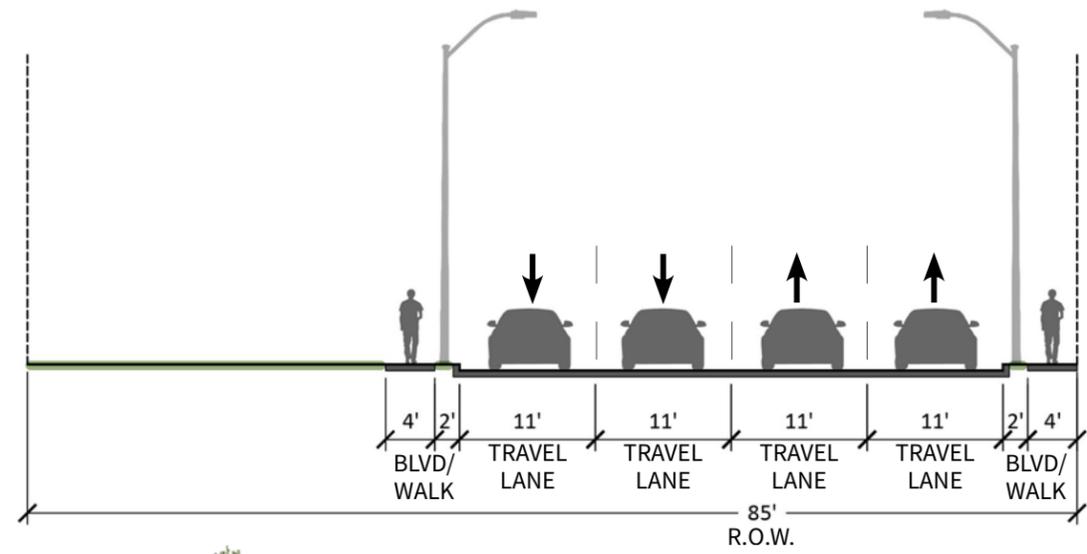


CROSS SECTION ANALYSIS - WOODBURY ST. TO RIVERSIDE ST.

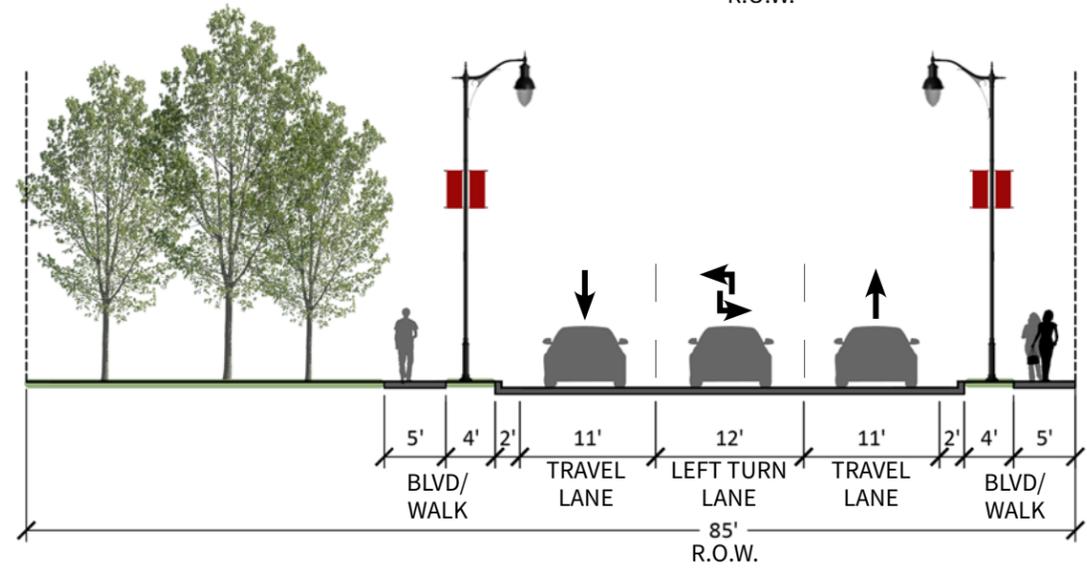
EXISTING WOODBURY TO MARION



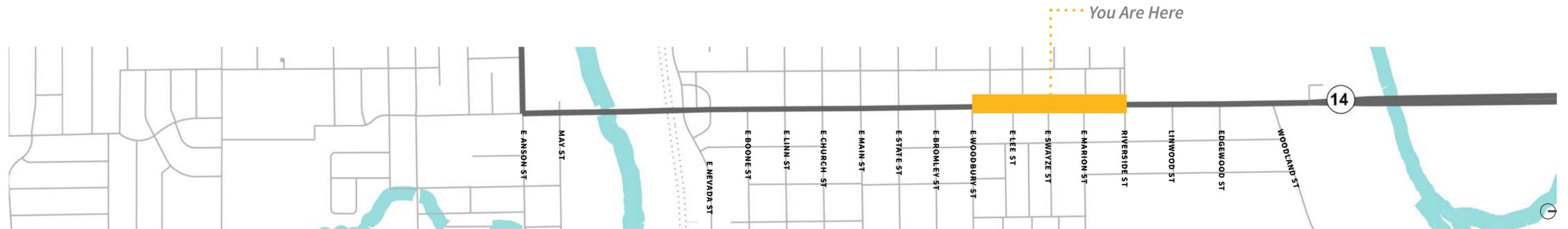
EXISTING MARION TO RIVERSIDE



PROPOSED 3 LANE CONVERSION



PROPOSED 3 LANE



VIEW OF CORRIDOR NEAR WOODBURY ST.

| Wider sidewalks (5' in lieu of 4')
| promote walkability

| Widened boulevard space allows
| for greater separation between
| pedestrians and vehicles

| Road diet (2 Travel Lanes w/ Continuous Left-
| Turn Lane) allows more space for sidewalks
| and boulevard space

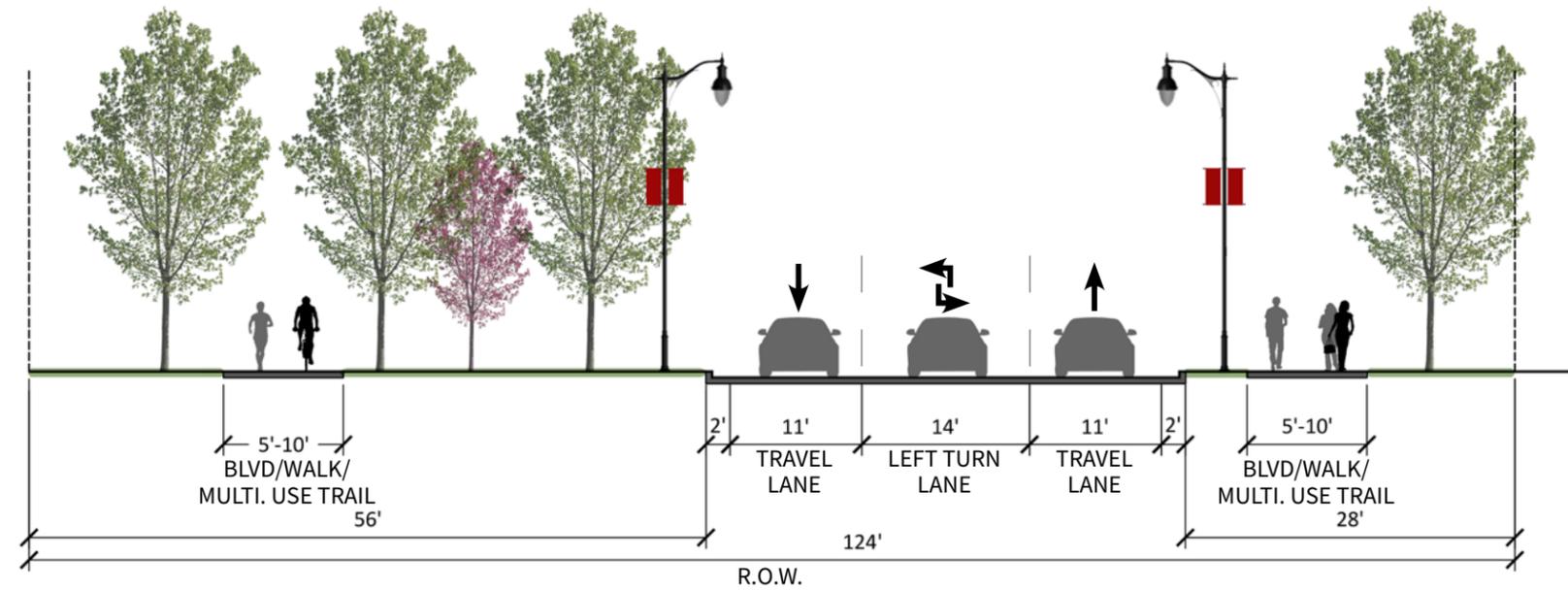
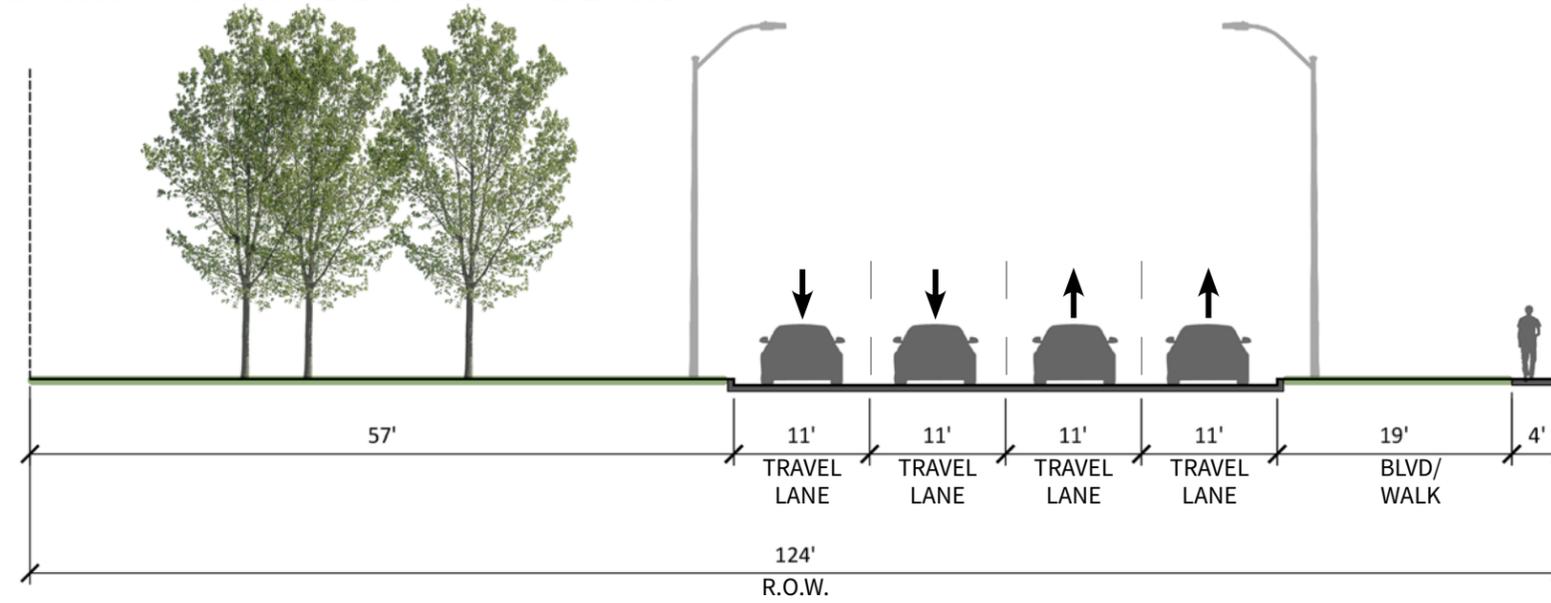
| Decorative LED street
| light eliminates unsightly
| electrical feed

| Street lighting electrical and
| other utilities may be placed more
| efficiently in widened boulevard
| space

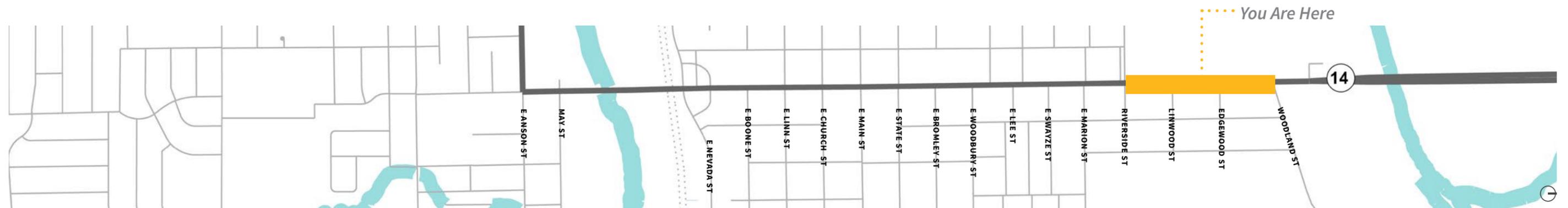


CROSS SECTION ANALYSIS - RIVERSIDE ST. TO WOODLAND ST.

EXISTING RIVERSIDE TO WOODLAND



PROPOSED 3 LANE CONVERSION



VIEW AT WOODLAND ST. LOOKING SOUTH

Vertical gateway/monument and enhanced landscape treatments provide an entrance to Riverview Park

Decorative lighting sets a tone for the character of the corridor and creates opportunities for promoting the brand of Marshalltown

Two travel lanes w/continuous center turn lane

Canopy street trees reduce the scale of the roadway and provide shaded relief to the sidewalk and roadway

Welcoming gateway or sculpture tells drivers they have arrived to Marshalltown

Additional tree plantings and landscape treatments at the front of private property add layers to the corridor



ROW IMPROVEMENT BUDGETING & PHASING

ROW IMPROVEMENT BUDGETING

Improving the entirety of the 1.9 mile Study Area ROW will require time and multiple phases. Specific projects will be driven by opportunity, funding and infrastructure needs. Just like the diversity within this corridor, each project will be unique, have individual challenges and opportunities but should strive for similar outcomes:

- Improved Safety
- Enhanced Beautification and Community Image
- Increased Economic Development
- Energetic Public Space
- Increased Walkability

Within the Study Area, 10 ROW improvement projects have been identified which together, comprise the overall vision resulting from this study. The common denominator within these projects is improving the overall public safety within the ROW, both for vehicular traffic and pedestrians. Three projects have been identified as ‘priority’ improvements. These areas are within the portion of the corridor identified during the community input survey as the first place to start with making improvements. This area is defined as the Northern Highway Corridor Focus Area and is located between State Street and Riverside Street. Within this area, is one of the most dangerous intersections within the Highway 14 corridor, Marion Street and Highway 14. The remaining seven improvement projects are broken out by specific areas and should be considered as individual phases.

Within each phase, appropriate construction staging will be a necessity to ensure businesses will still operate and that residents may still access their homes. Specific attention should be given to businesses or residences that only have one point of access. Additional measures will need to be considered to minimize interruptions to access and utility services.

The following pages include a table detailing each of the ten ROW improvement projects as conceptualized during this study. Each individual project is indicated by location

and a brief description of what the project or phase includes. Primary project components are then listed to provide more detail of what the key design assumptions/considerations are for each project. To begin determining how each project will be funded, potential funding sources/programs are indicated that should be explored to offset the City’s investment in the improvements. Most of the funding sources listed for each project are state and federal programs which are tailored specifically for various components of transportation improvements. Each project will likely require funding from multiple sources, both public and private.

The last column includes an overall budget range for each project/phase. These costs are planning level cost estimates and were developed to provide the City an anticipated order-of-magnitude cost for the sake of establishing budgets and targeting funding. Each budget range includes the following:

- Anticipated publicly bid construction costs for conceptual improvements
- 25% contingency for adjustments/discrepancies of conceptual design
- Design/engineering and construction administration fees

The state/federal transportation funding sources that are applicable to the proposed improvements include but are not limited to the following:

Urban-State Traffic Engineering Program (U-STEP)

U-STEP is a program intended to solve traffic operation and safety problems on primary roads in Iowa cities.

Traffic Safety Improvement Program (TSIP)

TSIP is a funding program for traffic safety improvements or studies on any public roads under county, city, or state jurisdiction.

Revitalize Iowa’s Sound Economy (RISE)

RISE is a state program established to promote economic development in Iowa through construction or improvement of roads and streets.

Iowa Clean Air Attainment Program (ICAAP)

ICAAP is a program that funds highway/street, transit, bicycle/pedestrian, or freight projects which help maintain clean air by reducing transportation-related emissions.

The State Revolving Fund (SRF)

SRF is a program to finance the design and construction of Iowa water and wastewater infrastructure.

Surface Transportation Block Grant Program (STBGP)

STBGP is a federal program established to assist public road jurisdictions with funding for roads on federal-aid routes. Recipient projects must be let by the DOT.

Recreational Trails Program – State

The Recreational Trails Program assists in the funding for public recreational trails. Projects must be approved by the DOT and be considered part of a broader trail plan.

Iowa’s Transportation Alternatives Program (TAP)

TAP funds projects defined as transportation alternatives. Recreational trails, traffic calming techniques, bicycle and pedestrian accommodations, and vegetation management/establishment are among a board list of improvements that qualify for funding.

Additional information for the funding sources may be found at https://www.iowadot.gov/pol_leg_services/Funding-Guide.pdf

PRIORITY PHASE

IMPROVEMENT AREA	PRIMARY PROJECT COMPONENTS	POTENTIAL FUNDING OPTIONS/SOURCES	OVERALL BUDGET RANGE
<p>1. State Street to Riverside Street 4 to 3 Lane Conversion. Road diet concept with mill and overlay of existing pavement to be complete with DOT resurfacing project.</p>	<ul style="list-style-type: none"> • Reduce travel lanes to one north bound and one south bound lane with continuous left-turn lane • Mill and overlay of existing roadway pavement • New curb and gutter at reduced pavement width • New 5' sidewalks on both sides of street • Storm sewer intake modifications, manhole, and water valve adjustments • LED street lighting and electrical • Streetscape amenities: street trees, landscape treatments, wayfinding signage/monuments, and decorative paving 	<ul style="list-style-type: none"> • Iowa DOT Resurfacing Funds • TSIP • ICAAP • STBGP • SRF • TAP • Recreational Trails Program • City of Marshalltown - Street Improvement Program, Stormwater Utility, Road Use Tax • Local Grants/Donations 	<p>\$2.75 Mil - \$3.5 Mil</p>
<p>2. Marion Street Intersection Improvement. Reconstruction of eastern leg of intersection with wider northbound lane and wider curb radius to accommodate semi-truck traffic.</p>	<ul style="list-style-type: none"> • Adjust eastern curb and gutter to allow for greater turning radius • Widened northbound lane at intersection • Pedestrian curb ramp improvements • Minor utility modifications 	<ul style="list-style-type: none"> • Iowa DOT Resurfacing Funds • TSIP • City of Marshalltown - Road Use Tax • Local Grants/Donations 	<p>\$500,000 - \$650,000</p>
<p>3. Riverside Street Intersection and Realignment. Reconstruction of intersection to better align east and west legs of intersection. Removal of divided travel lanes.</p>	<ul style="list-style-type: none"> • Mill and overlay of existing roadway pavement • Removal of boulevard and divided eastbound road • New 5' sidewalk on south side and 10' multi-use trail on north side • Storm sewer intake modifications, manhole, and water valve adjustments • LED street lighting and electrical • Street tree planting 	<ul style="list-style-type: none"> • Iowa DOT Resurfacing Funds • TSIP • TAP • Recreational Trails Program • City of Marshalltown - Street Improvement Program, Stormwater Utility, Road Use Tax • Local Grants/Donations 	<p>\$525,000 - \$650,000</p>
<p>4. Nevada Street Connection. Straight thru connection of Nevada Street to Highway 14.</p>	<ul style="list-style-type: none"> • Removal of existing ramps at north side of viaduct • New 28' PCC Roadway, curb and gutter and driveway connections • Storm sewer intake structures and pipe • LED street lighting • Streetscape amenities: street trees, landscape treatments, wayfinding signage/monuments, and decorative paving 	<ul style="list-style-type: none"> • TAP • U-STEP • Recreational Trails Program • City of Marshalltown - Street Improvement Program, Stormwater Utility, Road Use Tax • Local Grants/Donations 	<p>\$1.75 Mil - \$2.5 Mil</p>

IMPROVEMENT AREA	PRIMARY PROJECT COMPONENTS	POTENTIAL FUNDING OPTIONS/SOURCES	OVERALL BUDGET RANGE
<p>5. Edgewood Street Diversion/Connection. New road to connect Edgewood Street at N. 5th Ave. to N. 8th Ave.</p>	<ul style="list-style-type: none"> Grading and excavation for new roadway New 28' PCC roadway, curb and gutter Storm sewer intake structures and pipe LED street lighting 	<ul style="list-style-type: none"> TSIP U-STEP RISE ICAAP STBGP City of Marshalltown - Stormwater Utility, Road Use Tax Local Grants/Donations 	<p>\$1.5 Mil - \$2.5 Mil</p>
<p>6. State Street to Viaduct 4 to 3 Lane Conversion. Road diet concept with mill and overlay of existing pavement to be complete with DOT resurfacing project.</p>	<ul style="list-style-type: none"> Reduce travel lanes to one north bound and one south bound lane with continuous left-turn lane Mill and overlay of existing roadway pavement New curb and gutter at reduced pavement width New sidewalks on both sides of street to edge of ROW/ building face Storm sewer intake modifications, manhole, and water valve adjustments LED street lighting and electrical Streetscape amenities: street trees, landscape treatments, wayfinding signage/monuments, and decorative paving 	<ul style="list-style-type: none"> Iowa DOT Resurfacing Funds TSIP ICAAP STBGP SRF TAP Recreational Trails Program City of Marshalltown - Stormwater Utility, Road Use Tax, TIF Local Grants/Donations 	<p>\$3.0 Mil - \$3.75 Mil</p>
<p>7. Anson Street to Viaduct 4 to 3 Lane Conversion. Road diet concept with mill and overlay of existing pavement to be complete with DOT resurfacing project.</p>	<ul style="list-style-type: none"> Reduce travel lanes to one north bound and one south bound lane with continuous left-turn lane Mill and overlay of existing roadway pavement New curb and gutter at reduced pavement width New 5' sidewalk on west side of street, 10' multi-use trail on east side of street Storm sewer intake modifications, manhole, and water valve adjustments LED street lighting and electrical Streetscape amenities: street trees, landscape treatments, wayfinding signage/monuments, and decorative paving 	<ul style="list-style-type: none"> Iowa DOT Resurfacing Funds TSIP ICAAP STBGP SRF TAP Recreational Trails Program City of Marshalltown - Stormwater Utility, Road Use Tax Local Grants/Donations 	<p>\$800,000 - \$1.5 Mil</p>

IMPROVEMENT AREA	PRIMARY PROJECT COMPONENTS	POTENTIAL FUNDING OPTIONS/SOURCES	OVERALL BUDGET RANGE
<p>8. Anson Street Roundabout. Replace traditional intersection with two-lane roundabout. Approximate outside diameter would be 165', offset to northeast quadrant of intersection..</p>	<ul style="list-style-type: none"> • Pavement removal, excavation and grading for roundabout pavement • Storm sewer modifications as required • LED street lighting and electrical • Streetscape amenities: street trees, landscape treatments, wayfinding signage/monuments, and decorative paving 	<ul style="list-style-type: none"> • Iowa DOT Resurfacing Funds • TSIP • ICAAP • STBGP • TAP • Recreational Trails Program • City of Marshalltown - Stormwater Utility, Road Use Tax • Local Grants/Donations 	<p>\$1.0 Mil - \$1.5 Mil</p>
<p>9. Viaduct Protected Trail. Create protected trail across viaduct by adding additional barrier at edge of travel lane.</p>	<ul style="list-style-type: none"> • Concrete barrier wall 10' from existing protected sidewalk • Signage and striping for wayfinding and delineation of trail connection • LED street lighting 	<ul style="list-style-type: none"> • TAP • Recreational Trails Program • City of Marshalltown - Road Use Tax • Local Grants/Donations 	<p>\$150,000 - \$250,000</p>
<p>10. Riverside Street to Woodland Street 4 to 3 Lane Conversion. Create protected trail across viaduct by adding additional barrier at edge of travel lane.</p>	<ul style="list-style-type: none"> • Concrete barrier wall 10' from existing protected sidewalk • Signage and striping for wayfinding and delineation of trail connection • LED street lighting 	<ul style="list-style-type: none"> • Iowa DOT Resurfacing Funds • TSIP • ICAAP • STBGP • SRF • TAP • Recreational Trails Program • City of Marshalltown - Road Use Tax • Local Grants/Donations 	<p>\$2.3 Mil - \$3.0 Mil</p>

IMPLEMENTATION 5

IMPLEMENTATION AND DEVELOPMENT SUPPORT

OVERVIEW

The implementation of the Highway 14 Corridor Plan will require a coordinated effort on the part of the City of Marshalltown, Iowa Department of Transportation, the community, property owners and developers.

To understand what will be required, specific goals for development support are identified:

- Define future capital projects and approved levels of built quality
- Provide incentives for redevelopment to occur in Marshalltown
- Prioritize redevelopment of grayfield, brownfield, and infill parcels
- Incentivize aesthetic, sustainable, and organizational improvements for investors
- Prioritize projects that meet and exceed the development requirements
- Provide funding support options
- Establish community organizations that will catalyze development
- Communicate the goals for future development in Marshalltown
- Continue to provide planning efforts that provide research, improved infrastructure, and development support

The implementation section of the plan will include a zoning code review, an implementation strategy approach, a matrix of implementation and development support strategies and a series of development opportunities maps.

ZONING CODE REVIEW

The Marshalltown Zoning Code offers a description of each zone district and the standards for development at each use. Typical sections within each zone district section include: purpose of the zone district, permitted uses, special uses, bulk requirements and setbacks, and a reference to the parking requirements. The outline of the zoning code includes: definitions, districts and general regulations, site plan review requirements, buffering and landscaping requirements, residential flexibility standards, each zone district, a table of permitted and special uses for commercial districts, signs, special use regulations, planned unit development, temporary use regulations, flood hazard districts, and other sections related to development approvals processes. These sections were reviewed for completeness and to discover opportunities to improve the local climate for quality development and redevelopment in Marshalltown, especially adjacent to the Highway 14 corridor.

What is the Zoning Code doing well?

A few elements articulated in the zoning code surfaced throughout the text: buried underground utilities, signage standards and buffering, landscaping, and parking lot requirements. These topics address desirable community character as development occurs.

Buried utilities reduce the visual impact and restrictions with tree canopies that result from overhead utilities. Transitioning Marshalltown to buried utilities along the major corridors and central, dense neighborhoods will provide development benefits in the long term.

The buffering and landscaping requirements chapter, which also includes parking lot design requirements, provides direction for developers and land owners to be good neighbors. The content provided in these sections will serve the community best if regularly enforced.

Robust signage standards and requirements assist in programming businesses towards a human scale, encouraging walkable environments and dynamic, pedestrian-oriented retail.

Topics for Improving the Zoning Code and Ensuring Quality Development in Marshalltown

A Recommended Tree Planting List: The City of Marshalltown published “A Guide for the Management and Preservation of Terrace Trees and Right-of-Way Areas,” a supplement to the City Tree Ordinance. This document features a list of prohibited species and suggested species for different contexts. The idea of a recommended tree planting list can expand beyond the limits of the public ROW and include the rest of the community as a way to prioritize attractive and well-adapted trees when redevelopment occurs.

Activity Centers and Neighborhood Commercial

Nodes: Activity centers are established areas within the city where walkable developments are encouraged. These centers should be located in downtown, but also in key neighborhood nodes or community gateways. Centers and nodes should also be spread throughout the city to provide equitable access to all communities in Marshalltown, similar to the way parks are planned. These areas can also be served by a reliable transit system that can contribute to a mode shift. Thus, creating transit-oriented developments (TOD), where parking requirements can be reduced or eliminated. Although the transit system allows for buses to stop at any intersection, TODs can be established as activity centers in locations that will best serve the community along the transit route. ([See Potential Activity Centers Overlay Areas along Highway 14 on page 54](#)).

Snow Storage: In many zone districts, dedicated snow storage is required on each individual site. By reducing or eliminating the snow storage requirement in areas where density and redevelopment is prioritized, valuable real estate can be dedicated to other functions, such as expanded building footprints or public amenities. Marshalltown’s public works will have to designate nodes of snow storage throughout the city in areas that will not be a visible burden to the surrounding land uses.

Mixed-Use Residential: Many zone districts do not allow for

residential dwelling units. A few mixed-use zone districts do allow residential including: TN Traditional Neighborhood, NC Neighborhood Commercial District, CBD Central Business District. The Comprehensive Plan 2030 indicates a planned future land use scenario, where the parcel zoning can be assembled within the district in a way to achieve the recommended density from the report. Marshalltown can consider adding a designated “Dual Commercial and Residential” zoning category to their code language to allow an avenue for developers to rezone parcels in identified activity nodes.

The prevalence of mixed-use parcels can be increased in activity nodes to add neighborhood vibrancy. Mixed-use zoning also encourages the utilization of existing vacancies or underutilized lots, such as by filling upper floors of buildings with multifamily residential. The concept of transit-oriented activity nodes is mentioned below and would be a great fit for additional mixed-use residential.

Setbacks and Build-To Lines: Each zone district features their own setbacks for each property boundary. The setbacks can be reconsidered to reduce many of the front yard setbacks as a way to increase walkability. In areas closest to the downtown and other vibrant neighborhood nodes throughout Marshalltown, instead of a setback requirement, a build-to requirement will better achieve the urban design goals of the neighborhood. The Comprehensive Plan 2030 states: “Depending on the location, setbacks or build-to lines can be an important tool in creating a more traditional or compact mixed-use design. Allowing setbacks to be tighter with buildings up to the sidewalk will reinforce the pedestrian scale of downtown design” (2-16). The presence of dense, walkable, vibrant, and attractive neighborhoods has the potential to encourage new development and redevelopment.

Density, Building Height, and Floor Area Ratio: In the Comprehensive Plan 2030, various land use categories are introduced including high density residential intended to allow a density of 12 to 24 units per acre. The highest density residential in the existing code is Zone District R-5

High Density Residential. The multi-family dwellings in this district requires 2000 square feet of minimum lot area per dwelling and three stories in building height. This density translates to about 21.8 units per acre – less than the Comprehensive Plan 2030 recommended maximum of 24 units per acre. There is an opportunity to update the code language to better reflect the Comprehensive Plan.

The R-5 Zone District limits the building height to three stories with a maximum of 45 feet. With this criteria in addition to the maximum density it could result in eight units per story. As an alternative to building height, consider the benefits of transitioning to a floor area ratio calculation. This way a developer could choose to add density with more stories and preserve some of the parcel for amenities like outdoor gathering spaces, landscaping, or even play equipment for children and families.

Floor Area Ratio is the relationship between the total amount of usable floor area that is permitted for the building and the total lot area. This concept can be applied to the following zone districts: R-3 and R-4 Medium Density Residential, R-5 High Density Residential, TN Traditional Neighborhood, NC Neighborhood Commercial, CC Community Commercial, OP Office Park, GC General Commercial, and RC Regional Commercial.

Driveways and Single-Family Homes: Some homes in Marshalltown feature alley-loaded garages, while others are designed with street-loaded garages. Single-family homes with street-loaded garages may contribute to excessive curb cuts along a street if they are located within close proximity of each other in one of Marshalltown’s more dense areas, such as the TN Traditional Neighborhood District. When alleys are present, and it is possible, Marshalltown should discourage the new development of single-family homes with a street-loaded garage.

Architectural and Design Standards: In the Marshalltown Code, each zone district features a section for architectural standards. Many of the districts repeat this same text: “All sides of . . . buildings visible from the public right-of-way

shall be architecturally treated to produce an aesthetically pleasing façade that is compatible with residential design or compatible with surrounding buildings. Exterior materials of commercial quality shall include wood, masonite, aluminum, steel, decorative concrete block, stucco, brick, or other similar materials with an effective life of 25 years or greater.” This zoning code description could provide more clarity and distinction for each zone district. The Comprehensive Plan 2030 recommends design standards for all zoning districts to describe and illustrate requirements for sites, parking lots, building architecture, building materials, landscaping, signage, and storm water management. Open space requirements and lot coverage can also be considered elements to add to a design standards section or a design guidelines effort.

Parking Requirements: Recognize that requiring too much parking on-site can be a problem, especially for developing older smaller lots in denser areas. The best parking policies consider the overall transportation system and land use patterns. Mixed-use developments, transit services, good bicycle facilities, and an appealing walking environment has the potential to reduce parking demand. Another benefit of reducing parking requirements in some areas is that surface parking consumes land that could contribute to additional amenities, homes, or services for the surrounding community.

Marshalltown has the opportunity to reconsider their parking requirements in Chapter 7. By eliminating parking in established activity nodes throughout the city not just the Traditional Neighborhood District (ND district) and reducing the parking supply minimums, the city will better support attractive, walkable developments. Within activity nodes where visitors have the option to “park once” and walk to multiple destinations, the community and built environment is better served if parking is treated like a utility, and not an on-site private requirement. In this way, parking can be provided via private joint parking facilities or through public facilities funded through capital fees, property taxes or a fee-in-lieu system. Other concepts to

revise parking requirements include considering private shared parking agreements as well as providing and counting time-limited on-street parking.

A parking overlay district can further support the idea of reduced parking requirements for downtown and activity nodes throughout Marshalltown. This district should have a reduced minimum or eliminated on-site parking requirement. In certain districts, such as the Central Business District (CBD), a parking maximum could be considered to ensure the parking supply provided by new development or redevelopment is based primarily on market and community demand. A shared parking supply can be calculated by considering the transportation options with a mode split, the mix of land uses in the area, and the “park once” strategy.

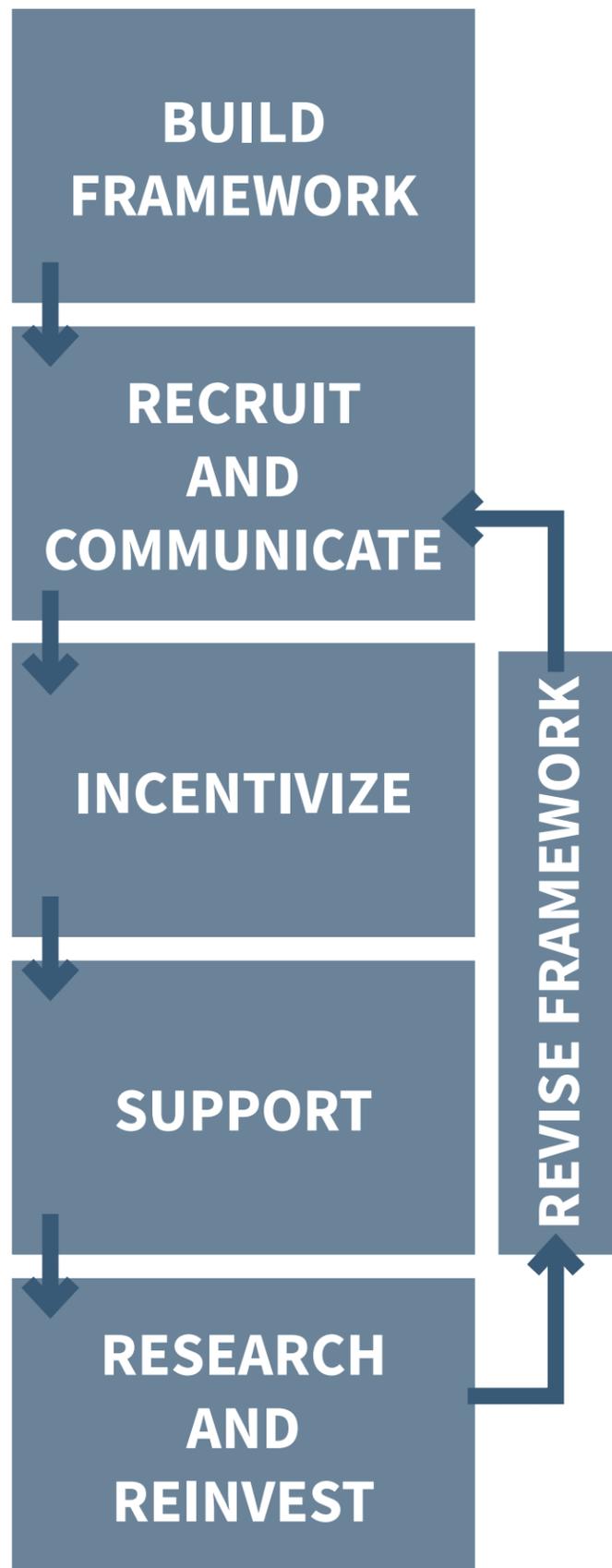
The above-mentioned concepts will contribute to improving safety in Marshalltown, especially along the Highway 14 corridor, by reducing the frequency of curb cuts. Curb cuts can also be addressed explicitly by requiring shared curb cuts, minimum distances between curb cuts, or offering incentives for alley-loaded and behind-the-building parking.

In addition, the parking requirements should address minimum accommodations for bicycle parking and motorcycle parking.

Public Art Murals: Add “Original Art Murals” to the city code language. The EPA’s “Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns” shares numerous policy tools and actions that can support development. One idea mentioned is an Original Art Mural Program, which provides a path for artists to collaborate with the community to contribute public art that will enhance the sense of place. The City of Portland, Oregon offers a good example of how clear code language can support a successful public art mural program (portlandoregon.gov/citycode/28169).

Adjacent Land Uses: inherently incompatible uses are not defined in the code such as heavy industry and low density residential. Dedicating zones throughout the city for land uses that pose the most incompatibility may reduce the conflict between incompatible land uses.

This section provides a baseline review of the existing zoning code. Further study is required to determine the specific language and diagrams that will result in effective updates.



IMPLEMENTATION STRATEGY APPROACH

The implementation strategy approach is a framework for attracting development and promoting redevelopment with a structured feedback phase to allow flexibility in adapting the approach when needed. The approach consists of consecutive steps:

- 1.00 Build the framework
- 2.00 Recruit and communicate
- 3.00 Incentivize
- 4.00 Support
- 5.00 Research and reinvest
- 6.00 Revise the framework

The diagram to the left illustrates how these steps work as a system.

Each step within the framework has an important role as Marshalltown works toward catalyzing development projects.

Build a framework: This step of the process will lay the

groundwork for development to occur and prioritize efforts. Concepts for this step include: updating the zoning code, rezoning the Highway 14 Activity Centers and adopting design guidelines.

Recruit and communicate: This step of the process involves building a network among developers, property owners, investors and the city staff to encourage future synergies and efficiencies in the development process.

Incentivize: By providing incentives, the intent is to attract and retain developers, active property owners, and investors through connecting them with monetary and organizational incentives. The incentives provided in this step are anticipated to launch a development project.

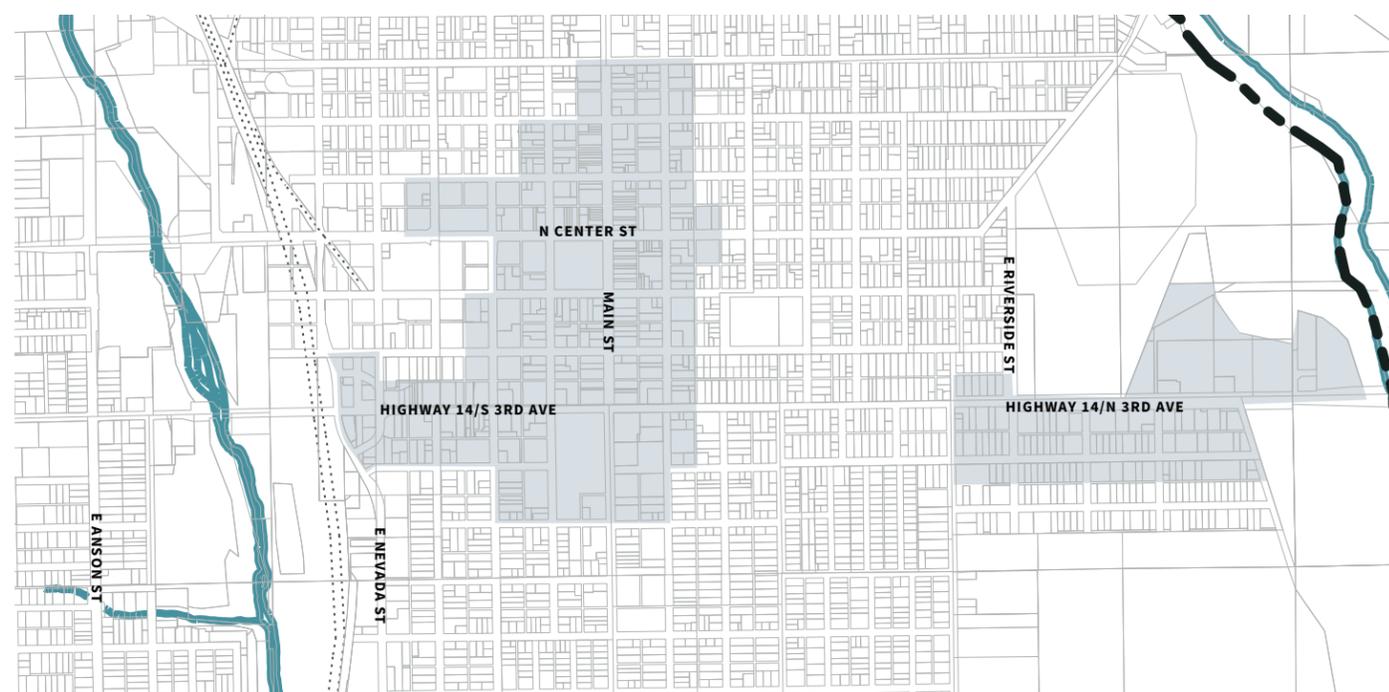
Support: This step in the process is intended to establish an ongoing partnership between developers and business owners by providing ongoing support through programs, guidance, and frequent check-ins.

Research and reinvest: This step creates a moment where

the City can pause and assess the progress to date. Research tasks could consist of a number of building permits or business owner feedback surveys. Additional research could be gleaned from the developer community such as market studies and housing needs. A successful implementation approach could lead to increased city funding from tax revenue, which could be reinvested in the redevelopment effort.

Revise the framework: By using the guidance from research, precedent projects and pilot programs, the framework can be revised to prioritize concepts and programs that are effective while rebuilding or retiring concepts and programs that have been ineffective.

POTENTIAL ACTIVITY CENTERS OVERLAY AREAS ALONG HIGHWAY 14

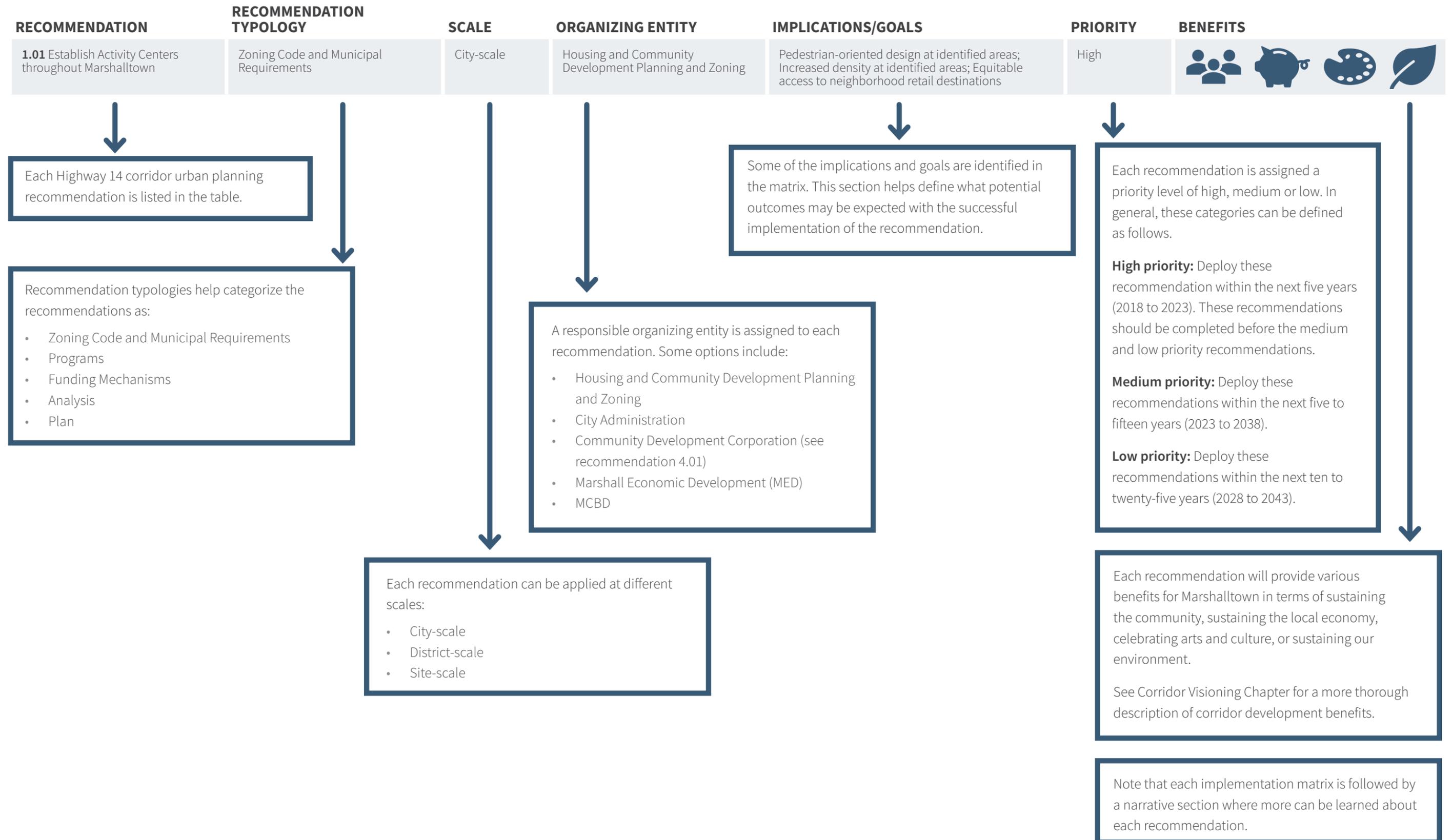


Two Activity Centers are proposed for the Highway 14 corridor. More information about how designated Activity Centers can build equitable and vibrant walkable neighborhoods is described in the Zoning Code Review section.

Downtown Activity Center: This Activity Center includes the Central Downtown Business District, the hospital campus area and the potential redevelopment areas located south to the viaduct area. This area has the potential to be an expanded downtown core.

North Gateway Activity Center: This Activity Center is the entrance to Marshalltown from the north. Gateways are good candidates for planning activity centers. This area boasts river and greenspace assets and has the potential to be a vibrant neighborhood center with a variety of residential dwellings, local commercial destinations, and some compatible light industrial uses.

HOW TO USE THE IMPLEMENTATION MATRIX



CRAFTING RECOMMENDATIONS

The implementation matrices and associated narratives on the following pages are intended to leverage the Marshalltown community toward their goals for the Highway 14 corridor. The goals include:

- Create an active and attractive public space
- Design a safe corridor for all users
- Increase pedestrian walkability
- Increase economic vitality for existing and future businesses
- Improve land use compatibility
- Developing architectural design standards
- Creating incentives for private investment
- Incorporating innovative environmental design strategies

The following implementation section focuses on achieving community goals regarding the urban design aspect of the corridor.

The implementation strategy approach found on the previous page describes the overall implementation process, which is intended to be iterative so that the approach can be altered based on successes, failures, or new opportunities. The process includes:

- Building a framework
- Recruiting and communicating
- Providing incentives
- Offering support
- Researching and reinvesting, and
- Revising the framework

Recommendations Resources

The strategy to craft these recommendations emerged out of research. The resources consulted during the process includes:

- Iowa Economic Development Authority
- Framework for Creating a Smart Growth Economic Development Strategy: a Tool for Small Cities and Towns (EPA, 2016)
- CommunityProgress.net
- Useful-community-development.org

In addition, Marshalltown-specific resources were also assessed. This includes:

- The Highway 14 corridor project community survey results from April 2017
- The City of Marshalltown 2010 Zoning Ordinance
- The Marshalltown City Center Plan (2006)
- Marshalltown Market Study and Strategies (2015)
- Marshalltown Comprehensive Plan 2030 (2012)
- City of Marshalltown Housing Market Assessment (2017)

Another meaningful asset used to capture the thoughts about potential recommendations and strategies from the Highway 14 Steering Committee was a “recommendations worksheet.” This process allowed the planning team to present ideas for recommendations to the committee and have them respond directly on the worksheet with their insights about the recommendation. Some feedback indicated that the recommendation is already part of their practice and the entity leading the effort, or if it was unsuccessful in the past, or if it is a new idea they are excited to test.

The following pages of recommendations are a result of research and the participation of the Highway 14 Steering Committee.

1.00 BUILD THE FRAMEWORK

RECOMMENDATION	RECOMMENDATION TYPOLOGY	SCALE	ORGANIZING ENTITY	IMPLICATIONS/GOALS	PRIORITY	BENEFITS
1.01 Establish Activity Centers throughout Marshalltown	Zoning Code and Municipal Requirements	City-scale	Housing and Community Development Planning and Zoning	Pedestrian-oriented design at identified areas; Increased density at identified areas; Equitable access to neighborhood retail destinations	High	   
1.02 Integrate mixed-use residential as permissible uses in Activity Centers through the use of an overlay district	Zoning Code and Municipal Requirements	City-scale	Housing and Community Development Planning and Zoning	Development program flexibility; Density in identified locations; Community vibrancy; Housing diversity; Eyes on the street improves safety	High	  
1.03 Update setbacks and/or establish build-to lines in the Marshalltown Zoning Code to align with the recommendations in the Comprehensive Plan 2030	Zoning Code and Municipal Requirements	City-scale	Housing and Community Development Planning and Zoning	Increased walkability; improved safety (reduced curb cuts); Improved community aesthetics; Potential to attract developers with priorities for walkable districts	High	  
1.04 Rezone areas along the Highway 14 corridor as Traditional Neighborhood Zone District (TN)	Zoning Code and Municipal Requirements	District-scale	Housing and Community Development Planning and Zoning	Increased development possibility for existing property owners; Potential to appeal to regional developers; More consistent and high quality developments with the associated design standards; more opportunities for mixed-use development	High	   
1.05 Update Chapter 7 of the Zoning Code to restructure parking requirements (i.e. could be parking maximum versus minimum) and/or introduce a parking overlay district	Zoning Code and Municipal Requirements	City-scale	Housing and Community Development Planning and Zoning	More productive use of underutilized land (i.e. parking lots); increased value of land; more efficient and strategic consolidated parking management; better ability to encourage transit use	High	   
1.06 Prioritize rear-loaded garages in areas where existing access ways are provided.	Zoning Code and Municipal Requirements	Start with District-scale, then implement City-scale	Housing and Community Development Planning and Zoning; Public Works	Improved pedestrian safety; Opportunities to achieve more street frontage	Medium	 
1.07 Adopt Architectural and Design Guidelines and/or Form-based Codes	Zoning Code and Municipal Requirements	District-scale	Housing and Community Development Planning and Zoning	Improved aesthetics of development in Marshalltown; Security for developers to know that adjacent parcels will develop with the same guidelines	Medium	   
1.08 Formalize the value of public art in the zoning code	Zoning Code and Municipal Requirements	City-scale	Housing and Community Development Planning and Zoning	More public art installations; Higher quality public art; Discourage unsanctioned graffiti and vandalism	Medium	  
1.09 Develop an adjacent land use and/or zone district matrix to summarize compatible versus incompatible land uses. Reduce buffering requirements between similar uses.	Zoning Code and Municipal Requirements	City-scale	Housing and Community Development Planning and Zoning	Reduced buffering requirements between similar land uses; Improved residential community character without incompatible uses; Potential for increased property values	Medium	  
1.10 Define a Marshalltown recommended tree planting list	Zoning Code and Municipal Requirements	City-scale	City of Marshalltown Parks and Recreation	Potential to pursue Tree City USA; designate an arboretum in a park, open space, or campus; improved long-term tree health; canopy diversity; urban heat island mitigation and improved human comfort; cleaner air; increased property values	Low	 

1.00 BUILD THE FRAMEWORK, CONT.

RECOMMENDATION	RECOMMENDATION TYPOLOGY	SCALE	ORGANIZING ENTITY	IMPLICATIONS/GOALS	PRIORITY	BENEFITS
1.11 Acquire vacant, abandoned, and tax delinquent properties to start a Marshalltown Land Bank	Program	City-scale	City Administration and/or Community Development Corporation (See recommendation 4.01)	Reduced vacant and underutilized property; Increased community amenities, jobs, and quality added to the built environment	Medium	

BUILD THE FRAMEWORK

1.01 Establish Activity Centers throughout Marshalltown

Currently, mixed-use projects are difficult to develop in Marshalltown due to the single-use zoning code districts currently used along the Highway 14 corridor (with the exception of the Central Business District). Activity Centers can provide the framework for mixed-use development.

Refer to the map on [page 54](#) of proposed activity centers along Highway 14. These areas can be considered for an official designation as Activity Centers through Planning Commission approval. Additional nodes with this designation are encouraged throughout the city.

The creation of Activity Centers can be achieved in multiple ways. One strategy found throughout this document is the use of an existing zone district - Traditional Neighborhood (TN) - within targeted areas along the corridor. The benefit of utilizing the Traditional Neighborhood zone district is that the design guidelines are already established. (See [recommendation 1.04](#))

An alternative concept is to introduce an overlay zone district that would need to be created. The conceptual activity center overlay zone would include clear and professionally-written design guidelines to accommodate walkable and dense developments with a mix of uses and creative parking solutions.

Any effort to successfully execute the concept of Activity Centers must prioritize administrative approval and avoid costly design review boards.

Read more about potential updates to the Zoning Code in

the Zoning Code Review section on [page 52](#).

1.02 Integrate mixed-use residential as permissible uses in Activity Centers through the use of an overlay district

Many zone districts do not allow for residential dwelling units. A few mixed-use zone districts do allow residential including:

- TN Traditional Neighborhood
- NC Neighborhood Commercial District
- CBD Central Business District.

The prevalence of mixed-use developments can be increased in the proposed activity centers to add to neighborhood vibrancy when compatible zone districts or zoning overlay districts are established. Mixed-use zoning encourages the utilization of existing vacancies or underutilized lots, such as by filling upper floors of buildings with multi-family residential. The concept of transit-oriented activity centers would further contribute to additional mixed-use residential. Walkable transit-oriented developments are recommended to provide reduced surface parking due to the proximity to convenient public transit. (Refer to [recommendation 1.01](#))

Read more about potential updates to the Zoning Code in the Zoning Code Review section on [page 52](#).

1.03 Update setbacks and/or establish build-to lines in the Marshalltown Zoning Code to align with the recommendations in the Comprehensive Plan 2030

Each zone district features its own setbacks for each property boundary. By reducing front yard setbacks,

walkability and density can be increased. This strategy will contribute to reduced curb cuts and also prevent developers from locating parking lots between buildings and the right-of-way. In areas closest to the downtown and other vibrant neighborhood nodes (Refer to [Activity Centers on page 74](#)) throughout Marshalltown, instead of a setback requirement, a build-to requirement will better achieve the urban design goals of the neighborhood. The Comprehensive Plan 2030 states: “Depending on the location, setbacks or build-to lines can be an important tool in creating a more traditional or compact mixed-use design. Allowing setbacks to be tighter with buildings up to the

Existing Zone Districts Front Setbacks (Recommendation 1.03)

Zone District	Zone Class	Front Setback
Agricultural Reserve	A-1	50'
Low Density Residential	R-1	50'
Low Density Residential	R-2	30'
Low Density Residential	R-2A	30'
Medium Density Residential	R-3	30'
Medium Density Residential	R-4	30'
High Density Residential	R-5	20'
Traditional Neighborhood	TN	none
Neighborhood Commercial	NC	20'
Community Commercial	CC	20'
Office Park	OP	20'
General Commercial	GC	20'
Regional Commercial	RC	30'
Central Business District	CBD	none

Note: Not all zone districts are displayed in this table

sidewalk will reinforce the pedestrian scale of downtown design” (2-16). The presence of dense, walkable, vibrant, and attractive neighborhoods have the potential to encourage new development and redevelopment. Refer to the table of existing zone districts front setbacks.

Work with the Marshalltown Planning Commission to reduce and/or eliminate the building setbacks in the following zone districts:

- Medium Density Residential (R-3)
- Medium Density Residential (R-4)
- High Density Residential (R-5)
- Neighborhood Commercial (NC)

Read more about potential updates to the Zoning Code in the Zoning Code Review section on [page 52](#).

1.04 Rezone areas along the Highway 14 corridor as Traditional Neighborhood Zone District (TN)

The City has the opportunity to transition portions of the Highway 14 corridor and future abandoned hospital campus to TN Traditional Zoning Neighborhood. The City of Marshalltown Zone District “...is intended to provide for compact, pedestrian-oriented mixed-use areas of limited size, with a variety of residential, office and service uses that primarily serve neighborhood needs. It is also intended to serve as a transitional use of land between commercial or industrial districts and residential districts or other less intensive land uses.” Permitted uses include a wide range of possibilities including: commercial areas, single-family detached and attached dwellings, two-family dwellings, multi-family dwellings, churches, parks and playgrounds, civic buildings, among other land uses.

When communicating the effort to rezone portions of the Highway 14 corridor, it is important to highlight the benefits provided on 13th Street where this zone district has been successful.

1.05 Update Chapter 7 of the Zoning Code to reduce parking requirements and/or introduce a parking overlay district

The City of Marshalltown can better support attractive, walkable developments by addressing the current Zoning Code policies.

The following are some ideas to refresh parking requirements:

1. In walkable districts such as downtown, the community and built environment is better served if parking is treated like a utility and not an on-site private requirement. This strategy can be achieved via private joint parking facilities or through public facilities funded through capital fees, property taxes or a fee-in-lieu system.
2. Allowing and supporting private shared parking agreements.
3. Continue to provide time-limited downtown parking and allow these spaces to count toward the parking requirements, even if located on the street.
4. A future Marshalltown Multi-modal Transportation Plan (see recommendation 5.03) can help the city determine flexible requirements for parking maximums based on a mode split that considers proximity to transit, walkability, and bicycle facilities in addition to the personal vehicle.
5. Curb cuts providing access to surface parking lots can be addressed in Chapter 7 of the Zoning Code by requiring shared curb cuts, minimum distances between curb cuts, or offering incentives for rear-loaded and behind-the-building parking.
6. The parking requirements should address minimum

accommodations for bicycle parking and motorcycle parking.

In order for this recommendation to serve the community and attract new development, the changes to Chapter 7 must be prioritized during permit reviews and enforced on existing properties.

Read more about potential updates to the Zoning Code in the Zoning Code Review section on page 52.

1.06 Prioritize rear-loaded garages in areas where existing access ways are provided.

When alleys are present, and it is possible, Marshalltown should discourage the new development of single-family homes with a street-loaded garage within the potential Activity Center areas.

Street-loaded garages contribute to curb cuts along the street, which are not compatible with safe pedestrian sidewalks or vehicular safety. A neighborhood is more walkable without these frequent vehicular conflicts.

This recommendation is contingent on city-provided alley maintenance and snow plowing in areas where rear-loaded garages are most appropriate, such as the potential Activity Centers on page 74.

1.07 Adopt Architectural and Design Guidelines and/or Form-based Codes

The quality of new development in Marshalltown can be defined through the introduction of architectural and design guidelines. This concept is supported by the Comprehensive Plan 2030.

By articulating and illustrating architectural and design standards, some developers may feel more security that surrounding developments will be held to a high standard by the City of Marshalltown.

Developing and executing design standards would be a large undertaking at the city-scale. Marshalltown may consider prioritizing areas in the city to undertake a design guidelines effort, such as the proposed Activity Centers.

Read more about the benefits of guidelines in the Zoning Code Review section on page 52.

1.08 Formalize the value of public art in the zoning code

Demands on staff time with this initiative can be reduced if the Marshalltown Public Art Commission is responsible for assisting with submission requirements and acting as an advocate for artists within the city approvals process.

Prioritize a concentration of public art within potential Activity Centers so the works can be appreciated by pedestrians in a walkable environment.

Read more about potential updates to the Zoning Code in the Zoning Code Review section on page 52.

1.09 Develop an adjacent land use and/or zone district matrix to summarize compatible versus incompatible land uses. Reduce buffering requirements between similar uses.

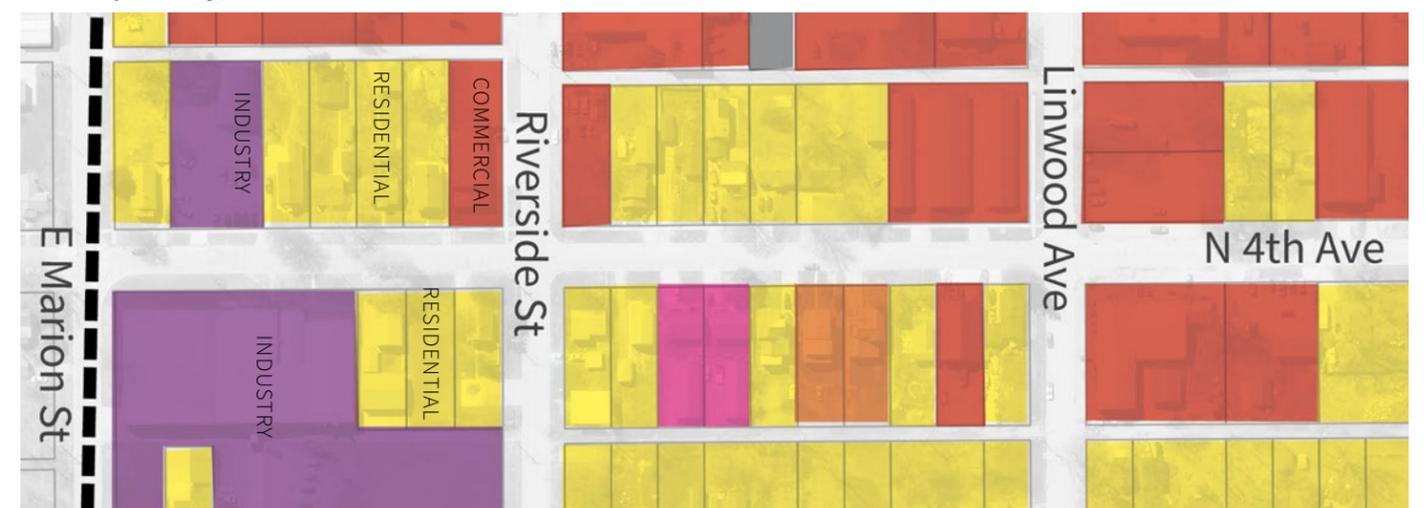
The zoning code mentions that a buffer can be utilized to “protect or partially obstruct the view” between two adjacent incompatible uses. However, inherently incompatible uses are not defined in the code such as heavy industry and low density residential. A more efficient use of land would group the land uses such as heavy industry

together in established areas and avoid the conflicts and thus avoid and reduce the amount of land dedicated to buffering.

By introducing zones throughout the city for dedicated land uses that pose the most incompatibility, the conflict between land uses is reduced significantly. Land currently dedicated to buffering could instead be used for additional density with compatible uses or programmed open space. Existing residential areas would benefit from more residential or residential-scale commercial and mixed-use instead of being interrupted by incompatible uses such as heavy commercial or heavy industry.

In the provided example of incompatible land uses, industry and residential are integrated together somewhat randomly within the block structure, as is commercial land use. Although some permissive uses may be compatible, the existing zoning code does not articulate which permissive uses may be permitted when light industry is zoned adjacent to residential. Similarly, a commercial use may or may not be serving a community need within the context of residential land use. By articulating compatible commercial uses when adjacent to residential, Marshalltown will further ensure that appealing communities are built in all neighborhoods.

Example of existing Incompatible Land Uses along the corridor (Recommendation 1.09 describes how to improve land use compatibility)



Example of a Land Use Compatibility Matrix adapted from El Dorado County, California (Recommendation 1.09)

	Multi-Family Residential	High Density Residential	Medium Density Residential	Low Density Residential	Rural Residential	Agricultural Lands	Natural Resource	Commercial	Research and Development	Industrial	Open Space	Public Facilities	Tourist Recreational
Multi-Family Residential	Compatible												
High Density Residential	Compatible with mitigation	Compatible											
Medium Density Residential	Incompatible	Compatible with mitigation	Compatible										
Low Density Residential	Incompatible	Incompatible	Compatible with mitigation	Compatible									
Rural Residential	Incompatible	Incompatible	Compatible with mitigation	Compatible	Compatible								
Agricultural Lands	Incompatible	Incompatible	Compatible with mitigation	Compatible	Compatible	Compatible							
Natural Resource	Incompatible	Incompatible	Incompatible	Compatible with mitigation	Compatible	Compatible	Compatible						
Commercial	Compatible with mitigation	Compatible with mitigation	Incompatible	Incompatible	Compatible with mitigation	Compatible with mitigation	Compatible with mitigation	Compatible					
Research and Development	Incompatible	Incompatible	Incompatible	Incompatible	Incompatible	Compatible with mitigation	Compatible with mitigation	Compatible	Compatible				
Industrial	Compatible with mitigation	Compatible with mitigation	Incompatible	Incompatible	Incompatible	Compatible with mitigation	Compatible with mitigation	Compatible with mitigation	Compatible with mitigation	Compatible			
Open Space	Compatible with mitigation	Compatible with mitigation	Compatible with mitigation	Compatible	Compatible	Compatible	Compatible	Compatible with mitigation	Compatible with mitigation	Compatible with mitigation	Compatible		
Public Facilities	Compatible with mitigation	Compatible											
Tourist Recreational	Incompatible	Incompatible	Incompatible	Incompatible	Compatible with mitigation	Compatible	Compatible with mitigation	Compatible with mitigation	Compatible with mitigation	Compatible with mitigation	Compatible	Compatible with mitigation	Compatible

Legend

- Compatible land use
- Compatible land use with proper mitigation
- Incompatible land use

[https://ballotpedia.org/El_Dorado_County,_California,_Land_Use_and_Zoning_Policies_Initiative,_Measure_G_\(June_2016\)](https://ballotpedia.org/El_Dorado_County,_California,_Land_Use_and_Zoning_Policies_Initiative,_Measure_G_(June_2016)), accessed May 2018

1.10 Define a Marshalltown recommended tree planting list

Currently, Marshalltown does not prioritize reviewing landscape plans for new development beyond the Parks and Recreation Department.

The idea of a recommended tree planting list has the potential to expand beyond the current limits of the public rights-of-way and include the rest of town, especially parcels along Highway 14, as a way to prioritize a diverse tree canopy and attractive, well-adapted trees when redevelopment occurs.

Read more about potential updates to the Zoning Code in the Zoning Code Review section on [page 52](#).

1.11 Acquire blighted properties, foreclosed properties, and underutilized properties to start a Marshalltown Land Bank

A Marshalltown Land Bank will provide a system for Marshalltown to acquire vacant and abandoned properties with the intention to convert the latent parcel to community assets.

The parcels can be transferred to developers and investors or local community members to introduce productive land uses aligned with community goals. The City of

Note: this table provides an example of another community's values regarding compatible land uses. An additional study will be required to determine the compatible uses appropriate for Marshalltown.

Marshalltown may facilitate a land bank program or this responsibility can be organized within a CDC ([See recommendation 4.01](#)).

One benefit of utilizing a land bank program is because the structure of the program allows for more effective and efficient parcel acquisition and transfer compared to other public and nonprofit entities.

2.00 RECRUIT AND COMMUNICATE

RECOMMENDATION	RECOMMENDATION TYPOLOGY	SCALE	ORGANIZING ENTITY	IMPLICATIONS/GOALS	PRIORITY	BENEFITS
2.01 Continue to support and coordinate with the Marshall Economic Development (MED)	Existing program	County-wide	City Administration and Marshall Economic Development (MED)	Increased coordinated efforts for development projects that benefit the community	High	
2.02 Regularly engage with real estate brokers and developers through outreach and communication	New program	State-wide	City Administration and Marshall Economic Development (MED)	Increased opportunities communicated to Iowa's developer community	High	
2.03 Continue to provide site selection assistance to investors and developers	Existing program	City-scale	Marshall Economic Development (MED)	Increased opportunities communicated to Iowa's developer community; improved land use adjacency	High	
2.04 Establish an entity responsible for capturing, organizing and posting social media content	New program	City-scale	City Administration	Improved coordinated messaging about Marshalltown's community and the opportunities available	Medium	
2.05 Provide outreach to owners of vacant or underutilized properties especially those located in the Central Business District, Town Gateways, and Activity Centers	New program	City-scale	Community Development Corporation (See recommendation 4.01) with support from City Administration and Marshall Economic Development (MED)	Improvements to existing properties; increased sense of safety among the community members; increased appeal of neighborhoods to community members and developers; some parcels added to the potential Marshalltown Land Bank (see recommendation 1.11)	High	
2.06 Publish and celebrate the Marshalltown Capital Improvements efforts with regional developers and real estate brokers	New program	City-scale, promote state-wide	City Administration/ Communications and Marshall Economic Development (MED)	Increased coordination between capital improvements projects and development projects	Medium	
2.07 Issue an RFP for development proposals for city-owned real property	New program	Site-scale	City Administration and the Marshall Economic Development (MED)	Increase awareness of Marshalltown development opportunities; the City of Marshalltown is empowered to select a development proposal aligned with the goals of the community; increased development quality; potential for green building proposals	Medium	

RECRUIT AND COMMUNICATE

2.01 Continue to support and coordinate with the Marshall Economic Development (MED)

The City of Marshalltown currently participates in monthly meetings with Marshalltown Central Business District (MCBD), Vision Marshalltown, and Marshall Economic Development (MED) to discuss current development.

This group is ideal for establishing a website or compiling other print collateral that can be shared with potential developers and investors. (See [recommendation 2.02](#))

2.02 Regularly engage with real estate brokers and developers through outreach and communication

Support the Economic Development efforts to provide outreach to developers and investors. Provide a website or print collateral that communicates current development priorities, potential locations for development, a community snapshot with market opportunities, and existing funding mechanisms available for incentive.

2.03 Continue to provide site selection assistance to investors and developers

MED currently provides site selection assistance to investors and developers. The City of Marshalltown supports this by supplying information to MED related to infrastructure.

2.04 Establish an entity responsible for capturing, organizing and posting social media content

Consider adding social media responsibilities to an existing role within the City of Marshalltown staff. If this is not possible, then offer the opportunity to a local young professional as an internship or part-time work opportunity. This role shall include the creation of original blog posts based on current happenings in the city, Facebook posts and activity, Instagram posts, and twitter posts and retweets.

This role has the potential to expand to offer social media training to local businesses to help them establish a web presence.

2.05 Provide outreach to owners of vacant or underutilized properties especially those located in the Central Business District, Town Gateways, and Activity Centers

The City of Marshalltown has the opportunity to address vacant or underutilized properties through a property owner outreach program. In the downtown core, the Marshalltown Central Business District (MCBD) can conduct outreach. In other areas along the Highway 14 corridor, the outreach can be coordinated by the potential Highway 14 Community Development Corporation (see [recommendation 4.01](#)). City Administration and Marshall Economic Development (MED) can participate by providing data about trends and demographics and information about municipal capital improvements and other development projects in the area.

The existing property owner can be given options regarding funding opportunities, partnerships, and tax incentives. Alternatively, the property could also enter the potential Marshalltown Land Bank for future development (see [recommendation 1.11](#)).

2.06 Publish and celebrate the Marshalltown Capital Improvements efforts with regional developers and real estate brokers

The City of Marshalltown can strategize investments across all their departments with the guidance of a Capital Improvements Program. This tool will not provide additional funding to the annual budget but instead helps prioritize investments over time. This plan shall include: a list of the capital projects or equipment to be purchased, the projects ranked in order of preference or priority, the plan for financing each project, a construction timeline,

project justifications, and an explanation of expenses for the project. Many cities and towns across the United States employ the guidance from a Capital Improvements Program. Currently, the City of Marshalltown is replacing fleet vehicles and other equipment for most departments. By easily communicating how the city is investing in the community over time, regional investors and developers can better plan their next projects. Potential communication channels include on the city website, press releases, and direct contact to potential investors and developers.

2.07 Issue an RFP for development proposals for city-owned real estate

City may offer support in applying for grants and funding; must follow existing zoning and ordinances and align with existing adopted plans and policies, however, City is open to cooperating with the selected developer to approve density bonuses and variances.

3.00 INCENTIVIZE

RECOMMENDATION	RECOMMENDATION TYPOLOGY	SCALE	ORGANIZING ENTITY	IMPLICATIONS/GOALS	PRIORITY	BENEFITS
3.01 Submit an application for the Iowa Reinvestment Districts	Funding mechanism	District-scale	Developer with support provided by City Administration	Additional funding provided to the development project	Dependent on a development opportunity	   
3.02 Implement an incentive zoning approach to land use approvals.	Program	City-scale	Housing and Community Development Planning and Zoning	Improve relationships with quality developers; Negotiating incentives with a developer could result in a mutually beneficial solution such as density increased above what is currently allowable.	High	 
3.03 Participate in the Opportunity Zone Program.	Program	Census tract-scale	Housing and Community Development Planning and Zoning	Funding provided to supplement investment in development; Potentially and attractive program for private developers	High	 
3.04 Provide education and outreach to MCBD business owners regarding the benefits of a Self-Supporting Municipal Improvements District (SSMID).	Program	District-scale	Marshalltown Central Business District (MCBD)	Additional funding support for investment in the district; Potential to attract businesses to locate within the SSMID; Potential to create more appealing events and amenities for the Marshalltown community	High	 
3.05 Expand an existing TIF district to include the north gateway redevelopment area along the Highway 14 corridor.	Funding mechanism	District-scale	City Administration	Stable funding provided for public improvement projects within the TIF districts; Improved infrastructure and amenities within the TIF district; Potential to attract future development to the district	Medium	   
3.06 Participate in the Community Block Grant Program and establish Neighborhood Revitalization Strategy Areas to allow for more flexibility in use of the funding	Funding mechanism	District-scale	Community Development Corporation (Recommendation 4.01) and/or City Administration	Increased quality affordable housing options; Increased services for the community; Support for existing businesses	Medium	 
3.07 Promote the Iowa Redevelopment Tax Credit Program for Brownfield and Grayfield Sites and assist developers in acquiring funding.	Funding mechanism	Site-scale	Private developer with support provided by the City of Marshalltown	Increased infill development activity and reduced sprawl; Transitioning brownfields to community uses; Increased environmental benefits associated with site remediation and green building	Medium	 
3.08 Participate in the New Markets Tax Credit Program with an established focus area.	Funding mechanism	District-scale	Private developer with support provided by the City of Marshalltown	Potentially reduced unemployment, out-migration; Potentially increased incomes; Increased job opportunities	Low	   
3.09 Promote and Participate in the Historic Preservation and Cultural and Entertainment District Tax Credit Program	Funding mechanism	Site-scale or district-scale	Private developer with support provided by the City of Marshalltown	Quality historic structure restoration; Reduced vacancy; Promotions of infill development and adjacent development	Medium	 
3.10 Provide incentives for green building in Marshalltown, prioritizing infill development in existing communities.	Program	City-scale	Housing and Community Development Planning and Zoning	Increased energy efficiency; marketing opportunity; improved indoor living and working environments; resource conservation	Low	   

INCENTIVIZE

3.01 Submit an application for the Iowa Reinvestment Districts

An application for the Iowa Reinvestment Districts can be submitted when the City of Marshalltown has a development project that meets the criteria and when the program is open again to applications. This district cannot exceed 25 acres and must be located in an Enterprise Zone or an Urban Renewal Area, among other requirements.

The Iowa Economic Redevelopment website describes this program as, “[providing] grants to community leaders to fund large-scale projects including new retail establishments and new lessors. The reinvestment project must improve the quality of life for the communities’ citizens and substantially benefit the community, region and state. Up to \$100 million is available for approved communities to invest in designated Reinvestment Districts.” (<https://www.iowaeconomicdevelopment.com/ReinvestmentDistrict>).

3.02 Implement an incentive zoning approach to land use approvals.

Incentive Zoning is a tool Marshalltown can use to establish a program for developers and the city to negotiate when the city zoning code does not provide flexibility. For example, if a developer proposes a building with density currently not allowed in the code, then the city can negotiate for the developer to construct a small public green space or public plaza on the site that can benefit the whole community. Some allowable guidelines can be established while other negotiating tactics can be determined on a case by case basis.

One strategy to evaluate developer’s proposals is to consider how their proposed plans support Marshalltown’s Comprehensive Plan 2030. To reduce staff time, developers can be required to provide incentive zoning applications that includes narratives and metrics about how their proposal helps achieve the comprehensive plan goals and policies. Then, staff only reviews the developer’s application to confirm its alignment with the Comprehensive Plan.

3.03 Participate in the Opportunity Zone Program.

As of April 2018, the State of Iowa has submitted one of Marshalltown’s census tracts for this program. See Development Opportunities Map on [page 70](#).

An Opportunity Zone is a Low-Income Community Census Tract eligible for long-term private investment through this national program. The Opportunity Zone program is a community development program that will be in effect for ten years after approval.

When officially approved and implemented, utilize the Opportunity Zone area as leverage to provide resources not only to existing property owners and business owners but also to attract new developers.

3.04 Provide education and outreach to MCBDB business owners regarding the benefits of a Self-Supporting Municipal Improvements District. Pursue approval again by 2021.

A Self-Supporting Municipal Improvements District (SSMID) is also known as a Business Improvement District (BID). It is a defined area within a municipality where businesses are required to pay an additional tax assessment in the interest of funding projects within the district’s boundaries that will benefit the business owners. A SSMID will often provide services to the district above and beyond what the city can typically provide such as more frequent street cleaning, increased security, construction of pedestrian and streetscape enhancements, as well as marketing and events for the area. In 2017, the Marshalltown Central Business District unsuccessfully attempted to establish a SSMID.

Promote the idea within the Central Business District and recruit CBD ambassadors to advocate for the initiative. With additional education, outreach, and scheduled visits to successful SSMIDs is a strategy to inform business owners of the benefits of this program.

3.05 Expand an existing TIF district to include the north gateway redevelopment area along the Highway 14 corridor.

Tax Increment Financing (TIF) is a mechanism where funding is created by borrowing against the future increase

in property tax revenues (usually 20 to 25 years, or more). TIF funding can then be used to fund both publicly subsidized economic development projects as well as municipal projects.

It has been reported that the existing TIF Districts have promoted investment and development in those areas and funds have been generated from this mechanism. Currently, the City of Marshalltown is amending the existing plans to specify public improvement projects. In addition to the amendments, the boundaries for the TIF districts can be updated to include the north gateway along the Highway 14 corridor ([refer to map on page 70](#)).

3.06 Participate in the Community Block Grant Program and establish Neighborhood Revitalization Strategy Areas to allow for more flexibility in use of the funding

The Community Block Grant Program (CBGP) focuses investments in vulnerable communities. The goals of CBGP include: providing quality affordable housing, providing services, and creating jobs through the expansion and retention of businesses.

In the past, the City of Marshalltown has utilized this funding source for housing projects. Continue to apply for this grant funding and consider allowing a proposed Community Development Corporation to submit the documentation and manage the funding ([See recommendation 4.01](#)).

Evaluate the benefits and feasibility of participating in the Neighborhood Revitalization Strategy Areas as a way to allow more flexibility with the CBGP funding (if granted).

3.07 Promote the Iowa Redevelopment Tax Credit Program for Brownfield and Grayfield Sites and assist developers in acquiring funding.

As an Iowa-based program, the Redevelopment Tax Credit Program for Brownfield and Grayfield Sites focus redevelopment efforts on existing urban parcels. By meeting green building requirements, tax credits can be increased further under this program.

The Tallcorn Towers housing project in Marshalltown utilized this funding to complete the redevelopment work. This funding would also be suitable for the hospital campus after that facility relocates.

3.08 Participate in the New Markets Tax Credit Program with an established focus area.

The New Markets Tax Credit Program focuses on improving areas with high unemployment, out-migration and low income. The purpose of this program is to stimulate economic activity and job creation in underserved areas. The program leverages loans from individuals or private investors. The City of Marshalltown has some experience with this program during a project with JBS.

Promote the idea of this funding mechanism with developers on proposed projects that meet the eligibility requirements.

3.09 Promote and Participate in the Historic Preservation and Cultural and Entertainment District Tax Credit Program

The Historic Preservation and Cultural and Entertainment District Tax Credit Program provides a state income tax credit for the rehabilitation of historic buildings. By prioritizing a historically-sensitive restoration, the surrounding neighborhood benefits from this investment.

An existing historic district in Marshalltown is located west of Highway 14/ 3rd Avenue. Funding for projects within this area has been provided to developers in the past.

Explore the feasibility of establishing additional historic designations near Nevada Street as a way to protect those assets as historic resources and to provide a basis for developers to access this funding.

3.10 Provide incentives for green building in Marshalltown, prioritizing infill development in existing communities.

The benefits of green building practices are numerous including reduced pollution, water and energy conservation, while also creating a healthy and comfortable indoor

environment. Green buildings also reduce ongoing maintenance and operations costs.

The incentives provided in this program may be similar to those in the incentive zoning [recommendation \(3.02\)](#). Some concepts for incentives the city can provide to developers of green building projects include: density bonuses, parking requirements reduction, variances, etc.

4.00 SUPPORT

RECOMMENDATION	RECOMMENDATION TYPOLOGY	SCALE	ORGANIZING ENTITY	IMPLICATIONS/GOALS	PRIORITY	BENEFITS
4.01 Support citizen leaders in the initiation of a Community Development Corporation (CDC)	Program	District-scale	CDC is self-supporting but could be launched with support from the City of Marshalltown	Additional housing and development opportunities; Increased community events; Provide support for existing and potential businesses; Potentially additional relationships built with developers	Medium	
4.02 Establish a Peer City Technical Assistance Program	Program	City-scale	City Administration	Learn strategies and stories from a city that has successfully achieved development goals and community quality of life.	Medium	
4.03 Continue to support and expand the unified community events calendar.	Program	City-scale	Marshalltown Convention and Visitors Bureau (MCVB)	Iowa developers and investors can better understand the vibrant community in Marshalltown	Medium	
4.04 Schedule regular visits to local businesses and property owners of vacant or underutilized parcels	Program	City-scale	Chamber of Commerce, Marshalltown Central Business District (MCBD) and City Administration	Visits provide an opportunity to share available resources and mentorship with local business owners and property owners about maintenance, business practices, and available funding	Low	
4.05 Work with local business owners to coordinate downtown business hours	Program	District-scale	Marshalltown Central Business District (MCBD)	Potential to lead to additional downtown vibrancy across all day parts with resulting revenue increases	Medium	
4.06 Expand the existing residential landlord business license program to include education for identified opportunities and a rating system	Program	City-scale	Community Development Corporation (recommendation 4.01)	Improved conditions of rental units; communication opportunity to potential business owners interested in locating in Marshalltown; improved quality of life for residents	Medium	

SUPPORT

4.01 Support citizen leaders in the initiation of a Community Development Corporation (CDC)

Community Development Corporations (CDC) are nonprofit entities that can serve neighborhoods or towns in a number of ways. The entity can provide programs and events, offer services, promote economic development, education, community organizing, or real estate development. Often, CDCs are associated with the development of affordable housing. The CDC can operate through US Department of Housing and Urban Development Community Block Grants and from local governments and state and federal grants.

As an outreach step, the City of Marshalltown is currently reviewing CDC structures and promoting the idea among community members.

Although a CDC may work toward improvements across the whole City of Marshalltown, consider the benefits of focusing efforts along the Highway 14 corridor. (See proposed boundary of a Highway 14 Community Development Corporation below.)

Useful-community-development.org outlines some steps to launching an effective Community Development Corporation, as follows:

1. Define the community need and geographic boundaries
2. Recruit community members who support the initiative
3. Formalize a steering committee
4. Ensure that efforts will not be duplicated by other organizations or entities such as the Central Business District
5. Gather feedback from the community about the vision for the CDC through open forums
6. Confirm the CDC will be able to complete one or two initial small projects such as cleaning an alley or planting trees. Document, celebrate and communicate the success of these small projects.
7. Recruit a volunteer attorney to help determine the legal form of the corporation (501c3 or other). Name the board of directors.
8. Develop a sustainable revenue strategy that should include a balance of grants, fundraising, and fee-for-service offerings.

4.02 Establish a Peer City Technical Assistance Program

Currently, Marshalltown participates in peer city relationships through the Main Street Iowa program. This recommendation establishes a peer city program for the city as a whole and allows for Marshalltown to select the peer city of its choice.

Establish a formalized relationship with another city in Iowa that features some of the same opportunities and challenges that exist in Marshalltown today. Consider selecting a city that boasts successes in overcoming some of the challenges so that Marshalltown can access specific information about how their goals were achieved and what lessons they learned. To launch the new collaborative peer-city relationship, schedule a tour of their city with their city manager and a select group from the City of Marshalltown including the director of the proposed Highway 14 CDC.

Some potential cities to consider include the 2018 Model Cities from the Iowa Economic Development Authority:

- Burlington, Iowa
- Elkader, Iowa
- Woodbine, Iowa

A relationship with a peer city could provide some guidance prior to launching another effort.

4.03 Continue to support and expand the unified community events calendar.

Currently, the Marshalltown Convention and Visitors Bureau (MCVB) organizes a unified calendar for events in the city. This is a comprehensive asset that could be part of the narrative when recruiting potential developers and investors.

4.04 Schedule regular visits to local businesses and property owners of vacant or underutilized parcels

In 2018 and 2019, city council has supported the Dangerous and Dilapidated program to address problem properties in Marshalltown.

First, provide adequate outreach to existing businesses and property owners of vacant or underutilized parcels to educate them on the options available to them. Business owners facing opportunities for improvement may be paired with successful local mentors.

After other efforts have failed, the properties shall be added to a proposed Marshalltown Land Bank. ([Learn more about this concept in recommendation 1.11](#))

4.05 Work with local business owners to coordinate downtown business hours

Efforts to coordinate business hours in MCBBD have failed in the past. Initiate a new effort to achieve coordinated business hours through a proposed trial period during the summer 2018 and 2019 with incentives for participation and adequate communication provided to the community about the expanded hours.

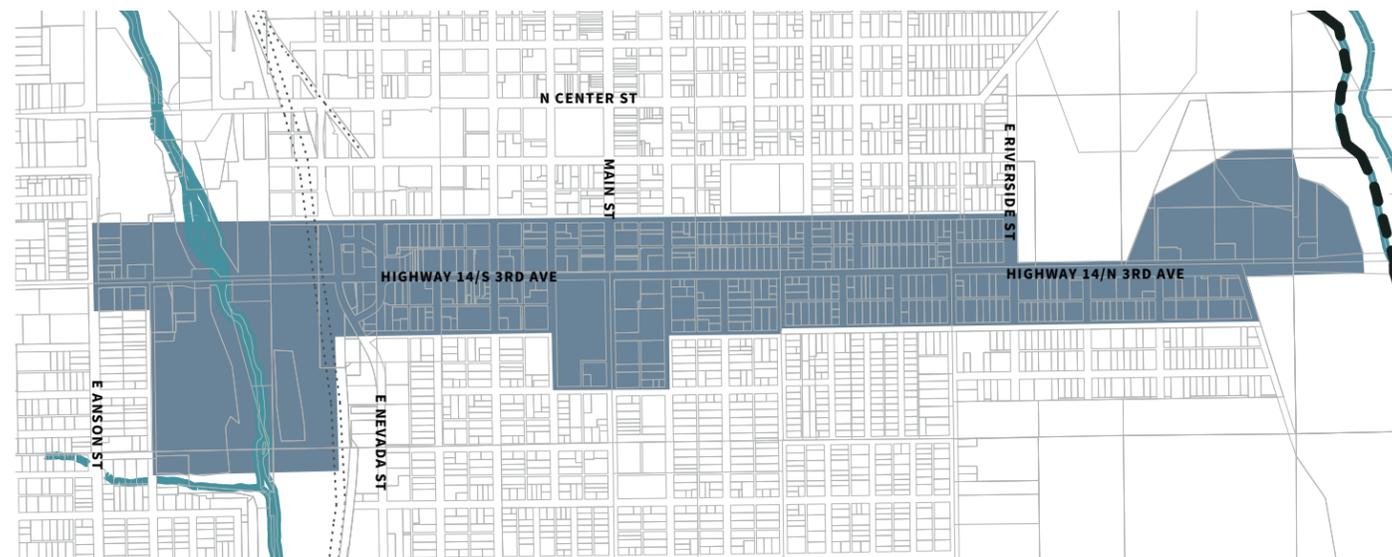
With the future redevelopment on the hospital campus, the downtown vibrancy has the potential to be expanded to this area. Establishing coordinated business hours in MCBBD and the hospital campus redevelopment area will add to the appeal of downtown.

4.06 Expand the existing residential landlord business license program to include education for identified opportunities and a rating system

Current and future business owners want to ensure that if they locate in a new market that adequate and quality housing will be available to their employees. Marshalltown is currently required by the state to ensure that each residential landlord has proper licenses. This program also includes regular inspections.

To expand this existing program, the City of Marshalltown can consider offering informational sessions to educate landlords about potential opportunities. In addition, this program can expand to offer special recognition to local landlords who are exceeding requirements, similar to restaurant ratings.

Potential boundary of a Highway 14 Community Development Corporation (Recommendation 4.01)



5.00 RESEARCH AND REINVEST

RECOMMENDATION	RECOMMENDATION TYPOLOGY	SCALE	ORGANIZING ENTITY	IMPLICATIONS/GOALS	PRIORITY	BENEFITS
5.01 Continue to regularly update and respond to the findings in the Marshalltown Housing Market Study (2014, 2017)	Analysis	City-wide	City Administration	Potential to attract housing developers because the study can help guide their proformas	Low	
5.02 Support and implement the comprehensive Wayfinding Signage Program	Plan	City-wide	City Administration	Opportunity to showcase the Marshalltown brand through signage; increased promotion of destinations to vehicular drivers	High	
5.03 Invest in a multi-modal transportation plan	Plan	City-wide	Public Works	Potential to reduce parking requirements when a holistic view of mobility is studied; increased pedestrian, bicycle, and transit facility recommendations	Medium	
5.04 Participate in temporary placemaking projects	Program	Site-scale or district-scale	Community Development Corporation (recommendation 4.01)	Test streetscape design ideas before they are built; activate latent space like parking lots; build excitement about future development	Low	
5.05 Evaluate the successes and/or opportunities of implemented recommendations from the Highway 14 corridor plan	Analysis	City-wide	City Administration	Potential to improve the programs and recommendations from this plan	Medium	

RESEARCH AND REINVEST

5.01 Continue to regularly update and respond to the findings in the Marshalltown Housing Market Study (2014, 2017)

The City of Marshalltown has been diligent over the years with assessments of the existing housing market. Continue to update this document as development changes and demographic changes take place.

5.02 Support and implement the comprehensive Wayfinding Signage Program

The City of Marshalltown has a Wayfinding Signage Program underway in 2018. This plan should include planning for elements that will be valuable in future phases, such as gateway monuments.

5.03 Invest in a multi-modal transportation plan

A multi-modal transportation plan for Marshalltown should include the review of existing parking policies, pedestrian and bike facilities, public transportation system and transit

stop locations.

The City of Marshalltown is currently working with Iowa State University on an examination of the current transit system including walking distances to bus stops.

A more comprehensive multi-modal mobility plan will provide a more holistic view of the mobility successes and challenges that face Marshalltown. For example, when sidewalks, bicycle facilities, and reliable and affordable transit is provided, then there is a potential reduction in personal automobile use. The multi-modal plan could result in reduced parking requirements in some areas of the city based on a viable mode split.

5.04 Participate in temporary placemaking projects

Temporary placemaking projects provide a nimble method to test streetscape design ideas and activate public space quickly with a much lower budget than built projects. For the Highway 14 corridor, the Better Block program is

aligned with the goals of the corridor in terms of streetscape improvements and urban design (betterblock.org). “Better Block Foundation is a 501c3 nonprofit that educates, equips, and empowers communities and their leaders to reshape and reactivate built environments to promote the growth of healthy and vibrant neighborhoods.”

5.05 Evaluate the successes and/or opportunities of implemented recommendations

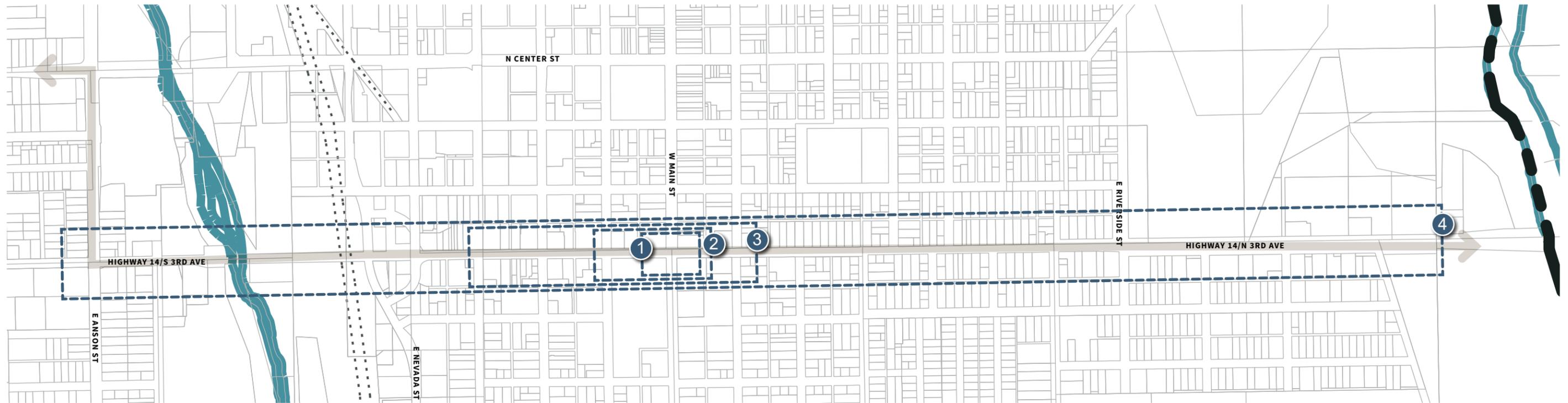
By evaluating the success of different framework elements recommended in this plan, the City of Marshalltown is empowered to determine if the programs can be improved or retired. However, if a program is determined to be retired, then resources should be made available for another replacement effort.

**REVISE
FRAMEWORK**



Use feedback from the research and reinvestment step to update the framework on page 54.

CATALYTIC DEVELOPMENT PHASING STRATEGY



1 Intersection: Start infrastructure and development improvements with a focus on one intersection. In Marshalltown, the focus should start at the intersection of Highway 14 and Main Street.

Coordinate complete streets physical improvements with adjacent buildings. Streetscape improvements may include: updated signals, crosswalks and bump outs, pavement materials, street lighting, street trees and planting, seating, bike racks and bike lanes, and signage. Adjacent buildings may be new construction that follows design guidelines or updates to existing buildings like facade improvements, new window displays, or outdoor dining areas.

Although the development priorities are along the Highway 14 corridor, development improvements are intended to expand east and west over time.

2 Block: Expand complete street changes to a block length. Coordinate physical improvements in the right-of-way with adjacent buildings. This step includes two intersections and at least one full block-length. In some locations the block can connect to existing vibrant streets such as Main Street and in other locations, this block will serve as an example of future development and right-of-way improvements.

3 2,000 feet: Expand complete street changes to 2,000 feet in length. Like in previous phases, coordinated physical improvements in the right-of-way with adjacent buildings will provide the most benefit. This step includes multiple intersections and blocks. By this step, the corridor will either offer a substantial expansion to an existing vibrant corridor or it will serve as a destination in itself.

4 Corridor: Expand complete street changes to the length of the corridor. If possible, coordinate physical improvements in the right-of-way with adjacent buildings. By this step, the corridor has the potential to set a new standard for built environment quality among existing adjacent property owners and interested developers and investors.

A Nimble First Step

A catalytic phasing strategy does not require permanently built outcomes in early phases. Striping plans that include bump outs and crosswalks can provide street safety overnight. Public spaces can be approached in the same way with movable furniture and shade structures in place of a future park or plaza can be dynamic community gathering spaces. (See [recommendation 5.04](#))

These efforts can be led by the potential Highway 14 Community Development Corporation (See [recommendation 4.01](#)).



Playfully painted bump outs



Outdoor dining and gathering spaces



Pedestrian-oriented striping plan



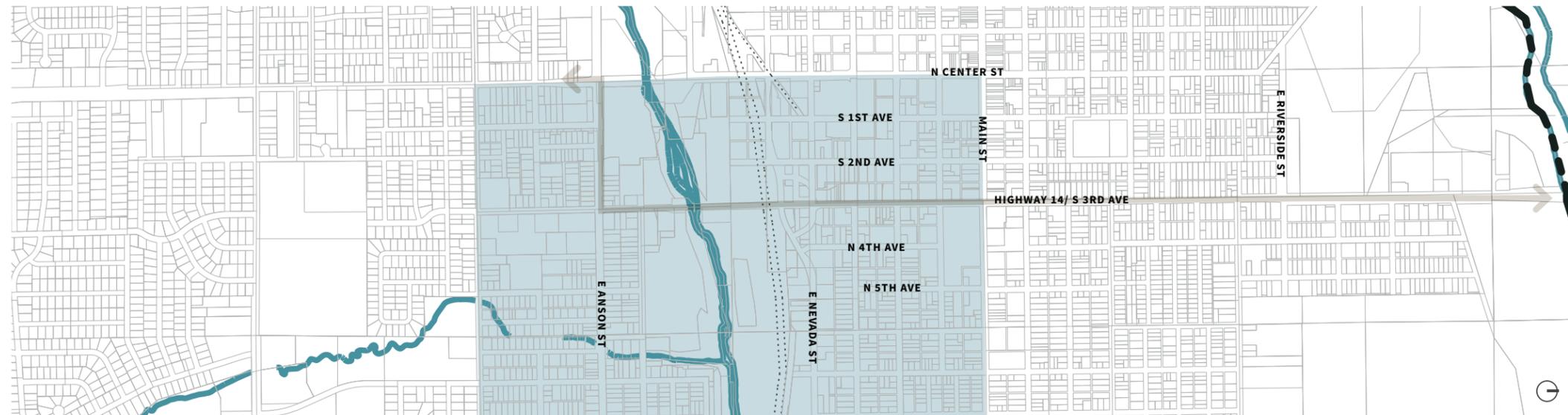
Artful pavement striping



Public art mural opportunities

DEVELOPMENT OPPORTUNITIES

OPPORTUNITY ZONE, NOMINATED IN 2018



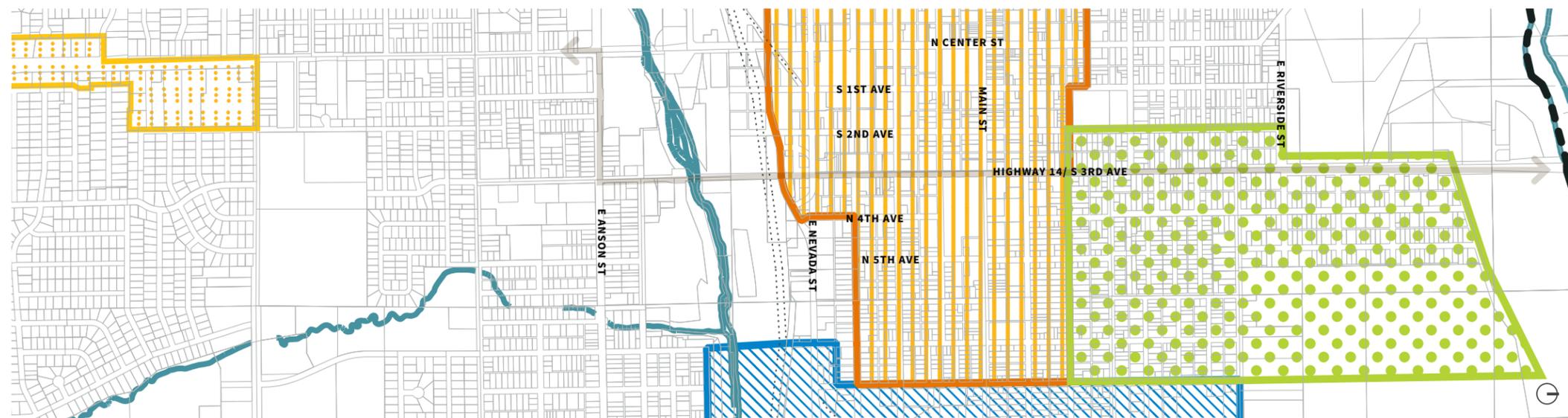
Opportunity Area (nominated)

As of April 2018, the State of Iowa has submitted one of Marshalltown's census tracts for this program.

An Opportunity Zone is a Low-Income Community Census Tract eligible for long-term private investment through this national program. The Opportunity Zone program is a community development program that will be in effect for ten years after approval.

When officially approved and implemented, utilize the Opportunity Zone area as leverage to provide resources not only to existing property owners and business owners but also to attract new developers. (See recommendation 3.03)

TIF DISTRICTS



-  TIF Area 2
-  TIF Area 3
-  TIF Area 4

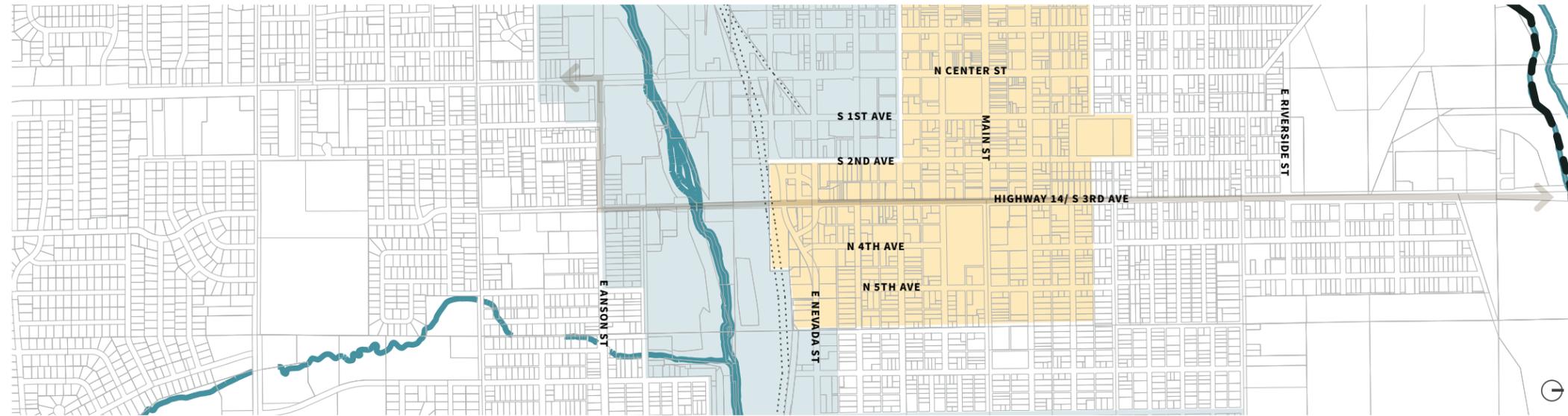
 Potential TIF Expansion of Area 2 or 4

Note: TIF Area 5 is not shown and TIF Area 1 has been eliminated

Tax Increment Financing (TIF) is a mechanism where funding is created by borrowing against the future increase in property tax revenues (usually 20 to 25 years, or more). TIF funding can then be used to fund both publicly subsidized economic development projects as well as municipal projects.

It has been reported that the existing TIF Districts have promoted investment and development in those areas and funds have been generated from this mechanism. Currently, the City of Marshalltown is amending the existing plans to specify public improvement projects. In addition to the amendments, the boundaries for the TIF districts can be updated to include the north gateway along the Highway 14 corridor. (See recommendation 3.05)

REVITALIZATION AREAS



-  Revitalization Area 1
-  Revitalization Area 2

The Revitalization Area program is facilitated through Housing and Urban Development (HUD). The goal of the program is “the revitalization [of the area], through expanded homeownership opportunities.” If these areas in Marshalltown feature HUD-owned single family properties then they are eligible for a discounted sale.

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CORRIDOR VISIONING 6

STUDY AREAS

The scope of the Highway 14 Corridor Study reaches north to the Iowa River and south to Anson Street. Within this project area, specific Study Areas are identified to provide a more detailed view of potential urban design improvements and land use options. The five Study Areas reviewed in this document include:

- 1 **Anson Street to Linn Creek:** This southern-most Study Area is a location where Highway 14 turns a corner to continue its north to south route. North of the intersection to the railroad area is a heavy industry zone district. A development concept for this Study Area can be found on [page 84](#).
- 2 **East Madison Street to East Linn Street (Viaduct Area):** North of the railroad area is a Study Area that functions as the southern gateway to Downtown Marshalltown. This area is a series of inconsistent developments and some remarkable historic commercial buildings. A development concept for this Study Area can be found on [page 90](#).
- 3 **East Linn Street to E State Street (Downtown):** This Study Area along Highway 14 intersects with Marshalltown’s vibrant Main Street. To the east of Highway 14 is a hospital campus that will be relocated

from Downtown. The availability of land and existing structures make this an exciting opportunity for Marshalltown. A development concept for this Study Area can be found on [page 100](#).

- 4 **Bromley Street to Riverside Street (North Residential Transition Area):** This Study Area consists mostly of single-family housing between the Downtown and smaller commercial and industrial area to the north. A development concept for this Study Area can be found on [page 112](#).
- 5 **East Marion Street to the River (North Gateway):** This Study Area is a small commercial and light industrial district just south of the Iowa River. It is also characterized by open spaces including Riverview Park, a cemetery, and vegetated flood hazard areas. A development concept for this Study Area can be found on [page 118](#).

ACTIVITY CENTERS

An activity center is a defined area, often in a comprehensive plan or a zoning code, where a mix of uses is intended to create a walkable area with increased density compared to its surroundings. In Essential Smart Growth Fixes for Urban and Suburban Zoning Codes, the idea of activity centers is described.

“Mixed-use zones will look different in various contexts, from downtown to transit-oriented development (TOD) to commercial corridors to the neighborhood corner store. Communities should be mindful that there is not a “one size fits all” solution for how land uses are mixed to accommodate market conditions and design expectations. Requiring vertically mixed-use buildings, such as a building with ground-floor retail and offices or residences in the upper floors, along older, pedestrian-oriented corridors can reinvigorate a sleepy street. Alternatively, simply permitting a variety of uses within one zoning district allows a horizontal mix of uses that can break up the monotony of single uses, such as strip centers or single-family housing. This horizontal mix can make a street more interesting and bring stores, services, and workplaces closer to residents” (2009, page 5)

The map on [page 54](#) indicates areas where potential Highway 14 Activity Centers may be adopted into the Marshalltown zoning code so that a variety of mixed-use developments may occur in these priority areas. Three types of mixed-use zones are identified in order from most intense to least intense:

Central Business District: This is an expansion of an existing zone district to transition the footprint of the hospital and related medical uses to have a strong relationship to Downtown

Community Mixed-use District: This district typology is appropriate at the north and south gateway to Marshalltown. It is distinct from the downtown in that the intensity requirements are reduced while still achieving a walkable and livable destination.

Neighborhood Mixed-use District: This district typology is appropriate as a transition between the Community Mixed-use District and the existing single-family land use north of downtown. This district type is ideal to be located at transit stops located within primarily single-family neighborhoods to foster a lower intensity transit-oriented development.

STUDY AREAS LOCATION MAP



CORRIDOR DEVELOPMENT BENEFITS

When the environment, economics, art and community are combined in harmony with the dictates of the land and needs of society, magical places result—sustainable places of timeless beauty, significant value and enduring quality, places that lift the spirit. Continuous feedback is the cornerstone of this process.



Community: Connection among people supports the culture of families, groups, towns, cities and nations creating the foundation on which they prosper. Design should organize communities to nurture relationships and mutual acceptance, in consequence addressing social disparities.



Economics: The flow of capital that is required to develop a project and the capital generated over its life defines economic viability. Projects need

long-term economic mechanisms to deliver fiscal benefits to promote and protect the integrity of a place.



Art: beauty is a timeless quality. It renders meaning to places and restores the human spirit. Artful destinations boost economic value, support viability and attract capital, helping to ensure a project's longevity.



Environment: Human existence depends on recognizing the value of natural systems and organizing its own activities to protect them. Design should fit purpose to the conditions of the land in ways that support future generations, driving long-term value.

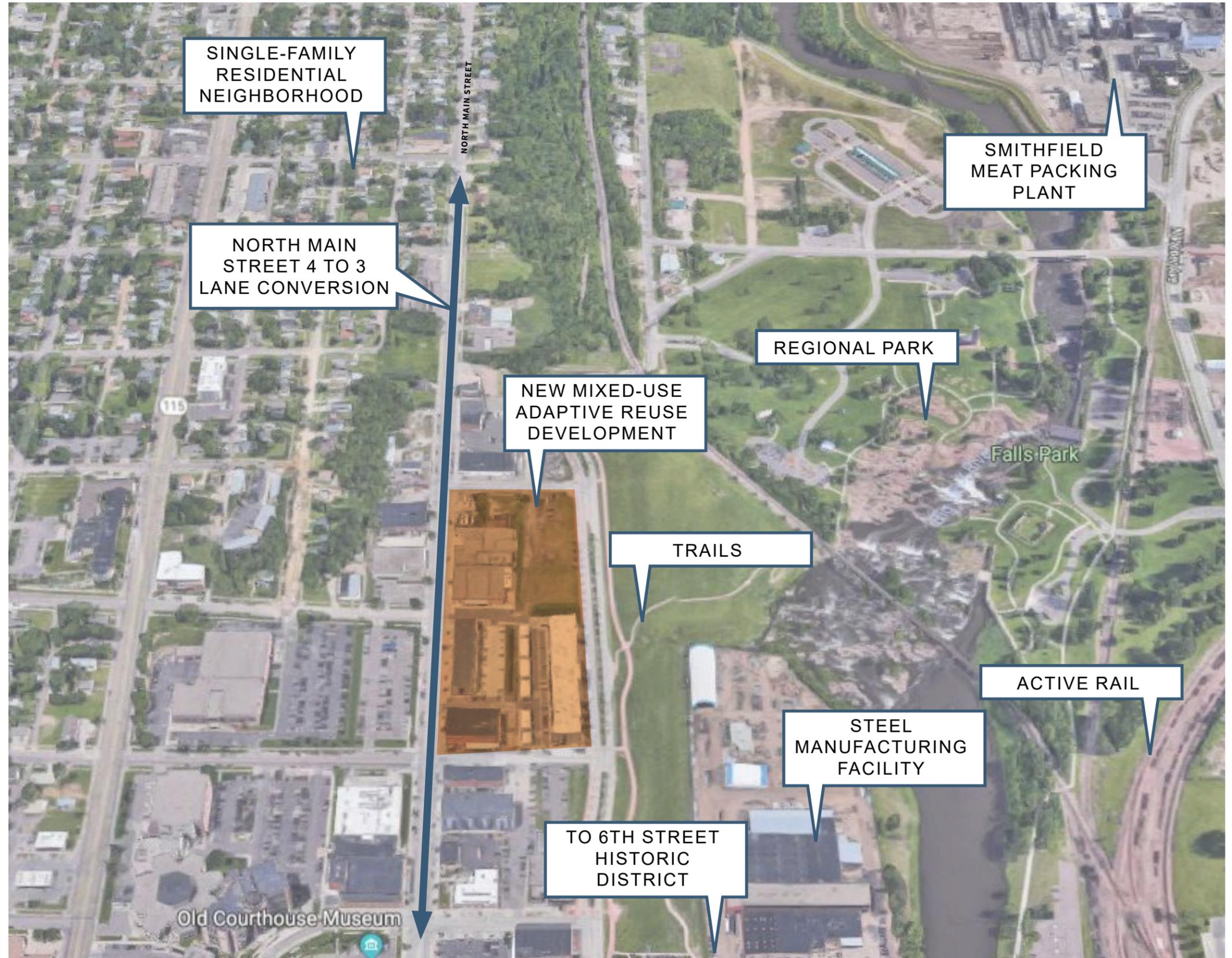
In the following Study Area sections that follow, the ideas of community, economic, art and environment benefits are indicated.

PRECEDENT CORRIDORS

SIoux FALLS, SOUTH DAKOTA

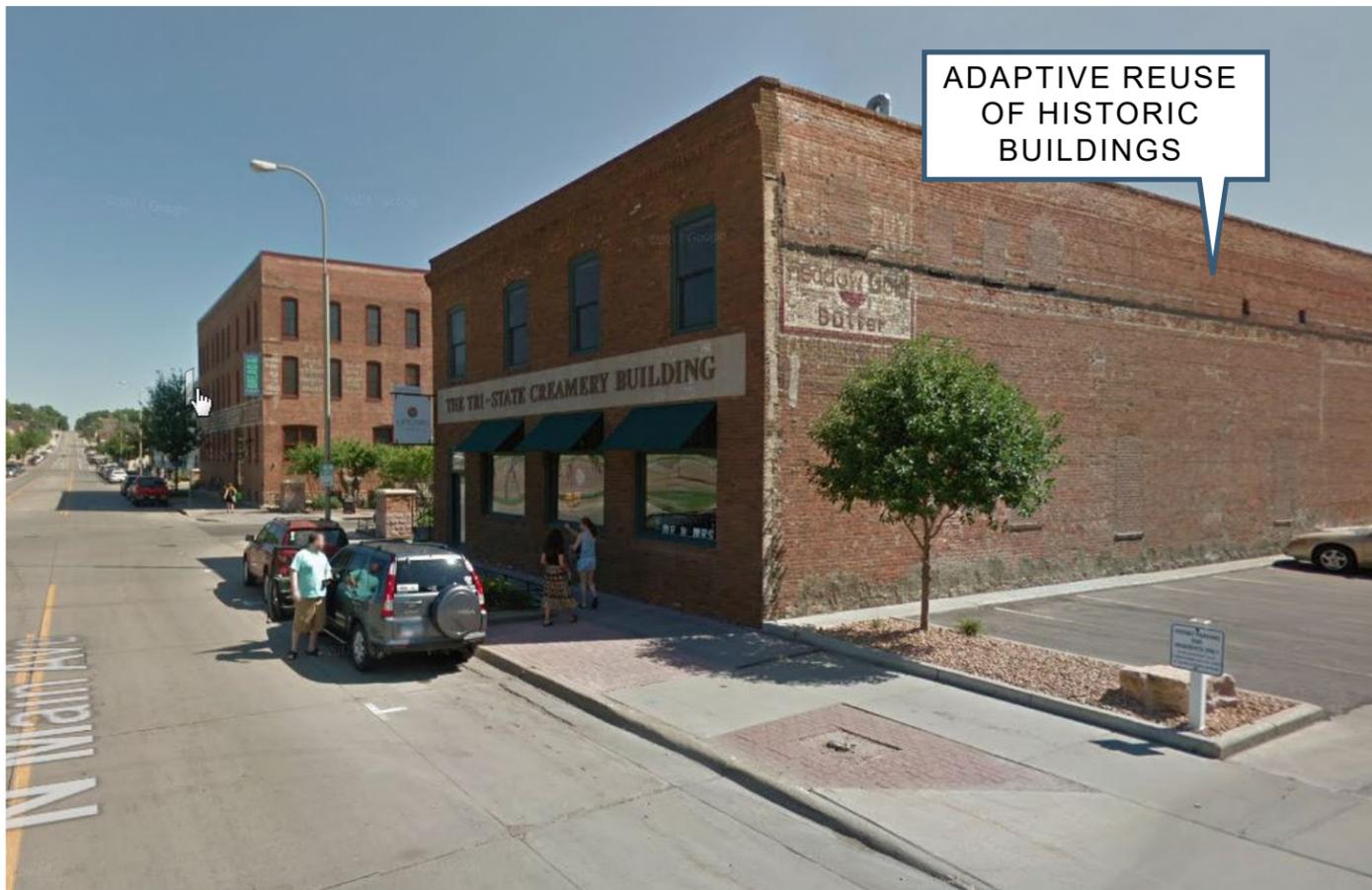
The streetscape corridor project in Sioux Falls, South Dakota transitions a 4-lane street to a 3-lane street. This project features complete streets elements such as street trees, plantings, pedestrian bump outs, public art and on-street parking.

One area adjacent to Main Street features context sensitive new mixed-use development and adaptive reuse of historic structures.





ADAPTIVE REUSE OF HISTORIC BUILDINGS



ADAPTIVE REUSE OF HISTORIC BUILDINGS



CONTEXT SENSITIVE INFILL MIXED-USE DEVELOPMENT, 2 TO 3 STORIES MAXIMUM



INFILL MIXED-USE DEVELOPMENT IN PROXIMITY OF MEAT PACKING PLANT

STREET TREES

NATIVE PLANTS



4 LANE TO 3 LANE CONVERSION



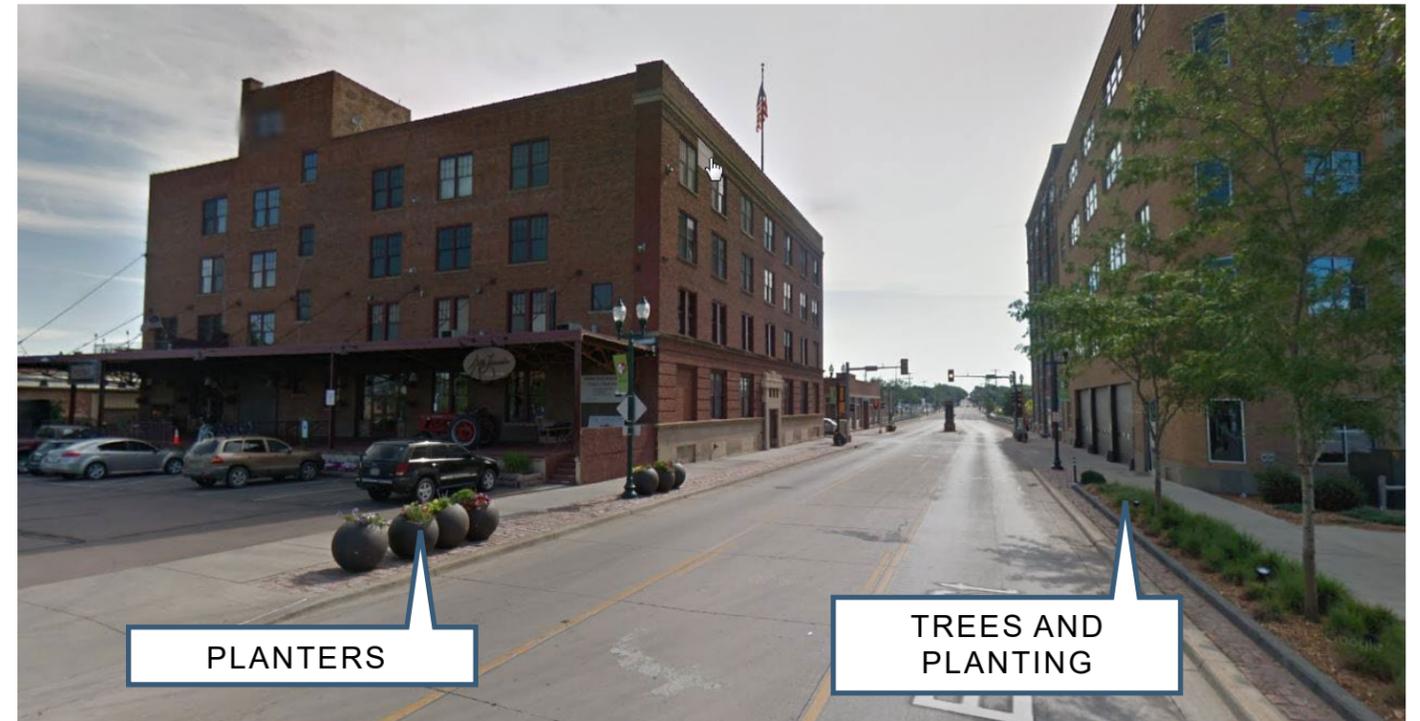
PUBLIC ART

STREET TREES



CROSSWALK PAVEMENT MATERIAL CHANGE

GATEWAY MONUMENT



PLANTERS

TREES AND PLANTING



PUBLIC ART

SOUTH GRAND AVENUE, ST. LOUIS, MISSOURI

A complete street project in St. Louis re-imagines a one third mile portion of South Grand Avenue.

This project featured a 30-day pilot test of the streetscape renovations using jersey barriers and temporary features to narrow driving lanes and create more space for pedestrians and a safer environment for cyclists. The pilot test was a great way to communicate to the corridor users about the project and after 30 days, 73 percent of the public supported the idea of making the changes permanent.

This project reduces the roadway from four lanes to two lanes and achieved so many goals for the community including:

- Reduced traffic speeds
- 25 percent reduction in traffic
- 74 percent reduction in projected accident rates
- Dedicated lanes for busses and trolleys
- Lengthened crosswalk lights
- 35 percent increase in sales



- ① South Grand Boulevard
- ② Tower Grove Park
- ③ Gravois Avenue
- ④ Interstate 44
- ⑤ Master Plan Study Area
- ⑥ Phase One Project Area



Typical Sidewalk Condition



Typical Side Street Character



TowerGrove Park Entrance



Typical Dining Experience

DISTRICT ANALYSIS

- Parking Lot (public/private)
- ⓘ Major Intersection
- Mid-block Curb Cut
- Tower Grove Park



Need for Site Furnishings
Current site furnishings do not meet user demands



Sidewalk Functionality
Existing sidewalks are often cluttered and do not provide efficient pedestrian access along street

Off-Street Parking
Potential exists to utilize neighboring parking lots during peak hours



Deteriorated Streetscape
Much of the pavement has heaved, cracked and created tripping hazards due to insufficient sub-surface conditions for tree root growth



Crosswalk Safety
Long street crossing distances create unsafe crosswalks and present need for improvement



TYPICAL BLOCK



Typical Block Plan



Typical Block Cross Section

TYPICAL BLOCK LEGEND

- ① Outdoor Dining
- ② Pervious Parking Lane
- ③ Rain Garden
- ④ Left-Turn Lane
- ⑤ Travel Lane/Bike Sharrow
- ⑥ Bus Shelter
- ⑦ Bus Stop
- ⑧ Accessible Parking Space
- ⑨ Pervious Concrete Sidewalk
- ⑩ Intersection Bulbout
- ⑪ Proposed Street Tree
- ⑫ Street Lamp
- ⑬ Planting Area

A VIEW OF THE COMPLETE STREET



COMPLETE STREET LEGEND

- | | |
|--------------------------------------|--|
| ① Pervious Concrete Sidewalk | ⑥ 3-Lane Traffic Plan |
| ② Seatwall Faced with Recycled Brick | ⑦ Rain Garden |
| ③ Ornamental Planter Fence | ⑧ Identity Banner |
| ④ Parking Lane with Pervious Paving | ⑨ Reused Street Lamp with High Efficiency Bulb |
| ⑤ Willow Oak Street Trees | |

SOUTH GRAND TODAY



An event at Ritz Pocket Park



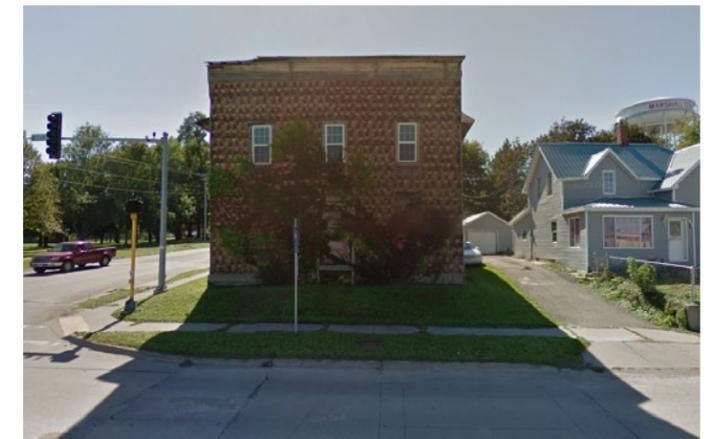
A winter view of planting areas, on-street parking, pedestrian bump outs, lighting, and signage

ANSON STREET TO LINN CREEK

SITE DESCRIPTION

This southern-most Study Area is a location where southbound Highway 14 turns a corner westbound to continue its north to south route on Central Avenue. The intersection of Anson Street and Highway 14 boasts a neighborhood park on the southeast corner, historic commercial buildings on the southwest corner, a gas station on the northeast corner, and an unremarkable building on the northwest corner. To the south of Linn Creek is a heavy industry zone district characterized by industry, warehouses, vacant and underutilized land. These parcels are adjacent to the Linn Creek trail system – a multi-use path traversing along the waterway. This Study Area of Highway 14 does not reveal much existing character, walkability, or vibrant development.

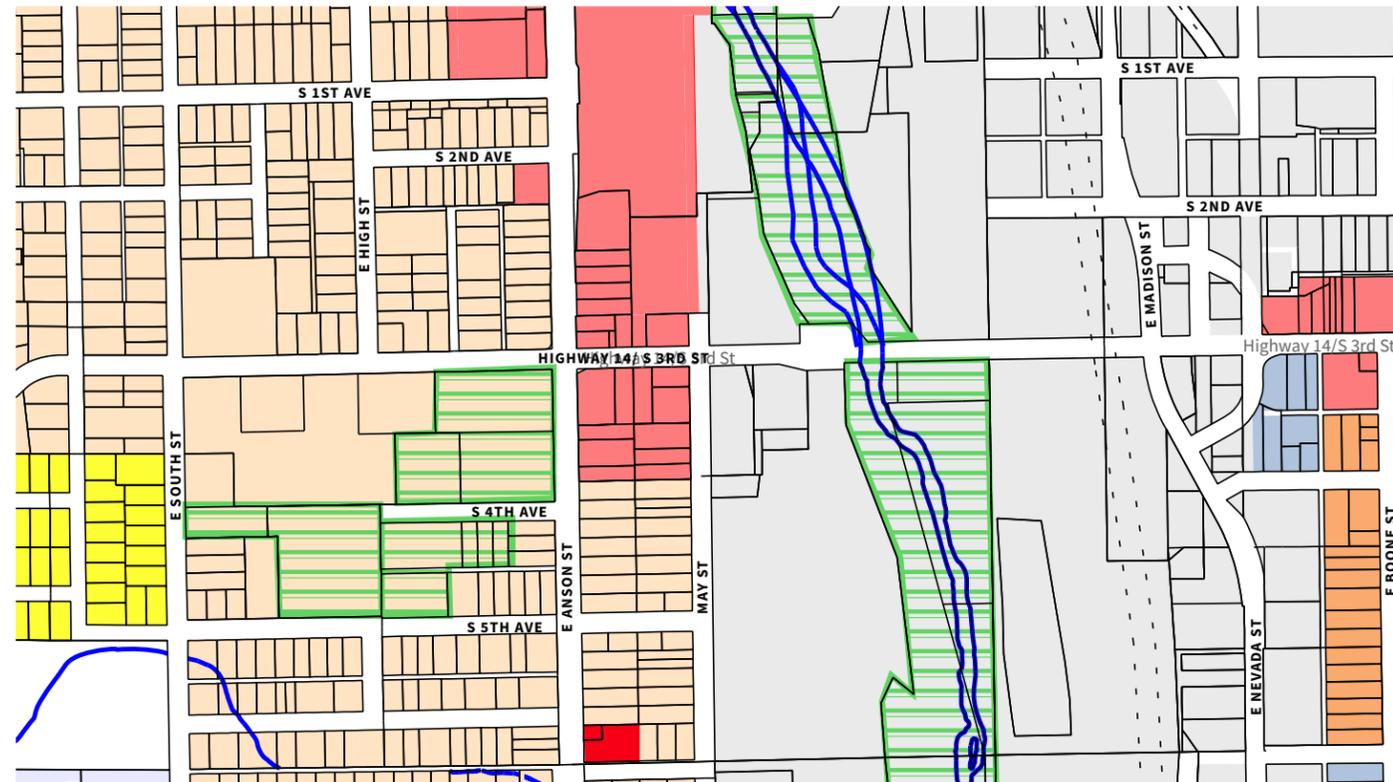
SITE IMAGERY



LOCATION MAP



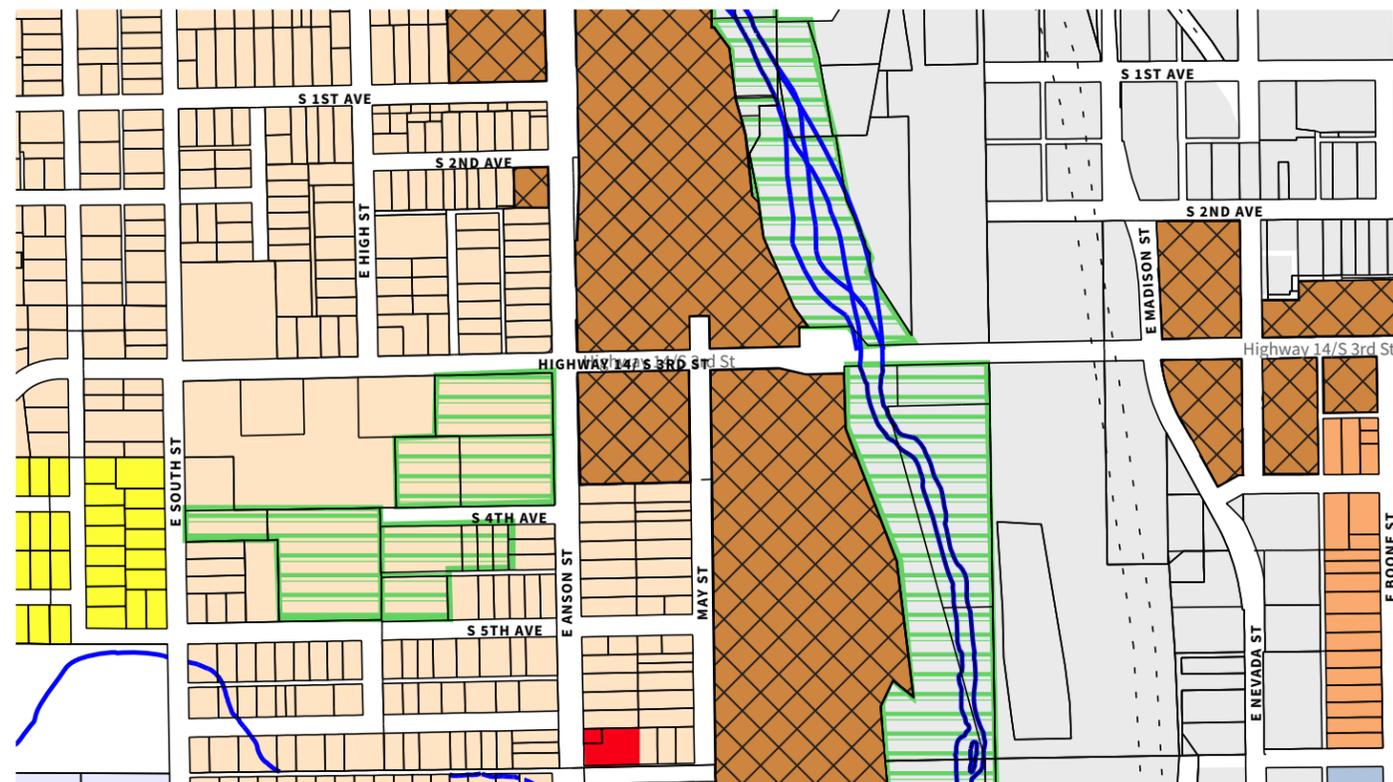
EXISTING ZONING



ZONING LEGEND AND PERMISSIBLE USES

- | | |
|---|--|
|  Low Density Residential (R-2a) |  Light Industry (M-1) |
| <ul style="list-style-type: none"> • Single-family dwellings | <ul style="list-style-type: none"> • Utility uses • Various contracting • Various wholesalers |
|  Medium Density Residential (R-3) |  Heavy Industry (M-2) |
| <ul style="list-style-type: none"> • Single-family dwellings • Multi-family dwellings | <ul style="list-style-type: none"> • Utility uses • Various contracting • Various manufacturing • Various wholesalers • Building material storage |
|  High Density Residential (R-5) |  Parks and Open Spaces |
| <ul style="list-style-type: none"> • Single-family dwellings • Multi-family dwellings | |
|  Community Commercial (CC) | |
| <ul style="list-style-type: none"> • Theaters • Banks • Real Estate Offices • Car Rental and Leasing • Veterinary Services | |

POTENTIAL ZONING



ZONING LEGEND AND PERMISSIBLE USES

- | | |
|---|--|
|  Low Density Residential (R-2a) |  Light Industry (M-1) |
| <ul style="list-style-type: none"> • Single-family dwellings | <ul style="list-style-type: none"> • Utility uses • Various contracting • Various wholesalers |
|  Medium Density Residential (R-3) |  Heavy Industry (M-2) |
| <ul style="list-style-type: none"> • Single-family dwellings • Multi-family dwellings | <ul style="list-style-type: none"> • Utility uses • Various contracting • Various manufacturing • Various wholesalers • Building material storage |
|  High Density Residential (R-5) |  Parks and Open Spaces |
| <ul style="list-style-type: none"> • Single-family dwellings • Multi-family dwellings | |
|  Community Commercial (CC) |  Traditional Neighborhood (TN) |
| <ul style="list-style-type: none"> • Theaters • Banks • Real Estate Offices • Car Rental and Leasing • Veterinary Services | <ul style="list-style-type: none"> • Real estate and broker offices • Florists • Child care services • Gift, novelty, and souvenir stores • Residential |

Note: See the full City of Marshalltown Zoning Ordinance for a complete understanding of permissible uses.

DEVELOPMENT CONCEPT DESCRIPTION

This Study Area offers two opportunities at the intersection of Anson Street and S 3rd Street and another at the heavy industry area south of Linn Creek. The intersection of Anson Street and Highway 14/S 3rd Street is a candidate for a roundabout configuration (see page 33 for more details about the right-of-way improvements). The existing historic commercial building offers great street frontage and offers an opportunity for redevelopment with ground-floor commercial and office or residential on the second floor. The park and the gas station are anticipated to remain while the structures and land use on the northwest corner could be redeveloped. Since this intersection is so critical to the entrance to Marshalltown, it is a great opportunity to introduce a more consumer-driven land use and appealing urban design. North of this intersection is a series of heavy industry parcels that can be re-imagined with more diverse

land uses. The existing trail make this an opportunity to introduce more human-centered land uses that will be engaging for trail users.

CONCEPT IMAGERY

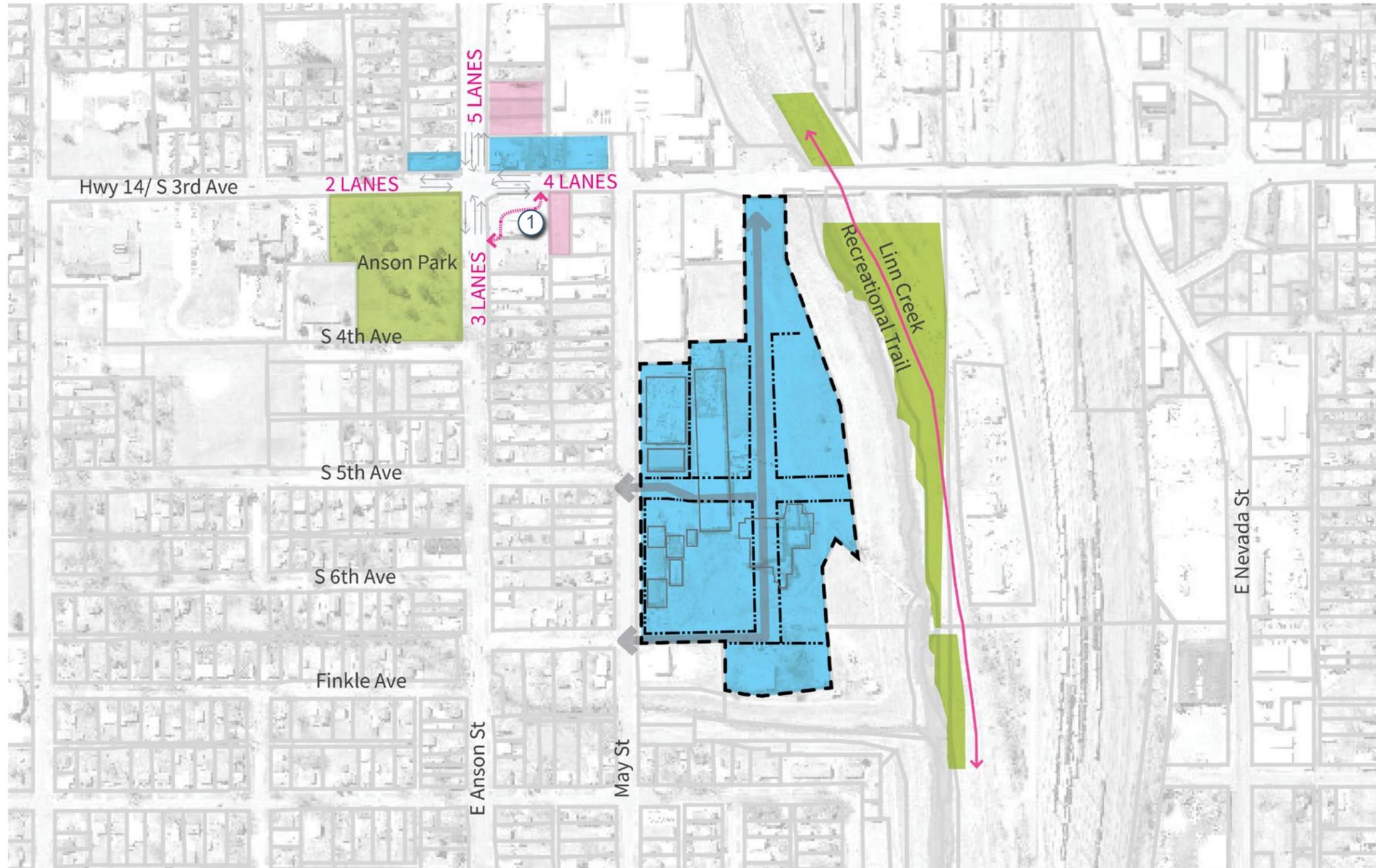


URBAN DESIGN RECOMMENDATIONS

- 6.01 Focus infill development and redevelopment at the intersection of Highway 14 and E Anson Street
- 6.02 Subdivide the parcel north of May Street with an extended street grid that will support infill development
- 6.03 Introduce a formal greenway trailhead within the May property
- 6.04 Work with interested developers of the May Street parcel with human-scale and walkability priorities



SITE ANALYSIS



LEGEND

- Existing park
- Vacant parcels
- Opportunity for redevelopment parcels
- 1 Vehicle drivers utilize curb cuts to avoid the intersection creating a safety concern

See page 33 for right-of-way improvements in this study area.



PHASE 1



LEGEND

- ① Potential commercial and mixed-use infill development
- ② Conceptual roundabout, 150-foot diameter
- ③ Trail gateway
- ④ Greenway connection

See page 33 for right-of-way improvements in this study area.



PLAN BENEFITS



Community:

- Infill developments offer places for gathering or shopping in the neighborhood
- Transitioning heavy industry to low-impact uses is compatible with the residential context



Economy:

- Infill development and amenities revitalize this Study Area



Art:

- A greenway trailhead is an opportunity for an attractive and artful amenity



Environment:

- Greenspace introduced to this area contributes to urban canopy and reduces heat island effect and stormwater runoff

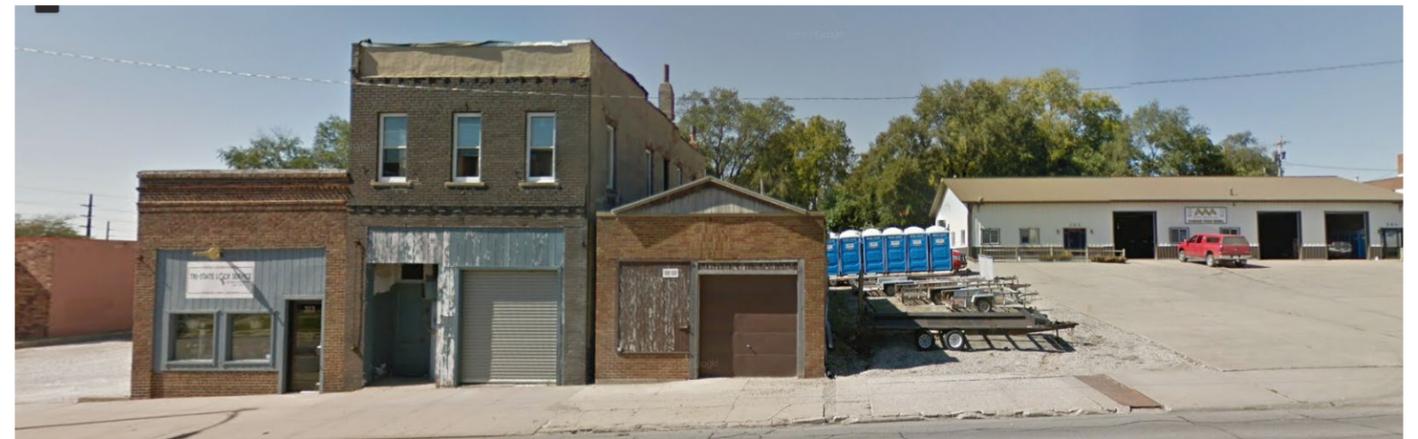
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EAST MADISON STREET TO EAST LINN STREET

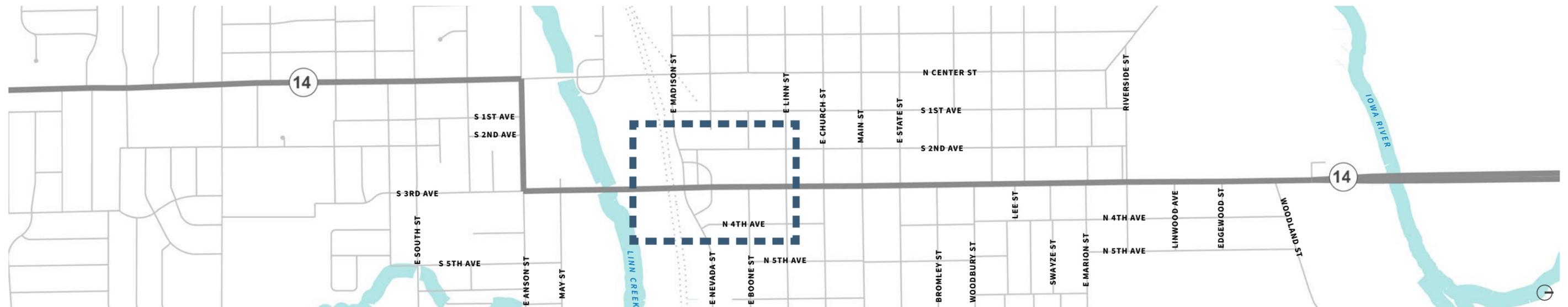
SITE DESCRIPTION

North of the railroad area is a Study Area that functions as the southern gateway to Marshalltown. This area is a series of inconsistent developments and some remarkable historic commercial buildings. East Madison Street routes under Highway 14 (3rd Street) creating a viaduct and related ramping that interrupts the street grid. Vacant and underutilized lots currently characterize this section of Highway 14/S 3rd Street.

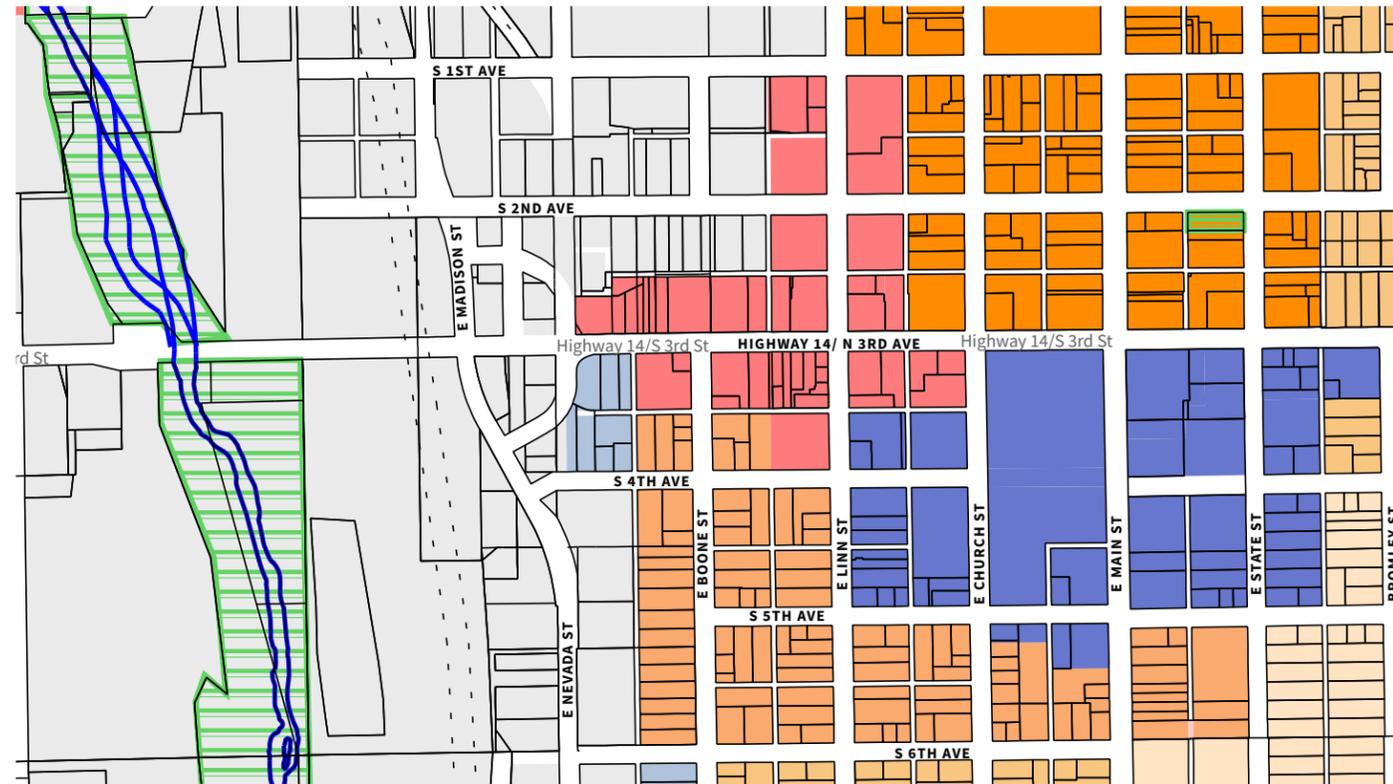
SITE IMAGERY



LOCATION MAP



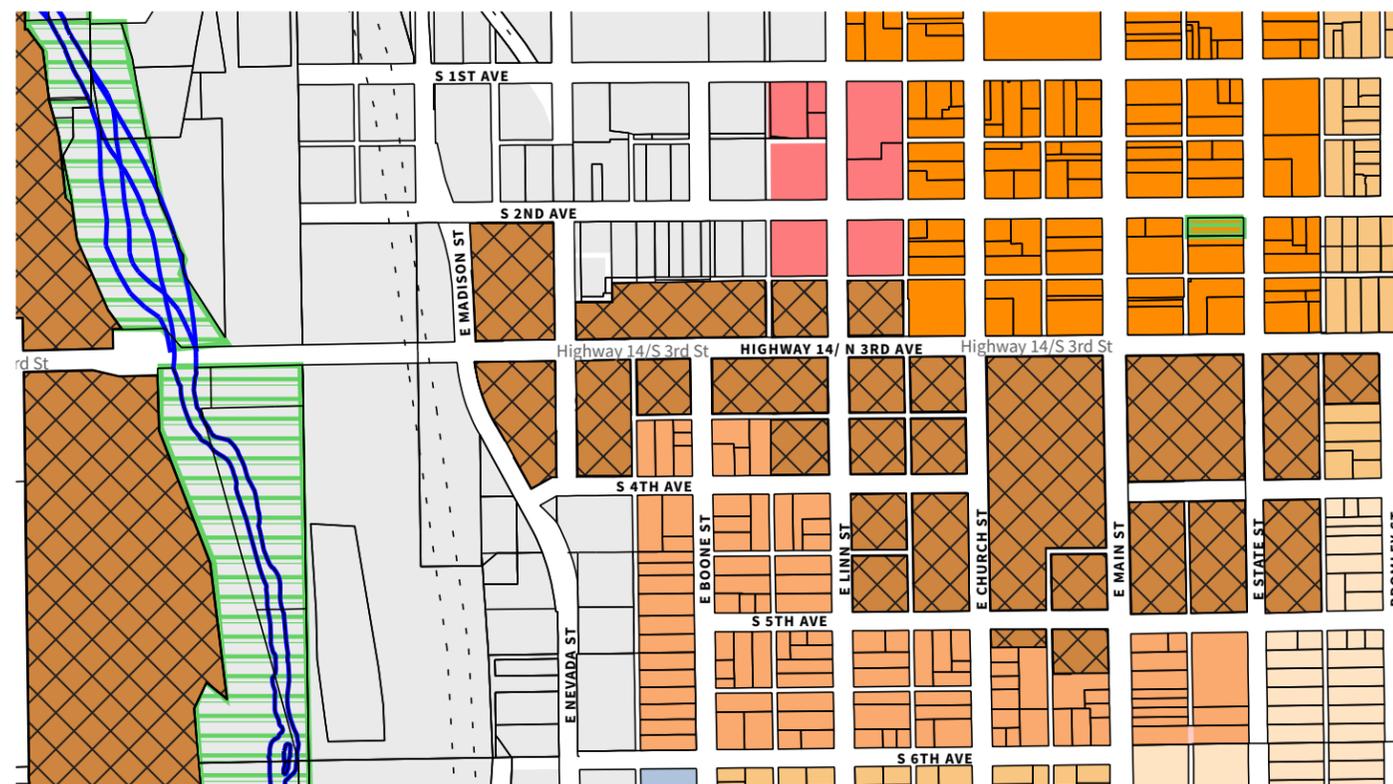
EXISTING ZONING



ZONING LEGEND AND PERMISSIBLE USES

 Medium Density Residential (R-3) • Single-family/ Multi-family dwellings	 Light Industry (M-1) • Utility uses • Various contracting • Various wholesalers
 Medium Density Residential (R-4) • Single-family/ Multi-family dwellings	 Heavy Industry (M-2) • Utility uses • Various contracting • Various manufacturing • Various wholesalers • Building material storage
 High Density Residential (R-5) • Single-family/ Multi-family dwellings	 Parks and Open Spaces
 Community Commercial (CC) • Theaters, banks, offices • Car Rental and Leasing • Veterinary Services	 Central Business District (CBD) • Software publishers • College, university, professional schools • Beer, wine, and liquor stores • Gift, novelty, and souvenir stores • Residential
 Office Park (OP) • Offices, various • Colleges, universities, and professional schools • Religious organizations • Parking lots and garages	

POTENTIAL ZONING



ZONING LEGEND AND PERMISSIBLE USES

 Medium Density Residential (R-3) • Single-family/ Multi-family dwellings	 Light Industry (M-1) • Utility uses • Various contracting • Various wholesalers
 Medium Density Residential (R-4) • Single-family/ Multi-family dwellings	 Heavy Industry (M-2) • Utility uses • Various contracting • Various manufacturing • Various wholesalers • Building material storage
 High Density Residential (R-5) • Single-family/ Multi-family dwellings	 Parks and Open Spaces
 Community Commercial (CC) • Theaters, banks, offices • Car Rental and Leasing • Veterinary Services	 Central Business District (CBD) • Software publishers • College, university, professional schools • Beer, wine, and liquor stores • Gift, novelty, and souvenir stores • Residential
 Traditional Neighborhood (TN) • Real estate and broker offices • Florists • Child care services • Gift, novelty, and souvenir stores • Residential	

Note: See the full City of Marshalltown Zoning Ordinance for a complete understanding of permissible uses.

DEVELOPMENT CONCEPT DESCRIPTION

This location is the southern gateway to Marshalltown and begins only two blocks south of Main Street. Given this close proximity to the downtown core, this area is prime for redevelopment. Access in the viaduct area can function using the existing street grid instead of the ramping that currently interrupts the parcels. By abandoning the ramps, a significant developable area is reintroduced. In addition to the proposed block structure, urban design concepts for this area include access management improvements and infill development. The former ramping area is phased from greenspace initially to mixed-use structures with public parking to serve the nearby commercial destinations in future phases.

URBAN DESIGN RECOMMENDATIONS

- 7.01 Implement shared parking areas with improved access management by limiting curb cuts.
- 7.02 Eliminate existing viaduct ramps and replace access through existing street grid right-of-ways.
- 7.03 Consolidate city-owned parcels in the existing ramp area and issue a request for proposals to the development community.
- 7.04 Encourage developers to introduce a multi-modal scale gateway element between East Madison Street and Nevada Street that may include landscape elements, public art and lighting.
- 7.05 Prioritize the adaptive reuse of historic buildings and restore facades where necessary.

CONCEPT IMAGERY



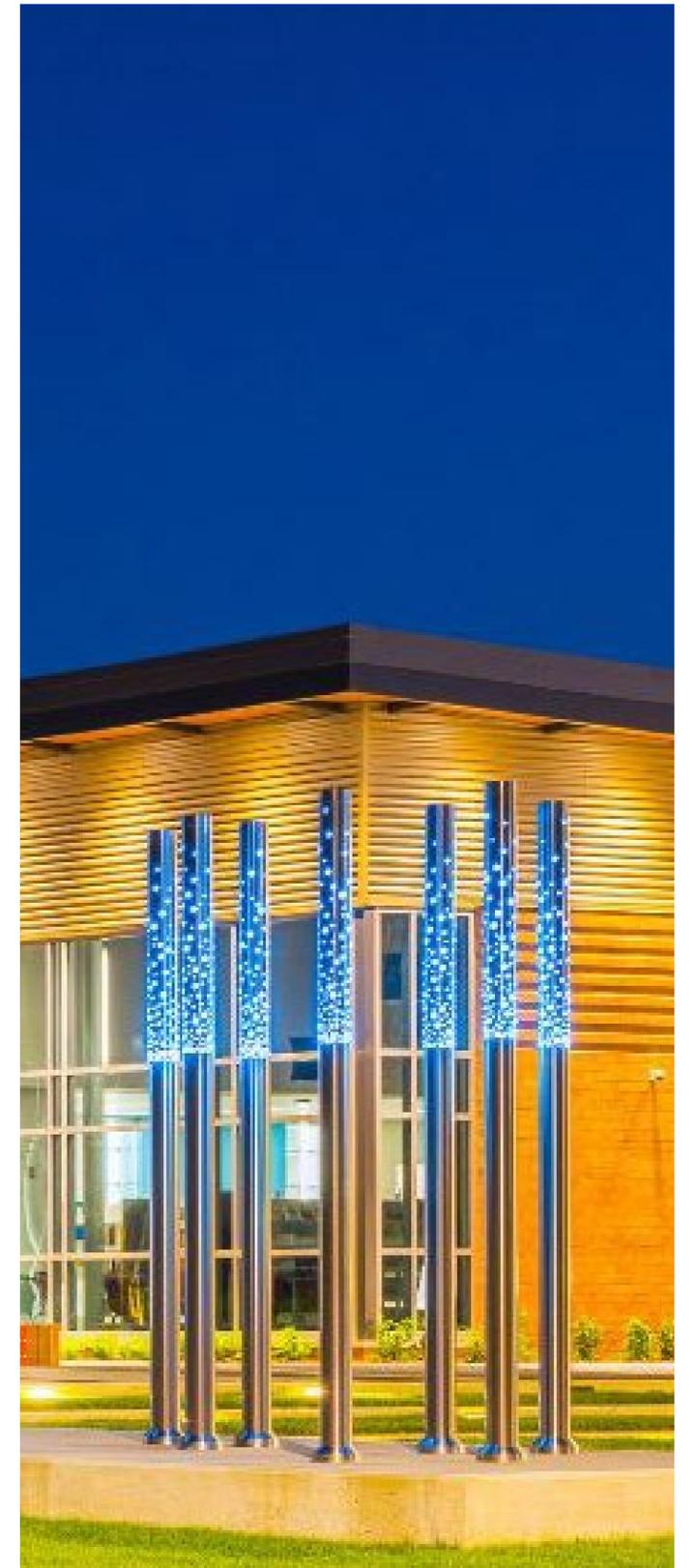
Artful Paving and Native Plantings at Bagby Street, Houston, Texas



Potential for infill townhome and multi family scaled residential

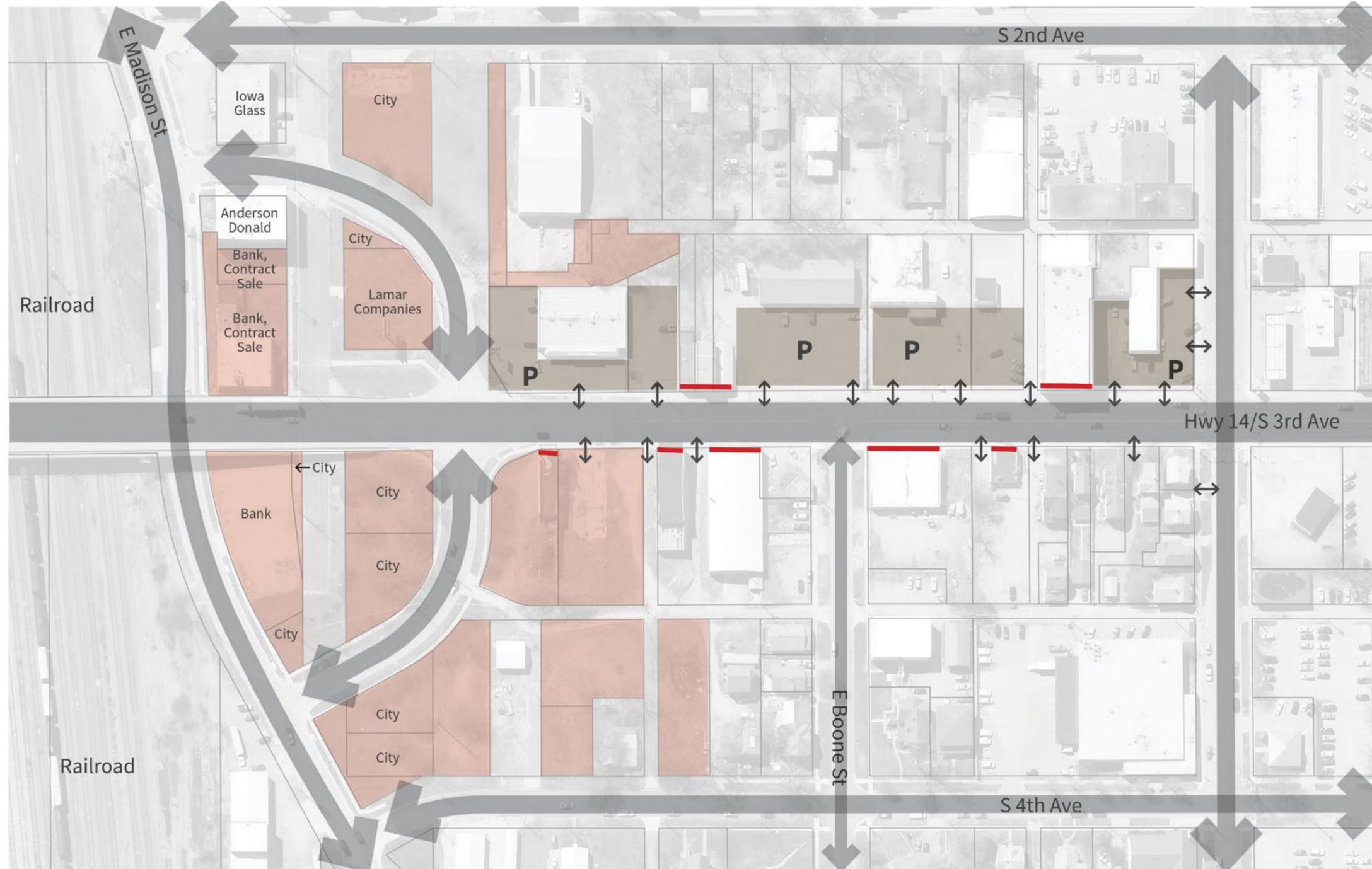


Precedent Character Imagery



Illuminated art display at Joplin, Missouri Public Library

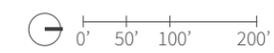
SITE ANALYSIS



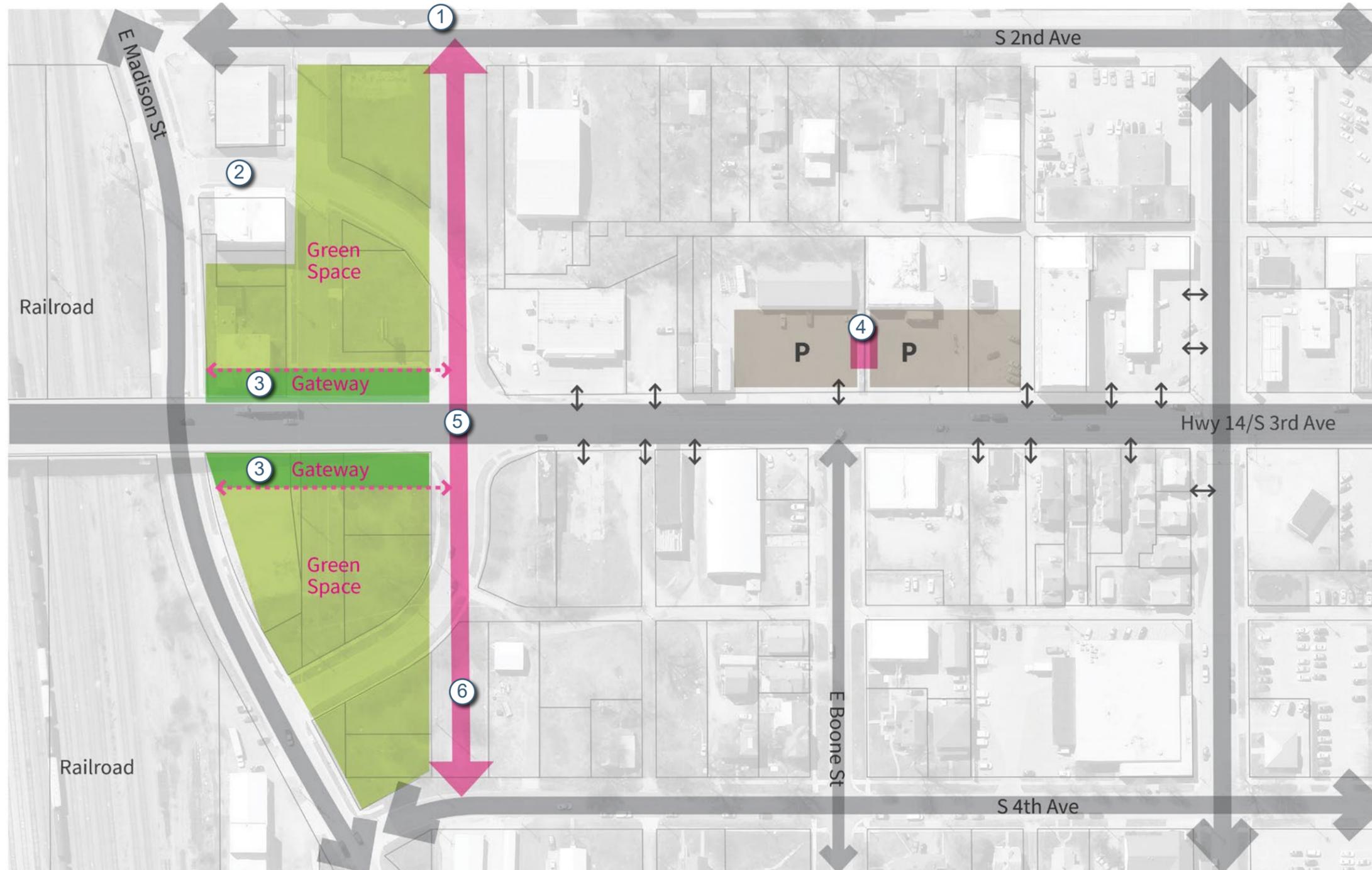
LEGEND

- Vacant or unoccupied parcels
- Existing parking areas
- Building frontage along right of way boundary
- Frequent curb cuts

See page 34 for right-of-way improvements in this study area.



PHASE 1



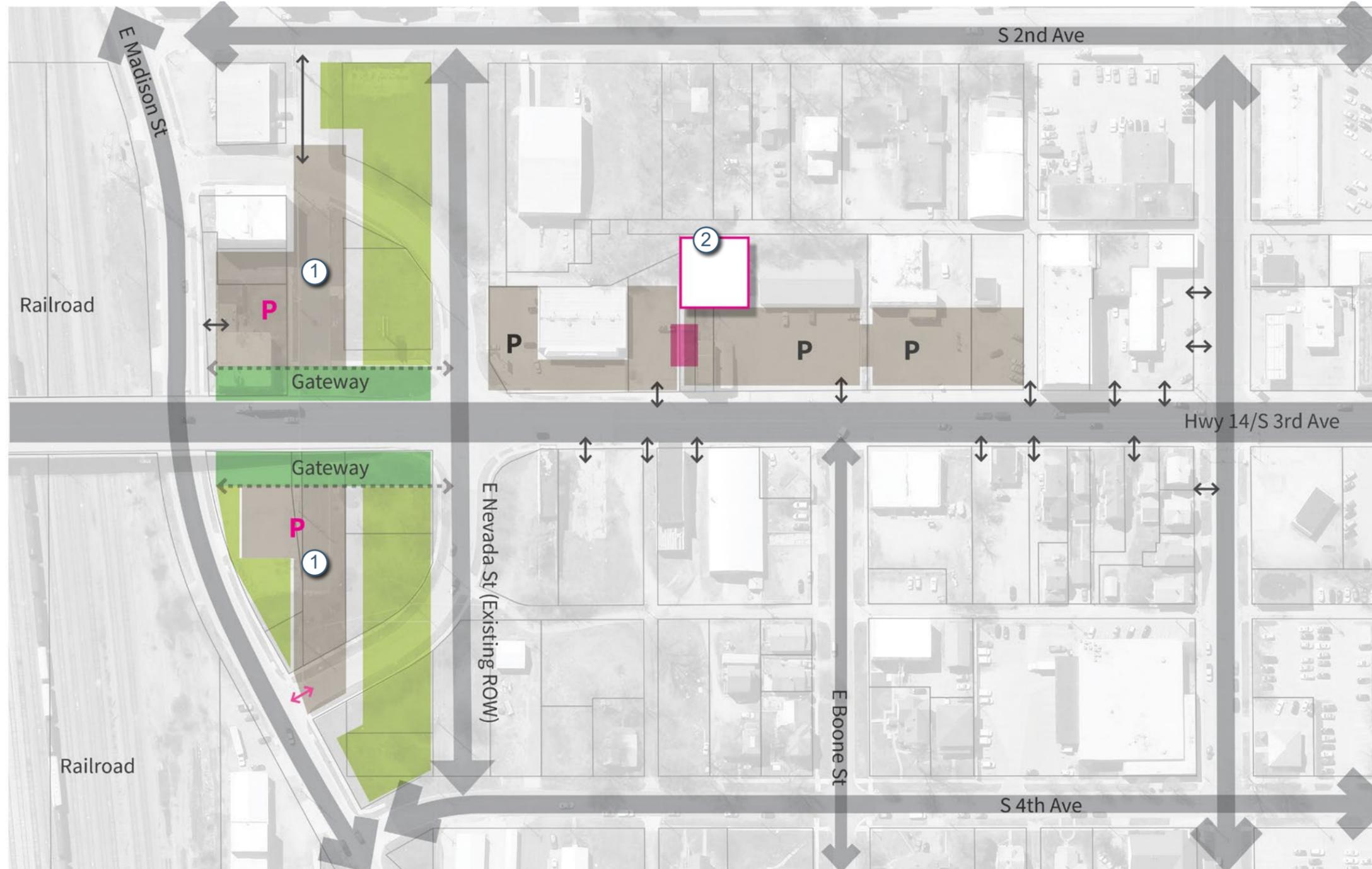
LEGEND

- ① Connect north one block to 1st Street on existing right of way, through to Center Street and Emerson facility
- ② Remove curved ramp drives, dividing prime parcels and repeating traffic which could go up 2nd and 4th Streets
- ③ Introduce gateway elements and pedestrian connections
- ④ Potential connected parking allows for reduced curb cuts
- ⑤ Possible traffic signal will be required
- ⑥ Continue E Nevada Street on existing right of way
- ↔ Curb cuts

See page 34 for right-of-way improvements in this study area.

0' 50' 100' 200'

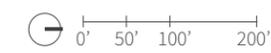
PHASE 2



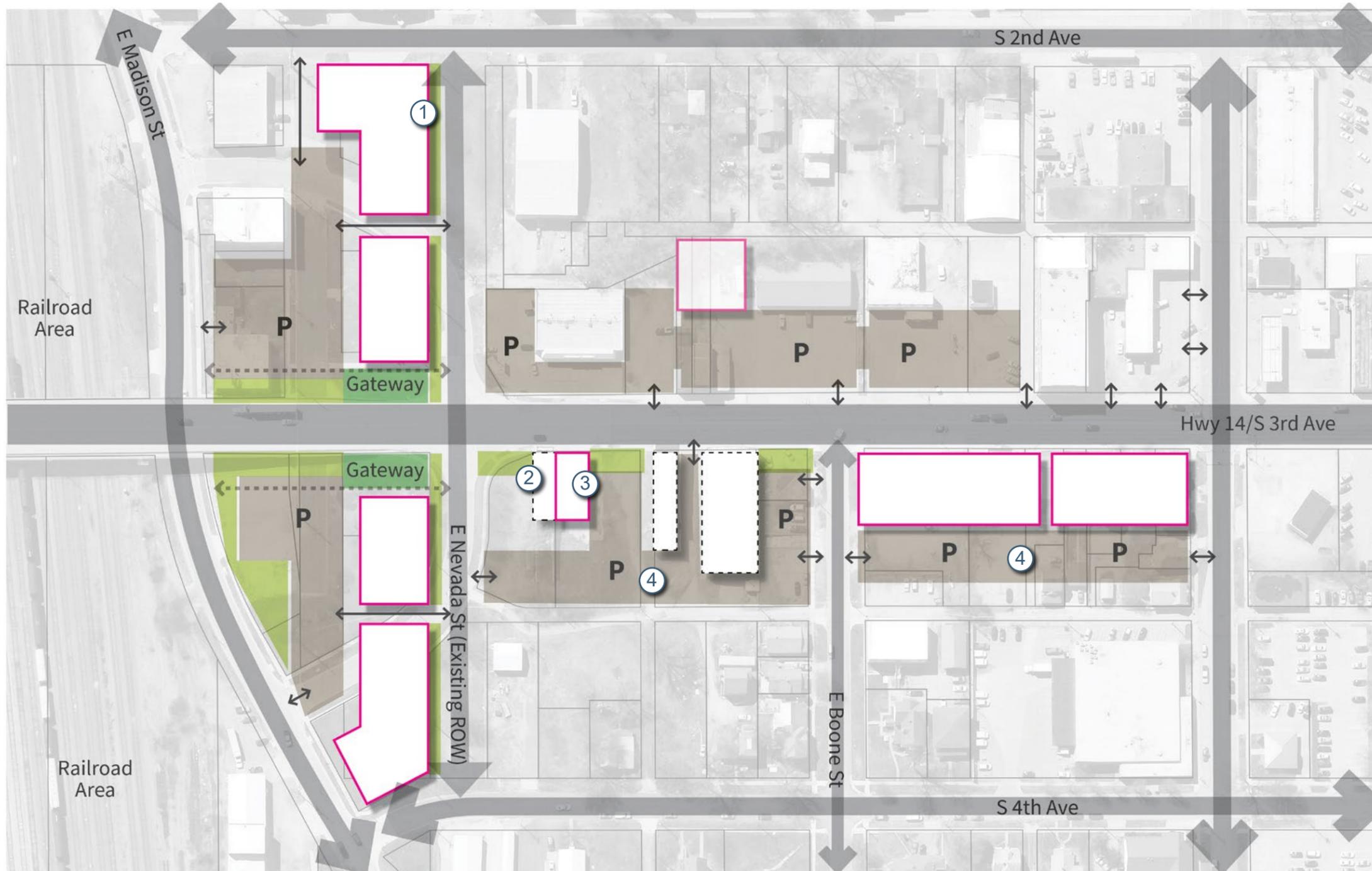
LEGEND

- ① Additional parking opportunity as neighborhood demand increases
- ② Architectural setback in redevelopment allows for additional connected parking and reduced curb cuts
- ↔ Curb cuts

See page 34 for right-of-way improvements in this study area.



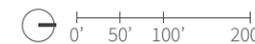
PHASE 3



LEGEND

- ① Infill mixed-use development, medium to higher density affordable housing, commercial, retail, etc. Opportunity for tuck under parking below the structure
- ② Adaptive reuse of historic building
- ③ Infill development
- ④ Parking areas behind new infill development
- ↔ Curb cuts

See page 34 for right-of-way improvements in this study area.



PLAN BENEFITS

- | | | | |
|---|--|--|--|
|  <p>Community:</p> <ul style="list-style-type: none"> A defined southern gateway that residents can be proud of It also provides safety through the reduction of curb cuts and designated walking paths |  <p>Economy:</p> <ul style="list-style-type: none"> Parking areas and pedestrian routes provide access to this area for consumers Infill development and amenities revitalize this Study Area |  <p>Art:</p> <ul style="list-style-type: none"> Artful elements at the Nevada St gateway provide a welcoming entrance to this area Buildings built to the sidewalk and engaging facades provide quality urban design |  <p>Environment:</p> <ul style="list-style-type: none"> Greenspace introduced to the gateway contributes to urban canopy and reduces heat island effect and stormwater runoff |
|---|--|--|--|

VIEW OF NEVADA STREET

Small or no front setbacks fosters a walkable street

Ground floor retail in an adaptive reuse building activates the streetscape

Public seating invites residents and visitors to linger and socialize

Multi-modal scaled art display marks the north gateway of Marshalltown

Consolidated curb cuts

Street trees and vegetation enhance human comfort and mitigate stormwater



DEVELOPMENT SECTION NEVADA STREET

| Improved viaduct guardrail design
| and division for bike lane

| Upper story housing
| opportunities with views to
| downtown and greenway

| New opportunity for
| Nevada through street
| and streetscape



EAST LINN STREET TO EAST STATE STREET

SITE DESCRIPTION

This Study Area along Highway 14 intersects with Marshalltown's vibrant Main Street. To the east of Highway 14/3rd Street is a hospital campus that will be relocated from Downtown. The availability of land and existing structures make this an exciting opportunity for redevelopment in Marshalltown.

SITE IMAGERY



LOCATION MAP



DEVELOPMENT CONCEPT DESCRIPTION

The priority for this section of Highway 14/3rd Avenue is to create a connection to downtown and an expansion of the central business district through the continuity of the built environment.

Hospital Campus: The hospital campus is a major existing built asset that has the potential to be redeveloped as a hotel and a senior housing facility.

Event Center: In addition to the hotel, a 15,000 sf event center is also proposed near the intersection of Highway 14/ 3rd Street and Main Street. This facility can host live performances for theater, music, comedy, dance, or other performance art.

Downtown Greenspace: To compliment the proposed event center and the expansion of Downtown offerings, a

25,000 sf urban greenspace is proposed at the intersection of Highway 14/ N 3rd Avenue to offer a green respite to downtown residents and visitors while also providing an outdoor venue for performances and festivals.

Pedestrian Spine: The generous east to west pedestrian spine connects the Event Center with future neighborhoods to the east. This amenity has the potential to also function as a linear venue to house vendors for food festivals and farmers markets.

Offices and Mixed-use Infill Development: Offices and are also proposed in this area to diversify the potential for commerce and activate the workdays in Downtown.

Downtown Residential: Multi-family and attached single-family homes are proposed on the existing hospital campus. A context sensitive approach to downtown housing would provide for dense, small lot, and no setback buildings.

URBAN DESIGN RECOMMENDATIONS

8.01 Prioritize infill developments at the western intersection of Main Street and Highway 14 to create an appealing gateway to the existing vibrant downtown.

8.02 Implement shared parking areas with improved access management by limiting curb cuts.

8.03 Acquire the existing hospital campus and associated parcels and issue a request for proposals to the development community for the adaptive reuse of hospital structures and infill development.

8.04 Encourage the development of high-quality fee-simple ownership housing units to attract medium to high income residents seeking a downtown lifestyle.

8.05 Encourage developer to provide adequate greenspaces for future residents and downtown visitors within the development program.

8.06 Introduce a pedestrian spine that can be used as an everyday pedestrian route as well as a vendor corridor during festivals.

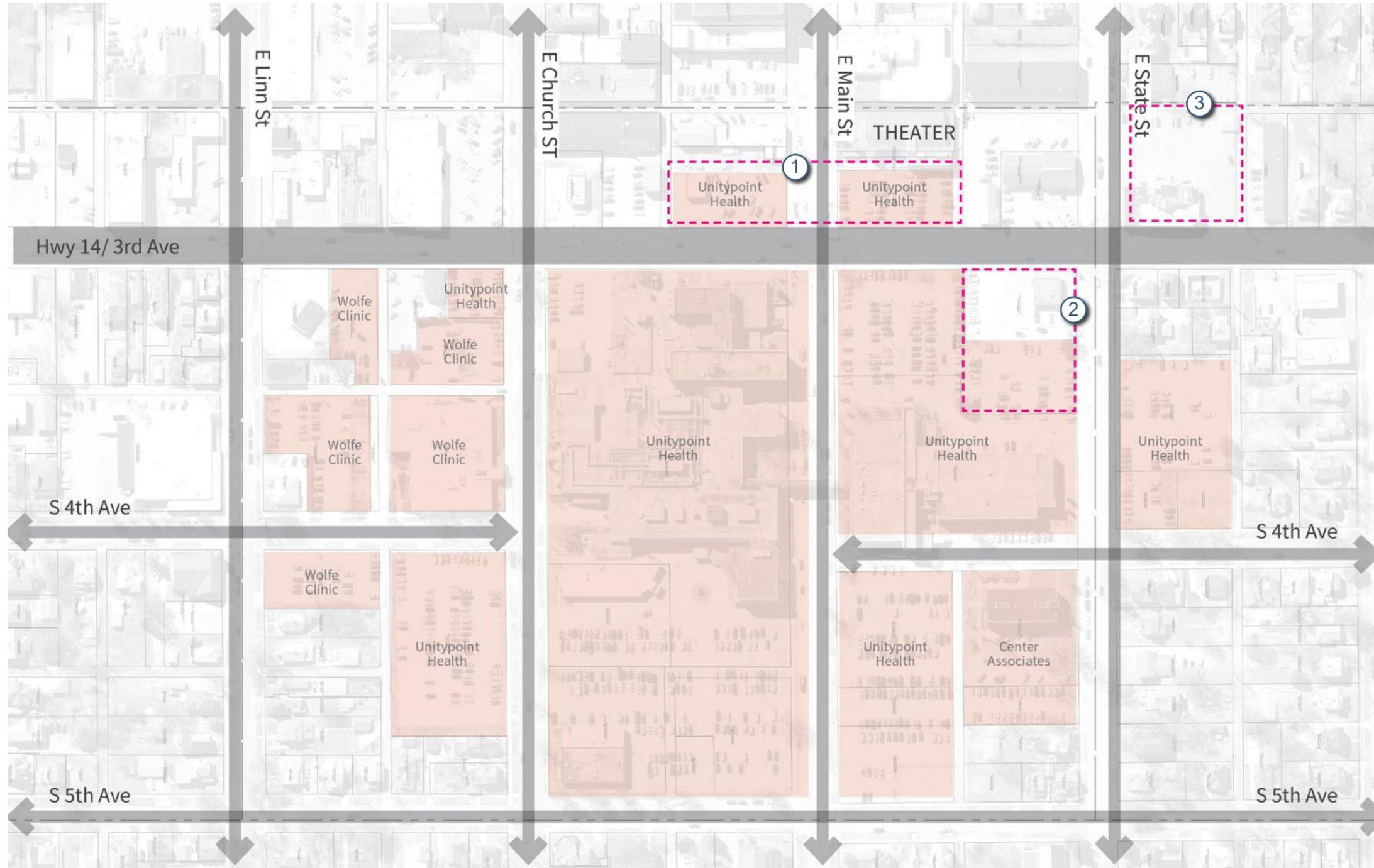
CONCEPT IMAGERY



The Linda Vista Hospital converted to the Hollenbeck Terrace senior apartment building (LA Times, 2017)



SITE ANALYSIS



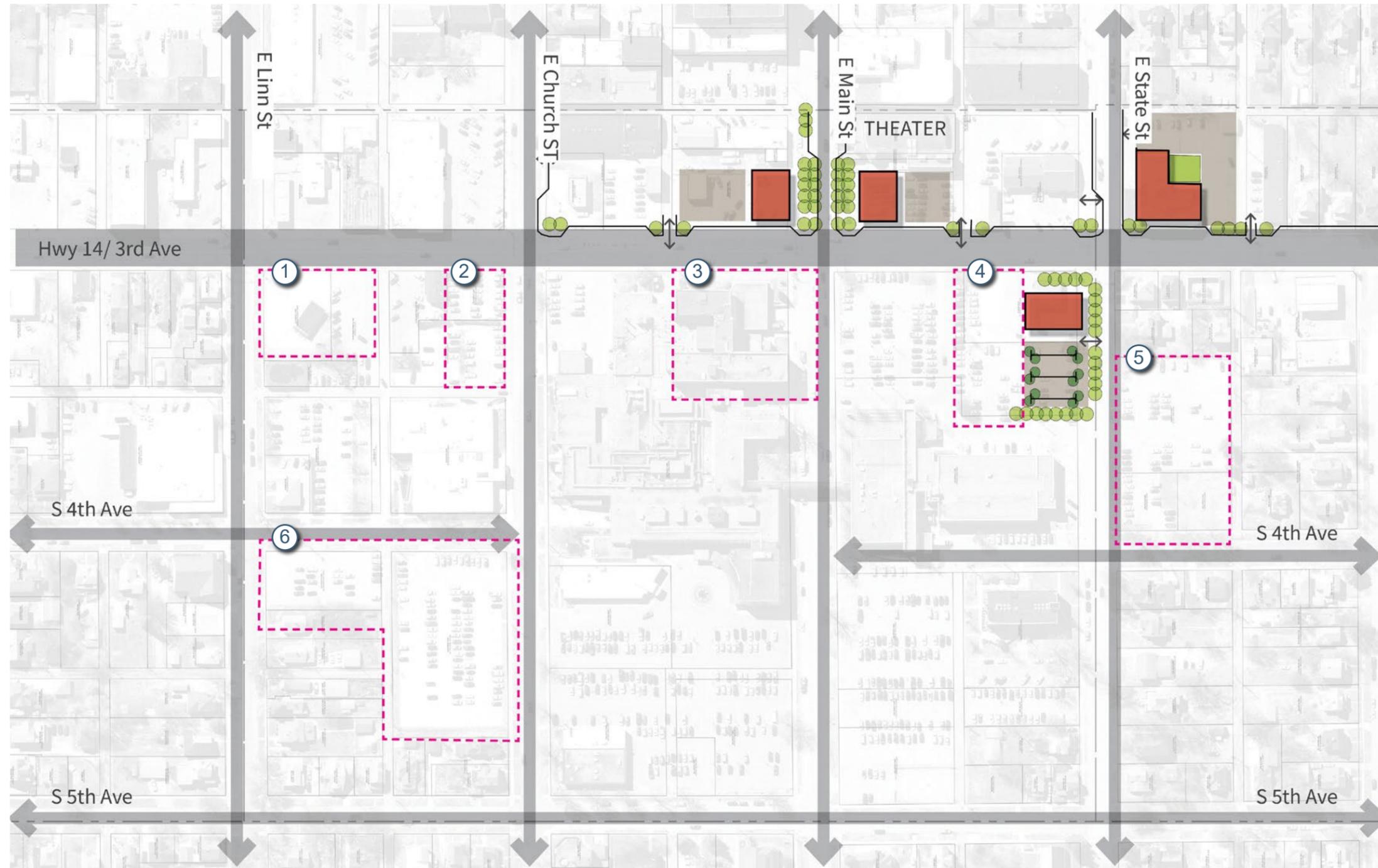
See page 35 for right-of-way improvements in this study area.



LEGEND

- ① Opportunity for a gateway development at the entrance to Downtown Main Street
- ② Opportunity location to extend the Downtown vibrancy east of Highway 14
- ③ Opportunity for infill development with reduced or eliminated building setback

PHASE 1



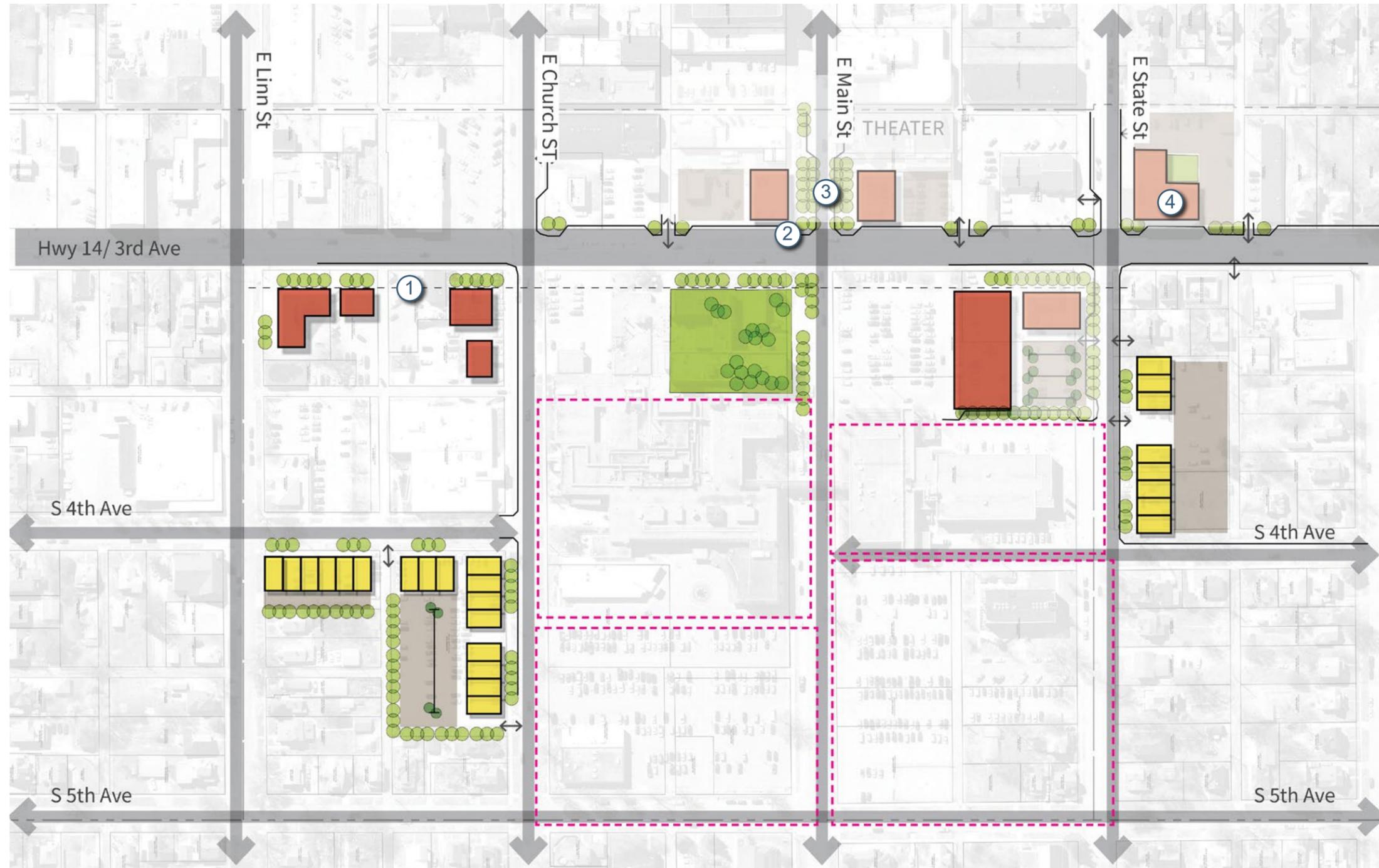
LEGEND

- ① Opportunity location for infill development at Highway 14 and E Linn St.
- ② Opportunity location for infill development at Highway 14 and E Church St.
- ③ Opportunity for a temporary greenspace prior to infill redevelopment
- ④ Opportunity to expand infill development at Highway 14 and E State St.
- ⑤ Opportunity for residential infill development of surface parking
- ⑥ Opportunity for residential infill development of surface parking

See page 35 for right-of-way improvements in this study area.



PHASE 2



LEGEND

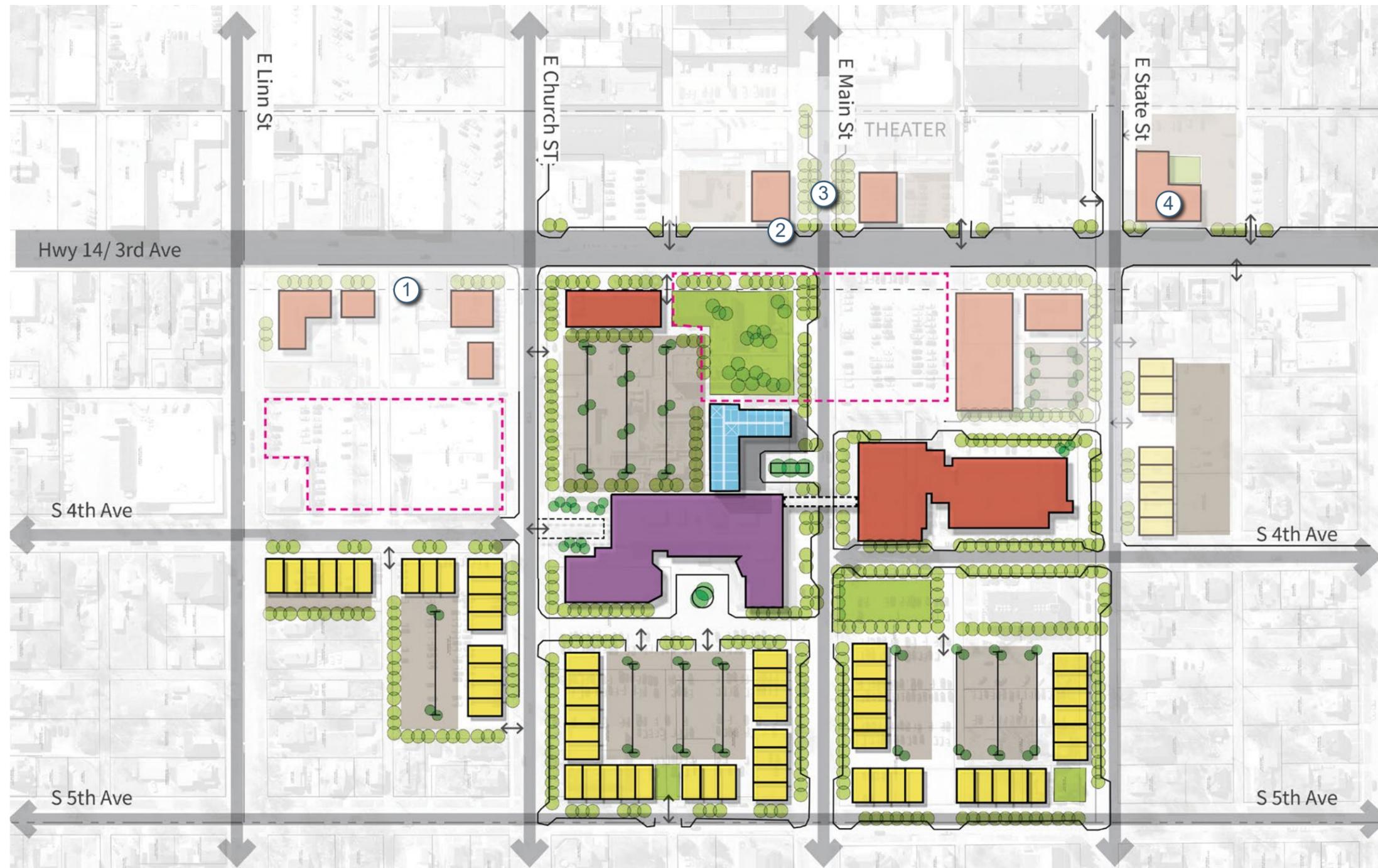
- Land use: multi-family/ townhouse
- Land use: mixed-use commercial
- Land use: hotel (repurpose hospital)
- Land use: senior housing (repurpose hospital)
- Land use: event center/ civic
- Land use: open space

- 1 Green setback allows for consistent greenway outside of highway obstruction zone
- 2 Bump outs allow for reduced cross walk distance and potential for increased planting
- 3 Gateway to Main Street
- 4 Require no-setback buildings on the corridor for new development

See page 35 for right-of-way improvements in this study area.



PHASE 3



LEGEND

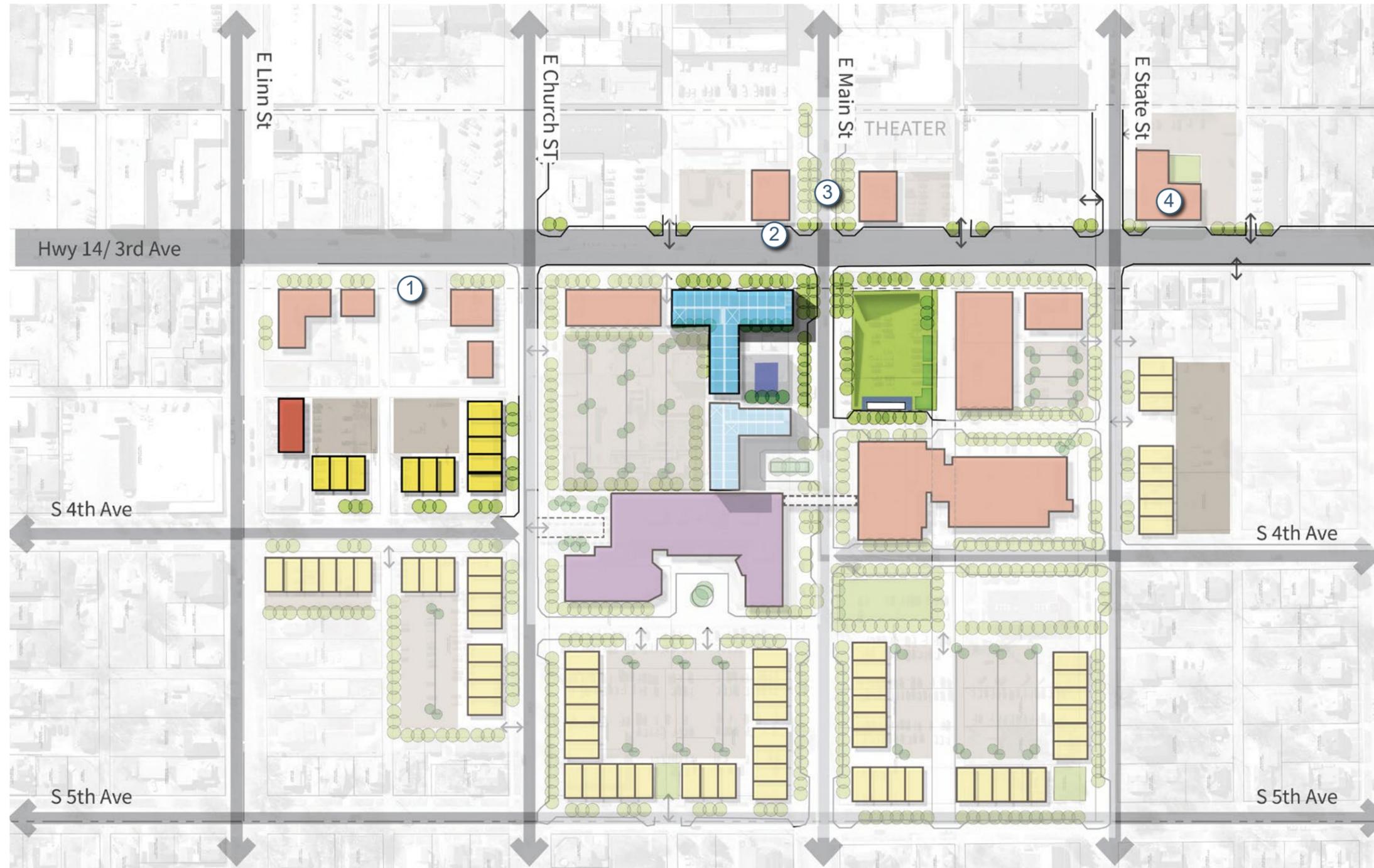
- Land use: multi-family/ townhouse
- Land use: mixed-use commercial
- Land use: hotel (repurpose hospital)
- Land use: senior housing (repurpose hospital)
- Land use: event center/ civic
- Land use: open space

- ① Green setback allows for consistent greenway outside of highway obstruction zone
- ② Bump outs allow for reduced cross walk distance and potential for increased planting
- ③ Gateway to Main Street
- ④ Require no-setback buildings on the corridor for new development

See page 35 for right-of-way improvements in this study area.



PHASE 4



LEGEND

- Land use: multi-family/ townhouse
- Land use: mixed-use commercial
- Land use: hotel (repurpose hospital)
- Land use: senior housing (repurpose hospital)
- Land use: event center/ civic
- Land use: open space

- 1 Green setback allows for consistent greenway outside of highway obstruction zone
- 2 Bump outs allow for reduced cross walk distance and potential for increased planting
- 3 Gateway to Main Street
- 4 Require no-setback buildings on the corridor for new development

See page 35 for right-of-way improvements in this study area.

PLAN BENEFITS



Community:

- A landmark development in this location expands the vibrancy of downtown
- A mix of uses activate the area throughout the day



Economy:

- An inviting and walkable environment invites consumers to explore the area
- Infill development, amenities, and housing for middle income earners revitalize this Study Area



Art:

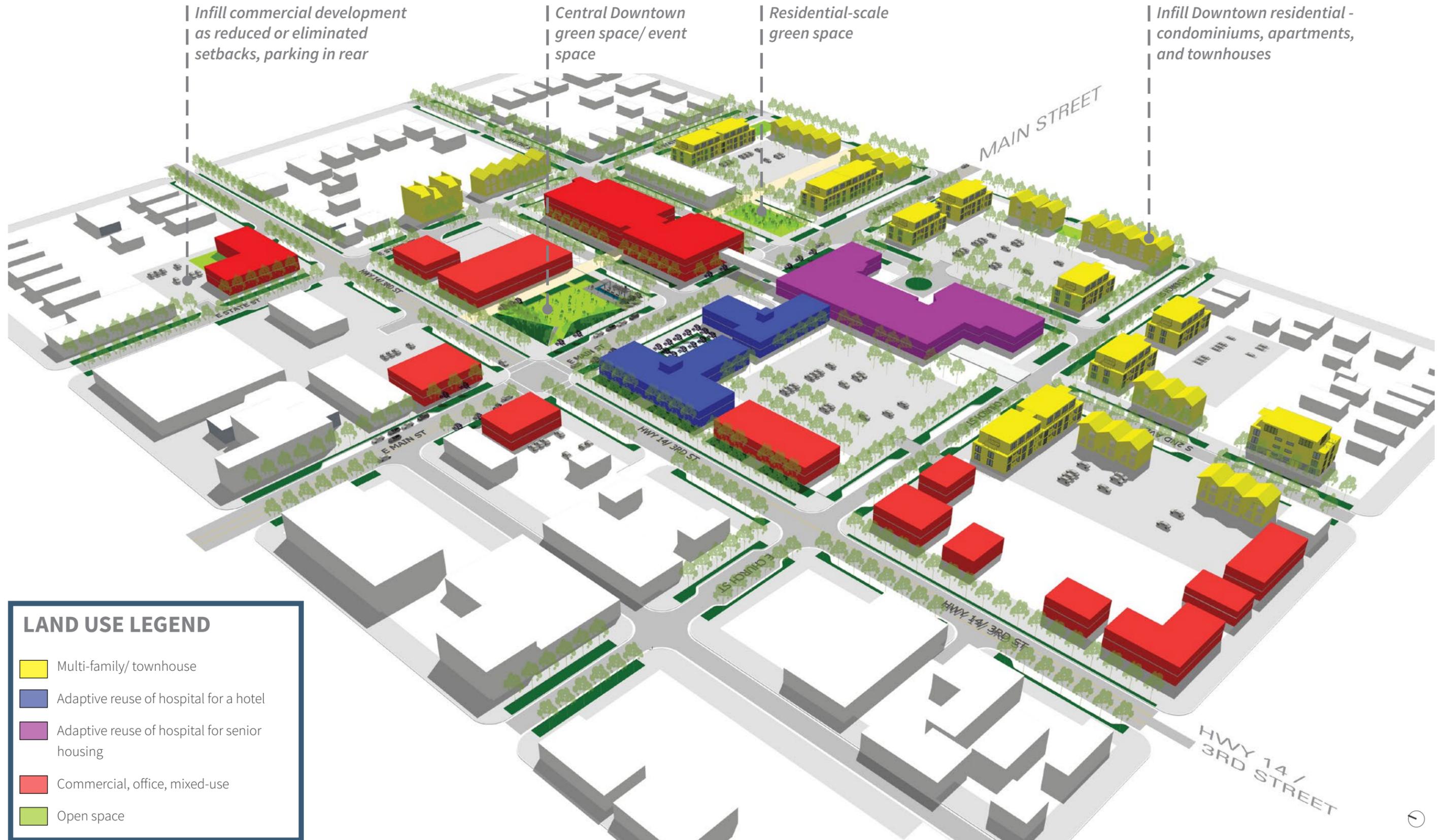
- Artful elements and greenspaces provide a welcoming entrance to this area
- Buildings built to the sidewalk and engaging facades provide quality urban design



Environment:

- Greenspace introduced to the gateway contributes to urban canopy and reduces heat island effect and stormwater runoff

BIRDS EYE VIEW OF HOSPITAL REDEVELOPMENT



LAND USE LEGEND

- Multi-family/ townhouse
- Adaptive reuse of hospital for a hotel
- Adaptive reuse of hospital for senior housing
- Commercial, office, mixed-use
- Open space

DETAIL VIEW OF THE DOWNTOWN GREENSPACE

| Proposed Commercial infill development at the gateway to Downtown Main Street

| Proposed Downtown Event Center

| Proposed downtown urban greenspace provides a place for respite and community events

| Pedestrian spine can function as a festival corridor

| Proposed hotel

| Proposed housing





BROMLEY STREET TO RIVERSIDE STREET

SITE DESCRIPTION

This Study Area stretches six blocks and consists mostly of single-family housing between the Downtown and a smaller commercial and industrial area to the north.

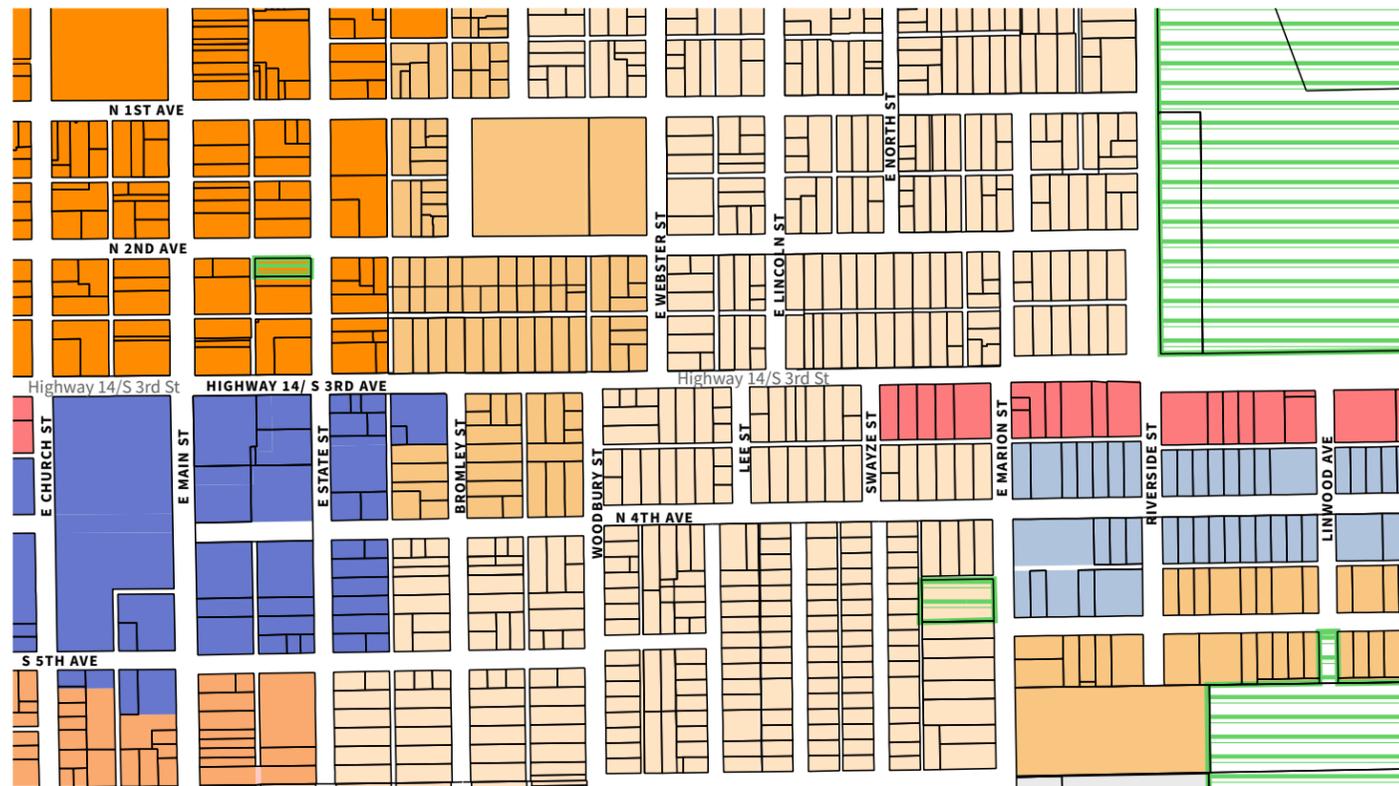
SITE IMAGERY



LOCATION MAP



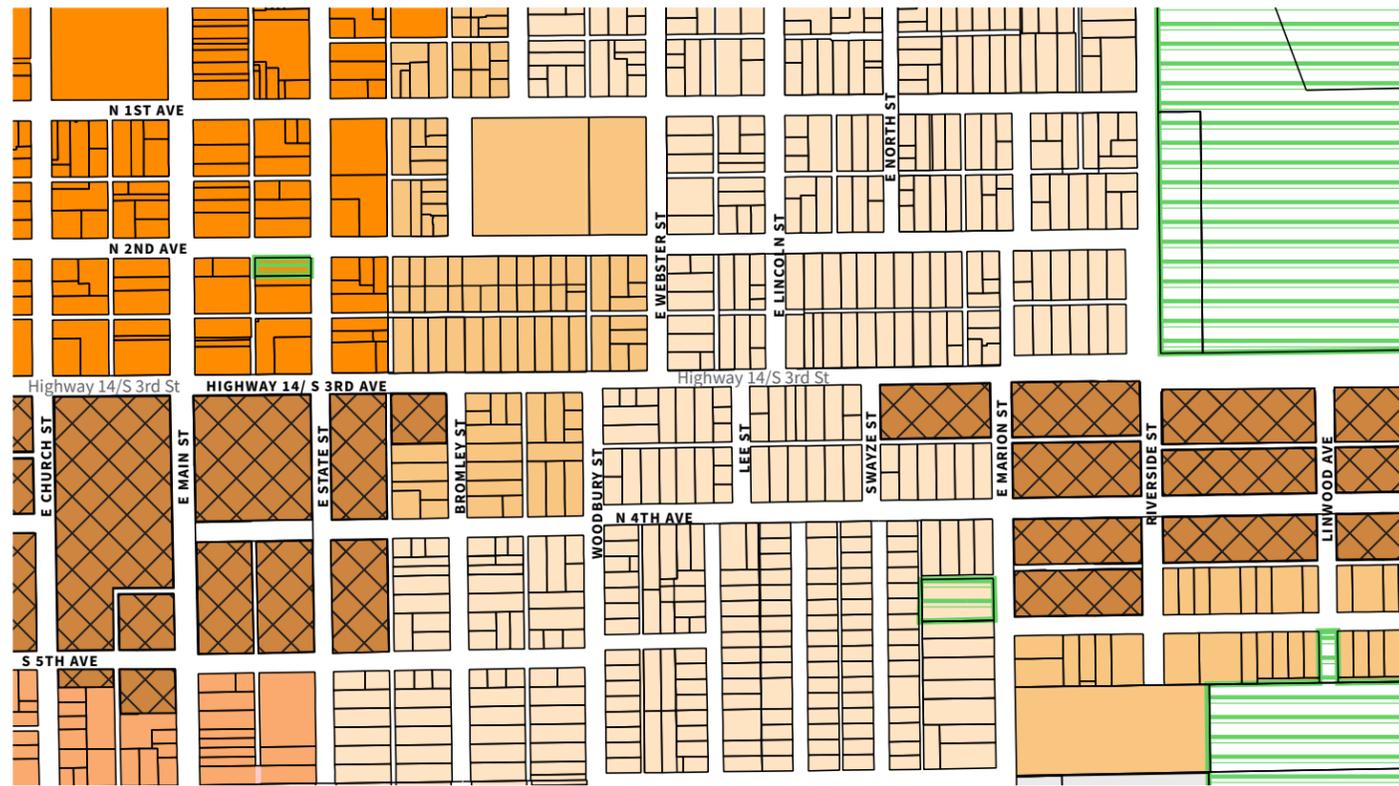
EXISTING ZONING



ZONING LEGEND AND PERMISSIBLE USES

Medium Density Residential (R-3) • Single-family/ Multi-family dwellings	Light Industry (M-1) • Utility uses • Various contracting • Various wholesalers
Medium Density Residential (R-4) • Single-family/ Multi-family dwellings	Heavy Industry (M-2) • Utility uses • Various contracting • Various manufacturing • Various wholesalers • Building material storage
High Density Residential (R-5) • Single-family/ Multi-family dwellings	Parks and Open Spaces
Community Commercial (CC) • Theaters, banks, offices • Car Rental and Leasing • Veterinary Services	Central Business District (CBD) • Software publishers • College, university, professional schools • Beer, wine, and liquor stores • Gift, novelty, and souvenir stores • Residential
Office Park (OP) • Offices, various • Colleges, universities, and professional schools • Religious organizations • Parking lots and garages	

POTENTIAL ZONING



ZONING LEGEND AND PERMISSIBLE USES

Medium Density Residential (R-3) • Single-family/ Multi-family dwellings	Light Industry (M-1) • Utility uses • Various contracting • Various wholesalers
Medium Density Residential (R-4) • Single-family/ Multi-family dwellings	Heavy Industry (M-2) • Utility uses • Various contracting • Various manufacturing • Various wholesalers • Building material storage
High Density Residential (R-5) • Single-family/ Multi-family dwellings	Parks and Open Spaces
Community Commercial (CC) • Theaters, banks, offices • Car Rental and Leasing • Veterinary Services	Central Business District (CBD) • Software publishers • College, university, professional schools • Beer, wine, and liquor stores • Gift, novelty, and souvenir stores • Residential
Traditional Neighborhood (TN) • Real estate and broker offices • Florists • Child care services • Gift, novelty, and souvenir stores • Residential	

Note: See the full City of Marshalltown Zoning Ordinance for a complete understanding of permissible uses.

DEVELOPMENT CONCEPT DESCRIPTION

The major urban design concept along this Study Area is to introduce a linear greenspace as a setback. The greenspace could function as a greenway or urban multi-use path as well. An expansion of the mixed-use land uses from downtown and the north commercial area are proposed to reduce in intensity with transition development such as smaller scale commercial as well as multi-family residential and office uses.

URBAN DESIGN RECOMMENDATIONS

9.01 Incentivize infill developments at the western intersection of Main Street and Highway 14 to create an appealing gateway to the existing vibrant downtown.

9.02 Prioritize infill development at the north and south end of this Study Area as an expansion of the downtown and the north gateway area.

9.03 Orient alley ways in a north to south orientation to eliminate unnecessary access points from Highway 14.

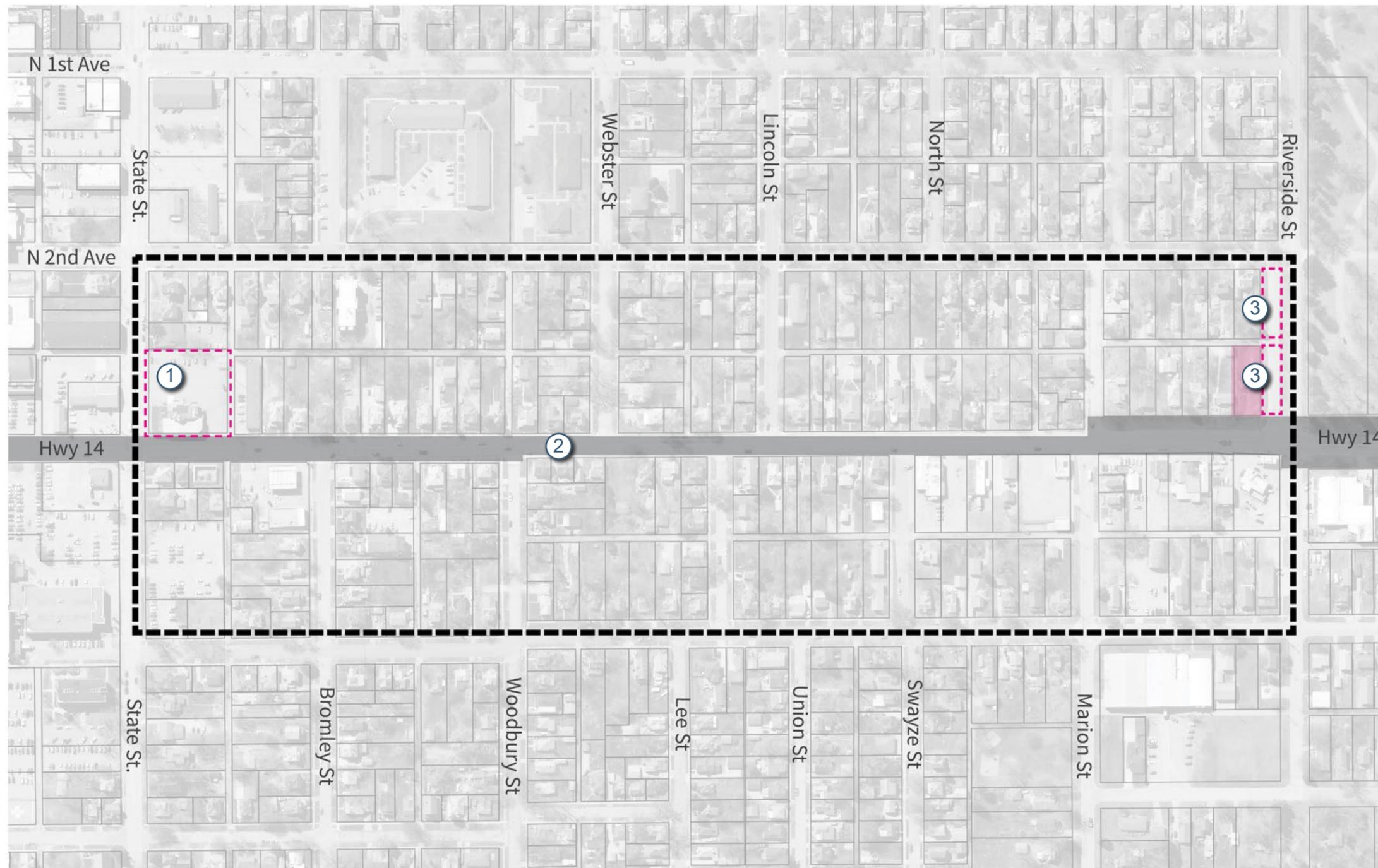
9.04 Focus infill opportunities on medium to high density housing options including multi-family units, townhouses, and attached single family homes.

9.05 Acquire vacant and underutilized parcels for a land bank program (see recommendation 0.00)

CONCEPT IMAGERY



SITE ANALYSIS



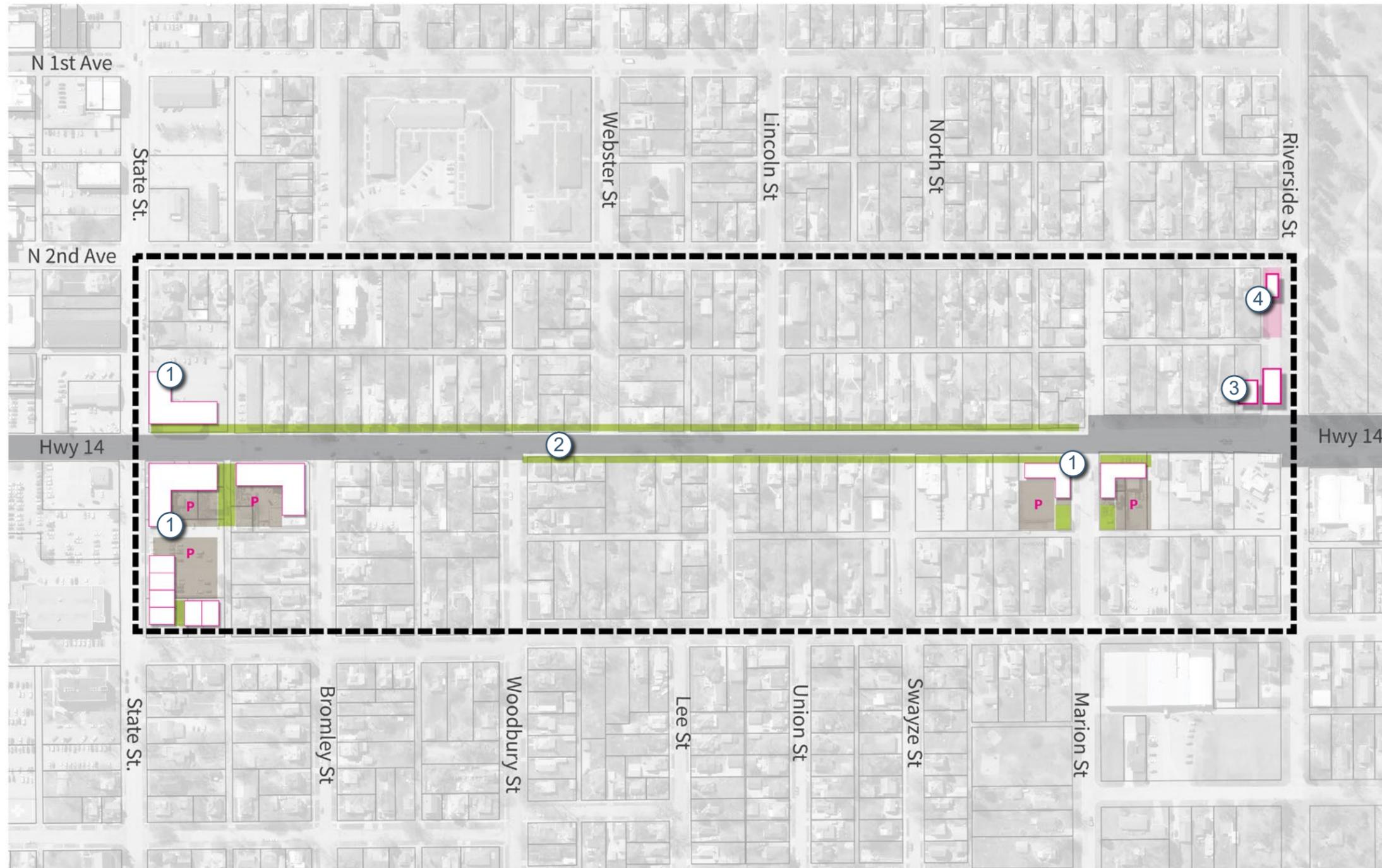
LEGEND

- Vacant parcels
- ① Opportunity in vacant parcels for adaptive reuse and development at the gateway to Downtown
- ② Existing constrained right-of-way width
- ③ Opportunity to add parcels to the block by eliminating the unnecessary median; requires verification of existing utility locations

See page 36 for right-of-way improvements in this study area.



PHASE 1



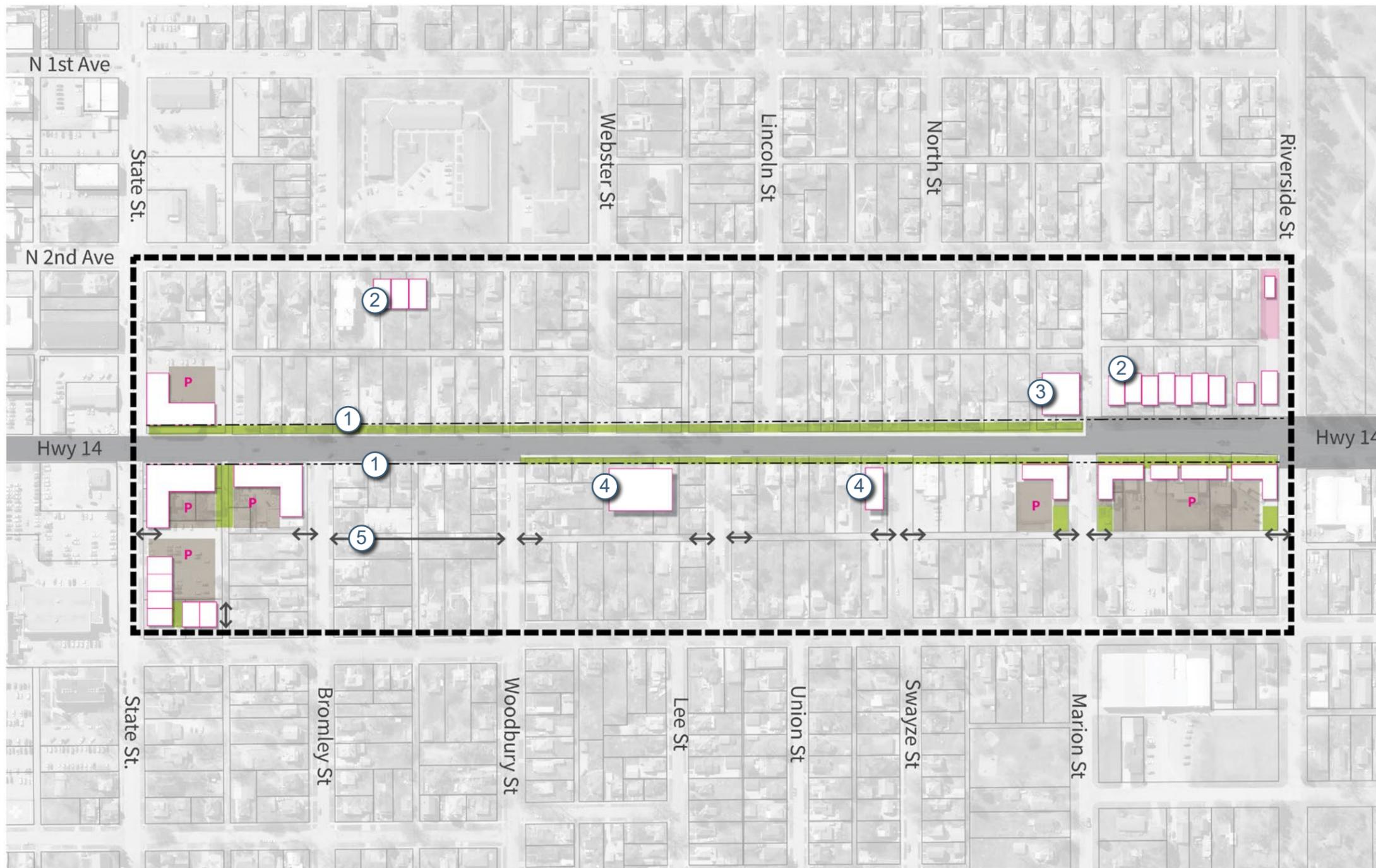
LEGEND

- ① Infill multi-family and mixed-use development built to a proposed easement boundary with parking provided in the rear (easement to provide for streetscape improvements for pedestrian sidewalks and greenspace)
- ② Focused zone of four to three lane road diet and streetscape improvement
- ③ Infill neighborhood commercial
- ④ Infill housing through partnerships

See page 36 for right-of-way improvements in this study area.



PHASE 2



LEGEND

- ① Right-of-way easement setback to allow for pedestrian sidewalks and greenspace
- ② Infill single-family attached dwellings (townhouses)
- ③ Infill neighborhood mixed-use development
- ④ Infill multi-family residential as a commercial use transition on vacant land
- ⑤ Reorient alley access to prioritize turning movements at the cross streets

See page 36 for right-of-way improvements in this study area.



PLAN BENEFITS

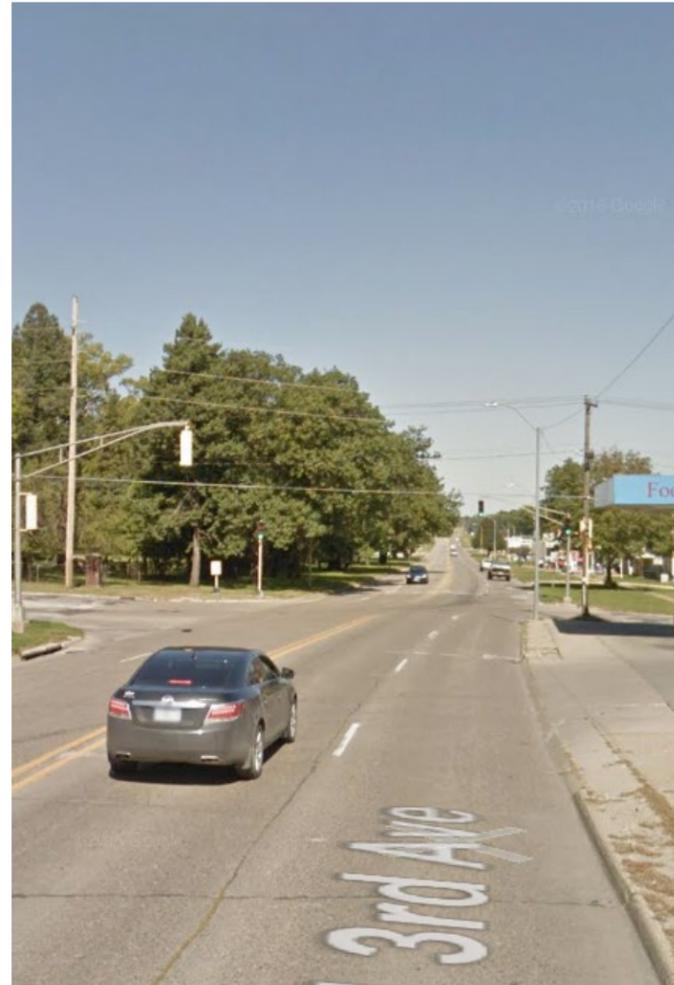
- | | | | |
|---|--|--|--|
|  <p>Community:</p> <ul style="list-style-type: none"> • Quality infill development fosters a sense of pride among community members • Occupied and attractive properties foster a sense of safety |  <p>Economy:</p> <ul style="list-style-type: none"> • Neighborhood retail provides a walkable destination for goods and services |  <p>Art:</p> <ul style="list-style-type: none"> • Right-of-way greenspace provide a welcoming entrance to this area |  <p>Environment:</p> <ul style="list-style-type: none"> • Greenspace introduced to the gateway contributes to urban canopy and reduces heat island effect and stormwater runoff |
|---|--|--|--|

EAST MARION STREET TO THE RIVER

SITE DESCRIPTION

This Study Area is a small commercial and light industrial district just south of the Iowa River. It is also characterized by open spaces including Riverview Park, Riverside Cemetery, and vegetated flood hazard areas. Freight truck traffic currently route along Highway 14/3rd Street and Marion Street to access and existing industrial plant area. Single-family homes are also located in this Study Area, sometimes adjacent to a heavy industry zone district. Parcels can be found here that are vacant, abandoned, or underutilized.

SITE IMAGERY



LOCATION MAP



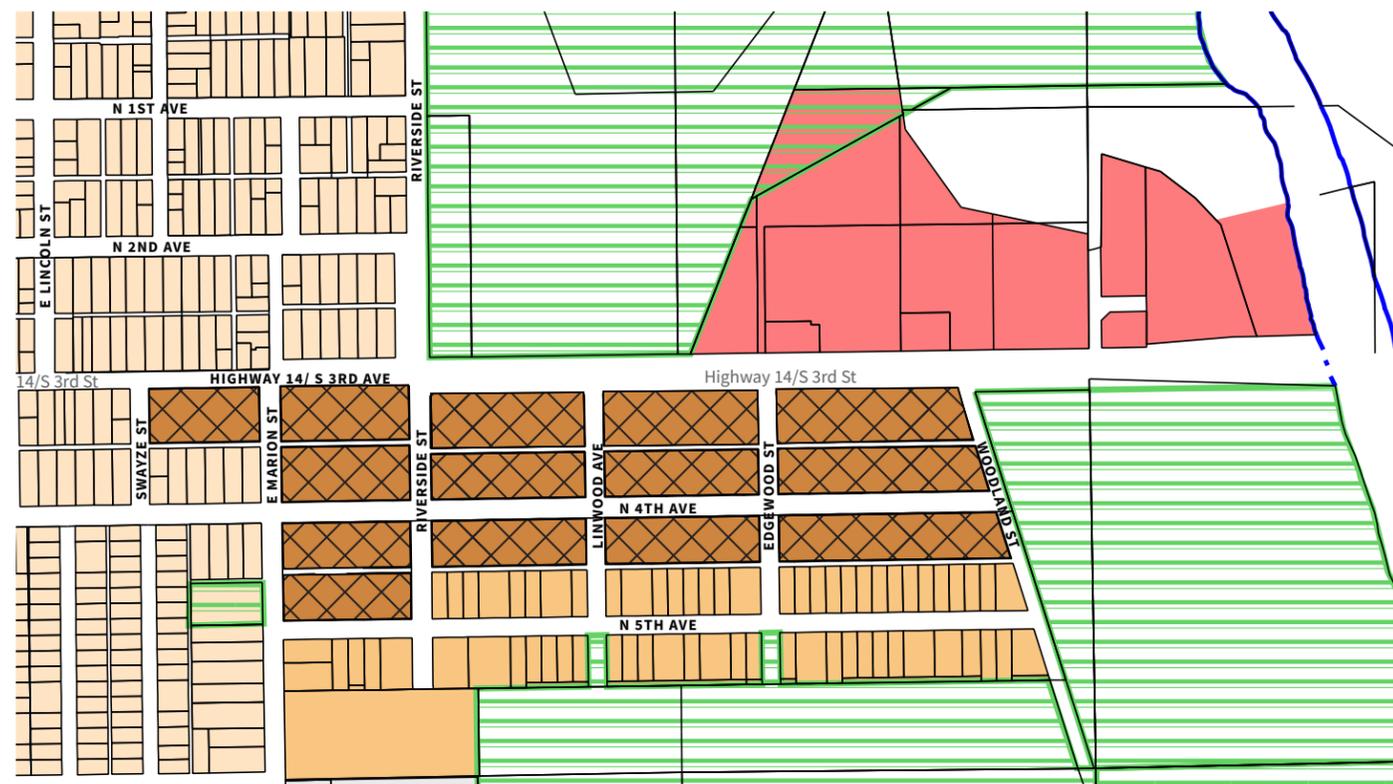
EXISTING ZONING



ZONING LEGEND AND PERMISSIBLE USES

- Medium Density Residential (R-3)
 - Single-family/ Multi-family dwellings
- Medium Density Residential (R-4)
 - Single-family/ Multi-family dwellings
- Community Commercial (CC)
 - Theaters, banks, offices
 - Car Rental and Leasing
 - Veterinary Services
- Light Industry (M-1)
 - Utility uses
 - Various contracting
 - Various wholesalers
- Parks and Open Spaces

POTENTIAL ZONING



ZONING LEGEND AND PERMISSIBLE USES

- Medium Density Residential (R-3)
 - Single-family/ Multi-family dwellings
- Medium Density Residential (R-4)
 - Single-family/ Multi-family dwellings
- Community Commercial (CC)
 - Theaters, banks, offices
 - Car Rental and Leasing
 - Veterinary Services
- Light Industry (M-1)
 - Utility uses
 - Various contracting
 - Various wholesalers
- Parks and Open Spaces
- Traditional Neighborhood (TN)
 - Real estate and broker offices
 - Florists
 - Child care services
 - Gift, novelty, and souvenir stores
 - Residential

Note: See the full City of Marshalltown Zoning Ordinance for a complete understanding of permissible uses.

DEVELOPMENT CONCEPT DESCRIPTION

The urban design opportunities in this Study Area include re-envisioning the access patterns for the industrial areas and introducing a new approach to land use.

CONCEPT IMAGERY

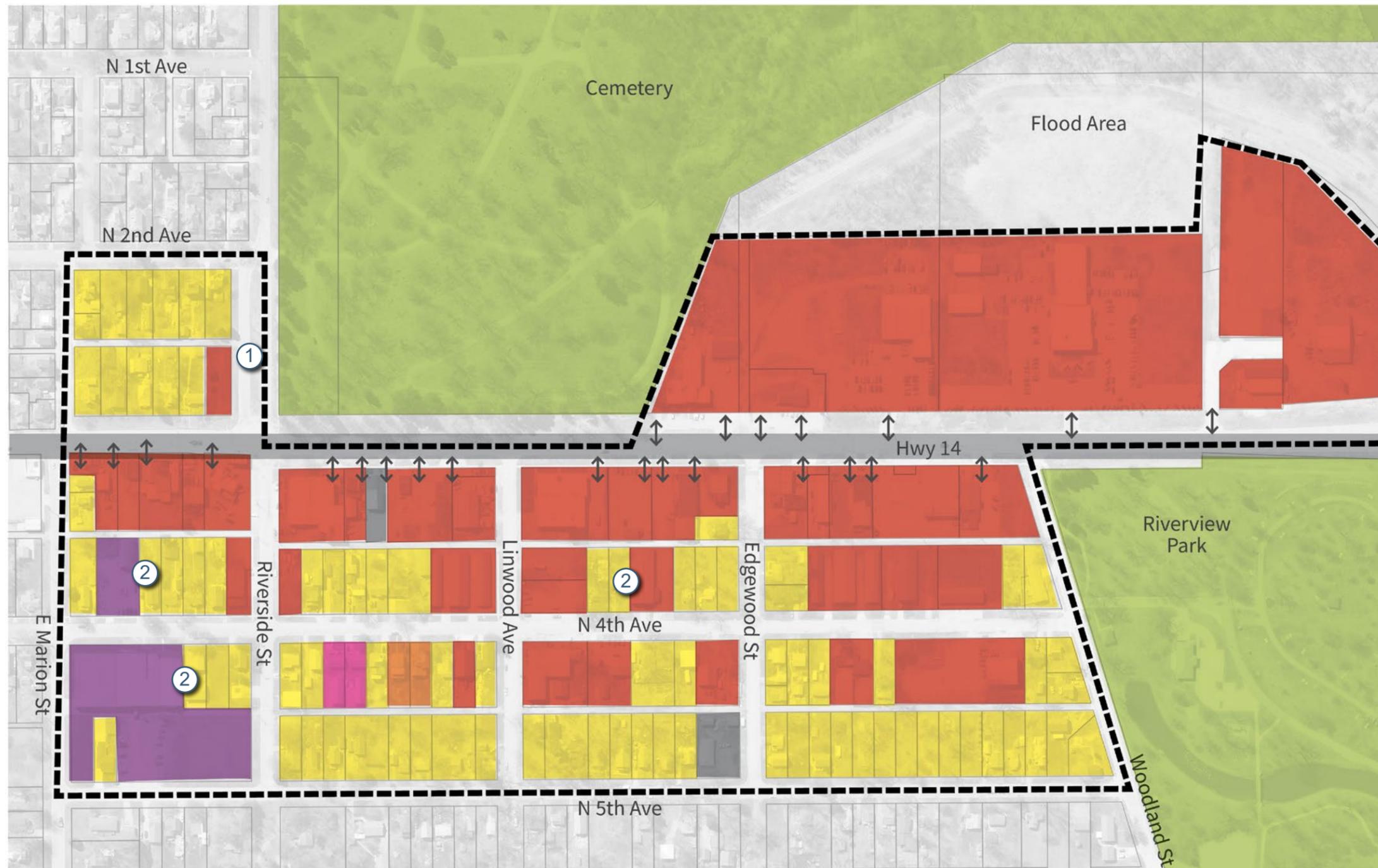


URBAN DESIGN RECOMMENDATIONS

- 10.01 Rezone this Study Area to eliminate incompatible land use adjacencies (See [recommendation 1.09](#)).
- 10.02 Implement shared parking areas with improved access management by limiting curb cuts.
- 10.03 Encourage the development of high-quality fee-simple ownership housing units to attract medium to high income residents seeking a mixed-use neighborhood lifestyle.
- 10.04 Encourage developer to provide adequate greenspaces for future residents and visitors within the development program.
- 10.05 Formalize the existing floodway areas with interpretive signage and developments that overlook the area.
- 10.06 Integrate a separated greenway path to convey bicycles and pedestrians safely north of Riverside Street.



EXISTING LAND USE



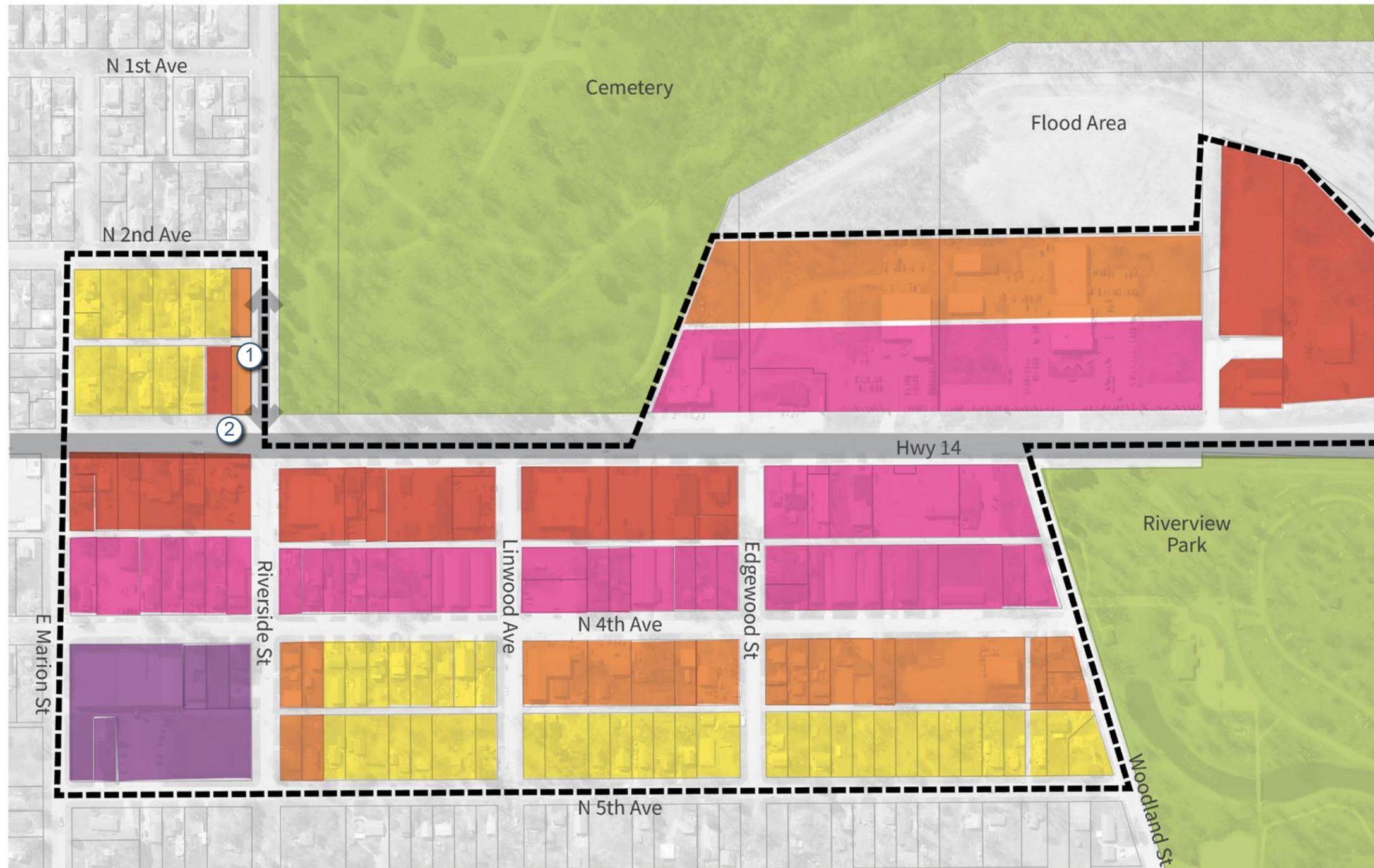
LEGEND

- Land use: residential
- Land use: multi-family
- Land use: commercial
- Land use: mixed-use residential
- Land use: industrial
- Land use: park and open space
- Land use: exempt
- ↔ Curb cut driveway access
- 1 Unnecessary median
- 2 Incompatible land uses and inconsistent adjacencies

See page 38 for right-of-way improvements in this study area.



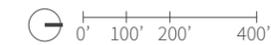
POTENTIAL LAND USE



LEGEND

- Land use: residential
- Land use: multi-family
- Land use: commercial
- Land use: mixed-use residential
- Land use: industrial
- Land use: park and open space
- 1 Eliminate median and add parcels
- 2 Conceptual roundabout, 150-foot diameter

See page 38 for right-of-way improvements in this study area.



PHASE 1



LEGEND

- ① Add parcels to the block here, eliminate the existing median
- ② Focus infill development and redevelopment along Edgewood St
- ③ Existing single-family residential; infill with partnerships
- ④ Next phase focus area
- ↔ Curb cut driveway access, consolidated

See page 38 for right-of-way improvements in this study area.



PHASE 2



See page 38 for right-of-way improvements in this study area.

LEGEND

- ① Focus infill development and redevelopment along Riverside St
- ② Focus infill development and redevelopment along Woodland St
- ③ Introduce multi-family units overlooking the open space
- ④ Introduce mixed-use development along Highway 14 with no setbacks, on-street, and shared parking in the rear, enhanced corners
- ⑤ Next phase focus area
- ↔ Curb cut driveway access, consolidated

PHASE 3



LEGEND

- ① Potential landscape and stormwater easement
- ② Separated bike path and trail connections and optional on-street bike lane
- ③ Mixed-use and commercial development fronting the proposed greenway
- ④ Multi-family residential development fronting on open space
- ⑤ Commercial and mixed-use developments along Highway 14 with no setbacks, on-street, and shared parking in the rear, enhanced corners
- ⑥ Mixed-use and light commercial development, shared parking within each block in the rear, pocket parks
- ⑦ Multi-family residential, shared parking within each block in the rear, pocket parks
- ↔ Curb cut driveway access, consolidated

See page 38 for right-of-way improvements in this study area.



 <p>Community:</p> <ul style="list-style-type: none"> Quality infill development fosters a sense of pride among community members Occupied and attractive properties foster a sense of safety 	 <p>Economy:</p> <ul style="list-style-type: none"> Neighborhood retail provides a walkable destination for goods and services 	 <p>Art:</p> <ul style="list-style-type: none"> Right-of-way greenspace provide a welcoming entrance to this area Buildings built to the sidewalk and engaging facades provide quality urban design 	 <p>Environment:</p> <ul style="list-style-type: none"> Greenspace introduced to the gateway contributes to urban canopy and reduces heat island effect and stormwater runoff
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TRUCK TRAFFIC DIVERSION, PHASE 1



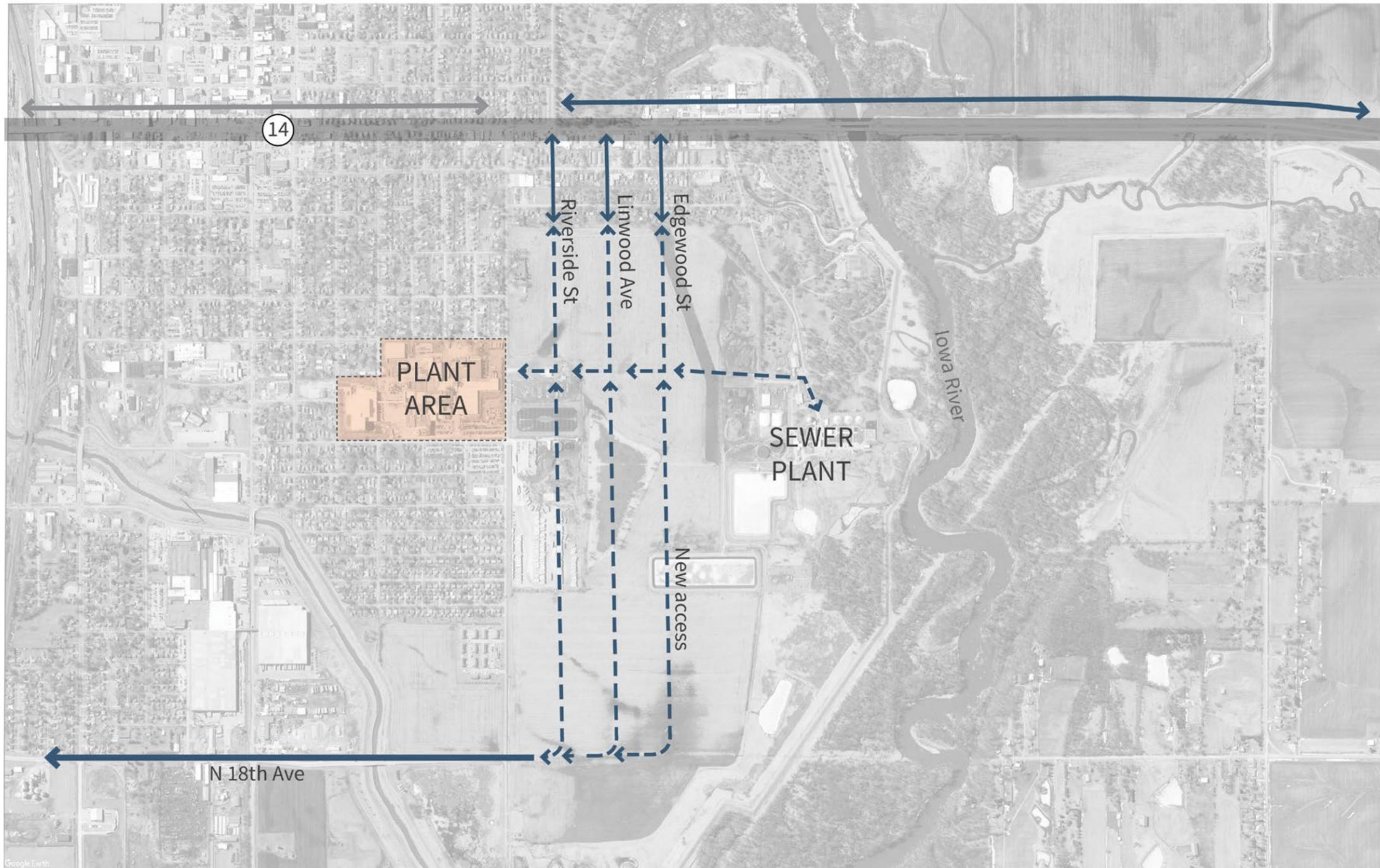
In order to address the quality of the experience and the quality of the built environment in the north gateway to Marshalltown, the semi-trailer truck traffic needs to be considered.

Currently, trucks traveling southbound on Highway 14 turn left on E Marion St to access the plant area. This existing route travels through the residential area and disrupts traffic on Highway 14.

See page 39 for right-of-way improvements in this study area.

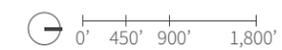


TRUCK TRAFFIC DIVERSION, PHASE 2

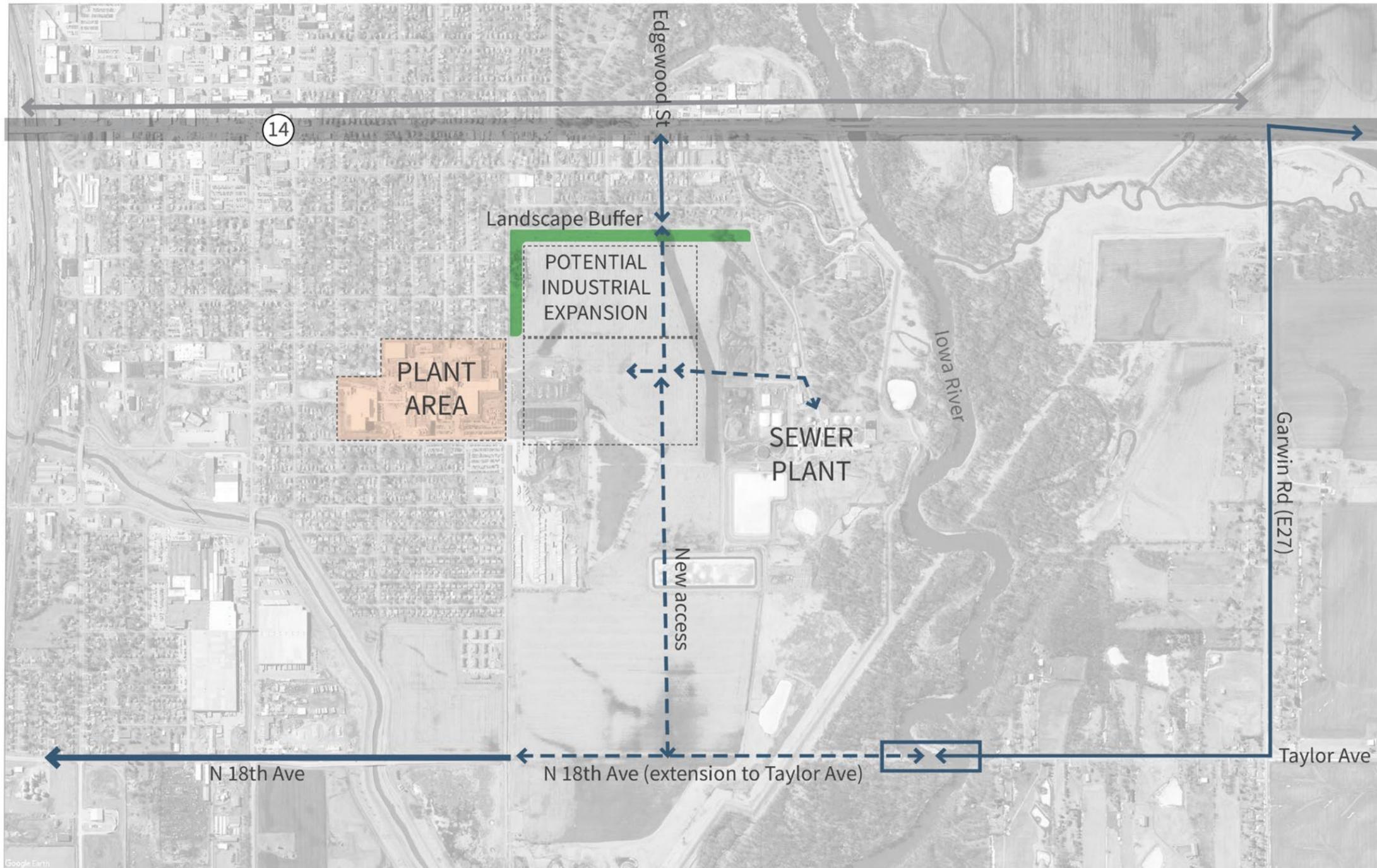


To reduce the disruption to residential areas, the trucks can be routed through Riverside St, Linwood St, or Edgewood St with extended rights-of-way to the plant area on E Marion St. This route could also provide access to the sewer plant area to the north. The right-of-way has the potential to continue east all the way to an extended N 18th St alignment.

See page 39 for right-of-way improvements in this study area.



TRUCK TRAFFIC DIVERSION, PHASE 3



See page 39 for right-of-way improvements in this focus area.

Another phase to truck traffic diversion could eliminate conflicts on Highway 14 and disruptions to residential neighborhoods. This can be achieved by diverting truck traffic north of the Iowa River by routing along Garwin Road (E27). The trucks would then turn south on Taylor Avenue to cross a proposed bridge and then continue to meet N 18th St. An access road aligned with Edgewood St to the west would route trucks through existing open space to a new industrial expansion area with generous vegetation buffers.

This route would require additional rights-of-way and a new bridge.

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MARSHALLTOWN
— I O W A —



**BOLTON
& MENK**

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DESIGNWORKSHOP