

## APPENDIX 3 - Areas of Implementation

Marshalltown Downtown Master Plan

Draft as of 14 May 2019

Market	Financial	Physical	Regulatory	Organizational	Political
Establish a <b>Property Acquisition Program</b> by the city's economic development agency or other advocacy partner, so that key parcels can be positioned for private sector development that will advance the objectives of the Master Plan.	In an effort to <b>encourage reinvestment in downtown's building inventory, make available resources</b> (i.e., CDBG Revitalization Funds, Community Reinvestment Act (CRA), Tax Increment Financing (TIF), others) to offset the cost of bringing buildings "up to code," or in compliance with adopted building standards.	Develop and implement a <b>Street Identity Program for established neighborhoods</b> surrounding downtown (i.e., Tulip Street, Rose Street, Marigold Street, etc.) in an effort make them destinations for visitors and to serve as an organizing principle for shared improvements.	Develop a "pattern book" for <b>established residential neighborhoods</b> surrounding downtown, in an effort to inform investment in shared spaces and home modifications, ensuring they will appropriately accommodate new infill developments potentially including: paired, rowhouse, cottage homes, and others, while maintaining a traditional gridded street format.	Continue to pursue creation of a <b>self-funding entity</b> charged with <b>maintaining public improvements</b> downtown, and <b>supporting the marketing efforts</b> of the Marshalltown Central Business District.	Implement a <b>city policy</b> that expresses its <b>ongoing commitment to redevelopment</b> of Downtown Marshalltown, <b>balanced growth management</b> policies, and <b>strategic public-private partnerships</b> .
If necessary, establish a <b>Downtown Development Corporation</b> to pool funds and assist with redevelopment activities downtown.	Access the viability of the <b>Community Catalyst Building Remediation</b> and <b>Cultural and Entertainment District Tax Credit Programs</b> as possible financing mechanisms for the redevelopment concepts presented in the Downtown Master Plan.	Continue encouraging <b>restoration of building facades</b> along key streets (heavily traveled with active ground floors) downtown.	Access political and community support for a <b>Nuisance Property and Abandoned Building Remediation Loan Program</b> .	<b>Revise the boundaries of the downtown zoning district</b> to match those of the Marshalltown Central Business District and Main Street Program.	Continually (annually) <b>recommit to sustained support for recommendations presented in the Downtown Master Plan</b> and revitalization of downtown overall, and do so through alignment of all policy, regulating and monetary documents.
Memorialize <b>Criteria</b> by which properties with potential to support catalyst projects may be screened.	Establish a <b>practice and / or policy of requiring developers submit a project proforma with and request for financial assistance</b> , illustrating the magnitude of any "gap" due to insufficient revenues and extraordinary expenses, and demonstrating the city's return on investment for its participation.	<b>Replace demolished buildings</b> on Main Street and other locations within downtown where context-sensitivity and the <b>consistent</b> use of materials is encouraged, as per <b>newly-adopted development guidelines and standards</b> .	Prepare and adopt <b>design standards</b> to inform restoration, renovation and the design of buildings in the Downtown Historic and Marshalltown Central Business Districts, as well as Main Street Program area.	Appoint a <b>neighborhoods task force</b> to advance proposed Street Identity Program, and represent the interests and concerns of area residents.	Prepare and adopt a <b>Marshalltown Incentive Policy</b> , along with criteria for evaluating and identifying meritorious projects for which the city or its advocacy partners may be willing to participate.
Use the criteria (referenced above) to identify those <b>properties with favorable attributes</b> relative to their ability to host market-supportable catalyst (or demonstration) projects, <b>acquire, entitle and position</b> each one for investment (consider selling them at a discounted price or taking a preferred return at a later time as a way of assisting with project feasibility).	<b>Assemble a range of mechanisms with a financial benefit</b> to private sector developers that can be used to "close economic "gaps" including: property acquisition and sale price write-down, public sector contribution to on-site and / or off-site improvements, additional and expanded Tax Increment Financing (TIF) areas, sales tax rebates and fee waivers, Opportunity Zone benefits (tax advantages), streamlined entitlements, New Market Tax Credits, Community Development Block Grant dollars and others.	<b>Convert Church and Linn Streets</b> from <b>one-way to two-way</b> operations.	Implement the recommendations of the <b>Quiet Zone</b> Study to reduce adverse impacts resulting from freight train related noise in the switching yard under South 3rd Avenue.	Initiate a <b>Parking Management Program</b> to manage facilities (on-street, public and private off-street lots) to ensure existing resources are being used most effectively before consideration is given to financing space for additional inventory.	Establish a city-supported <b>Municipal Taxes Forgiveness Program</b> for anyone willing to acquire, reinvest and reside in a home in an established neighborhood surrounding the downtown district.
Retain a professional real estate market consulting firm to <b>facilitate focus groups</b> regarding interest in alternative housing products downtown.	Host <b>educational training seminars</b> to inform local and regional development and building groups about available financing mechanisms (i.e., Opportunity Zones, Tax Increment Financing (TIF), and others), regulatory changes, and market opportunities resulting from the Downtown Master Plan effort.	Install <b>continuous bike facilities</b> (i.e., lanes, sharrows, etc.) from the rail trail west of North 19 <sup>th</sup> Street, and through downtown to the Linn Creek Greenbelt Recreational Trail.	Prepare a <b>traffic engineering study</b> of turning movements, traffic control needs and on-street parking accommodations associated with the conversion of Church and Linn Streets from one-way to two-way operations.	Until supportive regulations can be established, <b>allow sidewalk cafes and outdoor eating spaces</b> to develop with a simple permitting process (on-line or one-page form), no fee for the first season and a minimal annual renewal cost thereafter.	Balance the city's involvement in the revitalization initiatives by <b>ensuring advocacy entities are empowered</b> to advance certain recommendations, and resources are leveraged.

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Retain experts in "place identity branding" to assist with a messaging program for citizens and other stakeholders regarding the city's commitment to ongoing revitalization and repositioning of the downtown; communicating through a variety of platforms including Instagram, Twitter, Facebook, email, newspaper and newsletters, radio and others in order to communications reach a broad audience.	Meet with representatives of <b>local and regional banks</b> and solicit their interest in <b>establishing various innovative programs</b> including a grant / low-interest loan pool (using Community Reinvestment Act (CRA) dollars), patient capital, linked deposits, public guarantees and debt subordination, and others that could be used to match private dollars and finance enhanced landscaping, façade improvements, public art installations and other beautification efforts.	Install <b>additional bike parking facilities</b> throughout the Main Street Central Business District.	Encourage the <b>removal of large, sidewalk covering canopies</b> to allow for new lighting and associated streetscape enhancements.	Initiate a <b>weekly, late afternoon to evening event</b> such as date night, family night   kids eat free, girls night out, etc. to promote downtown businesses and enliven the districts after 5 pm.	
<b>Share market insights</b> identified during the planning process with property owners, building and development communities, along with local and regional economic development agencies in order to solicit their interest in potential development partnerships.	<b>Promote and foster</b> development of an <b>environment which accommodates vehicles, pedestrians and bicycles</b> , including: parking management program and policies, one-way and two-way operations, limited curb cuts, property assemblages, and multi-use projects.	<b>Install street trees</b> in locations where it is physically and technically feasible (no underground areaways or duct banks, sufficient space, etc.) using the latest horticulture best practices and with consideration of available natural lighting and the impact of shade.	Integrate <b>public art</b> (locally, regionally and nationally produced) as a part of streetscape and parking enhancements.	Establish a <b>weekly summer live music program</b> with acts performing in various outdoor locations in an effort to provide additional reasons for visiting downtown.	
Work with property owners and managers with interests in downtown, regarding market support for different tenant types and strategies for <b>incubating potential businesses and operators</b> .	Ensure that future <b>capital investments contribute to the desired character of downtown</b> , while also serving to <b>demonstrate state-of-the-art solutions for regional infrastructure deficiencies</b> .	<b>Buffer   screen parking lots</b> with decorative metal fencing and low-maintenance plantings in an order to encourage consistencies in the pedestrian environment.	Conduct an <b>audit of all regulating resources</b> to identify potential obstacles to implementation of catalyzing projects.	<b>Allow   encourage busking</b> (informal live music) on downtown sidewalks as a way of activating the streets and supporting local musicians.	
Host <b>monthly or quarterly luncheons</b> regarding the status of ongoing revitalization initiatives and public-led efforts to improve the downtown investment climate for private development.	<b>Pursue federal funding programs for predevelopment and development assistance</b> including: Economic Development Administration (EDA) grants and loans, Housing and Urban Development (HUD) dollars such as HOME and HIP funds for new housing construction and rehabilitation, and Community Development Block Grants (CDBG).	Phase in <b>enhanced lighting improvements</b> on downtown streets and in parking lots, beginning with locations in the central portion of the downtown district and moving outward to its edges.	<b>Modify existing regulations</b> to ensure support for the identified catalyst development concepts, and amend documents to include language tailored to redevelopment projects in established areas.	<b>Enhance and beautify the farmers' market facility</b> and expand promotions.	
<b>Support private investment development projects</b> , including those presented in the Master Plan, that are consistent with the expressed vision and serve to "prove-up" market support for alternative building forms and product types.	Work with members of a <b>newly-appointed Historic Preservation Commission to pursue resources specifically targeted at preserving and enhancing historic assets</b> including: historic preservation investment tax credits, historic site tax exemptions, and others available through for designated areas.	Develop a <b>downtown festival park</b> to serve as a primary green space with trees, lawns, gardens, public art, seating, a pavilion, restrooms, etc.	Retain an architect to <b>develop site plans and design concepts</b> for desired product types and pre-entitle them to reduce time spent on project reviews.	Leverage the success of the existing <b>planter pot program</b> , expanding its geographic reach to include additional streets downtown, and including other strategies to <b>green ("soften") and beautify the area</b> and draw attention to downtown businesses; consider a competition and awards event.	
<b>Continue renovating upper stories of buildings</b> on Main Street to provide an alternative downtown housing product.	Research potential <b>Neighborhood Incentive Programs</b> in Iowa and others states proven successful at <b>encouraging and rewarding reinvestment in established neighborhoods</b> (i.e., Cedar Rapids).	Establish a multi-year <b>Capital Improvement Plan (CIP)</b> with investments in downtown a priority in the early years.	Institute a <b>streamlined entitlement review and approval processes</b> for downtown development projects, involving personnel from key departments to serve as liaisons between the applicant and decision-makers.	Conduct an <b>audit of existing advocacy entities</b> involved in implementation of the Downtown Master Plan in order to clarify roles and responsibilities, and ensure there is neither duplication of efforts or actions left unaddressed.	

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Work with property owners and real estate brokers to understand the benefits of “ <b>pop-up</b> ” and short-term <b>business opportunities</b> , as well as potential barriers to the same, so that they can be mitigated before efforts in this regard commence.	Administer a <b>Façade Matching Grant and Low Interest Loan Program</b> for downtown property owners, potentially funded by Community Reinvestment Act (CRA) resources.	Develop and design <b>infrastructure systems</b> that provide for <b>shared amenities</b> , while also solving individual site-specific challenges.	Establish <b>project thresholds</b> (i.e., square feet, value, modification vs. new construction, etc.), whereby smaller projects can be guaranteed a response within a defined period of time.	Establish an arm of the city's economic development agency that is able to acquire, assemble, and position properties without the limitations public sector entities might be subject to.	
	Engage <b>local lenders</b> in understanding the catalyst development concepts identified in the Downtown Master Plan, so that they can begin <b>audits of internal due diligence and underwriting protocols</b> for product types and projects, as yet untested in the local market.	Prepare and advance a phased <b>Sidewalk Improvement Program</b> downtown including allowance for an amenity zone, and compliant with ADA standards.	Establish an <b>overlay zone</b> , consistent with the design standards that precludes certain uses deemed inconsistent with the vision for downtown.	Investigate opportunities for, and facilities that could accommodate, various <b>business incubators</b> (i.e., Culinary Incubator) that leverages regional higher education and technical training programs and supports entrepreneurial opportunities.	
	Designate an <b>individual</b> within the city's economic development entity, Chamber or similar group, <b>serve as an expert in certain financing mechanisms</b> that could potentially offset monetary risk associated with project concepts as yet untested in the market.	Complete <b>non-vehicular connections</b> between downtown and major activity generators in other parts of the community.	Adopt an <b>historic preservation zoning ordinance</b> in an effort to provide “local and limited protections” for resources deemed historically relevant.	Establish a <b>murals program</b> for buildings in downtown with large blank sides and unattractive building walls, as a means of complementing capital improvements and improving the area's aesthetic appeal; partnering with area schools, art programs and cultural committees to solicit designs and pursue funding assistance with material costs.	
	Inventory <b>infrastructure constraints</b> and other issues downtown, <b>prioritize capital projects</b> necessary to catalyze the identified concepts, <b>quantify the cost</b> , and <b>research</b> a comprehensive range of <b>financing options</b> .	Program development of public spaces downtown including <b>pocket parks, public art platforms, and venues for cultural events</b> .	Create and appoint members to a <b>preservation commission</b> , and charge them with responsibilities including: administering the preservation ordinance, identifying and nominating properties to the National Register of Historic Places, and producing educational material regarding available resources to assist with property improvements.	Retain a professional to coordinate with the “messaging specialist” to design a <b>wayfinding and flag program</b> for the downtown that identifies public spaces and private businesses (i.e., cultural food offerings).	
	Work with regional economic development groups in <b>encouraging and supporting</b> expansion of <b>Community Development Financial Institutions (CDFIs)</b> and designation of existing institutions as CDFIs to promote lending in the district areas.		Adopt an <b>historic sign ordinance</b> which promotes preservation and use of era-appropriate materials and designs consistent with the character of catalyzing developments in targeted locations downtown.	Solicit <b>corporate sponsorship</b> and participation in financing the enhancements, amenities and programs identified in the Master Plan.	
				<b>Leverage existing promotion efforts</b> by local, regional and state organizations to promote investments and initiatives downtown.	
				Investigate the viability of a <b>bike share programming</b> an effort to attract individuals with different interests to downtown, and encourage visitors to experience the area in a variety of ways.	

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				Issue a "Request for Business Operators" with an interest in establishing an identified business opportunity downtown with support from either the city or one of its advocacy partners.	