**APPROVAL OF THE COLUMBUS PARK NEIGHBORHOOD REVITALIZATION PLAN
AS AN ELEMENT OF THE PLANDSM: CREATING OUR TOMORROW PLAN**

WHEREAS, on April 25, 2016, by Roll Call No. 16-0717, the City Council adopted Plan DSM: Creating Our Tomorrow; and

WHEREAS, on June 25, 2018, by Roll Call No. 18-1099, the City Council received a report prepared by consultant czbLLC regarding strategies for the City's Neighborhood Revitalization Program, including neighborhood planning and revitalization work; and

WHEREAS, on September 24, 2018, by Roll Call No. 18-1617, the City Council authorized Community Development Department staff to redesign the Neighborhood Revitalization Program based on the recommendations contained within the czbLLC report, selected four neighborhood areas pilots for small area plans and subsequent revitalization work, and approved a Professional Services Agreement with czbLLC to provide technical assistance to the City for implementing the recommendations contained within said report; and

WHEREAS, the Columbus Park neighborhood, bounded by the Des Moines River on the north, Hartford Avenue on the south, Southwest 1st Street and Indianola Avenue on the west, and Southeast 6th Street on the east, was selected as a pilot target area or "special investment district" based on existing assets and momentum to build upon, and czbLLC prepared a Neighborhood Revitalization Plan for said area with support from City staff and neighborhood input; and

WHEREAS, on June 20, 2019, the City Plan and Zoning Commission held a hearing on the proposed Neighborhood Revitalization Plan for the Columbus Park Special Investment District and voted 12-0 to recommend approval of the plan as an element of the existing PlanDSM: Creating Our Tomorrow Plan, as stated in the attached communication from the Commission.

NOW, THEREFORE BE IT RESOLVED, by the City Council of the City of Des Moines, Iowa, that the attached communication from the Plan and Zoning Commission is hereby received and filed, and that the Neighborhood Revitalization Plan for the Columbus Park Special Investment District is hereby approved and adopted as an element of the existing PlanDSM: Creating Our Tomorrow Plan.

(Council Communication No. 19·315)

APPROVED AS TO FORM:

Glenna K. Frank

Glenna K. Frank, Assistant City Attorney

MOVED BY _____ TO APPROVE.

(21-2019-4.07)

COUNCIL ACTION	YEAS	NAYS	PASS	ABSENT
COWNIE				
BOESEN				
COLEMAN				
GATTO				
GRAY				
MANDELBAUM				
WESTERGAARD				
TOTAL				

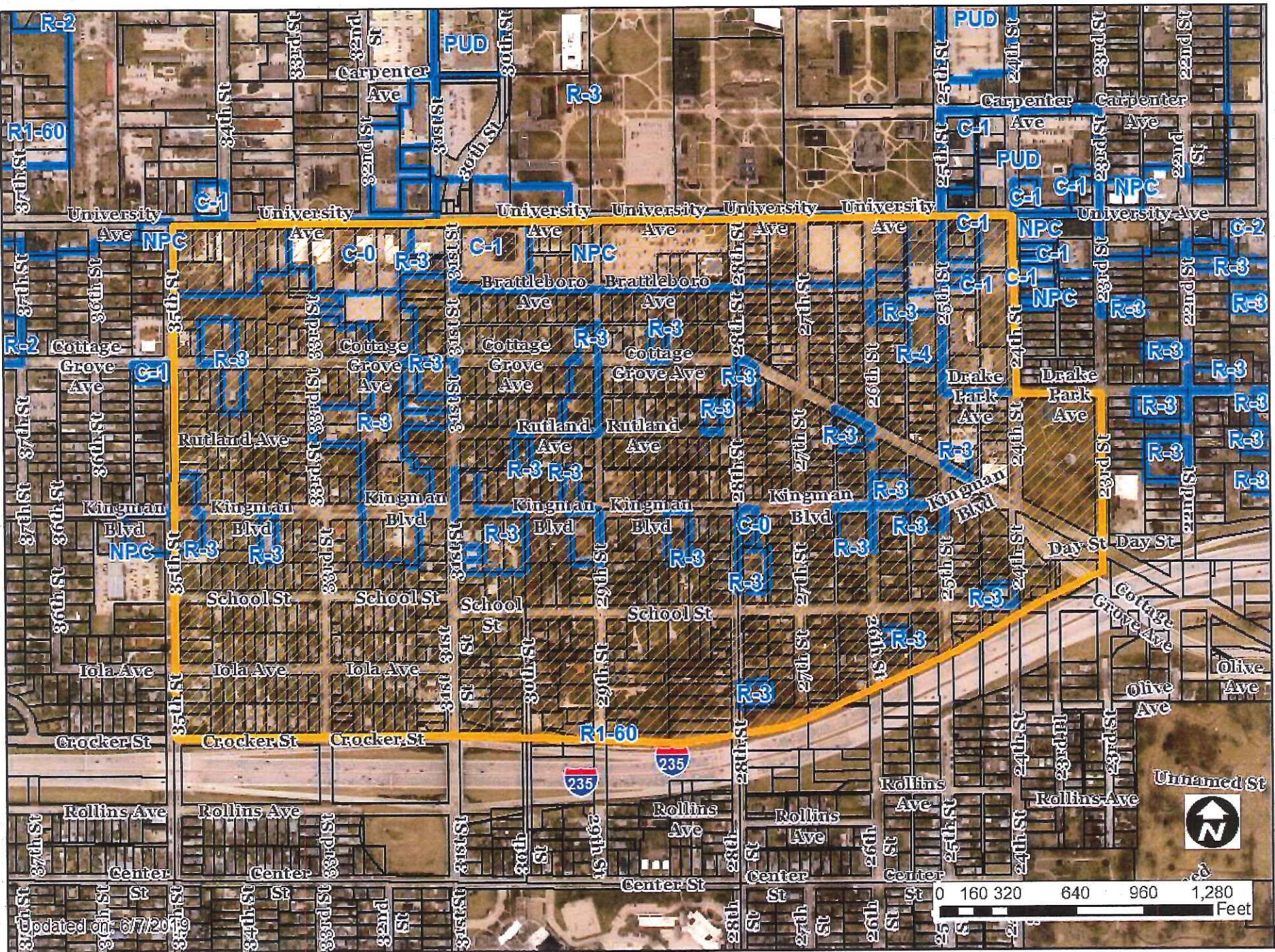MOTION CARRIED   APPROVED

_____ Mayor

CERTIFICATE

I, DIANE RAUH, City Clerk of said City hereby certify that at a meeting of the City Council of said City of Des Moines, held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my seal the day and year first above written.

_____ City Clerk

1 inch = 599 feet

60D

June 12, 2019

To: Members of the Des Moines Planning and Zoning Commission

Re: Neighborhood Revitalization Plan for the Drake Special Investment District

On behalf of the Drake Special Investment District Steering Committee, I am writing to express our full support for approval of the Neighborhood Revitalization Plan for the Drake Special Investment District.

We were thrilled to have been selected as one of the four pilot programs for the Des Moines new neighborhood revitalization process. This provided us with a unique opportunity to gather and hear diverse perspectives from our neighbors, City of Des Moines staff, Council Members and the consulting team, czbLLC. The quantitative analysis and group exercises generated great discussions and insights on what was important to our neighborhood and how we can be good stewards to our future.

We are excited about the possibilities the Neighborhood Revitalization Plan can bring to our Drake Special Investment District. We feel this plan provides a great mechanism to communicate our vision for the future as well as key resources to help us make it a reality.

The Committee is extremely appreciative of the opportunity and would like to thank everyone involved in the process. We are excited to get started upon final approval!

Sincerely,

Lori Calhoun
Vice-President, Drake Neighborhood Association

60D

Neighborhood Revitalization Plan for the

Columbus Park

Special Investment District

JULY 2019

Prepared for the City of Des Moines by czbLLC

Acknowledgements
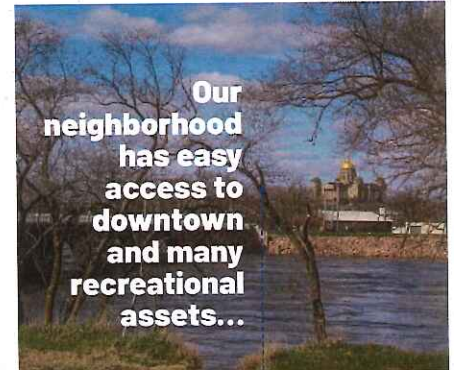
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Introduction

To an Italian immigrant in 1900, settling in Des Moines usually meant settling just south of where the Racoon meets the Des Moines River, in the area known today as Columbus Park.

Our neighborhood has easy access to downtown and many recreational assets...

Part of what drew these immigrants was cost; the land was inexpensive owing to flood-prone terrain, pollution from the rivers, and the flatlands that needed crossing to reach the heart of the city.

Of course, those flatlands were a challenge to cross because they were busy with railyards, stockyards, tanneries, warehouses, and factories rich with jobs. This combination of access to jobs and inexpensive land helped fuel an immigrant enclave of modest homes with a tight web of businesses and institutions, such as St. Anthony Catholic Church, to serve its needs. Even as second and third generation families moved deeper into the South Side or other parts of the city, and even as disinvestment set in over the past several decades, the Columbus Park neighborhood remained a place with a distinct cultural identity—a place proud of its roots and with a clear sense of both community and independence.

Today, Columbus Park's location is shaping the neighborhood's future in both familiar and unfamiliar ways. Downtown Des Moines, now just a quick drive away, is the leading jobs hub for an expanding 21st Century regional economy. The flatlands have emerged as a popular entertainment and residential district that is pushing across the river in the form of new residential complexes. And the rivers, in a remarkable change, are now clean, contained, and have tremendous recreational value.

In other words, Columbus Park is once again at the doorstep of economic engines but without the environmental downsides. And its growth could once again be driven by its relatively inexpensive land, along with its unique sense of seclusion and independence. If Columbus Park is on the verge of a renaissance, how can its best qualities be maintained at the same time that they are used to draw much needed investment? **This plan provides a framework for a revitalization process that builds on enduring and emerging neighborhood assets.**

How can we use our location to boost investment in our housing stock and businesses?

How do we manage the pace and scale of new investment to our benefit?

We have a strong sense of local pride and heritage…

We are a combination of long-time residents and recent arrivals…

How do we translate this into a clear and useful identity or brand?

What can we do to express this pride going forward, even as the neighborhood continues to change?

In what ways can we connect and work together?

What will it take to get more people involved in improving the neighborhood?
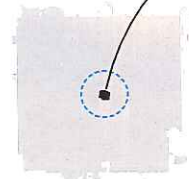

Planning Process Overview

In 2017, the City of Des Moines undertook an evaluation of its Neighborhood Revitalization Program—the third evaluation of the program and its performance since its inception in 1990. The evaluation included a comprehensive look at housing conditions and market dynamics throughout Des Moines in order to understand the impact of previous revitalization work and needs going forward.

The evaluation found that neighborhood engagement and the cultivation of active neighborhood associations has been a key accomplishment of the last three decades, among other successes. It also found, however, that a relatively small number of neighborhoods in Des Moines are genuinely strong—and that most neighborhoods are somewhere between strong and distressed. This large and vulnerable "middle" was identified as a priority for future revitalization work due to the fiscal threat that their decline would pose to the City (resulting in less capacity to invest in all neighborhoods) and the cost efficiency of working in areas that are still stable enough to respond well to revitalization efforts.

Given the sheer size of Des Moines's middle neighborhoods—which contain nearly 70% of the city's residential properties—it was necessary to begin this next generation of neighborhood revitalization by focusing attention and resources in a handful of areas to test ideas and develop an effective toolkit of resources to deploy more widely over time. Four **Special Investment Districts** in middle neighborhoods were selected for this pilot round, including the area in Columbus Park bounded by Indianola Avenue, Hartford Avenue, SE 6th Street, and the riverfront.

Columbus Park Special Investment District

This plan for the
Columbus Park Special Investment District
was developed between November 2018 and May 2019 by the City of Des Moines in partnership with a steering committee comprised of local residents and business owners, with additional information from a public survey and stakeholder interviews. It provides a framework for revitalization efforts over a **10-year planning horizon** in this Special Investment District. And, together with three similar plans produced simultaneously in Oak Park / Highland Park, Drake, and the Franklin Area, it provides a model to replicate—with modifications as necessary—in other middle neighborhoods of Des Moines.

A Brand and a Vision

At the core of this plan is a statement that expresses the Columbus Park neighborhood's most important attributes today and the promise it is making to those who choose to live here. It identifies what residents currently see as chief selling points, but it is also aspirational and describes assets that require attention for the neighborhood to achieve its full potential.

This brand statement for Columbus Park serves as a guiding vision around which the outcomes and actions in this plan are arranged.

"For people who want to experience spectacular views of downtown with all the amenities of a real neighborhood, Columbus Park offers the perfect lifestyle. Pop over the bridge for work and downtown events, or stay home and cycle or walk around Columbus Park, a citywide draw for families and friends. Shop in our historic Italian-American businesses and grab a bite in our restaurants. Make your home here in one of our affordable single-family houses with big back yards, a modern mid-rise apartment, or state-of-the-art new homes."

Columbus Park

How To Use This Plan

This plan is divided into four parts:

PART 1 **Neighborhood Planning and Revitalization in Des Moines**

provides background on related planning efforts and the recent history of neighborhood revitalization in Des Moines. It also identifies key principles of revitalization planning and defines the characteristics of a 'healthy' neighborhood.

PART 2 **Assets, Trends, and Key Issues**

provides context for planning in the Columbus Park area by identifying what is working and not working and why it matters. The data and analysis in this section point to the major issues to develop strategies around.

PART 3 **Goals and Outcomes**

distills the neighborhood's vision from core brand attributes—the characteristics that best describe what makes the neighborhood desirable to current residents and marketable to homebuyers. Part 3 also identifies the outcomes that will be used to assess progress toward revitalization and fulfillment of the vision.

PART 4 **Action Plan**

presents a series of activities to implement over the plan's 10-year planning horizon. It includes action to take solely within the Special Investment District boundaries as well as broader actions at the city and neighborhood levels. It ties each activity to one or more outcomes and identifies the partnerships needed for successful implementation.

PART 1

Neighborhood Planning and Revitalization in Des Moines

Des Moines has **over 50 neighborhoods**, each with specific challenges to confront and opportunities to realize within their boundaries. In a city with as much neighborhood diversity as Des Moines, a one-size-fits-all approach to planning for neighborhood improvement is very likely to be ineffective.

At the same time, each neighborhood contributes to the life and functioning of the wider community, is influenced by and has traits similar to other neighborhoods, and relies on the City for critical services and infrastructure. An approach to neighborhood planning that ignores these relationships or the competition for scarce resources is also bound to fall short.

Instead, a balance is needed that addresses the parts and the whole by identifying the type of work that needs to be done at the neighborhood level and relating that to the "Big Picture" – what the entire community is aiming to solve or

achieve, what resources it is able or willing to commit, and how the work gets done.

In Des Moines, the "Big Picture" in this balancing act is provided by the City's comprehensive plan—Plan DSM—as well as the citywide Neighborhood Revitalization Program. Both provide a wide-lens framework for making decisions about neighborhood-level investments. But they are also designed to evolve: to reflect changing conditions, lessons learned from recent undertakings, and needs expressed by individual neighborhood plans.

Citywide framework for neighborhood-level
investment and improvement informed by:

Periodic evaluations of program impact	Up-to-date analysis of conditions and trends to guide the selection of appropriate interventions	Neighborhood revitalization principles	Plan DSM

Neighborhood Revitalization Program

CITY OF DES MOINES

NEIGHBORHOODS OF DES MOINES

PLAN DSM

Long-range citywide plan that lays out a vision and general goals to guide planning and decision-making across a wide range of issues. The plan is expressed in the Zoning Ordinance, budgeting, investment priorities, policy-making, and the content of specialized plans and sub-area plans.

Neighborhood Plans

Guides for strengthening neighborhoods and other small areas, serving as amendments to Plan DSM. Neighborhood planning is informed by:

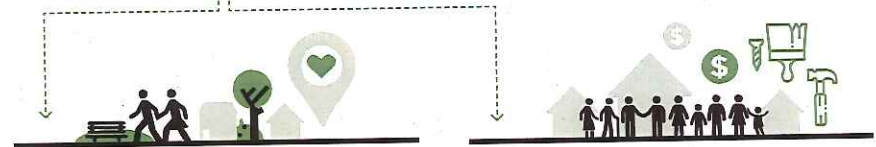| Neighborhood Associations and other stakeholders	City departments and partner agencies	Neighborhood Revitalization Program	Conditions, trends, and key issues	Plan DSM

Plan DSM

Des Moines' current comprehensive plan—Plan DSM—was adopted in 2016 and provides general guidance for long-term planning and decision-making throughout the city. The plan is organized around nine topical elements—including Land Use, Parks and Recreation, and Transportation—and identifies general goals to achieve around each element.

Since its adoption, Plan DSM has been supplemented by more detailed subject-specific plans such as Move DSM (a citywide transportation plan) and has shaped the development of an updated zoning, planning, and design code.

The two elements of Plan DSM with the most direct relevance to neighborhood planning are "Community Character and Neighborhoods" and "Housing."

The process behind this plan for Columbus Park's Special Investment District is an extension of Plan DSM and will become an amendment to the comprehensive plan upon adoption.

Community Character and Neighborhoods

PLAN DSM GOALS

#1 Embrace the distinct character offered in each of Des Moines' neighborhoods.

#2 Further Des Moines' revitalization efforts to improve the strength, stability, and vitality of all neighborhoods.

#3 Promote the redevelopment and revitalization of neighborhood nodes and corridors.

#4 Protect Des Moines' historic and cultural assets that contribute to neighborhood and community identity.

#5 Expand opportunities for healthy and active living for all residents.

#6 Strengthen the walkability and connectivity within and between neighborhoods.

Housing

PLAN DSM GOALS

#1 Provide a diversity of housing options to accommodate residents of all ages, income levels, household sizes, and cultural backgrounds.

#2 Preserve, maintain, and improve the existing inventory of single-family and multi-family housing.

#3 Promote sustainable housing development that utilizes existing resources and supports compact, walkable, and bikeable neighborhoods.

#4 Support development of and access to quality housing affordable to all income level households.

Neighborhood Revitalization Program

Des Moines started a citywide Neighborhood Revitalization Program in 1990 out of recognition that special attention and resources were needed to stabilize and strengthen neighborhoods. The program has continued uninterrupted since then, undergoing periodic evaluations (in 2005 and 2017-18) to assess its impact and recommend modifications to strategies, tools, and resource allocation.

The latest evaluation identified a series of accomplishments that have produced tangible progress. It also identified a series of challenges that remain or have intensified over time, threatening both the strength of individual neighborhoods and the City's fiscal capacity to invest in needed programs, services, and infrastructure.

Progress Made

- **Neighborhood associations** have been established across much of the city and provide a proven model for engaging residents in identifying and addressing key issues.

- **Strong relationships between the City and housing providers** have been cultivated, resulting in coordination of efforts to invest in community development and affordable housing.

- **Strong planning capacity** has been developed within City Hall to guide the development and implementation of neighborhood and small area plans.

- **Successful rehabilitation and redevelopment projects** have been completed on properties across Des Moines, showing real capacity to finance and complete complicated work.

- **Many neighborhoods have built identities** and have become strong and proactive advocates for their interests – a key characteristic of healthy neighborhoods.

- **The neighborhood revitalization planning process** has provided a rational system for making decisions and allocating scarce resources.

Challenges That Persist

- **Suburban competition** remains fierce in the Des Moines market. With the exception of downtown, population growth has been stagnant in most of the city despite healthy levels of regional growth.

- **Demand in core neighborhoods** has not improved and has become even weaker in some areas.

- **Limited appreciation of real estate values** has been experienced by most neighborhoods in Des Moines over the past 15 years. This lack of growth in the taxable property base is a fiscal threat to the City because the cost of providing key services is not going down.

- **Property conditions are far below acceptable standards in many neighborhoods** reflecting soft levels of demand that have made disinvestment behaviors (such as putting off routine maintenance) the norm.

Housing Market Context

The 2017-2018 evaluation of the Neighborhood Revitalization Program involved a detailed look at housing condition and markets across the city. A result of this was the identification of six market types ranging from very healthy markets—where most homes are very well maintained and prices and demand is relatively strong—to very unhealthy markets.

A central finding of this market analysis was the extensive size of the "middle" market types—types 3 and 4 in the adjacent chart. These markets are dominated by homes that are in average condition—showing signs of neither distress nor evident pride of ownership.

The considerable number of homes that could tip in either direction over the next decade—becoming healthier or more distressed—makes these middle markets points of real vulnerability to Des Moines' ability to compete in the regional housing market and invest in neighborhood improvement. For that reason, those markets were signaled out as the primary targets for future revitalization work.

Average Field Survey Scoring

VERY HEALTHY ← · · · · · · · · · · · · · · · → VERY UNHEALTHY

Type	1	2	3	4	5	6
# of Neighborhoods	4	5	15	12	9	3
Avg Sale Price	$271,007	$205,937	$127,351	$82,839	$62,452	$51,442
Total Properties	2,798	3,750	22,248	19,328	9,611	2.053
% Homes in **Excellent** or **Good** Condition	77%	74%	33%	17%	7%	3%
% Homes in **Average** Condition	20%	18%	54%	55%	36%	25%
% Deteriorated Homes	3%	4%	13%	28%	57%	72%
Potentially Valuable Intervention	Inclusion	Inclusion	Revitalization + Inclusion	Stabilization + Revitalization	Stabilization	Stabilization + Landbanking

The **Columbus Park Neighborhood** is part of Des Moines' broad 'middle' submarket, where a large share of homes are vulnerable to disinvestment. Revitalization strategies will accomplish the most in these areas.

Neighborhood Revitalization Principles

In addition to identifying the markets and neighborhoods where revitalization is the most valuable intervention, the 2017-2018 evaluation also identified a set of principles to guide decision-making around neighborhood revitalization activities and resources.

Principles

Strength and assets

Focusing investments around vital assets and building on the genuine strengths of a neighborhood generates progress and returns at a higher rate – and at a faster pace – than dwelling on problems and liabilities.

Targeted

Spreading scarce resources across a wide area will severely limit their impact. Focusing resources inside a small number of well-defined areas achieves several important aims:

(1) it differentiates blocks where investment is occurring, thus enabling the market to take note of cues about positive future change,

(2) it communicates boundaries which the market interprets as a signal of predictability, and

(3) it concentrates resources for heightened impact.

Patience

Neighborhood change can sometimes seem like something that happens quickly and in one direction, but that is rarely the case. It takes time for resources to be marshalled, for the investments of dozens or hundreds of homeowners to be collectively transformative, and for resident leadership capacity to be cultivated. This is especially true in a market that has been stagnant for decades.

Outcomes and measurement

There will always be an impulse to measure progress by outputs, such as the number of homes that have been fixed up, or even the amount of money spent. The key is to identify and track outcomes that will reflect true changes in how the market is behaving and the choices that individual property owners are making. These include the prices people are willing to pay for homes, or the share of homes in a neighborhood that express real pride.
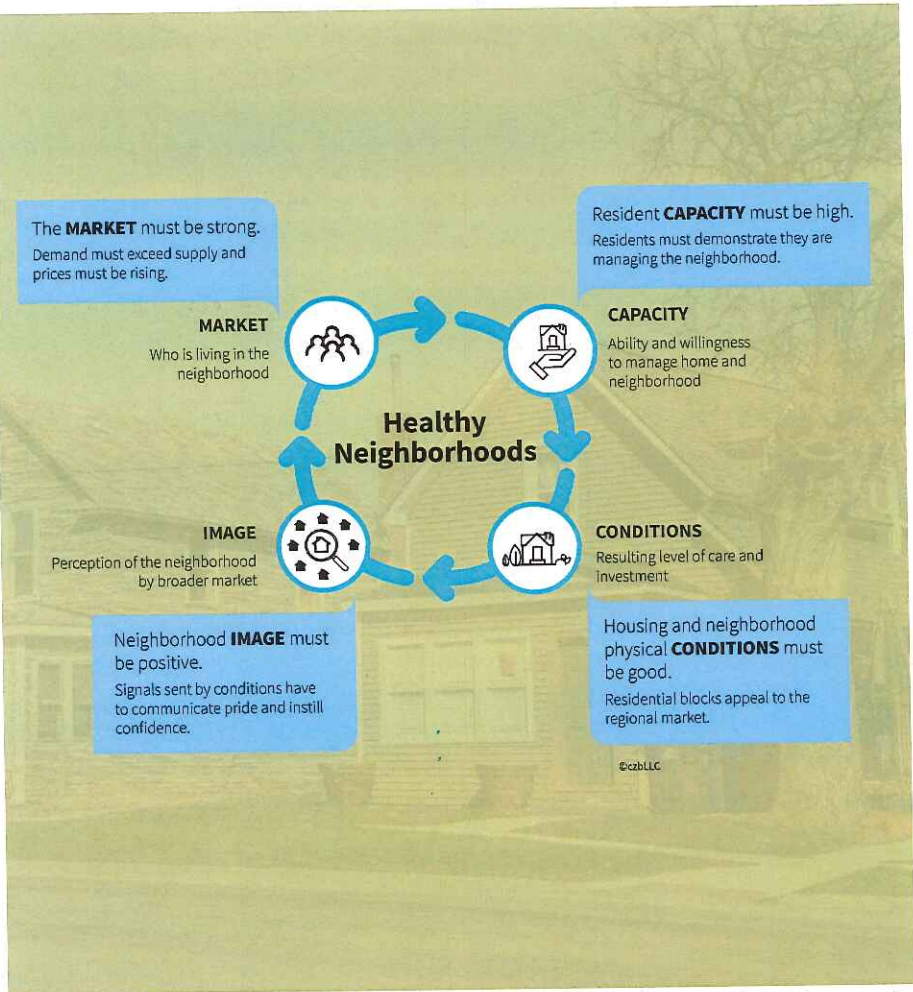
Defining a Healthy Neighborhood

Revitalization is a process that leads to something: a neighborhood that is vital and healthy. But what is a healthy neighborhood?

The **2017–2018 evaluation of Des Moines' Neighborhood Revitalization Program** describes a healthy neighborhood in terms of a four-factor investment cycle, with each factor supporting the others.

> " A healthy neighborhood is a place where it make sense for residents and owners to invest their time, energy and money.

The four factors that move together in a self-reinforcing cycle to determine neighborhood health are the MARKET (or who is there), its CAPACITY (or its willingness and ability to manage the neighborhood), the CONDITIONS (or the resulting visible level of care and investment), and the IMAGE (or the perception of the neighborhood held by the broader market). When demand for living in a neighborhood exceeds the supply, the cycle spins in a positive direction, keeping the neighborhood strong. But it can also move in a negative direction, further eroding an already weakened neighborhood."

The **MARKET** must be strong.
Demand must exceed supply and prices must be rising.

Resident **CAPACITY** must be high.
Residents must demonstrate they are managing the neighborhood.

MARKET
Who is living in the neighborhood

CAPACITY
Ability and willingness to manage home and neighborhood

Healthy Neighborhoods

IMAGE
Perception of the neighborhood by broader market

CONDITIONS
Resulting level of care and investment

Neighborhood **IMAGE** must be positive.
Signals sent by conditions have to communicate pride and instill confidence.

Housing and neighborhood physical **CONDITIONS** must be good.
Residential blocks appeal to the regional market.
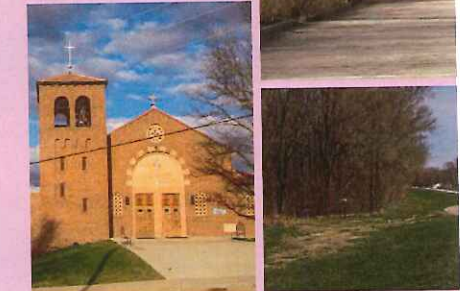
©czbLLC

PART 2

Assets, Trends, and Issues

The four self-reinforcing factors that define a healthy neighborhood – a strong **market**, high **capacity** to manage change, good physical **conditions**, and positive **image** – provide a useful way to gauge and understand where Columbus Park and its Special Investment District stand today and the type of work that is most likely to make them healthier.

MARKET

CAPACITY

Healthy Neighborhoods

IMAGE

CONDITIONS

To assess these four factors, observations from residents and stakeholders were blended with analysis of market and demographic data.
This work revealed a list of assets and strengths that contribute to market, capacity, conditions, and image in Columbus Park, and that serve as useful building blocks around which to develop strategies. This work also revealed several key issues that need to be addressed in order to preserve the neighborhood's assets, play to its strengths, and move closer to overall health.

The following is a summary of assets, trends, and key issues that shape the health of Columbus Park today and provide guidance on where and how to intervene.

Assets and Strengths

Proximity to Downtown	Downtown is the biggest employment and entertainment center in the Des Moines region and has become a strong residential market over the last decade. All of that is next door.
Sense of Heritage and Pride	A strong sense of ethnic heritage—Italian and Hispanic—are expressed by institutions and businesses in the neighborhood, as is pride in McKinley School
Recreational Amenities	From Columbus Park, to trails along the river, to baseball nearby at Principal Park, there are several high-quality options for active or passive recreation.
Quiet and Laid Back	Despite being next to downtown, the Columbus Park neighborhood is a quiet place with plenty of elbow room and a laid back atmosphere.
Family-owned Businesses	Several businesses with strong family roots add to the sense of heritage and place, including Graziano Brothers, B&B Market, and Tumea & Sons.
New Housing Opportunities	Hundreds of new apartments have boosted the population and the range of housing opportunities in the neighborhood.

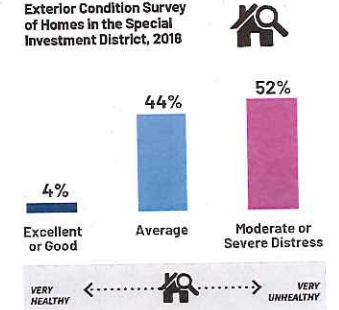# Key Trends and Issues

#1 Housing conditions are poor and values are lagging, but there are opportunities to build a healthier housing stock.

More than half of all homes show signs of distress and disinvestment.

A fall 2018 survey of exterior conditions in the Special Investment District found that just over half exhibit signs of distress from disinvestment and years of deferred maintenance. At the same time, only 4% of homes displayed clear pride of ownership and healthy levels of reinvestment and upkeep.

Exterior Condition Survey of Homes in the Special Investment District, 2018

4% Excellent or Good
44% Average
52% Moderate or Severe Distress

VERY HEALTHY ← ⋯ → VERY UNHEALTNY

Source: 2018 exterior condition field survey by City of Des Moines and czbLLC
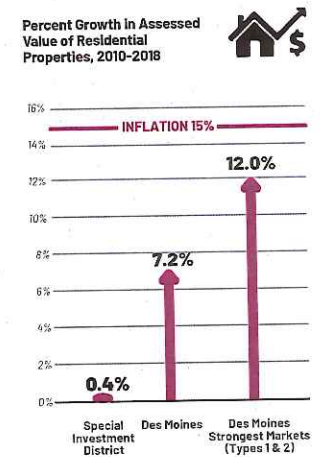
Market values are low and falling farther behind

In current dollars (not adjusted for inflation), the average assessed value of single-family homes and duplexes in the Special Investment District rose by just 0.4% between 2010 and 2018, from $80,156 to $80,495. This lagged well behind the citywide growth rate of 7.2% and the 12% growth experienced in the City's strongest markets.

Inflation—which was 15% between 2010 and 2018—outpaced even Des Moines' strongest market categories, reflecting the City's wider struggle to compete in the Polk County housing market and threatening the City's ability to keep up with the rising costs of service delivery.

Percent Growth in Assessed Value of Residential Properties, 2010-2018

INFLATION 15%

0.4% Special Investment District
7.2% Des Moines
12.0% Des Moines Strongest Markets (Types 1 & 2)

Source: czbLLC analysis of Polk County assessment database

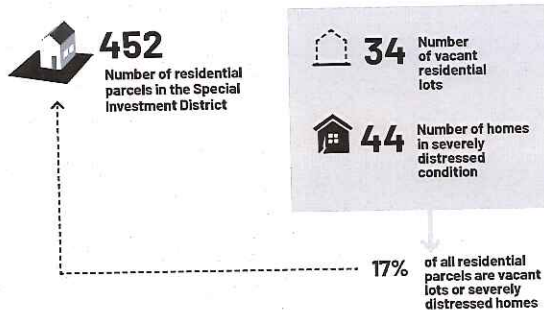## Much of the housing stock was not built for longevity to begin with.

Lagging property values are a reflection of poor conditions, but they are also a reflection of the housing stock itself. Many of the homes were built quickly and inexpensively to house immigrant populations 100 years ago—some without basements and some with awkward floorplans that have been modified over the decades to fit modern needs. Today, the most common home in the neighborhood has 2 bedrooms, 1 bathroom and just over 900 square feet.

Unlike some neighborhoods in Des Moines where housing is in poor condition but the stocks are well-built and have architectural value to preserve and invest in, that is often not the case with Columbus Park's most distressed homes. Substantial rehab and rebuilding of existing homes may be desirable in some cases, but demolition and replacement will often be the more feasible route to ensure long-term appeal and marketability.

Strong potential for new single-family infill construction

Proximity to downtown and its rapidly growing rental market, combined with a growing supply of vacant lots from the demolition of blighted homes and the long list of neighborhood amenities, makes Columbus Park one of the more suitable locations in Des Moines for construction of new single-family housing. This would complement recent addition of new rental units by providing new ownership options for current and future residents.

452 Number of residential parcels in the Special Investment District

34 Number of vacant residential lots

44 Number of homes in severely distressed condition

17% of all residential parcels are vacant lots or severely distressed homes

Source: czbLLC analysis of City of Des Moines parcel records and 2018 exterior condition field survey
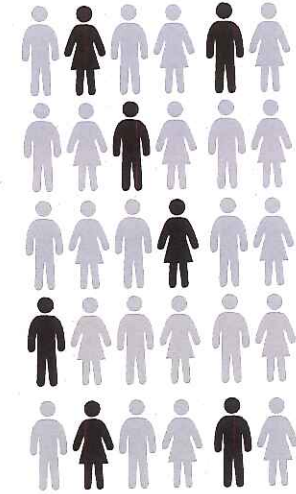

#2

Resident engagement and leadership have been difficult to build and sustain, making it difficult for neighbors to effectively organize around important issues.

A neighborhood association is in place, but the volunteer ranks are thin.

A small and dedicated group of residents has been keeping the neighborhood association running for years. But volunteer recruitment has been a challenge, limiting the association's capacity to expand its workload and take on new activities or projects.

Improving the city's capacity to provide assistance and training to neighborhood associations— training that could improve volunteer recruitment and project management skills—is one way to strengthen neighborhood associations around the city, including Columbus Park.

Another way to improve participation and the volunteer base is to begin to tap into the neighborhood's new residents, including those in the new apartment buildings. Garnering interest and commitment by new residents will take time, but the skills and energy they can bring will be worth it.

There is currently no brand for the neighborhood to rally around or market itself with.

The lack of a clear brand, or even an agreed-to name for the neighborhood, is a barrier to promoting the neighborhood and recruiting new volunteers, businesses, and residents. Developing a brand with broad support has the potential to be a catalyst for a number of things going forward.

Columbus Park ?

#3

An expanded commercial district has promise and constraints.

A core of well-known businesses is something to build on, but there are few existing buildings for new businesses to move into.

But this collection doesn't form anything resembling a coherent 'business district' where multiple businesses form an identifiable place and generate cross-traffic for one another. The physical fabric of an early 20th Century business district is long gone, and new commercial space has to be developed from scratch for a 21 Century business district to emerge.

A "Little Italy" niche has some potential, but expectations are important.
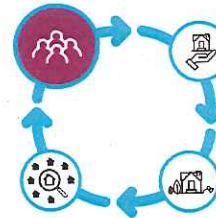

Without a large captive audience to count on within the neighborhood, the emergence of a successful business district would have to serve a niche or create an experience that reliably draws customers in from elsewhere. Individual businesses in the neighborhood already do this to some extent, including those that trade on Italian-American heritage.

"Little Italy" is a well-known concept for neighborhood business districts in other cities, and Columbus Park has a more legitimate claim to that niche than any other place in Des Moines. Any effort to formally or informally establish a Little Italy would have be modestly sized owing to the small size of the Italian-American population in the region—only 20,500 people in metro Des Moines claim Italian heritage compared to 220,000 in a place like Cleveland or even 38,000 in Omaha. In fact, Omaha's small but growing Little Italy on the Missouri River is a model for Columbus Park to learn from.

MARKET

Where are we now?

The single-family housing market is soft owing to the condition and characteristics of the housing supply. Sales activity at the top of the market and the development of market-rate rental units demonstrates demand for the location, but the current supply is a key limiting factor.

What will it take to make progress toward a strong market?

The gap between the cost of high-quality new housing development or rehab and the projected market value of the finished product is a key barrier to overcome in upgrading the housing supply and making the market stronger.

CAPACITY

Where are we now?

The neighborhood's capacity to manage local issues is limited, with only a small corps of residents being consistently engaged. Significant new rental populations are mostly detached from neighborhood affairs.
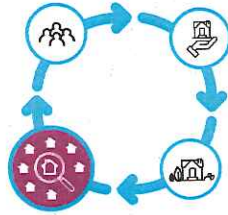
What will it take to make progress toward a strong market?

Expanding City support for leadership development and training around volunteer recruitment and retention can help grow the base of engaged residents and the skillsets they bring to neighborhood activities. Sustained outreach to new populations will also be a key to growing capacity.

CONDITIONS

IMAGE

Where are we now?

Conditions are highly mixed. Shiny new development anchors the neighborhood's northwest corner while most single-family blocks are worn and distressed.

Where are we now?

To a large extent, the neighborhood's image in the wider market is unformed or vague—and therefore malleable to shaping as revitalization occurs.

What will it take to make progress toward a strong market?

Support for new infill housing to replace vacant lots and blighted homes will be a key part of upgrading neighborhood conditions, but so will efforts to express neighborhood pride and pride of ownership more consistently throughout Columbus Park.

What will it take to make progress toward a strong market?

The development of a brand and a well-honed and well-delivered message based on core brand attributes (see Part 3), along with progress on the market, capacity , and condition factors, will all support the shaping of a positive image.

PART 3

Vision, Priorities, and Outcomes

Planning around assets and strengths is a key principle of neighborhood revitalization planning. But translating an understanding of the assets, strengths, and key issues from Part 2 into a set of revitalization strategies requires a few additional steps.

One step is to think about how outsiders—especially potential homebuyers—see the neighborhood and what it has to offer. What does the neighborhood want to convey to them about the essential characteristics that make the neighborhood a place to choose?

This process of thinking about the neighborhood's identity in the wider marketplace led to the selection and refinement of four core brand attributes that distill the area's assets and strengths into priority features. These attributes were then combined into a brand statement that speaks to potential homeowners while also conveying what current residents see as the vision they can realistically achieve and maintain.

Another step is to translate the assets, strengths, and key issues into a clear set of outcomes that progress can be measured against. While the core brand attributes and brand/vision statement express general qualities, the outcomes—which are defined in this part of the plan—represent specific conditions that can be tracked to see if strategies are having the desired effect.

Core Brand Attributes

These are the characteristics that residents value the most, that form the core of the Columbus Park identity, and that serve as the chief selling points to the neighborhood's target markets.

They are also a means of prioritizing scarce resources. Whenever possible, actions taken by neighborhood stakeholders, the City, and other partners should highlight and strengthen these characteristics.

Brand and Vision Statement

Drawn from the core brand attributes, the brand statement expresses a vision, rooted in real assets and strengths, that the neighborhood is striving to live up to. It is a promise to those who choose to invest their time, energy, and resources here.

Outcomes ☑

Outcomes are the conditions that, if achieved, will mark progress toward (or maintenance of) the vision as well as the strengthening of core brand attributes.

Downtown proximity and spectacular views

Little Italy heritage retail district

Outstanding parks and recreational opportunities

Emerging Attribute: New housing options with modern kitchens, baths, and other desirable amenities

For people who want to experience spectacular views of downtown with all the amenities of a real neighborhood, Columbus Park offers the perfect lifestyle. Pop over the bridge for work and downtown events, or stay home and cycle or walk around Columbus Park, a citywide draw for families and friends. Shop in our historic Italian-American businesses and grab a bite in our restaurants. Make your home here in one of our affordable single-family houses with big backyards, or choose an upscale, modern apartment.

Strong identity that preserves and capitalizes on heritage but embraces everyone

Streets and infrastructure in outstanding condition

Park and other amenities attract visitors and support the brand

New and existing homes and properties show pride

Commercial district grows, thrives and is pedestrian-friendly

Housing market features new options, greater homeownership, and stronger values

Neighbors celebrate positives and engage to improve the neighborhood

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Homebuyer Target Markets

For a market to be functional and healthy, there needs to be a steady stream of buyers. National statistics show that in recent years, the average home seller has been staying in their home for 10 years before selling. This means that, on average, 10% of a neighborhood's single-family stock can be expected to hit the market—and be in need of a buyer—in any given year.

When there is a predictable stream of buyers, homeowners will have greater confidence that their investment in interior and exterior upgrades will have a positive impact on their equity and make it easier to sell at a fair price when the time comes. If a homeowner questions whether a good buyer will materialize when it's time to sell, they might hesitate to make even modest improvements, which, when repeated throughout a neighborhood, affects condition and image in ways that reinforce a soft market cycle.

Planning to revitalize a neighborhood, therefore, requires proactive attention to the stream of buyers. Based on the neighborhood's core attributes and selling points, what markets is the neighborhood in a good position to appeal to now and in coming years? And how can the neighborhood speak to those markets in ways that improve the likelihood of a good stream of buyers?

This planning process identified three specific target markets that are likely to value the housing stock and amenities that Columbus Park has to offer today, and who will find the neighborhood increasingly appealing as the housing stock and amenities are improved.

Identifying this target market does not exclude other markets from the neighborhood—rather, it's a tool for focusing limited branding and marketing resources in ways that speak directly to the highest probability buyers.

Target Market	Families with Kids	Young Professional Renters Seeking to Buy or Change Rental	55+ Downsizers
Home needs	3+ bedrooms 2+ bathrooms Move-in ready; may be interested in existing homes or new townhomes	2-3 bedrooms 1.5+ bathrooms New townhomes and upscale rentals	2-3 bedroom 1.5+ bathrooms New townhome or upscale condo/ apartment
Characteristics and Needs of the Target Market	• Ties to McKinley School • Appreciate Columbus Park as a kid- and family-friendly park • Like proximity to trails for bikes and walking • Belong to a local church	• Like downtown amenities • May work downtown and like short commute • Like spectacular views of downtown • Tired of renting • May be renting in neighborhood now	• Don't want to be burdened with rehab or maintenance • Still want to live in an urban, walkable environment • Like downtown amenities and views

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Strong identity that preserves and capitalizes on heritage but embraces everyone	Streets and infrastructure in outstanding condition	Park and other amenities attract visitors and support the brand

The outcomes that Columbus Park will be seeking and tracking all speak to one or more of the factors that contribute to healthy neighborhoods: **market, capacity, condition**, and **image**.

Tracking progress on these outcomes will require, in some cases, a quantitative indicator that can be routinely collected and reflects what the neighborhood is trying to achieve. For conditions that are not easily measured with a statistic, a more qualitative indicator may be needed to convey an overall impression of whether people think that progress is being made.

The following is a proposed set of **quantitative** and **qualitative** indicators to track, including current or baseline conditions and target measurements to move towards.

Quantitative indicators

Qualitative indicators

WHAT WE MEAN BY THESE OUTCOMES

• The neighborhood has a distinct identity that nods to tradition—including Italian-American heritage—but is also inclusive	• Streets and alleys are in good shape and well maintained • Residents have reliable access to high speed internet	• Columbus Park is consistently updated and improved to meet the needs of users • Columbus Park remains a park that people outside the neighborhood are attracted to

Baseline Measurements and Targets for Progress

Presence and active use of a neighborhood brand that aligns with core brand attributes: **Baseline:** No brand in active use **Target:** Brand established and actively used by 2021	Share of streets in poor condition: **Baseline:** 52% of blocks had streets that were in good or very good condition, 37% were fair, and 11% were poor or very poor (2017) **Target:** By 2024, reduce share in poor or very poor condition to 5% or less and increase share in good or very good condition to 60% or more	The park conveys a positive image of the neighborhood: **Baseline:** Consensus that the park is an asset, is in good condition, and serves the neighborhood well. **Target:** As neighborhood evolves, Parks & Recreation consistently engages residents to ensure that the park reflects well on the neighborhood and matches its needs.

Measurements to Begin Collecting and Tracking in 2020

New and existing homes and properties show pride	Commercial district grows, thrives and is pedestrian-friendly	Housing market features new options, greater homeownership, and stronger values	Neighbors celebrate positives and engage to improve the neighborhood
• Investment in the housing stock expands • Share of properties in excellent or good condition grows while the share in distress gets smaller • New homes set a high standard for architectural appeal	• A walkable commercial district emerges with multiple businesses that form a cohesive mix • Commercial district maintains and grows a collection of businesses that relate to Italian heritage	• Owner-occupancy grows • Single-family and duplex housing options expand • New housing is medium-density—in between traditional single-family homes and the recent apartment buildings • Values and value appreciation get stronger	• Neighbors are more involved and proactively solve problems

% of homes in excellent or good condition: Baseline: 4% (2018) Target: 40% by 2029 due to new construction, demolition of blighted homes, and reinvestment in existing stock	Square feet of commercial space within two blocks of Jackson/ SE 1st Baseline: 36,700 gross square feet of commercial space (2019) Target: Increase inventory of commercial space to above 50,000 square feet of high-quality space by 2024.	Owner-occupancy rate: Baseline: 72% (2018) Target: Rise to and stabilize around 80% by 2029	
	Number of businesses operating within two blocks of Jackson/ SE 1st: Baseline: 10 businesses (2019), five of them food-related Target: 15 businesses by 2024, at least eight of them food-related	Permits for new home construction issued in previous two years: Baseline: 4 (2017-18) Target: Maintain biannual pace of 10 to 15 between 2020 and 2029	
		Average assessed value: Baseline: $80,494 Target: Growth at rate exceeding inflation through 2029 to reflect new stock and improvements to housing stock quality.	

	Share of businesses that express neighborhood heritage		Number of active neighborhood association volunteers Future activity
			Participation/attendance at major activities Future activity
			Presence of a pipeline of emerging neighborhood leaders Future activity

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PART 4

Action Plan

The strategies and activities identified in this action plan have been chosen in response to a series of factors:

The outcomes being sought by the neighborhood, which themselves reflect the overall vision and key issues that need to be addressed.

The existing or potential capacity of stakeholders to perform the work and supply the necessary resources.

The wider aims of Plan DSM and the Neighborhood Revitalization Program, including the need to establish a strong model for revitalizing Des Moines' middle market neighborhoods.

With outcomes, capacity, and awareness of changing conditions a key part of this overall planning effort, it is critical to recognize that this action plan is designed to be monitored regularly and updated as often as necessary to ensure that progress toward the outcomes is being made. It is also critical to recognize, though, that patience is an important principle of neighborhood revitalization, which is why this plan is based on a **10-year horizon.** A significant commitment of effort over a decade will be needed for many outcomes to be realized and sustainable.

All of the actions identified in this plan are relevant to the needs of the Special Investment District. Several, however, are also relevant to the wider Columbus Park neighborhood and to the rest of the city. The plan, therefore, is divided geographically into three sections:

CITYWIDE
Strategies that are recommended for citywide application.

NEIGHBORHOOD
Strategies that can and should extend beyond the Special Investment District to surrounding parts of Columbus Park.

SPECIAL INVESTMENT DISTRICT
Strategies that should be confined to the Special Investment District in order to focus resources and maximize their impact.

Most directly influenced outcomes ☑

ACTIONS	Strong identity that preserves and capitalizes on heritage but embraces everyone	Streets and infrastructure in outstanding condition	Park and other amenities attract visitors and support the brand	New and existing homes and properties show pride	Commercial district grows, thrives and is pedestrian-friendly	Housing market features new options, greater homeownership, and stronger values	Neighbors celebrate positives and engage to improve the neighborhood
Begin enforcement of the Property Improvement Code (expanding PIC beyond rental properties)				✔			
Establish a dedicated, in-house junk and debris crew				✔			
Improve and expand training/support for neighborhood leaders and leadership development							✔
Ensure that Columbus Park (the park itself) remains a vibrant and inclusive park for community residents of all ages to gather, play, and interact			✔				
Establish a brand and marketing strategy consistent with the neighborhood's core brand attributes and target markets	✔						✔
Improve alley maintenance and use as a platform for resident engagement and collaboration		✔					✔
Tie existing or new neighborhood pride activities to core brand attributes							✔
Create new financing tools to stimulate housing improvements that enhance marketability and property values					✔	✔	
Establish the area around Jackson and SE 1st as the center of an emerging commercial district with potential to express Italian-American heritage					✔		
Create new financing tools to support improvements to commercial properties within the Special Investment District	✔				✔		
Establish a Neighborhood Business District Resource Team							
Synchronize infrastructure upgrades with residential and commercial redevelopment		✔					
Make blighted nuisance properties a priority for Blitz on Blight resources					✔		
Removal of deteriorated fencing from private properties					✔		
Perform strategic code enforcement activities						✔	
Organize a one-time "Mini-SCRUB" pilot event					✔		

Implementing the actions listed above and described in this action plan will require multiple partners and a wide range of resource commitments.

IMPLEMENTATION PARTNERS

A wide range of public, private, and not-for-profit entities are identified in the action plan as having necessary roles in implementing specific activities and strategies. But creativity and flexibility will be critical, and the list of partners involved in any part of this plan should adapt as needed to reflect the resources, skills, and coalitions needed for successful outcomes.

RESOURCES

This action plan identifies estimated resource requirements for each activity, several of which benefit neighborhoods across the city as well as this Special Investment District. In some cases, committing resources will take the form of refocusing existing funding and human capacity. In others, it will require new funding or the creation of new capacity to coordinate partners and programs.

The largest commitment of new resources centers around the establishment of a new entity, Invest DSM, to promote and support high-quality investments in housing and commercial stock by property owners.

PART 4 Action Plan

CITYWIDE

Begin enforcement of the Property Improvement Code (expanding PIC beyond rental properties)

Neighborhood outcomes advanced ☑

New and existing homes and properties show pride ♥

What problem or opportunity does this respond to?

Enforcement of the property improvement code in Des Moines has been limited to rental housing. Including homeowners, with a commitment to assisting low-income or disabled owners with code compliance, is an important step toward improving standards of maintenance and preserving the housing stock.

What resources are required? Where do they come from?

Approximately $1.93 million increase in code enforcement budget to support added workload and ensure staff capacity to build productive relationships with neighborhoods and property owners.

What work will this entail? What are the outputs?

Passive enforcement activities, including responding to code complaints; engagement work to educate property owners and neighborhoods about the code, its purpose, and compliance requirements; connecting eligible homeowners with programs to assist compliance; active enforcement in prioritized areas, including code sweeps.

Who does it? When does it happen?

City of Des Moines Neighborhood Inspection Division; begin in 2020.

CITYWIDE

Establish a dedicated, in-house junk and debris crew

Neighborhood outcomes advanced ☑

New and existing homes and properties show pride ♥

What problem or opportunity does this respond to?

Junk and debris are the most frequent complaints to code inspectors and detract from neighborhood image. Junk and litter in alleys and other spaces convey unacceptably low standards of maintenance.

What resources are required? Where do they come from?

Approximately $500,000 for private property and right-of-way cleanup staff team and equipment needs.

What work will this entail? What are the outputs?

Dedicate a well-trained in-house team that abates junk and debris issues at nuisance properties and undertakes proactive cleanups; work in concert with City and neighborhood partners to identify and solve problems related to junk, debris, and litter.

Who does it? When does it happen?

City of Des Moines Department of Public Works; begin in 2019-2020.

CITYWIDE

Improve and expand training/support for neighborhood leaders and leadership development

Neighborhood outcomes advanced ☑

Neighbors celebrate positives and engage to improve the neighborhood

What problem or opportunity does this respond to?

Des Moines' network of neighborhood associations is a major asset. But leadership turnover and varying levels of volunteer capacity make for inconsistent effectiveness.

What work will this entail? What are the outputs?

Increase the City's capacity to lend support and technical expertise to neighborhood associations through routine training and networking activities for current and emerging neighborhood leaders. Include special training on volunteer recruitment and retention, diversity, marketing and managements skills, and areas of interest to neighborhood associations.

What resources are required? Where do they come from?

Resources to hire two dedicated neighborhood coordinators (approximately $200,000); training budget for neighborhood association leaders.

Who does it? When does it happen?

City of Des Moines Neighborhood Development Division; begin in 2019-2020.

Potential Trainings and Events

Track 1: Cultivating Vibrant and Effective Neighborhood Associations	Track 2: Influencing the Neighborhood Real Estate Market	Track 3: Improving Neighborhood Business Districts	Track 4: Making the Most of City Services
• Characteristics of Effective Neighborhood Associations • Recruiting and Sustaining Volunteers • Engaging Diverse Groups of Neighbors in Decision-Making • How to Run a Great Meeting • Event and Project Planning • Building Social Connections Among Neighbors • Building Your Leadership Skills	• Neighborhood Branding and Marketing • How Neighborhood Real Estate Markets Work • Attracting Homebuyers to Your Neighborhood • Upgrading Your Neighborhood's Housing Stock	• How Successful Business Districts Work in Today's Economy • Developing and Sustaining Successful Merchants' Associations • Highlights: Researching the Market, Identifying Your District's Niche, Recruiting Businesses • Creating a "Third Place" in Your District • Dealing with Problem Commercial Properties • Financing, Incentives and Technical Assistance for Commercial Property Improvement, Small Business Expansion, and New Business Startups • Marketing and Promoting Business Districts	• Code Enforcement 101 • Partnering with the Police Department for a Safer Neighborhood • Understanding City Plans and Where Your Neighborhood Fits In • Who Does What? (Understanding the Roles of City Departments and How to Partner Effectively) • Meet Your City Manager

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NEIGHBORHOOD

Ensure that Columbus Park (the park itself) remains a vibrant and inclusive park for community residents of all ages to gather, play, and interact

Neighborhood outcomes advanced ☑

Park and other amenities attract visitors from and support the brand

What problem or opportunity does this respond to?

Columbus Park is a small park that gets a lot of use, but a changing neighborhood population and changing recreational habits may require some park adaptations in the future. The City will need to be responsive to the changing demographics and needs. One immediate need is the installation of a perimeter walking path to add to the amenities offered at the park.

What work will this entail? What are the outputs?

Develop a concept plan, design, and timeline for construction of a perimeter walking path and other improvements for Columbus Park, including bike racks and additional tables and grills. Set aside funding to implement this capital improvement, and form public-private funding partnerships as appropriate.

What resources are required? Where do they come from?

City of Des Moines Capital Improvement Program and/or grants, private donations.

Who does it? When does it happen?

Led by City of Des Moines Parks & Recreation, with assistance from Neighborhood Development Division and Neighborhood stakeholders; planning, design, and construction TBD.

NEIGHBORHOOD

Establish a brand and marketing strategy consistent with the neighborhood's core brand attributes and target markets

Neighborhood outcomes advanced ☑

Strong identity that preserves and capitalizes on heritage but embraces everyone

Neighbors celebrate positives and engage to improve the neighborhood

What problem or opportunity does this respond to?

The neighborhood's 'Two Rivers' location and its ethnic heritage present it with an opportunity to develop one of the most recognizable neighborhood brands in Des Moines. Currently, there is no agreed-upon identity or brand, nor any coordinated marketing.

What work will this entail? What are the outputs?

With the core brand attributes and brand statement from this plan as a launching point, convene a neighborhood branding & marketing task force comprised of local businesses and residents to decide on a name. With coordination assistance from NDD, generate a logo and build a starter website for use by the branding task force and the neighborhood association.

What resources are required? Where do they come from?

Use 'Launch Project' resources (~$10,000) to obtain graphics, web, and other services; use NDD's additional coordination capacity to guide this process.

Who does it? When does it happen?

Branding & Marketing Task Force of the Neighborhood Association and Implementation Coalition; Neighborhood Development Division; begin 2019.

NEIGHBORHOOD

Improve alley maintenance and use as a platform for resident engagement and collaboration

Neighborhood outcomes advanced ☑

Streets and infrastructure in outstanding condition

Neighbors celebrate positives and engage to improve the neighborhood

What problem or opportunity does this respond to?

Alleys are the responsibility of City Public Works to maintain, however are a lower priority than streets. The alley fenceline is the responsibility of the adjacent property owners. Alley maintenance is poorly understood by residents and under resourced by the City, leading to dumping, overgrowth, and a general sense that the spaces are not managed. What could be an asset to the neighborhood is instead perceived as unsightly and dangerous.
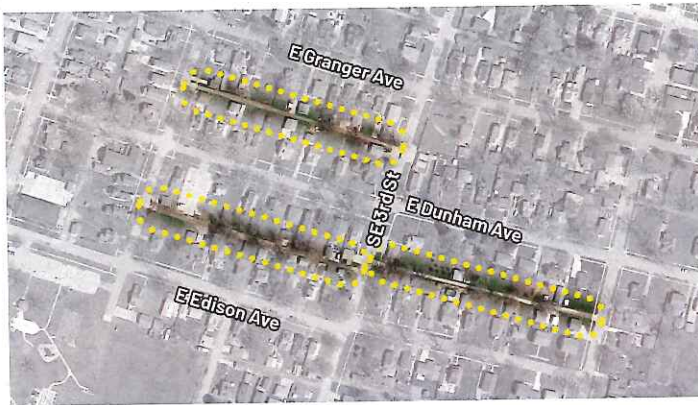
What work will this entail? What are the outputs?

Clean up alleys through a neighborhood-led partnership that (1) educates property owners about their maintenance responsibilities, and (2) organizes alley improvement days in partnership with City departments. Public Works can assist with grading and adding rock to deteriorated surfaces, junk removal, and trimming overgrowth.

What resources are required? Where do they come from?

Coordination effort by Neighborhood Association and relevant City departments; use of personal or donated supplies and equipment by property owners; effort by neighborhood association to communicate activities as an example of pride and improvement.

Who does it? When does it happen?

Neighborhood Association and Implementation Coalition; City Neighborhood Development Division; City Department of Public Works; begin in 2020.

Begin a collaborative alley maintenance initiative with alleys connecting to SE 3rd Street between E. Granger and E. Edison Avenues to reinforce relatively strong housing conditions.

NEIGHBORHOOD

Tie existing or new neighborhood pride activities to core brand attributes

Neighborhood outcomes advanced ☑

Neighbors celebrate positives and engage to improve the neighborhood

What problem or opportunity does this respond to?

Ensuring that all neighborhood activities are being used to deliver a coherent message about the neighborhood goes a long way towards reinforcing the brand in the minds of residents and outsiders.

What work will this entail? What are the outputs?

Annually assess how events/activities are planned and marketed and identify opportunities to reinforce the neighborhood's core brand attributes.

What resources are required? Where do they come from?

Development and coordination by Neighborhood Association with help from NDD and partners relevant to each activity.

Who does it? When does it happen?

Neighborhood Association and Implementation Coalition; City Neighborhood Development Division; begin 2019.
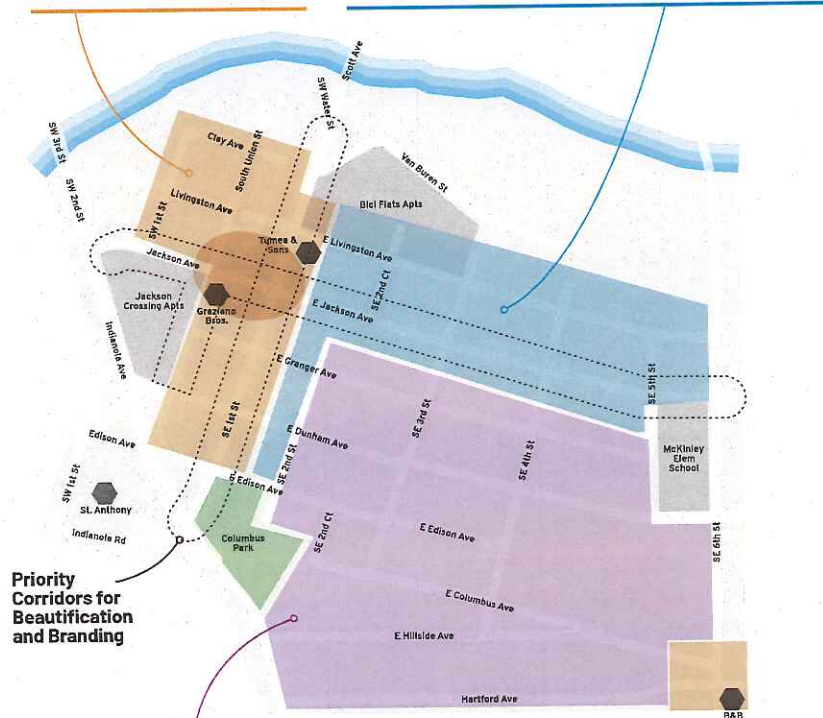
SPECIAL INVESTMENT DISTRICT — Conceptual Development Plan

Mixed-Use Revitalization Area
- Priority support for mixed-use redevelopment
- Focus new commercial space near Graziano Bros. to form the **core of an emerging commercial district**

Single-Family and Row House Redevelopment Area
- Priority support for moderate-density residential development (attached and detached)
- Support for emergency home repairs for income-eligible owners
- Rapid demolition of blighted nuisance properties

Priority Corridors for Beautification and Branding

Single-Family Home Preservation Area
- Priority support for substantial rehab of structurally sound homes
- Support for emergency home repairs for income-eligible owners
- Rapid demolition of blighted nuisance properties; hold and maintain vacant parcels
- Longer-term: development of single-family infill on vacant land as market improves and infill opportunities to the north and west become scarce

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SPECIAL INVESTMENT DISTRICT

Create new financing tools to stimulate housing improvements that enhance marketability and property values

Neighborhood outcomes advanced ☑

New and existing homes and properties show pride ♥

Housing market features new options, greater homeownership, and stronger values

What problem or opportunity does this respond to?

Hundreds of new apartment units have been added in recent years, but there has been limited construction of new single-family homes. Blocks near the new apartment buildings present an opportunity for moderate-density new home development to complement the modern rental units and offer new housing options for the neighborhood. At the same time, while many existing homes are structurally obsolete and in need of demolition, ther are others that are generally sound but in need of substantial renovation.

What work will this entail? What are the outputs?

Provide access to financial packages (in the form of low-cost loans and grants) to support the development high-quality infill housing, substantial renovations to existing homes, as well as smaller-scale exterior improvements. Sustain the effort over a 10-year period with the goal of supporting the development of 60 new homes and improvements to 100 existing homes.

What resources are required? Where do they come from?

Allocate capital over a 10-year period to support development of and improvements to 160 homes, with funding drawn from a combination of City, County, and private-sector resources.

Who does it? When does it happen?

Establish a new not-for-profit entity (Invest DSM) to market and administer the financial tools and to promote investment in the Special Investment District; launch in 2019-2020 and continue through 2029.

Target Activities	New infill housing	Single-family Rehab by Homeowner	Single-family Rehab by Developer	Small Beautification Projects
	Encourage and support single-family infill housing, both detached and row-style. Specs must be co-developed with Invest DSM to ensure that the new homes are market-leading and set high standards for quality and design.	Encourage and support homeowners in making substantial, market-leading upgrades to their properties, regardless of household income. Specs must be co-developed with Invest DSM to ensure high-quality and must include some form of curb appeal enhancement.	Encourage reputable developers to take on the risks involved in performing a market-leading renovation to a single-family home. Specs must be co-developed with Invest DSM to ensure high-quality, and must include some form of curb appeal enhancement.	Encourage and support residential property owners in making exterior upgrades that enhance home and neighborhood marketability. Specs must be co-developed with Invest DSM to ensure high-quality.

					TOTAL
Minimum number of properties to impact over 10 years	60	20	20	60	160

DRAFT

SPECIAL INVESTMENT DISTRICT

Establish the area around Jackson and SE 1st as the center of an emerging commercial district with potential to express Italian-American heritage

Neighborhood
outcomes advanced ☑

**Commercial
district grows,
thrives and is
pedestrian-
friendly**

What problem or opportunity does this respond to?

The neighborhood's Italian heritage is still part of its identity and how the region perceives the neighborhood. Establish the area around Jackson and SE 1st as the cornerstone of an emerging commercial district has the potential to highlight and build upon this heritage.

What work will this entail? What are the outputs?

The fabric of a commercial district needs to be re-established, and this will be a gradual process. Begin this work with Graziano Brothers and its historic building as the centerpiece. Concentrate any new mixed-use (residential/commercial) development at or near the interesection of Jackson and SE 1st to create a new network of storefronts and commercial spaces within easy walking distance. Additionally, make this area the venue for neighborhood events and the focus for displaying the neighborhood's new brand on banners, murals, and other streetscape elements.

What resources are required? Where do they come from?

Use all available City economic development tools, including tools made available through the Metro Center Urban Renewal Area, to partner with private developers and investors on mixed-use redevelopment with ground floor commercial space.

Who does it? When does it happen?

Office of Economic Development, Invest DSM, property owners, business owners, and developers.

SPECIAL INVESTMENT DISTRICT

Create new financing tools to support improvements to commercial properties within the Special Investment District

Neighborhood
outcomes advanced ☑

**Commercial
district grows,
thrives and is
pedestrian-
friendly**

**Strong identity
that preserves
and capitalizes
on heritage
but embraces
everyone**

What problem or opportunity does this respond to?

Financial assistance is needed to upgrade existing commercial properties that are outdated and to support redevelopment activities around the emergence of a new commercial district.

What work will this entail? What are the outputs?

Allocate new funding dedicated to (1) financial packages (loans and grants) that address the gap between what it costs to improve or build commercial space and current market rents in the district, and (2) improvements to the public realm that enhance identity and place-making. Continue existing programs and activities related to stimulating commercial investment, but use more flexible funding sources where possible to bolster program utilization.

What resources are required? Where do they come from?

Allocate a new stream of capital over a 10-year period to support commercial district improvements, with funding drawn from a combination of City, County, and private-sector resources. Find more flexible funding sources for existing programs.

Who does it? When does it happen?

Establish a new not-for-profit entity (Invest DSM) to supply the new capital and work in coordination with the Neighborhood Business District Resource Team, the Office of Economic Development, NDC, and the Neighborhood Association; launch in 2019-2020 and continue through 2029.

Target Activities

Equity Gap
Capital to assist a building owner or developer in financing renovations, new construction, or site improvements that cannot currently be justified by projected rent income or appraisal.

Lease Subsidy
(1) Capital to assist a building owner with financing commercial space improvements (to secure a tenant) that cannot be justified by current market rents. (2) Direct assistance to a recruited tenant to finance leasehold improvements and/or offset rent costs.

Land / Property Banking
Funding to support acquisition of land or buildings by a public or non-profit entity to facilitate redevelopment.

Demolition Subsidy
Funding to assist with demolition or land preparation costs related to redevelopment.

Place-making
Funding to support improvements to the public realm that boost commercial district identity, such as streetscape elements and investments in branding and marketing.

PART 4 Action Plan

SPECIAL INVESTMENT DISTRICT

Establish a Neighborhood Business District Resource Team

Neighborhood outcomes advanced ☑

Commercial district grows, thrives and is pedestrian-friendly

What problem or opportunity does this respond to?

Programs that are potentially useful to business and property owners are scattered across several entities. Someone who might benefit from these programs and services may have difficulty understanding or navigating the forms of technical or financial assistance that are available.

What work will this entail? What are the outputs?

Form an interagency resource team dedicated to the City's four Special Investment Districts. The team would be involved in proactive outreach with property and business owners, helping businesses navigate useful programs and resources, and assisting with implementation of special projects.

What resources are required? Where do they come from?

Use the collective existing capacities of Resource Team members to initiate; realign staff assignments withing the Office of Economic Development, as necessary, to perform coordination functions.

Who does it? When does it happen?

Convened by the Office of Economic Development in partnership with Invest DSM, NDC, FuseDSM, West Side Chamber, SBDC, and the Des Moines Partnership.

SPECIAL INVESTMENT DISTRICT

Synchronize infrastructure upgrades with residential and commercial redevelopment

Neighborhood outcomes advanced ☑

Streets and infrastructure in outstanding condition

What problem or opportunity does this respond to?

A push to boost new residential construction or commercial construction will make little sense without a parallel effort to rebuild deteriorated infrastructure where necessary (including roads, sidewalks, and utilities).

What work will this entail? What are the outputs?

Working together, the Engineering Department and Economic Development should evaluate basic infrastructure improvement/replacement needs in the sub-area for priority redevelopment (northwest corner of Special Investment District) and prioritize/coordinate with redevelopment projects as they come forward.

What resources are required? Where do they come from?

TBD; consider use of Metro Center TIF resources within urban renewal boundaries.

Who does it? When does it happen?

Coordination by Engineering Department and Economic Development; property developers.

SPECIAL INVESTMENT DISTRICT

Make blighted nuisance properties a priority for Blitz on Blight resources

Neighborhood outcomes advanced ☑

New and existing homes and other property show pride, have a positive impact on market and image

What problem or opportunity does this respond to?

Over 40 properties in the Special Investment District were categorized as severely distressed in a fall 2018 survey. These properties hurt the area's image, dampen the confidence of nearby property owners, and represent real or potential safety hazards.

What work will this entail? What are the outputs?

Set aside resources to take swift action, as needed, to demolish blighted properties that have been declared public nuisances.

What resources are required? Where do they come from?

Reserve $100,000 per year to support 4 or 5 nuisance property demolitions; funding drawn from City anti-blight resources.

Who does it? When does it happen?

City of Des Moines Neighborhood Inspection Division; begin in 2019-2020.

SPECIAL INVESTMENT DISTRICT

Removal of deteriorated fencing from private properties

Neighborhood outcomes advanced ☑

New and existing homes and properties show pride

Housing market features new options, greater homeownership, and stronger values

What problem or opportunity does this respond to?

Deteriorated fencing is present in many front yards and alleys, contributing to poor neighborhood image. Partnering with property owners to accelerate the removal of this fencing will reinforce other efforts to bolster curb appeal and pride.

What work will this entail? What are the outputs?

Commitment from the Department of Public Works to haul away dismantled fencing; effort by Neighborhood Association to encourage removal of old fencing and identify property owners who may need help with labor/logistics.

What resources are required? Where do they come from?

DPW's cost to provide free hauling as an incentive for fence removal (estimate?); coordination/ communications effort by Neighborhood Association.

Who does it? When does it happen?

Property owners; Department of Public Works; Neighborhood Association and Implementation Coalition; Neighborhood Development Division; Begin in 2020.

SPECIAL INVESTMENT DISTRICT

Perform strategic code enforcement activities

Neighborhood outcomes advanced ☑

Housing market features new options, greater homeownership, and stronger values 💲

What problem or opportunity does this respond to?

Strategic code enforcement, combined with broadening the property improvement code to cover owner-occupied homes, has the potential to set basic standards for property maintenance while constructively engaging property owners in neighborhood improvement.

What resources are required? Where do they come from?

Use code enforcement budget increase described under the first action to provide necessary staff and administrative capacity.

What work will this entail? What are the outputs?

Perform comprehensive code enforcement sweeps of the Special Investment District in addition to ongoing rental inspections. Proactively engage property owners to educate them about the property maintenance code, find workable solutions to code compliance problems, and connect low-income or disabled property owners with assistance.

Who does it? When does it happen?

City of Des Moines Neighborhood Inspection Division; begin in 2020.

SPECIAL INVESTMENT DISTRICT

Organize a one-time "Mini-SCRUB" pilot event

Neighborhood outcomes advanced ☑

New and existing homes and properties show pride 🖤

What problem or opportunity does this respond to?

The City of Des Moines has gone away from neighborhood scale SCRUB events, in favor of Mega SCRUB events that serve multiple neighborhoods across the City. While these events are well utilized by many Des Moines residents, they can be difficult for residents with lesser means and resources to take advantage of. This may lead to junk and debris complaints.

What resources are required? Where do they come from?

Private refuse collection contract, logistical details TBD.

What work will this entail? What are the outputs?

Coordinate a pilot "Mini-SCRUB" event by providing direct removal of junk and debris for residents living in the target area. Could be a complimentary strategy to the increased code enforcement work within the SID.

Who does it? When does it happen?

City Public Works and Neighborhood Development with volunteer support from Neighborhood Association and Implementation Coalition.

Implementation Summary

To successfully implement this plan over the next 10 years, the "how" matters as much as the "what." Each activity or strategy will require some level of technical ability from the partners involved, but they will also require a willingness to do things differently, to learn from experience, to adapt when necessary, to tolerate risk, and to collaborate whenever possible to take advantage of the community's collective wisdom and skills.

Getting the "how" right also means avoiding the impulse to treat each activity as a discrete task and losing sight of how everything fits together to achieve long-term neighborhood revitalization outcomes. For example, building resident leadership capacity and issuing housing rehab loans are very different activities but they are both critical to realizing a healthier neighborhood and should never be seen as unrelated undertakings.

Coalition Framework

An implementation coalition is a useful framework for ensuring that diverse tasks remain connected and self-reinforcing, and to keep all members of the coalition—regardless of which activities they are directly involved with—mindful of the big picture and of a shared commitment to problem-solving. Because this action plan identifies roles for a wide range of public, private, and non-profit entities that may not typically interact (including residents and property owners), coordination from the newly formed Invest DSM will be needed to bring coalition partners together on a routine basis and to encourage informal interaction between them.

Convene quarterly to...

☑ Review progress on components of the action plan

☑ Modify actions as needed to reflect new information

☑ Track outcome indicators

☑ Track changes in the housing market to identify challenges to affordability and plan appropriate interventions to preserve affordable options for vulnerable households

☑ Respond to new challenges and opportunities in ways that align with the neighborhood's vision and core brand attributes, as well as Des Moines' neighborhood revitalization principles

Principles in Practice

The action plan is designed in response to the issues and conditions that emerged during the planning process and during the 2017-2018 evaluation of Des Moines' Neighborhood Revitalization Program. It lays out activities to respond to what is known.

However, it is likely that unforeseen things will happen over the next 10 years, as will the need to make decisions that are not and cannot be articulated by this plan. For that reason, the revitalization principles identified in Part 1 will be a crucial part of the implementation process—providing a consistent basis for deliberating about tradeoffs and making decisions large and small. The following table demonstrates how the principles can be used as a lens to critically examine and think about circumstances that arise.

	Multiple projects are competing for limited resources.	**A new opportunity or challenge emerges.**	**Frustration arises with the pace of progress.**
Strengths and Assets	Which project does more to protect or strengthen key assets or core brand attributes?	Is a response needed to protect or strengthen key assets or core brand attributes? If not, why is it worth our time?	Where are we having the most success? What can we learn from that and apply elsewhere?
Targeted	Which project contributes the most to a clustering of visible improvement?	If this is worth a response, how do we do so in a way that doesn't scatter our limited attention and resources too widely?	Is it possible to focus our efforts and resources even more tightly to transform market behaviors?
Patience	Which project is the best long-term bet? Are we avoiding a decision based on short-term expediency?	In responding to something new, are we dropping something else too soon? What are the opportunity costs now and five years from now?	Revitalization doesn't happen overnight—are we giving this enough time?
Outcomes and Measurements	Which project is likely to do the most to advance one or more outcomes?	Which outcomes are we advancing by responding to this opportunity or challenge?	Do our data and experience point to necessary adjustments in what we are doing or how we are doing it?

RESOURCES

Implementation of the action plan will require funding from a range of public sector partners to support the emergence of a healthier neighborhood where the market is strong, capacity is high, conditions are appealing, and the image is positive. In other words, the public investment is about building peoples' confidence to invest their own time, energy, and money into the neighborhood, resulting in a more competitive and financially sustainable community over time.

In the same way that "how" matters to the implementation of individual activities and strategies, the nature and diversity of resources matters, too. The commitment of local funding to this effort is a statement about priorities and values—about not waiting for someone else to solve a problem. The vast majority of the resources identified by this action plan are local in nature and reflect the breadth of implementation partnerships.

A potentially important supplement to implementation resources identified in the action plan are resources made available through the inclusion of a portion of Columbus Park in the Metro Center Urban Renewal Area, including 1) access to additional tools and financing, particularly in the emerging commercial district, 2) support for removal of slum and blight, and 3) potential utilization of the increment generated for investments in public infrastructure.
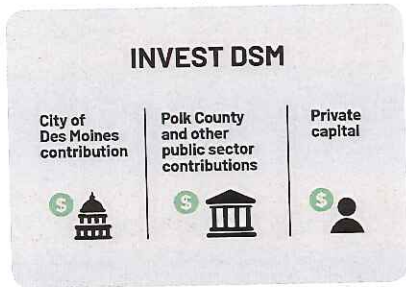
ACTIONS	City of Des Moines: Staff Resources, General Fund, CIP, LOSST, etc.	Invest DSM	State and Federal Resources	Urban Renewal Area Financial Tools	Private: Homeowners, Investors, Businesses, Institutions	Time and Energy of Residents & Other Stakeholders
Begin enforcement of the Property Improvement Code						
Establish a dedicated, in-house junk and debris crew						
Improve and expand training/support for neighborhood leaders and leadership development						
Ensure that Columbus Park (the park itself) remains a vibrant and inclusive park for community residents of all ages to gather, play, and interact						
Establish a brand and marketing strategy consistent with the neighborhood's core brand attributes and target markets						
Improve alley maintenance and use as a platform for resident engagement and collaboration						
Tie existing or new neighborhood pride activities to core brand attributes						
Create new financing tools to stimulate housing improvements that enhance marketability and property values						
Establish the area around Jackson and SE 1st as the center of an emerging commercial district with potential to express Italian-American heritage						
Create new financing tools to support improvements to commercial properties within the Special Investment District						
Establish a Neighborhood Business District Resource Team						
Synchronize infrastructure upgrades with residential and commercial redevelopment						
Make blighted nuisance properties a priority for Blitz on Blight resources						
Removal of deteriorated fencing from private properties						
Perform strategic code enforcement activities						
Organize a one-time "Mini-SCRUB" pilot event						

Note on the use of federal and state resources for affordable housing:
The City of Des Moines and its partners should continue the use of federal CDBG and HOME funds to support income eligible rehabs and emergency repairs in the Special Investment District. Use of Low Income Housing Tax Credits (LIHTC) in this area is not recommended and should be targeted to areas with stronger markets and lower poverty rates.

INVEST DSM

The residential and commercial financial tools identified in this action plan are not an expansion of (or replacement for) existing programs. Instead they reflect Des Moines' updated approach to neighborhood revitalization, which requires the following:

- A focus on raising standards and leading markets to higher ground
- A commitment to intervening with assets that are vulnerable
- An ability to work in middle markets on a combination of market, capacity, condition, and image activities
- A partnership that brings together multiple public and private entities

INVEST DSM

City of Des Moines contribution	Polk County and other public sector contributions	Private capital

To accommodate this new approach and its requirements, this planning process has resulted in the creation of Invest DSM, a not-for-profit that will be dedicated to supporting high-quality investment and revitalization in Des Moines' Special Investment Districts (SIDs). The first four SIDs, including this one, will require a collective commitment of $50 million over 10 years to support residential and commercial investment, along with other neighborhood strengthening activities. The City has committed to funding Invest DSM annually, with partnership from Polk County, and is seeking other funding partners from the private sector.

The targeted number of residential properties for Invest-DSM to impact over the next 10 years, as described in this action plan, is 160. This number is based on the estimated need to directly improve the marketability of approximately 20% of the residential stock in order to reach a market tipping point beyond which perceptions of risk will be low enough to support sustainably healthy levels of private investment.

Participation by residential property owners in Invest DSM programs will have no income restrictions. Maximum amounts to be borrowed or granted will be determined based on the average value of homes in the Special Investment District—a figure that should be updated every two years to reflect changes in the market.

Appendix

Field Survey Overview

A "field survey of exterior conditions" is referenced in several parts of this plan and was a key data component to the development of this plan and to the Neighborhood Revitalization Planning Program Review completed by czbLLC for the City of Des Moines in 2018. This field survey is a method of gauging the overall health of a residential property by looking for exterior visual cues for investment, disinvestment, and pride.

Properties that were given a score of "1" (Excellent) or "2" (Good) give signals that they are being well maintained by their owners and communicate clear pride to other owners/residents in the neighborhood as well as visitors. Properties that were given a score of "4" (Moderate distress) or "5" (Severe or high level of distress) give multiple indications that maintenance

has been deferred and conditions are declining due to disinvestment. Properties that were given a score of "3" (Average condition) represent the average house in Des Moines—showing signs of neither active pride nor distress.

Results presented in Part 2 of this plan are based on a field survey performed by staff of the Neighborhood Development Division in the fall of 2018. For the purposes of tracking progress in neighborhood conditions and linking the results with other updated datasets (such as sales prices, assessments, building permits, etc.), it is recommended that the City perform a field survey every fall in the Special Investment District.
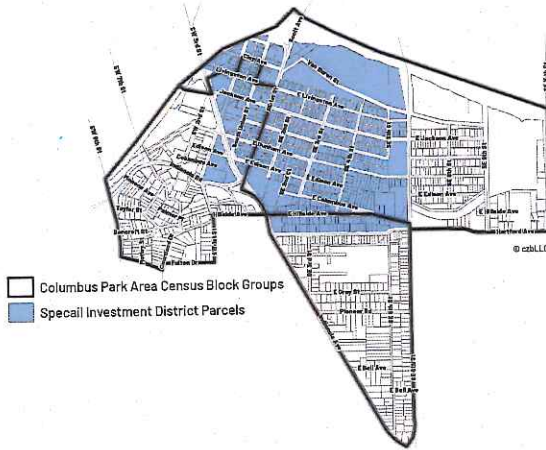
Field Survey Scoring

The Columbus Park Special Investment District's average field survey score in 2018: 3.6

Columbus Park Area Census Block Groups
Specail Investment District Parcels

Census Profile

Source: 2017 5-Year Estimates from the American Community Survey for the following Census geographies which overlap with the boundaries of the Special Investment District but cover a larger area: Census Tract 42 (Block Groups 1 and 2) and Census Tract 44 (Block Group 3).

	Columbus Park	City of Des Moines
Total housing units	1,276	91,420
Occupied housing units	1,107	83,916
Vacant housing units	169	7,504
Vacant, Other housing units	44	3,587
% Vacant	13%	8%
% Vacant, Other	3.4%	3.9%
Owner-occupied	738	50,362
Renter-occupied	369	33,554
Homeownership Rate	67%	60%

	Columbus Park		City of Des Moines	
	#	%	#	%
1-Person Household, Owner	220	30%	13,741	27%
2-Person Household, Owner	242	33%	17,836	35%
3-Person Household, Owner	142	19%	8,009	16%
4-Person Household, Owner	63	9%	6,074	12%
5-Person Household, Owner	56	8%	2,785	6%
6-Person Household, Owner	0	0%	1,083	2%
7+-Person Household, Owner	15	2%	834	2%
1-Person Household, Renter	244	66%	14,003	42%
2-Person Household, Renter	29	8%	7,912	24%
3-Person Household, Renter	32	9%	4,811	14%
4-Person Household, Renter	33	9%	3,328	10%
5-Person Household, Renter	31	8%	2,060	6%
6-Person Household, Renter	0	0%	943	3%
7+-Person Household, Renter	0	0%	497	1%

	Columbus Park		City of Des Moines	
	#	%	#	%
Moved into Unit 2015+, Owner	27	4%	3,069	6%
Moved into Unit 2010-2014, Owner	80	11%	10,921	22%
Moved into Unit 2000s, Owner	294	40%	16,416	33%
Moved into Unit 1990s, Owner	173	23%	9,451	19%
Moved into Unit 1980s, Owner	68	9%	4,345	9%
Moved into Unit Pre-1980, Owner	96	13%	6,160	12%
% Moved into Unit 2000+		54%		60%
% Moved into Unit Pre-1990		22%		21%

	Columbus Park	City of Des Moines
Median Contract Rent	$595	$692
Median Gross Rent	$676	$797

	Columbus Park	City of Des Moines
Affordability Computed (Renters)	337	31,746
Unaffordable Rent (>30% of Income)	142	15,515
Very Unaffordable Rent (>50% of Income)	85	12,792
% Unaffordable	42%	49%
% Very Unaffordable	25%	40%
Median Value	$85,667	$123,3000

	Columbus Park		City of Des Moines	
	#	%	#	%
Population	**2,580**		**214,778**	
Under 18 years	642	25%	52,490	24%
18-34	538	21%	58,186	27%
35-64	1,103	43%	79,060	37%
65+	297	12%	25,042	12%
% Under 18		25%		24%
% 65+		12%		12%
Non-Hispanic White	1,795	70%	142,831	67%
Non-Hispanic Black	173	7%	22,948	11%
Non-Hispanic Asian	22	1%	12,717	6%
Hispanic	521	20%	28,085	13%

	Columbus Park		City of Des Moines	
	#	%	#	%
Households	**1,107**		**83,916**	
Families	607	55%	48,573	58%
Married-Couple Families	399	36%	31,776	38%
Married-Couple Families with Children	154	14%	13,754	16%
Single-Parent Families	208	19%	16,797	20%
Single-Parent Families with Children	88	8%	10,263	12%
Non-Family Households	500	45%	35,343	42%
Living Alone	464	42%	27,744	33%
Not Living Alone	36	3%	7,599	9%
Population 25+	**1,760**		**139,577**	
Less than High School	209	12%	19,046	14%
High School Graduate	821	47%	42,540	30%
Some College	576	33%	42,768	31%
Bachelor's Degree or More	154	9%	35,223	25%

	Columbus Park	City of Des Moines
Poverty Rate (Individuals)	20.6%	18.1%
Poverty Rate (Families)	16.6%	13.6%
Median Household Income (2013)	$36,942	$45,836
Median Household Income (2017)	$44,514	$49,999
% Change (2013-2017)	20.5%	9.1%

	Columbus Park		City of Des Moines	
	#	%	#	%
Households (Income Determined)	**1,107**		**83,916**	
with Wage Income	770	69.6%	67,113	80.0%
with Social Security Income	407	36.8%	21,188	25.2%
with SSI	114	10.3%	5,265	6.3%
with SNAP	282	25.5%	17,928	21.4%
with Public Assistance	43	3.9%	2,994	3.6%

	Columbus Park	City of Des Moines
Population 16+	**2,015**	**167,529**
In Civilian Labor Force	1,311	118,301
Unemployed	67	7,727
Not in Labor Force	693	49,118
Unemployment Rate	5.1%	6.5%
% Not in Labor Force	34.4%	29.3%

Resident Survey

During January and February 2019, residents, business owners, and other stakeholders in the Special Investment District were surveyed about key issues relating to neighborhood conditions and investment using an online survey instrument. The survey was advertised through bilingual postcards sent to all residential addresses (owner and rental) in the Special Investment District and through promotion by the Columbus Park Neighborhood Association.

A total of 18 completed responses were received, with 94% coming from homeowners. Two-thirds of participants have lived in the neighborhood for 20 or more years. The most common responses to questions about key issues and neighborhood marketability are summarized below.

Top Selling Points

Q3: Identify three characteristics about the neighborhood and/or its housing stock that you see as the top selling points for potential homeowners.

	# of responses
Close proximity to downtown	12
Amenities (Principal Park, Trail, Park, etc.)	7
McKinley School	5
Family Owned Businesses	4
Affordable Homes	3

Homebuyer Deterrents

Q4: Identify three characteristics about the neighborhood or housing stock that you see as the top turn-offs for potential homebuyers.

	# of responses
Run-down, distressed, and vacant houses	13
Condition of Streets	5
Noise	4
Condition and appearance of rental properties	3
Junk & litter	3
Traffic & speeding	3

Issue to Solve

Q5: If you were in charge of making the neighborhood better, what issue would you devote the most resources to solving?

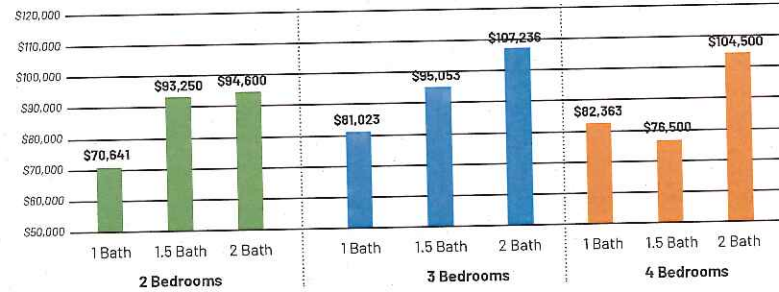|	# of responses
Home Improvement Resources	8
Code Enforcement for Rentals & Blighted Property	4
Repave Streets	4

Home Improvement

Q5: If financial or technical assistance was available to make one improvement that would boost your home's livability or curb appeal, what improvement would you make?

	# of responses
Pave or Repave Driveway	4
Landscaping & Trees	3
Basement foundation and/or waterproofing	4

Housing Stock Profile

Average Assessed Values, 2018

Bedrooms	Baths	Number of Homes	Share of Homes	Ave. Square Ft.	Ave. Assessed Value	% exhibiting distress	Average home age	% owner-occupied
2	1	148	38%	920	$70,641	48%	98	70%
3	1	127	32%	1,155	$81,023	60%	99	80%
3	2	28	7%	1,263	$107,236	39%	73	86%
4	1	27	7%	1,411	$82,363	56%	116	85%
1	1	20	5%	675	$48,575	65%	107	40%
3	1.5	15	4%	1,356	$95,053	33%	92	100%

Source: czbLLC analysis of data from Polk County Assessor and field survey of exterior conditions

Brand Concepts

Brand Goal	Strong Neighborhood Identity That Preserves and Capitalizes on Italian Heritage but Embraces Everyone	
Homebuyer/ Renter Target Market	**Target Market 1 (10%):** Families with Kids 3+ bedrooms 2+ bathrooms Move-in ready; may be interested in both traditional existing homes and new construction townhomes	• Ties to McKinley School • Appreciate Columbus Park as a kid- and family-friendly park • Like proximity to trails for bikes and walking • Belong to a local church
	Target Market 2: (80%) Young Professional Renters Seeking to Buy or Change Rental 2-3 bedrooms 1.5+ bathrooms New construction townhomes and upscale rentals	• Like downtown amenities • May work downtown and like short commute • Like spectacular views of downtown • Tired of renting • May be renting in neighborhood now
	Target Market 3 (10%): 55+ Empty Nesters New townhome or upscale condo/apartment 2-3 bedroom 1.5+ bathrooms	• Don't want to be burdened with rehab or maintenance • Still want to live in an urban, walkable environment • Like downtown amenities and views
Core Brand Attributes	1. Downtown proximity and spectacular views. 2. Little Italy heritage retail district. 3. Outstanding parks and recreational opportunities. Priority for future development: 4. New housing options with modern kitchens and baths, other desirable amenities.	
Brochure Short	Little Italy on the rivers, spectacular views of downtown, affordable single family homes + upscale, modern apartments.	

Draft Brand Statement	For people who want to experience spectacular views of downtown with all the amenities of a real neighborhood, Columbus Park offers the perfect lifestyle. Pop over the bridge for work and downtown events, or stay home and cycle or walk around Columbus Park, a citywide draw for families and friends. Shop in our historic Italian-American businesses and grab a bite in our restaurants. Make your home here in one of our affordable single-family houses with big back yards, or choose an upscale, modern apartment. Columbus Park is home to one of the first Invest DSM Special Investment Districts, so act now and be our neighbor!
Logo	To be developed in 2019-2020

Key Brand Activities Ideas

1. To reinforce "Downtown proximity and spectacular views".

- Extend the DAM to DSM Run over the bridge to Columbus Park
- Hold grand opening event for bike trail completion
- Mayor's Bike Run
- Columbus Park night at Cub Stadium
- Yankee Doodle Pops and Grand Avenue Bridge Fireworks*
- Hold contest and exhibit of photos featuring great views from CP

2. To reinforce "Little Italy heritage retail district".

- Organize retail district events
- Organize 25 Year Anniversary Event
- June Corpus Christi Procession*
- Hold a neighborhood Columbus Day event
- Bocce tournaments
- Gelato Day event

3. To reinforce "Outstanding parks and rec opportunities".

- Hold regular bicycling runs and bicycling meets
- National Night Out*
- Post weekly photos of people having fun in CP on social media and on marketing materials
- Bocce tournaments
- Post photos on social media of St Anthony's track and field events and about team days
- Add grills and tables to park
- Add parking
- Add restrooms and water fountains
- Easter Egg Hunts X 2 (St. Anthony's and Italian-American CC)*
- Enhance park signage to include Neighborhood Association – and get a logo for it
- Install a dog park
- Install artistic bike racks

*already in place

4. To reinforce "New housing options with great amenities".

- Hold "Parade of Homes" tours/open houses of new homes.
- Post all listings of new homes on social media.
- Pay for "bumps" of listings on Zillow and Google searches of new homes in Des Moines.
- Ensure developers have professional marketing materials and professional photos.
- Encourage Realtors to hold open houses for neighbors for new listings before they go on the market to brainstorm promotion to their circles.
- "Meet Your Neighbor" posts on social media featuring new neighbors.
- "Why I Love Columbus Park" stories from new homebuyers in newsletter and social media.
- Open houses for neighbors of existing property rehabs.

Neighborhood Revitalization Plan for the

Columbus Park
Special Investment District

JULY 2019