



IGNITE
VITALITY
Through Workforce Housing

20
21

NEIGHBORHOOD REVITALIZATION PILOT PROJECT PROPOSAL



3D HOUSE PRINTING



LIVING STREET



WIND TREE ENERGY



WAYFINDING



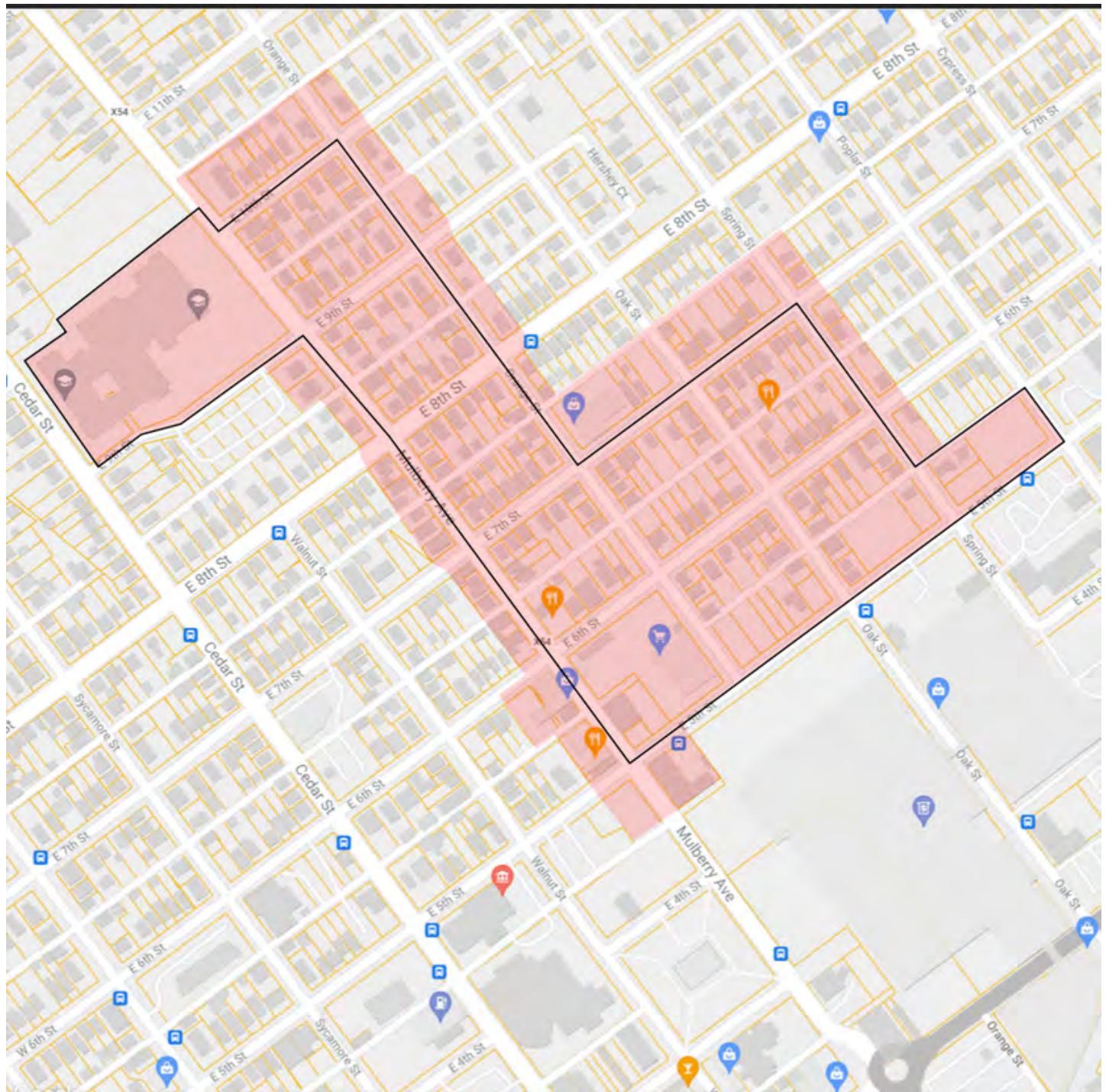
COMMERCIAL FACADE



STORY BOOK SIDEWALK



MULBERRY CORRIDOR
Adjacent to Downtown Muscatine



Targeted Neighborhood Map

Neighborhood Revitalization Pilot Project Proposal

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Neighborhood Revitalization Pilot Project Proposal

Building Blocks To Date

RECENT ACTIVITY

- July 2020 - Neighborhood Study commissioned by the City of Muscatine, Muscatine County, and the Community Foundation of Greater Muscatine.
- March 2021 - Ignite Vitality Housing Summit with speakers Director Debi Durham and Michael Gould, Iowa Economic Development Corporation.
- March 2021 - Housing Plan and presentation by Jodi Royal-Goodwin, Director of the Muscatine Municipal Housing Authority, to a joint meeting of the Muscatine City Council, Muscatine County Board of Supervisors, Muscatine School District Board of Directors and interested community partners.
- March 2021 - Housing Revolving Loan Fund Commitment by the Community Foundation of Greater Muscatine.
- March 2021 - Community Grant-Writer commitment by the City of Muscatine and Community Foundation of Greater Muscatine.
- April 2021 - First meeting of Co-op of nonprofits engaged in housing initiatives, including MCSA, Habitat for Humanity, Rebuilding Together and the Community Foundation of Greater Muscatine.
- May 2021 - Members of the City of Muscatine, Muscatine County, Community Foundation of Greater Muscatine, and Kent Corporation met with IEDA and IFA team members regarding piloting a neighborhood revitalization project in an area adjacent to Downtown.
- July 2021 - City of Muscatine discussed housing policy changes, including adoption of property maintenance codes for non owner-occupied structures and a pilot project to assist LMI (low and moderate income) homeowners.
- July 2021 - Ten properties acquired in target block by Muscatine Center for Social Action (MCSA), non-profit partner, in support of plan goals.
- August 2021 - Hired Community Initiatives Manager to oversee Neighborhood Revitalization Pilot Project.
- September 2021 - Homes For Iowa house delivered and set on 7th and Spring Street, for a first time home owner.
- October 2021 - Muscatine Center for Social Action (MCSA) was awarded \$2.7 million to construct a 15 unit supported housing project in the targeted area. Construction anticipated to start March 2022.
- Projected Fall 2022 - Construction Trade Certificates offered through Muscatine Community College (MCC). Training includes construction, HVAC, and electrical. Certificates will be offered in multiple stopping points. MCC plans to support the local housing plan through this program.

Neighborhood Revitalization Pilot Project Proposal

Vision, Goals, and Target

Vision

Housing Council Focus Areas:

- Development
- Neighborhood Revitalization
- Downtown Catalyst
- Housing Stability

This project will touch all focus areas.

Goals

Anticipated Project Outcomes:

- Enhance and Expand Commercial Development
- Support Workforce Needs
- Enhance Transition to Downtown Corridor
- Improve Walkability
- Create Neighborhood Identity
- Incentivize Home Ownership
- Maximize Quality Housing
- Invigorate Stewardship



Factors for Selection



2020 Neighborhood Housing Study

Recent Mixed Use Development

Potential Nearby Business Partnership

Proximity to Downtown

Greatest Aesthetic Impact

Neighborhood Revitalization Pilot Project Proposal

People and Place

LEADERSHIP, IMPLEMENTATION, AND VOLUNTEERS

01

Leadership: Muscatine County and the City of Muscatine jurisdictions are working in tandem to address the local housing crisis. The Community Foundation of Greater Muscatine and Kent Corporation have also been participating in the creation of the Housing Plan and a Housing Council.

02

Implementation: There is a Muscatine Housing Development Cooperative of non-profit housing partners in place and already in action, including Muscatine Center for Social Action (MCSA), Rebuilding Together Muscatine County, and Muscatine Area Habitat for Humanity. MCSA has taken a leadership role in property evaluation and implementation of the identified neighborhood revitalization plan.

03

Project Managers: Neighborhood Development Coordinator position(s) will provide oversight and management of the revitalization process as well as the related housing council, grant management, and communication with neighborhood residents, landlords, volunteers, partners, and the community.

04

Volunteers: The Muscatine Housing Development Cooperative has 370 unique volunteers available. In addition, it is anticipated that church and business challenges will be developed to create an even greater volunteer pool. Inmates from the local County facility will have the opportunity to participate as well.

05

A 2020 Neighborhood Study commissioned by the County, City, and Community Foundation further supports neighborhood revitalization in this area.

06

The neighborhood identified for the pilot project is two blocks from downtown and five blocks from riverfront activities and attractions. It adjoins the major community thoroughfare, Mulberry Avenue.

Neighborhood Revitalization Pilot Project Proposal

Timeframe and Priorities

PROJECT TIME FRAME

It is anticipated that the project time frame will be 36 months in length. Estimates of component activity timeline:

- Outreach and relationship establishment - 0-3 months
- Evaluation - 1-6 months
- Acquisition - 0-18 months
- Rehabilitation - 6-30 months
- Resale - 12-36 months

PRIORITY

In order to create community visibility and immediate traction, initial activity will be directed to Mulberry Avenue.

Priority will be directed as follows:

1	Communication	4	Façade Repair
2	Acquisition / Rehabilitation	5	Streetscape and Public Infrastructure
3	Business Recruitment & Development	6	Interior Improvements

Neighborhood Revitalization Pilot Project Proposal

Pilot Overview

REPLICABLE MODEL

This pilot and its components are designed and will be documented with the intention to provide a replicable, innovative model for neighborhood revitalization efforts in Iowa. A detailed summary report of partner communication, success, tools, barrier resolution, and impact will be developed; including:

- A white paper summary
- Priority component check sheets
- Best practice communication logs to create an “off the shelf” source manual to inform the development of other neighborhood initiatives.

Rehabilitation metrics will be carefully analyzed for calculative factors and trends that may be formulated as **predictive models for future neighborhood cost projections**. As you will see throughout this pilot proposal, the model will include social, health, education, and economic components.

Implementation phases outlined in the EcoDistricts model of community development protocols will be utilized as a guide for decisioning.

CONCENTRATION

When revitalization money is spread broadly and interspersed across a large geographic area, impact is limited both visually and catalytically. The proposed integrated model of concentrated capital and resource application will accelerate visual and tangible neighborhood impact and spur organic spread and improvement through private investment on adjoining blocks and throughout the neighborhood, amplifying the value of each dollar spent.

COVID MITIGATION

Per the latest available information from the 2010 Census, the identified census tract (508) has a 33% higher number of children (32% versus 24% overall in Muscatine) and a higher percent of black individuals (9% versus 3% for Muscatine). We will be reviewing this information as the Census data is updated.

The neighborhood lies within census tract (508), and as reported at censusreporter.org:

- The average median household income of the census tract is \$44,048, versus \$52,660 for Muscatine.
- 19% of children and 20% of seniors are below the poverty line in this census tract.
- The average household size of 2.9 in this tract is 20% higher than the Muscatine average of 2.5.

All of these factors make stable, healthy housing even more critical for health and equity outcomes.

Neighborhood Revitalization Pilot Project Proposal

Pilot Overview - Continued

WORKFORCE TRAINING

Within this neighborhood's related census tract:

- 11% over the age 25 do not have a high school degree
- 43% have only a high school degree
- 5.4 % have a Bachelors degree or higher, compared to 20% in Muscatine

In addition, there are 75 children under the age of 18 in the identified block.

A household education and employment study will be conducted of neighborhood residents. Ultimately, a concierge service will be made available through a partnership with the local community college and an area non-profit to support advancing education for adult household members interested in upskilling opportunities, including HiSet degrees and certificate programs in highly demanded fields.

Teen students will be connected to education pathway opportunities, through the area high school and community college, as interests are identified. Interested household members, including students, will also be encouraged to participate in construction and revitalization efforts and related mentorship opportunities.

JOB CREATION

Job creation is anticipated in a variety of ways due to the substantive nature of this 3 year project, with significant trade and support workers necessary to meet the schedule of new development and rehabilitation efforts. And, upon completion, it is the intention to move to another dis-advantaged area of the County and replicate the successful process.

Jobs will also be created through the development of micro-enterprises as outlined on page 17. New entrepreneurs, including women and minorities, will be supported in starting and growing their small businesses and further weaving energy and opportunity into the identified target neighborhood.

It is further anticipated, that as abandoned or underutilized commercial space in the area is repurposed or reinvigorated through existing satellite businesses or start-ups, outside of the micro-enterprise model, the accompanying higher client traffic and servicing needs will create job expansion.

The economic stimulus the project produces will organically generate secondary job creation in response to the added workers as they work, spend and live in our community. The connectivity of these workers creates a strengthened social and economic fabric for the entire community.

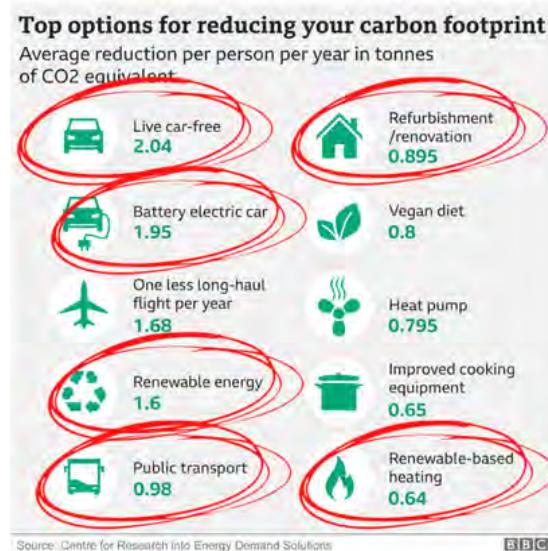
Neighborhood Revitalization Pilot Project Proposal

Pilot Overview - Continued

ENVIRONMENTALLY CONSCIOUS

This Neighborhood Revitalization Pilot Project will emphasize environmentally conscious and eco-friendly products and development. One goal is to demonstrate methods to decrease the carbon footprint of individual components and collectively. This may be achieved using a variety of the following mechanisms:

- Installing wind turbines to generate renewable energy while meeting resident and visitor needs and enhancing the visual aesthetic of the area
- Utilization of heated permeable pavers, improving storm water management and decreasing carbon-producing maintenance activities
- Improving walkability through the use of wayfinding and placemaking
- Decreasing the energy use of 45 houses
- Increasing ridership and utilizing alternative fuel or more efficient vehicles for 2 bus routes that travel through the neighborhood
- Installing a car charging station for use by residents and visitors to the area
- Facilitating solar tax credits savings for commercial properties
- Repurpose usage of materials throughout project
- Plant sapling trees around neighborhood to increase canopy



Energy efficient options will be incorporated in home improvements via improved weatherization, appliance and fixture updates, and evaluation of renewable energy options. Resources and expertise of area partners, including Muscatine Power and Water and Community Action of Eastern Iowa, will be incorporated in revitalization efforts.

Neighborhood Revitalization Pilot Project Proposal

Pilot Overview - Continued

NEIGHBORHOOD COHESION AND BRANDING

The neighbors' input will be collected through surveys and community events using the Heart and Soul methodology the City of Muscatine is implementing to facilitate resident engagement, identify residents strengths, and build community. Based on feedback received and funding available, an urban planner and historical specialist will be engaged to provide insight on shaping facade improvements, aligning branding components, and developing downtown connectivity opportunities around a shared vision.

On a collective level, the opportunity to strengthen relationships with neighbors, influence decisions, and celebrate the neighborhood and community history is expected to enhance social cohesion. As neighborhood residents collectively take on and support revitalization activities cohesion within the informal group will also be bolstered.

On a resident level, the opportunity to have individual voices heard throughout the process, as well as creation of a larger network of relationships within and outside of the neighborhood, should enhance resident leadership and potentially evolve into expanded community engagement and equity.

HEALTH

A "Healthy Homes Program" will be used in homes targeted for rehab. Such a program considers light, air quality, lead and asbestos abatement, installing carbon monoxide detector, etc. to provide the healthiest living environment for the family. These rehab projects will be in addition to broader activities such as neighborhood clean-up, efforts to ensure households have primary care providers and health insurance, or creating service access points.

The walkability of the neighborhood and connectivity to downtown will also be improved and encouraged with additional pedestrian amenities. A pocket park, bike path, and a story book walk will enhance the experience by focusing on mental and personal health.

Neighborhood Revitalization Pilot Project Proposal

Pilot Overview - Continued

HOME OWNERSHIP

There will be some emphasis on improving the homeownership ratio in the target area through targeted capital deployment, down payment assistance, education through the city's homeownership training programs, and partnership with local lending institutions to create a Community Reinvestment Act compliant lending program that includes exception-based credit scores for homebuyers in the targeted neighborhood.

INNOVATIVE HOUSING DEVELOPMENT

With rising housing development costs and constrained construction schedules due to seasonal pressures, the community partners are interested in evaluating and piloting innovative, cost-saving housing development solutions.

At the forefront of this effort is the investigation of using a 3D House Printer, as well as identifying possible support and creation of an indoor, year-around modular housing development and training solution. We would like to collaborate with Iowa State University to partner on innovative housing creation models. Leveraging hemp and related training programs at Muscatine Community College will also strengthen the pilot by integrating and studying the use of hemp strands in the 3D concrete.

PLACE-MAKING

Utilizing the Place Diagram model will foster planned and grassroots place-making. An improved built and social environment will create an inviting pathway into downtown, encouraging economic development and improved vitality along the corridor and in surrounding businesses and gathering hubs.

ECONOMIC

In addition, throughout this multi-million dollar project, each dollar spent will have an economic multiplier effect on the Muscatine community with spending on implementation, sales tax generated, payroll to an expanded construction workforce and project management, and worker spending.

Neighborhood Revitalization Pilot Project Proposal

Public Infrastructure

PUBLIC INFRASTRUCTURE

Infrastructure improvements are intended to enhance the neighborhood, connectivity to downtown, and community vibrancy.

The identified neighborhood is conveniently positioned between the Musser Art Museum and Central Middle School Performing Arts Center to the north and the Musser Public Library and the National Button Museum on the south.

This project will prioritize efforts to create connectivity between these facilities through the neighborhood by enhancing the aesthetics, accessibility, and perception of safety through:

- Neighborhood-wide Wi-Fi installed using meshing connectivity
- A Living Street utilizing permeable pavers, adding garden boxes, and water diversion methods
- Increase planting of sapling trees as part of the living street and throughout the neighborhood
- Street lighting to enhance street safety
- Trees and boulders in the boulevards to help augment neighborhood beautification
- Multi-purpose trail connecting neighborhood elementary school to targeted neighborhood on to downtown and the riverfront
- Wind forest using artificial wind tree turbines in pocket park
- Sidewalk repair
- Wayfinding for children walking to school
- Historical Wayfinding
 - Susan Clark's historic walk to her African American school, preceding the 1867 court ruling allowing her to attend the all-white school
 - The 1st African American AME church west of the Mississippi.
- Reuse and repurpose materials throughout the project as feasible for character and reducing landfill use

\$953,400

Neighborhood Revitalization Pilot Project Proposal

Placemaking

PLACEMAKING

Placemaking means creating places and focuses on transforming public spaces.

The identified neighborhood will be transformed to strengthen the connections between people and these places. Placemaking is centered around peoples needs, desires, and visions.

Placemaking aspects include:

- Local industry themed pocket park
- Art storybook walk from Muscatine Art Center to 5th Street
- Innovative sidewalks/multi-purpose trails that utilize glow-in-the-dark and hydrophobic spray
- Bike checkout
- Tool library

\$1,060,000

Neighborhood Revitalization Pilot Project Proposal

Sampling of Commercial Properties

A SAMPLING OF AREA COMMERCIAL PROPERTIES



Neighborhood Revitalization Pilot Project Proposal

Commercial Advancement

COMMERCIAL ADVANCEMENT

Commercial enhancements will be a significant aspect of this project.

There are 3 blocks of commercial space along the Mulberry corridor on the periphery of the target neighborhood. These areas include a mix of vibrant businesses and vacant buildings. There is an additional commercial property not contiguous to the 3 block corridor within the focus area.

Projects will include up to 10 façade improvements for active businesses as well as supporting the reactivation of dormant buildings by assisting start-up entities through acquisition-rehabilitation of appropriate spaces within the neighborhood. This initiative will further be supported by additional business support through the Chamber and other non-profit organizations recently funded and currently under development.

While not finalized and contingent upon identifying individuals interested in the area, opportunities currently being evaluated include:

- Coffeeshop/distillery
- Deli/Cafe
- Co-working space
- Pop-up shops/artists residence

Other commercial space is being identified to support community services such as incubation space for housing technology initiatives and small business development.

Our focus is on supporting the development of microenterprises and individuals that would qualify as Section 3 entities to start a business or secure employment to improve their personal circumstances.

It is anticipated that the neighborhood infrastructure improvements will increase pedestrian foot traffic and, in turn, the attractiveness of the commercial spaces for potential entrepreneurs.

\$1,110,000

Neighborhood Revitalization Pilot Project Proposal

Micro Enterprise / Economic Development

MICRO ENTERPRISE / ECONOMIC DEVELOPMENT

Support and professional encouragement will be established to encourage entrepreneurs to locate a business within the area. One of these enterprises is anticipated to be focused on enhancing innovative housing ideas. Others will be in support of the commercial considerations listed above.

The housing innovation lab microenterprise would model alternative housing development models such as a 3D printer, structural insulated panels (SIP), WikiHouse, and/or an insulating formwork block for self-building (GABLOK). Partnerships with the local community college and high school training programs will also leveraged.

Partnerships are currently being established to offer expanded entrepreneurial counseling and mentorships to interested parties with emphasis on interested women, minorities and veterans.

Small forgivable loan assistance could be available to businesses starting up. Subsidized start-up costs of 6 micro-enterprises of \$100,000 will be part of the portfolio to assist them to get started.

\$1,470,000

Neighborhood Revitalization Pilot Project Proposal

Community Facilities

COMMUNITY FACILITIES

A Community Performing Arts Center located at the now closed Central Middle School is under discussion. This building is adjacent to the Jefferson Elementary school. This would be primarily funded through a private/public partnership.



Performing Art Center

Construction of a 15 unit Permanent Supportive Housing Project is anticipated within the identified neighborhood. A grant has been awarded to Muscatine Center for Social Action from the Iowa Finance Authority.

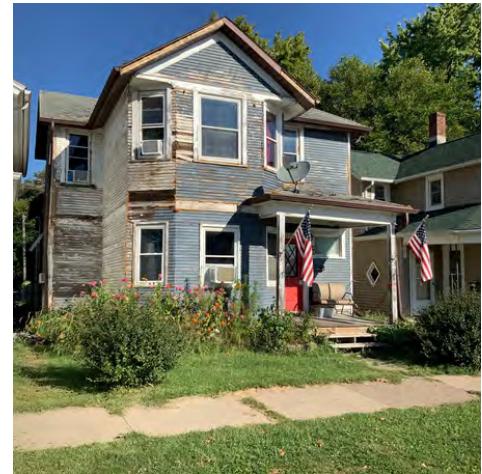
In addition, the following community facilities may be established within the identified neighborhood:

- A community tool library
- A community service center, for services such as housing and self-sufficiency, entrepreneurial supports and education assistance
- Enhancement of community meal sites and outreach center

Neighborhood Revitalization Pilot Project Proposal

Sampling of Area Housing Properties

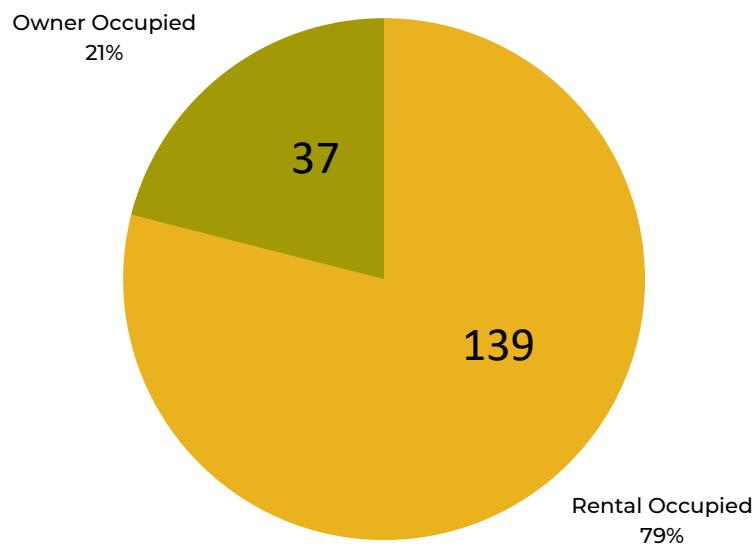
A SAMPLING OF AREA HOUSING



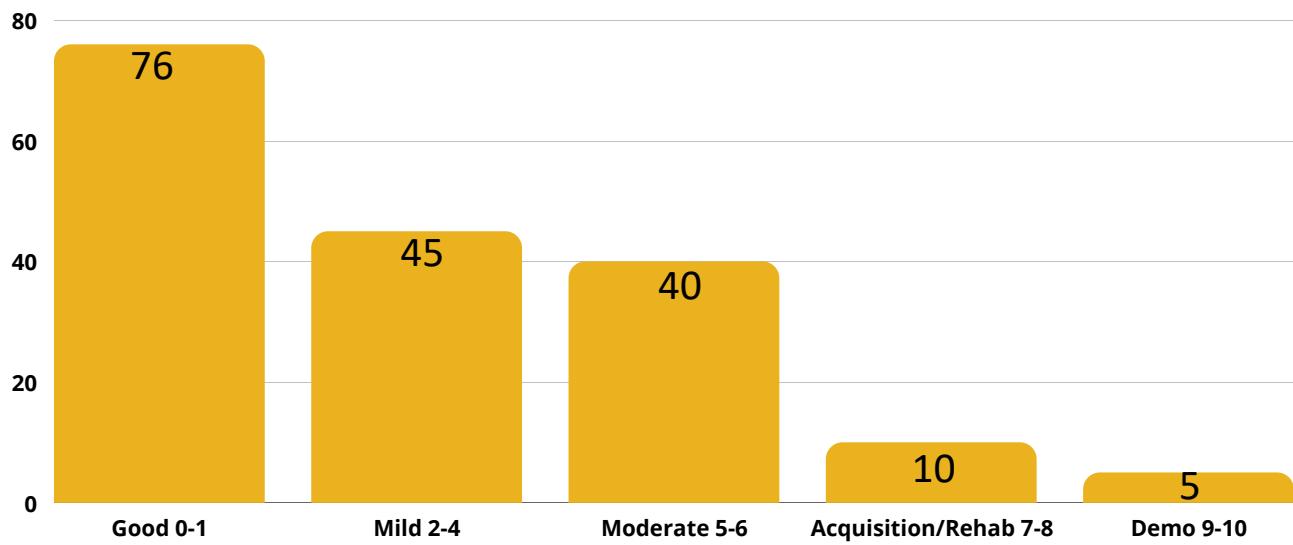
Neighborhood Revitalization Pilot Project Proposal

Neighborhood Home Assessment

PROPERTY OWNERSHIP



CURRENT STATE OF EXTERIOR CONDITIONS



See further information on the methodology included in the Appendix

Neighborhood Revitalization Pilot Project Proposal

Home Improvements

RESIDENTIAL PROPERTY ASSESSMENT

The information gathered within this report is from a walking audit. An exterior assessment of the 176 properties was completed. Of these assessed, 94 houses were identified in need of improvements.

A home-by-home audit will be completed, once the property owner consents to be part of the initial phase of the project.

OWNER EXPECTATIONS

Owner Occupied: The homeowner will be expected to:

- provide sweat equity or service support of the revitalization project, as appropriate
- sign a request for services
- payback 50% of improvements costs if sold within 5 years

Rental: The Landlords will be expected to:

- the goal will be that landlords provide matching equivalent to at least 50% of the project costs
- provide a first right of refusal to current tenants if they sell within 5 years
- pass no more than 50% of the improvement costs on to the homebuyer at the time of sale. (If sold to another landlord, 100% of program funded rehab must be repaid.)

All program income will be reinvested in eligible, future neighborhood revitalization projects.

TAX ABATEMENT

There is a 5 year tax abatement for improvements to homes in this area.

Neighborhood Revitalization Pilot Project Proposal

Home Improvements

NEW DEVELOPMENT

A local property owner is interested in transferring several properties.

Walkability to local industries will lessen the carbon footprint and increased employee retention.

TEAR DOWN AND BUILD NEW

A target of **5** homes has been set for tear down and build-to-new for affordable rental or homeownership:

Acquisition Cost	\$234,429
Demo Cost	\$90,000
Rebuild	\$1,000,000
	\$1,324,429

Neighborhood Revitalization Pilot Project Proposal

Home Improvements

ACQUISITION-TO-REHAB

A target of 10 homes has been set for acquisition-to-rehab for affordable rental or homeownership.

Acquisition Cost	\$713,804
Rehabilitation Cost	\$1,578,150
	\$2,291,954

Legal / tax advice will be made available to landlords to help beneficially structure the sale.

Monies from re-sale will revolve as program income to support future neighborhood revitalization.

HEALTH AND SAFETY

Asbestos assessment and appropriate mitigation will be done on houses that have been identified for renovation. Estimated up to \$30,000 per unit for the necessary testing and mitigation. Anticipated to be performed on 30 houses.

Lead paint assessment and remediation will be done on houses that have been identified as appropriate. Anticipated \$20,000 per unit for necessary testing and mitigation. This will be performed as required on up to 45 houses targeted for some level of rehab.

The City is pursuing additional resources to support lead mitigation activities.

\$1,940,000

Neighborhood Revitalization Pilot Project Proposal

Home Improvements

HOUSING EXTERIOR IMPROVEMENTS

All 176 properties within the neighborhood were evaluated for necessary visual improvements during a neighborhood audit.

Scores ranging from 0-10 were assigned to each property across 4 categories, including facade, roof, foundation and access points, with anticipated cost assigned based on the property score. This methodology is more completely described in appendix-Budget for Neighborhood Revitalization Project.

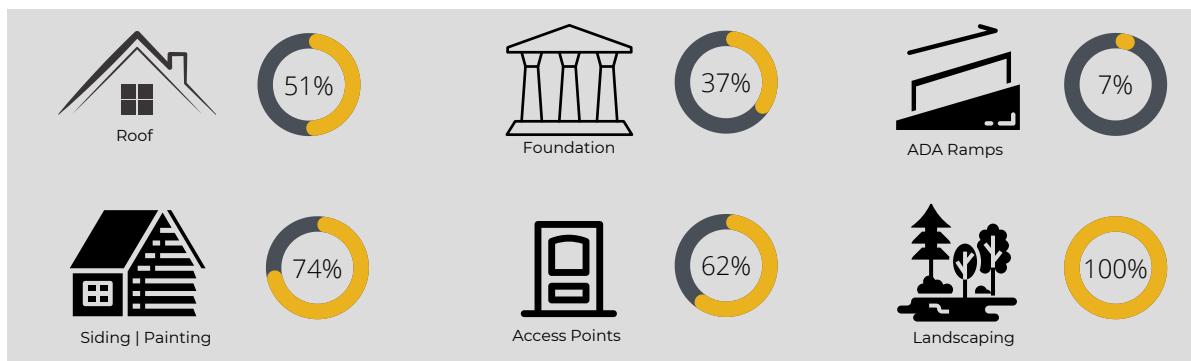
As necessary, 94 identified properties will be considered for the following enhancements:

- Façade
- Roof
- Access Points
- Foundation
- Ramps

In addition, all properties will be eligible for:

- Exterior pressure washing
- Landscaping through a partnership with the Master Gardner's
- Participating in a neighborhood clean up

Façade updates would be intermixed with intentionality to include traditional and urban/modern updates. Estimates are on 45 properties not slated for acquisition.



\$967,300

Neighborhood Revitalization Pilot Project Proposal

Home Buyer Assistance

DOWN PAYMENT ASSISTANCE

Down payment assistance targeted for 15 properties, or 10% of all rental properties in the neighborhood, at an estimate of \$20,000 per property.

\$300,000

The Housing Counseling Program First-Time Homebuyer Education Course, through the Muscatine Municipal Housing Authority, will be required to qualify for down payment assistance. This free 8-hour program is certified by the U.S. Department of Housing and Urban Development and educates potential home buyers on the process to successfully buying and owning a home, including:

- Budget and money management
- Credit awareness and analysis
- How to determine the right home
- Loan pre-approval process
- Selecting a realtor
- Types of loans available

Households completing the program may be eligible for down payment assistance.

Other Mortgage Assistance Support:

Additionally, for eligible persons currently on the Housing Choice Voucher rental assistance program, the Muscatine Municipal Housing Agency is able to help with monthly mortgage payments instead of monthly rental assistance. The mortgage assistance will adjust according to the participants income.

Neighborhood Revitalization Pilot Project Proposal

Communication

COMMUNICATION FORECAST

Communication will be robust, multi-faceted, and targeted to various constituent groups. Direct relationship building will be a focus for the Development Coordinator(s).

Anticipated communication includes:

Entrepreneurial

- Press release
- Communication to area Chambers, entrepreneurial-supporting partners, and local community college on micro-enterprise, business space, and co-working opportunities
- Entrepreneurial fair hosted
- Entrepreneurial meetings hosted
- Entrepreneurial webpage established

Housing

- Kick-off press release
- Targeted letter regarding neighborhood housing opportunity
- Housing facilitator home-by-home communication
- Neighborhood engagement using "Heart and Soul" model
- Neighborhood clean-up
- Block party and press conference
- On-going public notifications
- Extensive home-by-home audit
- Neighborhood Revitalization webpage
- Monthly neighborhood newsletter updates

\$10,750

Neighborhood Revitalization Pilot Project Proposal

Coordination, Contingency, & Project Total

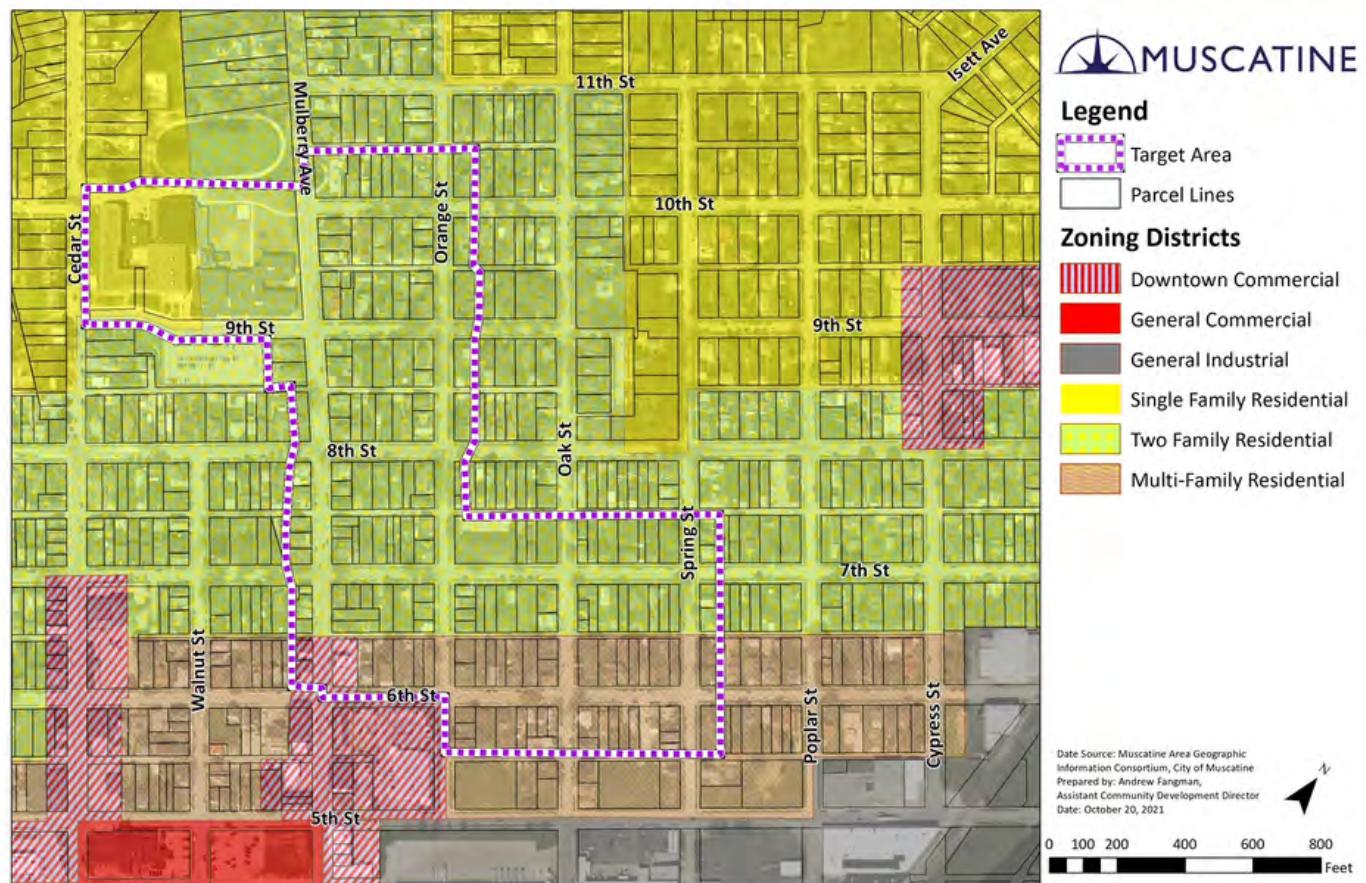
PROJECT COORDINATION

Neighborhood Development Coordinator position(s) will be filled to provide oversight and management of the revitalization process as well as the related Housing Council, grant management, and communication activities with neighborhood residents, volunteers, partners, and the community. Cost calculated as up to \$90,000 in salaries annually, including benefits.

\$270,000

Neighborhood Revitalization Pilot Project Proposal

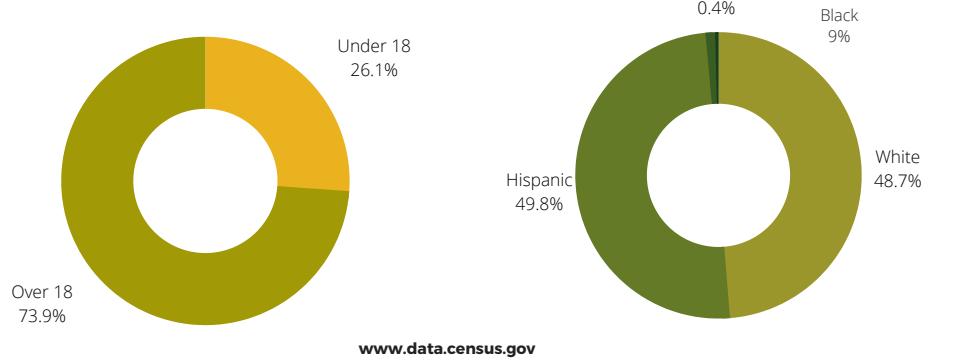
Appendix - Current Land Use & Zoning



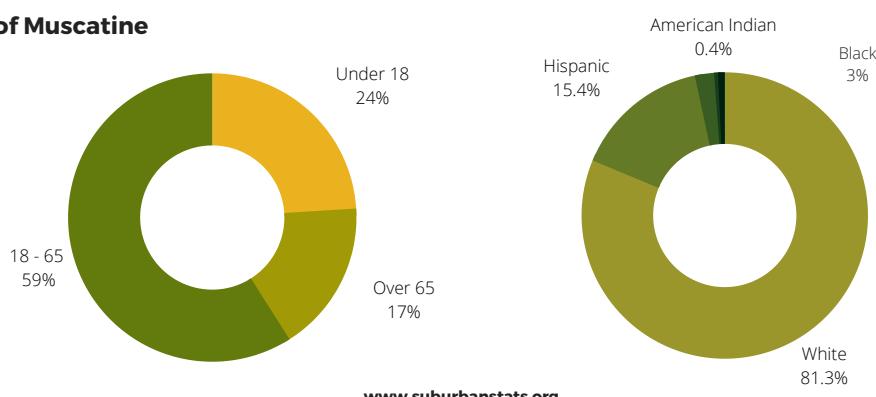
Neighborhood Revitalization Pilot Project Proposal

Appendix - Demographics

Mulberry Corridor-Adjacent to Downtown Muscatine



City of Muscatine

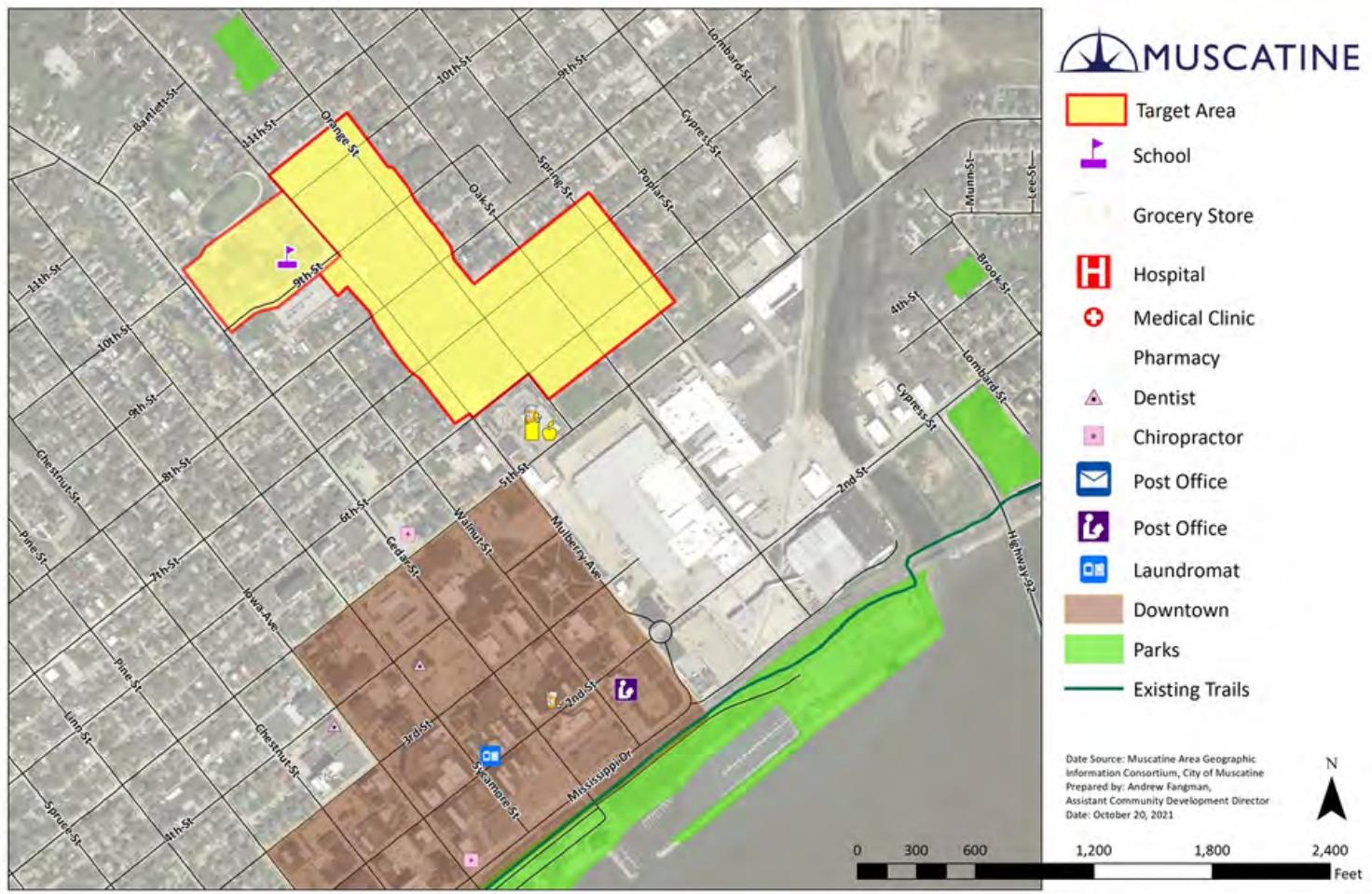


Target Area

Total Pop:	287
Properties:	176
Under 18 years old	75
White Alone:	133
Hispanic:	136
Black:	3
Asian:	1

Neighborhood Revitalization Pilot Project Proposal

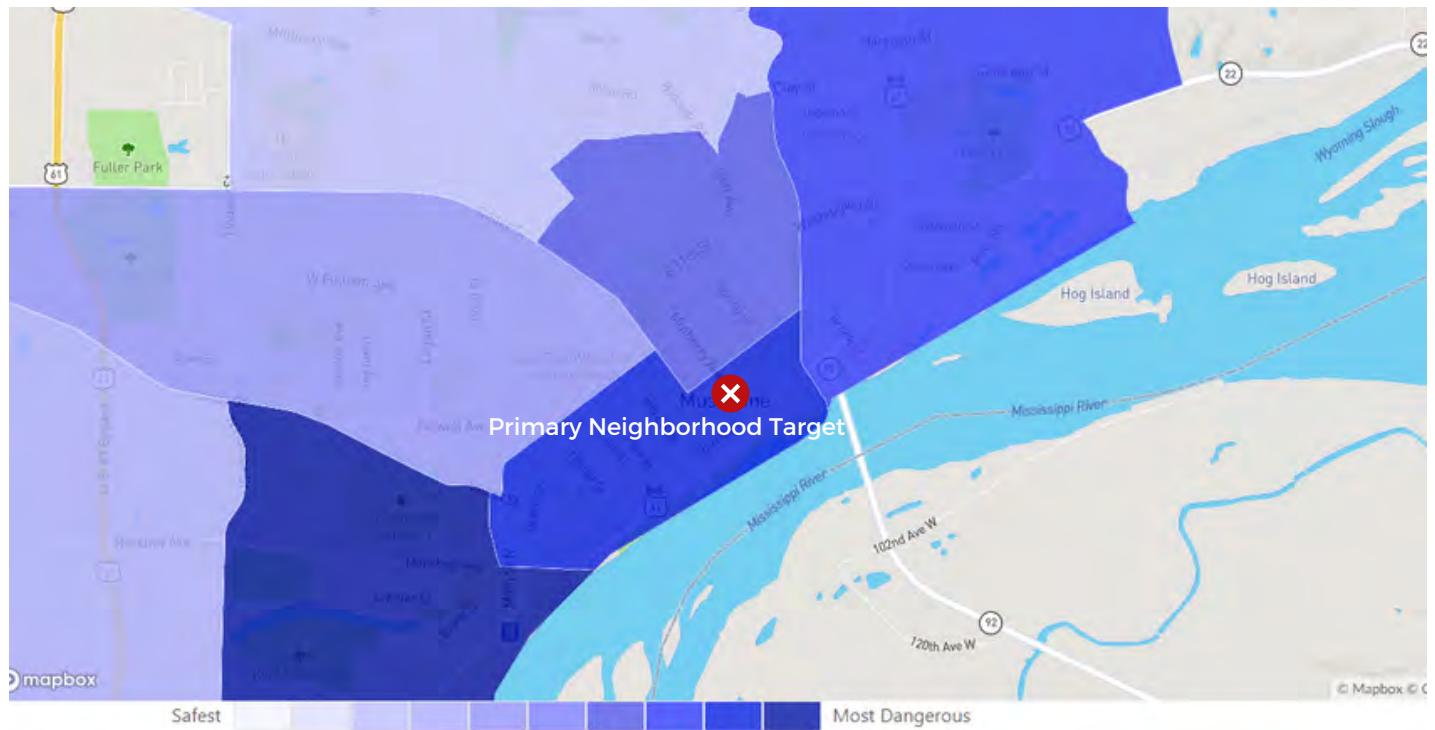
Appendix - Amenities



Neighborhood Revitalization Pilot Project Proposal

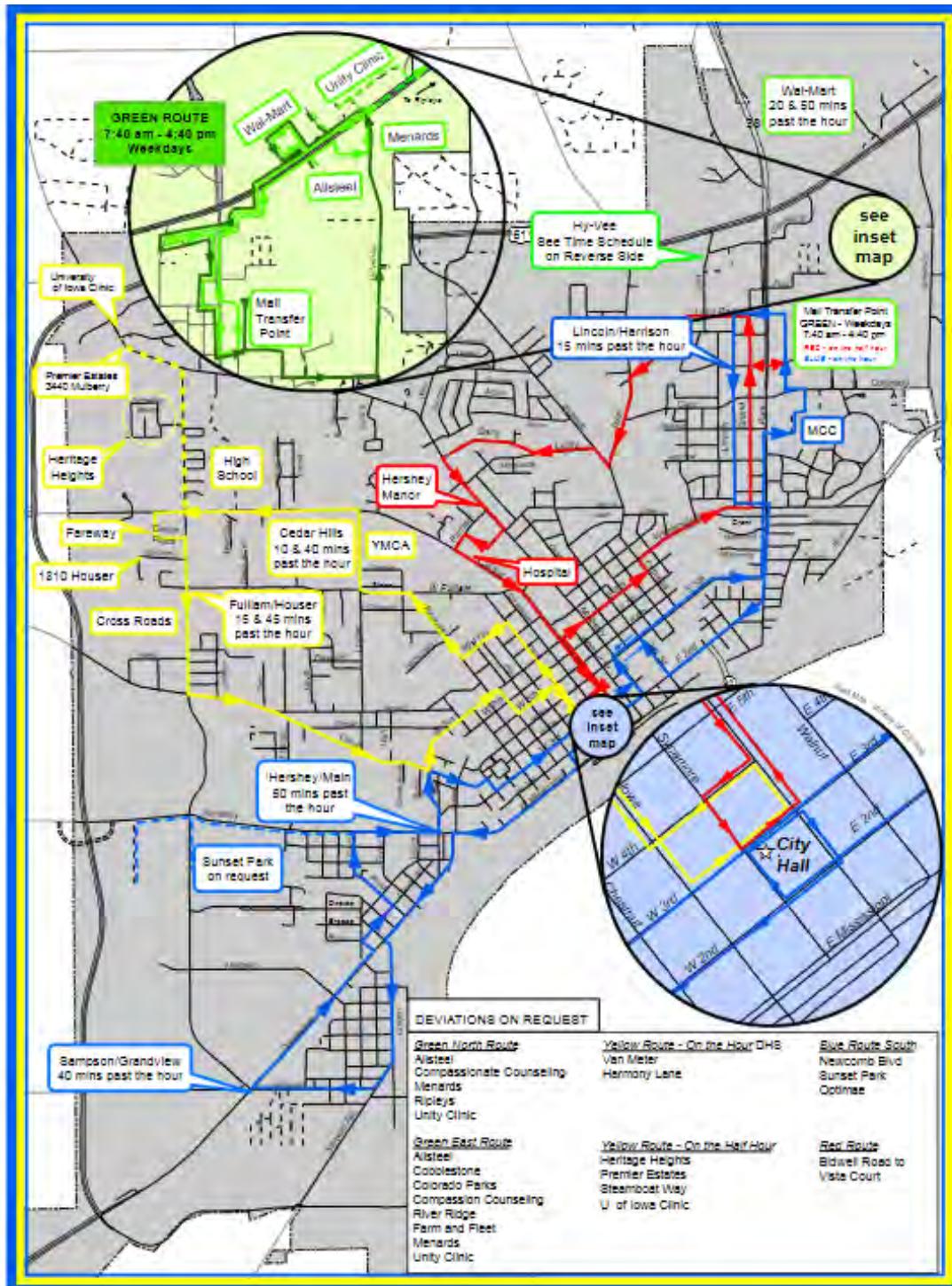
Appendix - Crime Rates

Muscatine Crime Rates according to www.neighborhoodscout.com.



Neighborhood Revitalization Pilot Project Proposal

Appendix - Bus Routes



Neighborhood Revitalization Pilot Project Proposal

Appendix - Trail Access

