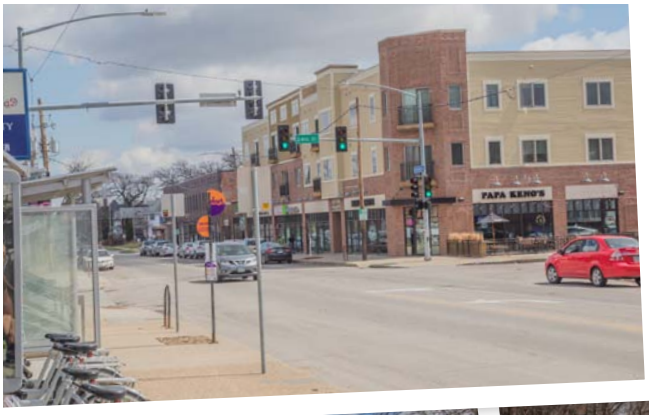

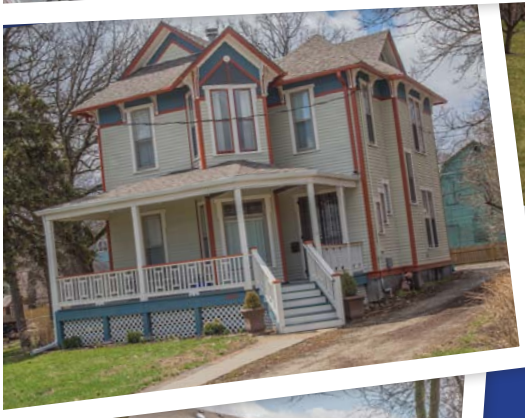

Neighborhood Revitalization Plan for the

Drake Special Investment District

ADOPTED JULY 2019

CITY OF DES MOINES

czb

Prepared for the City of Des Moines by czbLLC

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Introduction

In the quality and design of its built environment, the Drake neighborhood conveys an aspiration to create something valuable and lasting—a place where people for generations to come would feel elevated by their surroundings.

The solid homes with artful details, the dimensions of Kingman Boulevard, the buildings and lawns of Drake University, the towering oaks at Drake Park, and many other traits speak to this intention.

These qualities are a key part of Drake's recent reemergence as a neighborhood of choice after periods of tumultuous change. During the second half of the 20th Century, the construction of I-235, the region's suburbanization, and rising rates of poverty and crime all contributed to disinvestment in housing and infrastructure, declining conditions, and a poor image that ensured still further decline.

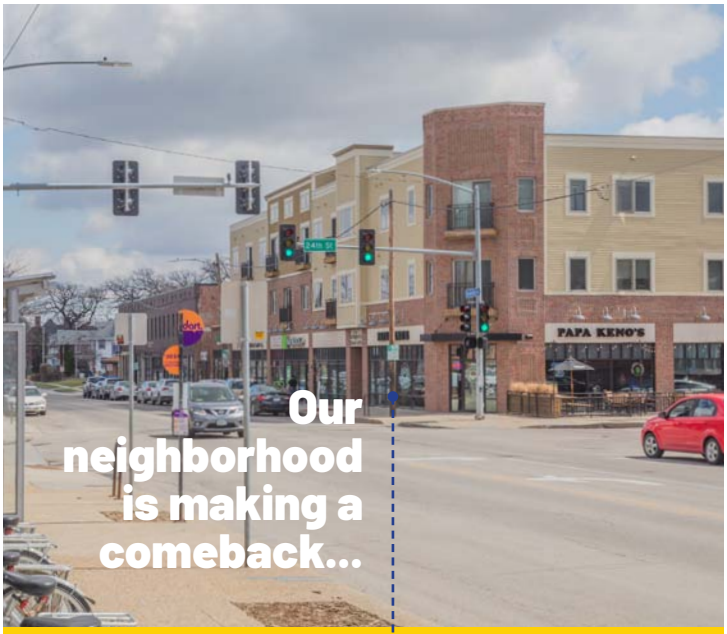
Today, investment in the housing stock is on the rise, improvements to streets and parks are being planned and made, and transformational growth along University Avenue is taking shape. At the same time, the scale of deferred maintenance in the housing stock after decades of neglect is considerable, as is the cultural and socioeconomic gap between homeowners and renters in what is now one of the city's most diverse neighborhoods by income, race, and ethnicity.

As the neighborhood plots a path forward, it is embracing what shaped the neighborhood's development more than a century ago—an ethos of quality and community—as a solid foundation for the future. But it also recognizes that embracing diversity through inclusion and bridge-building will be a crucial part of its success. **This plan provides a framework for revitalization that builds on the neighborhood's heritage, momentum, and diversity.**

We are a diverse neighborhood with a strong neighborhood association...

How can we persuade more neighbors to step up and get involved?

What can we do to make our leadership and activities a truer reflection of the neighborhood itself?



Our neighborhood is making a comeback...

What will it take for this momentum to reach a critical mass of our deteriorated homes?

How do we keep this momentum going?

How can we preserve affordability for vulnerable households?

We are a walkable place with places to walk to...

How can we give people more reasons to walk to Dogtown or Drake Park?

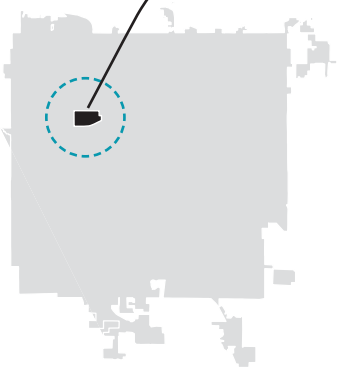
What can we do to communicate that walking in Drake is fun, safe, and makes the neighborhood friendlier?

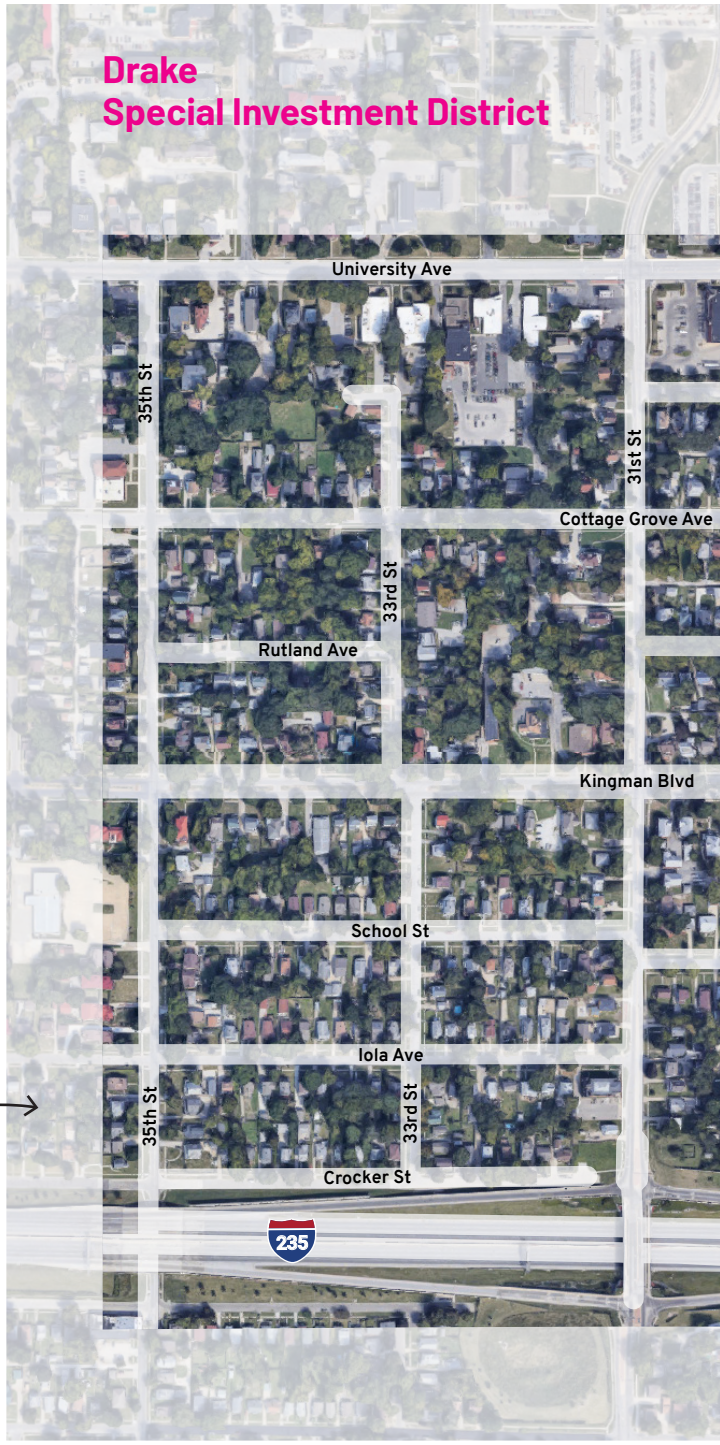
Planning Process Overview

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 Drake bounded by Drake Park and 24th Street to the east, University Avenue to the north, 35th Street to the west, and I-235 to the south.





This plan for the **Drake 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, Columbus Park, 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 Drake 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 Drake, deriving from the Drake Neighborhood Association's mission statement, serves as a guiding vision around which the outcomes and actions in this plan are arranged.

"The Drake Neighborhood is one of the oldest, largest, and most diverse neighborhoods in Des Moines. Anchored by its namesake, Drake University, it is minutes from downtown Des Moines, home to beautiful boulevards, mature trees, established churches, and a unique mix of turn-of-the-century homes and apartments.

Many amenities are within walking and cycling distance: a world-class university, locally owned restaurants and specialty shops, and downtown workplaces and amenities. Best of all, our neighbors come from all walks of life and take pride in our vibrant, friendly sense of community and fun events."

Drake Neighborhood

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 Drake neighborhood 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

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.

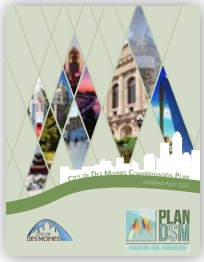
NEIGHBORHOODS OF DES MOINES

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 the Drake neighborhood'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.

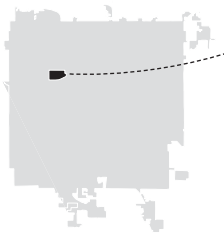
A central finding of this market analysis was the extensive size of the "middle" market types—types 3 and 4 in the adjacent chart. These markets are dominated by homes that are in average condition—showing signs of neither distress nor evident pride of ownership.

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 Drake 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.

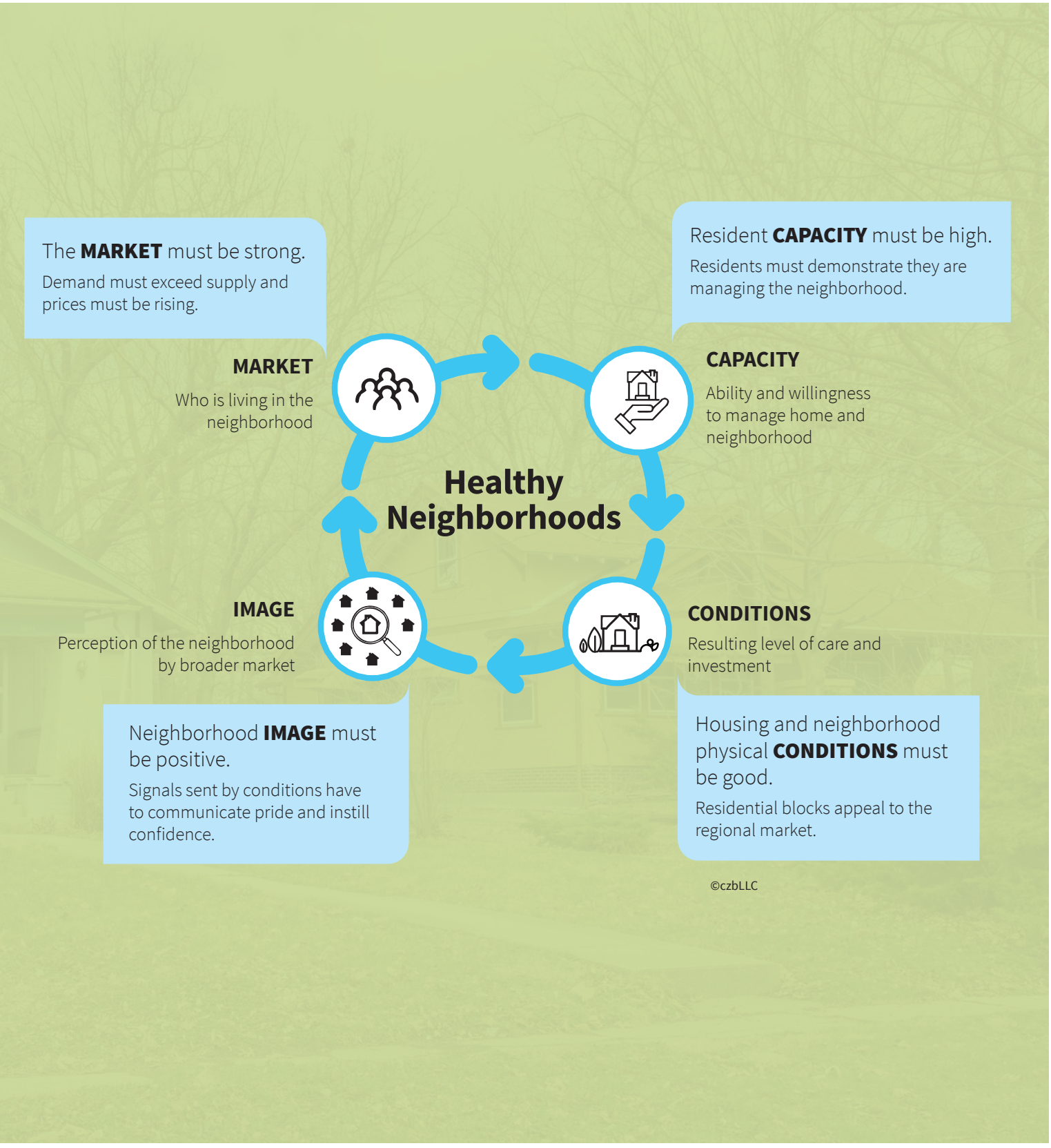
Defining a Healthy Neighborhood

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 the Drake neighborhood and its Special Investment District stand today and the type of work that is most likely to make them healthier.

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 the Drake area, 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 Drake today and provide guidance on where and how to intervene.

Assets and Strengths

Historic & Diverse Housing Stock	Historic homes of varied styles from the late 19th and early 20th Centuries are complemented by a wide range of rental options.
Drake University	The student body, cultural & educational offerings, and the campus itself contribute vitality and character to the neighborhood.
Resident Diversity	Drake is one of Iowa's most diverse neighborhoods in terms of income, age, race, and household types.
Active and Engaged Residents	A strong and well-organized neighborhood association reflects a level of resident leadership that is one of the highest in Des Moines.
Location & Amenities	Access to Downtown, I-235, and a wide range of amenities—including retail and restaurants in Dogtown and the Roosevelt Cultural District—make Drake one of the region's most convenient neighborhoods.
Affordable and Up-and-Coming	The neighborhood's market has been improving but is still affordable compared to markets with similar housing and location qualities—such as Sherman Hill.
Great Streets and Trees	The mature tree canopy, Kingman Boulevard, Drake Park, and historic homes all make the neighborhood one of the city's best-designed urban spaces.
Walkability	The neighborhood's design and the fact that there are places to walk to and interesting things to see make it very walkable, which contributes to a sense of neighborliness.

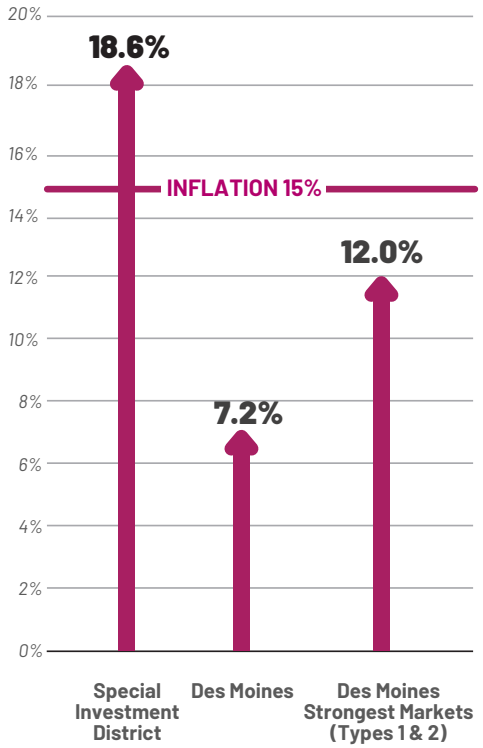
Key Trends and Issues

#1 The housing market is performing well, but high levels of disinvestment are visible and remain a vulnerability.

Property values have been beating inflation and outperforming most other city markets

In current dollars (not adjusted for inflation), the average assessed value of single-family homes and duplexes in the Special Investment District rose by 18.6% between 2010 and 2018, from $111,748 to $132,543. This rate of growth was much higher than growth citywide and even the collective growth rate of the city's strongest markets. In fact, the average assessed value went from being $11,000 lower than the citywide average in 2010 to slightly above the average in 2018. All of this is indicative of a market where supply and demand are beginning to find a balance after years of destabilizing imbalance.

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

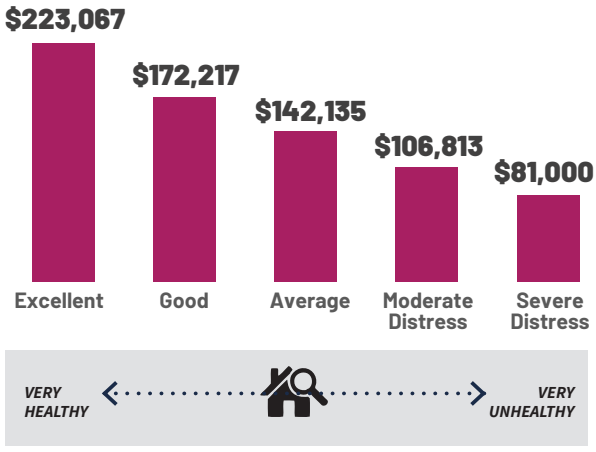


Source: czbLLC analysis of Polk County assessment database

Housing prices demonstrate the potential for a healthy return on investment by homeowners

Pricing patterns in the Special Investment District also demonstrate that the market is strong enough to reward homeowners who invest in their properties with higher equity and sales prices. Average sale prices between 2016 and 2018, for example, show that homes in 'good' condition (based on an exterior condition survey in late 2018) sold for 21% more than homes in 'average' condition. And homes in 'excellent' condition sold for 57% more than homes in 'average' condition.

Average Sale Price by Exterior Condition Survey Score, 2016-2018

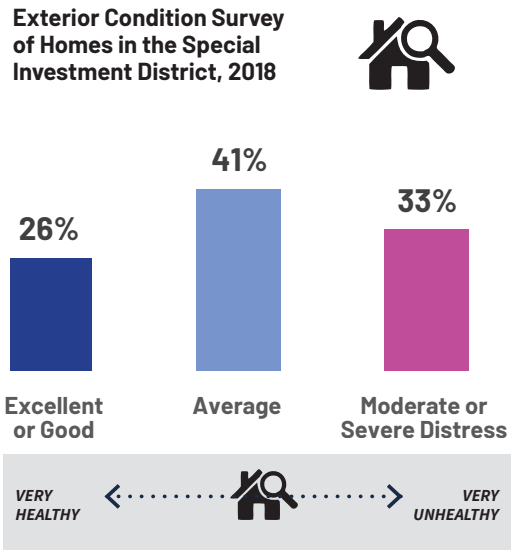


Source: czbLLC analysis of MLS sales data and 2018 exterior condition field survey

A large share of the housing stock is still suffering from years of deferred maintenance and neglect

Despite the positive market signals of recent years, previous decades of weak demand and lagging values are still visible in the Special Investment District's large contingent of distressed properties. The 2018 field survey of exterior conditions found that fully one-third of properties exhibit tell-tale signs of disinvestment—a share that was greater than the 26% of homes that exhibited clear pride of ownership and healthy maintenance routines.

Because the distressed properties are so numerous and are scattered throughout the neighborhood, almost every block has a property that looks to be in trouble and that has the potential to negatively influence investments decisions make by surrounding property owners or prospective homebuyers.

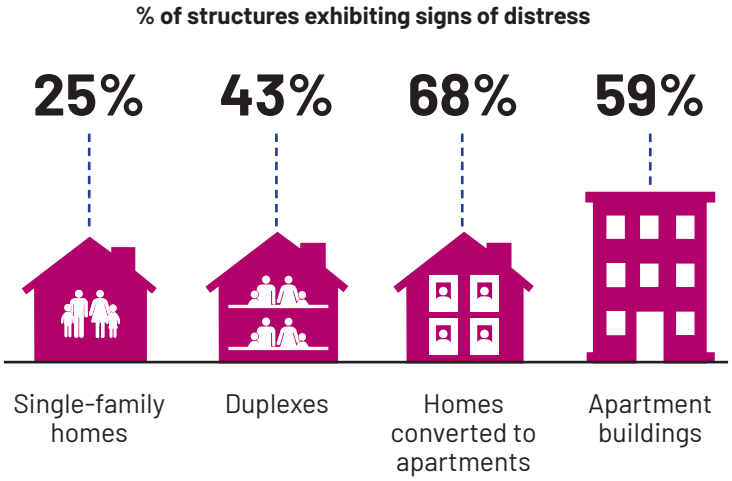


Source: 2018 exterior condition field survey by City of Des Moines and czbLLC

Rental properties make up a disproportionate share of distressed properties and are a chronic quality of life and image problem for the neighborhood.

Drake's Special Investment District has a very diverse housing stock, with many single-family homes as well as duplexes, large homes that have been converted into an average of five or six apartments, and mid-sized apartment complexes with 10 to 20 units.

The share of properties in distress varies considerably among these housing types, from 25% of single-family homes, to 43% of duplexes, 68% of homes converted to apartments, and 59% of apartment buildings. Rental licensing and code enforcement, on their own, have not been enough to elevate many of these rental properties to conditions or standards above the bare minimum required for safe habitation. Special financing tools and partnerships will be necessary for this to change and for conditions to improve significantly.



Source: 2018 exterior condition field survey by City of Des Moines and czbLLC

#2 Resident leadership has been strong for years, but broadening the base of engaged and involved residents has been a struggle.

A strong neighborhood association has lulled some residents into complaisance

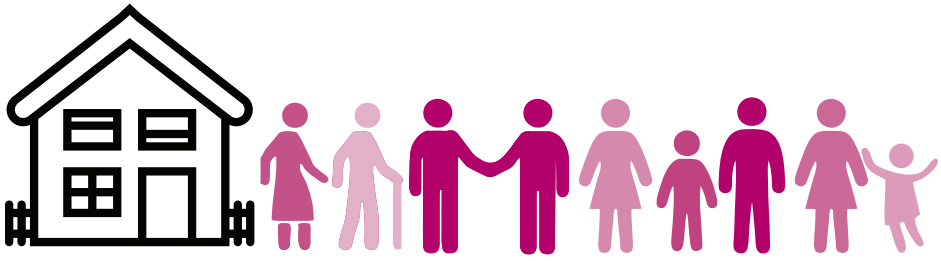
Drake has one of the strongest neighborhood associations in the city, with a history of skillful volunteers who successfully manage neighborhood communications, activities, and projects. This level of competence has given the impression to some that the association has paid staff. To others, this competence is a signal that they can sit back and rely on the association without having to get involved because it's doing fine without them.

A high-functioning neighborhood association is never something to take for granted. Turnover happens as residents move or get too busy to continue volunteering. Volunteer burn-out can happen if there are too few hands on deck. Continuous cultivation of new volunteers and leaders will be critical to maintaining an effective association.

Diversity requires attention

The population of Drake's Special Investment District is nearly 50% non-white, but most residents who are actively involved in neighborhood management and planning are white homeowners. This fact is frequently observed, but broadening both the size and the composition of the base of engaged residents has been a challenge.

Boosting City support and training for neighborhood associations—including around volunteer recruitment and diversity—will be important to making progress around inclusion. And, owing to the patient process of relationship-building that this demands, progress will also require time and commitment.



#3

The Dogtown business district has a surprisingly weak identity and presence for a college neighborhood's Main Street.

No clear brand or identity communicated by the business blocks on University Avenue

Currently, a newcomer traveling along University Avenue does not recognize the blocks between 23rd and 25th as constituting a special place with a clear identity. And unless they peer through the windows of Mars Café or Papa Kenos Pizza and see crowds of 20-year-olds, they might not even guess it's a business district serving a university.

Limited sense of connection to Drake University

Dogtown is one of the few neighborhood business districts in Des Moines with a captive audience at its doorstep. This is a critical asset for the district—and for the university—that neither seems to be tapping to its full potential. Although the university crowd is somewhat seasonal in nature, it's a reliable customer base to be cultivated by smart businesses in addition to building a wider base. For the university, a charming "Main Street" steps away from campus has considerable potential as a recruitment and retention tool for students, faculty, and staff.

Near-term projects could lead in a new direction

The designation of this area as a federal Opportunity Zone is already spurring development and investment interest. This presents an opportunity to cultivate a strong and cohesive identity for the district as development occurs and infrastructure is improved.

#4

Negative image of the neighborhood persists in the region's mind.

Long association with urban decline in Des Moines

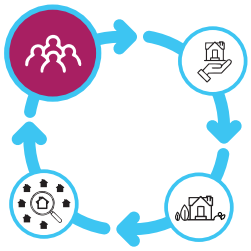
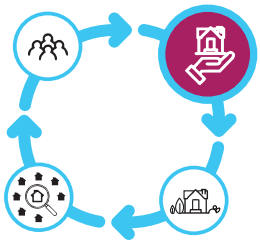
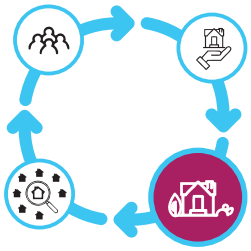
The final decades of the 20th Century were not kind to many of Des Moines' neighborhoods, but few became as synonymous with that decline—especially in the region's media narrative—as the Drake neighborhood. It was not an unwarranted association to make, but Drake's poster child status for urban disorder lingers in a way that will affect the neighborhood's image even as the market strengthens and conditions improve—and despite the growing gap between the neighborhood's image and the reality experienced by its residents.

Patience and coordination will be needed to transform perceptions

Image doesn't change overnight, especially when a few generations have been hard-wired to have a negative reaction to the Drake neighborhood. But a transformation is possible with the right message reinforced by tangible improvement.

Addressing the nearly one-third of residential properties in the Special Investment District that are distressed and act as negative billboards will be a significant part of an image overhaul. So will boosting the level of activity in Drake Park, the visibility of pedestrians and cyclists, and the sense of place and vibrancy in Dogtown—all of which can contribute to greater confidence in the neighborhood as a safe and active place.

Recent efforts by the Drake Neighborhood Association to formalize a brand (reflected in this plan's brand and vision statement) will be especially important to communicating an updated narrative that reflects Drake's strengths and its ongoing improvements. "Friendly" will be a key word to emphasize to convey growth in resident engagement and sense of safety.

	Where are we now?	What will it take to make progress toward a strong market?
MARKET 	The market is stronger now than it has been in decades, thanks to a strong regional market and the unique combination of characteristics that Drake offers and that are increasingly in demand. The deteriorated state of many properties, however, is limiting stronger demand.	Intervention to help cover the gap between the cost of fully upgrading historic properties and their projected market value will be needed to accelerate improvements to the housing stock.
CAPACITY 	Currently high levels of resident leadership capacity are vulnerable to turnover owning to a volunteer base that is small and much less diverse than the neighborhood itself.	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. Similar training can also assist with making the volunteer base more diverse.
CONDITIONS 	Few parts of Drake's Special Investment District are in consistently good condition, with blight present to some degree in much of the area. Conditions in the Dogtown Business District also leave a hit or miss impression.	Sustaining recent market improvements will help boost conditions over time, but so will explicit promotion of higher standards such as celebrating homes that are models for high-quality renovation and historic preservation. Promoting and assisting renovations to problematic rental properties will also help.
IMAGE	The portrait of Drake as a declining and unsafe place lingers in the region's mind, making image a lagging indicator of the neighborhood's health.	Being disciplined and patient with the neighborhood association's well-conceived branding efforts will be important, along with progress on the market, capacity , and condition factors. Making Dogtown feel like a special place will also boost neighborhood 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 Drake neighborhood's 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

This is how progress will be measured. 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.

Historic Charm: Beautiful turn of the century homes, tree-lined streets and the stately Kingman Boulevard

Diversity: Homes of all sizes and price points, people of all kinds, and one-of-a-kind locally-owned businesses

Eclectic and Fun: Great neighbors and unique community events

Home to Drake University: Premier university with a vibrant campus offering events and cultural activities

The Drake Neighborhood is one of the oldest, largest, and most diverse neighborhoods in Des Moines. Anchored by its namesake, Drake University, it is minutes from downtown Des Moines, home to beautiful boulevards, mature trees, established churches, and a unique mix of turn-of-the-century homes and apartments.

Many amenities are within walking and cycling distance: a world-class university, locally owned restaurants and specialty shops, and downtown workplaces and amenities. Best of all, our neighbors come from all walks of life and take pride in our vibrant, friendly sense of community and fun events.

Housing stock exhibits pride

Dogtown is a destination

Brand is clear and consistent: Historic, Diverse, Safe

Real estate market is thriving and diverse

People walk and bike on beautiful streets

There is social cohesion to tap into

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 at least three target markets that value the housing stock and amenities that Drake 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	Young Professional Families $200,000-250,000 Price Range	DINKs + Dogs (DINK=Double Income No Kids) $150,000+ Price Range	55+ Downsizers
Home needs	3+ bedrooms 2+ bathrooms Move-in ready	2-3 bedrooms 1.5+ bathrooms Some rehabbers; some move-in ready	New townhome or upscale condo/ apartment 2-3 bedroom 1.5+ bathrooms
Characteristics and Needs of the Target Market	• Young professional 2-person households about to start family; may be Drake alums or faculty/staff • Young professional households with 1-2 kids; attracted to another neighborhood institution such as Cottage Grove Church	• Primarily 25-40 age range, but some over 55 • May be associated with Drake University as current faculty/ staff or alum • Want a yard for dog(s) • Want urban, cool, historic	• Don't want to be burdened with rehab or maintenance • Still want to live in a hip, urban, walkable environment • May participate in Drake University continuing education opportunities

Other possible target markets to explore:

Who is the market for the smaller homes?

Young single and double households $100,000-$150,000 home that is move-in ready.

Immigrant/ refugee collective households.

There is anecdotal evidence that the Nepalese refugee community lives in larger apartment buildings in Drake. Their rent is subsidized for six months, then they leave, pool resources, and buy a $250,000 house outside the neighborhood.

The outcomes that the Drake neighborhood 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

Housing stock exhibits pride	Dogtown is a destination	Brand is clear and consistent: Historic, Diverse, Safe
WHAT WE MEAN BY THESE OUTCOMES		
• Owner-occupied and rental housing shows curb appeal and pride • Improved homes inspire others to improve and invest • Trash in alleys and yards is rare • You can't tell that rentals are rentals • Affordable housing doesn't look cheap • Blighted homes are a small fraction all homes	• A great mix of businesses, entertainment, and activities • The University corridor attracts businesses, restaurants, and shops that are citywide destinations • A strong lineup of local businesses • Strong commercial/mixed-use year-round activity	• Signature events are embraced • An image of safety is projected through fun activities and friendly neighbors • Diversity is celebrated • Historic charm is celebrated • People identify Drake as a vibrant community AND home to Drake University
BASELINES - Where are we now?		
% of residential structures in excellent or good condition: **Baseline: 25% (2018)** **Target: 45-50% by 2029**	% of storefronts that are vacant, transitional, or ambiguous: **Baseline: 16% (2019)** **Target: 10-12% by 2024**	
	Dogtown's identity is visible and positive: **Baseline: Dogtown does not project a cohesive identity; sense of place is not strong** **Target: Dogtown's identity as a commercial district becomes established, recognizable, and strong by 2022**	
	Outsiders view Dogtown as a destination: **Baseline: An outsider does not recognize Dogtown as a unique place with a citywide or regional customer base** **Target: Dogtown is widely viewed as a destination commercial district in the region by 2025 for its strong businesses and sense of place**	
Measurements to Begin Collecting and Tracking in 2020		
	Prevailing lease rates for commercial space	Attendance at organized events
		Communication from the Neighborhood Association is aligned with the brand and reinforces core brand

Real estate market is thriving and diverse	People walk and bike on beautiful streets	There is social cohesion to tap into
• Historic homes are restored to single-family uses • High quality rentals exist at a range of incomes • Family households are attracted as well as single-person households • Growth in owner-occupancy • Rentals and smaller houses are assets as affordable options • Homes for sale are on the market for less time than the DSM average • When homes with long-time owners go on market, they are snapped up by young buyers willing to fix up • Investors buy to fix and flip, not rent and run down	• Drake Park's appeal as an activity center and walking destination is enhanced • Crime does not detract from walking and biking • Neighborhood beautification is a widespread practice that does not rely completely on organized volunteers	• There is diversity in neighborhood leadership • Diverse neighbors engage with one another on making the neighborhood better for all • People are out walking – eyes are on the street and informal engagement in public spaces is common

Average assessed value of single-family homes and duplexes: **Baseline: $132,543 (2018)** **Target: Maintain pace with inflation through 2029**	
Building permits issued per 100 properties: **Baseline: 6.4 (2017-2018)** **Target: Sustain a biannual rate of at least 8.0 between 2020 and 2029**	
Owner-occupancy rate of single family homes and duplexes: **Baseline:69%** **Target: Rise to and stabilize around 75% by 2029**	
Median rent as a % of median renter income: **Baseline: 24% (2017)** **Target: Maintain below 30%**	
Share of days at Drake Park with active programming between June and September	Number of active neighborhood association volunteers Future activity
Residents report feeling safe walking throughout the neighborhood	Presence of a pipeline of emerging leaders Future activity

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 Drake 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 Drake Park.

SPECIAL INVESTMENT DISTRICT

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

ACTIONS	Most directly influenced outcomes: Housing stock exhibits pride	Dogtown is a destination	Brand is clear and consistent: Historic, Diverse, Safe	Real estate market is thriving and diverse	People walk and bike on beautiful streets	There is social cohesion to tap into
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			✔			✔
Finalize and implement Cottage Grove Triangle beautification and maintenance program					✔	
Establish aneighborhood dog park					✔	✔
Tie existing or new neighborhood pride activities to core brand attributes			✔			✔
Expand awareness of and appreciation for area's historic architecture	✔		✔			
Establish a Neighborhood Business District Resource Team		✔				
Develop and implement a stronger identity for Dogtown		✔				
Create new financing tools to support improvements to commercial properties in Dogtown		✔			✔	
Create new financing tools to stimulate improvement to owner-occupied and rental housing that enhance condition, marketability, and property values	✔			✔		
Make blighted nuisance properties a priority for rehabilitation (or demolition when necessary)	✔			✔		
Perform strategic code enforcement activities	✔			✔		
Activate Drake Park more routinely to promote sense of neighborhood safety, walkability, and vibrancy					✔	✔
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.

CITYWIDE

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

Neighborhood outcomes advanced

Housing stock exhibits pride

Real estate market is thriving and diverse

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 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.

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.

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

Housing stock exhibits pride

Real estate market is thriving and diverse

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 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.

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.

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

Brand is clear and consistent: Historic, Diverse, Safe

There is social cohesion to tap into

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

NEIGHBORHOOD

Finalize and implement Cottage Grove Triangle beautification and maintenance program

Neighborhood outcomes advanced

People walk and bike on beautiful streets

What problem or opportunity does this respond to?

The triangle at the eastern end of Kingman Boulevard is an opportunity to create a strong gateway and focal point, as well as demonstrating and building neighborhood collaboration skills.

What work will this entail? What are the outputs?

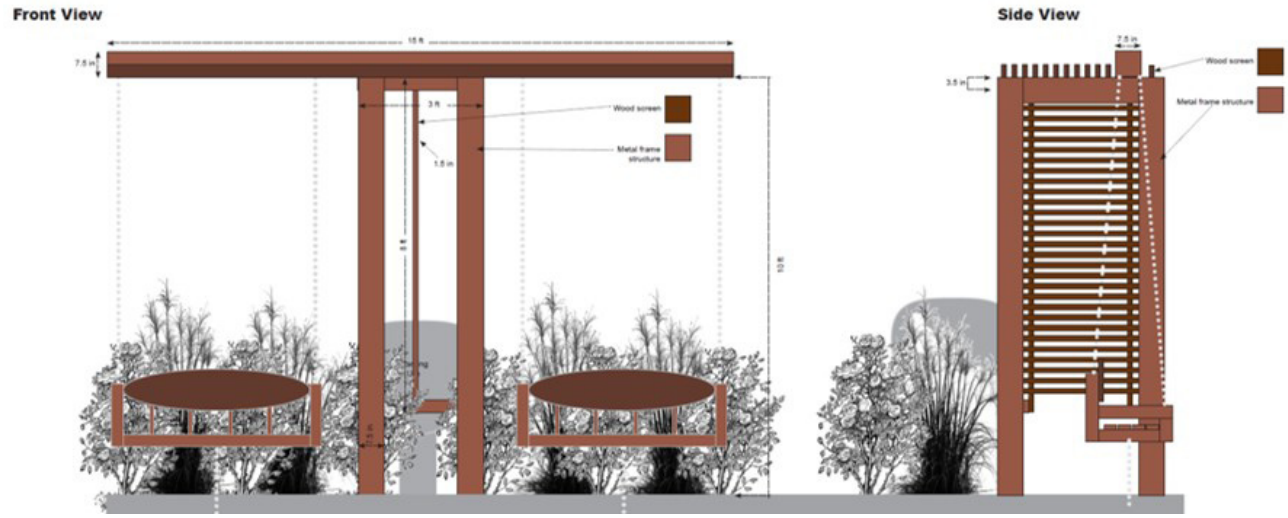
Finalize and implement landscaping plan, with maintenance supported by Cottage Grove Church.

What resources are required? Where do they come from?

Scope and costs under development.

Who does it? When does it happen?

Drake Neighborhood Association, Cottage Grove Church, Neighborhood Development Division; 2019.



NEIGHBORHOOD

Establish a neighborhood dog park

Neighborhood outcomes advanced

People walk and bike on beautiful streets

There is social cohesion to tap into

What problem or opportunity does this respond to?

Dog walking is already a primary form of neighbor interaction and pedestrian activity — both of which benefit social cohesion and sense of safety. This impact can be boosted through a formal dog park, which also creates marketing and branding opportunities for Dogtown.

What work will this entail? What are the outputs?

Identify a viable location and determine a feasible model for site ownership and maintenance. Develop park design and initiate fundraising for construction and maintenance.

What resources are required? Where do they come from?

Cost to build and maintain will depend on ownership and operating model selected by project partners. Funding may involve solely private sponsorship or a public-private model.

Who does it? When does it happen?

City of Des Moines Parks & Recreation; Drake University; Neighborhood Association; initiate planning in 2020.

NEIGHBORHOOD

Tie existing or new neighborhood pride activities to core brand attributes

Neighborhood outcomes advanced

Brand is clear and consistent: Historic, Diverse, Safe

There is social cohesion to tap into

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; City Neighborhood Development Division; begin 2019.

NEIGHBORHOOD

Expand awareness of and appreciation for area's historic architecture

Neighborhood outcomes advanced

Housing stock exhibits pride

Brand is clear and consistent: Historic, Diverse, Safe

What problem or opportunity does this respond to?

The quality of historic housing is major asset today and can be a long-term asset for the neighborhood if new and existing owners appreciate and preserve the area's architectural character. Efforts to expand awareness of this heritage and its value will increase the probability of sensitive renovations.

What work will this entail? What are the outputs?

Develop an architectural primer/guide to distribute to existing and new homeowners (overview of the neighborhood's most common styles, their characteristics, and tips on sensitive ownership).

What resources are required? Where do they come from?

Cost depends on scope of project and format(s) of finished product. Source of funding is likely to rely on a combination of public and private sponsorship.

Who does it? When does it happen?

Historic Preservation Commission; Iowa Architectural Foundation; Neighborhood Association.

NEIGHBORHOOD

Establish a Neighborhood Business District Resource Team

Neighborhood outcomes advanced

Dogtown is a destination

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 business districts within or adjacent to the City's four Special Investment Districts, including Dogtown. 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, West Side Chamber, Drake University, FuseDSM, SBDC, and the Des Moines Partnership.

NEIGHBORHOOD

Develop and implement a stronger identity for Dogtown

Neighborhood outcomes advanced

Dogtown is a destination

What problem or opportunity does this respond to?

Currently, Dogtown has a surprisingly weak sense of identity. Beyond noticing that Mars or Papa Keno's are busy with young customers, a visitor gets few visual cues that they are in a commercial district next to a university, or that the district even has a name. The university campus' center of gravity is to the northwest, and there's no natural flow of students and staff in the direction of the Dogtown commercial district.

What work will this entail? What are the outputs?

Identify and implement pride and identity improvements that align with neighborhood and university brands. Allocate a combination of public and private resources to fund such things as banners, murals, and other basic features to create a sense of town/gown transition between the campus and the Dogtown district. Focus these efforts between 23rd and 25th, continuing westward as new development occurs.

What resources are required? Where do they come from?

Cost depends on scope of placemaking improvements determined by project partners. Invest DSM's financial tools for commercial district improvements can be part of a public-private funding model for this activity.

Who does it? When does it happen?

Neighborhood Business District Resource Team, Neighborhood Association, Drake University, West Side Chamber, and Invest DSM.

NEIGHBORHOOD

Create new financing tools to support improvements to commercial properties in Dogtown

Neighborhood outcomes advanced

Dogtown is a destination

People walk and bike on beautiful streets

What problem or opportunity does this respond to?

There are commercial spaces in Dogtown that are outdated, lack curb appeal, and require more work than current rents can justify. This contributes to a business district that underperforms.

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 capital and work in coordination with the Neighborhood Business District Resource Team, NDC, the West Side Chamber, Drake University, and Neighborhood Association.

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.

SPECIAL INVESTMENT DISTRICT

Create new financing tools to stimulate improvement to owner-occupied and rental housing that enhance condition, marketability, and property values

Neighborhood outcomes advanced

Housing stock exhibits pride

Real estate market is thriving and diverse

What problem or opportunity does this respond to?

Drake's Special Investment District has a wide range of housing types — single-family, small multi-family, converted houses, small apartment buildings — and a significant share of all types have high levels of deferred maintenance. Althought the market has been performing well in recent years, it is not strong enough to stimulate the level of work needed to transform neighborhood conditions over the next decade without focused intervention.

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 substantial and high-quality home and rental renovations as well as smaller scale exterior improvements. Sustain the effort over a 10-year period with the goal of supporting improvements at 206 properties.

What resources are required? Where do they come from?

Allocate capital over a 10-year period to support improvements to 206 properties, 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	**Single-family Rehab by Homeowner** 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.	**Single-family Rehab by Developer** 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.	**Small Beautification Projects** 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.	**Conversion Downsizing** Encourage and support the "deconversion" of homes that have been split into multiple units. Specs must be co-developed with Invest DSM to ensure high-quality.	**Conversion and Small Multi-family Rehab** Provide financial support for renovations to small multifamily properties. Specs must be co-developed with Invest-DSM to ensure high-quality, and a share of the improved units must remain affordable during the loan period.	**Apartment Building Rehab (structures with 8+ units)** Provide financial support for substantial renovations to apartment buildings. Specs must be co-developed with Invest- DSM to ensure high-quality, and a share of the improved units must remain affordable during the loan period.	
Minimum number of properties to impact over 10 years	**40**	**20**	**100**	**20**	**Approx. 16 properties with 80 total units**	**Approx. 10 properties with 100 total units**	**TOTAL 206**

SPECIAL INVESTMENT DISTRICT

Make blighted nuisance properties a priority for rehabilitation (or demolition when necessary)

Neighborhood outcomes advanced

Housing stock exhibits pride

Real estate market is thriving and diverse

What problem or opportunity does this respond to?

As of late 2018, there were nearly 40 properties in the Special Investment District that showed signs of severe distress and disinvestment. When properties like this are declared public nuisances, there should be a process in place to keep them from festering for years — by rapidly finding a good new owner or, as a last resort, demolition.

What work will this entail? What are the outputs?

Use ReInvest DSM financing programs to attract a good owner/developer to recoverable nuisance properties; set aside resources to take swift action to demolish blighted nuisance properties that are not recoverable or marketable.

What resources are required? Where do they come from?

Reserve $50,000 per year to support 2 or 3 nuisance property demolitions; funding drawn from Blitz on Blight resources.

Who does it? When does it happen?

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

SPECIAL INVESTMENT DISTRICT

Perform strategic code enforcement activities

Neighborhood outcomes advanced

Housing stock exhibits pride

Real estate market is thriving and diverse

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 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.

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.

Who does it? When does it happen?

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

SPECIAL INVESTMENT DISTRICT

Activate Drake Park more routinely to promote sense of neighborhood safety, walkability, and vibrancy

Neighborhood outcomes advanced

People walk and bike on beautiful streets

There is social cohesion to tap into

What problem or opportunity does this respond to?

Drake Park is a significant but often underutilized asset. Boosting the levels of visible activity at the Park would increase 'eyes on the street', provide more opportunities for neighbor-to-neighbor engagement, and establish the Park as a stronger walking and biking destination for neighborhood residents.

What work will this entail? What are the outputs?

Following the "lighter, quicker, cheaper" model of placemaking promoted by the Partnership for Public Spaces, develop a fuller programming schedule for Drake Park that involves a range of entities and organizations doing their part to activiate the park for a small period of time.

What resources are required? Where do they come from?

Existing activity and programming budgets of entities involved in the programming effort.

Who does it? When does it happen?

Drake Neighborhood Association, Parks & Rec, Drake University, Cottage Grove Church.

SPECIAL INVESTMENT DISTRICT

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

Neighborhood outcomes advanced

Housing stock exhibits 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 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.

What resources are required? Where do they come from?

Private refuse collection contract, logistical details TBD.

Who does it? When does it happen?

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

IDEA FOR THE LONGER TERM

Improvements to Kingman Boulevard median

Neighborhood outcomes advanced

Brand is clear and consistent: Historic, Diverse, Safe

People walk and bike on beautiful streets

What problem or opportunity does this respond to?

Kingman Boulevard is a tremendous urban design asset for the neighborhood that is not living up to its full potential. An improved median could feature an expansion of decorative plantings, ornamental street lamps, and artwork.

What work will this entail? What are the outputs?

Going above and beyond current levels of finish and maintenance will require a predictable commitment of resources. The partnership that coalesces around improvement and maintenance of the Cottage Grove Triangle may gain valuable experience to inform a workable model in coming years.

What resources are required? Where do they come from?

Unknown

Who does it? When does it happen?

Unknown

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**

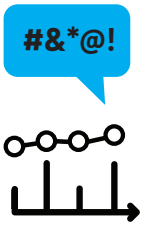
Principles in Practice

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, as well as investment dollars attracted via the Drake area's designation as a federal Opportunity Zone, are resources made available through urban renewal area designation. This plan recommends the creation, as appropriate, of an urban renewal plan in the Drake neighborhood to 1) increase access to additional tools and financing, particularly in Dogtown, 2) support the removal of slum and blight, and 3) potentially utilize the increment generated for investments in public infrastructure.

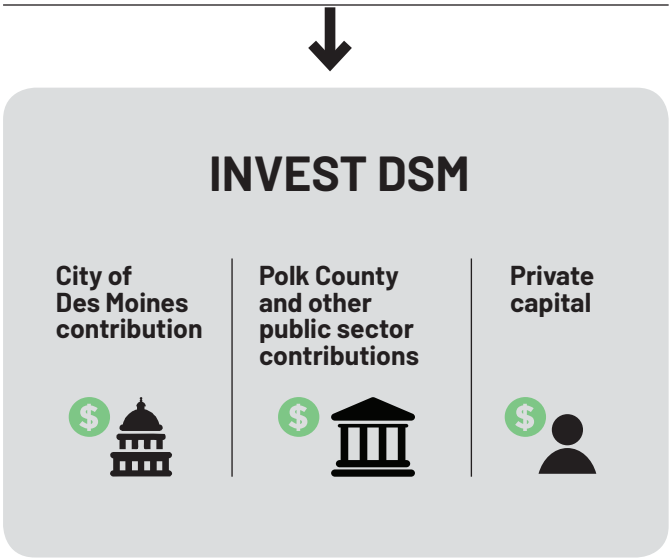
ACTIONS	RESOURCES: City of Des Moines: Staff Resources, General Fund, CIP, LOSST, etc.	Invest DSM	State and Federal Resources	Urban Renewal Area Financial Tools	Private: Homeowners, Investors, Businesses, Institutions	Time and Energy of Residents & Other Stakeholders
Begin enforcement of the Property Improvement Code	■	□	□	□	□	□
Establish a dedicated, in-house junk and debris crew	■	□	□	□	□	□
Improve and expand training/support for neighborhood leaders and leadership development	■	■	□	□	□	■
Finalize and implement Cottage Grove Triangle beautification and maintenance program	■	□	□	□	■	■
Establish a neighborhood dog park	■	□	□	□	■	■
Tie existing or new neighborhood pride activities to core brand attributes	□	□	□	□	■	■
Expand awareness of and appreciation for area's historic architecture	■	■	□	□	■	■
Establish a Neighborhood Business District Resource Team	■	■	□	□	■	□
Develop and implement a stronger identity for Dogtown	■	■	□	□	■	■
Create new financing tools to support improvements to commercial properties in Dogtown	■	■	■	■	■	□
Create new financing tools to stimulate improvement to owner-occupied and rental housing that enhance condition, marketability, and property values	□	■	□	□	■	□
Make blighted nuisance properties a priority for rehabilitation (or demolition when necessary)	■	□	■	□	□	□
Perform strategic code enforcement activities	■	□	□	□	□	□
Activate Drake Park more routinely to promote sense of neighborhood safety, walkability, and vibrancy	■	□	□	□	■	■
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. Low Income Housing Tax Credits (LIHTC) may also play a role in contributing to the rehab of outdated apartment buildings and preserving their affordability to lower income renters. But any new-build LIHTC projects in the area should be mixed-income and pursued cautiously to avoid concentrating more units in a neighborhood with poverty already well above the city average.

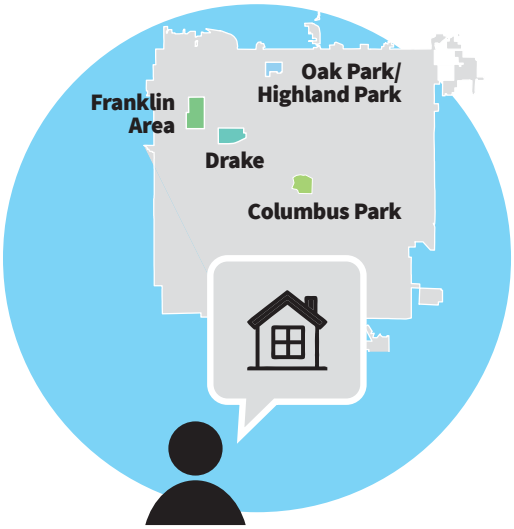
INVEST DSM

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



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 206. 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

VERY HEALTHY ⟵ ⟶ *VERY UNHEALTHY*

1
Excellent condition

"Staying on top of the details"

2
Good condition

"Doing well"

3
Average condition
(neither distressed nor showing signs of obvious pride and investment)

"Could go either way"

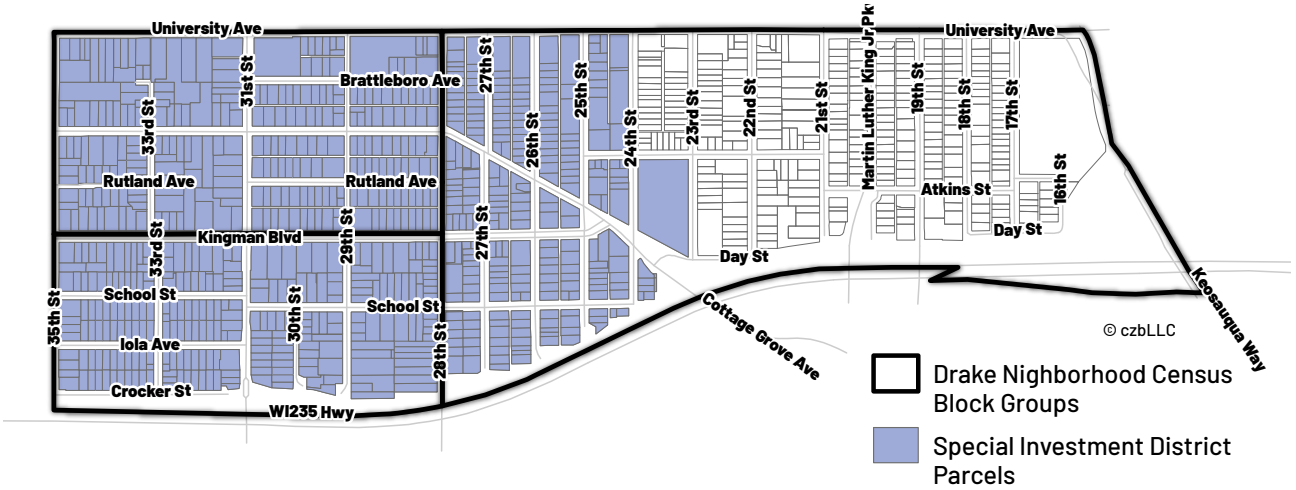
4
Moderate distress
(disinvestment becoming apparent)

"Several red flags"

5
High level of distress
(significant disinvestment apparent)

"Red flags overwhelming"

The Drake Special Investment District's average field survey score in 2018: 3.1



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 slightly larger area: Census Tract 26 (Block Group 1) and Census Tract 28 (Block Groups 1 and 2).

	Drake	City of Des Moines
Total housing units	2,139	91,420
Occupied housing units	1,955	83,916
Vacant housing units	184	7,504
Vacant, Other housing units	98	3,587
% Vacant	9%	8%
% Vacant, Other	4.6%	3.9%
Owner-occupied	605	50,362
Renter-occupied	1,350	33,554
Homeownership Rate	31%	60%

	Drake		City of Des Moines	
	#	%	#	%
1-Person Household, Owner	131	22%	13,741	27%
2-Person Household, Owner	214	35%	17,836	35%
3-Person Household, Owner	145	24%	8,009	16%
4-Person Household, Owner	77	13%	6,074	12%
5-Person Household, Owner	22	4%	2,785	6%
6-Person Household, Owner	6	1%	1,083	2%
7+-Person Household, Owner	10	2%	834	2%
1-Person Household, Renter	619	46%	14,003	42%
2-Person Household, Renter	391	29%	7,912	24%
3-Person Household, Renter	136	10%	4,811	14%
4-Person Household, Renter	103	8%	3,328	10%
5-Person Household, Renter	20	1%	2,060	6%
6-Person Household, Renter	69	5%	943	3%
7+-Person Household, Renter	12	1%	497	1%

	Drake		City of Des Moines	
	#	%	#	%
Moved into Unit 2015+, Owner	35	6%	3,069	6%
Moved into Unit 2010-2014, Owner	150	25%	10,921	22%
Moved into Unit 2000s, Owner	253	42%	16,416	33%
Moved into Unit 1990s, Owner	91	15%	9,451	19%
Moved into Unit 1980s, Owner	53	9%	4,345	9%
Moved into Unit Pre-1980, Owner	23	4%	6,160	12%
% Moved into Unit 2000+		72%		60%
% Moved into Unit Pre-1990		13%		21%

	Drake	City of Des Moines
Median Contract Rent	$622	$692
Median Gross Rent	$685	$797

	Drake	City of Des Moines
Affordability Computed (Renters)	1,310	31,746
Unaffordable Rent (>30% of Income)	691	15,515
Very Unaffordable Rent (>50% of Income)	447	12,792
% Unaffordable	53%	49%
% Very Unaffordable	34%	40%
Median Value	$115,433	$123,3000

	Drake		City of Des Moines	
	#	%	#	%
Population	**4,656**		**214,778**	
Under 18 years	1,068	23%	52,490	24%
18-34	1,704	37%	58,186	27%
35-64	1,596	34%	79,060	37%
65+	288	6%	25,042	12%
% Under 18		23%		24%
% 65+		6%		12%
Non-Hispanic White	2,292	49%	142,831	67%
Non-Hispanic Black	943	20%	22,948	11%
Non-Hispanic Asian	233	5%	12,717	6%
Hispanic	794	17%	28,085	13%

	Drake		City of Des Moines	
	#	%	#	%
Households	**1,955**		**83,916**	
Families	857	44%	48,573	58%
Married-Couple Families	435	22%	31,776	38%
Married-Couple Families with Children	175	9%	13,754	16%
Single-Parent Families	422	22%	16,797	20%
Single-Parent Families with Children	309	16%	10,263	12%
Non-Family Households	1,098	56%	35,343	42%
Living Alone	750	38%	27,744	33%
Not Living Alone	348	18%	7,599	9%
Population 25+	**2,647**		**139,577**	
Less than High School	558	21%	19,046	14%
High School Graduate	738	28%	42,540	30%
Some College	587	22%	42,768	31%
Bachelor's Degree or More	764	29%	35,223	25%

	Drake	City of Des Moines
Poverty Rate (Individuals)	31.2%	18.1%
Poverty Rate (Families)	22.8%	13.6%
Median Household Income (2013)	$35,070	$45,836
Median Household Income (2017)	$33,600	$49,999
% Change (2013-2017)	-4.2%	9.1%

	Drake		City of Des Moines	
	#	%	#	%
Households (Income Determined)	**1,955**		**83,916**	
with Wage Income	1,630	83.4%	67,113	80.0%
with Social Security Income	248	12.7%	21,188	25.2%
with SSI	151	7.7%	5,265	6.3%
with SNAP	574	29.4%	17,928	21.4%
with Public Assistance	116	5.9%	2,994	3.6%

	Drake	City of Des Moines
Population 16+	**2,924**	**167,529**
In Civilian Labor Force	171	118,301
Unemployed	811	7,727
Not in Labor Force	5.8%	49,118
Unemployment Rate	21.7%	6.5%
% Not in Labor Force	28.4%	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 Drake Neighborhood Association.

A total of 112 completed responses were received, with 79% coming from homeowners, 14% from renters, and 4% from business owners. Survey participants included a combination of recent arrivals who have lived in the neighborhood for less than five years (39%), residents who have lived in the area for 5-19 years (33%), and residents who have lived in the area for 20 or more years (27%). 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 / Location	80
Housing character & historic charm	70
Affordable	29
Mature trees / tree-lined streets	21
Drake University	20
Friendly neighbors	16
Up-and-Coming /Revitalization underway	13
Diversity of residents	12
Nearby retail and restaurants	10
Quiet	7
Walkable	7
Established neighborhood	5
Good to remodel /build sweat-equity	5
Diversity of house sizes and apartment types	5
Quaint, overall neighborhood charcter	4
Vibrant / eclectic	4
Safe	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	54
Crime - actual	49
Crime - perception	28
Condition and appearance of rental properties	19
Too many rentals	15
Cost or effort of maintaining / renovating old houses	15
Junk & litter	10
Transient population	8
Bad /absentee landlords	8
Traffic & speeding	8
Lack of restaurants, retail, other businesses	7
Students are not always courteous neighbors	7
Parking issues	6
Noise from I-235, events, or people	5
Older homes lack open floorplans, have outdated amenities	5
Quality/lack of parks & child-friendly amenities	4
Yards in poor condition	4
Land use conflicts - apartment bdlgs btwn SF homes	4
Poor street conditions	4
Lack of bike trails	4
Diversity could be a turn-off to some	4
Snow removal	3
Poorly-maintained commercial buildings	3
Overall unattractiveness/lacks beauty	3
Poor sidewalks & retaining walls	3

Issue to Solve

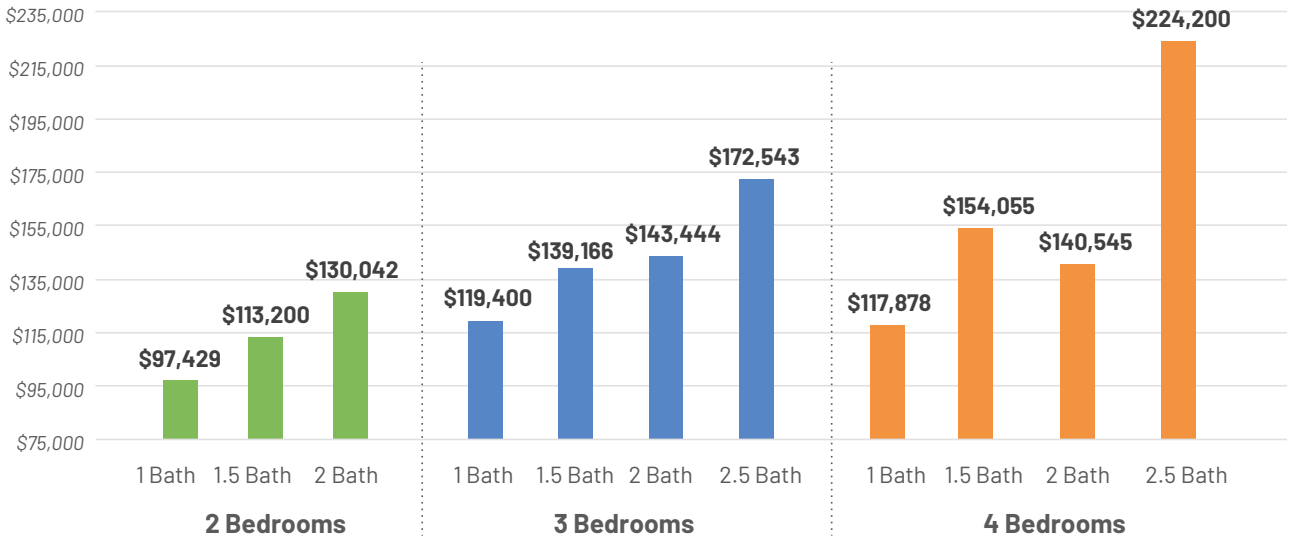
Q5: If you were in charge of making the neighborhood better, what issue would you devote the most resources to solving?	# of responses
Crime and safety	28
Address distressed, vacant and run-down houses (blight)	25
Build stronger sense of community (include students & renters)	8
Renovate and rehab homes	8
Crack down on bad/absentee landlords	7
Convert multi-family apartments back to single family homes	6
Fix up rentals	4
Provide financial incentives & resources towards rehab	4
Clean up litter & junk	4
Provide grocery store & improve retail	4
Yard upkeep & maintenance	4
Reduce speeding & traffic	4
Repair and maintain sidewalks	4
Provide family-friendly amenities	4
Enhance parks & provide more accessible greenspace	3
Maintain affordability (taxes & gentrification concerns)	3

Home Improvement

Q6: 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
Painting	21
Landscaping	17
Windows	12
Siding	11
Insulation, weather-proofong, and energy efficiency	9
Porch, patio, and exterior stairs	9
New garage	8
Fences and retaining walls	5
Roof	5
HVAC	5
Basement foundation and/or waterproofing	4
Electrical upgrades	4
New driveway	3
Tuckpointing brick & stucco repair	3
Kitchen remodel	3

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
3	1	96	19%	1,442	$119,400	34%	104	86%
2	1	92	19%	1,011	$97,429	33%	98	76%
2	1.5	56	11%	1,600	$139,166	23%	105	84%
2	2	48	10%	1,658	$143,444	15%	104	69%
4	2	38	8%	1,908	$140,545	13%	108	74%
4	1	23	5%	1,650	$117,878	30%	112	87%
4	1.5	22	4%	1,921	$154,055	18%	110	68%

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: Young Professional Families; $200,000-250,000 Price Range 3+ bedrooms 2+ bathrooms Move-in ready	**A. Young professional 2-person households about to start family; may be Drake alums.** **B. Young professional households with 1-2 kids; attracted to another neighborhood institution such as Cottage Grove church.**
	Target Market 2: DINKs + Dogs (DINK=Double Income No Kids) $150,000+ 2-3 bedrooms 1.5+ bathrooms some rehabbers; some move-in ready	**A. 25-34** **B. 55+** **• See the Drake neighborhood as the next Sherman Hill.** **• May be associated with Drake University, as employee or alum.** **• Want a yard for dog(s).** **• Want urban, cool, historic.**
	Target Market 3: 55+ Downsizers 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 a hip, urban, walkable environment** **• May participate in Drake University continuing education opportunities**
	Other possible target markets to explore:	**A. Who is the market for the smaller homes? Young single and double households $100,000-$150,000 home that is move-in ready.** **B. Immigrant/refugee collective households. There is some anecdotal evidence that for example, the Nepalese refugee community lives in the large brownstone multifamilies. Their rent is subsidized for six months, then they leave, pool resources and buy a $250,000 house outside the neighborhood.**

Core Brand Attributes	1. Historic Charm: Beautiful turn of the century homes, tree-lined streets and a stately Kingman Boulevard. 2. Diversity: homes of all sizes and price points, people of all backgrounds, and one-of-a-kind locally-owned businesses. 3. Eclectic and fun: great neighbors and unique community events. 4. Home to Drake University.
Brochure Short	Beautiful historic homes on stately boulevards in an eclectic and diverse neighborhood, home to Drake University, friendly neighbors, and unique community events.
Draft Brand Statement	The Drake Neighborhood is one of the oldest, largest, and most diverse neighborhoods in Des Moines. Anchored by its namesake, Drake University, the neighborhood stretches from Martin Luther King Jr. Parkway to 42nd Street and Interstate 235 to Franklin Avenue. Just minutes from downtown Des Moines, Drake is home to beautiful boulevards, mature trees, established churches, and a unique mix of turn-of-the-century homes and apartments. Many amenities are within walking and cycling distance: a world-class university; locally owned restaurants and specialty shops, and downtown workplaces and amenities. Best of all, our neighbors come from all walks of life and take pride in our vibrant, friendly sense of community and fun events. Drake is home to one of the first Invest DSM Special Investment Districts so act now and be our neighbor!

Logo

Key Brand Activities Ideas

1. To reinforce "Historic Charm"

- Restore the Route 60 streetcar (or a facsimile).
- Create virtual home and garden tours for website, emphasizing history.
- Install a "Dogtown" archway sign with historic design elements at a key entry point to the neighborhood.
- Install sign markers at homes and other points of historic significance (also digital).
- Install murals celebrating history.
- Install historic light fixtures.
- Create walkable, art-centric streetscapes at University and Forest.
- Host an annual Arbor Day celebration to call out tree-lined streets.

2. To reinforce "Diverse People, Homes and Businesses"

- National Night Out*
- NFC Promotion*
- Home Tours*
- Drake Discount Cards*
- Drake NA events, such as Free Flix*
- Create an annual Dogtown Fest
- Give presentations on neighborhood to real estate broker sales meetings
- Engage constituencies of nonprofits, churches and other groups to expand diversity in neighborhood decision-making

*Already in place

3. To reinforce "Eclectic and Fun"

- Promote Drake Park improvements and events
- Move LSI Farmers' Market to the Park
- Install public art with DMPS students
- Add unique gathering and placemaking elements to the neighborhood

4. To reinforce "Home to Drake University"

- Relays Neighborhood Cleanup*
- Send regular mailers to neighborhood residents about Drake events
- Better promote neighborhood perks cards from Drake
- Hold a bulldog gathering and (short) parade starting at Drake Park and led by Griff
- Organize outings to Drake events for neighborhood institutions and their diverse constituents to make them feel welcome

Neighborhood Revitalization Plan for the

Drake Special Investment District

ADOPTED JULY 2019