

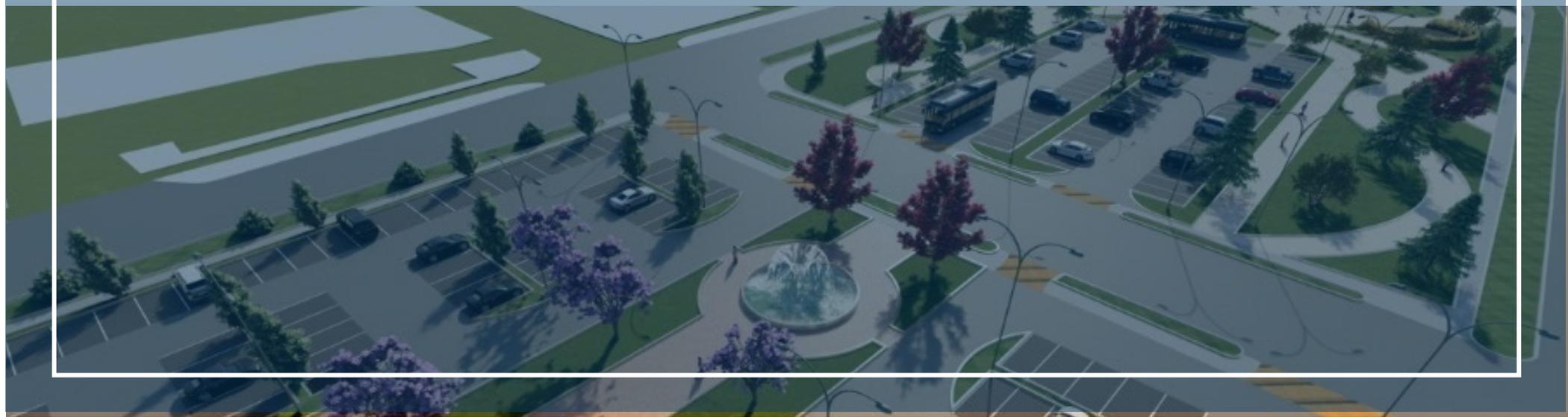


LIBERTY SQUARE MASTER PLAN

Prepared for:

The City of Clinton, Iowa

May 2023



Liberty Square Master Plan

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May 2023



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Acknowledgments

We thank the following people and groups without whose insights and contributions this plan would not have been possible. The planning team also acknowledges the residents of Clinton who participated in the planning process through public meetings and surveys.

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Introduction

The City of Clinton, located in Clinton County, has an opportunity to invest in and improve the community through the development of Liberty Square, a section of mostly undeveloped, publicly owned land that runs between the split Highway 30 and ADM at the southwestern entry point to the city.

Liberty Square represents an opportunity for Clinton to capitalize on comparative advantages and help reverse negative economic trends. For example, increased retail development in Liberty Square could help retain local shoppers who have been spending a greater proportion of their income in the retail sectors outside of Clinton over the past decade. Furthermore, attracting new different types of businesses will help to develop a more robust economy by offering more working opportunities, amenities, and eventually becoming more competitive for attracting customers, business owners, and residents.¹

The city developed an overlay zone for the district in 2002, with land use planned for commercial and small manufacturing. While there has not been any significant development yet, city officials envision that an updated plan and new ordinances will encourage new uses and investments on the property.

The mostly open parcels within Liberty Square look like blank canvases, which showcase the immense potential for this area to develop into a defining feature of Clinton and the surrounding communities.

Through the Iowa Initiative for Sustainable Communities of the University of Iowa, a team comprised of urban and regional planning, sustainable development goals, and environmental engineering graduate students created this master plan for the Liberty Square District with guidance from faculty and community partners.

This master plan assesses the site characteristics, challenges on and adjacent to the site, sustainable and economic development, goals, and opportunities, and provides feasible recommendations and implementation guidelines. The final recommendations promote the hope and excitement that the City and community of Clinton have for what Liberty Square will become.





Figure 1: Liberty Square Site Photo



Location

The city of Clinton lies on Illinois border along the Mississippi River (Figure 2). Liberty Square, denoted in Figure 3, is a large area of predominantly undeveloped land located in the city of Clinton.

Liberty Square is in the southern part of the city. US Highway 30 surrounds the roughly 35 acres of land of Liberty Square and serves as a six-lane single direction divided highway. Camanche Avenue and Liberty Avenue are the local street names for the divided Highway 30 as shown below in Figure 3.

Throughout Liberty Square, several streets cut through the land area creating various areas to turn around. Clinton's downtown is located just northeast of the outlined Liberty Square, along with the Mark N. Morris bridge over the Mississippi River that connects Iowa and Illinois.

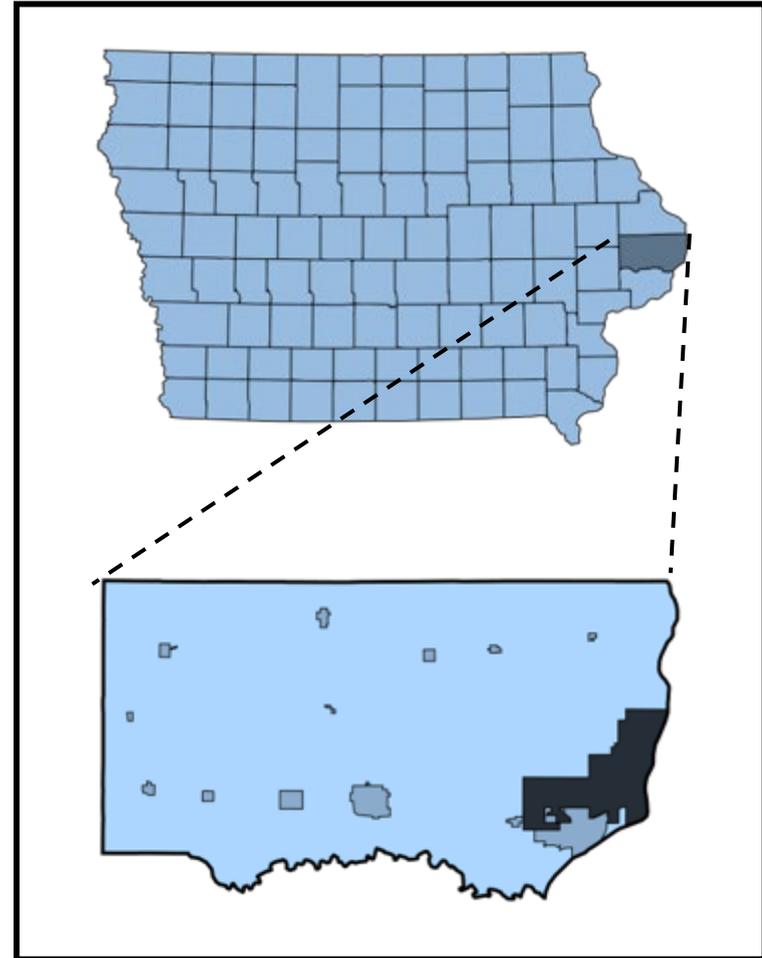


Figure 2: Location of Clinton County within the state of Iowa



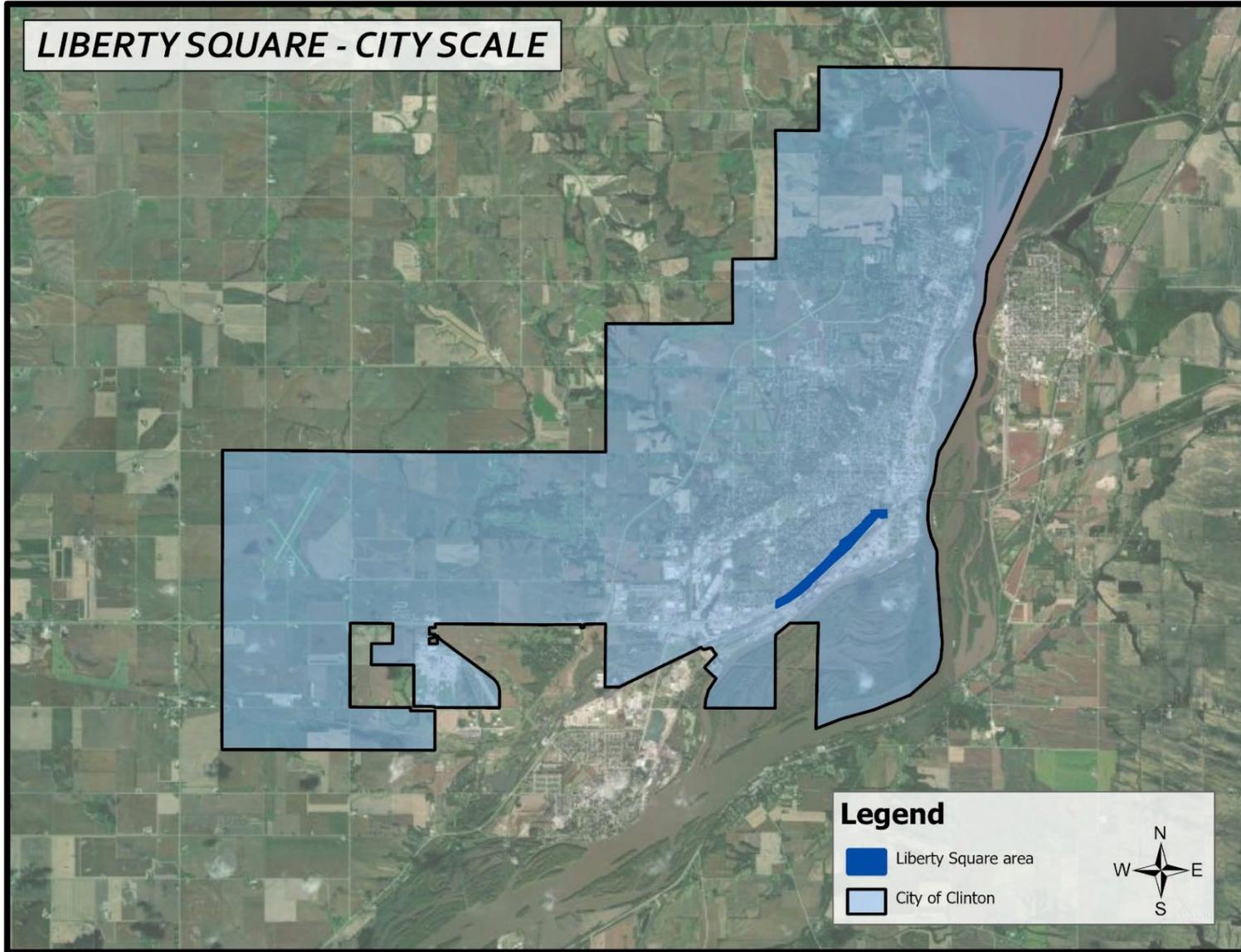


Figure 3: Location of the City of Clinton and the area of Liberty Square within the city.



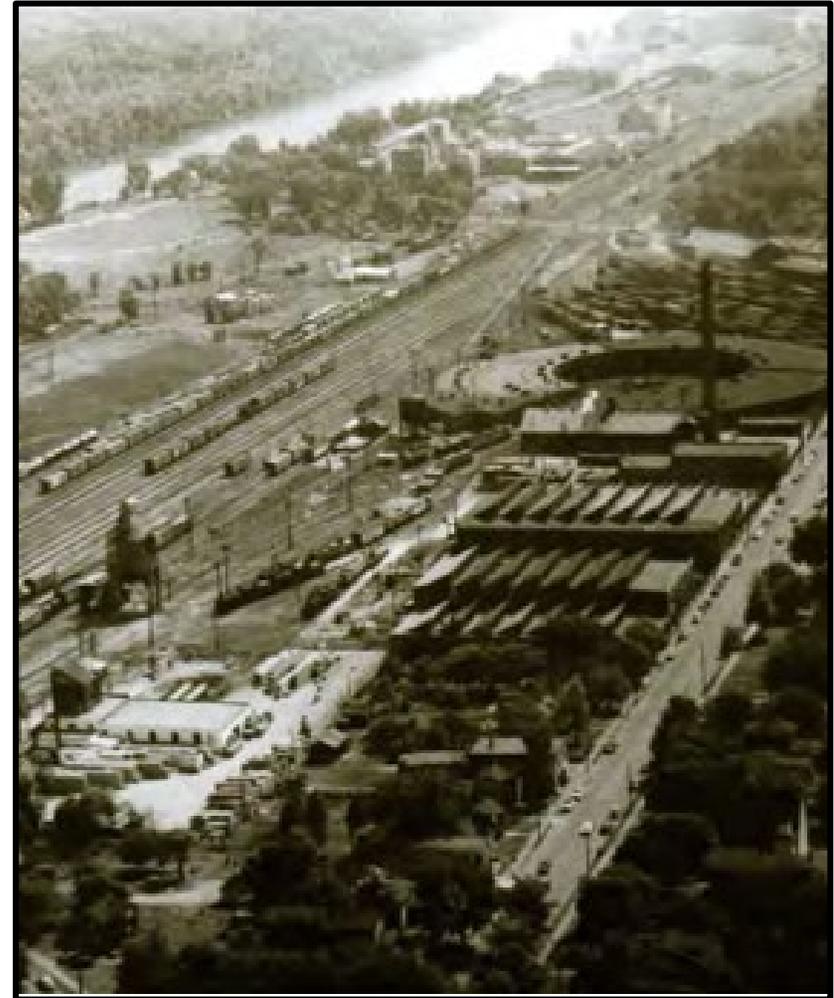
History of Liberty Square

The Liberty Square District has played an important economic role over the past 150 years moving freight and passengers via the area's rail network.

Clinton's rail system, in conjunction with the nearby Mississippi River, helped support the city's early logging and industrial economy by connecting Clinton to other parts of the country first with trade down the Mississippi River, and later shipping to Chicago's massive shipping and manufacturing hub.²

In 1900, the Chicago & Northwestern [train] Car Repair Shop was constructed along the north-south Milwaukee Line Railway in Liberty Square and remained there for nearly 100 years (displayed in Figure 4). This shop along with other industries acted as important economic anchors for Clinton by attracting other forms of development in the area including nearby housing and favorite watering holes such as the Herrity Saloon on 12th Avenue and Liberty Tap south of the train roundhouse that used to be in the area.³

In addition to the importance of the railroad for Clinton, Liberty Square is also home to a portion of Lincoln Highway (the nation's first transcontinental highway) now designated as Iowa State Highway 30.⁴ This transportation corridor acted as a vital trucking and passenger corridor for the



*Figure 4: Chicago & Northwestern Camanche Avenue yards in 1950.
Photo: Morse-Kahn, 2003.*



region. However, by the mid-1990s, the land surrounding Highway 30 had fallen into a state of disrepair. The corridor showed visitors and residents such a bleak representation of the community that, according to brownfield redevelopment and corridor revitalization project consultant Gil Janes, “When the hospital or business community was trying to recruit doctors and professionals, they would avoid taking them down this corridor. It didn’t present the kind of image they wanted to present.”⁴

As a result, plans were made to improve Liberty Square as a welcoming entryway into the city of Clinton and an entrance into the State of Iowa. In 1999, Union Pacific in coordination with the City of Clinton and the State of Iowa demolished their old Chicago & Northwestern Car Repair Shop along with 338 homes and businesses in South Clinton along Highway 30. Of these homes, 190 were occupied at the time.^{4,5}

Additionally, the City of Clinton created a plan to alter the character of Liberty Square by updating the district’s land use, zoning, and design standards, performing an extensive brownfield analysis, and working with the State of Iowa to reconfigure the design of the highway from a 5-lane, 2-way road to a split highway with two 3-lane, 1-way streets with a block of vacant land in-between designated for future commercial or industrial development.

Altogether, the State of Iowa contributed \$22 million, and the Federal Government contributed \$26 million to the \$57.7 million project. The project was officially completed in 2013.⁵ Despite all these improvements, the Liberty Square district remains largely undeveloped, but still represents an excellent opportunity for the City of Clinton.



Community Profile

The city of Clinton has a population of 24,469 as of the 2020 census (seen in 5). Over the past ten years, the population has declined, with a drop of 9% since 2010.⁶ In contrast, the state of Iowa has experienced a population increase of 4.7% since 2010.⁷ This growth has occurred in a few metropolitan areas and has not benefited Clinton.

The median age of Clinton residents increased from 41 to 43 between 2010 and 2020, whereas Iowa's median age has remained at 38, indicating a slight aging of Clinton's population over time.

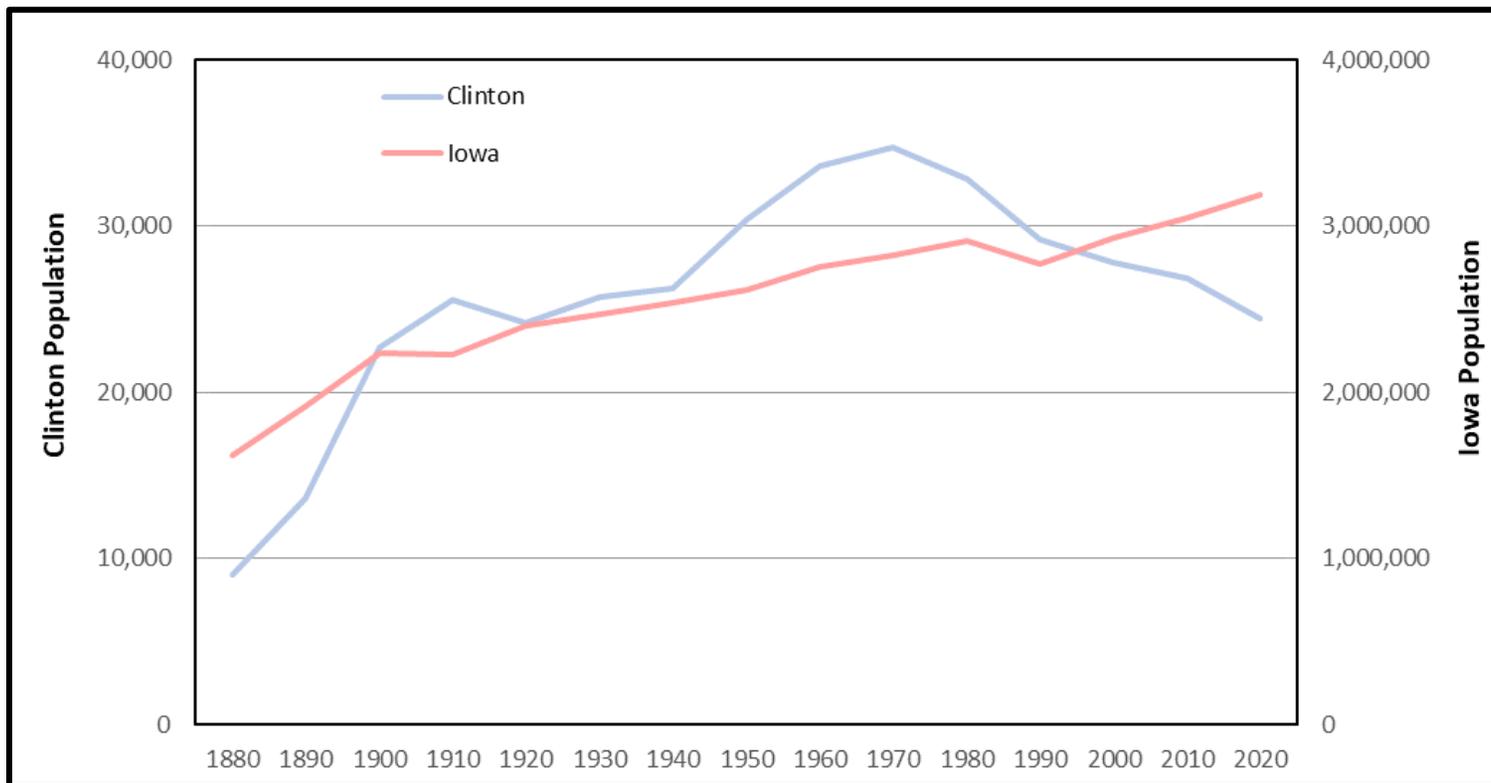


Figure 5: Population Trends for the City of Clinton and the State of Iowa^{6,7}



Clinton’s population is 90.6% white with Black or African American as the second largest racial group at 5.2%. Hispanic or Latino makes up 3.8% of the population.⁷ For comparison, Iowa’s population is 82.7% white, 4.1% Black or African American, and 6.8% Hispanic or Latino.⁷ Overall, Clinton’s population is less diverse than Iowa’s population in terms of racial and ethnic groups.^{6,7}

Figure 6 details that the median household income for Clinton residents in 2020 was \$46,066 and the per capita median income was \$27,509. About 18% of the Clinton population lives at or below the federal poverty line. Clinton has lower household and per-capita incomes and higher poverty rates than the rest of the state. The Iowa median household income was \$61,836 and per capita income was \$33,021 in 2020 with 11.1% of Iowa residents at or below the federal poverty line.^{6,7}

In 2019, 12,681 workers were employed in Clinton, a 4.6% decline from 13,289 workers in 2018.⁸ Figure 7 shows that the largest industries in Clinton are manufacturing, health care and social assistance, and retail trade.⁸ In 2020, 1.52 million people were employed in Iowa, a 0.3% decline from 2019.⁹ The largest industries in Iowa are health care and social services, wholesale and retail trade, and manufacturing. Clinton has an above average number of residents working in the manufacturing sector as compared to the state of Iowa.⁸

	Clinton	Iowa
Median Household Income	\$46,066	\$61,836
Per Capita Income	\$27,509	\$33,021
Population Percentage in Poverty	18.4%	11.1%

Figure 6: Economic comparisons between Clinton and the state averages



The average commute time for the workforce of Clinton is 17.1 minutes. Clinton residents' commute is shorter on average than the residents of Iowa with a 19.5-minute commute. As seen in Figure 12, 5,508 people live and work in Clinton, 7,173 live outside of Clinton and commute in, and 5,753 live in Clinton and work in other communities.⁸

Figure 8 shows the breakdown of where people employed in Clinton live.⁷ Over 40% of workers live and work in Clinton. The next most popular cities

Clinton workers include Camanche, IA and Fulton, IL at 6% and 4.5% of workers respectively. Both of these cities have a population of under five thousand and are geographically close to Clinton^{10,11}. Clinton also receives 3.3% of its workforce from Davenport, IA residents. Davenport is located approximately 45 minutes southwest of Clinton and has a population of over 100,000.¹²

The next six listed cities in Figure 9 are within an hour and a half of Clinton, with many under 45 minutes away. With the large influx of commuters that travel in and out of Clinton for work and with approximately 60% of Clinton workers commuting to Clinton, this creates an opportunity to encourage commuting workers to live in Clinton as well.

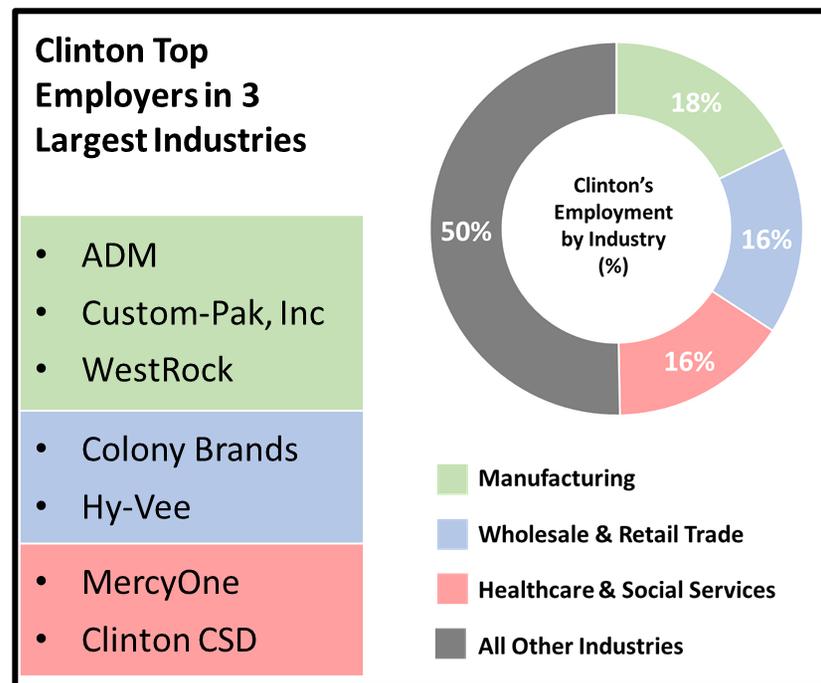


Figure 7: Breakdown of Clinton's largest industries and the top local employers in each industry



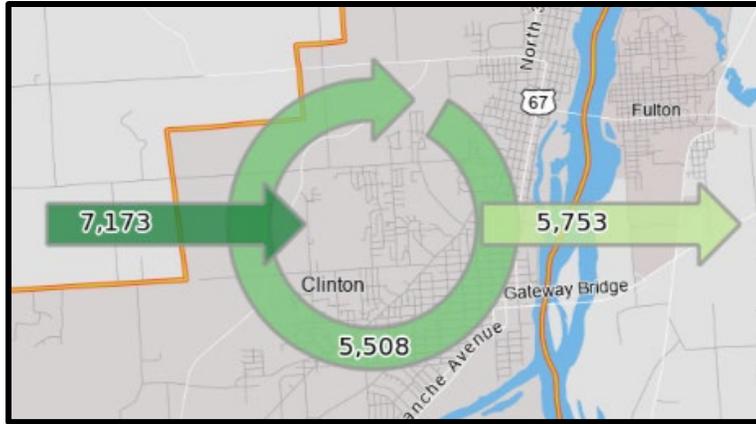


Figure 8: 2019 Clinton Workflow Pattern

Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs

2019		
	Count	Share
All Places (Cities, CDPs, etc.)	13,553	100.0%
 Clinton city, IA	5,878	43.4%
 Camanche city, IA	819	6.0%
 Fulton city, IL	610	4.5%
 Davenport city, IA	449	3.3%
 DeWitt city, IA	245	1.8%
 Dubuque city, IA	205	1.5%
 Morrison city, IL	200	1.5%
 Bettendorf city, IA	170	1.3%
 Cedar Rapids city, IA	139	1.0%
 Maquoketa city, IA	128	0.9%
All Other Locations	4,710	34.8%

Figure 9: Home locations for Clinton commuters, 2019



Planning Process

The goal of the Plan is to help the City of Clinton make decisions about projects and investments in Liberty Square in the next 5, 10, 15, and 20 years. Therefore, the plan covers the following broad themes:



Land Use and Zoning
The plan outlines recommendations of how to change, clarify, or strengthen the existing zoning ordinance.



Infrastructure
The plan reviews the existing conditions for Liberty Square and provides ideas for infrastructure changes.



Transportation
The plan contains potential development of alternative methods of transportation for the area.



Economic Development
The plan pursues, promotes, and recommends economic development strategies for the City of Clinton.



Sustainability and the Environment
The plan explores options for preserving enjoyable green space and prioritizing sustainability principals.



Funding Mechanisms
The plan identifies funding sources that can be pursued to address the recommendations in the Liberty Square Master Plan.



Iowa Smart Planning Principles Framework

This plan specifically focuses on eight of the ten Iowa Smart Planning Principles (Figure 10) that best align with the goals of Liberty Square:



Figure 10: Discussion with a community member at the Kickoff Event

Collaboration: All levels of stakeholders are encouraged to be involved in the planning process and major decisions related to the project. The planning team should develop and implement a strategy to facilitate this engagement.

Transportation Diversity: Plans should promote transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality.

Natural Resources and Agricultural Protection: The protection, preservation, and restoration of natural resources, agricultural land, and cultural and historic landscapes should be prioritized. Plans should also increase the availability of open spaces and recreational facilities.

Efficiency, Transparency, and Consistency: An emphasis should be placed on the equitable distribution of development benefits and costs that result in fair and reliable outcomes.

Clean, Renewable, & Efficient Energy: Development should promote clean and renewable energy use and increased energy efficiency to the greatest degree possible.

Sustainable Design: Sustainable design and construction standards should be utilized to conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, air, and materials.

Occupational Diversity: Plans should promote increased diversity of employment, business, and entrepreneurial opportunities, the establishment of businesses in locations near existing development.

Community Character: The character and architectural style of the community should be reflected in the new plans.



Public Engagement

The planning team visited the site during the day-long Iowa Initiative for Sustainable Communities Kickoff Event on September 9th, 2022. There they met the community partners Matt Brooke and Karen Rowan, toured the city and project site, and talked with citizens of Clinton at the public kickoff event dinner at the Candlelight Inn. During this free and open event, which was advertised to the public, input was collected using a post-it note activity where attendees were asked to write their thoughts on the following questions: *What words come to mind when you think of Liberty Square?* and *What would you like to see in Liberty Square?* (Figure 11).

Seven people participated in the activity. This is of course, far from representative of the population on Clinton. Yet, it still served as a starting point for the plan.

This activity revealed that participants see Liberty Square as “a busy street,” “Open land and grass,” and as an “opportunity” for the city. Some residents also think about the “groundhogs” who have made Liberty Square their home. When asked what they want to see in Liberty Square, respondents proposed a sculpture park, something welcoming, something historic, an ADM Museum, and an arboretum.

While the engagement activity only gathered a few respondents, the comments consistently expressed wanting to see in Liberty Square something that is unique to Clinton and would tell people more about Clinton.



Figure 11: Discussion with a community member at the Kickoff Event



One respondent suggested partnering with ADM and the city to create an outdoor museum that allows people to understand the importance of corn or ethanol to the community and Iowa, primarily through some type of green space, or with a historical element.

During the event, the planning team also interviewed attendees to learn about what they want to see in Clinton. Respondents would like more retail and dining options in Clinton without having to travel to Dubuque or the Quad Cities. As mentioned earlier, many residents travel outside of Clinton to meet these needs. Overall, respondents expressed a preference for “something that Clinton has little of”. Given the impact of the ADM plant on the area, some respondents suggested an urban forest, manicured green spaces or prairies, which could mitigate some of the nuisances from the plant.

While this kickoff event and tour provided an initial view of Liberty Square and the City of Clinton, more public engagement is needed to capture the residents’ vision, goals, and preferences for Liberty Square.

Social Media

A Facebook page was created to provide information to the public about the Liberty Square Master Plan. Major project updates were posted along with advertisements of the tabling events. The page has only 14 followers, but could serve as a future method of engagement if the city were to take over the admin role.



Figure 12: Tabling at the Hy-Vee in Clinton



Tabling Events

The planning team had two tabling events to talk directly with residents about possible visions for the site on November 5, 2022. One table was at the Hy-Vee, seen in Figure 12, down the street from Liberty Square, and the other table was at a basketball clinic hosted by the Parks and Recreation Department. Each event was four hours long and provided ample opportunities to talk with and survey residents about their thoughts about the future of Liberty Square. In total over 30 interactions with people took place on that day.

Interviews

In addition to discussions with residents at the kickoff and tabling events and the survey, the planning team conducted in-depth interviews with residents, municipal leadership, elected officials, and community leaders who have direct knowledge about Liberty Square. Multiple interviews were conducted over Zoom, with each averaging roughly thirty minutes (Figure 13).



Figure 13: The planning team Interviewing Grow Clinton's President and CEO Andy Sokolovich



Site Analysis

This plan sets out to provide the City of Clinton with beneficial and sustainable recommendations for development opportunities in Liberty Square. This was done by researching current plans, identifying site challenges and opportunities after visiting Liberty Square (Figure 14), and investigating environmental and transportation considerations. Most of the studied documents included both short- and long-term goals. The plans introduced multiple policy recommendations for implementation, as well as supplemental evaluations of various recommendations and developments.



Figure 14: First site visit to Liberty Square



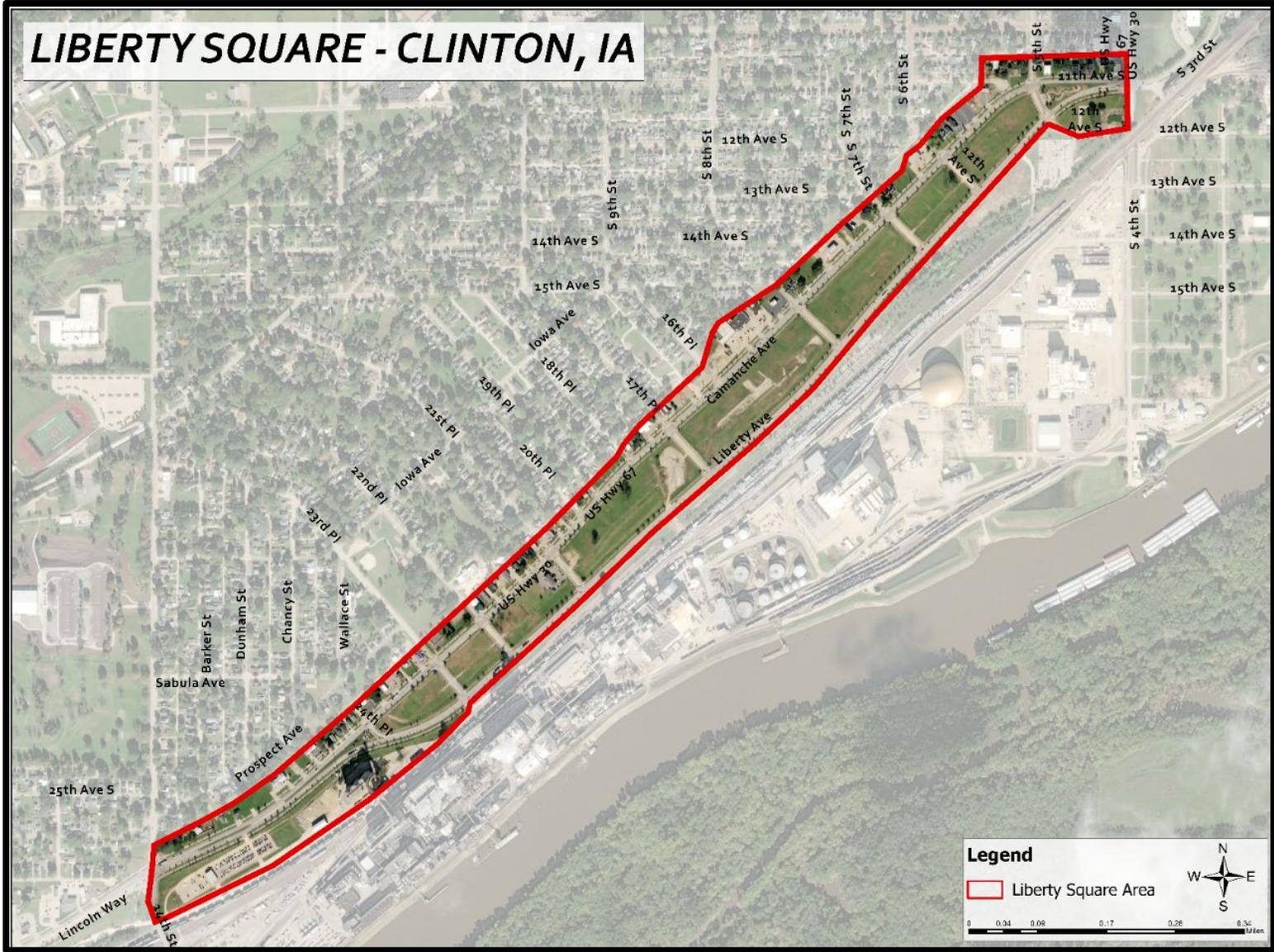


Figure 15: Satellite Imagery of Liberty Square



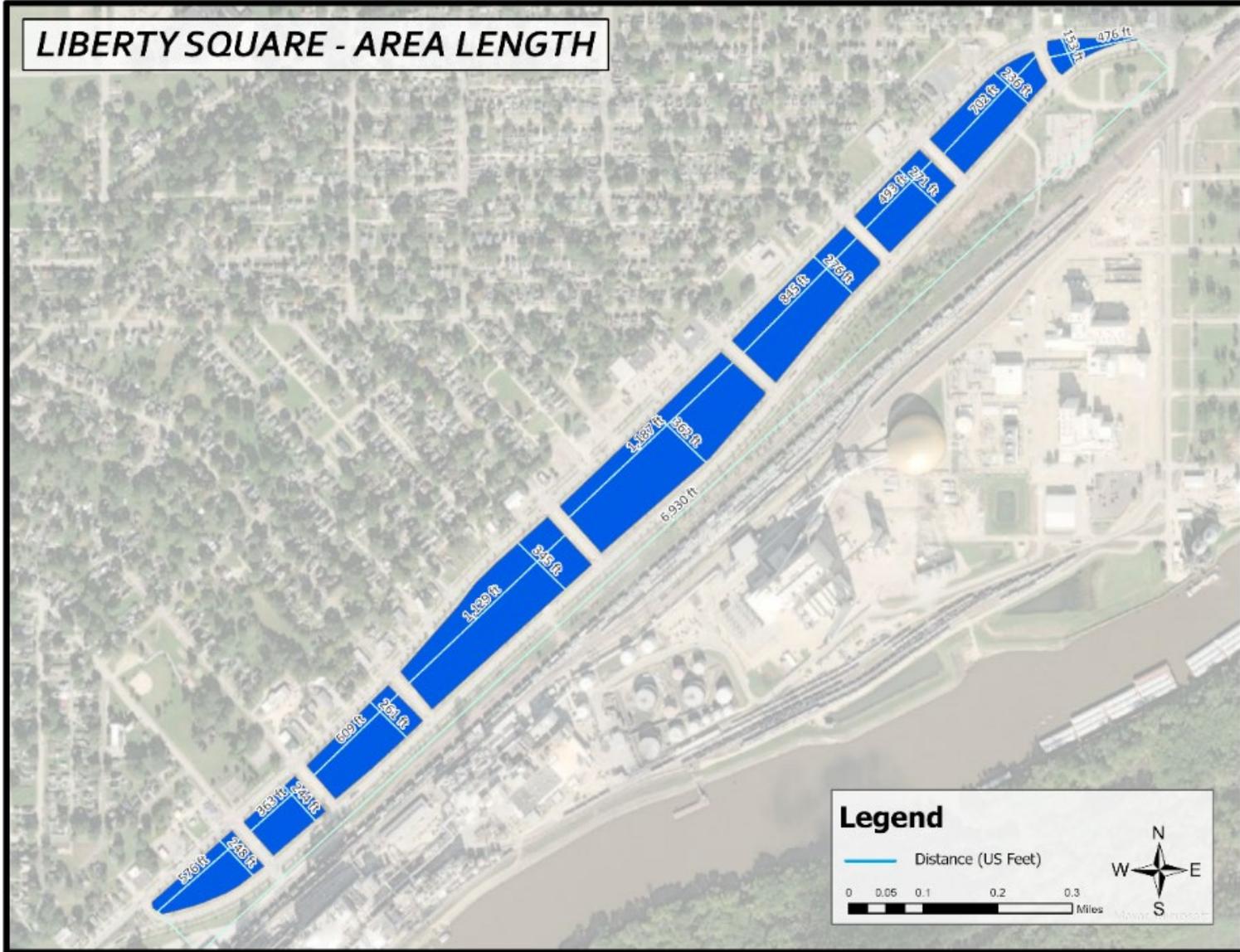


Figure 17: Dimensions for existing land between the two highways



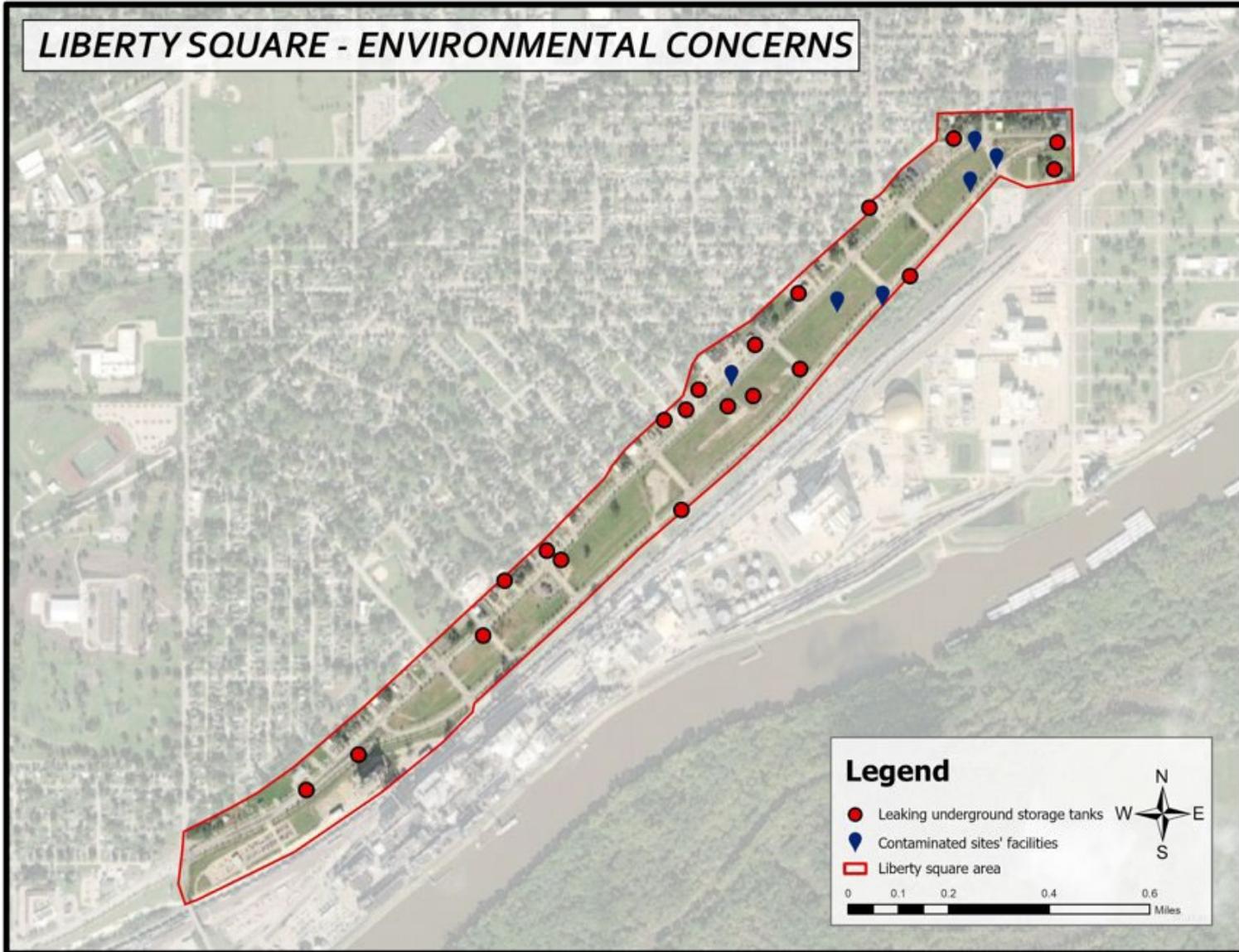


Figure 18: Map showing prior instances involving Leaking Storage Tanks and Contaminated Sites in Liberty Square



Parcel Ownership

The vast majority of Liberty Square is owned by the city, as shown in Figure 16. City ownership may speed up the selling process to potential landowners and developers. The availability of large, city-owned, underutilized land provides a great opportunity for economic development, as it offers unique possibilities and flexibility to develop the area to best meet the needs of the community.

In addition to the city-owned parcels, 122 parcels are privately owned including the Old Town Diner, a parking lot across from 21st Street, and the Interstate Power and Light Company located in the middle of the site. Additionally, most of the land to the north side of Camanche Avenue consists of low-density commercial uses and interspersed residential developments.

Dimensions

As shown in Figure 17, the parcels in the interior of the site have the largest dimensions and represent good locations for anchor developments that require more acreage.

Infrastructure and Site Readiness

Much of the land within this district is undeveloped and would only need minimal regrading in some areas to support certain structures, such as parking lots, buildings, or small commercial districts. With the current upgrades to the stormwater infrastructure in this area, regrading may be necessary to ensure proper stormwater drainage.



Transportation

Highway 30 within the Liberty Square District is a split highway with 6 total lanes—3 one-way, northeast-bound lanes known as Liberty Avenue (Figure 19) and 3 one-way, southwest-bound lanes known as Camanche Avenue.

This section of roadway is the most highly trafficked throughfare in Clinton, averaging about 15,900 vehicles per day and roughly 1,635 truck trips per day¹³. The high level of visibility provided by the corridor and the City of Clinton hopes to maximize Liberty Square as a prominent entryway into the core of the city.

As a part of the Highway 30 redevelopment project completed in 2013, the infrastructure within the right-of-way was enhanced. Aesthetic features were added on both sides of Highway 30 including artistic elements at each intersection, large welcoming symbols located at each end of the site, street trees, streetlamps, and sidewalks. Examples of these improvements are shown in Figure 20.

Highway 30 also functions as an important corridor for local transit services. The Camanche Avenue bus line is one of the busiest routes in Clinton, connecting the commercial node west of Liberty Square (which includes a Walmart) with downtown Clinton. Currently, no bus shelters exist within Liberty Square, but future transit demand in the area should be considered as new development arises.

The Mississippi River Trail lies to the south of Liberty Avenue. This ten-foot wide sidewalk used by pedestrians and bicyclists is part of the larger trail system that is planned to one day run from Minnesota all the way down to the Gulf of Mexico. The location of the trail between Liberty Avenue and the ADM plant has potentially resulted in the under-utilization of this portion of the Mississippi River Trail.



Figure 19: Liberty Avenue



In addition to Highway 30, the Union Pacific Railroad serves local industrial businesses such as the nearby ADM facility by providing access to necessary goods, products, and markets. However, despite the railroad's economic benefits to the region, it is also a significant contributor to noise pollution in the Liberty Square area. Current plans intend to elevate the existing railway tracks visible from Liberty Square to connect to a new railway bridge over the Mississippi River. These alterations could potentially change the current noise pollution conditions within the Liberty Square area.

Current Zoning Code

The Liberty Square Overlay Zone (created in 2002) was implemented within the Clinton Iowa Code of Ordinances to carry out the goals of the 2002 Liberty Square Comprehensive Plan. The code states that “the intent of development in the Liberty Square district is to create a ‘streetscape’ and an environment for ‘street life.’ The proximity of the buildings to the public street, coupled with the development of public and private activity spaces (e.g., entrance courts, patios, and outdoor display areas), will promote street character and human activity.”

Development was to be pedestrian-oriented and act as a public gathering place as well as a burgeoning commercial district.

Architectural and zoning regulations were included to control how buildings and their design were oriented facing nearby streets. For example, all buildings are required to be within a 15–20-foot setback of any public street, pedestrian access from both the public street and interior parking area must be provided, 20% of each site area must be committed as open space, and only certain high-quality building materials are permitted (brick, stone, and concrete).



Figure 20: Updated Infrastructure on Liberty Ave



In addition to architectural design requirements, the Liberty Square Overlay Zone has some use regulations. Currently, the zoning ordinance has specific design features for development in Liberty Square. This includes minimal commercial spaces that allow less than a dozen employees or only certain businesses are allowed, such as flower shops. The ordinance is being rewritten by a consultant to accommodate a larger variety of land use opportunities, which opens many doors for development.

Environmental Considerations

The city of Clinton's natural environment is partially defined by the Mississippi River, found to the east and south of the city. Liberty Square features a relatively flat topography. The primary environmental hazards in Clinton are related to flooding and severe weather, including tornadoes, windstorms, thunderstorms, and severe winter storms.

Flooding

Analysis of flood maps from both the Federal Emergency Management Agency and the Iowa Flood Center at the University of Iowa indicates that there are no risks for a 100-year flood event (Figure 21). On the river side of the ADM plant, a levee was built to prevent losses and damage from flood events. An elevated rail line, with varying heights up to 40 feet, is in the planning phases to be built between the ADM processing plant and the sidewalk to the south of Liberty Square. This can possibly serve as an additional levee if there was a 100-year flood. Despite its proximity to the Mississippi River, engineered flood mitigation solutions have created minimal flooding risks for Liberty Square.

Stormwater

Depending on development decisions, more impervious surfaces will be added to the area, leading to urban runoff and pollution. There could be pooling on the roads, which can impact drivers and snow removal in the winter. Recently, the city redesigned the stormwater drainage in the area, which improves impervious surface runoff and drainage. Some recommendations to mitigate drainage issues from future developments include bioswales, rain gardens, and other green stormwater infrastructure elements. Green infrastructure can also improve the water quality of the runoff and collect small pieces of litter.



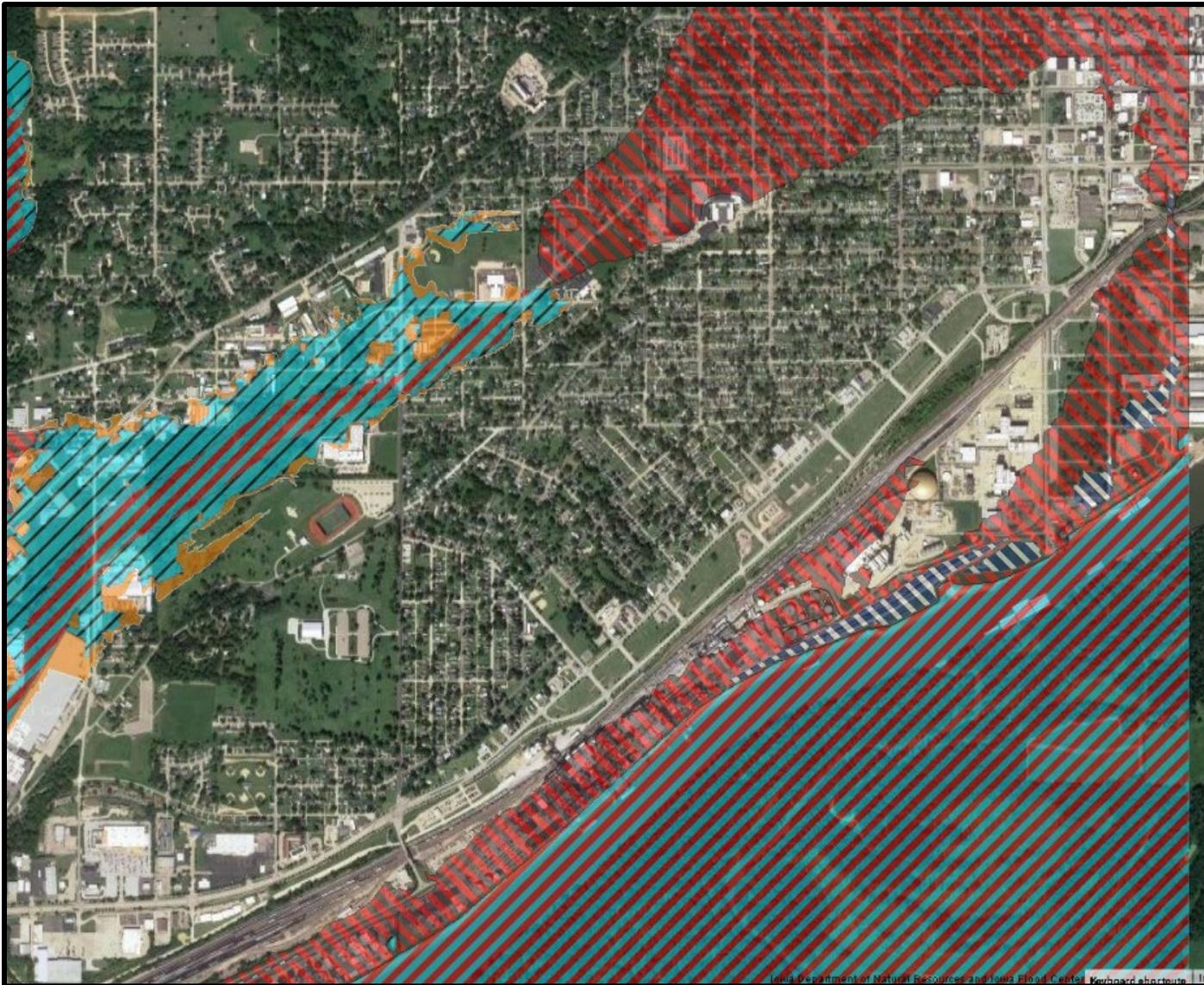


Figure 21: FEMA Floodplain data near Liberty Square



Air Pollution

The US Environmental Protection Agency’s Clean Air Act (EPA) permits industrial facilities to emit limited amounts of air pollutants. In the 12 most recent quarters, the ADM Bioprocessing plant has not been in any Clean Air Act violations and does not produce any significant carcinogenic emissions. Emissions are byproducts of the ethanol making process, with the main emissions being aerosols and barium compounds used in enhancing the performance of ethanol biofuel.

Currently, the wet mill at the ADM Bioprocessing plant is being retrofitted and will meet the best available technology standards set by the EPA. This retrofit is expected to minimize the odor and number of pollutants, mentioned above, which are emitted from the facility.

Brownfields and Groundwater

Some parcels adjacent to Liberty Square in the southeast have been identified by the EPA as brownfields, former industrial sites that have known or suspected environmental contamination. The City obtained funding from the EPA’s Brownfields Grant Program in the 2000s to perform Phase I and environmental assessments due to historical use of above ground leaking storage tanks. Figure 18 shows all the known brownfields and past instances of leaking storage tanks within the site. In the late 2000s, tons of contaminated soil found to contain BTEX (Benzene, Toluene, Ethylbenzene, and Xylene), naturally occurring products in crude oil and pollutants, were removed. This was only in brownfields adjacent to Liberty Square. All sites within Liberty Square were deemed safe by the EPA, the Iowa Department of Natural Resources (DNR), and H.R. Green, the



Figure 22: Industries neighboring Liberty Square, such as ADM, can impact the environment of the site.



hired consulting firm, and did not need soil to be removed. All leaking storage tanks have been sealed and are under monitoring. Within Liberty Square, brownfields do not significantly or detrimentally impact development opportunities.

Groundwater monitoring wells have been installed by H.R. Green on the brownfields to monitor if contamination increases or decreases. The brownfields have entered the DNR's Land Recycling Program, meaning that they have been remediated and are being monitored before being given a certification of occupancy and allow development to occur.

No superfund sites are within the proximity of Liberty Square and both the EPA and DNR have given the okay for development in Liberty Square. The City has issued an ordinance forbidding wells installed for human consumption, either personal or commercial, due to groundwater contamination. No farming, food harvesting, or water consumption should occur within Liberty Square.

Despite the initial concern of potential environmental hazards, many efforts have been made to remediate and mitigate this area. While there are some limitations to what may be developed within Liberty Square, it can still support multiple land uses, such as, commercial businesses or recreational spaces, both indoors and outdoors.

Challenges And Opportunities

The team conducted multiple site visits, meetings, and interviews with a local historian, Gregg Obren, the city's administrator, Matt Brooke, and BNS Operations Director, Karen Rowan, and stakeholders regarding Liberty Square. These stakeholders are residents of both Clinton and neighboring cities who do their shopping within Clinton. Those conversations and visits helped frame an understanding of opportunities and challenges in the area. Key points are summarized below.

Traffic

Highway 30 serves as both a challenge and opportunity. The width of Camanche Avenue coupled with high driving speeds and few traffic calming devices create a barrier and safety hazard for pedestrians and cyclists. Vehicular traffic



also imposes noise and odor pollution on the area. The ADM plant and other adjacent industrial uses attract and produce a high number of truck traffic trips that must be accounted for in future transportation updates.

The high visibility can entice both pedestrians and drivers to stop at Liberty Square, as the location may allow a variety of both economic and recreational activities, both indoor and outdoor. This would increase the level of traffic and be taken into consideration for future safety measures and emissions.

Surrounding Areas

Noise, commercial traffic, both vehicular and rail, and air pollution emitted by the ADM bioprocessing plant are challenges that need to be mitigated to optimize development potential within the district. North of Liberty Avenue, there are small commercial spaces, like restaurants and gas stations, and residential neighborhoods. Some of these parcels are being bought by the city to be transformed into other land uses, such as commercial. The moderately trafficked downtown business district, home to many small, locally owned businesses, remains nearby regardless of what development occurs within Liberty Square. Liberty Square should be developed in a way that ensures it will not compete with these downtown businesses.

S.W.O.T

Building upon the initial evaluation of the Liberty Square site, a S.W.O.T. analysis (seen in Figure 23) identified strengths, weaknesses, opportunities, and threats related to Liberty Square. The S.W.O.T. was influenced by a site visit to Liberty Square, input from public engagement, and interviews with community partners and others including Retail Strategies.

Liberty Square has many strengths including its proximity to high-traffic areas. The site is surrounded by the divided Highway 30, making Liberty Square highly visibility to the traffic and creates potential customers or visitors for the site. Liberty Square also has existing infrastructure like nearby major roads and streets that cut across the site that makes the area suitable for immediate development. Lastly, Liberty Square is near downtown Clinton and other businesses, making it a convenient location for consumers and visitors.

A significant weakness for Liberty Square is noise and odor pollution from nearby manufacturing, particularly on the south end of the site. This pollution along with the poor aesthetics due to its proximity to industrial manufacturing could



limit what uses are suitable for the site. Another weakness is that Liberty Square is located on a highway median. This is beneficial for visibility and traffic but can limit what can be developed on the site and how people and vehicles can get to the area. The zoning ordinance for Liberty Square is also very restrictive and will need to be updated before any major development can move forward.

Additionally, there are conflicting visions of what should be done with Liberty Square. In the 2002 Liberty Square Comprehensive Plan, the goals for Liberty Square include sustainable economic development and the creation of high-wage jobs. Subsequent code developed following the goals of the plan state that Liberty Square is intended to be developed to create an environment for street life. On the other hand, the 2018 SC Clinton Economic Development Plan proposes that Liberty Square be turned into a native Iowa prairie. These two plans showcase the differing views of what purpose Liberty Square should serve.

Despite these weaknesses, Liberty Square holds great opportunities. This site has the potential for many economic opportunities such as commercial development that could boost the tax base for Clinton. Liberty Square could also act as a welcome way to the city and a historical center where visitors and residents could learn more about the history of the Clinton area. Finally, Liberty Square has the potential for environmental mitigation, creating a buffer between residents and industry as well as protecting natural ecosystems.

Threats for Liberty Square include the declining population in Clinton. The population in Clinton has declined 8.99% since 2010 which could limit the feasibility of certain uses for the land. Developers or companies may be

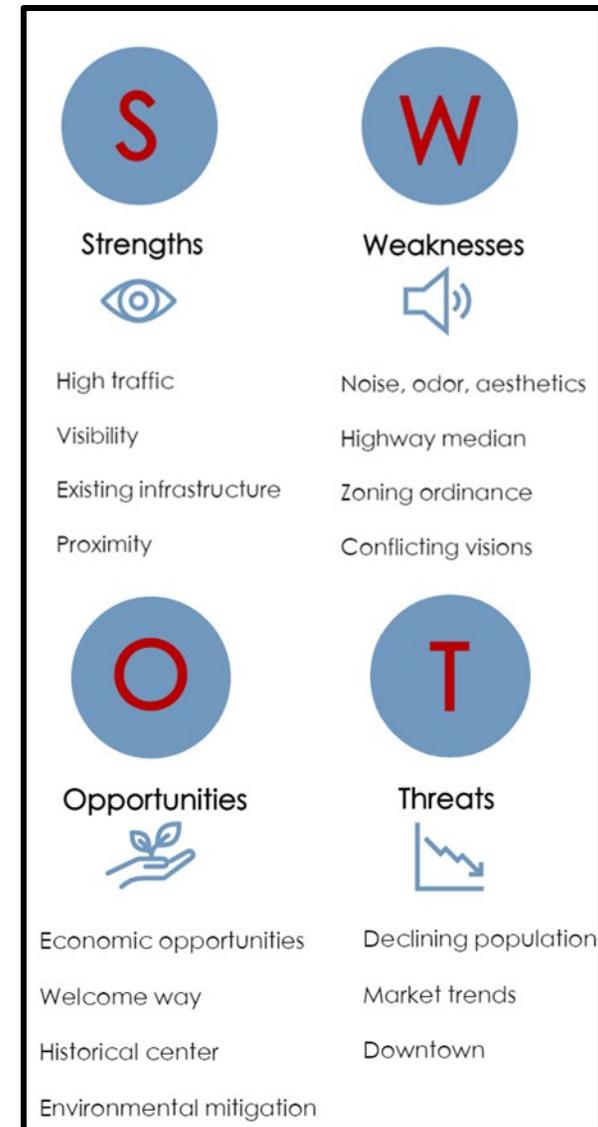


Figure 23: Liberty Square SWOT Analysis



unwilling to build commercial development, like retail stores or restaurants in areas that are not growing. In addition to Clinton’s declining population, many people choose to leave Clinton to fulfill their shopping and entertainment needs.

According to a Retail Strategies market outlook opportunity gap report, there are shortage gaps of \$79 million for grocery stores, \$16 million for general merchandise (department stores and other general merchandise stores), \$14 million for clothing and clothing accessories stores, and \$3.6 million for home furnishings in the Clinton regional area, shown in Figure 24. These gaps are calculated by the 2020 consumer demand by establishment type and is subtracted by the 2020 market supply by establishment type. These shortage gaps are a weakness for the City of Clinton but an opportunity for Liberty Square to fulfill the missing needs of the area. Multiple grocery stores, like Hy-Vee, already exist near Liberty Square, but the area could fulfil the needs for general merchandise stores, clothing and accessories stores, and home furnishing stores.

Consumer Demand and Market Supply by Establishment Type: Clinton Regional Area	2020 Consumer Demand	2020 Market Supply	Opportunity Gap: Surplus/Shortage Gap
Food and Beverage Stores	\$ 133,549,880	\$ 55,182,460	\$ 78,367,420
Grocery Stores	\$ 123,307,741	\$ 44,294,062	\$ 79,013,679
Specialty Food Stores	\$ 3,069,366	\$ 5,675,501	\$ (2,606,135)
Beer, Wine & Liquor Stores	\$ 7,172,772	\$ 5,212,896	\$ 1,959,876
General Merchandise Stores	\$ 115,168,771	\$ 99,067,580	\$ 16,101,191
Department Stores	\$ 22,237,652	\$ 14,999,226	\$ 7,238,426
Other General Merchandise Stores	\$ 92,931,119	\$ 84,068,354	\$ 8,862,765
Clothing & Clothing Accessories Stores	\$ 40,124,143	\$ 25,539,574	\$ 14,584,569
Clothing Stores	\$ 28,853,952	\$ 13,595,521	\$ 15,258,431
Shoe Stores	\$ 6,048,683	\$ 5,754,548	\$ 294,135
Jewelry, Luggage & Leather Goods Stores	\$ 5,221,508	\$ 6,189,504	\$ (967,996)
Furniture and Home Furnishings Stores	\$ 19,273,908	\$ 19,943,620	\$ (669,712)
Furniture Stores	\$ 10,335,366	\$ 14,651,506	\$ (4,316,140)
Home Furnishings Stores	\$ 8,938,543	\$ 5,292,114	\$ 3,646,429

Figure 24: Highlights from 2020 Market Outlook Opportunity



Other market trends that are a threat to Liberty Square include a global recession and the decline of big box stores. A global recession would cause lower demand for retail establishments, therefore limiting what could be built and succeed in Liberty Square. In addition, the decline and limited development of big box stores as retail shifts online also lowers the demand for in-person shopping if this use was chosen for Liberty Square.

Another potential threat is Clinton's downtown businesses as the areas could compete. Most commercial businesses will inevitably compete with other commercial businesses. However, the intent of Liberty Square is not to compete with established downtown businesses and provide differing establishments and uses than downtown Clinton, and break into untapped industries that are wanted in Clinton like entertainment. In addition, the buildings in Liberty Square could offer more space to businesses than the smaller downtown rental spaces, which would be a different type of commercial market than what downtown Clinton can offer.

Overall, Liberty Square has weaknesses and threats to overcome, but its strengths and opportunities are very strong. For example, the high-visibility and potential for customers and visitors is a major strength and selling point for developers. Additionally, the shortage gaps in the Clinton region market are considered a threat for Liberty Square. However, it can also be viewed as an opportunity as Liberty Square could fill in the gaps in consumer demand.



Public Input

Public input is essential when proposing a redevelopment plan that best meets residents' needs and has the buy-in and the support of the broad community. Thus, during different stages of the planning process, public input was sought, in order to identify what the public want to see in Liberty Square. The input helped identify the broad range of residents' preferences and visions for the site. Additionally, public input provided a starting point for identifying potential overlap between the needs of the public.

With the goal of trying to reach as many people as possible, engagement with the community was approached in a few ways. This was done through in-person events, a survey, and interviews. The survey was available in both paper and online format. A Facebook page was also created to post updates on the project for the community about the planning process.

Events

From those events, the team learned that Clinton is missing places for family-focused indoor recreation and entertainment. Many respondents also wanted to see some green space preserved. Participants were excited to know that something was going to happen with Liberty Square since the area has been mostly empty for ten years.

Interviews

From the interviews, the planning team learned stakeholders have a different idea of what Liberty Square could and should become. Many of these stakeholders identified some local gaps in Clinton County that redevelopment in Liberty Square could fill, e.g., small retail and hospitality services like dry cleaning and family entertainment.



Visioning Process

For Liberty Square to become a desirable place for residents and visitors, the site redevelopment needs to be grounded in a vision supported by the community and implemented through feasible steps. The planning team proposed several alternative visions for the site, which could be strategically integrated to create a meaningful and unique place.

These visions were formulated by investigating the history of land development in Liberty Square, analyzing the current conditions of the site, carrying out multiple on-site visits, and conducting interviews with Retail Strategies (an independent real estate company working directly with the City of Clinton), Grow Clinton, the Iowa Department of Transportation, East Central Intergovernmental Association, Clinton city officials, and Clinton residents during the project kick-off event.

The process of interviewing different stakeholders has not only provided many potential development outcomes from a variety of different perspectives but also helped eliminate development options that are less feasible, given the existing conditions of the site and the market. Incorporating the community and other stakeholders through in-person events, interviews, and a survey aligns with the Collaboration Principle from the Iowa Smart Planning Principles and allows for creative suggestions and recommendations that are better suited to Clinton's needs and wants.

Each vision was simplified into overarching themes with a brief explanation. The eight proposed alternative visions are described below (in no particular order).





Vision Alternative 1: Neighborhood, Housing, and Accessibility

An area for people of all ages that provides safe and quality housing with close access to places where people can meet their everyday needs.



Vision Alternative 2: Culture, Heritage, and Community

A central area to celebrate Clinton's rich history and bright future through community art and nature.



Vision Alternative 3: Entrepreneurial, Maker Space, and Technology

A gathering space for entrepreneurship and technological innovation.





Vision Alternative 4: Education, Environment, and Preservation

A natural educational area for the future of sustainable living within Clinton through promoting environmental preservation, native vegetation, innovative food systems, and communal green space.



Vision Alternative 5: Walkable, Active, and Gathering Space

An inviting pedestrian-oriented, bike-friendly gathering space for residents and visitors to shop, dine and have a pleasant time.



Vision Alternative 6: Big Box Stores and Shopping

A suburban (low-density big box / strip mall) retail development easily accessible for vehicles from Highway 30, catering to residents, visitors, and commuters.





Vision Alternative 7: Economic Growth, Transitional, and Industry

Create an area for job growth that acts as a transitional buffer between the heavy industry south of Liberty Avenue and the residential area north of the Camanche.



Vision Alternative 8: Recreational, Entertainment, and Family-Friendly

A recreational entertainment district within Clinton; an indoor/outdoor area for family-friendly activities.



Survey

To help facilitate discussion during the tabling events and to receive more feedback about Liberty Square, the planning team used a survey presenting the eight alternative visions for Liberty Square and exploring other possible ideas as well. The survey targeted residents from Clinton and the surrounding areas because Liberty Square has the potential to serve local and regional residents. This survey was distributed at the tabling events, posted on to the Liberty Square Master Plan Facebook, the Choose Clinton, Iowa Facebook (4.6k followers), the Building and Neighborhood Services Facebook (1.5k followers), and was advertised in The Clinton Herald, the local newspaper. The survey was conducted from November 5, 2022, to January 16, 2023, and received 85 full responses.

The survey asked respondents to rank potential visions for Liberty Square and asked about the relative importance or weight they put on economic resilience, cultural resilience, and environment-friendly practices for the site. The survey included background questions, such as how far respondents lived from Liberty Square, how long have they been a resident of Clinton - if they were, and demographic information. Participants were also given the opportunity to indicate their interest in participating in a visioning focus group. The questionnaire is included in the appendix.

The results from the survey showed that the top ranked uses overall were Cultural/Heritage/ and Community, Walkable/Active/Gathering Space, and Recreational / Entertainment / Family-Friendly. Younger respondents (18-34 years old) prefer Liberty Square to be utilized as an Environmental Education space, a Gathering space, or a Recreational/Entertainment space; older respondents (55-64 and over 65 years old) prefer Liberty Square to be utilized as a Cultural/Heritage Space. Respondents also ranked environmental practices as most important to Liberty Square, closely followed by economic resilience. Cultural resilience was the least important to the respondents. The full results from the survey are attached in the appendix.



Areas within Liberty Square

After gathering feedback from the public from the survey and several interviews, the planning team began to consider the preferred and practical uses for Liberty Square. It was decided to split Liberty Square into five different areas, each with its own development possibilities. By splitting Liberty Square into different areas (Figure 25), there was greater freedom to consider different development options and phasing for the future. The team prioritized the highest rated uses for Liberty Square by the public (Cultural/Heritage/ and Community, Walkable/Active/Gathering Space, and Recreational / Entertainment / Family-Friendly) while also considering the opportunity for commercial development. Each area was thoughtfully considered, and the planning team provided recommendations for what type of development is wanted and feasible. This information was conveyed to the community partners in our Mid-Year presentation and received positive feedback. The Land Use Matrix map visually shows the five different areas of Liberty Square.

Design Charette

On March 21, 2023, Clinton residents participated in an Open house for the Liberty Square Master Plan (Figure 26). Attendees were presented with four concept maps with different themes and elements, including various urban designs, land uses, public spaces, and a potential highway design proposal. The four maps were composed based on the public feedback received from the first community engagement event and the survey results.

Residents discussed these options with the members of the student group undertaking this project and gave their feedback on the different ideas. Additionally, participants provided their thoughts about the potential transportation redesign opportunity that has been explored as part of this Master Plan.

The open house design charrette was a collaborative and inclusive process that brought a diverse group of stakeholders, including community members, city officials, and business owners to help address the unique challenges and opportunities of the area.





Figure 25: Land Use Matrix Map of Liberty Square





Figure 26: Photos from the public open house



Concept Map #1

The first concept map (Figure 27) focused mainly on enabling industrial uses in Area Two, while indoor entertainment and scattered retail stores exist in Area Three. This concept map proposed that both ends of Liberty Square be dedicated to green spaces with a welcome sign inviting highway commuters into the district. Due to high odor and sound pollution, Area One in all concept maps was designated to be mostly utilized with prairie and green space.



CONCEPT 01

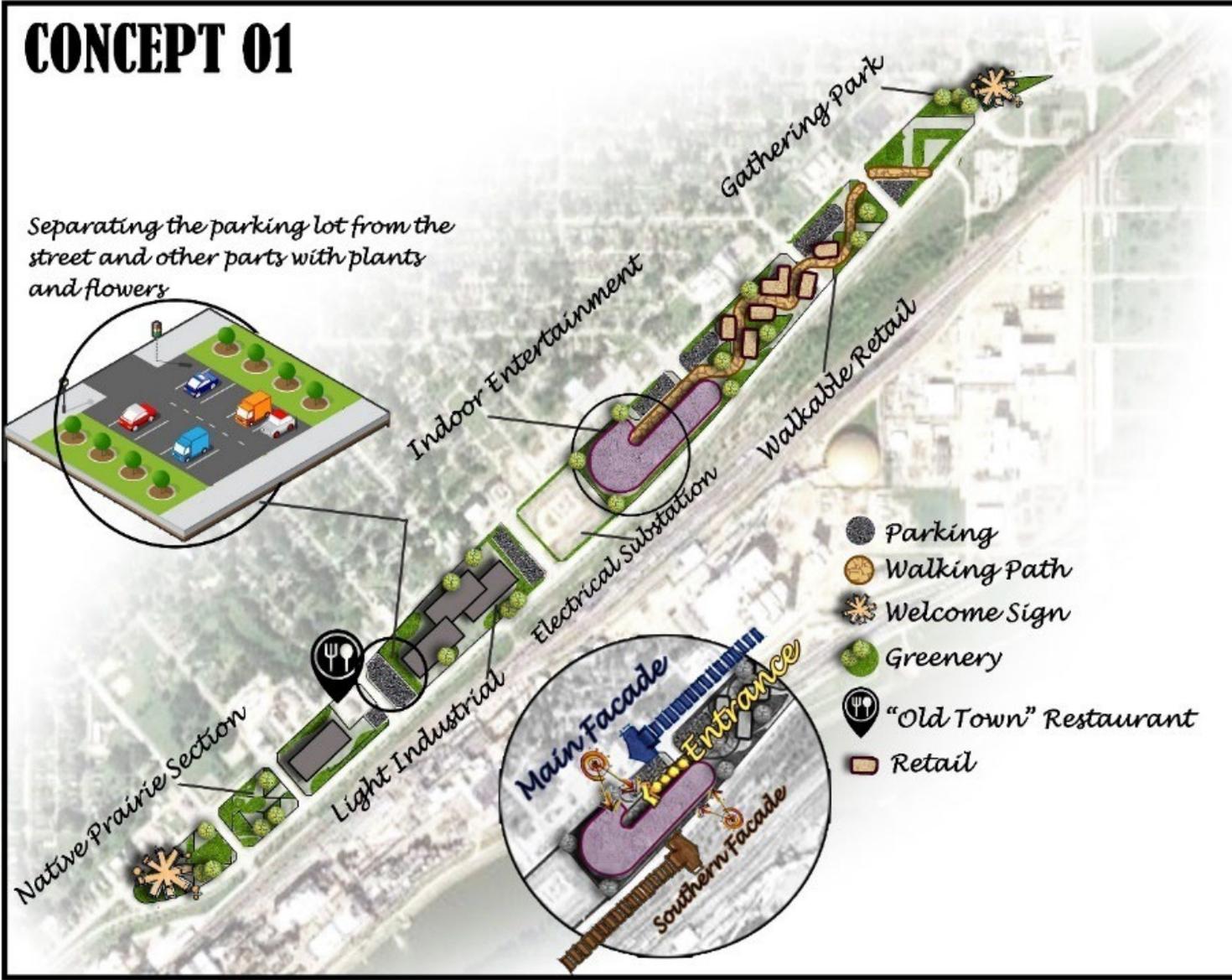


Figure 27: Concept Map One



Concept Map #2

In the second concept map (Figure 28), Area Two was changed to commercial uses, potentially including drive-thru restaurants or car-oriented shops according to community feedback and needs. Solar panels were introduced in Area One to promote environmental sustainability as well as functioning as public art installations. In addition, multiple fountains were located throughout Area Three. The inclusion of water elements, particularly the gentle sounds generated by fountains, can effectively mask some of the highway traffic noise.



CONCEPT 02

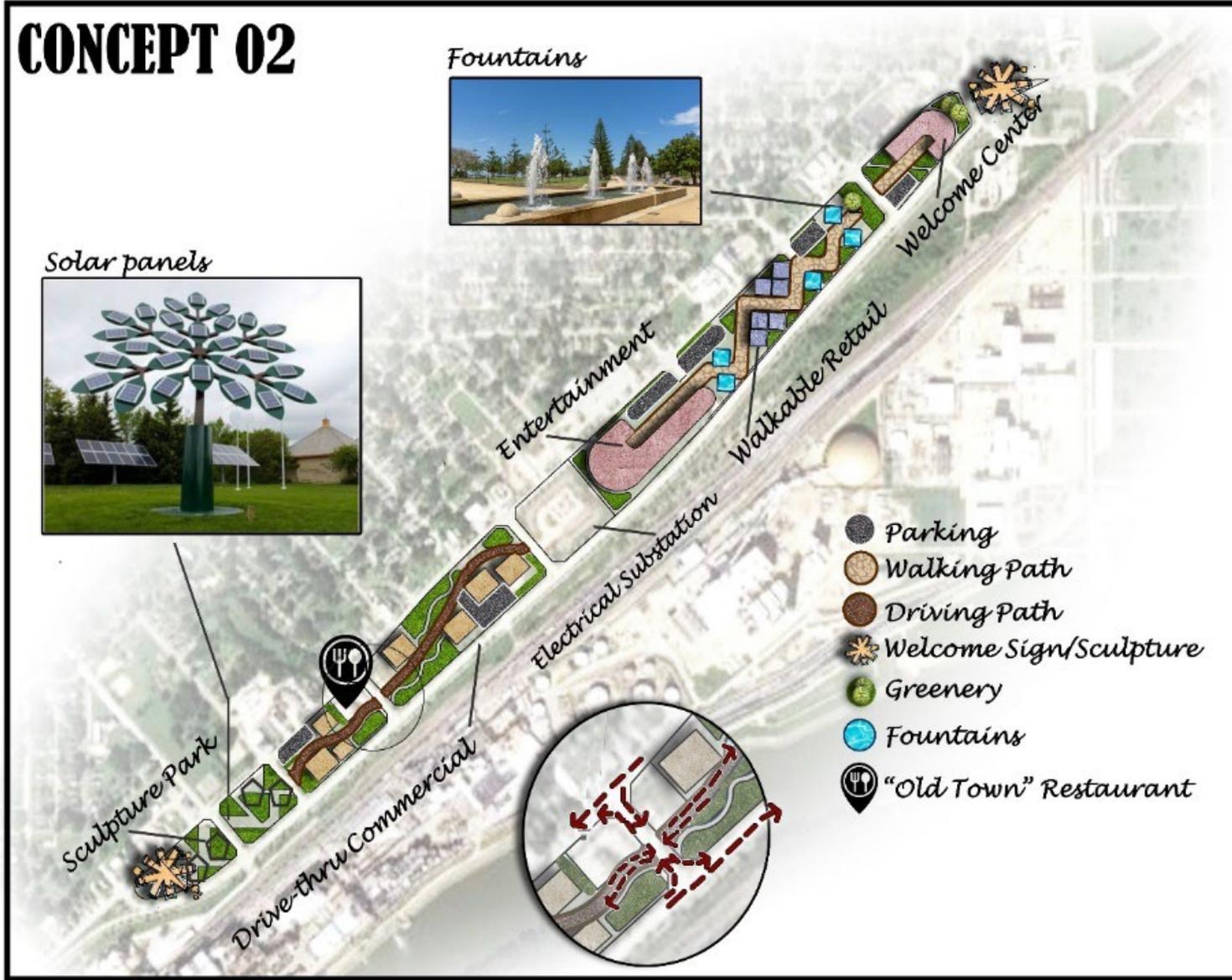


Figure 28: Concept Map Two



Concept map #3

In concept map three (Figure 29), a "courtyard" design was proposed for retail and entertainment purposes in Area Three. The concept map illustrates how the surrounding structure creates a peaceful and intimate space that protects users from traffic noise and visual pollution. This design concept draws inspiration from Persian landscape design, which connects different areas through a pedestrian path alongside a stream. Furthermore, Area One includes large-scale sculptures as inviting focal elements. In addition, Area Two is divided by 21st Street into two sections, with the northern part designated for art workshops and museums, and the southern part allocated for industrial uses.



CONCEPT 03

Large-scale sculptures that can be seen from inside the moving cars

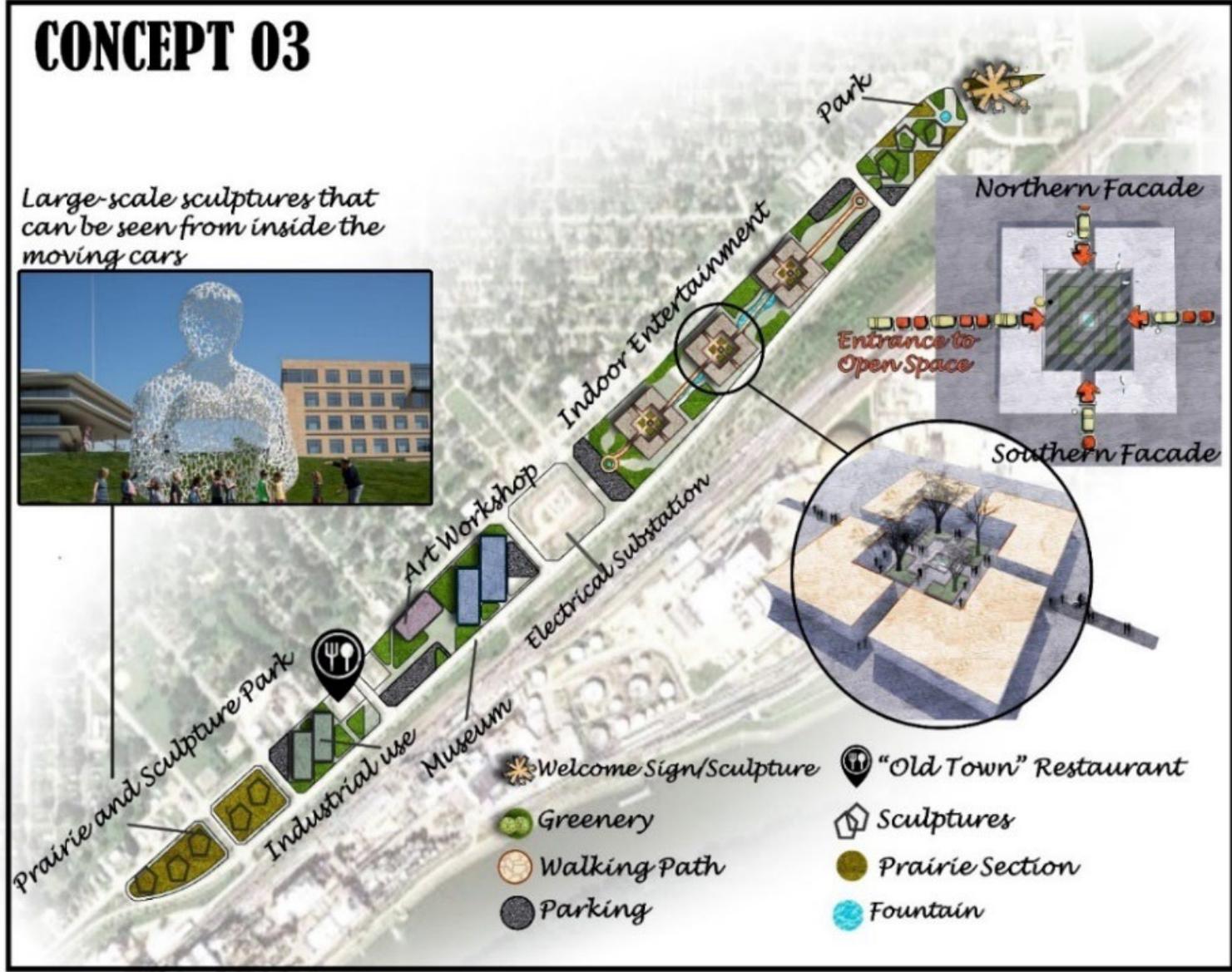


Figure 29: Concept Map Three

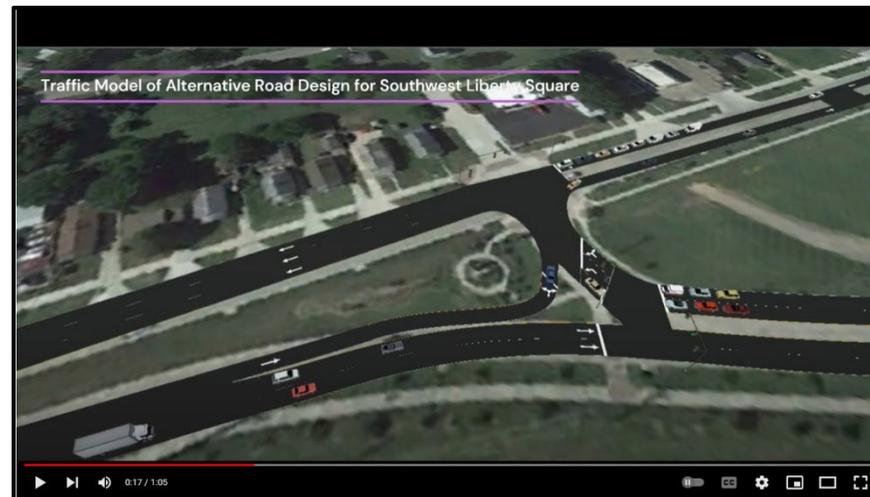


Concept map #4

The fourth concept map (Figure 30) proposed a highway redesign that includes converting both Camanche Ave and Liberty Ave into two-way roads. Camanche Ave would primarily serve as a local accessibility route, while Liberty Ave would function as a bypass for the area, accommodating heavy truck traffic commonly found in the corridor. The proposed land uses in conjunction with this highway redesign would also undergo changes. Area Three would feature retail uses facing Camanche Ave to attract more visitors. Area One would be dedicated entirely to native prairie, while Area Two would have the potential to include both drive-thru commercials and industrial uses, separated by 21st street. Street parking was planned for Area Three and Area Four along Camanche Ave.

Watch a 3D Video of How the Transportation Redesign would look with Actual Traffic Patterns!

<https://www.youtube.com/watch?v=RiB4UNiYojg>



CONCEPT 04-Proposed Highway Design Change

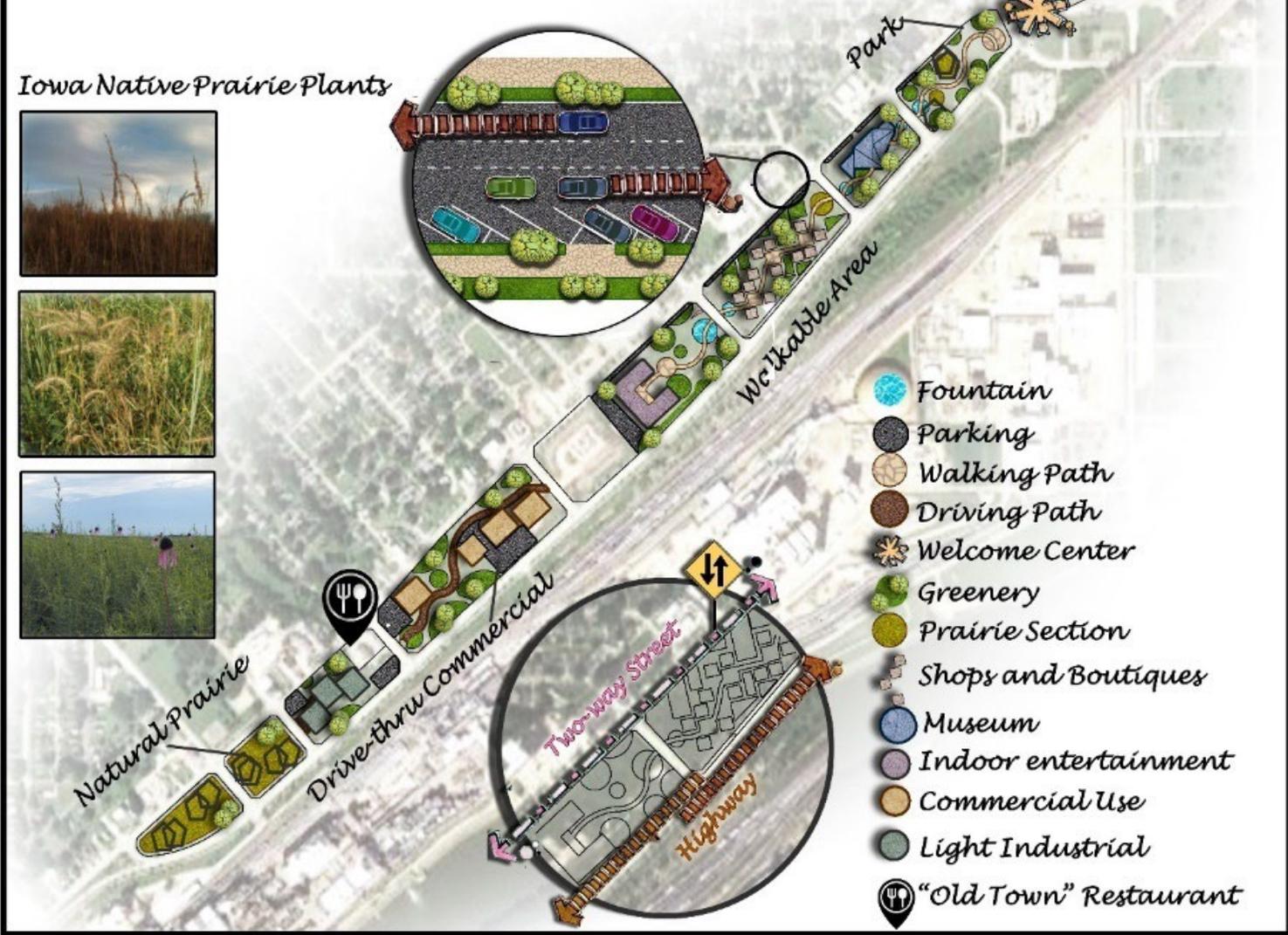


Figure 30: Concept Map Four [design depicts potential changes to the existing highway setup]



Final Concept Map

Following a thorough review of feedback collected during the tabling event, a final concept map (Figure 31) was developed, taking into account community preferences and suggestions. Each area received positive feedback, which greatly informed the design process of the final concept map. Design elements were presented to attendees for voting, with the most popular ideas incorporated into the final design. The community expressed interest in incorporating solar panels in Area One, both as an aesthetic feature and as a sustainable energy source. Area Two garnered interest in both commercial and industrial uses. The Persian courtyard design received high praise among attendees for Area Three. Lastly, area four was identified as a potential location for a gathering park due to its distance from sources of odor.

Watch a 3D Flythrough of the Final Concept Map on YouTube!

<https://youtu.be/RnMReM5Qjx8>



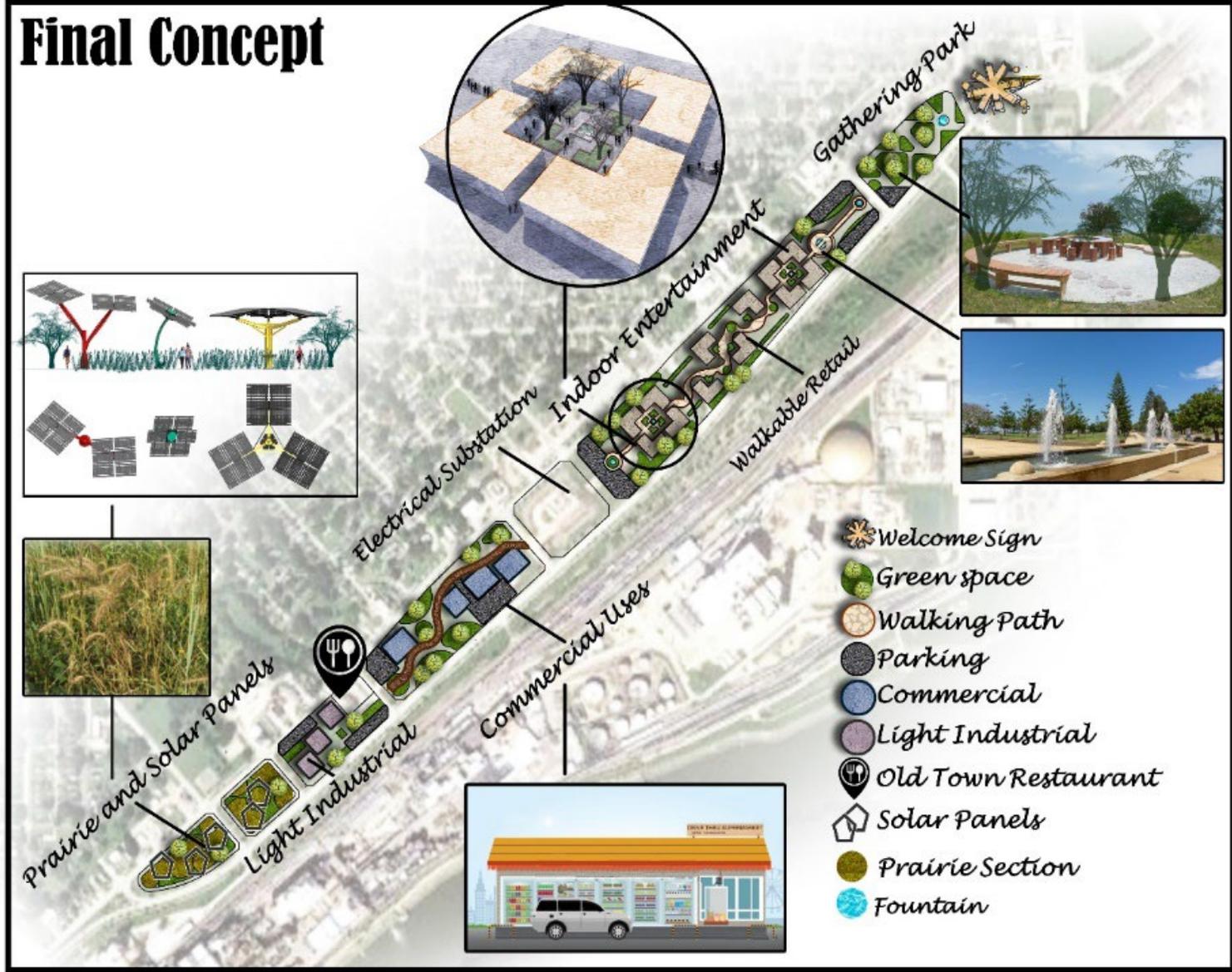


Figure 31: Final Concept Map Design



Design Aesthetic

To guide recommendations for the design, feel, and environmental considerations of Liberty Square, the Land Use Matrix, the final concept map, and feedback from the spring public engagement event were utilized to create recommendations for each zone. Multiple Iowa Smart Planning Principles are applicable in this section:



The Collaboration Principle was utilized for the development of land use and design recommendations as community feedback was incorporated into the recommendations, particularly in the recommendations for Area Three and Area Four.



The Natural Resources and Agricultural Protection Principle guided the natural prairie and open green space land use recommendations.



The Clean Renewable, and Efficient Energy was considered for use of solar panels in Area One.



Making Liberty Square more accessible for pedestrians and public transport was guided by the Sustainable Design Principle.



In addition, the land-use recommendations follow the guidelines of the Occupational Diversity Principle as these land uses were developed to promote new business and entrepreneurial opportunities for Clinton.



The Community Character Principle was applied through design recommendations that match the character and architectural style of Clinton while also honoring Clinton's history and bringing someone new and exciting to the city.



Final Concept Map – Area One



Figure 32: Planview of Area One design concept



Area One - Land Use

Depicted in Figure 32, the primary land use for Area One should be native prairie and vegetation. Prairie absorbs stormwater runoff, provides pollinator habitat, and announces that Liberty Square and City of Clinton believe that maintaining green and ecological features are important. In addition, prairie is lower maintenance than turf green that is currently in the area as prairie does not need to be mowed regularly.

Liberty Square welcome signage is also advised for this area as it is an entrance to the City of Clinton. The long-term goal of this area is to create the identity of the area as an entrance to Liberty Square that emphasizes nature and sustainability.

Unadvisable uses for this area include housing and outdoor uses as result of the smell and noise in this area.

Area One -Design and Feel

Area One should be a unique, inviting entrance to Clinton. Those driving into town should get a sense that Clinton is proud of its history, culture, and cares about sustainability and the environment. Signage in these areas should follow the red, white, and blue color scheme of the rest of the decorative additions in Liberty Square. The design should also follow the river and water theme of other signage in the area.

Prairie and other native plants in this area should also be well maintained and show signs that it is cared for and that the plants are intentionally placed. An example would be a white, picket fence around the perimeters of the prairie as shown in Figure 33 or a mowed edge as shown in Figure 34.



Figure 33: Example of white, picket fence around vegetation to show signs of care and maintenance.



Figure 34: Example of mowed prairie edge near road to show signs of care and maintenance.



Area One - Environmental Considerations

Area One borders the section of the ADM plant where the negative externalities are most significant, which, periodically, makes it inhospitable to public use. In addition to this factor, all prairie and other vegetation will need to include a mowed perimeter, to ensure visibility at the traffic intersections. The solar tree installations should be placed inside of the mowed perimeter to lessen the potential risk to the infrastructure from vehicular accidents.

The proposed solar tree design idea, visualized in Figure 35, would be suitable for Area One. Traditional Photovoltaic (PV) solar installations take up more land area to produce equivalent amounts of power compared to solar trees. Additionally, PV installations mounted on the ground would require more protection from the potential hazards of the surrounding highway. Currently, the cost of solar tree installations range from \$1.5-\$6 per kilowatt (kW).^{14,15} As for space efficiency, the design can have values as high as 0.5-1 kW per square feet.¹⁶

Using a small portion of Area One (5,500 square feet; roughly 1%), there is the potential for generating 2,500 kW or more. This amount of power would power roughly 2,000 homes for a year. However, the size could be adjusted to meet the needs of Liberty Square and the City.

The initial investment in the solar trees would be significant. However, the payback period would be within 10 years. The solar panels in this area will produce energy that can cover electricity costs for the City or be sold back into the grid. The funds from this energy production can go back to the city to pay for the purchase of the solar panels. Once the solar panels are paid off, the funds could go to maintaining the prairie or other projects in the area. While the solar panels will generate some funds, another major purpose of featuring solar panels in Liberty Square is to signal that Clinton cares about sustainability, the environment, and is moving towards modern and renewable electricity production.



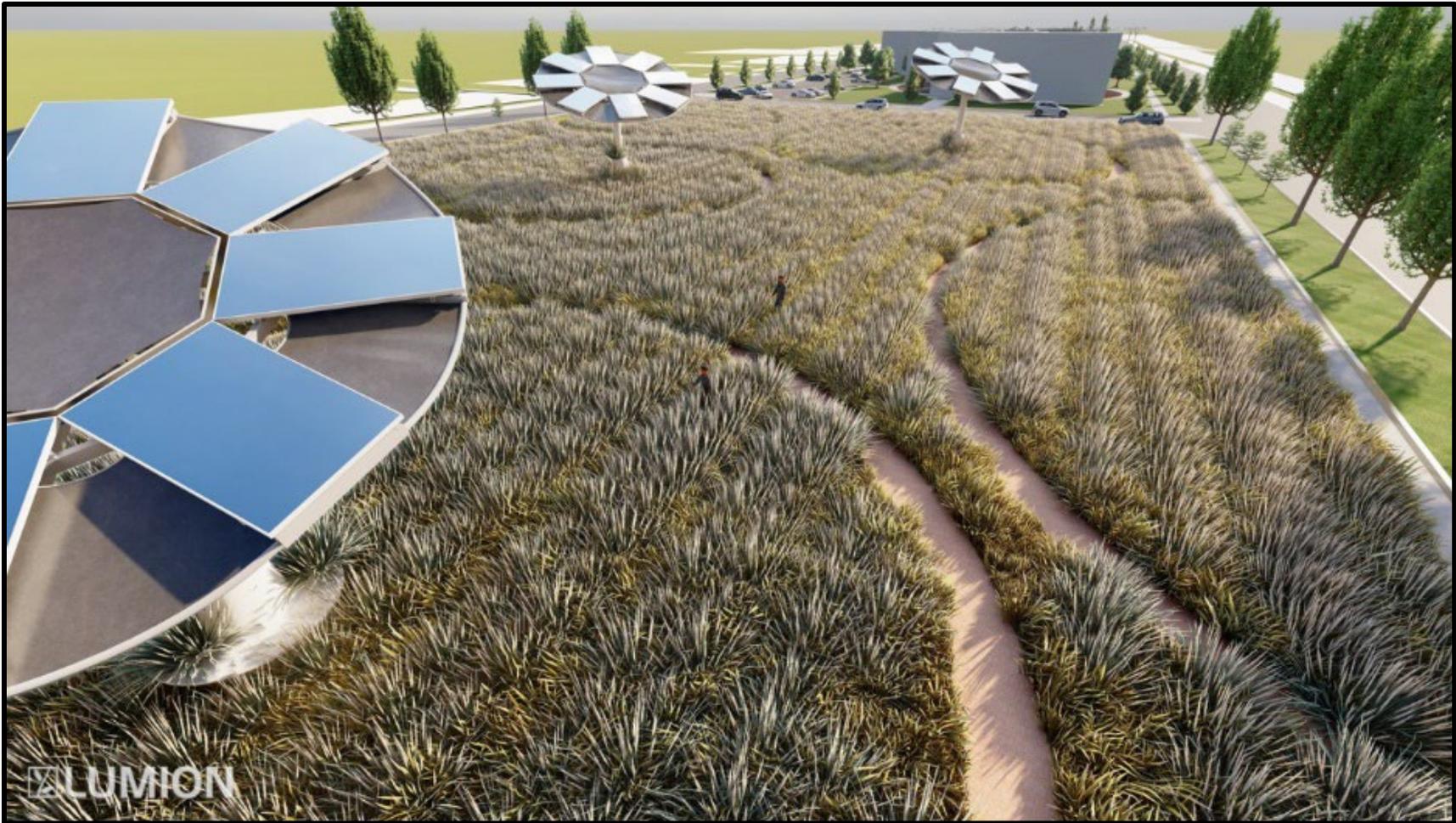


Figure 35: Close up view of the Solar Tree Visualization



Final Concept Map – Area Two



Figure 36: Planview of Area Two design concept



Area Two - Land Use

Area Two should be developed as an indoor, car-oriented commercial space (Figure 36) as it has high visibility due to the surrounding highway and experiences smell and noise that provide outdoor activities. Supplemental light industry would, also, be suitable for this area (Figure 38). Unadvisable uses for Area Two include housing, outdoor uses, and heavy industry.

Area Two - Design and Feel

The goal of Area Two is to invite visitors indoors as this section of Liberty Square is not suitable for outdoor activities due to the noise and odor from the ADM plant. Area Two should be designed to be car-friendly with drive-thru commercial and parking lots for other businesses (Figure 37). This area should also feature similar design elements like prairie and industrial architectural styles that are discussed in the design and feel of Area Three that honor the history of the area. Area Two should incorporate trees and other plants in addition to existing vegetation to signal commitment to the environment and attract visitors.

Area Two - Environmental Considerations

Similar to Area One, emissions from the ADM plant impact this area. The main consideration for the vegetation elements will be that they effectively capture stormwater runoff, infiltrate a portion of it, and improve the overall water quality.





Figure 37: Drive-thru commercial design concept





Figure 38: Light industrial design concept



Final Concept Map – Area Three



Figure 39: Plan view of Area Three design concept



Area Three - Land Use

Looking at Area Three in Figure 39, it would best be used as indoor entertainment and commercial in the southern half of the area and walkable entertainment and commercial in the northern half. Entertainment and walkability were both uses that are desired by Clinton residents according to results of the survey. Area Three is best suited for walkable entertainment and commercial as Area Three is big enough for the development of an indoor entertainment area and the northern half has fewer smell and noise concerns, meaning outdoor activities, like walking between shops, are suitable. The best uses for Area Three are to improve gathering space amenities while supporting local events in the walkable area in the northern half. The unadvisable uses for this area include housing, industry, and commercial that inhibits the cultural and other commercial development in the area. Area Three could be the economic anchor of Liberty Square and thorough consideration should be given to the design and development of the area. Any development should take into account the overall plan for Area Three, as one misplaced building could disrupt future development in the area and lead to inefficient land use.

Area Three - Design and Feel

Area Three should feel like an inviting, walkable space. The goal of this area is to protect the inner parcel from Highway 30 traffic noise by using the strategic placement of buildings and vegetation. Area Three should also incorporate water features, vegetation, and accessible paths to encourage visitors to walk around and explore the area and its businesses. The design of the buildings in this area should feature brick and stone facades that contrast in color like Figure 40. This style of architecture, called prairie style, also features strong horizontal lines to represent the flat landscape of native prairie in Iowa. The overall goal of this architecture style is to blend in with the native landscape and fits well with the native prairie in Area One. In addition, prairie style architecture was well received from participants at the second public engagement event. Area Three could also feature an industrial design using repurposed shipping containers shown in Figure 41. This would be a unique architecture style that is eco-friendly, draw people to Liberty Square, and was also well received at the second public engagement event. In addition, the industrial architecture style ties into the history of Clinton and Liberty Square as the railway running south of Liberty Ave played a large economic role in the area over the past 150 years. As the railroad was the economic center of Clinton, Area Three can be the economic center of Liberty Square while honoring the economic and natural history of the area through implementing prairie and industrial



architectural styles. Lastly, these design recommendations are only determining the look of the area, not restricting which businesses can develop there. This could attract diverse businesses as the market and wants of the Clinton community would decide that businesses are best suited for the area.



Figure 40: Prairie style architecture proposed for Area Three



Figure 41: Industrial style architecture proposed for Area Three

Area Three - Environmental Considerations

Area Three experiences fewer effects from the ADM plant. However, there could be a significant increase in the amount of impervious surface area, and this will require a greater focus on stormwater mitigation. Impervious areas typically have higher pollution concentrations in stormwater runoff, so mitigation needs to take place before the runoff leaves the site. Vegetated elements, such as rain gardens and bioswales, can be implemented to achieve the necessary mitigation while also providing increased aesthetic appeal to the area (Figure 42).

Area Three has the potential to benefit the environment, as well. Both recommended architecture styles have predominantly flat roofs. These surfaces provide additional space for the more typical solar panel arrays (Figure 43).





Figure 42: A courtyard bordered by inward facing shops providing multiple uses for the community





Figure 43: The inward facing design of the commercial spaces shields pedestrians from the sights and sounds of the highway



Final Concept Map – Area Four



Figure 44: Planview of Area Four design concept



Area Four - Land Use

The goal of Area Four is to improve gathering space amenities and support local events in the walkable area in the south as well as supporting community engagement and gathering in the northern area (Figure 44). Area Four is best suited for walkable uses like entertainment, commercial, and restaurants in the south with green space, art, and a welcome center in the northern part of the area as the northern area is an entrance to Liberty Square. Unadvisable uses for Area Four include industry and commercial that is not carefully considered to avoid ineffective land use, similar to the reasoning for Area Three. This area is the most desirable area for outdoor activities as it suffers the least from noise and smell and therefore should have areas preserved for outdoor gatherings. Area Four also acts as an entrance to the Liberty Square district from the Northeast. Housing is not advised for Liberty Square, but Area Four would be the best location if housing were to be developed in the district in the long term.

Area Four - Design and Feel

Area Four should be relaxing, well-maintained, and designed to bring groups of people together as survey results indicate a need for community gathering spaces. In addition, Area Four is the least impacted by noise from Highway 30 and odor from ADM. Area Four should feature an urban park atmosphere with trees, walking paths, and water features. Figure 45 shows a design that fulfills these conditions. Area Four is the best area for outside activities in Liberty Square and should be used to promote recreation. This area would also feature a welcome sign that invites visitors and residents to the area and to nearby Downtown Clinton. There is also potential for the City of Clinton and the State of Iowa to collaborate on a joint visitor center in this area instead of developing a park. The visitor center could be funded through the Iowa DOT and serve as a welcome center to State of Iowa and the City of Clinton. Area Four would provide the best space for a visitor center as it is the most aesthetically pleasing area of Liberty Square with the least number of environmental externalities. Additionally, signs for the visitor center could be placed at the southern end of Liberty Square to advertise to visitors heading into Clinton from the southeast. Signs for Liberty Square and the visitor center could also be placed on the Gateway Suspension Bridge to encourage visitors traveling from Illinois to turn left on 11th Ave S, leading to the Liberty Square area.



Area Four - Environmental Considerations

Being bordered by the highway on two sides limits the potential recreation options. Like Area Three, increases in impervious surface area requires an increased focus on stormwater management. The open nature of this area, though, increases the flexibility in how those elements are implemented.





Figure 45: Depiction of a cohesive layout that connects the park area to the southern commercial spaces



Final Concept Map – Area Five

Area Five, northwest of Camanche Ave, should follow Clinton’s existing land-use plan, which includes commercial and low-density residential uses. For any future development, direct access to the highway should be minimized to improve traffic safety. For example, if there is a new business in Area Five, access to the business should be from a side street that is accessible from Camanche Ave. This would increase the safety of visitors coming and going from businesses in the area. In addition, when possible, Area Five should move toward commercial uses as the area shares the same advantages as the rest of Liberty Square with high visibility and traffic. A rezoning proposal from residential to commercial use is recommended but is not needed immediately. However, the future land use map should be amended to reflect preference for future commercial use in this area.



Transportation

Liberty Square is currently a car-oriented site, which creates barriers to connectivity within the project area and between city districts. The current posted speed limit through Liberty Square is only 40 miles per hour, but the 13-foot wide lanes, straight-line road configuration with no traffic calming devices or stop signs, and one-way orientation result in a design encourages drivers to subconsciously break the speed limit. The current high-speed highway design that prioritizes vehicular through-put is unsafe for pedestrians and cyclists to cross. Additionally, the land between the split highway essentially acts as a highway median. Development within this highway median will be impacted by the noise pollution of vehicular traffic in addition to the nearby rail line.

The proposed changes can help reduce the negative effects of the transportation system, increase connectivity and safety for pedestrians and cyclists, increase access for residents crossing Camanche Ave, enhance the potential for economic development, create a more welcoming entrance, and better utilize the area's existing infrastructure. These recommendations follow the Transportation Diversity Principle as a transportation update would create a more walkable area and provide more opportunities for public transportation.



Short Term Recommendations

Since the reconfiguration of Highway 30 in Liberty Square was only recently completed (2013), substantial external funding sources may be difficult to obtain in the near future—especially until there is evidence of new development within the project area. However, some lower cost alterations displayed in Figure 46 should be made soon to enhance the project area’s development potential, increase walkability, and align with the recommended final concept plan for Liberty Square. Each of the following short-term recommendations should be implemented in conjunction with future development proposals to limit public investment without private development.



Figure 46: Short-Term Transportation Recommendations¹⁷ (Google Maps, 2022)



1. Road Closures

Access to the portions of 15th Avenue and 13th Avenue between Camanche and Liberty Avenues should be closed. Area Three and Area Four of Liberty Square have been recognized as the best locations for internally walkable shops and entertainment.

Closing these two streets allows future visitors to walk safely between various destinations in Liberty Square after parking in designated lots on each end of these areas. Eliminating cars and trucks from the interior spaces of Area Three and Area Four allows for the possibility of more pleasant, connected, human-scale development. Eliminating these avenues also allows developers greater flexibility in site design and takes better advantage of the widest section of available land between Camanche and Liberty Avenues—particularly around 15th Avenue.

Lastly, eliminating these two roads creates a more predictable traffic pattern with less opportunities for traffic crashes at four-way intersections.

2. New Road Section

16th Place should be extended across Camanche Avenue to reach Liberty Avenue in a similar manner to the other cross streets of Liberty Square. This new section of the roadway would provide access to parking lots meant to serve the businesses in Area Three while retaining internal site walkability. The new road and connected parking area would act to provide a buffer between destination businesses to the north and the electric substation to the south.

3. Additional Considerations

12th Avenue will be a highly travelled cross street as a key access point for parking (likely on both sides of the street) to serve the nearby shops and public space in Area Four (See Figure 15 for area map). A pedestrian refuge in the middle of 12th Avenue South would allow pedestrians (including those who utilize the nearby parking stalls) to safely access the amenities to the north and south of the street without having to make any other major transportation adjustments.



Take opportunities to reduce excess locations of egress onto Camanche Avenue—particularly the area south of 23rd place and the area on both sides of 21st Place. This will reduce the potential for traffic crashes on Highway 30 and will be even more important as new development in Liberty Square will cause an increase in traffic within the corridor.

Finally, a formal bus stop should be incorporated within future parking areas adjacent to 12th Avenue to provide safe access to transit users. A looped design would allow for buses to safely continue along the same route on Highway 30.



Long Term Recommendations

The eventual goal for the Liberty Square district is to become a vibrant urban commercial corridor that recognizes the history and natural environment of Clinton by providing an aesthetic safe gathering space for residents and visitors alike. Without re-imagining the underlying highway system, Liberty Square could struggle to achieve its full potential by safely connecting nearby businesses to the many residents living just to the northwest of the project area. Shifting trucks and bypass traffic to Liberty Avenue towards the existing industrial uses could unlock safe external access to Liberty Square and mitigate some of the negative externalities affecting the site.

As Liberty Square begins to develop over time and the existing road network gets closer to needing repairs, the City of Clinton may be in a better position to obtain external funding for a more thorough overhaul of the project area's transportation system. The following proposal provides a working model of how altering the current road system could allow for greater connectivity and accessibility for all road users, create a safer environment by re-routing large truck traffic and lowering passenger vehicle speed, and improve visibility for nearby businesses.

Camanche Avenue should be changed from a one-way highway to a two-way local street with speed limits of 25 miles per hour, lane widths no larger than 11 feet wide, and pedestrian refuge areas at designated crosswalk locations. The pedestrian refuge areas act simultaneously as traffic calming devices as exemplified by Figure 47 would allow for those who bike, walk, or use public transportation to safely access the Liberty Square area—including those living in the large residential area just northwest of Liberty Square.

Under this proposal Camanche Avenue would better fulfill the goal of the Liberty Square district as the most visible entryway into the core of Clinton and first impression of the city. Camanche Avenue would also become the primary feeder road for visitors to Liberty Square. For this change to occur, the City of Clinton would likely be required to obtain ownership of Camanche as a local road and would then be responsible for future maintenance. However, the Iowa DOT would be required to bring the road up to like-new conditions before deeding the right-of-way over to the city.



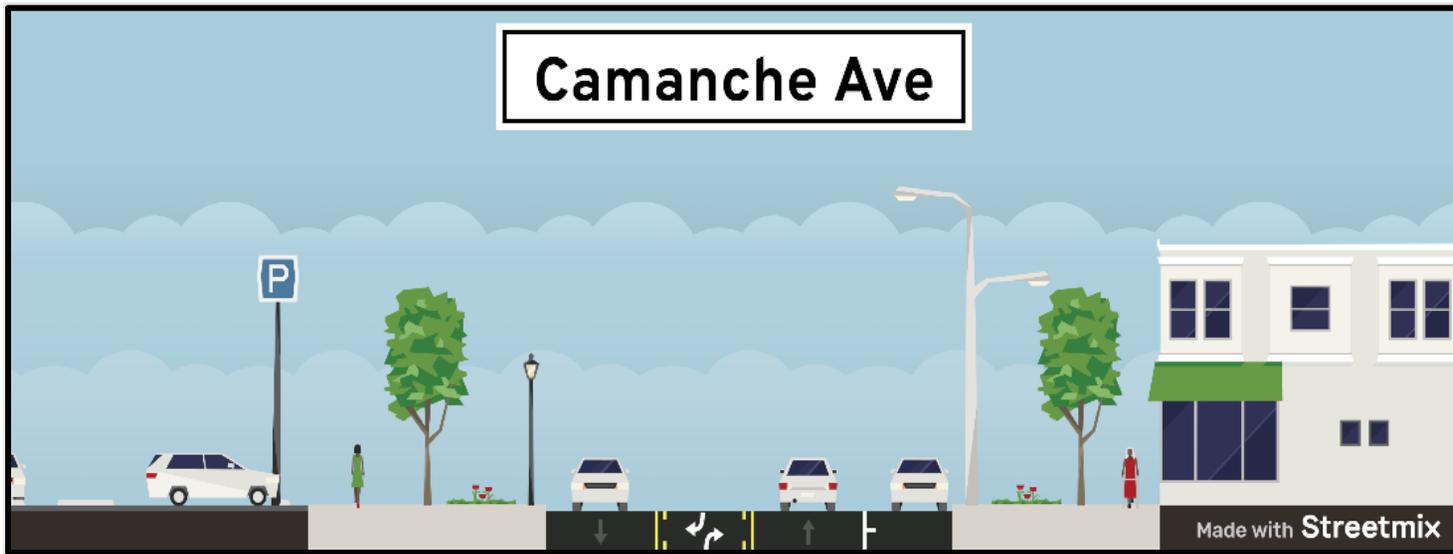


Figure 47: Camanche Avenue Vision ^{18,19}





Figure 48: Cross-sections of Long-term Camanche Avenue and Liberty Avenue Recommendations

Liberty Avenue would also need to be adjusted in conjunction with the proposed changes to Camanche Avenue. Transitioning Liberty Avenue to a two-way street with wider lanes (13 feet each) and a middle turn lane as exemplified by Figure 48 would act as an area bypass and incur all large truck traffic common to the corridor. This separation of truck traffic from passenger vehicle traffic pushes more of the noise and high-speed traffic away from homes and businesses and toward the existing industrial uses to the southeast.

The State of Iowa would retain ownership of Liberty Avenue as the new version Highway 30 with room to expand to the south if needed in the future based upon traffic demand. Lastly, the current portion of the Mississippi River Trail that runs along Liberty Avenue should be moved to the north side of Camanche Avenue instead. Additional pedestrian refuge islands could be included within Liberty Square design to more safely allow cyclists to cross from south of Liberty Avenue to the north side of Camanche Avenue.

The Federal Highway Administration’s (FHA) development guidelines for a four-lane to three-lane conversion (which is very similar to what is proposed here for both Camanche Avenue and Liberty Avenue respectively) define any highway with less than 10,000 ADT “a great candidate for Road Diets in most instances. Capacity will most likely not be



affected”.²⁰ The FHA also states that a highway with an ADT between 10,000-15,000 is “a good candidate for road diets in many instances. Agencies should conduct intersection analyses and consider signal retiming in conjunction with implementation.” In this case, both Camanche Avenue and Liberty Avenue have ADTs well below the 10,000 threshold, so it is unlikely that traffic capacity would be affected. Additionally, slower speeds on Camanche actually benefit local business visibility and improve traffic safety.

Figure 49 and Figure 50 provide an example of how these one-way to two-way proposals could realistically be accomplished. New traffic lights would also be required at some additional intersections along both Camanche and Liberty Avenue in conjunction with the changes displayed in figures. Once again, all of the stated changes would in total result in a multi-million-dollar project that may exceed \$10 million. External grants and funding sources should be heavily utilized.





Figure 49: Southwest Liberty Square Intersection Redesign Example





Figure 50: Northeast Liberty Square Redesign Example



Implementation

Possible Funding Sources

While Liberty Square already has existing infrastructure, funding is needed for the proposed developments for the area. Funding to support the development of Liberty Square can come from several different sources. External funding sources will provide opportunities to invest while reducing the financial burden on Clinton. Local, state, and federal grants are available for varying economic development projects and initiatives. The planning team recommends that Clinton pursues several revenue sources. Some possible funding sources are below.

Funding and Programs for Development

1. Developer Bonuses

Developer Bonuses allow developers to work in the city to negotiate noncompliant code proposals to offer public benefits to the community. For example, if a developer proposes a building taller than what is currently not allowed in the code, then the city can negotiate for the developer to construct a small public green space or plaza on the site that can benefit the whole community.

Implications for Clinton

- Clinton will need to establish how much they will allow for developments to be noncompliant and have guidelines so that incentive zoning is not overused.
- Having a program like this will result in buildings with reduced setbacks or taller buildings with incentive zoning.
- Development may result in more public amenities and infrastructure improvements.



2. Redevelopment Tax Credit Program

A tax credit program can be used to prioritize and incentive the development of green building on real or perceived brownfield and grayfield sites. Brownfield sites are abandoned, idled, or underutilized industrial or commercial properties where real or perceived environmental contamination prevents productive expansion or redevelopment. Grayfield sites are abandoned public buildings, industrial or commercial properties that are vacant, blighted, obsolete or otherwise underutilized.²¹

Implications for Clinton

- Sprawling greenfield development is discouraged with this program.
- This program can promote infill development in areas in Liberty Square and around it.

3. New Markets Tax Credit Program (NMTC)

The New Markets Tax Credit Program (NMTC) is a tax credit that can be used to fund loans and capital investments to businesses. The program helps economically distressed communities attract private capital by providing investors with a federal tax credit. Investments made through the NMTC Program are used to finance businesses which breathe new life into neglected and underserved low-income communities.²²

Implications for Clinton

- NMTC can support a wide range of businesses.
- The investments are being directed to underserved areas.
- Can promote economic activity and job growth.



4. Self-Supporting Municipal Improvements District (SSMID)

SSMID is a tool to establish an area where the people and businesses voluntary tax themselves to fund services within the district. Clinton’s downtown district already has a SSMID to fund improvements in that area.

Implications for Clinton

- This program will not be able to be used immediately since there will need to be some development first and more businesses in the Liberty Square area.
- Will require buy-in from the property owners in the taxing district to be implemented.

5. Community Development Block Grant (CDBG)

Community Development Block Grant is a program through the Federal Department of Housing and Urban Development (HUD). The program supports activities to promote community development. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, homeowner assistance, etc.²³

Implications for Clinton

- Clinton is currently using CDGB funding to help resurface roads in the town.
- CDBG can be used in a wide variety of projects in Liberty Square.
- The program can be used to fund the welcome center in Liberty Square.

6. Tax Increment Financing (TIF)

Tax Increment Financing provides municipalities revenue for public and private projects by borrowing against future increases in property tax revenues. A TIF freezes the amount of property tax that a designated area pays to local taxing jurisdictions for a specific length of time (typically 20 years). Any increase in property taxes due to increased assessed property values from improvement projects go back to the TIF district to pay for more



improvement projects. The state of Iowa allows municipalities to use TIFs in designated urban renewal areas, i.e., areas designated as slums or blighted.

Implications for Clinton

- The City of Clinton already has a few TIF districts already. In practice, the City would declare a specific area of Liberty Square as a TIF district.
- TIF funds can provide investment capital to private development or public projects.
- Developers and businesses could be attracted to a location within an established TIF district.



Funding for Infrastructure

The existing infrastructure in and around Liberty Square includes a six-lane single direction divided highway with several smaller streets cutting across Liberty Square. Sidewalks run along the perimeters of the site while the Mississippi River Trail for pedestrians and bicyclists lies to the south of Liberty Square. A bus line also runs along the highway around Liberty Square but there are no bus shelters currently. Infrastructure that may need to be created for the development of Liberty Square includes roads and sidewalks that run through the site, reworked intersections depending on the design of the site and if the divided highway is transformed, and bus shelters. Dedicated funding sources are available for transportation infrastructure.

1. Urban-State Traffic Engineering Program (U-STEP)

The Urban-State Traffic Engineering Program is designed to solve traffic and safety issues on primary Iowa roads. Qualifications for this funding include improvements that involve a municipal extension of a primary road either for spot improvement (limited to single locations) or linear improvements (span two or more intersections). The city is required to engineer and administer the project and an engineering analysis of the problem area is also required. For the construction cost, the city match is 45 percent, and the other 55 percent is state funded.²⁴

Implications for Clinton

- With maximum amounts of \$200,000 per project for spot improvements and \$400,000 per project for linear improvements, participating in the U-STEP program would be an opportunity for Clinton to improve the walkability and safety of pedestrians in Liberty Square.
- However, this program would not fully fund the proposed Highway 30 redesign. Therefore, it should be used to facilitate street crossing on Camanche Avenue or to design bus stops for the site.



2. Iowa Clean Air Attainment Program (ICAAP)

The Iowa Clean Air Attainment Program was created to fund highway/street, transit, bicycle/pedestrian projects that help maintain clean air through reducing transportation-related emissions. Specifically, the intent of the program is to manage the national ambient air quality standards.²⁵

Implications for Clinton

- Clinton must match at least 20 percent of state funding for the project.
- Net operating costs of new transit services are eligible for up to three years with 80% federal funding and 20% local funding.
- An application for net operating costs must be submitted for funding for each year requested.
- The divided Highway 30 surrounding Liberty Square averages nearly 16,000 vehicles per day and would be expected to increase with the development of Liberty Square. This new traffic would also increase air pollution in the area. This program could be utilized for creating bus stops on the site and encouraging public transport.

3. Traffic Safety Improvement Program (TSIP)

The Traffic Safety Improvement Program funds traffic safety improvements, traffic control devices, studies, and outreach on any public road or county, city, or state jurisdiction. The maximum TSIP award is \$500,000 per project.²⁶

Implications for Clinton

- Three categories are available for eligible projects:
 - Site-specific: construction or improvement of traffic strategy and operations at specific sites or corridors with crash histories
 - Traffic control devices: purchase of materials for installation of new traffic control devices, such as signs, signals or pavement markings, or replacement of obsolete signs or signals



- Research, studies, and public information initiatives: transportation safety studies and outreach, such as signing or pavement marking research driver education/information, work zone safety, and crash data analysis improvements.
- Clinton could utilize this program through the traffic control devices category of the TSIP. Currently, the 13-foot wide lanes, straight-line road configuration with no traffic calming devices or stop signs encourage speeding and creates an unsafe road for non-motorized road users to cross. Implementing traffic calming devices with this program would create a more pedestrian-friendly area that would be beneficial for the development of Liberty Square. Traffic calming devices should be implemented on Camanche Ave as this side of Highway 30 should become more pedestrian-friendly to encourage visitors from north of Liberty Square to cross the road to access the area.

4. Revitalize Iowa's Sound Economy (RISE)

Revitalize Iowa's Sound Economy is a state program created to encourage economic development in Iowa through construction and improvement of roads and streets. The program encourages economic diversification, new business opportunities, small business development, exporting, import substitution, and tourism in Iowa.²⁷

Implications for Clinton

- Projects must involve the construction or improvement of a public roadway.
- Local Development Projects: Support local economic development but an immediate commitment of funds is not required.
- A city is committing that economic development will be created through RISE eligible activities including resurfacing of a street to improve access to a location, turn lanes or traffic signals needed for trucks or employee vehicles to be routed safely, traffic signals, pavement markings and signs, utilities, safety appurtenances, lighting, sidewalks, railroad-highway crossings, and management of stormwater runoff
- 100% reimbursement is available for projects that meet program requirements.



- Clinton could utilize this program by improving Highway 30 to encourage new business development in Liberty Square. Improving the highway would make it easier for pedestrians and cars to access the site from Camanche Ave.

5. State Revolving Fund - Stormwater Best Management Practices (BMP) Loan Program

The State Revolving Fund is a program created to finance the design and construction of low water and wastewater infrastructure. The program provides low-interest loans to fund projects. The Stormwater Best Management Practices Loan Program offers low interest loans for projects to control stormwater runoff as well as incentivizing the installation of infiltration-based stormwater quality practices.²⁸

Implications for Clinton

- Applicants eligible to apply include developers, landowners, and watershed organizations.
- Eligible projects include pervious paving systems, infiltration practices, and detention basins.
- All costs directly related to water quality improvements are eligible for the program.
- Developers in Liberty Square could utilize this program by supplementing their costs for green infrastructure with these low-cost loans. This would encourage developers in Liberty Square to build eco-friendly development particularly as developing Liberty Square will lead to higher amounts of stormwater runoff. It is beneficial for developers to build green infrastructure as opposed to the city as developers would be able to tailor the green infrastructure specifically to the projects they want to develop in the area.



Funding For Specific Projects in Liberty Square

1. Native Prairie

Funding through the Iowa DNR's Resource Enhancement and Protection program is available to plant and manage. Current guidelines for Living Roadway Trust Fund can be found at the Iowa Department of Transportation's website.²⁹

2. Trees Forever

Alliant Energy One Million Trees Initiative offers up to \$5,000 grants to Iowa and Wisconsin communities where Alliant Energy provides electric and/or natural gas service. The grants cover the cost of trees and planting locations must be on public property and within the Alliant Energy service area.³⁰

3. DOT/DNR Fund

The DOT/DNR Fund is available to any tax-levying body and is used to beautify roadsides of primary system corridors with plant materials. The maximum amount received per application is \$100,000 per year and the project must be on primary highway right-of-way areas.³¹

4. Connecting Communities Pilot Program

The reconnecting communities' pilot discretionary grant program is a new grant from the Department of Transportation. The goal of the program is to reconnect communities that were previously cut off from economic opportunities by transportation infrastructure. Funding supports planning grants and capital construction grants, as well as technical assistance, to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities. Highway 30 is an eligible transportation facility. The program is going to run from 2022 to 2026. During the first year the Department is awarded 6 Capital Construction Grants and 39 Planning Grants.³²



Zoning

To ensure that the master plan development recommendations are encouraged in Liberty Square, the City of Clinton will need to revise the current zoning code for the Liberty Square area. The recommendations for Liberty Square are illustrated in Figure 51 and detailed below.

The Efficiency, Transparency, and Consistency Principle from the Iowa Smart Planning Principles is incorporated in this section as the goal of rezoning Liberty Square to create outcomes that are consistent with the goals of this master plan. The rezoning of this area will also create more clarity and transparency regarding what uses are allowed in Liberty Square and where they can be located within the district.



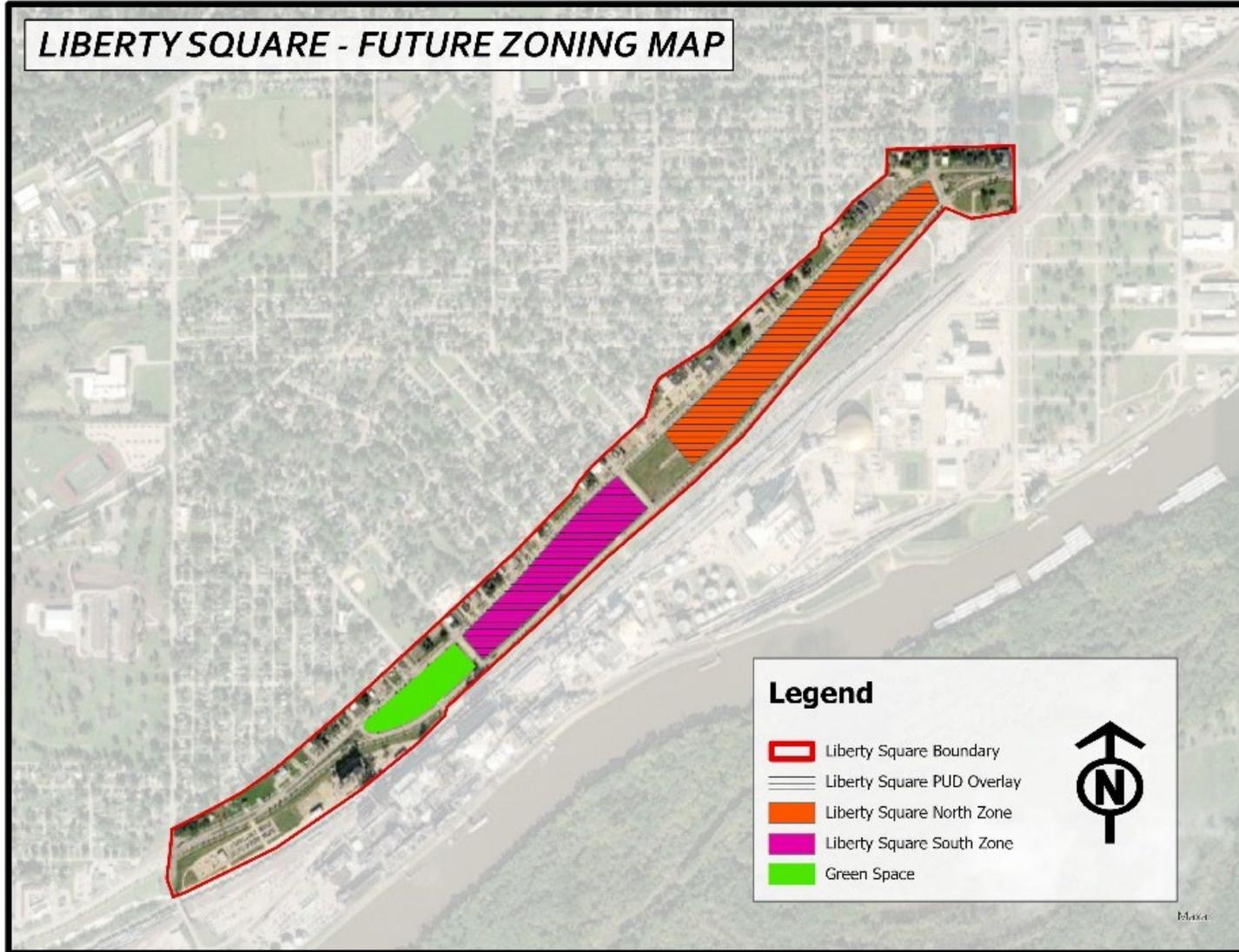


Figure 51: Breakdown of proposed zone locations



1. Eliminate current LSO Liberty Square Overlay Zone

The current Liberty Square Overlay Zone is too restrictive for the level of development demand and should be adjusted to better fit the needs and site characteristics of the project area. Almost all of the area is zoned C-2 and limited by the code to 5 permitted uses: florist shop, office, restaurant (no drive-through), retail sales/service, and entertainment. The small portion of Liberty Square that is zoned M-1 is limited to 3 permitted primary uses: wholesale trade, industrial services, and warehousing/freight handling. Externally walkable shops facing Highway 30 with high minimum standards of building quality and a low-level of land use flexibility is not feasible at this time. Additionally, Liberty Square is over 6,500 feet from 14th street to South 4th Street, which is well over 1 mile long. Not all areas within Liberty Square have the same site characteristics or developmental prospects, and so zoning requirements should better reflect these area differences.

2. Create Liberty Square South Zoning District (Area Two of Concept Map)

The goal for the Liberty Square South Zoning District is to have very similar uses to the existing C-2M zone but include additional design elements to further the goals of Liberty Square as an entry way into Clinton. This includes requiring screening for the area and limiting industrial use to light industrial. For developers, this zoning designation trades land use flexibility with required design standards by allowing both commercial and light industrial in the zone. Design requirements pursuant to this new zone should consider the following recommendations:

- Building materials should not prescribe only expensive options such as brick but should restrict cheap materials that quickly deteriorate or are particularly unattractive such as plastic veneer, metal siding, or vinyl siding.
- Landscaping standards should be stricter than the typical requirements of the C-2M zone in an effort to promote the area as a positive entry way into Clinton.
- If the uses require over 50% of the parcel to be paved, then permeable pavement or other mitigating strategy should be required.



- In coordination with landscaping standards, specific screening requirements should also be implemented. Screening could come in a natural form (shrubs, trees, bushes, etc..) or from architectural design (buildings hiding parking lots). Walls or fences would not be recommended for meeting screening requirements.

3. Create Liberty Square North Zoning District (Areas Three & Area Four of Concept Map)

The Liberty Square North Zoning District holds the greatest potential for developmental placemaking and business development and has received the greatest amount of positive public feedback for walkable development. For this area to reach its potential as envisioned by the Final Concept Map and the internally walkable anchor of Liberty Square, more detailed design standards will be required. The goals for this zoning district are to have similar land uses as the C-2 zone, although certain incompatible uses should be evaluated and omitted including motor vehicle sales and service, mini warehouses, or animal kennels with outdoor runs. Design requirements pursuant to this new zone should consider the following recommendations:

- Require a percentage of parcel area contribution to communal gathering spaces and a pedestrian walkway connected to designated parking areas. Alternatively, the city could retain ownership of the interior pathway and sell adjacent parcels.
- Require shared parking agreements within designated parking areas displayed by the Final Concept Plan.
- Signage, art, or other aesthetic considerations should be required on the portions of buildings facing either Comanche Avenue or Liberty Avenue as these will likely be the backsides of the buildings facing the public road to both indicate what is inside each building and in keeping with the design and character of the area.
- At least 50% of each wall of each building should be required to be transparent glass to help increase safety, visibility, and building aesthetic.
- All buildings should to some extent take the form of an L-shape or U-shape to create inner court yards sheltered from the noise, smell, and sight of Highway 30.
 - The primary building entrance orientation should face towards the center of the parcel so as to use the building itself as a visual and noise buffer from nearby traffic.



- A secondary entrance should also be connected to a public sidewalk for future building adaptability and re-use. The entrance would not be required for public access but would be designed to potentially accommodate public access.
- Minimum setback requirement should be small for all sides to allow for development flexibility (no more than 5 feet from parcel boundaries)

4. Create Liberty Square PUD Overlay

To spur the future development of Liberty Square, a unique PUD Overlay should be created to help guide development in association with the goals outlined in the Liberty Square Master Plan. This PUD should have similar requirements as the already existing PUD Overlay that Clinton has but has different requirements tailored to the needs of the Liberty Square District. This PUD Overlay would not be a requirement for development but would act as an optional alternative for developers to allow for more flexibility and negotiation. The following recommendations should be considered:

- Open space requirements should be re-evaluated based on the needs of the Liberty Square District. Additionally, gathering space amenities such as benches, fountains, art, and other placemaking features should be emphasized.
- Parking and loading requirements should be based on the design of the Final Concept Plan with shared parking locations designated for each end of the development with access from 12th Ave South and the planned addition to 16th Place. Minimum parking standards should be kept as low as possible to allow for developer flexibility and increase available land for buildings and gathering spaces.
- The current site plan, height and area, screening, signs, new construction/additions requirements should stay. So should the developer incentives.



Phasing

Objective	Priority	Timeframe	Potential Funding
<i>First parcel sold to developer</i>	High	Less than 1 year	Developer bonuses, TIF
<i>Plant prairie in Area One</i>	High	Less than 1 year	Iowa DNR Resource Enhancement and Protection Program, Living Roadway Trust Fund
<i>Revise zoning code of Liberty Square</i>	High	Less than 1 year	
<i>Implement Welcome Signage</i>	High	1-2 years	
<i>Power lines moved underground to clear area for development</i>	Low	1-2 years	
<i>Install solar panels and solar structures (trees)</i>	Low	1-2 years	
<i>Begin development of Areas Three and Four</i>	High	2-5 years	Developer bonuses, Redevelopment Tax Credit Program, NMTC, TIF, State Revolving Fund, RISE
<i>Acquire residential properties in Area Five</i>	Medium	5-15 years	
<i>Change Highway 30 transportation</i>	High	10-20 years	U-STEP, ICAAP, TSIP, RISE, Connecting Communities Pilot Program

Figure 52: Phasing Timeline of Prominent Objectives



Lessons Learned

This document, created for the City of Clinton, provide a framework for what the community is planning for in their future. This framework allows the planning team to better understand the community, their goals for the future, and how attainable they are. It is imperative that the proposed redevelopment of Liberty Square fits within the scope of the community's wants and creates a place that is in alignment with the community's future goals. This document provides direction for potential development ideas to improve the community in ways that Clinton is currently lacking.

While a master plan is intended to provide a roadmap for future development, it is essential to recognize that it cannot account for every eventuality. Therefore, it is essential to design the plan with enough flexibility to adapt to changing circumstances over time. The model plans and case studies, located in Appendix A, identify what has been successful in other communities and what could be applied in Clinton to improve Liberty Square. The City of Clinton has not experienced a project like the redevelopment of Liberty Square so finding similar communities and plans to help guide the planning process was necessary. Modelling similar and effective transportation systems, environmental systems and social systems will all help Liberty Square become a place where people will want to spend their time.

The thorough analysis of planning documents created by the City of Clinton and comparable communities allowed for the planning team to have an educated understanding of the development potential and successful planning techniques to model in Liberty Square. This was done along with public participation during multiple steps in the planning process.

Key Takeaways

Public Participation

Public input is essential when proposing a redevelopment plan that best meets residents' needs and has the buy-in and the support of the broad community. It also provides a starting point for identifying potential overlap between the public's needs and the city's vision for the project area. The planning team attempted to include the public in every step but recognized that more could have been done in the survey design and in advertising for our public engagement events so that the message reached more people.



Value of Data-Driven Decision Making

Another lesson learned is that data-driven decision making is crucial in the urban planning process. It is essential to gather and analyze data to inform decisions about land use, transportation, infrastructure, and other critical components of the plan.

Liberty Square is an Opportunity

The Liberty Square area provides a placemaking opportunity for the City of Clinton. Liberty Square can be an entryway for the city but for it to be achieved there must be careful planning as to what the area will have. Sustainable development is critical for the long-term health and well-being of the community. The master plan should incorporate strategies that minimize the environmental impact of development, promote energy efficiency, and encourage the use of sustainable development options.

The Importance of Sustainability

Sustainable development is critical for the long-term health and well-being of the community. This master plan incorporate strategies that minimize the environmental impact of development, promote energy efficiency, and encourage the use of sustainable transportation options.



Appendix A: Existing Planning Documents

The City of Clinton and community partners have developed long-term planning documents. Some of these documents are intended to guide the growth of specific districts such as the downtown area, and other documents guide development at the city-wide scale, such as the 2032 Comprehensive Plan or Parks Master Plan. Reviewing and analyzing these current plans provides a better understanding of prior decision-making processes and discussions that led to the creation of Clinton’s over-arching objectives.



Planning Documents from the City of Clinton

2032 Comprehensive Plan

In 2013, The City of Clinton adopted the 2032 Comprehensive Plan to serve as their key community planning document. This plan served as a guide for the City of Clinton for future land use, economic development, infrastructure, and environmental resources. The vision statement for the city appears early in the plan, “The City of Clinton envisions a community that encourages healthy active living, promotes economic development and redevelopment and preservation of existing housing stock.” The future development of Liberty Square fits in well with this vision as it will be an example of community investment and economic development within the City of Clinton.

Within the 2032 Comprehensive Plan the *Liberty Square Redevelopment* section outlines five key goals for the redevelopment of Liberty Square:

GOAL 1: Create a successful model for stimulating economic development.

GOAL 2: Create high-wage quality jobs that attract quality workers and enhance the health and wellbeing of its citizens.

GOAL 3: Develop a plan and strategy for investment and funding opportunities for redevelopment.

GOAL 4: Create a comprehensive redevelopment plan for the Liberty Square area with a method to implement plan recommendations.

GOAL 5: Integrate urban design that 1) Develops a safe efficient transportation corridor 2) Maintains existing commercial enterprises while maximizing opportunities for redevelopment 3) Enhances the community’s visual character. 4) Maximizes opportunities for future development.

These five goals from the 2032 Comprehensive Plan served as a starting point for considering potential redevelopment possibilities in the Liberty Square area. The planning team will use these goals as insight into the city's hopes for the area in their analysis of the Liberty Square area.



2002 Liberty Square Comprehensive Plan

The 2002 Liberty Square Comprehensive Plan was intended to guide development in Liberty Square since its adoption. The two primary goals set forth in the 2002 Liberty Square Comprehensive Plan included “stimulating sustainable economic development and create high-wage quality jobs” by creating a comprehensive redevelopment plan that implements investment and funding strategies in coordination with preferred urban design elements³³. While some of the preliminary phases of the plan have been completed over the years, the desired goals of redevelopment and high-wage jobs have not yet come to fruition. The 2023 Liberty Square Master Plan seeks to build upon the successes of the 2002 Comprehensive Plan and learn from the strategies that have not worked as envisioned.

Twenty key stakeholders including “community leaders, local real estate brokers, and economic development representatives” were selected based on their local involvement or professional expertise to help provide input for the direction of future development in Liberty Square through an individual interview engagement strategy. These stakeholders encouraged the removal of housing within the corridor, the inclusion of park/open space, a focus on the eastern 1/3 of Liberty Square for shopping opportunities (maybe some residential), the inclusion of ADM and the railroad in the plan process, and the creation of more commercial/retail jobs. However, the City of Clinton contained over 340,000 square feet of vacant retail space in 2002, which suggested that Clinton may have been “very close to its building capacity for retail space. So, there seemed to be a discrepancy between what stakeholders wanted for Liberty Square and the market demanded for retail uses. “With Clinton’s loss in population over the last two decades and projected losses into the future, [building and land analysts felt that] prospective retailers may question the profitability of sitting new facilities in [Liberty Square]”.

Other preliminary goals discussed in the 2002 Liberty Square Comprehensive Plan have been accomplished with varying degrees of success such as mitigating contamination from former brownfield sites, establishing a district design theme, upgrading the Highway 30 corridor, implementing a trail system through the district, and improving the underlying infrastructure of the district. Consequently, Liberty Square is much more prepared now for redevelopment than when this plan was originally accepted in 2002.



Clinton Economic Development Plan

Clinton's 2018 economic development plan lists Liberty Square as an opportunity for the city and recommends converting all of the district's vacant lots into restored Iowa prairie to enhance the area as a welcoming gateway for residents and visitors alike. A conversion to restored prairie would also encourage commercial development to concentrate within the city's traditional commercial districts including potential infill development areas in Clinton's urban core. Iowa DNR's Resource Enhancement and Protection program provides a potential funding mechanism for this restoration process to occur and would lower future maintenance costs for the district. More information about the funding sourced is in the Implementation section of the plan.

However, the Clinton Economic Development Plan does not explore other alternatives for the site. The Liberty Square district already has infrastructure in place for new development projects that could add jobs, tax revenue, resources, and amenities to Clinton. Consequently, the proposal from this economic development plan may not necessarily be the highest and best use for the entire Liberty Square area, but a portion of the site could be reserved as green space for a restored prairie and publicly owned parcels that are not anticipated to develop within the next 5-10 years could also be converted into prairieland as a holding place until a more beneficial use materializes.

Downtown Plan

The Downtown Clinton Master Plan was created in 2020 to focus on expanding previous efforts to improve business opportunities, attract additional amenities and improve aesthetics as the greater area of Clinton continues to attract residential growth, commercial investment, strategic employers, institutional assets, and retail development. The city hopes that the plan creates a way to ensure the downtown provides a welcoming entry to the city and outlines steps for it to become the social center of the community. It is essential to understand the city's vision for the downtown so that redevelopment of Liberty Square will not compete with the downtown revitalization but rather bring more people to the community to enjoy what it has to offer in both areas.

Retail Strategies Downtown Plan

Retail Strategies, a private real estate company working directly with the City of Clinton, created a plan to identify recommendations for revitalizing the downtown. To do this, the company focuses on five aspects: Market Analysis,



Policy & Administration, Design, Tourism & Promotion, and Economic Vitality. Downtown Strategies met with the City of Clinton partners and conducted both a site visit and a workshop. This allowed the team to understand the city, challenges, and form research questions. In this plan, Retail Strategies emphasized promoting small businesses and entrepreneurship in downtown Clinton. The report suggested breaking up buildings to create smaller spaces for businesses so that they could afford to rent a building. They also recommended holding small business training sessions to help businesses understand and get ahead of upcoming trends. They provide these recommendations with design ideas that could improve the liveliness and aesthetic of the downtown area. Several of these design recommendations, such as committing to a unified color scheme for the area and implementing sidewalk zones, could be useful to help Liberty Square become a more inviting space.



Model plans

Other city plans throughout Iowa and the Midwest have implemented successful strategies for future development and represent current best practices for public engagement, commercial corridor redevelopment, and brownfield redevelopment. Each of these plans either won planning awards for their design and effectiveness or function as a comparative representation of Liberty Square and Clinton in terms of population size and economic growth status. The content from these plans has helped guide the process and strategies of the Liberty Square Master Plan.

Iowa City Downtown and Riverfront Crossings Master Plan

The Riverfront Crossings District in Iowa City retains some characteristics similar to Clinton's Liberty Square District; the area contained a mix of industrial and commercial uses located near the Iowa River and a highly travelled and visible highway (Hwy 6). The area experienced flooding in 2008 and the city sought input for how to better utilize the land and improve the district. The Iowa City Riverfront Crossings District benefits from a larger, younger, and wealthier population than Clinton largely due to the nearby University of Iowa, and the Riverfront Crossings District does not contend with the negative impacts of heavy industrial facilities nor is it surrounded on two sides by a state highway. However, the structure of this master plan and the process used to develop it provides a good example for how to gather public input and organize redevelopment strategies to achieve collective public goals.

Iowa City employed several techniques to gather public input to identify the community goals and visions for the site including design charrettes, steering committee meetings, visioning workshops that included a SWOT analysis and mapping exercises, and one-on-one interviews with key stakeholders. Iowa City also performed a market analysis to help understand what opportunities in the market could feasibly be filled by changes to the Riverfront Crossings District.

Excellent renderings and images within the Iowa City Downtown and Riverfront Crossings Master Plan visualize stated goals and objectives by bringing to life a proscriptive future for the project area. Developing a mental image for different potential development outcomes will better facilitate the scenario planning process of Clinton's Liberty Square Master Plan and provide decision makers with a clearer direction for what future development proposals should look like.



Iowa City Highway Commercial Urban Revitalization Plan (2021)

The Iowa City Highway Commercial Urban Revitalization Plan was intended to support redevelopment along older highway corridors in Iowa City and especially support local business owners in redevelopment efforts. The following 2 paragraphs from the Iowa City government website summarize the general economic tool introduced by this revitalization plan.

“The Highway Commercial Urban Revitalization Plan employs an economic development tool which allows a property tax exemption on the new value created by improvements to existing or new buildings on qualifying properties within the area. Neither the value of the land nor the original value of the building is eligible for tax exemption, and only improvements generating at least a 15% increase in building value are eligible.

To be considered eligible for property tax exemption, Council must approve the projects and all improvements must increase the actual value of the property (not including land value) as of the first year for which an exemption is received by at least fifteen percent (15%). A 100% exemption will be given on the taxes created by the new value for three (3) years. The Highway Commercial Urban Revitalization Plan would be in effect for ten (10) years from the date of adoption”³⁴

A similar incentive strategy focusing on site improvement and building improvement could be utilized in Liberty Square to support pre-existing businesses along the north side of Camanche Avenue and between the divided highway. Revitalized existing properties could potentially raise the value of adjacent properties and incentivize new development.

IA Highway 14 Corridor Study (City of Marshalltown, IA)

Marshalltown, Iowa is a city of similar population, demographic, and economic characteristics as Clinton. In 2018, Marshalltown hoped to revitalize a major corridor along state Highway 14. This road acts as an entryway into the core of Marshalltown and presented an opportunity for economic development—similar to the Liberty Square district. Highway 14 has 4 lanes that are not as wide or busy as Clinton’s portion of Highway 30, but certain sections of Highway 14 come close to the average daily vehicle count as the Liberty Square district.

In order to increase walkability, safety, beautification, and economic development along the study corridor, Marshalltown in conjunction with Iowa DOT proposed a 4-to-3 lane conversion with improved pedestrian infrastructure, gateway



features, and street trees in order to achieve community goals. Additionally, a separate truck route was proposed to reduce conflict between large trucks, smaller vehicles, and pedestrian activity through the busy portion of the corridor. This plan also provides an extensive list of potential external funding programs, groups, and grants to help implement the proposed changes. Liberty Square already has some of the underlying infrastructure required for a similar redesign including sidewalks, street trees, streetlights, and right-of-way width, so a similar reconfiguration could utilize Marshalltown's strategies and resources. Unfortunately, this plan has yet to be implemented, so it is too early to examine the effectiveness of Marshalltown's plan; however, analyzing the planning strategies of such a recent example of a town comparable to Clinton within the same state seeking to achieve some of the same goals ensures Clinton is in touch with other current local development strategies.



Case Studies

Menomonee Valley Revitalization Plan

The Menomonee River Valley Area of Milwaukee, Wisconsin consists of over 1,200 acres of land running along the Menomonee River, the Canadian Pacific Railroad, and Interstate 94. Much of the site consists of brownfields from land formerly used for intensive industrial purposes. However, since the beginning of this plan's revitalization process the area has now been transformed into a mixed-use industrial zone that attracted 38 new or expanded businesses (as of 2015). Property values increased by 1,400% between 2002 and 2009, creating 5,000 new jobs, and generated about \$1,000,000 in property tax revenues. Additionally, the area changes have improved water quality, provided more access to green space, and allowed the river to be used as a resource for education.

The plan sought to capitalize on the competitive advantages the area still held for industrial development, while also incentivizing environmentally responsible and healthy development practices. This was done by focusing redevelopment on a mix of less intensive industrial uses and commercial development. Additionally, a focus of the project was preserving existing green space and restoring the Menomonee River to its natural state. This riparian corridor acts as an important environmental wetland as well as a recreational education center for the community. The project obtained around \$1 billion for funding and financial planning including plan creation, brownfield remediation, TIF district management for areas with less market demand (the plan advises reducing the amount of privately-owned tax-exempt land where feasible), and multi-million-dollar public-private partnerships. The public-private partnership known as Menomonee Valley Partners (MVP) was created to obtain funding and recruit investors for implementing the vision of the project. MVP worked on developing several "catalytic projects" that would act as anchors to different regions within the site to draw in additional development while also establishing a district identity.

The once polluted area now includes restaurants, hotels, industry, shops, and green spaces connected by regional trails, creating a welcoming place where people now want to work and take leisure. Liberty Square could utilize a similar development strategy by securing anchor businesses in different sections of the site to spur new development. Existing partners such as Retail Strategies and Grow Clinton who respectively focus on retail and industrial procurement could become a smaller simple version of Milwaukee's MVP partnership. Liberty Square could benefit from a small eco light



industrial park that incorporates natural green space transformation into the design process and includes commercial indoor entertainment uses similar to those of the Menomonee Valley Revitalization Plan.

Detroit River Rouge Area-Wide Brownfields Plan

The Liberty Square area has undergone a brownfield remediation process due to pollution derived from previous industrial uses before becoming the viable redevelopment location it is today. Similarly, the award-winning Detroit River Rouge Area-Wide Brownfield Plan of Wayne County, Michigan shows an example of how their community applied EPA funding to better utilize former industrial sites to create job opportunities, improve quality of life, and improve health and environmental conditions for residents.

This brownfield plan was broken into three phases: Understanding, Idea Testing, and Deciding and Doing. This strategy resembles a scenario planning methodology with different levels of public engagement at each of the three phases to reach the preferred visions and goals with specific implementation strategies. The brownfield plan also responsibly connected each preferred development concept back to the public engagement process and the goals of other city/regional plans. City, regional, and site-specific goals were the driving force for each preferred development scenario.

This planning process resulted in some of the following recommendations for redevelopment:

- **Former Electrical Power Plant**
 - Retain a less environmentally degrading industrial use, such as developing a shipping port with the existing rail and Detroit River
- **Former Incinerator Site (adjacent to a small park)**
 - Indoor/outdoor commercial space that utilizes access to a nearby park such as a gym or health-oriented use, or micro-brewery.
- **Former Vacant Building (isolated by street network)**
 - Redesign right-of-way to provide safer access to the site for pedestrians and cyclists as well as providing more aesthetically pleasing landscaping for the area to promote retail use, café, or mixed-use development.



Land in Liberty Square may better be utilized in ways different than the examples illustrated above, but this plan adopts a similar scenario planning methodology for remediated brownfield sites could lead to a positive outcome. Previous funding for Liberty Square via the EPA, IDOT, FHWA, HUD, ECIA, and others for brownfield remediation and highway reconstruction has already set the stage for future development, which Clinton can now capitalize on.

Council Bluffs, Iowa: Commercial Corridor Redevelopment Strategies

This plan is cited as a quality example of commercial redevelopment planning by the American Planning Associations (APA) Commercial Corridor Redevelopment Strategies report published in 2021. As an auto-oriented suburban area, West Broadway Avenue in Council Bluffs connects downtown Council Bluffs to Omaha, Nebraska. The area has changed over time from mainly a mix of residential and industrial uses to a commercial corridor, leaving the already existing uses into underutilized parcels. The circumstances around creating this development plan were similar to that of Liberty Square because the West Broadway Avenue is a highly traveled corridor between two cities that represented an opportunity for economic redevelopment. Therefore, the city worked with a consultant team to identify the best redevelopment options. The consultant led an extensive public engagement process to outline the strengths, weaknesses, and opportunities. The public engagement efforts concentrated on identifying “development catalysts” to anchor and attract additional businesses. One of the key techniques for public engagement was a design charrette with the goal of getting more information about how citizens envision future development to look and feel. The discussion was based on the market feasibility parameters found through previous research. This previous research identified three specific land use types—residential, commercial (such as retail and offices), and hotel. Citizen participants mainly opted for more infill housing developments, affordable senior housing, and additional neighborhood or community retail stores. The public engagement helped refine the development program, leading to “five opportunity (catalyst) sites” that would contribute to the growth of West Broadway.³⁵

Furthermore, due to the role of West Broadway Avenue as a motorway, the lack of pedestrian and biking infrastructure, in addition to inconsistency in streetscape improvements, the corridor was undesirable for non-vehicular activities. Therefore, the consultant team performed a transportation analysis, including environmental and traffic analysis which led to the reconstruction of the corridor to accommodate more walkability and biking. As one of the key lessons brought up in the report, if leveraged effectively, road reconstruction projects do have the potential to attract private investment.



However, it was also pointed out that individual aesthetic improvements such as gateway features and urban furniture would help incentivize private investment. As a result, prior to the redevelopment of West Broadway, the city converted the abandoned railroad track right-of-way to a new 1st avenue, as well as switching Avenue A to two-way traffic. The purpose of this implementation was to create enough population density along 1st Avenue to support future transit, future economic activities, and improving market feasibility of future development and redevelopment projects.



Appendix B: Vision Statements Questionnaire

The planning team first surveyed residents on November 5th, 2022, to learn about what the community wanted to see for Liberty Square. After that initial round, questions were added (in red) and the survey was sent out again through social media so that more residents could be reached.

Liberty Square Master Plan Vision Statement Survey

Thank you for your interest in the Liberty Square Master Plan. The Iowa Initiative for Sustainable Communities (IISC) brings University of Iowa students to communities across the state to collaborate with local leaders on real-world projects. The IISC student group is creating a plan for the potential development of Liberty Square. Your responses will help us develop the overall vision for Liberty Square.

The City of Clinton seeks to revisit planning and strategies for use and development of the Liberty Square District, a section of mostly undeveloped land that runs between and adjacent to the split Highway 30.

A master plan is a long-term planning document that provides analysis, conceptual layouts, and recommendations for future growth and development. Public input, physical characteristics, and social and economic conditions are important considerations for the development of a master plan.

Your responses are confidential and will help us develop the overall vision for Liberty Square.



There are eight possible visions for Liberty Square, and the team hopes to combine multiple visions to create the desired wants for Liberty Square. The statements are:



Neighborhood / Housing / Accessibility:

An area for people of all ages that provides safe and quality housing with close access to places where people can meet their everyday needs.



Culture / Heritage / Community:

A central area to celebrate Clinton's rich history and bright future through community art and nature.





Entrepreneurial / Maker Space / Technological:

A center where people can come together to create or invent/craft things in an entrepreneurial, possibly industrial way.



Education / Environment / Preservation:

A natural educational area for the future of sustainable living within Clinton through promoting environmental preservation, native vegetation, innovative food systems, and communal green space.





Walkable / Active / Gathering Space:

An inviting pedestrian-oriented, bike-friendly gathering space for residents and visitors to shop, dine and have a pleasant time.



Big-Box Stores / Shopping:

A suburban (low-density big box / a strip mall) retail development easily accessible for vehicles from Highway 30, catering to residents, visitors, and commuters.





Recreational / Entertainment / Family-Friendly:

Clinton's main recreational entertainment district is an indoor/outdoor area for family-friendly activities.



Economic Growth / Transitional / Industry:

Create an area that is a transitional buffer between the heavy industry south of Liberty Avenue and the residential area north of the Camanche.

Please rank which vision elements you would want to see in Liberty Square.

- _____ Neighborhood / Housing / Accessibility
- _____ Culture / Heritage / Community
- _____ Entrepreneurial / Maker Space / Technological



- _____ Education / Environment / Preservation
- _____ Walkable / Active / Gathering Space
- _____ Big-Box Stores / Shopping
- _____ Strip Mall / Shopping
- _____ Recreational / Entertainment / Family-Friendly
- _____ Economic Growth / Transitional / Industry

What kind of businesses or uses do you want to see in Liberty Square?

Economic resilience is a community's ability to foresee, adapt to, and leverage changing conditions to their advantage.

Communities that have cultural resilience absorb adversity, deal with change and continue to develop.

How important is economic resilience for Liberty Square?

- Not at all important
- Slightly important
- Moderately important
- Very important
- Extremely important

How important is cultural resilience for Liberty Square?

- Not at all important
- Slightly important
- Moderately important
- Very important
- Extremely important

How important are environmentally friendly practices for Liberty Square?

- Not at all important
- Slightly important
- Moderately important



- Very important
- Extremely important

Please rank what you find most important to have in Liberty Square

- _____ Increasing More Jobs
- _____ Increasing Tax Base
- _____ Bettering the Environment
- _____ Increasing Convenience and Service

How far away do you live from Liberty Square?

- 0 - 5 Miles
- 5 - 10 Miles
- 10 - 15 Miles
- Further Away
- I do not know

What other ideas do you have for Liberty Square?

Do you have any other comments or questions?

How long have you lived in Clinton, IA?

- Less than 5 years
- 5 - 10 years
- 10 - 15 years
- 15 - 20 years
- Over 20 years
- Live outside of Clinton



What matters more to you? (Choose up to three)

- Low cost of living
- Walkability
- Convenience/Location
- Activities and events
- Access to green space/trails and recreation
- Public transportation
- Other

If other, what matters to you about Liberty Square?

What is your age?

- 18 - 25
- 26 - 34
- 35 - 44
- 45 - 54
- 55 - 65
- Over 65

Income What is your total annual household income?

- \$0-\$30,000
- \$31,000-\$60,000
- \$61,000-\$90,000
- \$91,000-\$120,000
- \$120,000+
- Prefer Not To Say



What is your highest level of degree attained?

- High School Degree
- GED or equivalent
- Some College
- Associate's degree or occupational, technical or vocational program
- Bachelor's Degree
- Master's Degree
- Professional school Degree
- Doctoral degree
- Prefer Not to Say

What gender do you identify with?

- Male
- Female
- Non-binary / third gender
- Prefer not to say

Do you have school-aged children who live with you? (Pre-kindergarten through 12th grade).

- Yes
- No

If you would like to be updated about the process, please include your email

Can we contact you to be a part of a future in-person event for the Liberty Square Master Plan?

- Yes
- No

Thank you for taking the survey!



Appendix C: Additional Figures

 Clinton, IA CTA Sitewise Online STI: Market Outlook Opportunity Gap Report By Establishment Type			
STI: Market Outlook Opportunity Gap Report By Establishment Type	Clinton, IA CTA		
	2020 Consumer Demand	2020 Market Supply	Opportunity Gap Surplus/Shortage
Total Consumer Demand and Market Supply by Establishment Type	\$ 1,042,960,414	\$ 993,562,185	\$ 49,398,229
Motor Vehicle and Parts Dealers	\$ 211,097,035	\$ 212,272,335	\$ - 1,175,300
Automobile dealers	\$ 178,901,724	\$ 176,911,476	\$ 1,990,248
Other Motor Vehicle Dealers	\$ 14,373,587	\$ 7,008,598	\$ 7,364,989
Automotive Parts, Accessories, & Tire Stores	\$ 17,821,723	\$ 28,352,261	\$ - 10,530,538
Furniture and Home Furnishings Stores	\$ 19,273,908	\$ 19,943,620	\$ - 669,711
Furniture Stores	\$ 10,335,366	\$ 14,651,506	\$ - 4,316,140
Home Furnishings Stores	\$ 8,938,543	\$ 5,292,114	\$ 3,646,428
Electronics & Appliance Stores	\$ 16,840,619	\$ 10,972,000	\$ 5,868,619
Building Material and Garden Equipment Stores	\$ 70,937,129	\$ 75,521,993	\$ - 4,584,863
Building Material & Supplies Dealers	\$ 58,645,382	\$ 23,260,129	\$ 35,385,253
Lawn & Garden Equipment & Supplies Stores	\$ 12,291,747	\$ 52,261,863	\$ - 39,970,116
Food and Beverage Stores	\$ 133,549,880	\$ 55,182,460	\$ 78,367,420
Grocery Stores	\$ 123,307,741	\$ 44,294,062	\$ 79,013,679
Specialty Food Stores	\$ 3,069,366	\$ 5,675,501	\$ - 2,606,135
Beer, Wine & Liquor Stores	\$ 7,172,772	\$ 5,212,896	\$ 1,959,876
Health & Personal Care Stores	\$ 68,715,660	\$ 68,910,632	\$ - 194,972
Gasoline Stations	\$ 90,239,683	\$ 53,877,917	\$ 36,361,767
Clothing & Clothing Accessories Stores	\$ 40,124,143	\$ 25,539,574	\$ 14,584,569
Clothing Stores	\$ 28,853,952	\$ 13,595,521	\$ 15,258,431
Shoe Stores	\$ 6,048,683	\$ 5,754,548	\$ 294,135
Jewelry, Luggage & Leather Goods Stores	\$ 5,221,508	\$ 6,189,504	\$ - 967,996
Sporting Goods, Hobby, Book, Music Stores	\$ 13,577,399	\$ 14,840,351	\$ - 1,262,952
Sporting Goods, Hobby, & Musical Instrument Stores	\$ 10,451,776	\$ 13,444,826	\$ - 2,993,050
Book, Periodical & Music Stores	\$ 3,125,623	\$ 1,395,525	\$ 1,730,098
General Merchandise Stores	\$ 115,168,771	\$ 99,067,580	\$ 16,101,191
Department Stores	\$ 22,237,652	\$ 14,999,228	\$ 7,238,428
Other General Merchandise Stores	\$ 92,931,119	\$ 84,068,354	\$ 8,862,765
Miscellaneous Store Retailers	\$ 22,107,284	\$ 20,665,084	\$ 1,442,200
Florists and Miscellaneous Store Retailers	\$ 1,190,223	\$ 886,523	\$ 303,700
Office Supplies, Stationery & Gift Stores	\$ 5,128,912	\$ 5,488,646	\$ - 359,734
Used Merchandise Stores	\$ 3,265,739	\$ 6,205,900	\$ - 2,940,161
Other miscellaneous store retailers	\$ 12,522,411	\$ 8,084,016	\$ 4,438,395

Figure 53: Market Outlook Opportunity Gap Report prepared by Retail Strategies - Part I





**Clinton, IA CTA
Sitewise Online**

STI: Market Outlook Opportunity Gap Report By Establishment Type

STI: Market Outlook Opportunity Gap Report By Establishment Type	Clinton, IA CTA		
	2020 Consumer Demand	2020 Market Supply	Opportunity Gap Surplus/Shortage
Non-Store Retailers	\$ 115,812,684	\$ 208,391,994	- \$ 92,579,310
Vending machine operators (Nonstore retailers)	\$ 13,080,568	\$ 121,054,875	- \$ 107,974,307
Direct Selling Establishments	\$ 4,393,581	\$ 7,763,086	- \$ 3,369,506
Electronic Shopping & Mail-Order Houses	\$ 98,338,535	\$ 79,574,033	\$ 18,764,502
Foodservice and Drinking Places	\$ 125,516,218	\$ 128,376,646	- \$ 2,860,428
Full-Service Restaurants	\$ 43,640,170	\$ 42,049,706	\$ 1,590,464
Limited-Service Eating Places	\$ 57,982,273	\$ 64,491,091	- \$ 6,508,818
Special Food Services	\$ 16,474,626	\$ 13,945,433	\$ 2,529,192
Bars/Drinking Places (Alcoholic Beverages)	\$ 7,419,149	\$ 7,890,416	- \$ 471,267

Figure 54: Market Outlook Opportunity Gap Report prepared by Retail Strategies - Part II



Appendix D: Additional Design Renderings

Area One



Figure 55: Visualization of a Solar Tree Installations amidst native Prairie vegetation



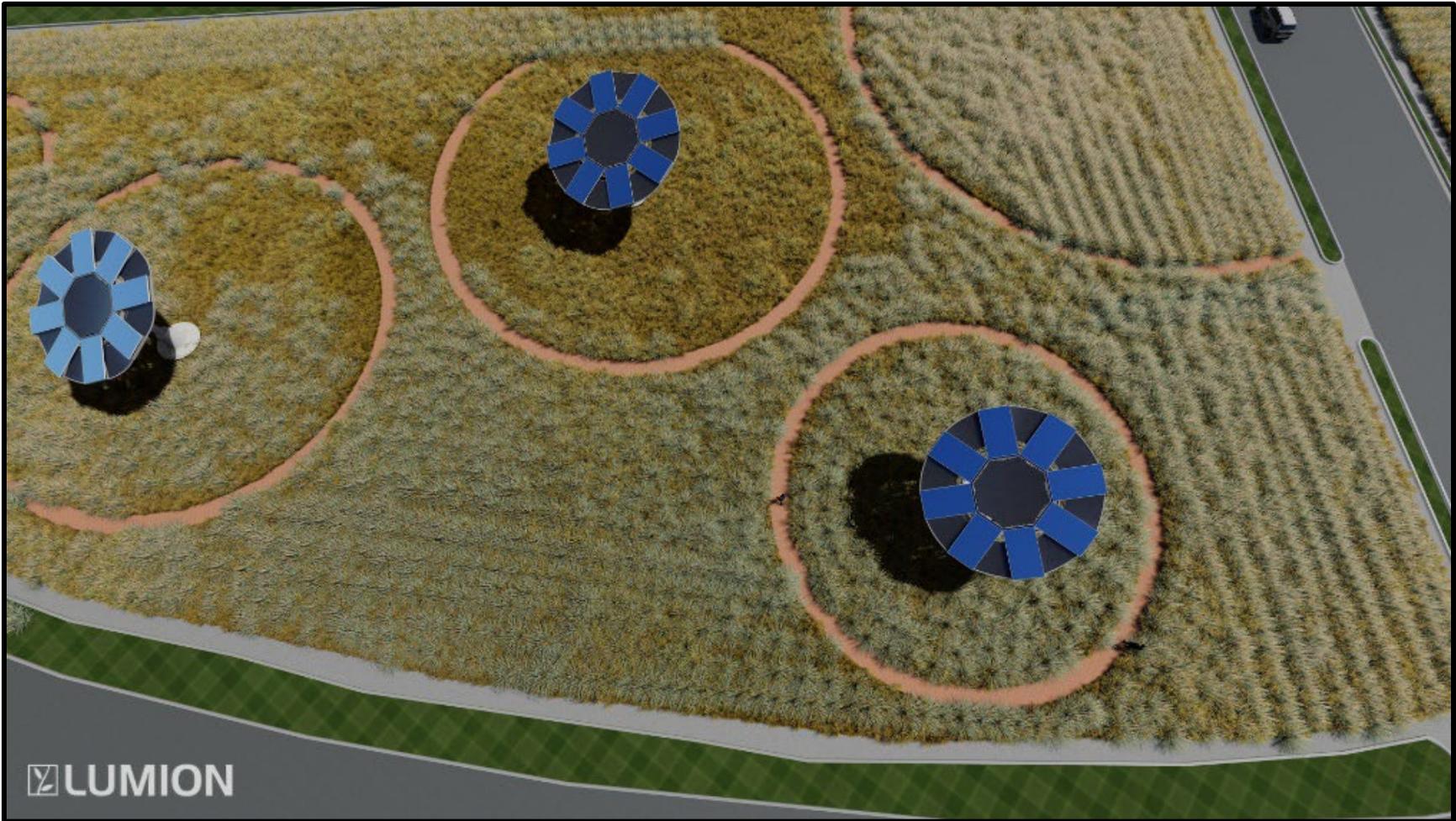


Figure 56: An aerial view of a solar tree design visualization

Area Two

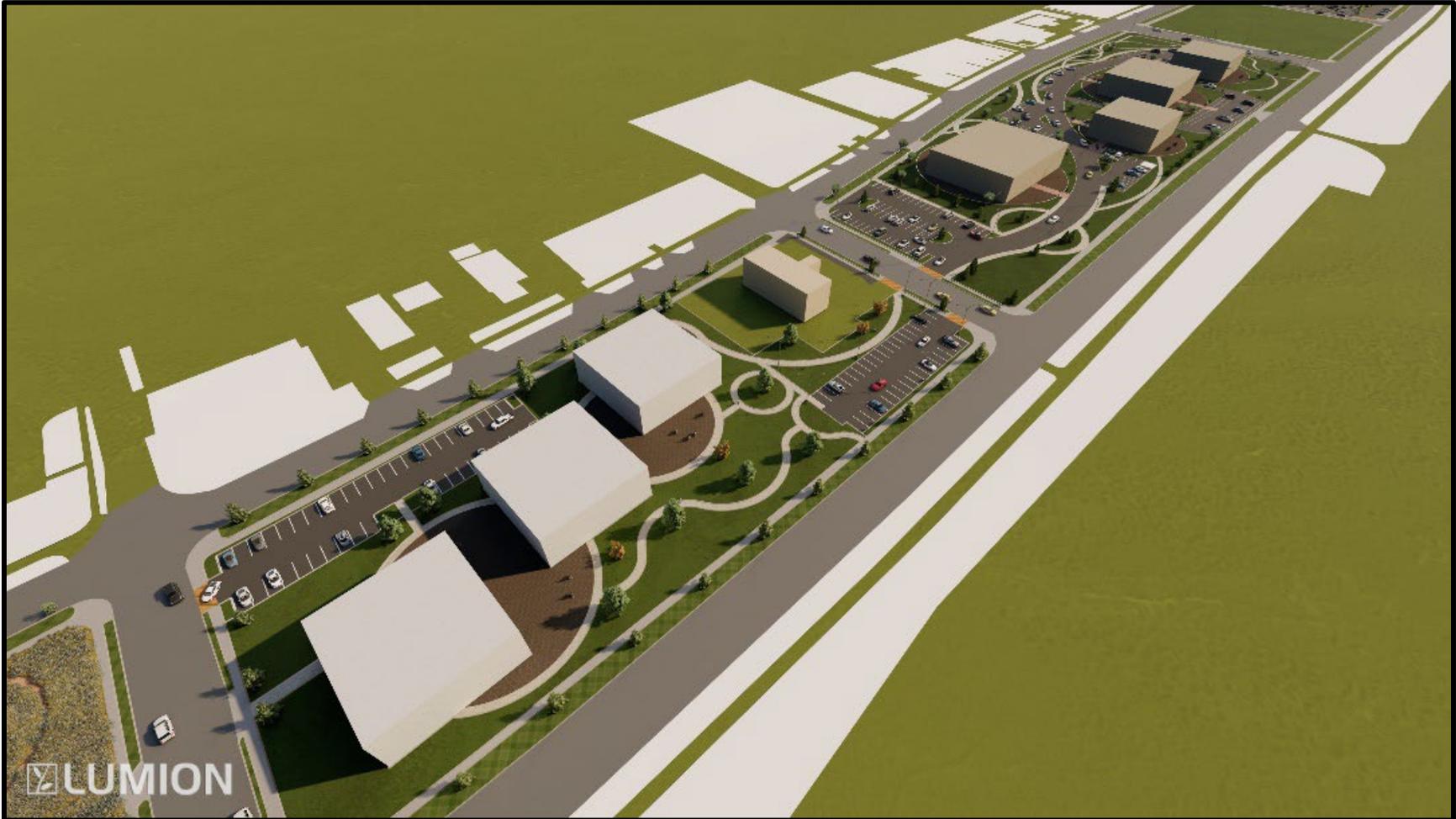


Figure 57: Potential light industrial layout adjacent to drive-thru commercial uses



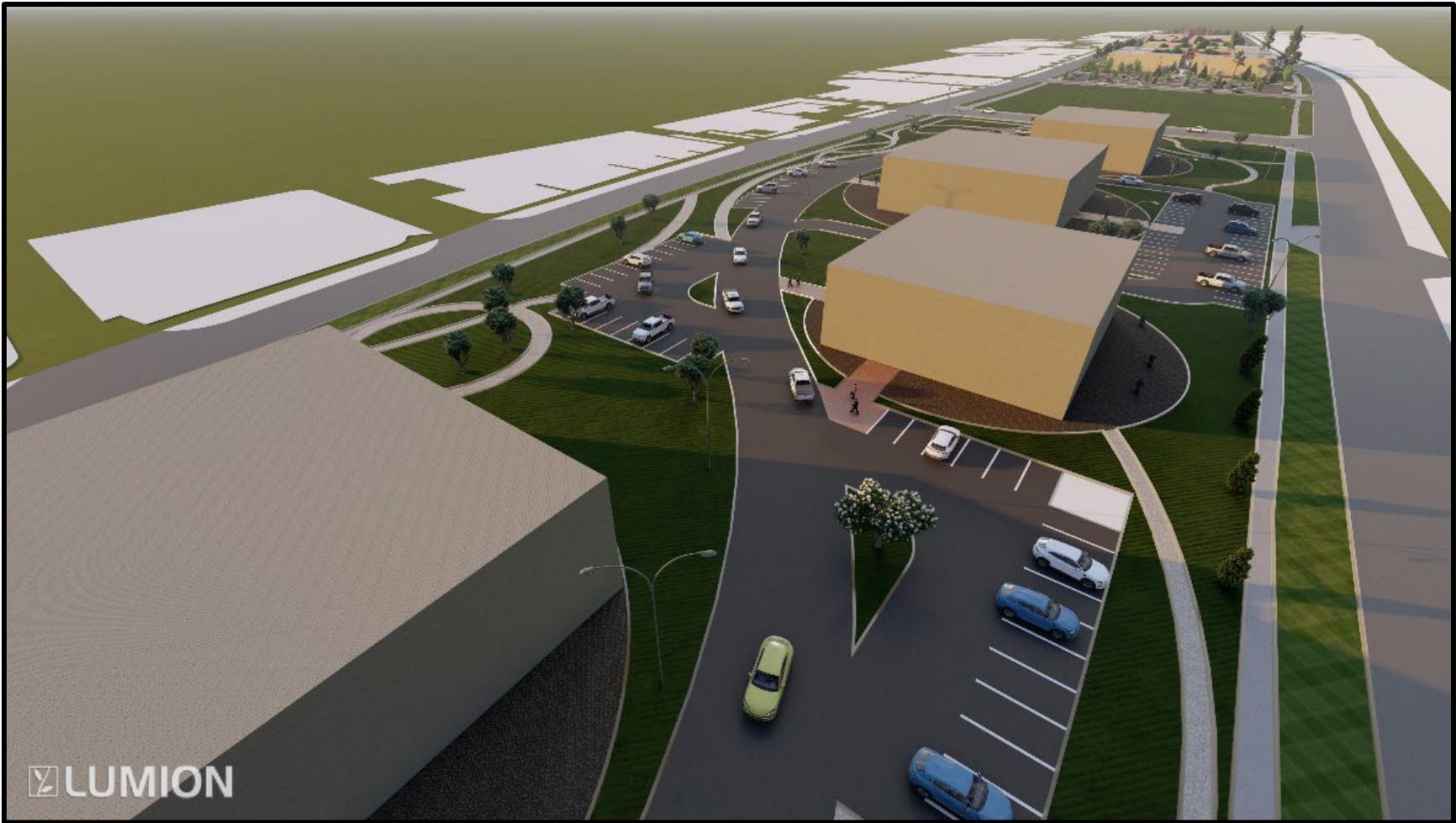


Figure 58: Close up view of the drive-thru commercial concept

Area Three



Figure 59: Visualization of a walkable commercial space that also acts as a public gathering space





Figure 60: A central walkway connecting the two commercial hubs

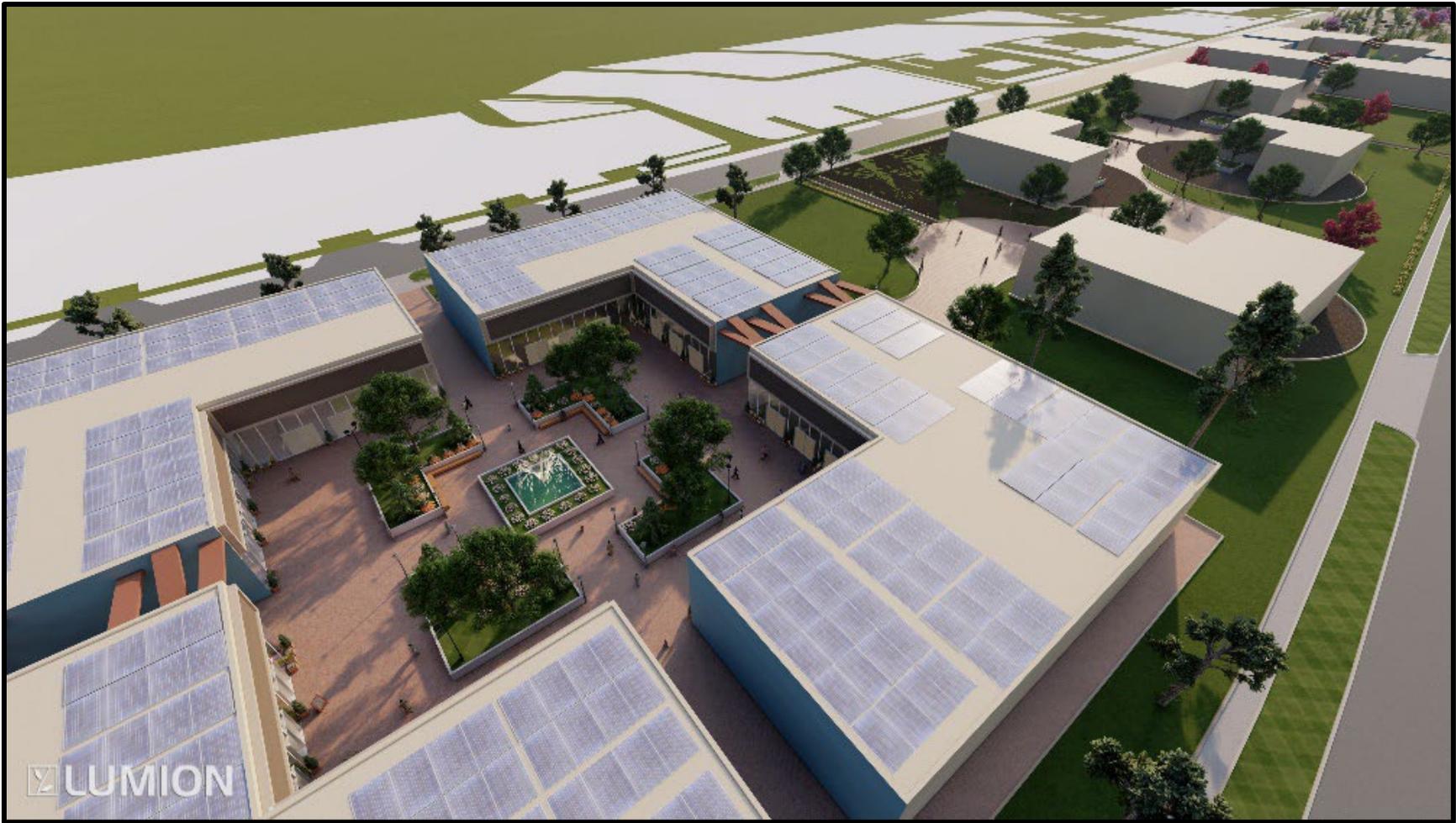


Figure 61: Conceptual design for additional solar arrays on the roofs of the commercial buildings



Area Four



Figure 62: Close up view of the bus stop integrated into the park area



Figure 63: View of the conceptualized park area and parking lot



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