



IOWA REINVESTMENT DISTRICT APPLICATION

Grinnell, Iowa



FEBRUARY 29, 2016
CITY OF GRINNELL, IA

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SECTION A – Project and Eligibility

Name of Project/District: Grinnell Historic Downtown and Campus Confluence

Date Submitted: February 29, 2016 Pre-application Final application

Applicant: (must be a municipality): City of Grinnell

Contact Name: Russell L. Behrens

Address: 927 Fourth Avenue City: Grinnell State: Iowa Zip: 50112

Telephone: (641) 236-2600 Email: rbehrens@grinnelliowa.gov

Federal Identification Number: 42-6004734

Size of Proposed District: 24.99 Acres

Are the parcels contiguous, physically connected? Yes No

Please describe:

The Grinnell District is slightly less than 25 acres of contiguous land encompassing approximately 75% of the downtown and a portion of the southwest corner of the Grinnell College Campus. We have included several properties throughout the downtown that have a high probability of being redeveloped during the life of this district. This IRA funding will be a significant catalyst to the redevelopment of property in the downtown. The 25 acres is located almost entirely within the Grinnell Cultural and Historic District in the center of the community and entirely within the Grinnell Urban Renewal Area.

1. Please provide an overview of the proposed Iowa Reinvestment District. Please demonstrate in your explanation that the real property will be directly and substantially benefited by development.

The Grinnell Historic Downtown and Campus Confluence Iowa Reinvestment District (the 'Grinnell District') proposal includes projects totaling \$157.2 million.

The Grinnell District will include the following:

- \$8.8 million for the redevelopment of the Grinnell Community Center as a boutique hotel and event center.
- \$8.0 million for the Downtown Public Investment Projects involving:
 - Enhancement of Central Park including new performance stage, pavilion, restrooms, landscaping, lighting, open air gathering space, and play areas. \$3 million total project budget.
 - The fifth and final phase of the reconstruction of the public infrastructure in the downtown. This will cap off a project that has spanned 15 years and invested more than \$18 million. \$5 million total project budget.
- \$30.4 million for the development of a mixed use area at the confluence of Grinnell's Historic Downtown and the Grinnell College Campus. A new Campus Store will anchor this redevelopment. This Campus Store will combine the existing downtown bookstore and the on

campus bookstore, while also greatly expanding the product offerings and services. We request that this be accepted as a new business due to the construction of the new building, combining of the two existing stores, and the expansion of the product offerings and services.

- \$110 million for Grinnell College Campus improvements. This includes a new admissions and welcome center, a new Humanities and Social Studies facility, and comprehensive landscape improvements including the entrances, periphery, and connection to the downtown redevelopment zone.

All of the funding for the Grinnell District is utilized to directly benefit real property or as incentives to businesses locating in real property improved by this project. The project amounts shown above do not include any funding for programming or administrative expenses. The only costs included are those directly related to the development, construction, and equipping of these capital projects.

The projects listed above will significantly increase the real property values in the Grinnell District. The Community Center building that is being repurposed for the boutique hotel and events center currently has no taxable value as it is owned by the City of Grinnell. Working with the project developer, Christensen Development, and the County Assessor we are estimating the taxable value of the completed project to be \$4.5 million. The Downtown Public Investment Projects will invest \$8.0 million to benefit real property. These projects will support the many small businesses that currently exist and help to spur additional business development in the downtown.

The redevelopment of a mixed use area at the confluence of the historic downtown and the Grinnell College campus is more defined now than at the time of the pre-application; however it is not as highly defined and developed as the other components of this proposal. We will continue to work with project consultants to give even more definition to this area. Based on estimates and given there is initially \$10 million in catalyst investment, we anticipate that the taxable value added by this aspect of the proposal would be \$5 million minimum initially and \$15 million upon completion.

Grinnell College recently completed a project on their campus similar in scale to the \$110 million improvement included in this proposal. That project, the Charles Benson Bear Athletic Facility, has an assessed value of \$73,053,200. Using this project as a guide, we estimate the \$110 million in campus improvements will increase the assessed value by \$65 million.

Following your description, please provide the following attachments:

[A1 – Resolution by the Governing Body](#)

A Resolution by the governing body which contains the following: intent to establish an Iowa Reinvestment District, approval of the district plan, and a finding that the area in the proposed district is an area suitable for development is attached as **Appendix A, Resolution Establishing Reinvestment District**.

[A2 – Urban Renewal Zone Documentation](#)

Documentation that the district is located within an Urban Renewal area is attached as **Appendix B, Urban Renewal Zone Documentation**.

[A3 – Detailed Map of Reinvestment District](#)

A detailed map of the proposed Iowa Reinvestment District depicting the existing parcels of real estate located in the proposed district is attached as **Appendix C, Detailed Map of Reinvestment**.

A4 – Names and Addresses of Parcel Owners

A list of the names and addresses of the owners of record of the parcels to be included in the proposed district is attached as **Appendix D, Names and Addresses of Parcel Owners**.

A5 – Legal Description of Boundaries

A legal description of the real estate forming the boundaries of the area to be included in the proposed district is attached as **Appendix E, Legal Description of Boundaries**.

A6 – Substantially Benefited Real Property

Documentation substantiating the explanation that real property will be directly and substantially benefited is attached as **Appendix F, Substantially Benefited Real Property**.

SECTION B – District Plan

1. In the chart below please list each proposed project within the district and total capital investment associated with the project.

Table 1 - District Plan

Proposed Projects	Total Cost
Downtown Boutique Hotel and Events Center	\$8,828,794
Downtown Public Investment Projects	\$8,000,000
Zone of Confluence	\$30,400,000
Grinnell College Campus Improvements	\$110,000,000
Total	\$157,228,794

2. **Amount of State Assistance Needed \$ 6,850,000**

Note: this amount cannot exceed 35% of the total cost proposed within the District and should be supported by expected tax revenues within the district over 20 years or less.

We are requesting \$6,850,000 or 4.4% of the \$157,228,794 total project cost.
 $\$157,228,794 / 9,218 \text{ Grinnell } 2010 \text{ population} = \$17,057 \text{ per capita expenditure on project.}$

3. Provide a description of how the state assistance will be used within the Reinvestment District, and identify the gap in financing needed to complete the proposed projects in the district.

Table 2 - Proposed Distribution of State Assistance

Project Element	State Assistance	Percent of Total	Funding Gap
Downtown Boutique Hotel and Events Center	\$2,580,000	37.7%	\$2,580,000
Downtown Public Investment Projects	\$1,525,000	22.2%	\$1,525,000
Zone of Confluence, Including New Campus Store	\$2,135,000	31.2%	\$2,135,000
Grinnell College Campus Improvements, Including New College Admissions and Welcome Center, Grinnell College Campus Landscaping Improvements, and New Humanities and Social Studies Facility.	\$610,000	8.9%	\$610,000
Total	\$6,850,000	100%	\$6,850,000

Figure 1 - Projected Distributions by Year

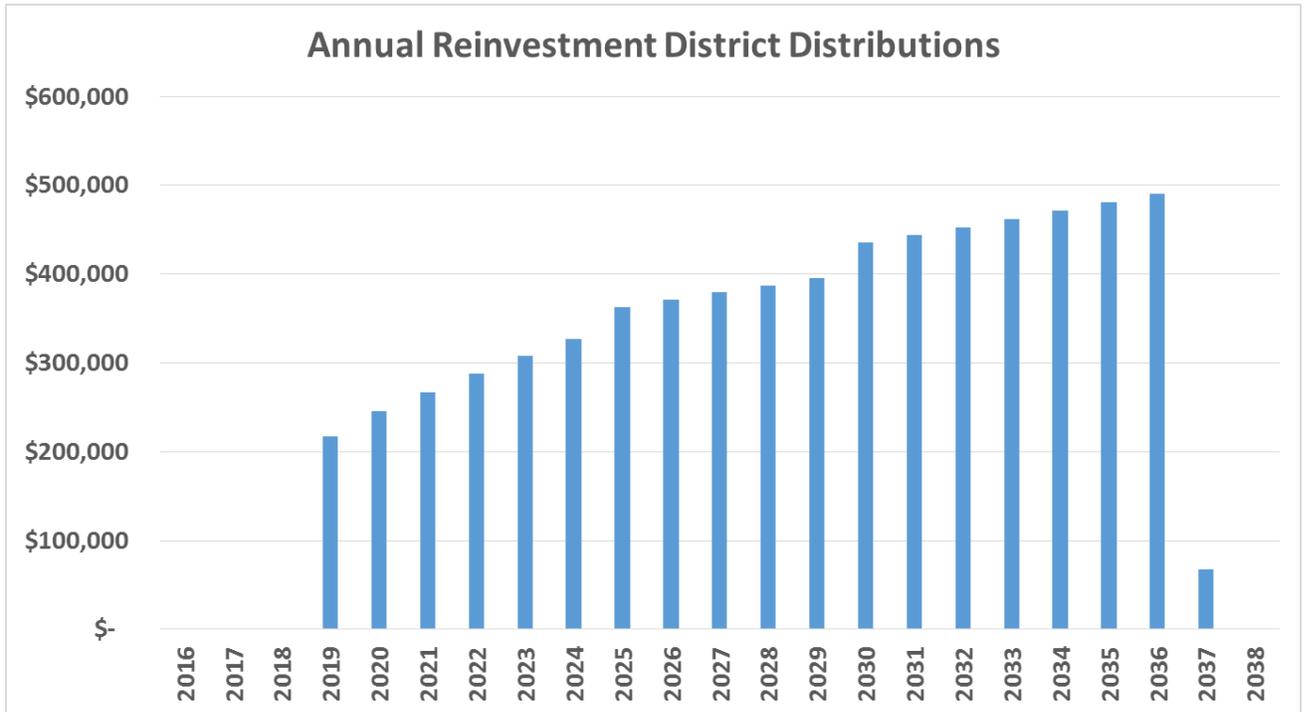


Figure 1 illustrates the projected annual distribution amounts the projects within the proposed City of Grinnell Reinvestment District will accrue from the Reinvestment Fund Account (RFA) over the 20-year planning horizon.

Figure 2 - Projected Cumulative Distributions by Project

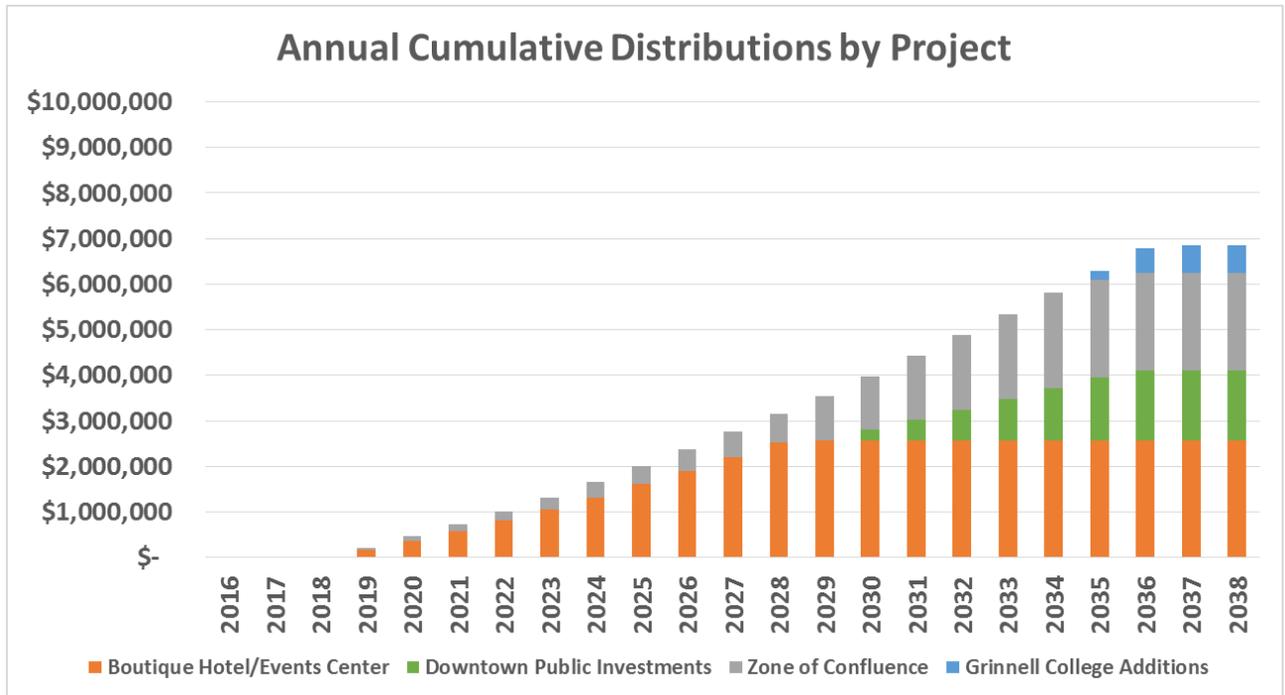


Figure 2 illustrates the amounts and timing of IRA distributions to individual projects from an actual dollar perspective.

Assumptions and Sources of Variables

There are several key assumptions and variables used consistently for each project. Rather than restating them in each project section they are placed in this location in front of the individual project detail. The economic impact information presented for each project is specific to that project relative to Direct and Indirect impacts.

The Economic Impact Study in Section C will provide an overall analysis that includes Direct, Indirect and Induced impacts of the Grinnell Reinvestment District Project.

Construction Costs Subject to Sales/Use Tax

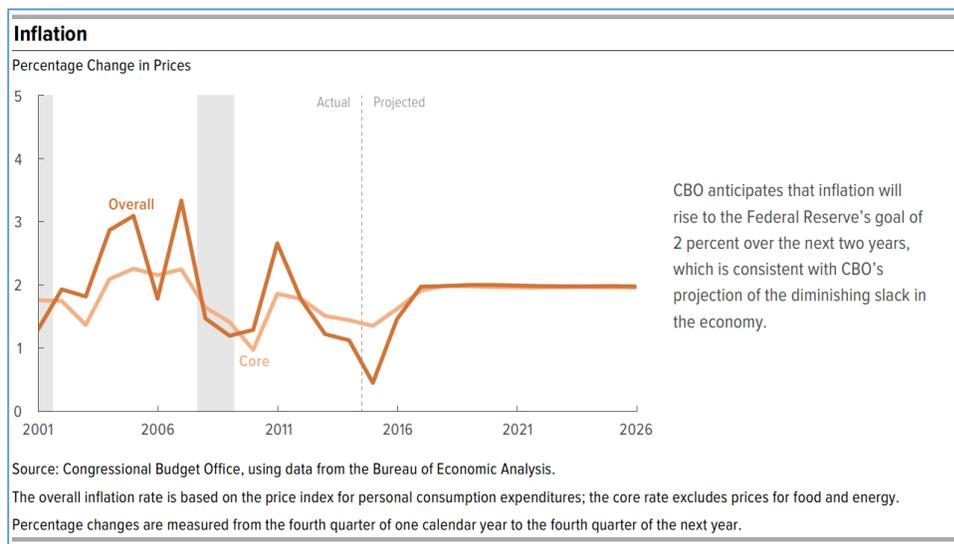
Since the projects included in this application are not at the stage where detailed bid specifications have been completed, input from industry sources was used to estimate the portion of construction costs subject to state sales/use tax. Based on the input from two industry experts, 40% was used to calculate the portion of construction costs subject to sales/use tax.

Chad Bunner	Neumann Brothers	Approximately 40% to 45% of construction costs for the Grinnell Mutual conference center project were subject to sales/use tax.
Marc Gullickson	Ryan Companies, Inc.	Rule of Thumb: 40% of typical construction cost is subject to sales/use tax.

Inflation Factor

When projecting financial results over a period of 20 years it is imperative that inflation is included as a factor. According to the Congressional Budget Office's report, "The Budget and Economic Outlook: Fiscal Years 2016 To 2026"¹ the rate of inflation as measured by the price index for personal consumption expenditures will move up gradually to the Federal Reserve's goal of 2 percent, hitting that mark in 2017 and beyond". As such, an inflation factor of 2.0% was used in the financial projections for this application.

Figure 3 - Inflation Projection through 2026



Estimated New Employee State Income Tax

Since every individual's tax status is different, information found in the Iowa 2013 Individual Income Tax Statistical Report was used. The table below shows 10,833 returns (tax year 2013 filed in 2014) for Poweshiek County with a total tax liability of \$15,337,494. This represents an average annual tax payment of \$1,416 per return or 3.62% of Adjusted Gross Income. Since the new jobs added by this project and others in the reinvestment district will be average or above average pay positions, a 4% rate multiplied by the salary estimates has been used to calculate the anticipated Iowa income tax contribution for the projects contained in the City of Grinnell Reinvestment District.

¹ <https://www.cbo.gov/publication/51129>

Table 3 - Tax Year 2013 - Tax Liability by County

**TABLE 10-B
RESIDENT PAY AND NO-PAY RETURNS BY COUNTY**

County	Number of Taxpayers	Adjusted Gross Income	Taxable Income	Number of Personal Credits	Number of Dependent Credits	Tax Liability
MONONA	5,102	\$182,597,553	\$141,944,988	7,629	2,174	\$6,570,993
MONROE	4,229	\$136,895,057	\$111,092,524	6,251	1,997	\$5,000,995
MONTGOMERY	6,100	\$202,803,352	\$159,790,643	8,845	2,742	\$7,111,982
MUSCATINE	25,743	\$953,324,122	\$743,526,911	35,633	13,124	\$35,750,109
O'BRIEN	8,882	\$323,492,867	\$257,323,718	12,566	3,975	\$11,945,987
OSCEOLA	3,833	\$130,433,821	\$107,146,507	5,466	1,913	\$4,745,739
PAGE	8,441	\$290,116,966	\$224,971,333	12,254	3,603	\$9,979,771
PALO ALTO	5,443	\$198,184,068	\$158,358,832	7,845	2,376	\$7,515,202
PLYMOUTH	15,352	\$627,162,708	\$492,489,549	21,400	7,559	\$24,196,697
POCAHONTAS	4,275	\$164,299,128	\$129,529,307	6,309	1,893	\$6,155,247
POLK	272,934	\$13,147,277,993	\$9,848,217,264	361,400	136,684	\$512,294,959
POTTAWATTAMIE	52,404	\$2,035,723,536	\$1,526,666,812	73,570	26,386	\$47,646,160
POWESHIEK	10,833	\$423,722,250	\$323,655,343	15,529	4,674	\$15,337,494
RINGGOLD	2,577	\$85,850,570	\$68,549,560	3,929	1,201	\$3,101,942
SAC	6,251	\$237,111,313	\$184,495,495	9,138	2,695	\$9,024,679
SCOTT	100,503	\$4,665,537,608	\$3,487,334,175	138,788	48,049	\$176,019,376
SHELBY	7,459	\$289,744,838	\$224,898,442	10,702	3,224	\$10,300,774
SIoux	19,547	\$789,331,992	\$630,087,449	26,848	11,605	\$29,537,234
STORY	47,804	\$2,100,319,832	\$1,581,335,280	62,511	18,356	\$80,515,960
TAMA	9,835	\$351,109,428	\$272,759,384	14,341	4,793	\$13,038,726
TAYLOR	3,338	\$102,832,258	\$84,559,486	5,051	1,552	\$3,378,972
UNION	7,000	\$219,379,815	\$175,812,271	10,273	3,205	\$7,681,186

(Continued)

Independent Assessment of Application

In accordance with IEDA administrative rules, an independent review of the feasibility of each project included in the City of Grinnell's Iowa Reinvestment District application has been completed. Additionally, an independent economic impact study for both local and state areas has been conducted. This work has been performed by Decision Innovation Solutions of Urbandale, Iowa. Please see Appendix G, Credentials of Study Authors for additional information on credentials and expertise in these areas.

B1 Boutique Hotel and Event Center

B1.1 Description and type of project (i.e. new lessor, new retail establishment, public improvement, etc.).

The new boutique hotel and events center will be a new lessor. This entire project is located within a single building and will repurpose the Grinnell Community Center into a 38-room boutique hotel and events center. The Community Center is located in the Grinnell Cultural and Historic District and listed as a contributing building within the Grinnell Downtown Historic District. The project is being led by Christensen Development. The City of Grinnell and Grinnell Center, LLC, the project's investment group, are negotiating a purchase agreement for the sale of the Community Center building from the City of Grinnell to Grinnell Center, LLC. The purchase agreement will not be executed until funding sources are secured.

Community leaders believe the highest and best use of the Community Center building would be to repurpose it as a boutique hotel and events center. The downtown boutique hotel and events center is suited to better utilize this building, and repurposing it will add this building onto the tax rolls for the first time in the building's history. City of Grinnell offices and other agencies currently housed in the building will be relocated to available office space elsewhere in the downtown. City of Grinnell offices occupy 6,000 square feet of the 50,000 total square feet in the Community Center. The balance of the space is utilized by tenants such as the Prairie Lakes Church, Grinnell Housing Authority, approximately ten other micro-tenants, and common spaces.

The Grinnell City Council has consistently listed repurposing of the Grinnell Community Center as its highest priority for several years and again in their most recent planning session in April 2014. Below is an excerpt from that report:

The participants reviewed potential projects, programs, policies and initiatives for consideration and selected the following as priorities for the upcoming 12 – 24 month period (listed in priority order):

- a. Repurpose the Community Center. Currently a design is being created to repurpose the facility as an events center, hotel rooms, and associated office space. This option has the support of the group. The group felt once this is accomplished finding a solution for the Veterans Memorial Building is more likely.

Action Items:

Develop a concept design plan and pro forma in partnership with a private developer. Pursue state and federal historic tax credits in July 2014. Work with community partners that might have a role in this project such as Grinnell College, Chamber of Commerce, the Grinnell Tourism Committee, the Iowa Transportation Museum Board, businesses that are impacted (such as jewelry store, restaurants, flower shops, food service, hotels, and churches as examples). Periodic progress reports to the City Council starting June 2014.

The Community Center location is ideal for a boutique hotel and events center. It will serve as an anchor and traffic generator for our downtown, adding vitality to the heart of our city. Increasing downtown vitality has been identified as a priority by the City of Grinnell, Chamber of Commerce, and Grinnell College. Downtown business owners and property owners are also supportive of the project. The Grinnell College campus, fifteen restaurants, numerous retailers, Central Park, the public library, two art galleries, our restored triplex movie theatre, and five churches are all located within a three block radius of the Community Center, making it an appealing location to both event planners and hotel guests. Louis Sullivan's Merchants National Bank, our most treasured historic property and the centerpiece of community branding efforts, is located less than 300 feet from the proposed hotel and events center.

The boutique hotel and events center project will bring new life and a defined purpose to the Community Center building. This project ties in very nicely with improvement plans for Central Park, which is located directly south of the Community Center. The south entrance for the events center will be modified to improve the 4th Avenue facade of the Community Center. The primary entrance at this location will create great synergy with the proposed performance stage at Central Park as well as the many community events and festivals that take place in Central Park. The primary entrance for the hotel will be on the historic Park Street side of the building. The complimentary aspects of the hotel, events center, and Central Park will contribute significantly to downtown vitality and to a positive visitor experience. Central Park improvement plans are also included in this IRA pre-application.

The boutique hotel and events center will be a private for-profit business and will not be owned or managed by the City of Grinnell. The boutique hotel and events center will be jointly operated, allowing the building's two core functions to compliment and support each other while also benefiting from economies of scale in marketing and staff resources.

A downtown boutique hotel and events center in Grinnell has been discussed and researched for more than ten years. The availability and location of the Community Center building, the possibility of attaining state and federal historic tax credits, the possibility of approval of this IRA application, a committed investor group, and Christensen Development's involvement combine to create a tremendous opportunity to make this project a reality for our community.

Boutique Hotel

A boutique hotel in Grinnell will help to recruit college students, accommodate business clientele, and attract leisure travelers who have greater disposable income. Visitors are becoming more aware of design, expect a higher level of service, and increasingly seek an experience instead of a standardized product. An upscale boutique hotel will add variety to Grinnell lodging options, allowing our community to capture additional overnight stays and hotel-motel tax revenue. This will also be the only locally owned hotel in the community.

The boutique hotel will have thirty-eight rooms. It will have upscale finish and furnishings. A patio out front will be inviting to both locals and visitors, providing a gathering place for meetings, intimate events, and relaxation. Targeted customer segments are business travelers, leisure guests, college visitors, social event-goers, and conference attendees. A 24-hour staffed front desk, networking lobby hub, small breakfast/bar area, free parking, and wireless internet are some of the amenities that will contribute to the guest experience.

In 2007, Orchestrate Hospitality studied the feasibility of a downtown hotel project. The 20-room project assumed a 2009 occupancy rate of 65% with an average daily rate of \$90 increasing to \$105 in four years. In 2009, Patek Hospitality Consultants studied a proposed 70-room Hampton Inn to be located at the Interstate in Grinnell. The study projected the hotel's occupancy would be 68% with an average daily rate of \$94, indicating significant demand for a more upscale product.

Event Center

Grinnell has a strong need for this type of event venue, specifically a venue that can host large gatherings. In 2011, Patek Hospitality Consultants analyzed demand for event venues in Grinnell. Their study concluded that there was indeed demand for an event center, that it should be between 5,000 and 6,000 square feet, and that it would primarily attract social events while also attracting corporate and association groups.

Targeted events are social events (weddings, reunions, fundraisers), corporate events (trade shows, meetings, symposiums), and entertainment events (live performances, concerts, hobby shows). Due to the presence of Grinnell College and other dynamic corporations, Grinnell is positioned to host existing events that currently take place outside of the area while also creating new events to meet the demands of our business community.

The addition of a downtown events center will bring event-goers right into the heart of downtown, allowing us to showcase our historic downtown to visitors.

The events center will have a 5,000 square foot ballroom, which will seat 300 people at banquet tables or 500 people in assembly seating. The event center will have breakout and pre-function space accommodated in the two mezzanines overlooking the main event space. Grinnell's location in Central Iowa along Interstate 80, situated in the middle of our state's largest population centers, makes it an attractive site for meetings and special events because it is convenient for participants who are scattered across the state.

The events center will generate additional catering sales for our community. An important component of the events center is that it will not offer internal catering. Event planners will be able to choose any local restaurant or caterer to provide food for their event. This provides greater variety and choice to the planner, and will also serve as an additional revenue stream for the existing restaurants in our community. The event center will retain a percentage of all food sales and will hold the liquor license. The events center will perform the billing for all services, in essence buying the goods and services wholesale and reselling them to the customers. The Community Center currently has a nearly perfect commercial kitchen with all the necessary equipment to act as a serving kitchen for local restaurants.

It is important to note that the downtown events center will complement, not compete against, the employee education and training center at Grinnell Mutual Reinsurance Company. The new GMRC training facility will be utilized almost exclusively for the training and development of their workforce and is not intended to host public events. The increased number of GMRC meetings and trainings taking place in Grinnell will result in additional corporate hotel stays in our community and the possible need for banquet event space during multi-day GMRC events.

Table 4 - Boutique Hotel / Events Center - Uses and Sources of Funds

Boutique Hotel and Events Center			
Funding Uses		Funding Sources	
Building Acquisition and Transaction Costs	\$738,000	Private Equity	\$1,050,000
Finance, Tax, Environmental, Historic, Legal and Accounting Consultants	\$215,794	Iowa Reinvestment District	\$1,524,423
Building Remodeling	\$5,319,000	First Mortgage	\$3,252,847
Furniture, Fixtures, and Equipment	\$1,057,000	Tax Increment Financing Loan	\$980,020
Architectural Design and Engineering	\$225,000	State Historic Tax Credits	\$1,467,854
Interest Reserve	\$264,000	Local Hotel Tax Rebate	\$553,650
Development Fees	\$350,000		\$
Contingency and Working Capital	\$660,000		\$
Total Project Budget	\$8,828,794	Total Funding Sources	\$8,828,794

B1.2 Expected Timeline.

Grinnell Center, LLC is awaiting the approval of two pieces of financing, the State Historic Tax Credits and the IRA funding, before beginning this project. On December 22, 2015, the project was approved by the National Park Service/SHPO for the Historic Tax Credit – Part 2: Description of Rehabilitation. They anticipate being notified of the status of an allocation for the state historic tax credits for this project in July 2016. If Grinnell Center, LLC is

awarded the state historic tax credits and also receives approval of this IRA application, final aspects of project development will begin immediately. They expect construction to commence in 2016 with the boutique hotel and event center opening 10 months later.

B1.3 Detailed budget for the project.

Table 5 - Detailed Budget - Boutique Hotel and Events Center

Expenditure	Project Component
\$38,000	Building Acquisition Costs
\$700,000	Building Acquisition
\$225,000	Architecture Engineering and Design
\$175,000	Consultants, Finance , Tax Credit
\$11,672	Environmental, Historic
\$29,122	Legal and Accounting
\$4,919,000	Contractor Bid
\$200,000	Boutique Designer
\$175,000	Project Manager
\$25,000	Landscaping
\$150,000	Contingency
\$1,057,000	Furniture Fixtures & Equipment
\$264,000	Interest Reserve
\$350,000	Project Development Fee
\$10,000	Pre-Opening Costs
\$500,000	Working Capital
\$8,828,794	TOTAL EXPENDITURE

B1.4 Expected debt associated with each project.

Grinnell Center LLC plans to obtain a loan to complete the project in the amount of \$3,252,847. If awarded funding from the IRA District, Grinnell Center LLC will also work with other development partners to obtain a loan in the amount of \$1,524,423 to 'monetize' the IRA incentive. \$1.5M is the net present value, or the maximum amount a bank will lend, on the \$2.58M. Christensen, one of Des Moines' well respected developers, has preliminary approval from Lincoln Savings Bank to obtain financing for the mortgage as well as the TIFF and IRA monetization.

B1.5 Status of expected financing and financing gap.

The private equity has been pledged to the project by investors who have experience and expertise in property development and management. This group will be the long-term owners of the building and the business running the boutique hotel and event center.

The Grinnell City Council has discussed providing tax increment financing incentives as described and approved the concept by consensus. The project is within the Grinnell Urban Renewal Area and eligible for benefits.

Grinnell Center LLC has completed and submitted the applications for historic tax credits (pending allocation in July 2016). If the IRA application is accepted and the state historic tax credits are awarded, they believe they are positioned to move forward with a project that has excellent long-term viability. It is worth noting here again that Grinnell Center LLC has received approval of their Part 2 for this project from the National Park Service / SHPO (Appendix H – SPHO Conditions Sheet – Part 2).

B1.6 Expected state hotel/motel tax and/or state sales tax projections over 20 years.

The Boutique Hotel and Events Center is expected to commence operations in 2017. This business will generate hotel/motel tax from the rental of 38 rooms and sales tax receipts from the events center. The economic impact study includes sales tax and hotel/motel tax collected beginning in 2017, however the commencement date for our proposed Iowa Reinvestment Act district is expected to be set late in 2018. Because of this, the 20 year projections illustrated in the following table are for 2019 through 2038.

Table 6 - Hotel/Motel and State Sales Tax Projections

Hotel/Motel Tax and State Sales Tax Projections			
Category	Estimated Receipts	Projected Tax Receipts	Projected IRA Deposits
Hotel/Motel Tax	\$33,980,265	\$1,699,013	\$1,699,013
Retail Sales Tax	\$23,622,832	\$1,417,370	\$944,913
Total	\$57,603,097	\$3,116,383	\$2,643,926
Source: Grinnell District Application Supporting Data			

B1.7 Visual aids which enhance the understanding of the project

Figure 4 – Grinnell Community Center – East Side



Figure 5 - South Side Community Center



The south side of the Community Center, which faces Central Park, will serve as the primary entrance for the events center.

Figure 6 – Boutique Hotel - First Floor Plan



This is the preliminary floor plan for the first floor. The second and third floors house the remainder of the hotel rooms (there are no upper floors above the event space).

Figure 7 - Boutique Hotel - Second Floor

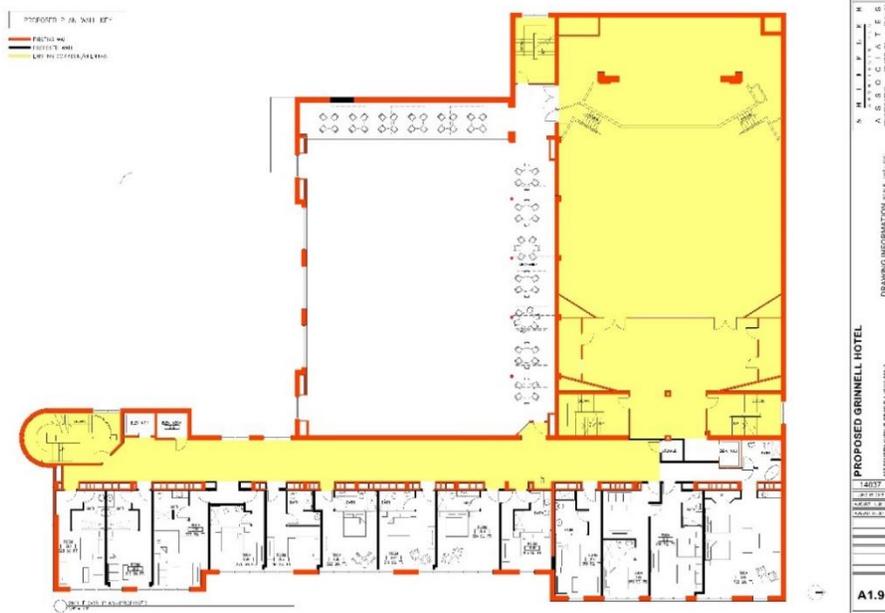


Figure 8 - Boutique Hotel - Third Floor

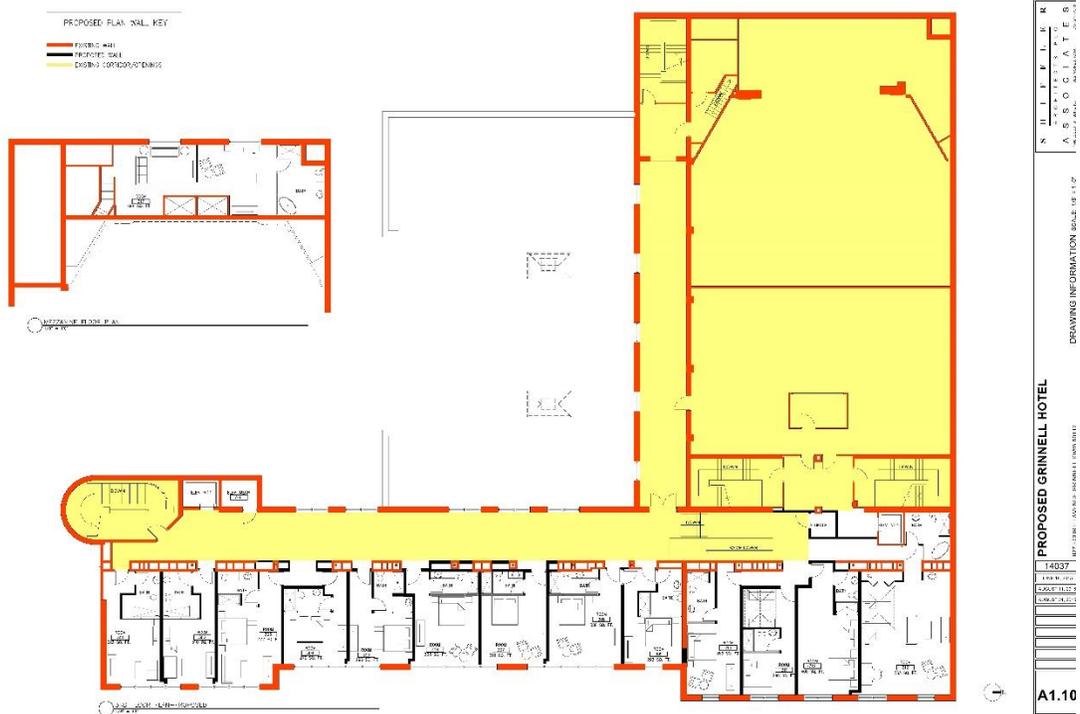
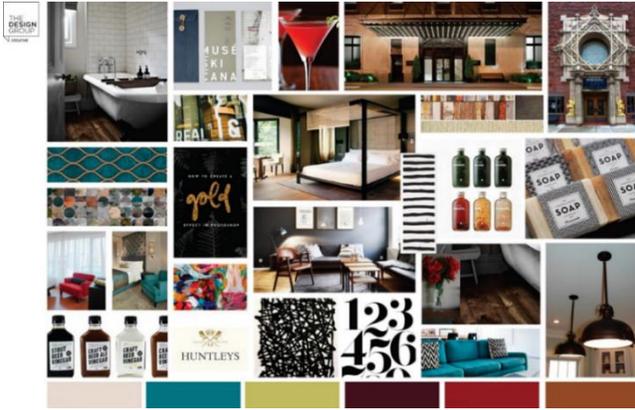


Figure 9 - Photos of typical fit & finish and site amenities



This is a mood board developed to depict the fit and finish anticipated for the boutique hotel and events center.



This is a representation of the fit and finish in the lobby.



This is a representation of fit and finish in guest rooms.



Typical fit and finish for on-site amenities.



The ballroom will feature a mezzanine area similar to this photo example.



This is an example of a patio/bar area which will be included as a hotel amenity.

B1.8 Feasibility study conducted by an independent professional

This feasibility study evaluates the proposed repurposing of the Grinnell Community Center into a 38-room boutique hotel and events center. Since the building is located in the Grinnell Cultural and Historic District and listed as a contributing building within the Grinnell Downtown Historic District this project is eligible for State Historic Tax Credits. The City of Grinnell proposes to sell the property to the developer, Grinnell Center LLC. This transaction will add the property to the tax rolls, thereby increasing property tax receipts. For additional information regarding budgetary and financial projections (as applicable) related to this project, please see Appendix H, Project Financials.

B1.8.I Projected Annual Gross revenue

The proposed Boutique Hotel and Events Center is expected to begin operations in the 4th quarter of 2017. A pro forma statement prepared by Christensen Development was used as a starting point for developing the financial analysis model for this project. Occupancy rates were adjusted based on information from the Patek Hospitality and Orchestrate Hospitality studies. The initial occupancy rate in 2017 was set at 60% and then gradually increased to 75% in 2027 and then maintained at 75% for the remainder of the 20-year projection.

The following table summarizes the new hotel and events center’s projected gross revenue for the project period. Except for Bar/Patio/Auxiliary, event center sales will be purchased wholesale from vendors and billed with retail sales tax by the hotel. The Gross Revenue 20-year total includes years 2019 through 2038.

Table 7- Project Gross Revenue - Boutique Hotel / Events Center

Category	Gross Revenue 20-Yr Total
Boutique Hotel	
Room Rental	\$33,980,265
Bar/Patio/Auxiliary	\$8,409,940
Boutique Hotel Total	\$42,390,205
Event Center	
Ballroom Rental	\$1,499,044
Per Plate Charge	\$1,807,447
Catered Food	\$9,985,198
Beverage Sales	\$910,043
Ticket Sales	\$505,580
Tix Event Bev Sales	\$505,580
Total Event Center	\$15,212,892
Grand Total	\$57,603,097

The financial statements developed for this project (Appendix H) were built using conservative variables for occupancy and room rates. Given assumptions outlined previously, the financial projections covering the project period indicate the Boutique Hotel and Events Center has the potential of being a successful and profitable business venture.

B1.8.II Explanation of Economic Impact

The direct economic impact of these infrastructure projects will be derived from construction and operations activities. More detailed direct and indirect economic impact estimates (using the IMPLAN modeling system) are provided in Section C. The increase in Hotel/Motel tax collections and retail sales tax collections are included in the direct economic impact table below. Indirect economic impacts are listed in the table in that section. The direct and indirect economic impacts attributed to the Boutique Hotel/Event Center are projected to be \$8,123,942.

Table 8 - Direct Economic Impact - (2017-2038 Total)

Direct Economic Impact		
	Full Term Benefit	Description
Room Rentals / State	\$ 1,768,580	Room rentals times 5% state hotel/motel tax
Room Rentals / City	\$ 2,476,012	Room rentals times 7% city hotel/motel tax
Construction/Bldg	\$ 138,523	Sales Tax at 6% times 40% of construction costs
Constuction/Furniture & Fixtures	\$ 63,420	Sales Tax at 6% times full cost of furniture & Fixtures
Employment	\$ 262,198	State Individual Income Tax at 4% of estimated AGI
Property Taxes	\$ 1,005,907	Property taxes due to increased property values
Retail Sales Taxes Rental & Other	\$ 912,774	Sales Tax at 6%
Total	\$ 6,627,414	
Source: Grinnell District Application Supporting Data		

The indirect economic impact from the new Hotel / Event Center was determined by using the estimated number of visitors and assigning a "Spend per Visit". This approach assumes the visitors will make additional purchases while they are in the community. Typical purchases would be food, fuel, services, and entertainment.

Table 9 - Indirect Economic Impact (2017-2038 Total)

	Visitor Count	Spend	Sales Tax
Lodging Visitors	339,134	\$20	\$406,961
Events and Meetings	1,117,463	\$15	\$1,005,717
Ticketed Events	55,900	\$25	\$83,850
Total Indirect Economic Impact			\$1,496,528
Source: Grinnell District Application Supporting Data			
Source: B1.8.III Estimated Number of Visitors and Customers			

B1.8.III Estimated Number of Visitors or Customers

The Boutique Hotel and Event Center will draw visitors to the community through its lodging services and through the event center. According to a 2014 summary report produced by the American Hotel & Lodging Association (AHLA) 41% of lodging customers traveled for business and 59% traveled for leisure. The typical business stay is one person and the typical leisure stay is two persons. Using projected occupancy rates a total of 213,292 rooms will be rented during the project period. The following table shows the estimated number of lodging visitors based on the above criteria.

Table 10 - Boutique Hotel / Events Center Estimated Lodging Visitors

Estimated Lodging Visitors		
	Room Nights Rented	Number of Lodging Visitors
Business Travel	87,450	87,450
Leisure Travel	125,842	251,684
Totals	213,292	339,134

Estimates for utilization of the Events Center are based on actual experience reported by a similar facility located in Denison, IA. The following table provides a breakdown of the types of events and anticipated visitors. The project period (including activity prior to the commencement date) is estimated at 21.5 years. Over that period a total of non-resident visitors attending events at the Event Center is projected to be 787,717 visitors. Over the same period 415,746 resident visitors are expected to visit the Event Center.

Table 11 - Events Center Visitor Projections

Hotel Events Center Visitor Projections				
Event	Visitor Attendees		Resident Attendees	
	Annual	Project Period	Annual	Project Period
Events	33,100	711,650	16,275	349,913
Ticketed	2,680	57,620	1,320	28,380
Events	858	18,447	1,742	37,453
Totals	36,638	787,717	19,337	415,746

B1.8.IV Description of the Unique Characteristics of the Project

There are several features of this project that contribute to its uniqueness. We will touch on them here and again when addressing the uniqueness of the entire project collectively later in this proposal.

- The project is located in the Grinnell Cultural and Historic District.
- The project repurposes an existing historic building. This results in less required capital investment, thereby contributing to the project's likelihood of success.
- The project has received approval of the Part 2 by the National Park Service/ SHPO in regard to historic tax credits.
- The project development team and investor group includes Steve Holtze who is a Grinnell College alum, Grinnell College Trustee, and owner of the Magnolia Hotels, arguably the most successful and well known chain of boutique hotels in the United States. The team also includes Jake Christensen of Christensen Development. Mr. Christensen is a successful Des Moines based developer specializing in historic rehabilitation. His firm has also led the development of several hotel projects.
- The project adds value to an existing structure and preserves the historic building instead of demolishing and replacing it.
- The project combines the boutique hotel and events center into one building under the same ownership and management, allowing it to benefit from economies of scale.
- The project will become an anchor in the downtown, increasing visitor traffic and downtown vitality.
- The project will transform the downtown physically, socially, culturally, and economically as demonstrated in the many letters of support from the community included in this application.
- The project complements the other projects outlined in this IRA pre-application.
- The tremendous amount of planning for this project and the others included in this proposal have aligned these projects nearly perfectly for this opportunity.

B2 Downtown Public Investment Projects

B2.1 Description and type of project (i.e. new lessor, new retail establishment, public improvement, etc.)

This is a public improvement project that will complete the fifth and final phase of the public improvement updates in the downtown and completely rebuild Central Park into a hub for cultural and social events.

Phase five of the public improvement project is the fifth and final phase of a 15 year effort to replace all public infrastructure in Grinnell's downtown. The total investment for all five phases will exceed \$18 million. This final phase will include reconstruction of nine blocks of street including water mains, sanitary sewer mains, storm sewer lines, and streetscape enhancements. Three of these blocks are not within the IRA District but immediately adjacent.

In addition to the public improvement projects, Central Park will undergo reconstruction to create a more dynamic space. As the name implies, Central Park is located in the center of our community and serves as a gathering place for downtown residents, shoppers, visitors, and all community members. Central Park encompasses one entire city block forming the southeast boundary to the downtown. Central Park is positioned in a high-traffic area of our community and is a natural location for outdoor events and festivals. We feel it is important to continue to invest in this downtown asset.

In 2014, the City of Grinnell engaged RDG Planning & Design to develop a Downtown Visioning Plan. RDG coordinated three days of listening sessions with more than 300 community members. The resulting plan included many suggestions for Central Park. Community members talked about the importance of Central Park as the center of community activity and as special piece of city history. The land for the park was gifted to the City of Grinnell by United States Congressman, ordained Congregational Minister, Grinnell College benefactor, and City of Grinnell founder Josiah Bushnell Grinnell.

The Grinnell Parks Committee has finalized a new park improvement plan and has actively been fundraising over the past year. Major park improvements will include: relocating the gazebo to the south side; construction of a 60 person shelter with fireplace and restrooms on the east side; "Central Park Plaza" will include a water feature; and an amphitheater will be located on the northeast corner of the park. A few minor park changes will include: a memory walk with memorial bricks; additional trees; park lighting throughout; and additional walkways throughout.

Table 12 - Downtown Public Investment Projects Budget

Funding Uses		Funding Sources	
Site Preparation	\$0	Iowa Great Places	\$150,000
Building Acquisition	\$0	Grinnell Hotel/Motel Tax	\$550,000
Building Construction	\$2,700,00	Private Donations	\$700,000
Building Remodeling	\$0	Iowa Reinvestment District	\$1,525,000
Fixtures	\$0	City of Grinnell	\$700,000
Architectural Design	\$300,000		\$0
Engineering Design	\$0		\$0
Construction Admin.	\$0		\$0
Site Preparation	\$0	Storm Sewer Fund Balance	\$300,000
Building Acquisition	\$0	Sanitary Sewer Fund Balance	\$300,000
Streets and Other Public Infrastructure	\$4,500,000	Water Fund Balance	\$100,000
Building Remodeling	\$0	Grinnell College	\$400,000
Fixtures	\$0	General Obligation Bond	\$3,275,000
Architectural Design	\$0		
Engineering Design	\$500,000		\$
Construction Admin.	\$0		\$
Other	\$0		\$
Total Project Budget	\$8,000,00	Total Funding Sources	\$8,000,000

The improvements to Central Park will encourage and facilitate the site as a new dynamic public gathering place. These improvements will allow for temporary exhibitions of public art, the development of new festivals, and the expansion of existing community events such as Thursday Music in the Park and the Grinnell Farmers Market.

The park design emphasizes the historic and geometric form of the urban park through enhanced physical connections and visual corridors through and at the edges of the park. The major pedestrian and visual connection southeast to northwest through the park links the historic locations of the Rock Island Railroad Station, E.W. Clark Memorial Fountain, and Louis Sullivan Merchants National Bank.

An amphitheater is located at the northeast quadrant of the park to capitalize on the spillover activity space along the 4th Avenue corridor during large events and provide a physical gateway from Grinnell College northeast of the park. The performance area is oriented to allow spectators to view performances in a desirable northeast direction.

The park improvements will enhance the investment being made in the Boutique Hotel and Events Center, which is located immediately to the north of Central Park. Visitors to the hotel and events center can access the park by simply walking out the south entrance of the main lobby. Central Park will serve as the front yard to the new boutique hotel and events center.

B2.2 Expected Timeline

Based on past experience with these reconstruction projects in the downtown, the Phase 5 Infrastructure and Streetscape segment will likely be a two construction season project. Project plans and specifications are complete and this project is on schedule to begin in May 2016. Construction on the project would occur during the 2016 and 2017 construction seasons.

The park committee has authorized and completed a survey of the park so the final design process can occur winter 2016. As of February 29, 2016 more than \$600,000 had already been privately pledged to support the fundraising efforts for park improvements. Fundraising over the past 12 months has gone well and construction is anticipated to begin in spring 2016 and complete in early 2017. We anticipate bidding this project in April 2016 and construction would begin in May/June 2016.

B2.3 Detailed budget for the project.

Table 13 - Detailed Downtown Public Investment Budget

Downtown Public Investment Budget	Expenditure
Park Pavilion	\$350,000
Restrooms	\$250,000
Performance Stage	\$700,000
Pavers, Concrete and Other Surfaces	\$350,000
Park Lighting	\$190,000
Interactive Water Play Feature	\$200,000
Play Elements and Furniture	\$150,000
Landscaping and Vegetation	\$140,000
Utility Work	\$150,000
Contingency	\$170,000
Architectural and Professional Fees	\$350,000
Street Construction, Removal, Subgrade Prep.,	\$3,500,000
Water Distribution System Improvements	\$400,000
Sanitary Sewer Collection System Improvements	\$300,000
Storm Sewer Improvements	\$300,000
Engineering and Professional Fees	\$500,000
Total Expenditure	\$8,000,000

B2.4 Expected debt associated with each project.

The City of Grinnell may issue up to \$2 million in the form of a General Obligation bond to allow the Central Park segment of this project to proceed in 2017. This bond will be necessary to 'monetize' the potential IRA funding and any private pledges that may extend beyond two years.

The City of Grinnell may issue up to \$3.8 million in the form of a General Obligation bond to allow the City Infrastructure and Streetscape portion of this project to proceed in 2017. All previous debt issued for the

reconstruction of the public infrastructure in the downtown has been retired using tax increment financing revenue and not our debt service property tax levy. The debt issued for Phase 1 has been retired and the debt issued for Phase 2 will retire in 2018. Revenue bonds issued for Phase 3 have been retired. Phase 4 was constructed in 2014 and 2015. This bond will be necessary to 'monetize' the potential IRA funding and to provide the \$3 million in additional funding.

B2.5 Status of expected financing and financing gap.

We are still working to wrap up the private fundraising effort for Central Park. We are currently at approximately \$600,000 and are confident we can reach the \$700,000 goal. All other funding for the downtown public improvements project has been secured with the exception of the final approval of the IRA funding. Without the \$1.525 million in funding from the IRA, the project as designed will not move forward.

The city of Grinnell has a bond rating of A1 from Moody's Investor Service. The city will be able to obtain the funds as detailed above.

B2.6 Expected state hotel/motel tax and/or state sales tax projections over 20 years.

Since the Central Park – City Infrastructure and Streetscape project is an infrastructure project and it is likely to be completed prior to the commencement date there are no anticipated tax collections attributed to this project.

B2.7 Visual aids which enhance the understanding of the project.

Figure 10 - Overall Central Park Site Plan- Aerial Perspective

Site plan

50% design development review

Central Park



Figure 11 – Building Imagery Shelter



Figure 12 - Site Materials

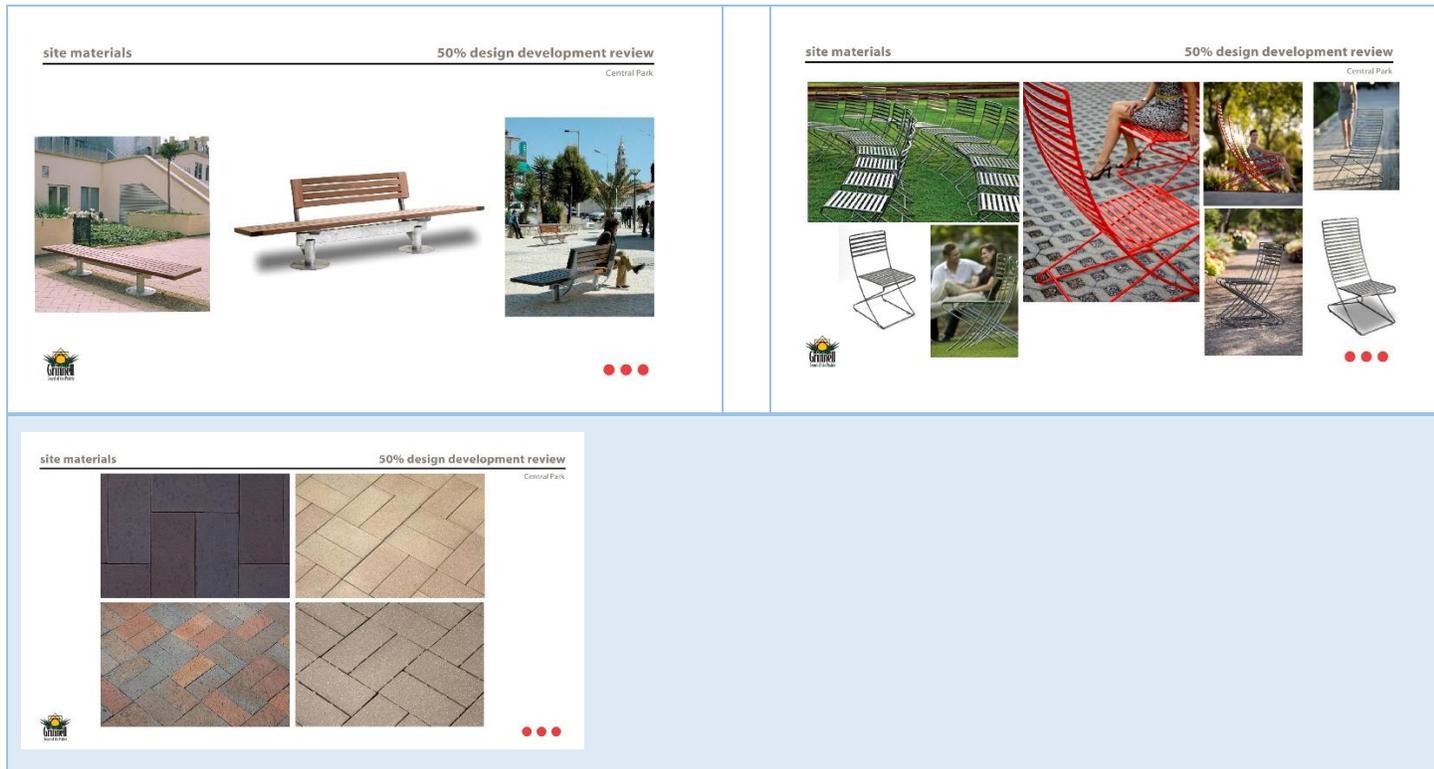
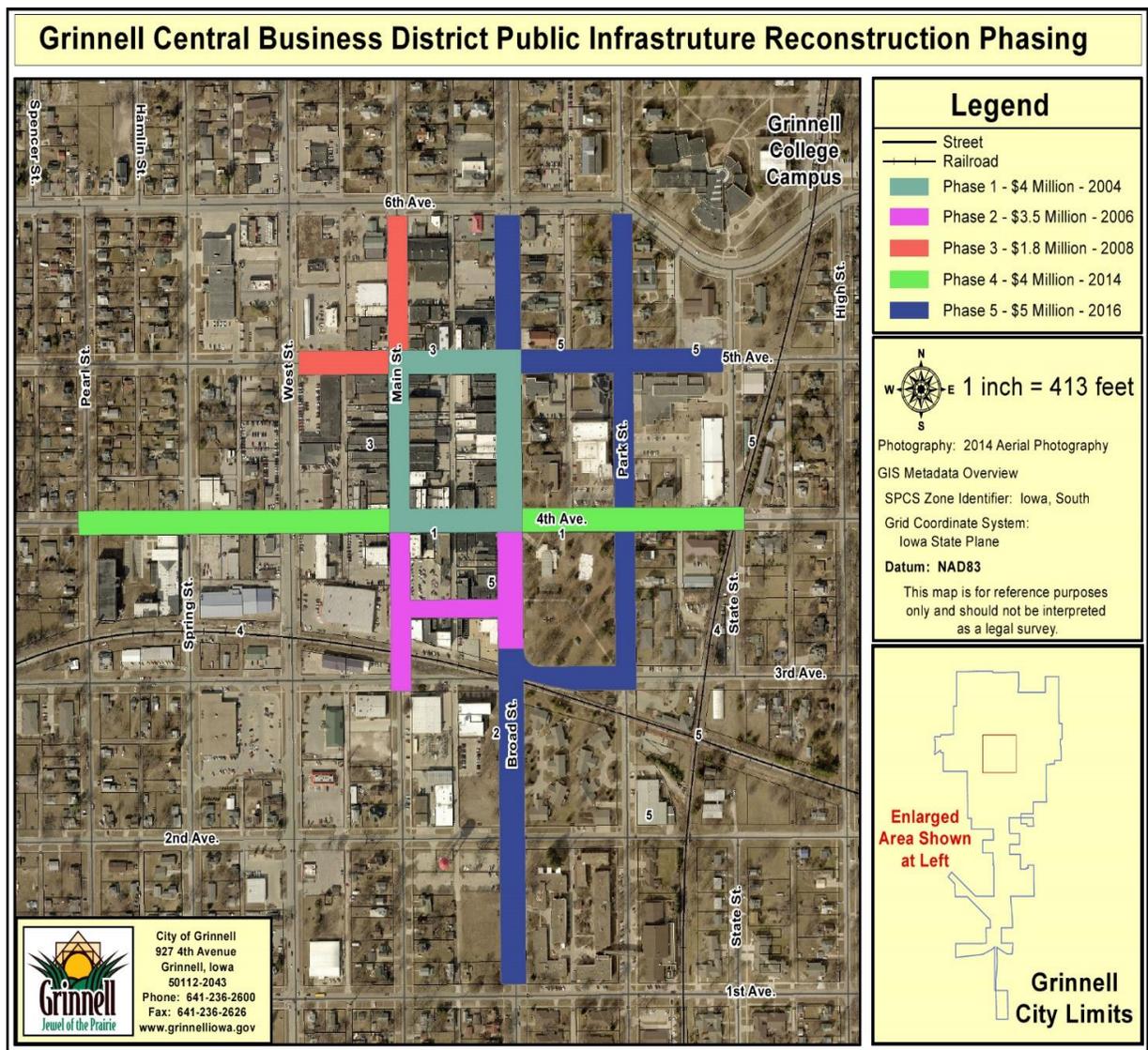




Figure 13 - Downtown Reconstruction Phases 1-5



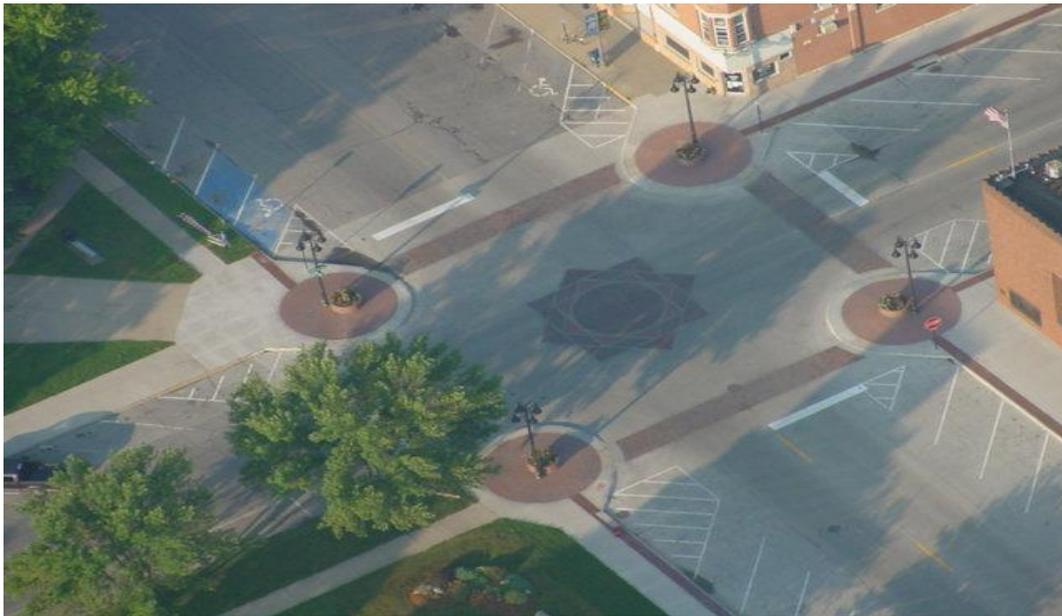
Map of Downtown Reconstruction Phases 1-5.

Figure 14 – Broad Street – Phase 2 completed



This photo shows a segment of Broad Street completed as part of Phase 2 of the downtown reconstruction.

Figure 15 – Phase1 - Downtown Reconstruction



This photo shows the work completed in Phase 1 of the downtown reconstruction - 4th Avenue and Broad St. The building in the upper right hand corner with the American flag flying is Louis Sullivan's Merchants National Bank, Grinnell's most treasured historic property.

Figure 16 - Reconstructed Street in Historic Downtown



2.8 Feasibility study conducted by an independent professional.

This feasibility study evaluates a proposed project for improvements to Central Park and a group of infrastructure projects included in the fifth and final phase of a 15-year effort to replace all public infrastructure in Grinnell's downtown. Central Park is a "front yard" to the proposed Boutique Hotel and Event Center and a walking distance experience for residents and guests in the Zone of Confluence. This final phase will include reconstruction of seven blocks of streets including water mains, sanitary sewer mains, storm sewer lines, and streetscape enhancements. This project, together with the work completed in previous phases, will provide the foundation for the other projects within the IRA district. These projects are a critical component of the district plan. For additional information regarding budgetary and financial projections (as applicable) related to this project, please see Appendix H, Project Financials.

B2.8.I Projected Annual Gross revenue

This is a public improvements project so there are no direct revenue projections. While difficult to quantify, this project will have a positive effect on the value of all of the adjacent and nearby properties. Any revenue generated will be indirectly produced. As a result, there are no revenue projections for this project

B2.8.II Explanation of Economic Impact

The direct economic impact of these infrastructure projects will be derived from construction activities. More detailed direct and indirect economic impact estimates (using the IMPLAN modeling system) are provided in Section C. Supporting information for the direct economic impact of construction activity is detailed in the table below.

Table 14 - Economic Impact Basis

	2016	2017
Planning/Design/Engineering/Contingency	\$0	\$800,000
Construction/Maintenance	\$0	\$7,200,000
Total Expenditures	\$0	\$8,000,000

B2.8.III Estimated Number of Visitor or Customers

The improvements to Central Park will add features that are likely to increase daily traffic. In addition, several of the improvements will facilitate adding new scheduled events to attract visitors from outside of the community. The following table provides a summary of existing events and a list of future events enabled by the new improvements. With the addition of new events and an enhanced environment for existing events the annual visitor count is expected to be about 36,000 per year and more than 50% are likely to be new visitors. Over the 20-year project period it is estimated a total of 720,000 people will visit Central Park.

Table 15 - Central Park Visitor Estimates

Central Park Visitor Estimates			
	Current Annual Attendance	Estimated Attendance After Park Improvements	Additional Visitors
Music In The Park ¹	1,300	1,700	400
Grinnell Games	900	1,200	300
Friday Fests ²	0	2,000	2,000
Farmers Market ³	12,000	14,000	2,000
Ag Appreciation Days	350	350	0
Homecoming Activities	800	1,000	200
Fourth of July	500	700	200
Community Theatre Performance	0	600	600
Skating Rink	600	600	0
Vintage Auto Show	350	350	0
Jingle Bell Holiday	100	250	150
Future Festivals	0	2,000	2,000
Private Social Events In Shelters	400	2,400	2,000
General Park Visitors ⁴	3,000	9,000	6,000
Total Park Visitors (Annual)	20,300	36,150	15,850
¹ 13 performances each summer			
² Moving Friday Fest over to park area			
³ Runs 24 weeks each year, Thursdays and Saturdays			
⁴ Substantial increase in general foot traffic due to proximity of new hotel/event center, enhanced playground with water feature, more seating/gathering places, and public restrooms.			

While providing support for the other projects within the IRA district, the fifth phase of the downtown infrastructure projects will not directly attract visitors or customers.

B2.8.IV Description of the Unique Characteristics of the Project

There are several features of this project that contribute to its uniqueness. We will touch on them here and again when addressing the uniqueness of the entire project collectively later in this proposal.

This is the first comprehensive plan for Central Park improvements ever. Over the years, many modest improvements have been made which ultimately resulted in a park that had many individual components that did not work well together. Amazingly, Central Park has existed for more than 150 years without dedicated restroom facilities and in a recent community survey conducted by the Greater Poweshiek Community Foundation, construction of public restrooms was listed as the highest priority by the respondents. Several unique qualities include:

- The project is located in the historic downtown area and will serve as the 'front yard' for the new boutique hotel and events center.
- The project improves and helps to preserve the cultural and historic significance of the downtown.
- The project helps to support all the other improvements listed in this proposal.

This is the final phase of a five phase, 15-year project that invested more than \$18 million in the public infrastructure in the downtown area. The project has greatly improved traffic flow and safety for pedestrians. It has also eliminated the costly repairs to private water and sewer service lines that were taxing many small businesses in the downtown area.

- The improvements overlay nearly perfectly with the other projects detailed in this proposal which will make project coordination reasonable and mutually beneficial.
- These improvements greatly enhance the business climate in the downtown and previous projects have played a part to spur significant private investment in businesses and buildings.

B3 Zone of Confluence

B3.1 Description and Type of Project

What is the Zone of Confluence? The “Zone of Confluence” is a term coined in a 2013 Visitor Experience Study, jointly commissioned by Grinnell College and the City of Grinnell. The study’s goal was to better understand how to make Grinnell College and Grinnell overall more attractive to visitors from an architectural, urban planning, and landscape design perspective. One of the study’s key recommendations was to strengthen the physical connection between the downtown area and the campus. The study observed that this “zone of confluence,” or gateway zone, can be much more vibrant than it currently is, with a range of 18-hour uses to draw people from campus into the downtown, and vice-versa. The study observed that as visitors approach Grinnell from Interstate 80, Grinnell’s well-preserved, historic downtown is not readily apparent. Without a clear “draw” connecting campus and the downtown, the central business district is easily overlooked by college visitors, so that the downtown is not fully utilized as a visitor attraction and is shortchanged of important visitor traffic. The college and the city took this recommendation seriously, and have undertaken a process for revitalizing the district in an intentional way. Together, our goal for the Zone of Confluence is to transform some of the underutilized and blighted properties in the zone into an active and vibrant mixed-use development by means of public-private partnership with Grinnell College as primary driver.

Project Development. The initial Visitor Experience Study proposed a range of uses that might draw people to this key area. Since then, the college and community have worked extensively with a team of planning and economic development consultants to solidify much of that original thinking, add new ideas, and define the parameters of a catalyst project in the zone to jumpstart activity. In 2015 that work was very active and included market analysis, site analysis, brainstorming and feedback sessions with stakeholders on- and off-campus as well as in-depth discussions with community development organizations dedicated to Grinnell’s downtown health and economic vitality such as the Chamber of Commerce, the City’s Tourism Committee, and the Grinnell Private Investment Corporation.

Project Concept. The initial IRA application projected that development in the Zone of Confluence would be added in phases in some manner over ten years. A \$10M budget for a “Catalyst Project” outlined in the IRA pre-application provided for an initial amount of square footage not inclusive of later “wrap around” development. Since the time of our pre-application, refinements have been made to this Catalyst Project concept based on multiple campus and community input sessions, an economic feasibility analysis, and site analysis. Overall, the goal for the catalyst project is to increase daily visits to the downtown area by at least 20%. The intent is to derive half of these new visits (350+ new downtown visits/day) from Grinnell College-driven traffic and the other half (350+) from non-Grinnell College driven traffic. This split reflects our overall desire to create a vibrant space attractive to a mix of users as well as the reality of a very diverse market base. The proposed concepts include:

- **Phase 1: Catalyst Project (18,000 gsf) \$10 million.** To jumpstart development in the Zone of Confluence, the Catalyst Project represents the first phase of development and is expected to incorporate the following core uses:
 - **Grinnell College Campus Store Anchor (8,000 gsf).** This new concept would likely include a mix of general merchandise, books, a limited service cafe, “hang-out” space, and a meeting space for a total of 8,000 gsf. Such a “campus store marketplace” does not currently exist in Grinnell. The proposal has received tremendous campus and community support since our pre-application in 2015 and Grinnell College has retained CBC Consulting Corp. for further recommendations on market position, product mix, promotional activities, and best practices benchmarking. The proposed Campus Store Marketplace will be an entirely new business from the current college bookstore due to the fact that it will be within a new building, will greatly expand current offerings and services, and will combine both the current on-campus bookstore and downtown bookstore

- into one substantial bookstore via this new concept. The current campus bookstore model is out of date. Combining the two locations will make the new store very vibrant and strengthen the downtown.
- **Market Destination Retail / Food Service (8,000 gsf).** These would be non-Grinnell College private operators selected according to product fit and potential for success. Example tenants could include specialty sporting goods / sportswear, niche dining, pharmacy, etc. Some independent operators have already expressed interest in being part of the project.
 - **Flex Service Space (2,000 gsf).** Market investigations suggest that the initial Catalyst Project should include a limited amount of additional flexible space that could be adapted to accommodate any number of emergent uses. This could comprise a larger retail demand than anticipated, an indoor recreational facility, non-profit education and outreach space, possible Grinnell Visitor Center (per below) or interim uses such as art exhibit space that help reinforce visitorship draw and activity.
 - **Outdoor Public Use / Activity Spaces.** Outdoor gathering spaces to encourage pedestrian activity and diversify aesthetic appeal.
 - **Public Parking.** 75+ space public parking garage; to serve the Catalyst Project and other downtown uses. In recent years, property owners and community leaders have worked diligently to increase the opportunities for residents to live in the downtown. This has added tremendously to the economic, social, and cultural vitality of the downtown. One challenge to this success has been balancing the parking needs of businesses and residents downtown. We believe that site specific parking is critical to the success of the Catalyst Project and have included a two to three level parking garage as part of this initial development. Located for maximum convenience to serve both the Catalyst Project and other existing downtown land uses, a parking garage is considered a key enhancement to supplement current periodic parking capacity problems and literally help drive more business into the overall downtown area.
 - **Phase 2: Secondary “Wrap-Around” Zone Development (68,000+ gsf) \$20.4 million.** In addition to the primary Catalyst Project, the following “wrap-around” functions have been recommended as high-priority additions to the core functions because of their complementary fit and their ability to expand downtown visitorship:
 - **Grinnell College Campus Uses (15,000+ gsf).** Grinnell College is evaluating the feasibility of moving or expanding a number of college related functions to help support the Catalyst Project as well as the Zone of Confluence connection with the rest of downtown Grinnell. Functions currently under consideration include: administrative space (offices, unassigned meeting space), student service space (public lecture performance space, mailroom/package pick-up, selected health services), college-related housing (college-owned faculty/staff housing, student theme housing, student “urban” housing, college guest housing).
 - **City of Grinnell Municipal / other Non-Profit Municipal Related Offices (5,000 gsf).** Renovating the community center building into the downtown hotel will require the relocation of city offices. The city has expressed interest in exploring alternate space in the zone.
 - **Market-Driven Residential (20+ units at 1,500 gsf per unit).** Market analysis reveals an opportunity to support newly constructed residential units serving the downtown area. In terms of format, feasibility exists for both townhouse-style units and/or traditional downtown apartment flats.
 - **Grinnell Community Visitor Center (2,000 gsf).** Interviews revealed possible interest in locating a more efficient and effective community visitor center location. The Grinnell Visitor Center currently resides in the historic Sullivan Jewel Box Bank building. While the bank is an architectural attraction in itself, it does not easily lend itself to welcoming visitors.
 - **Other Market Destination Retail / Food (16,000 gsf).** The purpose of the catalyst project is to trigger additional development and economic activity. Beyond the initial Catalyst Project as detailed above, we project residual spinoff in new taxable sales in the “wrap around” development and through redevelopment of existing space in the downtown. This residual development and

redevelopment will occur in later phases, according to market based responses to the initial projects. Based on market analysis and surveys of current downtown inventory, the college and city are confident that an additional retail sales component comprising 8,000 gsf of activated commercial space can be projected.

Table 16 -Zone of Confluence Catalyst Project Sources and Uses of Funds

Zone of Confluence			
Funding Uses		Funding Sources	
Campus Store Anchor	\$2,800,000	Iowa Reinvestment District	\$2,135,000
Market Destination Retail/Food	\$2,800,000	Grinnell College	\$5,000,000
Flex Service Space	\$600,000	City Incentives (TIF)	\$600,000
Outdoor Public Space	\$600,000	Private Investment	\$1,132,500
Parking Garage	\$2,200,000	Private Mortgages	\$1,132,500
Misc/Contingency	\$1,000,000		
Total - Catalyst Project (18,000 gsf)	\$10,000,000	Total - Catalyst Project	\$10,000,000
Grinnell College Campus Uses (15,000 sq ft)	\$4,500,000	Grinnell College	\$4,500,000
City of Grinnell Municipal (5,000 sq ft)	\$1,500,000	City of Grinnell	\$2,100,000
Market Driven Residential (20 units)	\$9,000,000	Private Investment	\$6,900,000
Grinnell Community Visitor Center (2,000 sq ft)	\$600,000	Private Mortgages	\$6,900,000
Market Destination Retail/Food (8,000 sq ft)	\$2,400,000		
Repurposed Structures to Retail/Food (8,000 sq ft)	\$2,400,000		
Total - Phase 2	\$20,400,000	Total Phase 2	\$20,400,000
Total - Zone of Confluence	\$30,400,000		\$30,400,000

Please note that this working plan including Grinnell College and non-college specific possible uses is based on a range of user discussions and market research. A more comprehensive profile of potential market demand is included in Appendix H – Catalyst Project Market Feasibility.

Grinnell College Commitment. Grinnell College is highly committed to Zone of Confluence development and has begun laying the groundwork for Zone redevelopment with selected land banking already underway. To address the impact of a visitor’s arrival to the town before approaching the Zone, Grinnell College has also acquired a

prominent vacant parcel at the corner of Hwy 6 and Hwy 146, and will begin working with a public art/design firm this spring to better showcase the Grinnell community at this critical crossroads. As of this application, this land banking effort includes a total of 2.4 acres (see figure 24 in section B3.7). In further recognition of the Zone as inherently connected to the campus, the college has included transitional zone landscaping in the landscaping portion of the Campus Development project. Most importantly, Grinnell College has spent the past year actively engaged with a team of consultants who have deep experience with “campus edge” developments across the nation. Altogether, Grinnell College is likely to have invested nearly \$5 million to get the first phase of this project off the ground.

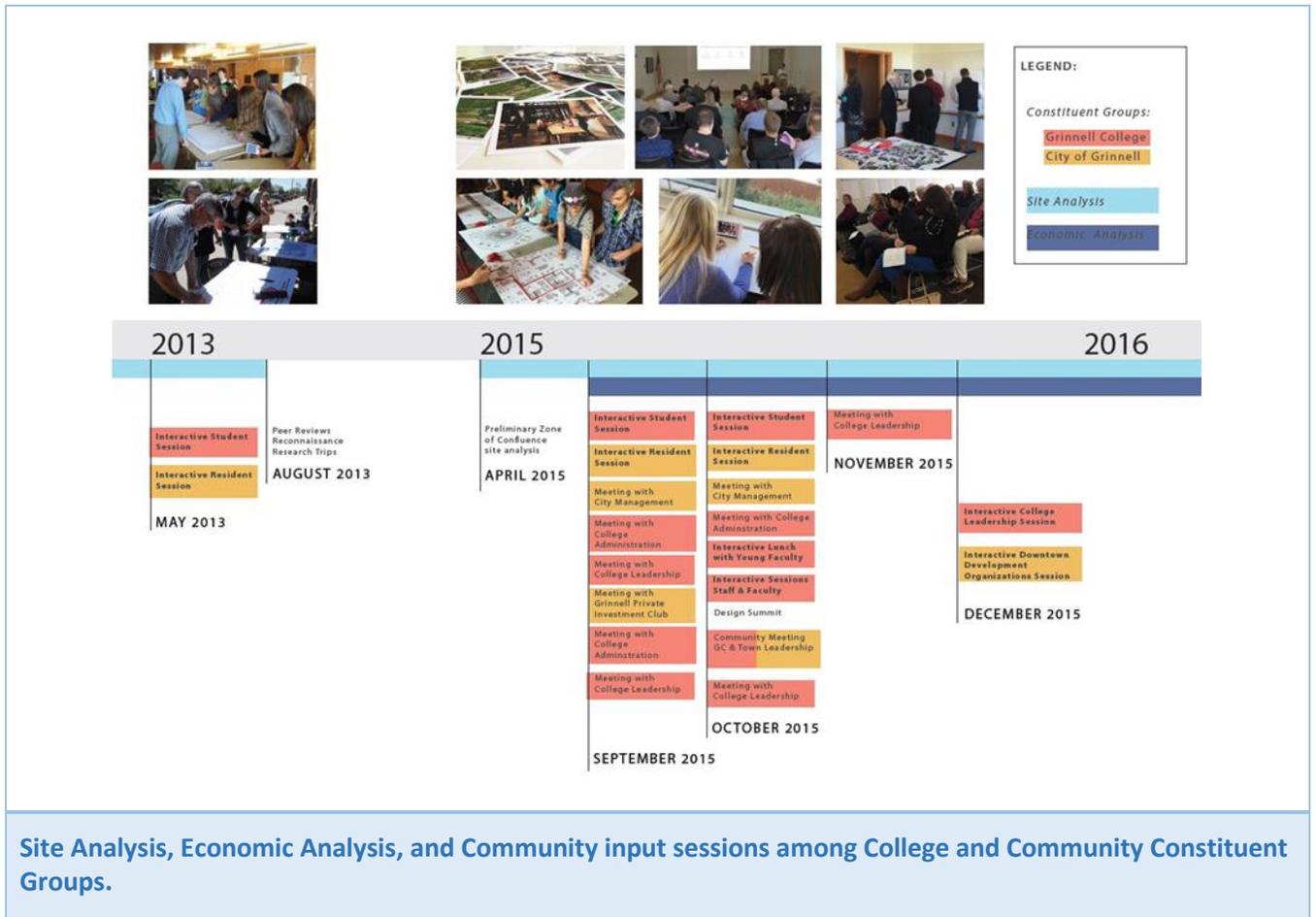
Community Partnerships in the Zone: To maximize the positive impact of the Catalyst Project to the downtown area and community at large, Grinnell College, the City of Grinnell, Poweshiek Iowa Development, and the Grinnell Area Chamber of Commerce have been working together closely on the vision and potential for the initiative. In addition to addressing basic project feasibility and economic development factors, this has also been focused on further defining planning and design objectives. Since the fall semester began in the current 2015-16 academic year, planning and design firm McGraw Bagnoli Architects and real estate market analysts Bolan Smart Associates have made multiple visits to Grinnell to work with groups of campus and community stakeholders to assess the market, evaluate interests, and generate feedback toward a master plan concept for the overall “Zone of Confluence.” Groups that have contributed to Zone visioning include Grinnell College leadership, faculty, student, and staff, community business leaders, city officials, civic organizations, and many members of the general public. Throughout this Zone planning year, the input process has been highly inclusive and campus and community stakeholders alike are enthusiastic about this next stage of partnership. Since the fall input sessions began, individuals and businesses have continued to reach out and express interest in being a part of the project. Both Grinnell College and the City of Grinnell believe that maximizing the potential for a vibrant mixed-use space will provide strategic partnership opportunities and are fully committed to exploring such public-private partnerships to fully redevelop the zone.

B3.2 Expected Timeline

Work has proceeded quickly since the Zone of Confluence concept was first introduced:

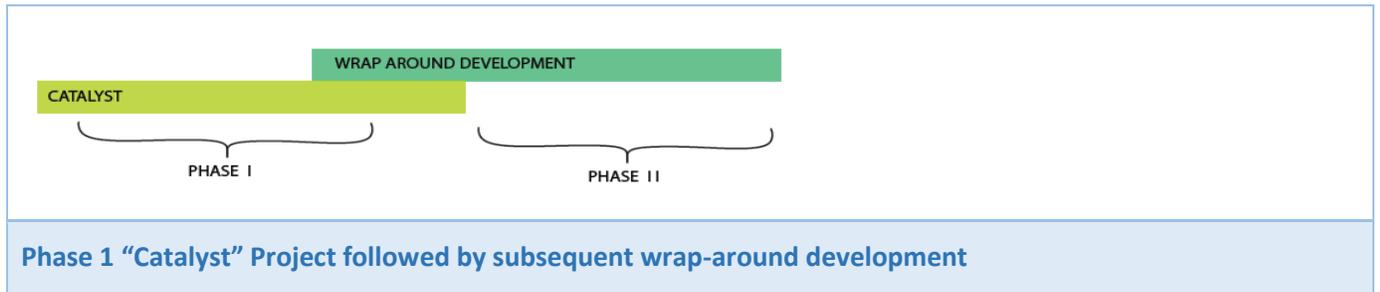
- In 2014, Grinnell College began land-banking in the area, beginning to assemble key parcels in the zone.
- In 2015, "zone" landscaping was added to the scope of the College's Phase I campus improvements, with the selection of a landscape architect now underway.
- In the fall of the current 2015-16 academic year, campus/community input sessions for Zone master planning began in earnest.
- By the end of the 2015-2016 academic year, master planning is expected to be complete with detailed design and initial site work for the Catalyst Project beginning shortly thereafter.

Figure 17 - Timeline: Campus/Community Zone Planning Sessions



Zone of Confluence development is expected to take place in multiple phases. We will jumpstart development with a Phase I “Catalyst” project and contemplate later stages of development to complement that work.

Figure 18 - Stages of Zone Development



B3.3 Detailed budget for the project

Table 17 outlines sources and uses of funds to construct and occupy Phase 1 (\$10,000,000) and Phase 2 (\$20,400,000). Based on market research and public input, several core components have been identified as likely subsequent development to follow the initial catalyst project.

Excluded are any additional college expenditures for property acquisitions that extend beyond the land area anticipated to be directly allocated to the Catalyst Project.

Table 17 - Detailed Budget - Zone of Confluence Phase 1 Catalyst Project

Expenditure	Project Component
Phase 1 - Catalyst Project	
\$2,800,000	Campus Store Anchor (8,000 sq ft)
\$2,800,000	Market Destination Retail/Food (8,000 sq ft)
\$600,000	Flex Service Space (2,000 sq ft)
\$600,000	Outdoor Public Space
\$2,200,000	Parking Garage (75 units)
\$1,000,000	Misc/Contingency
\$10,000,000	Phase 1 Total
Phase 2 – Secondary Projects	
4,500,000	Grinnell College Campus Uses (15,000 sq ft)
\$1,500,000	City of Grinnell Municipal (5,000 sq ft)
\$9,000,000	Market Driven Residential (20 units)
\$600,000	Grinnell Community Visitor Center (2,000 sq ft)
\$2,400,000	Market Destination Retail / Food (8,000 sq ft)
\$2,400,000	Repurposed Structures to Retail / Food (8,000 sq ft)
\$20,400,000	Phase 2 Total
\$30,400,000	Zone of Confluence Total

B3.4 Expected debt associated with each project

At this point neither the City of Grinnell nor Grinnell College plans to issue any debt to advance this project. As a public-private partnership, it is possible that private investors may obtain loans for their portion. The private investment estimate is broken down in the budget as 50% investor funds and 50% mortgages.

B3.5 Status of expected financing and financing gap

Grinnell College has taken the lead on land acquisition in the zone of confluence. At this point, to get the project started, Grinnell College has initially invested approximately \$5 million in the inclusion of transitional zone landscaping with Phase I of campus improvements and engaging a planning team to flesh out a proposed catalyst project and master plan concept for the zone of confluence. Money from the Iowa Reinvestment Act will be crucial in sustaining this plan as designed in the initial discussions. The remainder of the financing will come from private investors, banks, and local incentives.

The ability to offer financial incentives to business will be critical for the success of this project. This ability will be greatly enhanced if this IRA application is approved. This project is unlikely to move forward in the near term without this funding.

B3.6 Expected state hotel/motel tax and/or state sales tax projections over 20 years.

The Zone of Confluence project consists of mixed-use retail and service establishments. The projected state sales tax receipts are based on the assumption that a minimum of 33,000 square feet of new tax generating

commercial property will be developed within the first 10 years of the 20 year project term. The initial Catalyst Project will be responsible for 18,000 of those 34,000 square feet. Within that, approximately one half (8,000 sf) will be anchored by Grinnell College campus store “marketplace,” contributing merchandise and cafe related sales. For the retail portion of the college campus store, projected annual taxable sales in the range of \$1,280,000. This is roughly equivalent to generating \$160 per gsf of space. Market analysis for private supported retail uses in downtown Grinnell indicates a range of gross sales per square foot generally in the range of \$125 to \$200 per gsf. Sales for the 8,000 square feet of privately operated retail space representing the other 50% of the Catalyst Project is conservatively estimated at \$175 per gsf. Combining the college and private retail components is projected to realize a minimum of \$2,680,000 per year in unescalated taxable retail sales.

The following chart indicates the potential for new sales tax receipts in the Zone of Confluence over the 20 year period is \$7,606,064.

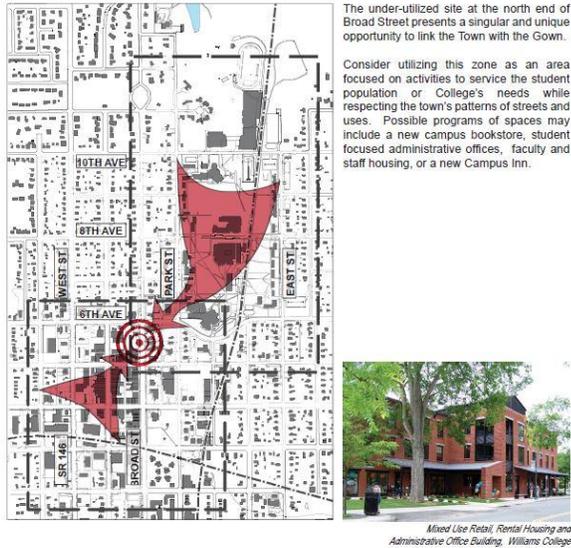
Table 18 - Zone of Confluence – Sales Tax Projections and Projected IRA Deposits

Zone of Confluence			
	Retail Sales	Retail Sales Tax	IRA Deposits
Large Consumer Goods	\$37,322,481	\$2,239,349	\$1,492,899
Retail Consumer Goods	\$50,192,302	\$3,011,538	\$2,007,692
Food and Beverage	\$37,322,481	\$2,239,349	\$1,492,899
Services	\$3,860,946	\$231,657	\$154,438
Total	\$128,698,211	\$7,721,893	\$5,147,928
Source: Grinnell District Application Supporting Data			

B3.7 Visual aids which enhance the understanding of the project

Following are a variety of images that illustrate the general location of the "Zone of Confluence," a "mood board" illustrating the lively feel we hope to realize, and a visitorship graphic illustrating the increase of visitorship we hope to achieve. Additional images demonstrate examples from some of Grinnell College's peer colleges (downtown campus stores and downtown pub/restaurant), as well as images that document Zone of Confluence planning work in the year since our pre-application. This includes landbanking, public input sessions, site analysis and market analysis, as well as preliminary ideas for massing options on the site.

Figure 19 - Zone of Confluence Location



Recommendation 2: Develop the Zone of Confluence Between Town and Gown to Strengthen Both

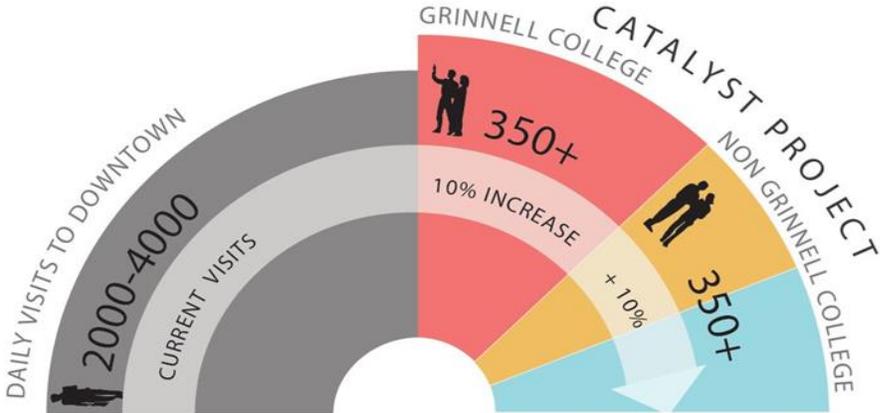
Zone of Confluence Location: Connecting Grinnell College Campus with Downtown Grinnell. (Recommendation from Grinnell Visitor Experience Study, December 2013).

Figure 20 - Zone of Confluence - "Mood Board"



"Zone of Confluence Mood Board" Developed for Grinnell College, 2014. Building economic and social vitality.

Figure 21 - Zone of Confluence Projected Visitorship



Zone of Confluence Visitorship Goals: Attracting 700 additional visits from college and non-college sources. (Recommendation from 2015 Market Analysis).

Figure 22 - Sample Downtown Bookstore #1



Sample Downtown Bookstore #1: Proposed Swarthmore Campus Store Connecting Campus and Downtown (Opening Spring, 2016)

Figure 23 - Sample Downtown Bookstore #2



Sample Downtown Bookstore #2: Oberlin Downtown Bookstore (currently operating)

Figure 24 – Sample Downtown College Pub and Restaurant



Sample Downtown College Pub and Restaurant: 51 Main at the Bridge in Middlebury Vermont “bridges” town and Middlebury college (currently operating).

Figure 25 - Landbanking Progress



Grinnell College Landbanking Acquisitions to Facilitate Zone of Confluence Development

Figure 26 - Recommended Distribution of Uses



Various ideas for how the recommended Zone of Confluence uses could overlay with the site.

B3.8 Feasibility study conducted by an independent professional

This feasibility study was completed to evaluate a development of a mixed use area at the confluence of Grinnell's Historic Downtown and the Grinnell College Campus. A new Campus Store Marketplace is likely to anchor this redevelopment. Grinnell College has begun land-banking properties to facilitate development in the area now being referred to as the Zone of Confluence. The Grinnell Visitor Experience Study (2013) (elaborated elsewhere in this application) provided the city and the college with recommendations on future development in this Zone.

The financial projections for this project were built around the assumption that a new 8,000 SF Campus Store Marketplace, approximately 8,000 SF of retail space, 2,000 SF of flexible service space, and a 75 space parking garage would be the first development in the Zone with additional retail establishments to be added through the project period. A mix of retail establishment types were identified and the projected retail sales were estimated based on a historical average annual sales per square foot for similar retail establishments. For additional information regarding budgetary and financial projections (as applicable) related to this project, please see Appendix H, Project Financials.

B3.8.1 Projected Annual Gross revenue

Table 19 - Zone of Confluence - Gross Revenue

Projected Annual Gross Revenue – Zone of Confluence		
	20-Year Total	20-Year Average
Large Consumer Goods	37,322,481	\$1,866,124
Retail Consumer Goods	\$50,192,302	\$2,509,615
Food and Beverage	\$37,322,481	\$1,866,124
Services	\$3,860,946	\$193,047
Total	\$128,698,210	\$6,434,911
Source: Grinnell District Application Supporting Data		

B3.8.II Explanation of Economic Impact

The direct economic impact produced by this project will consist of construction employment, full-time employee equivalents to staff the new and remodeled retail establishments, state income taxes paid by the new employees, retail sales tax receipts, and property taxes paid on the increase in the taxable value of the new construction. The direct economic Impacts attributed to the Zone of Confluence are projected to be \$15,112,086. More detailed direct and indirect economic impact estimates (using the IMPLAN modeling system) are provided in Section C.

Table 20 - Zone of Confluence - Direct Economic Impact

	Full Term Benefit	Description
Construction/Bldg	\$ 156,000	Sales Tax at 6% times 40% of construction costs
Furniture & Fixtures	\$ 21,000	Sales Tax at 6% times full cost of furniture & fixtures
Employment	\$ 372,257	State Individual Income Tax at 4% of estimated AGI
Property Taxes	\$ 7,363,483	Property taxes due to increased property values
Retail Sales Taxes	\$ 4,572,540	Sales Tax at 6%
Total Direct Economic Impact	\$ 12,485,279	

Source: Grinnell District Application Supporting Data

B3.8.III Estimated Number of Visitors or Customers

The estimated number of customers can be determined by dividing the retail establishment's annual sales by an average sales per visitor factor. The types of businesses and their projections for average annual sales are shown in the table below. An average sales per visitor was set for each type of retail establishment. The projected annual visitor count for retail establishments developed in the Zone of Confluence is 128,441 per year for a total of 2,568,816 visitors over the project period.

Table 21 - Zone of Confluence - Visitor Estimates

Retail Center Visitor Estimate				
Business Type	Avg Annual Retail Sales	Annual Retail Visitors	20-Year Total Retail Sales	20 Year Total Retail Visitors
Large Consumer Goods	\$1,866,124	1,244	\$37,322,481	24,882
Retail Consumer Goods	\$2,509,615	100,385	\$50,192,302	2,007,692
Food and Beverage	\$1,866,124	24,882	\$37,322,481	497,633
Services	\$193,047	1,930	\$3,860,946	38,609
Total	\$6,434,910	128,441	\$128,698,210	2,568,816
Source: Grinnell District Application Supporting Data				

B3.8.IV Description of the Unique Characteristics of the Project

There are several features of this project that contribute to its uniqueness. We will touch on them here and again when addressing the uniqueness of the entire project collectively later in this proposal.

This is the first time in the history of the community that Grinnell College, the city of Grinnell, and other community development partners will undertake such a significant redevelopment project with the potential to transform the economic, social, and cultural aspects of our historic downtown. The most unique aspect is that Grinnell College has elected to partner in this project in such a significant manner. Not only is the College actively 'land banking' properties in this project area but they have also committed substantial funding and resources to this effort. This project would not be possible without their financial and professional support. Their involvement makes this project possible and assistance from the IRA program makes it probable.

This project is also unique due to the fact that it is built on the premise of redevelopment of vacant or blighted properties and repurposing existing historic structures. Many redevelopment projects include assembling several small tracts into one for the purpose of a single big box retailer. This project will include development of several spaces for small businesses with diverse offerings. It is also unique that the project is taking place in Grinnell's historic downtown at the confluence with the Grinnell College campus.

The alignment of this project with the others in this proposal is also unique and unlikely to happen again. It is rare for any community to have such a diverse group of projects at this stage of development all contained within 25 acres in a historic downtown. We are not aware of any comparable project in any community under 20,000 of population that has this scale, diversity, downtown location, preparedness through planning, project alignment and timing, and transformational potential. The redevelopment of this zone of confluence is the centerpiece of a remarkable opportunity for the community.

B4 Grinnell College Campus Improvements

B4.1 Description and Type of Project

The Grinnell College Campus Improvement Project is a new investment at a private non-profit college campus. Authorized by the Board of Trustees in May 2014, Grinnell College has begun work on “Phase I” of an ambitious, multi-year campus improvement plan to provide state of the art facilities and further cement its position as one of the leading liberal arts colleges in the country.

About Grinnell College

Grinnell College is a private, coeducational, four-year residential college offering degrees in 26 majors, with an individualized curriculum and no distribution requirements outside one’s major. Students concentrate on studies that spark their passion, and professors nurture students who are motivated to learn. Perhaps it’s no coincidence that in 2013 the school ranked #3 in the nation for undergraduate teaching by *US News and World Report*. Having recently reaffirmed a “need-blind/need-based” admissions and financial aid policy, Grinnell College is one of only about 45 schools in the country that admits all students regardless of their ability to pay, and meets the full financial need of every admitted domestic student.

Founded in Davenport in 1846 as Iowa College, Grinnell College has served as an anchor to the Grinnell community since moving to Grinnell in 1861. Since that time, the college has provided not only academic excellence for students from across the country and around the world, but in so doing has shaped much of what is Grinnell today. As one of the nation’s most selective colleges, Grinnell enjoys a national reputation and consequently draws over 90% of its student body from outside the state. In the fall of 2015, 77% of students came to Grinnell from other states, while another 15% came to Grinnell from other countries. Grinnell College also draws faculty and staff from across the country, who bring with them the experiences and expectations of major metropolitan cities around the world. As the second largest employer in Poweshiek County, the college provides a vital economic base for the area as well as an infusion of talent and cultural diversity.

Campus Improvement Plan.

Although Grinnell College enjoys a healthy endowment and strong reputation, the landscape of higher education has become increasingly complex and competitive, requiring forward-thinking approaches across the enterprise. In order to fulfill its mission and remain competitive on a world-wide level, Grinnell College has embarked on a multi-year campus improvement plan. The new 3-phase plan will include improvements to academic facilities, residential facilities, and general enhancements to the campus experience for visitors as well as current students, faculty, and staff. With a dedication to meeting full financial need for every admitted U.S. applicant, the college also needs to ensure that students who have the means to contribute to their own education, and to the local economy, continue to want to do so. Approved by the Grinnell College Board of Trustees in May 2014, "Phase I" is a \$110 million initiative intended to achieve three goals: 1) state of the art teaching and learning in the social studies and humanities; 2) attracting prospective students, faculty, and staff; and 3) more strongly defining place. Phase I includes three key elements:

1. A New Humanities and Social Studies Facility.
2. A New Admissions Center.
3. Comprehensive Landscaping Plan (including a new entryway to campus, landscaping on and around campus, and a landscaping transition to the downtown “Zone of Confluence”).

1) Humanities and Social Studies Facility. A new humanities and social studies facility will provide teaching and learning spaces that reflect the collaborative, discussion-based approach that was not typical when Alumni Recitation Hall and Carnegie Hall were first built 100 years ago. The new facility, rooted in these revitalized historic buildings, will include an expansive new addition, with large and flexible classrooms to create a more

collaborative environment that encourages actively engaged students and incorporates state-of-the-art learning technologies. It will also include informal spaces for groups of students to converse and collaborate and foster a sense of community.

2) Admissions Center. One of the most critical components of recruiting high quality students and their parents is their first impression of campus, which often starts in the admissions building. The Grinnell Visitor Experience study identified ways the admissions building can better serve this purpose. A site available near the planned humanities and social studies facility provides an opportunity to address these recommendations by placing a new Admissions Center at the threshold to campus at 8th Avenue, which bisects the college campus. This new Admissions Center will further signal to visitors that they have “arrived” at campus – something that is currently too often unclear. Siting a new entryway at 8th Avenue and Park Street will reclaim the external focus that was part of the college’s historical layout before various construction projects changed the orientation of the campus over the years.

3) Landscape/Streetscape. Finally, Phase 1 seeks to better connect the campus with the surrounding community and make the campus experience itself more attractive. Landscaping goals include connecting better to the downtown “Zone of Confluence,” creating a memorable campus entrance, and better integrating the campus experience. Strategically placed at the corner of 8th Avenue and Park Street, the new entrance would not only announce the campus to visitors, but also create a natural entry point to the heart of campus where visitors see the most notable buildings on campus and a view into the life of the campus. It would also create a visual marker signifying the transition between community and campus. In addition to signage and entrances, the College will create a permeable edge that clearly defines the campus boundaries, but does not preclude the community from entering campus. Place-based signage and updated wayfinding will also be provided throughout the campus to give students and visitors a better understanding of Grinnell's history and provide iconic town imagery for a better understanding of the community they are living in.

Table 22 - Grinnell College Campus Improvements - Sources and Uses of Funds

Grinnell College "Phase I" Campus Improvements			
Funding Uses		Funding Sources	
Building Construction	\$63,800,000	Grinnell College	\$89,390,000
FF&E	\$16,500,000	Private Fundraising	\$20,000,000
Instructional Technology	\$5,500,000	Iowa Reinvestment Act	\$610,000
Professional Fees	\$11,000,000		\$
Campus Project Mgmt.	\$2,200,000		\$
Contingency	\$11,000,000		\$
Total Project Budget	\$110,000,000	Total Funding Sources	\$110,000,000

Since the time of our pre-application in 2015, Grinnell College has made tremendous progress on the Campus Improvement Phase I anchor project: the Humanities and Social Studies Complex. The college selected EYP for design, and that group has worked extensively with the campus community to refine the proposed program, and begin the design process. We have also selected McGough Construction as our construction manager. They are actively engaged in the project as we near the conclusion of the schematic design phase.

At the same time, we see increasing opportunities to tie the Admissions and Financial Aid Center more strongly with the Zone of Confluence initiative. To that end, the college has expanded the scope of the Admissions and Financial Aid Center site analysis to further consider the opportunity to enhance the admissions and visitor experience with renovation of an existing facility more prominently located closer to the Zone of Confluence.

B4.2 Expected Timeline

Architects have been identified for all of the Phase I component projects: EYP for the Humanities and Social Studies Complex and ASG for the Admissions Center and Landscaping portions. Regional landscaping architect, Confluence Designs out of Des Moines, will partner with ASG on the landscaping portion of the project.

- **Humanities/Social Studies.** Occupancy of the Humanities and Social Studies Complex is projected by Fall 2019. Because this is a phased construction project, some parts of the building will be occupied and usable earlier than the final completion date.
- **Admissions/Landscaping.** For the Admissions and Landscape components, design is expected to continue through fall of 2016.

Figure 27 - Grinnell College Campus Improvements - Preliminary Timeline Humanities and Social Studies

Project Schedule

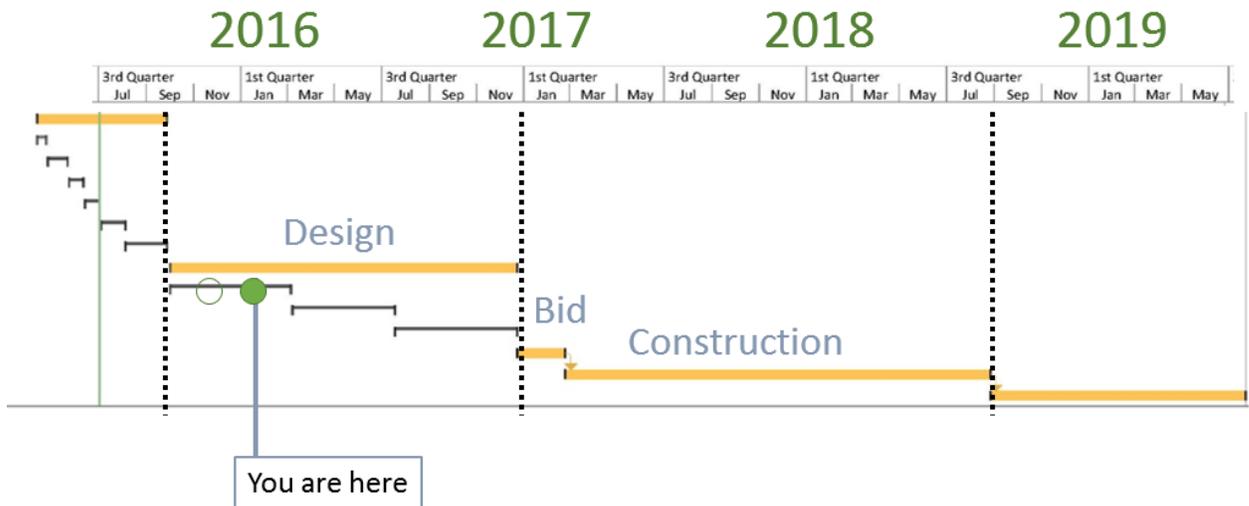
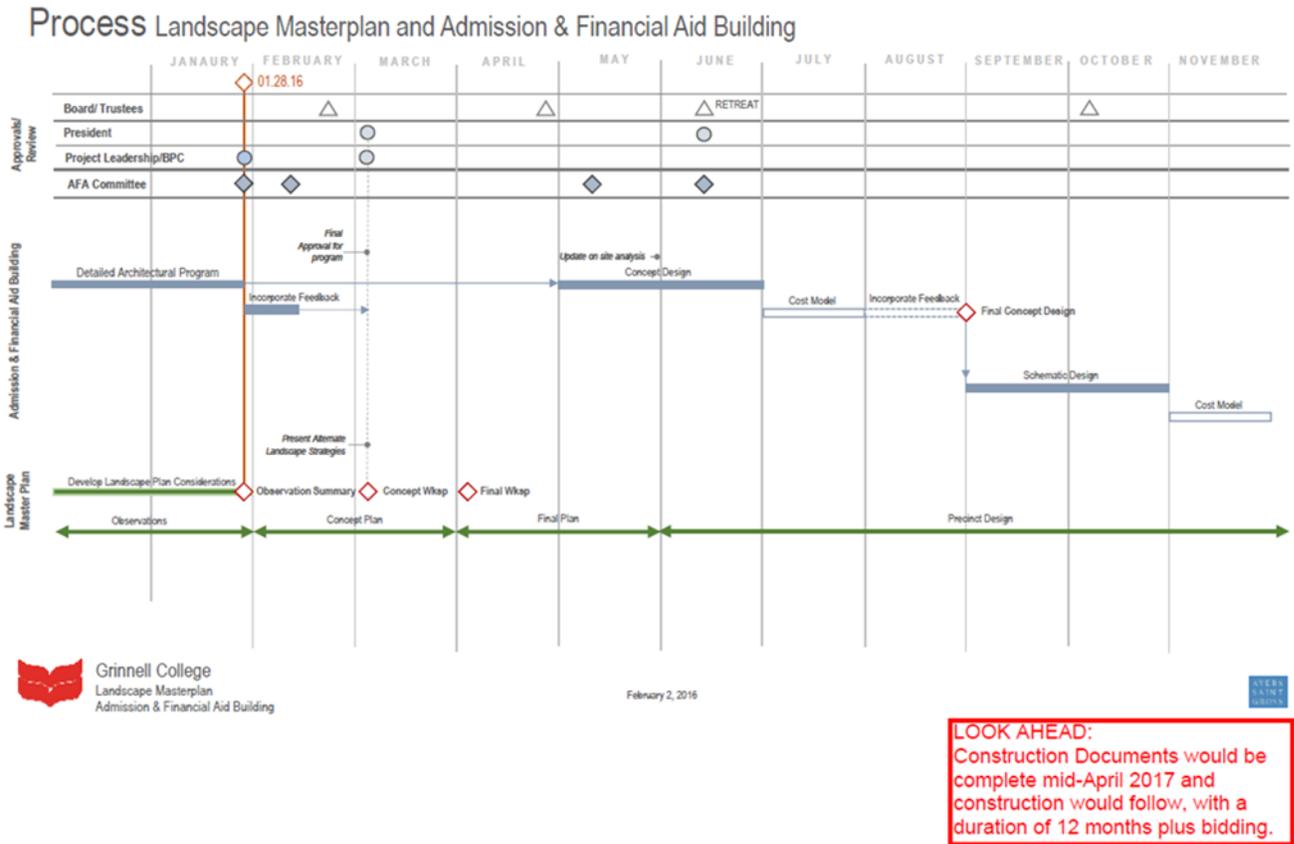


Figure 28 - Landscape Master Plan Timeline



Design teams for the Admissions, Landscaping, and Zone of Confluence are all working in concert to align project goals and timelines.

B4.3 Detailed budget for the project

The College began pre-design discussions regarding the Phase I projects over two years ago. At that time, the College engaged OPN Architects of Des Moines to work with a faculty-driven task force to develop a preliminary program statement. In February 2014, the College engaged two separate firms to develop an early project budget based on the preliminary conceptual statement. See "Table 22 - Grinnell College Campus Improvements - Sources and Uses of Funds," above. Based on this work-to-date and financing proposals developed by the College's Chief Financial Officer, the College's Board of Trustees approved Phase I in May 2014 and authorized further development of the project.

The President named the CFO to chair the Building Projects Committee responsible for oversight of the project. The CFO's status update as of January 31, 2016 reports the following:

Humanities and Social Studies Complex (HSSC)

- We are nearing completion of the schematic design phase, with Board approval expected by the end of April 2016.

- Cost estimates for HSSC are still preliminary, but are better refined as the design progresses. The architect and construction manager are preparing detailed estimates based on the final schematic design. Those estimates will be available in March 2016.
- Arrangements for faculty office and classroom swing space have been made. Build out of those temporary facilities is in the design phase.
- An alternative location to house the College Bookstore for a period of 3-5 years has been decided upon. Steps are underway to prepare the space and move the Bookstore in Summer 2016.

Admissions Center

- Program development is nearing completion. A final report is expected in March 2016.
- Evaluation of site options, including consideration of the current location adjacent to the “Zone of Confluence”, is nearing completion. Architect recommendations are expected in March 2016.

Landscaping Plan

- A campus forum in January 2016 provided valuable input to the design process.
- ASG is actively engaged with EYP to discuss the landscaping vision for the HSSC site.

Although detailed budgets for each project component are still in development, the following provides an overall breakdown of anticipated costs:

Table 23 - Detailed Budget - Typical Grinnell College Academic Construction Costs

Project Component	Expenditure
Humanities and Social Studies Complex	\$93,000,000
Administration and Finance	\$930,000
Professional Consultants	\$5,580,000
Construction	\$69,750,000
Fixtures, Furnishings, Equipment	\$7,440,000.00
Project Contingency	\$9,300,000
Admissions and Visitor Center	\$7,000,000
Landscaping Masterplan	\$10,000,000
TOTAL EXPENDITURE	\$110,000,000

B4.4 Expected debt associated with each project

This project will be funded from a combination of existing capital reserves, long-term debt, and private fundraising. Over the course of twenty years, 8.9% of the \$6.85 million in IRA funding (or a maximum of \$610,000), will be disbursed to Grinnell College to replenish the College's capital reserves.

B4.5 Status of expected financing and financing gap

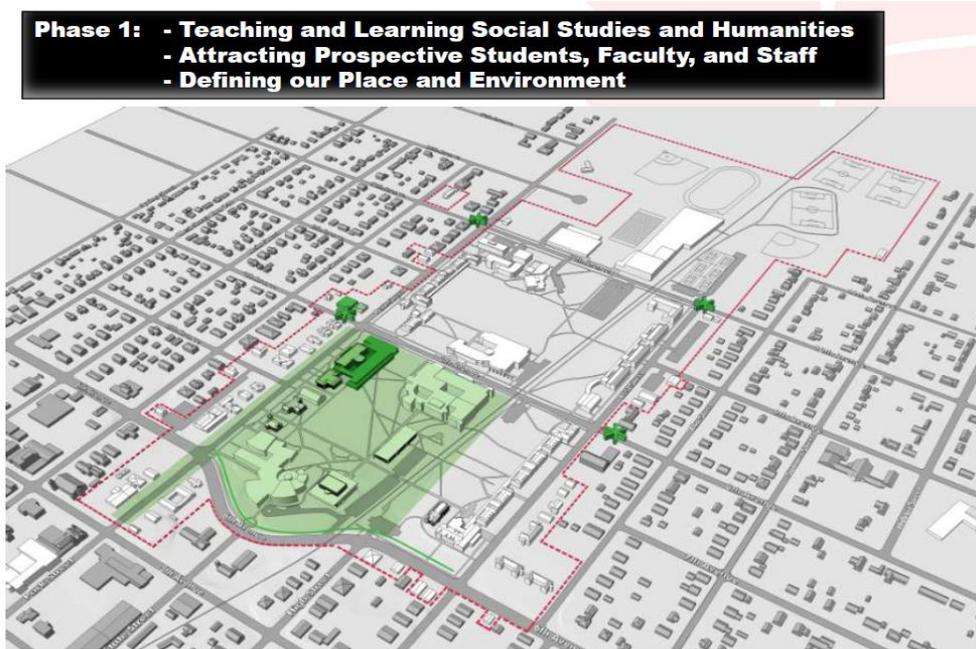
The expected gap is approximately \$20 million. Of that \$20 million, \$610,000 will come from Iowa Reinvestment Act to close the gap and the balance will be financed through capital reserves, long-term debt, and private fundraising.

B4.6 Expected state hotel/motel tax and/or state sales tax projections over 20 years.

While this project is closely tied to the other 4 projects, there are no state hotel/motel tax and/or state sales tax receipts directly attributed to this project. The college's involvement in the Zone of Confluence and the associated tax receipts are captured in that project section.

B4.7 Visual aids which enhance the understanding of the project

Figure 29 - Phase I Overview Map



"Phase I" Planning Overview Map. Indicates: a) Campus Perimeter (red); b) Phase I Projects - Entrances, Admissions, Humanities and Social Studies (dark green); and Comprehensive Landscaping (light green).

Figure 30 - Social Studies and Humanities Facility

EXTERIOR SOUTH EAST/Aerial



Social Studies and Humanities Facility: View from Campus

Figure 31 - Conceptual Rendering - Social Studies and Humanities

INTERIOR ATRIUM/View North (Global)



Social Studies and Humanities Facility: Interior Concept Rendering 1

Figure 32 - Social Studies and Humanities - Conceptual Interior Rendering

INTERIOR ATRIUM/*Materiality*



Social Studies and Humanities Facility: Interior Rendering 2 - Materiality

Figure 33 - Renovating Historic Auditorium



Social Studies and Humanities Facility: Renovating Historic Auditorium

Figure 34 - Social Studies and Humanities - "Curtain Wall" Concepts

MASSING Scale and Materiality



Social Studies and Humanities Facility: Massing, Scale, Materiality

Figure 35 – Admissions Center – Site Analysis



Site Analysis: Current and Top Alternative Sites (ASG Observations Workshop, January 2016)

Figure 36 – Admissions Center – Site Analysis

Summary Comparison

	Faculty House Site			Existing JCC
	With Faculty House	w/o Faculty House	Younkers Site	
Site size				
Comfortable Site Fit	✓	✓+	✓-	✓+
Adjacent parking (for 15)	✓+	✓+	✓-	✓
Service parking	✓+	✓+	✓-	✓
Access & Visibility				
Easy to find	✓	✓	✓	✓
Prominent & Visible from main campus entry	✓	✓	✓	✓
Integration w/ Tour Route	✓-	✓-	✓	✓-
Connected with campus activity	✓-	✓-	✓	✓-
Perception of being on campus	✓-	✓-	✓	✓-
Representing Grinnellian Values				
Architecture commensurate with Values (image)	✓-	✓	✓+	✓-
Universally Accessible	✓-	✓+	✓+	✓
Welcoming Presence	✓-	✓+	✓+	✓
Connectivity with Landscape Master Plan				
Integration with Phase 1 landscape improvements	✓	✓	✓	✓
Complete Phase 1 vision	✓	✓	✓	✓+

- ✓+ Above Expectations
- ✓ Meets Expectations
- ✓- Below Expectations

Site Analysis Matrix: Evaluating Highest Impact Sites (ASG Observations Workshop, January 2016)

Figure 37 – Landscaping - Entrances and Thresholds

Campus Thresholds

- Create a welcoming environment and positive first impressions with different scales of gateways
- Promote sense of place with consistent use of materials
- Distinguish the campus from local surroundings
- Establish a sense of arrival
- Improve landmark presence at integral locations outside of campus edges

 Grinnell College
Landscape Masterplan
Admission & Financial Aid Building



Entrances and Thresholds: Creating a welcoming environment and sense of place.

Figure 38 – Landscaping - Perimeter Streets

Perimeter Streets

- Recommendations for campus edges include:
 - Create a defined edge by implementing defined plantings, fencing, or site walls
 - Mark entries with identifiable signage and built elements
 - Sense of arrival can be created using designed landscape including gateway structures



University of North Carolina



Boston College



University of Scranton

Perimeter Streets: Creating a defined edge that is pedestrian friendly.

Figure 39 – Landscaping - Campus Streets

Campus Streets

- Streets intersecting core campus spaces should have emphasis on pedestrian circulation



 Grinnell College
Landscape Masterplan
Admission & Financial Aid Building

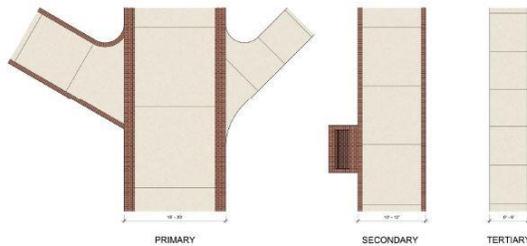


Campus Streets: Emphasis on pedestrian circulation.

Figure 40 – Landscaping - Pedestrian Pathways

Pedestrian Pathways

- Scale of pathway should respond to anticipated use, i.e. cross-campus connection vs. parking lot connection
- Material of pathways should have consistent character
- Pathways should be accessible



Pedestrian Pathways: Consistent palette, scale based on usage, increased accessibility.

B4.8 Feasibility study conducted by an independent professional

This project is the largest of the five projects included in this application. Evaluating the feasibility of this project is somewhat unconventional in that we are not evaluating the viability of the college and we are not evaluating the suitability of the college's expansion plans. This feasibility study is focused on the potential for success in the college's efforts to raise donations to adequately meet the funding gap and the potential for the project to produce a significant economic impact for the community and the state.

The timeline for this project indicates the new Admissions and Visitor Center will be completed first. This and the Landscaping and Campus Entry are critical components supporting the Zone of Confluence project. We believe the risk of inadequate fund raising results is quite low for the following reasons:

- Since there has been broad participation in all of the previous studies leading up to this and the other projects there is already a high level of community support. This is also evident from the letters of support included in this application.
- Since the project is being completed in phases, the longer term element (the humanities and social studies complex) could be delayed until additional funds are raised without a negative impact on the other two segments.
- Grinnell College has a proven track record of successful fundraising for similar projects and much of the funding will come from outside of the State of Iowa.

The Economic Impact is addressed in B4.8.II and in greater detail in Section C. We believe the funding gap can be met through the college's fund raising efforts and the resulting economic impact will benefit the community and the state.

For additional information regarding budgetary and financial projections (as applicable) related to this project, please see Appendix H, Project Financials.

B4.8.I Projected Annual Gross revenue

This project does not include a Hotel / Motel Tax or Retail Sales tax component. By better connecting the campus with the rest of the community, this project supports the Boutique Hotel / Events Center and the Zone of Confluence. The revenue generated is covered in those two project sections.

B4.8.II Explanation of Economic Impact

The direct economic impact of these infrastructure projects will be derived from construction activities. More detailed direct and indirect economic impact estimates (using the IMPLAN modeling system) are provided in Section C. Supporting information for the direct economic impact of construction activity is detailed in the table below.

Table 24 - Economic Impact - Grinnell College Campus Improvements

Category	Full Term	Description
Construction/Bldg	\$1,531,200	Sales Tax at 6% times 40% of construction Costs
Furniture & Fixtures	\$990,000	Sales Tax at 6% times full cost of Furniture & Fixtures
Total Direct Economic Impact	\$2,521,200	

B4.8.III Estimated Number of Visitors or Customers

This project is likely to increase the number of visitors to the community throughout the project period. However, we believe that activity has already been captured in the Boutique Hotel / Events Center and Zone of Confluence projects

B4.8.IV Description of the Unique Characteristics of the Project

There are several features of this project that contribute to its uniqueness. We will touch on them here and again when addressing the uniqueness of the entire project collectively later in this proposal.

The planned Humanities and Social Studies complex is completely unlike any other in the country. While there are a wide array of science center complexes on campuses across the country, to the best of the architect and planning group’s knowledge, there is no other project like the one proposed at Grinnell that currently exists at any other US college or university. When complete, Grinnell’s Humanities and Social Sciences complex will be a unique tribute to the full range of the liberal arts.

More broadly, this project is also unique due to the level to which the Grinnell College Board of Trustees and President Kington have embraced the conviction that Grinnell College must work to improve the community beyond their boundaries. In addition to a \$110 million commitment to Phase 1 of the campus improvement plan which includes elements to improve the visitor experience, Grinnell College has been active in planning for a number of community improvements, hired a consultant to help advance development of the zone of confluence, and most importantly has created a long-term master campus plan that now turns its "face" to the community and encourages a higher level of daily interaction with business and residents of the community.

These efforts by the Grinnell College Board of Trustees and President Kington to build a world class campus to match the education already provided while simultaneously engaging with community partners to enhance the community are bold actions. These actions are necessary to ensure Grinnell College's viability and survival in an

age where some predict half of the 4,000 higher education institutions in the country may close. It is quite evident the community and the college share the same goal of ensuring the long term viability of the college.

Finally, this project is unique in that the entire state benefits from preserving one of its widely known institutions of higher learning that attracts students, faculty, and staff from across the country. The approval of this project supports and encourages a strong and unique working relationship between a thriving and active community and a college administration that values a mutually beneficial relationship

SECTION C – Economic Impact

In accordance with IEDA administrative rules, an independent review of the feasibility of each project included in the City of Grinnell’s Iowa Reinvestment District application has been completed. Additionally, an independent economic impact study for both local and state areas has been conducted. This work has been performed by Decision Innovation Solutions of Urbandale, Iowa. Please see Appendix G, Credentials of Study Authors for additional information on credentials and expertise in these areas.

C1 Visual Aids

To better complement the economic impact studies and illustrate the impact of the projects within the City of Grinnell’s reinvestment district, visual aids pertaining to the economic impact studies are included throughout section C2.

C2 Economic Impact Study

The purpose of this section is to reasonably estimate the expected economic impact of the proposed projects² within the City of Grinnell’s application for an Iowa Reinvestment District. In order to complete this portion of the application, it is necessary to conduct the economic impact study at a local and state level. Completion of the economic impact study at the local (defined as Poweshiek County) and state levels allows for a more complete understanding of how economic activity affects the overall economic impact of the projects within the proposed Reinvestment District.

Methodology

In order to adequately estimate the economic impact of the projects included in the City of Grinnell’s Reinvestment District, we have adopted estimation methodology which conforms to the commonly accepted industry standard. This methodology has necessitated the use of the IMPLAN Economic Modeling System³. The IMPLAN modeling system is a well-regarded economic modeling system used in many industries for understanding the structure of and impact of changes in an economy. The system relies heavily upon secondary government data sources (U.S. Census Bureau, U.S. Bureau of Economic Analysis, etc.), as well as the expertise of the software authors and consultants. Each year, a new IMPLAN dataset is released for each of Iowa’s ZIP codes, counties, federal congressional districts, and state. For purposes of this analysis, we have used the 2012 dataset for Poweshiek County (defined as local) and the State of Iowa.

To complete an economic impact study for the projects within the proposed reinvestment district, we have divided the activities associated with each project into one of two categories: 1) Construction and 2) Operations. Dividing activities into these two categories is appropriate because the effects of one (construction) are temporary in nature while the effects of the other (operations) are assumed to be ongoing and permanent. According to personal communication with the City of Grinnell and project representatives, we have ascertained

² Boutique Hotel and Event Center, Central Park, City Infrastructure and Streetscape, Zone of Confluence, and Grinnell College Campus Improvements Projects

³ Please visit <http://implan.com/> for more information.

that all five proposed projects will have construction impacts. Economic activity from operations is expected to occur in the Boutique Hotel and Events Center and Zone of Confluence projects.

[Local versus State IMPLAN Modeling](#)

Prior to discussing adopted methodology for estimating the economic impact from construction and operations of the projects, a point needs to be made with regard to differences in modeling methodology at both geographic scopes (state versus local). Because nearly all economic activity associated with the proposed reinvestment district will be new at both the county and state levels, there is not a need to repeat many of the details contained in the construction and operations methodology sections prior to discussing results from the state economic impact study. Therefore, the ensuing methodology discussion should be considered the methodology adopted for the local; the local methodology then serves as a basis for modifying and then conducting the state analysis.

[Direct Construction Impacts](#)

The economic impact associated with construction of the five projects is expected to occur over the course of five years (2016-2020) with the first project (Central Park) projected to be in operation in 2017. Table 25 illustrates the expected timing and capital expenditures of construction for each of the projects. To ensure the correct industries have been modeled according to the various activities of the projects, we have used the lookup feature within the IMPLAN modeling system to assign the appropriate industrial sectors. To give the appropriate perspective, all future impacts have been discounted to current dollars (2016); default IMPLAN model assumptions were used to make this calculation. Because the sources and uses of funds supporting the construction and operation of these projects has previously been discussed, we would refer readers to the corresponding sections in Section B of this application for further information.

Table 25, Direct Construction Impacts

	2016	2017	2018	2019	2020	2021	2025	2030	Total
Buildings									
Boutique Hotel and Event Center	\$ 3,885,897	\$ 3,885,897	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,771,794
Zone of Confluence									
Cataylst	\$ 3,216,667	\$ 3,216,667	\$ 3,216,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,650,000
Secondary	\$ -	\$ -	\$ -	\$ 2,895,000	\$ 4,270,125	\$ 2,895,000	\$ 4,812,938	\$ 4,812,938	\$ 19,686,000
Grinnell College	\$ 34,186,667	\$ 34,186,667	\$ 34,186,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102,560,000
Total Buildings	\$ 41,289,230	\$ 41,289,230	\$ 37,403,333	\$ 2,895,000	\$ 4,270,125	\$ 2,895,000	\$ 4,812,938	\$ 4,812,938	\$ 139,667,794
Furnishings, Fixtures, and Other									
Boutique Hotel and Event Center	\$ 528,500	\$ 528,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,057,000
Zone of Confluence									
Cataylst	\$ 116,667	\$ 116,667	\$ 116,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Secondary	\$ -	\$ -	\$ -	\$ 105,000	\$ 154,875	\$ 105,000	\$ 174,563	\$ 174,563	\$ 714,000
Grinnell College	\$ 2,480,000	\$ 2,480,000	\$ 2,480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,440,000
Total Furniture and Fixtures	\$ 3,125,167	\$ 3,125,167	\$ 2,596,667	\$ 105,000	\$ 154,875	\$ 105,000	\$ 174,563	\$ 174,563	\$ 9,561,000
Downtown Public Investments	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
Total	\$ 48,414,397	\$ 48,414,397	\$ 40,000,000	\$ 3,000,000	\$ 4,425,000	\$ 3,000,000	\$ 4,987,500	\$ 4,987,500	\$ 157,228,794

Note: Years with no data are hidden.

Direct Operations Impacts

The operations for the Boutique Hotel and Events Center and Zone of Confluence projects are expected to commence according to the following schedule:

- Boutique Hotel and Event Center in 2017
- Zone of Confluence in 2017

When estimating the economic impact from operations for the above projects, we have defined the time period 2016-2038⁴ as our study period. Direct economic impact values (expected sales) from operations for all relevant projects have been entered into the IMPLAN modeling system as contained in Appendix I, IMPLAN Model Entries. To ensure the correct industries have been modeled according to the various activities of the projects, we have used the bridging feature within the IMPLAN modeling system to assign the appropriate industrial sectors for modeling the impact. As appropriate, all future impacts have been discounted to current dollars (2016); default IMPLAN model assumptions were used to make these calculations.

Multi-Year Operations Economics Impacts

When an economist endeavors to provide an accurate assessment of the estimated operations economic impacts from each of the projects in the reinvestment district, it is not appropriate to sum the impacts for each of the study years (2016-2038). Doing so can lead to severe overstatement errors in estimating the economic impact from a project and may lead to incomparability (and potentially less-than-optimal awarding of state funds) between competing reinvestment district applications. Rather, the correct method for presenting the operations results is accomplished by using figures for a single year (typically a year early in the analysis) of operations as this is where the actual jobs, output, earnings, etc. are initially created. Each subsequent year, the sales from a project support those jobs, output, and earnings. To account for the fact that all projects contained in the City of Grinnell's Reinvestment District do not reach full output until 2019 or 2020, we have chosen the year 2020 for presenting all economic impacts derived from operations for these projects. Doing so balances the need to provide a reasonable estimate of economic impacts from operations and the fact that the projects need sufficient time to reach expected operational status.

C2.1 Financial Benefit to State and Municipality Economies

Because differing economic impact results are expected due to varying geographic scope between the local (Poweshiek County) and state levels, separate results are included for comparison. As one assesses the results of the economic impact studies at both levels, there are several items to be aware of. These items are discussed below.

Economic Impact Terminology

When estimating the economic impact of certain changes in a local economy, common terminology is used to communicate in a standard way. Common economic impact terms used throughout the industry include: Output

⁴ Per Iowa Reinvestment District rules, the actual life of the Reinvestment District is 2019-2038 due to the largest project being completed and in operation in 2019. Because construction of the projects commence prior to 2019, from an economic impact modeling perspective, we broaden the period to 2016-2038.

(Sales), Employment (Jobs), Labor Income and Value-Added. Brief descriptions of these economic impact terms follow.

Output

Output refers to the total value of all of the output (production or sales) of a study area and/or industry within a study area. This is a gross number that does not make any deductions for the cost or origination of inputs that were used in the production process.

Jobs

Jobs represents an estimate of the number of positions (jobs) currently filled in an area and/or industry. The estimates provided in the results of this study originate with the databases of the IMPLAN input-output model. "Jobs" numbers include positions whether they are full-time or part time, so care must be used in making comparisons. "Jobs" does not count positions that are unfilled. All of the jobs in an area are generally referred to as "total jobs."

Labor Income

Labor Income refers to income from all sources that accrues to individuals as payment for personal employment (earnings or labor income), payment for ownership interests or capital provision (dividends, interest, and rents), or as transfer payments (payments to individuals for which nothing is offered in return).

Value-Added

Value-Added refers to that portion of the value of total output that was actually created by the economic activity in an area and/or industry. Total value-added for an area (industry) represents the value of the area's (industry's) total output minus the value of any inputs into the production process that were imported from other areas (industries). Key components of value-added are employee compensation (hired labor) and proprietor's income (self-employed), which collectively is called "labor income".

Direct, Indirect, and Induced Effects

When estimates of economic impact studies are reported, an analyst typically reports them in a standard format that includes summarizing results in terms outlined above. Further, these impacts are typically summarized according to the source from which they are derived. The source of impacts generally fall under the classification of direct, indirect, or induced effects.

For example, when quantifying the economic impact of the construction of the new buildings which are a part of the City of Grinnell reinvestment district, the direct purchase of supplies and equipment to construct the building are known as direct effects. The suppliers and vendors used during the construction of the buildings purchase their respective inputs to support the construction of the buildings; these are known as indirect effects. Those who work in the construction of the buildings, as part of the operations of those who support the construction of the buildings (suppliers and vendors) then use their additional income to make household purchases; these are known as household, or induced effects. Taken together, the sum of direct, indirect and induced effects are known as total effects and accounts for the total multiplier effect present from the construction of buildings. All results contained in this report will summarize direct, indirect and induced effects according to this industry-accepted framework.

Impact of Geography on Results

The second item to consider is that due to the local study area being much smaller than the state study area, both in terms of geography and industrial diversification, the economic impact estimates are generally smaller than what would be expected at the state level. For instance, the ability of those constructing any of the projects

to source sufficient audio/visual and computer equipment locally (defined as within Poweshiek County) may be difficult due to the lack of suitable manufacturers located within the county. To procure adequate equipment for a specific application, many of these requirements will be imported to the local area. On the other hand, the prospects of finding a local (to the State of Iowa) supplier of audio/visual and computer equipment are likely much better than within Poweshiek County. As a result, the total impacts at the state level are generally larger than what would be expected at the local level. This assessment generally holds true with all economic impact modeling at varying geographic scopes.

Public versus Private Economic Impact Entries and Results

The third item to consider when viewing economic impact results is the source of funding used to finance the projects, as well as how spending patterns vary between public and private entities. In order to undertake a public project such as those identified as part of the City of Grinnell Infrastructure projects, funds must either be taken from other areas within the municipal budget or taxes on local citizens must be raised. Similarly, the non-municipal projects must cut back in other budget areas or seek to pass higher costs to customers. With all projects contained in the City of Grinnell's reinvestment district, the assumption is that the funds to be invested will be going to an end use at least as productive (in terms of local economic activity) as their current use. However, the difference between public and private expenditures arises in how those funds are derived and spent. To account for this difference between public and private expenditures, we have adopted methodology suggested by IMPLAN personnel; all results pertaining to the City of Grinnell infrastructure projects are calculated with this alternative methodology.

Local Area (Poweshiek County) Economic Impact Results

Construction Impacts

As mentioned previously, the construction impacts are classified as the estimated impacts that are derived from the construction of the new buildings or public improvements which are a part of the reinvestment district. The economic impact estimates from this portion of the reinvestment district tend to be large, but temporary. Given reasonable estimates in terms of local availability of required labor and inputs, the following impacts would be expected during the construction of the projects. These projects are expected to be primarily completed during the 2016-2021 timeframe.

Boutique Hotel and Event Center

Table 26 displays the economic impact of repurposing the City of Grinnell's community center into a boutique hotel and event center. These results are calculated at the local (county) level. As shown, the successive rounds of economic activity following the local direct purchases of \$7.7M increase by \$2.3M in output (sales) to the local economy. This increase reflects an approximate 1.30 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.30 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the Boutique Hotel and Event Center construction project, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.25-1.48. Total jobs impacts from the construction of the Boutique Hotel and Event Center are expected to be nearly 72 jobs.

Table 26, Boutique Hotel and Event Center Construction Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	53.3	\$2,935,994	\$2,784,718	\$7,722,165
Indirect Effect	7.5	\$342,316	\$559,598	\$1,049,903
Induced Effect	11.0	\$391,030	\$763,602	\$1,250,151
Total Effect	71.9	\$3,669,341	\$4,107,919	\$10,022,219
Multiplier	1.35	1.25	1.48	1.30

Downtown Public Investments

Table 27 displays the economic impact of downtown public investments in the City of Grinnell’s reinvestment district. These results are calculated at the local (county) level. As shown, the successive rounds of economic activity following the local direct purchases of \$7.3M increase by \$2.2M in output (sales) to the local economy. This increase reflects an approximate 1.31 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.31 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income, and value-added. For the downtown public investments project, multipliers for each of the economic impact measures (employment, labor income, value-added, and output) range from 1.29-1.52. Total jobs impacts from the construction of the Downtown Public Investments projects are expected to be approximately 68 jobs.

Table 27, Downtown Public Investment Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	48.5	\$2,622,101	\$2,520,240	\$7,286,563
Indirect Effect	9.1	\$391,452	\$610,227	\$1,096,957
Induced Effect	10.1	\$359,657	\$702,371	\$1,149,891
Total Effect	67.7	\$3,373,210	\$3,832,837	\$9,533,411
Multiplier	1.40	1.29	1.52	1.31

Zone of Confluence

Table 28 displays the economic impact of constructing and remodeling retail space in the City of Grinnell’s reinvestment district (Zone of Confluence). These results are calculated at the local (county) level. As shown, the successive rounds of economic activity following the local direct purchases of \$26.9M increase by \$8.0M in output (sales) to the local economy. This increase reflects an approximate 1.30 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.30 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income, and value-added. For the Zone of Confluence, multipliers for each of the economic impact measures (employment, labor income, value-added, and output) range from 1.25-1.48. Total jobs impacts from the Zone of Confluence are expected to be approximately 252 jobs.

Table 28, Zone of Confluence Construction Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	187.0	\$10,231,345	\$9,704,180	\$26,910,178
Indirect Effect	26.2	\$1,192,903	\$1,950,086	\$3,658,700
Induced Effect	38.3	\$1,362,662	\$2,661,000	\$4,356,525
Total Effect	251.6	\$12,786,910	\$14,315,267	\$34,925,403
Multiplier	1.35	1.25	1.48	1.30

Grinnell College Campus Improvements

Table 29 displays the economic impact of constructing Grinnell College Campus Improvements in the City of Grinnell’s reinvestment district. These results are calculated at the local (county) level. As shown, the successive rounds of economic activity following the local direct purchases of \$94.7M increase by \$27.9M in output (sales) to the local economy. This increase reflects an approximate 1.29 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.29 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income, and value-added. For Grinnell College Campus Improvements, multipliers for each of the economic impact measures (employment, labor income, value-added, and output) range from 1.25-1.45. Total jobs impacts from the Grinnell College Campus Improvements are expected to be approximately 997 jobs.

Table 29, Grinnell College Campus Improvements Construction Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	768.0	\$35,882,362	\$35,573,634	\$94,716,514
Indirect Effect	94.9	\$4,198,128	\$6,803,993	\$12,592,500
Induced Effect	134.3	\$4,779,594	\$9,333,332	\$15,280,394
Total Effect	997.2	\$44,860,083	\$51,710,960	\$122,589,408
Multiplier	1.30	1.25	1.45	1.29

Total Construction Impacts

Table 30 displays the economic impact of constructing all projects in the City of Grinnell’s reinvestment district. These results are calculated at the local (county) level. As shown, the successive rounds of economic activity following the local direct purchases of \$136.6M increase by \$40.4M in output (sales) to the local economy. This increase reflects an approximate 1.30 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.30 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income, and value-added. For all construction projects in the City of Grinnell reinvestment district, multipliers for each of the economic impact measures (employment, labor income, value-added, and output) range from 1.25-1.46. Total jobs impacts from all projects within the City of Grinnell reinvestment district are expected to be approximately 1,388 jobs.

Table 30, Total Construction Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	1,056.9	\$51,671,802	\$50,582,773	\$136,635,420
Indirect Effect	137.7	\$6,124,799	\$9,923,904	\$18,398,059
Induced Effect	193.7	\$6,892,944	\$13,460,306	\$22,036,962
Total Effect	1,388.4	\$64,689,544	\$73,966,983	\$177,070,442
Multiplier	1.31	1.25	1.46	1.30

Operations Impacts

As described previously, the operations impacts contained in this section are what would be expected in the year 2021. This represents the first year in which all projects are expected to be at or near full capacity. We have only included operations impacts from the Boutique Hotel and Event Center and Zone of Confluence.

Boutique Hotel and Event Center

Estimates of the economic impact of the operation of the Boutique Hotel and Events Center in the year 2021 are shown in Table 31. As shown, the successive rounds of economic activity derived from the operation of the

Boutique Hotel and Events Center of \$1.5M increase by \$0.4M in output (sales) to the local economy. This increase reflects an approximate 1.28 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.28 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the operation of the Boutique Hotel and Events Center, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.26-1.90.

Jobs impacts from the Boutique Hotel and Events Center in the year 2021 are expected to be approximately 18 jobs. Upon reaching full operational capacity, the operation of the Boutique Hotel and Events Center is expected to support at least 18 jobs and \$1.9M in output beyond 2021. As the Boutique Hotel and Events Center experiences actual sales performance, these impacts have the potential to change from that outlined in Table 31.

Table 31, Boutique Hotel and Events Center Operations Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	14.4	\$166,969	\$719,267	\$1,498,416
Indirect Effect	2.8	\$115,924	\$171,231	\$309,852
Induced Effect	0.9	\$33,763	\$65,920	\$107,928
Total Effect	18.2	\$316,656	\$956,419	\$1,916,195
Multiplier	1.26	1.90	1.33	1.28

Zone of Confluence

Estimates of the economic impact of the operation of the Zone of Confluence retail space in the year 2021 are shown in Table 32. As shown, the successive rounds of economic activity derived from the direct operation of the Zone of Confluence of \$1.2M of increase by \$0.4M in output (sales) to the local economy. This increase reflects an approximate 1.33 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.33 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the operation of the Zone of Confluence, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.17-1.33.

Jobs impacts from the Zone of Confluence in the year 2021 are expected to be approximately 24 jobs. Upon reaching full operational capacity, the operation of the Zone of Confluence is expected to support at least 24 jobs and \$1.6M in output beyond 2021. As Zone of Confluence experiences actual sales performance, these impacts have the potential to change from that outlined in Table 32.

Table 32, Zone of Confluence Operations Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	20.5	\$499,594	\$743,093	\$1,210,432
Indirect Effect	1.6	\$67,502	\$105,811	\$182,285
Induced Effect	1.9	\$67,770	\$132,370	\$216,702
Total Effect	24.0	\$634,866	\$981,274	\$1,609,419
Multiplier	1.17	1.27	1.32	1.33

Total Operations Impacts

Estimates of the economic impact of the operation for all relevant projects in 2021 are shown in Table 33. As shown, the successive rounds of economic activity derived from the operation of all projects of \$2.7M increase by \$0.8M in output (sales) to the local economy. This increase reflects an approximate 1.30 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.30 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the operation of all relevant projects, multipliers for

each of the economic impact measures (employment, labor income, value-added and output) range from 1.21-1.43.

Jobs impacts from all projects in the year 2021 in the City of Grinnell reinvestment district are expected to be approximately 42 jobs. Upon reaching full operational capacity, the operations of all projects are expected to support at least 42 jobs and \$3.5M in output beyond 2021. As all projects experience actual sales performance, these impacts have the potential to change from that outlined in Table 33.

Table 33, Total Operations Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	34.9	\$666,563	\$1,462,361	\$2,708,848
Indirect Effect	4.5	\$183,426	\$277,042	\$492,137
Induced Effect	2.9	\$101,533	\$198,290	\$324,630
Total Effect	42.2	\$951,522	\$1,937,693	\$3,525,614
Multiplier	1.21	1.43	1.33	1.30

State of Iowa

Construction Impacts

As mentioned previously, the construction impacts are classified as the estimated impacts that are derived from the construction of the new buildings or public improvements which are a part of the reinvestment district. The economic impact estimates from this portion of the reinvestment district tend to be large, but temporary. Given reasonable estimates in terms of local availability of required labor and inputs, the following impacts would be expected during the construction of the projects. These projects are expected to be completed during the 2016-2019 timeframe.

Boutique Hotel and Events Center

Table 34 displays the economic impact of repurposing the City of Grinnell’s community center into a boutique hotel and event center. These results are calculated at the state level. As shown, the successive rounds of economic activity following the local direct purchases of \$8.7M increase by \$5.6M in output (sales) to the local economy. This increase reflects an approximate 1.64 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.64 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the Boutique Hotel and Events Center construction project, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.56-1.94. Total jobs impacts from the construction of the Boutique Hotel and Events Center are expected to be approximately 98 jobs.

Table 34, Boutique Hotel and Events Center Construction Impacts (State)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	57.2	\$3,395,340	\$3,432,817	\$8,770,750
Indirect Effect	17.2	\$956,887	\$1,441,374	\$2,668,878
Induced Effect	23.1	\$939,905	\$1,788,141	\$2,916,722
Total Effect	97.5	\$5,292,132	\$6,662,331	\$14,356,349
Multiplier	1.70	1.56	1.94	1.64

Downtown Public Investments

Table 35 displays the economic impact of constructing improvements to downtown public investments in the City of Grinnell’s reinvestment district. These results are calculated at the state level. As shown, the successive

rounds of economic activity following the local direct purchases of \$7.3M increase by \$5.1M in output (sales) to the local economy. This increase reflects an approximate 1.70 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.70 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income, and value-added. For the downtown public investments project, multipliers for each of the economic impact measures (employment, labor income, value-added, and output) range from 1.64-2.10. Total jobs impacts from the construction of the Downtown Public Investment projects are expected to be approximately 85 jobs.

Table 35, Downtown Public Investments Construction Impacts (State)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	46.6	\$2,819,233	\$2,717,845	\$7,275,492
Indirect Effect	17.7	\$981,949	\$1,416,829	\$2,560,780
Induced Effect	20.2	\$820,334	\$1,560,606	\$2,545,622
Total Effect	84.5	\$4,621,516	\$5,695,279	\$12,381,895
Multiplier	1.81	1.64	2.10	1.70

Zone of Confluence

Table 36 displays the economic impact of constructing and remodeling retail space in the City of Grinnell's reinvestment district (Zone of Confluence). These results are calculated at the state level. As shown, the successive rounds of economic activity following the local direct purchases of \$27.9M increase by \$18.3M in output (sales) to the local economy. This increase reflects an approximate 1.66 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.66 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income, and value-added. For the Zone of Confluence, multipliers for each of the economic impact measures (employment, labor income, value-added, and output) range from 1.56-1.98. Total jobs impacts from the Zone of Confluence are expected to be approximately 318 jobs.

Table 36, Zone of Confluence Construction Impacts (State)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	185.5	\$11,103,760	\$10,764,205	\$27,877,413
Indirect Effect	56.8	\$3,160,748	\$4,738,098	\$8,755,036
Induced Effect	75.7	\$3,079,821	\$5,859,209	\$9,557,279
Total Effect	318.0	\$17,344,329	\$21,361,512	\$46,189,728
Multiplier	1.71	1.56	1.98	1.66

Grinnell College Campus Improvements

Table 37 displays the economic impact of constructing Grinnell College Campus Improvements in the City of Grinnell's reinvestment district. These results are calculated at the state level. As shown, the successive rounds of economic activity following the local direct purchases of \$108.4M increase by \$69.0M in output (sales) to the local economy. This increase reflects an approximate 1.64 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.64 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income, and value-added. For Grinnell College Campus Improvements, multipliers for each of the economic impact measures (employment, labor income, value-added, and output) range from 1.53-1.90. Total jobs impacts from the Grinnell College Campus Improvements are expected to be approximately 1,330 jobs.

Table 37, Grinnell College Campus Improvements Construction Impacts (Local)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	823.3	\$43,920,002	\$44,949,613	\$108,376,285
Indirect Effect	212.6	\$11,504,071	\$17,466,622	\$31,870,179
Induced Effect	294.3	\$11,970,268	\$22,773,198	\$37,146,344
Total Effect	1,330.2	\$67,394,341	\$85,189,434	\$177,392,808
Multiplier	1.62	1.53	1.90	1.64

Total Construction Impacts

Table 38 displays the economic impact of constructing all projects in the City of Grinnell’s reinvestment district. These results are calculated at the state level. As shown, the successive rounds of economic activity following the local direct purchases of \$152.3M increase by \$98.0M in output (sales) to the local economy. This increase reflects an approximate 1.64 multiplier. This multiplier can be interpreted as: every dollar of increased construction activity in the area is expected to lead to an additional \$0.64 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For all construction projects in the City of Grinnell reinvestment district, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.55-1.92. Total jobs impacts from all projects within the City of Grinnell reinvestment district are expected to be approximately 1,830 jobs.

Table 38, Total Construction Impacts (State)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	1,112.6	\$61,238,335	\$61,864,479	\$152,299,939
Indirect Effect	304.3	\$16,603,655	\$25,062,924	\$45,854,874
Induced Effect	413.3	\$16,810,328	\$31,981,154	\$52,165,967
Total Effect	1,830.2	\$94,652,318	\$118,908,557	\$250,320,780
Multiplier	1.64	1.55	1.92	1.64

Operations Impacts

As described previously, the operations impacts contained in this section are what would be expected in the year 2020. This represents the first year in which all projects are expected to be at full capacity. We have only included operations impacts from the Boutique Hotel and Events Center and Zone of Confluence.

Boutique Hotel and Event Center

Estimates of the economic impact of the operation of the Boutique Hotel and Event Center in the year 2021 are shown in Table 39. As shown, the successive rounds of economic activity derived from the operation of the Boutique Hotel and Event Center of \$1.5M increase by \$0.8M in output (sales) to the state economy. This increase reflects an approximate 1.54 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.54 in other areas of the state economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the operation of the Boutique Hotel and Event Center, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.50-1.85.

Total jobs impacts from the Boutique Hotel and Event Center in the year 2021 are expected to be approximately 19 jobs. Upon reaching full operational capacity, the operation of the Boutique Hotel and Event Center is expected to support at least 19 jobs and \$2.3M in output beyond 2021. As the Boutique Hotel and Event Center experiences actual sales performance, these impacts have the potential to change from that outlined in Table 39.

Table 39, Boutique Hotel and Event Center Operations Impacts (State)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	12.4	\$315,258	\$823,495	\$1,498,416
Indirect Effect	3.6	\$163,408	\$273,512	\$482,154
Induced Effect	2.5	\$103,764	\$197,439	\$322,028
Total Effect	18.6	\$582,430	\$1,294,447	\$2,302,598
Multiplier	1.50	1.85	1.57	1.54

Zone of Confluence

Estimates of the economic impact of the operation of the Zone of Confluence retail space in the year 2021 are shown in Table 40. As shown, the successive rounds of economic activity derived from the operation of the Zone of Confluence of \$1.2M increase by \$0.8M in output (sales) to the local economy. This increase reflects an approximate 1.67 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.67 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the operation of the Zone of Confluence, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.33-1.67.

Total jobs impacts from the Zone of Confluence in the year 2021 are expected to be approximately 25 jobs. Upon reaching full operational capacity, the operation of the Zone of Confluence is expected to support at least 25 jobs and \$2.0M in output beyond 2021. As Zone of Confluence experiences actual sales performance, these impacts have the potential to change from that outlined in Table 40.

Table 40, Zone of Confluence Operations Impacts (State)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	18.6	\$583,592	\$804,879	\$1,210,432
Indirect Effect	2.5	\$113,048	\$211,785	\$341,464
Induced Effect	3.7	\$150,828	\$286,986	\$468,084
Total Effect	24.8	\$847,468	\$1,303,651	\$2,019,980
Multiplier	1.33	1.45	1.62	1.67

Total Operations Impacts

Estimates of the economic impact of the operation for all non-municipal projects in 2021 are shown in Table 41. As shown, the successive rounds of economic activity derived from the operation of all projects of \$2.7M increase by \$1.6M in output (sales) to the local economy. This increase reflects an approximate 1.60 multiplier. This multiplier can be interpreted as: every dollar of increased construction in the area is expected to lead to an additional \$0.60 in other areas of the local economy. Similar increases and multipliers are estimated for employment (jobs), labor income and value-added. For the operation of all non-municipal projects in the City of Grinnell reinvestment district, multipliers for each of the economic impact measures (employment, labor income, value-added and output) range from 1.40-1.60.

Total jobs impacts from all projects in the year 2021 in the City of Grinnell reinvestment district are expected to be approximately 43 jobs. Upon reaching full operational capacity, the operations of all projects are expected to support at least 43 jobs and \$4.3M in output beyond 2021. As all projects experience actual sales performance, these impacts have the potential to change from that outlined in Table 41.

Table 41, Total Operations Impacts (State)

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	31.0	\$898,850	\$1,628,375	\$2,708,848
Indirect Effect	6.1	\$276,456	\$485,297	\$823,618
Induced Effect	6.3	\$254,592	\$484,426	\$790,112
Total Effect	43.4	\$1,429,898	\$2,598,098	\$4,322,579
Multiplier	1.40	1.59	1.60	1.60

C2.2 Market Areas Impacted

As a result of the four projects included within the proposed City of Grinnell reinvestment district, large impacts are expected from both the construction and the continuing operations of the projects. Following are discussions on the market areas which are expected to be affected in a significant way for both the local and state study areas. Summaries are included both in terms of construction and operations economic impacts.

Local Study Area

Construction

Because of the nature of the construction (new non-residential buildings), large impacts from the total direct capital expenditures was expected. Referring to Table 42, during the first years of the City of Grinnell's reinvestment district, total expenditures in capital investment is expected to lead to the creation of a total of 879 jobs in two classifications of construction, which represents more than 63% of all jobs (1,388) created as a result of construction. Other top market areas impacted (in terms of employment) include services to buildings and dwellings, food service and drinking places, medical offices, and employment services.

Table 42, Top Market Areas Affected by Construction (Local), Ranked by Employment

Market Area	Direct	Indirect	Induced	Total
Total	1,056.9	137.7	193.7	1,388.4
Construction of new nonresidential commercial and health care structures	830.9	-	-	830.9
Services to buildings and dwellings	177.5	1.2	0.4	179.1
Construction of other new nonresidential structures	48.2	-	-	48.2
Food services and drinking places	-	10.7	35.2	45.8
Offices of physicians, dentists, and other health practitioners	-	-	23.8	23.8
Employment services	-	17.4	4.7	22.2
Wholesale trade businesses	0.1	12.3	5.3	17.7
Nursing and residential care facilities	-	-	13.3	13.3
Retail Stores - Food and beverage	-	2.3	10.6	12.9
Civic, social, professional, and similar organizations	-	8.4	4.0	12.4

Table 43 illustrates the top market areas affected in terms of Output (Sales). Because of the large expenditures in construction, both classifications of construction again top the list of affected market areas. Of the total impacts in terms of output (\$177.1M), \$126.8M is expected to be derived from the construction market areas. Other top market areas impacted include services to buildings and dwellings, wholesale trade businesses, monetary authorities (financial institutions), and food service and drinking places.

Table 43, Top Market Areas Affected by Construction (Local), Ranked by Output

Market Area	Direct	Indirect	Induced	Total
Total	\$136,635,420	\$18,398,059	\$22,036,962	\$177,070,442
Construction of new nonresidential commercial and health care structures	\$119,588,015	\$0	\$0	\$119,588,015
Services to buildings and dwellings	\$9,760,842	\$66,363	\$23,263	\$9,850,468
Construction of other new nonresidential structures	\$7,190,939	\$0	\$0	\$7,190,939
Wholesale trade businesses	\$20,997	\$2,512,777	\$1,072,086	\$3,605,859
Monetary authorities and depository credit intermediation activities	\$0	\$2,011,992	\$847,129	\$2,859,121
Food services and drinking places	\$0	\$544,595	\$1,798,062	\$2,342,657
Offices of physicians, dentists, and other health practitioners	\$0	\$5	\$2,318,906	\$2,318,911
Private hospitals	\$0	\$5	\$1,732,637	\$1,732,642
Wood windows and doors and millwork manufacturing	\$1	\$1,348,275	\$10,756	\$1,359,031
Telecommunications	\$0	\$980,233	\$337,902	\$1,318,135

Operations

Due to the nature of the operations from the projects within the proposed City of Grinnell reinvestment district, expectations were that hotels and various retail sales would be market areas impacted in a significant way. As shown in Table 44, the top market areas impacted by operations of projects in the reinvestment district include hotels and motels, real estate establishments, food service and drinking places and employment services. The top two market areas impacted (hotels and motels and real estate establishments) account for 79% of all jobs created and supported within the City of Grinnell’s reinvestment district.

Table 44, Top Market Areas Affected by Operations (Local), Ranked by Employment

Market Area	Direct	Indirect	Induced	Total
Total	14.4	2.8	0.9	18.2
Hotels and motels, including casino hotels	12.8	-	-	12.8
Real estate establishments	1.6	-	-	1.6
Food services and drinking places	-	0.7	0.2	0.8
Employment services	-	0.4	-	0.4
Maintenance and repair construction of nonresidential structures	-	0.3	-	0.3
Accounting, tax preparation, bookkeeping, and payroll services	-	0.1	-	0.2
US Postal Service	-	0.1	-	0.1
Offices of physicians, dentists, and other health practitioners	-	-	0.1	0.1
Business support services	-	0.1	-	0.1
Management of companies and enterprises	-	0.1	-	0.1

From an operations standpoint, market areas impacted in a significant way (in terms of output) by the projects within the proposed City of Grinnell’s reinvestment district include hotels and motels and real estate establishments (see Table 45). These two market areas account for more than 78% of all additional output created and supported in the reinvestment district. Other market areas impacted by operations include food

services and drinking places, maintenance and repair construction, and electric power generation, transmission, and distribution.

Table 45, Top Market Areas Affected by Operations (Local), Ranked by Output

Market Area	Direct	Indirect	Induced	Total
Total	\$1,498,416	\$309,852	\$107,928	\$1,916,195
Hotels and motels, including casino hotels	\$1,183,328	\$165	\$53	\$1,183,547
Real estate establishments	\$315,088	\$3,589	\$1,153	\$319,830
Food services and drinking places	\$0	\$34,435	\$8,804	\$43,239
Maintenance and repair construction of nonresidential structures	\$0	\$38,078	\$640	\$38,719
Electric power generation, transmission, and distribution	\$0	\$31,347	\$2,171	\$33,518
Management of companies and enterprises	\$0	\$20,252	\$436	\$20,688
Accounting, tax preparation, bookkeeping, and payroll services	\$0	\$15,229	\$932	\$16,161
Printing	\$0	\$15,205	\$238	\$15,443
Monetary authorities and depository credit intermediation activities	\$0	\$11,279	\$4,147	\$15,426
Employment services	\$0	\$14,332	\$843	\$15,175

State Study Area

In general, economic impact estimates differ between varying sizes of study areas. For instance, the ability of those constructing projects to source sufficient construction materials or audio/visual and computer equipment at the state level is likely easier to accomplish due to a more diverse economy at the state level. As a result, the total impacts at the state level are generally larger than what would be expected at the local level. This assessment generally holds true with all economic impact modeling at varying geographic scopes.

Construction

Because of the nature of the construction (new non-residential buildings), large impacts from the total direct capital expenditures were expected. Referring to Table 46, during the first years of the City of Grinnell’s reinvestment district, the total expenditure in capital investment is expected to lead to the creation of a total of 848 jobs in two classifications of construction (new non-residential (802) and other new non-residential (46)), which represents nearly 46% of all jobs (1,830) created as a result of construction. Note that while the total jobs created at the state level is higher (1,830 versus 1,388), the share of jobs derived from construction at the state level is lower than at the local level. Also note that architectural, engineering, and related services now rank highly on the state impacts; this industry was not present within the Poweshiek County model. These results support the point mentioned previously that a more diverse economy is able to provide required inputs locally. Other top market areas impacted (in terms of employment) include services to buildings and dwellings, food service and drinking places, and all other miscellaneous manufacturing.

Table 46, Top Market Areas Affected by Construction (State), Ranked by Employment

Description	Direct	Indirect	Induced	Total
Total	1,112.6	304.3	413.3	1,830.2
Construction of new nonresidential commercial and health care structures	802.3	-	-	802.3
Services to buildings and dwellings	165.0	9.6	4.9	179.5
Architectural, engineering, and related services	50.8	48.4	0.6	99.8
Food services and drinking places	-	15.7	51.2	66.9
All other miscellaneous manufacturing	47.9	0.2	0.1	48.1
Construction of other new nonresidential structures	46.3	-	-	46.3
Wholesale trade businesses	0.2	21.6	13.2	35.0
Employment services	-	19.3	6.7	26.0
Civic, social, professional, and similar organizations	-	13.5	9.1	22.5
Offices of physicians, dentists, and other health practitioners	-	-	22.5	22.5

Table 47 illustrates the top market areas affected in terms of Output (Sales). Similar to state employment results just mentioned, large local (to the state) expenditures in construction and architectural, engineering and related services again are at or near the top of the list of affected market areas. Of the total impacts (in terms of output), 51% is expected to be derived from the two construction market areas. Other top market areas impacted include services to buildings and dwellings, all other miscellaneous manufacturing, and wholesale trade business.

Table 47, Top Market Areas Affected by Construction (State), Ranked by Output

Description	Direct	Indirect	Induced	Total
Total	\$152,299,939	\$45,854,874	\$52,165,967	\$250,320,780
Construction of new nonresidential commercial and health care structures	\$119,588,015	\$0	\$0	\$119,588,015
Architectural, engineering, and related services	\$6,337,607	\$6,039,195	\$69,848	\$12,446,649
Services to buildings and dwellings	\$9,760,847	\$566,707	\$292,520	\$10,620,073
All other miscellaneous manufacturing	\$9,337,984	\$31,620	\$15,689	\$9,385,293
Construction of other new nonresidential structures	\$7,184,335	\$0	\$0	\$7,184,335
Wholesale trade businesses	\$32,804	\$4,321,691	\$2,631,920	\$6,986,415
Monetary authorities and depository credit intermediation activities	\$0	\$3,851,752	\$2,376,803	\$6,228,555
Real estate establishments	\$82	\$1,483,660	\$2,710,741	\$4,194,484
Food services and drinking places	\$0	\$855,115	\$2,788,045	\$3,643,160
Telecommunications	\$1	\$2,205,018	\$1,107,884	\$3,312,903

Operations

Due to the nature of the operations from the projects within the proposed City of Grinnell reinvestment district, expectations were that hotels and various retail sales would be market areas impacted in a significant way. As shown in Table 48, the top market areas impacted (in terms of jobs) by operations of projects in the reinvestment district include hotels and motels, retail stores, real estate establishments, and food services and drinking places. The top two market areas impacted (hotels and motels and retail stores) account for 68% of all jobs created and supported within the City of Grinnell's reinvestment district. While jobs created as a result of the projects within the proposed City of Grinnell reinvestment district is larger at the state level, jobs are more broadly distributed among industries present in the state economy.

Table 48, Top Market Areas Affected by Operations (State), Ranked by Employment

Description	Direct	Indirect	Induced	Total
Total	31.0	6.1	6.3	43.4
Hotels and motels, including casino hotels	10.8	-	-	10.8
Retail Stores - General merchandise	6.9	-	0.2	7.2
Retail Stores - Food and beverage	5.7	-	0.3	6.0
Retail Stores - Furniture and home furnishings	5.5	-	-	5.5
Real estate establishments	1.7	0.4	0.2	2.2
Food services and drinking places	-	0.7	0.8	1.4
Services to buildings and dwellings	-	0.5	0.1	0.6
Employment services	-	0.4	0.1	0.6
Retail Stores - Health and personal care	0.5	-	0.1	0.5
Maintenance and repair construction of nonresidential structures	-	0.3	-	0.3

From an operations standpoint, market areas impacted in a significant way (in terms of output) by the projects within the proposed City of Grinnell’s reinvestment district include hotels and motels and retail stores (see Table 49). These market areas account for more than 65% of all additional output created and supported in the reinvestment district. Other market areas impacted by operations include monetary authorities (financial institutions), food services and drinking places, electric power generation, transmission, and distribution, and wholesale trade.

Table 49, Top Market Areas Affected by Operations (State), Ranked by Output

Description	Direct	Indirect	Induced	Total
Total	\$2,708,848	\$823,618	\$790,112	\$4,322,579
Hotels and motels, including casino hotels	\$1,183,328	\$761	\$570	\$1,184,660
Retail Stores - Furniture and home furnishings	\$487,394	\$1,405	\$2,750	\$491,549
Real estate establishments	\$315,088	\$69,226	\$41,423	\$425,737
Retail Stores - General merchandise	\$390,728	\$955	\$14,050	\$405,733
Retail Stores - Food and beverage	\$298,963	\$1,045	\$14,101	\$314,109
Monetary authorities and depository credit intermediation activities	\$0	\$46,482	\$35,949	\$82,431
Food services and drinking places	\$0	\$36,684	\$42,189	\$78,873
Electric power generation, transmission, and distribution	\$0	\$57,482	\$16,491	\$73,973
Wholesale trade businesses	\$0	\$19,271	\$40,055	\$59,326
Telecommunications	\$0	\$32,375	\$16,841	\$49,216

C2.3 Fiscal and Financial Impact on Business and Economic Development Projects

In previous sections, results have been presented which relate to the local economic impact on business activity in the community and state. Results contained in this section will deal with the fiscal impact on state and local governments.

Local Study Area

Construction

Table 50 summarizes the expected fiscal impacts to state and local governments from constructing the projects within the proposed City of Grinnell reinvestment district. As shown, many types of taxes are expected to accrue to local and state governments from these projects. The largest share of taxes is expected to come in the form of Tax on Production (\$3,230,834) and Import and Households (\$1,606,402). These taxes are expected to be collected from businesses and households because of increased economic activity within the local area.

Table 50, Fiscal Impacts (Local), Construction

Tax Description	Employee Compensation	Proprietor Income	Tax on Production and Imports	Households	Corporations
Dividends					\$2,108
Social Ins Tax- Employee Contribution	\$19,949	\$0			
Social Ins Tax- Employer Contribution	\$39,222				
Tax on Production and Imports: Sales Tax			\$1,534,926		
Tax on Production and Imports: Property Tax			\$1,508,095		
Tax on Production and Imports: Motor Vehicle Lic			\$71,779		
Tax on Production and Imports: Severance Tax			\$0		
Tax on Production and Imports: Other Taxes			\$94,726		
Tax on Production and Imports: S/L NonTaxes			\$21,308		
Corporate Profits Tax					\$25,763
Personal Tax: Income Tax				\$1,241,991	
Personal Tax: NonTaxes (Fines- Fees				\$161,565	
Personal Tax: Motor Vehicle License				\$132,805	
Personal Tax: Property Taxes				\$26,290	
Personal Tax: Other Tax (Fish/Hunt)				\$43,751	
Total State and Local Tax	\$59,171	\$0	\$3,230,834	\$1,606,402	\$27,871

Operations

Table 51 summarizes the expected fiscal impacts to state and local governments from the operations of the projects within the proposed City of Grinnell reinvestment district. As with the construction tax impacts, the largest share of taxes are expected to come in the form of Tax on Production and Imports (\$320,985) and Households (\$23,729). These taxes are expected to be collected from businesses and households because of increased economic activity within the local area.

Table 51, Fiscal Impacts (Local), Operations

Tax Description	Employee Compensation	Proprietor Income	Tax on Production and Imports	Households	Corporations
Dividends					\$233
Social Ins Tax- Employee Contribution	\$284	\$0			
Social Ins Tax- Employer Contribution	\$558				
Tax on Production and Imports: Sales Tax			\$152,496		
Tax on Production and Imports: Property Tax			\$149,830		
Tax on Production and Imports: Motor Vehicle Lic			\$7,131		
Tax on Production and Imports: Severance Tax			\$0		
Tax on Production and Imports: Other Taxes			\$9,411		
Tax on Production and Imports: S/L NonTaxes			\$2,117		
Corporate Profits Tax					\$2,852
Personal Tax: Income Tax				\$18,346	
Personal Tax: NonTaxes (Fines- Fees)				\$2,387	
Personal Tax: Motor Vehicle License				\$1,962	
Personal Tax: Property Taxes				\$388	
Personal Tax: Other Tax (Fish/Hunt)				\$646	
Total State and Local Tax	\$841	\$0	\$320,985	\$23,729	\$3,086

State Study Area

Construction

Table 52 summarizes the expected fiscal impacts to state and local governments from constructing the projects within the proposed City of Grinnell reinvestment district. As shown, many types of taxes are expected to accrue to local and state governments from these projects. The largest share of taxes is expected to come in the form of Tax on Production and Imports (\$5,504,104) and Households (\$2,578,212). These taxes are expected to be collected from businesses and households because of increased economic activity within the state area.

Table 52, Fiscal Impacts (State), Construction

Tax Description	Employee Compensation	Proprietor Income	Tax on Production and Imports	Households	Corporations
Dividends					\$6,729
Social Ins Tax- Employee Contribution	\$53,762	\$0			
Social Ins Tax- Employer Contribution	\$105,701				
Tax on Production and Imports: Sales Tax			\$2,614,927		
Tax on Production and Imports: Property Tax			\$2,569,216		
Tax on Production and Imports: Motor Vehicle Lic			\$122,283		
Tax on Production and Imports: Severance Tax			\$0		
Tax on Production and Imports: Other Taxes			\$161,377		
Tax on Production and Imports: S/L NonTaxes			\$36,301		
Corporate Profits Tax					\$82,234
Personal Tax: Income Tax				\$1,993,347	
Personal Tax: NonTaxes (Fines- Fees)				\$259,306	
Personal Tax: Motor Vehicle License				\$213,147	
Personal Tax: Property Taxes				\$42,194	
Personal Tax: Other Tax (Fish/Hunt)				\$70,219	
Total State and Local Tax	\$159,462	\$0	\$5,504,104	\$2,578,212	\$88,963

Operations

Table 53 summarizes the expected fiscal impacts to state and local governments from the operations of the projects within the proposed City of Grinnell reinvestment district. As with the construction tax impacts, the largest share of taxes are expected to come in the form of Tax on Production and Imports (\$323,120) and Households (\$38,573). These taxes are expected to be collected from businesses and households because of increased economic activity within the state area.

Table 53, Fiscal Impacts (State), Operations

Tax Description	Employee Compensation	Proprietor Income	Tax on Production and Imports	Households	Corporations
Dividends					\$300
Social Ins Tax- Employee Contribution	\$919	\$0			
Social Ins Tax- Employer Contribution	\$1,808				
Tax on Production and Imports: Sales Tax			\$153,510		
Tax on Production and Imports: Property Tax			\$150,826		
Tax on Production and Imports: Motor Vehicle Lic			\$7,179		
Tax on Production and Imports: Severance Tax			\$0		
Tax on Production and Imports: Other Taxes			\$9,474		
Tax on Production and Imports: S/L NonTaxes			\$2,131		
Corporate Profits Tax					\$3,666
Personal Tax: Income Tax				\$29,823	
Personal Tax: NonTaxes (Fines- Fees)				\$3,880	
Personal Tax: Motor Vehicle License				\$3,189	
Personal Tax: Property Taxes				\$631	
Personal Tax: Other Tax (Fish/Hunt)				\$1,051	
Total State and Local Tax	\$2,727	\$0	\$323,120	\$38,573	\$3,966

SECTION D – Unique in Nature

1. **Justify and demonstrate that the district meets the definition of “unique nature”, shown below. Provide a comprehensive discussion of how the projects, within the proposed Reinvestment District, meet this requirement. Be as thorough as possible in your explanation and provide assumptions and supporting data analysis. Include a discussion about how the proposed district aligns with the community’s larger economic development strategy. Attach additional information to support your claims.**

“Unique nature” means a quality or qualities of the projects to be developed in a district which, when considered in the entirety, will substantially distinguish the district’s projects from other existing or proposed developments in the state. For purposes of this chapter, whether a project is of a unique nature is a subjective and contextual determination that will be made by the board. In determining whether a project is of a unique nature, the board will not necessarily require a project to be entirely without precedent or to be the only one of its kind in the state, but rather the board will evaluate whether the projects to be undertaken in a district will either (1) permanently transform the aesthetics or infrastructure of a local community for the better, including by preserving important historical structures or neighborhoods; or (2) contribute substantially more to the state’s economy or quality of life than other similar projects in the state.

This \$157.2 million project will transform both Grinnell's historic downtown and improve the Grinnell College campus in a positive manner. The project will repurpose our historic Junior High Building (a.k.a. the Grinnell Community Center) into a boutique hotel and events center. The project will also take place in the Grinnell Cultural and Historic District. This project will also support the economic viability of the many historic buildings in our downtown by improving Central Park, building new public infrastructure, and strengthening arguably one of our most important economic and cultural assets, Grinnell College.

We believe there are several things that make this project unique:

- **Impact.** This project will strengthen and transform our historic downtown while also investing in the long term viability of one of our most important community assets, Grinnell College. Business leaders in the downtown have indicated this project has the potential to greatly improve the economic and cultural climate of our historic downtown as demonstrated by the letters of support included with this application.
- **Scale.** We believe a project of this scale in a city with a population of 9,218 is unique if not unprecedented in Iowa. This is the single largest coordinated project in the history of the community. Although Grinnell has undertaken a number of high profile large projects this is certainly the only one of this scale.
- **Location.** The location of this project also makes it unique due to both its location in the historic downtown and within a small rural community. The project is taking place in the Grinnell Cultural and Historic District. The project is also centered at the confluence of the historic downtown and the historic Grinnell College campus. More often than not large economic development projects take place on green sites on the periphery of cities; this entire project involves the redevelopment of land and repurposing of buildings in the heart of our community.
- **Timing.** "Timing is everything" has never been more true in Grinnell's history. Over the next 5 years Grinnell will have approximately \$181 million in expansion and improvement projects in or very near the historic downtown. In addition to the \$157.2 million dedicated to projects listed in this application, Grinnell's historic downtown has seen a \$6 million expansion at the Mayflower Independent Living

Community, \$13 million renovation of the historic Spaulding Transportation Center as loft apartments, a \$3 million Recreation and Life Center at St. Mary's Catholic Church, and a \$1.3 million façade improvement project that includes 16 historic building façades in the downtown. Additionally, the City of Grinnell has invested more than \$14 million in the other public infrastructure in this area over the past 10 years.

- **Collaboration.** The timing of all these projects is not accidental and has taken years of collaboration and planning. The funding required for these projects is substantial. Without collaboration of Grinnell College, the City of Grinnell, Christensen Development, and private investors, many of these projects would not happen. It is their dedication to the vibrancy and future of the Grinnell community that make this possible. There have been countless hours and resources that have gone into focus groups, strategic planning and the Grinnell Visitor Experience Taskforce. The research has been done and now the community is ready to take immediate action on these projects.
- **Planning.** There has been extensive and meaningful planning for the various aspects of this project and for the community collectively. Many of these are mentioned throughout the study but a sampling here includes the Grinnell Visitor Experience planning effort with the college, city and Chamber of Commerce; the Build a Better Grinnell community survey completed by Greater Poweshiek Community Foundation; four separate hotel studies; the Grinnell Downtown Master Plan and Placemaking; the Grinnell Master Parks Improvement Plan; two studies examining the potential for an events center; the Grinnell City Council 2014 Strategic Plan; two architectural reviews of the Grinnell Community Center to determine suitability for an events center and hotel; the Grinnell College Master Campus Improvement Plan; work on our Great Places proposal; planning related to receipt of designation for our Downtown Cultural and Historic District; and the many plans that have been made in regard to our downtown historic district. This proposal aligns and is supported by all these planning efforts as referenced throughout this proposal.

Another unique aspect of this project is the relationship that exists between Grinnell College and the Grinnell community. The futures of these two great entities are intertwined and excellence must be pursued and achieved jointly. Collaboration between campus and community has never been stronger than it is today. The positive impacts of Grinnell College on the community cannot be understated. We think it is vital to the reader to have a solid understanding of Grinnell College and its many unique attributes to effectively review this proposal and its unique qualities.

In the fall of 2014, Raynard Kington, president of Grinnell College, addressed the Grinnell City Council to give an update on the strategic planning the college had completed and address the need for collaboration within the Zone of Confluence between campus and downtown in order to recruit and retain quality students, quality faculty and overall appeal of the Grinnell community. This was reported as the first time an acting President had ever addressed the City Council. During his address, the president mentioned that in the world of higher education, some predict that of the 4,000 higher education institutions in the country half will close. To continue to compete strongly in this context, Grinnell College needs to position itself to be impenetrable in the future. In order to do that, the college will need strong collaboration with the City of Grinnell and community leaders.

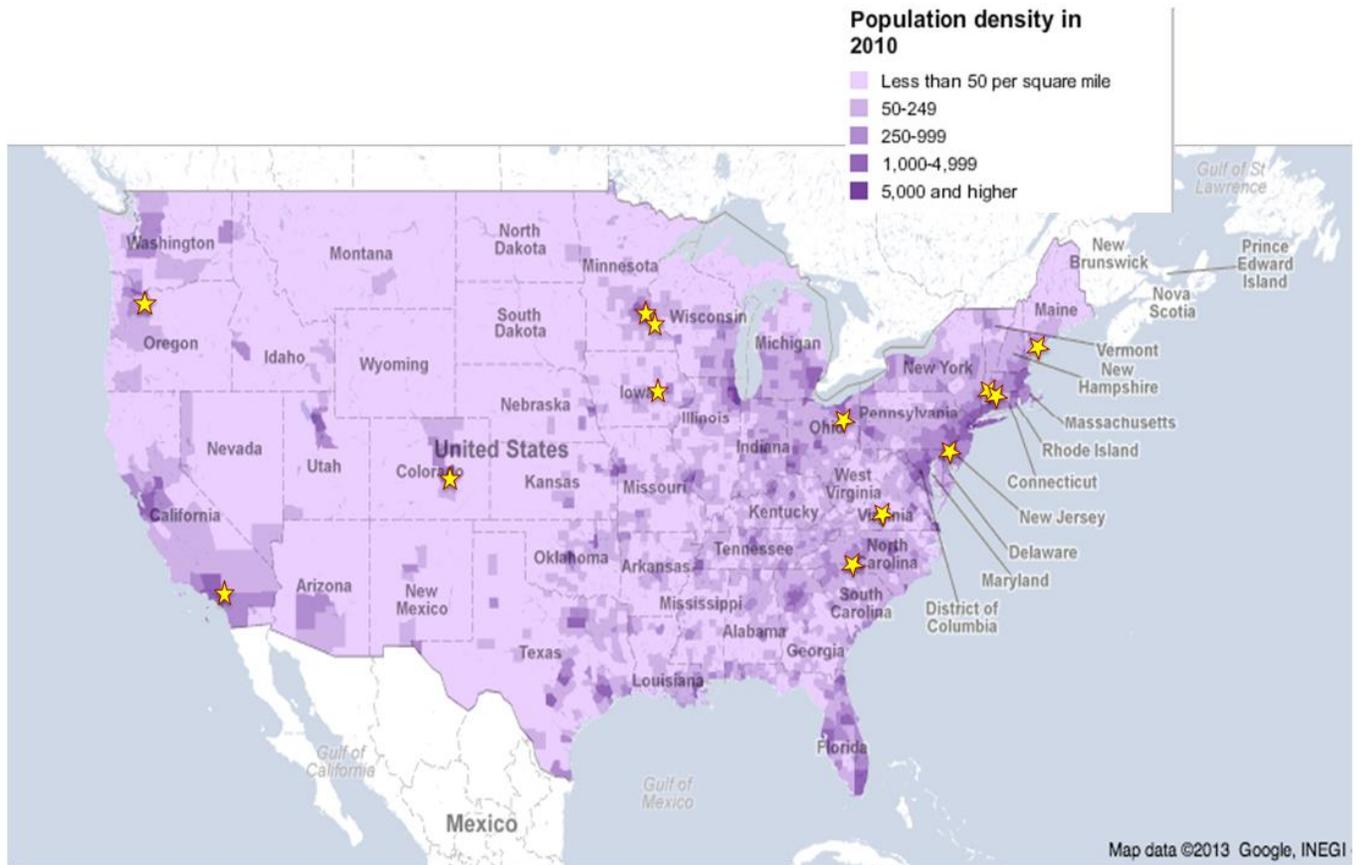
A few months after President Kington's address, Sweet Briar College in the Blue Ridge Mountains of Virginia announced it would be closing after the summer of 2015. Although Sweet Briar has rescinded the closure notice after a fierce legal battle, the news was shocking to other, similar small liberal arts colleges in rural communities because Sweet Briar had a meaningful endowment, regional accreditation, and a well-respected program. It was assumed that colleges like Sweet Briar would never go under. Although Grinnell does not compete directly with Sweet Briar, some of its challenges are similar. In an article in *Inside Higher Ed* (March 4, 2015), Sweet Briar officials cited "overarching challenges that the college has been unable to handle: (including)...eroding interest in attending colleges in rural areas." The article went on to explain, "Places such as Williams, Amherst,

Bowdoin, and Middlebury (all Grinnell competitors) have the prestige to attract students and the financial means to promote both constant campus activities and plenty of opportunities for urban experiences." James F. Jones, Jr., Sweet Briar College's president, also noted that "Students want a vibrant extramural environment." As small rural liberal arts colleges begin closing and merging, Grinnell is positioning itself, through projects like the ones in this application, to recruit students who may be attracted to the urban amenities, but enjoy the Americana culture of a rural community.

Grinnell College is unique to Iowa, the United States, and even internationally. As one of the nation's most selective colleges, Grinnell enjoys a national reputation. Considered one of the "Hidden Ivies," Grinnell College ranks higher than Harvard, Stanford, Princeton, and Yale for students entering PhD programs. With an individually-advised curriculum and no distribution requirements outside their major, students concentrate on studies that spark their passion, and professors nurture students who are motivated to learn. In 2013 Grinnell College ranked #3 in the nation for undergraduate teaching by *US News and World Report*. Grinnell College prides itself on providing rigorous academics, a tradition of social responsibility, and globally engaged students. It recruits some of the most elite students in the world, competing with a set of "peer 16" schools across the nation. Based on cross-admits, Grinnell's strongest competitors are Carleton (MN), Oberlin (OH), Macalester (MN), Bowdoin (ME), and UC Berkeley (CA). Over the last five years, Grinnell has more than doubled its applicant pool, which allows it to be even more selective in its admissions process. In 2015 the college admitted only 25% of those who applied. When comparing Grinnell College to other liberal arts colleges in the nation, *U.S. News and World Report* Grinnell College consistently ranks in the top twenty.

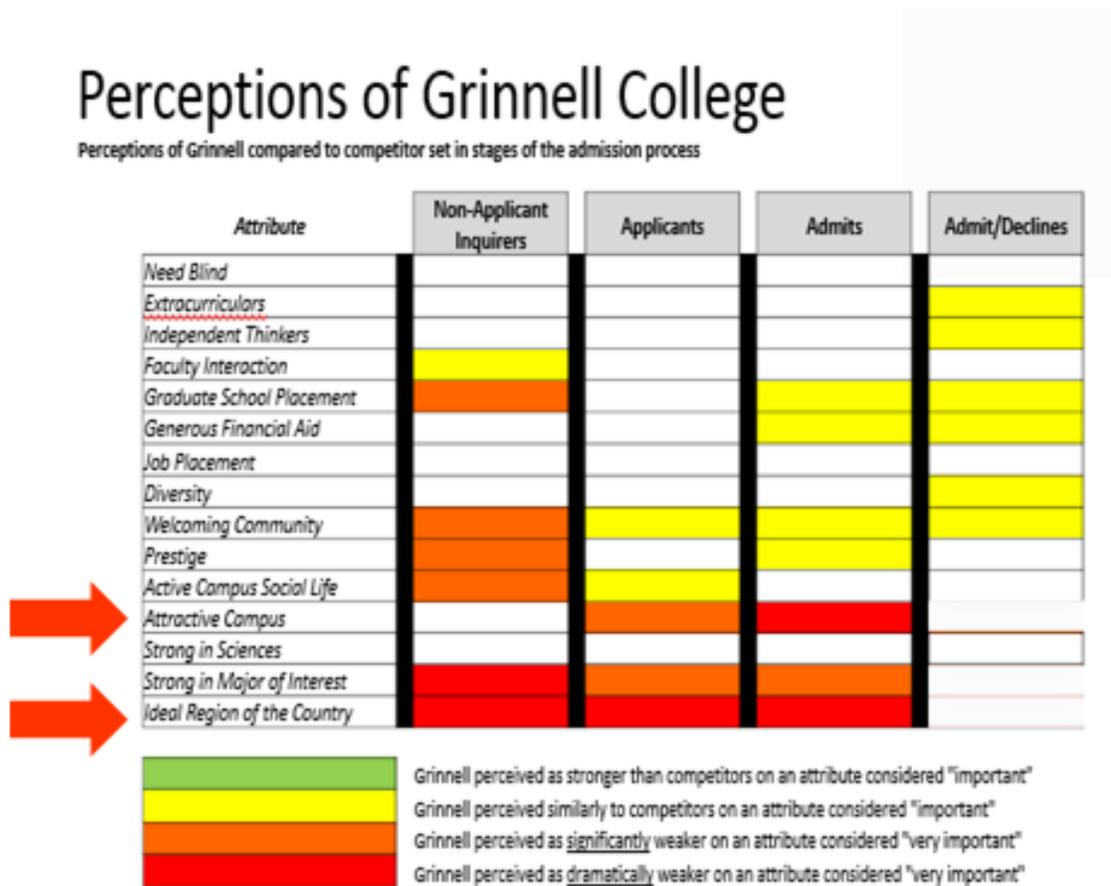
Most students exploring and attending Grinnell College are not from Grinnell. Grinnell College has a higher percentage of students coming from out of state than any other college in Iowa with over 90% recruited from outside the state. In fall of 2015, 77% of students came to Grinnell from other U.S. states, while another 15% came to Grinnell from other countries. After graduation, much of that talent is deployed here in the state, as many Grinnell graduates choose to make Iowa their home. After California and Illinois, there is a greater concentration of Grinnell alumni in Iowa than anywhere in the world. Grinnell College also draws faculty and staff from across the country, who bring with them the experiences and expectations of major metropolitan cities around the world. In addition to a top-notch liberal arts education and employment opportunities, many come here looking to see what living in a rural community is like. Many of Grinnell's competitor schools are in more densely populated and affluent areas of the country. Most American students are from larger, more densely populated areas of the country. Many of the top ten states from which Grinnell recruits require a flight in to Des Moines or Cedar Rapids to see the campus. The visit is typically done as a "Midwest swing" where students and their families fly or drive in to see Grinnell, Carleton College (Northfield, MN), Macalester College (St. Paul, MN), and University of Chicago (Chicago, IL). This is a multi-day trip and often is the only exposure they will have had to Iowa. See Figure 41 below to better understand where the majority of potential students reside.

Figure 41 - US Population Density in 2010 and Locations of Grinnell College's "Peer 16" Competitive Set



One of the largest factors in a student deciding to attend Grinnell College or not, is their perception of "place." As the Figure 42 below shows, the attractiveness of campus and ideal location of the country are two attributes that limit Grinnell's ability to compete. While Grinnell College leadership cannot change the region of the country that the college is in, they can embrace it, which is what they have chosen to do with their investments in the college and the community. They are helping students become more engaged in the community and experiencing life in rural Iowa, which is unique for many of these students. They are also tackling the attractiveness of campus, taking ownership for it, and making the changes necessary to create a memorable place for students, faculty and staff.

Figure 42 - Perceptions of Grinnell College



Art & Science Study, 2012

Red arrows indicate the two areas in which Grinnell College is perceived as significantly weaker compared to its competitors.

Not only are these campus investments important to recruit students from all over the world, but the college also seeks to recruit and retain the best faculty and staff. Grinnell College is the second largest employer in Poweshiek County. In 2015, the college provided over 600 full-time jobs and payout of over \$60 million in payroll. The institution is crucial to the economic impact and overall vitality of Grinnell and beyond. When faculty members seek out opportunities in Grinnell, it is important to provide them a lively intellectual community, spousal employment, good restaurants, and top schools for their children. This plan addresses many key elements that ensure Grinnell College's future.

Grinnell College has always had a strong commitment to social responsibility and financial stewardship. Grinnell provides the most aggressive financial aid program when compared to their peer schools. The college has a need blind admission process that looks at students based on merit, not ability to pay. Yet, once admitted, Grinnell meets the full financial need of every domestic student. Grinnell is one of only 40 colleges and universities in the country with this need-blind policy that also meets 100% of a student's demonstrated need. Grinnell College students are offered financial aid packages with loans accounting for no more than 10% of their total costs of

attendance over the four-year period. Grinnell graduates are now graduating with the lowest educational debt of any regionally-accredited four-year public or private college or university in Iowa.

Fully dedicated to ensuring financial aid to students who need it, Grinnell also needs to ensure that students who do have the financial ability to contribute to their own education (and to the local economy), continue to want to do so. At present, the average Grinnell College student has a median household income roughly \$20,000 - \$80,000 lower than at Grinnell's peer institutions. By enhancing the "place" both on campus and in the community, Grinnell would better position itself to enroll students that could make the most meaningful impact on the local economy. With a campus and community redevelopment plan that makes the community more attractive to newcomers from across the country and around the world, we also hope to ensure the quality of life for current residents and make sure that Grinnell remains Iowa's "Jewel of the Prairie."

As stated above, sense of place is extremely important in someone selecting Grinnell as their home. The Zone of Confluence project is not specific to one investor, Grinnell College, or the community. It is a collaborative effort between everyone. The College cannot succeed if the town does not succeed and vice versa. The Zone of Confluence will bring the campus and community together, make favorable impressions on visitors, bring 24/7 vitality to the community, distinguish the campus perimeter, and strategically address blight between campus and the community. The overall vision for this area is to create a vibrant, "cool" college town that both citizens of Grinnell and campus stakeholders will use and appreciate. Grinnell College and the City of Grinnell are committed to providing students with the amenities they are looking for, while at the same time providing them a unique experience, in a rural Iowa community, that enriches their education and personal development.

Summary

The projects detailed in this proposal create a rare and remarkable opportunity for our community to transform the downtown. These projects would boost economic prosperity, foster cultural diversity, strengthen social vitality, solidify Grinnell College's reputation internationally for education excellence, and improve the quality of life for all residents.

We believe this application and proposal meet all the administrative rules for the Iowa Reinvestment District Program. The project has the strong support of the Grinnell City Council, Grinnell College and the community, largely due to the significant local investments being made by Grinnell College, the City of Grinnell, Christensen Development, and private investors.

We respectfully offer the following project summary using the IRA Scoring Criteria and Plan Evaluation as an outline.

There are several **unique** aspects of this project worth restating in this summary. The projects listed in the Grinnell Historical and Campus Confluence District will permanently transform the aesthetics and infrastructure of the community for the better and substantially contribute to the State's economy in a positive way as demonstrated throughout the application. We believe the following unique aspects of the overall project are worth noting here in the summary:

- The project is occurring within the Grinnell Cultural and Historic District. The project will take place entirely within Grinnell's downtown and the Grinnell College campus.
- The project involves the renovation and repurposing of a 100-year old Junior High School into a 38 room boutique hotel and events center. The Grinnell business community believes this is a very positive community investment as demonstrated by the attached letters of support for this proposal. All current hotels in Grinnell could be described as discount chain hotels and this project adds a unique high quality lodging option that will bring visitors downtown where they can experience a diverse offering of retail, entertainment, and dining.

- The first comprehensive design and improvements to Central Park in the 150+ year history of the park. This park serves as the social and cultural hub for the community.
- The completion of a 15 year \$18+ million project to completely rebuild the public infrastructure in the downtown. The early phases of this project supported the renaissance in our downtown and the final phase will now be a part of the most significant redevelopment project in nearly 100 years.
- The redevelopment of the area between the downtown and Grinnell College campus into a vibrant mixed use social, cultural, and economic center. This area is currently highly underutilized and redevelopment will eliminate the current barrier and provide a portal connecting downtown to the Grinnell College campus.
- The project will strengthen Grinnell College which is a vital economic engine for the Grinnell community. As shown in this proposal Grinnell College is unique in that it has demonstrated an ability to balance educational excellence, social responsibility, and student success as well as any college in the world.
- The favorable timing and alignment of all these projects is the result of more than a decade of planning and work.
- The scale and scope of this project is certainly unique to communities under 20,000 in population in Iowa and likely unique in even most large communities.

The unique collaboration and partnership of public entities, private investors, and a private college serve as an example of how public/private partnerships can permanently transform communities when everyone is moving in the same direction. Each of the projects listed in this application support other projects.

The **economic impact** of this proposal is substantial, supported by an Independent Economic Assessment completed by Decision Innovation Solutions of Urbandale, Iowa. Statewide, the total capital investment of \$157.2 million will support create and support the following:

- 1,830 jobs and \$250.3M in output related to construction of all projects.
- 43 jobs and \$4.3M in output related to operations of all projects.

Ultimately, this project will support the economic viability of the many historic buildings in our downtown by building new public infrastructure, improving Central Park, and strengthening arguably our most important economic asset, Grinnell College.

As demonstrated by the analysis provided by Decision Innovation Solutions the **Feasibility** of our projects are excellent. This is made possible by the public private partnerships that have been developed. We are able to build this project on the past successes and financial strength of Grinnell College, Christensen Development, the city of Grinnell, and our private investors.

The **capital investment** in the Grinnell District will be \$157.2 million. It is a rare opportunity for a town of 9,218 residents to have a collection of projects assembled in one proposal, especially occurring with a historic downtown. The total project investment of \$157.2 million is equivalent to \$17,054 per resident. To put that in perspective, a city of 200,000 residents would need a project with a total investment of \$3.41 billion to match the per capita investment of this Grinnell project. This is more extraordinary based on the fact that it has two separate, but complimentary projects over \$10 million along with a third at \$8.8 million and a fourth at \$8 million.

In regard to **funding leverage**, the Grinnell IRA proposal is not requesting the maximum 35% of the total cost of all proposed projects in the district plan. The maximum we would be allowed to request is \$55.02 million and we are only requesting \$6.850 million or 4.4%. The project also has an excellent mix of public investment, private investment, and a strong commitment from Grinnell College.

A significant portion of this project has a **non-retail focus**. Of the total capital investment of \$157.2 million, we estimate that only \$20 million has a retail focus which is 13% of the district's projected expenditure. The largest project in the district has no retail focus.

Additional Factors / Readiness

We believe **Readiness** may be one of the greatest strengths of our proposal. All of the project schedules align closely with the majority of the projects likely to be completed in 2020 or earlier. The community has been investigating the option for a downtown hotel and events center for more than a decade and work on the repurposing of the Community Center has been advancing steadily for the past four years. Over the past year the project has started to shift from planning to implementation. If we receive the state historic tax credits and the IRA award we are prepared to move forward immediately.

The planning for the Central Park improvements has also been in process for nearly a decade; however it was the creation of the 2007 Master Parks Improvement Plan that moved this project near the top of the priority list. More recently the Grinnell City Council and the Park and Recreation Board worked to create a final concept plan. Grinnell received Great Places designation and funding. The Central Park improvements were the centerpiece of the Great Places application. The city of Grinnell is also ready to move forward with the fifth and final phase of the reconstruction of the public infrastructure as detailed in this application and has a proven track record of success as demonstrated by the first four phases. Both of these projects will be under construction this summer pending approval of this proposal.

The redevelopment of the zone of confluence is much closer to implementation as a result of the work completed since the submission of pre-application; better positioning this project to move quickly if this IRA final proposal is approved. There has been substantial planning done by both Grinnell College and the City of Grinnell in regard to the redevelopment of this area. Grinnell College has started to land bank property in the zone as opportunities arise. The Grinnell College Board of Trustees has authorized the President to advance the development of this project. Grinnell College has also engaged professional planning services to help develop final plans for the redevelopment of this area. The Grinnell College campus improvement project is also ready to move forward with design and fundraising.

We believe this project provides **Geographic Diversity** to the IRA program. There are several requirements of the IRA program that make geographic diversity very challenging, especially rural diversity. It is rare that a small rural community has a minimum investment of \$10 million dollars in a single capital project, let alone the \$157.2 million that will be invested in the Grinnell Historic Downtown and Campus Confluence District along with the additional \$24 million that will be invested in our downtown area over the next 5 years but is not included as part of this proposal. Many of the IRA applications, this round, came from larger urban areas and towns with populations over 20,000. Not only are our projects located in a community of 9,218 residents, but it is in an area that is removed from large urban areas by 50+ miles.

The **Funding Need** for this overall project is great. There are two projects, the Boutique Hotel and Events Center and redevelopment of the Zone of Confluence; that quite simply will not move forward without the IRA funding. The IRA funding is necessary to attract private investment and to make both projects sustainable long term. The approval of our IRA pre-application had an extremely positive impact on our ability to raise private funds for Central Park. The improvements to Central Park would have to be significantly scaled back without the IRA funding and the positive impacts on the downtown would be diminished. Phase 5 of the downtown infrastructure improvements will likely move forward without IRA funding but would have to be reduced in scope and quality. The Grinnell College campus improvements project includes \$20 million in private fundraising which is challenging with so many good projects competing for philanthropic funds. Without the IRA funding Grinnell College would be forced to increase the fundraising revenue, dig deeper into its endowment, or scale down the projects.

In closing we want to stress that the project is well-planned with extensive public input, is attainable, straight forward, will be relatively easy to administer, has a solid public-private partnership leading the project, and the funding provided by the Iowa Reinvestment District would be the catalyst needed to move forward with implementation.

SECTION E – Certification and Release of Information

SECTION E – Certification and Release of Information

I hereby give permission to the Iowa Economic Development Authority (IEDA) to engage in due diligence, make credit checks, contact the applicant's financial institutions, insurance carriers, and perform other related activities necessary for reasonable evaluation of this application. I also hereby authorize the Iowa Department of Revenue to provide to IEDA state tax information pertinent to the state income tax, sales and use tax, and state tax credits involved with the Iowa Reinvestment District.

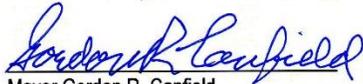
I understand that all information submitted to IEDA related to this application is subject to Iowa's Open Record Law (Iowa Code, Chapter 22).

I understand that IEDA reserves the right to negotiate the financial assistance.

I understand this application is subject to final approval by IEDA and the Project may not be initiated until final approval is secured.

I hereby certify that all representations, warranties, or statements made or furnished to IEDA in connection with this application are true and correct in all material respect. I understand that it is a criminal violation under Iowa law to engage in deception and knowingly make, or cause to be made, directly or indirectly, a false statement in writing for the purpose of procuring economic development assistance from a state agency or subdivision.

FOR THE APPLICANT:


Mayor Gordon R. Canfield

2-29-16
February 29, 2016

Appendix A, Resolution Establishing Reinvestment District

RESOLUTION NO. 2016-19

A RESOLUTION AUTHORIZING THE ESTABLISHMENT OF AN IOWA REINVESTMENT DISTRICT FOR THE CITY OF GRINNELL

WHEREAS the City Council of the city of Grinnell desires to create and establish an Iowa Reinvestment District, and

WHEREAS the City Council of city of Grinnell has amended their Urban Renewal Plan to include the proposed Reinvestment District; and

WHEREAS the city of Grinnell has found the area to be suitable for development; and

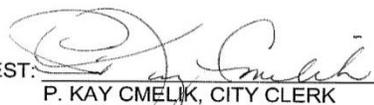
NOW, THEREFORE BE IT RESOLVED BY THE CITY OF GRINNELL, IOWA:

Section 1: The City of Grinnell does hereby approve the establishment of an Iowa Reinvestment District within the Grinnell Urban Renewal Plan.

Approved this 15th day of February, 2016


GORDON R. CANFIELD, MAYOR

ATTEST:


P. KAY CMELIK, CITY CLERK



Appendix B, Urban Renewal Zone Documentation

B.1 Ordinance

ORDINANCE NO. 1418

AN ORDINANCE AMENDING ORDINANCE NOS. 1057, 1247, 1280, 1332, 1361, 1373, AND 1393, PROVIDING THAT GENERAL PROPERTY TAXES LEVIED AND COLLECTED EACH YEAR ON ALL PROPERTY LOCATED WITHIN THE AMENDED GRINNELL URBAN RENEWAL AREA, IN CITY OF GRINNELL, COUNTY OF POWESHIEK, STATE OF IOWA, BY AND FOR THE BENEFIT OF THE STATE OF IOWA, CITY OF GRINNELL, COUNTY OF POWESHIEK, GRINNELL-NEWBURG COMMUNITY SCHOOL DISTRICT, AND OTHER TAXING DISTRICTS, BE PAID TO A SPECIAL FUND FOR PAYMENT OF PRINCIPAL AND INTEREST ON LOANS, MONIES ADVANCED TO AND INDEBTEDNESS, INCLUDING BONDS ISSUED OR TO BE ISSUED, INCURRED BY THE CITY IN CONNECTION WITH THE AMENDED GRINNELL URBAN RENEWAL AREA (AMENDMENT NO. 7 TO THE GRINNELL URBAN RENEWAL PLAN)

WHEREAS, the City Council of City of Grinnell, State of Iowa, has heretofore, in Ordinance No. 1057, 1247, 1280, 1332, 1361, 1373, and 1393, provided for the division of taxes within the Grinnell Urban Renewal Area ("Area" or "Urban Renewal Area"), pursuant to Section 403.19 of the Code of Iowa; and

WHEREAS, additional territory now has been added to the Grinnell Urban Renewal Plan through the adoption of Amendment No. 7 to the Grinnell Urban Renewal Plan; and

WHEREAS, indebtedness has been incurred by the City, and additional indebtedness is anticipated to be incurred in the future, to finance urban renewal project activities within the amended Grinnell Urban Renewal Area, and the continuing needs of redevelopment within the amended Grinnell Urban Renewal Area are such as to require the continued application of the incremental tax resources of the amended Grinnell Urban Renewal Area; and

WHEREAS, the following enactment is necessary to accomplish the objectives described in the premises.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRINNELL, STATE OF IOWA, THAT:

Ordinance Number(s) 1057, 1247, 1280, 1332, 1361, 1373, and 1393 are hereby amended to read as follows:

Section 1. For purposes of this Ordinance, the following terms shall have the following meanings:

a) Original Area shall mean that portion of the City of Grinnell, State of Iowa, described in the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 1687 on the 21st day of March, 1994, which Original Area includes the lots and parcels located within the area legally described as follows:

ORIGINAL AREA

Beginning at the intersection of Pearl Street and 6th Avenue; then east on 6th Avenue to the alley between Broad Street and Park Street; then south along the alley right-of-way to 5th Avenue; then east on 5th Avenue to High Street; then south on High Street to 3rd Avenue; then east on 3rd Avenue to Penrose Street; then north on Penrose Street to 6th Avenue; then east on 6th Avenue to Oak Street; then south on Oak Street to 4th Avenue; then west on 4th Avenue to Maple Street; then south on Maple Street to the corporate limits; then following the corporate limits around the southeast, the south, and the southwest sides of the City until it intersects with the Iowa Interstate Railroad right-of-way; then northeast along the Iowa Interstate Railroad right-of-way to Pearl Street; then north on Pearl Street to the point of beginning.

b) Amendment No. 1 Area shall mean that portion of the City of Grinnell, State of Iowa, described in Amendment No. 1 to the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 2759 on the 21st day of March, 2005, which Amendment No. 1 Area includes the lots and parcels located within the area legally described as follows:

AMENDMENT NO. 1 AREA

(Lang Creek Crossing East Side of 146) That part of the Northwest Quarter of Section 33, Township 80 North, Range 16 West of the 5th P.M., City of Grinnell, Poweshiek County, Iowa more particularly described as follows:

Commencing as a point of reference at the Southwest corner of the Northwest Quarter of said Section 33;

thence North 00°32'00" West 1321.58 feet along the West line of said Northwest Quarter (assumed bearing for purposes of this description only) to a point of intersection with the North line of the Southwest Quarter of the Northwest Quarter of said Section 33;

thence North 89°52'00" East 153.77 feet along the North line of the Southwest Quarter of the Northwest Quarter of said Section 33 to a point of intersection with the East Right-Of-Way line of State Highway No. 146, said point being the Point of Beginning;

thence South 00°40'30" East 305.69 feet along the East Right-of-Way line of State Highway No. 146;

thence South 38°34'41" East 63.48 feet along the Northerly Right-of-Way line of Interstate Route No.80, as shown on the plans for Project No. I-80-5(13)178, to a point 70.00 feet in perpendicular distance from the Edge of Slab of Ramp "A";

thence South 60°44'24" East 759.73 feet along said Northerly Right-of-Way line to a point 100.00 feet in perpendicular distance from the Edge of Slab of Ramp "A";

thence South 64°57'24" East 378.49 feet along said Northerly Right-of-Way line to a point 75.00 feet in perpendicular distance from and concentric with the Edge of Slab of Ramp "A";

thence South 88°57'59" East 129.47 feet along said Northerly Right-of-Way line to a point of intersection with the East line of the Southwest Quarter of the Northwest Quarter of said Section 33, said point being 180.00 feet in perpendicular distance from the centerline of Interstate Route No.80;

thence South 85°33'30" East 368.89 feet along said Northerly Right-of-Way line and parallel with the centerline of Interstate Route No.80 to a point of intersection with the Westerly Right-of-Way line of the Union Pacific Railroad, (formerly Minneapolis-Saint Louis Railroad) said point being 180.00 feet in perpendicular distance from the centerline of Interstate Route No.80;

thence North 09°55'26" East 0.91 feet along said Westerly Right-of-Way line;

thence Northeasterly 99.56 feet along said Westerly Right-of-Way line on a clothoid spiral curve, concave Westerly, having a theta angle of 00°30'08" and whose 99.56 foot chord bears North 09°45'27" East;

thence Northeasterly 826.75 feet along said Westerly Right-of-Way line on a 5679.65 foot radius circular curve, concave Westerly, whose 826.02 foot chord bears North 05°15'14" East to a point of intersection with the North line of the Southeast Quarter of the Northwest Quarter of said Section 33;

thence South 89°52'00" West 468.62 feet along the North line of the Southeast Quarter of the Northwest Quarter of said Section 33 to a point of intersection with the East line of the Southwest Quarter of the Northwest Quarter of said Section 33;

thence continuing South 89°52'00" West 1170.18 feet along the North line of the Southwest Quarter of the Northwest Quarter of said Section 33 to the Point of Beginning. Said parcel contains 26.47 acres more or less.

(Lang Creek Crossing – West Side of Highway 146) That portion of the Southeast 1/4 of the Northeast 1/4 of Section 32, Township 80 North, Range 16 West of the 5th P.M., City of Grinnell, Poweshick County, Iowa, lying west of the west right-of-way line of State Highway 146 and north of the northerly right-of-way line of I-80, being more particularly described as follows:

Beginning at the point-of-intersection of said west right-of-way line with the north line of the said Southeast 1/4;

thence along said west right-of-way line, South 00°08'30" East (assumed bearings for this description), for a distance of 306.00 feet to the point-of-intersection with said northerly right-of-way line;

thence along said northerly right-of-way line, South 40°29'40" West, for a distance of 260.02 feet;

thence continuing along said northerly right-of-way line, South 66°53'30" West, for a distance of 878.20 feet;

thence continuing along said northerly right-of-way line, being the arc of a curve to the right for an arc distance of 171.54 feet, with a radius of 1076.00 feet, whose chord bears South 71°29'32" West, for a distance of 171.36 feet, and with a central angle of 09°08'04";

thence continuing along said northerly right-of-way line, South 84°21'05" West, for a distance of 150 feet, more or less, to the point-of-intersection with the west line of said Southeast 1/4;

thence northerly along the west line of said Southeast 1/4, for a distance of 914 feet, more or less, to the northwest corner of said Southeast 1/4;

thence easterly along the north line of said Southeast 1/4, for a distance of 1287 feet, more or less, to the Point-of-Beginning.

Containing 20.5 Acres, more or less.

c) **Amendment No. 2 Area** shall mean that portion of the City of Grinnell, State of Iowa, described in Amendment No. 2 to the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 3008 on the 18th day of September, 2006, which Amendment No. 2 Area includes the lots and parcels located within the area legally described as follows:

AMENDMENT NO. 2 AREA

Lot A in the North Half of the Northeast Quarter of Section Twenty, Township Eighty North, Range Sixteen West of the 5th P.M., according to the Plat thereof appearing of record in Plat Book D at Page 171, excepting therefrom Parcel A in said Lot A according to the Plat thereof appearing of record in Survey Book 7 at Page 1 and supplemented in Affidavit recorded in Book 574 at Page 305.

AND

Parcel A in Lot A of the North Half of the Northeast Quarter of Section Twenty, Township Eighty North, Range Sixteen West of the 5th P.M., according to the Plat thereof appearing of record in Survey Book 7 at Page 1.

AND

That part of Lot D in the North Half of the Northeast Quarter of Section Twenty, Township Eighty North, Range Sixteen West of the Fifth P.M., according to the Plat thereof appearing of record in Plat Book D at page 171, described as: the South 175 Feet of the North 633.2 Feet of the West 175 Feet of the East 208 Feet, excepting therefrom: those parcels conveyed to the State of Iowa in Book 233 at pages 667 and 675.

AND

Lot D in the North Half of the Northeast Quarter of Section 20, Township 80 North, Range 16 West of the 5th P.M., according to the Plat recorded in Book D, at page 171, except the West 1,427', except the South 66', except the South 175' of the North 633.2' of the West 175' of the East 208' and except those portions thereof conveyed to the State of Iowa in Book 233 at pages 667 and 675.

AND

A strip of land 66' wide along the south side of Lot D in the North Half of the Northeast Quarter of Section 20, Township 80 North, Range 16 West of the 5th P.M., according to the Plat recorded in Book D, at page 171, except the west 1,427' of Lot D and except those portions thereof conveyed to the State of Iowa in Book 233 at pages 667 and 675.

AND

The East One Hundred Thirty-seven Rods of the North Fifty-five Rods of the South Half of the Northeast Quarter of Section Twenty, Township Eighty North, Range Sixteen West of the Fifth P.M., subject to Easement to the State of Iowa appearing of record in Book 233 at Page 647.

d) **Amendment No. 3 Area** shall mean that portion of the City of Grinnell, State of Iowa, described in Amendment No. 3 to the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 3573 on the 19th day of October, 2009, which Amendment No. 3 Area includes the lots and parcels located within the area legally described as follows:

AMENDMENT NO. 3 AREA

Beginning at the intersection of Pearl Street and 4th Avenue; then west on 4th Avenue to the intersection of 4th Avenue extended and the corporate limits; then north along the northwest corporate limits to the intersection of the corporate limits and 8th Avenue extended; then east on 8th Avenue to the intersection of 8th Avenue & Sunset Street; then north on Sunset Street to the intersection of Sunset Street and 13th Avenue; then east on 13th Avenue to a point 165.88' west of the intersection of 13th Avenue & Prairie Street; then south to a point 165.32' west of the east intersection of Prairie Street & 11th Avenue; then west on 11th Avenue to the intersection of 11th Avenue & Sunset Street; then South on Sunset Street to the intersection of Sunset Street & 8th Avenue; then east on 8th Avenue to the intersection of 8th Avenue & Spencer Street; then south on Spencer Street to a point 190' north of the intersection of Spring Street & 6th Avenue; then east to a point 190' north of the intersection of Spring Street & 6th Avenue; then south on Spring Street to the intersection of Spring Street & 6th Avenue; then west on 6th Avenue to the intersection of 6th Avenue & Pearl Street; then south on Pearl Street to the point of beginning.

e) Amendment No. 4 Area shall mean that portion of the City of Grinnell, State of Iowa, described in Amendment No. 4 to the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 2012-05 on the 17th day of January, 2012, which Amendment No. 4 Area includes the lots and parcels located within the area legally described as follows:

AMENDMENT NO. 4 AREA

That part of the Southeast Quarter of Section 20, Township 80 North, Range 16 West of the 5th P.M., Poweshiek County, Iowa, described as follows:
Commencing at the East Quarter Corner of said Section 20; thence South 00 degrees 27 minutes 22 seconds East, 552.00 feet along the East line of the Southeast Quarter of said Section 20; thence South 89 degrees 32 minutes 38 seconds West, 62.92 feet to the West Right-of-Way (ROW) line of Iowa Highway 146 and the Point of Beginning; thence South 00 degrees 28 minutes 08 seconds West, 420.52 feet along said ROW; thence South 89 degrees 33 minutes 38 seconds West, 3.20 feet continuing along said ROW; thence South 00 degrees 27 minutes 22 seconds East, 246.80 feet continuing along said ROW; thence South 48 degrees 38 minutes 08 seconds West, 68.70 feet continuing along ROW; thence South 00 degrees 41 minutes 38 seconds West, 255.00 feet continuing along said ROW; thence South 06 degrees 08 minutes 22 seconds East, 93.25 feet continuing along said ROW; thence South 89 degrees 32 minutes 38 seconds West, 1028.21 feet; thence North 00 degrees 27 minutes 22 seconds West, 1060.00 feet; thence North 89 degrees 32 minutes 38 seconds East, 1086.00 feet to the Point of Beginning, containing 25.79 acres.

Parcel I in the East Half of the Southwest Quarter of Section Twenty-one, Township Eighty North, Range Sixteen, West of the 5th P.M., according to the Plat thereof appearing of record in Survey Book 7 at Page 130

The 100' Union Pacific Railroad Right-Of-Way West of and Lying Adjacent to Parcel "I": A Parcel of Land Lying Within the Southeast Quarter of the Southwest Quarter of Section 21, Township 80 North, Range 16 West of the 5th P.M., Poweshiek County, Iowa, and the North 50' of Pinder Avenue Right-Of-Way

The West Half (W1/2) of the Northeast Quarter (NE1/4) and all that part of the Northwest Quarter (NW1/4) lying East of the Union Pacific Railroad Company Right-of-Way, in Section Twenty-eight, Township Eighty North, Range Sixteen West of the 5th P.M., and all of the adjacent Union Pacific Railroad Company right-of-way, all of the Pinder Avenue right-of-way adjacent to this parcel except the North 50', and the East Half (E1/2) of the 37th Street right-of-way adjacent to this parcel, excepting therefrom:

1. Lot One (1) in the West Half (W1/2) of the Northeast Quarter (NE 1/4) thereof, according to the Plat thereof appearing of record in Plat Book E at Page 275
2. Parcel A in the Northwest Quarter (NW1/4) of the Northeast Quarter (NE1/4) thereof, according to the Plat thereof appearing of record in Survey Book 9 at Page 246

AND INCLUDING

Parcel C located in the Northeast Quarter (NE1/4) of the Northwest Quarter (NW1/4) of Section Twenty-eight, Township Eighty North, Range Sixteen West of the 5th P.M., according to the Plat thereof appearing of record in Survey Book 13 at Page 475.

The Grinnell Urban Renewal Area includes the full right-of-way of all streets forming the boundary of the Area.

f) Amendment No. 5 Area shall mean that portion of the City of Grinnell, State of Iowa, described in Amendment No. 5 to the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 2012-103 on the 15th day of October, 2012, which Amendment No. 5 Area includes the lots and parcels located within the area legally described as follows:

AMENDMENT NO. 5 AREA

Southwest Quarter of the Northeast Quarter (SW1/4 NE1/4) of Section Thirty-two (32), Township Eighty (80) North, Range Sixteen (16) West of the 5th P.M., except that portion thereof conveyed to the State of Iowa for road purposes;

and

South Half of the East Half of the Northwest Quarter (S1/2 E1/2 NW1/4) of Section Thirty-two (32), Township Eighty (80) North, Range Sixteen (16) West of the 5th P.M., except that portion thereof conveyed to the State of Iowa for road purposes.

g) Amendment No. 6 Area shall mean that portion of the City of Grinnell, State of Iowa, described in Amendment No. 6 to the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 2014-21 on the 17th day of February, 2014, which Amendment No. 6 Area includes the lots and parcels located within the area legally described as follows:

AMENDMENT NO. 6 AREA

The West Fractional Half of the Northwest Quarter of Section Four (4), in Township Seventy-nine (79) North, Range Sixteen (16) West of the Fifth P.M., in Poweshiek County, Iowa; subject to the Right of Way of the Minneapolis and St. Louis Railway Company, and the Right of Way of the Iowa Southern Utilities Company of Delaware for a transmission line over said real estate as acquired by easement recorded in Book 163, page 386, and subject to the Right of Way of the State of Iowa for a public highway. Except for Lot 1 in the NW ¼ - NW ¼ of Section Four (4), in Township Seventy-nine (79) North, Range Sixteen (16) West of the Fifth P.M.

and

Lot 1 in the NW ¼ - NW ¼ of Section Four (4), in Township Seventy-nine (79) North, Range Sixteen (16) West of the Fifth P.M.

and

PARCEL "B" OF LOT 2 OF THE NORTHEAST QUARTER (NE1/4) OF THE NORTHEAST QUARTER (NE1/4) OF SECTION THIRTY-TWO (32), TOWNSHIP EIGHTY (80) NORTH, RANGE SIXTEEN (16) WEST OF THE 5TH PRINCIPAL MERIDIAN, POWESHIEK COUNTY, IOWA; FURTHER MORE DESCRIBED AS THE EAST ONE-HALF OF SAID LOT TWO (2) AS DESIGNATED ON PLAT RECORDED IN SUBDIVISION BOOK "D", PAGE 466 IN THE OFFICE OF THE COUNTY RECORDER OF POWESHIEK COUNTY, IA.; SAID PARCEL CONTAINING 12.386 ACRES INCLUDING 0.323 ACRES ROAD RIGHT-OF-WAY. SURVEY FOR PARCEL "B" IS RECORDED IN BOOK 6, PAGE 63 OF THE POWESHIEK COUNTY RECORDERS OFFICE.

And all adjacent right of way to the above area.

h) Amendment No. 7 Area shall mean that portion of the City of Grinnell, State of Iowa, described in Amendment No. 7 to the Urban Renewal Plan for the Grinnell Urban Renewal Area approved by Resolution No. 2016-06 on the 18th day of January, 2016,

which Amendment No. 7 Area includes the lots and parcels located within the area legally described as follows:

AMENDMENT NO. 7 AREA

Beginning at the NW corner of the NW ¼ or the SW ¼ of Section 9, Township 80, Range 16, thence North Thirty-three (33) feet north, thence West One Hundred Sixty-three (163) feet to a point located on the north right-of-way of 11th Avenue and the Point of beginning; Thence East along the north right-of-way line of 11th Avenue to the East right-of-way line of Main Street, thence South along the east right-of-way line of Main Street to the North right-of-way line of 6th Avenue, thence West along the north right-of-way line of 6th Avenue to the East right-of-way line of Spring Street, thence north along the east right-of-way line of Spring Street Hundred Fifty (150) feet, thence West Sixty-six (66) feet to a point One Hundred Fifty (150) feet North of the 6th Avenue right-of-way line and on the West right-of-way line of Spring Street, thence North along the West right-of-way line of Spring Street to the North right-of-way line of 10th Avenue, thence East along the North right-of-way line of 10th Avenue Two Hundred Forty-three and Seventeen Hundredths (243.17) feet to the Southwest corner of Lot 10, Moyle & Pooley's 1st Subdivision, thence North along the West property line of Lots 10, 11 and 12, M&P 1st Subdivision One Hundred Ninety-three and three tenths (193.3) feet, thence West Fifteen (15) feet, thence North One Hundred Thirty-two (132) feet, thence East Thirty-five (35) feet, thence North One Hundred Ninety-eight (198) feet to the point of beginning.

And

Beginning at the Southeast corner of Lot 1, Block 3, G.W. Merrill's 1st Addition, locally known as 1404 Broad Street, thence East along the North right-of-way line of 9th Avenue to a point of intersection with the East right-of-way line of Park Street, thence South on the East right-of-way line of Park Street to the south right-of-way line of 8th Avenue, thence East Seven Hundred Ninety-five (795) feet along the South right-of-way line of 8th Avenue to a point of intersection with the east property line of Parcel 180-0782600, located between 6th and 8th Avenue and Park Street and Union Pacific Railroad, thence South along the East property line of Parcel 180-0782600 to the North right-of-way line of 6th Avenue, thence West along the North right-of-way line of 6th Avenue to the East right-of-way line of Park Street, thence South along the East right-of-way line of Park Street to the South right-of-way line of 6th Avenue, thence West along the South right-of-way line of 6th Avenue Two Hundred Forty-five (245) feet, thence North Eighty (80) feet to the North right-of-way line of 6th Avenue, thence West Twenty-six (26) feet along the North right-of-way line of 6th Avenue to the Southeast corner of Lot 1, Block 7, North Grinnell, thence North along the East property lines of all of Block 7 and Block 8, North Grinnell, thence North Eighty (80) feet to a point located on the North right-of-way line of 8th Avenue and Two Hundred (200) feet West of the West right-of-way line of Park Street, thence North Two Hundred Twenty-four and Ninety-five Hundredths (224.95) feet to the Northeast corner of the property locally known as 1312 Broad Street, legally described as E 20' of N ½ of Lot 2 and N ½ Lots 3, 4 and 5, Block 9, North Grinnell, thence east Nine (9) feet to the West right-of-way line of the alley located in Block 9, North Grinnell, thence North Three Hundred Five (305) feet to the point of beginning.

i) Amended Area shall mean that portion of the City of Grinnell, State of Iowa, included within the Original Area, Amendment No. 1 Area, Amendment No. 2 Area, Amendment No. 3 Area, Amendment No. 4 Area, Amendment No. 5 Area, Amendment No. 6 Area, and Amendment No. 7 Area which Amended Area includes the lots and parcels located within the area legally described in subparagraphs (a)-(h) above.

Section 2. The taxes levied on the taxable property in the Amended Area, legally described in Section 1 hereof, by and for the benefit of the State of Iowa, County of Poweshiek, Iowa, Grinnell-Newburg Community School District, and all other taxing districts from and after the effective date of this Ordinance shall be divided as hereinafter in this Ordinance provided.

Section 3. As to the Original Area, that portion of the taxes which would be produced by the rate at which the tax is levied each year by or for each of the taxing districts taxing property in the Original Area upon the total sum of the assessed value of the taxable property in the Original Area as shown on the assessment roll as of January 1, 1993, being the first day of the calendar year preceding the effective date of Ordinance No. 1057, shall be allocated to and when collected be paid into the fund for the respective taxing district as taxes by or for the taxing district into which all other property taxes are paid. The taxes so determined shall be referred herein as the "base period taxes" for such area.

As to Amendment No. 1 Area, base period taxes shall be computed in the same manner using the total assessed value shown on the assessment roll as of January 1, 2004, being the assessment roll applicable to property in such area as of January 1 of the calendar year preceding the effective date of Ordinance No. 1247.

As to Amendment No. 2 Area, base period taxes shall be computed in the same manner using the total assessed value shown on the assessment roll as of January 1, 2005, being the assessment roll applicable to property in such area as of January 1 of the calendar year preceding the effective date of Ordinance No. 1280.

As to Amendment No. 3 Area, base period taxes shall be computed in the same manner using the total assessed value shown on the assessment roll as of January 1, 2008, being the assessment roll applicable to property in such area as of January 1 of the calendar year preceding the effective date of Ordinance No. 1332.

As to Amendment No. 4 Area, base period taxes shall be computed in the same manner using the total assessed value shown on the assessment roll as of January 1, 2011, being the assessment roll applicable to property in such area as of January 1 of the calendar year preceding the effective date of Ordinance No. 1361.

As to Amendment No. 5 Area, base period taxes shall be computed in the same manner using the total assessed value shown on the assessment roll as of January 1, 2011, being the assessment roll applicable to property in such area as of January 1 of the calendar year preceding the effective date of Ordinance No. 1373.

As to Amendment No. 6 Area, base period taxes shall be computed in the same manner using the total assessed value shown on the assessment roll as of January 1, 2013, being the assessment roll applicable to property in such area as of January 1 of the calendar year preceding the effective date of Ordinance No. 1393.

As to Amendment No. 7 Area, base period taxes shall be computed in the same manner using the total assessed value shown on the assessment roll as of January 1, 2015, being the assessment roll applicable to property in such area as of January 1 of the calendar year preceding the effective date of this Ordinance.

Section 4. That portion of the taxes each year in excess of the base period taxes for the Amended Area, determined for each sub-area thereof as provided in Section 3 of this Ordinance, shall be allocated to and when collected be paid into the special tax increment fund previously established by the City of Grinnell, State of Iowa, to pay the principal of and interest on loans, monies advanced to, or indebtedness, whether funded, refinanced, assumed or otherwise, including bonds issued under authority of Section 403.9 or Section 403.12 of the Code of Iowa, incurred by City of Grinnell, State of Iowa, to finance or refinance, in whole or in part, urban renewal projects undertaken within the Amended Area pursuant to the Urban Renewal Plan, as amended, except that (i) taxes for the regular and voter-approved physical plant and equipment levy of a school district imposed pursuant to Iowa Code Section 298.2 and taxes for the instructional support program of a school district imposed pursuant to Iowa Code Section 257.19 (but in each case only to the extent required under Iowa Code Section 403.19(2)); (ii) taxes for the payment of bonds and interest of each taxing district; (iii) taxes imposed under Iowa Code Section 346.27(22) related to joint county-city buildings; and (iv) any other exceptions under Iowa Code

Section 403.19 shall be collected against all taxable property within the Amended Area without any limitation as hereinabove provided.

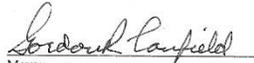
Section 5. Unless or until the total assessed valuation of the taxable property in the areas of the Amended Area exceeds the total assessed value of the taxable property in the areas shown by the assessment rolls referred to in Section 3 of this Ordinance, all of the taxes levied and collected upon the taxable property in the Amended Area shall be paid into the funds for the respective taxing districts as taxes by or for the taxing districts in the same manner as all other property taxes.

Section 6. At such time as the loans, monies advanced, bonds and interest thereon and indebtedness of City of Grinnell, State of Iowa, referred to in Section 4 hereof have been paid, all monies thereafter received from taxes upon the taxable property in the Amended Area shall be paid into the funds for the respective taxing districts in the same manner as taxes on all other property.

Section 7. All ordinances or parts of ordinances in conflict with the provisions of this Ordinance are hereby repealed. The provisions of this Ordinance are intended and shall be construed so as to continue the division of taxes from property within the Original Area, Amendment No. 1 Area, Amendment No. 2 Area, Amendment No. 3 Area, Amendment No. 4 Area, Amendment No. 5 Area and Amendment No. 6 Area under the provisions of Section 403.19 of the Code of Iowa, as authorized in Ordinance Nos. 1057, 1247, 1280, 1332, 1361, 1373, and 1393, and to fully implement the provisions of Section 403.19 of the Code of Iowa with respect to the division of taxes from property within the Amendment No. 7 Area as described above. Notwithstanding any provisions in any prior Ordinances or other documents, the provisions of this Ordinance and all prior Ordinances relating to the Urban Renewal Area, as amended, shall be construed to continue the division of taxes from property within the Area to the maximum period of time allowed by Section 403.19 of the Code of Iowa. In the event that any provision of this Ordinance shall be determined to be contrary to law it shall not affect other provisions or application of this Ordinance which shall at all times be construed to fully invoke the provisions of Section 403.19 of the Code of Iowa with reference to the Amended Area and the territory contained therein.

Section 8. This Ordinance shall be in effect after its final passage, approval and publication as provided by law.

PASSED AND APPROVED this 1st day of February, 2016.


Mayor

ATTEST:


City Clerk



B.2 Urban Renewal Zone

EXHIBIT #1

AMENDMENT #7

TO

GRINNELL
URBAN RENEWAL PLAN

CITY OF GRINNELL, IOWA

Original Area Adopted – 1994
Amendment #1 - 2005
Amendment #2 - 2006
Amendment #3 – 2009
Amendment #4 – 2012
Amendment #5 - 2012
Amendment #6 – 2014
Amendment #7 - 2016

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AMENDMENT #7
to
GRINNELL
URBAN RENEWAL PLAN
CITY OF GRINNELL, IOWA

The Grinnell Urban Renewal Plan ("Urban Renewal Plan" or "Plan") for the Grinnell Urban Renewal Area ("Area" or "Urban Renewal Area"), adopted by the City of Grinnell ("City") in 1994, and amended in 2005, 2006, 2009, twice in 2012, and 2014, is being further amended to add additional land to the Urban Renewal Area and to add and/or confirm the list of proposed projects to be undertaken by this Amendment #7 within the Urban Renewal Area ("Amendment #7" or "Amendment").

The original Area and each amendment area are referred to as subareas in this Amendment. The property added by this Amendment is called the Amendment #7 Area. The subareas make up the Urban Renewal Area.

The "base valuation" of the original Area and each of the amendment areas will remain unchanged by this Amendment. The overall base value of the Urban Renewal Area, after adoption of this Amendment, will be determined by adding all of the base valuations of the subareas together.

Except as modified by this Amendment, the provisions of the original Grinnell Urban Renewal Plan, as previously amended, are hereby ratified, confirmed, and approved and shall remain in full force and effect as provided herein. In case of any conflict or uncertainty, the terms of this Amendment shall control.

DESCRIPTION OF THE URBAN RENEWAL AREA

The legal description of the property being added to the Grinnell Urban Renewal Area is attached hereto as Exhibit A. A map of the Amendment #7 Area is attached hereto as Exhibit B. A map of the entire Grinnell Urban Renewal Area, including the Amendment #7 Area, is attached hereto as Exhibit C.

AREA DESIGNATION

The Urban Renewal Area continues to be an economic development area that is appropriate for the promotion of commercial and industrial development and low and moderate income housing, as well as appropriate for blight remediation.

AREA OBJECTIVES

In addition to the objectives previously identified in the Grinnell Urban Renewal Plan, as amended, the objectives are as follows:

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- to support the goals and objectives of projects within a Reinvestment District, which is the subject of the City's pending application to the Iowa Economic Development Authority. Even if the Reinvestment District is not approved, the facilities proposed in the Area are anticipated to utilize tax increment revenue as incentives to developers or to reimburse the City for urban renewal project costs.

TYPES OF RENEWAL ACTIVITIES

- No changes are made by this Amendment. The City will be encouraging businesses receiving TIF benefits to utilize some of the proceeds to provide incentives to employ City residents or encourage employees to establish residency in the community. We believe that employees that reside in the community are better employees as they do not have long commutes to work and are more readily available for call back. We can develop a stronger workforce if employees have quality and stable housing available to them in close proximity to their employment. See also Development Agreements below.
- The city will be using TIF to stimulate workforce housing options. One of the greatest obstacles the community faces is a shrinking workforce, loss of population, and out migration. The community has completed housing studies that provide evidence the lack of quality rental units and affordable quality housing are impediments to sustaining and growing our community. One significant problem is the availability of housing for possible residents as they transition into new employment or as new residents. This transition housing is abundant in larger urban areas but almost nonexistent in Grinnell. Examples of this type of housing would be duplex rentals, single family rental properties, quality two and three bedroom apartments, and condominiums and townhomes.

Nothing herein shall be construed as a limitation on the power of the City to exercise any lawful power granted to the City under Chapter 15, Chapter 15A, Chapter 403, Chapter 427B, or any other provision of the Code of Iowa in furtherance of the objectives of this Urban Renewal Plan.

ELIGIBLE URBAN RENEWAL PROJECTS (Amendment #7)

The following list of Urban Renewal Projects may contain projects previously proposed in the Grinnell Urban Renewal Plan, as previously amended. The Proposed Urban Renewal Projects under this Amendment have been updated to modify descriptions, delete projects, add projects, and update projected costs that may be reimbursed from incremental tax revenues. All project dates are estimated and many projects may occur over a number of years.

1. **Iowa Reinvestment District Project.** The Iowa Reinvestment Act allows municipalities in Iowa to designate up to 25 acres as a Reinvestment District, contingent upon the Reinvestment District being within an urban renewal area. Within the Reinvestment District, the municipality may capture the State of Iowa's share of the 5% hotel/motel tax (5 cents) and 2/3 of the state sales tax (4 cents) for up to 20 years. The Reinvestment District will include approximately 25 acres in and around the Grinnell Central Business District. Because the Iowa

Reinvestment Act requires a Reinvestment District to be in an urban renewal area, the City is adding land to the Area that is proposed for part of the Reinvestment District in the Grinnell Urban Renewal Plan (see description of the Amendment No. 7 Area). The city's pre-application to this program has been approved. Some of the Reinvestment District is already in the Area. Regardless of whether or not the Reinvestment District is approved by the Iowa Economic Development Authority many of the projects that make up the proposed Reinvestment District may require tax increment financing. The proposed projects will include the improvements to Central Park, repurposing the Grinnell Community Center into a hotel and event center, completion of Phase 5 of the Central Business District Reconstruction, redevelopment of the Zone of Confluence between the Central Business District and the Grinnell College campus including commercial, retail, residential, public, and educational uses, and improvements to the Grinnell College campus. The rationale for using tax increment financing for the proposed projects that are further described below is that the construction of such facilities will provide a number of economic benefits to the City and community, such as: increase the tax base; serve as an incentive for increased retail, tourism and commercial development; and promote increased jobs and related business activities, such as service businesses and home building and related businesses.

- A. **Repurpose Grinnell Community Center into Hotel and Event Center:** This project will repurpose the current Grinnell Community Center into a 36-room boutique hotel and event center. The Community Center is located in the Grinnell Cultural and Historic District and listed as a contributing building within the Grinnell Downtown Historic District. This project has received wide support from the downtown business community and is expected to provide support for these businesses in the form of new visitors and additional traffic. The developer's investment in a new hotel and event center is expected to be \$6,000,000 in construction costs, will likely have 36 rooms, and result in the creation and retention of jobs. Construction is expected to take place in 2015-2017. It is possible that the City could enter into a development agreement offering: (i) to transfer the City owned Grinnell Community Center for not less than its fair value taking into account and giving consideration to the restrictions upon, and the covenants, conditions and obligations assumed by the developer; and (ii) up to a ten year property tax rebate of the incremental taxes with a value not to exceed \$1,000,000-\$1,200,000.
- B. **Improvements to Central Park:** This is a public improvement project that will completely rebuild the cultural and social center of our community, Central Park. The total investment in improvements to Central Park are expected to be \$3,500,000. Construction is expected to take place in 2016-2018. Estimated cost to be reimbursed by tax increment financing not to exceed \$500,000-\$750,000.
- C. **Phase 5 of the Reconstruction of the Central Business District:** This is a public improvement project. This project is the fifth and final phase of a 15 year effort to replace the entire public infrastructure in Grinnell's downtown. The total investment in this reconstruction is expected to be \$5,000,000. Construction is

expected to take place in 2017-2018. Estimated cost to be reimbursed by tax increment financing not to exceed \$5,000,000.

- D. Develop the Zone of Confluence: This is a public improvement project that will revitalize and transform some of the underutilized and blighted properties in the area. The total investment in this project is expected to be \$10,000,000. Construction is expected to take place in 2016-2020. Estimated cost to be reimbursed by tax increment financing not to exceed \$1,000,000-\$2,000,000.

2. Public Improvement/Blight Remediation Projects and Development Agreements.

Project Description	Date (Est.)	Estimated cost to be reimbursed by tax increment financing	Rationale
Workforce Housing: The City may use TIF to assist with construction of new and affordable housing options. This will likely be coupled with the State of Iowa's new work force housing tax credits.	2015-2020	Not to exceed \$500,000 to \$1 million.	The community has identified lack of quality rental housing, transitional housing for new residents, and affordable new housing options are impediments to sustaining our population and growth.
Projects described in the Iowa Reinvestment District Project.	2015-2020	Not to exceed \$7.5 million to \$8.95 million.	This project will be transformative for the Central Business District, strengthen Grinnell College, and improve our local economy. This project will also greatly promote additional tourism in the community.
Indoor athletic center, gaming center, family fun center, indoor playground, daycare, and fitness center.	2019-2021	Not to exceed \$1 million	Grinnell currently lacks a facility for year around sports training, indoor play for youth, a home for the gymnastics center being displaced from the Community Center, and related uses often found in our peer cities. This facility will allow us to compete and keep pace with other school districts and communities.

Project Description	Date (Est.)	Estimated cost to be reimbursed by tax increment financing	Rationale
Iowa Highway 146 North Reconstruction	2016-2017	Not to exceed \$1 million	This highway corridor is the primary entrance to the community from the north and carries a significant amount of traffic to our downtown and eventually south to our business parks.
Assistance to buildings in the Grinnell Central Business Historic District and Central Business District. The City intends to aid building owners with building improvement and rehabilitation. One example is a project with T. L. Baker Company to construct new residences on the upper floors of his buildings and improve commercial space on the lower levels. These funds will likely be spent equally on building façade restorations and interior improvements with funds directed to the owners in the form of rebates.	2014-20	Not to exceed \$600,000	This is an economic development project to encourage creation and retention of residences and businesses in this area. This project promotes economic development by allowing more people to live and shop in the CBD, provides much needed housing for our workforce, supports the vitality of the CBD, and improves spaces for business activity.
Water system improvements near Stagecoach and Iowa Highway 146. These improvements are necessary to complete the water loop in the industrial park area and provide reliable water supply for consumption and fire suppression.	2015-17	Not to exceed \$1 million	To promote commercial/industrial/retail development by providing reliable water supply for consumption and fire suppression. Without these improvements, additional business expansion is not practical.

Project Description	Date (Est.)	Estimated cost to be reimbursed by tax increment financing	Rationale
GART Trail Extension from Industrial Avenue to Stage Coach Road – Then from the south side of I80 to Grinnell Mutual Reinsurance Company.	2015-20	Not to exceed \$500,000	This will complete the GART trail from south Grinnell, through our business parks, north to the high school, and then on to Rock Creek State Park.
Iowa Highway 146 Improvements near Grinnell Mutual Reinsurance Company	2015-16	Not to exceed \$100,000	Grinnell Mutual is one of the largest employers in the region with more than 700 employees. This will improve safety for their employees and the traveling public. The IDOT has awarded RISE and USTEP funds to this project.
I80 and Iowa Highway 146 Interchange Traffic Signals	2015-16	No to exceed \$300,000	These signals are necessary due to the growth of business and industry in south Grinnell.
East Street Reconstruction from 6 th Avenue to Garfield	2017-23	Not to exceed \$500,000	This road is often used by large trucks accessing US Highway 6 from the business parks in South Grinnell and the condition is poor. It is important to improve this street to enhance safety due to the conflicts between trucks and those traveling to and from the GMS.

Project Description	Date (Est.)	Estimated cost to be reimbursed by tax increment financing	Rationale
Veterans' Memorial Building improvements and Central Park improvements. The funds may be used to rehabilitate the community center/Veterans' Memorial.	2015-17	Not to exceed \$500,000	To promote commercial and retail as the hub of social and promotional activities of the Central Business District An improved facility has the potential to attract customers to the CBD and attract social events. This facility supports downtown retail by providing a venue for weddings and social events, business meetings, restrooms, and has the potential to serve as a tourist draw.
Iowa Transportation Museum: The blight remediation and rehabilitation of this historic property is underway and will be complete in 2016-2017. The Iowa Transportation Museum (the non-profit organization) is financially insolvent and unable to continue to maintain the museum. It is very possible that the City will use TIF to purchase the current Spaulding Center for Transportation. The primary reason to make the purchase is to hold and maintain this historic landmark until such time an appropriate use can be found.	2016-17	Not to exceed \$4.5 million	This project will aid in the reduction of slum and blight. This property has been a largely vacant industrial complex for over 20 years and only recently have improvements begun to move forward and be completed. This project will also be an economic development project as this will provide much needed workforce housing and the ITM will host events, house critical economic development staff, and attract visitors. The possible relocation of the city offices creates efficiency for the city government while also making the Community Center available for other economic development possibilities.

Project Description	Date (Est.)	Estimated cost to be reimbursed by tax increment financing	Rationale
Water Tower in South Grinnell – This has been a long identified need in the southern part of Grinnell. The City recently increased water rates by 35% to help provide funding for this and other projects. The funds would be spent to design and construct the new water tower to serve the water supply and fire suppression needs of the commercial and industrial customers in south Grinnell.	2015-17	Not to exceed \$1 million	Will promote economic development by supporting water for the expansion of large industrial and commercial operations. This project is necessary to provide a reliable source and supply of water for consumption and fire suppression.
Expenses related to maintenance and improvement of the Grinnell Regional Airport. These funds will be used for taxiway extensions, apron improvements, fuel system improvements and building construction.	2015-20	Not to exceed \$500,000	The primary purposes of the airport are to serve the agricultural sector which is critical to the economic success of the community and to serve all businesses in the area.
The ongoing care and maintenance of the Grinnell Central Business District that includes beautification measures and general maintenance of pavement, lights, decorative features and public infrastructure. The funds are used for beautification and enhancements to improve the experience and environment for consumers.	2015-25	Not to exceed \$20,000 annually	These enhancements are a combination of marketing and creating a welcoming environment for consumers, visitors and residents to improve the vitality of the CBD.

Project Description	Date (Est.)	Estimated cost to be reimbursed by tax increment financing	Rationale
Development Agreements – The City, at its sole discretion, expects to consider requests for development agreements for projects consistent with this Plan that will encourage retail development in the following areas: the Central Business District, the area near the Iowa Highway 146 and U.S. Highway 6 adjacent to the Central Business District, the Wal-Mart area, and the Iowa Highway 146 and Interstate 80 interchange area. The City also hopes to enter into development agreements that will encourage commercial or industrial development at appropriate locations anywhere within the Area. Such Agreements are unknown at this time, but based on past history, and dependent on development opportunities and climate, the City expects to consider a broad range of incentives as authorized by this Plan, including but not limited to land, loans, grants, tax rebates, public infrastructure assistance, and other incentives.	2015-2020	Not to exceed \$7 million.	These rebates often support small to medium size businesses that are creating new jobs in the community. These agreements have also been used to support destination retailers and projects that preserve buildings with local significance that often house businesses.

Project Description	Date (Est.)	Estimated cost to be reimbursed by tax increment financing	Rationale
RC Industries Redevelopment – Redevelopment of this 32 acre property that has a large abandoned manufacturing facility that is in very poor condition. The funds may be used for building demolition, contamination remediation, site grading, utilities, streets, lighting, marketing, etc.	2015-20	Not to exceed \$1 million	This project is primarily eliminating slum and blight but will also promote economic development. The site could be redeveloped into a small (1-5 acre) parcel industrial/commercial park supporting between 10-20 businesses. Our current industrial park has large lots and covenants that do not support small businesses.
General blight remediation and neighborhood revitalization – the city may utilize TIF revenue to purchase, rehabilitate, demolish, or otherwise improve blighted residences. These funds will be used to purchase and improve blighted properties.	2015-20	Not to exceed \$500,000	There have been many instances in the community where the 'broken window' theory has been proven. One or two blighted properties can start to have immediate negative impacts on a neighborhood. Removing this blight prevents further decline and often results in expanded housing options for the workforce.

Note: It may be that the above costs will be reduced by the application of state and/or federal grants or programs, cost-sharing agreements with other entities; or other available sources of funds.

3. **Planning, non-project engineering fees, administrative costs, attorney fees and related costs to support urban renewal projects (engineering costs related to projects is included in the total cost in the table above).**

Project	Date	Estimated cost
Planning, non-project engineering fees, administrative costs, attorney fees and related costs include, but are not limited to, fees and costs associated with plan administration; membership fees to the county economic development corporation; staff expenses for work completed on economic development and elimination of slum and blight.	2015-20	Not to exceed \$70,000 annually

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FINANCIAL DATA

1.	Current constitutional debt limit:	\$24,908,684
2.	Current outstanding general obligation debt:	\$15,634,207
3.	Maximum proposed amount of indebtedness to be incurred: A specific amount of debt to be incurred for the Eligible Urban Renewal Projects (Amendment #7) has not yet been determined. The estimated project costs included in this Amendment are estimates only and the City expects to incur these costs over a number of years. At no time will the City exceed its constitutional debt limit. The City Council will consider each project proposal on a case-by-case basis to determine if it is in the City's best interest to participate before approving any urban renewal project or expense. Subject to the foregoing, it is estimated that the cost of the Eligible Urban Renewal Projects as described above will be approximately as follows:	\$36,050,000 to \$38,450,000

DEVELOPMENT AGREEMENTS

The City may require part of any Economic Development Grants of property tax rebates to be used by the developer (business) to provide incentives to employ City residents or encourage employees to establish residency in the community, such as down payment assistance, first month rent, etc.

PROPERTY ACQUISITION/DISPOSITION

The City will follow any applicable requirements for the acquisition and disposition of property.

DEVELOPMENT PLAN/ZONING

Grinnell has a general plan for the physical development of the City, as a whole, outlined in the City's Comprehensive Plan. The goals, objectives, and proposed urban renewal projects identified in the Plan, as amended, are consistent with the City's Comprehensive Plan, last updated in 2004. This Urban Renewal Plan does not in any way replace or modify the City's current land use planning or zoning regulation process.

The need for improved traffic, public transportation, public utilities, recreational and community facilities, or other public improvements within the Urban Renewal Area is set forth in this Plan, as amended. As the Area develops, the need for public infrastructure extensions and upgrades will be evaluated and planned for by the City.

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URBAN RENEWAL PLAN AMENDMENTS

The Grinnell Urban Renewal Plan may be amended from time to time for a variety of reasons, including but not limited to, adding or deleting land, adding urban renewal projects, or to modify goals or types of renewal activities.

The City Council may amend this Plan in accordance with applicable state law.

EFFECTIVE PERIOD

This Urban Renewal Plan Amendment #7 will become effective upon its adoption by the City Council. Notwithstanding anything to the contrary in the Urban Renewal Plan, any prior amendment, resolution, or document, the Urban Renewal Plan shall remain in effect until terminated by the City Council, and the use of incremental property tax revenues, or the "division of revenue," as those words are used in Chapter 403 of the Code of Iowa, will be consistent with Chapter 403 of the Iowa Code.

The Grinnell Urban Renewal Area is designated as both blighted and economic development (commercial and industrial). Notwithstanding any language in prior Amendments, Plan, ordinances or resolutions, the use of incremental taxes shall continue for such periods as allowed by Iowa Code.

REPEALER

Any parts of the previous Plan, as previously amended, in conflict with this Amendment are hereby repealed.

SEVERABILITY CLAUSE

If any part of the Amendment is determined to be invalid or unconstitutional, such invalidity or unconstitutionality shall not affect the validity of the previously adopted Plan as a whole or the previous amendments to the Plan, or any part of the Plan not determined to be invalid or unconstitutional.

PUBLIC BUILDING ANALYSIS

Certain of the proposed urban renewal projects identified in this Amendment involve public buildings. Further description and information is provided below. If these projects are ultimately approved by the City, the City intends to finance some of the costs through tax increment financing (advances or borrowing). The City may decide to borrow funds or issue general obligation bonds and abate a part of the principal and interest payments from incremental tax revenues within the Area, if available. Specifically, under these circumstances, Iowa law requires an analysis of alternative development options and funding for the projects and reasons why such options would be less feasible than the use of incremental tax revenues for the project.

Alternative development and funding options for these projects are for the City to go through a process that would result in the issuance of general obligation bonds to fund each project. This option is less feasible than the use of TIF funds because there would be no contribution of tax increment revenues from the school and County. Because the urban renewal projects listed below will benefit County residents and school patrons, the use of tax increment is the most appropriate funding mechanism because it is fair for the school district and the County to share in the costs for the projects. Each project, as demonstrated from the analysis for each below, demonstrates regional benefits to both the County and school district. The City also intends to consider the use of other funding sources such as state, federal and/or local grants, utility revenues, user fees, private donations, general obligations notes or bonds, local option sales tax revenues, and hotel-motel tax revenues as may be applicable to the projects.

The **Veteran's Memorial Building** facility has been underutilized for many years, but it has the potential to be an asset in the Central Business District. It could serve as a public meeting space, youth center, office complex, or any number of other uses. It is currently vacant and the interior has been removed due to asbestos containing materials. The facility has served as the location of the County Veteran's Affairs Office, the Mid Iowa Community Action Agency, driver's license station, and a number of other regional not-for-profit functions. The City uses the space only infrequently for large group meetings. Because county organizations frequently use and are located within this building, it is fair and rational that this building be supported by tax increment. The current and potential uses of this building stretch beyond the city limits and provide benefits to both the school district and the County. This holds true should the building be removed and a quality veterans' memorial be constructed.

The primary purpose of the **Grinnell Regional Airport** is to serve the needs of the regional business and agricultural community. The airport serves business both in Grinnell and within 15+ miles. Some of the most frequent users of the airport are located outside of Grinnell. These buildings are of no direct benefit to the City operations and serve only the needs of the airport. Having an operational airport provides great incentives to residents and businesses across Poweshiek County. An airport is a necessity for larger businesses who have out-of-state clients and customers. An airport is an asset that attracts and retains business, thus improving the economic activity of the area. Increased economic activity provides increased employment opportunities which sustain the population of mid-sized communities, which in turn benefits the school and the County.

The building of a **new water tower** provides direct regional benefit to the community. Increased water supply is a prerequisite to large industrial and commercial operations. Increased business opportunities, as previously mentioned, provide opportunities for expansion in mid-sized communities. There is currently a lack of adequate water supply because the south industrial area is two or three miles from the city's only elevated water tower. This tower only has a capacity of 300,000 gallons. The creation of a new water tower will greatly improve water pressure and supply for fire suppression. Without being able to provide an adequate water facility for businesses who wish to expand or relocate to the area, populations will decrease. Sustaining the population requires attracting employers and employees to the area, which ultimately benefits both the school and the County.

The City has been a significant project partner with the **Iowa Transportation Museum** on the reconstruction of this blighted and historic property. The project has preserved significant and sizable historic buildings that otherwise were certain to be demolished. The property will now house the transportation museum and serve as a meeting and event space. The unique building design and environment has made it a favorite for small weddings and social gatherings. The transportation museum is also starting to gain traction in visitors and exhibit quality. The balance of the property that is currently unimproved will be purchased by a highly qualified residential and commercial development company that is working to convert the unimproved space to approximately 80 residential lofts. Once the Iowa Transportation Museum Board of Directors sells this unimproved property it will relieve them of substantial expense and generate revenue to bolster their exhibits. This property will add immensely to the vitality of the Central Business District. The Iowa Transportation Museum, like many museums, lives hand to mouth. It may be necessary for the City to assume ownership of the improved building due to federal grant restrictions.

The Iowa Transportation Museum Campus is a powerful community asset. First, the 80 loft apartments are critical to help accommodate our expanding workforce. Our weakest housing sector is our rentals, especially quality rentals near the Central Business District. Demand for these types of units has been high. Maintaining or increasing our population is critical to the school system and to our business community. The museum also provides excellent education opportunities for children and adults alike. There have been a number of education seminars and children's learning events held at the facility in the past. The facility also hosts a number of other community events such as the Greater Poweshiek Community Foundation annual gathering and community forums for the Grinnell-Newburg schools. This project has greatly reduced the blight in this neighborhood and at the same time served as a powerful economic development project.

For all the above projects, issuing general obligation bonds that would be paid only with the City's debt levy or advancing City-only funds is less feasible than the use of TIF funds because there would be no contribution of tax increment revenues from the school and County. As a result of the proposed urban renewal projects benefiting County residents and school patrons, the use of tax increment is the most appropriate funding mechanism because it is fair for the school district and the County to share in the costs for the projects. The projects demonstrate regional benefit to both the County and school.

For all of the aforementioned reasons, the tax increment revenue funding alternative option (reimbursement of city advances or general obligation debt abated by incremental tax revenues) is the most fair and equitable mechanism for funding all or a portion of the proposed projects; alternative options for funding of these urban renewal projects are less feasible than the use of incremental tax revenues.

URBAN RENEWAL FINANCING

The City of Grinnell intends to utilize various financing tools such as those described below to successfully undertake the proposed urban renewal actions. The City of Grinnell has the statutory authority to use a variety of tools to finance physical improvements within the Areas. These include:

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A. Tax Increment Financing

Under Section 403.19 of the Iowa Code, urban renewal areas may utilize the tax increment financing mechanism to finance the costs of public improvements associated with redevelopment projects. Upon creation of a tax increment district within the Area, by ordinance, the assessment base is frozen and the amount of tax revenue available from taxes paid on the difference between the frozen base and the increased value, if any, is segregated into a separate fund for the use by the City to pay costs of the eligible urban renewal projects. The increased taxes generated by any new development, above the base value, are distributed to the taxing entities, if not requested by the City.

B. General Obligation Bonds

Under Division III of Chapter 384 and Chapter 403 of the Iowa Code, the City has the authority to issue and sell general obligation bonds for specified essential and general corporate purposes, including the acquisition and construction of certain public improvements within the Area. Such bonds are payable from the levy of unlimited ad valorem taxes on all the taxable property within the City of Grinnell. It may be the City will elect to abate some or all of the debt service on these bonds with incremental taxes from this Area.

The City may also determine to use tax increment financing to provide incentives such as cash grants, loans, tax rebates or other incentives to developers in connection with urban renewal projects for commercial or industrial development and/or blight remediation or redevelopment. In addition, the City may determine to issue general obligation bonds, tax increment revenue bonds or such other obligations, or loan agreements for the purpose of making loans or grants of public funds to private businesses located in the Area for urban renewal projects. Alternatively, the City may determine to use available funds for making such loans or grants for urban renewal projects. In any event, the City may determine to use tax increment financing to reimburse the City for any obligations or advances.

Nothing herein shall be construed as a limitation on the power of the City to exercise any lawful power granted to the City under Chapter 15, Chapter 15A, Chapter 403, Chapter 427B, or any other provision of the Code of Iowa in furtherance of the objectives of this Urban Renewal Plan.

RELOCATION

The City does not expect there to be any relocation required as part of the eligible urban renewal projects; however, if any relocation is necessary, the City will follow all applicable relocation requirements.

- 16 -

Final Version

**EXHIBIT A
LEGAL DESCRIPTION OF AMENDMENT #7**

Beginning at the NW corner of the NW ¼ or the SW ¼ of Section 9, Township 80, Range 16, thence North Thirty-three (33) feet north, thence West One Hundred Sixty-three (163) feet to a point located on the north right-of-way of 11th Avenue and the Point of beginning; Thence East along the north right-of-way line of 11th Avenue to the East right-of-way line of Main Street, thence South along the east right-of-way line of Main Street to the North right-of-way line of 6th Avenue, thence West along the north right-of-way line of 6th Avenue to the East right-of-way line of Spring Street, thence north along the east right-of-way line of Spring Street Hundred Fifty (150) feet, thence West Sixty-six (66) feet to a point One Hundred Fifty (150) feet North of the 6th Avenue right-of-way line and on the West right-of-way line of Spring Street, thence North along the West right-of-way line of Spring Street to the North right-of-way line of 10th Avenue, thence East along the North right-of-way line of 10th Avenue Two Hundred Forty-three and Seventeen Hundredths (243.17) feet to the Southwest corner of Lot 10, Moyle & Pooley's 1st Subdivision, thence North along the West property line of Lots 10, 11 and 12, M&P 1st Subdivision One Hundred Ninety-three and three tenths (193.3) feet, thence West Fifteen (15) feet, thence North One Hundred Thirty-two (132) feet, thence East Thirty-five (35) feet, thence North One Hundred Ninety-eight (198) feet to the point of beginning.

And

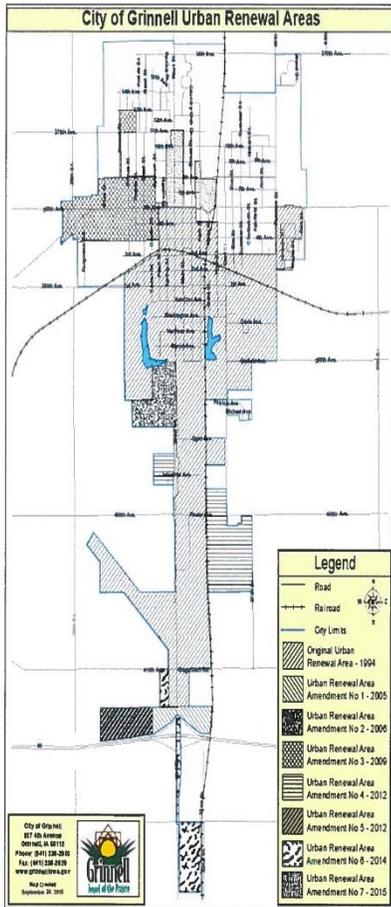
Beginning at the Southeast corner of Lot 1, Block 3, G.W. Merrill's 1st Addition, locally known as 1404 Broad Street, thence East along the North right-of-way line of 9th Avenue to a point of intersection with the East right-of-way line of Park Street, thence South on the East right-of-way line of Park Street to the south right-of-way line of 8th Avenue, thence East Seven Hundred Ninety-five (795) feet along the South right-of-way line of 8th Avenue to a point of intersection with the east property line of Parcel 180-0782600, located between 6th and 8th Avenue and Park Street and Union Pacific Railroad, thence South along the East property line of Parcel 180-0782600 to the North right-of-way line of 6th Avenue, thence West along the North right-of-way line of 6th Avenue to the East right-of-way line of Park Street, thence South along the East right-of-way line of Park Street to the South right-of-way line of 6th Avenue, thence West along the South right-of-way line of 6th Avenue Two Hundred Forty-five (245) feet, thence North Eighty (80) feet to the North right-of-way line of 6th Avenue, thence West Twenty-six (26) feet along the North right-of-way line of 6th Avenue to the Southeast corner of Lot 1, Block 7, North Grinnell, thence North along the East property lines of all of Block 7 and Block 8, North Grinnell, thence North Eighty (80) feet to a point located on the North right-of-way line of 8th Avenue and Two Hundred (200) feet West of the West right-of-way line of Park Street, thence North Two Hundred Twenty-four and Ninety-five Hundredths (224.95) feet to the Northeast corner of the property locally known as 1312 Broad Street, legally described as E 20' of N ½ of Lot 2 and N ½ Lots 3, 4 and 5, Block 9, North Grinnell, thence east Nine (9) feet to the West right-of-way line of the alley located in Block 9, North Grinnell, thence North Three Hundred Five (305) feet to the point of beginning.

**EXHIBIT B
Map of Amendment No. 7**



ORIGINAL

EXHIBIT C
MAP OF GRINNELL URA showing Amendment Nos. 1, 2, 3, 4, 5, 6 and 7



01195347-1.10542-112

Final Version

CERTIFICATE OF PUBLISHER'S
AFFIDAVIT OF PUBLICATION

STATE OF IOWA)
) SS
COUNTY OF POWESHIEK)

I, the undersigned, do hereby certify that I am now and was at the times hereinafter mentioned, the duly qualified and acting Clerk of the City of Grinnell, in the County of Poweshiek, State of Iowa, and that as such Clerk and by full authority from the Council of the City, I have caused a

NOTICE OF PUBLIC HEARING

which the clipping annexed to the publisher's affidavit hereto attached is in words and figures a correct and complete copy, to be published as required by law in the Grinnell Herald Register, a legal newspaper published at least once weekly, printed wholly in the English language, published regularly and mailed through the post office of current entry for more than two years and which has had for more than two years a bona fide paid circulation recognized by the postal laws of the United States, and has a general circulation in the City, and that the Notice was published in all of the issues thereof published and circulated on the following date:

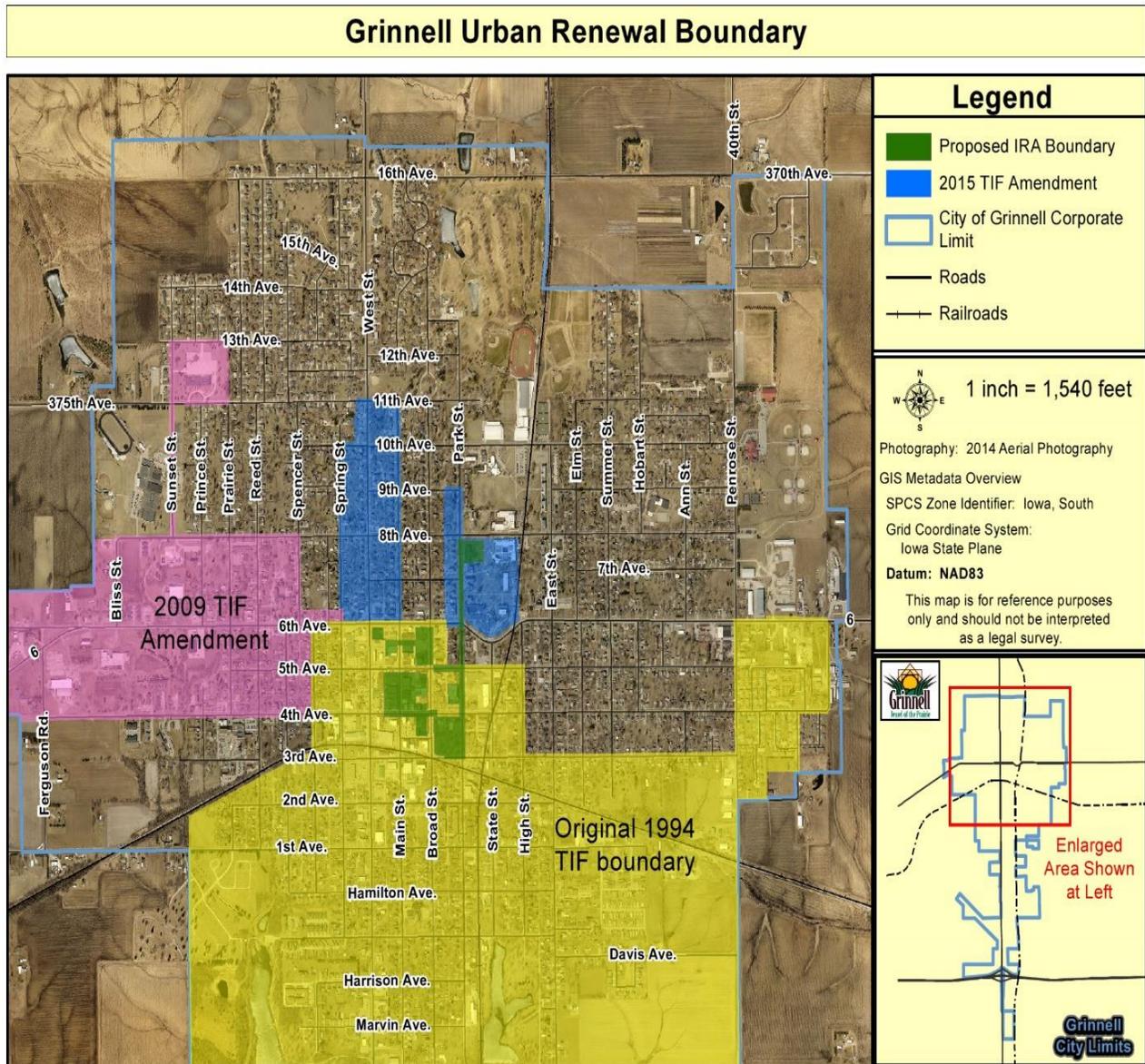
January, 20 *16*.

WITNESS my official signature this *20th* day of *January*, 20 *16*.

[Signature]
City Clerk, City of Grinnell, State of Iowa

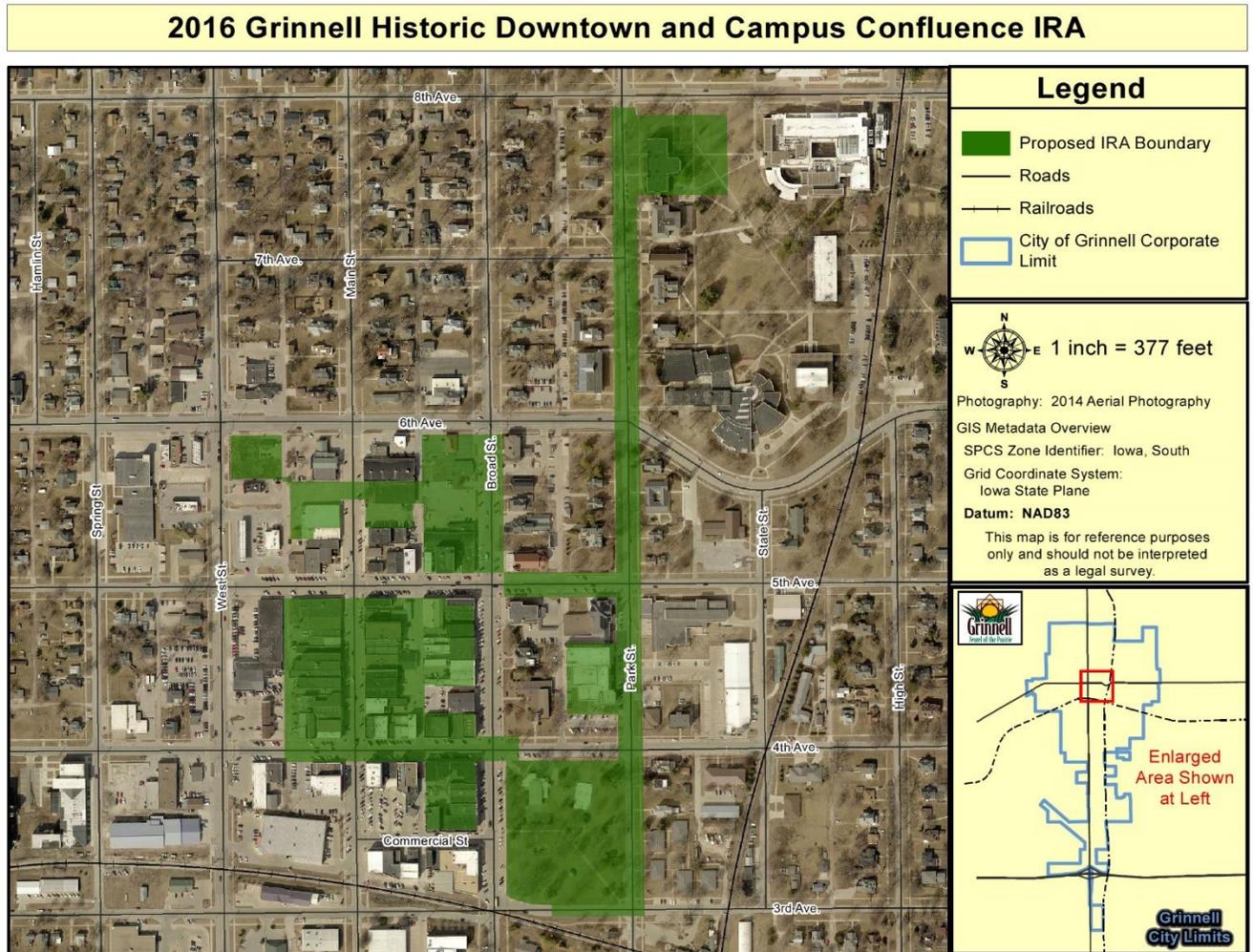


B.3 Urban Renewal Boundary Map



Note: The City of Grinnell has amended the Urban Renewal Area boundary. All of the property in the IRA is now contained within the URA.

Appendix C, Detailed Map of Reinvestment District



Appendix D, Names and Addresses of Parcel Owners

1	Property Address	Property Owner	Owner Address	Owner City/State/Zip
2	1000 MAIN	CSL IOWA SYSTEMS LLC	1000 MAIN	GRINNELL, IA 50112
3	1001 BROAD ST	ASHBY GORDON C & ASHBY KAREN R	305 14TH	GRINNELL, IA 50112
4	1013 BROAD ST	ST MARYS CHURCH	1002 BROAD	GRINNELL, IA 50112
5	1020 MAIN ST	TRUSTEES OF GRINNELL COLLEGE	733 BROAD	GRINNELL, IA 50112
6	1021 MAIN ST	GROTH TOM M & GROTH JEANNIE L	417 137TH AVE	SPICER, MN 56288
7	1026 WEST	TRUSTEES OF GRINNELL COLLEGE	733 BROAD	GRINNELL, IA 50112
8	1029 BROAD ST	KAL HOLDINGS LLC	1029 BROAD	GRINNELL, IA 50112
9	1033 BROAD ST	TRUSTEES OF GRINNELL COLLEGE	733 BROAD	GRINNELL, IA 50112
10	1101 8TH AVE	TRUSTEES OF IOWA COLLEGE	733 BROAD	GRINNELL, IA 50112
11	4TH & COMM	CARABELLI LLP	PO BOX 66	GRINNELL, IA 50112-0066
12	712 6TH AVE	P J T J INC	PO BOX 229	GRINNELL, IA 50112-0229
13	717 4TH AVE	CRAWFORD RON & YAKLIN DEBRA J	721 4TH	GRINNELL, IA 50112
14	720 5TH AVE	BYRIEL MICHAEL & BYRIEL CHARMAINE	2105 COUNTRY CLUB DR	GRINNELL, IA 50112
15	721 4TH AVE	RABBITS TAVERN INC	721 4TH	GRINNELL, IA 50112
16	801 4TH AVE	BK PROPERTIES LLC	801 4TH	GRINNELL, IA 50112
17	803 4TH AVE	SHERMAN JACK P & SHERMAN CYNTHIA J	4064 50TH ST	GRINNELL, IA 50112
18	805 4TH AVE	SHERMAN JACK P & SHERMAN CYNTHIA J	4064 50TH ST	GRINNELL, IA 50112
19	807 4TH AVE	ALKO LLC	542 462ND AVE	GRINNELL, IA 50112
20	808 5TH AVE	HART NORRIS CORPORATION	4655 OAK BAY ROAD	PORT LUDLOW, WA 98365-9203
21	809 4TH AVE	MOYER HAROLD & MOYER BEVERLY	821 ELM	GRINNELL, IA 50112
22	811 4TH AVE	HALL CORY J & HALL BARBARA C	811 4TH	GRINNELL, IA 50112
23	813 4TH AVE	SHERMAN JACK P & SHERMAN CYNTHIA J	4064 50TH ST	GRINNELL, IA 50112
24	815 4TH AVE	HAMILTON TRAVEL LLC	820 1/2 4th	GRINNELL, IA 50112
25	815 5TH AVE	MCKELVIE DENNIS E & MCKELVIE SUE A	PO BOX 213	GRINNELL, IA 50112-0213
26	816 5TH AVE	816 5TH STREET LLC	410 16TH	GRINNELL, IA 50112
27	817 COMMERCIAL ST	VOS VERLAN E & VOS LORI B REV TR	617 485TH AVE	SEARSBORO, IA 50242
28	818 4TH AVE	HAMILTON ROBERT S & BLY RACHEL R	822 4TH	GRINNELL, IA 50112
29	818 5TH AVE	JENSEN DIANE L & JENSEN CLARK J	PO BOX 687	GRINNELL, IA 50112-0687
30	819 BROAD ST	CLOWER PROPERTIES LLP	1312 BROAD	GRINNELL, IA 50112
31	819 COMMERCIAL ST	HAMILTON ROBERT S & BLY RACHEL R	822 4TH AVE	GRINNELL, IA 50112
32	819 COMMERCIAL ST	FENSKE MARY E	819 COMMERCIAL	GRINNELL, IA 50112
33	821 5TH AVE	5TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
34	821 COMMERCIAL ST	CRANMER BRAD P	1109 E 132ND ST N	GRINNELL, IA 50112

35	822 4TH AVE	HAMILTON ROBERT S & BLY RACHEL R	822 4TH	GRINNELL, IA 50112
36	823 4TH AVE	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
37	824 4TH AVE	DTZKE JOHN A REV TR & RUCHOTZKE MADGE M	PO BOX 443	GRINNELL, IA 50112-0443
38	825 BROAD ST	CARABELLI LLP	PO BOX 66	GRINNELL, IA 50112-0066
39	827 BROAD ST	LAVERMAN STANLEY G & LAVERMAN LINDA	909 STREETER	KELLOGG, IA 50135
40	829 BROAD ST	ANDERSON JAN B & ANDERSON JACQUE J	904 HIGH	GRINNELL, IA 50112
41	831 BROAD ST	ELLIOTT DOUGLAS D & ELLIOTT PEGGY PINDER	1233 BROAD	GRINNELL, IA 50112
42	833 4TH AVE	POWESHIEK COUNTY NATIONAL BANK	PO BOX 2609	CARLSBAD, CA 92018
43	833 BROAD ST	SCHILD DONALD L	PO BOX 268	GRINNELL, IA 50112
44	834 BROAD ST	GRINNELL CITY OF	927 4TH	GRINNELL, IA 50112
45	901 MAIN ST	ROZENDAAL WILLIAM A & ROZENDAAL NORMA	831 1/2 MAIN	GRINNELL, IA 50112
46	905 MAIN ST	GRINNELL LODGE 358 IOOF	905 1/2 MAIN	GRINNELL, IA 50112
47	907 MAIN ST	CRAWFORD RUSSELL A & CRAWFORD BRENDA K	1606 HOBART AVE	GRINNELL, IA 50112
48	908 MAIN ST	SHERMAN JACK P & SHERMAN CYNTHIA J	4064 50TH ST	GRINNELL, IA 50112
49	913 MAIN ST	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
50	913A MAIN	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
51	913B MAIN	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
52	913C MAIN	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
53	914 MAIN ST	ROZENDAAL WILLIAM A & ROZENDAAL NORMA	831 1/2 MAIN	GRINNELL, IA 50112
54	915 BROAD ST	CHUONG SAU K	915 BROAD	GRINNELL, IA 50112
55	915 MAIN ST	MED PROPERTIES LLC	1646 E 142ND ST S	GRINNELL, IA 50112
56	917 1/2 MAIN ST # U1	RUNYAN JOHN A & RUNYAN R NADINE TR	109 VISTA DR	MONTEZUMA, IA 50171
57	917 1/2 MAIN ST # U2	RUNYAN JOHN A & RUNYAN R NADINE TR	109 VISTA DR	MONTEZUMA, IA 50171
58	917 1/2 MAIN ST # U3	HARDY BRAD C	721 12TH	GRINNELL, IA 50112
59	917 1/2 MAIN ST # U4	RUNYAN JOHN A & RUNYAN R NADINE TR	109 VISTA DR	MONTEZUMA, IA 50171
60	917 BROAD ST	COOPER REAL ESTATE LLC	921 BROAD	GRINNELL, IA 50112
61	917 MAIN ST # U5	RUNYAN JOHN A & RUNYAN R NADINE TR	109 VISTA DR	MONTEZUMA, IA 50171
62	920 MAIN ST	BIERMAN JOHN F III & BIERMAN AUDREY M &	PO BOX 713	GRINNELL, IA 50112-0713
63	921 BROAD ST	COOPER REAL ESTATE LLC	921 BROAD	GRINNELL, IA 50112
64	921 MAIN ST	STRAND THEATER LLC	1321 WALNUT	DES MOINES, IA 50309
65	922 MAIN ST	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
66	922A MAIN	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
67	922B MAIN	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
68	923 MAIN ST	GLOBUS ROBERT A	PO BOX 1	GRINNELL, IA 50112

69	924 MAIN ST	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
70	925 BROAD ST	COOPER REAL ESTATE LLC	921 BROAD	GRINNELL, IA 50112
71	925 MAIN ST	CL IVERSON LLC	4274 100TH ST	MALCOM, IA 50157
72	926A MAIN	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
73	926B MAIN	4TH AVENUE LLC	821 5TH SUITE 100	GRINNELL, IA 50112
74	927 4TH AVE	GRINNELL CITY OF	927 4TH	GRINNELL, IA 50112
75	927 MAIN ST	BUDINICH MEREK C & BUDINICH MELISSA K	705 E 28TH ST S	NEWTON, IA 50208-2716
76	928 MAIN ST	HERMAN LODGE 273 AF AM	PO BOX 452	GRINNELL, IA 50112-0452
77	929 BROAD ST	LAKESIDE ACQUISITION LC	1320 4TH ST NE	HAMPTON, IA 50441
78	930 MAIN ST	HERMAN LODGE 273 AF AM OF CITY OF GRINNELL	PO BOX 452	GRINNELL, IA 50112-0452
79	930 MAIN ST	KARJALAHTI ENTERPRISES INC	1211 WEST ST	GRINNELL, IA 50112
80	931 BROAD	JENSEN CLARK J 1/2 & JENSEN DIANE L &	PO BOX 687	GRINNELL, IA 50112-0687
81	931 MAIN ST	HOOPE'S ANDREW A & HOOPE'S STEPHANIE L	PO BOX 103	GRINNELL, IA 50112-0103
82	933 MAIN ST	GOSSELINKS HALLMARK INC	1429 BROAD	GRINNELL, IA 50112
83	934 MAIN ST	CRAMNER BRADLEY P	1109 E 132ND ST N	GRINNELL, IA 50112
84	935 BROAD ST	JENSEN DIANE L & JENSEN CLARK J	PO BOX 687	GRINNELL, IA 50112-0687
85	937 MAIN ST	BROWNS SHOE FIT CO GENERAL OFFICE INC	111 SYCAMORE ST	SHENANDOAH, IA 51601

Appendix E, Legal Description of Boundaries

Boundary description for 2016 Grinnell Historic Downtown

And Campus Confluence IRA

Beginning at the Southwest corner of the 8th Avenue and Park Street Right-of-way (r.o.w.) intersection: thence east 80' to the Southeast corner of the 8th Avenue and Park Street Right-of-way (r.o.w.) intersection, thence south 25' on the east r-o-w line of Park Street, thence east 265' to a point 25' south of the south r.o.w. line of 8th Avenue; thence south 550' to a point 575' south of the south r.o.w. line of 8th Avenue and 265' east of the east r.o.w. line of Park Street, thence west 265' to a point 575' south of the south r.o.w. line of 8th Avenue on the east r.o.w. line of Park Street, thence south 2,630' along the east r.o.w. line of Park Street to the south street curb line of 3rd Avenue, thence west 300' along the south street curb line of 3rd Avenue, thence north 36.5' to the north r.o.w. line of 3rd Avenue, thence west 150' to the east r.o.w. line of Broad Street, thence north 450' along the east r.o.w. line of Broad Street to the south r.o.w. line of 4th Avenue, thence west 100' to the west r.o.w. line of Broad Street, thence south 225' along the west r.o.w. line of Broad Street to the north r.o.w. line of Commercial Street, thence west 165' along the north r.o.w. line of Commercial Street to the east r.o.w. line of the alley located between Main Street and Broad Street, thence North 225' to the south r.o.w. line of 4th Avenue, thence west 462' along the south r-o-w line of 4th Avenue to a point 191' west to the west r.o.w. line of Main Street, thence north 530' along the west r.o.w. line of the alley located between West Street and Main Street to the south r.o.w. line of 5th Avenue, thence east along the south r.o.w. line of 5th Avenue 537' to a point 75' west of the west r.o.w line of Broad Street, thence south 24', thence east 90' to the west r.o.w. line of Broad Street, thence south 262' along the west r.o.w. line of Broad Street, thence west 165' to the east r.o.w. line of the alley located between Main Street and Broad Street, thence south 89' along the east r.o.w. line of the alley located between Main Street and Broad Street, thence east 165' to the west r.o.w line of Broad Street, thence south 89' along the west r.o.w. line of Broad Street to the north r.o.w. line of 4th Avenue, thence east 145' along the north r.o.w. line of 4th Avenue, thence south 80' to a point 45' east of the east r.o.w. line of Broad Street and on the south r.o.w. line of 4th Avenue, thence east 311' to the west r.o.w. line of Park Street, thence north 150' along the west r.o.w. line of Park Street, thence west 165' to the east r.o.w. line of the alley located between Broad Street and Park Street, thence north 300' along the east r.o.w. line of the alley located between Broad Street and Park Street, thence east 165' to the west r.o.w. line of Park Street, thence north 150' along the west r.o.w. line of Park Street to the south r.o.w. line of 5th Avenue, thence 356'

west along the south r.o.w. line of 5th Avenue to the east r.o.w. line of Broad Street, thence north 80' to the intersection of the Broad Street and 5th Avenue r.o.w.'s, thence west 265' along the north r.o.w. line of 5th Avenue to the east r.o.w. line of the alley located between Broad Street and Main Street, thence north 225' along the east r.o.w. line of the alley located between Broad Street and Main Street, thence west 26' to the west r.o.w. line of the alley located between Broad Street and Main Street, thence south 75' along the west r.o.w. line of the alley located between Broad Street and Main Street, thence west 165' to the east r.o.w. line of Main Street, thence north 150' along the east r.o.w. line of Main Street, thence west 80' to the west r.o.w. line of Main Street, thence south 114' along the west r.o.w. line of Main Street, thence west 83', thence south 14', thence west 7', thence south 22', thence west 75' to the east r.o.w. line of the alley located between Main Street and West Street, thence north 186' along the east r.o.w. line of the alley located between Main Street and West Street, thence west 26' to the west r.o.w. line of the alley located between Main Street and West Street, thence north 10' along the west r.o.w. line of the alley located between Main Street and West Street, thence west 165' to the east r.o.w. line of West Street, thence north 140' along the east r.o.w. line of West Street, thence east 165' along the south r.o.w. line of 6th Avenue, thence south along the west r.o.w. line of the alley located between Main Street and West Street, thence east 26' to the east r.o.w. line of the alley located between Main Street and West Street, thence south 10' along the east r.o.w. line of the alley located between Main Street and West Street, thence east 436' to the east r.o.w. line of the alley between Broad Street and Main Street, thence north 150' along the east r.o.w. line of the alley between Broad Street and Main Street to the south r.o.w. line of 6th Avenue, thence east 265' along the south r.o.w. line of 6th Avenue to the east r.o.w. line of Broad Street, thence south 450' along the east r.o.w. line of Broad Street to the north r.o.w. line of 5th Avenue, thence east 450' to the west r.o.w. line of Park Street, thence north 1510' along the west r.o.w. line of Park Street to the point of beginning.

Appendix F, Substantially Benefited Real Property



Poweshiek County Assessor
Amy I Vermillion, ICA
P.O. Box 516
Montezuma, IA 50171
Phone 641-623-5445
Fax 641-623-2363
Email: assessor@poweshiekcounty.org
Website: www.iowaassessors.com

February, 2016

Laura Manatt, laura@pow180.com

Re: New Construction Projects for Grinnell Reinvestment

I have reviewed the proposed projects for the Grinnell Historic Downtown and Campus Confluence Iowa Reinvestment District as listed. The improvements would be a positive influence on the existing property tax base both directly and indirectly.

The direct impact would be noticed by the movement of the existing Grinnell Community Center from an exempt status to a taxable status. Any additional increase in taxable value added would also directly impact the existing tax base. While it is difficult to estimate the exact amount of assessed value to be added, estimated cost of construction tends to reflect the upper limit of value and would be an acceptable range of value to use. At this point Commercial property is assessed at 100% of market value and then taxed at a rate of 90% of that assessment.

Indirectly, it would be safe to assume projects of this nature will bring added value to the overall area. Although the proposed projects appear to fall under Municipal or Educational ownership and depending upon the actual use may be listed as exempt property, the scope of improvements made would lend to an overall increase in market value and activity.

Sincerely,

Amy Vermillion
Poweshiek County Assessor

Appendix G, Credentials of Study Authors



**Decision
Innovation
Solutions**

Decision Innovation Solutions
3315 109th Street, Suite B
Urbandale, IA 50322
www.decision-innovation.com

About Us

Decision Innovation Solutions (DIS) is an economic research and analysis firm based in Urbandale, Iowa with clients in 8 states. Specific areas of expertise are Policy Analysis, Feasibility & Due Diligence, Economic Impact, and Spatial & Time Series Analysis.

What We Do

DIS conducts comprehensive feasibility and due diligence planning for businesses and organizations. We identify the strengths and weaknesses of the available options and provide detailed feasibility studies and business plans to capitalize on the venture's strengths and mitigate its weaknesses.

Decision Innovation Solutions (DIS) helps community, rural and agricultural organizations and industries evaluate their economic contributions. DIS works with businesses in evaluating their community impact for grant applications, tax subsidies and to improve community relations.

DIS uses proprietary modeling to study the links among industries and quantify their contributions to the overall economy. First existing economic relationships are assessed and then a variety of tools are used to evaluate the expansion or contraction of specific economic activities.

Project Contributors

Spencer N. Parkinson, Executive Director
spence@decision-innovation.com

Education

International MBA , Food and Agribusiness	Fall 2005
Utah State University / Royal Agricultural College	Logan, Utah; Cirencester, England
Bachelor of Science , Accounting and Economics	Spring 2004
Utah State University, Graduated Cum Laude	Logan, Utah

Experience

Lead team member on Economic Impact and Economic Contribution studies for projects in agriculture, environment, energy, and public works. Recognized expert in the use of IMPLAN software and data to model economic impacts.

Merlin R. Siefken, Independent Contractor, Business Development Manager

merlin@decision-innovation.com

Education

The University of Nebraska, Lincoln, NE	University of North Carolina at Chapel Hill, NC
BS in Mechanized Agriculture with Business Administration Minor	AFSA Executive Development Program
Graduated: 4 June 1967	1989, 1990

Experience

35 years' experience in sales, finance and business operations with Deere & Company. Represented Deere on Iowa Department of Economic Development Marketing Advisory Committee. Chaired team developing feasibility study and business plan for creation of new Deere entity, John Deere Financial. Author of feasibility studies in biofuels, value added agriculture and wind energy.

Appendix H, Project Financials

Boutique Hotel and Event Center

Income Statement

	2016	2017	2018	2019	2020	2021	2022	2033	2034	2035	2036	2037	2038
Receipts													
Rooms	\$ -	\$ 270,864	\$ 1,120,474	\$ 1,200,028	\$ 1,282,315	\$ 1,367,414	\$ 1,455,405	\$ 1,885,013	\$ 1,922,713	\$ 1,961,168	\$ 2,000,391	\$ 2,040,399	\$ 2,081,207
Food & Beverage	\$ -	\$ 51,308	\$ 232,506	\$ 261,713	\$ 292,865	\$ 308,300	\$ 314,880	\$ 388,256	\$ 396,021	\$ 403,941	\$ 412,020	\$ 420,261	\$ 428,666
Leases & Rentals	\$ -	\$ 3,000	\$ 24,000	\$ 36,000	\$ 48,000	\$ 50,500	\$ 53,000	\$ 73,764	\$ 75,239	\$ 76,744	\$ 78,279	\$ 79,844	\$ 81,441
Total Receipts	\$ -	\$ 325,172	\$ 1,376,980	\$ 1,497,741	\$ 1,623,180	\$ 1,726,214	\$ 1,823,285	\$ 2,347,033	\$ 2,393,973	\$ 2,441,853	\$ 2,490,690	\$ 2,540,504	\$ 2,591,314
Cost of Sales			\$ 95,635										
Rooms	\$ -	\$ 45,771	\$ 232,433	\$ 245,333	\$ 258,398	\$ 271,630	\$ 277,428	\$ 342,075	\$ 348,917	\$ 355,895	\$ 363,013	\$ 370,273	\$ 377,679
Food & Beverage	\$ -	\$ 35,915	\$ 162,754	\$ 183,199	\$ 205,006	\$ 215,810	\$ 220,416	\$ 271,779	\$ 277,215	\$ 282,759	\$ 288,414	\$ 294,182	\$ 300,066
Leases & Rentals	\$ -	\$ 47	\$ 374	\$ 561	\$ 748	\$ 787	\$ 826	\$ 1,151	\$ 1,174	\$ 1,197	\$ 1,221	\$ 1,246	\$ 1,271
Total Cost of Sales	\$ -	\$ 81,733	\$ 395,561	\$ 429,093	\$ 464,152	\$ 488,227	\$ 498,670	\$ 615,005	\$ 627,305	\$ 639,851	\$ 652,648	\$ 665,701	\$ 679,015
Operating Expenses													
Admin & General	\$ -	\$ 22,653	\$ 113,494	\$ 121,950	\$ 130,628	\$ 137,356	\$ 140,402	\$ 173,796	\$ 177,272	\$ 180,818	\$ 184,434	\$ 188,123	\$ 191,885
Marketing	\$ -	\$ 24,069	\$ 120,587	\$ 129,572	\$ 138,793	\$ 145,941	\$ 149,177	\$ 184,658	\$ 188,351	\$ 192,118	\$ 195,961	\$ 199,880	\$ 203,877
Energy	\$ -	\$ 15,574	\$ 78,027	\$ 83,841	\$ 89,807	\$ 94,432	\$ 96,526	\$ 119,485	\$ 121,874	\$ 124,312	\$ 126,798	\$ 129,334	\$ 131,921
Property Operations & Maint.	\$ -	\$ 16,990	\$ 85,120	\$ 91,463	\$ 97,971	\$ 103,017	\$ 105,301	\$ 130,347	\$ 132,953	\$ 135,613	\$ 138,325	\$ 141,091	\$ 143,913
Total Operating Expenses	\$ -	\$ 79,286	\$ 397,228	\$ 426,826	\$ 457,199	\$ 480,746	\$ 491,406	\$ 608,285	\$ 620,451	\$ 632,860	\$ 645,517	\$ 658,428	\$ 671,596
Gross Operating Profit	\$ -	\$ 164,153	\$ 584,191	\$ 641,822	\$ 701,829	\$ 757,241	\$ 833,209	\$ 1,123,742	\$ 1,146,217	\$ 1,169,141	\$ 1,192,524	\$ 1,216,375	\$ 1,240,702
Management Fees & Salaries	\$ -	\$ 113,265	\$ 141,867	\$ 152,438	\$ 163,286	\$ 171,695	\$ 175,502	\$ 217,245	\$ 221,590	\$ 226,021	\$ 230,542	\$ 235,153	\$ 239,856
Other Expenses													
Property Taxes	\$ -	\$ -						\$ 84,462	\$ 86,151	\$ 87,874	\$ 89,632	\$ 91,425	\$ 93,253
Insurance	\$ -	\$ 4,531	\$ 22,699	\$ 24,390	\$ 26,126	\$ 27,471	\$ 28,080	\$ 34,759	\$ 35,454	\$ 36,163	\$ 36,887	\$ 37,624	\$ 38,377
FF&E Reserve	\$ -	\$ 11,327	\$ 56,747	\$ 60,975	\$ 65,314	\$ 68,678	\$ 70,201	\$ 86,898	\$ 88,636	\$ 90,409	\$ 92,217	\$ 94,061	\$ 95,942
Total Other Expenses	\$ -	\$ 15,857	\$ 79,446	\$ 85,365	\$ 91,440	\$ 96,149	\$ 98,281	\$ 121,657	\$ 124,090	\$ 126,572	\$ 129,103	\$ 131,686	\$ 134,319
Interest	\$ -	\$ 315,547	\$ 308,936	\$ 301,993	\$ 294,704	\$ 287,051	\$ 279,014	\$ 159,136	\$ 144,704	\$ 129,550	\$ 113,639	\$ 96,932	\$ 79,390
Net Income Before Taxes	\$ -	\$ (280,516)	\$ 53,943	\$ 102,025	\$ 152,399	\$ 202,347	\$ 280,411	\$ 625,705	\$ 655,833	\$ 686,998	\$ 719,240	\$ 752,605	\$ 787,138

Note: Years 2023 through 2032 columns are hidden.

Cash Flow Statement

	2016	2017	2018	2019	2020	2021	2022	2033	2034	2035	2036	2037	2038
Inflows													
Beginning Cash	\$ -	\$ 1,050,000	\$ 2,849,344	\$ 3,072,081	\$ 3,497,705	\$ 3,976,565	\$ 4,501,336	\$ 10,987,640	\$ 11,429,282	\$ 11,868,256	\$ 12,304,360	\$ 12,737,338	\$ 13,166,879
Loan Proceeds		\$ 6,310,940											
Net Cash Income	\$ -	\$ (280,516)	\$ 53,943	\$ 102,025	\$ 152,399	\$ 202,347	\$ 280,411	\$ 625,705	\$ 655,833	\$ 686,998	\$ 719,240	\$ 752,605	\$ 787,138
Iowa Reinvestment Act Fund Receipts	\$ -	\$ -	\$ -	\$ 174,067	\$ 196,831	\$ 213,394	\$ 230,239	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation Adjustment	\$ -	\$ 315,547	\$ 308,936	\$ 301,993	\$ 294,704	\$ 287,051	\$ 279,014	\$ 159,136	\$ 144,704	\$ 129,550	\$ 113,639	\$ 96,932	\$ 79,390
Adjusted Cash	\$ -	\$ 7,395,971	\$ 3,212,222	\$ 3,650,167	\$ 4,141,639	\$ 4,679,356	\$ 5,291,000	\$ 11,772,481	\$ 12,229,819	\$ 12,684,804	\$ 13,137,239	\$ 13,586,874	\$ 14,033,406
Outflows													
Repayment of Principal	\$ -	\$ 132,230	\$ 138,841	\$ 145,783	\$ 153,072	\$ 160,726	\$ 168,762	\$ 288,641	\$ 303,073	\$ 318,227	\$ 334,138	\$ 350,845	\$ 368,387
Repayment of Operating Loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings	\$ 3,885,897	\$ 3,885,897	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furnishings & Fixtures	\$ 528,500	\$ 528,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Replacement	\$ -	\$ -	\$ 1,301	\$ 6,679	\$ 12,002	\$ 17,294	\$ 22,470	\$ 54,558	\$ 58,490	\$ 62,217	\$ 65,763	\$ 69,149	\$ 72,396
Corporate Distributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ 2
Total Cash Expenditures	\$ 4,414,397	\$ 4,546,627	\$ 140,142	\$ 152,462	\$ 165,074	\$ 178,020	\$ 191,232	\$ 343,199	\$ 361,563	\$ 380,444	\$ 399,901	\$ 419,995	\$ 440,785
Ending Cash Before Borrowing	\$ (4,414,397)	\$ 2,849,344	\$ 3,072,081	\$ 3,497,705	\$ 3,976,565	\$ 4,501,336	\$ 5,099,768	\$ 11,429,282	\$ 11,868,256	\$ 12,304,360	\$ 12,737,338	\$ 13,166,879	\$ 13,592,621
Cash Flow Deficit Borrowing	\$ 4,414,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash Balance	\$ -	\$ 2,849,344	\$ 3,072,081	\$ 3,497,705	\$ 3,976,565	\$ 4,501,336	\$ 5,099,768	\$ 11,429,282	\$ 11,868,256	\$ 12,304,360	\$ 12,737,338	\$ 13,166,879	\$ 13,592,621

Note: Years 2022 through 2032 columns are hidden.

SPHO – Conditions Sheet– Part 2

CONDITIONS SHEET – PART 2
Historic Preservation Certification Application
 Project Number: 15-79-065
 Property Name: Grinnell Jr. High School and Auditorium
 Property Address: 927 4th Street, Grinnell, IA

STATE HISTORIC PRESERVATION OFFICE OF IOWA

The rehabilitation of this property as described in the Historic Certification Application will meet the Secretary of the Interior's Standards for Rehabilitation provided the following condition(s) is/are met:

This project is applying for both the state and federal tax credits and your State of Iowa Historic Tax Credit Application has been reviewed using the same documents as your Federal Historic Tax Credit application and supplemental documents.

The SHPO concurs with the National Park Service (NPS) conditional approval of the Part 2 (approval date: 2-11-16). Your state project with the same conditions as your federal project, see attached NPS conditional approval and conditions documents (pages 2-3).

SHPO Signature: Lori Unick Date: 2/18/2015
 SHPO Contact: Lori Unick
 State Historic Preservation Office
 600 E Locust St
 Des Moines, IA 50319-0290
 515-281-4129
 lori.unick@iowa.gov

CONDITIONS SHEET – PART 2
Historic Preservation Certification Application
 Project Number: 15-79-065
 Property Name: Grinnell Jr. High School and Auditorium
 Property Address: 927 4th Street, Grinnell, IA

STATE HISTORIC PRESERVATION OFFICE OF IOWA

RECEIVED
 NOV 03 2015
 UNITED STATES DEPARTMENT OF THE INTERIOR
 NATIONAL PARK SERVICE
 HISTORIC PRESERVATION CERTIFICATION APPLICATION BY SHPO
 PART 2 – DESCRIPTION OF REHABILITATION

NPS Project Number: 15-2013-012 32443

1. Property Name Grinnell Junior High School and Auditorium
 Street: 927 4th Avenue County: Poweshock State: IA Zip: 50221-2543
 City: Grinnell
 Name of Historic District: Grinnell Historic Commercial District Expanded
 Listed Individually in the National Register of Historic Places (NRHP listing)
 Located in a Registered Historic District, name of district: Grinnell Historic Commercial District Expanded
 Part 1 – Evaluation of Significance submitted? Date submitted: 05-18-2015 Date of certification: 01-09-15

2. Project Data
 Date of building: 1922 Estimated rehabilitation costs (NPS): \$4,500,000
 Number of buildings in project: 1 Floor area before/after rehabilitation: 66,166 / 85,166 sq ft
 Start date (tentative): 12/29/2015 Likely before/after rehabilitation: gov bldg / school
 Completion date (tentative): 12/29/2016 Number of housing units before/after rehabilitation: 0 / 0
 Number of phases in project: 1 Number of new exterior historic contributing properties before/after rehabilitation: 0 / 0

3. Project Contact (if different from applicant)
 Name: Angela C Sheerer Company: Christensen Development
 Street: 215 E 3rd Street Ste 300 City: Des Moines State: IA
 Zip: 50309 Telephone: (515) 822-3257 Email Address: angela@christensendev.com

4. Applicant
 I hereby affirm that the information I have provided is to the best of my knowledge, belief, and faith true and correct, and I am not aware of any information that would cause the National Park Service to believe that the information I have provided is false or misleading. I understand that providing false or misleading information is a violation of the National Park Service's regulations and may result in the denial of this application and the revocation of any certification or approval that has been issued. I understand that providing false or misleading information is also a violation of the National Park Service's regulations and may result in the denial of this application and the revocation of any certification or approval that has been issued. I understand that providing false or misleading information is also a violation of the National Park Service's regulations and may result in the denial of this application and the revocation of any certification or approval that has been issued.
 Applicant: Grinnell Center LLC Signature: [Signature]
 Street: 102 EAST 20TH ST City: Grinnell
 Zip: 50112 Telephone: (641) 990-0222 Email Address: angela@grinnellcenterllc.com
 Applicant, SHPO, or NPS has changed since previously submitted application.

NPS Official Use Only
 The National Park Service has reviewed the Historic Preservation Certification Application - Part 2 for the above named property and has determined that:
 The rehabilitation described herein is consistent with the historic character of the property and, where appropriate, with the street and/or neighborhood and that the project meets the Secretary of the Interior's Standards for Rehabilitation. This determination is a preliminary determination only, since a formal certification of rehabilitation can be issued only by the Secretary of the Interior.
 The rehabilitation described herein will meet the Secretary of the Interior's Standards for Rehabilitation if the stated conditions are met.
 The rehabilitation described herein is not consistent with the historic character of the property or the district in which it is located and that the project does not meet the Secretary of the Interior's Standards for Rehabilitation.
 Date: 2/11/2016 National Park Service Signature: Angela C. Sheerer
 NPS conditions or comments attached

CONDITIONS SHEET – PART 2
Historic Preservation Certification Application
 Project Number: 15-79-065
 Property Name: Grinnell Jr. High School and Auditorium
 Property Address: 927 4th Street, Grinnell, IA

STATE HISTORIC PRESERVATION OFFICE OF IOWA

RECEIVED
 NOV 03 2015
 UNITED STATES DEPARTMENT OF THE INTERIOR
 NATIONAL PARK SERVICE
 HISTORIC PRESERVATION CERTIFICATION APPLICATION BY SHPO
 PART 2 – DESCRIPTION OF REHABILITATION

NPS Project Number: 15-2013-012 32443

Property name: Grinnell Junior High School and Auditorium **Project Number:** 32443
Property address: 927 4th Avenue, Grinnell, IA

The rehabilitation of this property as described in the Historic Preservation Certification Application will meet the Secretary of the Interior's Standards for Rehabilitation provided that the following condition(s) is/are met:
 New partition walls must not intersect or negatively impact the windows. Many of the walls proposed for the hotel rooms show walls meeting windows which appear to have a negative impact on the historic window openings, both from the exterior and interior. While it may be possible to have walls intersect at the mullion, we recommend submitting this detail as an amendment through the IA SHPO to the NPS for review and approval to ensure conformance with the Standards. Photographs showing this condition has been met must be submitted with the Request for Certification of Completed Work.
 New and replacement glazing must be clear, non-reflective and without tint. Photographs showing this condition has been met must be submitted with the Request for Certification of Completed Work.
 For clarification, in areas of the building where the pre-existing condition is a finished space, it is expected that these spaces will have compatible walls and ceilings, such as painted drywall. Exposed structure is not acceptable as that is not the pre-existing condition. New features and finishes in the building must be compatible with the building's historic character. Photographs showing this condition has been met must be submitted with the Request for Certification of Completed Work.

The National Park Service has determined that this project will meet the Secretary of the Interior Standards for Rehabilitation if the condition(s) listed in the box above are met.
 Any changes to the scope of work described in the application should be submitted as an amendment through the Iowa State Historic Preservation to the National Park Service for review and approval to ensure conformance with the Standards.
 February 11, 2016
 Date: February 11, 2016 National Park Service Signature: Angela C. Sheerer Telephone Number: 202-354-2038

Downtown Public Investment Projects

Sources and Uses of Funds

Funding Uses		Funding Sources	
Site Preparation	\$0	Iowa Great Places	\$150,000
Building Acquisition	\$0	Grinnell Hotel/Motel Tax	\$550,000
Building Construction	\$2,700,000	Private Donations	\$700,000
Building Remodeling	\$0	Iowa Reinvestment District	\$1,525,000
Fixtures	\$0	City of Grinnell	\$700,000
Architectural Design	\$300,000		\$0
Engineering Design	\$0		\$0
Construction Admin.	\$0		\$0
Site Preparation	\$0	Storm Sewer Fund Balance	\$300,000
Building Acquisition	\$0	Sanitary Sewer Fund	\$300,000
Streets and Other Public Infrastructure	\$4,500,000	Water Fund Balance	\$100,000
Building Remodeling	\$0	Grinnell College	\$400,000
Fixtures	\$0	General Obligation Bond	\$3,275,000
Architectural Design	\$0		
Engineering Design	\$500,000		\$
Construction Admin.	\$0		\$
Other	\$0		\$
Total Project Budget	\$8,000,000	Total Funding Sources	\$8,000,000

Zone of Confluence

Income Statement

	2016	2017	2018	2019	2020	2021	2022	2032	2033	2034	2035	2036	2037	2038
Receipts														
Catalyst Project, Phase 1 (Yrs 1-3)														
Campus Store Anchor	\$ -	\$ 434,765	\$ 886,920	\$ 1,358,346	\$ 1,385,513	\$ 1,413,223	\$ 1,441,488	\$ 1,757,166	\$ 1,792,309	\$ 1,828,155	\$ 1,864,718	\$ 1,902,013	\$ 1,940,053	\$ 1,978,854
Market Destination Retail/Food	\$ -	\$ 475,524	\$ 970,069	\$ 1,485,691	\$ 1,515,405	\$ 1,545,713	\$ 1,576,627	\$ 1,921,900	\$ 1,960,338	\$ 1,999,545	\$ 2,039,536	\$ 2,080,326	\$ 2,121,933	\$ 2,164,372
Flex Service Space	\$ -	\$ 54,346	\$ 110,865	\$ 169,793	\$ 173,189	\$ 176,653	\$ 180,186	\$ 219,646	\$ 224,039	\$ 228,519	\$ 233,090	\$ 237,752	\$ 242,507	\$ 247,357
Outdoor Public Use	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking (75 units)	\$ -	\$ -	\$ 1,875	\$ 1,913	\$ 1,951	\$ 1,990	\$ 2,030	\$ 2,474	\$ 2,524	\$ 2,574	\$ 2,625	\$ 2,678	\$ 2,732	\$ 2,786
Other Project Elements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Receipts, Phase 1	\$ -	\$ 964,634	\$ 1,969,729	\$ 3,015,743	\$ 3,076,058	\$ 3,137,579	\$ 3,200,331	\$ 3,901,185	\$ 3,979,209	\$ 4,058,793	\$ 4,139,969	\$ 4,222,769	\$ 4,307,224	\$ 4,393,368
Secondary Projects, Phase 2 (Yrs 4-20)														
GC Campus Use	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City of Grinnell Municipal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Market Driven Residential (20 units)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grinnell Community Visitor Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Market Destination Retail/Food	\$ -	\$ -	\$ -	\$ -	\$ 492,507	\$ 811,499	\$ 1,143,055	\$ 3,843,800	\$ 3,920,676	\$ 3,999,089	\$ 4,079,071	\$ 4,160,653	\$ 4,243,866	\$ 4,328,743
Total Receipts, Phase 2	\$ -	\$ -	\$ -	\$ -	\$ 492,507	\$ 811,499	\$ 1,143,055	\$ 3,843,800	\$ 3,920,676	\$ 3,999,089	\$ 4,079,071	\$ 4,160,653	\$ 4,243,866	\$ 4,328,743
Total Receipts, Phases 1 & 2	\$ -	\$ 964,634	\$ 1,969,729	\$ 3,015,743	\$ 3,568,565	\$ 3,949,079	\$ 4,343,386	\$ 7,744,985	\$ 7,899,885	\$ 8,057,883	\$ 8,219,040	\$ 8,383,421	\$ 8,551,090	\$ 8,722,111
Retail Cost of Sales														
Cost of Goods Sold	\$ -	\$ 383,924	\$ 783,952	\$ 1,200,266	\$ 1,420,289	\$ 1,571,733	\$ 1,728,668	\$ 3,082,504	\$ 3,144,154	\$ 3,207,037	\$ 3,271,178	\$ 3,336,602	\$ 3,403,334	\$ 3,471,400
Direct Labor	\$ -	\$ 21,164	\$ 43,216	\$ 66,165	\$ 78,294	\$ 86,643	\$ 95,294	\$ 169,925	\$ 173,323	\$ 176,790	\$ 180,326	\$ 183,932	\$ 187,611	\$ 191,363
Total Cost of Sales	\$ -	\$ 405,089	\$ 827,168	\$ 1,266,431	\$ 1,498,583	\$ 1,658,376	\$ 1,823,961	\$ 3,252,429	\$ 3,317,478	\$ 3,383,827	\$ 3,451,504	\$ 3,520,534	\$ 3,590,945	\$ 3,662,764
Operating Expenses														
Rent/Utilities	\$ -	\$ 36,000	\$ 73,510	\$ 112,548	\$ 133,179	\$ 147,380	\$ 162,095	\$ 289,043	\$ 294,824	\$ 300,720	\$ 306,735	\$ 312,869	\$ 319,127	\$ 325,509
Insurance	\$ -	\$ 5,711	\$ 11,661	\$ 17,853	\$ 21,126	\$ 23,379	\$ 25,713	\$ 45,850	\$ 46,767	\$ 47,703	\$ 48,657	\$ 49,630	\$ 50,622	\$ 51,635
Labor, Including Admin	\$ -	\$ 47,036	\$ 96,044	\$ 147,048	\$ 174,003	\$ 192,557	\$ 211,783	\$ 377,645	\$ 385,198	\$ 392,902	\$ 400,760	\$ 408,776	\$ 416,951	\$ 425,290
Other	\$ -	\$ 123,454	\$ 252,086	\$ 385,955	\$ 456,705	\$ 505,403	\$ 555,867	\$ 991,203	\$ 1,011,027	\$ 1,031,248	\$ 1,051,873	\$ 1,072,910	\$ 1,094,368	\$ 1,116,256
Total Operating Expenses	\$ -	\$ 212,200	\$ 433,301	\$ 663,403	\$ 785,013	\$ 868,718	\$ 955,458	\$ 1,703,742	\$ 1,737,817	\$ 1,772,573	\$ 1,808,025	\$ 1,844,185	\$ 1,881,069	\$ 1,918,690
Gross Operating Profit	\$ -	\$ 347,346	\$ 709,260	\$ 1,085,909	\$ 1,284,969	\$ 1,421,984	\$ 1,563,966	\$ 2,788,814	\$ 2,844,591	\$ 2,901,482	\$ 2,959,512	\$ 3,018,702	\$ 3,079,076	\$ 3,140,658
Other Expenses														
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ 23,705	\$ 24,180	\$ 24,663	\$ 25,156	\$ 30,665	\$ 31,279	\$ 31,904	\$ 32,542	\$ 33,193	\$ 33,857	\$ 34,534
Total Other Expenses	\$ -	\$ -	\$ -	\$ 23,705	\$ 24,180	\$ 24,663	\$ 25,156	\$ 30,665	\$ 31,279	\$ 31,904	\$ 32,542	\$ 33,193	\$ 33,857	\$ 34,534
Total Depreciation/Amortization Expense	\$ -	\$ 7,215	\$ 14,734	\$ 22,558	\$ 26,693	\$ 29,539	\$ 32,489	\$ 57,932	\$ 59,091	\$ 60,273	\$ 61,478	\$ 62,708	\$ 63,962	\$ 65,241
Property Taxes	\$ -	\$ 14,903	\$ 30,401	\$ 46,561	\$ 106,981	\$ 169,799	\$ 235,087	\$ 437,462	\$ 446,211	\$ 455,135	\$ 464,238	\$ 473,523	\$ 482,993	\$ 492,653
Total Expenses	\$ -	\$ 639,407	\$ 1,305,604	\$ 2,022,658	\$ 2,441,449	\$ 2,751,095	\$ 3,072,151	\$ 5,482,231	\$ 5,591,875	\$ 5,703,713	\$ 5,817,787	\$ 5,934,143	\$ 6,052,826	\$ 6,173,882
Net Income Before Taxes	\$ -	\$ 325,227	\$ 664,125	\$ 993,085	\$ 1,127,116	\$ 1,197,983	\$ 1,271,235	\$ 2,262,755	\$ 2,308,010	\$ 2,354,170	\$ 2,401,253	\$ 2,449,278	\$ 2,498,264	\$ 2,548,229

Note: Years 2023 through 2032 columns are hidden.

Cash Flow Statement

	2016	2017	2018	2019	2020	2021	2022	2032	2033	2034	2035	2036	2037	2038
Inflows														
Beginning Cash	\$ 6,700,000	\$ 7,366,667	\$ 4,244,806	\$ 1,459,454	\$ 2,373,892	\$ 3,414,591	\$ 4,516,066	\$ 20,679,620	\$ 22,888,641	\$ 25,129,078	\$ 27,401,703	\$ 29,502,540	\$ 31,596,624	\$ 34,040,964
Loan Proceeds	\$ 4,000,000	\$ -												
Net Cash Income	\$ -	\$ 325,227	\$ 664,125	\$ 993,085	\$ 1,127,116	\$ 1,197,983	\$ 1,271,235	\$ 2,262,755	\$ 2,308,010	\$ 2,354,170	\$ 2,401,253	\$ 2,449,278	\$ 2,498,264	\$ 2,548,229
Iowa Reinvestment Act Fund Receipts	\$ -	\$ -	\$ -	\$ 43,517	\$ 49,208	\$ 53,348	\$ 57,560	\$ 226,359	\$ 230,886	\$ 235,504	\$ 35,521	\$ -	\$ -	\$ -
Depreciation Adjustment	\$ -	\$ 7,215	\$ 14,734	\$ 22,558	\$ 26,693	\$ 29,539	\$ 32,489	\$ 57,932	\$ 59,091	\$ 60,273	\$ 61,478	\$ 62,708	\$ 63,962	\$ 65,241
Adjusted Cash	\$ 10,700,000	\$ 7,699,110	\$ 4,923,665	\$ 2,518,614	\$ 3,576,909	\$ 4,695,462	\$ 5,877,349	\$ 23,226,667	\$ 25,486,628	\$ 27,779,025	\$ 29,899,955	\$ 32,014,527	\$ 34,158,850	\$ 36,654,434
Outflows														
Repayment of Principal	\$ -	\$ 120,970	\$ 127,019	\$ 133,370	\$ 140,038	\$ 147,040	\$ 154,392	\$ 251,489	\$ 264,063	\$ 277,266	\$ 291,130	\$ 305,686	\$ -	\$ -
Repayment of Operating Loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings	\$ 3,216,667	\$ 3,216,667	\$ 3,216,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furnishings & Fixtures	\$ 116,667	\$ 116,667	\$ 116,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Replacement	\$ -	\$ -	\$ 3,859	\$ 11,352	\$ 22,279	\$ 32,356	\$ 41,670	\$ 86,537	\$ 93,488	\$ 100,056	\$ 106,285	\$ 112,217	\$ 117,886	\$ 123,326
Corporate Distributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cash Expenditures	\$ 3,333,333	\$ 3,454,304	\$ 3,464,211	\$ 144,721	\$ 162,318	\$ 179,396	\$ 196,063	\$ 338,025	\$ 357,551	\$ 377,322	\$ 397,415	\$ 417,903	\$ 117,886	\$ 123,326
Ending Cash Before Borrowing	\$ 7,366,667	\$ 4,244,806	\$ 1,459,454	\$ 2,373,892	\$ 3,414,591	\$ 4,516,066	\$ 5,681,286	\$ 22,888,641	\$ 25,129,078	\$ 27,401,703	\$ 29,502,540	\$ 31,596,624	\$ 34,040,964	\$ 36,531,108
Cash Flow Deficit Borrowing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash Balance	\$ 7,366,667	\$ 4,244,806	\$ 1,459,454	\$ 2,373,892	\$ 3,414,591	\$ 4,516,066	\$ 5,681,286	\$ 22,888,641	\$ 25,129,078	\$ 27,401,703	\$ 29,502,540	\$ 31,596,624	\$ 34,040,964	\$ 36,531,108

Note: Years 2023 through 2032 columns are hidden.

Catalyst Project Market Feasibility

IRA Appendix – Catalyst Project Market Feasibility

I. Introduction

Bolan Smart Associates, Inc. (Bolan Smart) is working with a planning team led by McGraw Bagnoli Architects to provide Grinnell College with project based information for the Iowa Reinvestment Act (IRA) application updated submission. The immediate focus is to define the “Catalyst Project” within the context of a vision for the overall Zone of Confluence (Zone or ZOC).

Tasks undertaken by Bolan Smart comprised:

- a) Reviewing / confirming project goals and objectives and definition of primary assumptions;
- b) Examining existing real estate conditions in downtown Grinnell, including inventorying uses, building physical conditions, underutilized sites, property ownership, etc.;
- c) Assessing possible retail sales “gaps” (spending leakage to elsewhere and market demand potential);
- d) Helping identify possible target uses for a Catalyst Project within the Zone of Confluence; and
- e) Researching market economics to support the financial viability of components of the Catalyst Project.

II. Methodology

The project commenced with a market reconnaissance phase comprised of four primary tasks:

1. Conducting comprehensive site visits encompassing the Grinnell College campus, downtown Grinnell, Route 146 corridor spanning from downtown to Interstate 80 (I-80), major employment facility locations (Grinnell Regional Medical Center, Grinnell Mutual Reinsurance Company, Brownells, etc.), and touring neighboring commercial service communities (Newton, Tama, Montezuma, Oskaloosa, Pella, Marshalltown, Iowa City, Cedar Rapids).
2. Reviewing existing reports and other data including:
 - 2015 IRA Application
 - Retail Trade Analysis Report 2014, Iowa State University
 - Grinnell CBD Parking Inventory
 - Grinnell Hotel Feasibility Study
 - Chamber of Commerce (visitor brochure, Uoi employer survey, online guides)
 - Poweshiek County Laborshed Analysis 2014
 - Housing Market Assessment 2012, Real Property Research Group
 - Building a Better Grinnell Report 2012
 - property listings
 - ESRI demographic data (including population and employment information)
 - Grinnell College employment data
 - 2014 Iowa Department of Transportation traffic counts
 - tax assessment records
 - appraisal reports
3. Interviewing stakeholders and real estate / economic development related practitioners, including but not limited to: Grinnell College representatives, City of Grinnell Manager, Chamber of Commerce representatives, Poweshiek Iowa Development representative, Grinnell Private Investment Corporation, local business owners and tenants, property landlords and investors, and other industry related persons.

4. Examining select comparative college towns for demographic data, downtown proximity, etc.

An analysis phase followed project market reconnaissance which encompassed demand demographics and employment, downtown visitorship potential and real estate market / supply analysis and is presented herein.

III. Demand Demographics and Employment

Grinnell is the dominant community in Poweshiek County and the only community with a population greater than 2,000. Over the past decade, population growth in Grinnell and the county has been relatively static. Current demographic and employment data is presented and defined as retail trade areas, a geographic area representing likely demand. Typically a customized polygon is created based on the combination of infrastructure, natural barriers and most importantly, proximity to nearby competition. After evaluating these trade area factors, it is coincidental that a customized polygon approximates a 10 mile radius from downtown Grinnell, representing the approximate halfway point to Newton, Tama, Montezuma and slightly further to Marshalltown. Data sets comprise (see Exhibit 1):

- a) 1 mile radius (red) – represents downtown and college proximate submarkets;
- b) 3 mile radius (green) – encapsulates the City of Grinnell plus some;
- c) City of Grinnell (purple) – benchmark for local data;
- d) 10 mile radius (blue) – likely trade area since Grinnell is more of a county hub, it can draw from further afield; 10 miles is roughly the mid-point to several neighboring towns (black); and
- e) Iowa – provides state data as another benchmark.



Source: ESRI and Bolan Smart, 1/2016

A summary of the population and employment are presented below in Tables 1 and 2.

Table 1 – 2015 Population Highlights

Description	1-Mile	3-Miles	Grinnell	10-Miles	Iowa
Population	7,710	9,450	8,990	13,680	3,128,650
Median Age	34	37	36	41	39
Average Household Income	\$65,000	\$71,100	\$70,000	\$75,100	\$67,900

Source: ESRI and Bolan Smart, 1/2016

**Table 2 – 2015 Employment by Industry
10 Mile Trade Area**

Industry Sector	# Employees
Education	2,100
Retail Trade	1,000
Manufacturing	1,300
Health Services	1,100
Finance, Insurance, Real Estate	500
Accommodation & Food Service	600
Government & Other	2,400
Total	9,000

Source: ESRI and Bolan Smart, 1/2016

A table with more detailed demographic and employment data is provided in the appendices herein, some highlights being:

- a) Higher younger age cohort for the 1 mile data set reflects impact of college;
- b) Single couples and married with no kids comprise the majority of households (average household size is slightly higher than two people);
- c) Outside of the college related population, the Grinnell area is a home owner dominant market with higher ownership rates in the larger data sets;
- d) Highly educated population;
- e) Average household income levels (but higher income for actual employed households / not students); and
- f) Less than one employee for every resident.

To be expected with the mix of local employment and college related activities, and as confirmed in street level anecdotal observations, downtown Grinnell serves a diverse range of consumer preferences. This market segmentation diversity means that in addition to being a small market with limited peripheral demand sources (distance of downtown Grinnell from I-80 and the very low density of population between adjacent towns) the actual market sources that may support individual retailer types is considerably smaller than the aggregate population and employment numbers would indicate.

At a glance, the 10 mile primary trade area's population tapestry segmentation as generated by the national demographic data firm ESRI further conveys the market diversity of Grinnell's population. The lifestyle groups presented, which are categorized based on market segments that share a common

experience (i.e. same generation) or significant demographic trait (i.e. income), are spread primarily over eight different groups. Descriptions of these lifestyle groups highlight diversity and market segmentation:

- small town – groups that grow up and stay close to home;
- country living – examples include green acres and prairie living;
- middle ground – single/married millennials, renters/homeowners, and middle / working class;
- genXurban – middle aged with families with fewer kids and a mortgage; and
- exurbanites – established wealth, educated, well-traveled married couples.

Lastly, the appendices also includes some demographic data on other communities that may appear to have some similar characteristics to Grinnell (i.e. primarily size and college town aspects) but are often quite divergent regarding background market trade area characteristics. The data highlights Grinnell's comparatively limited peripheral demand sources.

IV. Downtown Visitorship Opportunities

Grinnell is a centrally located hub for Poweshiek County (captures 63% of retail sales in Poweshiek County with 49% of the County's population). The focus of this analysis is how these retail customers patronize downtown Grinnell. Two components of primary trade area demand not already addressed but have the potential to generate downtown patronage comprise:

1. Visitors: captive college demand sources (note 63% of all visitors in the Chamber of Commerce are there based on some form of College affiliation).
2. Commuter demand / daily traffic:
 - Over 2,700 people commute more than 10 miles to work in Grinnell:
 - ✓ 3,865 in-commuters
 - ✓ 2,000 local commuters
 - ✓ 1,995 commuting out
 - 2014 City Traffic Counts (ADV)
 - ✓ 9,600 exit north off I-80 (26,500+ on I-80)
 - ✓ 9,100 just south of the intersection of Route 146 and 6th Avenue
 - ✓ 7,000 on 6th Avenue east of Route 146
 - ✓ 2,990 on Broad between 4th and 5th Streets
 - ✓ 2,220 on Board Street between 5th and 6th Streets
 - ✓ 2,260 on Main Street between 4th and 5th Streets
 - ✓ 1,660 on Main Street between 5th and 6th Street

Existing Visitorship

Illustrated in Exhibit 2 are multiple demand factors that when combined add up to the estimated existing average daily number of downtown visitors. These data points have been reviewed and discussed with community stakeholders including City representatives and affiliated organizations.

Exhibit 2 – Existing Downtown Grinnell Visitorship (2015)



Catalyst Project Potential to Increase Visitorship Opportunities

One of the ways to help define a new retail project is to determine likely market share / demand capture. Overall, the goal is to increase daily visits to the downtown area by at least 20%. The expectation is to derive half of these new visits (350+ new downtown visits/day) from existing Grinnell College-related users and the other half (350+) from non-Grinnell College users not otherwise coming or staying downtown. This split reflects the overall desire to create a vibrant space attractive to a mix of users as well as the reality of a very diverse market base. The Grinnell College based increased visitorship will be achieved almost immediately by the relocation of their current bookstore to downtown. The non-Grinnell College patronage will likely evolve over time as synergistic uses emerge, including the projected impact of locating a proposed new City parking facility in the Zone of Confluence. Increasing visitorship by a total of 20% over time is considered reasonable with geographically concentrated new (and or relocated) uses that will help create a critical mass / enhanced regional destination.

Exhibit 3 – Catalyst Project Potential to Increase Visitorship

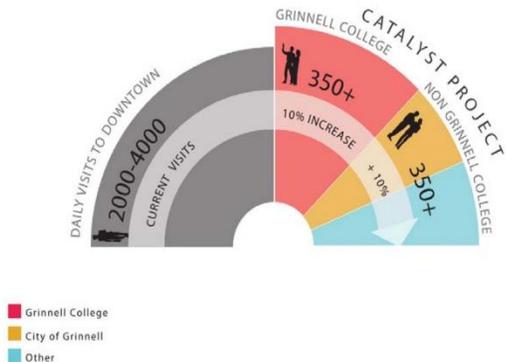
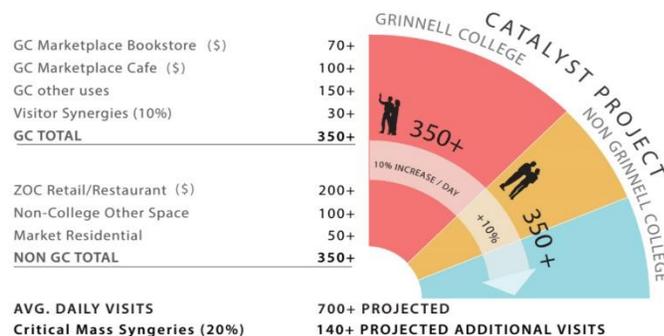


Exhibit 4 - Catalyst Project Visitorship Goals

POTENTIAL VISITORSHIP INCREASE



- Grinnell College
- City of Grinnell
- Other

V. Downtown Market Supply Equation

Although downtown Grinnell has a critical mass of square footage, it is spread out over a relatively larger area. This study defines downtown comprising nine blocks spanning from 6th down to 3rd Avenues on the north / south axis and from West to Park Streets from west to east (see Exhibit 5).

Exhibit 5 – Downtown Grinnell



Existing Inventory

Downtown Grinnell has over 650,000 square feet of existing building inventory. Of this inventory, only approximately 200,000 square feet, or 30%, is occupied retail / restaurant space. Net of vacancies, the other primary downtown uses include office, residential and institutional users. Effective vacancy comprises an estimated 150,000 to 250,000 square feet (up to 40% of the total inventory) which includes underutilized / marginally occupied space as well as actual vacancies. Two of the primary contributing factors of this systemic vacancy / underutilized space include:

1. historic buildings that are not right-sized to satisfy contemporary retailing formats; and
2. high capital investment cost thresholds to make buildings suitable for ongoing occupancy.

Table 3 highlights some of the key components of the downtown inventory.

Table 3 – Downtown Grinnell Preliminary Inventory Analysis

Description	Preliminary Results
Downtown Inventory:	9 blocks (West to Park, 6th to 3th) 500,000 gsf of first floor building area <u>150,000</u> gsf upper and lower level building area 650,000+/- gsf total
Occupied vs Vacant:	400,000 gsf occupied 100,000 gsf marginally occupied 150,000 gsf vacant / mostly vacant
Inventory Use Categories:	200,000 gsf retail / restaurant 125,000 gsf office 100,000 gsf residential (100+ units) 75,000 gsf other / institutional <u>150,000</u> gsf vacant / semi vacant 650,000 gsf total
Occupied Retail / Restaurants:	45,000 gsf restaurants 25,000 general merchandise (sports, music, shoes, jewelry) 40,000 gsf miscellaneous retail (gifts, flowers, consignment) 18,000 gsf grocery / convenience <u>72,000</u> gsf other (banks, hardware, auto, appliances, etc) 200,000 gsf occupied retail

Source: ESRI, real estate tax assessments, market reports, broker listings Grinnell Chamber of Commerce and Bolan Smart, 1/2016

Retail Opportunities in Downtown Grinnell

Opportunities for new retail in Downtown Grinnell is analyzed based on market research / stakeholder outreach resulting in a SWOT analysis (strength, weaknesses, opportunities and threats) combined with demographic data on retail sales.

Market Strengths / Opportunities

- a) Restaurants
 - desire for restaurant diversity
 - operator desire for better facilities
- b) Retail
 - stable retail sales per capita since 2007
 - destination specialty retail can work; not so much general merchandise
 - desire for right sized, modern retail space
- c) Residential
 - strong downtown centric residential market
 - demand for additional downtown rental product
- d) Parking – demand for more parking (residential need and location driven)
- e) Need 18 hour vitality and activity space (multigenerational – ice skating, mini-golf)

- f) Large employers cite need for child care, rental housing and fast casual food options (30 minute lunches)
- g) Interest in fostering social interaction
- h) Mixed perceptions / opportunities for stronger town-gown links
- i) Buzz factor for “identity, will visit” destination
- j) Might be okay to see some existing downtown uses relocate to the Zone
- k) Private development interest

Market Weaknesses / Threats

- a) Restaurants – enough overall existing restaurant sf (fast food supply surplus perception)
- b) Retail
 - no shortage of retail space, but not necessarily optimum for user needs (systemic causes)
 - difficult to maintain sole proprietor / labor intensive businesses
 - market size generally below credit tenant investment thresholds
 - street level commercial vacancy will continue to be norm
 - very limited evening hours of retailing operation, including some daytime closures
 - limited number of 18/7 destination anchors
- c) Residential
 - plenty of Grinnell area housing options > \$250,000
 - older housing stock – median age 1972
 - 71% of rental housing stock built prior to 1980s; only 9.6% of rentals have been built since 2000
- d) Parking - downtown parking pressures
- e) Retail Gap Challenge – blending of trade area segmented consumer groups
- f) Over building – cannibalizing existing uses
- g) Wayfinding can be challenged
- h) Downtown Grinnell has no prominent identity / multiple touch points
- i) Existing public subsidy dollars is important for other new investment downtown
- j) Private demand potential but cost of space is generally well below replacement cost (doesn’t support new construction necessitating heavy application / reliance on tax credits)
- k) Major area employers have internal amenities
- a) Visitor engagement not focused (public interest facilities and services geographically spread out)
- b) Poor lighting for pedestrians on 6th Ave between campus and downtown
- c) No late night student hangouts
- d) Banks will ultimately downsize

Existing Retail Sales and Leakage

Retail sales information tracked by geographic origin generated by state sales tax data correlated with estimated consumer demand is a commonly used baseline for quantifying the potential volume of retail

sales that may or may not be being captured in a given trade area. While only an order-of-magnitude indicator, for purposes of this study, ESRI supplied data was evaluated for each of the indicated demographic trade areas summarized in Table 1. The result of this demographic analysis shows a trade areas retail supply surplus or gap (expenditure leakage to elsewhere). As expected, with limited population downtown, there is a surplus of retail supply (more retail than residents can support) in the smaller trade areas. This retail surplus eventually turns into a retail sales deficit or gap (more consumer demand than the existing retail sales) as the trade area is expanded, such that at the 10 mile radius from downtown Grinnell the so called retail leakage out of the trade area is estimated at \$36.5 million. This leakage represents 16% of the overall retail sales consumer expenditures of \$226.6 million across all categories (ranging from large appliances to pet zebras and everything in between). By contrast with other communities, this degree of retail leakage across all sectors is not especially large, in particular considering the proximity of Grinnell to Des Moines and Iowa City, as well as the common out of state travel for a significant part of the local population and employment group.

Assuming that new retail in downtown Grinnell could capture 15% of this greater trade area leakage (see Table 4) comprised of the retail segments listed below in Table 5, there is potential pool of \$5.0 million in net sales that the proposed IRA Reinvestment District could tap into. Assuming further that the Catalytic Project / Zone of Confluence can help jump start and anchor additional user demand at 60% of the above \$5.0 million would likely be able to generate at least \$3.0 million in new retail sales, focused on the retail sectors listed in Table 4. (Note new sales does not include existing uses relocated to the IRA Reinvestment District, such as Grinnell College bookstore activity.)

Table 4 – 10 Mile Primary Trade Area Retail Sales Representation (2015)

Description	Estimated Sales
Consumer Demand (retail potential)	\$226,500,000
Retail Sales (business revenues / supply)	\$190,000,000
Retail Sales Gap (spending leakage to elsewhere)	\$36,500,000
Downtown Grinnell Estimated New Retail Sales Capture @ 15% of Retail Sales Gap	\$36.5M X .15 = \$5,000,000+
Catalyst Project / Zone Estimated Potential Retail Sales Capture @ 60% of Downtown Grinnell Estimated New Retail Sales	\$5.0M X .60 = \$3,000,000

Source: ESRI and Bolan Smart, 1/2016

Table 5 – Catalytic Project / Zone Estimated Potential for New Retail Sales and Gap Capture

Selected Retail Sales Category	Estimated Sales Gap / Leakage	Potential New CP / Zone Sales Capture ¹	Potential New CP / Zone Sales	Implied New Retail SF Based on Avg Sales @ \$160 per SF
Full Service Restaurant	\$2,780,000	25%	\$750,000	4,500
Health & Personal Care	\$8,380,000	10%	\$900,000	5,500
Sporting Goods, Hobby, Books & Music	\$1,220,000	40%	\$500,000	3,000
Electronics & Appliance Stores	\$7,370,000	< 10%	\$500,000	3,000
Other, Home Furnishings, etc.	\$16,750,000	< 5%	\$350,000+	2,000
Estimated Totals	\$36,500,000		\$3,000,000+	18,000

¹ New retail sales capture does not include existing retail sales (i.e. current Grinnell College Bookstore sales)

Source: ESRI and Bolan Smart, 1/2016

VI. Catalytic Project Framework

One of the primary goals of a Catalyst Project is to increase City / college activity and identity thereby boosting local retail sales. By synthesizing all of the market information presented herein, specific project characteristics should strive to comprise:

Activity Drivers

- combination of captive Grinnell College uses, incentivized non-Grinnell College uses and some market based potential
- synergy of uses
- 18-hour new visitorship
- visual gateway between Grinnell College and the City
- becomes go-to destination for multiple users

Tools for Success

- new spaces suited to contemporary user needs
- infilling of vacant land and buildings
- elevated joint town-gown identity
- Grinnell College investment can help leverage of non-Grinnell College financing and capabilities

Development Concept

- Grinnell College Catalyst project - Grinnell College Marketplace (bookstore / merchandise / cafe)
- Grinnell College other – range of other Grinnell College visitorship maximizing uses
- Zone of Confluence non-Grinnell College development potential and feasibility (see Table 6 below)

Table 6 – Zone of Confluence Land Use Potential

Use	User Demand	Operator Interest	Economic Feasibility	Project Internal Synergies	Net New Downtown Synergies
Restaurant	some	yes	constrained	high	some
Retail	possible	yes	mixed	some	some
Visitor Center	possible	possible	limited	high	some
Public Office	possible	possible	possible	some	low
Private Office	limited	limited	limited	limited	low
Residential	yes	yes	almost	low	some
Public Garage	yes	possible City	City help?	high	high

Suggested Stakeholder Illustrative Preferred Uses

1. *Eating/Drinking (different types and hours, some late night)*

- pub/sports bar/brewery; upscale, show the game, not scary
- ethnic co-branding (Indian, bakery); sharing with established brands from other communities
- “Bar-Cade” fun for adults and young people
- bar with music venue (like “People’s Bar” in Ames)
- Palmers Deli
- bakery
- farmer’s market, indoor farmer’s market, (like New Bo market in Cedar Rapids)
- a rotating restaurant (Indian cuisine one day, barbeque the next)

2. *Technology/Tech Services*

- computers – sales, accessories and services
- cell phones
- kiosk – like at the mall
- internet plan is taxable
- video Games

3. *Videographer*

4. *Recording Studio*

- for function and fun: Music/Performance, coffee
- Brownell’s video recording studio?

5. *Apparel Stores*

- bridal (prom, tux, flower girl, jewelry, handbags)
- men, women, youth clothing store
- Sporting goods

6. *Medical Services*

7. *Party Supply/Event Rentals*

- like A-Z Rentals: tents, tables, chairs, glassware, flatware, propane

8. *Indoor Recreation*

- indoor kids/family; open for use with hourly fee and/or for private lessons and coaching (could include indoor play surfaces for winter such as softball, baseball, gymnastics, laser tag, games, etc. like Woodward in Copper, Colorado: <http://www.woodwardcopper.com/>)
- advantages are that it does not have to occupy prime space, can have inexpensive construction (basically an shell / open box), attracts a mix of people, brings vitality during evening hours, would come with a tenant (gymnastics), if open to the public, could bring municipal support

Catalyst Project Recommendations

Catalyst Project (18,000 gsf). To jumpstart development in the Zone of Confluence, the Catalyst Project represents the first phase of development and will incorporate the following core uses:

- a) **Grinnell College Campus Store Anchor (8,000 gsf).** Program would likely include, books, general merchandise, limited service cafe, “hang-out” space, and a meeting space for a total of 8,000 gsf.
- b) **Market Destination Retail / Food Service (8,000 gsf).** These would be non-Grinnell College private operators selected according to product fit and potential for success. Example tenants could include specialty sporting goods / sportswear, niche dining, pharmacy, etc. Some independent operators have already expressed interest in being part of the project.
- c) **Flex Service Space (2,000 gsf).** While undefined at this stage, market investigations suggest that the initial phase of the Catalytic Project should include a limited amount of additional space that could be adapted to accommodate any number of possibly emergent uses. This could comprise a larger retail demand than anticipated, an indoor recreational facility, possible Grinnell Visitor Center (per below) or interim uses such as arts space that help reinforce visitorship draw and activity.
- d) **Outdoor Public Use / Activity Spaces.** Outdoor gathering spaces to encourage pedestrian activity and diversify aesthetic appeal.
- e) **Public Parking.** 75+ space public parking garage; to serve the Catalyst Project and other downtown uses.

Wrap-Around Zone Development. In addition to the primary Catalyst Project, the following wrap-around functions have been recommended as high-priority additions to the core functions because of their complementary fit and their ability to expand downtown visitorship:

- a) **Grinnell College Campus Uses (15,000+ gsf).** Grinnell College is evaluating the feasibility of moving a number of college related space functions to help support the Catalytic Project as well as the Zone of Confluence connection with the rest of downtown Grinnell. Example uses could include: administrative space (offices, unassigned meeting space), student service space (public lecture performance space, mailroom/package pick-up, health services), college-related housing (college-owned faculty/staff housing, student theme housing, college guest housing).
- b) **City of Grinnell Municipal / other Non-Profit Municipal Related Offices (5,000 gsf).** Renovating the community center building into the downtown hotel will require the relocation of City offices. The City has expressed interest in exploring alternate space in the zone.
- c) **Market-Driven Residential (20+ units).** Market analysis reveals an opportunity to support newly constructed residential units serving the downtown area. These could include both townhouse-style units and/or traditional downtown apartment flats.
- d) **Grinnell Community Visitor Center (2,000 gsf).** Interviews revealed possible interest in locating a more efficient and effective community visitor center than presently accommodated. The Grinnell Community Visitor Center currently resides in the historic Sullivan Jewel Box Bank building. While the bank is an architectural attraction in itself, it does not easily lend itself to welcoming visitors.

Other IRA Reinvestment District. The subject IRA application contemplates three primary sources of new sales tax revenue generated within the defined Reinvestment District. These include the City hotel, the above outlined Catalytic Project, and a residual amount of other spinoff new taxable sales spawned by the success of the two leading hotel and Catalytic projects. Though this component of the projected IRA sales receipts will occur in a later phases, dependent on market based responses to the initial projects, for planning purposes the college and City are confident that an additional retail sales component comprising 8,000 to 10,000 gsf of activated commercial space can be projected.

Economic Feasibility

While various analytic and other measures support the concept of proposed Catalytic Project, the gross retail sales potential is generally not sufficient to support the full cost of 100% new construction (including parking and public oriented amenities). The presumption of economic feasibility is therefore premised on incentivizing uses to locate at the Catalytic Project, at the same time as striving for as much economic self-sufficiency (and user investment stake) as possible. As described in more detail in the revised IRA application, the estimated Catalytic Project retail sales averaging \$160 per square foot is adequate to pay for ongoing annual facility operating costs and for some of the upfront development capital costs.

Appendices
2015 Demographic and Employment Summary
2015 Illustrative Comparable Community Demographics

2015 Demographic and Employment Summary

Description	1 Mile Radius	3 Mile Radius	City of Grinnell	10 Mile Radius	Iowa
Population	7,713	9,443	8,986	13,681	3,128,649
Population by Age					
0-9	10.0%	9.9%	9.9%	10.0%	12.7%
10-14	5.1%	5.3%	5.2%	5.5%	6.4%
15-19	10.4%	9.9%	10.0%	8.7%	6.7%
20-24	15.5%	14.0%	14.3%	11.1%	7.4%
25-34	9.9%	9.5%	9.5%	9.4%	12.5%
35-44	8.7%	8.9%	8.8%	9.7%	11.6%
45-54	10.4%	10.8%	10.7%	12.4%	13.0%
55-64	10.2%	11.3%	11.1%	13.4%	13.3%
65+	19.7%	20.5%	20.4%	19.8%	16.3%
Median Age	34	37	36	41	39
Average HH Size	2.1	2.2	2.2	2.2	2.4
Households (HH)	2,944	3,657	3,489	5,442	1,261,283
Median HH Income	\$44,378	\$49,751	\$49,143	\$53,273	\$52,556
Average HH Income	\$64,970	\$71,073	\$70,032	\$75,141	\$67,931
% Homes Owner Occupied	59.4%	63.9%	63.3%	69.7%	70.5%
% Family Households	53.9%	57.2%	56.7%	62.3%	64.0%
% High School Degree or Higher	92.4%	93.3%	94.0%	93.6%	91.8%
# of Business Establishments	467	569	554	745	146,873
# of Daytime Employees	5,999	7,561	7,692	8,998	1,769,064
Employee / Resident Ratio	0.78	0.80	0.86	0.66	0.57
Employment by Industry					
Agriculture & Mining	0.4%	1.1%	0.4%	2.2%	1.9%
Construction	1.6%	1.9%	1.6%	2.5%	4.8%
Finance, Insurance & Real Estate	4.0%	3.3%	3.3%	6.7%	7.6%
Government	3.7%	3.3%	3.0%	3.8%	6.1%
Manufacturing	12.0%	14.3%	16.8%	14.6%	10.6%
Retail Trade	19.4%	18.4%	18.1%	17.4%	20.4%
All Services	51.8%	49.7%	49.2%	44.4%	37.3%
Health Services	14.7%	12.5%	12.3%	10.6%	11.1%
Education, Institutions & Libraries	27.4%	28.0%	27.5%	24.0%	8.0%
Population by Occupation					
Building / Grounds Maintenance	6.0%	5.3%	5.6%	4.6%	3.4%
Education, Training & Library	9.3%	10.5%	11.0%	9.3%	6.1%
Food Preparation & Serving	14.7%	12.7%	13.4%	9.6%	5.6%
Management	7.9%	8.4%	7.2%	9.8%	9.8%
Office & Administration Support	14.3%	14.8%	14.9%	15.1%	13.9%
Production	7.1%	7.0%	6.9%	7.8%	8.7%
Sales & Related	7.0%	7.4%	7.6%	7.7%	10.8%
Transportation & Moving Material	4.4%	4.9%	4.9%	6.5%	7.3%

Notes: Assumes students are captured in the data and that the employment data does not include Brownells.

Source: ESRI and Bolan Smart, 1/2016

2015 Illustrative Comparable Community Demographics

#	Location ¹	Population	Avg Income
1	Macalester College, St. Paul, MN	1.1M+	\$72,436
2	Swarthmore, Swarthmore, PA	1.0M+	\$78,383
3	Davidson, NC	234,127	\$101,835
4	Oberlin, Oberlin, OH	135,772	\$63,175
5	Granville, OH	112,989	\$67,921
6	William & Mary, Williamsburg, VA	102,629	\$95,979
7	Lenox, MA	68,729	\$65,054
8	Waterville, ME	52,454	\$56,058
9	Kenyon, Gambier, OH	46,995	\$58,938
10	Dartmouth, Hanover, NH	46,680	\$88,664
11	Williamstown, MA (Williams College)	40,493	\$59,010
12	Seneca Falls, NY	35,814	\$60,095
13	Carleton College, Northfield, MN	33,769	\$89,942
14	Petersborough, NH	31,290	\$82,913
15	Colgate, Hamilton, NY	23,540	\$61,119
16	Middlebury, VT (Middlebury College)	20,690	\$71,081
17	Millerton, NY	19,937	\$79,183
18	Grinnell College	13,681	\$74,141
19	Cooperstown, NY	12,528	\$76,730

¹ Per Center for Creative Community Development Report on Best Practices in Economic Development and select colleges bookstore walkability
Source: ESRI and Bolan Smart, 1/2016

Grinnell College Campus Improvements

Sources and Uses of Funds

At this time Grinnell College does not have a more detailed budget than is listed in the Sources and Uses table below. Also below is a chart illustrating timing of Grinnell College Campus improvements during the 2015-2020 time period. Grinnell College will develop this further in the coming months.

Grinnell College "Phase I" Campus Improvements			
Funding Uses		Funding Sources	
Building Construction	\$63,800,000	Grinnell College	\$89,390,000
FF&E	\$16,500,000	Private Fundraising	\$20,000,000
Instructional Technology	\$5,500,000	Iowa Reinvestment Act	\$610,000
Professional Fees	\$11,000,000		\$
Campus Project Mgmt.	\$2,200,000		\$
Contingency	\$11,000,000		\$
Total Project Budget	110,000,000	Total Funding Sources	110,000,000

Appendix I, IMPLAN Model Entries

IMPLAN Entries										
Construction										
Boutique Hotel and Event Center	Total	IMPLAN Sector	2016	2017	2018	2019	2020	2021	2025	2030
Building Construction	\$ 7,771,794	34	\$ 3,885,897	\$ 3,885,897	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixtures	\$ 1,057,000	260	\$ 528,500	\$ 528,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Zone of Confluence										
Catalyst										
Building Construction	\$ 9,650,000	34	\$ 3,216,667	\$ 3,216,667	\$ 3,216,667	\$ -	\$ -	\$ -	\$ -	\$ -
Fixtures	\$ 350,000	260	\$ 116,667	\$ 116,667	\$ 116,667	\$ -	\$ -	\$ -	\$ -	\$ -
Secondary										
Building Construction	\$ 19,686,000	34	\$ -	\$ -	\$ -	\$ 2,895,000	\$ 4,270,125	\$ 2,895,000	\$ 4,812,938	\$ 4,812,938
Fixtures	\$ 714,000	260	\$ -	\$ -	\$ -	\$ 105,000	\$ 154,875	\$ 105,000	\$ 174,563	\$ 174,563
Grinnell College										
Building Construction	\$ 86,050,000	34	\$ 28,683,333	\$ 28,683,333	\$ 28,683,333	\$ -	\$ -	\$ -	\$ -	\$ -
FFE	\$ 7,440,000	301	\$ 2,480,000	\$ 2,480,000	\$ 2,480,000	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Fees (design, project mgmt)	\$ 6,510,000	369	\$ 2,170,000	\$ 2,170,000	\$ 2,170,000	\$ -	\$ -	\$ -	\$ -	\$ -
Landscaping	\$ 10,000,000	388	\$ 3,333,333	\$ 3,333,333	\$ 3,333,333	\$ -	\$ -	\$ -	\$ -	\$ -

Operations		IMPLAN Sector	2021
Event Center Rental		360	\$ 358,800
Boutique Hotel		411	\$ 1,367,414
Zone of Confluence Parking		422	\$ 1,990
Zone of Confluence Retail	100%		\$ 3,947,089
Large Consumer Goods	29%	321	\$ 1,144,656
Retail Consumer Goods	39%	329	\$ 1,539,365
Food and Beverage	29%	324	\$ 1,144,656
Services	3%	325	\$ 118,413

Note: Years with no data are hidden

IMPLAN model entries for the Downtown Public Investments projects were handled differently from the other three projects included in this application. Rather than follow the process of identifying specific sectors to “impact” as was done for the other three projects, we used a pre-defined, locally-determined, spending pattern unique to municipalities

Appendix J, Letters of Support

GRINNELL COLLEGE



February 26, 2016

Community Enhancement & Engagement
Grinnell College
Grinnell, Iowa 50112-1690

Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, IA 50309

641-269-3900
fax 641-269-4711
www.grinnell.edu

To Whom It May Concern,

With this letter, Grinnell College would like to offer our full support for Grinnell's application to the Iowa Reinvestment District Program.

We believe the next few years offer unprecedented opportunity for major capital improvements for the community of Grinnell, with partnerships between the City and College at the cornerstone. Together, the projects included in this reinvestment district will dramatically improve Grinnell's visitor experience, enhance quality of life for current residents, and strengthen the physical connections between campus and community. Working together to maximize our respective assets, we are confident that we can further strengthen Grinnell College's competitive position in an increasingly complex national market, while at the same time helping our historic downtown and central business district to become an even more vibrant destination regionally, nationally, and internationally.

The college and community have made tremendous progress on these initiatives over the past year and we hope you will join us in this exciting work.

With best regards,

Monica Chavez-Silva
Vice President Community Enhancement



CITY OF GRINNELL
927 4th Avenue
Grinnell, IA 50112-2043
Phone: 641-236-2600
Fax: 641-236-2626

MAYOR

GORDON R.
CANFIELD
GCanfield@
grinnelliowa.gov

CITY COUNCIL

BYRON HUEFTLE-
WORLEY
At-Large

JIM WHITE
At-Large

JULIE HANSEN
1st Ward

JO WRAY
2nd Ward

RACHEL BLY
3rd Ward

SONDRA BURNELL
4th Ward

ADMINISTRATION

RUSSELL L.
BEHRENS
City Manager
RBehrens@
grinnelliowa.gov

WILLIAM J.
SUEPPEL
City Attorney
billjs@
meardonlaw.com

P. KAY CMELIK
City Clerk/Finance Director
KCmelik@
grinnelliowa.gov

February 24, 2016

To: Ms. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50309-1819

Dear Ms. Santizo:

The City of Grinnell is pleased to submit an application for the Iowa Reinvestment District Program. This is a unique opportunity for Grinnell and it comes at a time when many exciting things are happening in our community – it is not often that a community the size of Grinnell has \$157.2 million of investment in and around the downtown district. Over the last five years, Grinnell College, Grinnell Chamber of Commerce, and the City of Grinnell have engaged in studies such as the Grinnell Visitor Experience (GVET), to evaluate the overall Grinnell visitor experience and quality of life in the community. The findings in the studies provided realistic ways to continue to grow the downtown business community and enhance the college recruitment of faculty, staff, and students. We are excited to collaborate with Grinnell College, Christianson Development, and local private investors and take the next steps to provide a unique quality of life to our rural community.

Rural communities are necessary contributors to Iowa's economy. The investments by these projects in Grinnell indicates that companies and individuals alike recognize the quality of life in our community, and they are dedicated to keeping that growth and spirit alive. The City of Grinnell has worked closely with Grinnell College, Christensen Development, and private investment groups to bring these projects to fruition. It is extraordinary how well these projects complement and strengthen each other and are yet another example of how public-private partnerships greatly benefit the Grinnell Community.

Proposal highlights include:

- \$8.8 million Boutique Hotel and Event Center
- \$8 million Downtown Public Investment Projects
- \$30.4 million Zone of Confluence
- \$110 million Grinnell College Campus Improvements
- A unique level of cooperation and collaboration between Grinnell College, City of Grinnell, and Grinnell citizens as evident by participation in study groups, surveys, and planning.

These projects are supported by independent feasibility studies and economic impact study. Each of these groups and the City of Grinnell are ready and prepared to move forward with this proposal. This application has been completed as fully as possible so that these projects can begin construction according to their individual timelines. As you will see in the application, there are a lot of great things happening in our community. Please consider our Iowa Reinvestment District Application to allow implementation of these planned projects. Thank you for your hard work in implementing this wonderful program.

Sincerely,

Gordon R. Canfield
Mayor



March 10, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112
Re: Grinnell Iowa Reinvestment Proposal

Dear Mrs. Santizo:

We are pleased to provide this letter for support for the Grinnell Historic Downtown and Campus Confluence proposal to the Iowa Reinvestment Program. We have worked in our family restaurant, Pagliai's Pizza, for most of our lives. We have now transitioned management of the family business to the next generation and the projects listed in this proposal will help ensure that our children will be able to pass this on to a fourth generation.

I have witnessed many changes over that time both downtown and in the community. One observation has remained constant and that is the downtown is the social, cultural and economic heart of our community. The ongoing success of our business will be directly impacted by the investments being made in this proposal. It is particularly exciting to learn about Grinnell College's plans to invest \$100 million initially in Phase 1 of their campus improvement plans. Our business is located in the northern half of the downtown area and the improvement of the area between downtown and the campus is a much needed improvement that will help spur additional economic opportunity.

We also expect that a downtown hotel and events center will help to add economic vitality to the entire downtown attracting visitors and event goers. Grinnell does not have exceptional entertainment opportunities in the evening and the events center and the improvements to Central Park will both play a role in improving this situation.

Finally, it is rewarding to see the fifth and final phase of the reconstruction of the public infrastructure in the downtown included in this project. The infrastructure in front of our family business was completed in Phase 1. After a nearly \$15 million investment by the community we will have the opportunity to witness the completion of this project in 2018.

This proposal will strengthen Grinnell College which is vital to the health of our community. The improvements planned in the downtown will increase the economic, social, and cultural vitality of our community. This project has the potential to be transformative and we suspect it will help to sustain the many small businesses in our downtown.

Thank You,

Two handwritten signatures in black ink. The signature on the left is 'Bryan' and the signature on the right is 'Theresa'.

Bryan and Theresa Pagliai, Owners of Pagliai's Pizza



RAMSEY WEEKS, INC.

INSURANCE - REAL ESTATE - FINANCIAL SERVICES

March 11, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Re: Grinnell Iowa Reinvestment Proposal

Dear Mrs. Santizo:

Please accept this letter of support for the Grinnell Historic Downtown and Campus Confluence proposal to the Iowa Reinvestment Program. I have worked with a variety of committed people and organizations over the past 15 years to not only sustain our downtown but to strengthen it. I have been part of some transformative projects in the downtown, most notably the renovation of the historic Strand Theatre. This was a true grassroots community effort involving hundreds of volunteers, donors, and investors.

The Strand Theatre project, along with reconstruction of the public infrastructure in the downtown over the past decade, has been credited with the revival that continues. I feel fortunate to have been a witness and participant in this revival. It is nothing short of thrilling to think about the potential of this \$127 million project to serve as an epic capstone to the work that has been complete over the past 15 years.

Our family business has also been a downtown landmark for more than 90 years. Our employees and customers live, shop, dine, receive services, and recreate downtown. The success of our community depends on having a vital downtown. Equally important we must partner with Grinnell College to ensure their long term success and sustainability.

I have also been involved in working to develop a downtown hotel for nearly a decade. We have made modest progress at times but it now appears we are on the verge of making this a reality with a great plan, experienced project developers, and this unique funding opportunity provided by the Iowa Reinvestment Act. This is likely the reason that I am most excited by the prospect of repurposing the Community Center in to a 32 room hotel and events center.

The \$100 million campus improvement plan is truly a monumental investment that will help Grinnell College continue to attract the brightest students from across the country and even internationally. The economic and cultural benefits of Grinnell College to the community are nearly immeasurable. The redevelopment of the land between the downtown and campus as a mixed use area will also have great benefit to the community.

The community has long recognized the need to improve Central Park to include a performance stage, restrooms, a shelter, outdoor plaza, complete accessibility for the disabled, enhanced play features, excellent lighting for safety and security, and thoughtful landscaping.

This proposal will strengthen Grinnell College which is vital to the health of our community. The improvements planned in the downtown will increase the economic, social, and cultural vitality of our community. This project has the potential to be the most transformative work in modern history in Grinnell. Please consider approving this proposal.

Very Sincerely,

James F. Ramsey, President
Ramsey-Week, Inc.

715 5th Avenue
P.O. Box 568
GRINNELL, IOWA 50112

PH: 641-236-3141
FAX: 641-236-6689
Email: info@ramseyweeks.com

Celebrating over 85 years of Service to the Poweshiek Area



Larry J. Jansen, President and CEO
Grinnell Mutual Reinsurance Company
4215 Hwy 146
Grinnell, Iowa 50112
641-269-8414

March 10, 2015

Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50309

Dear Iowa Economic Development Authority;

It is my pleasure to write a letter in support of the Grinnell Iowa Reinvestment Application by the City of Grinnell. The Grinnell community has worked diligently to increase vitality in our downtown area.

As the largest employer in the county and a 105 year history of being headquartered in Grinnell, Grinnell Mutual Reinsurance Company (GMRC) is a key player in the economic growth for Grinnell and all of Poweshiek County.

In order to remain competitive in recruiting our future workforce, GMRC recently constructed a conference center on our campus that will be used to support our talent acquisition. GMRC plans on utilizing the conference center to expand internship opportunities, increase developmental opportunities for existing employees, and provide additional continuing education opportunities. Our conference center was built with training in mind, and would not take away from or compete with the proposed downtown event center.

In the near future, Grinnell Mutual will see a significant increase in the number of retirees, it is imperative to GMRC that our headquarters is located in a vibrant community that have the amenities necessary to attract employees and their families who are also looking at larger more urban areas. When prospective employees look to move to Grinnell, they want a vibrant community, opportunities for spousal employment and overall opportunities for their children. The Grinnell application addresses all of these factors. The vitality and quality of life gained in the Central Park reconstruction and Grinnell College Zone of Confluence will attract employees who may prefer the amenities of an urban setting, but the quality of life in a rural community.

The City of Grinnell's application provides an exciting, vibrant downtown that will be ideal in recruiting future employees, it strengthens Grinnell Colleges' ability to compete on a world-wide level, and it provides social, cultural, and economic vitality in a rural community.

Grinnell Mutual Reinsurance asks that you please support the City of Grinnell's application.

Sincerely,

Rory Jensen



Grinnell Mutual Reinsurance Company
4215 Highway 148
PO Box 790
Grinnell, IA 50112-0790
Phone 800-362-2041 or 641-269-8000

March 4, 2015

Angela Harrington, President/CEO
Catalyst Project Management
108 East Street, Grinnell, IA 50112

Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. I am Vice President of Reinsurance at Grinnell Mutual Reinsurance Company, Grinnell's largest employer.

A downtown boutique hotel is a perfect complement to Grinnell Mutual's new 10,000 foot training center. The hotel's flexibility in accommodating guests for an extended stay will be helpful as we expand our intern / training program. The ballroom will bring needed entertainment events like comedy shows and live music social events. Entertainment and having fun things to do is an important piece of attracting and retaining our workforce as residents.

The project will bring more variety in accommodation, and likely keep guests who might otherwise choose lodging in larger cities.

Thank you.

Adam Smith, VP Reinsurance
Grinnell Mutual Reinsurance Company
adsmith@gmrc.com

I will personally commit to 5 nights stay per year for three years at \$125 per night.

(The first year begins when the hotel & event center opens, and an advance reservation is required.)



March 11, 2015

Iowa Economic Development Authority
Attn: Ms. Alaina Santizo
200 East Grand Avenue
Des Moines, IA 50309-1819

Ms. Santizo,

As a Past Chair of the Greater Grinnell Development Corporation and the Poweshiek I-80 Economic Development, I believe the City of Grinnell and the surrounding area is an ideal candidate for the Iowa Reinvestment District Program.

Grinnell is unique in that over the years its growth and development has had a uncommon degree of public and private cooperation and collaboration. Grinnell College along with the City of Grinnell, private corporations and County Government have made a consistent point of working together for the overall good of the community and the area in general.

Grinnell is situated beautifully between Des Moines and Cedar Rapids/Iowa City on Interstate 80 and in many ways acts as the Gateway to Central Iowa. We have a diversified economy featuring agriculture, education, manufacturing, insurance and retail. All in all, Grinnell is a great place to live, raise a family, work and has an intense desire to grow and improve the quality of life in a rural atmosphere.

The projects associated with this proposal will create an immediate economic impact but moreover will create a stronger foundation for continued growth and expansion in the future.

Sincerely,

A handwritten signature in black ink that reads 'Thomas B. Latimer'.

Thomas B. Latimer
CEO/President

Mar. 11, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 E Grand Ave
Des Moines, IA 50309

RE: Grinnell Iowa Reinvestment Proposal

Dear Mrs. Santizo:

The Grinnell Historic Preservation Commission and the Grinnell Historic Neighborhood Association are pleased to provide this letter of support for the city of Grinnell's proposal to the Iowa Reinvestment program. The Grinnell community has worked diligently to preserve and improve the many historic properties located in our downtown and surrounding neighborhoods. There are several aspects of the proposal that are appealing to our mission:

- Preservation and repurposing of the former Junior High School into a boutique hotel and events center: This building is listed as a contributing building in our downtown historic district and this project will add purpose and extend the life of this building.
- Reconstruction of the public infrastructure in the downtown has helped add value to the historic properties in the downtown and created additional economic vitality. These types of public investment are critical to building owners as they work to be good stewards of their historic properties.
- Development of a mixed use commercial area at the zone of confluence of the downtown and Grinnell College campus: This area is currently underutilized and forms a barrier of sorts between downtown and campus. We are interested in the redevelopment of this area as the Grinnell Historic Neighborhood is directly to the north of this area.
- Implementation of the Grinnell College Campus Improvements Plan Phase I including a new Admissions and Welcome Center, a new Humanities and Social Studies Building, and a comprehensive landscaping improvement program: These improvements will enhance the physical relationship of Grinnell College with surrounding properties. We are pleased to learn that Grinnell College is being thoughtful about how the campus design impacts surrounding properties.

This proposal will also strengthen Grinnell College which is vital to the health of our community. The improvements planned in the downtown will increase the economic, social, and cultural vitality of our community. Most importantly this project will help support the many historic properties in our downtown.

Sincerely,



J.R. Paulson
Grinnell Historic Preservation Commission - Chairperson
Grinnell Historic Neighborhood Association



March 11, 2015

Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50309

Dear Iowa Economic Development Authority;

Please accept this letter of support for the City of Grinnell's Iowa Reinvestment Act application. As a past board of director of the Grinnell Chamber of Commerce, I have been both personally and professionally involved in a few of the current projects outlined in the application. The Claude W. and Dolly Ahrens Foundation has been a key stakeholder in many community projects over the last twenty years, including several private-public partnerships.

The Claude W. and Dolly Ahrens Foundation is a private family foundation that provides a diverse offering of support services to non-profits in the Grinnell area. Our Foundation is dedicated to the community of Grinnell in supporting parks and recreation, education and health initiatives and projects, ultimately to enhance the quality of life for residents of our community and to help attract future residents. Our most visible and tangible contributions to the community include Ahrens Park and the many park and playground improvement projects we have aided in Grinnell, substantial financial contributions to the Drake Community Library, Grinnell High School facilities and the downtown historic Strand Theater.

As a community stakeholder, we are highly supportive of the City's and Grinnell College's commitment to visioning and planning of the projects outlined in the application. Funding from the Iowa Reinvestment Act will have a major impact in advancing the redevelopment of the downtown area, helping the City to attract new businesses and grow existing ones. Funding will also enhance the quality of life for current residents of our community and county and aid in attracting new students, faculty and staff to Grinnell College, our second largest employer.

Please do consider the City of Grinnell for the Iowa Reinvestment Act designation. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Julie Gosselink".

Julie Gosselink
President and CEO

1510 Penrose Street | P.O. Box 284 | Grinnell, IA 50112
Phone 641.236.5518 | Fax 641.236.5590
Website www.ahrensfamilyfoundation.org



GRINNELL-NEWBURG COMMUNITY SCHOOL DISTRICT

Todd A. Abrahamson - Superintendent

Lisa Johnson - Chief Financial Officer

March 10, 2015

Mrs. Alaina Santizo

Iowa Economic Development Authority

200 East Grand Avenue

Des Moines, Iowa 50112

Re: Grinnell Iowa Reinvestment Proposal

Dear Mrs. Santizo:

Please accept this letter of support for the Grinnell Historic Downtown and Campus Confluence proposal to the Iowa Reinvestment Program. The projects listed in the application would be of great benefit to the Grinnell-Newburg School District for a number of reasons. We have an excellent working relationship with the City of Grinnell and Grinnell College and see great potential in their plans to improve both the downtown and campus.

The projects detailed in this proposal are important to the District. The District is currently planning for new facilities that include a new Middle School and a new PreK-5. We are looking to invest \$42 million for these improved facilities. We will be consolidating four buildings into two to allow for better teacher collaboration and to reduce operating costs. The construction of our new school may coincide with the projects in the IRA proposal.

The projects that make up this proposal will have many positive impacts and have the potential to transform not only our downtown but other aspects of the community. The strength of the proposal is the extensive planning that has gone into the individual projects and the broader community planning. Grinnell has active and engaged residents that are willing to participate in the planning and to find ways to implement those plans. It is incredible to think about this \$127 million project being implemented in the downtown and on campus while at the same time the District is working on \$42 million in school facility improvements. Based on other projects occurring in the community in the next three years (Mayflower Community, Spaulding Lofts, etc.) the total community investment in projects will approach \$200 million.

There are many exciting aspects of this \$127 million proposal but it is the collective strength of the application that is impressive. That said here are some of the specific components that we believe will be of the greatest benefit.

- The \$100 million campus improvement plan is a monumental investment that will help Grinnell College continue to attract the brightest students from across the country and even internationally. Grinnell College is a tremendous partner for the District providing volunteers, free dual credit courses, grants, and access to all their facilities. In addition, the economic and cultural benefits of Grinnell College to the community are nearly immeasurable.
- The redevelopment of the land between the downtown and campus as a mixed use area will also have great benefit to the District in the form of economic prosperity that will result in more students and additional revenues from property taxes.
- The repurposing of the Grinnell Community Center into a boutique hotel and events center has the potential to be a transformative project for our downtown. Our offices are currently located in this building and the location within the downtown is perfect for such a use with churches, restaurants, parks, retailers, Merchants Nation Bank, and Grinnell College all in close proximity. We informed the City that the District was planning to move from the 3rd floor of this building to offices within one of our buildings. The repurposing aligns perfectly with our plans to move out of the building.
- Improvement of Central Park to include a performance stage, restrooms, a shelter, outdoor plaza, complete accessibility for the disabled, enhanced play features, excellent lighting for safety and security, and thoughtful landscaping. The District uses Central Park for events such as the Homecoming rally and fundraising events and these improvements will be welcome, especially the addition of restrooms.

This proposal will strengthen Grinnell College, an entity that is vital to the health of our community. The improvements planned in the downtown will increase the economic, social, and cultural vitality of our community. Most importantly this project will help retain and recruit new families to our community, which will help sustain or even increase our student population. Please consider approving this proposal.

Thank You.



Todd A. Abrahamson

Superintendent of Schools

Grinnell-Newburg Community School District



927 Fourth Avenue
Grinnell, Iowa 50112
Office 641.236.1626
Fax 641.236.2626
info@powi80.com
www.powi80.com

February 26, 2015

Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50309

Dear Iowa Economic Development Authority;

On behalf of Poweshiek Iowa Development (Pow I-80), I am writing to express our support of the City of Grinnell's Iowa Reinvestment Act Application. Pow I-80 has been diligently working with the City of Grinnell on this project and other projects to grow the community.

As a stakeholder in the community, we are in strong support of the visioning and planning that have gone in to these projects. Funding from the Iowa Reinvestment Act will be crucial in spurring immediate redevelopment in the downtown area. These projects are critical to the economic development and growth of the Grinnell Community, and will help the City attract new, and grow existing businesses. Jobs created in the Reinvestment District will also impact the communities throughout the county by bringing an increased number of people with jobs to the area.

In addition to job growth, these projects will enhance the quality of life for residents and enhance the image to guests and students. It will also aid in attracting new students, faculty, staff, and residents to the workforce, by showing it is an ever-changing vibrant small community with many opportunities. When you are approaching Grinnell College for the first time, it is difficult to tell what downtown Grinnell has to offer. This development will showcase not only the vibrancy of the community, but also provide a more welcoming entrance allowing for visitors to explore Grinnell.

Grinnell College is the second largest employer in Poweshiek County. They provide over 600 full time jobs and payout over \$60 million dollars in payroll. They are crucial to the economic impact and overall vitality of Grinnell. When faculty members seek out opportunities in Grinnell, it is important to provide them a lively intellectual community, spousal employment, good restaurants, and top schools for their children. This overall plan addresses many key elements that insure the City of Grinnell and Grinnell College's future and provide unique opportunities to residents living in and around Grinnell.

These projects are critical to the City of Grinnell. The Iowa Economic Development Authority's funding is essential to keep these projects moving forward and will impact the other community development projects now and in the future. The development of the Zone of Confluence will support entrepreneurial development, enhance the community's image to guests and students, and aid in attracting new residents and workforce.

Please support the City of Grinnell's Iowa Reinvestment Act Application. Thank you for your time and consideration.

Sincerely,

Laura Manatt

Laura Manatt
Executive Director

March 10, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Ave.
Des Moines, IA 50112

Dear Mrs. Santizo,

Please accept this letter of support for the Grinnell Historic Downtown and Campus Confluence proposal to the Iowa Reinvestment Program. As a downtown resident and business and building owner my husband and I have seen the positive change that has occurred throughout the downtown area over the last decade, and we believe that this is the critical next step to a truly vital community.

Each of the projects that make up the proposal has a real and significant benefit to our downtown and to our community. Central Park is the cornerstone of our downtown and despite some of its shortcomings, is the hub of a considerable number of community events – including such things as our Farmers Market, Music in the Park, Ag Day and multiple other community celebrations. These much needed improvements will allow us to expand the offerings in the Park and truly make this a community showplace.

The reconstruction of the public infrastructure is critical to the success of many of the businesses and the upstairs housing development in the downtown area. Grinnell's downtown is quickly progressing from the years of abandoned second floor spaces to being the hot spot in town for young and old alike to live. This can only be supported and sustained by having the proper infrastructure.

As not only a downtown resident, but also Director of Conference Operations and Events at the College, it is part of my job to attract camps and conferences to the college and the community. Having an active conference business benefits both the college and the local retailers and restaurateurs. Both the redevelopment of the Grinnell Community Center as a boutique hotel and event center and the area of confluence are critical to our success. Having a gateway to bring students and campus visitors from campus to town and community members from town to campus will create an important synergy and strengthen the relationships that already exist between the two.

I truly believe that this project is vital to sustaining and growing our community and specifically our downtown, as well as supporting Grinnell College. I urge to you approve this proposal and help us continue the momentum and the energy we have begun. This project can and will make a tremendous difference in our community.

Thank you,



Rachel Bly

Director of Conference Operations and Events, Grinnell College
Downtown resident and building owner



February 25, 2015

Ms. Angela Harrington
President/CEO
Catalyst Project Management
108 East Street
Grinnell, Iowa 50112

Dear Angela,

I understand that there are efforts underway to develop in Grinnell a downtown event center and hotel. I write this letter on behalf of the Mayflower Community, a large senior living and healthcare provider, to express our support for this initiative.

Mayflower helps to retain Grinnell seniors and attract additional ones to our community by providing a healthy living environment, wherein care is available when needed. During the years that our population of over 240 citizens is mobile, of their own accord or with assistance, they desire activities and events for intellectual stimulation and entertainment in the immediate geographic vicinity.

Located contiguous to the Grinnell downtown area, The Mayflower Community would be enhanced by the provision of a catalyst to these opportunities for resident growth, activities, and self-actualization. This would further enhance the attractiveness of Grinnell as a community in which people can live out their lives.

Further, given Mayflower's highly-regarded food catering services, we would look forward to providing that service to events hosted at this new facility.

We look forward to finding ways to support this worthy endeavor.

Sincerely,

Robert G. Mann
Executive Director
(bmenn@mayflowerhomes.com)

Mayflower Homes, Inc.
616 Broad Street, Grinnell, IA 50112
Phone (641) 236-6151
Fax (641) 236-6154
www.mayflowerhomes.com

March 6, 2015

Angela Harrington, President/CEO
Catalyst Project Management
108 East Street
Grinnell, Iowa 50112

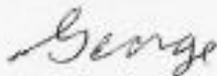
Dear Angela,

I write in support of the proposed downtown events center and boutique hotel. There is much to like about this project, beginning with the adaptive reuse of a fine building, which began as a high school and has evolved into a community center and theatre. The adaptive renovation of this fine structure will add both beauty and utility to a strategic downtown location adjoining our soon-to-be improved Central Park.

I am and have been involved with Grinnell College and, though I no longer can speak for the college, I realize how much an events center and boutique hotel will contribute to the life and mission of this College.

I can think of nothing that is not good about this project. We cannot predict the future, but it may transpire that this project will prove to be essential to the continuing enhancement of our important Iowa community.

Sincerely yours,



George Drake
Emeritus President and Emeritus Professor of History
Grinnell College



Michelle's Dance Academy
420 6th Avenue – Grinnell, IA 50112

March 1, 2015

Angela Harrington
President/CEO
Catalyst Project Management
108 East St.
Grinnell, IA 50112

Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. I am the owner of Michelle's Dance Academy.

I have the opportunity to work with young women for much of their young life, and as they become adults and get married, I am invited to many, many weddings of Grinnellians. Almost all of those weddings are held out of town due to the lack of available/appropriate venues in Grinnell.

Additionally, the event space would be useful to me in my business and I would love to keep the business in town.

Out of town family members and family members of dancers, who want to stay during recitals & competitions, would very much appreciate a nice place to stay that is within walking distance to restaurants and shops.

Thank you

Michelle Andrews
mdance@iowatelecom.net

Michelle's Dance Academy will commit to 3 nights stay per year for three years at \$125 per night.



Mary Anne Nickle, Dean
Iowa Valley Community College, Grinnell
123 6th Avenue West, Grinnell, IA 50112

March 1, 2015

Russ Behrens
City of Grinnell
927 Fourth Avenue
Grinnell, IA 50112

Dear Russ:

I am happy to support the development of the Grinnell Historic Downtown and Campus Confluence Iowa Reinvestment District.

We are excited about the opportunities presented for our students and their families with the planned developments. Iowa Valley students, faculty and staff represent a group of residents of our community that will benefit from the listed developments and the future enhancements to our community that result.

We look forward to working with our partners at Grinnell College, the City of Grinnell, Poweshiek Iowa Development and the Grinnell Chamber of Commerce into the future.

Respectfully,

A handwritten signature in black ink that reads "M. Nickle".

Mary Anne Nickle
Dean, Iowa Valley Community College



GRINNELL PRIVATE INVESTMENT COMPANY LLC

February 27, 2015

Angela Harrington
Catalyst Project Management, LLC

Dear Angela,

GPIC, Grinnell Private Investment Company, was established in 1997 in response to Grinnell's need for an advocate group to help insure the aesthetic, physical and commercial viability of the historic downtown district. Since that time, GPIC has acted both directly and indirectly to sensitively revitalize our downtown community. Perhaps our most successful project was saving our historic Strand Theater which now serves the community as a successful triplex movie theater.

In 2012, we began an initiative to secure the long-term viability of Grinnell's historic downtown senior/junior high school building. This building has been owned and operated by the city since its replacement as a public educational facility in 1979. Our first step in this process was to initiate an effort to establish the formal historic significance of the structure as a contributing building within our historic district. This process took two years and, with crucial assistance from the city, was ultimately achieved with the expansion of our district to include many other endangered properties. With this critical goal achieved, the city started to promote to would-be developers the idea of transforming the property into a hotel and event center that will serve not only the community but the greater Poweshiek County area.

With this letter, GPIC wishes to thank the City of Grinnell, Hubbell Realty Company and Catalyst Project Management for all their assistance in helping to make this important project possible and to formally express our support in any way within our means to make it become reality.

Sincerely,



Dan Tindall, Vice President
Grinnell Private Investment Company



Bill Hammen, Owner
Bill's Jewelry
921 Broad Street, Grinnell, IA 50112

March 11, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Dear Ms. Santizo,

I am writing in support of Grinnell's Iowa Reinvestment District application. I own the local jewelry shop downtown and have been an active citizen in Grinnell for most of my adult life.

A downtown event center will provide an entertainment venue for live music, comedy shows and other social events that young people want very much in order to call Grinnell home. Both the event center and boutique hotel will bring more people to live work and play near my business. It is the single most important project in a decade that will actually help small business owners grow. Grinnell has no large ballroom for such weddings to take place and the wedding business is a big part of my jewelry business.

I am also excited to see Grinnell College investing in their campus and also in the connection between campus and downtown. With their support, I can imagine a lot of new development will take place in those couple blocks. This sort of project is just what we need to continue to nurture and improve our historic downtown, and it will help all of our downtown businesses. The City's work on the downtown streetscape and proposed enhancements to Central Park are also very valuable in beautifying the downtown and making it an attractive place for shoppers to travel to and for me to continue operating my business. Thank you for your consideration of Grinnell's application.

Sincerely,

A handwritten signature in black ink that reads "Bill Hammen". The signature is fluid and cursive, with a long, sweeping underline.

Bill Hammen
Owner



Rob Whitham
Brown's Shoe Fit Co.
937 Main Street
Grinnell, IA 50112

March 1, 2015

Angela Harrington, President/CEO
Catalyst Project Management
108 East Street
Grinnell, IA 50112

Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. I own the local Grinnell Brown's Shoe Fit store.

Bringing more people downtown, close to my business, is the single most important thing the project brings to business owners like me. More than 50 retailers and restaurants stand within 3 blocks of the proposed hotel and events center. All of us need more sales. The project creates synergy and energy downtown. Both the event center and boutique hotel will attract more people to downtown Grinnell and will increase foot traffic in front of our stores. This project will help our small business community grow.

A beautiful boutique hotel and classy ballroom helps make Grinnell unforgettable, vital and fun. Every great city has a fantastic event venue and iconic hotel. The ideal nature of the project's location cannot be overstated.

Thank you,

A handwritten signature in black ink that reads "Rob Whitham". The signature is written in a cursive, flowing style.

Rob Whitham
bsfc31@hotmail.com

I will commit to 1 night stay per year for three years at \$125 per night. (The first year begins when the hotel & event center opens, and an advance reservation is required.)



Craig Cooper, President/CEO
Bikes To You
921 Broad Street, Grinnell, IA 50112

March 1, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Dear Ms. Santizo,

I am writing in support of the proposed downtown event center and boutique hotel as well as all of the other downtown improvements included in your Iowa Reinvestment District application. I own the local bike shop and also own multiple buildings in downtown Grinnell.

A downtown event center will provide an entertainment venue for live music, comedy shows and other social events that young people (my loft residents) want very much in order to call Grinnell home. Both the event center and boutique hotel will bring more people to live work and play near my business. It is the single most important project in a decade that will actually help small business owners grow. Every great city has a fantastic event venue and iconic hotel. Grinnell is that great city that needs this project to continue to prosper.

Grinnell College's plans to invest in the connection between campus and downtown will also have a significant impact on our downtown business community. The College attracts many visitors to Grinnell year-round, but most drive right past our downtown and never get a chance to experience it during their stay. Connecting campus and downtown is very important to helping people experience our community.

I look forward to seeing the positive impact these projects will have on our community's future. Thank you for your consideration.

Thank you,

A handwritten signature in blue ink, appearing to read "Craig Cooper", written over a horizontal line.

Craig Cooper
Owner



Grinnell Area Chamber of Commerce
833 4th Avenue
Grinnell, Iowa 50112

March 1, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Dear Ms. Santizo,

On behalf of the Grinnell Area Chamber of Commerce, I am writing to express our support of the Grinnell Historic Downtown and Campus Confluence projects and their inclusion in Grinnell's Iowa Reinvestment District application.

We are excited to see these projects come to fruition, including the Downtown Boutique Hotel and Event Center, the Central Park improvements, the completion of the downtown public infrastructure plan, the development of a mixed-use area to connect Grinnell College to downtown, and Grinnell College's campus improvement plan.

Each of these major projects will have a tremendous impact in our community, and the ability to implement them all in tandem is a rare opportunity for a community of our size. The synergy of these projects is incredible and will result in significant new investment in our community. The combination of these projects will add to the vitality of our downtown, establish a Boutique Hotel and Event Center and a Campus Store as downtown anchors, and create an intentional connection between campus and downtown. These projects will attract many more people to our downtown, which is very important to the future of our business community. Added development and anchors to downtown will be attractive to new business ventures and will help our existing businesses grow.

I am energized by the collaboration illustrated in the projects described in our IRA application. Various stakeholders have come together to ensure that each project has the most impact possible for our community. All of these parties working together will result in projects that are cohesive and complementary, and they will have a significant combined impact on our economy.

Please support Grinnell's Iowa Reinvestment District Application. Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rachael Kinnick', written in a cursive style.

Rachael Kinnick
Chamber Director



Grinnell Convention & Visitors Bureau
833 4th Avenue
Grinnell, Iowa 50112

March 2, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Dear Ms. Santizo,

On behalf of the Grinnell Convention and Visitors Bureau, I am writing to express my support for the City of Grinnell's Iowa Reinvestment District application.

A downtown hotel and event center has been at the top of my board of directors' priorities for many years, and is a project that has been explored for quite some time. We support the plan to repurpose the existing Community Center building into a boutique hotel and event center. It is an excellent use for the building and the location of it is ideal. The hotel and event center will become a traffic generator and anchor in our downtown. This project has the potential to impact our entire business community, in particular our restaurants that will have the opportunity to cater events. The investors' commitment to not having internal catering is very positive for our restaurants, and demonstrates the investors' interest in this project helping all of our businesses. Grinnell needs the capacity to host large events, and the addition of the events center will allow me to submit bids to host numerous statewide meetings and conferences, which we currently don't have the capacity for. I often hear from travelers who say that downtown Grinnell just seems like a place where a downtown hotel would exist, and I look forward to adding a downtown hotel to Grinnell's lodging options.

I am also very excited to see Grinnell College investing in their campus and the Zone of Confluence. Grinnell College attracts an extraordinary number of visitors to our community, and it is important to our community's future that the College is able to implement these types of projects so they can continue to attract students, employees, and guests to our state.

The City of Grinnell's proposed Central Park enhancements will be wonderful to see come to life. The park is a natural gathering place, and a great place to host events and festivals. The plan for the park is the result of many discussions with community organizations and residents to ensure it will meet the needs of the community.

The Iowa Economic Development Authority's funding is essential to keep this projects moving forward and will have a long lasting effect on the city of Grinnell. Please support Grinnell's Iowa Reinvestment District application. Thank you.

Sincerely,


Emily Counts
Tourism Director



800 FOURTH AVENUE
GRINNELL, IA 50112
PH 641-236-7447
FX 641-236-8123

Cory & Alicia Blankenfeld
Total Choice Shipping & Printing
800 4th Avenue
Grinnell, IA 5011

March 11, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Dear Ms. Santizo,

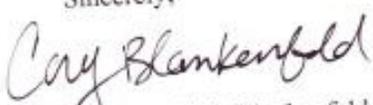
We are writing in support of the projects included in Grinnell's Iowa Reinvestment District application. We own Total Choice Printing and Shipping, located downtown, and the addition of a Boutique Hotel and Events Center, Grinnell College's downtown and campus investments, and the City's enhancements to Central Park will benefit our business.

We are very excited about the proposed Boutique Hotel and Events Center, which will attract so many travelers and guests to our downtown. The events center will bring more social and corporate events to our community, giving us the opportunity to grow the printing side of our business because of the increased number of events needed printed programs, invitations, etc. An events center has been needed in our community for quite some time, and it has been discussed for years.

We also look forward to Grinnell College's investment in a mixed-use area at the confluence of downtown and campus. Their engagement and interest in downtown vitality is exciting, and their project will help draw college visitors into the downtown community, which will benefit all of our downtown businesses.

We grew up in Grinnell and we have a fantastic, vibrant downtown community. The investments outlined in this IRA application will majorly transform our downtown, bringing more activity and life to it. We believe these projects have great synergy and will have a tremendous impact in our community. Thank you for your consideration.

Sincerely,


Cory & Alicia Blankenfeld
Owners



GAMERS

David Counts, Owner
Gamers
805 4th Avenue
Grinnell, IA 50112

March 9, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Dear Ms. Santizo,

I am writing in support of Grinnell's Iowa Reinvestment District application. I own Gamers, a video game and electronics retail store located in downtown Grinnell.

I opened my business nine months ago and chose to locate it downtown because of all of the community support and investment in the downtown area. I am encouraged to witness ongoing efforts to bring additional traffic into our downtown, something that will benefit my business and all of my neighbors. The project included in this application are evidence of this community's commitment to investing in itself.

I support repurposing the Community Center building into a Hotel and Event Center. It is a fantastic location for the project and a great use for the building. It will provide an anchor to our downtown, which will draw more traffic within walking distance of my store.

My business will also benefit from Grinnell College's plans for their Zone of Confluence. College students could be a large customer segment for my business, but they rarely venture off of campus. I think that the college having more of a presence downtown and helping their students and visitors make that connection between campus and downtown will be extremely helpful to our ~~business~~ entire business community. It will draw their students into downtown and make them aware of all of the great businesses there are within a couple blocks of campus.

Thank you for your consideration of Grinnell's Iowa Reinvestment District application.

Sincerely,



David Counts
Owner



Tonya Gosselink
Gosselin's Gifts & Interiors
933 Main Street
Grinnell, IA 50112

March 11, 2015

Mrs. Alaina Santizo
Iowa Economic Development Authority
200 East Grand Avenue
Des Moines, Iowa 50112

Dear Ms. Santizo,

I am writing in support of Grinnell's Iowa Reinvestment District application. I own Gosselin's Gifts & Interiors in downtown Grinnell and the projects outlined in this application will transform our downtown and help all of our businesses.

Grinnell College's investment in developing the area connecting our downtown to campus will help us draw more college students, parents, and guests into the heart of our community. Currently, many of them drive straight to campus and often miss our downtown, even though it is only a couple blocks away. I support their efforts to connect campus to downtown and truly think it will help bring more traffic to my business.

I am also very excited about the proposed Boutique Hotel and Events Center, which will attract so many travelers and guests to our downtown. I support repurposing the Community Center building into the Hotel and Events Center, as it will be a much better use of the building and will add a great anchor to our downtown community. This project will no doubt attract many more people to our community, and I love that it is located right downtown. I also think the project has great synergy with the proposed enhancements to Central Park and support the City's investment the park.

The projects outlined in this IRA application will transform our downtown and benefit so many of our businesses. Thank you so much for your time and consideration.

Sincerely,

A handwritten signature in cursive script that reads "Tonya Gosselink".

Tonya Gosselink
Owner

Howard McDonough
McDonough Farms
Grinnell, IA 50112

January 15, 2015

Angela Harrington, President/CEO
Catalyst Project Management
108 East Street, Grinnell, IA 50112

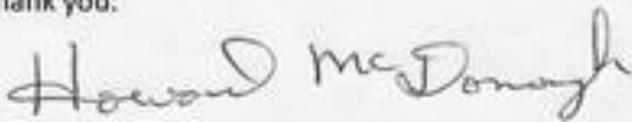
Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. I am a native Grinnellian, farm adjacent land and have served the community for the entirety of my adult life.

The project saves an important building. I went to school in that building, it served as Grinnell's Jr and Sr high schools for many decades. The project makes big things possible in a small city. Repurposing an underutilized historic building that was the epicenter of community gathering in Grinnell for most of a century is important. The classrooms make perfect hotel rooms as does the old gymnasium as a community ballroom and the school kitchen as catering facility.

I have many memories of being in the building. The historical importance of the building is paramount and its future is uncertain if not for this project.

Thank you.



Howard McDonough
smcd@iowatelecom.net

I will personally commit to 5 nights stay per year for three years at \$125 per night. (The first year begins when the hotel & event center opens, and an advance reservation is required.)

February 24, 2015

Angela Harrington, President/CEO
Catalyst Project Management
108 East Street, Grinnell, IA 50112

Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. As a small business owner and entrepreneur, Grinnell College grad, and involved citizen, I think that an upscale boutique hotel and ballroom would be useful to the Grinnell economy from both a retail and tourism perspective.

The project looks to bring more people downtown, and seems likely to boost traffic to downtown retailers and restaurants. A boutique hotel in a historic building across the street from Central Park has great potential. I encourage you to pursue it.

Thank you.

A handwritten signature in black ink that reads "Jeff Dickey-Chasins". The signature is written in a cursive, slightly slanted style.

Jeff Dickey-Chasins
JobBoardDoctor LLC
1421 Broad St.
Grinnell, IA 50112

Shane Hart, Realtor
715 5th Avenue
Grinnell, IA 50112

March 1, 2015

Angela Harrington, President/CEO
Catalyst Project Management
108 East Street, Grinnell, IA 50112

Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. I am a real estate agent in town, and also a board member of Grinnell's country club and chair of Grinnell Connect.

A downtown event center will provide an entertainment venue for live music, comedy shows and other social events like weddings. Both the event center and boutique hotel will bring 18-hour vitality to downtown Grinnell. Having fun things to do at an event center and an iconic hotel to showcase our city, will attract more residents to Grinnell and help me sell more homes.

A boutique hotel and event center is a community amenity we need to stay competitive amongst our peer cities and urban areas.

Thank you



Shane Hart

shane@ramseyweeks.com

I will commit to 10 nights stay per year for three years at \$125 per night and understand the first year begins when the hotel & event center opens and that an advance reservation is required.

Dan & Nancy Agnew
1935 Reed Street
Grinnell, IA 50112

March 1, 2015

Angela Harrington
President/CEO
Catalyst Project Management
108 East St.
Grinnell, IA 50112

Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. I am the Chair of the Grinnell Area Chamber of Commerce and Convention & Visitors Bureau Board. I also spent 19 years as the CEO of Grinnell Mutual Reinsurance, Grinnell's largest employer.

The event center has been a top priority for the Chamber of Commerce for 5 years now. The hotel and event center together will be tremendous projects in community vitality. Grinnell is the perfect place for persons from all 5 of Iowa's urban centers to get together for meetings. Unlike our peer cities Grinnell has no community ballroom with which to accommodate large social events like weddings, fundraising galas and community dances. Grinnell needs an upscale hotel to add to current lodging options.

Modern cities provide a variety of accommodations to adequately serve business travelers. Grinnell is missing a more upscale option.

Thank you


Dan Agnew
Dagnew1@iowatelecom.net

Nancy and I will commit to 2 nights stay per year for three years at \$125 per night, understanding that the first year begins when the hotel & event center opens, and that we will need to make an advance reservation.



MaryAnne Nickle
Iowa Valley Community College, Grinnell
123 6th Avenue, Grinnell, IA 50112

March 1, 2015

Angela Harrington, President/CEO
Catalyst Project Management
108 East St.
Grinnell, IA 50112

Dear Angela,

I am writing in support of the proposed downtown event center and boutique hotel. I am the Dean of Iowa Valley Community College.

The event center and hotel concept proposed is an important one. The event center will allow the community to come together as never before for social events. The hotel has obvious economic implications for our small business community downtown. The hotel and event center will provide a useful venue for on-site learning at Iowa Valley. Our hospitality and culinary programs need just such a location to allow real world learning for our students.

We look forward to all kinds of collaborative possibilities with the addition of the facility including apprentice programs in catering.

Thank you

A handwritten signature in black ink that reads "M. Nickle".

MaryAnne Nickle, M. Ed.

Dean

maryanne.nickle@iavalley.edu



Feb 26, 2015

Angela Harrington, President/CEO

Catalyst Project Management

108 East Street, Grinnell, IA 50112

Dear Angela,

I am writing in strong support of the proposed downtown event center and boutique hotel. With the addition of the Charles B. Bear Athletic Center at the College, Grinnell is becoming a magnet for sporting events that bring in significant numbers of visitors to Grinnell.

Already, the facility has been the site for NCAA, Midwest Conference, and statewide swimming and track and field events. That record will no doubt continue, as evidenced by the Indoor NCAA Track & Field Championships returning in March of 2016.

I believe an upscale boutique hotel and ballroom would add significantly to downtown Grinnell and offer visitors one more special reason to visit our community. The placement of a boutique hotel downtown can only increase traffic to downtown businesses and restaurants.

As a long-time coach at Grinnell College, I have had many coaches over the years ask me where to stay when they visit. I would be very pleased to give them the option of a high quality boutique hotel.

Quite simply, I believe Grinnell is ready for this and I believe both the Grinnell and college communities will benefit enormously from it.

Sincerely,

Will Freeman

Associate Professor of Physical Education

Head Coach of Track & Field and Cross Country

Level III Coach for USA Track & Field

Former Chair of NCAA Track & Field Committee