

The twenty five year vision for the greenbelt identifies a significant number of improvements focused on achieving the plan's vision and mission, maintaining and improving a high quality of life for the citizens of Clive and the region. Carrying out the plan is expected to take place over 25 years through multiple public and private projects.

Summary of the Project Types

The Greenbelt Master Plan identifies a series of projects that support private development, redevelopment and improvements to the greenbelt itself which are primarily public infrastructure enhancements, land acquisition and easements. Primary costs for the greenbelt master plan are summarized in Chapter 11, Table II.2.

Within this chapter, the master plan will focus on the “greenbelt” specific improvements. Further discussion on private sector development and redevelopment can be found in Chapter 15, Economic Impacts.

Based on the input received from citizens, city staff and regional partners the master plan outlines a series of projects that focus on trails, bridges, stream stabilization, habitat restoration, stormwater management, park and trail-head development and signage and wayfinding. Of the improvements identified, the most significant efforts (measured by capital cost) relate to improving trail connectivity and restoring the natural character of the greenbelt.



TABLE 10.1

**GREENBELT IMPROVEMENTS, OTHER COMMUNITY INVESTMENTS AND
REDEVELOPMENT AREAS COSTS BY TIME HORIZON**

	Total Capital Costs	The Falls	The Oxbows	The Lakes	The Headwaters
SHORT TERM					
Greenbelt Improvements	\$35,144,906	\$2,384,653	\$6,257,687	\$4,279,392	\$600,904
Other Community Investments	3,702,694	375,040	3,012,774	0	314,880
Redevelopment Areas	23,250,000	15,876,000	7,224,000	150,000	0
Total	\$62,097,601	\$18,635,693	\$16,494,461	\$4,429,392	\$915,784
MID TERM					
Greenbelt Improvements	\$40,914,464	\$12,718,226	\$9,890,805	\$6,670,125	\$3,169,178
Other Community Investments	8,230,400	0	2,956,160	725,120	352,000
Redevelopment Areas	180,142,164	31,592,384	144,967,280	0	0
Total	\$229,287,028	\$44,310,610	\$157,814,245	\$7,395,245	\$3,521,178
LONG TERM					
Greenbelt Improvements	\$12,512,390	\$3,928,882	\$2,716,634	\$2,601,600	\$3,265,274
Other Community Investments	10,622,080	0	10,622,080	0	0
Redevelopment Areas	207,744,920	50,466,720	157,278,200	0	0
Total	\$230,879,390	\$54,395,602	\$170,616,914	\$2,601,600	\$3,265,274
TOTAL					
Greenbelt Improvements	\$88,571,761	\$19,031,761	\$18,865,126	\$13,551,117	\$7,035,355
Other Community Investments	22,555,174	375,040	16,591,014	725,120	666,880
Redevelopment Areas	411,137,084	97,935,104	309,469,480	150,000	0
Total	\$522,264,019	\$117,341,905	\$344,925,620	\$14,426,237	\$7,702,235

Source: RDG Planning and Design, Applied Ecological Services, and ConsultEcon, Inc

The Wilds	Total Capital Costs
\$21,622,271	\$35,144,906
0	3,702,694
0	23,250,000
\$21,622,271	\$62,097,601
\$8,466,131	\$40,914,464
4,197,120	8,230,400
3,582,500	180,142,164
\$16,245,751	\$229,287,028
\$0	\$12,512,390
0	10,622,080
0	207,744,920
\$0	\$230,879,390
\$30,088,401	\$88,571,761
4,197,120	22,555,174
3,582,500	411,137,084
\$37,868,021	\$522,264,019

During the public input sessions and based on the data from trail intercept surveys, the majority of Clive residents see these proposed Greenbelt improvements as a critical component for the greenbelt- helping to support its role and purpose within the community. Within the master plan, these improvements have been identified throughout the Greenbelt System (see Chapter 9).

The program for the Greenbelt is not only dependent on the recreational infrastructure, but relies on the acquisition of additional property and easements throughout the system. Strategic land acquisitions are illustrated in Chapter 9 to help improve habitat, buffer adjacent land uses, protect the floodway and create a contiguous Greenbelt.

Prioritization

Key priorities within the master plan were identified from feedback received by City staff, residents of Clive and the greenbelt master plan Steering Committee. Throughout the master plan process, feedback has been received regarding the implementation of the strategies and improvements have been discussed in great length.

Implementation of the plan has been prioritized according to short, medium and long term projects. Projects were prioritized as follows:

- *Short term (0-5 years):* projects that should be implemented to help ensure

the health safety and welfare of the greenbelt and associated public infrastructure.

- *Medium term (6-10 years):* projects that are contingent upon additional planning, funding, adjacent development or partner implementation to make these projects a reality.
- *Long Term (11 – 25 years):* projects that require significant investment in adjacent development/redevelopment that is anticipated to happen in this timeframe.

Note: Some projects will be implemented in multiple phases over several years or longer. In certain cases, capital expenditures will be realized to temporarily “fix” a problem. For example, the 100th to 114th trail rehabilitation project is scheduled to be completed in 2017. Current project funding is limited to resurfacing. In the future the City will relocate portions of the trail to meet the setback requirements identified within the design guidelines.

Based on project prioritization established, Table 10.1 show the total project costs over the short-, mid-, and long-term.

As part of this plan, key high priority projects have been identified from the short term project listing. These projects have been broken down into both area specific and greenbelt wide projects, discussed later in this chapter.

The majority of Greenbelt Users believe the greenbelts primary role is to support active and leisure recreation.

Did You Know?

Over 85% of Clive residents support or strongly support restoring and stabilizing the stream banks along Walnut Creek.

When determining the priority of the project it is critical to consider the context of the project. Smaller, point specific projects that can be completed in less than a year's time or require minimal coordination with outside partners, have an immediate impact on the safety, experience or protection of property rise to the top of the list. These short term projects can have a significant impact on maintaining and improving the high quality of life desired and expected of Clive residents. Large projects that require multiple years of permitting, design and implementation and are dependent on outside support for funding have been designated as a medium or long term project.

It's important to prioritize projects to align with funding sources (see chapter 14) and measure and monitor the im-

provement's impact. This is particularly important for projects that are dependent on outside influences (e.g. upstream members of the watershed or adjacent development).

Prioritization Process

The plan's process for prioritization takes into consideration multiple factors. First, public feedback was sought through multiple open houses, two scientific surveys and an "on the trail" intercept survey. The results of these efforts can be found in the appendix of this document.

Secondly, a significant amount of effort was placed on inventorying, assessing and modeling the built environment to help identify opportunities to improve connectivity of the trail system and to identify areas of concern regarding the relationship of private property, stream bank erosion, the proximity of the trail to the stream and potential impacts to public infrastructure. This objective approach helps articulate the greatest need for improvement from an applied science perspective.

Third, areas that could potentially pose a risk to public safety were sought, specifically by evaluating the trail bridge study and through analysis of pedestrian, bicycle and vehicular intersections within the trail network.

Fourth, the improvement's return on investment was sought. Projects having multiple benefits were given a higher priority.

Finally, projects having a direct benefit on enhancing the project's overall greenbelt brand and helping to fulfil the mission, vision and goals of the project elevated that project's standing.

An example of a high priority project can be found on the South Fork of Walnut Creek, starting at the Country Club Lake Dam to just past the convergence where it enters into Walnut Creek (near 128th Street). Within this area, the master plan identifies stream restoration, woodland restoration, wetland bank restoration, trail re-alignment and neighborhood connectivity. All of these projects can be found within a small footprint and have a significant upside. Since the South Fork of Walnut Creek Watershed is built out (impacts to land use and hydrology will be minor) the amount of runoff can be adequately modeled to match actual flow data coming out of Country Club Lake. Secondly, by retrofitting the Country Club Lake Dam outlet, stormwater runoff for large and small events can be effectively managed, significantly helping to minimize bank erosion. Third, when completing stream restoration, access to the stream for heavy equipment makes trail relocation and reconstruction essen-

"An example of a high priority project can be found on the South Fork of Walnut Creek..."

TABLE 10.2

STREAM RESTORATION SUITABILITY

Identify areas of the greenbelt where restoration is most beneficial for protecting property, improvements, improving the character, preserving habitat, improving visibility and reducing potential flood impacts.

Factors									Data Source
UTILITY PROXIMITY									
Sanitary	No Pipe Present	0	<8" Diameter	4	8.1" - 12"	6	12"+	8	City of Clive
Water	No Pipe Present	0	<8" Diameter	4	8.1" - 12"	6	12"+	8	City of Clive
Storm	No Pipe Present	0	<8" Diameter	4	8.1" - 12"	6	12"+	8	City of Clive
TRAIL PROXIMITY									
	More than 20' from the trail	0	11 - 20' from the trail	4	10.99' - .01' from the trail	6	Conflicts with the trail	10	
BANK HEIGHT									
	Minimal Cut 1-3'	8	3 to 10'	16	10 to 15'	20	Extreme Cut - 15'+	24	
BANK STABILITY									
	Artificially Stable	8	Moderately Stable	16	Moderately Unstable	20	Unstable	24	
PROXIMITY TO PRIVATE PROPERTY									
	96' or more from PP	4	55' - 96'	8	31 - 55'	12	30' or less from PP	16	
LAND COVER									
	Grasslands / Ag	0	Deciduous Short	2	Deciduous Medium	4	Deciduous Tall	8	
STREAM MOVEMENT									
	0-50	8	50.1 - 100	16	100.1 - 150	20	150.1+	24	

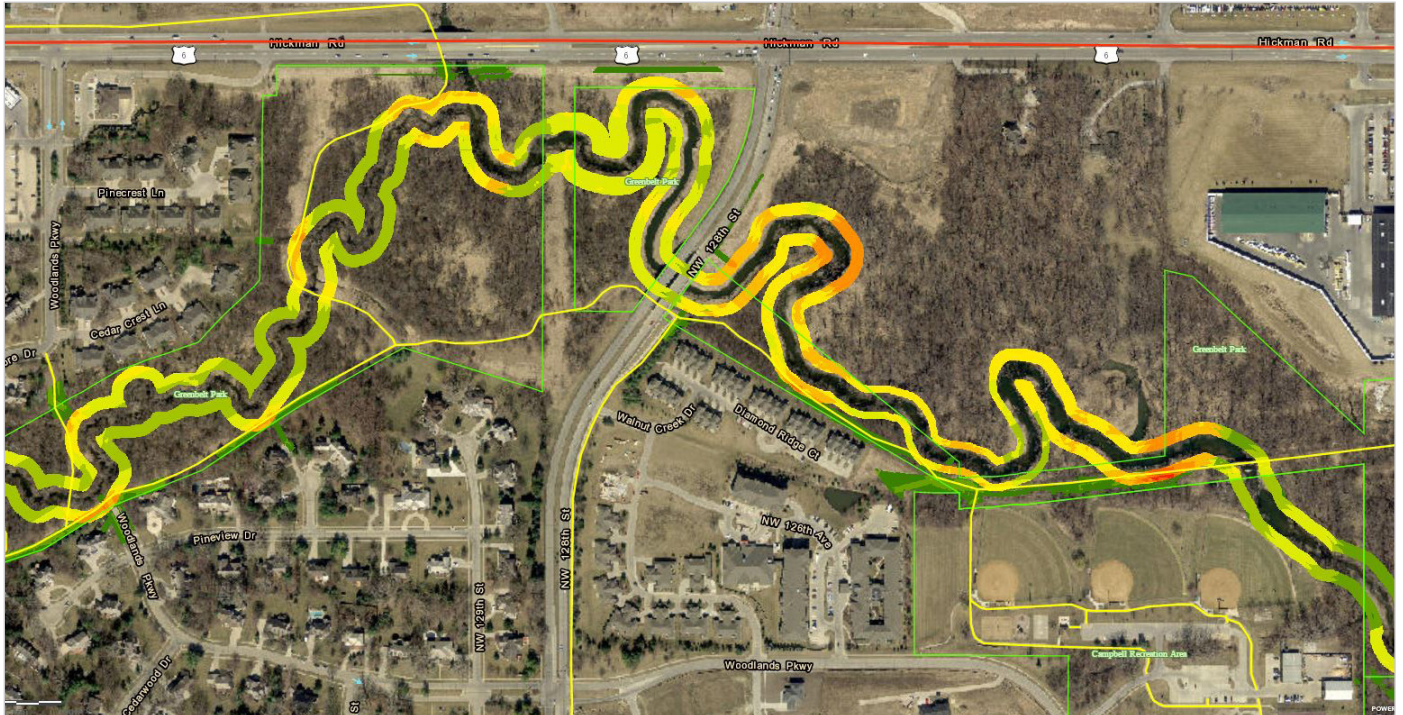
tial. Finally, since a significant amount of vegetation will be impacted, it makes logical sense to restore the floodplain forest, remove invasive species and restore the existing wetland.

Two additional factors that were considered when prioritizing improvements

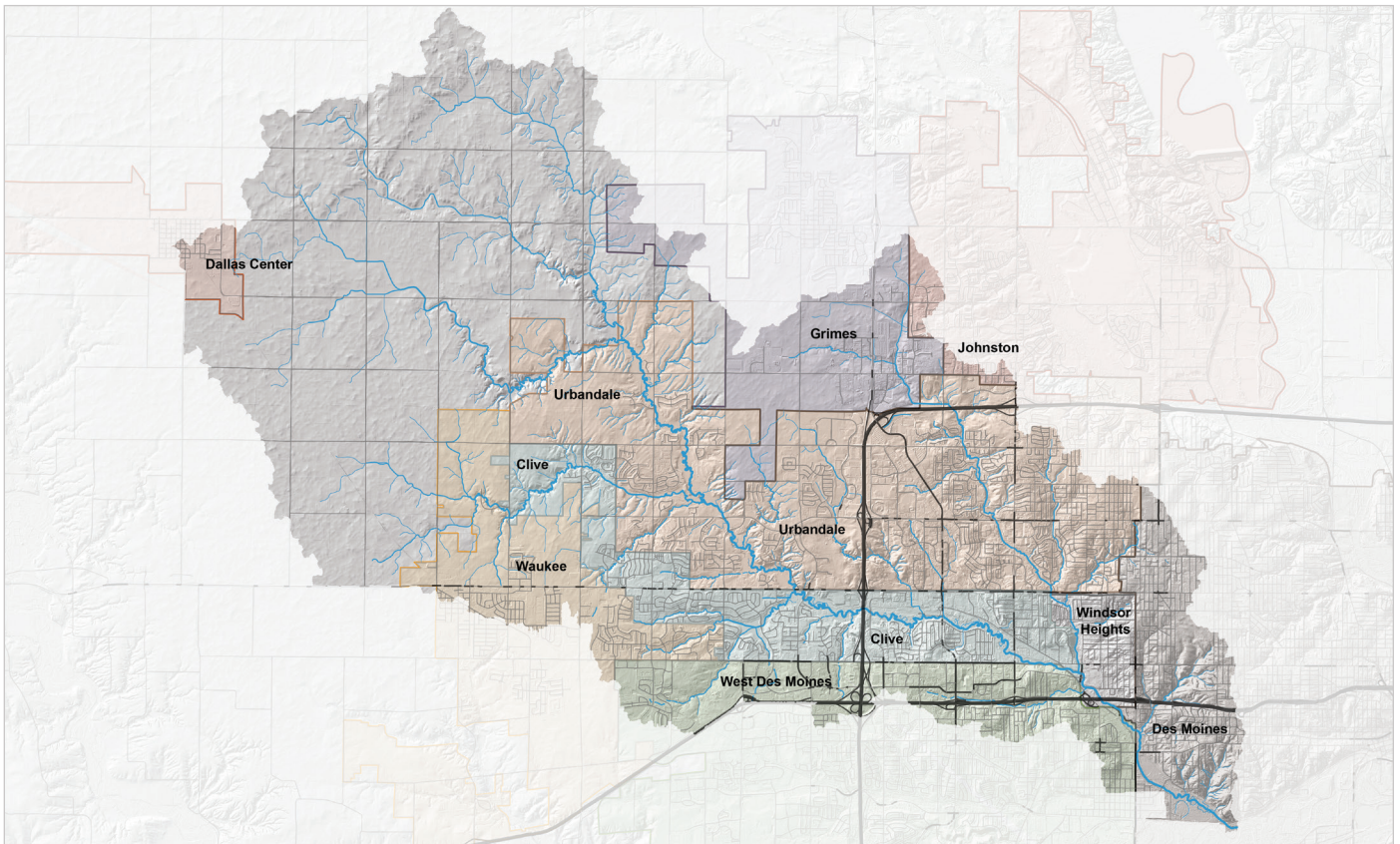
include the consideration of a major public infrastructure improvement (regional sanitary sewer) and the adoption and implementation of the Walnut Creek Watershed Management Plan Policy items.

These two items combined will impact the timing of stream restoration throughout

the greenbelt and habitat improvements within the Eastern half of the community. First, the Wastewater Reclamation Authority (WRA) sanitary sewer will significantly disturb the areas adjacent to it. Since this improvement is currently scheduled for implementation around 2024 – 2026, the plan indicates that all



Stream Restoration Suitability



Watershed Image

stream and habitat restoration in these areas be constructed in about 10 years.

Secondly, the adoption – and more importantly – the implementation of the Walnut Creek Watershed plan and policies has a significant impact on the result of any stream / habitat improvements installed in Clive. Since 92% of the water from the Walnut Creek Watershed flows through Clive, having a clear understanding of the development patterns from upstream partners is critical. With this in mind, most of the large scale stream restoration projects are planned as a midterm improvement, providing about 4 – 5 years for the implementation and adoption of the watershed plan policies. The timing of these projects can be adjusted dependent upon the level of adoption of plan policies by watershed members.

Near Term Projects

Based on the prioritization criteria established above, the following projects have been identified as the first set of priority improvements for the master plan. For a complete listing of the projects, please see appendix.

The Falls

- North Walnut Creek Greenbelt Extension. This project includes developing a 10' wide trail that connects Harbach Street to Clive Learning Academy down to a redeveloped under pass under University Avenue to the primary greenbelt trail. This project includes a new bridge at the Clive Learning Academy, securing easements and property.
- Relocating a portion of trail behind Acheson Auto Works.
- Implementing wayfinding for private destinations and a series of educational signs.
- Stabilizing Walnut Creek in several areas to prevent further erosion of pri-

vate property. (See map of high priority properties).

The Oxbows

- Replace trail between 100th and 114th street, as a top tier safety concern.
- Developing a 10' wide trail that connects Hickory Hills and the University Avenue commercial district/hotels to the greenbelt. The project includes property acquisition, a new bridge, habitat restoration and lowland restoration.
- Replacing the trestle bridge north of Campbell Park
- Development of Riparian Park north of Aquatic Center. This involves improvements to the community center to compensate for necessary Porter Shelter removal, due to its flood plain location. Note: Longer term plan to replace the shelter with facility out of the flood plain.
- Implementing wayfinding for private destinations and a series of educational signs.
- Installing a trail connection to City Hall and Library.

The Lakes

- Implementing wayfinding for private destinations and a series of educational signs.
- Stabilizing Walnut Creek in several areas to prevent further erosion of private property.
- Retrofitting Country Club Lake to manage small storm events, restore the stream banks west of 128th Street to Country Club Lake, restore habitat and relocate / protect utilities and complete a restoration of the wetland bank at 128th Street.

The Headwaters

- Implementing wayfinding as needed and a series of educational signs.

The Wilds

- Implementing wayfinding as needed and a series of educational signs.
- Adopting the policies outlined within the Walnut Creek watershed management plan to support the installation of a green infrastructure network of wet ponds, bioswales, forebays and natural areas.
- Restore the streambanks and adjacent natural areas prior to development.
- Extension of the primary Greenbelt Trail along Little Walnut Creek.

Conclusions

As the Greenbelt Master Plan is implemented, the master plan progress should be tracked according to the metrics outlined within the plan on a five year basis, with a minor annual review prior to each annual development of the City's Capital Improvements Program (CIP) update and city budget. Maintaining a current plan and up to date vision is critical to successful buy in from policy makers and citizens alike, thus every effort should be made to continue the campaign as projects come on line and momentum builds.

The following 5 chapters of this report address capital costs, demand use and analysis, operations and maintenance, potential resources available to aid in funding this plan and the plan's overall economic impact/return on investment.

ConsultEcon, Inc. was retained by RDG Planning and Design as a subcontractor to provide market and economic analysis for the development and implementation of the Clive Greenbelt Master Plan.

The economic analysis is a custom economic model developed for the project by ConsultEcon, based on concepts and plans identified by the City of Clive, RDG Design and Planning, and Applied Ecological Services; market analysis as contained in ConsultEcon's memorandum, completed in the market study submitted for the project; consultation with the steering committee, city staff and RDG consultant team, and the consultant's general industry experience. The proposed master plan improvements contained in this report and studied over the next few chapters reflect plan elements in place by mid-July 2016 coupled with mid-June, 2016 cost estimates provided by RDG Planning and Design. These are important inputs into the economic analysis of the master plan. Should concept and design plans change, program assumptions and plan metrics will need to be revisited and the economic analysis adjusted.

Assumptions

The work of ConsultEcon in this and upcoming chapters is based on the following assumptions. ConsultEcon's work here is qualified in its entirety by these assumptions.

- 1) The size and design of Clive Greenbelt will serve to create a high quality, recreational destination with broad-based audience appeal and a distinctive image. The entrances to the site will be highly visible and well signed. Additional land on the site will be used in a manner advantageous to the success of the project. Adequate parking will be available.
- 2) The facility will be competently and effectively managed. An aggressive promotional campaign will be developed and implemented. This program will be targeted to prime audiences consisting of resident and visitor market segments. Fees and prices for use of facilities will be consistent with the experience and recreational value offered, and with current fees and prices for similar and competitive facilities in the Clive area.



- 3) There will be no physical constraints to impede visitors to the Clive Greenbelt, such as major construction activity. Changes in economic conditions such as a major recession or major environmental problems that would negatively affect operations and visitation will not occur in the near future.
- 4) Every reasonable effort has been made in order that the data contained in this study reflect the most accurate and timely information possible and it is believed to be reliable. This study is based on estimates, assumptions and other information developed by ConsultEcon, Inc. from its independent research efforts, general knowledge of the industry, and consultations with the RDG Planning and Design, the consultant team and the City of Clive. No responsibility is assumed for inaccuracies in reporting by the client, its agents and representatives, or any other data source used in the preparation of this study. No warranty or representation is made that any of the projected values or results contained in this study will actually be achieved. There will usually be differences between forecasted or projected results and actual results because events and circumstances usually do not occur as expected. Other factors not considered in the study may influence actual results.
- 5) This report may not be used for any purpose other than that for which it was prepared. This report is not to be used for project financing or underwriting of debt instruments.
- 6) Outputs of computer models used in this report are rounded. These outputs may therefore slightly affect totals and summaries.

7) This report was prepared during April 2015 through July 2016. It represents data available at that time.

8) All estimates, unless otherwise noted, are in current dollars and do not take into account future rates of inflation.

Overview of the Greenbelt Master Plan Improvements

The basis for the economic analysis is the Clive Greenbelt Master Plan and its composite improvements to the Greenbelt. The Clive Greenbelt Master Plan is a long term, 25-year plan for public and private development oriented to the Clive Greenbelt. The Greenbelt is a unique part of the City of Clive's public infrastructure and identity. The Master Plan envisions a Clive Greenbelt with robust recreational and natural resources that reflects the community's values and identity. The proposed master plan improvements are based off of the proposed master plan that is still under development as of the date of this report and June 17, 2016 current dollar cost estimates provided by RDG Planning and Design are an important input into the economic analysis of the master plan.

Plan Districts

The Clive Greenbelt Master Plan improvements are segmented into five districts including:

- The Falls District
- The Oxbows District
- The Lakes District
- The Headwaters District
- The Wilds District

Each district roughly corresponds to distinctive sections of the Greenbelt and help to establish an organizing framework for proposed elements and projects included in the master plan.

Public and Private Investment

The Clive Greenbelt Master Plan is a 25-year plan that includes a mix of proposed public investments and potential private investment. Following is an overview of public and private investments, based on the summary of hard and soft cost estimates.

• *Greenbelt Improvements*

Greenbelt trails, environmental improvements, wetlands, and property acquisition to expand Clive's recreational and natural resources for the next generation of Clive residents. Most Greenbelt investments are public investments. The total estimated cost of the Greenbelt Improvements, including hard and soft costs, is \$88.6 million.

• *Other Community Investments*

New and improved parks and recreational facilities in addition to the Greenbelt, such as an event lawn, amphitheater, ice rink, renovation and addition to the existing community building, a new civic building. The proposed zip line is a potential private investment opportunity. The total estimated cost of Other Community Investments is \$33.7 million.

• *Redevelopment Areas*

Three areas are targeted for redevelopment as a part of the master plan. While most of the investment in Redevelopment Areas is private investment, public investment in public space supports private investment. The total estimated public and private costs for development in the Redevelopment Areas is \$411.1 million.

• *New Development in The Wilds District*

The Greenbelt is one of Clive's core features and amenities for new Clive residents. The Greenbelt investment

and future operations of parks and recreation supports the direct and indirect investment in new residential communities on open land. The total estimated cost of new private development in the Wilds is \$264.0 million

Mix of City, Regional and Private Investment for Full Plan Implementation

As a regional asset, the Clive Greenbelt is enjoyed by residents throughout the region. In addition, the Greenbelt and Walnut Creek experience environmental impacts such as flooding and stream bank erosion due to development outside of city limits. Therefore, not all of the costs of selected improvements would be borne by the City of Clive because of the regional nature of the Greenbelt. Most costs associated with the Redevelopment Areas and New Development in the Wilds would be borne by the private sector.

Based on the assumptions about how projects would be funded, the core Greenbelt Improvements would require a City investment of \$41.1 million, including hard and soft costs. (Hard costs total an estimated \$32.5 million and soft costs total an estimated \$8.7 million.) Over the 25 year period of the plan, the annual average City investment in the Greenbelt is estimated to be \$1.6 million. The estimated City investment in Other Community Investments and Redevelopment Areas adds another \$22.6 million and \$14.0 million for a grand total potential City investment of \$77.7 million or \$3.1 million on average over 25 years. Refer to Table 11.1 on the following page.

Redevelopment Areas and Private Development

New parks and trails have been shown to support investment in and enhance-

ment of the value of properties in communities throughout the United States. Public investments in the Greenbelt, Other Community Investments and the Redevelopment Areas have the potential to enhance the value of private development in Redevelopment Areas and new development in the Wilds. The Greenbelt development is a function of the city's growth trajectory and build out of the city in the coming decades. Housing the next generation of Clive residents and providing them with quality government services are important to attracting new residents and making Clive a desirable community. With the City's build out in the Wilds District and new residential units proposed for the Redevelopment Areas, additional capital and operational expenditures in City of Clive parks and recreation are required to accommodate future demand for Greenbelt trails, and ongoing city parks operations, maintenance and recreational programming. There is an indirect relationship between the public investment in the Greenbelt and the private investment in the Redevelopment Areas and the New Development in the Wilds District. While the Greenbelt is not the only reason for new development, it is the primary recreational amenity in the City and an important and differentiating component of the City's brand and identity.

Greenbelt Improvements

Data in Table 11.2 summarize the hard and soft cost estimate prepared by RDG Design and Planning that reflect the full build out and implementation of the Greenbelt Master Plan. Due to the size and scale of the master plan and the cross cutting nature of potential types of projects that cross through multiple districts in the City, the Greenbelt trail facilities, environmental improvements, wetlands, and new property acquisition

and easements will be implemented over the entire 25 year time horizon. Improvements to undeveloped areas of the City can be implemented as new private development occurs, while improvements in the developed areas of the city may well be implemented sooner. Refer to Table 11.2

Other Community Investments by District

Data in Table 11.3 summarize the cost estimates prepared by RDG Design and Planning that reflect Other Community Investments that are related to the core Greenbelt. Projects can be implemented on a one time basis rather than incrementally over time like those proposed in Table 11.2.

Redevelopment Areas

The Master Plan envisions a future with more connectivity to more of Clive's neighborhoods and adjacent redevelopment areas that engage the Greenbelt, its natural features, parklands, or recreational amenities. The public infrastructure investment in the Greenbelt combined with private investment in redevelopment areas has the potential to create truly distinctive development patterns unlike those that exist currently in the City, and increase property values and quality of life for residents, employees and visitors. Most adjacent properties currently "turn their back" on the Greenbelt, especially industrial properties prevalent in the Oxbows.

A number of redevelopment areas have been identified on private lands adjacent to the Greenbelt. Private redevelopment may occur at some point in the future, depending on factors, such as site availability, market conditions and capital resources for financing. Clive is an attractive locale for investment, with high

TABLE 11.1

SUMMARY OF POTENTIAL CITY, REGIONAL AND PRIVATE INVESTMENT, 2017 TO 2042, BASED ON THE CLIVE GREENBELT MASTER PLAN

DISTRIBUTION OF PRIVATE AND PUBLIC INVESTMENT BY FUNDING SOURCE

	Greenbelt	Other Community Investments	Redevelopment Areas	New Development in the Wilds ²	Total Capital Costs ¹
City	\$41,139,014	\$25,229,694	\$13,972,504	\$0	\$80,341,2122
Regional ³	\$31,187,466	\$3,689,100	\$10,015,500	\$0	\$44,892,066
Private	\$15,559,930	\$4,786,380	\$387,149,080	\$264,000,000	\$671,495,390
Volunteer ⁴	\$685,350	\$0	\$0	\$0	\$685,350
Total	\$88,571,761	\$33,705,174	\$411,137,084	\$264,000,000	\$797,414,019

PERCENT TO TOTAL

City	46%	75%	3%	0%	10%
Regional ³	35%	11%	2%	0%	6%
Private	18%	14%	94%	100%	84%
Volunteer ⁴	1%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%

AMOUNT OF PRIVATE INVESTMENT FOR EVERY \$1 IN PUBLIC (CITY AND REGIONAL) INVESTMENT

Average Annual Investment Over 25 Years

City	\$1,645,561	\$1,009,188	\$558,900	\$0	\$3,213,648
Regional ³	\$1,247,499	\$147,564	\$400,620	\$0	\$1,795,683
Private	\$622,397	\$191,455	\$15,485,963	\$10,560,000	\$26,859,816
Volunteer ⁴	\$27,414	\$0	\$0	\$0	\$27,414
Total	\$3,542,870	\$1,348,207	\$16,445,483	\$10,560,000	\$31,896,561

1) RDG Planning and Design per Cost Estimates, July 7, 2016. Are assumed to be hard and soft costs. Costs do not include site acquisition, demolition, profit/overhead, project management, contingency or inflation escalation.

2) Average cost of new dwelling units from Table 11.6 assumed at \$200,000. Does not include hard costs.

3) Project components in this category are regional assets and so costs would be shared by regional public entities, such as adjacent municipalities, the state, and other regional public entities.

4) Volunteer costs represent the value of the volunteer labor that would be used to complete selected projects related to natural area restoration.

Source: RDG Planning & Design and ConsultEcon, Inc.

value residential and office space, and competitive retail and industrial areas. The Greenbelt Master Plan improvements have the potential to support private investment in the redevelopment areas, if the public and private improvements can be coordinated effectively.

The redevelopment areas include:

- Eastern Gateway in the Falls District, as shown in Figure 11.1 – Currently occupied with office, retail and warehouse uses, anchored by a neighborhood shopping center. Current zoning is Community Commercial District and Floodway District.
- 86th Street parcel in the Oxbows District, as shown in Figure 11.2 – Current vacant land, and available for sale. This is a short term development opportunity.
- Northeast Area of the Oxbows District, as shown in Figure 11.3. Existing commercial district, including office, retail, warehouse and industrial uses.
- Civic Area adjacent and nearby the aquatic center in the Oxbows District, as shown in Figure 11.4.

Data in Table 11.4 show a summary of existing redevelopment area property characteristics for FY 2016 that inform the evaluation of property value impacts.

Redevelopment Areas Costs

Data in Table 11.5 summarize cost estimates prepared by RDG Design and Planning that reflect Redevelopment Area investment, which includes a mix of public and private investment.

Build Out Scenario for Redevelopment Areas and the Wilds District

Data in Table 11.6 show selected characteristics of the development program proposed for the redevelopment areas

and the Wilds District. This build out scenario is comparable to other city estimates of build out. The build out scenario identified as a part of the Greenbelt Master Plan, identifies the potential for 12 percent more housing units than current build out estimates. According to the City of Clive, Clive will achieve full build out of available land in 2030 and achieve a population of 25,000 with approximately 10,000 households. In 2015, there were an estimated 7,400 households in Clive according to ESRI data. Adding the projected number of households of 3,829 from Table 12.3 yields a total of approximately 11,200 housing units, which is 12 percent higher than the City's build out estimate, due to increased density of land use proposed in redevelopment areas and in the Wilds District, which contains the largest amount of open land available for new development.

Capital Costs

The capital costs identified in the upcoming tables were provided by RDG Planning & Design to ConsultEcon for use in their economic analysis above and in subsequent chapters.

As noted above, this Greenbelt Master Plan involves a 25 year vision for Clive and the region and therefore a 25-year approach to implementation, leveraging multiple funding sources. The capital costs identified below were provided to ConsultEcon for their analysis above. *For the purposes of this plan, costs have been identified to reflect a timeline divided into three parts:*

- Short term (0-5 years)
- Medium term (6-10 years)
- Long term (11-25 years)

Various segments or areas have been combined together to create key projects. For example, within The Lakes dis-

trict, just downstream of Country Club Lake Dam, a number of improvements are recommended. These improvements include lake outlet modification, trail relocation, trail connections, habitat restoration, stream restoration and wetland bank restoration. The successful implementation of these improvements will directly benefit each other, and should be completed at the same time to minimize disruptions, realize cost savings and experience design and construction efficiencies.

Capital Cost Opinion

Methodology

Costs were based on achieving the overall vision, mission, and goals and then evaluated against the design guidelines and the consulting teams similar experiences on other relevant projects. For each item, a count, length or area take-off was calculated and then multiplied by the unit price. Costs have been broken apart on a district and nodal basis. Nodes were identified within the City that are within or directly adjacent to the Greenbelt and/or recognized as having an elevated level of importance within the context of this Master Plan.

TABLE 11.2

**TOTAL HARD AND SOFT COSTS OF THE GREENBELT IMPROVEMENTS
SUMMARIZED BY DISTRICT AND BY PROJECT ELEMENT**

Project Element ¹	Notes	Total Capital Costs ²	The Falls
RECREATIONAL AND TRANSPORTATION IMPROVEMENTS			
New Trail		\$14,717,594	\$2,549,574
Resurfaced Trail		2,576,704	535,360
Relocated Trail		1,272,013	578,150
Removed Trail		139,891	83,328
Widened Trail		335,104	335,104
Trail Crossing	roads, underpasses, overpasses	6,060,800	300,800
Bridge	pedestrian	6,028,800	1,561,600
On Street Bicycle Route	sharrows and bike lanes	3,070,254	2,171,866
Furnishings	benches, trash, recycling, trail markers	537,600	107,520
Signage	educational and wayfinding	313,600	62,720
Gateway	monumental signage	512,000	0
Subtotal		\$35,564,360	\$8,286,022
ENVIRONMENTAL IMPROVEMENTS			
Natural Areas Restoration		\$2,741,399	\$581,523
Streambank Restoration		30,791,386	8,540,275
Stream Monitoring		64,000	32,000
Stormwater Management	³	16,055,076	716,800
Subtotal		\$49,651,861	\$9,870,599
WETLANDS			
Wetland Bank Development	⁴	\$1,612,800	\$0
Other Wetland Restoration		307,200	230,400
Subtotal		\$1,920,000	\$230,400
NEW GREENBELT PROPERTIES			
Greenbelt Acquisitions	⁵	\$1,366,800	\$579,600
Greenbelt Easements		68,740	65,140
Subtotal		\$1,435,540	\$644,740
Total		\$88,571,761	\$19,031,761

1) Individual cost categories identified by RDG Planning and Design per Cost Estimates, July 7, 2016.

2) Includes hard and soft costs.

3) Costs of stormwater management may be assumed to be borne by developers if located on private land.

The Oxbows	The Lakes	The Headwaters	The Wilds	Total Capital Costs	Percent to Total
\$4,283,290	\$2,216,429	\$1,669,670	\$3,998,630	\$14,717,594	16.6%
1,038,784	1,002,560	0	0	2,576,704	2.9%
693,862	0	0	0	1,272,013	1.4%
56,563	0	0	0	139,891	0.2%
0	0	0	0	335,104	0.4%
0	1,920,000	1,920,000	1,920,000	6,060,800	6.8%
1,702,400	2,124,800	0	640,000	6,028,800	6.8%
875,904	5,349	10,171	6,964	3,070,254	3.5%
107,520	107,520	107,520	107,520	537,600	0.6%
62,720	62,720	62,720	62,720	313,600	0.4%
0	192,000	0	320,000	512,000	0.6%
\$8,821,043	\$7,631,378	\$3,770,081	\$7,055,835	\$35,564,360	40.2%
\$881,151	\$322,680	\$176,786	\$779,260	\$2,741,399	3.1%
7,789,732	4,913,160	2,953,188	6,595,031	30,791,386	34.8%
32,000	0	0	0	64,000	0.1%
0	448,000	0	14,890,276	16,055,076	18.1%
\$8,702,882	\$5,683,839	\$3,129,974	\$22,264,567	\$49,651,861	56.1%
\$768,000	\$76,800	\$0	\$768,000	\$1,612,800	1.8%
76,800	0	0	0	307,200	0.3%
\$844,800	\$76,800	\$0	\$768,000	\$1,920,000	2.2%
\$492,800	\$159,100	\$135,300	\$0	\$1,366,800	1.5%
3,600	0	0	0	68,740	0.1%
\$496,400	\$159,100	\$135,300	\$0	\$1,435,540	1.6%
\$18,865,126	\$13,551,117	\$7,035,355	\$30,088,401	\$88,571,761	100.0%

4) Wetland Bank Development would be contingent upon the project to attract Wetland Development Bank credits to cover cost of wetland development and ongoing management/monitoring. City may establish and administer the wetland bank or explore collaboration with existing wetland banks as partners. Cost of wetland bank credits fluctuate depending on demand and level of competition but can range up to \$60,000 per acre of credit. Source: <http://www.thegazette.com/subject/news/government/private-sector-profit-helps-feds-enforce-stiff-wetland-rules-20150920>

5) Acquisition costs estimated by RDG Planning & Design with input from the City of Clive. Does not include any costs in property tax revenues that may be incurred due to the loss of taxable property.

Source: RDG Planning and Design, Applied Ecological Services, and ConsultEcon, Inc.

TABLE 11.3

OTHER COMMUNITY INVESTMENT COST SUMMARY BY DISTRICT AND BY PROJECT ELEMENT

Project Element ¹	Notes	Total Capital Costs ²	The Falls
OTHER COMMUNITY INVESTMENTS			
Parks	3	\$8,268,160	\$375,040
Aquatic Center Expansion	4	\$3,094,374	\$0
Greenbelt Proper	boardwalk and shelter upgrade, Zip Line ⁵	\$1,449,600	\$0
Future Civic Development	6	\$9,743,040	\$0
Total		\$22,555,174	\$375,040

1) Individual cost categories identified by RDG Planning and Design per Cost Estimates, July 7, 2016.

2) Includes hard and soft costs.

3) Improvements to existing and proposed new parks that are neighborhood oriented but connected to the Greenbelt. Some parks include new trails. Proposed improvements include recreational facilities such as new playgrounds, shelter/restrooms, drinking fountain, parking, and lighting. Campbell Park improvements include an ice rink that doubles as volley ball courts in warmer months, improvements to existing concessions area, and addition of a disc golf course.

TABLE 11.4

SELECTED CHARACTERISTICS OF EXISTING REDEVELOPMENT AREA PROPERTY, FY 2016

Name	Existing Parcels	Total Area	FY 2016 Land Value	FY 2016 Market Value
OTHER COMMUNITY INVESTMENTS				
Eastern Gateway	10	16.7	\$2,430,100	\$6,210,000
86th Street	3	3.1	\$554,600	\$554,600
NE Area of Oxbows	15	43.0	\$5,243,850	\$18,557,550
Civic Area	2	20.1	\$0	\$0
Total	30	82.9	\$8,228,550	\$25,322,150

1) Current tax rate on property in Clive is \$10.14 per \$1,000 of assessed value. All redevelopment area properties are commercial properties, with assess value at 90% of market value.

2) Total Land And Market Value per Acre does not include acreage in the Civic Area.

The Oxbows	The Lakes	The Headwaters	The Wilds	Total Capital Costs
\$2,304,000	\$725,120	\$666,880	\$4,197,120	\$8,268,160
\$3,094,374	\$0	\$0	\$0	\$3,094,374
\$1,449,600	\$0	\$0	\$0	\$1,449,600
\$9,743,040	\$0	\$0	\$0	\$9,743,040
\$16,591,014	\$725,120	\$666,880	\$4,197,120	\$22,555,174

4) Civic Area improvements on existing public land include: Trails, Furnishings, Lighting, Bridge over Pond, etc.; an Addition to the Community Center; Renovation of the Existing Community Building; and a new Amphitheater and Event Lawn.

5) Opportunity for private concessionaire to design, build and operate zip lines. Therefore, the itemized capital amount may be funded by private sector if City can identify an appropriate partner.

6) Includes potential for new City owned building and park area that may include new city administration, library or other facilities.

Source: RDG Planning and Design, Applied Ecological Services, and ConsultEcon, Inc.

FY 2016 Assessed Value	Estimated Property Tax Revenue to Clive from Existing Property ¹	Land Value per Acre ²	Market Value per Acre ²
\$5,576,363	\$55,708	\$145,315	\$371,345
\$499,140	\$4,986	\$177,699	\$177,699
\$16,701,554	\$166,849	\$121,922	\$431,471
\$0	\$0	\$0	\$0
\$22,777,057	\$227,543	\$130,915	\$402,873

Source: Polk County Assessor and ConsultEcon, Inc.

TABLE 11.5

**REDEVELOPMENT AREA COST SUMMARY BY DISTRICT AND BY PROJECT ELEMENT -
POTENTIAL CITY COSTS ONLY**

Project Element ¹	Notes	Total Capital Costs ²	The Falls
REDEVELOPMENT AREAS			
Central Park	NE Oxbows, adjacent to Nature Center	\$6,150,000	\$0
Nature Center / Education / Outdoor Facility	³	\$5,000,000	\$0
Public Redevelopment	Eastern Gateway, Terraces	\$5,559,104	\$5,559,104
Private Redevelopment		\$333,351,500	\$92,376,000
Streets	⁴	\$61,076,480	\$0
Total (Hard & Soft Costs)			\$97,935,104

1) Individual cost categories identified by RDG Planning and Design per Cost Estimates, July 7, 2016.

2) Includes hard and soft costs.

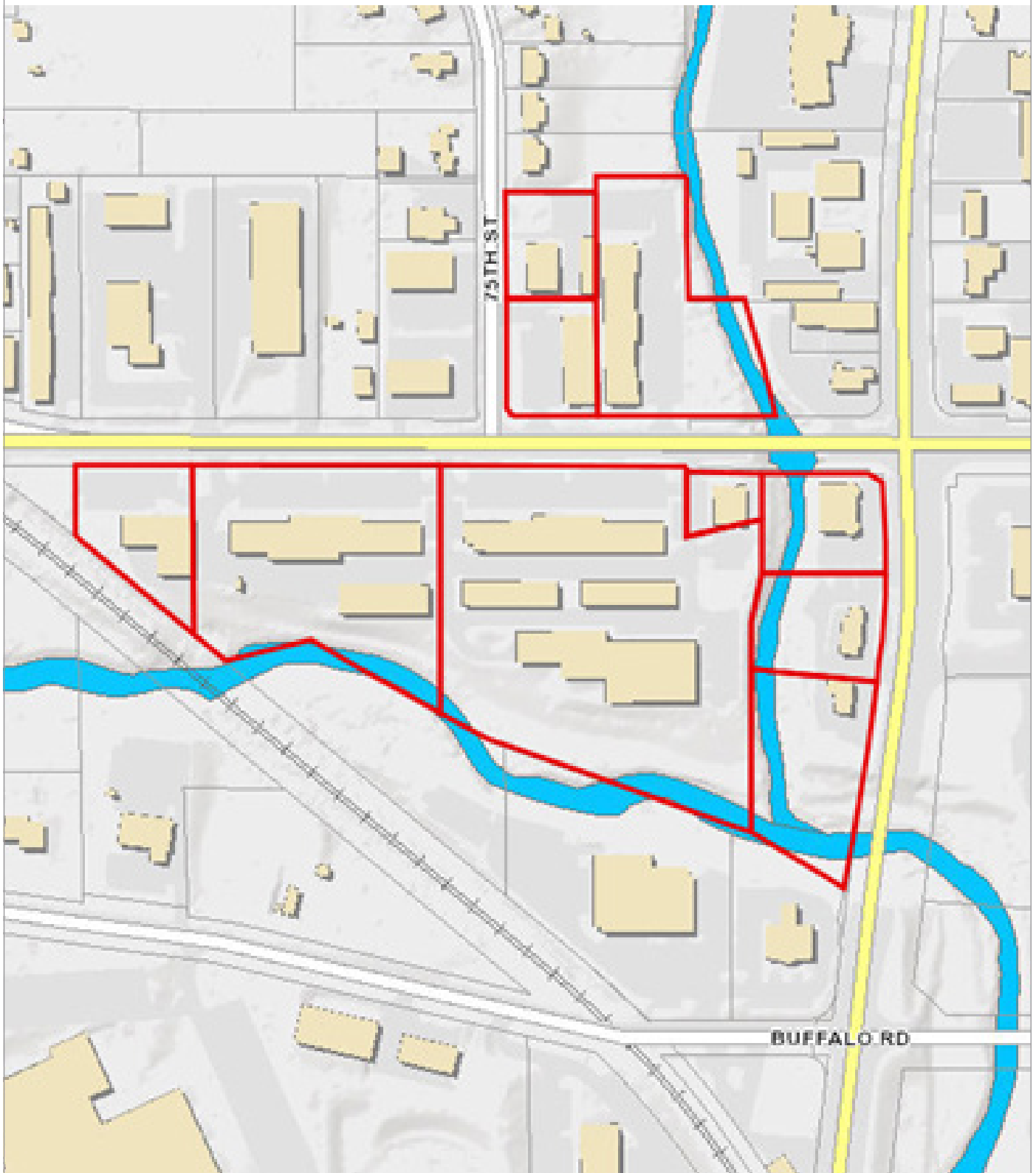
3) Nature center is an opportunity for a public private partnership, city provide land facility operations with private sector providing Greenbelt interpretive and educational programming, marketing and fundraising, and volunteer coordination.

The Oxbows	The Lakes	The Headwaters	The Wilds	Total Capital Costs
\$6,150,000	\$0	\$0	\$0	\$6,150,000
\$5,000,000	\$0	\$0	\$0	\$5,000,000
\$0	\$0	\$0	\$0	\$5,559,104
\$237,243,000	\$150,000	\$0	\$3,582,500	\$333,351,500
\$61,076,480	\$0	\$0	\$0	\$61,076,480
\$309,469,480	\$150,000	\$0	\$3,582,500	\$411,137,084

4) New roadways proposed for the north side of the Greenbelt in the Oxbows between 100th Street and 114th Street. Roadway improvements would be contingent upon development projects advancing in the redevelopment area in the Northeast Area of the Oxbows.

Source: RDG Planning and Design, Applied Ecological Services, and ConsultEcon, Inc.

FIGURE 11.1
EASTERN GATEWAY REDEVELOPMENT AREA



Source: Polk County GIS

Figure 11.2

86TH STREET PARCEL REDEVELOPMENT AREA



Source: Polk County GIS

Figure 11.4

NORTHEAST AREA OF THE OXBOWS REDEVELOPMENT AREA

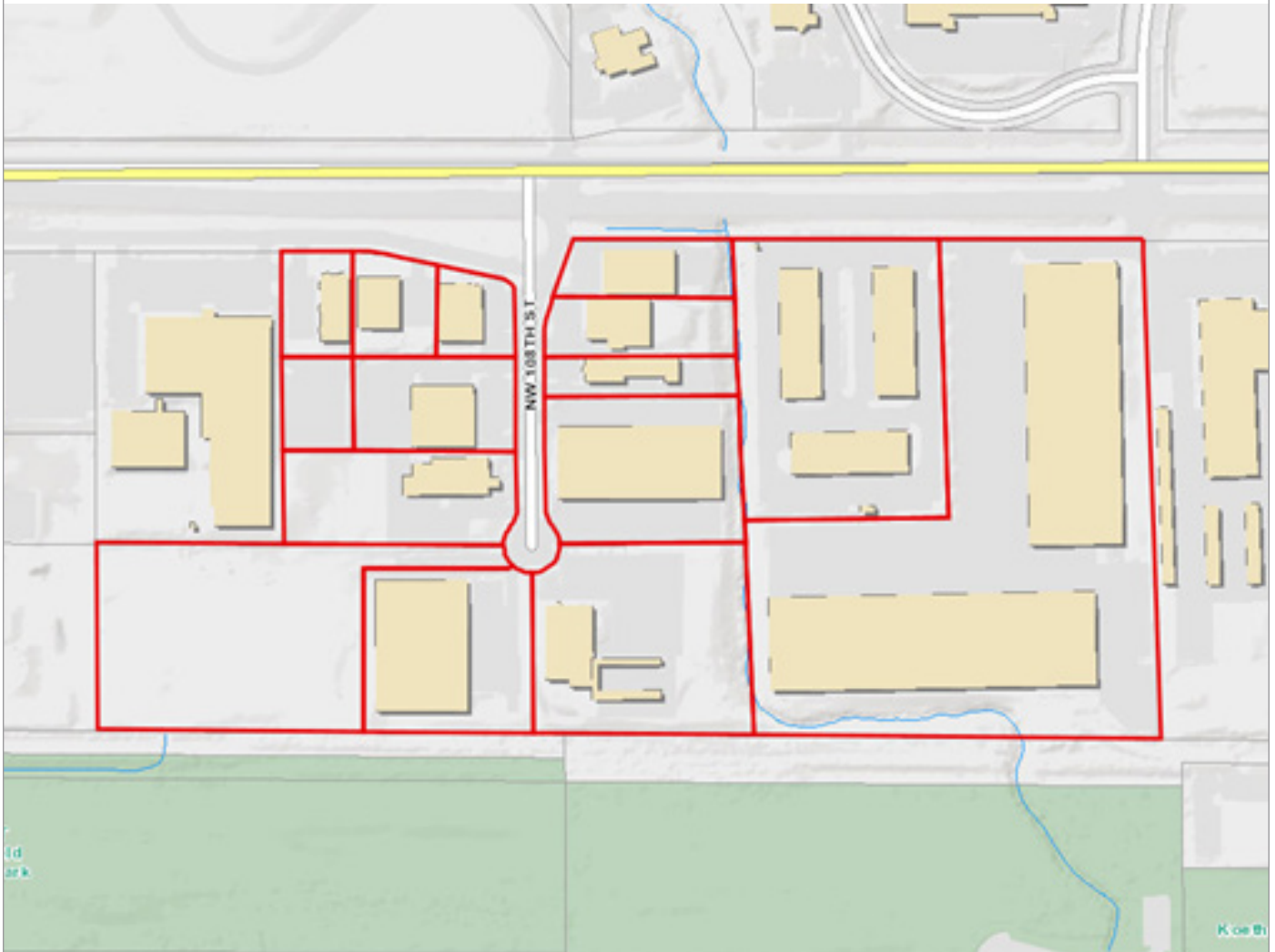


Figure 11.4

CIVIC AREA REDEVELOPMENT AREA





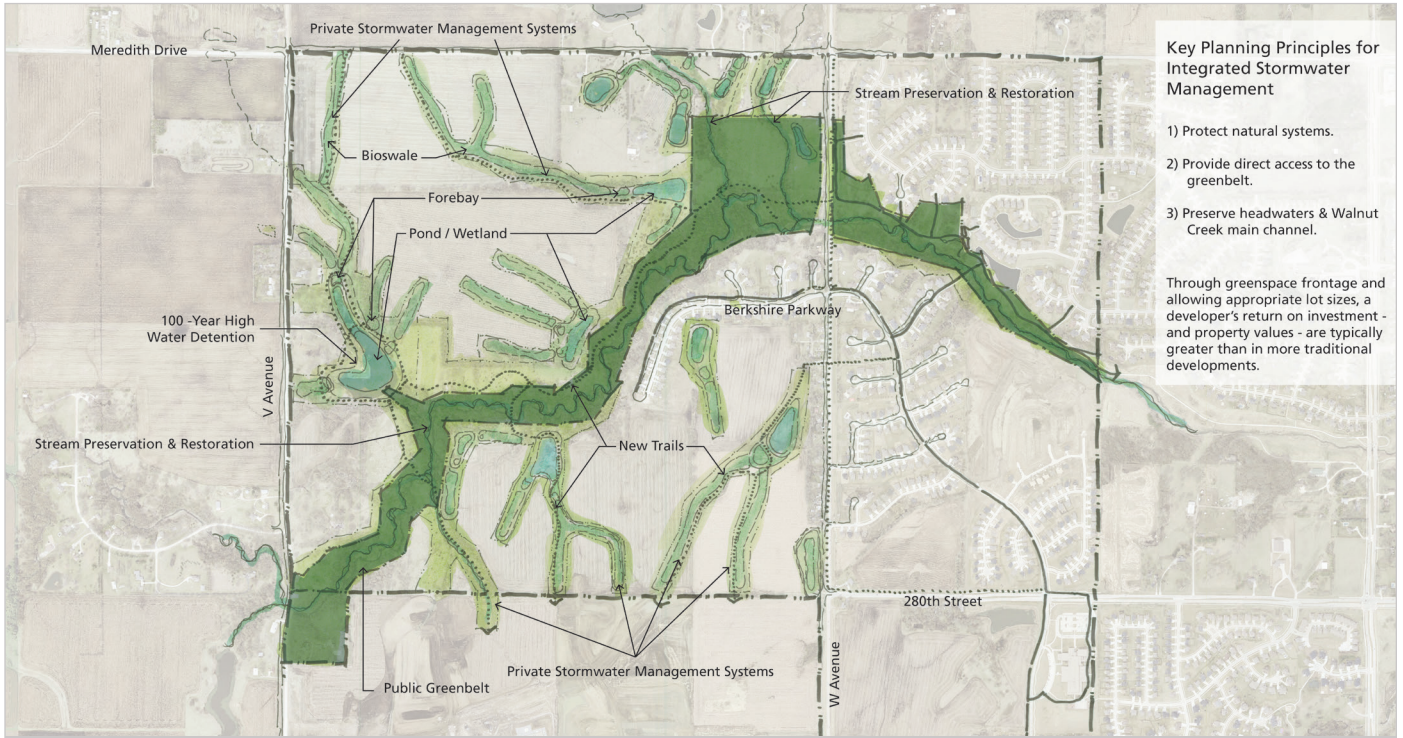
73rd Street



Natural Play Area



Aquatics Center



Key Planning Principles for Integrated Stormwater Management

- 1) Protect natural systems.
- 2) Provide direct access to the greenbelt.
- 3) Preserve headwaters & Walnut Creek main channel.

Through greenspace frontage and allowing appropriate lot sizes, a developer's return on investment - and property values - are typically greater than in more traditional developments.

NW Corner

The Clive Greenbelt experiences a significant amount of use already, primarily on the Greenbelt trail, a key pass through trail segment in the regional trail network. The Greenbelt also experiences a substantial amount of nearby resident use. The proposed improvements to the Greenbelt will create more trails and trail capacity, increase the connectivity and accessibility of the trail system, and enhance the visitor experience with new amenities, signage, wayfinding and public art integrated into infrastructure.

The Greenbelt has the potential to spur investment in private real estate and create new jobs in the expansion of parks and recreational operations and other ancillary private businesses that are supportive of Greenbelt use. These improvements, if combined with greater ongoing promotional activity around new improvements and Greenbelt programming, will create a more appealing and enjoyable destination and thereby have the effect of increasing the overall use and utilization of the Greenbelt trail by residents and visitors to Clive.

Existing and Future Greenbelt Trail Users

Data in Table 12.1 (see the following page) estimate the number of existing and future Clive Greenbelt recreational trail users in a stable year of operations. The plan is proposed to be a 25-year plan. Therefore, for the purposes of this analysis, future visitation is evaluated for a stable year in 2042, based on RDG Planning and Design development program for redevelopment areas and the Wilds.

The trail user estimates shown in 12.1 are based on the resident and visitor populations evaluated in the Market Analysis and the percentage of population that are Greenbelt users as reported by residents in the Clive quality of life survey for the Primary Market Area. In the other market segments, the percent of population that are Greenbelt trail users are based on levels of recreational participation in walking, running and biking activities from national recreation industry survey data.



Trail usage and visitation is presented as a range because there are many factors that influence future demand and use of the Greenbelt. Factors that impact visitation in the future include:

- **Population Growth**

The population in the primary resident market is projected to increase 13% from 24,000 to 27,000 between 2015 and 2020. Growth in this market and in other market segments will result in the “natural” growth in the number of Greenbelt users, all else being equal. This trend will continue but level off over the long term as areas of Clive and adjacent communities continue to be built out.

- **City Build Out**

Over the long term, the City’s population is expected to grow to 25,000 in 10,000 households by 2030. Many of these new residents will be proximate to the Greenbelt and develop regular usage patterns of Greenbelt parks and trails. The Greenbelt master plan identifies potential for new development and redevelopment of existing properties with space for 11,200 dwelling units. Assuming an average household size of 2.5 persons, the total population potential for Clive under the master plan is 28,000 by 2042. (Note: Clive’s population is only a portion of the defined primary market area.)

- **Trends in Recreational Participation in Core Walking, Running and Biking User Groups**

Using the Greenbelt is a popular activity for Clive residents and is assumed to be more appealing in the future under the master plan. In addition, the frequency of use is assumed to increase as it becomes a more appealing destination and with improved accessibility that comes with increased trail

connections to more of Clive’s and the region’s residents.

- **Appeal and Market Acceptance of New Greenbelt Attractions and Amenities**

The appeal and drawing power of proposed improvements, such as iconic art and zip line, have the potential to change participation patterns, bringing new people in and bringing back existing users more frequently.

- **Accessibility**

The ease of getting to trails and recreational amenities and attractions unimpeded by indirect trail connections, roadways, and rivers.

- **Congestion Effects**

There is a tipping point where the use and activity on the trail during peak periods (e.g. summer weekend, before / after school / work) erode the quality of the visitor experience so as to reduce visitor enjoyment. Creating a trail network of bypasses will mitigate congestion effects. Likewise, encouraging use of underutilized areas of the Greenbelt will spread use throughout the Greenbelt.

- **Weather / Flooding**

The Clive Greenbelt flooded during the planning period, which was illustrative of how the weather, and particularly flooding events, occur in the Greenbelt.

- **Level of Greenbelt Activation through Programming and Events**

Future city parks and recreational budgets for programming and events, as well as private group use for sports (e.g. 5k) and other community events may impact the future levels of trail use.

Existing Greenbelt Trail Visitation

Data in upcoming Table 12.2 show the existing Greenbelt trail visitation range based on the estimated number of existing trail users and their assumed frequency of trail visitation. The market segments that are closer to the trail are assumed to have a higher frequency of trail use than those segments further from the trail.

Future Greenbelt Trail Visitation

Data in upcoming Table 12.3 show the estimated future trail visitation range in a stable year of operations after the master plan implementation. Estimates are based on future population estimates for the assumed stable year, future number of trail users, and their assumed frequency of visitation. Assuming continued and increased popularity of walking, jogging/running and bicycling, the frequency of use by future trail users from the resident market is increased in the future. Because of the nature of their trip to Clive, tourist users frequency of visitation is assumed the same as it is currently.

Change in Greenbelt Trail Use Due to Master Plan Implementation

Data in Table 12.4 show estimated change in trail users and visitation after master plan implementation.

Potential Usage and Operating Characteristics of Proposed Greenbelt Facilities

While the trail is the primary demand generator in the Greenbelt, the Other Community Investments proposed in the master plan have the potential to generate additional use in the Greenbelt for specific facilities. Several new facilities

TABLE 12.2

EXISTING GREENBELT TRAIL VISITATION ESTIMATE								
RESIDENT MARKETS								
Market Segments	Resident Market	Existing Greenbelt	Range - Average Visits Per Year		Range - Annual Visitation			Mid-Range % to
			Low	High	Low	Mid	High	Change %
Primary	24,000	16,560	10.00	20.00	165,600	248,400	331,200	62.5%
Secondary	62,000	15,500	5.00	10.00	77,500	116,250	155,000	29.3%
Tertiary	105,000	5,250	2.00	4.00	10,500	15,750	21,000	4.0%
Quaternary	425,000	4,250	1.00	2.00	4,250	6,375	8,500	1.6%
Total	616,000	41,560	6.20	9.31	257,850	386,775	515,700	97.4%
VISITOR MARKETS								
Market Segments	Estimated Visitor	Existing Greenbelt	Range - Average Visits Per Year		Range - Annual Visitation			Mid-Range % to
			Low	High	Low	Mid	High	Change %
Overnight Hotel Visitors	209,000	5,225	1.00	2.00	5,225	7,838	10,450	2.0%
Other	34,000	1,700	1.00	2.00	1,700	2,550	3,400	0.6%
Total	243,000	6,925	1.00	2.00	6,925	10,388	13,850	2.6%
Annual Visitation	859,000	48,485			264,775	397,163	529,550	100.0%
Rounded - Annual Visitation					265,000	397,000	530,000	

Source: ConsultEcon, Inc.

TABLE 12.3

FUTURE VISITATION AFTER COMPLETE MASTER PLAN IMPLEMENTATION IN A STABLE YEAR OF OPERATION

RESIDENT MARKETS

Market Segments	Future		Range - Average Visits Per Year		Range - Annual Visitation			Mid-Range % to
	Population	Greenbelt	Low	High	Low	Mid	High	Change %
Primary	33,000	26,400	15.00	30.00	396,000	594,000	792,000	62.3%
Secondary	85,000	25,500	7.00	14.00	178,500	267,750	357,000	28.1%
Tertiary	142,000	9,940	3.00	6.00	29,820	44,730	59,640	4.7%
Quaternary	562,000	8,430	2.00	4.00	16,860	25,290	33,720	2.7%
Total	822,000	70,270	8.84	13.26	621,180	931,770	1,242,360	97.7%

VISITOR MARKETS

Market Segments	Future		Range - Average Visits Per Year		Range - Annual Visitation			Mid-Range % to
	Population	Greenbelt	Low	High	Low	Mid	High	Change %
Overnight Hotel Visitors	230,000	11,500	1.00	2.00	11,500	17,250	23,000	1.8%
Other	43,000	3,010	1.00	2.00	3,010	4,515	6,020	0.5%
Total	273,000	14,510	1.00	2.00	14,510	21,765	29,020	2.3%
Annual Visitation	1,095,000	84,780			635,690	953,535	1,271,380	100.0%

Rounded - Annual Visitation

					636,000	954,000	1,271,000	
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1) 2042 market segments derived from short-term population estimates for 2020 from ESRI and increased by an average of 24% to 2042, based on the average projected growth rate for Dallas and Polk County populations projected by Woods and Poole (from the State of Iowa Data Center). Under the proposed master plan, Clive's build out population is projected at 28,000, approximately 84% of the Primary Market Area population.

Source: ConsultEcon, Inc.

would promote use of the Greenbelt for non-trail use, as well as support additional use of the Greenbelt trail overall. The selected facilities include:

City Investments

- *Nature Center*

The nature center offers interpretive exhibitions, educational programming around themes pertinent to the Greenbelt, such as creek and watershed ecology, wildlife, development and conservation. It would also provide for community use. Given the scale of nature center included in the master plan, it may have a preliminary visitation range from 5,000 to 10,000 annually. Visitation to the nature center is highly contingent on its governance structure, operational approach, and most importantly its educational programming and visitor experience, which will need to be refined as planning and development advances.

- *Amphitheater and Event Lawn*

The amphitheater and event lawn would host large and small events that can be organized by the city, local residents and community groups, and businesses. It would be managed by the city and operated through the existing parks and recreation facility rental function currently used to coordinate bookings and maintain existing rental facilities such as fields and shelters. The demand for renting these facilities would be highest in the spring, summer and fall when the weather is nice, during weekend days that would achieve high occupancy, perhaps 80% or more in a stable year of operations. There would likely be limited activity however during the work week and the day with potential for community events in the evenings. Without assuming any city programming, event

rental attendance could range from 1,500 to 22,500 annually depending on the ultimate scale, configuration, and design program of the facility.

- *Ice Rink*

Ice rinks have proved popular park amenities during wintertime. An estimated 3.6% of the population over 6 participates in ice skating. In the primary and secondary market areas this represents approximately 3,500 potential users. Because there are limited ice skating rinks nearby, the one in Clive would be able to capture a share of the close in market segment, depending on the quality of facility development, and the marketing and operational approach employed. It is recommended that the project's feasibility be evaluated in order to determine the best approach to developing and operating an ice rink. A low-key facility, based on flooding a multi-purpose area is envisioned here.

- *Disc Golf*

Disc golf courses are typically operated by parks and recreation departments without admission fees and would be a new recreational amenity for Clive residents. However, it would likely attract disc golf enthusiasts from outside of Clive searching for a new course. Because the sport's popularity and their affinity for the sport, disc golf participants have organized groups and sponsored disc golf course maintenance and clean up.

- *Community Building Addition*

This facility is envisioned as an adventure and education center that functions as a gateway to the Greenbelt for recreation, education, community events and programming, adjacent to the existing waterpark and communi-

ty building. This facility would expand the public face of the Clive Parks and Recreation department. It can also serve as a location for directing orienting visitors to the Greenbelt and offering short term bicycle rentals, and could contain space for zip line ticketing and orientation operations and back of house space to support amphitheater and event lawn programming. Because activity on the Greenbelt is seasonal, this facility's usage may also be seasonal, depending on facility operating hours, recreation programs, and need for space for community events that is not satisfied by existing City facilities.

- *City Building*

New City building could be new library or city administration buildings, per RDG Planning and Design. The potential city facility needs may be identified in the future based on a city facility needs assessment.

Private Investment

- *Zip lines / Adventure Course*

There is a market void in Des Moines for zip lines, which are low cost to construct and operate. There are both commercial and non-profit business operators, which impact potential visitation and use. Non-profit and university operators focus on organized groups with advance reservations. Commercial operators, particularly in tourism destinations, offer individual walk up admission, more like an attraction. Visitation and revenue potential in Clive would vary depending on the business model adopted. Based on 144 operating days per year and an average of 75 to 125 persons per day, annual visitation would range from 10,800 to 15,625. A non-profit business model would likely provide

little return on investment, but may also contribute investment required for construction cost and so the city's only investment would be providing the land for the facility.

TABLE 12.4

ESTIMATED CHANGE IN GREENBELT TRAIL VISITATION DUE TO MASTER PLAN IMPLEMENTATION

RESIDENT MARKETS

Market Segments	Estimated Change		Range - Average Visits Per Year		Range - Annual Visitation			Mid-Range % to
	Population	Number of	Low	High	Low	Mid	High	Change %
Primary	9,000	9,840	15.00	30.00	230,400	345,600	460,800	62.1%
Secondary	23,000	10,000	7.00	14.00	101,000	151,500	202,000	27.2%
Tertiary	37,000	4,690	3.00	6.00	19,320	28,980	38,640	5.2%
Quaternary	137,000	4,180	2.00	4.00	12,610	18,915	25,220	3.4%
Total	206,000	28,710	12.66	18.98	363,330	544,995	726,660	98.0%

TOURIST MARKETS

Market Segments	Change in Visitor		Range - Average Visits Per Year		Range - Annual Visitation			Mid-Range % to
	Population	Users	Low	High	Low	Mid	High	Change %
Overnight Hotel Visitors	21,000	6,275	1.00	2.00	6,275	9,413	12,550	1.7%
Other	9,000	1,310	1.00	2.00	1,310	1,965	2,620	0.4%
Total	30,000	7,585	1.00	2.00	7,585	11,378	15,170	2.0%

Annual Visitation	1,095,000	84,780			370,915	556,373	741,830	100.0%
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Rounded - Visits					371,000	556,000	742,000	
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% Change in Number of Visitors					140%	140%	140%	
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Source: ConsultEcon, Inc.

The following operating plan describes the economic performance of new City of Clive operations due to the implementation of the Clive Greenbelt Master Plan.

Operating Assumptions

As parkland and recreational infrastructure, the Clive Greenbelt operations would operate under the norms of such facilities nationally, adjusted for local conditions.

The operating assumptions include:

- Clive Greenbelt Master Plan improvements will be owned and operated by the City of Clive. This operations analysis does not include any taxes that may be applicable, nor does it include bond or mortgage payments, or management fees. The analysis does not include depreciation, a non-cash expense item. It focuses on estimating sources of earned revenue and operating expenses. It focuses on identifying net operating income and the amount of non-earned revenue for breakeven operations. This operating plan is based on stabilized operations after the full master plan has been implemented in a stable year of 2042. For ease of comparison, all future estimates are in current dollars and do not account for future rates of inflation due to long term planning horizon.
- The master plan is likely to be implemented in phases over time due to the variety of project components and the availability of funding. Because of the nature of the project components that is comprised largely of outdoor infrastructure, landscaping and natural resources requiring monitoring and maintenance, future years of operations will be contingent upon the completion of capital projects, which in turn are contingent upon the availability of capital funds. Project phasing has yet to be determined for the project, however, implementation strategies are identified that would prioritize the realization of earned revenue and new facility development that maximize the operational impact of the master plan.



TABLE 13.1

STABLE YEAR OPERATING ASSUMPTIONS IN 2016 DOLLARS

GENERAL

Other Salary Costs as a percent of Total Salaries	6.0%	based on Parks and Rec FY 2015-2016 Budget
Fringe, Overtime & Benefits as a percent of Total Salaries	21.8%	based on Parks and Rec FY 2015-2016 Budget
Mid-Range Future Greenbelt Visitation		
Mid-Range Change in Greenbelt Visitation	556,000	
Percentage Increase in Greenbelt Visitation due to the Master Plan	140%	

YOUTH PROGRAMS / CLASSES¹

Youth Programs Events	100	10 programs with 10 program events
Average Youth Program Visitors per Program Event	20	
Average Youth Program Revenue per Visitor	\$5.00	
Class Events	40	10 courses with 4 class events
Average Class Visitors per Class Event	15	
Average Class Revenue per Visitor	\$5.00	

AMPHITHEATER / EVENT LAWN RENTAL¹

Number of Events	25	12,300 SF amphitheater
Average Event Rental Revenue	\$150	30,000 SF event lawn

SHELTER / PAVILION RENTAL¹

Number of New Shelters Pavilions	4	
Average Shelter Annual Use	26	based on FY 2014-15
Average Revenue per Shelter Use	\$91	based on FY 2014-15

GREENBELT SPONSORSHIPS¹

Number of Sponsorships	20	based on no. of kiosks
Average Sponsorship Revenue	\$1,200	avg. \$100 per month

TABLE 13.1

STABLE YEAR OPERATING ASSUMPTIONS IN 2016 DOLLARS

POP UP / MOBILE VENDING PERMITS

Average Permit Fee Revenue	\$110.00	mix of daily, monthly and annual permits
Number of Permits	55	mix of daily, monthly and annual permits

ZIP LINE²

Days Open per Week	6	
Weeks Open	24	
Average Visitation per Day	100	small groups, guided
Total Annual Visitation	14,400	mid range use
Average Ticket Revenue	\$20.00	
Assumed City Share of Gross Revenue	10.0%	

BIKE CONCESSION

Average Bike Rental Rate	\$20.00	mix of hourly, half day, 24-hour and weekly rentals
Number of Rentals per Week	50	
Season Weeks	16	
Operating Hours per Week in Season	32	8 hours per day, 4 days
Annual Rentals	800	

NATURE CENTER³

Annual Visitation	7,500	mid range use
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1) Operated by the City of Clive through its Parks and Recreation Department.

2) The zip line is assumed to be operated by a private concessionaire, with the City receiving a share of gross revenue. Revenue due the zip line would vary depending on the concession business model. For the purposes of this analysis, a commercial operator is assumed. A zip line can also be operated by a non-profit organization, university, or school district, which may result in lower earned revenue potential.

3) Assumes private operator for programming and staffing with city in-kind support for facility maintenance and utilities. No city revenue is assumed to be generated by the nature center.

Source: ConsultEcon, Inc.

- The improvements proposed in the Clive Greenbelt Master Plan will be well designed and constructed. They will be of a scale in size and in quality that will make the Clive Greenbelt recognized as a recreational facility of excellence with appealing and attractive amenities that support resident and visitor enjoyment, as well as an expansion of city and regional green infrastructure.
- Greenbelt trail users and other facility usage characteristics under the Clive Greenbelt Master Plan were evaluated in the Demand and Use Analysis. Due to the conceptual nature of long range planning, there is a wider range of possibilities the further one projects. The master plan components may change and evolve as project design and organizational planning proceed, necessitating the revision of planning estimates.
- No fees for admission to the Clive Greenbelt park and trails will be charged. However, program and rental fees will be charged for selected facilities. City pricing policies will be commensurate with the experience offered to both residents and non-residents. Residents are assumed to be charged preferential rates for program and rentals of city facilities.
- The Clive Greenbelt will be open year-round, seven days a week during daylight hours. In addition, special events and facility rentals could occur at city parks and recreational facilities when they do not disrupt regular visitation and use.
- The Clive Greenbelt Master Plan will be well managed and will have the appropriate staff and organizational

infrastructure to support a project of this nature. The buildings, structures, utilities, finishes, mechanical equipment and systems will be well maintained to minimize insurance risks and unexpected repair and maintenance expenditures. Maintaining the indoor and outdoor facilities in excellent condition is key to customer satisfaction. The Clive Greenbelt Master Plan will build a compelling organizational vision, with strong and distinguished advisors and staff, and the project will have a strong base of community support. The public facilities and site venues will be used for special events and community activities to promote

community support and generate additional income.

- The City, through its master plan, will develop a marketing program to achieve and maintain visitation and continually attract new visitors. As a recreational facility with a mission to promote public health and deliver resident amenities and services, the marketing program is assumed to take advantage of co-operative marketing with partners to the greatest extent possible. City and volunteer engagement will be central to outreach and word of mouth marketing. The project will be managed to provide dynam-

TABLE 13.2

EARNED REVENUE POTENTIAL IN A STABLE YEAR OF OPERATIONS IN 2016

Source of Earned Revenue ¹	Amount	% to Total
Revenue from Zip Line Concession ²	\$28,800	28.5%
Sponsorships	\$24,000	23.8%
Shelter / Pavilion Rental	\$9,305	9.2%
Bike Concessions	\$16,000	15.9%
Youth Programs / Classes	\$13,000	12.9%
Vending Permits / Market	\$6,050	6.0%
Amphitheater / Event Lawn Rental	\$3,750	3.7%
Earned Revenue Potential	\$100,905	100.0%

1) The City of Clive is assumed to operate revenue generating programs through its parks and recreation department, except for revenue from zip line concession.

2) The zip line is assumed to be operated by a private concessionaire, with the City receiving a share of gross revenue. Revenue due the zip line would vary depending on the concession business model. For the purposes of this analysis, a commercial operator is assumed. A zip line can also be operated by a non-profit organization, university, or school district, which may result in lower earned revenue potential.

Source: ConsultEcon, Inc.

ic and effective promotional displays and dramatic and continually evolving new programming in partnership with community and environmental organizations.

Revenue and Operations Assumptions

Data in Table 13.1 is a review of the revenue and operations assumptions that inform the operating potential of the Clive Greenbelt Master Plan in a future stable year of operations in current dollars. This analysis focuses on estimating new parks and recreational operations that would be in addition to existing operations for the Clive Greenbelt.

Earned Revenue Potential

Data in Table 13.2 summarize the earned revenue potential of the new parks and recreational operations under the full implementation of the Clive Greenbelt Master Plan.

Greenbelt Operations and Maintenance

Data in Table 13.3 show the summary of Greenbelt operations and maintenance (O&M), as provided by RDG Planning and Design.

New Parks and Recreation Staff

The O&M estimates include a total of additional 8,841 hours of labor for O&M that would be part of the parks department, or the equivalent of 4.25 full-time staff. O&M costs include both labor and materials. The City may choose to hire new full-time workers or employ part-time hourly workers to fill positions on an ongoing basis. For the purposes of this analysis, salaries and wages are assumed to be 60 percent of total O&M costs.

Data in Table 13.4 summarize the po-

TABLE 13.3

ESTIMATED ADDITIONAL ANNUAL GREENBELT OPERATIONS AND MAINTENANCE COSTS	
District	Parks Staff and Expenses
The Falls	\$86,795
The Oxbows	\$180,960
The Lakes	\$33,985
The Headwaters	\$30,357
The Wilds	\$103,762
Total	\$435,859

Source: RDG Planning and Design and ConsultEcon, Inc.

tential new recreational staff positions and salaries and wages. The recreational staff plan proposes to add part-time hourly staff to run programs, ice rink and adventure and education center, as well as a full-time staff person that is a volunteer coordinator and does marketing and outreach related to Greenbelt programming and fundraising. The management and administration of new parks facilities is assumed to be accommodated by existing staff infrastructure. City staff would be supplemented with volunteers for seasonal events and programs such as natural areas restoration, community clean ups, small improvement projects, and wetland and natural area monitoring. Volunteers would be organized through community organizations such as the Clive Community Foundation and other local and regional environmental organizations. As indicated by data in Table 11.2, volunteer labor accounts for an estimated \$685,000 in potential costs for natural areas restoration.

Operating Expense Estimates

Data in Table 13.5 summarize the potential new recreation operating expenses based on a stable year of operations and full implementation of the master plan.

Net Operating Income

Data in Table 13.6 summarize the estimated net operating income potential of the proposed master plan in a stable year of operations (2042) under the mid-range visitation scenario and assuming full build out of the master plan. New Clive Greenbelt parks and recreation department operations would operate at a deficit, requiring an estimated \$465,000 of non-earned revenue or contributed revenue for breakeven operations for all major plan components. The earned revenue potential due to new park and recreation operations recovers approximately 18 percent of the operating costs, based on the operating assumptions and full build out of the master plan facilities.

TABLE 13.4

ILLUSTRATIVE NEW CITY RECREATION POSITIONS AND SALARIES IN A STABLE YEAR IN 2016 DOLLARS

Position ¹	Salaries		New Positions			Notes
	Annual	Hourly	# Full Time	Total Hours for Hourly Workers	Total Salary Budget	
RECREATION						
Volunteer Coordination / Outreach Marketing	\$55,000		1		\$55,000	⁵
Program Leaders		\$12.00		560	\$6,720	youth programs and classes ⁶
Concession Workers		\$12.00		576	\$6,912	bike concession ⁷
Other Salary Costs ²	@	6.0%			\$4,122	
Total Salaries			1	1,136	\$72,754	
Fringe, Taxes & Benefits ³	@	21.8%			\$15,829	
Total					\$88,583	
Total Full Time Equivalent (FTE) Positions⁴					1.6	

1) Staffing proposed estimated for Recreation operations only. Greenbelt O&M budget estimated by RDG Planning and Design includes labor, materials, repairs and utilities. The Greenbelt Master Plan implementation and future operations may include costs that may be incurred in other departments such as Public Works, Planning and Administration.

2) Other salary costs 2015-16 budget for overtime, matrix, winter programs, longevity, education allowance, and car allowance. Future other salary cost is based on ratio of 2015-2016 salaries to other salary cost.

3) Fringe, taxes and benefits is based on 2015-16 budget and included city contribution for FICA, Medicare, city contribution for IPERS, laundry and uniforms, deferred compensation, dues memberships and subscriptions, training and meeting and conference expense. Future Fringe, taxes and benefits is based on ratio of 2015-2016 salaries to fringe, taxes, and benefits.

4) Part Time Employees Calculated at 50% FTE and Total Hours of Hourly Workers divided by 2,000 hours.

5) Position assumed to be half time volunteer coordination and half time community marketing and outreach.

6) Assumes 4 hours for preparation and delivery of each program event.

7) Assumes 1 worker during operating house plus an hour per day for open and close time allowance.

Source: City of Clive and ConsultEcon, Inc.

TABLE 13.5

**ESTIMATED RECREATIONAL PROGRAMMING OPERATING EXPENSES
IN A STABLE YEAR OF OPERATION**

Expense by Type	Operating Expenses in Current \$	% to Total	Notes
PERSONNEL			
Salaries	\$72,754		See Personnel
Taxes, Benefits	\$5,829		See Personnel
Uniforms	\$750		budgeted
Dues, Memberships, Subscriptions; Training; Meeting & Conf. Expense	\$500		budgeted
Subtotal	\$89,833	69%	
MAINTENANCE AND REPAIRS			
Equipment Maintenance and Repairs	\$0		included in RDG O&M
Grounds Maintenance and Repairs	\$0		included in RDG O&M
Building Maintenance and Repairs	\$0		included in RDG O&M
Subtotal	\$0	0%	
SUPPLIES, EQUIPMENT AND MINOR CAPITAL IMPROVEMENTS			
Vehicle Operations; Vehicle Repairs	\$0		included in RDG O&M
Office Supplies	\$2,000		budgeted
Misc. Supplies	\$3,000		budgeted
Concession Supplies	\$10,000		50% of ice rink concessions revenue
Rent and Lease Equipment / Vehicles; Minor Equipment; Other Capital Equipment	\$0		not calculated
Other Capital Improvements; Land	\$0		not calculated
Subtotal	\$15,000	12%	
SERVICES			
Electric/Gas Services	\$0		included in RDG O&M
Telephone/Pager	\$0		included in RDG O&M
Advertising and Legal Publications	\$25,000		program marketing, includes costs for printing, postage and shipping
Misc. Contr Work	\$0		included in RDG O&M
Subtotal	\$25,000	19%	
Total	\$129,833		

Source: City of Clive and ConsultEcon, Inc.

TABLE 13.6

**SUMMARY OF REVENUES AND EXPENSES UNDER A MID-RANGE SCENARIO
IN A STABLE YEAR OF OPERATIONS AFTER PLAN IMPLEMENTATION**

REVENUE	2016 DOLLARS
Earned Revenue	\$100,905
Non-Earned Revenue Requirement for New Parks and Recreation Operations due to the Master Plan ¹	\$464,786
Total	\$565,691
OPERATING EXPENSES	
Greenbelt O&M - Parks	\$435,859
Recreation Programs	\$129,833
Total	\$565,691
Net Operating Income	\$0
Earned Revenue as a Percent of Operating Expenses	17.8%

1) The difference between estimated operating expenses and earned revenue potential. It is assumed that most of the non-earned revenue for operations would come from the city's general fund, the future property tax revenue that will be generated as the city continues to grow to build out that would then satisfy additional new demand for recreational programs and park facilities from the new resident households. See Chapter 15, Economic Impacts for analysis of property tax revenue generation potential.

Source: ConsultEcon, Inc.

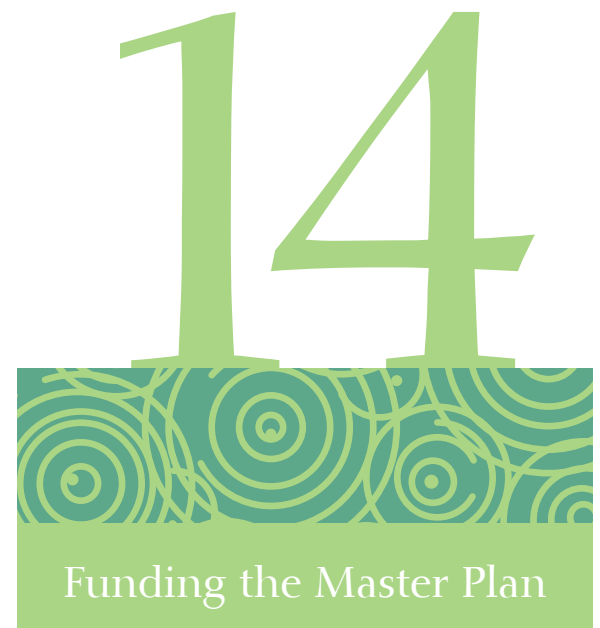
Throughout this process, stakeholders involved have repeatedly used the phrase “public-private partnership.” They use it for a reason. Engagement with the private sector support – from developers, businesses, foundations and others – will be key to the success of the ultimate plan. At the same time, the regional benefits the Greenbelt generates, and the impact of upstream partners on the character of Walnut Creek, also call for additional agencies and communities to connect with Clive in the protection and enhancement of this vital asset.

Based on the review of the proposed master plan, key components, construction cost estimates and operating plan for the project, this chapter identifies potential funding sources in alignment with the master plan and its implementation approach. (See Chapter 10-Implementation Strategies).

A series of strategies appear here to aid in tackling the funding issue. First, we look at broad-sweeping funding approaches: increasing the city's funding capacity, using regional partners, and maximizing private supports. We also look at funding strategies that emerge directly from the plan itself, such as wetland mitigation banking or shaping projects to leverage agency funding.

Finally, this chapter includes a matrix of potential external funding sources - a mix of public and private resources that could potentially connect to the Clive Greenbelt Master Plan now or in the future. These sources could possibly be tapped to fund components of the plan relating to health, nature/habitat, water resources, trail, parks components, programming, arts or other amenities. Projects will need to be identified and packaged to suit a given funding source.

The matrix is by no means exhaustive and as is clear in the Political Capital Chapter, new funding opportunities continue to take shape.





Increase City Capacity to Fund the Greenbelt

Assuming the proposed build out of the Wilds and the Redevelopment Areas, the city will have increased property tax base which in turn will increase the City's capacity to increase its general obligation bond funding dedicated to the Greenbelt expansion and development. In the past few years the City has been performing a substantial amount of trail rehabilitation work, which will need to increase with expansion of the trail network and implementation of the environmental improvements, wetlands, and new property acquisition and easements. Expanding the city's capacity to build more new trail facilities, as well as environmental improvements and acquire new property and easements in the Greenbelt will be important strategy to plan implementation and funding.

On average, the total \$41.1 million Greenbelt project requires \$1.6 million in annual City investment. Other Community Investments included in the master plan add another \$1.0 million annually on average, although these projects would likely be funded on a one time basis rather than annual ongoing capital program that is required for Greenbelt facilities.

The City has increased its general bond allocations for the Greenbelt reaching an average annual rate of \$550,000 based on 2 year spending of the 2015 bond. The capital improvement program for the city budgets the Greenbelt Trail Replacement Program with over \$2.3 million in 2017, 2018 and 2019. Therefore, in order to fund the master plan over 25 years at an average rate of \$1.6 million annually, the City would have to increase its current level of annual bond allocation to the Greenbelt improvements, assuming full participation of regional partners and the private sector. Assuming the cur-

rent level of assessed valuation of \$1.4 billion and fully funding the city's share of Greenbelt improvements \$1.6 million, which is only a portion of the total project, the City will need to adjust the debt service levy by the equivalent of \$1.19 per 1,000 of assessed value.

Engage Regional Partners

The Greenbelt is a regional asset and resource that requires participation from regional partners because it bears the brunt of environmental impacts associated with development outside of the City limits. Therefore, the City will need to engage adjacent communities, regional and state agencies to share in the costs of improving the environmental conditions in the Greenbelt.

Maximize Private Sector Participation

There are plan elements that involve private partners and investment in the Greenbelt and Other Community Investments. For trail construction, most of the new development in the City of Clive has either been developer contributions or the City's general obligation debt. Identifying the potential projects that may be borne by the private sector reduces project costs for the city. Potential Greenbelt projects that may involve private partnerships for partial or full funding and operation include:

- Trails
- Storm water Management
- Wetland Development
- Roadway Improvement
- Zip Line

For the trail and storm water management improvements on city properties the city will take care of the improvements, while improvements proposed for private property will need to be a partnership with the private sector where either

some or all of the costs are borne by the developer. Private sector participation has the potential to reduce the City's cost for the core Greenbelt improvements by about 18 percent based on assumptions about projects that could be taken on by the private sector.

Create a Wetland Development Bank

Developing a wetland development bank is a way to monetize the improvements to the natural areas in the Greenbelt by selling wetland bank credits to developers that are required by the state to purchase credits if their development eliminates wetlands. The City would have to establish and administer the wetland bank or explore collaboration with existing wetland banks as partners. The cost of wetland bank credits fluctuates depending on demand and the level of competition for the credits at a given time, but can range up to \$60,000 or more per acre of credit.

Expansion of Market Valuation and Property Tax Revenue

due to city build out will support growth of property tax revenue for greenbelt master plan operations and implementation incrementally over time.

Assuming full build out of the city by 2030, and additional housing units developed over the 25 year Greenbelt Master Plan period through 2042, the city will add substantial taxable base of residential and commercial properties. The Wilds and undeveloped land area will be developed as mostly single family residences, with some multi-family and commercial property. The Redevelopment Area plans reflect a mixed use build out scenario, with commercial and multi-family residential apartments.



This amount of density will increase the number of building units possible in the city, increasing the population potential, and the overall Greenbelt use, activity and enjoyment. A portion of the increased property tax revenue due to new development and redevelopment can then be allocated for ongoing operations and maintenance of the Greenbelt and the Greenbelt capital improvement program over time. As estimated in the prior chapter, the Greenbelt Master Plan build out scenario would add approximately \$868 million to Clive's market valuation and \$4.9 million annually in new property tax revenue, of which \$497,000 is estimated to be due to the Greenbelt. The City of Clive can then dedicate this additional revenue to the Greenbelt's ongoing investment and operations. It is



would require a time for the market to absorb. As new development projects enter and proceed through the pipeline, potential new property tax allocations will be needed to support additional parks and recreation operations as well as other city services.

Leverage of State and Federal Grant Funding

While the primary source of Greenbelt funding will be the City and private sector partners, the City should leverage state and federal grant funds for Greenbelt improvement projects. In the

important to note, however, that this new property tax revenue will not be fully realized until the plan is implemented in 2042. The Greenbelt Master Plan proposes a complete development program that

past the City has utilized State REAP (Resource Enhancement and Protection) Funds for acquisition of Greenbelt areas. At the state level, there are few competitive sources of funds available, the REAP program being an important source for paying for natural area restoration/habitat improvements (\$150,000 annually) and land acquisition (\$125,000 annually). Other state grants, like Vision Iowa's Community and Tourism Grants, can yield higher amounts of grant funds, and may be a funding source for the outdoor adventure, water access/recreation hub. Iowa DOT grants can be used for trails. The levels of grant funding available and competition will vary year to year. Currently, grants and intergovernmental revenue accounts for 8% of the revenue supporting the city's capital improvement program. Based on the assumptions for regional participation in the Master Plan, the intergovernmental revenue would



grow to be approximately 43% of the public (City and Regional) expenditures, as identified in Table 11.2.

Leverage Large-Scale Infrastructure Projects

The new interchange project and the sanitary sewer project will impact the Greenbelt and potentially create a stream of funds for project mitigation that the city can direct towards Greenbelt project implementation. These projects are all long term projects and so the city would only see implementation of the Greenbelt Master Plan over the long term. The amount of spending that may be available to the city would be contingent upon the size, scale and costs of the projects and the sources of available funds for mitigation that can be directed towards Greenbelt projects. For example, the Des Moines Metropolitan Wastewater Reclamation Authority (that

will be implementing the new sewer trunk project in Clive) can potentially access a State of Iowa Revolving Loan Fund that offers forgivable loans (up to 10% of the sewer project amount) for water quality improvements. While the level of investment required for the sewer project is unknown at this time, the proposed Greenbelt projects may qualify for such funding.

Build Community Support for Fundraising, Sponsorship, Naming Rights and Volunteerism

Citizen surveys and community response to the proposed plans has been positive. Translating this excitement into private giving and contributions may provide support for Greenbelt operations and implementation of proposed projects. Most public support will come through the form of supporting increased appro-

priations for city parks and recreation operations and general obligation bonds for Greenbelt projects. Nonetheless, community, educational, health and environmental organizations can provide additional direct fundraising, in kind or volunteer support for the master plan. Individuals and businesses often provide money for facilities in return for donor acknowledgement, dedication or naming rights. Naming rights may be used by the City to fund specific projects, such as the amphitheater, as well as trail furnishings, facilities, and trail segments. The Clive Community Foundation may be one source of giving that can pool donated funds from throughout the community and the region. Other organizations, schools, churches, businesses and various community groups are a source of potential volunteers for Greenbelt work and clean up days.

The funding matrix upcoming begins to demonstrate the range of potential partners - public and private - who may be able to bring meaningful resources to the table in support of this plan. Exploration of funding opportunities and partnerships will be an ongoing need for the successful implementation of the Clive Greenbelt Master Plan.

TABLE 14.1

POTENTIAL FUNDING SOURCES		
Description	Program Element	Possible Uses
Federal Transportation Enhancement Program; IDOT through Regional Planning Affiliate (RPA8)		
Funding for enhancement or preservation activities of transportation related projects.	T, L, O, W	The following projects are funded: facilities for pedestrians and bicyclists; safety and educational activities for pedestrians and bicyclists; scenic or historic highway programs; acquisition of scenic or historic sites; landscaping and scenic beautification; historic preservation; rehabilitation and operation of historic transportation facilities; preservation of abandoned railway corridors; control and removal of outdoor advertising; archaeological planning and research; mitigation of water pollution due to highway runoff; or transportation museums.
Recreational Trails Program (Federal)		
Funding for creation and maintenance of motorized and non-motorized recreational trails and trail related projects.	T	Recreational trail extension.
Recreational Trails Program (State); IDOT		
Funding for public recreational trails.	T	Trail projects that are part of a local, area-wide, regional, or statewide trail plan.
Iowa Clean Air Attainment Program (ICAAP); IDOT		
Funding for highway/street, transit, bicycle/pedestrian or freight projects or programs which help maintain Iowa's clean air quality by reducing transportation related emissions.	T, O	Projects which will reduce vehicle miles traveled or single-occupant vehicle trips; Transportation improvements to improve air quality.
Land and Water Conservation Fund; Iowa DNR		
Federal funding for outdoor recreation area development and acquisition.	T, P	Improvements to existing recreation facilities and development of new facilities.
General Obligation Bonds		
Allows the City to secure funding by pledging future tax revenues to repay the bond.	W, T, P, L, O	Capital improvements, such as street projects

- H** Health

- N** Nature/Habitat

- W** Water Resources/Streambank/Stormwater Management

- T** Trail

- P** Parks

- A** Art

- L** Land Acquisition

- O** Other Amenities/Capitals

Deadline	Available Funds	Required Match
Typically October 1 for statewide applications; Check with RPA for deadlines.	Dependent on allocation as part of reauthorization of MAP-21. Funding has historically been \$4.5 million annually statewide. Funds available vary by region.	Varies by region; Contact RPA.
Typically October 1	Varies each year	20%
Typically July 1	Varies each year	25%
Typically October 1	Approximately \$4 million annually Minimum \$20,000 total project cost	20%
March 15, or closest working day	Varies annually	50%
NA	Varies	NA

TABLE 14.1

POTENTIAL FUNDING SOURCES		
Description	Program Element	Possible Uses
Community Attraction and Tourism – Vision Iowa - Iowa Economic Development Authority (IEDA)		
To assist projects that will provide recreational, cultural, entertainment and educational attractions.	T, P, A	Packaged amenities and connections to existing tourist attractions
Iowa Great Places - Cultural Affairs		
Supports the development of new and existing infrastructure intended to cultivate the unique qualities of neighborhoods, communities and regions in Iowa.	T, P, A	Streetscape, façade repair, community spaces
Iowa Arts Council Grants – Cultural Affairs		
To support the creation and presentation of new artwork, development of an arts experience or formation of an arts education program.	A	Functional art; event space art; other community art projects
Brownfield/Grayfield Redevelopment Tax Credit - IEDA		
Tax credit incentive for the rehabilitation of dilapidated/underutilized commercial properties with environmental challenges.	H, W, O	Dilapidated/hazardous buildings and other redevelopment sites
Brownfields Program – Iowa DNR		
Cost reimbursement for Phase I, asbestos/lead inspection; free Phase II services; 50% reimbursement for environmental cleanup.	H, W, O	Dilapidated/hazardous buildings and other redevelopment sites
National Endowment for the Arts		
Several grant programs that foster art and culture – Challenge America, ArtWORKS, and OurTown	A	Creative placemaking, community art
Public Works Program – EDA		
Provides resources to meet construction and design of infrastructure essential to economic development	O	Workforce facilities; shipping/logistics; business incubators; telecommunications

- H** Health

- N** Nature/Habitat

- W** Water Resources/Streambank/Stormwater Management

- T** Trail

- P** Parks

- A** Art

- L** Land Acquisition

- O** Other Amenities/Capitals

Deadline	Available Funds	Required Match
October 1; often times other deadlines throughout the year	\$2.6 million available 5/12/16.	1:1
Letter of intent usually due in May, full application (by invitation) due in June.	\$1,000,000 annually; communities can apply for \$15,000- \$400,000; can only apply for three years of funding after designation	50% of grant request
Usually May and November rounds	\$1,000 to \$10,000 grants	At least 1:1
September 1	Up to 30%, up to \$1,000,000 per project; up to \$10,000,000 each fiscal year.	None
Rolling	Varies (up to \$25,000 each for investigation and cleanup)	50% for cleanups
Varies	Varies	Varies
Rolling – Discuss with ECIA (project must meet CEDS goals)	\$100,000-\$3,000,000	

TABLE 14.1

POTENTIAL FUNDING SOURCES		
Description	Program Element	Possible Uses
Clive Community Foundation		
The foundation supports parks, trails, public art and education; health - through food and nutrition; and community collaborations.	H, P, T, A	Potential to apply to nearly any aspect of the master plan
Other Private Funders		
Additional private foundations and corporate giving programs are available for a variety of projects	N, W, T, P, A, L, O	Varies
Healthy Watershed Consortium		
The goal of the Healthy Watersheds Consortium Grant Program is to accelerate protection and enhancement of healthy watersheds.	N, W	Questionable that Walnut Creek will be considered a sufficiently healthy watershed
Community Development Block Grant (CDBG) - Sustainable Community Demonstration		
Provides grants for varied projects demonstrating comprehensive innovative approaches to support community sustainability. Applications must meet at least one HUD national objective.	N, W, O, Varied	Varied
Iowa Initiative for Sustainable Communities (IISC)		
IISC partners with communities through a formal request for proposals process. Typically, the RFP is released each Fall for the following academic year. Each partnership is one year long, with the opportunity to extend into two years. If all partners choose to extend their partnerships each year, the RFP may be released on an every other year basis.	Many varied	Research into programs or new sustainability initiatives involving the Greenbelt
Resource Enhancement and Protection (REAP)		
Three potentially relevant programs include: City Parks and Open Space; REAP-CEP (Conservation Education Program) and Cost Share Land Acquisition with Private Organizations. Soil and Water Enhancement resources also available, administered through Iowa Dept of Agriculture and Land Stewardship. Contact Jim.Gillespie@iowaagriculture.gov, but these dollars have typically been applied in rural settings.	N, W, T, P, L	Varied

- H** Health

- N** Nature/Habitat

- W** Water Resources/Streambank/Stormwater Management

- T** Trail

- P** Parks

- A** Art

- L** Land Acquisition

- O** Other Amenities/Capitals

Deadline	Available Funds	Required Match
Currently accepting requests until October 1	Affiliated with the Community Foundation of Greater Des Moines	A match appears to be preferred but is not clearly specified.
Varies	Varies	Varies
Typically March	Grant range 50-200K	25% minimum match required
Discuss application with Jeff Geerts; 515-725-3069	Max award: \$500K	Unclear
Typically January	Appears focused on technical assistance	Unclear
City Parks - Aug Cost Share - Aug REAP - CEP: May and Nov	Depends on annual allocation; REAP-CEP consistently \$350K, however	Cost Share requires 25%

TABLE 14.1

POTENTIAL FUNDING SOURCES		
Description	Program Element	Possible Uses
National Fish and Wildlife Foundation (NFWF)		
NFWF provides funding to projects that sustain, restore and enhance fish, wildlife, plants, habitats. Initiatives have science-directed business plans approved by the board. Grant available to support actions in the plan.	N, W, Possibly L	Habitat, possibly water quality
Wellmark Foundation		
Focus on active living and healthy nutrition	H, T	Community gardens and/or ped/trail links
Iowa Clinic Healthcare Foundation: Rise Up Iowa		
Grants to charitable organizations in Central Iowa focused on improving community; this grant launches with program details provided on September 1, 2016	H, other options unclear	Likely varied
Kresge Foundation		
Works to reduce health disparities among children and adults by addressing conditions that lead to poor health outcomes. Many programs. www.Kresge.org/ opportunities; receive updates on Twitter for current opportunities @kresgefdn	H	Highly varied. Many potential fits.
RW Johnson Foundation		
Culture of Health Prize places priority on communities emphasizing health and partnerships to meet the needs of all, especially those with health challenges. Other funding sources through Robert Wood Johnson also available.	H	Varied.
De Beaumont Foundation		
Health related - many programs; not typically awarded to communities, but this appears possible	H, Varied	Varied



- H** Health

- N** Nature/Habitat

- W** Water Resources/Streambank/Stormwater Management

- T** Trail

- P** Parks

- A** Art

- L** Land Acquisition

- O** Other Amenities/Capitals

Deadline	Available Funds	Required Match
Various Grants; www.nfwf.org	Various	Cost Share requires 25%
May	\$75,000 max	1:1
Program launches Sept 1, 2016	\$100K	Unknown
Varied - some rolling; some with deadlines	Varied	Varied
November 3, 2016 and annually	\$25K "Prize"	N/A
Varied	Varied	Varied

TABLE 14.1

POTENTIAL FUNDING SOURCES		
Description	Program Element	Possible Uses
Meredith Foundation; Edwin T. Meredith Foundation		
Grants largely for youth agencies, higher education, cultural programs, and historic preservation areas; some support for hospitals and health agencies, as well as for conservation; sustainability	N, W, T, P, O	Conservation, youth programming, capital campaigns, varied
State Revolving Fund Sponsored Projects		
Municipalities that borrow funds to complete sanitary collection or treatment projects can potentially support a stormwater project through the Sponsored Projects Program. The state adjusts the interest rate on the project loan, allowing an extra 10% to be borrowed, but the repayment amount remains the same. Essentially, for every \$1 million spent on a sanitary project, \$100,000 can be borrowed toward construction of a stormwater quality project, at no additional cost to the municipality receiving the loan.	N, W	Stormwater management projects, streambank stabilization, might apply to some aspects of habitat restoration

H	Health
N	Nature/Habitat
W	Water Resources/Streambank/Stormwater Management
T	Trail
P	Parks
A	Art
L	Land Acquisition
O	Other Amenities/Capitals

Deadline	Available Funds	Required Match
Appears rolling	Edwin T. Meredith \$500K in giving annually; Meredith \$1.5 M	Preferred; requirements unclear
Currently September 1, 2016	Depends on status of Wastewater Reclamation Authority loans; statewide total \$35M for 2016	"Match" provided through WRA projects; technically this is not a grant but it functions similarly

This chapter summarizes the economic impact and fiscal benefits analysis for the proposed Clive Greenbelt Master Plan.

Economic impact evaluations measure the total net new economic activity that will occur in a defined geographic region as a result of the development of the project. Net new activity excludes any activity associated with the project that replaces other economic activity in the area. Because the demand and use and operations plan evaluated the change in activity, the majority of economic activity associated with the implementation and new parks and recreation operations of the Clive Greenbelt Master Plan will be net new to the area. In addition to the planned recreational and environmental impacts, the plan has the potential to enhance the value of real estate development in the City. The City is targeted for growth. The public investments in the Greenbelt respond to and enhance the new private development and investment in the City. New private development has spillover effects that mutually reinforce the new annual impact of Greenbelt parks and recreation operations and the ongoing value of the new real estate.

Direct Impacts and the Multiplier Effect

Direct economic impacts are a result of the initial spending or investment, while the multiplier effect (indirect and induced economic activity) is a result of the recirculation of the initial direct spending within the defined geographic region (e.g. Dallas and Polk Counties and the State of Iowa). Total Economic Impacts are the sum of the direct impacts and subsequent indirect and induced multiplier effects.

The analysis includes the following data and analyses:

- **Construction Period Impacts** – An evaluation of the one-time economic impacts of project construction. These direct spending estimates are then analyzed for their indirect and induced “multiplier” effects to estimate the total economic impacts due to construction. This includes the one-time total economic activity (expenditures); total employment (full-time and part-time person-years of employment); and total earnings. Also includes the estimated one-time fiscal revenue due to state income taxes due to direct, indirect and induced earnings.
- **Economic Impacts of Ongoing Operations** – An evaluation of the annual direct spending by the Clive Greenbelt Master Plan operations and the spending by visitors outside the Clive Greenbelt but in conjunction with their visit. The net new portions of visitor spending are then analyzed using economic multipliers specific to Dallas and Polk Counties and to the State of Iowa to estimate total economic impacts. This includes total economic activity (expenditures); total employment (full-time and part-time); and total earnings.
- **Fiscal Revenues Due to Ongoing Operations** – An evaluation of the annual fiscal revenues generated in selected categories due to the project, including road use taxes, property taxes, sales and hotel taxes and income taxes.



- *Qualitative Assessment of Economic Impacts* – An assessment of the quality of life and general economic development benefits that the Clive Greenbelt Master Plan will create for Clive and the area as a whole.

Direct Expenditures

The economic impacts resulting from the construction and operations of the Clive Greenbelt Master Plan will be based on the following direct economic expenditures in the local and state economies:

Direct Construction Employment and Construction Expenditures – Construction of the Clive Greenbelt Master Plan will result in a positive impact on the regional economy during its construction period. The impacts will include direct employment during the construction period for construction and expenditures in the State economy due to construction. In turn, these direct expenditures in the State economy will “multiply” to create indirect and induced employment, wages and output. This is a one-time impact of the project. State income taxes for construction are also estimated.

- *Direct Spending by the Clive Greenbelt Master Plan* – As a major new “business” in Dallas and Polk Counties, the Clive Greenbelt Master Plan will play an active role in the local economy and help create jobs for area residents. Expenditures of the Clive Greenbelt Master Plan will include salaries and wages of its employees as well as operating costs such as utilities, marketing, supplies and materials, professional services and printed materials among many others.
- *Visitor Spending in the Local Economy* – The on-going operations of the Clive Greenbelt as it attracts visitors from resident and visitor markets will form a stream of economic benefits to the local area economy (defined as Dallas

and Polk Counties) and the State of Iowa, defined as the “regional economy.” Spending at the Clive Greenbelt itself will be largely net new to the local area and the State, and is reflected by the new parks and recreational operations spending. Given the scale and significance of the Clive Greenbelt Master Plan, the project will help to attract new visitors to the local and regional economies who would otherwise not visit, contribute to longer stays in the area, and help to retain leisure expenditures of residents that would otherwise be made elsewhere. As a major visitor experience it is planned to be the focus of and major activity of its visitors on the day of their visit.

During a trip to the Clive Greenbelt, visitors will also spend for goods and services off-site in conjunction with their visit. Associated off-site spending on the day of their visit to the Clive Greenbelt would include overnight accommodations for some, food and beverage, transportation and retail purchases, as well as other recreational and cultural activities. In this regard, the Clive Greenbelt serves as a facilitator of local economic development by providing a destination for residents and visitors that supports business activity proximate to the Greenbelt.

Indirect and Induced Economic Impacts

As the direct spending due to the Clive Greenbelt Master Plan flows to local businesses, the money is, in turn, re-spent by the businesses for personnel, business expenses and the costs of goods sold that originate in the local economy. The portion of operations spending for wages and salaries (employment) is also in-turn re-spent by the employees for

housing, retail, services and other categories in the local economy. Subsequent rounds of spending occur, with the total effect on an area’s economy of the initial round of new direct spending estimated through a “multiplier” analysis. The U.S. Department of Commerce’s Bureau of Economic Analysis provides mathematical factors for discrete geographies for an array of spending types that result in an estimate of total economic impacts from new spending due to an economic unit such as the Clive Greenbelt. For this analysis, economic impacts have been modeled and calculated using economic multipliers from a customized computer run of the RIMS II Input-Output Model to the specific impact areas analyzed in this analysis. This includes direct, indirect and induced economic activity. Categories of measurement include expenditures, earnings and employment. Figure 15.1 depicts the flow of spending due to the development of the Clive Greenbelt Master Plan. This diagram is applicable to the initial one-time impacts from project construction; and afterwards to the ongoing economic impacts due to the operation of the Greenbelt.

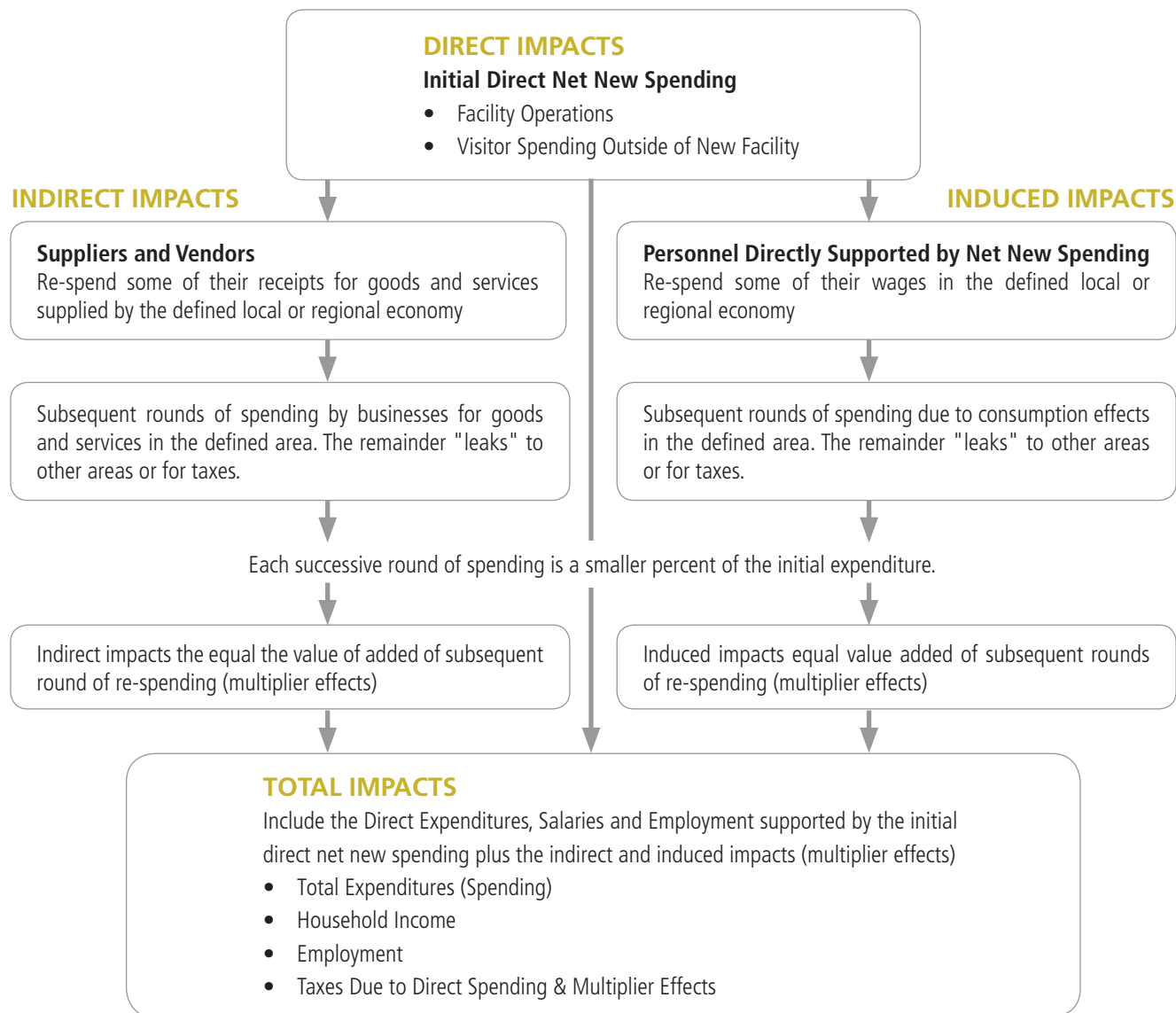
Fiscal Revenue Generation

The implementation and operation of the Clive Greenbelt Master Plan will generate taxes for state and local government. *Fiscal revenue impacts in selected tax categories generated include:*

- New City, County and State property taxes associated with the value that the Greenbelt adds to the build out of the Wilds District and the Redevelopment Areas identified in the Master Plan.
- New Road Use Taxes to the City of Clive associated with the increase in population in the City due to the Master Plan build out.
- State sales taxes from net new visitor

FIGURE 15.1

ECONOMIC IMPACTS EXPENDITURE AND EMPLOYMENT FLOWS



Source: ConsultEcon, Inc.

spending in conjunction with a visit to the Clive Greenbelt.

- Local and State hotel taxes from net new spending by attendees in conjunction with their visit to the Clive Greenbelt.
- State sales from visitor spending on retail and food and beverages (restau-

rants) in conjunction with their visit to the Clive Greenbelt.

- State income taxes generated by City of Clive employee wages and salaries.
- State sales taxes from the personal spending of employees of the City of Clive.
- State income taxes generated by net

new indirect and induced employee wages and salaries due to the Clive Greenbelt Master Plan (Multiplier Effects).

- State sales taxes generated by net new indirect and induced employee wages and salaries due to the Clive Greenbelt Master Plan (Multiplier Effects).

Summary

The following summary of economic impacts is based on detailed tabular analysis and assumptions provided in the Appendix. A summary appears below.

Construction Period Impacts

Construction of the proposed public investment in Greenbelt, Other Community Investments and Redevelopment Areas identified in the Clive Greenbelt Master Plan will result in a positive impact on the Regional (State of Iowa) economy during its construction period. The economic impacts are based on the total estimated

development project cost outlined in the Master Plan. The total economic impacts due to project construction are estimated at the state level and would occur over the entire development period.

They include:

- Total economic impacts would include approximately \$237.6 million in expenditures (economic activity) in the State economy, of which approximately \$86.0 million would be wages and salaries.¹
- An estimated 1,554 total person-years of employment² (including the direct

project-related employment and indirect and induced employment) are estimated to be supported due to project development. Much of this statewide direct impact would occur in the Clive area, which is the locus of the expenditure.

- In addition, the \$86.0 million of earnings would support approximately \$2.6 million in direct, indirect, and induced income taxes.

Construction Impacts of Private Development and Construction

The construction of new and redeveloped real estate proposed under the Greenbelt Master Plan will create additional construction impacts that are not evaluated in this economic analysis which focuses on the public investment in the Greenbelt. Based on conceptual and long term nature of the master plan build out, there is significant variability in the potential cost of construction for private development and redevelopment. The market will take decades to absorb the new space proposed under the build out plan. The improved property valuations that come with new private investment will contribute new property tax revenue that can help to support the new parks and recreation operations that are identified in the operating plan, and are evaluated below.

Real Estate Impacts

The proposed Clive Greenbelt has the potential to impact real estate in Clive in a variety of ways. These include increased values for existing properties adjacent and in proximity to the Greenbelt,



Construction

Summary

and the potential to enhance the value of new development and the build out of the Wilds District and the Redevelopment Areas. Additional park and recreational amenities will further support development in and around the Clive Greenbelt.

Residential Value Increment due to Greenbelt Proximity

The implementation of the Clive Greenbelt Master Plan will contribute to improved property values on the Wilds District and the Redevelopment Areas. Studies have indicated that the value of city parks and recreation systems and trails can impact the prices of homes between negative 5 percent and 15 percent up to 2,000 feet from a home, depending on the quality of the park. Proximity to recreational amenities and access to regional trails is associated with higher home values. Therefore, the quality of the Greenbelt parkland trail infrastructure will support the preservation and enhancement of existing property values and enhance the value of new development and redevelopment in Clive.

Impacts to Existing Properties

Data in Table 15.1 derive an estimate of property tax revenue generation from existing residential properties due to the Clive Greenbelt and the implantation of the proposed master plan. The existing Greenbelt already contributes to the value of properties in Clive. With the implementation of the master plan, the Greenbelt trail system will be significantly expanded and the recreational and natural areas will be much improved, thereby contributing to the expansion of the values of properties in Clive. Based on the data shown in Table 15.1, the property



Real Estate Sold Sign

TABLE 15.1

ECONOMIC IMPACT POTENTIAL OF THE CLIVE GREENBELT MASTER PLAN ON REAL ESTATE VALUES AND CITY PROPERTY TAX ON PARCELS WITHIN 1/4 MILE OF THE GREENBELT

Project Element ¹	Parcels within 1/8 mile	Parcels between 1/8 mile and 1/4 mile	Total Parcels with 1/4 mile
CHARACTERISTICS OF EXISTING RESIDENTIAL PROPERTY			
Parcels	2,677	2,101	4,778
Area in acres	736	387	1,122
Market Value	\$739,113,860	\$525,140,380	\$1,264,254,240
Assessed Value as a Percentage of Market Value	55%	55%	55%
Homestead Exemption ¹	\$10,386,760	\$8,151,880	\$18,538,640
Assessed Value	\$396,125,863	\$280,675,329	\$676,801,192
Property Tax Rate per \$1,000 of Assessed Values ²	\$10.14	\$10.14	\$10.14
Estimated Property Tax Revenue	\$4,016,716	\$2,846,048	\$6,862,764
EXISTING PROPERTY VALUE AND TAX REVENUE IMPACTS			
Assumed Percentage of Property Valuation due to Proximity to the Greenbelt ³	5.0%	2.5%	
Amount of Assessed Valuation due to Proximity to the Greenbelt	\$19,806,293	\$7,016,883	\$26,823,176
Estimated Property Tax Revenue due to the Greenbelt	\$200,836	\$71,151	\$271,987
EXISTING PROPERTY VALUE AND TAX REVENUE IMPACTS			
Assumed Average Increase in Property Value due to the Greenbelt Master Plan Implementation ⁴	3.0%	1.5%	
Increase in Assessed Valuation due to the Greenbelt Master Plan Implementation ⁵	\$12,195,379	\$4,332,408	\$16,527,787
Estimated Property Tax Revenue due to Greenbelt Master Plan Implementation	\$123,661	\$43,931	\$167,592

1) The first \$4,850 of assessed value is exempt from property tax if a unit is owner occupied. For the purposes of this analysis, it is assumed that 80% of the residential units are owner occupied and therefore qualify for the homestead exemption.

2) Current tax rate on property in Clive is \$10.14 per \$1,000 of assessed value. Includes amounts for city general fund, trust and agency and debt service.

3) Based on assumed average value of a park from Measuring the Economic Value of a City Park System, Trust for Public Land. According to this report, "The preponderance of studies has revealed that excellent parks tend to add 15 percent to the value of a proximate dwelling; on the other hand, problematic parks can subtract 5 percent of home value." A reasonable estimate is the average of this range at 5% of market value for parcels within 1/8 mile and 2.5% for parcels between 1/8 and 1/4 mile.

4) Because the Greenbelt exists, the increase in property values due to the implementation of the Greenbelt Master Plan is likely to be modest.

5) Increase in assessed values is not adjusted for the homestead exemption because the number of properties is assumed to remain the same.

Source: RDG Planning and Design, Applied Ecological Services, and ConsultEcon, Inc.

Summary

tax revenue generation of the existing Greenbelt is estimated at \$272,000 annually. Due to the full implementation of the master plan, property tax revenue generation from existing property has the potential to increase \$168,000 annually. Therefore, the total property tax revenue generation potential to the Clive Greenbelt after master plan implementation is approximately \$440,000 annually.

Impacts to Private New Development / Redevelopment

There is significant associated private development proposed in the Master Plan in the Wilds and the redevelopment areas. Data in Table 15.2 show the estimated market valuations and tax revenue generation potential of the proposed build out of the Wilds District and Redevelopment Areas as described in Chapter 11.

Market Valuation

Based on the construction cost method of appraisal, the private improvements in the redevelopment areas in the Master Plan, if built out as envisioned, would be valued in excess of \$340 +/- million. The build out in the Wilds District is based on the proposed number of units and an average property valuation of \$400,000 would command a total market value of

\$528 million. In total the full build out of the Wilds District and the Redevelopment Areas identified in the Clive Greenbelt Master Plan has a total potential market valuation of over \$868 million. The economic impacts associated with this private development are substantial and would encompass development and construction expenditures, new jobs for construction, new maintenance and operations expenditures by tenants and real estate managers, and new maintenance and operations jobs. Unless residents and businesses were to be recruited from outside, the households, tenants and businesses would likely be recruited from within Clive and Dallas and Polk Counties, and therefore, would not be counted as new economic impact due to the private development.

Based on the assumed market valuation of the new development in the Redevelopment Areas and the Wilds, the estimated tax revenue generation due to the Greenbelt is \$497,000 annually, which is 10 percent of the total tax revenue generated by these new developments.

Development Incentives

In order to achieve the type of development envisioned in the Redevelopment Areas, the City may have to provide de-

velopment incentives, beyond the public infrastructure investments in the Greenbelt that are proposed as a part of the Master Plan. One development incentive that is used in other communities in the Des Moines region is a property tax abatement for residential construction and redevelopment. A property tax abatement is a temporary reduction in property taxes over a specified period of time, typically 5 to 10 years, on the portion of assessed value added by new construction, or improvements to an existing structure. This type of abatement may be appropriate in the Redevelopment Areas in order to prompt developers to redevelop their properties along the lines of the Master Plan. Based on the analysis of existing and future property values and tax revenues in the Redevelopment Areas and assuming full build out, the increased assessed value would result in \$1.7 million annually in additional property taxes. Therefore, if the City were to implement a property tax abatement program that returned the full amount of the increased property tax to the developer as an incentive, the cost of offering it would be foregone tax revenue of \$1.7 million during the abatement period. (The City may choose to abate only a portion of the increased property tax during the abatement period.) After

The Wilds and Redevelopment Areas:

-Market Valuation of \$868 Million at full build-out

-Estimated new tax revenue \$489K

TABLE 15.2

ESTIMATED MARKET VALUATION OF REDEVELOPMENT AREAS AND NEW RESIDENTIAL DEVELOPMENT DUE TO CITY BUILD OUT

	Market Valuations	Percent to Total
ESTIMATED MARKET VALUE OF PROPOSED IMPROVEMENTS		
Value of Redevelopment Area Improvements ¹	\$340,478,547	39%
The Wilds Value ²	528,000,000	61%
Total Market Value of Proposed Improvements	\$868,478,547	100%
ASSUMED VALUATION DISTRIBUTION BY TYPE OF DEVELOPMENT³		
Single Family Residential	56%	
Multi Family Residential	38%	
Commercial (in Redevelopment Areas Only)	6%	
Total	100%	
ANNUAL REAL ESTATE CITY TAX REVENUE POTENTIAL DUE TO PROPOSED BUILD OUT⁷		
Single Family Residential	\$262,575,219	
Multi Family Residential	182,376,817	
Commercial	44,948,947	
Total	\$489,900,982	
ANNUAL REAL ESTATE CITY TAX REVENUE POTENTIAL DUE TO PROPOSED BUILD OUT⁷		
Single Family Residential	\$2,662,513	
Multi Family Residential	1,849,301	
Commercial	455,782	
Total	\$4,967,596	
Percent of Value / Tax Revenue Potential due to the Greenbelt Master Plan	10%	
Tax Revenue Potential due to the Greenbelt Master Plan	\$496,760	

1) See Table 11.2. Redevelopment Area improvement value assumed at assumed costs of development. Does not include costs related to demolition and acquisition. Includes difference between land value and market value of redevelopment areas. The future land value of public properties converted to private use is assumed at \$131,000 based on FY2016 market values in proposed redevelopment areas from Polk County Assessor.

2) The Wilds number of units at an assumed \$400,000 in average market valuation.

3) The valuation in the Wilds assumed to be 90% due to single family residential, 5% due to multi-family residential and 5% due to commercial. Values in the Redevelopment Areas are distributed by the distribution of square footage, as shown by data in Table 11.6.

4) Assessed residential valuation at 55% of market value. Includes adjustment for single family units at \$4,850 homestead credit as shown by data in Table 11.6.

5) Assessed value at 55% of multi family residential value.

6) Assessed value at 90% of commercial market value.

7) City tax rate of \$10.14 per \$1,000 of assessed value, and does not include county, school district and other taxing districts. Tax rate includes \$7.07 to general fund, \$1.59 to trust and agency, and \$1.48 to debt service.

Source: RDG Planning and Design, Applied Ecological Services, and ConsultEcon, Inc.

Summary

the abatement period ends, the full value of the property tax would be returned to City coffers.

Economic Impacts due to Ongoing Greenbelt Parks and Recreation Operations

As it attracts visitors from resident and visitor markets, the ongoing operations of the Clive Greenbelt will form a stream of economic benefits to the Local (Dallas and Polk Counties) and to the Regional (State) economies. Much of the spending due to new Clive Greenbelt operations will be net new to Clive as well as to the state as a whole. That is, it will include new economic activity for the economic units being evaluated, the potential increase over Greenbelt operations that are reflected in the City's Parks and Recreation budgets today.

Based on the estimated new City operating expenses of the Clive Greenbelt, the estimated Greenbelt use patterns, and the profile of off-site visitor spending on the day of their visit to the Greenbelt, total potential economic impacts of the Clive Greenbelt including direct, indirect, and induced effects are shown by data in Table 15.3 and summarized as follows.

The total on-going annual economic impacts of the Clive Greenbelt Master Plan include:

- *Local Dallas and Polk Counties Impacts* – As the multiplier effect works its way through the local economy, the net direct economic activity due to the Clive Greenbelt Master Plan project will generate a total annual impact estimated at \$1.9 million in expenditures, of which \$744,000 in wages will

be generated, and 23 total jobs will be supported in the Dallas and Polk Counties. (It is important to note that the Dallas and Polk Counties and State economic impacts are not additive.)

- *Regional Statewide Impacts* – As the multiplier effect works its way through the regional (State of Iowa) economy, the direct economic activity due to Clive Greenbelt Master Plan project will generate a total annual impact estimated at \$2.0 million in expenditures, of which \$744,000 in wages will be generated, and 22 total jobs will be supported in the state. At the statewide level, these effects include the support of jobs and economic activity in Dallas and Polk Counties and outside these areas. However, Dallas and Polk Counties economic activity estimated above will not be fully a subset of the statewide economic activity, as there is assumed to be some substitution of spending from other areas of the state to the Dallas and Polk Counties. However, in all, the project offers substantial benefits to other areas of the state as well as the local area.

Generation of Fiscal Revenues

The new land uses and build out of the City of Clive identified in the master plan will create economic activity that generates direct fiscal benefits to state and local government. The development of the Clive Greenbelt will support net new tax revenues for the City of Clive, Dallas and Polk Counties and the State of Iowa. In total, the analysis of road use, sales, hotel, income, and property tax has identified the potential to generate annually approximately \$1,028,000 to

the City of Clive, \$358,000 to Dallas and Polk Counties, and \$44,000 to the State of Iowa.

Other Economic and Community Benefits

Overall, the direct revenue due to new Greenbelt operations and the indirect incremental property taxes due to the implementation of the Greenbelt do not pay for the full cost of implementation and operation. As a public good, a natural and recreational resource, many of the benefits of the Greenbelt are intrinsic and intangible. The economic analysis and valuation of ecosystem benefits is still an emerging field of study. Attempts to document the value of ecosystems are often limited to the direct use of the resource, such as the value created through the implementation of recreation programs, which has been quantified above. Attempts to quantify other benefits are more elusive. Nonetheless, a number of economic and community benefits can be identified. Beyond its potential to create direct and multiplier effects on the local and state economies, the Clive Greenbelt will contribute substantial additional qualitative economic and community benefits. *These include:*

- *Redevelopment of the Greenbelt and Adjacent Areas* – Clive's Greenbelt is a principal community asset but adjacent properties do not engage with the trail or parks. Redevelopment of properties adjacent to the Greenbelt will contribute to improved property values and city tax revenue, as evaluated above, and unlock what is now the hidden value of additional visitor spending in local commercial businesses and con-

Summary

The Clive Greenbelt project will enhance Clive as a place to live, work and play, thus improving all aspects of the local economy and community.

tribute to the improved sense of place in Clive that is walkable and enjoyable destination, with adjacent properties that provide views, vistas, and outdoor public space for recreation, entertainment and commerce.

- *Restored Natural Areas and Improved Environmental Performance* – Clive’s practices in green infrastructure create benefits of potential decreased costs incurred through storm water improvements that better manage the storm water runoff than existing infrastructure. This improved infrastructure will better manage flooding and recharge water into the natural system.
- *Improved Health and Wellness* – The Clive Greenbelt Master Plan will expand the trail system and thereby

expand the number of users and the frequency of visits to the trail and associated facilities that promote activity, healthy living, social engagement and well-being. An ongoing promotional campaign will support awareness of Clive Greenbelt events, activities and programs, which can support both youth and adult health and wellness through increased recreational opportunities and increased community participation in recreational programs offered by the City and its partners that use the Greenbelt facilities. Note: The Social/Human Capital and Well-Being Chapter of this report (Chapter 6) addresses the public health benefits in greater detail and makes an effort to quantify some of those benefits in economic terms.

- *Improved Walkability and Reduced Car Trips* – By creating a more interconnected city with additional pedestrian and bicycle trails, the Greenbelt Master Plan creates more opportunities for residents and visitors to get around Clive without getting into an automobile, leading to a reduced number of car trips within the community. Most car trips are short trips particularly in a suburban community like Clive. Connecting new and existing neighborhoods to regularly frequented des-

tinations, such as schools, Greenbelt shopping centers, aquatic center and trails, will promote alternative modes of travel. This in turn can reduce the pollution and congestion effects of car traffic on Clive’s roadways because residents have opted to walk or bike to their destination rather travel by automobile.

- *Expanded Educational Opportunities* – The Clive Greenbelt will expand formal and informal educational opportunities and recreational partnerships with schools, in parks, and elsewhere along the Greenbelt. These educational benefits will lead to greater stewardship of the watershed environment and advancement of knowledge of storm water, wetlands, stream and floodway management, and water quality issues. Partnerships with educational institutions and environmental organizations will create new opportunities for lifelong learning and help to position Clive as a knowledge community in the region.
- *Enhanced Enjoyment of Nature* – The Clive Greenbelt project will expand the network of trails in the community and increase public access to the Walnut Creek, natural forests, prairie and other natural habitats that support diversity of wildlife and contribute to the health and wellness of the watershed. These investments will contribute to the health and wellness of Clive’s citizens through additional activity outdoors that help them better enjoy nature in an urban setting.
- *Attracting New Residents* – As the primary recreational resource in the community, the Clive Greenbelt is central to attracting new residents to the com-

Partnerships with educational institutions and environmental organizations will create new opportunities for lifelong learning

Summary

This improved infrastructure will better manage flooding and recharge water into the natural system.

munity and maintaining healthy property values. Therefore, maintaining the infrastructure, fixtures and finishes to a high standard will insure satisfaction of existing residents and appeal to new residents and visitors alike (who are also potential new residents).

- *Attracting New Businesses and Employees* – More and more businesses employers are looking for real estate amenities that support healthy lifestyles, recreational activity, and access to natural areas. Better connecting the Greenbelt to existing employment centers will support differentiating Clive's commercial districts within the regional marketplace. It will enable local real estate owners and brokers to market properties based on the connection to the Greenbelt as a benefit of a Clive business location.
- *Expansion of the Visitor Economy and Infrastructure* – The Clive Greenbelt project will contribute to the expanded profile of Clive as a visitor destination, thus benefiting the City and region overall. The new recreational amenities, such as the zip line and ice rink, creek access, improved trail connections to hotels west of the Interstate and associated developments provide an additional destination for inducing "pass-through" travelers staying in Clive's hotels that are proximate the Civic Area. It will encourage extended stays by visitors to Clive staying in local hotels and in private homes. The expanded network and improved visitor services has the potential to serve other pass through travelers and travelers to Central Iowa's bike trails to include Clive in their itinerary as a stopover location. The Clive Greenbelt

Master Plan has the potential to be a stimulus to visitor economy revenues in Clive, making a contribution to the community's visitor industry goals and local economy.

- *Quality of Life* – The quality of life benefits of the Clive Greenbelt project may have the most profound and long-lasting impacts on the community. This project will improve community self-esteem and citizenship by becoming a source of community pride and identity. The Clive Greenbelt project will enhance Clive as a place to live, work and play, thus improving all aspects of the local economy and community.

The Cost of Maintaining the Status Quo

The Greenbelt represents significant past investment in infrastructure and future investment potential. There is a cost to maintaining the status quo, or managing the Greenbelt as it has been managed and operated in the past. Current City staff levels, which are reduced from years prior, are sufficient only to maintain the asset in a reactive manner, which is not suitable for the expansion of the Greenbelt as a community asset, and may be a detriment. When evaluating alternatives as part of an environmental impact assessment, the status quo alternative is called the no build or no action alternative. In reality, however, the current Greenbelt infrastructure identified as a part of the Master Plan require ongoing action, including maintenance and operations and regular capital improvements. Capital, operations and maintenance budgets established in existing city plans and city departmental budgets may be

belt maintenance. The Greenbelt is an important recreational, storm water and flood control resource that if not maintained properly has the potential to become blighted if allowed to deteriorate over time. Stream bank erosion and flooding will affect property values of properties directly adjacent to the Greenbelt, and increasingly, properties that are further away. Some properties may need to be abandoned, which would erase their potential value and impact the property tax base. In total, there is \$84.6 million of property value within 75 feet of Walnut Creek that may be threatened due to stream bank erosion and flooding. These properties generate an estimated \$639,000 annually in property taxes to the City of Clive. Aligning and integrating existing City operating and capital resources towards the Master Plan for improvements and ongoing operations in the Greenbelt is a proactive strategy to public infrastructure management. The opposite approach of piecemeal implementation often reacts to emergencies that may be more costly if property is lost than managing the resource to its fullest potential with integrated planning and incremental development.

Summary

TABLE 15.3

SUMMARY OF ESTIMATED ECONOMIC IMPACTS OF THE CLIVE GREENBELT MASTER PLAN IN A STABILIZED YEAR AFTER FULL PLAN IMPLEMENTATION

Mid-Range Visitation Scenario

DIRECT EXPENDITURES BY CLIVE GREENBELT MASTER PLAN AND DIRECT VISITOR OFF-SITE SPENDING

Preliminary Estimate	Total Spending	
	Dallas and Polk Counties	State of Iowa
New Parks and Recreation Direct Operating Expenditures	\$452,553	\$537,407
Estimated Net New Direct Off-Site Spending ¹	Dallas and Polk Counties	State of Iowa
Accommodations	\$3,388	\$2,258
Food & Beverage	113,994	79,615
Retail	56,263	39,294
Transportation	5,654	3,968
Entertainment / Other	56,263	39,294
Total Off-Site Spending	\$235,561	\$164,430
Total Direct On-Site and Off-Site Expenditures	\$688,114	\$701,837

TOTAL DIRECT, INDIRECT, INDUCED EFFECTS OF VISITOR SPENDING AND CLIVE GREENBELT MASTER PLAN OPERATIONS ON EXPENDITURES, EARNINGS AND EMPLOYMENT ON THE GEOGRAPHIC AREAS EVALUATED²

Preliminary Estimate	Dallas and Polk Counties	State of Iowa
Expenditures	\$1,940,456	\$2,032,222
Earnings	\$743,867	\$744,395
Employment (permanent) ³	23	22

1) Total economic impacts to the State and to Dallas and Polk Counties vary based on analysis of the location of spending and the proportion of spending that is net new.

2) At the Statewide level, the Economic Impact effects overlap the support of jobs and economic activity within and outside of Dallas and Polk Counties. The economic impacts for Dallas and Polk Counties and State of Iowa are NOT additive.

3) Employment includes full-time and part-time jobs.

The economic model includes rounding that is reflected in individual results, factors and totals.

Source: RDG Planning and Design, Applied Ecological Services, and ConsultEcon, Inc.

Summary

TABLE 15.4

SUMMARY OF ESTIMATED ECONOMIC IMPACTS OF THE CLIVE GREENBELT MASTER PLAN IN A STABILIZED YEAR AFTER FULL PLAN IMPLEMENTATION

Fiscal Benefits

SELECTED NET NEW TAX REVENUE GENERATION DUE TO FULL PLAN IMPLEMENTATION

Direct Impacts	City of Clive	Dallas and Polk Counties	State of Iowa
Direct Property Taxes	\$664,351	\$357,700	\$1,671
Direct Sales Taxes on Retail and Food and Beverage			7,135
Direct Hotel Taxes	237		113
Direct Net New Tax Revenue Generation	\$664,588	\$357,700	\$8,919
Indirect and Multiplier Effects	City of Clive	Dallas and Polk Counties	State of Iowa
Income Taxes from Direct and Indirect Employment			\$22,689
Sales Taxes From Employee Spending			12,059
Road Use Taxes	363,000		
Rounded - Total Net New Tax Revenue Generation	\$1,028,000	\$358,000	\$44,000