

MEMORANDUM

City of Springfield

Date: July 9, 2007
To: Gino Grimaldi, City Manager **COUNCIL**
From: Gregory Mott, Planning Manager **BRIEFING**
Len Goodwin, Assistant Public Works Director **MEMORANDUM**
Subject: Planning Options for Glenwood

ISSUE:

Land development in Glenwood is guided by the policies of the Glenwood Refinement Plan (GRP). As with the Metro Plan, the GRP has not undergone a significant update since the late 1980's except for the 48 acre riverfront subarea. The issue at hand is whether additional updating of the GRP should be undertaken, and if so, to what extent? This memorandum provides the Council with 5 options addressing this issue.

BACKGROUND:

The creation and adoption of the GRP was a joint effort of the citizens of Glenwood, the City of Eugene and Lane County. The goals, objectives and aspirations that found their way into the Plan were based on the influences these groups brought to bear on the process, as well as the market reality that existed 18 years ago. Fast forward to 2007 and what we have now is a new generation of residents, a different municipal jurisdiction, a substantially different market, and a dedicated infrastructure financing mechanism. This new reality prompted significant revisions to the plans for a portion of Glenwood's riverfront development (Subarea 8); was the genesis for the formation of the [Glenwood] urban renewal district; and created the environment for a public/private partnership in order to successfully redevelop the riverfront with a "legacy" mixed-use project.

The 1999 Springfield City Council recognized the tremendous potential for Glenwood redevelopment, but not always as depicted in the GRP. In particular, the GRP promoted the continued use of the riverfront for industrial development. The Council was unconvinced that this unique resource should be occupied by uses that neither relied upon the river for success nor provided opportunity for public enjoyment. The Council directed staff to undertake a riverfront development plan that would both showcase the Willamette and establish a mixed-use node that would become the signature of Glenwood redevelopment. The Council narrowed the scope of this study to the 48 acres between the rail road bridge and Lexington Avenue because of the area's high visibility, low level of development and proximity to expanding infrastructure improvements.

The Council's decision to go forward with just the riverfront piece was equal parts workable scope, resource allocation, and honoring a commitment to Glenwood residents that the jurisdictional transfer would not result in significant changes to the status quo. The Council did not consider anything similar to the options provided in this memorandum because the circumstances at that time did not include all of the factors now at play in Glenwood, i.e. roadway corridor studies; infrastructure planning; bridge replacement; interchange redesign; significant business relocation; the Endangered Species and Clean Water Acts; and urban renewal. These factors, along with an increasing and substantial development interest in many other areas of Glenwood support a more comprehensive update of the GRP such as that outlined in Option 5 of this memorandum.

Within that context, the City has operated under infrastructure planning done by the City of Eugene over 20 years ago. Little infrastructure has been added since Springfield assumed responsibility for planning jurisdiction. An extension of trunk sanitary sewer east from a river crossing constructed by Eugene was put in before the current suggestions of a major rewrite of the GRP were in the atmosphere,

in large part because the Oregon Department of Transportation was moving ahead with an overlay project which would have stymied sewer construction for at least five years. Only recently has Springfield been part of an infrastructure planning exercise that encompassed Glenwood. That exercise will produce the first modern sanitary sewer and storm drainage facilities plans by year end. While the process is rooted in the pre-existing land uses, we are now poised to be able to adapt to different development concepts if the process begins in earnest.

The juxtaposition of the past and present raises some important questions regarding current and future development expectations; these may or may not be realized by the existing policies of the GRP. To be sure, the adoption of the riverfront plan (and its ultimate successful implementation) reflects the 2007 paradigm, but there's more to Glenwood than these 48 acres, and there are new residents and property owners who haven't had an opportunity to help shape the future of their community. In the mean time, new development proposals, some consistent with the plan, others not, are floated almost weekly based on Springfield's promise during the jurisdictional transfer (1999) to facilitate the redevelopment of Glenwood through provision of urban services. At the same time, particularly in the area of transportation, new options for infrastructure development are under broad discussion and planning. These are an additional stimulus to developments that may or may not meet the old vision.

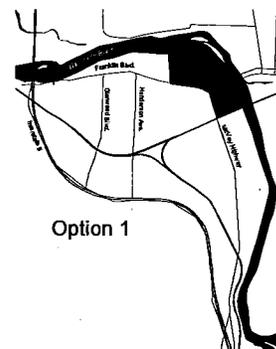
The emerging interest in the redevelopment of Glenwood is met through implementation of the GRP and SDC. However, much of the interest in developing in Glenwood is based on the 2007 vision (mixed use or commercial) in areas that still embrace the 1989 vision and therefore do not permit such uses. There is also a collective sense from property owners, residents, staff and elected officials that riverfront development outside of Subarea 8 should not perpetuate or promote the "old model" (industrial) in light of the universal scarcity of riverfront development opportunities. Yet, as we make annexation available through sewer extension, we extend a commitment to perpetuate pre-existing uses and open the door to the establishment of new uses that may ultimately detract from a preferred vision of Glenwood. Associated with the City's commitment to not delay redevelopment, staff has undertaken comprehensive infrastructure planning based on GRP land use designations; these plans are not easy to change and once the pipes are in place, would be economically irrational to abandon to satisfy a new roster of preferred uses.

To reduce, if not completely eliminate, near-term decisions that may be inconsistent with potential future goal revisions, staff requests specific direction from Council regarding the future of Glenwood outside of the 48 acre riverfront site. A set of options is presented below that covers these concerns by allowing the Council to consider, accept, modify or reject specific courses of action for Glenwood. These options are accompanied by back-of-the-envelope estimates of project timelines and costs, and the more obvious advantages and disadvantages that may result from implementation. Upon direction from Council to pursue any of the options (other than Option #1), a proposed work plan will be required to address required staffing needs, budget adjustments and the impact on other City work plan items.

As always, "status quo" is offered as Option #1.

Option #1: Status Quo

Keep things as they are; continue to work with preferred partner on riverfront redevelopment proposal; allow annexation and development of remainder of Glenwood to occur consistent with policies of the GRP and practices implemented elsewhere in Springfield; process individual GRP amendment requests (industrial to mixed-use for example) the same way such requests are processed elsewhere in Springfield. Existing planning staff can accommodate this work load with the exception of significant changes to the plan that might be negotiated in the 48 acre riverfront site. Staff assumes that the development of those 48 acres will be funded by non-City sources, as was done with Peace



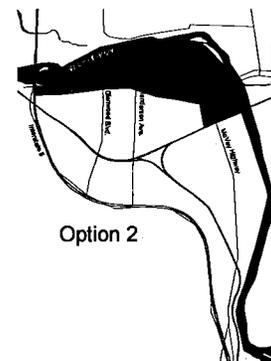
Health for RiverBend, and that there would thus be no fiscal impact to the City.

ADVANTAGES: Staffing costs fairly contained; infrastructure planning needs no adjustment; prospective developers know what to expect; residents and property owners don't need to wait several years for new outcomes to make decisions; development consistent with the plan is good to go once annexed.

DISADVANTAGES: Investment in 48 acre riverfront site may be at risk if permitted surrounding uses are thought incompatible or non-complimentary; does not take advantage of the rare natural environment benefit of a river being the gateway entrance to the City; does not disperse residential uses to more compatible arrangements; makes site-specific amendments more problematic (even if they're good ideas) because the infrastructure will have design limits that preclude higher densities; entrenches and solidifies land use patterns that would be very difficult to change to something else once the financial investment is made; creates the risk that undersized infrastructure will prove inadequate to serve the needs of the rest of the community, which can create substantial additional costs in the future.

Option #2: Expand Riverfront Mixed-Use Along Both Sides of Full-Length Franklin

Maintain existing GRP function, except expand the riverfront mixed-use designation to remainder of Franklin Boulevard riverfront and south-of-Franklin frontage. Create a dedicated work program to implement amendments to the GRP for Franklin Boulevard; incorporate amendment of 48 acre site. This could probably be accomplished in the same time frame (18-24 months) but, for Development Services, would require clerical assistance not currently available. For Public Works, the impacts vary by infrastructure system.



For transportation staff, we estimate that expanding the area of study will trigger the sort of rethinking and review that will attend any expansion of the planning boundaries. There are limited transportation corridors and opening up the area of study impacts all of them.

We estimate that this option will add around 50 acres with a dividing line roughly represented by the drainage basin boundary south of the current alignment of Franklin Blvd. Conceptual design planning will be needed for the drainage and sanitary infrastructure. This will be complicated by the proximity of the Glenwood pump station and sewer trunk lines, and by the significant volume of stormwater (including drainage from a significant basin in Eugene in addition to Glenwood areas south of Franklin Blvd.) that will ultimately converge in the Glenwood Slough with outfall to the Willamette River. This effort will require a conceptual planning process and engineering studies similar to that which was completed for the 48-acre piece.

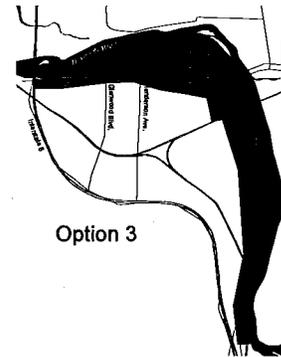
Development Services, Public Works and Transportation estimate that staffing needs for Option #2 will be 2 – 3 FTE at \$125K - \$180K annually and between \$250K and \$300K in technical and professional services.

ADVANTAGES: Will preserve/enhance investment in the 48 acre riverfront site; provides certainty for design of Franklin Boulevard as a mixed-use, multi-use corridor; takes advantage of the opportunity provided by Willamette River for gateway to Springfield; good return on investment for high visibility activities; relatively quick process for investment purposes.

DISADVANTAGES: Puts all the emphasis on Franklin Boulevard properties, so in comparison rest of Glenwood must settle for 18 year old plan; stark, non-complimentary contrast between riverfront treatment of Franklin v. McVay Boulevards; makes site-specific amendments more problematic because the infrastructure will have design limits precluding higher densities; currently permitted developments might later be seen as less than desirable.

Option #3: Franklin/McVay Corridor Planning

Maintain existing GRP function, except update all riverfront properties (Franklin and McVay Boulevards) and adjacent frontages. Development Services, Public Works and Transportation estimate that staffing needs for Option #3 will be 2 – 3 FTE at \$125K - \$180K annually; add another 6-12 months (24-36 months) to the time line. Inclusion of the McVay corridor raises some difficult issues for planning of sanitary sewer infrastructure. The most recent development proposal for the 48 acres contemplates an intensity beyond the Riverfront Plan. Staff is concerned that the capacity of the recently completed trunk sewer extended along Franklin and McVay south to the UP trestle could be fully consumed if development at this level of intensity actually occurs. This means that inclusion of the McVay corridor will trigger a sanitary sewer planning effort to find alternative ways to serve that area. The additional cost over option 2 would be about \$25K - \$50K, bringing the total need for technical and professional services to the \$275K - \$350K range.

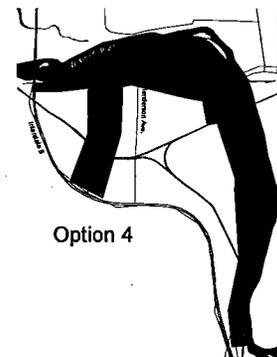


ADVANTAGES: Continuity of roadway design and land uses on principal north/south and east/west entries into the City; full exposure and benefit derived from riverside location; better dispersal of uses; the improved look and investment may have beneficial effect on value of nearby property; critical mass is achieved rather than an isolated development anomaly.

DISADVANTAGES: Time commitment; hard to justify time and expense and not do all of Glenwood; creates an island of impoverishment in comparison to the edge; interior uses may develop that later become obstacles to subsequent redevelopment efforts that are more aligned with edge uses; infrastructure plan re-done.

Option #4: All Transportation Corridor Planning

Maintain existing GRP function, except update the three major transportation corridors: Franklin, McVay and Glenwood Boulevards along all frontages. Timeline the same as Option #3 with an additional 6-12 months. For infrastructure planning, inclusion of the Glenwood corridor will require that staff completely revisit the current infrastructure plans. It is not possible to contemplate infrastructure needs for the Glenwood corridor without determining the land use, and infrastructure needs of the adjoining interior segments of Glenwood. As a result, we anticipate that Development Services, Public Works and Transportation will require 4 - 6 FTE at \$240K - \$360K annually. As noted for Option 2, in addition to staffing, we believe we will require consultant services on the order of \$100K for transportation issues. For storm and sanitary planning the impact is much more extensive, and would drive the need for \$400K - \$500K for professional and technical services.



This option puts all of the complicated issues of the overall GRP area in play. All of the drainage through the slough area, and the Eugene drainage, go through this area. As a result the drainage needs to be studied for all of Glenwood to address the Glenwood Blvd. areas. This study will entail a wetland inventory and a riparian assessment consistent with the City's requirements under Statewide Planning Goals 5 and 6, the Federal Clean Water Act, and the Endangered Species Act. A flood plain, protected setbacks and stormwater public facilities to manage quantity and quality will need to be master planned. For sanitary sewerage facilities, the ultimate sizing of facilities needs to be determined, and the Glenwood Blvd. area has some critical decision points that must be studied. The system needs will be derived based on land use needs of a defined set of sewer service basins, and significant design

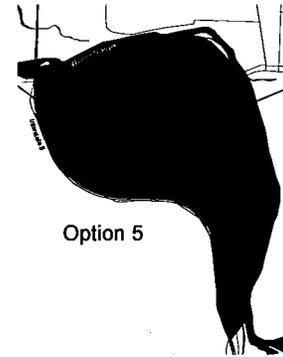
variability exists based on the ultimate location of a railroad crossing.

Advantages: Complete homogeneity of roadway systems and adjoining land uses; all entrances into Glenwood/Springfield are planned and constructed as mixed-use, multi-modal gateways; these projects can anticipate and incorporate design characteristics of ODOT improvements (I-5 Bridge; Glenwood Interchange); most heavily traveled areas modernized and reflect community City Council vision.

Disadvantages: Time commitment; very hard to justify time and expense and not do all of Glenwood; edge treatment may create unintended consequences for internal component because no evaluation performed for this area; new interior development, though permitted, may not be compatible with edge uses; infrastructure plan re-done.

Option #5: Update Glenwood Refinement Plan

Complete update of the GRP. This is a significant undertaking, but would enable the Council, residents and property owners to establish a contemporary vision for the redevelopment of Glenwood. Certainly 3+ years to complete and would require 4 – 6 FTE at a total annual cost of \$300K - \$360K. Staff estimates a professional and technical services cost of \$400K - \$500K.



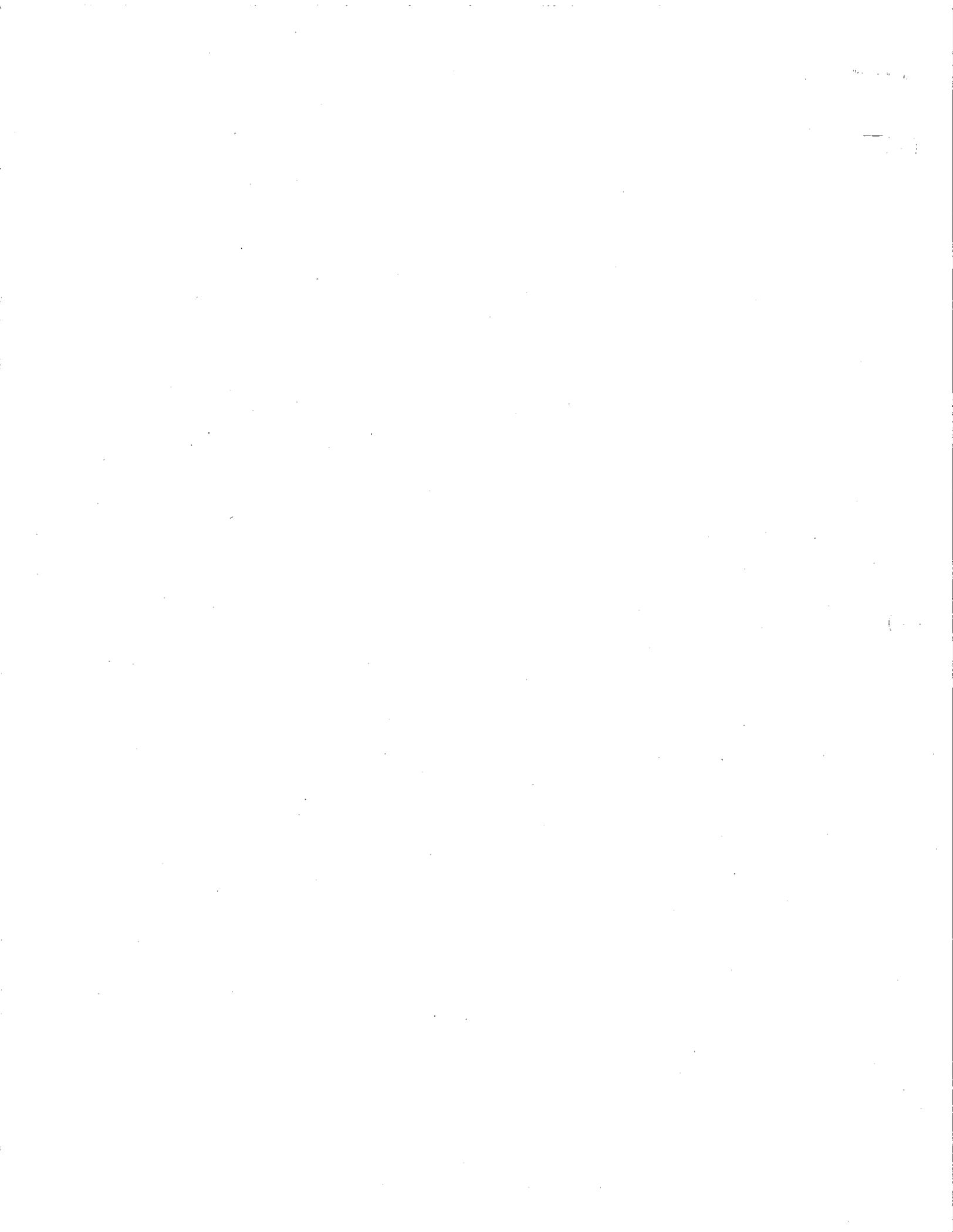
ADVANTAGES: This is the classic, comprehensive approach to blending neighborhood and Council vision and matching that vision to the land use and infrastructure components that will allow successful implementation; could include results of residential, commercial and industrial buildable lands studies; no stone unturned.

DISADVANTAGES: The cost and time line are significant; need to adopt a policy of development restraint, most likely annexation; need to segment the process to allow edge development to proceed as soon as possible; could result in BM 37 issues (as could any action that changes permitted uses); the infrastructure planning to date would need to be re-done.

RECOMMENDED ACTION:

Each option presents advantages that appeal to different strategies for the redevelopment of Glenwood. Option #1 does not include the comprehensive visioning that occurs with Option #5. It does allow a portion of the Glenwood riverfront to be developed to contemporary expectations but defers any development decisions about the remainder of the riverfront, or the interior of Glenwood, to a later time. Options 2-5 represent a logical extension of the contemporary vision outlined in the Glenwood Riverfront Plan.

Staff supports the broader approach suggested by Option #5 because it incorporates the wishes of the community, the energy of the Council and the trends of the 21st century market place.



AGENDA ITEM SUMMARY

Meeting Date: February 25, 2008
Meeting Type: Work Session
Department: Development Services
Staff Contact: Greg Mott
Staff Phone No: 541-726-3774
Estimated Time: 15 minutes

**SPRINGFIELD
CITY COUNCIL**

ITEM TITLE: GLENWOOD REFINEMENT PLAN UPDATE PROPOSAL

ACTION REQUESTED: Staff requests that Council review the proposed Glenwood Refinement Plan Update work plan proposal and project phasing strategy summarized in Attachment 1, or a variation preferred by Council, and direct staff to make this a priority work program item to commence this calendar year.

ISSUE STATEMENT: Land development in Glenwood is guided by the policies of the Glenwood Refinement Plan (GRP). The GRP has not undergone a significant update since the late 1980's except for the 48 acre riverfront subarea. At the July 9, 2007 work session, staff presented a range of five planning options for Glenwood for Council's consideration. These options covered a spectrum from status quo development to a full refinement plan update planning process. Council selected Option 5: Update Glenwood Refinement Plan, and directed staff to assemble project lists and plans to implement the preferred planning option. Staff was also directed to consider a phasing strategy which could allow for completion of phased planning efforts for specific districts (e.g. riverfront districts) prior to adoption of the entire updated refinement plan. The attached memorandum contains staff's proposal for an overall project phasing strategy which will enable completion and adoption of separate Metro Plan and Refinement Plan amendments for priority plan districts throughout the course of the project schedule.

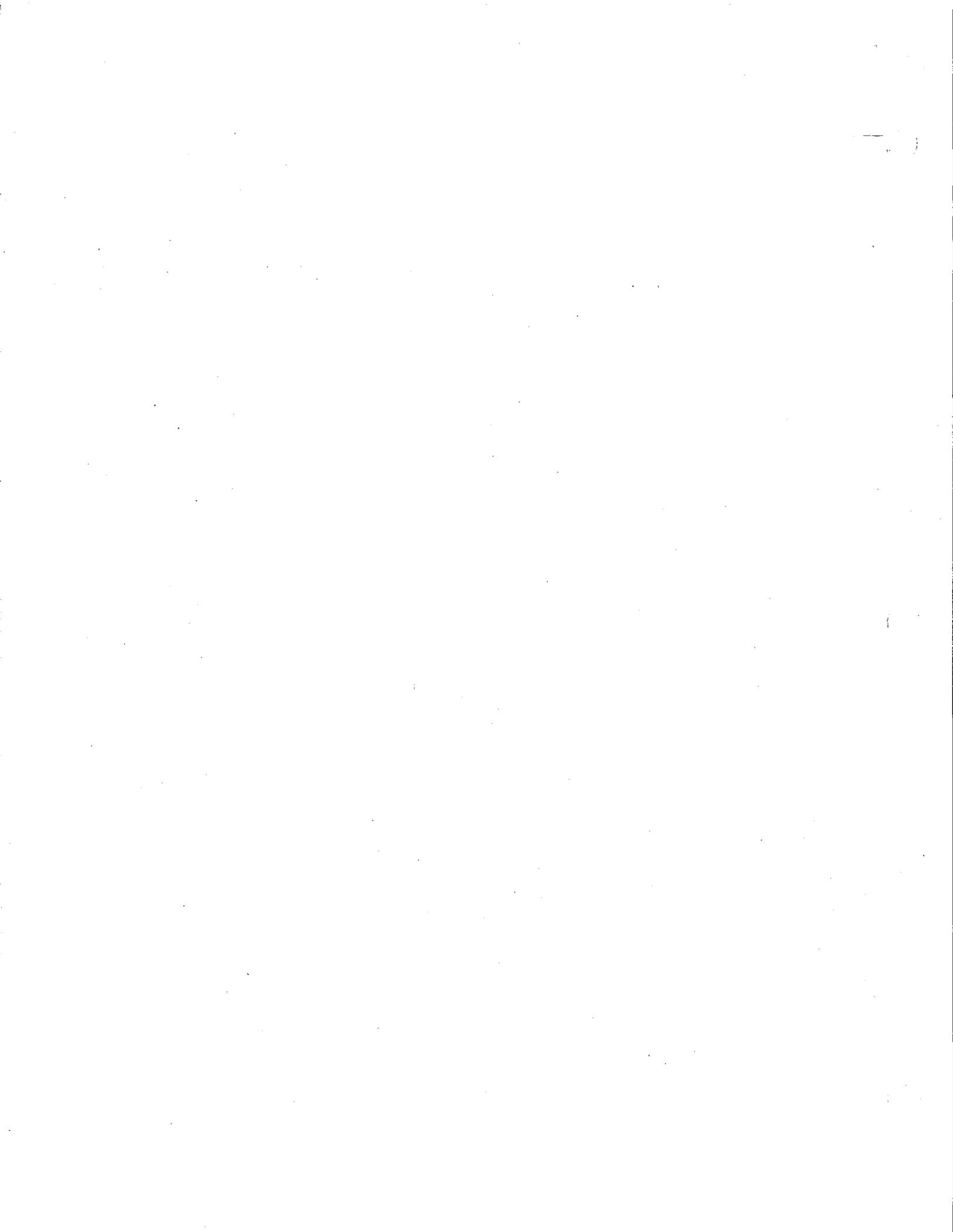
ATTACHMENTS: Attachment 1 – Council Briefing Memo from Greg Mott (Planning Manager) and Len Goodwin (Assistant Public Works Director)
Attachment 2 – DSD/PW Joint Project Work Program Tasks Outline, Preliminary Schedule and Milestones

DISCUSSION / FINANCIAL IMPACT: Planning and Public Works staff have prepared a joint work program and preliminary schedule to conduct a comprehensive update of the Glenwood Refinement Plan. Staff proposes to structure the project into two major tracks:

1. Infrastructure framework plans for the whole of Glenwood; and
2. Plan Districts for specific cohesive areas within Glenwood.

Segmenting the plan update into two tracks with separate plan district adoption dates will require duplication of some work program tasks (e.g. preparation of reports and notices, public hearings for adoption of separate plan amendments, etc.), and will likely impact staff and/or consultant efficiencies in generating work products. However, clear identification of specific phasing needs at project initiation will assure that such impacts will be minimized. Staff believes the critical importance of the Glenwood Riverfront Districts, Franklin Boulevard Corridor and McVay Corridor Districts warrants prioritization.

Funding for the new Public Works positions and the consulting services needed will be part of the proposed SEDA budget for this coming year.



MEMORANDUM

City of Springfield

Date: February 25, 2008
To: Mayor and Council **COUNCIL**
From: Gregory Mott, Planning Manager **BRIEFING**
Len Goodwin, Assistant Public Works Director **MEMORANDUM**
Subject: Glenwood Refinement Plan Work Program
Proposal

ISSUE: The Council has placed high priority on the redevelopment of Glenwood. The community has confirmed and reconfirmed its support for Glenwood redevelopment through passage of the Glenwood Urban Renewal District ballot measure and adoption of the 48 acre Glenwood Riverfront Plan District. High levels of citizen participation and enthusiasm for planning projects and activities such as the Franklin Corridor Study, the two AIA Franklin Boulevard community design charettes and implementation of the Glenwood neighborhood-initiated 14th Street bike path project have demonstrated broad community interest in the future of Glenwood. Clearly, Glenwood's unique redevelopment potential has been recognized. Momentum and consensus are building for ambitious, forward-thinking visionary projects that will revitalize Glenwood's riverfront districts and major transportation corridors.

Land development in Glenwood is guided by the policies of the Glenwood Refinement Plan (GRP). Outside of the 48-acre Glenwood Riverfront Plan District, the GRP has not undergone a significant update since the late 1980's. Existing GRP policies (e.g. industrial plan designation along significant portions of the riverfront and the entire Franklin corridor) allow development which is inconsistent with Springfield's modern vision and expectations for Glenwood. It is of critical importance to update the plan as expeditiously as possible to:

- Implement a contemporary and forward-thinking community vision for Glenwood.
- Attract and facilitate appropriate land uses which will be supported by the community.
- Demonstrate the City's commitment to high quality development and thus provide certainty and risk reduction to redevelopment interests and new market pioneers.
- Protect the City's investments in new infrastructure.
- Provide responsible stewardship of the Willamette River corridor and Springfield's natural resources.

BACKGROUND: At the July 9, 2007 work session, staff presented a range of five planning options for Glenwood for Council's consideration. These options covered a spectrum from status quo development to a full refinement plan update planning process. Council selected Option 5: Update Glenwood Refinement Plan, and directed staff to assemble project lists and plans to implement the preferred planning option. Staff was also directed to consider a phasing strategy which could allow for completion of phased planning efforts for specific priority districts (e.g. riverfront districts) prior to adoption of the entire updated refinement plan. Attachment 2 provides the Council with a summary of the proposed work program and a project phasing strategy.

RECOMMENDED ACTION: Staff requests that Council approve the proposed work program and direct staff to make this a priority work program item to commence this calendar year.

DISCUSSION: Council selected the following Glenwood Refinement Plan Update Planning Option at the July 9, 2007 work session:

Council's Preferred Option

Option #5: Update Glenwood Refinement Plan

Complete update of the GRP. This is a significant undertaking, but would enable the Council, residents and property owners to establish a contemporary vision for the redevelopment of Glenwood. Expected project duration 36 months to complete and would require 4 – 6 FTE at a total annual cost of \$300K - \$360K. Staff estimates a professional and technical services cost of \$400K - \$500K.

DSD Resource Requirements: Since this option was selected, the Council has approved funding for DSD to complete a Statewide Goal 9 Commercial and Industrial Buildable Lands Study (CIBL) and Economic Opportunity Analysis (EOA). The data, analysis and findings of the City-wide CIBL work will support the completion of Goal 9 Economic Development Glenwood plan elements. This will provide for opportunities and efficiencies not foreseen in the July 9, 2007 Glenwood Redevelopment AIS. Several recent personnel changes within the DSD Community Planning and Revitalization Division will facilitate reallocation of existing resources to staff this priority project. An existing Planner II position will be assigned to provide primary support staff to the Glenwood Refinement Plan Update project after June 1, 2008. This strategy is reliant upon additional funding for contractual services to complete critical work program elements, and will eliminate the necessity of requesting additional DSD planning staff FTE for Glenwood at this time.

Public Works Resource Requirements: Public Works staff are major participants in various aspects of these efforts in conjunction with planning and design of infrastructure to support planned land uses. 2.0 new Public Works FTE (Civil Engineer or equivalent) will be required. Considerable contractual services will be required to complete this project.

The following resources will be required to complete the Glenwood Refinement Plan Project:

Preferred Option - Updated February 25, 2008

Option #5: Update Glenwood Refinement Plan and Provide a Phasing Option for Priority Districts

Complete update of the GRP. This is a significant undertaking, but would enable the Council, residents and property owners to establish a contemporary vision for the redevelopment of Glenwood. Expected duration of 36 months, with deliverables for the priority districts completed in 12-16 months would require dedication of 3.6 FTE: 1.6 existing FTE DSD and 2.0 new FTE PW. A budget request has been submitted to fund the new PW FTE at an annual cost of approximately \$210K. Staff estimates a professional and technical contractual services new cost of \$150K - \$420K over the three year period.

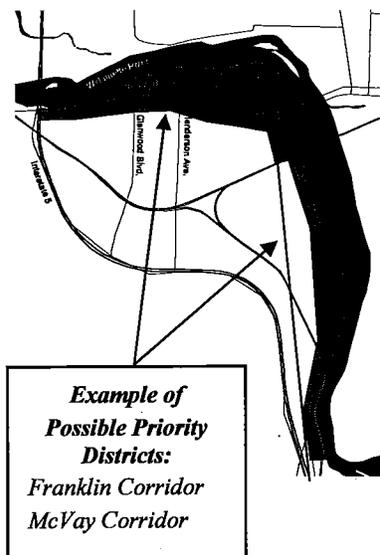
<i>Department and Division</i>	<i>FTE/expense</i>	<i>Duration</i>	<i>Cost</i>
DSD Community Planning & Revitalization	1.6 FTE (existing)	36 months	\$161K year 1 \$161K year 2 \$161K year 3
PW Engineering/Environmental Services	1.0 FTE (new)	36 months	\$210K year 1
PW Transportation	1.0 FTE (new)	36 months	\$190K year 2 \$190K year 3
<i>Contractual Services Requirements</i>			
DSD Contractual Services: <ul style="list-style-type: none"> Glenwood Wetlands Inventory Establish Willamette River Greenway Setback and Riverfront Multiuse Path Alignment Plan Preparation, Development of Design Standards and/or Form-based Code, Plan Graphics Economic Opportunity Analysis/Development Strategy Enhancements (ECO NW) 	Consultant(s)	\$40,000 requested in 2009 budget and again in 2010 budget	
Public Works Contractual Services <ul style="list-style-type: none"> Advanced sanitary and stormwater modeling Transportation system planning 	Consultants(s)	Estimated \$70,000 to \$300,000 over the three year period: \$25-100K year 1 \$25-100K year 2 \$25-100K year 3	

PROJECT PHASING OPTION: Planning and Public Works staff have prepared a conceptual framework for a phased comprehensive update of the Glenwood Refinement Plan. Staff's proposal structures the project into two major tracks that can proceed concurrently:

Track 1. Develop infrastructure framework plans for the whole of Glenwood (Public Works). Plans must provide sufficient incremental planning detail to support Track 2.

Track 2. Development of District Plans for specific identifiable areas within Glenwood (DSD) which could be adopted independently over the course of the project duration. District boundaries would be established by the stakeholder group.

The intent of this structure is to provide separate plan districts (similar to the Glenwood Riverfront Plan District) which could be adopted separately or in packages concurrently with overall plan development. For example, a Franklin Corridor/ Riverfront Plan District and a McVay Corridor/Riverfront Plan District could be prioritized and adopted within 18-22 months of the project start date.



ADVANTAGES: The proposed phasing would/will allow earlier plan adoption dates for priority districts, and thus will facilitate developments that require plan amendments. Earlier plan adoption will preserve/enhance investment in the Glenwood Riverfront Plan 48 acre site riverfront site and other prime riverfront areas and will provide certainty for design of Franklin Boulevard as a mixed-use, multi-use corridor that serves as the gateway entrance to Springfield. Existing and current infrastructure planning can accommodate priority district planning efforts. Priority district planning will provide for synergistic, integrated planning of transportation system improvements with adjoining land uses and urban design plans. Priority district plan adoption can proceed while consensus is building on more complex and/or difficult community issues pertaining to the interior of Glenwood. The lack of sufficient infrastructure planning in the western portion of Glenwood would not create delays for adoption of plan amendments for less controversial districts.

DISADVANTAGES: A phased strategy will require duplication of some work program tasks (e.g. preparation of reports and notices, public hearings for adoption of separate plan amendments, etc.), and will likely impact staff and/or consultant efficiencies in generating work products. A higher degree of work program and project management complexity will be required to complete policy development tasks and adoption of regulatory plans for separate segments of the plan in advance of completion of the entire plan. Impacts to the work schedule and delay of the final project completion date should be expected as duplication of work products and tasks will be necessary and efficiencies lost. Cost projections for professional and technical services may also be increased by 5-10 percent to DSD consultants and 10-20 percent to Public Works consultants. Selection of a phased district(s) approach creates additional challenges for development of the whole. Careful consideration of district boundaries and their interfaces, and the relationships between priority phase districts and infrastructure plans for the whole of Glenwood will be paramount to ensure coordinated district planning that is responsive to existing and future land uses and physical features of adjoining districts. The edges between districts can be fertile ground for creative development opportunities and activities when special attention is given to constructive interplay between adjacent uses and design standards that must adequately address neighborhood compatibility.

CONCLUSION: While not the most efficient utilization of resources, staff believes the critical importance of the Glenwood Riverfront Districts, Franklin Boulevard Corridor and McVay Corridor Districts warrants prioritization for the reasons discussed above.

Glenwood Refinement Plan Preliminary and Conceptual Project Scope and Schedule

The Glenwood Refinement Plan Project includes the following modules. A detailed work program will be created when Council directs staff to assign resources to this project.

<i>Citizen Participation Plan:</i>	
Establish Stakeholder Groups and calendar	Weeks 1-6
Establish work shop/open house schedule	Weeks 1-6
Establish of check-in with PC, CC and SEDA	Weeks 1-6
<i>Data Base:</i>	
Update GIS for plan, zone, and land use	Weeks 2-10
Ground Truth	Weeks 2-10
Update infrastructure	Weeks 2-10
Update NR/Wetlands/Greenway/Parks	Weeks 2-10
<i>Conduct Policy Analysis:</i>	
Assess existing GWRP policies	Weeks 6-12
Assess applicable Metro Plan (inc. TransPlan, PFSP)	Weeks 6-12
Apply this analysis to existing sub-areas	Weeks 6-12
<i>Reconfigure Sub-Areas:</i>	
Create new sub-area configuration (based on phased work focus and consistency with Metro Plan) for the McVay Corridor, Franklin Corridor, Glenwood Boulevard Corridor, and Glenwood Interior – south of 19 th , north of 19 th	Weeks 12-16
<i>Conduct Economic Opportunities Analysis:</i>	
Conduct site suitability analysis for specific market sectors	Weeks 16-24
Test economic development strategies by sub-area	Weeks 24-28
Match economic development strategies with infrastructure	Weeks 16-30
<i>Residential Lands Element:</i>	
Conduct site suitability analysis for low, medium, high density	Weeks 16-24
Test compatibility with adjoining/mixed use potential	Weeks 24-28
Match with infrastructure	Weeks 16-30
<i>Natural Resources/Parks/Recreation:</i>	
Prepare NR preservation plans	Weeks 12-20

Prepare Park/Recreation	Weeks 12-20
Prepare Greenway Setback Delineation	Weeks 12-20
Create Corridor Plans:	
McVay Corridor Plan	Weeks 30-50
Franklin Corridor Plan	Weeks 30-50
Glenwood Boulevard Corridor Plan	Weeks 50-70
Glenwood Interior Plan – south of 19 th	Weeks 60-80
Glenwood Interior Plan – north of 19 th	Weeks 70-90
Create Infrastructure Support Plans:	
Sanitary Sewer	Weeks 6-80
Storm Sewer	Weeks 6-80
Roads/Road Authority	Weeks 6-80
Bike/Pedestrian Facilities	Weeks 6-80
Implement Phased Adoption Schedule	
McVay Corridor /Riverfront Plan	Weeks 75-90
Franklin Corridor/Riverfront Plan	Weeks 75-90
Glenwood Boulevard Plan	Weeks 100-120
Glenwood Interior Plan	Weeks 130-150