

REQUEST FOR QUALIFICATIONS - MASTER DEVELOPER

Issued: Tuesday, July 8, 2025
Response Date: Monday, July 28, 2025
Selection/Shortlist (if necessary): Friday, August 1, 2025
Interviews (if necessary): Week of August 18, 2025

Glenwood Resource Center Campus Site



Glenwood Resource Center Campus Site Proposed Redevelopment Concept

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Proposed Gateway Park



Proposed Redevelopment and Survey

- A 245-acre site located within the Glenwood, IA city limits
- Site is within the Omaha/Council Bluffs metropolitan area which has a combined population of 1M+
- Located 2 miles to the west of the Mills Crossing “Mega Site”, a future employment center of regional significance.
- The entire site is owned by the Glenwood Redevelopment Corporation (GRC); no additional land acquisition is needed.
- The site is adjacent to 900+ acres of State Preserve ground.
- Major utilities will be brought to the site, allowing for easy connection.
- Extensive public consensus-building and master planning have already been undertaken by the State of Iowa, by GRC, and by the City of Glenwood.
- Detailed due diligence performed by the State and by GRC, including a market assessment, Phase I environmental investigation, and historic resources surveys.
- Funding will be provided by the State of Iowa in order to help make the site “shovel ready.” This includes funding for demolition of existing buildings, streets, and infrastructure as well as construction of a new utility spine into and through the site.
- Two new roads providing access to the site from U.S. Highway 34 have been funded, permitted, and will be constructed by IA DOT during CY 2025.

THE OPPORTUNITY

Glenwood Resource Center Campus Site

GRC is seeking Qualifications and Statements of Interest from master developers for the redevelopment of the Glenwood Resource Center campus site. The 245-acre site sits atop rolling hills and overlooks the City of Glenwood. Access to the site is provided by two existing tunnels under the BNSF railroad tracks, as well as two future road connections linking the site directly with U.S. Highway 34, which will start construction later this year.

GRC is seeking a Master Developer to engage in a 2-step redevelopment process. The initial step is to work with the State of Iowa, GRC, and HDR in preparing the site for redevelopment, utilizing funding provided by the State of Iowa. This step will include identification of buildings to be renovated for future residential use and in coordination with the State Historic Preservation Office (SHPO). This step also includes preservation of historic resources, demolition of buildings determined not to be retained, demolition of existing streets and parking lots, demolition of existing site utilities, and the construction of a new road and utility spine into, and through, the site. This initial step is anticipated to essentially make the entire site “shovel ready” for the second phase of the redevelopment process, which will consist of new development.

For this second phase, GRC is desiring the Master Developer construct a one-of-a-kind neighborhood. In association with the GRC and HDR, the Master Developer will need to refine and update the overall master plan. The design of this neighborhood will include elements of walkable urbanism (pedestrian-oriented, mixed-use development patterns) along with open space design to take advantage of the site’s amazing natural features and adjacencies to 900+ acres of State Preserve. It is anticipated a variety of uses will be developed on the site, including apartments, missing-middle, townhomes, single-family detached homes (estate, village, and cottage), mixed-use, and a small amount of neighborhood service/retail uses. It is GRC’s hope that local developers and builders will be given the opportunity to be involved in the redevelopment project.

The conceptual master plan is intended to communicate the community’s vision and goals for the site and help guide responses to the RFQ. Developers are encouraged to provide qualifications which highlight their creativity and expertise in taking advantage of the site’s unique characteristics, while achieving the objectives laid out by the conceptual master plan. GRC is committed to the redevelopment of the former campus site and looks forward to working closely with the selected developer. It is anticipated private development will begin in 2027/8.



Proposed Village Green

SOLICITATION OF DEVELOPERS

GRC desires a Master Developer capable of carrying out a project of the magnitude described within this Request for Qualifications document. One Master Developer, or a team consisting of a Master Developer and specialty sub-developers, may be selected if GRC determines this course to be in its best interests. GRC desires a highly qualified Master Developer with the following experience/expertise:

- Relevant examples of similar projects (past and current)
- Experience with renovations/reuse of historic structures
- Experience with ground-up neighborhood development
- Demonstrated understanding of project goals and objectives
- Commitment to accomplish goals of the master plan
- Qualifications and experience with projects of similar scale and magnitude
- Past development success/quality
- Experience and reputation
- Success in working with and coordinating with sub-developers to achieve the vision of the site

This RFQ requires qualifications only and not a full development proposal. Following the receipt of qualifications packages from Master Developers, GRC will evaluate the submittals. Based upon the evaluations, GRC will either make a direct selection/proceed to negotiations with a preferred Master Developer or request interviews with the top two finalists.

SELECTION PROCESS

Prospective developers or development teams are encouraged, but not required, to review the conceptual master plan developed for the site and/or meet with GRC representatives prior to submitting qualifications.

Required qualification information includes past projects and other information as detailed in the final section of this RFQ. No specific plan for the site is required as part of the qualifications submittal, although developers who feel their capabilities cannot be presented properly without such a plan may provide one.

The Master Developer RFQ is being issued to a select list of developers and will be posted on the DAS website. Following receipt of qualifications and statements of interest, GRC will distribute responses to GRC selection committee members for their review. The selection committee will then be convened for a formal evaluation. Based on the results of the evaluation, the selection committee will either make a selection or invite the top two finalists for interviews. Once a preferred finalist has been selected, GRC will enter into scope and fee negotiations with the preferred Master Developer. A maximum, not-to-exceed fee of \$1.5M has been allocated for the selected Master Developer.

PROJECT ROLES AND RESPONSIBILITIES

There are three main parties involved in the redevelopment plan for the GRC Campus Site. Each will take on a different set of responsibilities throughout the redevelopment process:

- **Glenwood Redevelopment Corp (GRC):** Owner, final decision regarding all project activities
- **HDR:** Project architect, project engineer, overall project consultant, administrative advisor to GRC, manager of selected sub-consultant service activities
- **Master Developer:** Project visionary, project lead, manager of selected subcontractor construction activities

DEADLINE AND CONTACT INFORMATION

Developer qualifications and Statements of Interest must be received no later than 3:00 p.m. Central Time on July 28, 2025.

Materials should be submitted as follows:

Please submit ten (10) hard copies and a digital PDF of the Qualifications and Statement of Interest to the Glenwood Redevelopment Corporation at the following address:

Mark Norman
Glenwood Redevelopment Corporation
403 Railroad Avenue
Glenwood, Iowa 51534
mnorman@millscountyiowa.com

For questions concerning this RFQ, please contact Mark Norman at (712)-302-7010.



Bird's Eye View of Proposed Redevelopment Plan

THE OPPORTUNITY

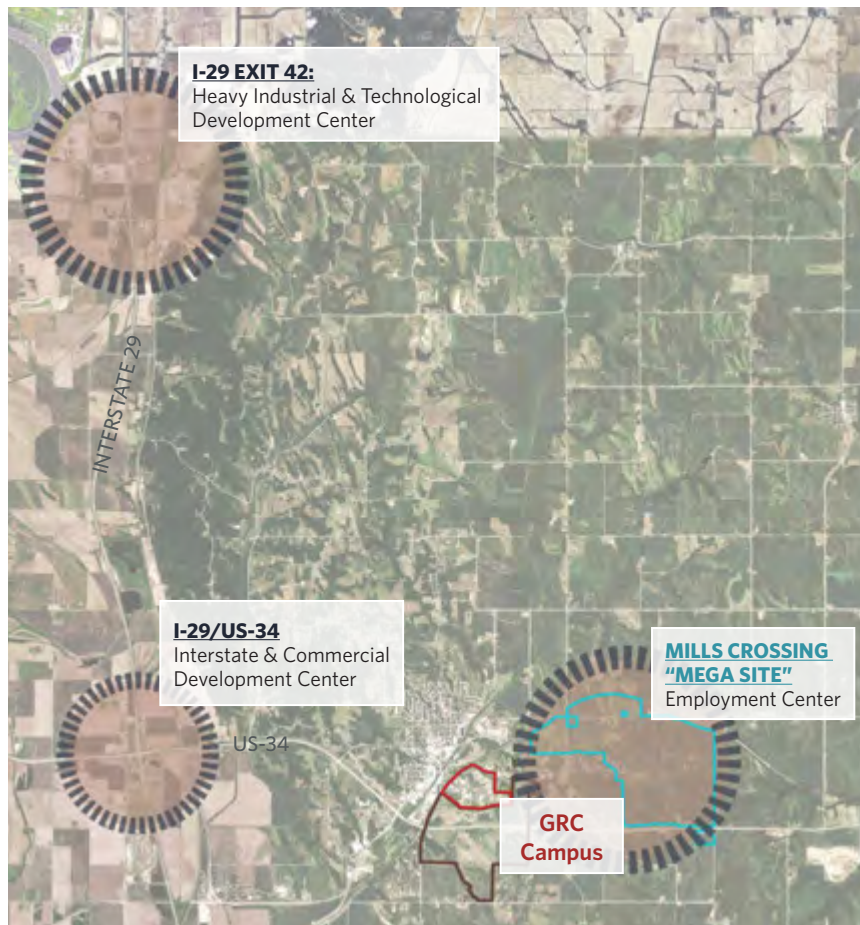
Glenwood Resource Center Campus Site



245-acre GRC site boundary and two new access roads from U.S. Highway 34



Existing site conditions



Glenwood Resource Center Site Context

SITE CONTEXT

The campus site is strategically located on the southeast side of Glenwood, IA. It lies immediately to the north of U.S. Highway 34 and two miles to the west of the Mills Crossing “Mega Site.” Interstate 29 is located a few miles to the west of the site, and provides a short, 20-minute drive to Downtown Omaha. Approximately 900 acres of State Preserve are adjacent to the southwestern, southern and eastern boundaries of the site.

PROPERTY BOUNDARY

The site is approximately 245 acres in size. A boundary survey was prepared as part of the conceptual master planning process and can be provided upon request. Minor replatting will be necessary in order to transfer/consolidate several old street right-of-ways into the site. In addition, Iowa Street is located within the BNSF ROW, and efforts will need to be made to either work with the railroad to transfer the ROW to the City of Glenwood or to vacate the street.

TOPOGRAPHY

The campus site occupies a complex and diverse terrain, characteristic of the surrounding Loess Hills. To date, buildings and infrastructure have been confined to the ridgelines and flat, hilltop areas. While acknowledging some earthwork will be required for implementation, the Plan proposes the preservation of areas with significant slope. State funding will be utilized to prepare a full topographic survey of the site as part of the first phase of the project.

CULTURALLY SENSITIVE AREAS

The campus site contains a number of culturally sensitive areas including the existing cemetery and several Native American sites. As part of the conceptual master planning process, both an architectural and an archaeological historic resources survey were conducted. The architectural survey and an overview of the location of sensitive archaeological areas can be provided upon request.

THE SITE

Glenwood Resource Center Campus Site

LONG TERM LEASES

The State of Iowa entered into two long-term leases with existing site tenants. These include the Glen Haven Homes located at the northeastern corner of the site and Building 103, which houses the Administrative Offices for the Glenwood Public Schools. Efforts are currently underway to provide utilities to each of these tenants so they can remain in operation once the power plant and other utilities on the site are shut down. Details of the leases will be provided to the selected Master Developer.

ENVIRONMENTAL CONSTRAINTS

In 2010, a large ground plume of petroleum was identified. This plume is located northwest of the cemetery. As a result, a restrictive environmental covenant has been placed upon approximately 9 +/- acres of the site. The Master Developer will need to help decide the appropriate course of action, i.e. either to remediate the plume so future development can occur at the location, or to avoid development at the location and utilize it as open space. The environmental covenant can be provided upon request. In addition, GRC is conducting an environmental assessment of all buildings on the site.

MARKET ASSESSMENT

As part of the conceptual master planning process, a market assessment was prepared for the site by S.B. Friedman Development Advisors. The market assessment examined a number of demographic and economic factors and identified the range of potential uses suitable for the site. A summary of the market assessment is provided in the conceptual master plan, and the detailed market assessment will be provided upon request.

BUILT FORM

The campus site contains a number of existing structures relating to its former use as a State institution. Initial analysis, along with the market assessment and the conceptual master plan, identified 9 buildings and several additional structures which have significant potential for reuse, with the remainder to be demolished. Working with the SHPO, the Master Developer will need to finalize plans for the preservation and demolition of structures.

UTILITIES AND PAVING

Initial analysis determined utilities on the site should be shut down and demolished, including the power plant. This includes electrical lines, water lines, sanitary sewer lines, and storm sewers. In addition, existing streets and parking lots should also be demolished. Demolition of these facilities, combined with the structures which were not identified for reuse, would help make the site “shovel ready.” A significant portion of the funding provided by the State of Iowa would be used for these demolitions, with another significant portion earmarked for the construction of a new utility and street “spine” into and through the site.

SITE ACCESS

The site is currently accessible via two existing vehicular tunnels which run under the BNSF rail line, connecting the site with the City of Glenwood. These structures are extremely narrow and present life safety challenges. In order to enhance the market success of the future neighborhood, IA DOT will design and construct two new roads into the site. These roads will connect the site directly with U.S. Highway 34 and significantly improve access. These roads are anticipated to be complete in CY 2026.

AVAILABLE DOCUMENTS

The following documents have been prepared for and/or collected as part of the conceptual master planning process and are available upon request. Master Developers should contact Mark Norman with requests.

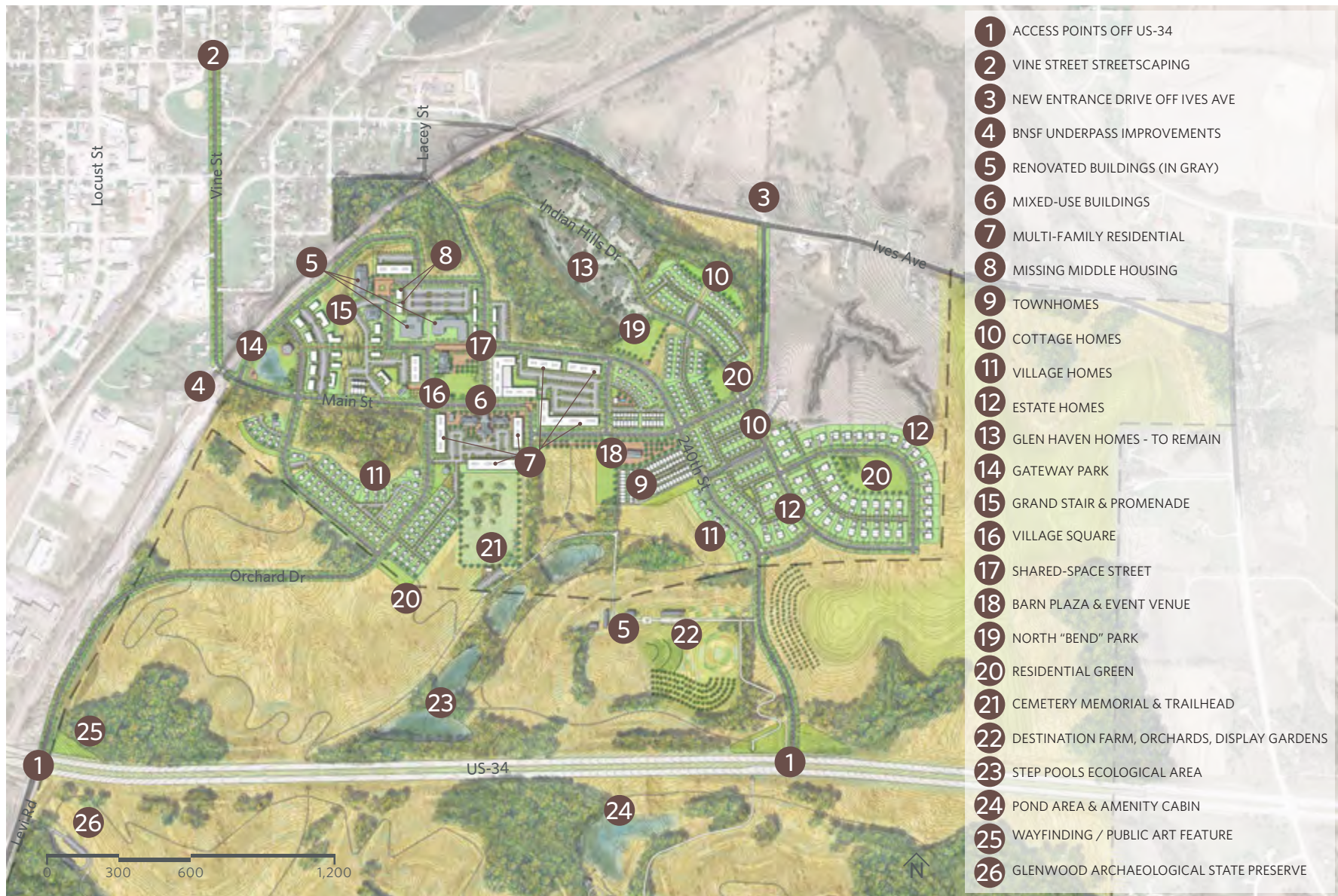
- Glenwood Resource Center Redevelopment Plan
- Glenwood Resource Center Market Analysis
- Glenwood Resource Center Boundary Survey
- Glenwood Resource Center Architectural Historic Resources Survey
- Glenwood Resource Center OSA Sensitive Archaeological Areas
- Petroleum Plume Restrictive Environmental Covenant
- Long-term Leases with Glen Haven Homes and Glenwood Public Schools (Building 103) will be provided to the selected Master Developer



Rendering of Proposed Village Green

THE SITE

Glenwood Resource Center Campus Site



- 245-acre redevelopment site
- Surrounded on three sides by 900+ acres of State Preserve (prairie and agriculture)
- Undulating topography with incredible scenic views
- Designed as a neighborhood which incorporates walkable urbanism and open space neighborhood design (i.e. pedestrian-oriented and mixed-use)
- All buildings designed to front onto public streets with parking and service access from rear alleys
- Parking provided either on-street or in surface parking lots or parking structures located on the interior of blocks behind liner buildings
- Design incorporates/integrates several existing structures (renovated for apartments) and new building typologies
- Residential typologies include apartments, missing middle, townhomes, cottage homes, village homes, and estate homes
- Commercial uses include mixed use buildings and retail/restaurants fronting onto the park/plaza in the “village center”
- Also includes retail in the form of a “destination” farm/orchard/display garden utilizing the existing farm/barn/outbuildings
- Glen Haven Homes and Glenwood School District as initial tenants as part of long-term leases
- Highly amenitized with strategically located community buildings, plazas, parks, open space, and direct trail access to the State Preserve



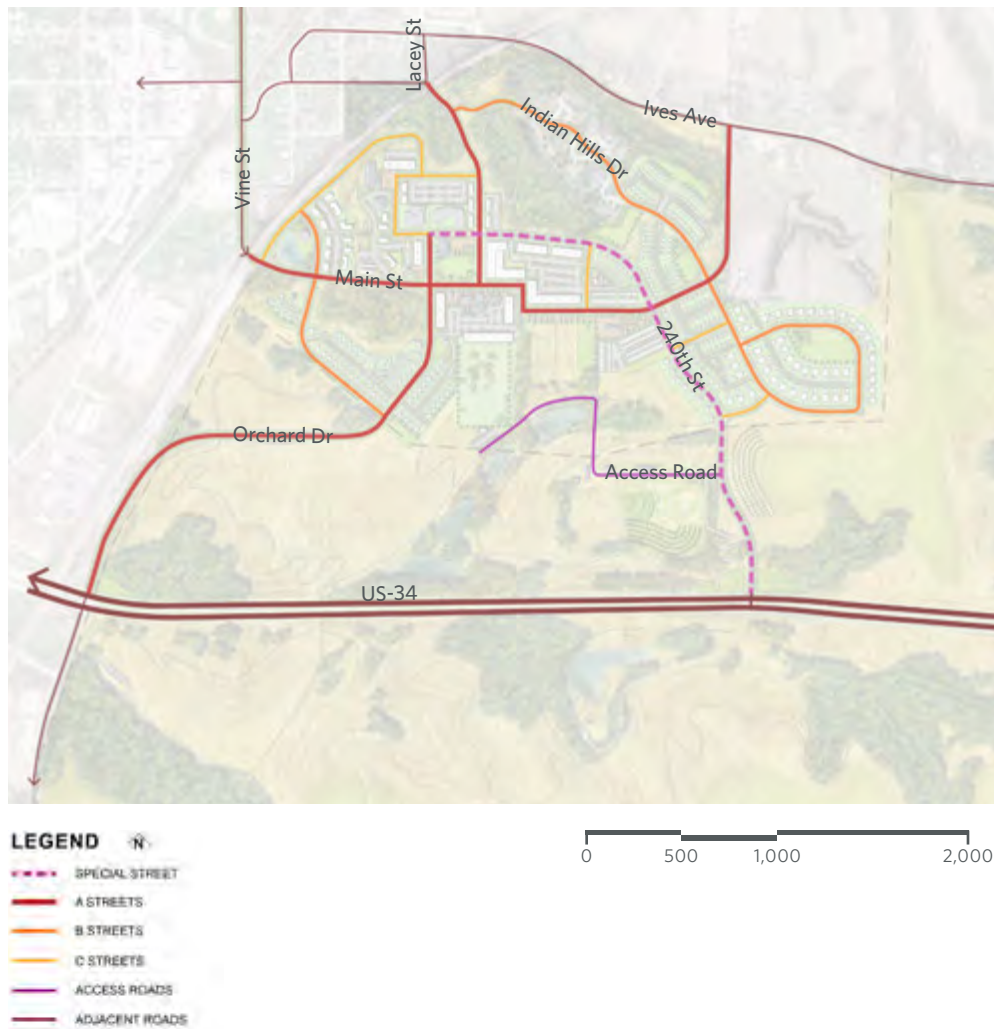
Proposed “Village Square”



Typical street section

THE REDEVELOPMENT PLAN

Glenwood Resource Center Campus Site

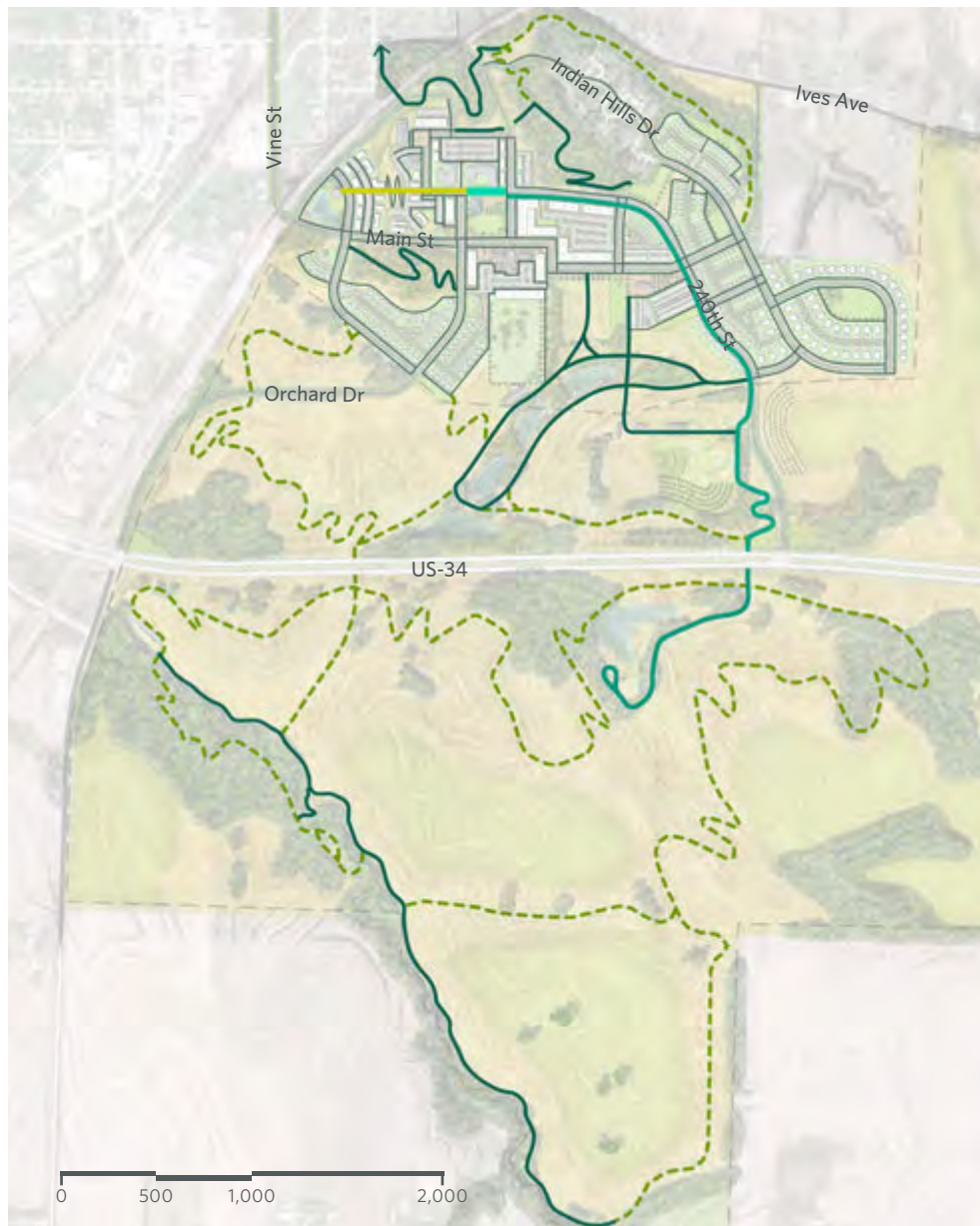


STREET NETWORK

Each of the concept plan's proposed streets serve different neighborhood districts, traverse varying terrain, and serve different needs. As a result, the various street typologies are designed in their own unique manner. 240th Street, as the primary access route into the neighborhood, is a ceremonial, community-oriented corridor which terminates in the Village Center. Uniquely, it has a shared-use path along its entirety.

Main Street and the remaining entrance routes into the neighborhood are designated as 'A' Streets because they accommodate heavier traffic and connect adjacent locations into the Village Center. 'B' Streets are secondary routes used primarily by residents and visitors to the single-family neighborhoods. "C" streets are typically designed to provide service access and have narrower ROWs and inconsistent frontages, yet they still have sidewalks and attractive streetscape enhancements.

No matter the typology, all streets in the neighborhood should accommodate on-street parking and be lined with trees and landscaped parkway strips in order to create an appealing pedestrian environment. Illustrative street sections in the conceptual plan identify the various street typologies and their associated design details. As neighborhood design advances, a traffic study will be needed to finalize roadway design recommendations, as achieving the intended street character will be important to balance the mobility goals for pedestrians, bicycles, and automobiles.



PEDESTRIAN NETWORK

One of the primary goals for the site is to create a walkable, pedestrian-oriented environment. The design of the public realm, including streets and the placement of buildings, will greatly affect the quality of place for the community. Pedestrian comfort and safety should be placed at a premium during the design phases. The circulation pattern should follow the primary street network, as well as connect to the larger trail network. The interconnected pedestrian network is robust and provides alternative walking routes to nearly every destination on the site.

The Plan proposes a robust network of pedestrian facilities to extend throughout both the redeveloped campus site and the State Preserve. The type of facility will be reliant on the surrounding context and level-of-use expected.

The neighborhood's two major pedestrian features are the Campus Promenade (with accompanying Grand Stairs and accessibility ramps) and the Shared-Use Trail along 240th Street. These two wide paths, envisioned with specialty paving areas and accent landscaping, connect at the village center. All of the neighborhood's streets should include sidewalks promoting strong connectivity across the development blocks.

Paved trails will run through sections of the Campus's naturalized areas. Connecting to, and within the State Preserve, unpaved/mowed trails will provide access to the restored prairies and the more remote and secluded areas of the property, providing a more intimate experience for users as they distance themselves from the center of the neighborhood.



THE REDEVELOPMENT PLAN

Glenwood Resource Center Campus Site

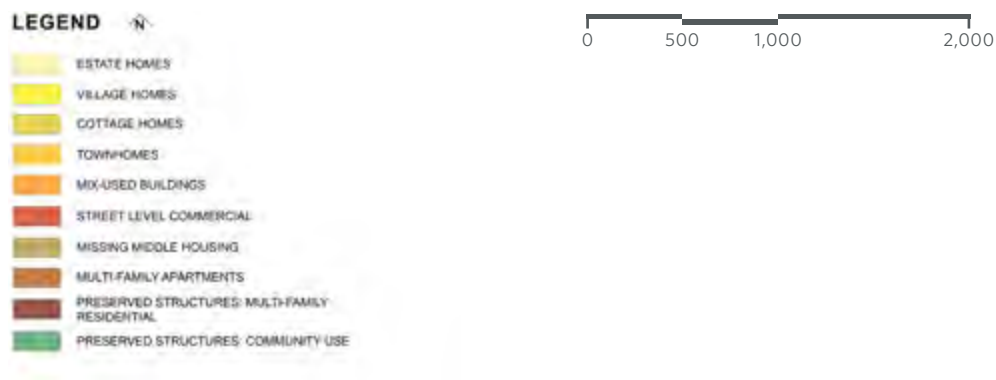


OPEN SPACE

The conceptual master plan proposes a diverse set of community open spaces. At the heart of the Plan is the Village Green. Framed by two new mixed-use buildings and several of the iconic structures to be renovated, this formal green space is sure to be the center of activity for the entire neighborhood. Two linear plaza spaces will be located adjacent to the Village Green, the northern-most of which will be a Shared-space Plaza Street which terminates both 240th Street and the Campus Promenade.

Nearby, Gateway & North “Bend” Parks will be two active green spaces at the edges of the neighborhood which will draw use and interest from the community at-large. The single-family areas will include shared greens onto which the homes will front.

The State Preserve could be home to several unique, special use open spaces such as the Central Meadow, Cemetery Memorial, Destination Farm, and Pond & Cabin Retreat. The community gathering spaces will be complemented by the large sections of restored prairie and wooded ravines found in both the Campus & Preserve areas.



LAND USE

Land uses within the neighborhood should follow a typical residential transect. At the center, surrounding the Village Green, mixed-use and multi-family buildings should complement several existing campus buildings which would be renovated into apartment buildings. Commercial spaces in the core should front onto the village green and provide neighborhood services, retail storefronts, and restaurants in the neighborhood's most active area.

Moving away from the Village Green, residential typologies will decrease in density as the distance increases. Mixed use buildings and large-scale apartment buildings will transition to smaller Missing Middle housing structures and townhomes will be located around high-activity areas such as the Barn Plaza. Farther afield, the neighborhood will consist of single-family typologies, with the smaller cottage home lots providing denser adjacencies to public green spaces. Larger village home lots and estate home lots will be found at the edges of the neighborhood and offer incredible views and direct access to the State Preserve. Various community buildings and sites will help activate disparate areas throughout the neighborhood.

THE REDEVELOPMENT PLAN

Glenwood Resource Center Campus Site



Bird's Eye View of Proposed Redevelopment Plan

STATEMENT OF INTEREST

GRC is seeking a master developer who can function as a general contractor in order to lead the process of making the site “shovel ready.” Once efforts turn to developing the site, the master developer should also have experience in the creation of new neighborhoods, historic renovations, and the use of principles relating to walkable urbanism and open space neighborhood design. The Redevelopment Plan was conceived using the urban design concepts mentioned above, and this approach has been embraced by GRC and the State of Iowa as the means to achieve their goals for the site. The Redevelopment Plan is not intended to be prescriptive, but the principles incorporated in it should guide the master developer in all phases of site preparation/development.

Responsibilities of the Master Developer include, but are not limited to, the following:

- Refining the overall vision and master plan for the site, in association with GRC and HDR, based upon detailed information which was not available during the original conceptual master planning effort, all while adhering to the original design concept for the site
- Function as a general contractor and lead efforts to make the site “shovel ready”, i.e. shut down existing utilities; demolish buildings, utilities, and pavement on the site; and provide a new utility spine/street through the site
- Delineate future individual development parcels and outline a phased parcel take-down plan
- Work with GRC to establish a zoning and/or design overlay consistent with the master plan
- Construct and finance future on-site infrastructure during Phase II
- Initiate first phase of development within 24 months of the execution of the MDA
- Engage with local builders, contractors, and specialty sub-developers

Master developers should submit a Statement of Interest in the project which addresses and acknowledges the following:

Understanding of the Project

Developers should provide a narrative discussion which conveys their understanding of the goals for the site and its preparation, potential development issues, and master plan elements. Developers should discuss on a preliminary basis their vision for the site which allows GRC to evaluate the correspondence of said vision.

Project Extent

Developers should indicate their ability to function as a general contractor in order to help make the site “shovel ready.” In addition, they should indicate their intention to develop the entire property, or if they prefer to develop only specific portions/phases of the site. While GRC prefers the entire site redevelopment be led by a single entity or team, it recognizes certain elements of the Redevelopment Plan may be more attractive to developers with different expertise and experience. If only portions of the site are desired for development, they should be identified and the rationale for interest in only part of the site should be discussed.

Partnerships

GRC intends to facilitate the development of the property through a partnership which is mutually beneficial for all parties involved. Developers with demonstrated experience in partnering with governmental, public, and/or non-profit entities on development projects will be viewed favorably, as will developers who demonstrate a commitment to working closely with an owner and the community to create a new neighborhood which accomplishes the goals of the Redevelopment Plan. Additionally, it is very important to GRC that during the second phase of development, when new development begins to occur on the site, local developers and builders be given the opportunity to be involved in the redevelopment project.

SUBMISSION REQUIREMENTS

QUALIFICATIONS STATEMENT

Each submission should include a qualifications statement containing the following information:

Firm/Team Description

A development team headed by an experienced developer should be identified. The team may include as few or as many firms as necessary. For all companies on the team, the following is required:

- Identification of all principal firms involved in the project including their roles, responsibilities, and authorities
- Explanation of the size of each firm and the depth of experience of its personnel
- Submission of resumes of the person(s) who would be responsible for the day-to-day operation of the project and others involved in the event of this person's absence. Also submit resumes of all other key people directly involved with the project.

Potential Conflicts of Interest

Identify any principals or investors in the company who are key employees of GRC or affiliated in any manner. Any principals or investors in the company who are related by blood or marriage to any key GRC employees must also be identified.

Organizational Structure & Workload

- Legal name of development entity and managing entity which will be considered the developer.
- Operating structure of the development entity (corporation, partnership, LLC, joint venture, sole proprietorship, not-for-profit, etc.)
- Date established (for constituent firms if a joint venture)
- If the developer is a subsidiary or affiliate of any other corporation, list such entity or entities including name, address, relationship to developer, and officers and directors.

- Names, addresses, titles of position, and nature and extent of the interests of the officers and principals, shareholders, and investors of both the developer and the development entity as follows:
 - For corporations, the officers, directors, or trustees, and each stockholder owning more than 10% of any class of stock
 - For partnerships or limited liability corporations, each partner or member, whether a general or limited partner or member, and either the percent of interest or a description of the character and extent of said interest
 - For joint ventures, each participant and either the percent of interest or a description of the character and extent of interest. If a joint venture's partners are corporations or partnerships, then the information for such firms should be provided.
 - For any other type of entity, the officers, members of governing body, and each person having an interest of more than 10%.
- Current Project Workload
 - The number, location, timing, and magnitude of projects currently on the developer's or development team's work plan for 2025 - 2027.
 - A current estimate of approved, constructed, and unsold units and unleased building space by project
 - The total number of planned but not yet constructed units and commercial square footage in the developer's or development team's "pipeline" as part of projects for which the developer/development team is responsible.
- A proposed organizational structure for the team showing the roles of each team member, key personnel, and lines of authority/responsibility

Experience

- Description, location, photographs, renderings, and summary of the performance of similar projects, especially as they relate to this project (i.e. functioning as a general contractor, new ground-up neighborhood development, historic renovation, etc.).
- A comprehensive list of projects for which the entity has served in the capacity as the developer over the past ten (10) years including size, construction costs, major tenants, uses involved, sellout performance, and the current occupancy and ownership of these projects.
- Minimum experience required:
 - Demonstrated experience in at least two similar projects as proposed in this RFQ
 - Demonstrated financial resources and commitments to acquire and develop the property during Phase II (provided in financial statements, evidence of equity and debt financing, etc.)
 - Demonstrated commitments to the overall goals of GRC and the specific uses and urban design vision highlighted in the redevelopment plan
 - Experience with marketing/promoting development projects

References

A minimum of three (3) references for similar projects is required. References reflecting demonstrated experience in partnering with governmental, public, and/or non-profit entities on development projects should be included, if applicable. GRC may desire to tour listed projects, at their discretion.



SUBMISSION REQUIREMENTS

FINANCIAL INFORMATION

One copy of the following information should be submitted in a separate sealed envelope to Mark Norman, to be kept confidential:

- Certified Financial Statements or federal income tax forms for the developer for the last three years. Personal financial statements may be required as supplemental information at the option of the GRC Board.
- Minimum of three (3) references from financial institutions with whom the developer has dealt as a borrower or joint venture partner
- Proposed sources of financing and preliminary evidence of interest from financial institutions or partners if available
- List of litigation or other disputes with which the developer, development entity, or joint venture partners have been involved in the past five years, including status, potential of a financial settlement, and impact on the developer or development team to execute this project.
- If the firm or any individual in the proposed project has had projects which have been foreclosed (or returned to lenders via deed-in-lieu of foreclosure), list dates and circumstances should be provided.

All of the above information will be provided only to Mark Norman, Secretary of the GRC Board of Directors and is considered exempt from the Freedom of Information Act as private information.

SELECTION CRITERIA FOR QUALIFICATIONS STAGE

Evaluation of qualifications will be based on:

- Developer responsiveness to this RFQ and demonstrated understanding of GRC's goals and objectives
- Qualifications and experience of developer and team members with projects of similar scale and magnitude
- Experience and reputation of personnel identified for this project
- Past performance of firms as verified by references of previous clients/projects, including demonstrated ability to work with governmental, public, and/or non-profit "clients" in analogous relationships
- Financial capability including resources available as equity for the project and strength of financial commitments
- History of legal actions and disputes
- Organizational and managerial capacity to handle a project of this size, including workload and project/product overlap
- Willingness to utilize both local builders, contractors, and specialty sub-developers



DEVELOPMENT PROPOSAL

No specific redevelopment proposal is required at this time. A formal redevelopment proposal (fee) will be required only of the selected master developer/development team, and will be negotiated upon selection. However, if the developer or development team do not believe completed projects or other previous work adequately represent their capacity to meet the objectives of GRC's vision for the property, then plans, elevations, and similar documentation developed specifically for this opportunity which are consistent with GRC's vision for the project may be submitted at this RFQ stage.

The selected master developer (or development team) will negotiate/ finalize a scope and fee for Phase I (making the site "shovel ready") with GRC. Details of this will be included in the the Master Developer Agreement (MDA). Upon successful completion of Phase I, the master developer will enter into negotiations with GRC for Phase II, consisting of redevelopment of the site according to the revised master plan. This is anticipated to occur in the first quarter of 2027. Items required at said time may include the following:

- Conceptual site plan, showing pedestrian and vehicular circulation and context
- Redevelopment/building program
- Renderings and elevations
- Analysis of compliance with development guidelines
- Redevelopment budget
- Proposed financial structure (debt, equity, grants)
- Status of financing/evidence of financial commitments
- Anticipated redevelopment phasing, construction schedule, and estimated absorption
- Pro forma financial projections of construction period and operating revenue
- Management plans for construction and operation
- Marketing/leasing plan
- Proposed financing terms

SUBMISSION REQUIREMENTS

Glenwood Resource Center Campus Site

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