



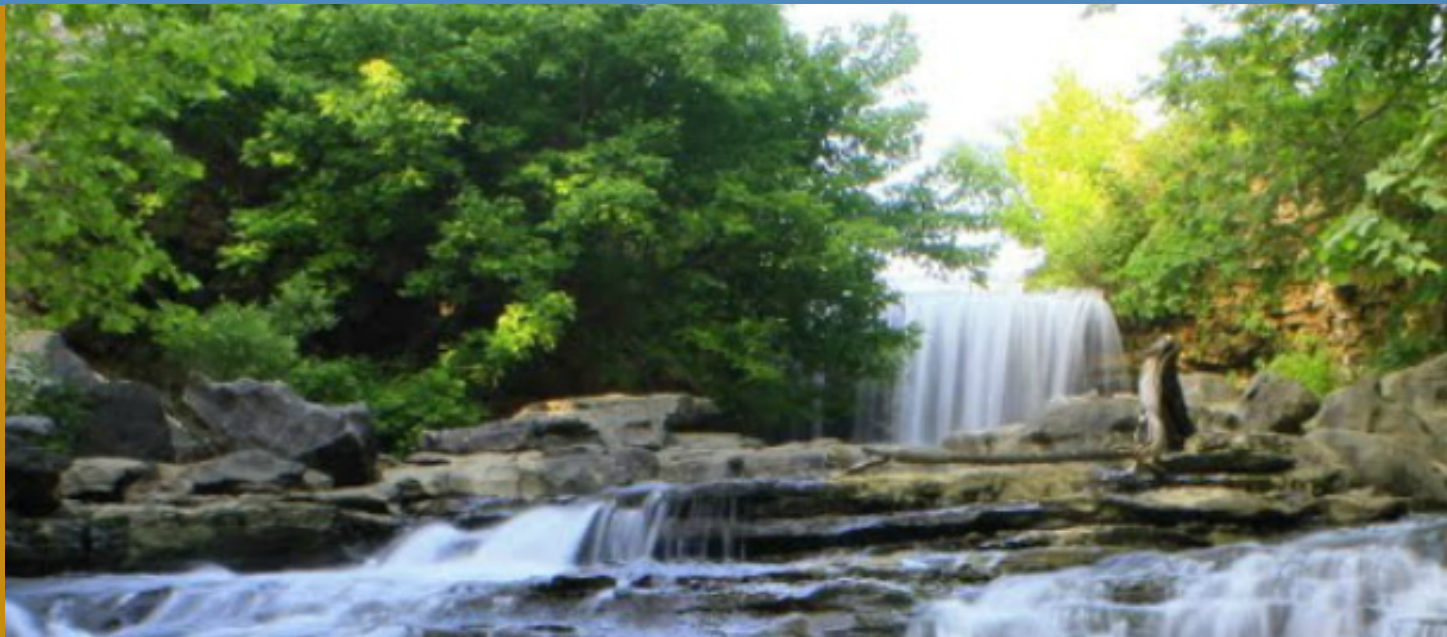
A Legacy Landscape *for* Northwest Arkansas



Action Plan | February 2012



Prepared for the **Walton Family Foundation**
Prepared by the **Green Team**
*(Alta/Greenways with Andy Clarke,
William Neumann, Robert Searns, and Tom Woiwode)*



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Introduction

The Northwest Arkansas Razorback Greenway and the Crystal Bridges Museum are world-class projects that will be enjoyed by area residents and visitors for generations to come. These projects serve as catalysts for future development of a ‘Legacy Landscape’ for Northwest Arkansas.

The Walton Family Foundation has an extraordinary potential to shape the future of the Home Region by building upon and strengthening the Razorback Greenway spine, and by connecting and creating destinations along that spine. The Legacy Landscape initiative is the framework for an integrated approach to sustaining the quality settlements and unique natural vistas that make NW Arkansas “home.’ With forethought and wise investment, there are timely opportunities to assure this community remains competitive as a place to live, do business and visit—a region that attracts the best and the brightest. This initiative will enhance quality of life in Benton and Washington counties with walkable, bicycle-friendly communities and attractive rural landscapes linked together by an easily accessible network of trails and greenways.

The Legacy Landscape initiative encompasses five important elements. The projects listed below are organized by those elements, and are part of the overall Action Plan that constitutes this report.

LEGACY LANDSCAPE ELEMENTS AND KEY PROJECTS

Priority Projects	Short Term 1-3 Years
Element 1: Expanding the Regional Network of Greenway Trails	
Lake Bentonville Trail	\$953,806
Rogers Trail Loop North	\$635,871
Rogers Trail Loop South	\$667,664
West Springdale Loop	\$1,621,470
Clear Creek Connector	\$699,458
Element 2: Community Outreach and Education	
Regional Bicycle/Pedestrian/Trail Coordinator (\$70K/year)	\$210,000
Branding/Messaging/Media/Communications (\$40K/year)	\$120,000
Regional Trail Wayfinding System (virtual and physical)	\$3,000,000
Safe Routes to School Programs (\$20K/year)	\$60,000
Events Promoting Physical Activity, Safety and Stewardship (\$36K/year)	\$108,000
Element 3: Bicycle and Pedestrian Friendly Communities	
NW Arkansas Regional Bicycle & Pedestrian Plan	\$250,000
Downtown Streetscape Connectivity Projects	\$95,040
Bike Share System	\$250,000
Safe Routes to School Infrastructure	\$450,000
Evaluation Program (\$25K/year)	\$75,000
Element 4: Economic Development	
Shiloh Walk Redevelopment Project	\$5,000,000
Razorback Bridge	\$1,000,000
Mercy Medical Mile Park	\$1,000,000
Bella Vista and Puppy Creek Mountain Bike Trail Parks	\$225,000
Element 5: Stewardship of Natural and Cultural Amenities	
Complete region-wide Green Infrastructure Plan	\$250,000
Create two wetland parks	\$400,000
Short-Term Total for Priority Projects	\$17,071,308

These projects have the potential to be supported by the Walton Family Foundation, with the understanding that most projects would be leveraged and managed by partners in the public, private and non-profit sectors. As a whole, this Action Plan represents a significant step for Northwest Arkansas, defining a world-class landscape that will be a legacy for the region’s next generations of residents, visitors and businesses.

The five trails featured in this table have been selected as priority projects based in part on criteria found on page three of this report. Further, the consultant has selected these projects based on the defined needs of NW Arkansas communities.

BASELINE ASSESSMENT AND WORKSHOP

A review of key recommendations from existing local and regional planning efforts in NW Arkansas provided a foundation for this effort (see tables below). This baseline information guided the team in identifying opportunities and constraints during a two day workshop that took place in Bentonville in November 2011. The findings of that workshop were used to develop the coordinated, buildable, and catalytic Legacy Landscape projects and programs found throughout this report.

SUMMARY OF EXISTING PLANS/PROGRAMS/RESOURCES

Expanding the Regional Network of Greenway Trails	Community Outreach and Education	Bicycle and Pedestrian Friendly Communities	Economic Development	Stewardship of Natural and Cultural Amenities
<p>NW Arkansas Regional Planning Commission's Heritage Trail Plan</p> <ul style="list-style-type: none"> • Strong concept in linking cultural resources • Need to create greater physical connectivity <p>Razorback Greenway</p> <ul style="list-style-type: none"> • Strong concept for connectivity of communities • Projects Underway • Primarily north-south <p>Trail Plans from Local Communities</p>	<p>Current Programs</p> <ul style="list-style-type: none"> • Bike Bentonville • Ozark Off-road Cyclists • Bella Vista Bike Club • Bike to Work • Boston Mountain Cyclists • LCI instructors: 11 out of 18 in AR are in NWA • Fayetteville's Sustainability Summit <p>University of Arkansas</p> <ul style="list-style-type: none"> • Environmental Education 	<p>Fayetteville's 'Bicycle Friendly Community' Status</p> <ul style="list-style-type: none"> • Strong application for Fayetteville area • Includes 'Bicycle-Friendly Businesses' <p>Other Communities</p> <ul style="list-style-type: none"> • 'Safe Routes to School' programs underway (Bentonville and Springdale) • Lacking infrastructure <p>2035 Regional Long Range Transportation Plan</p> <ul style="list-style-type: none"> • Opportunity for new projects 	<p>NW Council's Greater NW Arkansas Regional Development Strategy</p> <ul style="list-style-type: none"> • Leading regional strategy for economic development • Excellent framework for growth • Opportunity to build upon recommendations with specific projects 	<p>Land Stewardship</p> <ul style="list-style-type: none"> • NW Arkansas Land Trust • Fayetteville Natural Heritage Association <p>Water Stewardship</p> <ul style="list-style-type: none"> • Illinois River Watershed Partnership • Beaver Lake Watershed Strategy • Upper White River Basin Foundation <p>Cultural/Historic Stewardship</p> <ul style="list-style-type: none"> • Arkansas Historic Preservation Program • Historic Preservation Alliance of Arkansas



The Legacy Landscape initiative builds upon current plans and programs, such as the work of the NW Arkansas Regional Council, the Regional Planning Commission, and the Razorback Greenway.





Legacy Element 1:

Expanding the Regional Network of Greenway Trails

CATALYTIC TRAIL PROJECTS

This section uses information collected in the baseline assessment to illustrate how the regional network of greenway trails could be expanded upon. Potential trail corridors throughout the region are listed below (from north to south), along with a list of criteria used in identifying them:

Trail Name	Location	Page #
A) Sugar Creek Trail	Bentonville	5
B) Lake Bentonville Trail*	Bentonville	6
C) Rogers Trail Loop North*	Rogers	7
D) Rogers Trail Loop South*	Rogers	8
E) Lowell Loop	Lowell	9
F) JB Hunt Park Connector	Springdale	10
G) West Springdale Loop*	Springdale	11
H) Clear Creek Connector*	Johnson	13
I) Fayetteville Town Branch	Fayetteville	14

*Priority Projects

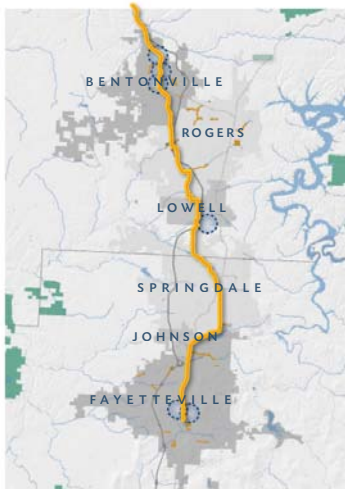
Each trail was identified as meeting the following criteria:

- Connectivity/Closes Gaps
- Links to Schools + Key Destinations
- Builds Upon Work Completed
- Attracts Users
- Demonstrates Vision
- Community Development
- Visibility/Accessibility
- Realistic/Realizable
- Catalytic
- Timely Opportunity/Urgency
- Maintainability
- NWA Competitive
- World-Class Experience
- Attracts Funding
- Private Sector Support
- Supported by Communities

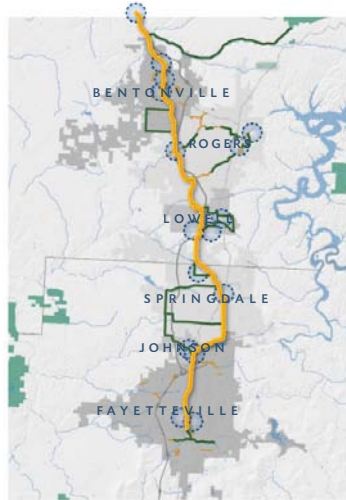
CONCEPTUAL PROGRESSION OF TRAIL EXPANSION

The images below show the trail system today (left), key projects (middle), and the long term vision (right).

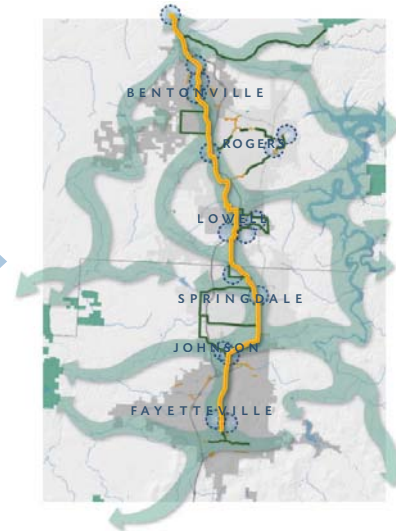
Current Spine of the Razorback Greenway



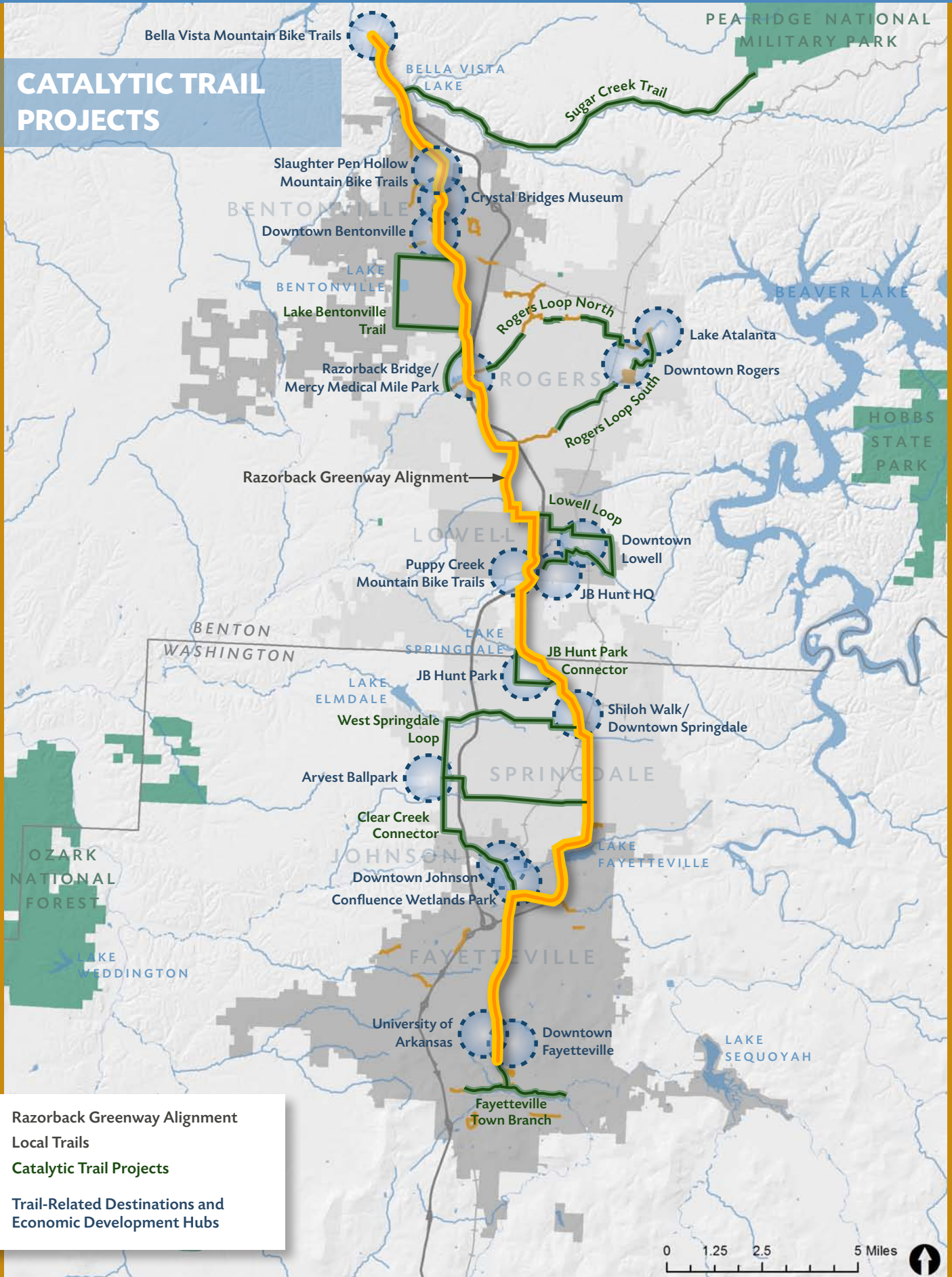
Catalytic Trail Projects that Build Upon the Razorback (page 4)



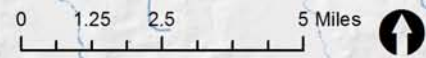
Long-Term Vision with Regional Connections (page 25)



CATALYTIC TRAIL PROJECTS



- Razorback Greenway Alignment
- Local Trails
- Catalytic Trail Projects
- Trail-Related Destinations and Economic Development Hubs





A) Sugar Creek Trail



PROJECT OVERVIEW:

- 10.6-mile Multi-Use Trail along the Sugar Creek Corridor
- Connects the north end of the Razorback Greenway along a scenic corridor to Pea Ridge National Military Park
- Already proposed as part of the NWARPC Regional Trail System (2011)
- Portions of this trail are also supported in the NW Arkansas Heritage Trails Plan

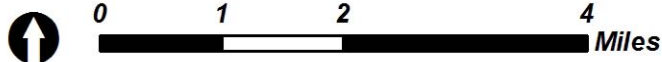
BUDGET ESTIMATE:

- \$11.8 M (See page 14 for details)

POTENTIAL PARTNERS:

- Water conservation organizations, National Park Service, Benton County

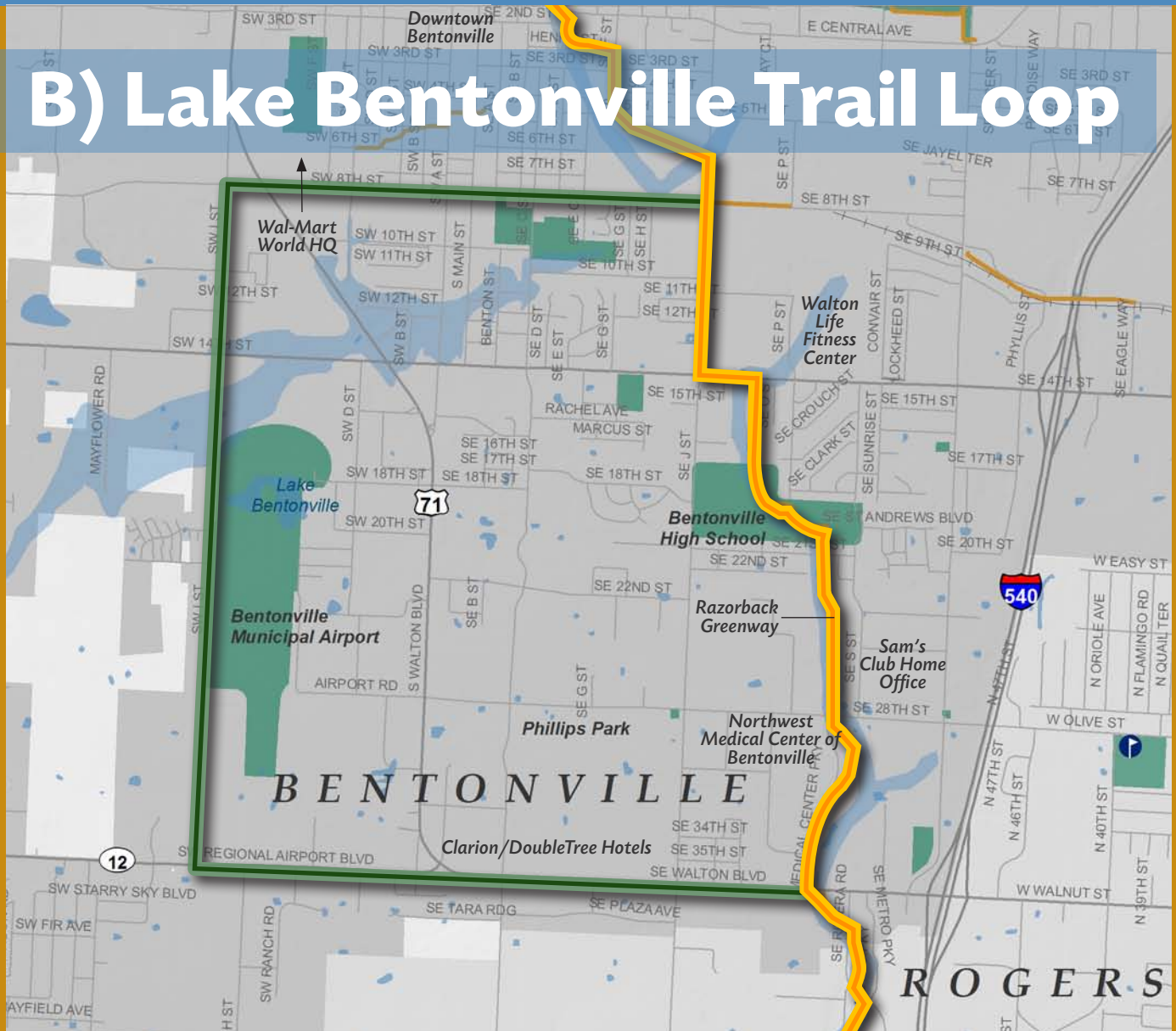
- Razorback Greenway Alignment
- Local Trails
- Sugar Creek Trail



PROJECT LOCATION



B) Lake Bentonville Trail Loop



PROJECT OVERVIEW:

- 5.7-mile Multi-Use Trail along SW 14th Street, SW Walton Blvd, and SW I Street
- Connects the Razorback Greenway corridor to Lake Bentonville, Wal-Mart World Headquarters, hotels on Walton Blvd., and residents and businesses adjacent to the corridor.
- Portions of this trail are already proposed as part of the City of Bentonville Master Trail Plan (2006)
- Portions of this trail are also supported in the NW Arkansas Heritage Trails Plan

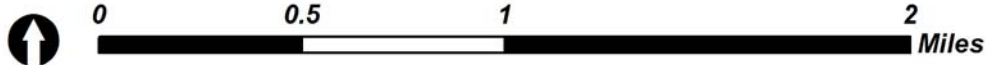
BUDGET ESTIMATE:

- \$6.4 M (See page 14 for details)

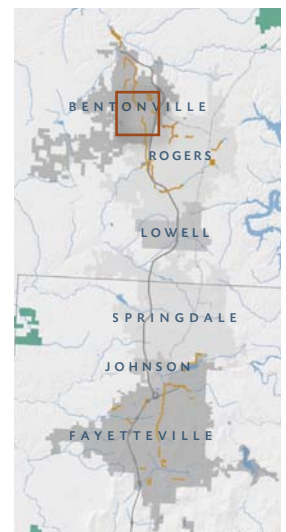
POTENTIAL PARTNERS:

- City of Bentonville, Arkansas State Highway and Transportation Department

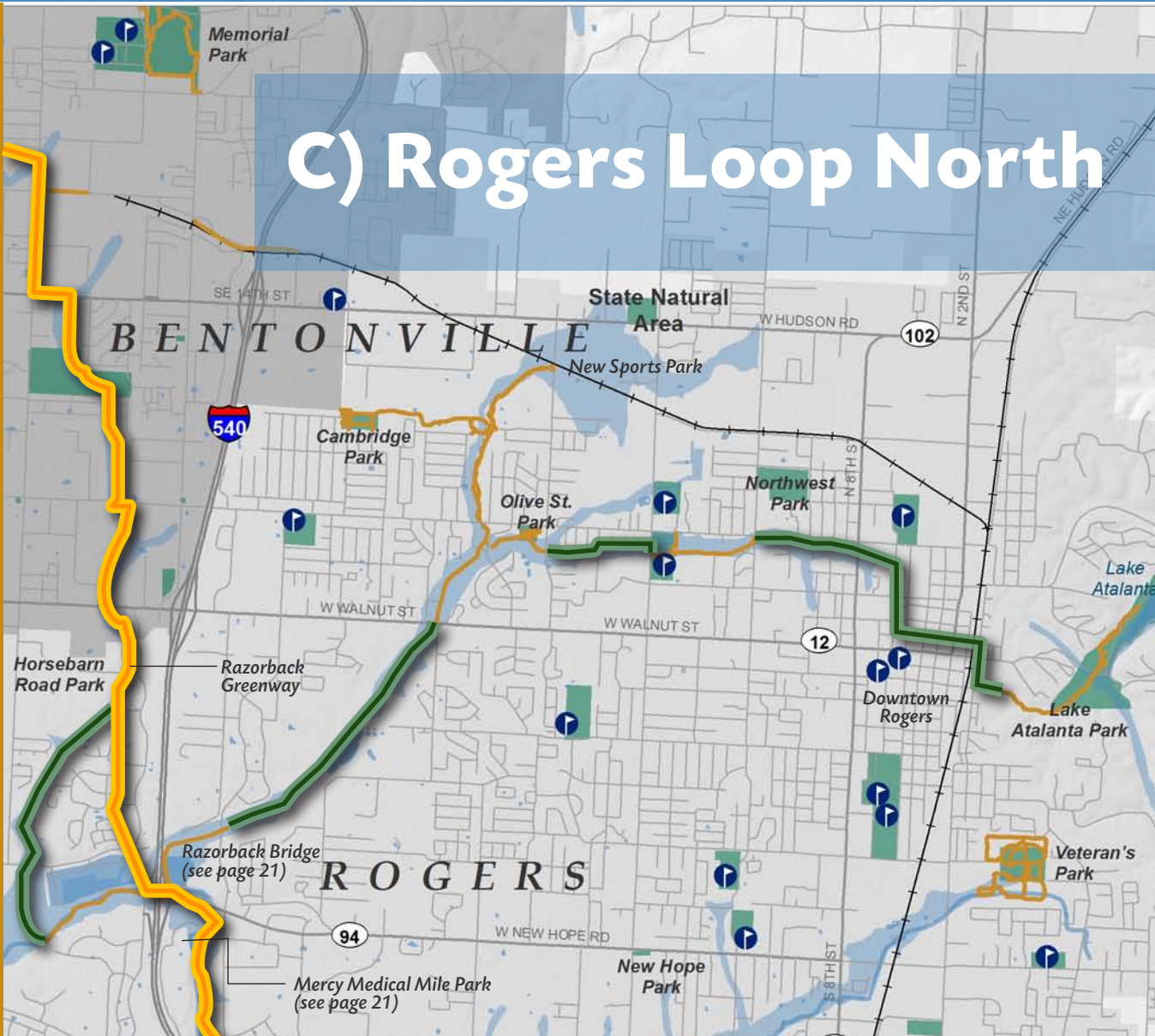
- Razorback Greenway Alignment
- Local Trails
- Lake Bentonville Trail Loop



PROJECT LOCATION



C) Rogers Loop North



PROJECT OVERVIEW:




- 3.8-mile Multi-Use Trail along creek and floodplain corridor in Rogers
- Connects the Razorback Greenway corridor with the future Mercy Medical Mile Park, Olive Street Park, Northwest Park, Lake Atalanta Park, multiple schools, multiple sections of existing local trails, the railroad corridor, and thousands of Rogers residents.
- Supported in Rogers Master Trail Plan (2009)
- Already proposed as part of the NWARPC Regional Trail System (2011)

BUDGET ESTIMATE:

- \$4.2 M (See page 14 for details)

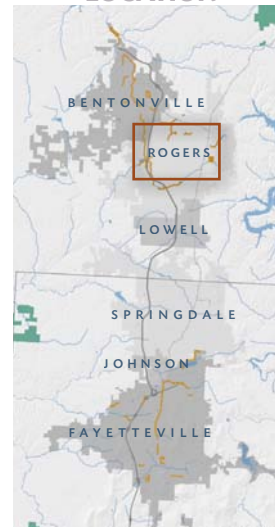
POTENTIAL PARTNERS:

- City of Rogers, Mercy, water conservation organizations

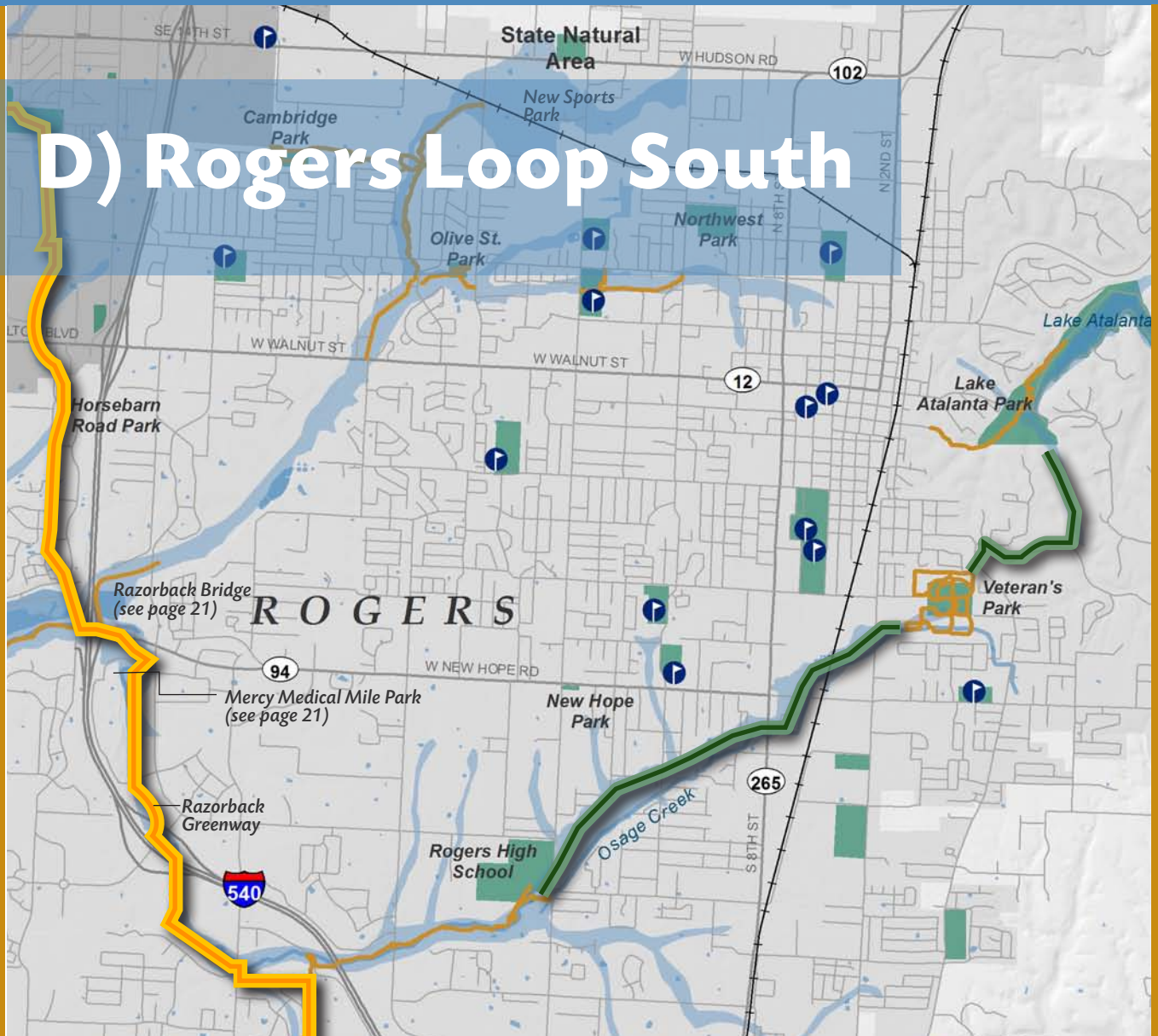
-  Razorback Greenway Alignment
-  Local Trails
-  Rogers Loop North



PROJECT LOCATION



D) Rogers Loop South



PROJECT OVERVIEW:

- 4-mile Multi-Use Trail along Osage Creek and floodplain corridor in Rogers
- Connects the Razorback Greenway corridor, Veteran’s Park, Lake Atalanta Park, Roger’s High School, multiple sections of existing local trails, the railroad corridor, and thousands of Rogers residents.
- Supported in Rogers Master Trail Plan (2009)
- Already proposed as part of the Northwest Arkansas Regional Trail System (2011)

BUDGET ESTIMATE:

- \$4.5 M (See page 14 for details)

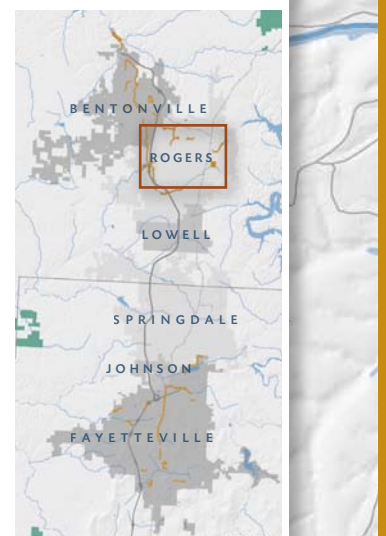
POTENTIAL PARTNERS:

- City of Rogers, water conservation organizations

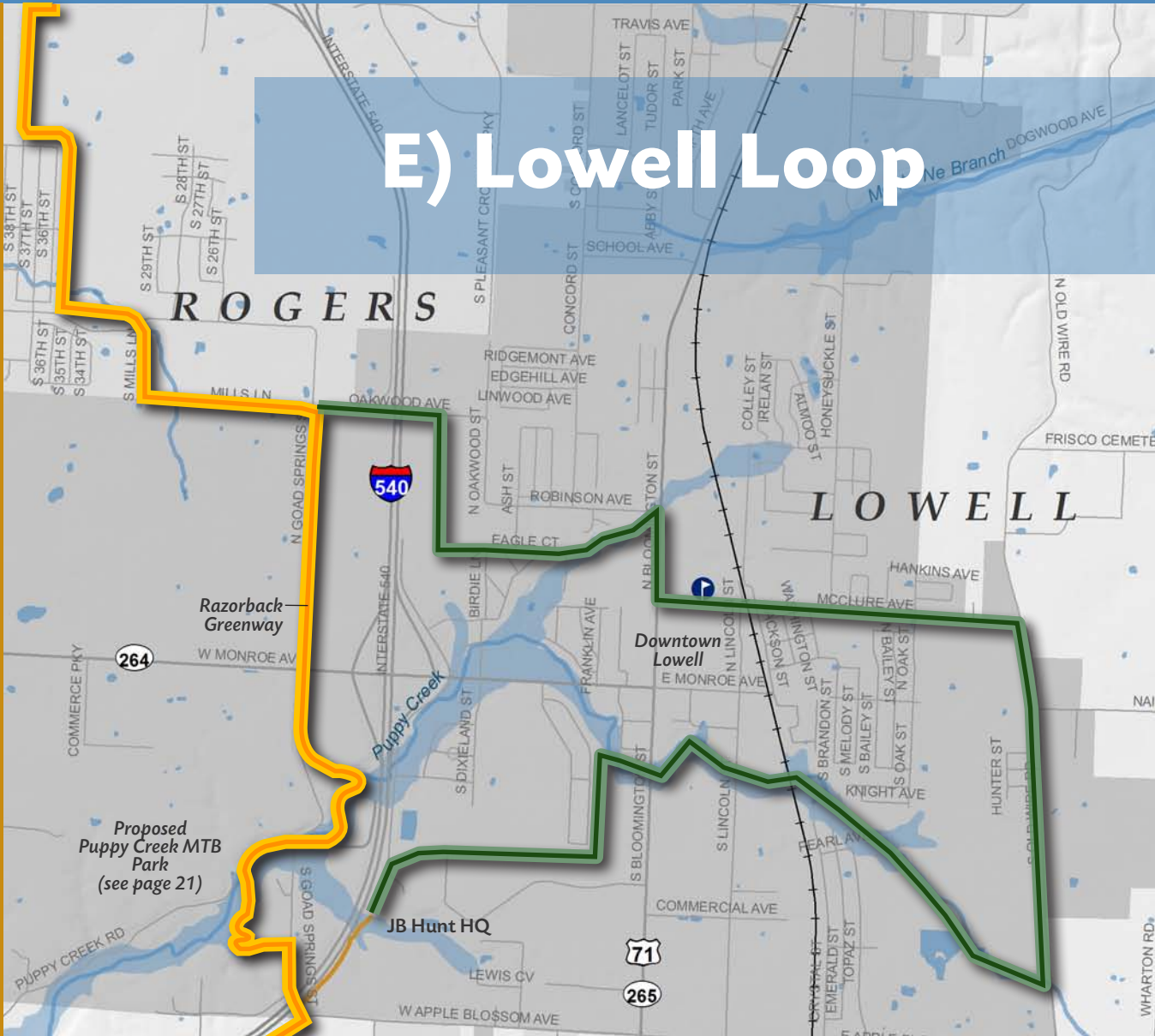
- Razorback Greenway Alignment
- Local Trails
- Rogers Loop South



PROJECT LOCATION



E) Lowell Loop



PROJECT OVERVIEW:




- 5.3-mile Multi-Use Trail along Puppy Creek, floodplain corridors, and streets in Lowell
- Connects the Razorback Greenway corridor and the future Puppy Creek Mountain Bike Trail Park to the City of Lowell and JB Hunt headquarters.
- Needs support as part of a local community plan.

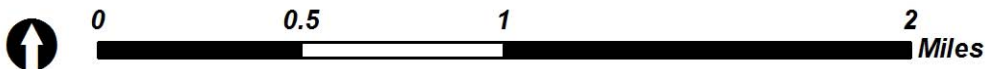
BUDGET ESTIMATE:

- \$5.9 M (See page 14 for details)

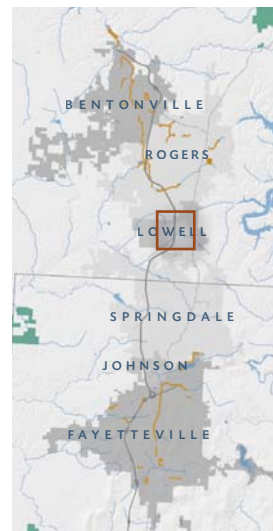
POTENTIAL PARTNERS:

- City of Lowell, Arkansas State Highway and Transportation Department, water conservation organizations

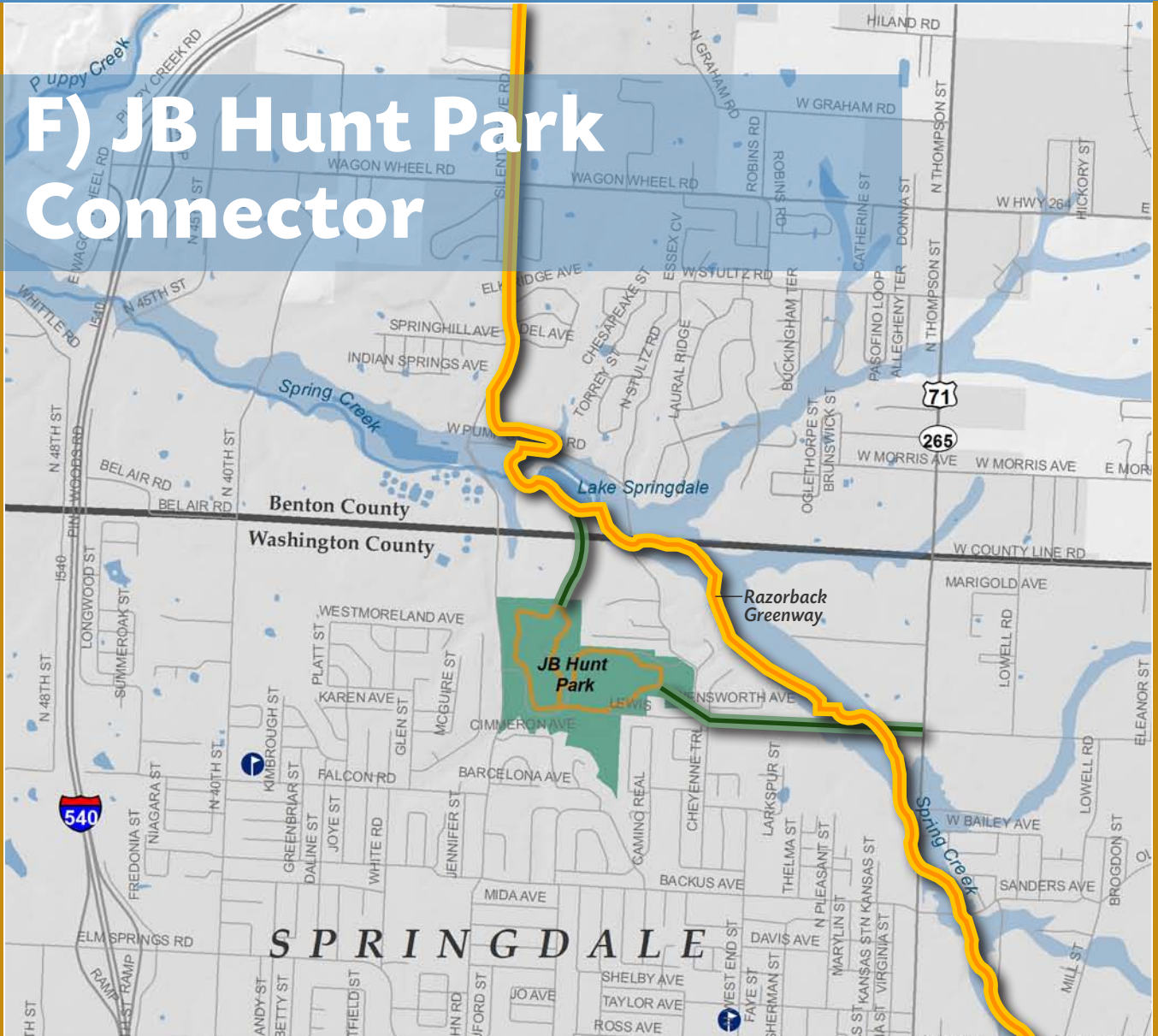
-  Razorback Greenway Alignment
-  Local Trails
-  Lowell Loop



PROJECT LOCATION



F) JB Hunt Park Connector



PROJECT OVERVIEW:

- 1.9-mile Multi-Use Trail south of Spring Creek
- Connects the two parts of the Razorback Greenway corridor to JB Hunt Park and Lake Springdale.
- Needs support as part of a local community plan.

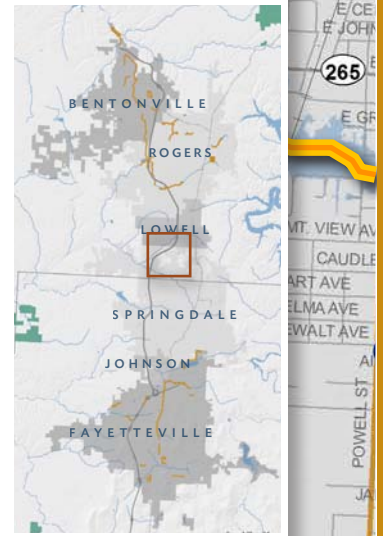
BUDGET ESTIMATE:

- \$2.1 M (See page 14 for details)

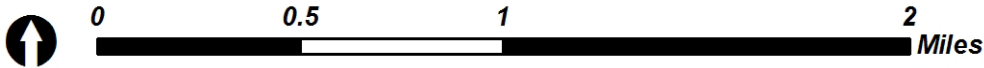
POTENTIAL PARTNERS:

- City of Springdale, JB Hunt

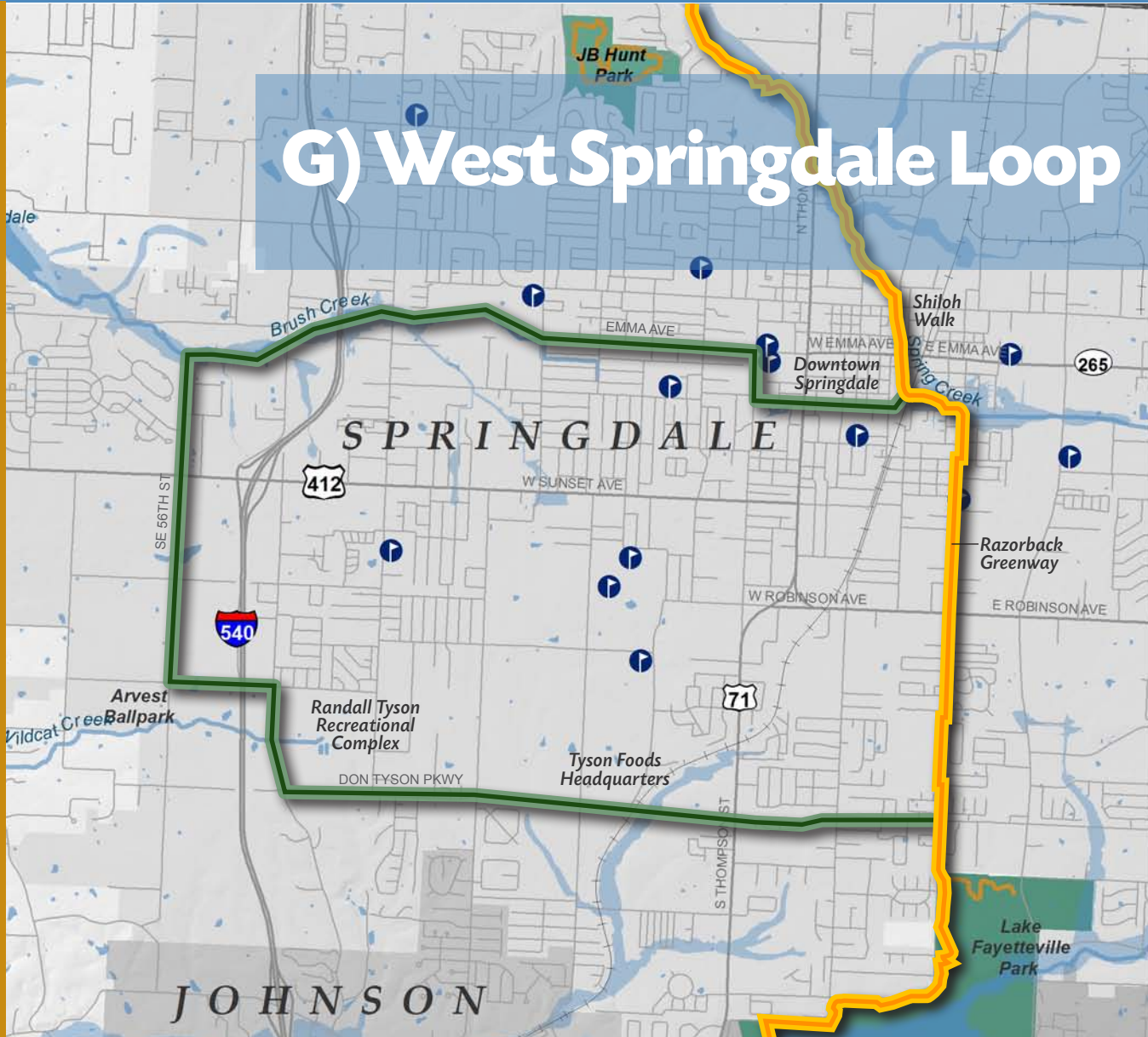
PROJECT LOCATION



- Razorback Greenway Alignment
- Local Trails
- JB Hunt Park Connector



G) West Springdale Loop



PROJECT OVERVIEW:




- 9.7-mile Multi-Use Trail along Brush Creek, SE 56th Street, Emma Avenue, and Don Tyson Parkway.
- Connects Arvest Ballpark, Randall Tyson Recreational Complex, Tyson Foods Headquarters, and Downtown Springdale.
- Already proposed as part of the NWARPC Regional Trail System (2011)

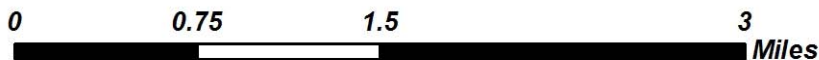
BUDGET ESTIMATE:

- \$10.8 M (See page 14 for details)

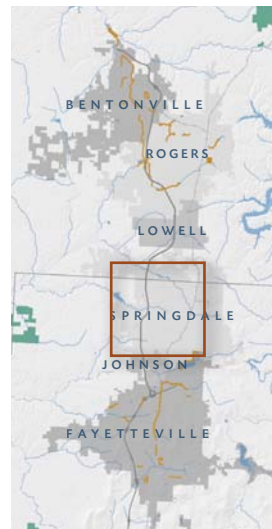
POTENTIAL PARTNERS:

- City of Springdale, Arvest Ballpark/Arvest Bank, and water conservation organizations

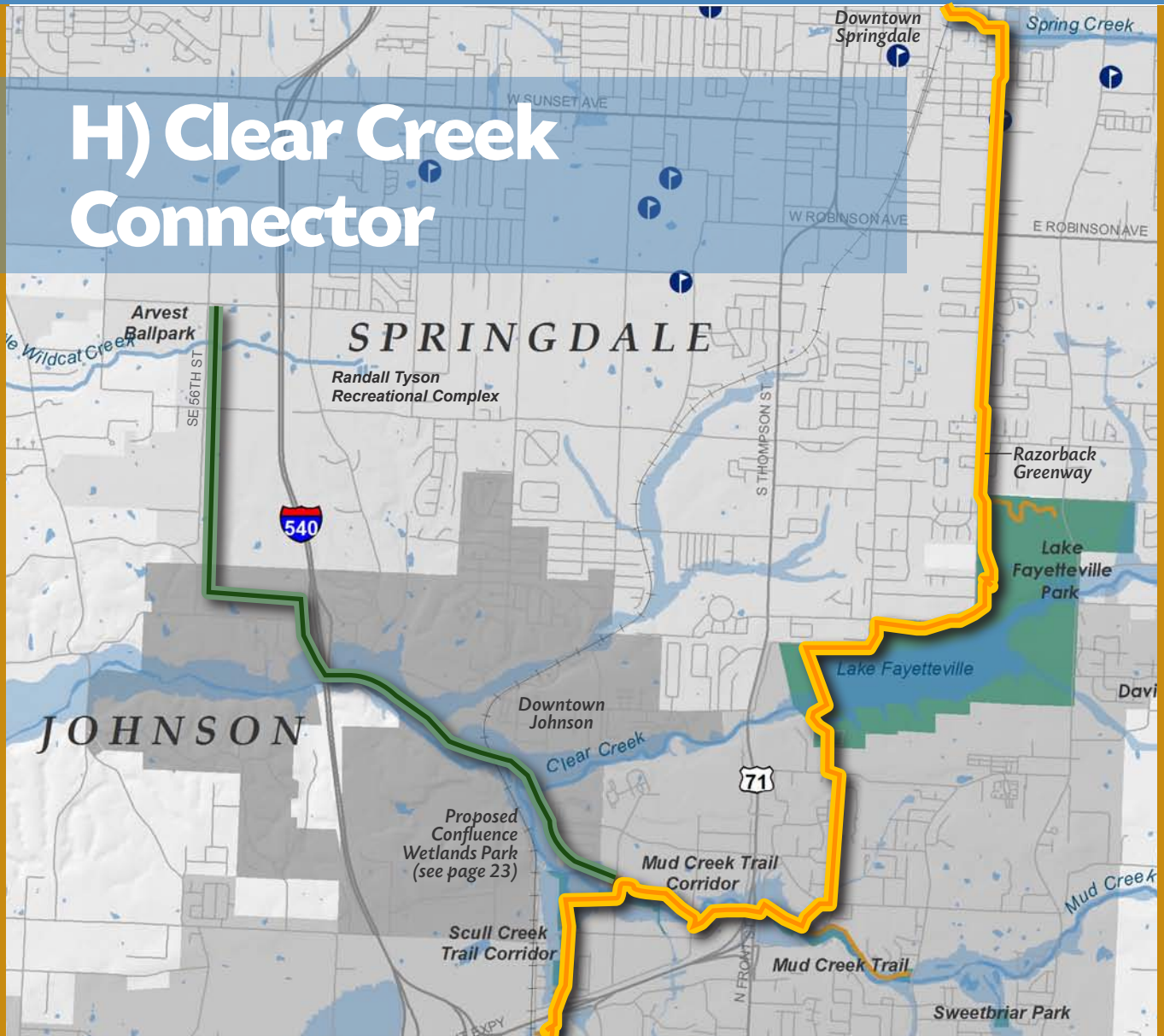
-  Razorback Greenway Alignment
-  Local Trails
-  West Springdale Loop



PROJECT LOCATION



H) Clear Creek Connector



PROJECT OVERVIEW:

- 4.2-mile Multi-Use Trail along Clear Creek, floodplain corridors, and SE 56th Street
- Connects Arvest Ballpark, the City of Johnson, the Razorback Greenway, Scull Creek Trail, Mud Creek Trail, and the proposed Confluence Wetlands Park.
- Already proposed as part of the NWARPC Regional Trail System (2011)

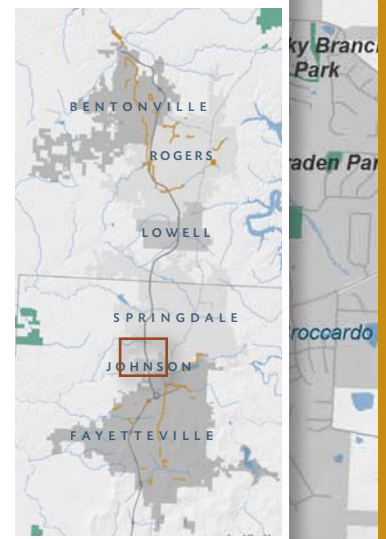
BUDGET ESTIMATE:

- \$4.7 M (See page 14 for details)

POTENTIAL PARTNERS:

- City of Johnson, Arvest Ballpark/Arvest Bank, and water conservation organizations

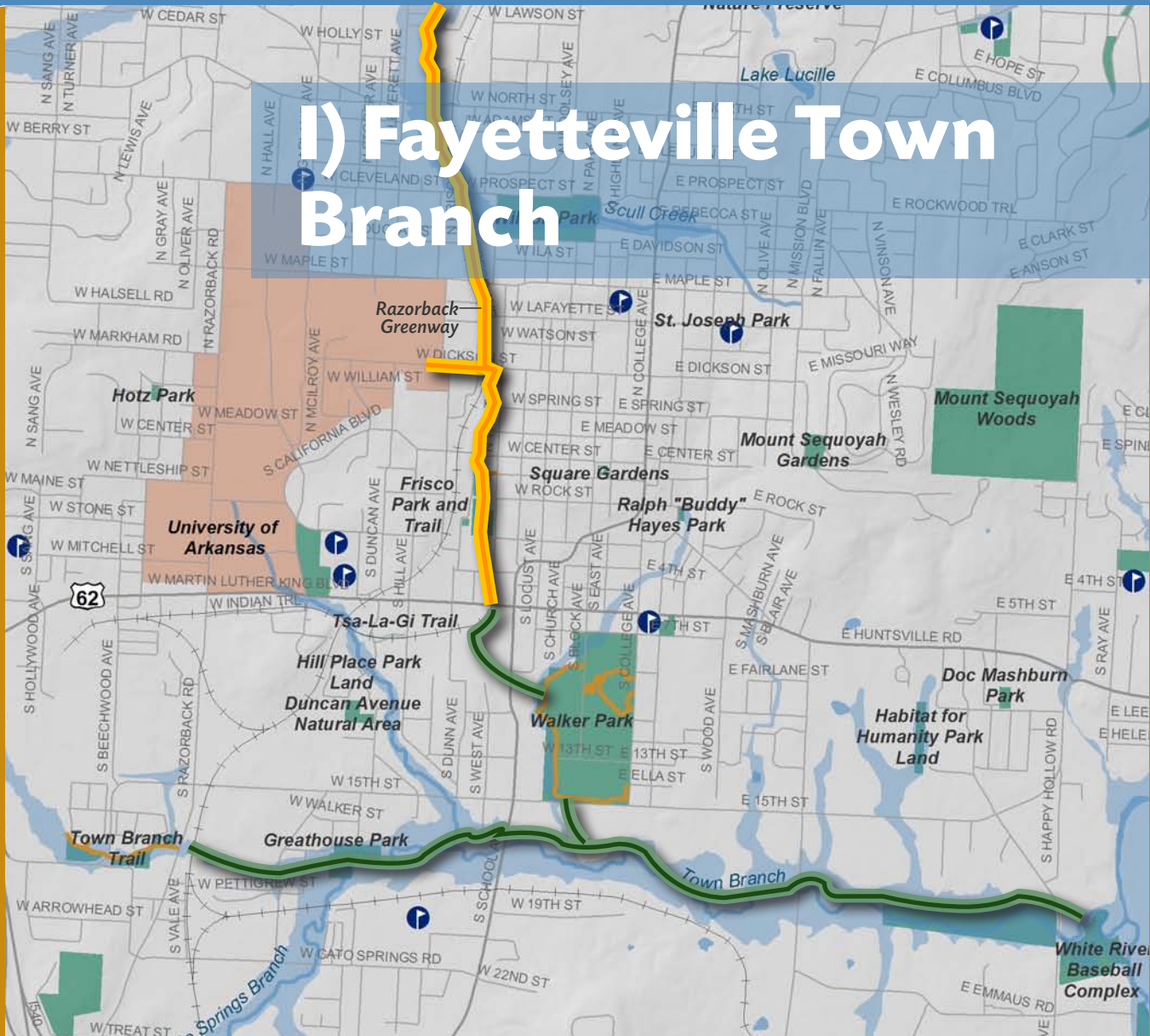
PROJECT LOCATION



- Razorback Greenway Alignment
- Local Trails
- Clear Creek Connector



I) Fayetteville Town Branch



PROJECT OVERVIEW:




- 2.8-mile Multi-Use Trail along Town Branch Creek and floodplain corridors.
- Connects Town Branch Trail, Greathouse Park, Walker Park, the White River Baseball Park, and Downtown Fayetteville.
- Already proposed as part of the Fayetteville Area Green Infrastructure Planning - Linking Arkansas Communities (Park and Trails Working Group Map, 2009)
- Already proposed as part of the NWARPC Regional Trail System (2011)

BUDGET ESTIMATE:

- \$3.2 M (See page 14 for details)

POTENTIAL PARTNERS:

- City of Fayetteville and water conservation organizations

-  Razorback Greenway Alignment
-  Local Trails
-  Fayetteville Town Branch



PROJECT LOCATION



ESTIMATE OF MULTI-USE TRAIL LENGTH AND DEVELOPMENT COSTS

Trail Name	Appx. Distance (LF)	Construction Budget at \$189/lf*	Placeholder Budget for ROW at \$10K/ac**	Total Budget Estimate
A) Sugar Creek Trail	56,000	\$10,584,000	\$1,285,583	\$11,869,583
B) Lake Bentonville Trail	30,000	\$5,670,000	\$688,705	\$6,358,705
C) Rogers Trail Loop North	20,000	\$3,780,000	\$459,137	\$4,239,137
D) Rogers Trail Loop South	21,000	\$3,969,000	\$482,094	\$4,451,094
E) Lowell Loop	28,000	\$5,292,000	\$642,792	\$5,934,792
F) JB Hunt Park Connector	10,000	\$1,890,000	\$229,568	\$2,119,568
G) West Springdale Loop	51,000	\$9,639,000	\$1,170,799	\$10,809,799
H) Clear Creek Connector	22,000	\$4,158,000	\$505,051	\$4,663,051
I) Fayetteville Town Branch	15,000	\$2,835,000	\$344,353	\$3,179,353
Trail Totals	253,000	\$47,817,000	\$5,808,082	\$53,625,082

*The multi-use trail cost of \$189/lf is based on figures from current (2012) construction of the Razorback Greenway.

**The cost of right-of-way (ROW) is unknown without a feasibility study; this column uses a placeholder cost, and assumes a 100' wide trail corridor.

POTENTIAL PHASING FOR MULTI-USE TRAIL PROJECTS

See page 3 for information on criteria used to identify projects.

Trail Name	Short-Term 1-3 Years	Mid-Term 4-6 Years	Long-Term 7+ Years
A) Sugar Creek Trail	-	Feasibility Study/Design	Acquisition/Construction
B) Lake Bentonville Trail	Feasibility Study/Design	Acquisition/Construction	-
C) Rogers Trail Loop North	Feasibility Study/Design	Acquisition/Construction	-
D) Rogers Trail Loop South	Feasibility Study/Design	Acquisition/Construction	-
E) Lowell Loop	-	Feasibility Study/Design	Acquisition/Construction
F) JB Hunt Park Connector	-	Feasibility Study/Design	Acquisition/Construction
G) West Springdale Loop	Feasibility Study/Design	Acquisition/Construction	-
H) Clear Creek Connector	Feasibility Study/Design	Acquisition/Construction	-
I) Fayetteville Town Branch	-	Feasibility Study/Design	Acquisition/Construction

REGIONAL TRAIL NETWORK CASE STUDY

MIAMI RIVER VALLEY, OH

The Miami Conservancy District (MCD) became a recreation trail leader, building trails along the river corridors in Montgomery County, Ohio. In the mid-1970s, MCD initiated the development and construction of the Horace M. Huffman, Jr. River Corridor Bikeway, an 8-mile loop along the river in downtown Dayton. Today, the trail is known as the Great Miami River Recreation Trail. MCD owns or maintains nearly 42 miles of recreation trails for biking, skating, walking, jogging and enjoying.

Since 2004, MCD has promoted safe river recreation through its 'Play it Safe' maps and guides for the Great Miami, Stillwater, and Mad River Water Trails. These rivers include more than 250 miles and offer public access points to safely enjoy the waterways.

MCD continues to play an important role in recreation trail development and is an active partner in numerous recreation and riverfront development projects, including Dayton's RiverScape and recreation trail projects in Miami, Montgomery, Warren and Butler counties. **Source:** www.miamiconservancy.org/

Legacy Element 2:

Community Outreach and Education

RECOMMENDED PROGRAMS

The saying “if you build it, they will come” is only *half* the story for trail systems. Cities and regions that capitalize most effectively on their trail systems are ones that complement their infrastructure with quality programs. In addition to promoting walking and bicycling, such programs also use the trail system to foster health and wellness, local culture, safe and attractive public places, and environmental stewardship. Essentially, effective programming can be the difference between a system of trails on the ground and a true catalyst for improving overall quality of life.

After considering dozens of potential programs during the Green Team Workshop, the following list was identified as the most critical for building upon current regional efforts:

Potential Outreach/Education Programs	Potential Partners for Implementation*	Potential Start Date
Regional Bike/Ped/Trail Coordinator* <i>to staff an institutional framework for program delivery</i>	Consultant or local non-profit staff (see page 29)	Short-term (1-3 Years)
Branding/Messaging/Media/Communications <i>for a seamless network of trails across multiple jurisdictions</i>	Consultant or local non-profit staff (see page 29)	Short-term (1-3 Years)
Regional Trail Wayfinding System (virtual and physical) <i>to provide a consistent wayfinding system on-the-ground and online</i>	Consultant or local non-profit staff (see page 29)	Short-term (1-3 Years)
Safe Routes to School (SRTS) - Programs <i>to plan, promote, and coordinate walking and bicycling activities for school-age children before and after school</i>	Schools, local police, and local planners	Currently Ongoing
Events Promoting Physical Activity, Safety and Stewardship <i>Ciclovias, bicycle rodeos, environmental education, awards for successes</i>	Schools, local police, and local bicycle groups/shops	Currently Ongoing
Trail Stewardship Program <i>for organizing the ‘Adopt-a-Trail’ program and trail patrol volunteers</i>	Boy Scouts of America, and/or local non-profits	Mid-term (4-6 Years)
10,000 Trees Initiative <i>to create tree-lined trails and street corridors throughout the region</i>	Arkansas Forestry Commission and local non-profits	Mid-term (4-6 Years)
Art on the Trails <i>for public art at mile-points that link the Razorback Trail to Crystal Bridges</i>	Crystal Bridges Museum, Art Center of the Ozarks	Mid-term (4-6 Years)
Every Home’s a Trailhead (and Every Store) <i>events promoting the use of trails for specific businesses and neighborhoods</i>	Chambers of Commerce and neighborhood associations	Long-term (7+ Years)
Train the Trainers (League Certified Instructors) <i>for local bicyclists to become instructors on bicycling safely</i>	League of American Bicyclists local bicycle groups/shops	Long-term (7+ Years)
U of A Planning + Design Studio <i>to provide guidance on urban design issues</i>	University of Arkansas and local designers	Long-term (7+ Years)
Sustainability Seminar Series for Regional Stakeholders <i>to learn from experts from around the world (Urban Land Institute model)</i>	University of Arkansas, Urban Land Institute	Long-term (7+ Years)

*The regional coordinator would be the lead for these programs, while the potential partners listed would provide additional support. The coordinator would also be part of the institutional framework outlined and discussed in the last section, starting on page 29.



Art on the Trails



10,000 Trees Initiative



Train the Trainers

PROGRAM BUDGET ESTIMATES

Potential Outreach/Education Programs	Budget Estimate	Budget Assumptions
Regional Bike/Ped/Trail Coordinator	\$70,000	*1 staff person, plus office/operations per year
Branding/Messaging/Media/Communications	\$40,000	*Social media/print media per year, inc. paid intern
Regional Trail Wayfinding System (virtual and physical)	\$3,000,000	Full design and installation
Safe Routes to School (SRTS) - Programs	\$20,000	*Programs/events for each community
Events Promoting Physical Activity, Safety and Stewardship	\$36,000	*Region-wide events per year, inc. promotion and prizes
Trail Stewardship Program	\$30,000	*Trail outings per year, inc. invasive species mgmt.
10,000 Trees Initiative	\$1,500,000	Cost of trees, equipment, and coordination
Art on the Trails	\$6,000,000	World-class public art installments, w/ site design
Every Home's a Trailhead (and Every Store)	\$8,000	*4 events per year, inc. promotion and prizes
Train the Trainers (League Certified Instructors)	\$5,000	*1 full course for about 10 participants per year
U of A Planning + Design Studio	\$40,000	*4 studio workshops/events per year
Sustainability Seminar Series for Regional Stakeholders	\$50,000	*1 major multi-day event per year, inc. guest speakers

**Annual budget; others are one-time only.*

COMMUNITY OUTREACH AND EDUCATION CASE STUDY

COLUMBIA, MO



A PedNet outreach event in Downtown Columbia, MO.

PedNet Coalition of Columbia, Missouri consists of more than 6,000 children and adults, businesses and non-profits, schools, university departments, and government agencies dedicated to creating and promoting the use of a bicycle and pedestrian network throughout Columbia. This system provides health, quality-of-life, economic, and environmental benefits to the community.

PedNet advocates for better facilities for walking, biking, and wheeling, and offers encouragement and education programs to help people shift to non-motorized transportation. Largely due to the work of PedNet, Columbia became one of just four communities nationwide to receive a \$25 million grant to create non-motorized transportation networks as part of a federal pilot program. The funds are being used for outreach and education programs, and to build sidewalks, bicycle lanes, and greenway trails that connect directly with transit stations, schools, businesses, recreation areas and other community activity centers.

Legacy Element 3:

Bicycle and Pedestrian Friendly Communities

CREATING BICYCLE AND WALK FRIENDLY COMMUNITIES IN NW ARKANSAS

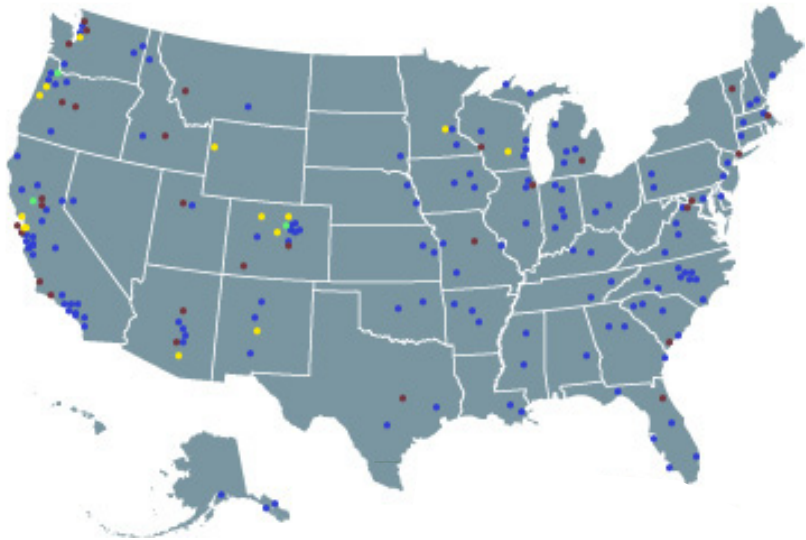
Bicycle-Friendly Communities (BFC's) and Walk-Friendly Communities (WFC's) are two national programs that designate communities based on their achievements in engineering, education, encouragement, enforcement, and evaluation programs (a.k.a., the Five E's). Fayetteville is one of three Arkansas communities with a BFC designation of bronze (available awards run from bronze, to silver, to gold, to platinum).

Bikable and walkable communities are well documented to support and improve the following:

- Multi-modal transportation
- Recreation activities
- Healthy-living and well-being
- Economic development
- Environmental conditions

NW Arkansas communities can join Fayetteville in the ranks of designated communities. The development of the world-class Razorback Greenway is one important step towards making this a reality. Northwest Arkansas will need to build upon its planning and successes by:

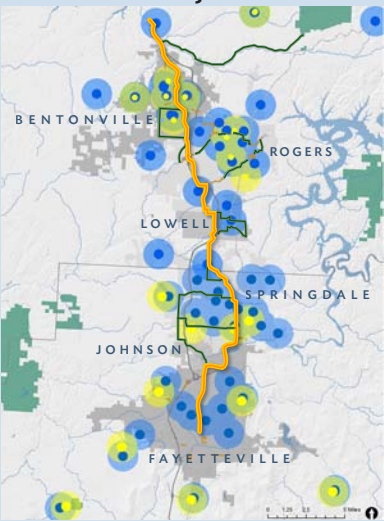
- Providing a network of connected on-road and off-road bicycle and pedestrian facilities that expand upon the Razorback Greenway. A comprehensive system that connects a diversity of neighborhoods to a diversity of land uses will make destinations safely accessible to a diverse population.
- Planning regionally and locally to receive public input and prioritize the development of the network.
- Institutionalizing a bicycle and pedestrian program to ensure that staffing is in place to keep these topics a priority.
- Expanding programs, including Safe Routes to School, as described in Element 2.



Fayetteville is among the nation's most bicycle-friendly communities. In this map, bronze-level communities (like Fayetteville) are shown in blue, with silver-level in red, gold-level in yellow, and platinum in green.

KEY STEPS TOWARDS BICYCLE-FRIENDLY COMMUNITY (BFC) AND WALK-FRIENDLY COMMUNITY (WFC) STATUS

The following steps have been integral to the success of communities like Portland, OR, Boulder, CO, and Austin, TX, and are highly applicable to communities in the NW Arkansas Region. Related steps from Element 2 include the creation of a Bicycle/Pedestrian/Trail Coordinator position, and the expansion of local advocacy group functions.

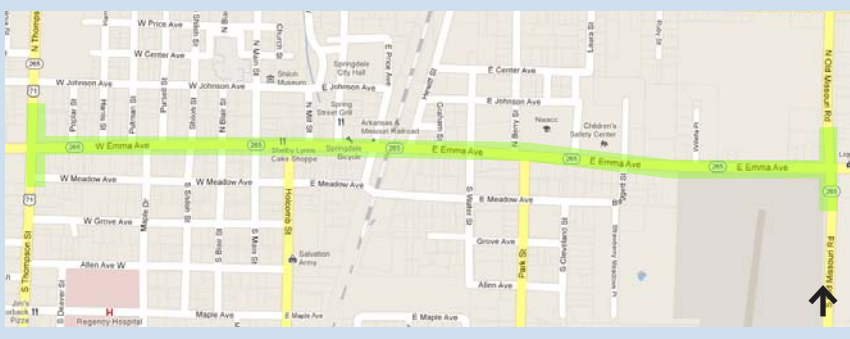

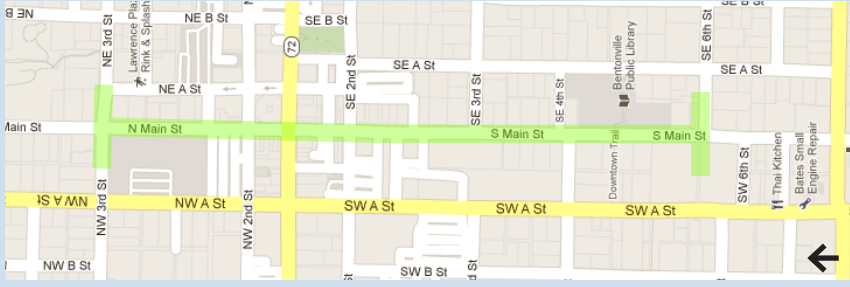
Bicycle/Pedestrian Projects	Description
<p>Develop a Regional Bicycle and Pedestrian Master Plan.</p>	<p>An adopted plan is the first step towards prioritizing projects, acquiring funding, and beginning construction. A Bicycle and Pedestrian Master Plan is a comprehensive document that addresses the Five E's in the BFC application (engineering, education, encouragement, enforcement, and evaluation). It would recommend a comprehensive bicycle and pedestrian network for each community in Northwest Arkansas to improve connectivity. It is a process and action document that provides the workbook for success.</p>
<p>Construct Downtown Streetscape Connectivity projects that create livable, walkable, bikable streets.*</p>	<p>The transformation of key roadways in the region into "Complete Streets" would include bicycle lanes, streetscapes, and pedestrian treatments. These projects will provide a boost to economic development and serve as gateways into these communities. The roadways are Emma Street in Springdale, Walnut Street in Rogers, and Main Street in Bentonville.</p>
<p>Launch Bicycle Share Program</p>	<p>Bicycle share programs have been enormously successful throughout the world and have created a "buzz" in the United States. Bicycle sharing systems are a service in which bicycles are made available for shared use to individuals who want to take advantage of fast, flexible, healthy, and convenient personal transportation. A bicycle share system should be launched in Fayetteville first where anticipated use is highest and developed into a regional system over time.</p>
<p>Safe Routes to School (SRTS) - Infrastructure Projects</p> 	<p>State and Federal funding for SRTS projects is split into two required categories: Programs and Infrastructure. SRTS programs (such as coordinating regular group walks to school and other promotion activities) are recommended in this report in the previous section on Education and Community Outreach. This section, in contrast, refers to SRTS Infrastructure projects, which could include high visibility crosswalks, pedestrian countdown signals, median refuge islands, mid-block crossings, sidewalk construction, signage for bicycle and pedestrian safety, traffic calming, curb extensions, etc.—all focused on enhancing the physical environment near schools, making walking and bicycling safer.</p> <p>The map at left shows elementary schools in blue and junior high schools in yellow, each with a one-mile radius. Analysis of this map shows that 43 of these schools are within one-mile of either the Razorback Greenway (orange line on the map) or trails proposed in this report (dark green lines on the map). Of these 43 schools, five have already been awarded grants for SRTS infrastructure (Apple Glen Elementary, Washington Jr High, Sugar Creek Elementary, Thomas Jefferson Jr High, and Lincoln Jr High), leaving a total of 38 schools that could still benefit from infrastructure improvements that connect them directly to the overall trail system.</p>
<p>Establish evaluation programs.</p>	<p>It is critical to understand what efforts have been successful and which efforts have not. An evaluation program that includes bicycle/pedestrian counts, benefit analysis, and surveys will identify the benefits for economic development and tourism. Funding would support local governments and the University of Arkansas to conduct regular analyses that tie use to economic development. (See the Benchmarking and Evaluation Strategy towards the end of this report).</p>

*See the Connectivity Projects on the following page.



Example of connectivity improvements on Emma Avenue, with existing conditions (left) and recommendations (right).

DOWNTOWN STREETSCAPE CONNECTIVITY PROJECTS

Location	Recommendations	Planning-Level Budget Estimate
Emma Ave Downtown Springdale (2.5 mi - S. Thompson St (US 71) to Old Missouri Rd) 	4-3 Road Diet bike lanes curb ramps shared lane markings sidewalk improvements back-in parking crosswalk improvements street trees bulb-outs Emma Ave Subtotal	\$8,000 \$5,000 \$75,000 \$10,000 \$150,000 \$1,000 \$3,600 \$25,000 \$40,000 \$317,600
Walnut Street Downtown Rogers (0.6 mi - N. 8th Street to N. Arkansas Street) 	4-3 Road Diet back-in parking bike lanes crosswalk improvements curb ramps sidewalk improvements refuge island street trees Walnut Street Subtotal	\$16,000 \$1,500 \$15,000 \$3,500 \$15,000 \$135,000 \$20,000 \$17,000 \$223,000
Main Street Downtown Bentonville (0.6 mi - NE 3rd Street to SE 6th Street) 	shared lane markings back-in parking curb ramps crosswalk improvements sidewalk improvements bulb outs street trees Main Street Subtotal	\$20,000 \$1,500 \$5,000 \$4,500 \$35,000 \$10,000 \$17,000 \$93,000

BICYCLE/PEDESTRIAN BUDGET ESTIMATES

Bicycle/Pedestrian Projects	Budget Estimates	Budget Assumptions
NW Arkansas Regional Bicycle & Pedestrian Plan	\$250,000	Comprehensive Plan for the entire region
Downtown Streetscape Connectivity Projects	\$633,600	See table on page 19 for details
Bike Share System	\$2,000,000	Feasibility study, plus bike share stations
Safe Routes to School Infrastructure	\$3,000,000	Planning and infrastructure (see description on page 18)
Evaluation Program	*\$25,000	Assumes an annual program with assistance from U of A

*Annual budget; others are one-time only.

BICYCLE/PEDESTRIAN PRIORITIES AND PHASING

Bicycle/Pedestrian Projects	Short-Term 1-3 Years	Mid-Term 4-6 Years	Long-Term 7+ Years
NW Arkansas Regional Bicycle & Pedestrian Plan	Plan	Design/ Construction	Construction
Downtown Streetscape Connectivity Projects	Planning/Design	Construction	Expansion
Bike Share System	Feasibility Study/Planning	Implementation	Expansion
Safe Routes to School Infrastructure	Plans for 38 Elem. and Jr. High Schools*	Design/Construction	Construction
Evaluation Program	Ongoing (annual)	Ongoing (annual)	Ongoing (annual)

*The number 38 is based on the number of elementary and junior high schools within a 1-mile radius of the Razorback Greenway and proposed trails, minus those schools that are already benefiting from past SRTS infrastructure awards.

BICYCLE AND PEDESTRIAN-FRIENDLY COMMUNITY CASE STUDY

CHATTANOOGA, TN

The City of Chattanooga, Tennessee, has received national recognition for the renaissance of its beautiful downtown and redevelopment of its riverfront. Along those lines, the League of American Bicyclists honored Chattanooga with its prestigious Bicycle Friendly Community designation because of its longstanding commitment to providing safe accommodation and facilities for bicyclists, and its efforts to encourage bicycle travel for transportation and recreation. Through policy and design, Chattanooga has focused on increasing opportunities for physical activity and is a model in America's efforts to reduce obesity. Among Chattanooga's numerous policies and programs to make bicycling better for its residents, the League staff and reviewers were most impressed by its master

plan for the region and its successful implementation trails. The city and county have developed an extensive greenway system which includes miles of constructed riverwalk beginning downtown and meandering through the historic art district and several parks.

Chattanooga is also currently developing a citywide Bike Share system. The City of Chattanooga and Outdoor Chattanooga, in partnership with CARTA has been awarded a \$2 million grant from the Federal Highway Administration's Congestion Mitigation and Air Quality Improvement Program to establish a network of 30 public bike share stations in the Chattanooga region.

Sources: www.bikechattanooga.org & www.outdoorchattanooga.com



Bicyclists and pedestrians along the Tennessee River (www.americantrails.org)

Legacy Element 4:

Economic Development

This section outlines an economic development strategy that builds on the world-class Legacy Landscape initiative along the Razorback Greenway, with the goal of spurring catalytic investment and sustainable economic growth in the region. This strategy supports the multi-modal and quality-of-life recommendations from the Northwest Council’s *Greater Northwest Arkansas Regional Development Strategy*. The Legacy Landscape initiative also has the potential to capture data on potential increases in value for real estate adjacent to the Razorback Greenway and related projects. Key factors include: a) increases in assessed tax value of lands adjacent to new greenways, and b) construction jobs associated with Legacy Landscape projects.

Economic Development Projects	Description
Shiloh Walk Redevelopment Project in Downtown Springdale	<i>“Shiloh Walk on the Razorback Greenway” is a proposed redevelopment and revitalization program for downtown Springdale, Arkansas. The redevelopment area extends from Park Street, south of the downtown to Shiloh Street, north of the downtown. The goal of the project involves removing (or uncapping) the existing concrete culvert along a majority the creek through the downtown, restoring the stream, and constructing both a streamside walkway and new buildings that would front the creek.</i>
Razorback Bridge	<i>An opportunity exists to build a “signature” bridge as an element of the Razorback Greenway, north of Pinnacle Hills Promenade and Mercy Hospital, adjacent to Interstate 540, in Rogers. The new bridge would provide safe and functional access to trail users, between the existing Olive Garden and the Crosses Church. Due to its visibility from I-540, the bridge should be an attraction through unique design and nighttime lighting.</i>
Mercy Medical Mile Park	<i>A “medical mile” loop trail should be constructed to link with the existing segments of the Razorback Greenway, the proposed Mercy Hospital Trailhead and the proposed signature Razorback Bridge. The medical mile trail could be programmed with health and wellness offerings at the hospital, and therefore be used by a wide variety of patients and area residents.</i>
Bella Vista & Puppy Creek Mountain Bike Trail Parks	<i>Opportunities abound in Bella Vista and Lowell to build world-class mountain bike parks that will raise the stature of Northwest Arkansas as one of the most desirable destinations for mountain bike activity. To accomplish this, new mountain bike parks would be built at select destinations, complete with ample parking, rest rooms, and other amenities that serve to welcome a diverse mountain bike population. A third MTB park could also be considered in Fayetteville, creating MTB destinations at the top, middle, and bottom of the Razorback spine.</i>

BICYCLING AND WALKING IN THE UNITED STATES

“Bicycling and walking projects create 11-14 jobs per \$1 million spent, compared to just seven jobs created per \$1 million spent on highway projects. Cost benefit analysis show that up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking.”

Source: *Bicycling and Walking in the United States: 2012 Benchmarking Report*
www.PeoplePoweredMovement.org/benchmarking

ECONOMIC DEVELOPMENT BUDGET ESTIMATES

Economic Development Projects	Budget Estimates	Budget Assumptions
Shiloh Walk Redevelopment Project	\$45,000,000	Downtown Redevelopment
Razorback Bridge	\$10,000,000	Signature Bridge
Mercy Medical Mile Park	\$2,000,000	Health Walk
Bella Vista Mountain Bike Trail Park	\$750,000	World-Class Mountain Bike Park
Puppy Creek Mountain Bike Trail Park	\$750,000	World-Class Mountain Bike Park

ECONOMIC DEVELOPMENT SCHEDULE OF ACTIVITIES

Economic Development Projects	Short-Term 1-3 Years	Mid-Term 4-6 Years	Long-Term 7+ Years
Shiloh Walk Redevelopment Project	Design	Acquisition/Construction	Marketing/Promotion
Razorback Bridge	Design	Construction/Installation	-
Mercy Medical Mile Park	Design	Construction	Marketing/Promotion
Bella Vista Mountain Bike Trail Park	Site Selection/Design	Acquisition/Construction	Marketing/Promotion
Puppy Creek Mountain Bike Trail Park	Site Selection/Design	Acquisition/Construction	Marketing/Promotion

ECONOMIC DEVELOPMENT CASE STUDY

GREENVILLE, SC

The City of Greenville, South Carolina has undergone an important economic transformation that began with the construction of a downtown park along Liberty Falls and Reedy Creek. With an investment of approximately \$13 million, the City transformed a neglected landscape into the centerpiece of an economic development program that to date has generated more than \$100 million of downtown reinvestment. This urban revitalization has occurred during one of the most challenging economic periods in American history, providing testament to the vitality of urban parks and greenways. Similar results are possible in Northwest Arkansas, especially in downtown Springdale along Spring Creek. A regional network of greenways should be viewed as an essential element of future economic growth and development.



A \$13M investment in Greenville, SC has generated more than \$100M of downtown reinvestment.

Legacy Element 5:

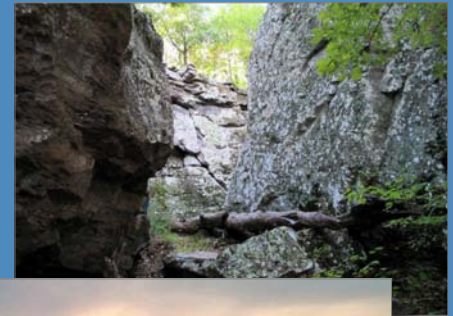
Stewardship of Natural and Cultural Amenities

CULTURAL AND NATURAL AMENITIES

There are potentially hundreds of natural amenities throughout the region that could be considered as culturally or ecologically significant and worthy of stewardship. The following key steps and potential projects (including the ‘Vias Verdes’ concept on page 25) were identified based on a combination of current local and regional studies, and on input from the Green Team Workshop. This work program contains details for how best to connect, protect and expand upon the resources within the region, including an associated budget and timeline on page 24.

KEY STEPS FOR STEWARDSHIP OF CULTURAL AND NATURAL LANDS AND WATERS

Stewardship Category	Key Steps/Potential Projects	Potential Coordinating Groups
Stewardship of Land Resources	<ul style="list-style-type: none"> • Work with Northwest Arkansas Land Trust to identify resources that are under imminent threat and in need of immediate action. • Complete a region-wide study that expands upon and is similar to the Fayetteville Natural Heritage Association’s 2009 study, “Green Infrastructure Planning: Linking Arkansas Communities” and their 2006 study “Urban Forest Conservation Assessment for Fayetteville, Arkansas.” • Partner with local governments and non-profits to acquire land in support of the Vias Verdes (NW Arkansas loop greenway system). • Work with State of Arkansas to identify land holdings adjacent to existing state parks in NW Arkansas that should be acquired and conserved. 	<ul style="list-style-type: none"> • Local governments • Local non-profits, such as the Northwest Arkansas Land Trust & the Fayetteville Natural Heritage Association • State of Arkansas
Stewardship of Water Resources	<ul style="list-style-type: none"> • Work with Beaver Water District to implement programs and activities that promote water conservation. • Implement top priority actions from the various existing watershed plans and agencies (see example organizations at right). • Identify, protect and celebrate natural spring sites throughout the region, incorporating an eco-tourism model. • Create two new wetland parks for the region, including “Confluence Wetlands Park” in Johnson, and “Regional Wetlands Park” near Mercy Hospital. 	<ul style="list-style-type: none"> • Beaver Water District • Beaver Lake Watershed Strategy • Illinois River Watershed Partnership • Upper White River Basin Foundation
Stewardship of Cultural/ Historic Amenities	<ul style="list-style-type: none"> • Identify, protect and celebrate heritage farm sites throughout the region, incorporating an eco-tourism model. • Work with local and statewide preservation groups to identify historic and cultural landscapes that are under imminent threat and in need of immediate action. • Work with local, regional and state organizations and agencies to implement Historic Arkansas Trails initiative through signage, interpretive programs and marketing of information. 	<ul style="list-style-type: none"> • Local and statewide preservation groups • Arkansas Historic Preservation Program • Historic Preservation Alliance of Arkansas • Historic Arkansas Trails



Examples of cultural and natural amenities, clockwise from top left: Tanyard Creek Falls in Bella Vista, Pea Ridge National Battlefield, Weddington Recreation Area (in Ozark National Forest), heritage farm example, and Beaver Lake.

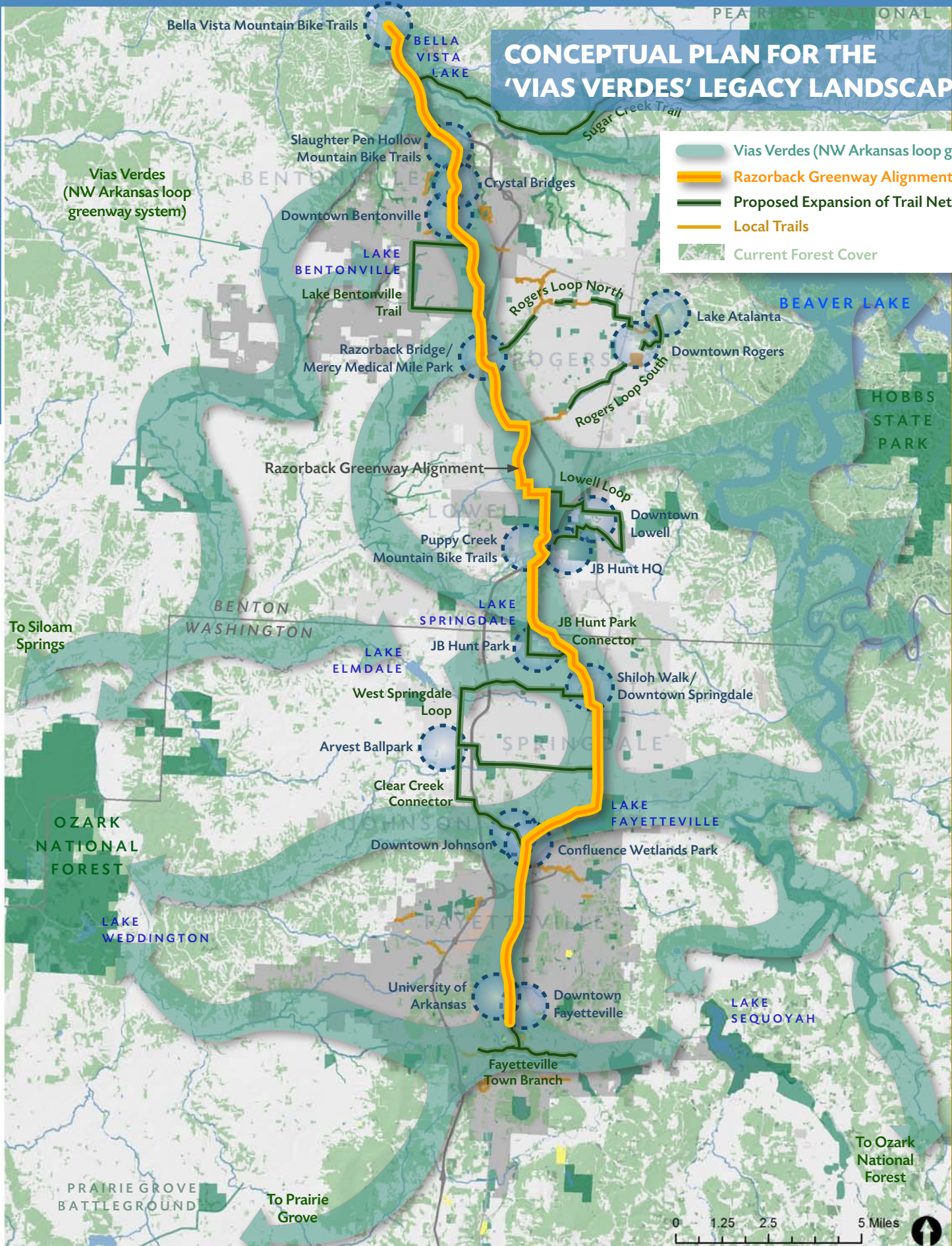
STEWARDSHIP PRIORITIES, PHASING AND BUDGET ESTIMATES

Conservation Projects	Short-Term 1-3 years	Mid-Term 4-6 years	Long-Term 7+ years	Budget Estimates
Complete region-wide Green Infrastructure Plan	<i>Plan Development</i>	<i>Plan Adoption</i>	<i>Plan Implementation</i>	\$250,000
Create two wetland parks	<i>Site Selection/Design</i>	<i>Site improvements</i>	<i>Grand Opening</i>	\$2,000,000
Protect natural resource lands under imminent threat	-	<i>Land acquisition/stewardship</i>	<i>(ongoing)</i>	\$10,000,000
Acquire and protect Vias Verdes lands	-	<i>Confirm specific corridors and begin landowner agreements</i>	<i>Land acquisition/land stewardship</i>	\$20,000,000
Supplement land holdings of State Parks	-	<i>Land acquisition/stewardship</i>	<i>(ongoing)</i>	\$5,000,000
Acquire watershed properties under imminent threat	-	<i>Land acquisition/stewardship</i>	<i>(ongoing)</i>	\$7,000,000
Protect historic and cultural properties under imminent threat	-	<i>Site acquisition, rehabilitation, and interpretation</i>	<i>(ongoing)</i>	\$10,000,000
Implement water conservation programs and activities	-	<i>Identify partner organizations and program strategy</i>	<i>Program implementation</i>	\$20,000 (annually)
Implement Historic Arkansas Trails initiative	-	<i>Planning/Design</i>	<i>Construction</i>	\$1,000,000
Protect heritage farms and promote them with tourism	-	<i>Identify partner farms and develop tourism plan</i>	<i>Site improvements/begin tourism</i>	\$1,000,000



CONCEPTUAL PLAN FOR THE 'VIAS VERDES' LEGACY LANDSCAPE

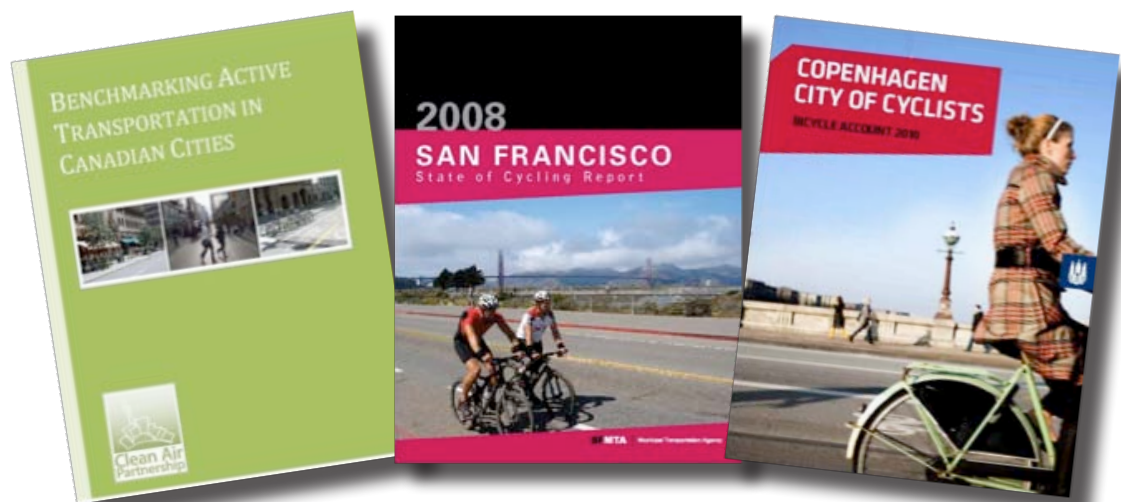
- Vias Verdes (NW Arkansas loop greenway system)
- Razorback Greenway Alignment
- Proposed Expansion of Trail Network
- Local Trails
- Current Forest Cover



Benchmarking and Evaluation

MEASURING PROGRESS TOWARDS A LEGACY LANDSCAPE

The increased walking and bicycling opportunities provided by the Razorback Greenway, combined with potential increases from projects proposed in this report, will result in quantifiable benefits. As more people walk and bike more often, individuals and communities in the region will enjoy new economic, health and environmental benefits. Such benefits have been carefully projected and measured over many years in cities and regions that are known for their high quality of life. Northwest Arkansas is making progress towards this end, with this report serving as a starting point for benchmarking and tracking future progress.



Example Bicycling and Walking Annual Benchmarking Reports

ECONOMIC BENEFITS OF BICYCLING AND WALKING

The following benefit analysis uses the methodology pioneered in the 2010 Razorback Greenway TIGER II grant application. Monetizing the benefits of the Legacy Landscape project demonstrates the actual return on the original investment, and will be an important part of attracting ongoing economic development in Northwest Arkansas, ultimately helping the region compete successfully for state and federal funding dollars.

Calculating these benefits requires several different sources. Data from the US Census Bureau captures work commute trips made by foot or by bicycle. Safe Routes to School data are used to estimate daily walking and bicycling trips to school or college, and the number of shopping and other utilitarian trips made by the area's residents. This creates an annual estimate of trip types, which, when combined with an average length per trip type, provides an estimate of the total number of miles walked or biked. A variety of benefits can then be calculated based on the estimated number of reduced vehicle miles traveled (VMT). The flowchart on in the appendix provides a visual demonstration of this process.

BASELINE (CURRENT) BENEFITS

Current levels of walking and bicycling in Northwest Arkansas are estimated to create \$24 million in annual benefits to the region.

Benefit Factor (in emissions)	Annual Benefits		
	Bicycling	Walking	Combined
Annual Vehicle Miles Traveled (VMT) Reduced	2,528,129	14,309,178	16,837,307
Reduced Hydrocarbons (pounds/year)	7,580	42,903	50,483
Reduced Particulate Matter (pounds/year)	56	319	375
Reduced Nitrous Oxides (pounds/year)	5,295	29,969	35,264
Reduced Carbon Monoxide (pounds/year)	69,112	391,175	460,287
Reduced Carbon Dioxide (pounds/year)	2,056,647	11,640,599	13,697,246

Benefit Factor (in dollars)	Annual Benefits		
	Bicycling	Walking	Combined
Reduced Vehicle Emissions	\$50,580	\$286,283	\$336,863
Reduced Traffic Congestion	\$103,642	\$586,613	\$690,256
Reduced Vehicle Crashes	\$1,415,752	\$8,013,140	\$9,428,892
Roadway Maintenance Costs	\$353,938	\$2,003,285	\$2,357,223
Household Transportation Savings	\$1,289,346	\$7,297,681	\$8,587,027
Reduced Health Care Costs	\$214,802	\$2,453,065	\$2,667,867
Total Annual Benefits	\$3,428,060	\$20,640,067	\$24,068,127

POTENTIAL FUTURE BENEFITS/COMMUNITY COMPARISON

By creating new opportunities for the region’s residents to walk and bike, the Legacy Landscape projects will increase these economic benefits associated with bicycling and walking. Over time, regional investments in greenways and other facilities can grow walking and bicycling rates in Northwest Arkansas to levels similar to comparison metro areas referenced throughout this report.

Bicycling and Walking Rates in Northwest Arkansas and Comparison Metro Areas			
Metro Area	Bike Mode Share	Walk Mode Share	Combined Bike/Walk Mode Share
Little Rock, AR	0.10%	1.55%	1.65%
Chattanooga, TN	0.21%	2.04%	2.25%
Austin, TX	0.66%	1.64%	2.30%
Northwest Arkansas	0.30%	2.32%	2.62%
Dayton, OH	0.27%	2.54%	2.81%
Columbia, MO	1.00%	4.66%	5.66%
Portland, OR	2.10%	3.61%	5.71%
Boulder, CO	3.96%	4.42%	8.38%

Source: 2005-2009 American Community Survey 5-Year Estimates

POTENTIAL BICYCLING AND WALKING RATES IN NW ARKANSAS

The table below features a range of low, medium, and high scenarios for potential future walking and bicycling rates in Northwest Arkansas. Annual benefits to the region will be significant if the vision of the Legacy Landscape project is achieved.

Scenario	Commute Mode Share		K-12 Mode Share		College Mode Share	
	Bike	Walk	Bike	Walk	Bike	Walk
Current*	0.30%	2.32%	0.67%	10.57%	0.77%	11.26%
Low	1.00%	3.00%	2.00%	12.00%	2.00%	12.00%
Medium	3.00%	4.00%	4.00%	15.00%	4.00%	13.00%
High	5.00%	5.00%	8.00%	18.00%	8.00%	14.00%

*Sources: 2005-2009 American Community Survey 5-Year Estimates; National Safe Routes to School Data; 2004 University of Arkansas Travel Survey

POTENTIAL ANNUAL BICYCLING AND WALKING BENEFITS IN NW ARKANSAS

Benefit Factor	Annual Walking and Bicycling Benefits			
	Baseline	Low Scenario	Medium Scenario	High Scenario
Annual VMT Reduced	16,837,307	25,440,738	44,389,289	64,897,061
Reduced Hydrocarbons (pounds/year)	50,483	76,279	133,092	194,580
Reduced Particulate Matter (pounds/year)	375	566	988	1,445
Reduced Nitrous Oxides (pounds/year)	35,264	53,283	92,969	135,920
Reduced Carbon Monoxide (pounds/year)	460,287	695,482	1,213,484	1,774,112
Reduced Carbon Dioxide (pounds/year)	13,697,246	20,696,187	36,110,942	52,794,132

Benefit Factor	Annual Walking and Bicycling Benefits			
	Baseline	Low Scenario	Medium Scenario	High Scenario
Reduced Vehicle Emissions	\$336,863	\$508,992	\$888,095	\$1,298,393
Reduced Traffic Congestion	\$690,256	\$1,042,959	\$1,819,766	\$2,660,494
Reduced Vehicle Crashes	\$9,428,892	\$14,246,813	\$24,858,002	\$36,342,354
Roadway Maintenance Costs	\$2,357,223	\$3,561,703	\$6,214,501	\$9,085,589
Household Transportation Savings	\$8,587,027	\$12,974,776	\$22,638,538	\$33,097,501
Reduced Health Care Costs	\$2,667,867	\$3,565,650	\$5,309,543	\$7,351,844
Total Annual Benefits	\$24,068,127	\$35,900,893	\$61,728,444	\$89,836,175

RECOMMENDED BENCHMARKING AND EVALUATION STRATEGIES

Continued efforts to track increases in walking and bicycling, and quantify the resulting benefits, will be an invaluable tool to demonstrate the value of the Razorback Greenway and the Legacy Landscape initiative. A comprehensive benchmarking program will use the data in the tables above and track future progress towards the goal of creating a more livable, vibrant quality of life in Northwest Arkansas. Doing so will provide quantitative information about the individual and societal benefits realized. An annual report card could highlight the successes of Legacy Landscape projects while identifying opportunities. Please refer to Appendix A for more information on benchmarking and evaluation strategies.

Institutional Framework and Summary Work Program

When trail systems extend beyond municipal boundaries, a more formal institutional structure is needed to maximize its impact. The make-up of this structure varies among regions throughout the U.S., and includes inter-governmental agreements, regional or state governmental authorities, and increasingly, nonprofit organizations.

Although the Northwest Arkansas Regional Planning Commission works across municipal boundaries, it's primarily a planning organization, not a project management entity. Because no regional governance authority exists, vesting the oversight of the Razorback Greenway with a multi-jurisdictional entity is not an option. And while the six principal municipalities have all worked well together in the development of the Razorback Greenway, they are at very different stages in greenways development, so developing an inter-governmental agreement would be difficult. Hence, there are three options:

OPTIONS FOR AN INSTITUTIONAL STRUCTURE FOR THE RAZORBACK GREENWAY AND LEGACY LANDSCAPE PROJECTS

Options	Pros	Cons
<p>1. Bring in an outside management team. (Immediate recommendation, in combination with Option 2)</p>	<p><i>This is essentially the way the project has functioned thus far; and for the purposes for which it is structured, is functioning quite well. An outside management group has served as the project manager for the various projects, and to some degree has served as the advocate for greenways development in the region.</i></p>	<p><i>The current management group is not located in Northwest Arkansas, and thus is not fully integrated into the community. A variation on this idea may be appropriate in the immediate future; but it is recommended that the Razorback "presence" be assumed locally.</i></p>
<p>2. Integrate the oversight of the Razorback Greenway into an existing enterprise. (Short-term recommendation, in combination with Option 1 in the immediate future)</p>	<p><i>The best possibility for integration is the Northwest Arkansas Council. The Council is comprised of community leaders from throughout the region. Projects identified by the Northwest Arkansas Council are considered of the highest priority for the region's quality of life. The Council has already embraced the Razorback Greenway as part of two of its highest priorities, Infrastructure and Community Vitality.</i></p>	<p><i>Beyond the Northwest Arkansas Council, the choices are limited. For biking groups, Bicycle Coalition of the Ozarks is a possibility; but the organization is very modest in size, and has as its focus biking, which does not include walking or other appropriate uses of the Razorback Greenway. Based on a brief analysis of information, it's unlikely that the organization has the capacity. Another option may be the Northwest Arkansas Land Trust, an organization established to protect fragile natural lands throughout the region. But its focus is on the land, and not on the engagement of the community in the public use of the land. Greenways are too far afield for this organization, which is also very modest in size and operation.</i></p>
<p>3. Create a new nonprofit. (Long-term recommendation)</p>	<p><i>This is a popular option, and is commonly discussed when talking about the future of the Razorback Greenway. This is recommend for the long-term oversight of the Razorback Greenway and the expanded trail network.</i></p>	<p><i>It takes time to build a nonprofit, and the needs are immediate: leadership needs to be engaged, funding identified, and the scope of responsibilities needs to be determined. This is an appropriate direction to take once the Razorback is "up and running".</i></p>

If the Northwest Arkansas Council (or any other existing enterprise) were to integrate the oversight of Legacy Landscape projects, they would need to engage additional staff to effectively manage the associated workload. The current structure of the Northwest Arkansas Council, however, does not lend itself easily to the types of project management and advocacy work that are needed immediately (such as fulfilling the role of a bicycle, pedestrian, and trail coordinator). A near-term solution (next 1-3 years) would be to provide contract services to oversee implementation, with the contractor answering to the Council's Quality of Life work group. The Council would thereby elevate the profile of the Razorback Greenway in the local communities and ensure development oversight of an expanded trail network.

As mentioned in the table on the preceding page, the long term strategy would be to create a non-profit entity that would champion these projects and programs. To position such a nonprofit to effectively begin operation, the near-term contract management staff should, in addition to the project management and advocacy responsibilities, explore the key issues related to non-profit development: governance structure, scope of responsibilities, property ownership or control, and long-term funding viability. The expectation is that an organization will have been designed and ready to assume responsibilities within two years of the staff contract arrangement with the Northwest Arkansas Council.

SUMMARY OF INSTITUTIONAL FRAMEWORK RECOMMENDATIONS

- For the future, prepare for the design, planning and establishment of a nonprofit organization that embraces some or all of the component responsibilities outlined above.
- For the immediate future, provide contract staff for a three-year period; said staff's responsibilities are to include project management and public advocacy of an expanded regional greenway network.
- That contract is to be held by the Northwest Arkansas Council, overseen by its Quality of Life work group, with direct reporting responsibility to that work group's chair and to the executive director of the Council.
- In addition to the project development and advocacy responsibilities assumed by the contract employee, s/he will also develop a plan for the implementation of the proposed nonprofit, including governance, funding, responsibilities and timeline.

SUMMARY OF PROJECTS AND PROJECT BUDGETS (ELEMENT 1)

Projects <i>Element 1: Expanding the Regional Network of Greenway Trails</i>	Short Term 1-3 Years	Mid-Term 4-6 Years	Long-Term 7+ Years*	Total Budget Estimates*
Sugar Creek Trail	\$0	\$1,780,437	\$10,089,146	\$11,869,583
Lake Bentonville Trail	\$953,806	\$5,404,899	\$0	\$6,358,705
Rogers Trail Loop North	\$635,871	\$3,603,266	\$0	\$4,239,137
Rogers Trail Loop South	\$667,664	\$3,783,430	\$0	\$4,451,094
Lowell Loop	\$0	\$890,219	\$5,044,573	\$5,934,792
JB Hunt Park Connector	\$0	\$317,935	\$1,801,633	\$2,119,568
West Springdale Loop	\$1,621,470	\$9,188,329	\$0	\$10,809,799
Clear Creek Connector	\$699,458	\$3,963,593	\$0	\$4,663,051
Fayetteville Town Branch	\$0	\$476,903	\$2,702,450	\$3,179,353
Subtotals	\$4,578,268	\$29,409,013	\$19,637,802	\$53,625,082

SUMMARY OF PROJECTS AND PROJECT BUDGETS (ELEMENTS 2-5)

Projects	Short Term 1-3 Years	Mid-Term 4-6 Years	Long-Term 7+ Years*	Total Budget Estimates*
Element 2: Community Outreach and Education				
Regional Bicycle/Pedestrian/Trail Coordinator (\$70K/year)*	\$210,000	\$210,000	\$210,000	\$630,000
Branding/Messaging/Media/Communications (\$40K/year)*	\$120,000	\$120,000	\$120,000	\$360,000
Regional Trail Wayfinding System (virtual and physical)	\$3,000,000	\$0	\$0	\$3,000,000
Safe Routes to School Programs (\$20K/year)*	\$60,000	\$60,000	\$60,000	\$180,000
Events Promoting Physical Activity, Safety and Stewardship (\$36K/year)*	\$108,000	\$108,000	\$108,000	\$324,000
Trail Stewardship Program (\$30K/year)*	\$0	\$90,000	\$90,000	\$180,000
10,000 Trees Initiative	\$0	\$1,500,000	\$0	\$1,500,000
Art on the Trails	\$0	\$6,000,000	\$0	\$6,000,000
Every Home's a Trailhead (and Every Store) (\$8K/year)*	\$0	\$0	\$24,000	\$24,000
Train the Trainers (League Certified Instructors) (\$5K/year)*	\$0	\$0	\$15,000	\$15,000
U of A Planning + Design Studio (\$40K/year)*	\$0	\$0	\$120,000	\$120,000
Sustainability Seminar Series for Regional Stakeholders (\$50K/year)*	\$0	\$0	\$150,000	\$150,000
Subtotals	\$3,498,000	\$8,088,000	\$897,000	\$12,483,000
Element 3: Bicycle and Pedestrian Friendly Communities				
NW Arkansas Regional Bicycle & Pedestrian Plan (includes plan update)	\$250,000	\$0	\$75,000	\$325,000
Downtown Streetscape Connectivity Projects	\$95,040	\$285,120	\$253,440	\$633,600
Bike Share System	\$250,000	\$1,750,000	\$0	\$2,000,000
Safe Routes to School Infrastructure	\$450,000	\$1,350,000	\$1,200,000	\$3,000,000
Evaluation Program (\$25K/year)*	\$75,000	\$75,000	\$75,000	\$225,000
Subtotals	\$1,120,040	\$3,460,120	\$1,603,440	\$6,183,600
Element 4: Economic Development				
Shiloh Walk Redevelopment Project	\$5,000,000	\$10,000,000	\$30,000,000	\$45,000,000
Razorback Bridge	\$1,000,000	\$9,000,000	\$0	\$10,000,000
Mercy Medical Mile Park	\$1,000,000	\$1,000,000	\$0	\$2,000,000
Bella Vista and Puppy Creek Mountain Bike Trail Parks	\$225,000	\$1,275,000	\$0	\$1,500,000
Subtotals	\$7,225,000	\$21,275,000	\$30,000,000	\$58,500,000
Element 5: Stewardship of Natural and Cultural Amenities				
Complete region-wide Green Infrastructure Plan	\$250,000	\$0	\$0	\$250,000
Create two wetland parks	\$400,000	\$1,600,000	\$0	\$2,000,000
Conserve natural resource lands under imminent threat	\$0	\$5,000,000	\$5,000,000	\$10,000,000
Acquire and protect Vias Verdes lands	\$0	\$2,000,000	\$18,000,000	\$20,000,000
Supplement land holdings of State Parks	\$0	\$2,500,000	\$2,500,000	\$5,000,000
Acquire watershed properties under imminent threat	\$0	\$3,500,000	\$3,500,000	\$7,000,000
Conserve historic and cultural properties under imminent threat	\$0	\$5,000,000	\$5,000,000	\$10,000,000
Implement water conservation programs and activities	\$0	\$100,000	\$100,000	\$200,000
Implement Historic Arkansas Trails initiative	\$0	\$200,000	\$800,000	\$1,000,000
Protect heritage farms and promote them with tourism	\$0	\$200,000	\$800,000	\$1,000,000
Subtotals	\$650,000	\$20,100,000	\$35,700,000	\$56,450,000
Totals	\$17,071,308	\$82,332,133	\$87,838,242	\$187,241,682

*Annual project/program budgets are accounted for through year nine (9).



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