

**Agency: Commerce, Community and Economic Development****Grants to Municipalities (AS 37.05.315)****Grant Recipient: Palmer****Federal Tax ID: 92-6000194****Project Title:****Project Type: Planning and Research**

# Palmer - Palmer-Wasilla Highway Corridor Plan U.S. DOT TIGER Grant Matching Funds

**State Funding Requested: \$5,000****House District: Mat-Su Areawide (7-11)**

One-Time Need

**Brief Project Description:**

The City of Palmer is partnering with the City of Wasilla, the Mat-Su Borough, and Alaska Department of Transportation & Public Facilities to apply for a U.S DOT TIGER Planning Grant to fund a Corridor Plan for the Palmer-Wasilla Highway.

**Funding Plan:**

Total Project Cost:	\$600,000
Funding Already Secured:	(\$135,000)
FY2015 State Funding Request:	(\$5,000)
Project Deficit:	\$460,000

*Funding Details:*

*FY14 Alaska DOT&PF dedicated \$40,000, Mat-Su Borough dedicated \$90,000, City of Wasilla dedicated \$5,000*

**Detailed Project Description and Justification:**

The Matanuska-Susitna Borough Assembly adopted a resolution supporting the project. The Wasilla City Council adopted a resolution supporting the project. The ADOT&PF Central Region Planning Chief wrote a letter supporting the project. The Palmer City Council adopted a resolution supporting the Project. A Memorandum of Understanding has been signed by the project partners stating their willingness to work together towards successfully completing a Corridor Plan for the Palmer Wasilla Highway. The project is proposed to be 30% locally funded and 70% federally funded through the TIGER grant program. The greater the local match the better the chance the project will receive federal funding.

A detailed project description is attached

**Project Timeline:**

Federal funding is anticipated to be received by Fall 2014.

The project is anticipated to be contracted in January 2015.

The project is projected to require 20 months to complete and is anticipated to be finished and adopted by the cities, borough, and state by September 2016.

**Entity Responsible for the Ongoing Operation and Maintenance of this Project:**

The Mat-Su Borough is the project lead.

**Grant Recipient Contact Information:**

Name:	Sandra Garley
Title:	Community Development Director
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Has this project been through a public review process at the local level and is it a community priority?  Yes  No

# Statement of Services

## *Palmer-Wasilla Highway Corridor Plan*

### SUMMARY

It is anticipated the Palmer-Wasilla Highway Corridor Plan project will be a multi-phased effort. Phase I will include a review by the Contractor of national corridor planning literature and accepted corridor management practices. The Contractor will prepare an assessment based on this review and present appropriate best practices to guide development of the Palmer-Wasilla Highway Corridor Plan. Phase II will compile all relevant information for both the main roadway facility, adjacent secondary roadways within about one mile of centerline, land use patterns including type and intensity, multi-modal transportation, storm water management, access points, utilities including water and sewer facilities and other important data necessary to support development of a robust and comprehensive corridor planning effort. Phase II will also develop land use and traffic forecasts for the year 2035 using the Matanuska-Susitna Borough's TransCad traffic forecasting model and for the year 2060 using the latest information developed for the Borough's Build-Out Analysis.

Phase II will also include development of a Public Involvement Plan of sufficient breadth to engage all stakeholder interests in creation of a unified and integrated land use-transportation vision for the highway corridor.

Phase III develops alternative corridor scenarios and evaluates their effectiveness from an operational perspective as well as well economic utility. This phase will result in a set of conceptual approaches to corridor development at both a general policy level and at a more detailed operational level for the Contracting Agency. This phase of work will involve a significant public engagement process providing the public with on-going opportunities to participate in shaping a common vision and several discrete points where stakeholder interests work together in identifying issues, problems and solutions.

Phase IV will produce a Final Corridor Plan. It will also review existing governing policies, regulations, plans and programming documents, assess their ability to advance incorporation of the common vision for the corridor. This phase will include corridor specific recommendations for code changes and/or governing plan amendments, Memorandum of Agreements and other management techniques in order to ensure all identified actionable items are completed and successfully implemented.

The Contractor shall conduct an assessment of the proposed Statement of Services and suggest changes, if appropriate, prior to development of the initial cost proposal.

## I. BACKGROUND

**Mat-Su Borough Long Range Transportation Plan (LRTP)** - The Matanuska-Susitna Borough (MSB) Assembly formally adopted (June 2007) the latest version. A long-range transportation plan (LRTP) is typically a visionary and/or policy document for an entire region looking at the transportation system as a whole. Preliminary traffic forecasting done in advance of the upcoming 2014 update of the LRTP indicates that certain key arterial roads including the Palmer-Wasilla Highway will operate at Level-of-Service F by the year 2035.

Corridor plans are an implementation tool for LRTP's and focus on short, medium and long term improvements in specific corridors. A corridor plan can include recommendations down to the individual lot level of detail, addressing specific questions of road capacity and design, primary and secondary lot access, along with identifying appropriate linkages to pedestrian, bicycling infrastructure and transit stops. The process looks at the existing transportation system, land use development patterns within the corridor and examines how land use-transportation connections could be improved to meet long-term needs. The process includes a robust public discussion of existing and projected travel patterns and social, environmental, and economic issues within the corridor.

The Palmer-Wasilla Highway Corridor Plan effort will include a discussion of multi-modal infrastructure improvements and illustrate how they can be combined with wise land use and transportation system management actions. Maintaining the economic vitality of the MSB Core Area requires solutions to increasing congestion and declining levels-of-service on the Palmer-Wasilla Highway. Due to past decisions on land use development, simple widening of the existing road to four lanes while implementing access control features, is extremely problematic, both from a budgetary perspective but also recognizing political realities. Thus a new outside-the-box approach is needed that integrates land use development, economic growth, freight movement to and from businesses, stormwater management, affordable housing for low to moderate income households while protecting neighborhood quality-of-life, improving safety for all users and enhancing corridor livability.

**Statewide Long-Range Transportation Policy Plan (SLRTPP)** – The SLRTPP was adopted in February 2008 and refreshed in December 2010. The plan is a statewide framework setting out priorities to guide the investment of scarce transportation resources. The following policies are relevant to this project.

Policy 5: Ensure the efficient management and operation of the transportation system.

- We will preserve transportation corridors and pursue corridor management.

Policy 7: Identify system development needs that address travel demand growth, economic development, and funding strategies through regional and metropolitan plans.

- We will identify, prioritize, and guide system development priorities to address economic development through regional plans, metropolitan plans, and modal system plans and specialty plans.
- We will identify strategic system development priorities that address economic development through the statewide plan, including improvements to support the Alaska Gasline Inducement Act.

Policy 9: Increase the safety of the transportation system for users of all modes.

- We will address the safety goals and implement the strategies established in the Alaska Strategic Highway Safety Plan and subordinate safety plans.

Policy 13: Develop transportation plans in close coordination with local communities to ensure transportation investment decisions reflect Alaskan's quality of life values.

- We will coordinate with and support local land use planning to ensure livable communities.
- We will encourage local jurisdictions to make land use decisions that protect the efficient functioning of the highway system.

**Alaska Strategic Highway Safety Plan (ASHSP)** – The ASHSP was adopted in 2007 and revised in 2012 with a goal of reducing fatalities and major injuries by one-third over the next 10 years. The ASHSP established three emphasis areas: 1) driver behavior, 2) special users of the transportation system and 3) roadways. The Roadways Emphasis Area focuses on tools and techniques regarding lane departure crashes, crashes at intersections, and crashes involving moose.

Strategies for each Emphasis Area were selected through research and evaluation and by reviewing the documented history of what has worked in Alaska. The Roadway Emphasis Area identified two strategies relating to access: Preserve Main Roads and Build Multilane/Divided Highways for Alaska's Future Economy and Implement Infrastructure Projects to Address Intersection Crashes.

Page 21 states that it is the Alaska Department of Transportation and Public Facilities (ADOT&PF) Initial Policy to: Develop access spacing guidelines; Limit access density to spacing guidelines; Inventory functional class and controlled access to date; Purchase controlled access for main road bypasses. The Plan also states that the DOT&PF should develop regional corridor management plans and alternative corridor plans.

The fastest growing part of the State is the MSB. Subdivision of land along the major arterial corridors is occurring piecemeal with subdivisions often separated by long distances of un-subdivided parcels. A more coordinated approach is needed as it relates to corridor planning. A disconnect between land use and transportation is significantly increasing the amount of local trips occurring on regional arterial roads. Furthermore, the abundant and unplanned access to arterial roads, especially along the Palmer-Wasilla Highway, combined with a lack of a secondary road network is resulting in unsafe congested traffic conditions.

## **II. PROJECT GOALS**

- I. Develop an inventory of existing conditions
- II. Conduct an assessment of current corridor planning practices and produce recommendations.
- III. Engage the general public and affected stakeholder interests in a public involvement process robust enough to achieve a common vision for the corridor.
- IV. Produce a concise and understandable document describing the vision for the corridor.
- V. Produce recommendations including action items for consideration and implementation.

**The Contracting Agency reserves the right to terminate contractual activities at the conclusion of any Phase and proceed using other techniques including the use of in-house resources.**

## Task 1: Project Management and Administration

The Contractor shall prepare a project schedule within 5 working days of receipt of the Notice to Proceed. The Contractor will be responsible for on-going management and administration of the work, including monitoring of progress as compared to the project schedule. The Contractor will develop and update the project schedule as necessary as well as on request of the Contracting Agency Project Manager. The Contractor will be responsible for day-to-day management of this project, coordination of work among sub-Contractors, and coordination with Contracting Agency staff. The Contractor will provide project updates to the Contracting Agency, by e-mail or telephone, on a bi-weekly basis, or more frequently if needed. Following each four-week period, the Contractor will provide a Project Billing Summary Report, together with an invoice, in a format approved by the Contracting Agency. The report will specifically describe the work and other items for which the billing is submitted, and will estimate the percent complete of each task. The report will also identify any problems or issues that need to be resolved.

### Task 1.1: Website

The Contractor shall develop, host, maintain and regularly update a project website throughout the length of the project. After completion of the project, the Contractor shall provide all electronic files to the Contracting Agency.

## Task 2: General Corridor Plan Requirements

### Task 2.1: Current Practices and Relevant Resources

The Contractor shall research corridor plan approaches and policies of other states that share similar characteristics with Alaska. It is anticipated these states will be primarily in the west. This research shall be summarized and compiled into a *Technical Memorandum*.

**Task 2.1.1: Technical Memo #1** - The Technical Memorandum shall evaluate the pros and cons of the approaches, identify any recurring components, highlight most effective policy and plan features and identify any Best Management Practices, if applicable. The Contractor shall prepare a draft for review by the Contracting Agency Project Manager. Upon satisfactory completion of any revisions, the Contractor shall prepare a final draft document for presentation to, and review by, the Project Steering Committee. The Contractor shall produce a final Technical Memorandum incorporating appropriate comments.

## Task 3 Existing Conditions

### Task 3.1: Preparation of Base Maps

The Contractor will prepare appropriate reproducible base maps for the project area. Scale of all mapping shall be determined after consultation with the Contracting Agency and area of coverage shall include all land within about two miles of the centerline of the Palmer-Wasilla Highway Corridor.

### **Task 3.2: Inventory of Existing Roadway and Land Use Characteristics**

The Contractor will provide both a written description and mapping materials for the major corridors and land use characteristics:

- **Existing Access Points**  
a review of permit records and field surveys to verify the accuracy of the access point data. Access points will be graphically mapped and organized in a spreadsheet or data base format.
- **Existing Corridor Characteristics**  
including number and width of through lanes and location and width of turn lanes on all arterial and collector roadways, location of pedestrian and bike facilities, school bus routes and stops, public transit routes and stops, public utilities including water and sewer lines, location and width or number of lanes for all cross streets and driveways, location of all traffic signals, available right of way, and current traffic volumes within the corridor.
- **Property Lines and Subdivision Names**  
for all parcels of record located entirely or in part within five hundred feet of the centerline of the corridor.
- **Existing Land Use**  
existing land use for all parcels within the corridor, including a general measure of the size or intensity of the development (number of residential units, square footage of commercial developments, etc.), and specifically including all parking lots and access thereto (except that for single-family and two-family residential uses, location of the driveway access to the highway will be sufficient)
- **Zoning**  
existing zoning for all parcels within the corridor.

**Task 3.2.1 Technical Memorandum #2** - This Technical Memorandum shall document the status of current conditions within the corridor. The Contractor shall prepare a draft for review by the Contracting Agency Project Manager. Upon satisfactory completion of any revisions, the Contractor shall prepare a final draft document for presentation to, and review by, the Contracting Agency Project Manager. The Contractor shall produce a final Technical Memo incorporating comments.

### **Task 3.3: Identification of Future Conditions**

The Contractor will identify future trends in land use and transportation within the corridor. The Contractor will produce a written description and mapping materials from an analysis of:

- **Community Development Plans**  
Area comprehensive plans, master plans, and thoroughfare plans.
- **Planned or Potential Development/Redevelopment Activity**  
Recently announced development or redevelopment plans within the corridor which are

being considered (either formally or informally) by the MSB Planning Commission, Wasilla Planning Commission, Palmer Planning Commission or Houston Planning Commission, or for which information is otherwise publicly available, and which have a reasonable likelihood of being implemented in the foreseeable future. Inventory will include (to the extent available) land use type, square footage, number of units, number of parking spaces, and public infrastructure improvements including sanitary sewers and water service.

- **Short Range Transportation Plans**
  - Statewide Transportation Improvement Program.
  - Local municipal or Borough government Capital Improvement Programs.
- **Public Infrastructure Improvements**
  - MSB, Wasilla and Palmer sewer and water service plans.
- **Future Vision for the Corridors**
  - The MSB, City of Wasilla, City of Palmer and the ADOT&PF future visions for the corridor.
- **Population Growth Projections**
  - Matanuska-Susitna and Anchorage area use the latest Demographic projections compiled by the Parks Highway Alternative Corridor project.
- **Traffic Growth Projections**
  - Matanuska-Susitna area data to be provided by the Contracting Agency
- **Public and Stakeholder Review**
  - Public and stakeholder review of and input on information gathered during this stage of the project.

**Task 3.3.1 Technical Memorandum #3** - This Technical Memo shall document the anticipated development patterns along the corridor. The Contractor shall prepare a draft for review by the Contracting Agency Project Manager. Upon satisfactory completion of any revisions, the Contractor shall prepare a final draft document for presentation to, and review by, the Contracting Agency Project Manager. The Contractor shall produce a final Technical Memo incorporating comments.

#### **Task 4: Stakeholder Involvement**

The Contractor will conduct appropriate public involvement to gather input at discrete times within the process of the study.

##### **Task 4.1: Develop Stakeholder Involvement Plan**

The Contractor will prepare a detailed Stakeholder Involvement Plan, which will include: (1) a description of the specific strategies to be used; (2) a detailed schedule linked to the overall project schedule; (3) identification of respective responsibilities of Contractor and Contracting Agency staff.

##### **Task 4.2: Implement Stakeholder Involvement Plan**

This subtask will provide implementation of the stakeholder involvement plan developed in Subtask 4.1. Several types of activities focused on different segments of the public will be considered within available budget, resource and schedule constraints. Activities will be defined to include public open houses, visioning workshops, internet town meetings, use of MindMixer or similar web-based civic engagement techniques, local elected officials, organized potentially affected interests, and the general public. Involvement processes with each of these groups may be conducted in parallel. The Contractor will be required to develop, maintain and regularly update a robust project website.

### **Task 4.3 Other Requirements and Meetings**

The Contractor may be responsible for presenting project recommendations to Contracting Agency management and/or Contracting Agency staff. This will include preparation of all presentation material, including exhibits, handouts, etc.

### **Task 4.4 Partnering Session (Workshop #1)**

The Contractor will hold a partnering session including relevant personnel of the Contracting Agency, key representatives of each of the participating governmental entities and representatives from important stakeholder groups. The purpose of the partnering session will be to identify areas with existing issues, identify future concerns based on planned development, and identify areas where an improved coordination process could be developed between the Contracting Agency and other governmental entities.

### **Task 4.5 Public Meeting(s)**

Public involvement and awareness are key components of the plan development process. The Contractor should plan for a minimum of two (2) public meetings including minutes and support materials such as maps and graphics. The meetings should include a formal presentation of the corridor planning process, and opportunity for interactive small group engagement, general public verbal comment, but also an informal time period where questions may be asked and written comments submitted. All public comments are to be recorded.

## **Task 5: Development of Corridor Scenarios**

The Contractor will use information prepared for the Technical Memorandums and baseline maps to assess inventory materials and produce both a written description and mapping materials for:

### **Task 5.1 Conceptual Policy and Corridor Scenarios**

Develop conceptual policy alternatives for establishing an integrated land use/transportation corridor. The proposed corridor network will address all necessary access between the public roadway and all parcels of record. The number and range of alternatives to be studied will be as agreed upon by the project sponsor and Contractor, either in advance or as the study progresses.

The approach toward corridor network identification will be based on geographical significance, transportation classification or function, thresholds of volume or throughput, and an analysis of key performance measures. Performance measures could be related to such things as safety, number of crashes or fatalities; travel delay or other measure of corridor performance (both today and in the future); physical condition; operations efficiency; multi-modal level-of-service, integration with housing and community development objectives, environmental sustainability, storm water management and traffic volumes or trips, such as average daily traffic, commodity flows or passenger volumes.

The Contractor shall evaluate and discuss potential policy criteria to be used for establishing an integrated land use/transportation corridor network. The criteria could relate to the accessibility to economic activities, freight flows, freight and passenger volumes, more affordable transportation options for low to moderate income households, safety, evacuation routes and national defense

purposes. It may be appropriate to establish a tiered system of action items. If so, the criteria for each tiered action item should be clearly delineated.

Based on the proposed criteria, the Contractor shall present a preliminary prioritization in order of greatest urgency of need for implementation of recommendations. The Contractor shall present a conceptual corridor study strategy and schedule to advance specific action items over a pre-determined cycle.

Considerations which may affect the number of alternatives to be developed and studied include, but are not limited to, the relative magnitude of developable, or potentially re-developable, land within the corridor, the number and location of existing and potential signal locations (which can drastically influence the efficiency of traffic flow through the corridor), the use of median barriers or other restrictions to reduce the frequency and distribution of left turns, development of a frontage or service road system, utilization of shared-use driveways or interconnection of adjacent parking lots, potential for consolidation of existing access points as redevelopment occurs over time, the degree to which housing plans, transit and rail plan, storm water management plans, utility plans already identify specific recommendations and potential for alternative development scenarios for major land parcels adjacent to the roadway.

## **Task 5.2 Impacts**

The Contractor shall describe potential impacts of policy alternatives on the future capacity, safety, multi-modal operational efficiency of the transportation system within the alternative land use/transportation scenario. This should include qualitative and, to the extent possible, quantitative assessments of changes in such measures as frequency and severity of accidents, reduction in arterial speeds per access point, improvements in pedestrian/bike access, increased accessibility for seniors and physically challenged residents, improved transit service, reductions in water pollution, preservation of wetlands, relative ability to achieve progressive flow through traffic signals in both directions at posted speeds and with reasonable signal cycle lengths, resulting vehicular travel time through the corridor, and ease of access to/impacts on adjacent properties affected by the proposed corridor plan. The Contractor may identify additional impact areas for consideration by the Project Manager.

**Task 5.2.1 Technical Memorandum #4** - This Technical Memorandum shall document the alternatives, impacts and include recommendations regarding corridor plan scenarios and the proposed integrated land use/transportation corridor system. The Contractor shall prepare a draft for review by the Contracting Agency Project Manager. Upon satisfactory completion of any revisions, the Contractor shall prepare a final draft document for presentation to, and review by, the Contracting Agency Project Manager. The Contractor shall produce a final Technical Memo incorporating comments.

## **Task 5.3: Cost Effectiveness Analysis**

The Contractor shall produce a preliminary cost effectiveness analysis documenting the purpose and need for a coordinated Corridor Plan Implementation Agenda in a qualitative and quantitative manner. This analysis will examine all relevant variables associated with integrated corridor planning, review the pros and cons, compare short-term versus long-term public interests and present a rigorous supporting rationale for the recommended policy and network alternative developed in Phase III. A draft cost-effectiveness analysis will be submitted to the Contracting Agency Project

Manager for review. After incorporating changes, the Contractor shall prepare a revised draft for review and comment by the Steering Committee.

**Task 5.3.1 Technical Memorandum #5** - This Technical Memorandum shall document the analysis including methodology and calculations. The Contractor shall prepare a draft for review by the Contracting Agency Project Manager. Upon satisfactory completion of any revisions, the Contractor shall prepare a final draft document for presentation to, and review by, the Contracting Agency Project Manager. The Contractor shall produce a final Technical Memo incorporating comments.

#### **Task 5.4 Partnering Workshop # 2**

A second workshop shall be conducted by the Contractor where Contracting Agency personnel and local agencies and important stakeholder groups are presented with comments from the public meeting. The Contractor shall provide the advantages and/or disadvantages of alternative integrated land use/transportation scenarios based on the public comments received. Consensus should be obtained regarding any adjustments or revisions.

### **Task 6 Assemble the Conceptual Corridor Plan**

#### **Task 6.1: Land Use Regulations**

Secure and assemble the zoning ordinance of each jurisdiction as it applies to the Palmer-Wasilla Highway Corridor. Determine compatibility with existing land use plans. Review critical elements that will impact successful land use/transportation integration; i.e., building, sign, and parking lot setback requirements, parking and sign regulations, any existing housing, transit, stormwater provisions, density and lot frontage requirements for commercial and industrial land uses. The consultant shall also determine the compatibility of zoning ordinances between each jurisdiction.

#### **Task 6.2: Coordinated Land Use Opportunities**

Assemble a composite of the MSB and City land use plans and zoning ordinances along the corridor. Note potential opportunity locations based on current plans and ordinances. Make a list of those locations and what transportation, design, utilities, housing and/or land use techniques should be considered to take advantage of those locations.

#### **Task 6.3 Inter-Connectivity**

Using copies of local tax maps, the Contractor shall create an overlay file that can be plotted on aerial photography of the parcels and right-of-way within the corridor. The Contractor shall define the lot width and lot depth of each parcel. Highlight those parcels that have a common owner or owners. Identify opportunities for strategic inter-connectivity between sub-divisions so as to create a viable secondary road network to the greatest degree possible.

#### **Task 6.4 Alternative Transportation Integration**

Produce a recommendation for managing forecasted traffic growth with the development of robust alternative transportation options. This shall include the possibility of designating the Palmer-Wasilla Highway as a Primary Transit Corridor with at least 30-minute headways, linkage to the proposed commuter rail station at the old Kenai Supply Building site, residential and mixed-use densities within a

quarter-mile of the mainline, necessary pedestrian and bicycle infrastructure along with a preliminary estimate of costs and benefits.

#### **Task 6.5 Working Draft**

Develop a conceptual corridor plan on aerial photography. Consider the use of frontage or back roads where that technique could provide alternative circulation, indicate where cross-access connections are logical, identify where shared driveways would be desirable, identify locations of potential higher residential or mixed-use density, Identify opportunities for efficient transit routes connecting major trip generations and providing access to important stakeholder groups and where new physical connections are necessary.

#### **Task 6.6 Conceptual Plan Partnering Workshop (Workshop # 3)**

The Contractor shall conduct a third workshop to review the composite land use plan, zoning ordinance language and conceptual corridor plan. The Contractor shall seek to resolve differences in the land use plans, zoning ordinances and seek to obtain consensus on the conceptual corridor plan.

### **Task 7 Draft Corridor Plan**

The Contractor shall produce a draft **Corridor Plan** that includes a compilation of conducted research, technical memorandums, maps, policy alternatives, results of public involvement, proposed corridor networks, and impacts for review by the Contracting Agency Project Manager. A revised draft shall be distributed to the Steering Committee for comments. The Contractor shall include in the report a recommended alternative as the best long term integrated land use/transportation policy and action item implementation for the Palmer-Wasilla Highway

#### **Task 7.1 Public Meeting #2**

The Contractor will present the draft corridor plan at a public open house. The purpose of this open house is to review the plan and recommendations with the general public

### **Task 8 Final Corridor Plan**

Based on comments from the Conceptual Plan Workshop, public Open House and Partnering Workshops the consultant shall refine the initial corridor concepts and develop a final integrated land use/transportation corridor plan for the Palmer-Wasilla Highway. The Contractor shall produce a final report incorporating changes recommended by the Steering Committee. The final Report shall be submitted in both a pdf and electronic format suitable for editing and three bound and one unbound copy suitable for reproduction to the Contracting Agency Project Manager.

#### **Task 8.1 Corridor Implementation Report**

The Contractor will provide the Contracting Agency with five copies of a draft **Implementation Report** and associated maps for review and comment. Following satisfactory resolution of any subsequent review comments, the Contractor will provide the Contracting Agency with fifteen copies of the revised final report and associated mapping (including one set of reproducible originals) documenting the results of the study effort.

## **Task 8.2 Memorandum(s) of Agreement**

The Contractor will assist the Contracting Agency with drafting an agreement between appropriate participating parties with responsibilities for review and approval of development in the project area. The Contractor will produce an initial draft after completion of the first Partnering Session. This draft will serve as a working document through the project and be refined as necessary.

## **Task 8.3 Conceptual Draft Ordinance Amendments**

The Contractor shall review the land use codes of the local participating parties and prepare conceptual draft amendments to the local codes. The conceptual amendments would be presented to the Contracting Agency for review and comment.

## **Task 9 Expected Outcome**

The expected outcome is a plan which, through its implementation, will preserve the functionality of this corridor, while maintaining the urban and rural settings where appropriate. This outcome can only be obtained by the cooperative efforts of all partnering entities. It is expected that varying levels of detail may be required for different segments of the corridor.

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