

# TECHNICAL PROPOSAL

## PROJECT UNDERSTANDING

Claymont is a growing working-class community. It has a unique neighborhood character, rich history, and demographic diversity to celebrate and serve. The Kittelson team deeply understands transportation and land use issues in Claymont. Collaborating with RHI and W-ZHA, Kittelson's proposed project manager, Jeff Riegner, led transportation tasks for the NCAMP and led the Governor Printz Boulevard Corridor Study for WILMAPCO. The Kittelson team couples this intimate knowledge of the study area with a cutting-edge approach to equitable and connected mobility. We know how to move the needle in small- and medium-sized communities to create active transportation options, connect people to where they need to go, and complement the transportation network with thoughtful urban design strategies. **As such, this team is well suited to consider how commercial and neighborhood nodes can be weaved together in Claymont, embracing its existing character while introducing a town center that people will gravitate to for future generations.**



Philadelphia Pike near the Claymont Town Center.

Philadelphia Pike serves as the spine of Claymont's transportation network. Residential streets form a compact grid around it, dotted with various postwar attached and detached houses. Philadelphia Pike has several multimodal elements, including bus service, bike lanes, and some on-street parking. It provides access to Wilmington and is a local hub within the Claymont community. We see Harvey Road, Commonwealth Avenue, and Darley Road as key local connections from Claymont's neighborhoods to the commercial core along Philadelphia Pike.

Claymont is connected to the region by Interstates I-95 and I-495. It is also a stop on SEPTA's Wilmington/Newark



Connectivity map from the North Claymont Area Master Plan, which Jeff, RHI, and W-ZHA worked on.

regional rail line. When Claymont station moves northeast from its current location, increased mobility options and safe connections will be needed between the future Claymont town center and the new train station. While there are existing pedestrian crossings over I-495 and a trail under development connecting the new and old station sites, more multimodal connectivity is needed between south and north Claymont. The East Coast Greenway is also planned along Governor Printz Boulevard and Philadelphia Pike, providing future regional active transportation access.

The land use along Philadelphia Pike is substantially commercial, including plazas set behind suburban-style parking lots, such as the Food Lion Plaza and Town and Country Shopping Center. These plazas could present opportunities for mixed-use, new urbanism-style development. There are fast food restaurants, gas stations, novelty stores, small businesses, and event venues. The Claymont Fire Station, Holy Rosary Roman Catholic Church, Grubb / Worth Mansion, Claymont Stone School, Darley House, and Archmere Academy also front Philadelphia Pike and are key parts of the land use story here. The Holy Rosary School presents another potential redevelopment opportunity. The recent development on either side of Manor Avenue is built up to the sidewalk, creating the seeds of a future, walkable town center that could build upon the higher density housing, pedestrian-oriented streetscape, and ground floor retail from the Darley Green development. RHI will lead the team's thinking about sustainable placemaking and land use development opportunities in Claymont to create vibrant spaces in this future town center zone.

## SOUTH CLAYMONT ISSUES AND OPPORTUNITIES



### POTENTIAL MULTIMODAL LINKS

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|--|--|
| <ul style="list-style-type: none"> <li>1 Existing Trail and Pedestrian Bridge Over I-495</li> <li>2 Potential Low-Stress Connection via Myrtle Ave</li> <li>3 Existing Pedestrian Bridge over I-495</li> <li>4 Neighborhood Connectivity via Commonwealth Ave</li> </ul> | <ul style="list-style-type: none"> <li>5 Neighborhood Connectivity via Harvey Rd</li> <li>6 Multimodal Enhancements to Philadelphia Pike</li> <li>7 Potential for Greenway Along the Stream</li> </ul> |
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### ISSUES

1. Lack of a lively, connected town center
2. Lack of consistent corridor streetscape
3. Narrow sidewalks and long, infrequent pedestrian crossings
4. Motor vehicles park and drive in the narrow bike lanes
5. Bike lanes disappear and contain non-bicycle-safe grates
6. Missing multimodal connections to neighborhoods
7. Train station will be farther away, reducing the walkshed
8. Frequent commercial driveways & poor access management
9. Suburban, car-oriented development patterns
10. High motor vehicle speeds
11. Missing bus shelters at several bus stops
12. Poor pavement maintenance, especially at inlets

### OPPORTUNITIES

1. Previous planning and visioning efforts
2. Rich history and diverse town character
3. Mixed density housing and unique neighborhoods
4. Established parks and small businesses
5. Ongoing job growth and land use development
6. New high-quality developments have created “critical mass”
7. Nodes along the corridor are poised for more development
8. Regional connectivity via the highways and Regional Rail
9. East Coast Greenway will provide multimodal connectivity
10. Existing bus service
11. Ample off-street parking and underused on-street parking
12. Cross section reallocation options
13. Intergovernmental partnership and support

This project aims to understand opportunities and find solutions for providing well-designed multimodal connectivity and a sense of place from a future town center to the surrounding neighborhoods, train station, parks, greenways, and other community resources in Claymont. We will celebrate and listen to the community to make strategic transportation and land use decisions. We will identify land use nodes and opportunities for redevelopment and weave them together with a consistent streetscape, wayfinding scheme, and well-connected multimodal network. This process will be bolstered by the organizational coordination already in place to implement forward-thinking solutions in Claymont.

We are eager to be a collaborative team member in carrying out this community's short- and long-term vision. The Kittelson team is realistic about identifying opportunities for funding and developing projects that can be swiftly implemented. We recognize that implementation planning and planting the roots for long-term partnerships must be an outcome of this effort.

Based on this project understanding, our approach will build upon previous planning efforts completed in Claymont.

### Our Approach is Founded on the Following Objectives

- Develop a vision for a walkable, memorable town center in Claymont
- Identify the appropriate future land use and zoning to encourage redevelopment at key nodes throughout the town center
- Weave together potential development nodes with consistent streetscape ideas and urban design practices
- Prioritize multimodal connections that expand transportation options locally and regionally
- Capitalize on existing and potential partnerships to celebrate the past while moving Claymont forward

## TASK 0: PROJECT MANAGEMENT

The Kittelson team will be led by project manager Jeff Riegner, who has worked for more than 25 years engaging with Delaware communities in transportation planning and engineering. Jeff has successfully worked with the Claymont community and all of the Planning Partners (see [Task 2](#)) on a variety of transportation and land use related projects throughout his career. He is eager to introduce the planning and technical analysis experts of Kittelson to WILMAPCO. Project principal Laura Ahramjian (a native of Claymont) and deputy project manager Tara Hofferth will support Jeff and are passionate about delivering the types of solutions that might be applicable in Claymont. Most recently, they have been working through land use

and multimodal connectivity challenges in communities with similar-sized challenges, such as Harrisburg, Chester, Lancaster, and State College in Pennsylvania. This dynamic team is also working on a revitalization-focused project for the DKCMPO in downtown Dover. Our approach to managing this project will rely on both strong relationships and experience in the WILMAPCO area and the expertise, ideas, and lessons this team has derived from working with similar communities.

Kittelson has a proven record of delivering high-quality products and completing projects on time and within budget. Our commitment to meeting the expectations of WILMAPCO and the other Planning Partners is achieved through regular and open communication about deliverables, schedule, budget, and needs. The following project management and coordination activities will take place during the project. They are included in the budgets for individual tasks.

### PROJECT MANAGEMENT TEAM MEETINGS

As appropriate, we will facilitate monthly virtual project meetings with WILMAPCO and other Planning Partners (see [Task 2](#)). The first of these meetings will serve as the project kickoff meeting and will include the confirmation of key stakeholders to be included as part of the Plan's Advisory Committee (described in more detail in [Task 2](#)). The subsequent monthly meetings will provide updates on the status of project inputs, analysis, and deliverables, along with time to strategize project direction, discuss issues and solutions, and coordinate upcoming engagement activities. Kittelson will provide meeting agendas and summaries of action items for the meetings.

### SCHEDULE UPDATES AND PROJECT ACCOUNTING

A draft schedule is attached in [Section E](#) of this Proposal. It outlines activities for delivering the South Claymont / Philadelphia Pike Master Plan in 11 months. This is a realistic timeframe to deliver the project without compromising meaningful community engagement. This schedule will also allow WILMAPCO to avoid the burdensome process of carrying over funding from one fiscal year to another. Through our conversations with the Planning Partners, Kittelson will further develop and refine this schedule to include key phases, meetings, and deliverables that will be updated throughout the project. Monthly invoicing and progress reports will be provided via email.

### QUALITY ASSURANCE / QUALITY CONTROL

All deliverables, including subconsultant materials, developed during the plan development will go through Kittelson's rigorous QA/QC process. Kittelson will develop

a project-specific Quality Management Plan, including a checklist for each deliverable and deadline. All deliverables will require internal sign-off from the project manager, project principal, and quality assurance reviewer before submission to WILMAPCO.

**Task 0 Deliverables:**

- Project management meeting agendas and follow-up action items
- Project schedule
- Monthly invoices with progress reports

For each of **Task 2**, **Task 3**, and **Task 4** below, we expect to hold three types of meetings to gather feedback, a meeting with the Project Partners, a meeting with the Advisory Committee, and a public workshop. For **Task 5**, we expect to meet with the Project Partners as we define a preferred scenario and then meet with the Advisory Committee and public to present the final recommendations.

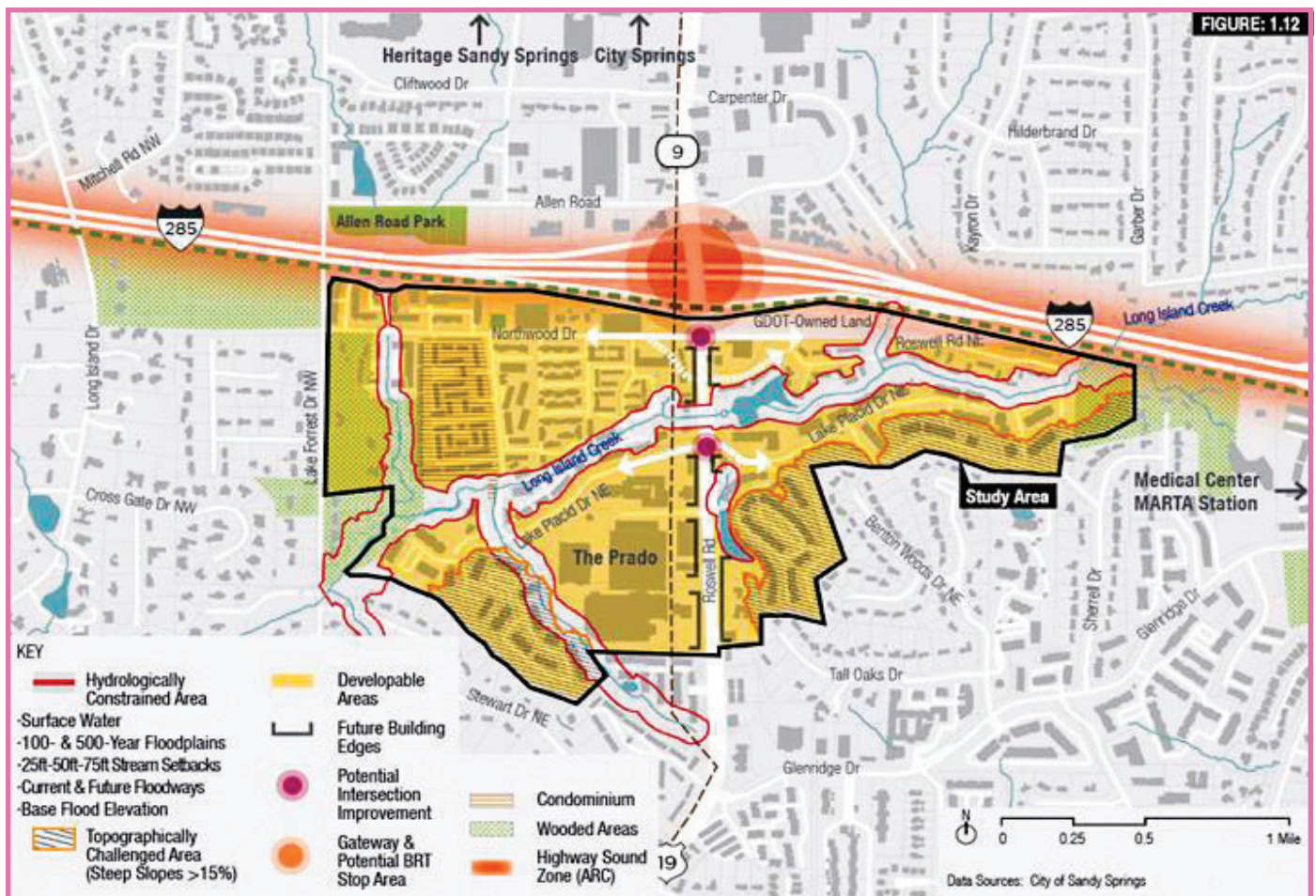
**TASK 1: IDENTIFY ISSUES, OPPORTUNITIES, AND CONSTRAINTS**

As noted in the RFP, this task will be completed in-house by WILMAPCO. To the extent permitted by the schedule,

Kittelson will provide input on the data to be collected by WILMAPCO in **Task 1**. As described in **Task 3** below, Kittelson proposes to use the 24-Hour Capacity Framework to provide the Project Management Committee with better data to inform multimodal decision-making. This framework will require 24-hour counts at selected locations.

Subsequent tasks assume that WILMAPCO will collect the following “traffic and transit conditions” information during **Task 1**.

- Peak hour turning movement counts at all signalized intersections.
- 24-hour turning movement counts at four critical intersections specified in **Task 3**.
- Trip lengths and aggregated origin-destination data from DelDOT’s Peninsula Model, ideally to create maps and diagrams that help describe trip-making and demand characteristics of the corridor like where corridor employees live, the average length of trips, and the most dominant types of trips like the suburban arterial examples shown here.
- Travel time reliability using National Performance Management Research Data Set and/or DelDOT’s Bluetooth readers.



Example of existing conditions base map. See **Task 2** for more information.

- Crash mapping, disaggregated by mode of travel.
- Bus stops with ridership at each.

**Task 1 Deliverables:**

- None

## TASK 2: COMMUNITY VISIONING

The Kittelson team’s approach to planning relies heavily on thoughtfully engaging community members and partners in decision-making. While we bring technical expertise, we humbly recognize the tremendous value brought to the table by people who walk, bike, drive, live, and work in the Claymont community daily. As with each of our projects, we will prioritize facilitating a thoughtful, encompassing engagement process to ensure that the emerging vision is wholly representative of the people in Claymont.

During the visioning phase, we will gather community and stakeholder input to define visions and goals for the future. Here, and in all input-gathering steps below, we define “community and stakeholder input” as including conversations and interactive workshops with the Planning Partners, Advisory Committee, and the general public and any feedback forms or surveys used for public engagement.

As part of this visioning, we will share existing conditions using the base map described below and clarify what is and is not part of this process and what the master plan can and cannot do.

In gathering feedback from Planning Partners, the Advisory Committee, and the public, we will want to find out more about overall ideas for Claymont’s future, what changes people would and would not wish to see, as well as identified needs and opportunities related to housing, commercial uses, parks, transportation/connectivity, etc. This may also include gathering input about what type of development people would like to see, using precedent photos and/or drawing or mapping exercises to gather feedback about land uses, including housing, commercial, mixed-use development, building character, open spaces, multimodal connections, and more.

### CONDUCT MARKET ANALYSIS

W-ZHA specializes in market and financial feasibility analysis, public/private development deal structuring, innovative public financing strategies, transit-oriented development, and urban revitalization. On this assignment, W-ZHA will identify the optimum land use mix and the tools necessary to attract public and private investment

in the targeted land uses. This will ensure that land use scenarios developed in later tasks will be based on reasonable market assumptions, giving them a reasonable chance of successful implementation.

### PREPARE BASE MAP

Building on the results of **Task 1**, the Kittelson team will prepare a high-level constraints and opportunity analysis map that begins to define a preliminary direction for future planning and design options. An example is shown on the previous page. Development of the base map will include inventory of resources needed to produce a Planning and Environmental Linkages (PEL) study in the final report.

### ASSEMBLE PARTNERS

As outlined in the RFP, the Kittelson team will coordinate closely with a team of Planning Partners and an Advisory Committee. Jeff and RHI will use their local experience working with WILMAPCO, the County, CRDC, DelDOT, DTC, and other area stakeholders to ensure that partner policy-makers and decision-makers are involved from the beginning and at the appropriate times to be a part of solutions proposed. We will confirm that all applicable organizations and representatives are at the table and will work with these partners to identify other stakeholders and civic associations to engage.

#### Planning Partners

- Wilmington Area Planning Council
- New Castle County
- Claymont Renaissance Development Corporation
- Delaware Department of Transportation
- Delaware Transit Corporation

#### Advisory Committee

- Claymont Design Review Advisory Committee
- New Castle County Chamber of Commerce
- Delaware Department of Natural Resources and Environmental Control
- Eastern Brandywine Coordinating Council
- Council of Civic Organizations of Brandywine Hundred
- Delaware Office of State Planning Coordination
- Delaware Greenways
- Landowners, businesses, civic entities, and elected officials

### VISIONING WORKSHOP

The Kittelson team will work with the Planning Partners and the Advisory Committee to host a Community Visioning Workshop. This will serve as the first of three public meetings. Kittelson and RHI have conducted many

collaborative discussions virtually and in person, offering different interactive channels and activities to seek input and deliver key information. We are adaptable and creative in targeting facilitation to diverse audiences.

The Kittelson team will prepare graphic, dynamic meeting materials and summarize this workshop’s results, distributing a summary to the Planning Partners and the Advisory Committee.

Our fundamental principles for engagement are:

- **Meet People Where They Are.** Stakeholders and community members should not have to jump through hoops to make their concerns or vision known. Our engagement approach includes a mix of social media updates and in-person, on-site, and virtual engagement events. Meeting people where they are also means accommodating other barriers, such as language, class schedules, childcare needs, or disabilities.
- **Communicate Clearly and Concisely.** Transportation networks are complex, but thoughtfully creating materials that equitably educate and inform helps open the door for diverse and informed discussion, critique, and collaborative problem-solving.
- **Tell the Story.** Full consensus on a recommendation or plan of action is not always possible. However, by approaching stakeholder engagement with a shared understanding of the vision, establishing ground rules, and clearly documenting the process, we can work with the community to arrive at solutions everyone is comfortable with.



Workshop from the North Claymont Area Master Plan which Jeff, RHI, and W-ZHA worked on.

## PERFORMANCE MEASURES

The results of the **Task 2** meetings and the Community Visioning Workshop will be used to identify performance measures for developing and evaluating scenarios in **Task 3** and **Task 4**. This is a critical step, as the performance of each scenario is what will drive the selection of a preferred alternative at the conclusion of the Plan.

Having led FHWA’s Performance Based Practical Design Manual development, Kittelson often integrates community priorities and goals into performance measures. This helps people understand and discuss tradeoffs and competing priorities of urban arterials like Philadelphia Pike. This also ensures that the aspects of the corridor beyond moving traffic are given a place in the community and agency conversations necessary to create consensus. Below is an example of the performance measures Kittelson might develop with the Planning Partners and Advisory Committee for this plan. The community will develop actual performance measures.

### Community Resources

- Identify a town center
- Maintain and celebrate character-defining features
- Maintain and manage access to local businesses
- Enhance the streetscape along the corridor
- Identify development and land use nodes

### Mobility and Access

- Provide active transportation routes to the train station
- Connect neighborhoods to Philadelphia Pike
- Enhance bus travel
- Explore micromobility
- Reduce bicycle level of traffic stress
- Improve pedestrian level of comfort
- Manage on-street and off-street parking

### Multimodal Safety

- Improve bike/ped and transit rider safety crossing the corridor
- Improve safety for business ingress and egress
- Improve driver compliance with posted speeds
- Improve pavement maintenance and roadside drainage

### Feasibility and Implementation

- Implementation duration
- Project cost
- Private property impact
- Funding applicability

### Task 2 Deliverables:

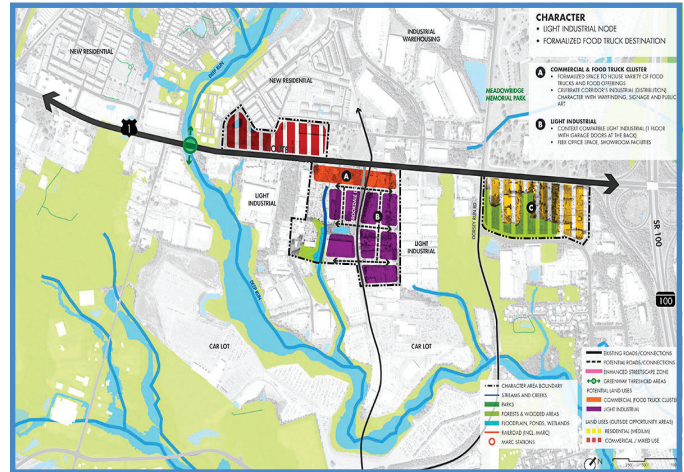
- Market evaluation memo
- Existing conditions map

- Meeting notes from Planning Partners meeting(s)
- Meeting notes from the **Task 2** Advisory Committee meeting
- Meeting materials for and notes from Community Visioning Workshop
- List of performance measures

### TASK 3: DEFINE ASSUMPTIONS AND POTENTIAL LAND USE AND TRANSPORTATION SCENARIOS FOR ANALYSIS

The Kittelson team will develop land use and transportation scenarios that feasibly address the unique challenges of the Claymont area and Philadelphia Pike corridor. Based on experience, we recommend facilitating a workshop with the Planning Partners and the Advisory Committee as part of this task. This may be a half-day mini charrette to allow for effective brainstorming. We will bring materials and facilitate activities that get people thinking and brainstorming.

- Reviewing DART Reimagined work to date and meet with DTC to identify potential service changes they are considering in the corridor. In particular, determine whether DTC has updated transit origin-destination data since its previous report in 2014.
- Conducting 24-hour capacity analysis at four critical intersections: Philadelphia Pike at Darley Road / Myrtle Avenue, at Manor Avenue, at Commonwealth Avenue, and at Harvey Road.



Example land use scenario developed by RHI.

#### 24-Hour Capacity Framework

Based on our knowledge of the Philadelphia Pike corridor, we know that extension of the existing road diet is one option that the community will request. We propose using the 24-Hour Capacity Framework to give a more nuanced and valuable understanding of traffic conditions under different scenarios.

This framework was developed by Kittelson and is described in NCHRP Report 1036, *Roadway Cross-Section Reallocation: A Guide*. It evaluates congestion at several different hours of the day rather than simply the peak hours. We will follow this model to help the Project Management Committee and anyone interested in helping build a safer Philadelphia Pike assess the potential impacts of different roadway space allocation choices and understand the inevitable tradeoffs. See more at <https://tinyurl.com/24hr-framework>.

#### EXISTING CONDITIONS

At the beginning of **Task 3**, the Kittelson team will develop a summary of existing transportation conditions to the extent they need to be clarified/modified from the **Task 1** report. This will pull all the data and analysis together to clearly identify the concerns that must be addressed. Information may include:

- Mapping existing bike/ped facilities, transit stops/ridership, and Level of Traffic Stress (LTS) using DelDOT’s LTS model and Kittelson’s in-house LTS tool. LTS “islands” and the gaps between them will be shown.

#### LAND USE SCENARIOS

Working with the Planning Partners, we will create two to three land use and transportation scenarios to address the goals and vision in various ways. We will also create and assess a “base case” scenario (with no changes) to understand the implications of existing land uses and regulatory framework and to compare future redevelopment scenarios.

Scenarios will be based on public and stakeholder input, market analysis, economic trends, existing land use and opportunity sites, history of the area, transportation and environmental issues, opportunities and constraints, and existing plans. As part of these scenarios, we will define assumptions related to existing and projected conditions.

#### CORRIDOR AND TRANSPORTATION SCENARIOS

Kittelson will develop up to three multimodal transportation network options per the state’s draft Complete Streets Design Guide and applicable national best practices. Improved sidewalks and bus stops, as well as more robust local street connections, will be included in all options. Each will be linked to land use scenarios and accompanied by easy-to-understand graphics like the ones below. These options will be based on community input. They might include:

- Improvements to the on-street bike facilities, such as buffering, physical separation, and improved signage
- Extension of the existing Philadelphia Pike road diet
- Improved access management
- Replacing sidewalks and improving pedestrian crossings
- More direct walking and bicycling routes to the train station
- A bike/ped crossing over I-495
- Improved bus stop amenities and potential service recommendations
- Micromobility options
- Identification of active transportation connections from the neighborhoods to Philadelphia Pike

With a focus on both short- and long-term improvements, Kittelson will also develop bike/ped intersection improvements using the NCHRP 948 20-Flag Method at up to five focus intersections determined through the public involvement process and review of crash data.

### 20-Flag Method

The 20-Flag Method was developed by Kittelson and is described in NCHRP Report 948, *Guide for Pedestrian and Bicyclist Safety at Alternative and Other Intersections and Interchanges*. We will conduct this analysis to help the Planning Partners and Advisory Committee identify both short- and long-term opportunities to improve safety for people walking and bicycling. See more at <https://tinyurl.com/safer-intersections>.

### PARTNERSHIP SCENARIOS

We also anticipate that part of the recommendations of this Master Plan will be to suggest short- and long-term partnerships that can facilitate the implementation and maintenance of corridor and town center improvements. This will likely be a Transportation Improvement District or Connected Community Enterprise District. We will identify the strategies needed to form and sustain this type of organization.

### PUBLIC ENGAGEMENT

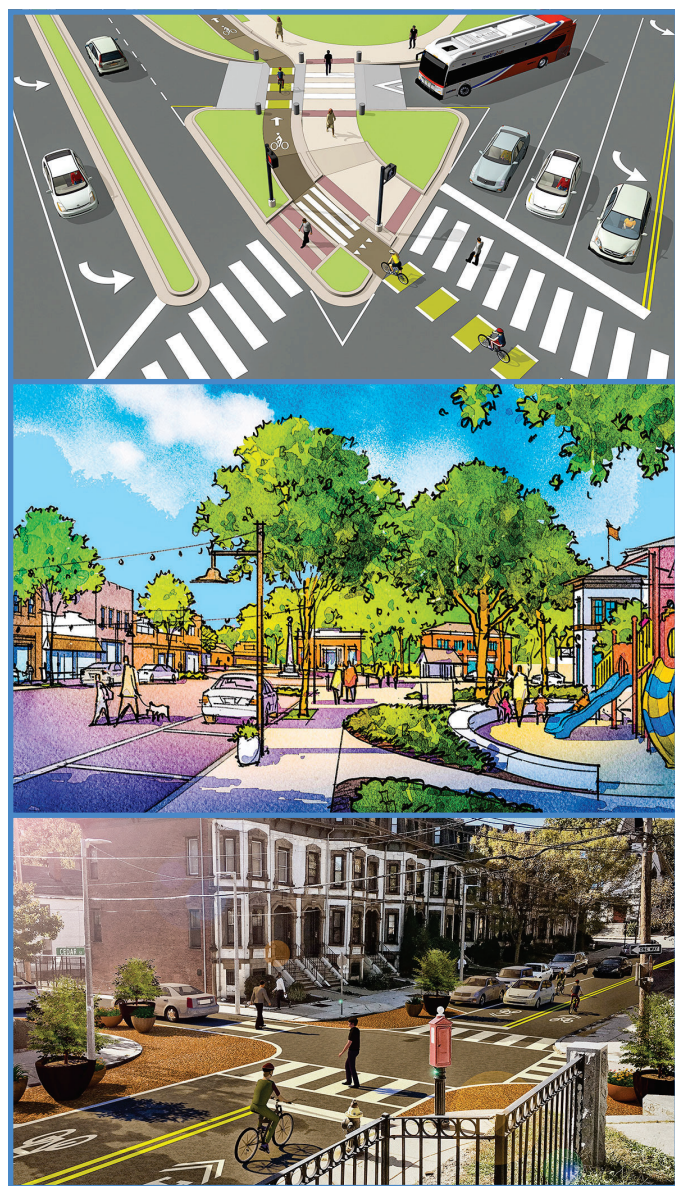
The Kittelson team will support one public workshop as part of **Task 3** (the second of three public meetings). The purpose of this workshop will be to introduce potential scenarios to residents and employees in Claymont and to seek feedback. While engaging with community representatives through the Planning Partners and the Advisory Committee is informative, we recognize that we are responsible for meeting and learning from many people along the corridor and in the community. In gathering feedback at the public workshop and any related surveys or feedback forms, we will ask about things people like

and don't like about the scenarios and ideas about any other scenarios or concepts for change.

The Kittelson team will prepare a meeting presentation and display boards as applicable. We will summarize the results of this workshop, distributing a summary to the Planning Partners and the Advisory Committee. We will also provide content and materials for website updates as appropriate.

### Task 3 Deliverables:

- Existing conditions summary
- Scenario development summary
- Materials for and notes from the scenario development workshop
- Meeting notes from the **Task 3** Advisory Committee meeting and Planning Partners workshop
- Materials for and notes from the public engagement workshop



Easy-to-understand transportation scenario graphics developed by Kittelson.



## TASK 4: MODEL LAND USE AND TRANSPORTATION SCENARIOS AND COMPARE RESULTS OF ANALYSIS

The Kittelson team will provide clear analysis results that the Planning Partners, Advisory Committee, and greater community can use to understand how various land use and transportation scenarios address performance metrics and meet or else fall short of the needs of the Claymont community. Our staff is passionate about efficiently and thoroughly analyzing data, often creating new tools to do so and/or innovating the potential of existing tools. We think outside the box about what results could mean in a specific context. The analysis process is not one of confirmation but rather a driver and impetus for decision-making.

### LAND USE ANALYSIS

We will refine the land use scenarios based on community and stakeholder input and then work with the Planning Partners to model outcomes and compare the results of the analysis, focusing the modeling on how well the scenarios address both the community's and the stakeholders' visions and goals. This may include simulations and calculating build-out, new open space opportunities, multimodal connections, etc., based on the different scenarios.

We will share the modeling results and relationship to the performance measures with the Planning Partners, Advisory Committee, and the public.

### TRANSPORTATION ANALYSIS

Kittelson will work with DeIDOT and New Castle County to perform transportation model analysis. We will be looking to understand how various scenarios impact regional mobility. Given that this is a master planning effort rather than a detailed operational analysis, we propose evaluating signalized intersection level of service using Highway Capacity Software or Synchro. We have followed this approach on other similar projects with two principal adjustments. First, trip generation rates will be reduced using ITE methodologies to account for factors such as walkability, improved transit access, and improved transit operations (queue jumps, TSP, etc.). Second, traffic assignment will be adjusted to reflect new local connections, taking some traffic off the Philadelphia Pike. This approach will be appropriate to help the Planning Partners and Advisory Committee compare the land use, demographic, environmental, and transportation impacts of the scenario using the performance measures identified in **Task 2**.

As the scenarios are refined in **Task 4**, Kittelson will develop graphics illustrating prospective transportation and urban design conditions. These will typically be prepared at either the cross-section or the intersection level and will clearly show anticipated improvements and impacts. We want people to understand what it might feel like to be in the town center, walk to the train station, bike or wait for the bus, or enjoy and explore Claymont in the future.

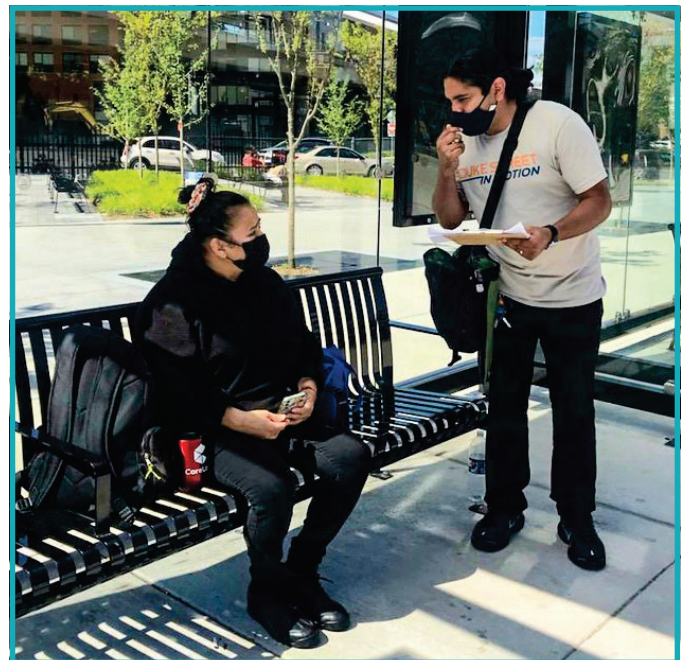
### PUBLIC ENGAGEMENT

Kittelson will conduct another public workshop as part of **Task 4** (the third of three public meetings). This outreach will effectively communicate the analysis results and the tradeoffs of the various scenarios so that people can provide informed feedback. We want to instill confidence in folks to speak honestly about how these improvements may streamline or complicate travel patterns.

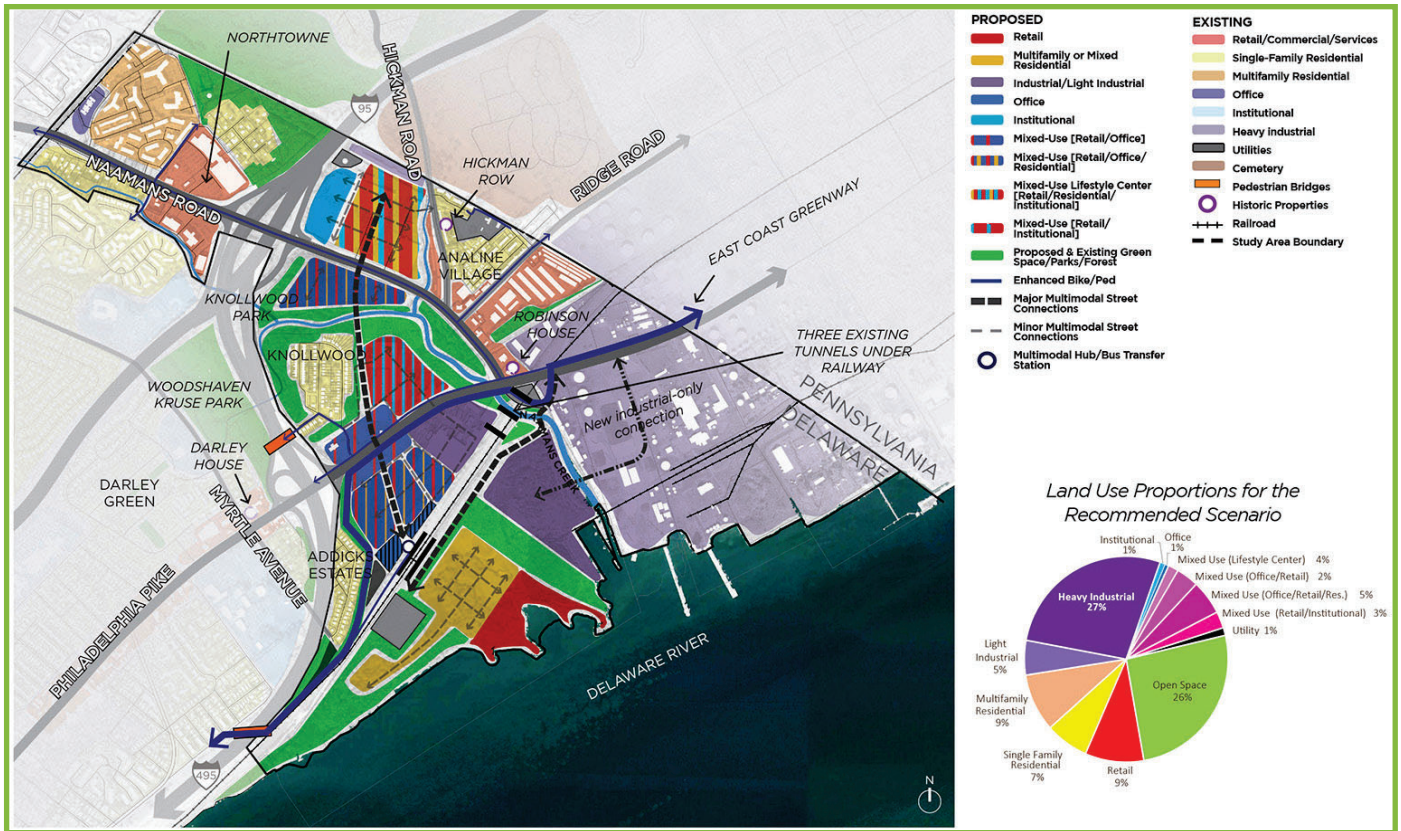
The Kittelson team will prepare a meeting presentation and display boards as applicable. We will summarize the results of this workshop, distributing a summary to the Planning Partners and the Advisory Committee. We will also provide content and materials for website updates as appropriate.

#### **Task 4 Deliverables:**

- Scenario analysis summary
- Meeting notes from Planning Partners meeting(s)
- Meeting notes from the **Task 4** Advisory Committee meeting
- Materials for and notes from the public engagement workshop



*Transit rider survey for Duke Street in Motion.*



North area land use proportions map.

## TASK 5: SELECT PREFERRED RECOMMENDATIONS AND PREPARE THE FINAL REPORT

The Kittelson team will rely heavily on the Planning Partners, the Advisory Committee, and the public to identify land use and transportation scenarios to move forward as preferred recommendations. The **Task 4** evaluation will be designed to give those parties the tools to make clear comparisons between alternatives. Based on input from those stakeholders, we will prepare a preferred plan highlighting the recommended scenario, including a graphic representation of the build-out of the preferred recommendation. The North Claymont Area Master Plan map, prepared by RHI, is an excellent example.

### IMPLEMENTATION PLAN

The Kittelson team will develop a comprehensive implementation plan, which is expected to include specific programs, strategies, projects, and responsible parties. Each concept will be accompanied by a priority level, a planning-level order of magnitude cost estimate, an anticipated timeframe, the next steps for implementation, and the level of NEPA documentation required, if any.

One core component of implementation planning is the identification of potential funding sources. Kittelson pays

attention to grant and funding sources requirements when developing projects. We will provide WILMAPCO input on available federal and state funding streams that may be available for further planning and implementation. Across the United States, our staff is helping communities write grant applications and use funding to transform key corridors. We are determined to deliver a Master Plan that can be swiftly and effectively carried out in Claymont.

### FINAL MASTER PLAN

Near the conclusion of this effort, the Kittelson team will develop a final Master Plan document. We want this to be a document that is useful in future discussions and moments of decision-making. The final document will be graphic and direct. It will accurately represent Claymont's diversity and character, systematically outlining this effort's findings and recommendations.

#### Task 5 Deliverables:

- Draft and final master plan, including a clear implementation plan section and PEL summary, in PDF and Word formats
- PowerPoint presentation summarizing the key points of the master plan
- Presentations to WILMAPCO, New Castle County Planning Board, and New Castle County Council
- GIS files of all mapping work