

EXHIBIT A

PROJECT SCOPE

For the Route 9 Corridor Master Plan, Design Collective's team approach is structured upon the stated goals, tasks, and schedule outlined in the RFP. The scope for each firm is identified under each task below and is anticipated to occur within a ten-month time frame.

A ROBUST, HIGHLY-INTERACTIVE PUBLIC PARTICIPATORY PROCESS:

In order to help ensure that planning, economic, and transportation solutions are thoroughly vetted with stakeholders, two public participation sessions are included, within the Tasks 3 and 4. These two workshops, supplemented by additional online resources, will provide multiple feedback loops for stakeholder input.

Public Workshop I (in Task 3):

An interactive, public work session with a presentation of site, economic, and transportation existing conditions analysis followed by round table discussions facilitated by the design team to record stakeholder concerns, hopes, and vision for the area.

Public Workshop II (in Task 4):

An interactive, public work session with a presentation including potential opportunity site development plans, 3-D massing studies and/or perspective sketches; streetscape and intersection enhancement plans; street sections; multi-modal improvements; and best practices/precedent images to illustrate



alternatives, to be evaluated in round table discussions facilitated by the design team.

Project Website Materials

The Design Collective team will provide WILMAPCO with digital files of project plans and images periodically (e.g., following each Public Workshop) to post to the project website for review by stakeholders.

Wiki Map (Optional Service)

In order to ensure access and record stakeholder comments, our team offers an online forum for stakeholders who may not be able to attend the public workshops or would like to give further

input. A Wiki Map, an online interactive map, can be created to collect site-specific point and line data to better understand user perceptions of the plan area, safety conflicts, key destinations, demand for transit amenities, bicycle parking needs, sidewalk gaps, and other relevant data necessary to understanding the study area.

The WikiMap is an optional service and not included in the base scope. If requested, the WikiMap will be prepared as additional service.

TASK 1: IDENTIFY ISSUES, OPPORTUNITIES, AND CONSTRAINTS

As noted in the RFP, Task 1 is being/has been completed by WILMAPCO ahead of the consultant team's involvement. Materials prepared will be reviewed by the consultant team in Tasks 2 and 3 with the Project Management Committee.

TASK 2: REAL ESTATE/ ECONOMIC DEVELOPMENT ASSESSMENT

Task Goals and Deliverables:

- Build off of New Castle County's Economic Development Strategic Plan and Route 9 Innovation District Plan
- Define regional development needs
- Define potential for increased infill housing and business development
- Determine key existing development imbalances and needs
- Deliverables - documented real estate/economic development assessment

RCLCO will produce the majority of the scope work in this Task, with oversight from Design Collective. Toole Design Group (TDG) does not have scope in this task.

As noted above and in the RFP, the economic analysis and recommendations should build upon past efforts and shall align with community, county, and state goals. Importantly, at the intersection of stakeholder aspirations and realized community revitalization is a process that must be grounded in a market-driven assessment of what is practical, likely, attractive, and rewarding for developers



to pursue. The opportunity to transform corridors from automotive throughput into neighborhood places requires planning and economic analysis.

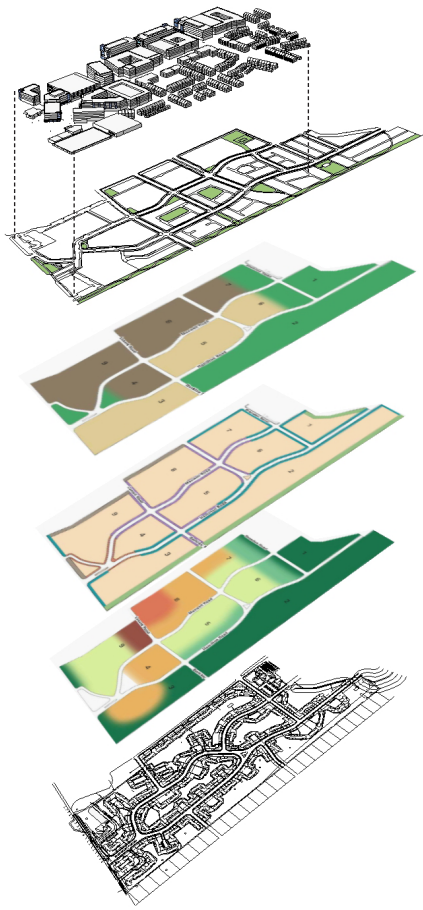
How growth and development occur along these corridors can positively impact the corridor's economic proposition. Evaluating various redevelopment opportunities and scenarios is critical to successful redevelopment.

RCLCO will assess redevelopment build-out scenarios for various land uses, including mixed-use development. At the heart of RCLCO's approach is a risk/results matrix that highlights approaches for various land uses and development programs that would be appropriate in a community-supportive and market-driven context. Simultaneously, RCLCO is keenly aware of the variety of planning, engineering, and technical development constraints that must also be evaluated – as well as successful strategies for mitigating these development risks.

This approach will provide the client with a set of redevelopment

strategies for evaluating alternative land uses and development programs. The risk/results matrix will integrate the information gathered from RCLCO's market review as well as full integration of the current land uses and any other existing studies that may be available. RCLCO will provide the Project Management Committee with an evaluation system in the form of a development recommendation strategy for targeted opportunity sites. This strategy will inform the overall character and development direction of each section of the corridor and will weigh several factors in its recommendations, including:

- Condition and character of existing properties along the corridor;
- Competitive properties in the corridor's primary markets;
- Availability of parcels and properties along the corridor;
- Market reconnaissance of existing land uses and trends within the region and corridor;
- Redevelopment readiness assessment of existing properties along the corridor (market-driven to substantial public involvement); and



- Recommendations as to the level of public involvement if any, that may be necessary to incent catalytic properties as needed.

The analytical tasks required to complete the market development strategy include an analysis of the competitiveness of the corridor, in-depth analysis of the sources of demand for uses along the corridor, an assessment of appropriate market positioning (including, quantities, configurations, prices/rents, etc.) of proposed land uses, and an analysis of projected market demand. RCLCO will also incorporate their national experience with analogous projects into this assessment, especially as it might pertain to the type of housing and commercial environment possible on-site. The deliverable will

provide a matrix of feasible real estate development potential, by product type and including likely market positioning and absorption, over the near, mid, and long terms.

The scope of work necessary to accomplish the above includes the following:

1. Site visits to analyze the competitiveness of the various environs for a variety of land uses based upon the physical characteristics and overall real estate development desirability of the corridor;
2. Data collection and descriptive statistics to provide a baseline of information to drive the product program analysis including economy, demography, property and purchasing power. This should include but not be limited to:
 - a. Employment trends;
 - b. Population and household growth trends;
 - c. Household distribution by age, income, and type;
 - d. Retail expenditures;
 - e. Land Use (historical and projected) trends;
 - f. Tenure; and
 - g. Geographic distribution of the above within the environs, MSA, and region
3. Investigation of the existing, planned and proposed demand and supply characteristics (size of project, class, rental rates, pricing vacancy, etc.) for competitive properties within the land use markets. As part of this investigation, RCLCO will complete the following:
 - a. Collect and analyze data on comparable competitive real estate assets that may compete with Route 9 for market share sourced from potential demand;
 - b. For each land use studied, define and delineate the Primary Market Area (PMA), or geography from which 80% to 90% of demand is likely to emanate, Secondary Market Area (SMA), or geography from which 10% to 20% of demand is likely to emanate, and Competitive Market Area (CMA) the geography which will contain real estate assets that will likely compete for demand with assets planned/proposed for the subject site. The PMA, SMA, and CMA for each land use will be determined by real estate market characteristics (10-mile radii, driving distance, jurisdictional boundaries, census boundaries, natural demarcations, etc.) and will vary in shape and form between land uses. At the client's request, RCLCO is prepared to define uniform PMA, SMA, and CMA conditions for all land uses, such as a 10-mile radius from the subject site; and
 - c. Synthesis of this information and analyses will inform RCLCO's recommendations regarding the depth of support for the proposed land uses (as generated in Tasks 4 and 5) within the market and the corridor, provide information regarding that informs the physical planning and architecture (size, layout, features, amenities, configurations, etc.), and guide assumptions regarding the economics of these land uses at the subject site;
 4. Calculation of the demand potential and absorption rates for these product types over

the next five to ten years, both within the PMA and SMA and potential capture along the corridor. The demand potential estimates will be grounded in our understanding of the regional and local economic drivers as well as RCLCO's real estate development experience;

5. Recommendations as to the target market audiences, the appropriate types and mix of development products, price and size ranges, and other critical factors; and
6. Construction of a viable development program that has market support over a ten-year period. The development programs will include, at a minimum, total amount of development in square feet, optimal phasing strategies, projected prices/rents and absorption over a ten-year period, and specific recommendations (Critical Success Factors) for each land use type and for the project as a whole.

This will inform WILMAPCO as to sites that have their own market-driven appeal, sites that may need some public action or incentive, sites that need more moderate public effort, or sites that require significant public intervention if they are to be positioned for eventual redevelopment.

During this task, Design Collective will participate in bi-monthly prime consultant/client phone or video conference calls (with RCLCO as needed) as well as committee and/or stakeholder meetings (up to 3 per task). Meeting minutes will be produced for the committee meetings. Additionally, Design Collective will review all sub-consultant deliverables.



RCLCO will participate in 1 Project Management, Advisory, and/or Joint Committee Meetings and will conduct Stakeholder Interviews/Meetings as required to complete this task.

TASK 3: COMMUNITY VISIONING

Task Deliverables:

- Deliverables - Meeting notes from Project Management Committee, Advisory Committee, stakeholder meetings, and Visioning Workshop; Workshop presentation. Identification of base case scenario and 3-4 alternative scenarios for additional analysis.

Culminating in Public Workshop I, Design Collective will lead the Task 3 effort, with support from the subconsultants as noted below, in the following steps:

1. Project Kick-Off Meeting & Site Tour

Design Collective, RCLCO, and TDG will meet with the client to discuss and confirm project goals, scope, schedule, deliverables, and similar. Collect all pertinent project information including GIS base plans, previous studies, pipeline project information, and any other relevant information. Tour the plan area and surrounding context with the client and agency officials.

2. Site Base Plan Preparation
Building off the analysis and mapping prepared in Task 1, review/prepare existing conditions base plans clearly depicting area boundaries, property and right-of-way lines, easements, utilities, curb lines, rail lines, sidewalks, building footprints, environmental features, and similar.
3. Existing Conditions Site Plan Analysis
Review and understand all

pertinent project information. Review/prepare existing conditions SWOT analysis diagrams to clearly illustrate current vehicular, bicycle, and pedestrian facilities, circulation routes (including truck routes), gaps, and barriers; gateway thresholds; important structures, features, and/or views; and similar. TDG will provide transportation content for the SWOT analysis, drawing heavily from the staff-led Existing Conditions analysis and the Walkable Community Workshop Report.

4. Public Workshop I Preparation

Design Collective will prepare a presentation (1) and boards (up to 4) for Public Workshop I, with input, data, and graphics from RCLCO and TDG, to introduce the design team; convey project goals, scope, timeline, and process; share existing conditions site and economic analysis; and facilitate stakeholder discussion.

5. Public Workshop I Facilitation

Conduct Public Workshop I, with assistance from RCLCO and TDG, with a presentation of site, economic, and transportation existing conditions analysis followed by round table discussions facilitated by the design team to record stakeholder concerns, hopes, and vision for the area.

6. Public Workshop I Summary Report

Document stakeholder input from Public Workshop I including summary text identifying issues and priorities, for posting on project website (if desired) and inclusion in the Final Report.

During this task, Design Collective will participate in bi-monthly prime consultant/client phone or video conference calls (with sub-consultants as needed) as well as committee and/or stakeholder meetings (up to 3 per task). Meeting minutes will be reproduced for the committee meetings. Additionally, Design Collective will review all sub-consultant deliverables.

RCLCO and TDG will participate in the Project Kick-Off Meeting & Site Tour as well as Public Workshop I.

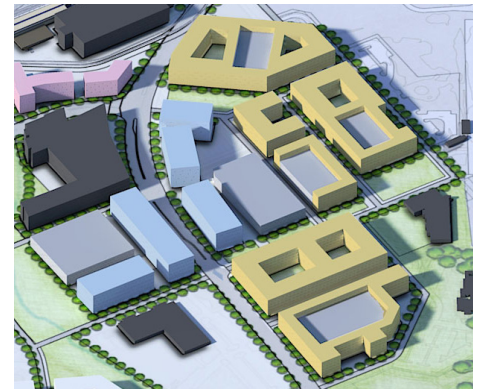
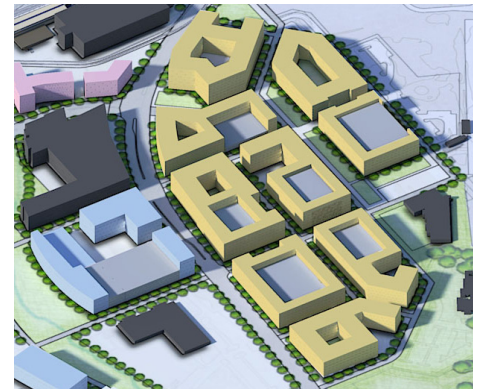
If the client selects the Wiki Map as an Optional Service (see above), a portion of the client meetings/calls will include a discussion of what the client would like to discover from the online mapping tool and what types of data will be collected. Following the collection period, a brief report will be prepared to summarize the results of the online mapping tool.

By the end of this task, the team expects to understand constraints and opportunities, outline goals and objectives, and begin to identify a broad vision for the area. These elements will be further refined in Tasks 4 and 5 as the plan alternatives are vetted with the stakeholders and evaluated through market, economic, and transportation considerations.

TASK 4: DRAFT CORRIDOR VISION AND DEVELOPMENT ALTERNATIVES

Task Goals and Deliverables:

- Compile a community vision based on feedback from Task 3.
- Create a range of reasonable development alternatives based on technical analysis and community vision.
- Deliverables - Meeting notes from Project Management Committee, Advisory



Committee, and Workshop II. Workshop II presentation and boards. Identification of base case scenario and 3 alternative scenarios for additional analysis.

Design Collective will lead the Task 4 effort, with support from the subconsultants as noted below, culminating with Public Workshop II, in the following steps:

1. With TDG, draft streetscape enhancement plans; intersection improvement recommendations, street sections; multi-modal improvements; and truck route and wayfinding signage recommendations.
2. Public Workshop II Preparation
Prepare presentation (1) and boards (up to 4) for Public Workshop II, with input, data, and graphics from RCLCO and TDG, depicting redevelopment plan alternatives and

other graphics to facilitate stakeholder discussion.

3. Public Workshop II Facilitation Conduct Public Workshop II, with assistance from RCLCO and TDG, with a presentation including draft development plan alternatives; market risk/results matrix for the alternative development scenarios; 3-D massing studies; streetscape enhancement plans; intersection improvement recommendations; street sections; multi-modal improvements; truck route and wayfinding signage recommendations; and best practices/precedent images to illustrate alternatives, to be evaluated in round table discussions facilitated by the design team.
4. Public Workshop II Summary Document stakeholder input from Public Workshop II including summary text identifying redevelopment plan alternative preferences, for posting on project website (if desired) and for inclusion in Final Report.

During this task, Design Collective will participate in bi-monthly prime consultant/client phone or video conference calls (with sub-consultants as needed) as well as committee and/or stakeholder meetings (up to 3 per task). Meeting minutes will be produced for the committee meetings. Additionally, Design Collective will review all sub-consultant deliverables.

RCLCO and TDG will participate in Public Workshop II. RCLCO will participate in 1 and TDG will participate in up to 2 Project Management, Advisory, Joint Committee Meetings, and/or Stakeholder Interviews/Meetings in this task.

To inform their work effort for this task, TDG will use information from the staff-led Existing Conditions analysis conducted through Task 1, build on ideas from the Walkable Community Workshop Report, and work with WILMAPCO staff to develop various transportation concepts for the corridor.

Although the transportation plans for this corridor will aim to improve safety and access for everyone, three important topics will be given particular attention: the need to improve walkability, manage freight traffic, and enhance access to/from bus stops.

To accomplish these aims, TDG will participate in Public Workshop II with the consultant and client team, as well as committee and stakeholder meetings that relate to transportation issues along the corridor. Using input from these groups, TDG will explore design changes to the cross-section of Route 9 that would maintain effective vehicle flow while calming traffic and creating a more comfortable place for users. TDG anticipates developing up to 4 street design concepts for client and design team consideration.

TDG will also explore other transportation recommendations with the client and design team, including targeted crossing improvements at key intersections, wayfinding and other signage needs, and bus access improvements.

Recognizing the proximity to the Port of Wilmington and the role of truck traffic in the corridor, TDG will evaluate ways to reduce the impacts of truck traffic in nearby neighborhoods. These strategies may include improved truck routes, improved signage for truck routes or truck-restricted areas, or improved enforcement of related laws.

Last, TDG will conduct a high-level evaluation of the street grid in the broader area to explore the potential of street realignments or new streets that could improve traffic flow and pedestrian access near Route 9.

For Public Workshop II specifically, TDG will prepare up to 4 concepts for the Route 9 cross section, a draft map of priority crossing improvements, and a draft map of priority sidewalk projects. Depending on the results of the SWOT analysis, TDG will work within the available budget to develop other recommendations related to bus access, wayfinding, truck route concepts, and street grid changes. Recommendations will be at a concept level and are not anticipated to include specific design details such as precise wayfinding locations and sign designs. Traffic analysis related to and street design changes can be provided as an optional, additional task and fee (see below).

Design Collective's comprehensive team approach to developing and evaluating plan alternatives will help ensure that, at the end of this task, the design team has prepared and evaluated only realistic and supportable alternatives and will define, through effective outreach, a preferred plan for the area. The team will then continue to analyze and refine the preferred plan in Task 5.

TASK 5: SELECT PREFERRED ALTERNATIVE AND PREPARE FINAL REPORT

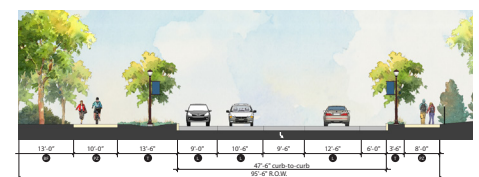
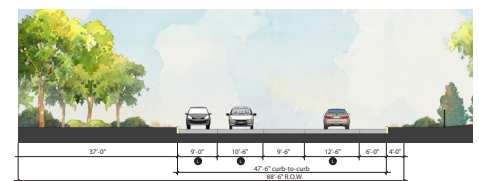
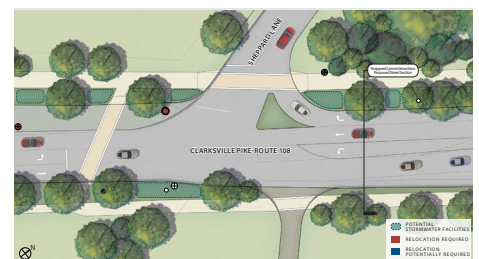
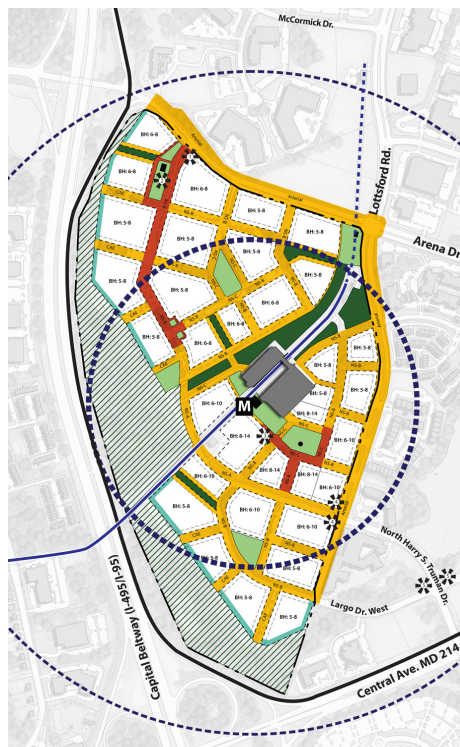
Task Deliverables:

- Deliverables - Meeting notes from Project Management Committee and Advisory Committee. Draft and Final Report detailing recommendations.

The primary purpose of Task 5 is to refine the preferred redevelopment plan and accompanying deliverables based upon committee and stakeholder input as well as to prepare and deliver, first in draft and then final form, a highly visual report detailing the public process, the analysis of the plan alternatives, the preferred development plan, and recommendations for incorporation into the Master Plan document.

Design Collective will lead the Task 5 effort, in the following steps:

1. Final Preferred Redevelopment Plan, Market Analysis, 3-D Massing Studies, and Diagrams Refine preferred plan, with input from Public Workshop II, the client, RCLCO, and TDG. Refine accompanying 3-D model massing studies and plan diagrams. Following Task 4, based on consolidated client input, one round of refinements to the above items are included.
2. Final Streetscape Plans, Street Sections, and Multi-modal Improvements With TDG, refine streetscape enhancement plans; intersection improvement recommendations, street sections; multi-modal improvements; and truck route and wayfinding signage recommendations. Following Task 4, based on consolidated client input, one round of refinements to the above items are included.
3. Prepare Perspective Renderings Prepare final perspective renderings to illustrate the preferred plan (up to 2 hand-drawn watercolor renderings or computer renderings).





4. Draft Report
Prepare Draft Report including public process (from the workshop summaries); redevelopment plan alternatives, analysis, and input; preferred plan, supporting graphics, and recommendations.
5. Final Report
Refine the Draft Report, based on consolidated client input and limited to two rounds of text and formatting revisions, and deliver the Final Report.

During this task, Design Collective will participate in bi-monthly prime consultant/client phone or video conference calls (with sub-consultants as needed) as well as committee and/or stakeholder meetings (up to 3 per task). Meeting minutes will be produced for the committee meetings. Additionally, Design Collective will review all sub-consultant deliverables.

TDG will participate in up to 4 Project Management, Advisory, and/or Joint Committee Meetings in this task.

OPTIONAL TASK A: WIKIMAP

To supplement and expand upon the conventional public outreach process, TDG proposes to develop an online WikiMap as an additional service. Online interactive mapping enables the collection of very detailed user input on a wide range of project elements, from existing conditions for walking and bicycling, to desired routes and destinations, to comments on proposed recommendations. This data would be seamlessly integrated into our team's analysis of the corridor. We have had great success with this cost-effective tool, reaching hundreds or even thousands of individuals with local knowledge and expertise who can highlight the "hidden" linkages that connect destinations and could garner the greatest community support.

OPTIONAL TASK B: TRAFFIC ANALYSIS

TDG has included an optional fee to conduct traffic analysis of the design alternatives proposed

for Route 9, if requested as an additional service. TDG has extensive experience conducting traffic analyses to assess recommendations, such as the impact of removing a vehicular travel lane or parking lane to reallocate space for bicycle facilities, evaluating such proposals for all modes of travel. TDG's approach includes tailored data collection and an analysis of turning movements for motor vehicles, pedestrians, and cyclists at critical intersections. TDG uses this data, along with traffic signal information received from the client, to model traffic operations of existing and proposed lane configurations. TDG can also use existing hourly speed and volume data to determine speed and volume patterns in vehicular traffic. For this project, TDG proposes modeling existing traffic conditions for the morning and evening peak periods, a "no build" scenario that only includes projected traffic growth with no design changes, and two "build" scenarios. It is anticipated that signal timing, speed limit, and road geometry information will be provided by the client.