

This report will serve as a preliminary impact statement, as an interim project report, as a means of communication with the community and other interested parties and of soliciting additional comment and interest, and as a way of advertising the project and winning support for its implementation.

This task will be the responsibility of the project staff; the product will be the report.

#### Task 8 - Design Access Improvements

As determined by task six (prepare a plan for implementation) there will be recommendations for several improvements of access. Some of these (perhaps a station for the railroad) will be scheduled to be built soon, others (possibly a bus terminal) will be scheduled for a later stage. This task will include preparation of a general plan for all the public improvements and a preliminary design for those that are to be constructed initially.

These designs will be prepared in coordination with related work in tasks nine (package development proposals) and ten (institute development controls). This is particularly important with respect to opportunities for joint development. The general plan will include staging and an estimate of cost and will be in adequate detail to illustrate the function and appearance of the plan's parts and their relationship to one another and to the rest of the project area. The designs for the initial improvements will be in greater detail, adequate to seek funding and begin contract drawings and specifications.

This task will be the responsibility of the engineering consultant. The result of this task will be preliminary designs of initial improvements adequate to obtain approvals for final design and commitments for construction. Documentation of the task will include the general plan into which the initial improvements fit.

### Task 9 - Package Development Proposals

As determined by task six (prepare a plan for implementation), there will be recommendations for the reuse of the various sites in the project area. This task will include preparation of specific proposals for those sites that are to be developed first.

Within the general uses, densities, and configurations set by task six, alternative ways of developing the initial sites will be examined. The designs of these alternatives, in addition to showing how they relate to the context of the site, will be in detail adequate to include an estimate of construction costs and project revenues. This, plus possible subsidies and financing, will provide the basis for determining the economic feasibility of the various schemes. The best alternatives will be discussed with potential developers and refined to create practicable packages.

This task will be conducted in coordination with related work in tasks eight (design access improvements) and ten (institute development controls). A typical concern will be the compatibility of proposals that involve physical joint development (as in building above the railroad right of way); another will be the potential economic effects of some of the development controls.

This task will be the responsibility of the project staff, with the support of the real estate consultant. The result of this task will be proposals for the redevelopment of some sites adequate to solicit commitments from appropriate developers.

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### Task 10 - Institute Development Controls

As determined by task six (prepare a plan for implementation) there will be recommendations for controls to encourage and coordinate development within the



project area. This task will include drafting and seeking adoption of those controls and incentives.

It may, for example, be necessary to prepare an urban renewal designation and plan for some portion of the project area. Amendments of the existing zoning will certainly be needed; a special zoning district may even be appropriate. The city map will probably have to be changed to reflect modifications of the street system and, perhaps, to include pedestrian ways and open spaces. A community corporation, or other special organization, could provide management of public areas and perhaps coordinate later stages of development. Legislation might create a special assessment for local purposes or provide for tax increment financing of some of the improvements.

These proposals will be prepared in consultation with the responsible agencies and interested parties. This task will be conducted in coordination with related items in tasks eight (design access improvements) and nine (package development proposals). Some controls and incentives, for example, might best appear in the lease conditions for City-owned sites.

This task will be the responsibility of the project staff; however, it may require the support of special consultants in such areas as tax and real estate law. The result of this task will be drafts of the various amendments or proposals adequate for approval or adoption by the appropriate agencies.

#### Task 11 - Administer the Study

This task will consist of five parts: (i) the selection and supervision of consultants, (ii) the preparation of periodic status and financial reports, (iii) the conduct of meetings of the policy committee and of technical and

liaison groups, (iv) printing of the report prepared in task seven (publish plan), and (v) publishing other interim reports and a final technical report.

This task will be the responsibility of the project staff.