

STAFF REPORT



MEETING DATE:	February 23, 2023
SUBJECT:	Receive Presentation on the State Route (SR) 273 Multimodal Corridor Plan
AGENDA ITEM:	16
STAFF CONTACT:	Michael Kuker, Associate Transportation Planner

SUMMARY:

Planning work has begun on the State Route (SR) 273 Multimodal Corridor Plan after a lengthy and unanticipated delay. Staff has prepared a presentation to refamiliarize the SRTA Board of Directors with the project's background, past board actions, and next steps.

STAFF RECOMMENDATION:

It is recommended that the board of directors receive a presentation on the SR 273 Multimodal Corridor Plan effort.

DISCUSSION:

Background – State Route 273 connects the cities of Redding and Anderson and serves numerous neighborhoods and rural communities through feeder streets and roads. Despite significant changes in land use and population along the corridor over the decades, the corridor remains largely unchanged since it was renumbered from State Route 99 following completion of Interstate 5. This has resulted in numerous operational and safety challenges. For example, between 2017 and 2021, more than one out of every eight fatal crashes in the entire Shasta Region, and over 34 percent of all deaths due to crashes of people walking and biking, occurred on SR 273.

Previous Actions – SRTA and regional partners identified the need for a comprehensive evaluation of the SR 273 corridor to identify a common vision for future improvements that align with current and future land uses and the needs of all users of the corridor, including local residents, businesses, and travelers. Working with regional partners, SRTA and Caltrans District 2 staff prepared grant applications requesting a total of \$1 million to develop a comprehensive multimodal plan for the entire 16.2-mile corridor. Both grants were successful and, after an unanticipated delay, SRTA and Caltrans entered into a joint powers agreement to administer the combined funds and to clarify the roles of each agency throughout the effort. A technical services agreement with GHD for consultant services was executed on December 9, 2022, and initial work on the plan began in January 2023.

The plan will focus on how to address state, regional, and local goals to enhance safety for all corridor users; increase the efficient movement of people and goods; improve transit opportunities; and strengthen the resiliency of our transportation system. Given the corridor's

regional significance, the effort will require considerable engagement with many stakeholders including the public, cities and county agencies, Caltrans, tribal governments, emergency service providers, and many others. This grant program gives special emphasis to engaging with disadvantaged communities.

Next Steps – Work on the plan is expected to continue through February 2025 (See schedule as Attachment A). The plan’s scope of work (Attachment B) includes ten primary tasks based on the Caltrans Corridor Planning Process Guide. Key planned milestones include:

Anticipated Timeframe	Key Milestones
Spring 2023	Two open houses (Redding and Anderson) to engage with the public about current conditions and deficiencies on the corridor.
Spring 2023	Public visioning event to promote “blue sky thinking” on the corridor.
June 2023	Update the SRTA Board of Directors and collect board input.
February 2024	Update the SRTA Board of Directors and collect board input.
May 2024	Two open houses (Redding and Anderson) to engage with public on identified proposed solutions.
October 2024	Presentation of draft plan to SRTA Board of Directors for review and input.
February 2025	Presentation of final plan to SRTA Board of Directors for adoption.

Additional deliverables include conceptual drawings and designs and a prioritized list of projects to be incorporated into the 2026 Regional Transportation Plan (RTP). It is anticipated some improvements may be programmed through Caltrans State Highway Operations and Protection Program (SHOPP), and others may require additional grant funding through programs such as the Highway Safety Improvement Program (HSIP), the Active Transportation Plan (ATP), and other discretionary federal or state grants.

ALTERNATIVES:

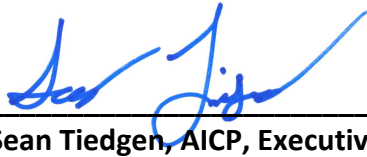
The board of directors may provide input on the process, goals, and outcomes of the planning project.

OTHER AGENCY INVOLVEMENT:

SRTA is partnering with Caltrans District 2 on this effort and will be coordinating closely with local agencies and other stakeholders throughout the planning process. A project advisory committee (PAC) is being established with representation from the cities of Anderson and Redding, Shasta County, and others. By July 2023, the PAC will develop a mutually agreed-upon corridor goal and objective document that will inform the planning process, and the PAC will review and provide feedback as part of nearly every major task. The Technical Advisory Committee (TAC) received an update and concurs with the staff recommendation.

FISCAL IMPACT:

SRTA and Caltrans District 2 received a total of \$1,000,000 in competitive discretionary state grant funds for the effort which has been programmed in Work Element 707.09 of the Overall Work Program. SRTA is contributing an additional \$125,000 in Planning, Programming, and Monitoring (PPM) funds as required local match. SRTA executed a technical services agreement with GHD, totaling \$869,917 to provide consultant services to prepare the plan. The balance of the funds may be used for SRTA staff time and other needs identified during the planning process.



Sean Tiedgen, AICP, Executive Director

Attachments:

A: SR 273 Multimodal Corridor Plan Schedule

B: SR 273 Multimodal Corridor Plan Scope of Work

C: History of Related SRTA Board of Directors Agenda Items

Attachment "A"

													
		Task 1. Project Initiation Task 2. Stakeholder and Public Outreach Task 3. Gather Information on Existing Conditions Task 4. Conduct Baseline Performance Assessment Task 5. Identify Potential Projects and Strategies Task 6. Analyze Improvement Strategies Task 7. Select and Prioritize Solutions Task 8. Develop Draft Reports Task 9. Develop Final Report Task 10. Board Review and Approval											
		M Meeting D Deliverable O Open House V Visioning Session P Presentation											
												Milestones and Major Deliverables	
2023	December	M										Kick-off Meeting (1.1); Regional Stakeholder Meeting (1.2)	
	January												
	February		M									PAC Meeting #1 (2.1); Project Website (2.2)	
	March		O									Open House 1&2 (2.5)	
	April			D								Existing Conditions Technical Memo / GIS database (3)	
	May		V									Public Visioning Event (2.6)	
	June				D							Performance Assessment Technical Memo / DAC maps (4)	
	July		D									Corridor Goal and Objective Document (2.7)	
	August												
	September												
	October		D			D						Safety Campaign Materials (2.8); Technical Memo / Toolbox of Potential Projects (5)	
	November						D					Matrix of Improvement Scenarios (6.1)	
2024	December						D					Downtown Redding One-way Couplet Feasibility Study (6.2)	
	January						D					Roundabout Feasibility Study (6.3)	
	February						D					Downtown Redding Gateway Feasibility Study (6.4)	
	March		M									PAC Meeting #2 (2.1)	
	April						D					2-4 Additional Feasibility Studies (6.5)	
	May		O									Open House 3&4 (2.5)	
	June							D				Prioritized Project List / Implementation Plan (7)	
	July							D				Conceptual 30% Drawings / Multimodal Funding Packages (7)	
	August								D			Working Draft Report (8.1)	
	September		M									PAC Meeting #3 (2.1)	
	October							D		P		Public Draft Report (8.2)	
	November												
2025	December												
	January		D									Outreach Appendix for Final Report (2)	
	February								D	P		Final Report (9); Governing Body and SRTA Presentations (10)	

Attachment B: Scope of Work

Task	Consultant Responsibilities & Deliverables		SRTA and Caltrans D2 Roles Partner Agencies Roles
1. Project Initiation [May 2022]			
Task Objective: To ensure clarity and consensus regarding project objectives, consultant and SRTA and Caltrans D2 roles, and administrative functions (i.e., reporting, invoicing, etc.). Also, to identify – and subsequently avoid – potential pitfalls to the planning process.			
1.1	Participate in a project kick-off meeting organized by SRTA.	The consultant shall participate in an internal kick-off meeting with SRTA and Caltrans staff; plan and conduct an external kick-off meeting with regional partners identified by SRTA; and perform introductory interviews with key regional partners (e.g., Redding Rancheria, RABA, local agencies, etc.) and community stakeholders (e.g., large employers, schools, etc.) in order to gain a better understanding of expectations for project management, communications, and potential sensitivities that may affect the planning process. Deliverables: - One multi-day site visit by consultant project manager and essential project support staff. - External kick-off meeting agenda and minutes. - Summary of interviews performed and key takeaways.	SRTA and Caltrans D2 - Plan and conduct an internal kick-off meeting between SRTA staff, Caltrans D2 staff and consultant team. - Provide a contact list of individuals representing primary stakeholders. - Participate in interviews with regional partners and stakeholders. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Attend regional partner kickoff meeting, review interviewee list, and participate in interviews if needed.
1.2	Organize and administer a project kick-off meeting for regional partners.		
1.3	Interview key regional partners and community stakeholders.		
2. Stakeholder and Public Outreach [May 2022 – May 2024]			
Task Objective & Future Application: To engage both traditional and non-traditional stakeholders in the planning process by increasing public awareness, access to information, and opportunity to influence key decisions. Public input obtained through this effort will inform future project development and funding recommendations. The SR 273 Multimodal Corridor Plan Project Advisory Committee (PAC) members will help to ensure that the plan and the recommendations therein are vetted within their respective agencies/organizations and will provide a collective recommendation to the SRTA Board of Directors at the time of adoption.			
2.1	Organize and conduct SR 273 Multimodal Corridor Plan (MCP) project advisory committee (PAC).	The consultant shall develop agendas, provide written and oral project updates, facilitate discussions, and document stakeholder participation and input received. Deliverables: - Three site visits (if feasible) by consultant project manager. - Project advisory committee meeting agendas. - Project updates to project advisory committee meetings and facilitate participation in the process. - Documentation of input received.	SRTA and Caltrans D2 - Develop a list of regional stakeholders. - Organize a SR 273 MCP Project Advisory Committee. City of Redding, City of Anderson, Shasta County, Redding Rancheria

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
			• Provide agency and tribal representation/liaison(s) to the PAC and regularly attend meetings. • Recommend additional potential PAC members.
2.2	Plan and administer an online public outreach campaign for the SR 273 Multimodal Corridor Plan.	The consultant shall develop a project website. This website will be the primary means for distributing information about the planning process. The consultant shall also advise and support SRTA and Caltrans D2 in the development of online tools used to collect public and stakeholder input, including: a community survey; a tool for reviewing and commenting on draft documents; and an interactive ArcGIS map or maps. The consultant should have a skilled graphic designer as part of their team to help develop a project logo, graphics for presentations, social media, outreach events, etc. The consultant shall prepare press releases, social media posts, and email blasts that direct audiences to the website for project-related documents and opportunities to participate in planning and decision-making processes. The materials should avoid jargon and should explain complex concepts and materials in a way that is easy to understand. The Shasta Region is home to a myriad of community-based organizations (CBOs) that represent a wide spectrum of residents. The consultant should partner significantly with multiple local CBOs (minimum of five) in the outreach effort, to help leverage their ability to communicate with their respective audiences. The consultant will use recently established equity tools to develop performance measures for equity and safety issues and develop a toolbox to address future equity and safety issues. The consultant shall develop a community survey and other outreach strategies that effectively engage disadvantaged communities (as identified	SRTA and Caltrans D2 • Work with the consultant in developing and/or approving the materials. • Provide SRTA's disadvantaged communities analysis (see RTP/SCS) and U.S. Department of Transportation's RAISE Areas of Persistent Poverty to help inform outreach. • Support consultant in identifying community stakeholders, information gatekeepers, and other partners needed to ensure successful outreach. • All PRS-related work performed by Consultant shall be appropriately reviewed and approved by Caltrans Contract Manager and Caltrans District Chief PIO prior to implementation/release. Caltrans Contract Manager and District Chief PIO will report all PRS-related activities and events to the Caltrans HQ Public Affairs Office for inclusion in the Day Ahead Report and Week Ahead Report.
2.3	Develop performance measures for both equity and safety issues		
2.4	Perform targeted outreach in disadvantaged communities (DACs) and Areas of Persistent Poverty.		

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Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
	in the latest Transit Needs Assessment and Regional Transportation Plan). Potential strategies should include direct outreach at locations along the corridor (e.g., mobile home parks, schools, shopping centers, public health centers, etc.) information booths at regional events (e.g., fairs, farmers' markets, etc.), outreach on public transit routes on the corridor, and other methods not necessarily listed here. These tools will be used to better understand neighborhood-specific mobility barriers within the project area and identify corresponding services, programs, and infrastructure that may be used to overcome these challenges. Consultant should be prepared to monitor efficacy of outreach efforts, prepare periodic updates on efficacy of the outreach, and adjust efforts accordingly to ensure the best possible outreach. Consultant will work with Caltrans D2 Public Information Office to ensure a consistent and unified message. Consultant, in collaboration with Caltrans staff, shall provide assistance with public relations service (PRS), including, but not limited to, public service announcements, press releases, broadcast media, media kits, news conferences, outreach activities/events, public engagement activities/events, social media, web content, graphic design, project branding, and fact sheets, when necessary. Deliverables: • Project website content. • Documentation of outreach efforts and materials. • Public notifications and documentation of their distribution. • Quantification/measurement of efficacy (e.g., number of exposures, etc.) • Toolbox to assess and address equity and safety issues through performance measures	City of Redding, City of Anderson, Shasta County, Redding Rancheria • Work with SRTA, Caltrans D2, and Consultant to develop, review, and/or approve materials depending on capacity. • Support the effort by identifying community stakeholders, information gatekeepers, and other partners needed to ensure successful outreach.
2.5	Plan and administer a minimum series of four (4) public open houses.	SRTA and Caltrans D2 • Review and comment on draft materials and provide staff support.

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Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
	The initial series of two (2) open houses will be scheduled at or near the beginning of the planning process. The goal of the initial two workshops will be to help identify issues, challenges, and locations that should be addressed; to identify ways people currently use the corridor; to identify ways people would like to use corridor; and to help identify any functional segments (i.e., “corridors within the corridor”) that may exist. In addition, the consultant will help identify the gaps in the system (both existing and historical barriers) that can be addressed to make the corridor and transportation system more equitable for all. A participatory budget planning tool should be part of the open houses to help community members prioritize improvements and illustrate various cost/benefit tradeoffs to the public. This may only be appropriate for the second series of workshops Towards the end of the planning process (during Task 7), another series of at least two (2) open houses will be held for the purpose of sharing findings from earlier outreach activities; presenting draft recommendations; and facilitating community consensus. The consultant shall prepare invitations and produce all handouts and visual aids for the open houses. All advertising, sign-in attendance sheets, and public input received shall be documented and attached to the final report. Note: Due to the uncertainties caused by the COVID pandemic, the consultant should allow for the potential for these workshops to be online only. Additional virtual outreach might need to be considered as well. Deliverables: • Meeting-related collateral. • Appendix to Final Report: Documentation of public outreach activities and input. • One multi-day site visit by consultant project manager and project support staff to conduct and document the 4 (four) or more regional public open houses.	• Reserve locations/facilities for events. • Participation and general support needed to prepare and administer the open houses. City of Redding, City of Anderson, Shasta County, Redding Rancheria • Help promote this event to their respective staff, elected officials, and constituents. • Send representation to attend the event.

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Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
2.6	Plan and administer a public visioning event. To take full advantage of this unique planning opportunity, a public visioning event will be held after the initial round of open houses. The purpose of this event is to facilitate unconstrained brainstorming among the public and partner agencies about the future of the SR 273 Corridor and how the existing transportation and equity challenges identified in the open houses and other outreach may be addressed. The consultant will provide one or more keynote speakers to speak at a public visioning event. The speaker(s) should be a recognized authority on planning with excellent public speaking skills. The ideal speaker would be able to explain complex concepts in simple, memorable ways to diverse stakeholders and get them excited about potential solutions. The speaker(s) should share current best practices to address the deficiencies previously identified during outreach (including the first series of open houses) and help expand the realm of what is considered possible in our communities. The speaker(s) will also meet in a closed event with elected officials and/or jurisdictional staff in advance to help achieve partner buy-in. Deliverables: • Meeting-related collateral. • Appendix to Final Report: Documentation of visioning event and input. • One multi-day site visit by speaker(s), consultant project manager, and support staff to conduct and document the kickoff event.	SRTA and Caltrans D2 • Work with the consultant to plan and administer a public visioning event. • Review and comment on draft materials and provide staff support. • Reserve location/facility for public kick-off event. • Participation and general support needed to prepare and administer the kick-off event. City of Redding, City of Anderson, Shasta County, Redding Rancheria • Help promote this event to their respective staff, elected officials, and constituents. • Send representation to attend the event.
2.7	Develop corridor goals, objectives, and performance measures. After gathering information on existing conditions (Task 2), the initial round of open houses (Task 2.4), and the visioning event (Task 2.5), the consultant will assist SRTA and partner agencies in developing a mutually agreed-upon document defining corridor goals, objectives, and performance measures to help inform subsequent tasks. This document should incorporate public input solicited in the previous sub-tasks and be in alignment with the state corridor plan process, state goals, regional goals, and local goals. Deliverables: • Corridor goal and objective document (see pages 21–22 of Caltrans Corridor Planning Process Guide)	SRTA and Caltrans D2 • Work with the City of Redding, the City of Anderson, and Shasta County to develop a set of mutually agreed-upon corridor goals, objectives, and performance measures to help inform and guide the rest of the planning effort. The goals should reflect public input solicited in the previous subtasks and shall be in alignment with state, regional, and local goals.

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
			City of Redding, City of Anderson, Shasta County Help define a set of mutually agreed-upon corridor goals, objectives, and performance measures in alignment with state, regional, and local goals.
2.8	Develop a safety campaign for the public, with a special outreach to the trucking industry	The consultant will create and implement a road safety campaign to educate and inform the public, with particular emphasis on outreach to the trucking and freight industry. Deliverables: Campaign materials.	SRTA and Caltrans D2 - Review, advise, and approve. City of Redding, City of Anderson, Shasta County - Review and advise.
3.	Gather Information on Existing Conditions [May 2022 – December 2022]		
	Task Objective & Future Application: Corridor information is collected and gathered to inform an understanding of the corridor context, as well as current and possible future conditions, with the understanding that future conditions may vary depending on the planning choices made between now and that time. This task may occur simultaneously with Task 2 and should inform how outreach is performed.		
3.1	Collect information on corridor context	The consultant will collect information and produce a document describing the corridor's context, including (but not necessarily limited to): - Current context (population, employment, travel demand) - Future context (population, employment, travel demand) - Location, purpose, and users - Network and corridor designations - Issues of regional significance - The most current planning efforts and studies (local, regional, state, etc.) - Operational conditions in the corridor (bottlenecks, travel times, demand and delay trends, etc.) - Travel patterns (O-D, time-of-day, day of the week, different modes and mode choice in the corridor, trip purposes, socioeconomic characteristics, industry concentrations, employment, etc.)	SRTA and Caltrans D2 - Provide any relevant and available materials. - Provide regional traffic data and forecast information. - Review suggestions and provide feedback. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Provide any relevant and available materials. - Review suggestions and provide feedback.
3.2	Literature review		
3.3	Identify and gather any additional data needs		

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Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
3.4	Site visit/in-field corridor assessment • Community characteristics • Land use and place types (current and future) • System characteristics (freeway/highway, arterial, transit stops and routes, freight, complete streets) • Environmental scan • Climate change vulnerabilities The consultant will shoot drone and ground-level footage of key areas of the corridor to help illustrate the challenges faced by various corridor users. The ground-level footage should include footage that shows the corridor experience of people who walk, bike, roll, and/or take transit and should be taken using a lens with a focal length of no less than 50mm to properly mimic human sight. This footage may be used on the project website, at outreach workshops, in social media, and future grant applications. The consultant may suggest additional topics to consider as part of the corridor context that may be helpful in the planning process. Deliverables: • At least one site visit (project manager and additional staff as needed/appropriate). These should be conducted while at the region for other events (e.g., kickoff meeting(s), outreach events(s)), if possible, to minimize unnecessary travel/lodging costs. • Edited clips of video illustrating current challenges suitable for use in future grant applications, social media, 273 MCP outreach, etc. • Archive of raw footage used to create the edited clips. • Technical memo summarizing findings, outlining corridor description, basic system characteristics of the corridor and its unique elements within a larger national, State, and regional context. • Construct an ArcGIS online tool with a geo database and shapefiles.	SRTA and Caltrans D2 • Staff will accompany consultant staff to various locations along the corridor to help provide context to existing corridor conditions and/or point out known areas of key challenges. City of Redding, City of Anderson, Shasta County, Redding Rancheria • Representatives of jurisdictions in and/or adjacent to sites should attend if possible.
4.	Conduct Baseline Performance Assessment [June 2022 – December 2022] Task Objective & Future Application: Identify and quantify performance issues, which will help inform Task 5. Does the corridor operate as a cohesive whole, or does it operate as a series of smaller, largely self-contained corridors? If the latter, what are they, how do they function, and who do they serve? Should these “mini-corridors” be considered individually, with their own unique challenges and goals?	

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
4.1	Perform corridor performance assessment	These assessments should go beyond describing a single “normal” operational condition derived from the average of different attributes. If adequate data is available or may be acquired, the consultant should describe and identify operational conditions within the corridor in the following situations: • Extreme weather • Special events • Major incidents The criteria used to perform assessments may vary depending on the goals, objectives, and measures agreed-upon in Task 2.6 and will be agreed upon by the corridor team. However, typical criteria may include (but not necessarily be limited to): bottleneck location, delay, speed, productivity, peak hour excessive delay, travel time reliability, safety, pavement condition, transit ridership, transit service on-time percentage, transit service hours and frequency, number/type of transit-supportive infrastructure in corridor, freight productivity, truck VMT, truck travel time reliability, container transfers, type/number of complete street features within corridor, gap analysis, active transportation travel demand, active transportation level of traffic stress, active transportation safety, first/last mile access to transit, and multimodal network connectivity. Deliverables: • Technical memo summarizing findings, including baseline performance levels. • A map and supporting documents to help identify DACs and areas of persistent poverty.	SRTA and Caltrans D2 • SRTA can provide relevant traffic counts from Regional Traffic Count project. • Review and advise. City of Redding, City of Anderson, Shasta County • Local agencies may provide corridor traffic data, including frontage streets or recent traffic studies. • Review and advise.
4.2	Perform freeway, highway, and arterial network performance assessment		
4.3	Perform transit and rail network performance assessment		
4.4	Perform freight assessment		
4.5	Perform complete streets / active transportation assessment		
4.6	Perform disadvantaged / unserved communities and areas of persistent poverty assessment		
4.7	Forecast future performance	Using the region’s adopted ShastaSIM Regional Travel Demand Model, the consultant will identify the scale and scope of performance issues in the future if no action is taken or if only already approved investments move forward. Deliverables: • Technical memo summarizing findings.	SRTA and Caltrans D2 • Provide ShastaSIM Regional Travel Demand Model access and data. • Review and advise. City of Redding, City of Anderson, Shasta County

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
			- Local agencies may provide corridor traffic data, including frontage streets or recent traffic studies. - Review and advise.
4.8	Develop system profiles	The consultant will develop system profiles to help visualize the results of the performance assessments. The purpose of these profiles is to characterize corridor performance and help identify issues to address. At a minimum, the consultant will develop system profiles for mobility, reliability, safety, and sustainability. For example, a system profile for sustainability might include pollutant and GHG emission estimates, VMT per capita in areas served by the corridor, and measures of multimodal accessibility and connectivity for households and employers. Profiles should also be created for any functional segments (i.e., “corridors within the corridor”) identified in previous tasks. Additional profiles may be suggested by the consultant or partner agencies. Deliverables: Technical memo summarizing findings.	SRTA and Caltrans D2 - Review and advise. City of Redding, City of Anderson, Shasta County - Review and advise.
5.	Identify Potential Projects and Strategies [January 2023 – October 2023]		
	Task Objective & Future Application: Identify potential projects and strategies for analysis and evaluation (Task 6).		
5.1	Identify freeway / highway / arterial projects and strategies	Based on deliverables from Tasks 2-4, the consultant will identify potential projects and strategies to address the identified deficiencies and needs. Projects and strategies identified for evaluation will clearly identify the corridor objectives they are meant to address. Consideration should be made of projects already planned and listed in the RTP, including whether those projects should be modified. Once a set of projects and strategies are identified for evaluation, consultant will help SRTA, Caltrans D2, and partner agencies consider how they may be integrated or otherwise work together to achieve maximum benefit. (This is	SRTA and Caltrans D2 - Review and comment on findings. - Suggest additional projects and/or strategies for consideration, if needed. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Review and comment on findings.
5.2	Identify transit projects and strategies		
5.3	Identify complete streets projects and strategies		
5.4	Identify freight projects and strategies.		
5.5	Identify climate change adaptation and resiliency projects and strategies.		

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
5.6	Define improvement projects	meant to help the planning team to consider a holistic or “system” solutions rather than standalone approaches.) Deliverables: - Technical memo listing identified projects. Information provided for each identified project should include: project name, location, type, short description/scope, short statement of purpose/need, and estimated total cost (capital + support). - Provide a toolbox of possible solutions for each unique segment.	Suggest additional projects and/or strategies for consideration, if needed.
5.7	Consider corridor integration options		
6. Analyze Improvement Strategies [January 2023 – October 2023]			
Task Objective & Future Application: Evaluation of a broad set of solutions for the corridor that can address the identified issues and opportunities.			
6.1	Group strategies into scenarios and evaluate.	The consultant will group possible improvement projects and strategies into scenarios to be evaluated. The consultant will then analyze the scenarios to evaluate the impact of potential investments on corridor performance. Assumptions made in earlier steps may be reassessed and modified if necessary. Deliverables: - Qualitative analysis of performance impact in matrix format. - Evaluation results in a matrix format that outlines evaluation results of projects and strategies tested, grouped by scenario or project type.	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings.
6.2	Perform feasibility study of reverting Downtown Redding one-way streets to two-way streets.	The Downtown Redding Transportation Plan (December 2016) identified the restoration of two-way streets as “warrant[ing] additional study” but beyond the scope of the plan “due to budgetary constraints.” The consultant will conduct a study on the feasibility of a full and/or partial reversion of existing one-way highway couplets to two-way streets to improve safety, business conditions, mobility, and connectivity. Deliverables: Feasibility study	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings. City of Redding - Review and comment on findings. Shasta County - As Shasta County has several facilities in and around Downtown Redding,

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Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
		they will be invited to participate in this effort and/or review the findings.
6.3	Perform feasibility study of a roundabout installation at the intersections of Market Street, Pine Street, and Cypress Avenue.	The Downtown Redding Transportation Plan (December 2016) identified a potential roundabout at the Cypress/Pine/Market Street intersection as “warrant[ing] additional study” but beyond the scope of the plan “due to budgetary constraints.” The consultant will conduct a study to determine the feasibility of improving safety, connectivity, and mobility for all modes of movement by installing a roundabout at this key intersection at the southern gateway to Downtown Redding. Deliverables: Feasibility study, including 30% designs if a roundabout is determined to be feasible.
6.4	Examine and evaluate gateway approaches to 273 in Downtown Redding	SRTA and Caltrans D2 - Assist consultant in gathering information as needed. - Review and comment on findings. City of Redding - Review and comment on findings. Shasta County - As Shasta County has several facilities in and around Downtown Redding, they will be invited to participate in this effort and/or review the findings.

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Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
		A special emphasis shall be on SR 44 and the Sundial Bridge Drive / Butte Street / Park Marina Drive interchange, as it relates to recent private sector interest in the development/redevelopment of the Park Marina and Turtle Bay areas. All possibilities should be considered and evaluated, up to and including a “Highways to Boulevards” treatment. Deliverables: • Technical memo documenting findings, including 30% designs of any potential alternate configuration(s) if determined to be feasible. • Document summarizing findings in a clear, jargon-free manner suitable for public release.	
6.5	Perform between two to four additional feasibility studies, to be identified during the planning process.	SRTA hopes and expects several other additional transformational ideas and/or areas of special interest along the SR 273 corridor may emerge during the planning process. (See tasks 6.2 through 6.4 for a general sense of the type of concepts this may include.) The consultant should expect to perform between two and four additional feasibility studies as part of the planning effort. Deliverables: • 2–4 additional feasibility studies	SRTA and Caltrans D2 • Assist consultant in gathering information as needed. • Review and comment on findings. City of Anderson, City of Redding, Shasta County • Review and comment on findings, as appropriate.
7.	Select and Prioritize Solutions [October 2023 – December 2023]		
	Task Objective & Future Application: A recommended set of solutions for the corridor that can address the identified issues and opportunities and that align with the region’s regional transportation plan (RTP) and sustainable communities strategy (SCS). Adopted findings and recommendations from the SR 273 Multimodal Corridor Plan will inform development of the 2022 (and subsequent) RTP/SCS to help the region meet its more aggressive 2035 greenhouse gas emission reduction target. SRTA anticipates developing new policies, programs, and investment strategies to systematically implement the RTP/SCS. Forecast and modeled data will be used to set performance targets and track progress toward desired outcomes. The ultimate outcome is a more sustainable, adaptive, and resilient package of potential projects.		
7.1	Select and prioritize corridor solutions.	The consultant will help SRTA and its partner agencies to select and prioritize projects and strategies that can address the identified issues and opportunities in the project area. Deliverables: • Project list, prioritized and assigned short-, medium-, or long-term horizons based on need and potential grant funding.	SRTA and Caltrans D2 • Help select and prioritize solutions, based on the corridor goals and objectives developed in Task 2.7. • Present to SRTA Board of Directors for comment and direction.

Attachment B: Scope of Work

Task	Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
	• A “toolbox” of conceptual (30%) drawings and designs based on stakeholder input that can be used to help address identified deficiencies. If funds do not allow drawings and designs for all proposed solutions at this time, they may be prioritized in consultation with SRTA and partner agencies based on timeframe, likelihood of funding, or other factors. • Summary of next steps towards implementation, including identification of possible fund sources. • Packaged sets of multimodal projects that are strategically designed to reinforce one another and achieve progress across multiple corridor performance goals. • Preliminary designs of high-priority projects needed to compete for state and federal capital grant funds.	City of Redding, City of Anderson, Shasta County • Help select and prioritize solutions, based on the corridor goals and objectives developed in Task 2.7.
8.	Develop Draft Reports [December 2023 – April 2024]	
	Task Objective & Future Application: The draft plan will synthesize the information collected and developed in Tasks 2–7 into a shared regional vision for the future of the SR 273 corridor and clearly outline SRTA and partner roles in achieving that vision. The vision need not be a uniform design corridor-wide, but should consider the presence, if any, of “corridors within the corridor” and the surrounding contexts. The draft plan will be shared with partner agencies and the public for review and comment, which will be incorporated into the final plan.	
8.1	Prepare working draft for staff review. The consultant shall utilize previously completed technical memos and findings as the basis for developing a cohesive and comprehensive working draft report. The body of the report shall be concise and written for non-technical audiences. All versions of the report (i.e., working, public review, and final drafts) should include an executive summary. Exhibits, tables, and other infographics shall be used wherever appropriate to convey technical concepts in a more approachable manner. The plan should include an implementation schedule (if possible) as well as the identification of responsibilities. The plan will outline how the corridor will be expected to operate, including recommended technical, organizational, and institutional arrangements necessary to achieve expected benefits. Technical documentation of the planning process, public input, data, performance measure methodology, and other such elements shall be attached as appendices to the report. Deliverables:	SRTA and Caltrans D2 • Review and comment on the working draft report. City of Redding, City of Anderson, Shasta County, Redding Rancheria • Review and comment on the working draft report.

Attachment B: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
8.2	Prepare public review draft for SRTA staff review.	- Working draft report The consultant shall integrate staff input and direction received in response to the working draft report into a public review report. The consultant shall widely advertise the availability of the public review draft report and be available (in person or via video or teleconference) to participate in meetings with the PAC, the SRTA TAC, Shasta County Board of Supervisors, the city councils of Anderson and Redding, Redding Rancheria, and the SRTA board of directors. Deliverables: - Public draft report - Presentation materials	SRTA and Caltrans D2 - Review and comment. - Present to SRTA Board of Directors. - Present to local jurisdictions. City of Redding, City of Anderson, Shasta County, Redding Rancheria - Review and comment. - Present to appropriate governing bodies.
9.	Develop Final Report [April 2024 – June 2024]		
	Task Objective & Future Application: The final plan will provide a shared regional vision for the future of the SR 273 corridor and clearly outline SRTA and partner roles. The plan will be referenced when developing and recommending specific projects, policies, programs, and other activities to the SRTA Board of Directors and partner agencies.		
9.1	Prepare final draft for SRTA staff review.	The consultant shall integrate partner and public feedback in response to the public review draft report into a final draft to be presented to the SRTA board of directors for adoption. Deliverables: - Fifteen (15) bound hardcopies of the final report, in color. - Final report in PDF/A format and editable electronic format (e.g., Adobe InDesign, Microsoft Word, etc.) - Outreach materials explaining the final adopted plan, including a press release, social media content explaining elements of the plan, and material to be incorporated into the primary SRTA website once the project website goes offline.	SRTA and Caltrans D2 Review, approve, and send to the SRTA Board of Directors for review and approval.
10.	Board Review and Approval [June 2024]		
	Task Objective & Future Application: Achieve formal buy-in from the SRTA board and other governing bodies as appropriate so that the SR 273 Multimodal Corridor Plan may be implemented.		
10.1	Present final draft to governing bodies of partner agencies.	The consultant shall verbally and visually summarize the SR 273 Multimodal Corridor Plan process, findings, and recommendations at meetings of the governing bodies of partner agencies—i.e., Redding City Council, Anderson	SRTA and Caltrans D2 Attend meetings if requested, provide information and materials if needed.

Attachment B: Scope of Work

Task		Consultant Responsibilities & Deliverables	SRTA and Caltrans D2 Roles Partner Agencies Roles
		City Council, and Shasta County Board of Supervisors. Consultant will provide information and materials as needed for the agencies' respective staff reports. Deliverables: Presentation materials	City of Redding - Prepare staff report, review, and accept plan. City of Anderson - Prepare staff report, review, and accept plan. Shasta County - Prepare staff report, review, and accept plan.
10.2	Present final draft to SRTA board of directors for approval at a regularly scheduled meeting.	The consultant shall verbally and visually summarize the SR 273 Multimodal Corridor Plan process, findings, and recommendations at a SRTA Board of Directors meeting. Deliverables: - Site visit by project manager to present findings to the SRTA Board of Directors - Presentation materials	SRTA - Board of Directors will review and approve. Caltrans D2 - Will review and adopt.

History of Related SRTA Board of Directors Agenda Items

2021

Board of Directors Meeting on February 23, 2021

Agenda Item 16

- The board of directors receives a presentation on SRTA's application to the Fiscal Year (FY) 2021/22 Caltrans Strategic Partnership Grant Program for the SR-273 Northern Section Multimodal Corridor Plan.

Board of Directors Meeting on June 28, 2021

Agenda Item 10

- The board of directors approves Resolution 21-13, accepting the Fiscal Year 2021/22 Caltrans Sustainable Transportation Grant Program award of \$500,000.
- The board directs staff to begin procurement of consultant services.

2022

Board of Directors Meeting on April 28, 2022

Agenda Item 15

- The board of directors adopts Resolution 22-07, delegating authority to the executive director to enter into a joint powers agreement (JPA) with Caltrans for the purpose of developing the SR 273 Comprehensive Multimodal Corridor Plan.

Agenda Item 16

- The board of directors authorizes the executive director to execute a technical services agreement for consultant services to prepare the SR 273 Multimodal Corridor Plan, not to exceed \$869,924, contingent upon a fully executed JPA.