

**Greenway Technical Committee (GTC) Staff Meeting  
10:30AM – Tuesday, February 16, 2016  
Icon Sport Center, 1060 47<sup>th</sup> Ave S, Blue Line Club Room**

## **Meeting Notes**

**Present:**

Bill Palmiscno, Chair  
Wes Rogers, Greenway Advisory Committee  
Sgt. Doug Wright, GF Police  
Jairo Viafara, MPO  
Chad Cutshaw, GF Fire  
Stephanie Erickson, GF Planning  
Dave Aker, EGF Parks & Rec  
Kim Greendahl, City of GF Greenway

**Other:**

Richard O'Connor

**Old Business**

**Special Project Request Updates –**

**Downtown Trail & Dock Project Update:**

- The project will go out to bid next week. KLJ Engineering is handling the bids and construction. Finish date is set for June 15<sup>th</sup> but could be extended if the water is too high or for extended periods of rain.

**Chairperson Position-Election:**

- Inquiry was sent out with no replies returned.
- Wes Rogers nominated Bill Palmiscno. Seconded by Dave Aker.
- No other nominations.
- All in favor by stating "I."
- Nomination approved.

**River Access Plan - Update:**

- Continuing to look for EGF (MN) and MN DNR participation. The goal is to develop a master plan that includes both sides of the river.

**New Business**

- The Ski & Bike Shop is putting together a bike race event on the Greenway in June (25<sup>th</sup>??). Kim has provided the Bike Shop with event forms to be filled out. The forms have not been filled out or filed at this time.

**Greenway, Bicycle & Pedestrian Group Update:**

- Animal patrol has been prominent on the Greenway.
- EGF does not have extra staff available to patrol the Greenway for snowmobiles.
- It is difficult to enforce snowmobiles because of their speed and the potential for other users to be in the area. The department has a “no pursuit” policy for some of these cases.
- Snowmobile complaints are coming in for GF but these are mainly off of the Greenway.
- Violation fee is \$20 in Grand Forks.

**Agency Updates****City of EGF:**

- Pool repair is on track.

**GF Park District:**

- Starting to gear up for spring/summer.
- Scaling down open rinks as needed. Maintaining the rinks that are open as best as possible.
- Reduced pool fees will be made to EGF residents again in 2016 during the pool construction.

**MPO:** A Draft of the MPO Staff Report was handed out. Jairo is still looking for participants for the steering committee.

**Fire Department:**

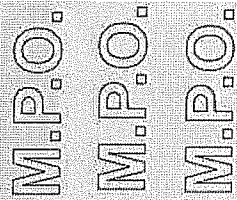
- The Firefighters Union volunteered at the Frosty Bobber supervising the burn barrels.
- The new Fire Station is targeted to open in the end of March.

**Next meeting date:** Greenway Technical Committee, 10:30AM Tuesday, May 17, 2016, Icon Sport Center, 1060 47th Ave South, Blue Line Club Room

Minutes Submitted by: Theresa Flitter, Administrative Specialist

Minutes Approved by: Kim Greendahl, Greenway Specialist

Supporting documents:        Scope of Services MPO staff report dated February 10, 2016



# Grand Forks - East Grand Forks Metropolitan Planning Organization

## MPO Staff Report

Technical Advisory Committee: February 10<sup>th</sup>, 2016

MPO Executive Board: February 17<sup>th</sup>, 2016

### RECOMMENDED ACTION: For Information

Scope of Services Bicycle & Pedestrian Plan Update

#### BACKGROUND:

The Grand Forks-East Grand Forks Bicycle & Pedestrian Plan (2013) is a vital element of the 2040 Long Range Transportation Plan (LRTP). According to the 2015-2016 Unified Planning Work Program, the MPO will undertake the activities pertaining to the update the Bicycle and Pedestrian Plan.

The Bicycle & Pedestrian Plan (2013) is supported by the goals and objectives of the 2040 Long Range Plan; and the Planning Factors outlined by the “*Fixing America’s Surface Transportation Act*” (2015) (FAST). The FAST Act encourages States, MPOs, and cities to continue promoting and adopting design criteria and standards that provide for the safe and adequate accommodation of pedestrians, bicyclists, and motorized users.

The plan update entails the deployment of a community wide effort led by members of the proposed Steering Committee and supported by MPO staff in the advancement of each of the proposed tasks to successfully update the Bicycle & Pedestrian Element of the 2040 Long Range Transportation Plan.

#### ANALYSIS AND FINDINGS OF FACT:

Two activities will be advanced to support the plan update:

##### 1) A training Seminar

The Steering Committee –assisted by MPO staff- will advance a bicycle and pedestrian instructor-led course or seminar. The following tasks are proposed to advance all the activities required to advance the Training Seminar:

- Define objectives & purpose of training seminar
- Contact providers, request course outlines, quotes and availability
- Organize logistics, venue and deliver training program

The seating for the training program is limited to 20-25 participants. Registrations are open on a first come, first served basis. Elected officials, advocates, stakeholders, city officials, engineers and planners are invited to attend. It is expected that participants will become informed on how to plan, organize and coordinate the various events; and familiarize themselves with the tasks required to successfully participate and help to complete the project.

## **2) A bicycle and pedestrian plan update**

The Bicycle & Pedestrian Plan sets the stage for the Planning Area's long term vision of a safe, accessible and connected bicycle and pedestrian network. The plan update makes evident the land use and transportation relationship. Overall, the objective of the Plan is to connect neighborhoods to schools, transit network, business activities and recreational centers. The Plan has the potential to increase opportunities for physical activity by linking transportation to recreational venues. To understand and meet the needs of all users, the plan update will consider the following elements:

- Bicycling and walking trip characteristics
- Transportation priorities
- Safety considerations
- Barriers to bicycling and walking
- Special populations needs; and
- Develop long and short range project and program priorities: a) Integrate plan with other state, regional and local planning initiatives; b) Implement existing local, state and federal policies and guidelines; c) Identify high-priority TIP projects; d) Enhance interface with other transportation modes.

As part of the public involvement activities, the Steering Committee –assisted by MPO staff- will invite local stakeholders and advocates to actively participate in activities related to the update of this element, – among others-including:

- Visioning and Goals and Outreach; and Performance Measures and Targets
- Assessment of Existing Conditions & Trends
- Needs evaluation; and
- Identification of strategies programs and funding activities required to meet the vision and goals, performance measures and targets developed above.

The Final Report's recommendations related to improving bikability and walkability of the Grand Forks-East Grand Forks Planning Area should include completion of a bicycle and pedestrian plan update, adoption of a Complete Streets policy, and pursuit of Bicycle Friendly and Walk Friendly Community Designations.

A number of meetings have been scheduled to identify stakeholders, establish Steering Committee; building public support for the plan; setting visioning, performance measures and target goals; assessment of existing conditions and needs; identifying opportunities and constraints; and documenting findings and aspirations.

Tentatively, dates have been allocated to allow the public and Grand Forks Planning and Zoning Commission; Technical Advisory Committee; East Grand Forks Planning and Zoning Committee; East Grand Forks City Council; MPO Executive Policy Board; and Grand Forks City Council opportunities for comments and subsequent consideration of the plan.

For more information, please contact Jairo Viafara, Senior MPO Transportation Planner at phone: (701) 746-2656 (MWF) or at phone: (218) 399-3372 (T TH)

### **SUPPORT MATERIALS:**

- Bicycle & Pedestrian Plan Update Scope of Activities

# **Grand Forks-East Grand Forks MPO Bicycle & Pedestrian Plan Update, 2016**

## **SCOPE OF SERVICES**

### **I. INTRODUCTION**

The Grand Forks-East Grand Forks Bicycle & Pedestrian Plan (2013) is a vital element of the 2040 Long Range Transportation Plan (LRTP). This report describes the scope of proposed activities to be advanced by Steering Committee –and interested agencies- assisted by MPO’s staff to successfully update the Bicycle & Pedestrian Element of the 2040 Long Range Transportation Plan.

The Bicycle & Pedestrian Plan (2013) is supported by the goals and objectives of the 2040 Long Range Plan; and the Planning Factors outlined by the “*Fixing America’s Surface Transportation Act*” (2015) (FAST). The FAST Act encourages States, MPOs, and cities to continue promoting and adopting design criteria and standards that provide for the safe and adequate accommodation of pedestrians, bicyclists, and motorized users.

The provisions help ensure that newly designed and constructed National Highway System roadways offer better transportation options, improve public health, support retired Americans, advance economic development, reinvest in underserved communities, help kids get to and from school, and keep people safe while biking and walking<sup>1</sup>. The plan abides by all local ordinances and state laws, and federal guidance regulating the safe movement of pedestrians and bicyclists.

### **II. BICYCLE AND PEDESTRIAN PLAN UPDATE**

Two activities will be advanced to support the plan update:

- 1) A training Seminar
- 2) A bicycle and pedestrian plan update

### **III. A TRAINING SEMINAR**

The Steering Committee –assisted by MPO staff- will advance a bicycle and pedestrian instructor-led course or seminar. The objective is to enable local stakeholders, advocates and in-house participants to become actively involved in understanding:

- Issues of bicycle and pedestrian mobility (accessibility) in a multi-modal context
- The concepts of walkability and bikeability audits as they support Safe Routes to School and provide safety for other vulnerable populations in the community
- Concept of complete streets approach to roadway design to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities
- Public outreach, data collection, crash analysis and project identification, and
- Prioritization in the context of fiscally constrained project selection techniques

The following tasks are proposed to advance all the activities required to advance the Training Seminar:

- Define objectives & purpose of training seminar
- Contact providers, request course outlines, quotes and availability
- Organize logistics, venue and deliver training program

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<sup>1</sup> Smart Growth America. National Complete Streets Coalition.

The seating for the training program is limited to 20-25 participants. Registrations are open on a first come, first served basis. Elected officials, advocates, stakeholders, city officials, engineers and planners are invited to attend. It is expected that participants will become informed on how to plan, organize and coordinate the various events; and familiarize themselves with the tasks required to successfully participate and help to complete the project.

There are currently five prospective courses available from highly regarded providers and consultants. It is the role of the Steering Committee –assisted by MPO staff- to review offered content and to make recommendations for the selection of the course that may closely meet or exceed the objectives of the proposed training.

Members of the Steering Committee are empowered to:

- a) Review the proposals for content, number of seats available, costs, and availability of instructors and materials
- b) Choose the most appropriate provider
- c) Define budgetary arrangements
- d) Extend invitations to key community members to attend proposed training sessions
- e) The Steering Committee –assisted by MPO staff –will contact providers, solicit course outlines, bids and make preparations for the delivery of training program; preferably- no later than April, 2016

#### **IV. A BICYCLE AND PEDESTRIAN PLAN UPDATE**

The Bicycle & Pedestrian Plan sets the stage for the Planning Area's long term vision of a safe, accessible and connected bicycle and pedestrian network. The purpose of the Plan is to:

- Increase bicycle and walking trips whether for recreational or economic development objectives
- Improve bicycle and pedestrian access to key local activity centers and destinations
- Promote bicycle and pedestrian activities as available, yet affordable transportation options
- Promote consistency between transportation improvements and State and local planned growth and economic development patterns
- Foster accessibility and mobility
- Improve quality of life
- Foster bicyclist and pedestrian safety
- Assess current conditions, initiatives and opportunities
- Emphasize the preservation of the existing bicycle and pedestrian transportation system.

The plan update makes evident the land use and transportation relationship. Overall, the objective of the Plan is to connect neighborhoods to schools, transit network, business activities and recreational centers. The Plan has the potential to increase opportunities for physical activity by linking transportation to recreational venues. Similarly, sidewalks, paths and trails, are critical transportation access points, that connect people to jobs and businesses.

Accessibility is critical for older adults; thus, as our population ages, and the number of those unable to drive grows; residents still must have access to social services and activities. Hence, the plan will create transportation options that allow for increased mobility, enhance the integration and connectivity of the transportation system, across and between modes, particularly, transit. This objective will be pursued by linking bicycle and pedestrian activities to livability, complete streets, and safe routes to school to community planning initiatives.

To understand and meet the needs of all users, the plan update will consider the following elements:<sup>2</sup>

- Bicycling and walking trip characteristics
- Transportation priorities
- Safety considerations
- Barriers to bicycling and walking
- Special populations needs; and
- Develop long and short range project and program priorities a) Integrate plan with other state, regional and local planning initiatives b) Implement existing local, state and federal policies and guidelines c) Identify high-priority TIP projects d) Enhance interface with other transportation modes.

## **V. SCOPE OF WORK**

It is anticipated that the successful completion of the plan update project will require the minimum following deliverables:

- 1) General policies, goals and objectives for the plan; including Performance Measures and Targets.
- 2) Inventory and analysis of the existing off-road and on-road pathways, bikeways, trails and all other walking and biking facilities in MPO Planning Area.
- 3) Evaluation of the existing transportation infrastructure (including on- and off-road facilities) to determine current conditions and capacities; and to identify gaps or deficiencies in terms of accommodating potential and existing bicycle and pedestrian travel. The evaluation of existing conditions must include crash data, pedestrian and bicyclist counts, surveys, inventories, street audits, secondary data sources, safe routes to schools and active transportation elements.
- 4) A community supported comprehensive network of off-road/on-road pathways, trails and facilities to connect neighborhoods users to key destinations within the planning area as well as to existing and planned systems in adjacent cities and counties. The system shall incorporate potential linkages, as appropriate, such as existing and future roadways, pathways, trails, parks, open spaces, utility and drainage easements and drainage ditches.
- 5) Identification of high-priority transportation corridors and develop pedestrian-bicycle project recommendations for these corridors at sufficient level of detail to be ready for design and implementation.
- 6) Guidelines for selecting pedestrian and bicycle facilities for each type of roadway.
- 7) A financially constrained funding plan that incorporates the MPO's Transportation Improvement Program; and identifies other potential sources such as grants, private funding and user fees. The financial plan must establish priorities and estimated timeframes and cost projections.
- 8) Recommendations to amend, enhance, improve or alter the existing pathway and trail facilities

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<sup>2</sup> North Carolina Department of Transportation. Template for Bicycle and Pedestrian Plans North Carolina Department of Transportation.

- 9) A report documenting findings and aspirations by writing a draft document for initial review by members of the Steering Committee; and submission of final report for adoption of respective appointed authorities.

As part of the public involvement activities, the Steering Committee –assisted by MPO staff- will invite local stakeholders and advocates to actively participate in activities related to the update of this element, including:

- Visioning and Goals and Outreach; and Performance Measures and Targets
- Assessment of Existing Conditions & Trends
- Needs evaluation; and
- Identification of strategies programs and funding activities required to meet the vision and goals, performance measures and targets developed above.

### Task 1. Identify Stakeholders / Establish a Bike & Pedestrian Steering Committee

The purpose of the Steering Committee is to make recommendations to the appointed members of the Technical Advisory Committee, Planning Commissions, and Executive Policy Board on the update to the Pedestrian and Bicycle Plan. The group will identify pedestrian and bicycle issues and needs; provide input on policy recommendations and proposed pedestrian and bicycle networks; and evaluate technical and financial constrained criteria for prioritizing project recommendations. The Steering Committee –assisted by MPO staff – will:

- Research and develop the list of stakeholder members with input from the stakeholders
- Research and prepare a “job description” summarizing member responsibilities, time commitments, attendance requirements, and etc.
- Seek a community-wide representation and participation of not-for-profit agencies, local governments, advocates, related interest groups.
- Invite community police services, public transport and planning authorities, schools, business representatives and health, tourism and education representatives.

### Steering Committee Meetings

Members of the Steering Committee will be asked to attend six (6) structured and facilitated meetings during the preparation of the training session and planning update process. Steering Committee will provide the necessary guidance during the proposed meetings:

- 1) A meeting will include an introduction to the project, establish communication protocol, clarify tasks and finalize project schedule. The format of the meeting will be a question and answer session. The stakeholders will participate in a facilitated exercise to identify issues, goals and objectives to support training program. This Plan update will be prepared by the Steering Committee –assisted by MPO staff.
- 2) A meeting will be held in conjunction with the proposed Visioning and Assessment phases of the project. Stakeholders will be asked to assess existing goals and objectives. Stakeholders will be asked to assess existing conditions & trends.



- 3) A meeting will be held toward the end of the existing conditions analysis. Stakeholders will contribute to identify network assets; the objective of the third meeting is to identify strategies and evaluation criteria. Stakeholders will be asked to identify problems, prioritize draft strategies and determine data needs for evaluation criteria.
- 4) A meeting will be a facilitated workshop with the purpose of reviewing design standards and identifying and selecting projects to meet the goals and objectives of the plan. This meeting will be held during the development of the draft plan and alternatives analysis phase.

As part of Task 2. Building Public Support for Plan Development, the following meetings are proposed:

- 5) A meeting will take place early in the project to provide information to the public regarding the scope of the plan; to gather input on issues and perceived problems in the bicycle and pedestrian system, origins, and destinations; and to review draft goals and objectives; and performance measures and targets.
- 6) A meeting will be held during the identification and selection of project phase and will emphasize consensus building exercises to finalize goals and objectives and to prioritize projects for inclusion into the plan

## Task 2. Building Public Support for Plan Development

Participation at Public Meetings shall be prepared under the guidance of Steering Committee. Public Involvement activities will be advanced in accordance to the MPO Public Involvement Plan.

Two community meeting dates are planned at key points to solicit valuable public input. Those meetings are listed above under 5) & 6). The purpose of meeting #5 is to provide information to the public regarding the scope of the project. The purpose of meeting #6 is to gather input on issues and perceived community concerns, including problems in the bicycle and pedestrian system.

The Steering Committee –assisted by MPO staff will seek information for community events during the course of this project, such as farmers markets, street fairs and similar neighborhood activities. At each event, the Steering Committee will provide information on the project; and on the process for public involvement.

The Steering Committee –assisted by MPO staff - will prepare presentation materials, conduct stakeholder interviews and/or facilitate stakeholder discussions as necessary to engage broad and representative segment of the population. MPO staff will assist the Steering Committee in working with the Planning, Engineering and related agencies to develop face-to-face and/or on-line survey to collect additional public input, and incorporate public input in project.

## Task 3. Project Kick Off, Training Preparation, Training Delivery

The initial meeting will include an introduction to the project and a question and answer session. The stakeholders will participate in a facilitated exercise to identify issues and opportunities they see within the region regarding bicycle and pedestrian planning. Media presence may be available.

## Task 4. Visioning & Goal, Performance Measures and Targets

The Plan's comprehensive approach focuses on improving pedestrian safety; it evaluates ways to enhance pedestrian mobility and accessibility to improve economic and recreational activities and to help create a multimodal transportation system.

The Vision Statement will be prepared based on public input. In preparation of the Vision Statement, and Performance Measures and Targets, the Steering Committee –assisted by MPO staff - will consider the following factors:

- Safety
- Creating bike/ped friendly environments
- Current walking and bicycling trends
- Developing a viable bicycle or pedestrian transportation system
- Enhancing the safety and health of users
- Promoting livability, equity, and recreational opportunities
- Promoting economic development and community vitality
- Accessibility and Connectivity
- Mobility and Efficiency
- Fiscally constrained

#### Overall Goals

- Long range objectives
- Short range objectives

Resulting vision, goals, objectives and performance criteria should be developed in accordance to local, state and federal policies and guidelines. Among others, the process should consider the Planning Factors outlined by the Fixing America's Surface Transportation Act (2015).

#### Task 5. Assessment of Existing Conditions & Needs

The objective is to collect and analyze baseline of information to support strategies and actions necessary to reach the vision and goal statements, performance measures and targets. The information collected in this step should determine the extent to which the existing transportation system meets the needs of bicyclists and pedestrians.

- Determination of current levels of use for bicycling and walking transportation trips; and current numbers of injuries and fatalities involving bicyclists and pedestrians.
- Evaluation of the existing transportation infrastructure (including on- and off-road facilities) to determine current conditions and capacities and to identify gaps or deficiencies in terms of accommodating potential and existing bicycle and pedestrian travel.
- Determination of the capacities and the type and security level of bicycle parking offered at intermodal connections such as transit facilities and destination points.
- Identification of desired travel corridors for bicycle and pedestrian trips.
- Examination of existing land use and zoning, and the patterns of land use in the community.
- Planning, design standards, and agency policies and the extent to which they affect the accessibility of the transportation system for bicyclists and pedestrians, e.g., do they meet policies and design guidance issued by the American Association of State Highway and Transportation Officials (AASHTO) for bicycle and pedestrian facilities? And NACTO guidelines? Complete Streets or Active Transportation Guidelines?

- State and local laws and regulations affecting the vision and goals, e.g., growth management and trip reduction laws, or constitutional restraints on expending highway funds on bicycle and pedestrian facilities. Is the plan consistent with Federal laws, State statute and Local ordinances?
- Availability of bike-on-bus access; including hours service is available, routes where available, and incentives and barriers to using the service (i.e., training, permit, or additional charges required).
- Identification of activities required to meet the vision and goals, performance measures and targets developed above. These activities or strategies could include:
  - Basis of the need for modifications to the transportation system through surveys, origin destination studies, public input, or other data collection techniques.
  - Needed modifications to the existing transportation system of on- and off-road facilities to meet the vision and goal statements, and performance measures and targets.
  - Development and application of criteria to prioritize and to identify specific facility-related improvements.
  - Identification of changes required to planning, design standards, and agency policies.
  - Specification of education, encouragement, and law enforcement components to support facility development.
  - Identification of non-construction activities such as mapping, parking facilities, etc., that are needed to reach the vision and goals, performance measures and targets developed above.

#### Task 6. Identifying Opportunities and Constraints

- Identify opportunities to improve the connectivity of bicycle and pedestrian networks
- Identify opportunities to improve access with respect to mobility constrained and disadvantaged populations
- Summarize key constraints or challenges to improving biking and walking in the planning area.

#### Task 7. Strategies & Recommendations

Provide a mechanism for evaluating the performance of the transportation system containing implemented projects against the performance of the original system.

- Develop evaluation criteria to systematically assess potential policies, projects, and programs in support of achieving Plan goals identified as part of Task 2.
- Provide recommendations and guidance for:
  - Facility improvements including on and off-road facilities, sidewalks, crosswalks, shared use paths and bicycle parking.
  - Improvements to bicycle and pedestrian facility guidelines/standards.
  - Standards and locations for bicycle signage on roadways.

- Development and application of criteria to prioritize and to identify specific facility-related improvements.
- Identify changes required to planning, design standards, and agency policies.
- Identify education, encouragement, and law enforcement components to support facility development.

## Task 8. Documenting Findings & Aspirations

Using information gathered from the activities outlined above, stakeholder's meetings, public involvement activities, submit a draft report outlining the findings of the study.

The Steering Committee –assisted by MPO staff - will review the draft report before completion of the final report. The report will include all of the elements listed in the outline. It is expected that the local legislative bodies will consider the proposed project.

## Task 9. Review Draft Document

The report's recommendations related to improving bikability and walkability of the Grand Forks-East Grand Forks Planning Area should include completion of a bicycle and pedestrian plan update, adoption of a Complete Streets policy, and pursuit of Bicycle Friendly and Walk Friendly Community Designations. Throughout the development of the report, consideration must be given to policies that assist stakeholders and the MPO in:

Creating awareness of plan recommendations, performance measures and targets  
 Adopting policies  
 Involving stakeholders  
 Securing dedicated funding  
 Developing program initiatives  
 Coordinating infrastructure improvements

## Task 10. Adoption by Technical Advisory & Executive Policy Board Committees

Tentative Schedule for proposed presentations:

### Draft Report-Comments:

Grand Forks Planning and Zoning Commission Meeting November 2, 2016  
 Technical Advisory Committee Meeting November 9, 2016  
 East Grand Forks Planning and Zoning Committee Meeting November 10, 2016  
 East Grand Forks City Council Meeting November 15, 2016  
 MPO Executive Policy Board Meeting November 16, 2016  
 Grand Forks City Council Meeting November 21, 2016

### Final Report -Adoption:

Grand Forks Planning and Zoning Commission Meeting December 7, 2016  
 East Grand Forks Planning and Zoning Commission Meeting December 8, 2016  
 Technical Advisory Committee Meeting December 14, 2016  
 Grand Forks City Council Meeting December 19, 2016  
 East Grand Forks City Council Meeting December 20, 2016  
 MPO Executive Policy Committee Meeting December 21, 2016

#### IV. PROPOSED SCHEDULE

BICYCLE & PEDESTRIAN PLAN UPDATE, NEW												
Task	Activity	February	March	April	May	June	July	August	Sept	Oct	Nov	Dec
		1	2	3	4	5	6	7	8	9	10	11
	<b>Steering Committee Meetings</b>											
1	Identify Stakeholders, Establish Bike-Pedestrian Steering Committee											
2	Built Public Support for Plan Implementation											
3	Project kick off, Training Preparation/Training Delivery											
4	Vision and Goals, Performance Measures and Targets											
5	Assessment of Current Conditions and Needs: Gather baseline information to base strategies and actions necessary to reach the vision and goal statements.											
6	Identifying Opportunities & Constraints: Identification of activities required to meet the vision and goals developed above.											
7	Strategies & Recommendations:											
8	Documenting Findings & Aspirations, Next Steps, Plan Evaluation											
9	Draft Document Preparation & Review											
10	Adoption by TAC, EPB, Planning & Zoning Commissions & City Councils											

