



Exhibit C – Amended Scope and Schedule

1. Project Management

1.1 Kickoff Meeting

At project kickoff, we will meet with LAMPO and LFUCG to confirm the scope and finalize the Work Plan Document (WPD). The WPD will define communication protocols, project schedule with engagement dates, key milestones, delivery timelines, and goals for each deliverable. Aligned with the Community Engagement Plan, it ensures efficient delivery, strong collaboration, and maximized public input through early meeting scheduling.

1.2 Project Management Team Coordination

Key staff will join monthly coordination calls with the LAMPO and LFUCG project managers (and others, as desired) to ensure efficient delivery. One of these meetings will include an in-person site visit along the corridor.

Deliverables: WPD, project schedule, weekly coordination calls, invoices/progress reports

2. EXISTING CONDITIONS REVIEW/ REPORT

2.1 Review of Existing Plans & Regulations

We will begin by reviewing existing planning documents and regulations currently guiding the development along Winchester Road. Existing planning documents for review will include the Lexington Comprehensive Plan, previous corridor plans, development plans, landscape and streetscape plans, and any current development proposals or plans identified by the Project Team.

2.2 Site Visit

One on-site visit will be conducted, ideally with the Project Management Team, to document and discuss issues and opportunities.

2.3 Data Collection and Review

We will collect data on land use, density, vacant sites, multimodal infrastructure, transit, safety concerns, congestion, key destinations, building types, utilities, landscaping, wayfinding, and development activity. We will also conduct high-level assessments of multimodal level of service, bike traffic stress, and Vision Zero, along with gathering metrics to measure progress toward project goals.

2.4 Existing Conditions Report

The existing conditions task will conclude with a summary report that outlines key findings and documents land use, destinations, and transportation systems needed to inform public input at the first meeting.

Deliverables: Draft/Final Existing Conditions Memo

3. MARKET ANALYSIS

The market analysis will evaluate the type and pace of residential and commercial development that can be anticipated in Lexington over the next decade, providing a realistic capture of demand for the Winchester Road Corridor. The analysis will focus on identifying catalytic development opportunities that can set a precedent for high-quality, market-supported development that advances community goals. With such a large corridor, the analysis will have three components, including a site marketability assessment, real estate analysis, and market strategy.

Development Strategies will build upon the recent market analysis for the Lexington Downtown Master Plan. This will provide added context in understanding the story around market opportunity for Winchester Road, which is foundational to the study and the Team's subsequent tasks involving strategy and implementation.

3.1 Site Marketability Assessment

Given the large extent of the corridor, a marketability assessment will be undertaken first to identify corridor segments that have similar development patterns, demographic traits, challenges, and opportunities.

- **Demographic Analysis:** Aligning closely with the existing conditions analysis, demographic variables – including age, income, and population – will be analyzed to identify factors that will affect the study area, especially as they relate to potential market segments for housing, retail, office, industrial, and hospitality development.
- **Site Marketability and SWOT Analysis:** An assessment of the study area's geographic context will be undertaken to understand its marketability strengths, weaknesses, opportunities, and threats (i.e. SWOT analysis), including parking, compatibility of uses, and economic utilization of real estate. A likely outcome will be the establishment of unique segments with which to do further analytical work.

3.2 Real Estate Analysis

Building on the area context understanding, market analyses will be conducted to determine the specific scope of possibilities that exist in terms of present and future opportunities to supply unmet demand for different consumer groups, residents/commuters, employers, and visitors. The analyses will utilize the



best available data from local, state, and national sources as well as proprietary data sources such as from Esri, Placer, and CoStar. Market analyses will include:

- Demand Analysis: Employment projections will be used to estimate employment growth by sector to understand market potential for industrial and office development. We will also make use of market segmentation and demographics for housing and retail to understand demand gaps and buying power analyses to determine if certain segments are missing in the market. Regional visitation patterns will also be analyzed to determine market potential for hotels and other accommodations.
- Supply Analysis: Market metrics will be provided, including achievable rents, lease rates and sale prices, absorption and achievable velocities of development, and achievable amounts of development for industrial uses, office, housing, retail, and hotels/accommodation. This data will entail a detailed analysis of trends in supply of current real estate products in the Lexington region.

3.3 Market Strategy

A market strategy focuses on interpreting market analysis for use in the formulation of a market-supported plan. It also identifies ways to leverage public investments, especially transit, and complementarity in ways that result in development that is greater than the sum of its parts.

Likely recommendations include:

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|---|---|
| ■ Competitive positioning | ■ Differentiation |
| ■ Development typologies | ■ District definition |
| ■ Brand Strategy | ■ Public space development |
| ■ Optimal sites and arrangement of uses | ■ Quality, character, and amenities |
| ■ Anchors | ■ Mixed-use synergies and complementarity |
| ■ Catalyst sites | |

The market strategy will include a matrix of product types—residential, retail, etc.—that are market supportable and consistent with community/planning goals identified in this process.

Deliverables: Draft/Final Market Analysis Memo

4. PUBLIC AND STAKEHOLDER ENGAGEMENT

Winchester Road is a vital corridor with diverse stakeholders invested in its future. Our team leverages proven strategies from similar projects to gather meaningful input, simplify complex options, and build consensus. We view engagement and design as inseparable—direct outreach by the design team ensures a comprehensive understanding of community issues and uncovers opportunities for innovative solutions.



The key to our approach is transparency and inclusivity:

- Technical concepts will be understandable through clear visuals and plain language.
- Ample opportunities will be created for different voices to be heard.
- Different viewpoints will be acknowledged and used to shape outcomes.

4.1 Community Engagement Plan

The CEP will set expectations and outline goals, methods, and responsibilities. This plan will be shared early to build consensus and will be revisited mid-project to adapt to emerging needs. We will employ a mix of face-to-face, digital, and interactive methods at key milestones, with the goal of making participation easy and memorable.

4.2 Project Team

Quarterly meetings will be held with a larger Project Team, with representatives from LAMPO; LFUCG Planning, Traffic Engineering, and Engineering; Councilmembers; KYTC; and Lextran, as determined by the Project Management Team.

4.3 Briefings

Deliver formal updates at key milestones, including:

- Two presentations each to the MPO Transportation Policy Committee, MPO Transportation Technical Coordinating Committee, the Lexington-Fayette County Planning Commission, and the Lextran Board of Directors during their regularly scheduled meetings.
- One final presentation to the Lexington-Fayette Urban County Council.
- One public hearing presentation to the LFUCG Planning Commission.

4.4 Stakeholder Outreach

Targeted discussions with a diverse group of corridor stakeholders will help define goals, identify issues, and champion implementation. These could include, but are not limited to: property owners, business operators, school districts, advocacy groups, neighborhood associations, hospitals, rail owners and operators etc.

4.5 Public Outreach

Engage and collaborate with nearby residential communities and the traveling public (all modes – motorists, transit users, pedestrians, and bicyclists) to understand their vision and preferences for improvements along the corridor. The following is our approach for engagement that is efficient in gathering needed information and memorable to encourage people to attend:

- Up to two public workshops to explain the project, provide information and concepts and obtain input. The first one will review the existing conditions and gather input from participants on issues and ideas. The second will seek reactions to broad land use and transportation alternatives.
- Alternately, a design charrette may consolidate the public meetings into a couple days and ask for public participation. For potential catalytic projects and design options for the roadway, charrettes work well to gather feedback on issues and ideas one day and share alternative concepts the next day. These events will include hands-on tools to explore development options including types of uses, height and general location or form. A second aspect will be to consider potential improvements within the right-of-way (for example on-street parking, different types of bike lanes, sidewalks/streetscapes, different lane configurations, transit or BRT elements).
- One final public review of the plan in an online format, posting the draft online and seeking feedback through a comment form or survey.

4.6 Online Engagement

A robust digital campaign, using social media and web platforms, to share updates and surveys. This will encompass advertisement for Tasks 3.4 and 3.5.

Deliverables: CEP, list of stakeholders, up to two online surveys, up to three public meetings, associated meeting minutes, presentations, and briefing packets.

5. REDEVELOPMENT & LAND USE SCENARIOS

5.1 Land Use Baseline Analysis

This work will begin with the examination of existing conditions, including an inventory of current land uses by type, existing businesses, building conditions, and demographics for each corridor segment.

This analysis will be complemented by a review of market and societal trends, provided from Task 2, such as household demographics, income levels, and broader economic characteristics, to ensure recommendations are grounded in both local context and current realities. The baseline analysis will be compiled into a graphical format for presentation.

5.2 Scenario Development

The five segments throughout the corridor require tailored redevelopment and land use scenarios; there will be no “one size fits all” solution for this project. For each draft scenario, we will:

- Define appropriate residential and mixed-use densities for each segment based on market demand and infrastructure capacity.

- Establish FAR ranges for commercial, office, and mixed-use developments to support economic vitality and walkability.
- Offer a balanced land use mix of residential, retail, office, and community facilities.

The draft scenario planning process will serve as a reference point for community visioning and help to inform the final preferred land use scenario.

Deliverables: Land Use Baseline Analysis; up to three Draft Land Use Scenarios; Final Preferred Land Use Scenario

6. CONCEPTUAL PLANS FOR CATALYST SITES

We understand that near-term or early projects need to be “wins” for this corridor and identifying these sites for future development is as critical as the use, architecture, and public realm that will replace the existing condition. Our experienced corridor inventory and analysis will involve a regional and corridor conceptual market study to evaluate a variety of conditions along Winchester Road, the surrounding context, and comparable redevelopment typologies throughout the country that have similar settings with results.

6.1 Identification of Candidate Sites

Building on the progress made in Task 4, our team will conduct a comprehensive assessment of multiple sites along the corridor to identify prime candidates for redevelopment. Leveraging a criteria-based site evaluation matrix, similar to the one used in our Imagine Nicholasville Road planning study, we will pinpoint the top three catalytic sites that hold the greatest potential for transformative redevelopment and significant impact on the corridor's future.

Our approach will be enriched by our market analysis, informative roundtable discussions with local and regional developers, and ongoing consultations with the Project Team. This strategic process aims to unlock the full potential of these sites, fostering innovative development opportunities that will revitalize the corridor and stimulate economic growth and build community.

6.2 Development of Conceptual Plans

We will develop each of these (at least three) catalytic sites using a combination of digital (perspective renderings, animations and virtual reality) and physical 3D models to discuss with the project team as well as share with the general public during public engagement if that is desired. Our team is experienced in communicating these concepts for redevelopment as general scenarios, facilitating input gathering without leading the public to believe that these developments are finalized.

Deliverables: Three catalyst site plan memos with graphics

7. CORRIDOR DESIGN STANDARDS

7.1 Development of Corridor Design Standards

We will develop a combination of up to five unique land-use typologies. Given the range of character areas that define Winchester Road, a context-sensitive approach will be implemented for the corridor-based design standards. By analyzing each corridor segment's unique character and referencing Lexington's existing plans, including the Complete Streets Design Manual, the Corridors Commission Typology & Strategic Design Guide, and the Multi-Family Design Standards, we will align our standards to complement and build upon existing plans. This structure will allow us to tailor certain standards to specific corridor segments.

Deliverables: Illustrated Design Standard Manual, a Typology/Context Matrix, and an Implementation Toolkit

8. NEIGHBORHOOD TRANSITIONS & CONNECTIVITY

8.1 Corridor and Neighborhood Interface Analysis

We will evaluate existing conditions and redevelopment strategies to understand how land use transitions affect connectivity and neighborhood character. Winchester Road is a corridor of contrasts, with land use patterns that shift dramatically along its length. West of New Circle Road, commercial and industrial uses dominate, but often only a block deep, with residential areas directly behind them. East of New Circle Road, the corridor becomes less dense, with neighborhoods directly fronting the roadway. Near the Hamburg area, large-scale commercial development emerges adjacent to residential areas. Beyond I-75, development is minimal but planned for growth.

The volume and scale of new development directly impact housing quality, property values, and perceptions of connectivity. While higher-density development is desirable, the plan must remain sensitive to neighborhood conditions and community priorities.

This analysis will consider multiple perspectives—walking and biking, driving, transit access, and the experience of living adjacent to commercial or large-scale developments. Recommendations will address building heights, volumes, and street frontage positioning to create smooth transitions between higher-intensity development along Winchester Road and lower-intensity uses nearby. Buffers, landscaping, and thoughtful design will mitigate visual and noise impacts, while tree canopy and vegetation will enhance corridor appeal and sustainability.

8.2 Connectivity and Multimodal Enhancements

This subtask will focus on improving connections between neighborhoods, destinations, and transit facilities. We will apply the Safe System Approach, aligned with Vision Zero principles, to prioritize safety



and develop creative solutions for all modes. Strategies will include enhanced pedestrian and cycling infrastructure, improved crossings, and integration with regional trails. We will also evaluate existing transit in the study area and provide a recommendation for an enhanced transit route through the full corridor.

Deliverables: Memo including maps and concepts for connectivity and commercial to neighborhood transitions with building orientation/heights, buffers/landscaping recommendations

9. IDENTIFY TRANSPORTATION IMPACTS & POTENTIAL SOLUTIONS

This task will focus on understanding the transportation implications of proposed land use scenarios from Task 4 and developing strategies to address identified challenges.

9.1 Traffic Analysis

Our team will evaluate current multimodal data, traffic flow, and safety conditions to understand existing travel patterns. We will use existing Synchro traffic models from LFUCG Traffic Engineering to evaluate current conditions that maintain single-occupant vehicle mode share and scenarios that assume higher mode shifts to transit, walking, bicycling, and emerging mobility options. This analysis will incorporate both quantitative modeling and qualitative insights to assess congestion, safety, and connectivity implications.

9.2 Development of Potential Solutions

This task will build on these findings to propose strategies and design interventions that advance mode shift and support long-term corridor goals. Recommendations will include programs and policies that foster TOD and multimodal connectivity, along with access management improvements to reduce conflict points and enhance safety. Our team will examine intersection design, signalization, and other traffic engineering techniques to maximize safety and find more efficiencies, if possible, in the traffic signals, but in a manner that strikes a balance with other project goals and other modes. Other alternatives to consider may include:

- Curbside management
- Lane widths and other geometric modifications through a safety lens
- Pedestrian crossings
- Shared use paths or cycle tracks
- Parallel access road network
- Access management, such as side-street connections, medians, and driveway redesign
- Changes to intersection and interchange design
- Changes to traffic signals and traffic signal technology, both for general traffic and transit



Potential solutions will reflect best practices, incorporate existing LFUCG and KYTC plans, and integrate public input, while maintaining a long-term vision for enhanced transit service and walkable, transit-oriented design. Alternatives will address both short-term improvements and long-term impacts, aligning with project objectives and community aspirations.

Deliverables: Traffic analysis results; Plan view of potential transportation solutions for the corridor (these could be broken out in sections to better align with the adjacent land use)

10. DEVELOP A PRIORITIZED LIST OF TRANSPORTATION IMPROVEMENTS

10.1 Cost Estimates

We will prepare preliminary design and construction cost estimates for each concept using KYTC guidance and recent bid data to ensure accuracy and consistency for future recommendations.

10.2 Right of Way & Utility Analysis

We will assess the proposed improvement concepts for their potential impacts on right-of-way and utility infrastructure.

10.3 Phasing and Private Investment Needs

We will determine potential phasing of public infrastructure projects and identify related improvements within redevelopment areas that will require coordination with private investment.

10.4 Confirm List of Public Infrastructure Improvements

WSP will confirm the improvement concepts with the Project Management Team, Project Team, and public to seek input on each group's priorities. This holistic approach ensures the solutions are shared with all parties in a way that highlights feasibility and how they accomplish the goals defined. We will share the improvement concepts developed in Task 8 with the Project Management Team first to identify any fatal flaws or changes needed before proceeding forward. We will present the concepts to the public and ask for feedback with regards to prioritization. Using all of this input, our team will create a prioritized list of alternatives and solutions to include in the draft plan.

Deliverables: Prioritized list of recommended transportation improvements

11. STREET CROSS-SECTIONS

11.1 Cross-Section Development

Once a final, prioritized list of improvements is identified, our team will develop a final overall corridor plan in plan-view and final cross-sections for up to five distinct segments of Winchester Road. The cross-sections will include both the right-of-way (street features, sidewalks, streetscape) and the development zone (building setbacks, height, location of parking). These may include examples of phasing over time.

Deliverables: Final cross-sections

12. DEVELOP A REGULATORY FRAMEWORK FOR PLAN IMPLEMENTATION

12.1 Regulatory Framework

This framework plan will include targeted zoning recommendations, including adjustments to the Interchange Service Business (B-5P) zone, and will establish a regulated plan that defines sub-districts, permitted uses, building heights and transitions. The team will develop design and development standards addressing building orientation, setbacks, lot coverage, floor area ratios, and accessibility for all modes, ensuring that walkability and TOD are prioritized throughout the corridor. In addition, the framework will include recommendations for flexible parking standards, shared parking solutions, and access management strategies to support transit.

We envision this framework plan being a model code that includes design features and establishes reasonable triggers for when the code applies to a change in use or redevelopment. We can prepare a zoning overlay or design guidelines and standards report, based on the client's direction and share with the staff responsible for taking it through the hearing and adoption process to ensure that all tools developed are useful.

This document may include features such as:

- A new list of uses for different sub-districts within the corridor
- A Regulating Plan or other map that relates to permitted uses and height
- Setbacks, parking, and other standards to support transit, which may include special requirements in proximity to transit stops
- Easy to understand tables and graphics with a focus on form and design, and less rigid on uses
- Access management
- Parking including variables for shared parking or parking reductions

- Incentives for elements such as streetscape or transit enhancements, pedestrian amenities, public space, public art, transportation demand management programs, and other agreed upon features
- Walkability and accessibility guidelines
- TOD guidelines
- Description on how the code is applied to existing versus new development

Deliverables: Draft/Final regulatory land use/zoning framework plan

13. IDENTIFY INNOVATIVE STRATEGIES FOR PLAN IMPLEMENTATION

13.1 Market Incentives

Even when corridors are appropriately zoned for TOD, envisioned development may not occur when construction costs exceed potential revenue from rents or sales, undermining project feasibility. While adjusting zoning regulations to facilitate and encourage TOD is crucial, the team also recognizes the importance of implementing effective financial mechanisms to catalyze, encourage, and sustain a significant transformation in how developers and lenders understand the corridor's potential for success.

To address this challenge, areas currently devoted to surface parking lots could be leveraged to create new streets and smaller blocks which increase connectivity and reshape parcels to better support desired development. Furthermore, WSP will identify, evaluate, and recommend potential targeted incentives, including property tax abatement options, leveraging grant funding to complete land preparation to improve site conditions and decrease project costs, designating future property tax increases to fund further improvements, establishing Business Improvement Districts or Neighborhood Improvement Districts, or utilizing land contributions from city, county, or state agencies. By leveraging these economic tools, catalytic projects may become financially feasible in the short term, demonstrate success upon completion in the medium term, and support a market where more tTOD can be proposed and delivered over the long term.

13.2 Grant Funding Scan

The purpose of this task is to identify and evaluate potential grant opportunities that align with potential infrastructure improvements. The scan will include a comprehensive review of federal, state, and local funding programs, focusing on eligibility requirements, application timelines, and program criteria. Our team will analyze existing and proposed project elements against grant program guidelines to determine readiness and identify gaps in data or documentation that may affect competitiveness. The process will also consider factors such as funding limitations, administrative changes, and grantor decision-making schedules.

Deliverables will include a summary report outlining:



- Recommended grant programs and their alignment with project goals
- Key eligibility criteria and application requirements
- A timeline of upcoming funding opportunities
- Strategic considerations for improving project readiness and positioning for successful applications

Deliverables: Market Incentives Recommendations; Grant Funding Scan

14. PLAN DOCUMENT

WSP will lead the creation of a final digital report that includes the findings, outcomes, and recommendations of each of the tasks.

14.1 Draft Document

The draft study will be a compilation of the plan's process, major findings and associated graphics, public input, and recommendations. The document will be graphics forward, with the intent of being digestible to any audience, whether it be the public, stakeholders, and LAMPO or LFUCG staff or leadership. An executive summary and appropriate appendices will be included.

14.2 Final Document & Deliverables

After final briefings noted in Task 3.3 and review by LAMPO and LFUCG project managers, we will refine the draft document into the final Winchester Road Corridor Study. We will provide a PDF of the final document, along with the InDesign file package, GIS files, and other data sets collected or created during the course of the study.

Deliverables: Draft/Final document; data files

Schedule

		2026										2027				
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Task 0	Project Management															
	Project Kick Off															
	Project Management Team Meetings															
Task 1	Existing Conditions Review/Report															
Task 2	Market Analysis															
Task 3	Public & Stakeholder Engagement															
	Community Engagement Plan															
	Project Team Meetings															
	Council and Committee Presentations															
	Stakeholder Meetings															
	Public Meetings / Workshops															
	Online Engagement															
Task 4	Redevelopment & Land Use Scenarios															
Task 5	Conceptual Plan for Catalyst Sites															
Task 6	Corridor Design Standards															
Task 7	Neighborhood Transitions & Connectivity															
Task 8	Identify Transportation Impacts & Potential Solutions															
Task 9	Develop a Prioritized List of Transportation Improvements															
Task 10	Street Cross-Sections															
Task 11	Develop a Regulatory Framework for Plan Implementation															
Task 12	Identify Innovative Strategies for Plan Implementation															
Task 13	Plan Document															

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