



RFP Response

Henderson County 2045 Comprehensive Plan

Henderson County, NC

Response prepared by:

CLARION

In collaboration with:

Chipley Consulting
Traffic Planning & Design, INC.

Nate Baker

101 Market Street, Suite D

Chapel Hill, NC 27516

nbaker@clarionassociates.com

(919) 308-0482

CLARION

101 Market Street, Suite D
Chapel Hill, NC 27516
919-967-9077
www.clarionassociates.com

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LETTER OF INTENT



10/21/2020

Janna Peterson, Planner III
Henderson County Planning Department
100 N. King St.
Henderson, NC 28792

Clarion Associates
101 Market Street, Suite D
Chapel Hill, NC 27516
919-967-9188 ext. 3
www.clarionassociates.com

Re: Henderson County 2045 Comprehensive Plan

Dear Ms. Peterson,

We are pleased to submit this response to the Henderson County Request for Proposals (RFP) to prepare the County's 2045 Comprehensive Plan. Clarion Associates is a national planning and zoning consulting firm with offices in Chapel Hill and Denver, and affiliate offices in Cincinnati and Philadelphia. Firm principals have decades of experience in assisting local governments by preparing comprehensive and small area plans, growth management strategies, design approaches, and development codes for communities throughout the Southeast and across the nation.

To provide Henderson County with a complete array of planning services, Clarion Associates is joined by **Traffic Planning and Design** and **Chipleigh Consulting**. Our consultant team excels in the practice areas required for this project: comprehensive planning driven by community aspirations and informed by key trends and future conditions, technical analysis that informs community policy directions, conducting equitable public engagement processes that produce the foundations for policy direction, and experience crafting plans that are designed to inform budgetary and capital investment decisions to ensure implementation.

Clarion and our project partners have a long track record developing plans and studies for North Carolina communities. These include the recently adopted, award-winning Davidson Comprehensive Plan, One Mooresville Comprehensive Plan, Move Kannapolis Forward Comprehensive Plan, the award-winning Greenville 2026 Horizons Plan, and the award-winning Camden County 2035 Comprehensive Plan.

We are very excited about the possibility of working with Henderson County and welcome an opportunity to discuss our proposal with you in person.

Sincerely,

Leigh Anne King, AICP
Director

Director and Project Advisor
laking@clarionassociates.com

Nate Baker, AICP
Project Manager

Project Manager and Senior Associate
nbaker@clarionassociates.com

PROJECT OVERVIEW

GENERAL INFORMATION

Clarion Associates, LLC is a nationally recognized, land planning and zoning consulting firm with offices in Chapel Hill and Denver. Since our founding in 1992, our firm has had a unique combination of talent that covers the fields of land use planning, design, code preparation, and land use law. In association with our affiliate offices in Philadelphia and Cincinnati, we offer a complete package of planning, land use and scenario analysis, land use law, growth management, real estate economics, and community development services. This combination allows us to develop creative solutions to difficult land use challenges.

For 25 years, Clarion Associates has committed to providing quality services to our clients by ensuring that all projects are led and managed by experienced firm principals. Our size and experience allow us to both provide quality planning and zoning expertise to a wide range of communities, and to dive deeply in our work to focus on the interesting opportunities and challenges of each project. Clarion is a partner-owned firm that employs 18 practicing professionals.

We have represented public sector clients on a variety of land use planning and zoning matters. Our principals have written plans and drafted ordinances, regulations, and design standards throughout the United States, including nearly 200 zoning and development ordinances and more than 100 community plans.

Clarion will serve as the primary team leader, and will provide project management services, planning analysis, public engagement, policy development, implementation strategies, and meeting facilitation. Our Chapel Hill office will lead the planning effort, providing our planning professionals with quick and easy access to Henderson County.

CLARION FACTS AND FIGURES



21
STAFF TO MEET
THE NEEDS OF
OUR CLIENT
COMMUNITIES



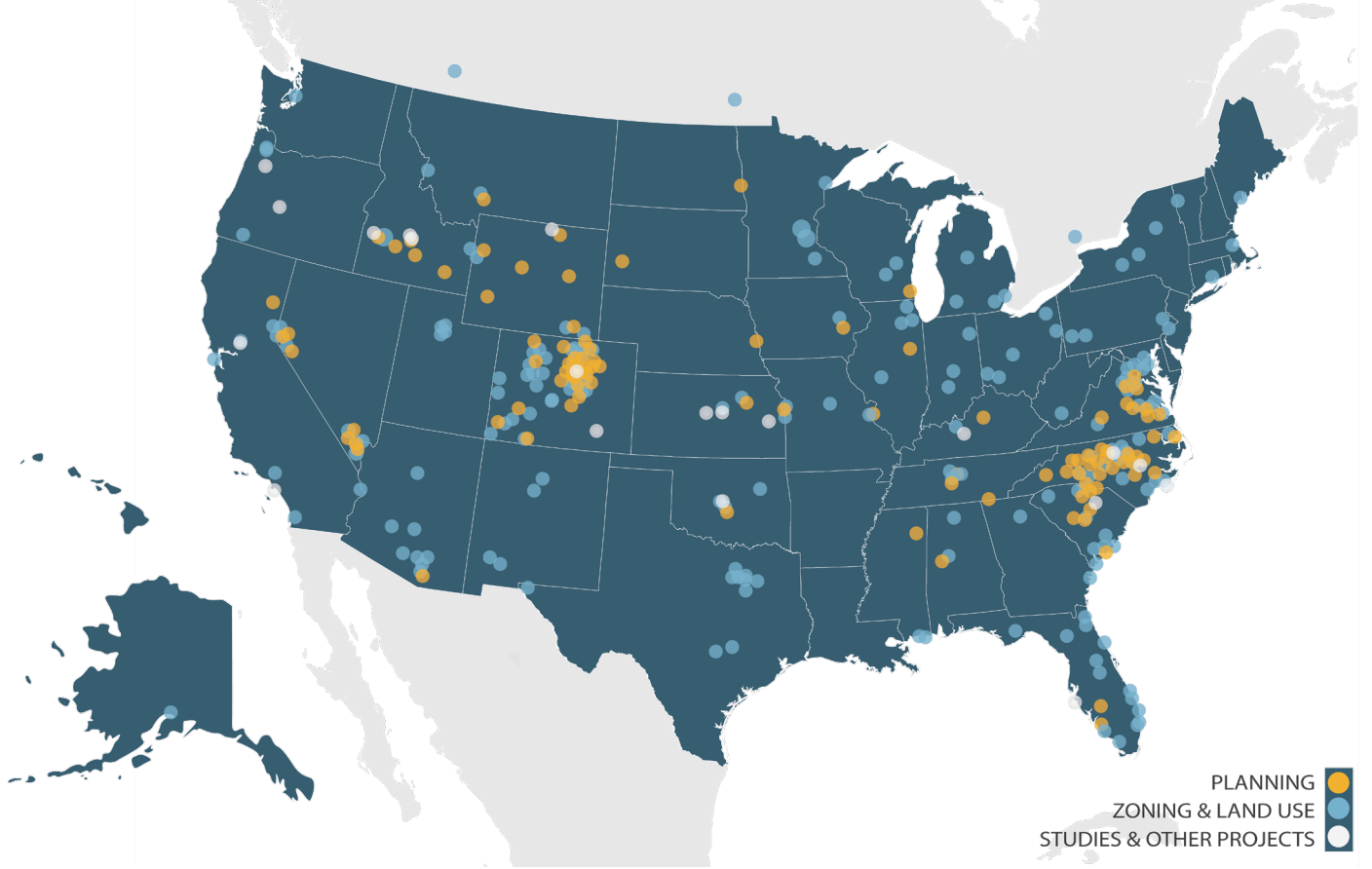
600+
DIVERSE
COMMUNITIES



120+
SUCCESSFUL
COMMUNITY
PLANS



28
YEARS OF
EFFECTIVE LAND
USE SOLUTIONS



WHAT SETS US APART

Demonstrating Planning Excellence.

Clarion planning projects often receive recognition, with seven awards for plans developed in the Carolinas. Clarion is unparalleled in planning, public engagement, land use, and project management experience, and we bring skills and knowledge of best practices in the public sector planning arena. We have adapted our planning techniques to manage and complete successful community-driven projects during the current pandemic.

Skilled at translating community aspirations and opportunities into action.

Clarion has a proven track record for blending the values and aspirations of a community with market opportunities to create action-oriented plans and development strategies that client partners can effectively implement over time. We tailor solutions to the community to ensure that policy direction and implementation approaches can be embraced by the community and operationalized by local government staff.

Clarion takes a “hands on” approach with all of its projects.

Our ability to do this is supported by our emphasis on maintaining a relatively small, but highly skilled and efficient staff. We establish strong working relationships with our clients that extend from the first set of meetings through adoption. We have a proven track record of working with staff in other communities and organizations on collaborative planning projects of this nature. In these instances, our primary role as consultants is to provide the needed resources and expertise to support staff as we work together to develop cutting-edge outreach methods, identify and analyze issues, introduce new ideas and approaches in to the planning process, and assist decision-makers as they deliberate. We recognize that Henderson County staff and leadership will be the ones who ultimately carry out the plan, and will work closely with you to ensure that you and the community “own” the final products.

PROJECT TEAM

PROJECT TEAM

We understand that there are several critical aspects of this Comprehensive Plan project that need to be addressed in this effort:

- Identifying issues and opportunities that will inform future development,
- Planning for targeted growth and infill opportunities that capitalize on infrastructure investments,
- Addressing quality of life issues by highlighting policy directions with broad community support,
- Finding opportunities to enhance regional planning and interjurisdictional coordination,
- Modernizing housing and land use policy to advance more affordability, equity, and sustainability, and
- Blending relevant and former planning guidance documents with new ideas generated through this process into a comprehensive approach for guiding land development and conservation efforts.

With that in mind, we have created a team that provides expertise in the core service areas Henderson County needs to create a high quality long range plan: land use planning, public engagement, interjurisdictional coordination, economic development public health, infrastructure planning, and plan implementation. Our team has a successful track record of developing actionable plans for our clients. We encourage you to contact our references to learn more about our project management approach and our focus on client satisfaction. We have ample firm capacity to complete the tasks included in our proposed timeline and scope of services.

IN COLLABORATION

TRAFFIC PLANNING AND DESIGN | [HTTPS://TRAFFICPD.COM/TPD/](https://trafficpd.com/tpd/)

Founded in 1989, TPD is a multi-disciplined A/E/C firm, delivering projects throughout the eastern United States. TPD is a client focused, team-oriented firm that prides itself on providing sustainable solutions for our clients and teaming partners. Working seamlessly as “One Company with Multiple Locations,” TPD is able to leverage local knowledge, continuous investment in technology, and emphasis on individual accountability to provide a high level of responsiveness and solutions appropriate for each individual project on a case-by-case basis. TPD has been recognized at both the regional and national levels for not only our engineering accomplishments, but our corporate practices and dedication to professional development. TPD is currently ranked the #4 Best Civil Engineering Firm to Work for in the Nation by the Zweig Group. Additionally, TPD has been recognized for efforts in sustainability, as well as for support of the National Guard and Military Reserve by the U.S. Government. TPD also takes their corporate citizenship seriously with numerous employees serving on several volunteer boards, and previously ranked as the #1 engineering firm in the Tri-State area by the Philadelphia Business Journal in terms of Corporate Philanthropy.

CHIPLEY CONSULTING | [HTTP://CHIPLEYCONSULTING.COM/](http://chipleyconsulting.com/)

Chipley Consulting is a woman-owned firm based in Asheville. We offer a range of economics, planning and communications services. We assist public and private decision-makers with local and regional economic analyses, including market assessments and economic impact assessments. Our value lies in delivering concise and discerning information to help clients make effective and efficient decisions.

Our approach to communications is informed by our staff's experience managing public involvement efforts on a variety of projects under different contexts. When engaging hard-to-reach populations we utilize neighborhood leaders, lessons from previous local outreach efforts, and demographic research that reflect cultural sensitivities and preferred forms of expression within the community. Chipley Consulting is a W/DBE certified firm in the states of North Carolina and South Carolina.

TEAM ORGANIZATION



LEIGH ANNE KING, AICP, LEED AP
DIRECTOR & PROJECT ADVISOR

NATE BAKER, AICP, CNU-A
PLANNER & PROJECT MANAGER



TRAFFIC PLANNING AND DESIGN, INC.

PUBLIC ENGAGEMENT,
INFRASTRUCTURE, PARKS &
RECREATION LEAD

KRISTY CARTER, AICP
SENIOR PROJECT
MANAGER

JOHN HOOVER, CPRP
SENIOR PARKS & REC
ADVISOR

CHRISTINA STAUDT, PE
PROJECT MANAGER

BENJAMIN GUTHRIE, PE
PROJECT MANAGER

RACHAEL BRONSON, AICP
MULTIMODAL TRANSPORTATION
PLANNER



PROJECT MANAGEMENT, LAND
USE AND ZONING, PUBLIC
ENGAGEMENT STRATEGIES

TIM RICHARDS, ESQ, AICP
PRINCIPAL

ADDIE SHERMAN
GRAPHICS & VISUALIZATION



ECONOMIC
DEVELOPMENT ANALYSIS
AND STRATEGIES

SEALY CHIPLEY
PRINCIPAL

QUALIFICATIONS

PERSONNEL QUALIFICATIONS

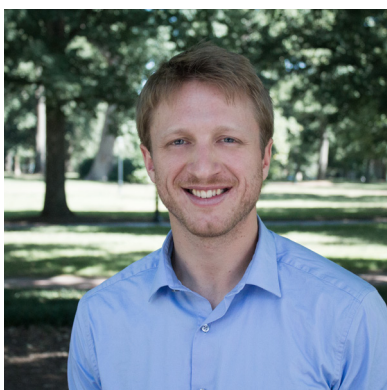


LEIGH ANNE KING, AICP, LEED AP
DIRECTOR AND PROJECT ADVISOR

CLARION

- Master of City and Regional Planning | University of North Carolina, Chapel Hill
- Bachelor of Arts | University of Tennessee, Knoxville

Leigh Anne King is the Director of the Chapel Hill planning practice. She started with the firm in 2005. With nearly 20 years of experience, Ms. King has served as the Director and Project Advisor on a wide variety of public sector planning projects: comprehensive plans, land use plans, growth management plans, neighborhood plans, affordable housing implementation programs and ordinances, design strategies, zoning ordinance updates, and impact fee support studies. Most recently she has led development of several plans in North Carolina, including the Wake County Comprehensive Plan, the Mooresville Comprehensive Plan, the Davidson Comprehensive Plan, the Cary Community Plan, and the Kannapolis Comprehensive Plan. Her primary focus is on project management, developing public engagement strategies, and development of policy frameworks and implementation strategies. She was the primary author of seven award-winning plans in the Carolinas. She frequently speaks at national and state conferences on the topics of comprehensive planning, affordable housing, local food systems, and sustainability. Ms. King will be the director and project advisor for the planning process, committing 15 percent of her time to this project.



NATE BAKER, AICP, CNU-A
PLANNER AND PROJECT MANAGER

CLARION

- Master of City and Regional Planning | University of North Carolina, Chapel Hill, NC
- Fulbright Research Fellow Center of Regional Planning and Development | The Federal University of Minas Gerais Belo Horizonte, Brazil
- Bachelor of Science, Urban and Regional Studies | Cornell University, Ithaca, NY

Nate Baker is a Senior Associate in Clarion's Chapel Hill office and has nearly a decade of experience in community planning. He specializes in inclusive community engagement, innovative analytics that shine a light on equity, and sustainable zoning and land use policy. He began his career as a planner in El Paso, Texas, where he managed development applications and advocated for greener and more walkable neighborhood designs. Since joining Clarion, he has worked on a variety of planning projects, including comprehensive plans, area plans, and unified development ordinances. Nate was a Fulbright Research Fellow, and studied international models for regional planning and development in Brazil. He is fluent in Spanish and Portuguese and has helped communities provide outreach to Hispanic populations. Through his work, Nate seeks to help communities achieve vibrant, equitable, and sustainable growth. Nate will commit 35 percent of his time to this project.



TIM RICHARDS, ESQ, AICP
PRINCIPAL AND CODE LEAD



- Master of Science, Planning | The University of Arizona, Tucson, AZ
- Juris Doctor | Brigham Young University, Provo, UT
- Bachelor of Arts, Linguistics | Brigham Young University, Provo, UT

Tim Richards is a Principal in Clarion’s Chapel Hill office. His practice focuses on zoning and plan implementation, with an emphasis on procedural efficiencies and sustainable development practices. Prior to joining Clarion, Tim worked as a planner for Onslow County, North Carolina, where he served as staff lead on a variety of projects involving comprehensive planning, small area planning, and amendments to land development regulations. Since joining Clarion, he has worked on a number of development code updates. In his work, Tim seeks to provide communities with the best tools available to realize their desired land use outcomes. Tim will commit ten percent of his time to this project.



ADDIE SHERMAN
GRAPHICS & MARKETING COORDINATOR



- Bachelor of Urban Planning | University of Cincinnati, Ohio

Addie is the Graphics and Marketing Coordinator in Clarion’s Chapel Hill office. At Clarion, Addie helps fashion creative tools for public engagement and works with project leads to produce effective graphics for plans, development codes, and other work products. Her current work involves website design, graphic design, 3D renderings, document design, and GIS mapping. Prior to joining Clarion, Addie worked for a consulting firm in Cincinnati, where she provided critical planning and design recommendations based on site analysis, feasibility studies, and zoning and land use evaluations. She received her bachelor’s degree in urban planning from the University of Cincinnati. Addie will commit ten percent of her time to this project.



SEALY CHIPLEY
PRINCIPAL AND ECONOMIC LEAD



- BS in Economics, BS Environmental Management & Policy | University of North Carolina at Asheville

Sealy Chipley, Principal of Chipley Consulting, provides a range of economics, planning and communications services. Ms. Chipley performs local and regional economic analyses, including market assessments and economic impact assessments. Ms. Chipley is adept at communicating the findings in a clear, concise manner to provide public and private decision-makers with information they need to make effective decisions. She also specializes in developing targeted stakeholder involvement strategies that enhance community engagement. Through extensive project experience she has developed a thorough understanding of the challenges and opportunities facing communities today, and a broad skill set to help communities take appropriate action. Prior to starting her business, she worked at Land of Sky Regional Council. Ms. Chipley also worked at RTI International in the Economics Department. Ms. Chipley will commit 15 percent of her time to this project.



KRISTY CARTER, AICP

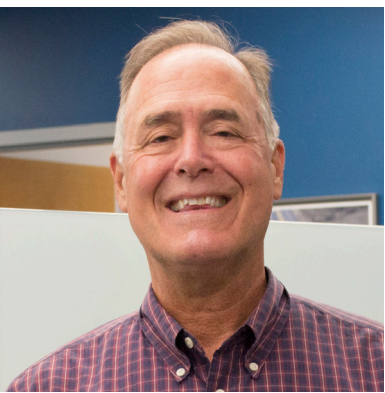
SENIOR PROJECT MANAGER



- M.P.A. / Public Affairs | Western Carolina University
- B.S. Recreational Therapy | Western Carolina University

Kristy Carter serves as a Senior Project Manager for TPD’s Traffic Engineering Services Department. Throughout her planning career, Ms. Carter has project managed or teamed on many comprehensive, small area, or strategic plans in NC, SC, and TN, as well as multiple corridor and transportation planning projects.

Ms. Carter is a skilled community planner who believes that community engagement should guide a community’s planning process. Her responsibilities include project planning, analysis, and public engagement. Ms. Carter will commit ten percent of her time to this project.



JOHN HOOVER, PCRPA

SENIOR PARKS & RECREATION ADVISOR



- B.A. Parks and Recreation Management / Urban Affairs | California State University, PA

John Hoover serves as a Senior Parks and Recreation Advisor for TPD’s Multimodal and Municipal Services Teams. He led park policy and operations for over thirty years while serving as the Parks and Recreation Director for Cheltenham Township, Montgomery County. His expertise covers a wide range of landscape architectural and open space planning services, including analysis of park facilities

and park and recreation programs, participating in public input meetings, conducting key person interviews, preparing reports of findings, and developing policy and program recommendations. Mr. Hoover will commit ten percent of his time to this project.



CHRISTINA STAUDT, PE

REGIONAL MANAGER



- B.S.E. Civil Engineering Systems | University of Pennsylvania

Christina Staudt is a Project Manager for public sector design and planning projects. Her experience ranges from project planning and grant writing through conceptual, preliminary and final design as well as corridor safety studies.

Ms. Staudt has reviewed hundreds of land development and transportation improvement plans including access plans, traffic impact studies, internal circulation, roadway safety reviews, MUTCD compliance and ADA compliance. Ms. Staudt’s experience also includes extensive public involvement outreach. Ms. Staudt will commit ten percent of her time to this project.



BENJAMIN GUTHRIE, PE

PROJECT MANAGER



- M.S. Transportation Engineering | Villanova University
- B.S. Civil & Environmental Engineering | Bucknell University

Mr. Guthrie has completed work on a wide range of transportation planning projects. His project experience includes comprehensive plans, multidisciplinary corridor studies, bicycle connectivity plans, roadway safety audits, and pedestrian safety studies. Mr. Guthrie has worked with local and county governments to develop plans that coordinate transportation and future land use to foster long-term growth and revitalization, along with improved safety and connectivity outcomes for all roadway users. Mr. Guthrie will commit ten percent of his time to this project.



RACHAEL BRONSON, AICP

MULTIMODAL TRANSPORTATION PLANNER



- M.S. Civil Engineering Systems | University of Colorado Denver
- B.S. Marine Science | University of South Carolina

Rachael Bronson has diverse experience in public and non-profit sector work in transportation policy, planning, design and construction. Rachael's technical background in engineering and professional experience as a planner enables her to co-exist in both disciplines. She is skilled at bringing this expertise into project's community and stakeholder engagement opportunities. Rachael will commit 30 percent of her time to this project.

REFERENCES

CLARION

ONEMOORESVILLE COMPREHENSIVE PLAN | 2019

Mooreville, NC

Rawls Howard, Former Planning and Community Development Director

(Present: Cumberland County Director of Planning and Inspections)

910.678.7618

rhoward@co.cumberland.nc.us

MOVING KANNAPOLIS FORWARD COMPREHENSIVE PLAN | 2018

Kannapolis, NC

Zac Gordon, Planning Director

704.920.4350

zgordon@kannapolisnc.gov

WHATS NEXT DAVIDSON? COMPREHENSIVE PLAN | 2020

Davidson, NC

Jason Burdette, AICP, Planning Director

704.940.9621

jburdette@townofdavidson.org

TRAFFIC PLANNING & DESIGN, INC.

BLACK MOUNTAIN PARKING & CIRCULATION STUDY

Black Mountain, NC

Jessica Trotman, Planning Director

828.419.9300

OLD LENOIR WALK MULTI-USE TRAIL

City of Hickory, NC

John Marshall, Transportation Planning Manager

828.323.7354

TUNNEL ROAD CORRIDOR STUDY

Asheville, NC

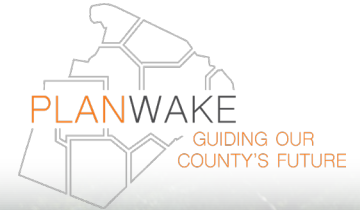
French Broad River Metropolitan Planning Organization (FBRMPO)

828.521.7454

WORK SAMPLES

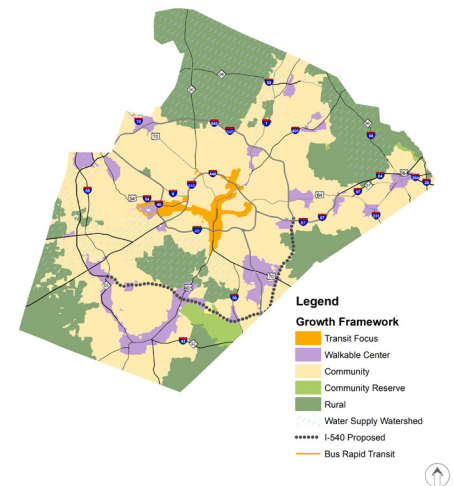
Clarion Associates, TPD, and Chipley Consulting have completed a wide-variety of projects throughout the state of North Carolina, the Southeast, and the nation, including many award-winning plans. The projects we've selected below demonstrate our team's experience leading the development of complex planning efforts that integrate the key elements we believe are needed to successfully develop Henderson County's Comprehensive Plan.

WAKE COUNTY, NC PLANWake Comprehensive Plan



Once home to a predominantly rural and agricultural character, Wake County - the capital county in North Carolina - is now located in one of the fastest growing regions in the nation. With less than a 60 year supply of land left remaining to grow under current development patterns, the County initiated a comprehensive planning process to identify the best approach to coordinate between its 12 municipalities and plan for these lands. Clarion in partnership with County staff has led an unprecedented public engagement process that has engaged over 9,000 residents and produced hundreds of thousands of community inputs.

Building off the priorities set by community and stakeholder engagement inputs, and guidance from municipal planning partners, the effort has included an evaluation of growth alternatives to determine which will best achieve the vision, goals, and plan priorities. The plan itself uses a vision framework that includes goals and performance metrics to measure success over time. A public review draft will be completed in Fall 2020, and the project is expected to be completed within budget.



See the PLANWake project website at <http://www.planwake.org/>



DAVIDSON, NC

The Davidson Comprehensive Plan



The Town of Davidson is known nationally for its progressive planning, urban placemaking, and small college-town character. Home to the historic Davidson College and located in northern Mecklenburg County, Davidson has worked carefully over the last two decades to manage growth and enhance community design.

Building on several recent planning efforts, including the Davidson Rural Area Plan, the Davidson Mobility Plan, and the Town's Strategic Plan, Town leaders initiated a process to create a renewed community vision. The Town hired Clarion Associates in the fall of 2018 to lead the process to update the Comprehensive Plan – *What's Next Davidson*. The project scope included development and facilitation of the public engagement process, analysis of conditions and trends, and drafting the Comprehensive Plan.

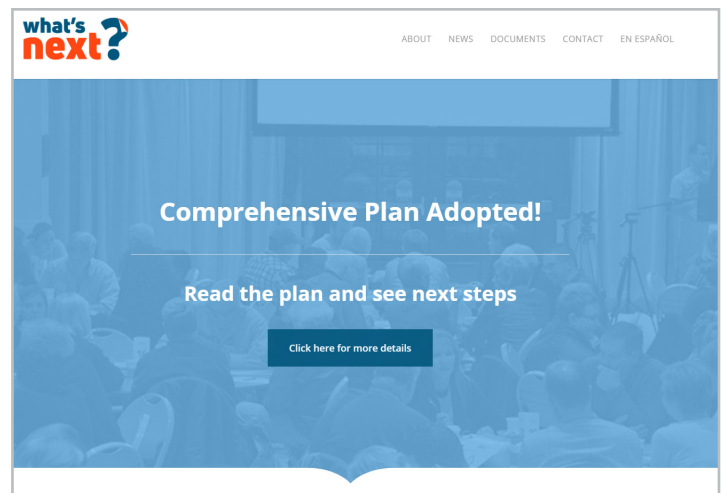
Recent community discussions raised ideas about how past plans had been implemented. To address these ideas and honor prior planning efforts, the process began with a decentralized public engagement strategy focused on high-level planning principles. The second phase of the engagement process included a *Conversation on What's Next* community forum that offered small group opportunities to discuss three critical questions for the Town's future, and the *Shaping What's Next* multi-day workshop that resulted in a growth framework and visual preferences for community placemaking.

With that guidance, the Clarion team worked with the Plan Advisory Group over a series of meetings to share the draft plan and refine for public review and comment. Several important new tools were included in this draft, including a new Growth Management Tiers Map and related Utility Service and Annexation Criteria, and the Conservation and Growth Framework that identifies character areas to guide development in the Town's planning area and priority areas for public or private conservation efforts.

The final version of the comprehensive plan was adopted by commissioners in January 2020. Clarion is currently working with Davidson in preparing and Implementation Guidebook for the plan. The plan won a special recognition award by the North Carolina Chapter of the American Planning Association.

See the ***What's Next Davidson*** Snapshot and Public Engagement Reports at:

<https://whatsnextdavidson.com/resources/>

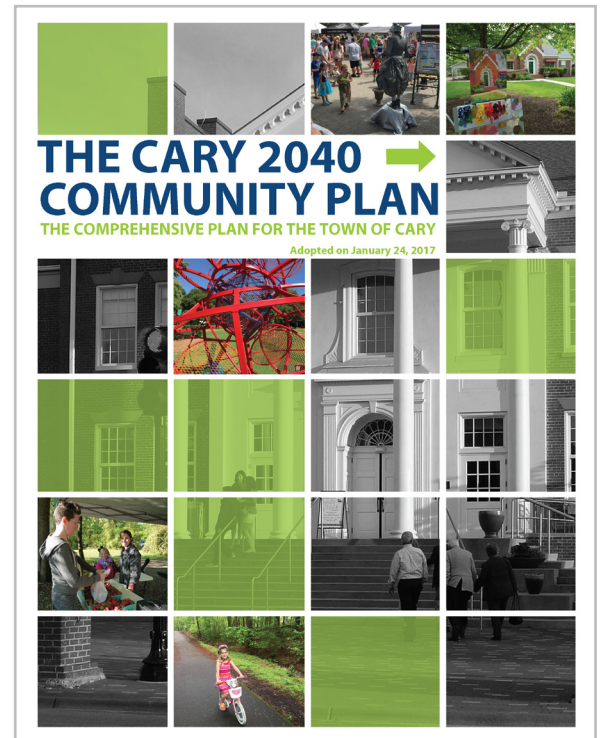




The Town of Cary has for decades been one of the premier communities in North Carolina and the Southeast, and is increasingly being recognized as one of the best places to live in the country. To address changing planning conditions, market preferences, and regional transportation initiatives, the Cary Town Council commissioned a complete review of all plans and the creation of a new comprehensive Community Plan. Clarion was hired to lead a multidisciplinary team to prepare the Phase 1 Charter document (“the plan for the plan”), and to lead the multi-year Phase 2 effort to develop the Cary Community Plan. The Cary 2040 Community Plan is shaped by the most robust public engagement process in the Town’s history that integrated technical analysis and community values.

This process included development of a character-based approach to land use planning, providing greater flexibility for actual land uses and more guidance regarding the design and place making components to help guide new development and redevelopment. In addition to the town-wide land use and character plan, the plan included five special area plans, including the prominent Eastern Cary Gateway - the location of one of the last significant undeveloped areas with Interstate 40 interchange access in the Town.

The planning process included an in-depth integration of the updates to the Town’s Comprehensive Transportation Plan and the Town’s Land Use Plan. This included both high level testing of the Town’s long range transportation plan to support the town-wide vision for future growth, and small area planning to create coordinated transportation and land use solutions that support community character objectives. The plan was unanimously adopted by the Cary Town Council January 2017. The plan won a special recognition award by the North Carolina Chapter of the American Planning Association at the 2017 state conference.



See the final adopted Cary Community Plan at

<https://www.townofcary.org/projects-initiatives/cary-community-plan>

BLACK MOUNTAIN, NC

Elevate Black Mountain Comprehensive Plan



The Town of Black Mountain is a unique community that has drawn in residents and visitors due to its natural beauty, small-town charm, and proximity to Asheville and the Appalachian Mountains. With a desire to maintain its special character amidst growth, population change, and regional infrastructure investments, the Town of Black Mountain has begun the process of updating their Comprehensive Plan and Future Land Use and Character Map.

Working closely with Town Staff, Clarion and Chipley Consulting coordinated two public kickoff meetings that featured a variety of public engagement methods, including smartphone polling, dot voting, mapping exercises, visual preference surveys, and other interactive activities. Using the public inputs from this event, along with an online survey and public intercept events, the Clarion team drafted a vision, goals, and policies. Following the initial shock of the pandemic, Clarion successfully tested the draft with the Black Mountain community through creative online live conversations, polling, office hours, and hard-copy surveys with overwhelming support.

This project is anticipated to be completed on schedule and within budget, with a contractual adjustment to add additional public engagement meetings.



See the Elevate Black Mountain project website at

<https://www.townofblackmountain.org/2533/Comprehensive-Plan-Update>



RICHLAND COUNTY, SC Comprehensive Plan

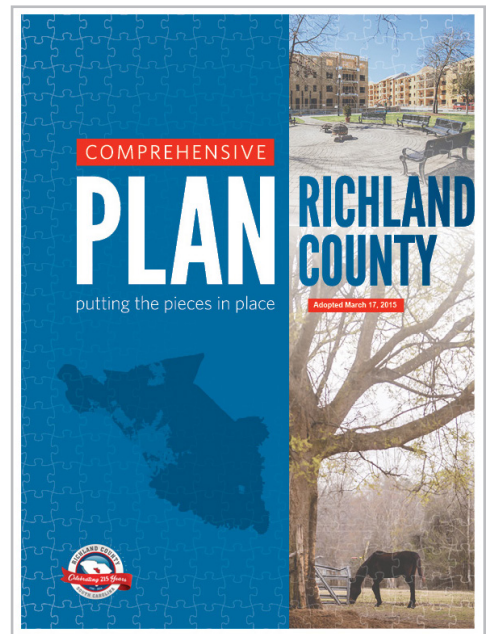


Richland County and the City of Columbia, the county seat and state capital, lie at the heart of the Midlands Region of South Carolina. In 2013, the City of Columbia and Richland County initiated updates to their comprehensive plans, with a focus on the land use elements.

After contracting planning services with the Clarion team, the City and County decided to join forces and develop a jointly branded comprehensive planning process that coordinates both plans and provides opportunities for synergies. While the two plans were on different schedules, the Clarion team was able to align the planning goals, and in particular the Future Land Use plans, for both clients, including coordinating planning in unincorporated “areas of common interest” at the edges of the jurisdictions.

Using a set of guiding principles endorsed by the Richland County Planning Commission at the outset of the project, this plan update took a very broad based future land use framework and created a tailored approach to protect “true” rural areas, provide new opportunities for mixed-residential development in suburban areas, and protect the county’s key natural resources, including the Congaree National Park. The plan update also redefined the priority investment areas for the county.

After undertaking a robust public engagement effort, the plan was unanimously adopted by the County Council March 17, 2015



KANNAPOLIS, NC

Comprehensive Plan and UDO Rewrite

KANNAPOLIS

DEVELOPMENT ORDINANCE

REWRITE

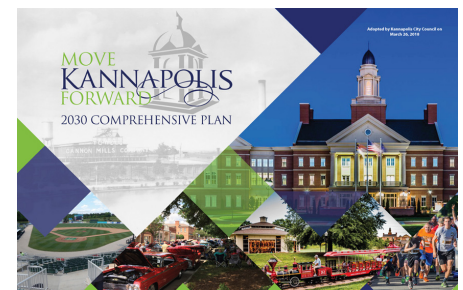
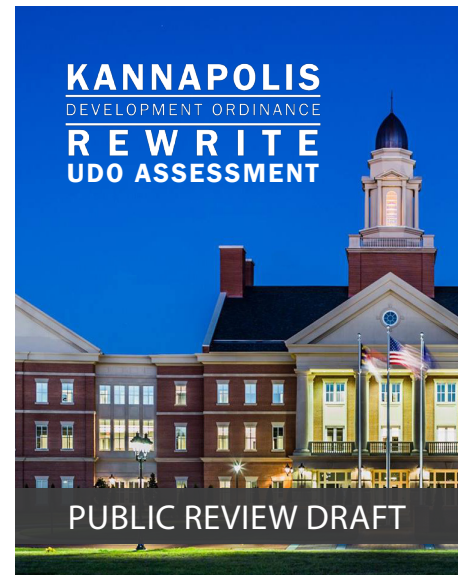


The Move Kannapolis Forward 2030 Comprehensive Plan builds on investments that are transforming the former mill town. The plan harnesses the strength of its historic heritage, growing connections to Charlotte, and burgeoning industries for economic and environmental resilience in a way that is inclusive of all community members.

Outreach was a critical component of the planning process and public engagement took place through public intercept events at multiple community gatherings, discussions at local businesses, feedback at large public meetings, and online using social media and surveys. The plan established new direction for creating mixed use urban centers, revitalizing corridors, preserving the historic mill village neighborhood, prioritizing infrastructure in distressed areas, growing smart on the edges, and integrating high quality green space. A key phase of the planning process included evaluating relationships between the draft Conceptual Growth Framework and Future Land Use and Character maps. These maps correspond with policies for form, design, and use to enhance the character and walkability of existing and future development. The plan was unanimously adopted in March 2018.

Clarion is now under contract with the City to prepare an update to its Unified Development Ordinance and has completed the UDO Assessment. The Assessment builds on the Future Land Use and Character map and direction set in the character areas to establish new regulations for green building, infill standards, contextual compatibility, parks and open space, connectivity, design, and multimodal streets. It also establishes the framework for a more streamlined development process and user-friendly document.

See the Move Kannapolis Forward Plan at:
<http://www.kannapolisnc.gov/MoveForward>





Where will the next 40,000 residents of Greenville live, work, and play? That is the critical question that sparked the Horizons 2026 Plan update. In 2015, the City of Greenville hired the Clarion Associates team to help shape the update to the city's comprehensive plan. Taking a new tailored approach, the Horizons 2026 planning process melded traditional land use planning with best practices for urban design and place making to develop a future growth framework for Greenville.

The thematically based plan was designed to streamline the policy framework to make the plan more user-friendly and to create a strategic implementation approach that allows the plan to guide future city actions and investments, such as stewarding a vibrant Uptown neighborhood through redevelopment and focusing on special areas projected to have an outsized influence on the city's future. This framework is now used to frame the city's annually updated strategic planning process.

Citizens, stakeholders, business and civic leadership, and the Comprehensive Plan Committee were active partners in the development of the plan. Community members participated in various public engagement opportunities such as the Workshop for Our Future kickoff event, an online survey on community interests and values, a leadership roundtable breakfast meeting, the How Will We Grow? public workshop series, and nine Comprehensive Plan Committee meetings.








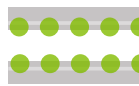
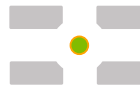
Horizons 2026 also included four special area plans. These area plans set out the planning influences, community aspirations, land use planning guidance, design and capital planning strategies for these key locations in the city. The Southwest Bypass Area Plan was unique in embracing a potential future planning effort for the corridor including all regional partners, and set out aspirations for a multijurisdictional effort that has since continued at the county level.

Horizons 2026 and the special area plans were unanimously adopted without any public dissenting opinions by the City Council in the fall of 2016. The plan won a special recognition award by the North Carolina Chapter of the American Planning Association at the 2017 state conference.

See the Award Winning Horizons 2026 Community Plan at:

<http://www.greenvillenc.gov/government/community-development/planning-division>

Traffic Calming Toolbox
Below are a few of the traffic calming facilities that our community can use to slow down vehicle speeds and improve travel safety throughout the city.

 <p>On-Street Parking On-street parking slows traffic and provides a barrier between moving traffic and sidewalks.</p>	 <p>Pedestrian Island Pedestrian islands provide a safe waiting place for pedestrians crossing the street.</p>	 <p>Mid-Block Choker Mid-block chokers improve safety for pedestrians crossing the street.</p>
 <p>Corner Bulbouts/Neckdowns Bulbouts slow turning traffic and shorten the crossing distance for pedestrians.</p>	 <p>Painted Bike Lanes Highly visible bike lanes provide additional safety for bicyclists, motorists, and pedestrians.</p>	 <p>One-Way to Two-Way Streets One-way streets encourage speeding. Converting them back into two way streets improves safety.</p>
 <p>Visible Pedestrian Cross-Walks Pedestrian cross-walks should be highly visible, sometimes of a textured material like brick.</p>	 <p>Sidewalks and Street Trees Street trees with trees placed at 30-foot intervals between the curb and the sidewalk provide many benefits.</p>	 <p>Traffic Circles and Roundabouts Traffic circles and roundabouts help slow traffic, provide pedestrian safety, and maintain traffic flow.</p>

76 | Enhancing Mobility



The City of Ankeny's investment in its local trail network has resulted in an impressive network of more than 80 miles of community and regional trails. The most popular segment of Ankeny's trail network is the High Trestle Trail (HTT) which leads to the High Trestle Bridge - more than 250,000 travelers visit the bridge annually. Despite HTT popularity, Ankeny has not fully capitalized on its potential to capture visitors and tourists.

The City of Ankeny's Economic Development Department initiated the Bicycle Tourism and Economic Development Strategies planning effort to identify how the City can bolster local economic activity through bicycle tourism. Prior to joining TPD, Kristy Carter was responsible for various activities, including a trail intercept survey, a market analysis (which included the use of cell phone location data to determine visitor markets), and extensive field work and stakeholder engagement to identify strategies to increase visitor spending.

This project involved the following key tasks:

- Community Engagement
- Bicycle / Greenway Planning
- Market Analysis
- Tourism Development
- Trail Intercept Surveying
- GIS & Design



HENDERSON COUNTY, NC

Henderson County Project Experience



Services Overview

TPD has been a part of several multimodal and transportation projects in Henderson County. The TPD Team provided the following services in these projects:

- Multimodal Feasibility Studies
- Greenway Feasibility Studies
- Conceptual Design
- Stakeholder Engagement
- At-Grade Crossing Studies
- Community Engagement
- Data Collection & Analysis
- Network Connectivity Analysis
- Cost Estimating

Fletcher Connects Pedestrian & Bicycle Plan

TPD led Fletcher's Bicycle and Pedestrian Plan development which is scheduled for finalization and adoption in fall of 2020. TPD's tasks included data collection, traffic review (volumes, geometry, transit, crash history), past plan review, GIS mapping, environmental constraints review, network connectivity planning, feasibility investigations and cost estimates. TPD also initiated DOT and County coordination and developed an implementation plan for the Town.

Cane Creek Greenway Study

TPD provided support in efforts related to data collection, site analysis and field investigation, conceptual corridor design and engagement with project stakeholders. TPD led in efforts related to coordination with the DOT, analysis of on-road sections of the trail proposals, and safety/traffic analysis of crossings.

Oklawaha Greenway Feasibility Study

TPD provided support services for several tasks, including identifying barriers and opportunities to trail alignments, recommending and evaluating alternatives, development of an Action Plan and stakeholder engagement. TPD led the traffic related components of the project where proposed trail alignments interact with the road and bridge network. TPD also furnished existing data and analysis.

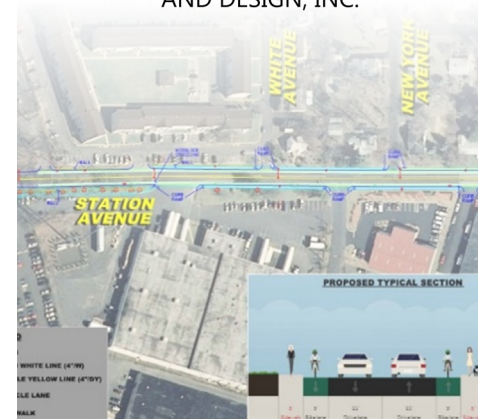
Flat Rock Greenway Feasibility Study

With this study, TPD provided support in the identification of the first trail in the Village of Flat Rock. As a subconsultant, TPD led community and stakeholder engagement, data collection, environmental review, route identification, and report design and development. TPD also provided traffic engineering, cost estimates and safety analysis related to crossings and facility selection.



BENSALEM TOWNSHIP, BUCKS COUNTY, PA

Bensalem Riverfront Master Plan & Trail Design



Bensalem Township's Riverfront Master Plan is a new vision for transit-oriented development in the Delaware River Waterfront Redevelopment area. TPD was contracted by Bensalem Township to provide transportation network evaluation and land use recommendations. Work included recommendations on roadway grid system extensions, bicycle and pedestrian infrastructure, typical roadway sections, mass transit connections and transit-oriented development recommendations. TPD developed short term and long-term transportation improvements and assisted with grant writing, PennDOT funding and TIP requests for the I-95 and Street Road Interchange. TPD wrote and secured grant funding for the development of a Transit Oriented Development (TOD) Feasibility and Implementation Plan. As part of the project, TPD also prepared the preliminary design for Sections 6-9 of the Bensalem Greenway segment of the East Coast Greenway.

TPD provided consultant selection oversight and scope of work development for a market analysis and federal TIGER Grant application.

TPD provided the following services for this project:

- Master Plan Assistance
- Urban Roadway Design Assistance
- Complete Streets Elements Review
- Bicycle and Pedestrian Connectivity Recommendations
- Transit Connection Review and Recommendations
- East Coast Greenway Trail Recommendations and Design
- Grant Applications – Successful TCDI grant to engage in next stages of TOD planning
- Coordination with Stakeholders

TOWN OF BLACK MOUNTAIN, NC

Black Mountain Parking & Circulation Study



In this study led by TPD, the team evaluated parking and transportation patterns in Black Mountain in order to identify opportunities and recommendations for improvement. Outcomes from this study included an understanding of the current issues, a list of policy, programmatic and project recommendations, and an action plan to arrive at these solutions.

TPD collected data and findings related to the following aspects of the project:

- Parking occupancy and turnover data
- Review of signal operations, pedestrian, bicycle and vehicle flows

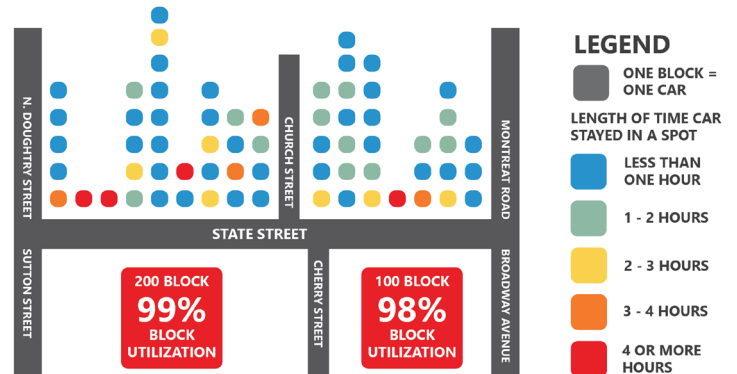
Development of a Public Participation Plan including:

- Coordination and leading Steering Committee meetings with associated materials
- Hosting two public meetings and associated materials
- Development and implementation of an online survey

The project analysis phase involved the following components:

- Review and assess circulation patterns for traffic and bicyclists/pedestrians
- Parking demand analysis
- Determine future parking demand
- Evaluate shared parking potential and on-street parking limits
- Identify future parking deficiencies
- Assessment of pedestrian connections between parking and destinations

The project process was grounded in community engagement and data collection, and from there the team analyzed, developed alternatives and arrived at final recommendations.



CITY OF HICKORY, CATAWBA COUNTY, NC

Old Lenoir Walk Multi-Use Trail



With a grant from the Greater Hickory Metropolitan Planning Organization and the North Carolina Department of Transportation (NCDOT) (TAP and BGDA funds), the City of Hickory moved forward with a plan to construct a multi-use trail and make streetscape improvements along Old Lenoir Road, also known as Old Lenoir Walk. This project included NEPA clearance and PS&E plan sets as a locally administered federal project. This is an upgrade to a 4-lane commercial corridor that lacks sidewalks, has many driveway cuts, and auto-oriented businesses.

This project included a traditional road diet which will allow for the trail to be constructed partially within the current roadway to minimize impacts to homes and businesses. The project also included railroad considerations and street crossings.

TPD was responsible for the following project tasks:

- Community and stakeholder engagement
- Graphics
- Traffic analyses
- Corridor simulations - SimTraffic
- Intersection and safety analyses
- Pedestrian crossing evaluations and design
- Landscape architecture design elements
- Accessibility (ADA) and trail design assistance
- Trail signage and wayfinding
- Signal design
- Cost estimate
- Construction documents for signal and RLA elements

In addition to design and traffic engineering services, TPD designed the public engagement plan and website materials. This included adjustments to public engagement to account for social distancing requirements during the COVID-19 pandemic. TPD also designed several small parks that will be built along the trail to serve as rest stops and trailheads.

The traffic analysis and simulations were key to obtaining concurrence on the road diet since some local businesses were concerned about congestion and impacts to their business.

ASHEVILLE, BUNCOMBE COUNTY, NC

Tunnel Road Corridor Study



TPD is serving as a subconsultant for this land use and transportation study. The project includes development of growth scenarios, grid network expansion, multimodal travel options and regional connectivity recommendations. The Tunnel Road corridor is adjacent to downtown, yet separated by a narrow two-lane tunnel, with wide 5 lane roads feeding the corridor from the east and west. The corridor has experienced piecemeal development and has a mix of big box retailers, small businesses and hotels. With four bus lines running down the corridor, it offers some of the best transit headways in the City.

As the local expert and the community engagement lead, TPD has developed an outreach strategy that has shifted under circumstances with COVID-19. The Team has hosted over a dozen telephone/video sessions with key stakeholders in the business community, affordable housing, homelessness, aging, commercial/residential development, and multimodal transportation. An online map-based survey is gathering community feedback as the Team prepares for a public meeting in the fall.

TPD is supporting the team with traffic analysis tasks and design feasibility review. TPD recently completed a grid system connectivity evaluation, which included multimodal facilities and transit access. In addition, our corridor synchro analysis focused on identifying corridor system inefficiencies and bottle neck locations. From there, we have developed initial improvement scenarios that will be vetted with project partners and the public.

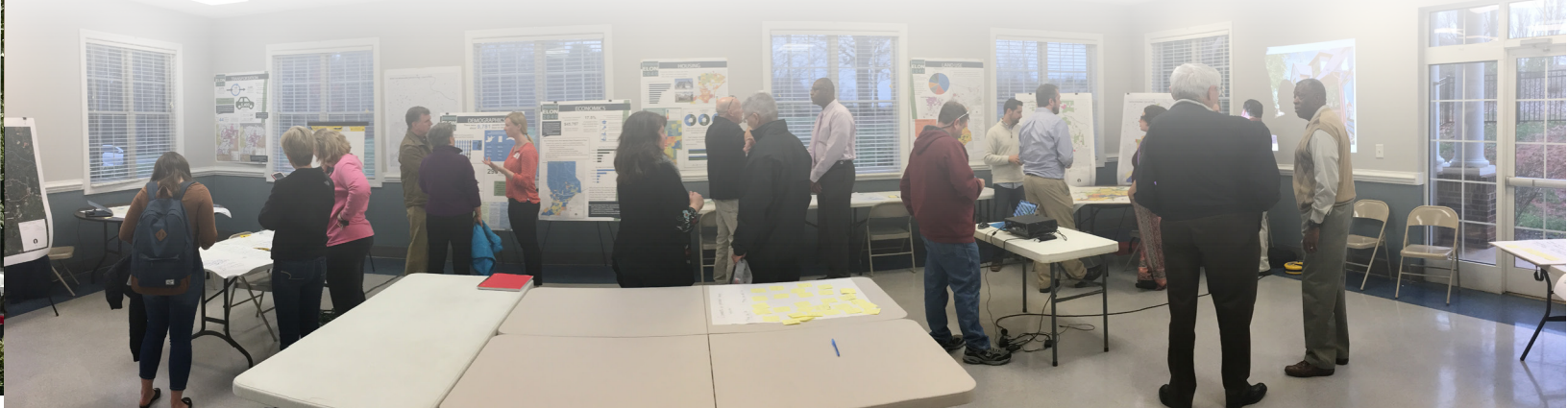
TPD is also assisting with developing a set of short-term and long-term corridor solutions that integrate current and future land use. We are also advising on implementation strategies that will enable a shift in the future corridor land uses and transportation network in order to accomplish the vision for the corridor and to maximize partnerships and funding opportunities during implementation.

When complete, this Corridor Study will create a blueprint for Tunnel Road as the public and private sector seeks to improve the dynamic corridor for housing, transportation, shopping and entertainment.



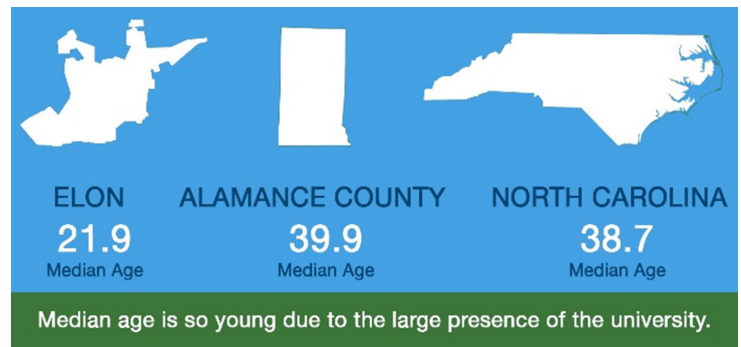
CHIPLEY CONSULTING PROJECT EXPERIENCE

ELON, NC Envision Elon



Chipley Consulting led the market assessment and economic development components for a comprehensive land use plan for the Town of Elon. Chipley assessed demographic and workforce commuting patterns along with residential, housing, and local industry trends.

A feasibility assessment was conducted to identify new residential and workforce development opportunities. Chipley developed strategies needed to satisfy projected population growth and upcoming commercial prospects. In addition, Chipley led a variety of stakeholder interviews and was an important part of a multi-day charrette process.



ASHEVILLE, NC

City of Asheville Comprehensive Plan Update



Chipley Consulting led the underrepresented community engagement process for the City of Asheville's Comprehensive Plan Update. One of the main goals was to actively engage residents who had been less involved in past planning efforts. To achieve this objective, many outreach techniques were utilized. Chipley staff attended neighborhood meetings throughout the City to gain input and share upcoming event information about the plan. Staff attended a variety of community events, elementary school classes, and churches. Individual interviews included the African American Heritage Council, AARP, Just Economics, the Latino Steering Committee, and the Neighborhood Advisory Committee.

In addition, Chipley worked with a class at Lenoir Rhyne University. Students in a graduate certificate program developed their own community outreach campaign and reported their findings back to Chipley and the rest of the team. The Asheville Vision Group, made up of local authors, completed the same outreach campaign with their network. The result was an extremely diverse amount of input being incorporated into the Plan update.



BLACK MOUNTAIN, NC

Black Mountain Bicycle Plan

Chipley led the community engagement efforts for the bicycle plan in the Town of Black Mountain. The approach included working with small groups and community leaders; attending local events such as Cycle to Farm, Walk/Bike to School Day, Community Bike Ride, and Park Rhythms outdoor town concerts; and developing and implementing both resident and visitor surveys.

Chipley used an online, interactive map as a complement to the survey that allows residents to provide place-specific input regarding necessary bicycling improvements. The firm also supported the development of final plan recommendations and creating all the maps for the project.



WAYNESVILLE, NC

Land Use Plan Update



Chipley Consulting supported efforts to complete a Comprehensive Land Use Plan update for the Town of Waynesville, NC. Chipley summarized analysis for existing economic and demographic conditions, including employment and housing trends. Chipley supported the development of the Economics chapter of the plan and provided recommended implementation strategies based on the Town's current conditions and desired future.

Chipley also participated in steering committee meetings, public meetings, and led interviews of key professionals in Waynesville.

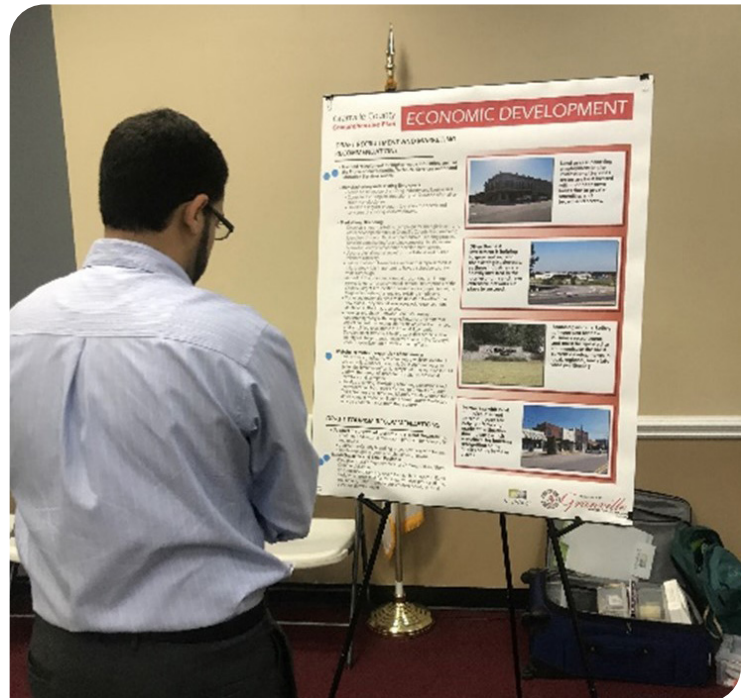


GRANVILLE COUNTY, NC

Comprehensive Plan Update

Chipley Consulting supported the Granville County Comprehensive Plan Update. Chipley assembled and reviewed existing economic development reports and recommendations, employment trends, commuting patterns, and demographic data. Chipley conducted interviews with important local, county, and state officials to identify important strategies moving forward.

Agritourism was found to be an important component in the local economy and policies were recommended that would further support this industry. New and existing strategies were also identified that will help move the County towards achieving its economic development goals for expansion of the local economic and employment base.



PROPOSAL

PROJECT UNDERSTANDING AND PROPOSAL OVERVIEW



Understanding Henderson County's past and present will enable us to plan for its future. The County's legacy is – figuratively and literally – rooted in agriculture. Henderson County was founded by the father of the apple industry and through the 1800s the major industries were agriculture and tourism. These trends remain true today: Henderson County is a desirable tourism destination; it continues to be a haven as a summer residence; and has expanded its appeal as a desirable place to retire. Agriculture continues to play a large role in the County, which is the largest apple producer in the state and home of the North Carolina Apple Festival. Other agricultural industries, as well as manufacturing, retail, and service trades, continue to prosper lending to a diverse economy and growing employment sectors.

People are drawn to the County because of its small community charm, its accessibility to Asheville and other job centers, the easy access to nature and recreation, and its affordability relative to the Asheville/Buncombe area. In 2020 compared to 2019 year-to-date, the median home sale price in Buncombe was \$27,000 more than in Henderson). The County has a low tax rate, its school system ranks 8th among the top NC public schools, and it has the lowest crime rate for a community with a population over 100,000. The County has worked hard to enhance its character, quality of life, and economic development, most recently seeking out opportunities to expand greenways and recreation opportunities. These factors combine to further attract growth and prosperity to the County.

At the same time, the growing appeal of the County will bring the difficult challenge of managing growth and population change in an already growing region. This growth puts pressure on County services, housing and development sectors, and road infrastructure.

The Clarion team has extensive experience working on diverse and equitable community engagement, economic analyses, transportation planning, and Comprehensive Plans. We are well-versed in both local and regional attitudes and trends towards these topics; this enables us to bridge the gap between where the County is, where they want to go, and how to get there. The following are our key values that guide and answer these critical questions.

Establish Vision Through Community Engagement

The County has grown, changed, and diversified. Today the County is 90.8 percent white, 3.3 percent black, and 1.3 percent Asian; just over 10 percent of the population identifies as of Hispanic or Latino origin. Nearly 15 percent of the population in Henderson County identifies as having a disability. There are 14.9 percent of children under 18 living in poverty in the County, with an overall poverty rate of 10.6 percent. The median age in the County is 47 years old, and a large portion of the population is of or nearing retirement age. There are 10.7 percent of veterans living in the County (Census American Community Survey 2018).

The County desires ways to reach, engage and interact with all residents and visitors. This planning effort will deepen its community engagement to ensure that policies, programs, and projects alleviate historic inequities and expand choice for all, regardless of age, ability, race, or ethnicity. While conducting community engagement during a pandemic presents challenges, our team is well-versed in tactics and can help the County establish a strong community vision and path forward. In the scope of work, we further describe approaches to stakeholder and community engagement.

Manage Growth for the Betterment of the County

The 2019 Census estimates the County population to be 117,417, an increase by nine percent since the 2010 Census. More than half of the population lives in incorporated areas of the County. As the County faces growing development pressures, leadership will need to carefully consider not only where and when to grow, but also how. New growth will need to be managed to provide new residents and visitors with services like fire, police, and water as well as basic amenities like parks; and new growth will need to consider the protection and management of open space that are critical to the beauty and appeal of western North Carolina. This process will also help the County be informed about fiscal impacts of growth and development decisions.

The growth pressure will also impact the County's already strained transportation network, which is trying to accommodate increasing demands from both local and regional travel. The termination and delay of many NCDOT transportation projects in the County will also put a significant strain on the transportation system. The Clarion team includes experts in nationwide transportation projects and policies as well as regional and local knowledge; we are well positioned to provide the County with the tools they need to address these challenges. Our planning efforts will examine the spatial and land-use characteristics of the County's growth and help the County to refine its land use, housing, growth management, and transportation policies to better align with a renewed community vision.

Help Support and Enhance the County's Culture and Community

Henderson County is known as a place to retire and to connect with nature; it is a bright spot for housing affordability in an increasingly expensive region. It has a strong legacy of agriculture and prides itself as Apple Country. This strong background is being met with a consistent population, employment, and business growth. Through this planning effort, the Clarion team will honor the County's character, culture and community while embracing the opportunity that residential, commercial and employment growth will bring.

Synthesize Existing Policy Direction and Set Priorities

This Plan will build off and incorporate existing plans, regulations and planning efforts, including the many Community Plans, 2020 Comprehensive Plan, and 2019 Greenway Master Plan. Our team has significant experience working with counties and MPOs to coordinate transportation and land use planning efforts. The updated Comprehensive Plan will create a framework for future plans and the final product can modernize the policies and tools employed by the County, align future land use and transportation approaches, and address capital infrastructure needs.

We look forward to working with staff and the community to help answer the following three big questions: *Where is the County? Where does the community want to go? and How can it get there?*



PLANNING APPROACH

The Clarion Team is organized to lead a dynamic planning process that will result in a comprehensive plan and future land use framework that will provide valuable guidance for Henderson County over the next decade. The plan will be aspirational and implementable, rooted in community input, and informed by critical trends and influences. To achieve this, we propose a four phase process, beginning with Phase 1 - Prepare The Process, followed by Phase 2 - Envision Henderson County in 2045, Phase 3 - Build and Test the Plan, and finally Phase 4 - Adopt The Plan.

Every planning project has a face and champion. We recommend establishing an advisory group, either of key community stakeholders or using the Henderson County Planning Board, to champion the process. Community inputs will have a direct influence on policy direction and our team will prepare a set of activities and surveys that will focus on the critical questions that need answering and a process that will build trust and support for the plan. The Comprehensive Plan will create a vision and strategies to address topics such as community character, housing affordability, economic and fiscal health. Each of the four phases of the planning approach is detailed on the following pages.

Phase 1: Prepare the Process

Phase 2: Envision Henderson County in 2045

Phase 3: Build and Test the Plan

Phase 4: Adopt the Plan

CORE ELEMENTS OF OUR PLANNING APPROACH



PHASE 1 PREPARE THE PROCESS

In Phase 1, we will gather information and establish a strong collaborative relationship between the consultant team, planning staff, and the key community stakeholders. Much of the preliminary work and correspondence can take place online, and consultants will conduct a multi-day reconnaissance trip to meet with staff, elected and appointed officials, community leaders, and other stakeholders, and tour the community with staff.

This Phase also focuses on developing the knowledge base for the project - building on past planning efforts, evaluating key community conditions trends, and future influences and opportunities. Two key deliverables will be produced that will establish the foundational knowledge for the plan and thoroughly assess existing policy.

1.1: CONDUCT STAFF KICKOFF MEETING WITH PLANNING TEAM

The Clarion team will prepare for and help facilitate a project kickoff meeting with Henderson County staff. The team will review all relevant planning documents, policies, maps, and regulations prior to the kickoff meeting. During this meeting, the planning team will discuss the key components of the Project Management Plan and make decisions about coordination meetings, communication protocols, the project schedule, and general objectives for the effort.

1.2: DEVELOP PROJECT MANAGEMENT PLAN AND DETAILED SCHEDULE

The Clarion team will prepare a user-friendly, transparent, and dynamic Project Management Plan and detailed schedule that guides project efforts. This will build on the scope and schedule included within the contract agreement with more specific details for project coordination. The Project Management Plan can be reviewed and updated throughout the project.

1.3: GATHER INFORMATION

We will work with staff to develop an inventory of all relevant data, reports, and studies to organize and share with the planning team. All materials will be gathered and hosted on a common file sharing site.

1.4: CREATE PROJECT BRAND AND PUBLIC ENGAGEMENT STRATEGY

Project branding is key to a successful planning process. This planning effort will be a noticeable presence in the community, with an inspiring, relevant, and clear project brand at the outset that ensures the public can understand each phase of the planning effort as a part of the whole. The team will present ways that residents, business owners, visitors, and other interested stakeholders can engage in and stay informed about the planning effort. Clarion will coordinate with County staff to develop the project brand, including logos, colors, fonts, and branding guidelines.

The Clarion team understands that the County desires to organize most public engagement to be mindful of budget. As such, the Public Engagement Strategy will establish roles and responsibilities for the collaborative effort between the consultants and County staff as well as creating a calendar of events to guide and coordinate the planning team's efforts, key engagement milestones, and various deliverables. For promotion of the engagement activities, the team will work with the County to leverage existing social media, newsletter distribution, email lists for project eblasts, and other communication networks to "get the word out"

TASKS:

1.1 CONDUCT STAFF KICKOFF MEETING WITH PLANNING TEAM

1.2 DEVELOP PROJECT MANAGEMENT PLAN AND DETAILED SCHEDULE

1.3 GATHER INFORMATION

1.4 CREATE PROJECT BRAND AND PUBLIC ENGAGEMENT STRATEGY

1.5 CONDUCT COMMUNITY INTERVIEWS

1.6 KICKOFF MEETING WITH ADVISORY GROUP

1.7 PROJECT TEAM CONTEXT MAPPING EXERCISE

1.8 RECONNAISSANCE TOUR OF HENDERSON COUNTY

1.9 ANALYZE PLANNING INFLUENCES

1.10 ASSESS EXISTING COMMUNITY POLICIES

1.11 ADVISORY GROUP MEETING #2

TRIPS / DIGITAL MTGS

**One 4-person 3-day trip
Two 2-person 1-day trips**



for these engagement activities. At the outset of the project, we will work with County planners to develop a detailed public engagement strategy that identifies these communication channels. The project website or webpage on the County's website can be used to build awareness of the project and engagement opportunities.

In our community and stakeholder engagement approach that follows, we offer alternatives that the County may consider given the circumstances with the COVID-19 Pandemic. While there are many uncertainties in terms of when and what a "return to normal" will look like, it is important to consider all options as community engagement will play one of the most critical roles in this project. The team acknowledges that County staff have learned quite a bit on what is effective in planning during the COVID-19 Pandemic; we look forward to applying what the County has learned to this effort. Throughout the project, local and state recommendations related to social distancing will be closely monitored to ensure that the team is following all protocols while also balancing project needs and goals.

Equitable community engagement is critical to this project and to the County. COVID-19 offers an additional layer of detail and complexity to equity in engagement, as certain populations are further disadvantaged due to the Pandemic. For instance, as aged adults are most vulnerable to COVID-19, and the County population has a greater share of people over the age of 65, engagement to this group is critical to ensuring that no voices are left out of the planning process. The following are some key principles that have been applied throughout this approach that are mindful of these opportunities and challenges:

- Identify the most vulnerable communities. This will enable the team to identify the organizations to reach out to, and what tools may be most effective,
- Design outreach methods around these most vulnerable communities. In the case of COVID, it is easy to reach towards online-only methods of engagement. However, these approaches don't always work for aged populations who may have less access to computers or smartphones. At the same time, this population suffers the worst outcomes of the virus, so it is important to be mindful of the delicate balance,
- Traditional strategies, such as phone calls, mailed flyers and mailers, print signage and posters, often work very well with those who do not have access to computers, and
- As the project development process unfolds, prioritize projects based on those communities that have the most disadvantage.

1.5: CONDUCT COMMUNITY INTERVIEWS

We will work with the planning team to identify and schedule individual or group stakeholder meetings representing critical community interests. The purpose of these interviews is to gather in-depth public input with subject matter experts that will help identify strong themes and planning issues to guide the planning process. The results and synthesis of the interviews will be presented to the advisory group or Planning Board. Community Interviews should involve neighborhood representatives, those advocating specific needs (transit, affordable housing, aged adults, bicycle/pedestrian issues, NAACP), business owners, community organizations, developers, environmental interests, appointed and elected officials, municipal departmental leaders, and representatives from regional and statewide partner agencies (including NCDOT and FBRMPO). This task will connect with and inform task 1.10 to understand the current status of policy direction in Henderson County.



To be most effective, part of the outreach should include community insiders: those who have natural relationships with harder to reach groups and who can help provide connections.

Depending on the level of comfort of the stakeholder and the COVID-19 related restrictions in place, these interviews can be held in the following ways.

Plan A – In Person Interviews at a Distance

We can meet with stakeholders in person, with masks, in an out of doors environment or in a large room. The team will pose interview questions and can limit these to 30-minute sessions to ensure stakeholder comfort and safety. To make the most of the short sessions, the team will have an orientation station that covers the project basics, thus enabling the interviews to move straight to the questions.

Plan B – Virtually

Depending on the stakeholder’s level of comfort and access to technology, we can host meetings either over the telephone and/or using a videoconferencing option such as Zoom. The team can provide a short presentation on the plan purpose and will pose interview questions for discussion.

Plan C – Email or Written Letter

As a third option, the team can email or mail a letter, containing project background and a series of questions for response by the stakeholder.

1.6: KICKOFF MEETING WITH ADVISORY GROUP

Following the kickoff meeting with staff, we will work with the planning team to prepare for and conduct a kickoff meeting with the Advisory Group - either the Planning Board or a separate steering committee – to introduce the team and the process, and explore the Advisory Group’s priorities and big ideas for the planning effort. The Clarion team can assist with developing the Advisory Group as part of this project initiation phase, if warranted. This kickoff meeting can be held virtually if needed. This task could also include a meeting with the Henderson County Board of Commissioners to build an early relationship.

1.7: PROJECT TEAM CONTEXT MAPPING EXERCISE

We will conduct a mapping exercise with County planners to discuss Henderson County’s planning area and identify specific geographic areas that are notable in terms of growth management, utility infrastructure, transportation, environmentally sensitive areas, and future land use challenges and opportunities. Specific areas will be identified for viewing on the reconnaissance tour including areas with high development pressure and areas that are supported for some level of conservation.

1.8: RECONNAISSANCE TOUR OF HENDERSON COUNTY

We will tour the County with staff’s guidance to identify potential areas for change and stability, sensitive lands, growth areas, and other critical locations. The planning team will take photographs and begin to create a profile of the existing natural and built character in the county.

1.9: ANALYZE PLANNING INFLUENCES

The planning team will analyze the key planning influences in Henderson, using maps, charts, tables, and other graphics. Our analysis will tell the community’s story, establish the knowledge base for the planning project, and tee up new metrics for the County’s use. This task will create a fact base by assessing demographic trends, public health needs, fiscal and economic influences and opportunities, natural assets, development pressures, trends, and suitability, existing land use and pending developments, historical annexation/ETJ expansion, and mapping of utilities, stormwater, and transportation infrastructure and planned improvements.

1.10: ASSESS EXISTING COMMUNITY POLICIES

All relevant community plans will be reviewed, inventoried, and organized to identify the policies and action items that collectively provide the current policy basis for the County. The objective of this summary is to identify policies to potentially carry forward, highlight policy inconsistencies, and evaluate gap areas that can be strengthened in the new plan. Specific implementation actions will be inventoried to determine what has been accomplished and what has yet to be completed. This will serve as the baseline policy direction that public engagement exercises can explore further to determine appropriate guidance for the new plan.

1.11: ADVISORY GROUP MEETING #2

The Clarion team will prepare for and conduct a meeting with the Advisory Group or Planning Board to present the policy and data assessments for the purpose of educating the committee members about current conditions and planning policy status. This will also be an opportunity to prepare for the first round of public engagement. This meeting can be held virtually if needed.

PHASE 2 ENVISION HENDERSON COUNTY IN 2045

Phase 2 focuses on creating a renewed vision and goals for Henderson County in 2045 that will guide the planning efforts for the Comprehensive Plan. The advisory group and staff team will assist with developing the overall approach. Inputs will be used to develop planning themes, vision, and goals for this planning project.

2.1: PUBLIC ENGAGEMENT MILESTONE #1 - BUILD THE VISION

The *Build the Vision* milestone is focused on accomplishing three objectives: educating residents about critical long-range planning influences and trends, testing and confirming critical planning issues to address in the plan and defining community aspirations for Henderson County in 2045. There are many tested activities that our team can leverage for this milestone, including group polling activities; idea boards; pop-up station activities; community discussions of key issues; group mapping of places to maintain, change, and replicate; our vision for the future photo activity; Smartphone polling; and other activities. These activities can be considered using one, or a combination, of the three options listed here.

Plan A – Series of Safe In-Person Workshops

The project could include safely distanced outdoor or indoor workshops over the course of two to three days. Hand sanitizer and personal protective equipment, such as disposable masks, can be provided and each attendee can be furnished with a pen or marker of their own. A short, live presentation will set the stage for the engagement and provide important information on planning influences. Technology will be leveraged, to the extent it is available to participants, to reduce the need for participants to share materials. Small stations can be set up to allow participants to remain safely distanced, while also having the opportunity to ask questions directly to the project team members.

Depending upon the level of engagement expected, RSVPs can be required to manage the number of meeting attendees. This will also allow for the mini-workshops to be provided at a variety of times, providing more opportunities for people to engage at a time that best meets their schedule.

Additional outreach can be conducted to reach historically marginalized groups, such as direct mail sent to households in neighborhoods or census tracts representing a higher portion of racial/ethnic minorities, higher populations of people with disabilities or aged adults, lower income communities, etc. These mailers can advertise the meetings and encourage attendance in person, or virtually in Plan B and C.

Plan B – Fully Virtual Activities

Plan B can be used if the Town would prefer to have fully virtual activities. Using Zoom, or other virtual webinar platform, residents could attend the milestone presentation, learn about the project, participate in small group discussions, ask questions, and receive instructions for participating in engagement activities online. Residents can sign up for “office hours” to speak one on one with a planning team member, and these can easily be facilitated using tools such as ConceptBoard. Hard copy surveys can be made available at Town facilities. A live question and answer session with the project team could be part of the broadcast. All materials can be posted to the project website and public inputs can be collected for a period of two weeks.

TASKS:

2.1 PUBLIC ENGAGEMENT MILESTONE #1 - BUILD THE VISION

2.2 DRAFT VISION, GOALS, AND CONCEPTUAL GROWTH MAP

2.3 ADVISORY GROUP MEETING #3

2.4 PUBLIC ENGAGEMENT MILESTONE #2 - GUIDE THE FUTURE

TRIPS / DIGITAL MTGS

Two 4-person 1.5-day trips
One 2-person 1-day trip

As described in Plan A, additional outreach can be conducted to reach historically marginalized groups using direct mailers to households. If households do not have access to the internet, the team can advertise locations across the County with free WiFi access (like Henderson County libraries and other facilities). For those households without access to computers, the team can set up a space in a county-owned building where people can use a computer on an individual basis that is dedicated to this purpose.

Plan C – Self-Guided Virtual Activities

For those that are unable to attend the milestone presentation and small group discussions presented in Plan B, they can participate in the first meeting on their own. Recorded presentations from the virtual meetings can be provided, and the team can develop a StoryMap through ArcGIS that covers topics presented in this first meeting. Using simple tools such as the record function on PowerPoint, the team can record an audio and video of themselves presenting short 5-minute pieces on the project. Finally, online surveys hosted through platforms such as Survey Monkey or PublicInput.com can be provided. Utilizing this menu of tools, individuals can choose their own path through this first engagement touch point.

Public Engagement Report

Reporting back to the public in a clear and transparent way is critical to a successful engagement process. The feedback collected in milestone #1 will be summarized in a presentation and detailed appendix that quantifies feedback and documents key themes and verbatim comments provided.

2.2: DRAFT VISION, GOALS, AND CONCEPTUAL GROWTH MAP

We will work with the planning team to build a vision statement and a set of plan goals linked directly to the community input. The Henderson County Comprehensive Plan will be guided by the vision and goal statements. A conceptual growth framework map will be created to serve as the community's land use vision, identifying existing and future nodes of activity, corridors, areas of growth and change, and areas to protect. The conceptual growth framework map will serve as the foundation for the new Future Land Use Map.

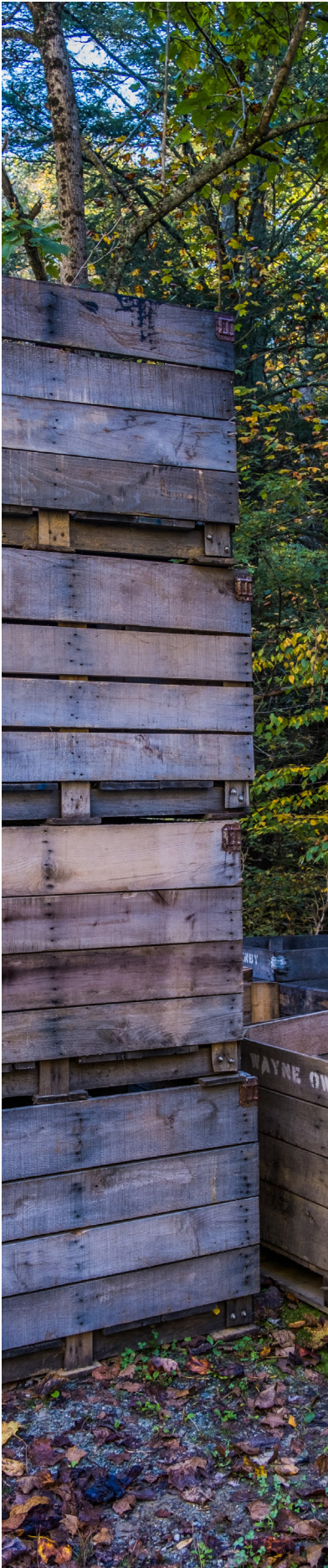
2.3: ADVISORY GROUP MEETING #3

We will present the findings and themes from Build the Vision to the Advisory Group. The purpose will be to highlight critical findings that will guide policy direction and receive feedback on this direction prior to public engagement milestone #2. It will also be an opportunity to discuss key policy considerations that did not achieve consensus support with the community for the purpose of determining the appropriate policy direction to guide plan drafting. As with other Advisory Group meetings, this can be hosted virtually.

2.4: PUBLIC ENGAGEMENT MILESTONE #2 - GUIDE THE FUTURE

The *Guide the Future* milestone is focused on testing the vision and goals direction with the community and making refinements based upon input. This milestone also involves a community-wide brainstorm and discussion of achieving the vision and goals through implementation and policy strategies. This is an important milestone for building community champions of the plan and building a collection of the community's ideas for real actions, from big ideas to low hanging fruit. The following describes three options that can be considered individually or in combination for this engagement milestone; note that many of the strategies discussed in the first milestone can apply here as well.





Plan A – Day-long Open House and Policy Direction In-Person Assembly

At this day-long open house and assembly, residents can provide self-paced feedback on draft vision and goal statements and policy ideas, and sign up to participate in one of four specific time slots to engage in policy direction discussions. The assembly could be hosted in a large indoor space, in an outdoor pavilion area, or through an online platform (Plans B and C).

Each policy issue being explored will be presented by the project team along with any important information about policy tradeoffs. Participants will then be asked to use Smartphone technology to provide their reactions to a series of live survey questions on each policy topic. Examples of survey instruments include a visual preference survey to help define the type of development residents support, weighing tradeoffs between wanting new quality of life amenities and increasing capital investments, and reactions to balancing new desired land uses and transportation impacts they may incur. Hard copy surveys and individual pens can be provided to those without access to a Smartphone.

Plan B – Fully Virtual Activities

Plan B can be used if the Town would prefer to have fully virtual activities. Using Zoom or another virtual webinar platform, residents could watch the presentation on Build the Vision input and the draft vision, goals, and conceptual growth map. Attendees will break out into small group discussions with a group facilitator in each group. The groups will discuss specific policy and implementation action ideas. Instructions will be given by presenters to help participants complete online engagement activities. Using the modifications described in the first engagement milestone, this meeting can be customized to be accessible to those with no internet, computer or smartphone access.

Plan C – Self-Guided Virtual Activities

As with the first engagement milestone, pre-recorded presentations, StoryMaps, materials from the virtual meeting, online surveys and other strategies can enable users to participate in this on their own.

Public Engagement Report

The feedback collected in milestone #2 will be summarized in a presentation and detailed appendix that quantifies feedback and documents key themes and verbatim comments provided.

PHASE 3 BUILD AND TEST THE PLAN

TASKS:

- 3.1 CONDUCT WORK SESSION ON FUTURE LAND USE AND CHARACTER MAP**
- 3.2 PREPARE THE PLAN**
- 3.3 ADVISORY GROUP MEETINGS #4 AND #5 TO PRESENT DRAFTS OF THE COMPREHENSIVE PLAN**
- 3.4 PUBLIC ENGAGEMENT MILESTONE #3 - CONFIRM THE PLAN**

TRIPS / DIGITAL MTGS

- One 2-person 1-day trip
- One 4-person 2-day trip
- One 2-person 1-day trip

Phase 3 builds on the previous phases of work to generate a public review draft of the Henderson County Comprehensive Plan.

3.1: CONDUCT WORK SESSION ON FUTURE LAND USE AND CHARACTER MAP

We will organize and conduct a project team work session that builds on the Conceptual Growth Framework Map to focus on the Future Land Use map and classifications. This work session will provide an opportunity to consider innovative, inspiring, and user-friendly approaches.

The map will likely be more character-based and graphic to clearly illustrate the “places” the community envisions. We have experience building clear, flexible, and implementable maps that respond to changing market dynamics. The map will serve as a guide for future regulatory changes by setting out ranges for density and dimensional characteristics of a place as well as appropriate use types. We will tailor the map to work within the County’s development review context and provide 160D implementation guidance.

3.2: PREPARE THE PLAN

The Clarion team will prepare both Staff Review and Advisory Group Review drafts of the plan in two modules. This will include a special emphasis on community-based priorities, growth management, fiscal balance, and implementation strategies that result from the planning effort. Our team excels at working with local government on implementation strategies and the plan’s robust implementation section will set out the approach for including actions as part of the County’s ongoing planning processes.

Preparation of the plan will also include building and refining the Future Land Use Map. We will work closely with County staff to ensure that recommended implementation strategies provide the necessary balance between visionary and feasible.

3.3: ADVISORY GROUP MEETINGS #4 AND #5 TO PRESENT DRAFTS OF THE COMPREHENSIVE PLAN

The Clarion team will present the plan policies, actions, and Future Land Use Map to the Advisory Group for review and comment. Adjustments will be made to the plan content based on feedback. The meetings will be facilitated to focus on and confirm key policy directions and actions. These meetings can be organized as a full committee work session or a set of small groups, either virtually or in-person, to provide feedback on the map and classifications.



3.4: PUBLIC ENGAGEMENT MILESTONE #3 - CONFIRM THE PLAN

The *Confirm the Plan* milestone is focused on allowing residents ample time to review the Comprehensive Plan and provide feedback prior to the public adoption process. These inputs can then be used to inform final plan revisions.

Plan A – Two-Day Open House

At this two-day open house, participants can view in-person or online posters that summarize the key components of the Comprehensive Plan in a larger event space. Reservations for time slots could be requested for added safety. Project team members could be available to answer questions. Participants will provide comments using print or online survey tools available via Smartphone or other web-enabled device.

Plan B – Self-Guided and In-Person

Another option is to conduct a series of plan viewing stations held in public locations (libraries, churches, schools, community centers, etc.) and would be run like the two-day open house. The stations could be available for residents for a one-week period and public inputs would be provided using a print survey, via Smartphone or web-enabled device software.

Plan C – Fully Virtual, Self-Guided Activities

Plan C can be used if the Town would prefer to have fully virtual activities. Using the project website, a short video will summarize the key components and “big ideas” in the Comprehensive Plan. Participants can then review the Plan document made available on the project website and provide comments on any requested adjustments or changes they would like made. As with the first two meetings, the virtual engagements can be customized to meet the needs of those with no internet or computer access.



PHASE 4 ADOPT THE PLAN

TASKS:

- 4.1 ADVISORY GROUP MEETING #6 TO PRESENT PUBLIC FEEDBACK AND RECOMMENDED PLAN ADJUSTMENTS
- 4.2 PREPARE PUBLIC HEARING DRAFT OF THE PLAN
- 4.3 PRESENT PUBLIC HEARING DRAFT TO PLANNING BOARD AND BOARD OF COMMISSIONERS
- 4.4 TRANSMIT FINAL DATA AND DOCUMENTS TO THE COUNTY

TRIPS

Three 2-person 1-day trips

Phase 4 involves the process of incorporating final community and stakeholder comments into the final comprehensive plan document and adopting the plan.

4.1: ADVISORY GROUP MEETING #6 TO PRESENT PUBLIC FEEDBACK AND RECOMMENDED PLAN ADJUSTMENTS

Following the public workshops to unveil the plan, the Advisory Group will be presented with a summary of themes from the public inputs. The Clarion team will facilitate discussions with the Advisory Group on any key adjustments to the plan that need to be made based on this feedback. This can be hosted virtually as needed.

4.2: PREPARE PUBLIC HEARING DRAFT OF THE PLAN

Based on the direction provided at the advisory group meeting #6, a public hearing draft of the plan will be generated for distribution to elected and appointed bodies.

4.3: PRESENT TO PLANNING BOARD AND BOARD OF COMMISSION

The public hearing draft of the plan will then be presented to the Henderson County Planning Board and Board of Commission for review, endorsement, and adoption.

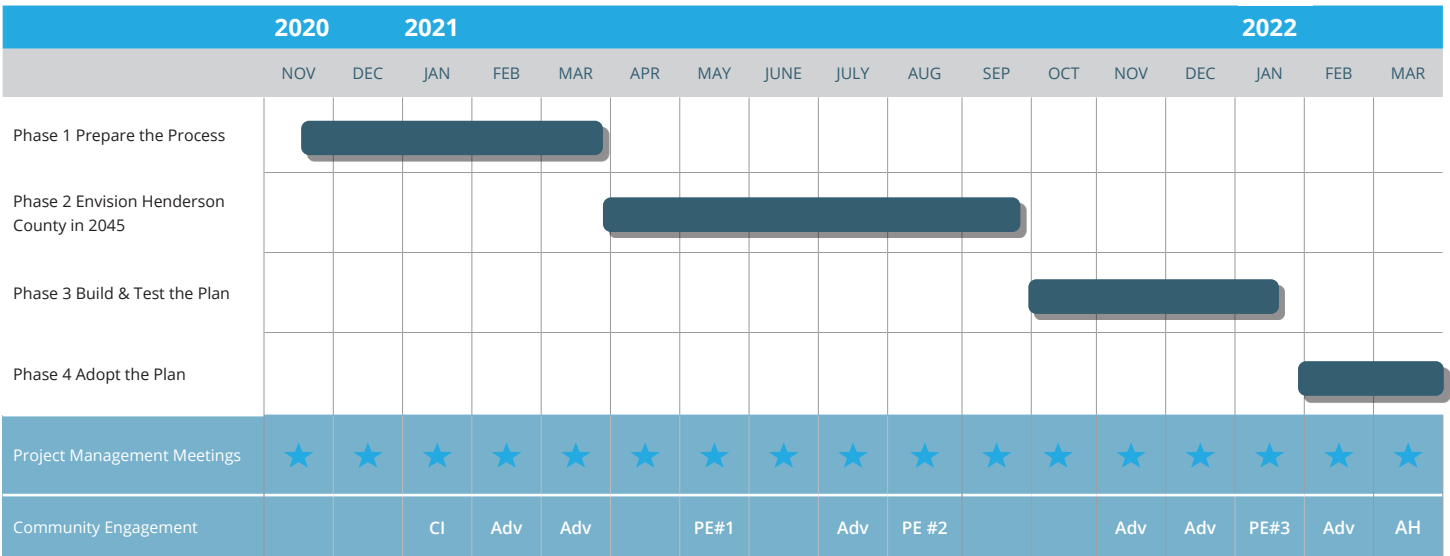
4.4: TRANSMIT FINAL DATA AND DOCUMENTS TO THE COUNTY

The Clarion team will transmit the digital, editable, working and printable copies of all documents including reports, maps, and the final plan.



PROPOSED WORK PLAN & SCHEDULE

We provide here a schedule that aligns with our project approach. We anticipate meeting monthly with the County's project managers either in person or via web meeting to ensure coordination throughout the project.



Adv	Advisory Group Meeting	AH	Adoption Hearings
PE	Public Engagement Milestone	★	Project Management Meetings
CI	Community Interviews		

BUDGET

Based on our proposal for the Henderson County 2045 Comprehensive Plan, with a total of four phases of work, we estimate that the following not-to-exceed budget will be necessary to complete the scope of work. This budget is inclusive of all project expenses and professional fees. We welcome discussions with you to further explore the scope and budget to tailor it to the County's needs. This scope and budget includes all elements in the "Expectations of Consultant" and "Scope of Services" as identified in the RFP.

	PHASE		BUDGET
1	Prepare the Process	\$	50,000
2	Envision Henderson County in 2045	\$	30,000
3	Build and Test the Plan	\$	55,000
4	Adopt the Plan	\$	15,000
	TOTAL	\$	150,000



CLARION



Planning | Zoning & Land Use | Real Estate | Sustainability & Resiliency