

# HENDERSON COUNTY

## 2045 COMPREHENSIVE PLAN

### Stewart

223 S. West Street / Suite 1100 / Raleigh, NC 27603  
O 919.380.8750  
F 919.380.8752  
stewartinc.com

OCTOBER 22, 2020



# STEWART





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

**RE: Request for Proposals for 2045 Comprehensive Plan**

Ms. Peterson:

Henderson County is embarking on an important planning initiative - seeking to create a new Comprehensive Plan to guide land use and future development decisions within the County. We are excited to submit our proposal to work with residents, business owners, staff, and other key stakeholders to develop a new user-friendly and highly visual plan that will guide and manage growth over the next 10 to 20 years.

We have assembled an exemplary team of professionals for this assignment that are available to begin upon a notice-to-proceed. **I will oversee this project as the Principal-in-Charge, and Jake Petrosky, AICP will serve as Project Manager, responsible for regular communications with the County and Steering Committee.** We will be supported by a team of Certified Planners with decades of public and private sector planning experience, as well as professional landscape architects and engineers. To complement our experience, we have partnered with JM Teague to provide transportation and infrastructure assistance and Chipley Consulting for economic analysis and community engagement assistance. Our firms have worked on multiple projects together and have forged an effective and efficient project delivery process.

**Stewart** is well-positioned to provide the County with an innovative community engagement strategy and a well-managed, clear process, which will lead to a visually-engaging guidance document with actionable strategies that assist with implementation. Our firm’s recent planning experience includes community and comprehensive plans, small area plans, and development ordinances in Franklin, Waynesville, Cullowhee, Cashiers, Highlands, Harrisburg, Huntersville and Winterville as well as Jackson County, Alamance County, Guilford County, Granville County, Harnett County, and Pitt County.

**STEWART, THE BEST TEAM FOR YOUR PROJECT**

**Experienced Municipal Planning Team**

Our team has four Certified Planners with decades of North Carolina-centered planning experience. Our staff is proficient in GIS mapping and land use suitability modeling to assist in analyzing land use patterns, potential growth/preservation areas, infrastructure needs, and other elements necessary.

**Planning and Private Development Experience**

Many firms can write and update Comprehensive Plans. Stewart is different in that our planners, landscape architects, and engineers also utilize these documents on a daily basis assisting municipalities throughout the state. Our experience in land development projects allows us to “ground truth” in the documents prior to implementation.

**Focus on Small- to Mid-Size Communities**

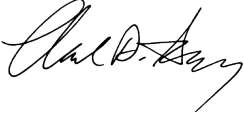
Our team works almost exclusively with small- to mid-size communities and understands the complexities of allocating financial resources to large projects. We have experience working with communities to divide comprehensive plan projects over multiple fiscal years. **Stewart will meet the project schedule and budget requirements of the project.**

**NCLM Preferred Partner**

Stewart’s Municipal Planning Practice is endorsed as a Preferred Partner by the NC League of Municipalities.

We appreciate the opportunity to submit this RFP response. We look forward to the prospect of working with Henderson County. Please call me at 919.866.4742 or email at csary@stewartinc.com should you have any questions or need additional information.

Sincerely,



**Chad Sary, AICP, CZO, CFM**  
Associate Vice President  
Practice Leader, Municipal Planning

**PRINCIPAL-IN-CHARGE**  
**Chad Sary, AICP, CZO, CFM**  
919.866.4742 • csary@stewartinc.com

**PROJECT MANAGER**  
**Jake Petrosky, AICP**  
919.866.4812 • jpetrosky@stewartinc.com

**FIRM PROFILE**  
STEWART STRONGER BY DESIGN

Stewart is located throughout North Carolina and South Carolina, with offices in Raleigh, Durham, Wilmington, Charlotte, and Columbia. With a unique interdisciplinary collaborative approach that results in stronger and more creative design solutions, Stewart serves domestic and international clientele, offering a full range of services to meet the needs of its clients, including:

- Civil Engineering
- Geomatics
- Geotechnical & Construction Services
- Landscape Architecture
- Municipal Planning
- Sports & Events
- Structural Engineering
- Transportation

Founded in 1994 by Willy E. Stewart, PE, the firm has more than 200 employees and is owned by a select group of professionals who are personally involved in our clients' success.

Stewart has developed a rich culture of servant leadership, summarized by the acronym, **THREAD: Trust, Humility, Respect, Excellence, Accountability, Discipline**. These core values are at the heart of how we work with each other, our clients, our partners, and our community. THREAD has evolved into curriculum that is taught to employees through our THREAD Institute.

The company was recognized as a 2019 Best Places to Work by Triangle Business Journal and a 2020 Best Places to Work by Charlotte Business Journal. Stewart was also nationally ranked as a 2019 Top 500 Design Firm by Engineering News-Record.

**MINORITY STATUS**

The firm is a certified Historically Underutilized Business (HUB) with the State of North Carolina through the Statewide Uniform Certification (SWUC) program.



**STEWART**

**COMPANY MISSION STATEMENT**

Strengthening communities by serving, leading, and working in a creative and interdisciplinary way.

**OFFICE LOCATIONS**

**Charlotte Office**  
101 N. Tryon Street, Ste. 1400  
Charlotte, NC 28202  
704.334.7925

**Charlotte Geotech/CMT Lab**  
9801-E Southern Pine Blvd.  
Charlotte, NC 28273  
704.334.7925

**Columbia Office**  
717 Lady Street, Ste. B  
Columbia, SC 29201  
803.834.3140

**Durham Office**  
101 West Main Street  
Durham, NC 27701  
919.380.8750

**Raleigh Office - Headquarters**  
223 S. West Street, Ste. 1100  
Raleigh, NC 27603  
919.380.8750

**Raleigh Geotech/CMT Lab**  
5400 Old Poole Road  
Raleigh, NC 27610  
919.380.8750

**Raleigh Geomatics**  
5410 Old Poole Road  
Raleigh, NC 27610  
919.380.8750

**Wilmington Office**  
2018 Eastwood Road, Ste. 207  
Wilmington, NC 28403  
910.796.0145

*“Stewart’s planning team approaches each project wanting to learn about the community and help you find the things that will make your community better - whether it is a streetscape master plan to enhance a downtown area or updates to the zoning code to better serve the community. When we hire Stewart, they function as an extension to our current staff.”*

- David DeYoung  
Past Economic and Community Development Director  
Town of Clayton

*“Stewart’s coordination with staff and plan development process is one of the better planning projects I have been a part of.”*

- J. Scott Chase  
Former Town Manager  
Town of Swansboro

## PRACTICE AREA PROFILE MUNICIPAL PLANNING

Since its inception, the Municipal Planning practice area has impacted numerous municipalities and counties in the state, in part due to its focus on small to mid-sized communities as well as the firm’s emphasis on interdisciplinary collaboration and years of combined experience across planners, urban designers, and engineers.

Stewart is guiding the future growth of small to mid-sized communities with its rapidly growing customized planning services. The Municipal Planning group is uniquely positioned to bring disciplines together, and provide a unique data-driven and design-oriented approach that results in stronger and more creative solutions. Projects currently underway include developing comprehensive plans, unified development ordinances, small area plans, growth management plans, and land use plans.

Through these projects, Stewart is making an impact that can be seen throughout the region by providing communities with the tools they need to grow and develop while enhancing the quality of life for their respective residents.

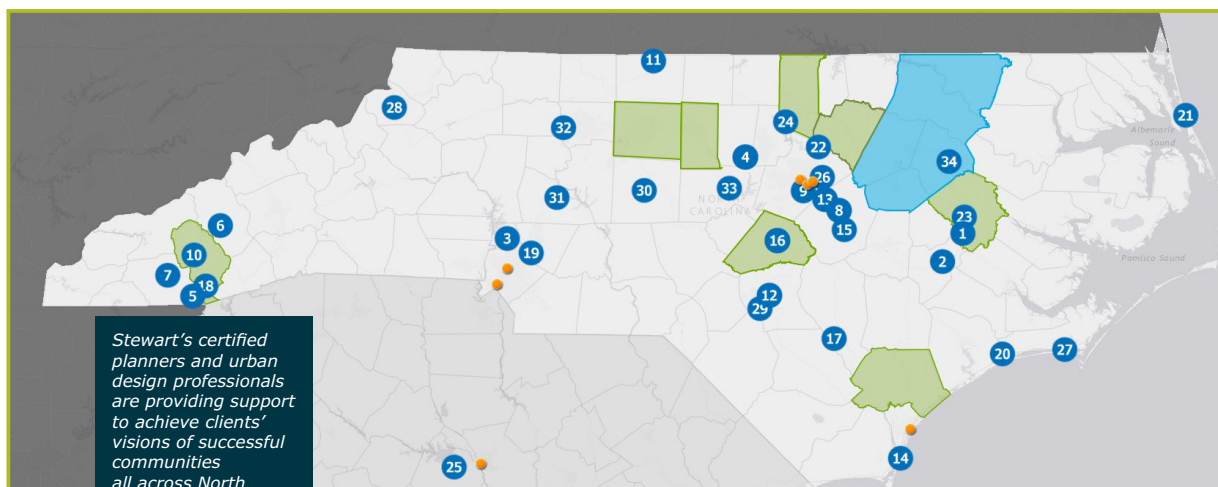
Stewart emphasizes the importance of building relationships with its clients - even after project completion. The Municipal Planning group provides six months of continuing service following project completion, including addressing questions and providing support as clients navigate their new codes and plans.

Stewart brings together the technical skills of civil engineers, the keen attention to design of landscape architects, and the community vision of planners for each project. This emphasis on interdisciplinary collaboration allows Stewart’s Municipal Planning Group to effectively address the unique challenges and requirements of the communities we serve across the state.

*“We are working through our Land Development Plan Update, a complete overhaul of what we have ever done before. Stewart has dug in and made this process work with our small staff and hurdles we could have never expected. They have just made this process be whatever it needs to be in order to be successful.”*

- Tonya Caddle  
Planning Director  
Alamance County

### MUNICIPAL PLANNING PROJECT LOCATIONS



<b>MAP LEGEND</b>		
<span style="color: blue;">●</span> Municipality		
<span style="background-color: #c8e6c9; border: 1px solid #81c784; display: inline-block; width: 10px; height: 10px;"></span> County		
<span style="background-color: #e0f2f1; border: 1px solid #81c784; display: inline-block; width: 10px; height: 10px;"></span> Other		
<span style="color: orange;">●</span> Stewart Office Locations		

<b>MUNICIPALITIES</b>	12. Fayetteville	24. Butner
1. Ayden	13. Clayton	25. Lexington, SC
2. Kinston	14. Carolina Beach	26. Knightdale
3. Huntersville	15. Smithfield	27. Beaufort
4. Chapel Hill	16. Lillington	28. Boone
5. Highlands	17. Garland	29. Hope Mills
6. Waynesville	18. Cashiers	30. Asheboro
7. Franklin	19. Harrisburg	31. Salisbury
8. Wilson’s Mill	20. Swansboro	32. Lewisville
9. Garner	21. Duck	33. Pittsboro
10. Cullowhee	22. Wake Forest	
11. Eden	23. Winterville	

<b>COUNTIES</b>
Alamance County
Granville County
Guilford County
Harnett County
Jackson County
Pender County
Pitt County

<b>OTHER</b>
Upper Coastal Plains
Council of Governments



**FIRM PROFILES**  
SUBCONSULTANTS

**J.M. TEAGUE ENGINEERING AND PLANNING**

J.M. Teague Engineering & Planning (JMTE) is a transportation engineering and planning firm that manages a variety of projects across the Southeast. They specialize in providing transportation engineering & planning solutions to local municipalities, school systems, private institutions, and professional clients. Founded in 2010, JMTE is licensed to practice engineering in North Carolina, South Carolina, Georgia, Tennessee, Virginia, Kentucky, and Alabama and prequalified by several DOTs. The engineers, planners, and technicians at JMTE embrace the need for safe, interconnected communities with inclusive policies in place that include a variety of transportation and development choices for everyone. JMTE’s work includes:



**MISSION STATEMENT:**  
*To be a healthy transportation engineering and planning organization that measures success based on strong client relationships earned through exceptional communication, innovative solutions, on-time delivery, and project follow-up.*

- Regional and Municipal Comprehensive Planning
- Small Area Planning
- Downtown Traffic Flow Assessments
- Downtown Redevelopment Planning
- Urban Design
- Parking Studies
- GIS Mapping
- Wayfinding Projects
- Complete Streets Efforts
- Bicycle and Pedestrian Projects
- Safety Training
- Traffic Impact Analyses
- Utilities Infrastructure and Capacity Analyses
- Meaningful Public Engagement

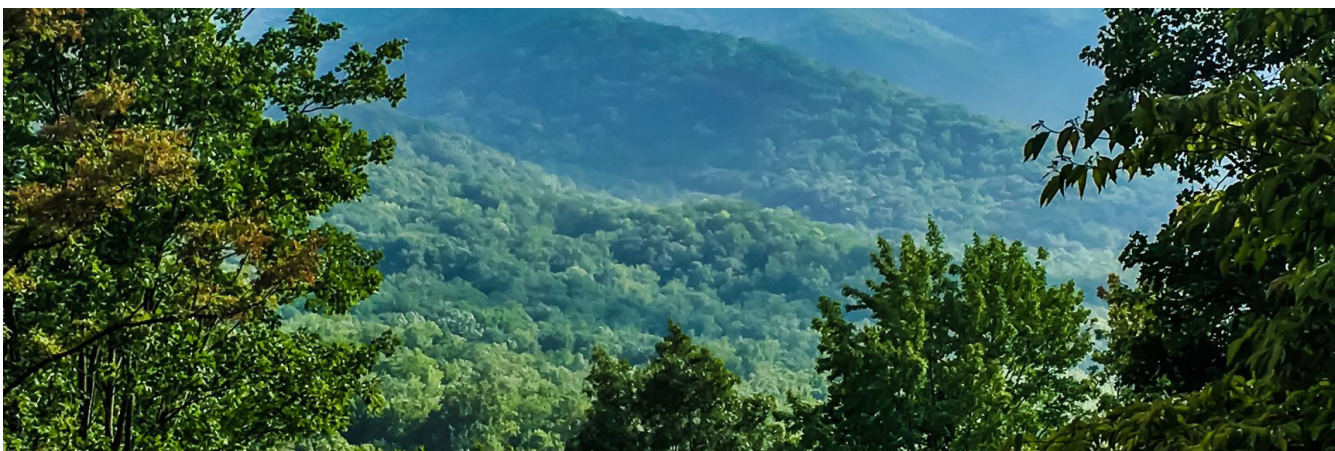
**CHIPLEY CONSULTING**

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



One of their primary objectives to market and economic assessments will be to answer the questions our clients have, such as: how fast is your local area growing? Is your community keeping up? What makes your economy unique? How can you leverage your assets to improve your town’s prospects for the future? They tailor each project to the local area they are working in to get the client’s needs met.

Chipley Consulting is a W/DBE certified firm in the states of North Carolina and South Carolina.



*The Stewart Team is excited for the opportunity to build on the 2020 Comprehensive Plan and specifically the Growth Management Strategy that emphasizes protection of key natural resources including steep slopes and agricultural areas.*

**PROJECT UNDERSTANDING**  
STEWART STRONGER BY DESIGN

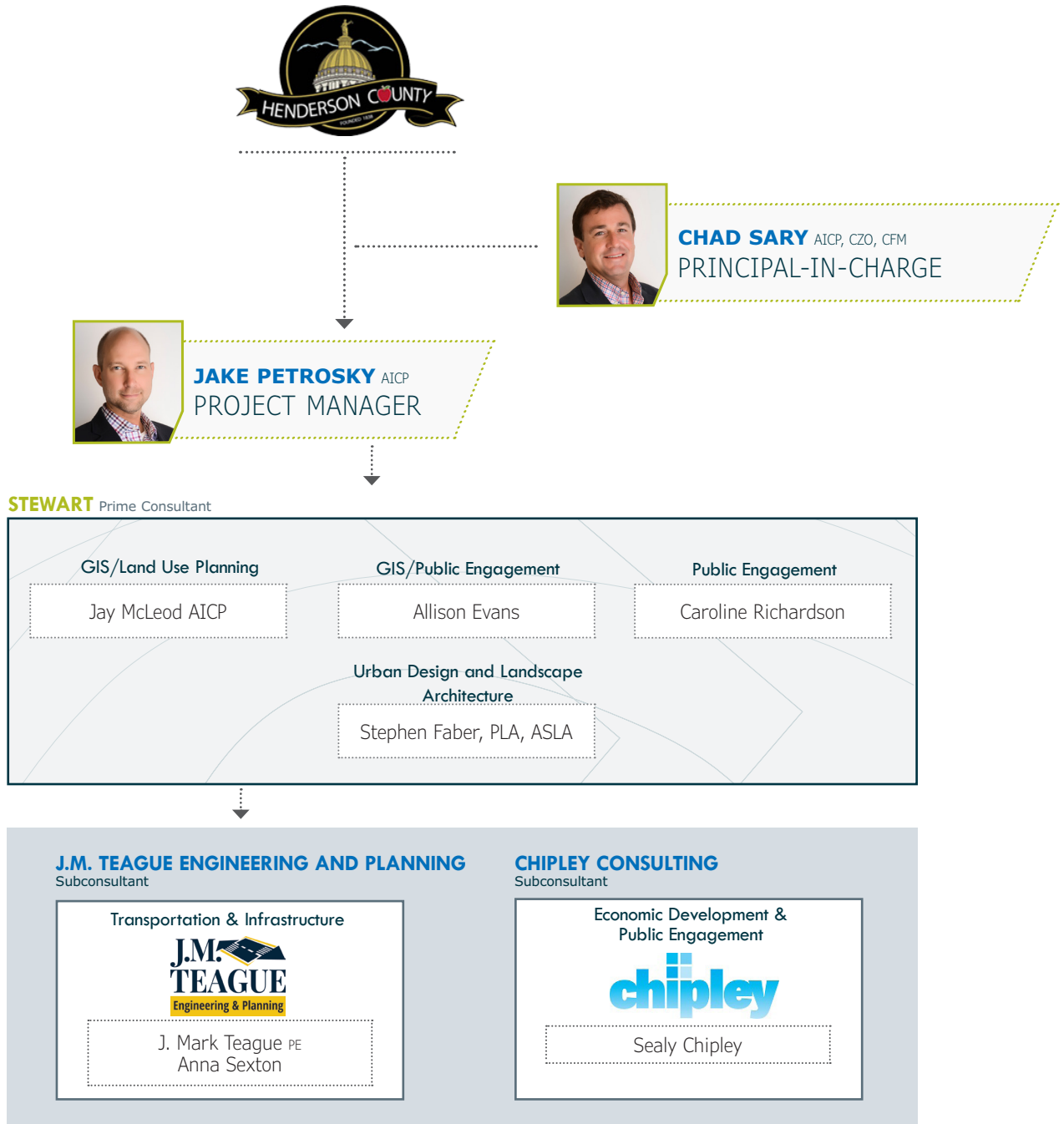
**PROJECT UNDERSTANDING**

Stewart approaches the Henderson County Comprehensive Plan project with a community-driven, design oriented and data-rich planning process that will prioritize local issues and refine the County’s vision. The Comprehensive Plan will build on past planning efforts including the 1989 Land Use Plan and the 2005 Land Use Plan. It will include policies and strategies to guide land use regulations, promote economic development, and direct services and staff.



*Stewart understands that there are several unique communities within Henderson County. County policies and future land use recommendations will need to be coordinated with town policies, especially those dealing with arts, culture, economic development and development designs on the edges of towns.*







STEWART



**JAKE PETROSKY** AICP  
PLANNING MANAGER

**PROPOSED ROLE: PROJECT MANAGER**

As Planning Manager, Jake is responsible for Land Use Planning and Urban Design at Stewart. His duties include project management, analysis, conceptual design and public engagement activities. Jake has 16 years of experience in land use and comprehensive plans, small area plans, multi-modal transportation planning, parks, greenways, and environmental planning. He believes in data-driven, design-oriented planning and has a professional and personal interest in well designed, connected places and open spaces and how they can improve quality of life.

**RELEVANT EXPERIENCE**

**Waynesville Comprehensive Land Use Plan | Waynesville, NC**

Project Manager | Stewart assisted the Town with the update of the Waynesville 2002 Plan. The planning process presents an opportunity for residents, business owners, and other stakeholders to have a say in the Town’s future growth, development, and quality of life through a variety of public engagement efforts including a survey, large public workshop, and small group presentations. The final Comprehensive Land Use Plan and Future Land Use Map reflects the identity of the community and vision of the residents by establishing goals and strategies relevant to land use, economic development, housing and neighborhoods, natural resources, and more. The plan also included land use suitability analysis, a GIS-based build-out model created using CommunityViz, that allowed the project team and steering committee to understand potential changes to future housing capacity.

**Franklin Comprehensive Land Use Plan | Franklin, NC**

Project Manager | Stewart worked with the Town of Franklin on a new Town Plan. Stewart has led a multi-disciplinary team to create a strategic plan that seeks to diversify the economy, guide growth and development, protect natural resources, and build on the successful downtown. The plan includes conceptual plans for the re-purposing of a town-owned site for a park and missing middle housing and a visualization of a park and redevelopment centered around The Nikwasi Indian Mound—a historic Cherokee site—and a future cultural center/museum that has been proposed by the tribe. Stewart led the development of the land use, housing, natural and cultural resources elements of the plan. Stewart also led project management, public involvement activities and landscape architecture/urban design services.

**Cullowhee Small Area Plan | Cullowhee, NC**

Project Manager | Stewart worked with Jackson County and the Cullowhee Community to develop a Small Area Plan for the Cullowhee Community Planning Area and surrounding area. The Jackson County Comprehensive Plan 2040 adopted in 2017 recommended that Cullowhee prepare a plan that would guide future growth and development. This Small Area Plan established goals and created strategies relevant to land use, economic development, utilities, transportation, natural resources and more. The planning process included a three-day charrette process, engagement with Western Carolina University staff and students, bicycle and pedestrian planning, and a conceptual design of a riverfront park and redevelopment in Old Cullowhee along the Tuckaseegee River.

**OTHER RELEVANT PROJECTS**

- Granville County Comprehensive Plan | Granville County, NC
- Northwest Harnett County Small Area Plan | Harnett County, NC
- Alamance County Land Development Plan | Alamance County, NC

**EDUCATION**

Master of Urban Planning  
University of Florida

Bachelor of Community and  
Regional Planning  
Appalachian State University

**REGISTRATION**

American Institute of Certified  
Planners (AICP):  
#026937

**PRESENTATIONS**

*Economic and Placemaking  
Benefits of Trails*, 2017 Piedmont  
Trails Summit

*The GeoDesign Toolshed*, Esri  
2017 GeoDesign Summit

*Growth Modeling and Utility  
Impact Analysis*, 2015 Esri GIS  
User Conference

**AWARDS**

2018 APA County Planning Division  
CPD Award of Excellence, Plan  
Chatham

2018 Marvin Collins Outstanding  
Planning Award  
Plan Chatham

2014 Marvin Collins Outstanding  
Planning Award  
Peak Plan 2030: The Apex  
Comprehensive Plan, NC APA





**CHAD SARY** AICP, CZO, CFM  
PRACTICE LEADER, MUNICIPAL  
PLANNING

PROPOSED ROLE:  
PRINCIPAL-IN-CHARGE



As Practice Leader of the Municipal Planning group, Chad leads a team of planners, landscape architects and engineers on a variety of projects. He is a certified planner with over 20 years of professional experience in all aspects of community planning, plan implementation and general government administration. Before joining Stewart, he served as the Assistant Town Manager of Knightdale, Assistant Planning Director for the Town of Wake Forest and Planning & Inspections Director for Chowan County/Town of Edenton. He is experienced in consensus building, meeting facilitation, current planning activities and development ordinance writing.

EDUCATION

Bachelor of Science in Applied Geography, Urban and Regional Planning  
East Carolina University

Graduate Certificate in Facilities Planning and Management  
Ohio State University

REGISTRATION

American Institute of Certified Planners (AICP): #022793

NC Associate of Floodplain Managers  
CFM #NC-05-0157

UNC School of Government  
Certified Zoning Official

RELEVANT EXPERIENCE

- **Town of Highlands Comprehensive Planning Services | Highlands, NC**  
Principal-in-Charge
- **Granville County Comprehensive Land Use Plan | Granville County, NC**  
Senior Planner
- **Town of Ayden Land Use Plan and Development Ordinance Update | Ayden, NC**  
Planning Manager
- **Jackson County Unified Development Ordinance | Jackson County, NC**  
Project Manager
- **Pitt County Land Use Ordinances Update | Pitt County, NC**  
Planning Manager
- **City of Eden Unified Development Ordinance | Eden, NC**  
Principal-in-Charge



**JAY McLEOD** AICP  
SENIOR PLANNER

PROPOSED ROLE: GIS/LAND  
USE PLANNING



Jay has over a decade of planning experience in long-range, regional, and local/current planning. He likes to focus on research and analysis before placing emphasis on achieving desired outcomes through placemaking and public realm enhancement and design. Generating place-sensitive solutions relating to climate resilience and climate planning have become focal areas in recent years. He has coordinated urban and long-range planning projects and is also experienced in ordinance creation and implementation with a focus on progressive and achievable outcomes.

EDUCATION

Master of Urban and Regional Planning  
University of Florida

Master of Urban Ecology  
University of Louisville

Bachelor of Science in Biology  
Florida State University

REGISTRATION

American Institute of Certified Planners (AICP): #268453

RELEVANT EXPERIENCE

- **Town of Highlands Comprehensive Planning Services | Highlands, NC**  
Project Planner
- **Town of Waynesville Comprehensive Land Use Plan | Waynesville, NC**  
Project Planner
- **Town of Smithfield Comprehensive Growth Management Plan | Smithfield, NC**  
Project Planner
- **Town of Winterville Land Use Plan | Winterville, NC**  
Code Writing/Land Use Planning/Mapping
- **Town of Ayden Land Use Plan Update and UDO Update | Ayden, NC**  
Code Writing/Land Use Planning/Mapping
- **Town of Duck CAMA Land Use Plan Update | Duck, NC**  
Project Manager
- **Carolina Beach CAMA Land Use Plan Update | Carolina Beach, NC**  
Project Manager
- **Swansboro CAMA Future Land Use Update | Swansboro, NC**  
Project Planner/Suitability Analysis/Plan Writing/Public Involvement
- **Town of Huntersville Community Plan Update | Huntersville, NC**  
Planner



**ALLISON EVANS**  
PLANNER

PROPOSED ROLE: GIS/  
PUBLIC ENGAGEMENT



Allison brings municipal experience in Boston and Raleigh, combined with international study in the area of urban design. She has worked on area plans with the City of Raleigh, and knows firsthand what local governments need when it comes to a consultant. She also is experienced in urban design policy analysis and development, and has a special interest in the intersection of planning, design, and economic development.

**EDUCATION**

Master of Science in Urban Design and City Planning  
University College London

Bachelor of Arts in Urban Studies  
Northeastern University

**RELEVANT EXPERIENCE**

- **Town of Highlands Comprehensive Planning Services | Highlands, NC**  
Planner
- **Franklin Comprehensive Land Use Plan | Franklin, NC**  
Planner
- **Town of Lillington Downtown Master Plan | Lillington, NC**  
Planner
- **Alamance County Land Development Plan | Alamance County, NC**  
Planner
- **Town of Duck CAMA Land Use Plan | Duck, NC**  
Planner
- **Town of Garner Unified Development Ordinance | Garner, NC**  
Planner
- **Town of Huntersville Community Plan Update | Huntersville, NC**  
Planner



**CAROLINE RICHARDSON**  
PLANNER

PROPOSED ROLE: PUBLIC  
ENGAGEMENT



Caroline combines her personal skills with a data-driven mindset to achieve beneficial outcomes for communities. Her experiences in the public, private, and non-profit sectors have culminated in her appreciation for public engagement and ability to build consensus amongst diverse groups. Her technical strengths include GIS, research and analysis, writing, and plan review.

**EDUCATION**

Master of City and Regional Planning  
Clemson University

Bachelor of Science in Tourism Management  
University of South Carolina

**RELEVANT EXPERIENCE**

- **Town of Highlands Comprehensive Planning Services | Highlands, NC**  
Planner
- **Town of Waynesville Comprehensive Land Use Plan | Waynesville, NC**  
Planner
- **Franklin Comprehensive Land Use Plan | Franklin, NC**  
Planner
- **Alamance County Land Development Plan | Alamance County, NC**  
Planner
- **Town of Ayden Land Use Plan & UDO Update | Ayden, NC**  
Planner
- **Town of Garner Unified Development Ordinance | Garner, NC**  
Planner
- **Guilford County Unified Development Ordinance | Guilford County, NC**  
Planner
- **Town of Huntersville Community Plan Update | Huntersville, NC**  
Planner
- **City of Eden Unified Development Ordinance | Eden, NC**  
Planner





**STEPHEN FABER** PLA, ASLA  
PROJECT LANDSCAPE ARCHITECT

PROPOSED ROLE: URBAN  
DESIGN/LANDSCAPE  
ARCHITECTURE



**SEALY CHIPLEY**  
PRINCIPAL-IN-CHARGE

PROPOSED ROLE: ECONOMIC  
ANALYSIS & PUBLIC  
ENGAGEMENT



Stephen has over 10 years of experience across multiple project types. Through research, design, and real estate advisory services, Stephen combines design and strategic planning to drive positive outcomes for clients, users, and the environment in projects of varying scales from residential design to large master-planned communities. Stephen’s work includes mixed-use, education, residential, resorts, brownfield reclamation, parks, greenways, and roadway corridors.

**EDUCATION**

Master of Real Estate Development  
Clemson University

Bachelor of Landscape Architecture, minor in Horticulture  
University of Arkansas

**REGISTRATION**

Professional Landscape Architect (PLA): North Carolina #2054

**RELEVANT EXPERIENCE**

- **Alamance County Land Development Plan** | Alamance County, NC  
Graphics
- **Franklin Comprehensive Land Use Plan** | Franklin, NC  
Landscape Architecture/Urban Design/Public Involvement
- **Town of Waynesville Comprehensive Land Use Plan** | Waynesville, NC  
Urban Design and Landscape Architecture
- **Cullowhee Small Area Plan** | Cullowhee, NC  
Urban Design and Landscape Architecture
- **Town of Winterville Land Use Plan** | Winterville, NC  
Graphics
- **Town of Smithfield Comprehensive Growth Management Plan** |  
Smithfield, NC  
Landscape Designer
- **Town of Ayden Land Use Plan & UDO Update** | Ayden, NC  
Graphics
- **Cashiers Small Area Plan** | Cashiers, NC  
Urban Design and Landscape Architecture

Sealy performs local and regional economic analyses, including market assessments and economic impact assessments. Sealy 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.

**EDUCATION**

Bachelor of Science, Economics  
University of North Carolina at Asheville

Bachelor of Science, Environmental Management & Policy  
University of North Carolina at Asheville

**RELEVANT EXPERIENCE**

- **Town of Waynesville Comprehensive Land Use Plan** | Waynesville,  
NC [Project with Stewart](#)
- **Laurel Park Comprehensive Plan** | Laurel Park, NC
- **Granville County Comprehensive Plan** | Granville County, NC
- **Elevate 2050 Comprehensive Plan** | Black Mountain, NC
- **Asheville Pedestrian and Greenway Plan** | Asheville, NC
- **Jackson County Bike Plan** | Jackson County, NC
- **Brunswick County Comprehensive Plan** | Brunswick County, NC
- **Elon Comprehensive Plan Update** | Elon, NC
- **Charlotte UDO Update** | Charlotte, NC



**J. MARK TEAGUE** PE  
OWNER/PRINCIPAL-IN-CHARGE

PROPOSED ROLE:  
TRANSPORTATION &  
INFRASTRUCTURE



Mark has more than 18 years of experience as a transportation engineer with the North Carolina Department of Transportation (NCDOT). The primary role for Mark at NCDOT was working directly with other engineers on roadway issues such as geometric design, pavement condition, pavement maintenance, roadway striping, work zone safety, shoulder design, and vehicle crash analysis. As the Division Traffic Engineer with NCDOT, Mark was in charge of vehicle operation and safety on thousands of miles of roadway, both urban and rural, across 25 counties in western North Carolina. Some of his specific current project experience includes traffic impact analyses, mapping, traffic signal installation, turn lane design and construction, access management, work zone safety, traffic control, and signing.

**EDUCATION**

Bachelor of Science, Civil Engineering  
North Carolina State University

**RELEVANT EXPERIENCE**

- Town of Waynesville Comprehensive Land Use Plan | Waynesville, NC [Project with Stewart](#)



**ANNA SEXTON**  
COMMUNITY PLANNER

PROPOSED ROLE:  
TRANSPORTATION &  
INFRASTRUCTURE



Anna is JMTE’s Community Planner. Her work focuses on policy analysis and development, transportation issues, parking studies, housing policy, economic development, public input facilitation, and strategic prioritization of land use. Anna brings experience working with all levels of government and a keen personal and professional understanding of area transportation issues, further bolstered by her serving on several resident-led city commissions in her hometown of Asheville.

**EDUCATION**

Master of Public Policy  
Georgia State University

Bachelor of Arts, Journalism and Political Science  
University of Dayton

**RELEVANT EXPERIENCE**

- Town of Waynesville Comprehensive Land Use Plan | Waynesville, NC [Project with Stewart](#)

**STEWART**





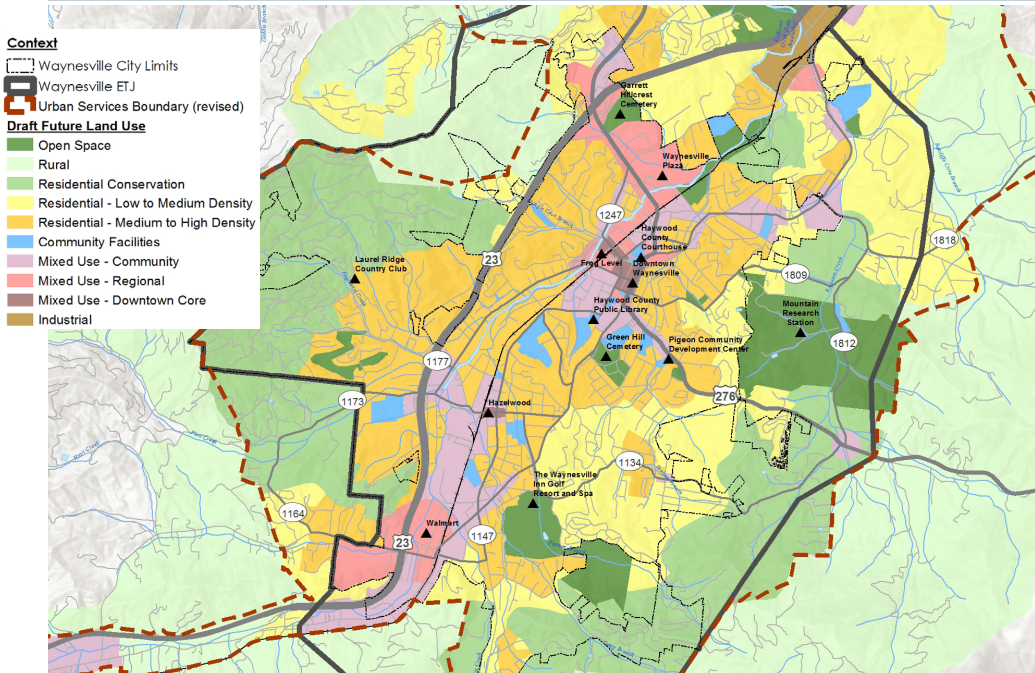
# COMPREHENSIVE LAND USE PLAN TOWN OF WAYNESVILLE



STEWART



View the plan here: <https://tinyurl.com/WaynesvilleCompPlan>



## LOCATION

Waynesville, NC

## OWNER

Town of Waynesville  
Elizabeth Teague,  
Development Services Director  
9 S. Main Street  
PO Box 100  
Waynesville, NC 28786  
828.456.2004  
eteague@waynesvillenc.gov

## DATES

Start: February 2018  
Completion: August 2020

## DISCIPLINES

Public Input Process  
Planning  
GIS  
Landscape Architecture/Urban Design

## TEAM

Cindy Szwarcok, AICP  
Principal-in-Charge  
Jake Petrosky, AICP  
Project Manager  
Jay McLeod, AICP  
Project Planner

## PROJECT OVERVIEW

The Town sought to update the Town of Waynesville 2002 Plan.

## STEWART RESPONSIBILITIES

The planning process presented an opportunity for residents, business owners, and other stakeholders to have a say in the Town's future growth, development, and quality of life through a variety of public engagement efforts including a survey, large public workshop, and small group presentations. The final Comprehensive Land Use Plan and Future Land Use Map reflects the identity of the community and vision of the residents establishing goals and strategies relevant to land use, economic development, housing and neighborhoods, natural resources, and more.

The Town of Waynesville won a REALTOR Party Smart Growth Action Grant from the Haywood REALTOR Association, which sponsored a Visioning Workshop in June 2018 to gather ideas and opinions from local stakeholders.

The plan also included land use suitability analysis the creation of a GIS-based build-out model, created using CommunityViz that allowed the project team and steering committee to understand changes to future housing capacity created by adjustments to the Future Land Use Map.

## J.M. TEAGUE RESPONSIBILITIES

JMTE supported steering committee meetings and public input workshops, focusing on developing the plan's context and transportation chapters. These included a breakdown of upcoming NCDOT roadway improvements in the area and how that might affect the adjacent land uses and overall connectivity, an overall safety and accessibility analysis, recommendations for Town policies and agency coordination, anticipation of future transportation technology (autonomous vehicles, mass transit, and electric scooters), and renderings of potential new greenway corridors.

## CHIPLEY CONSULTING RESPONSIBILITIES

Chipley summarized analysis for existing economic and demographic conditions, including employment and housing trends. They provided future housing, employment, and population projections. In addition, they 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.

**SMALL AREA PLAN**  
TOWN OF CULLOWHEE, JACKSON COUNTY



View the plan here: <https://stewart-eng.sharefile.com/share/view/s8f2e284338e4378a>



**LOCATION**

Cullowhee, NC

**OWNER**

Jackson County  
Michael Poston, Planning Director  
401 Grindstaff Cove Road  
Sylva, NC 28779  
828.631.2255  
michaelposton@jacksonnc.org

**DATES**

Start: January 2019  
Completion: February 2020

**DISCIPLINES**

Landscape Architecture  
Master Planning  
Parks & Conservation Planning  
Bicycle & Pedestrian Planning  
Municipal Planning  
Urban Design

**TEAM**

Cindy Szwarcop, AICP  
Principal-in-Charge  
Jake Petrosky, AICP  
Project Manager, Public  
Engagement, Land Use Planning  
and Urban Design

**PROJECT OVERVIEW**

Stewart worked with Jackson County and the Cullowhee Community to develop a Small Area Plan for the Cullowhee Community Planning Area and surrounding area. The Jackson County Comprehensive Plan 2040 adopted in 2017 recommended that Cullowhee prepare a plan that would guide future growth and development.

**STEWART RESPONSIBILITIES**

This Small Area Plan, with participation by the community, reflects the vision and unique identity of the mountain community. The Plan establishes goals and creates strategies relevant to land use, economic development, utilities, transportation, natural resources and more. The planning process included a three-day charette process, engagement with Western Carolina University staff and students, bicycle and pedestrian planning, and a conceptual design of a riverfront park and redevelopment in Old Cullowhee along the Tuckaseegee River.



# COMPREHENSIVE LAND USE PLAN

## TOWN OF FRANKLIN



View the plan here: <https://www.franklintownplan.com/get-involved>

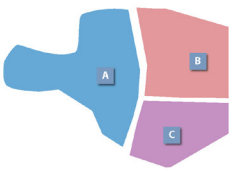
### NIKWASI CULTURAL ARTS DISTRICT

#### Concept Plan

##### ESSENTIAL ELEMENTS

- >> Incremental improvement and reinvestment adjacent to the Nikwasi Mound and cultural site.
- >> Focus on public and private improvements along NE. Main Street and E. Main Street.
- >> Walkable Streets with two to three story commercial buildings
- >> Greenway connections from the Little Tennessee River into the district through public spaces, trail easements, and private development connections
- >> Transition from commercial to office, flex space and light industrial farther south on Depot St.

##### DISTRICT DIAGRAM



- A Downtown Transition
- B Nikwasi Cultural Arts District
- C Depot Street Business District



#### LOCATION

Franklin, NC

#### OWNER

Town of Franklin  
Justin Setser, Planning Director  
P.O. Box 1479  
Franklin, NC 28744  
828.524.2516  
jsetser@franklinnc.com

#### DATES

Start: February 2019  
Completion: June 2020

#### DISCIPLINES

Planning  
Public Involvement

#### TEAM

Chad Sary, AICP, CZO, CFM  
Principal-in-Charge  
Jake Petrosky, AICP  
Project Manager/Land Use  
Planning/Urban Design/Public  
Involvement/Implementation  
Allison Evans  
Planner

## PROJECT OVERVIEW

Stewart worked with the Town of Franklin, North Carolina on a new Town Plan. Stewart led a multi-disciplinary team to create a strategic plan that seeks to diversify the economy, guide growth and development, protect natural resources, and build on the successful downtown.

The plan includes conceptual plans for the re-purposing of a town-owned site for a park and middle-income housing. A visualization of a park and redevelopment centered around The Nikwasi Indian Mound, a historic Cherokee site, and a future cultural center/museum that has been proposed by the tribe is also shown in the plan.

The Comprehensive Land Use Plan was adopted by the Town in June 2020.

## STEWART RESPONSIBILITIES

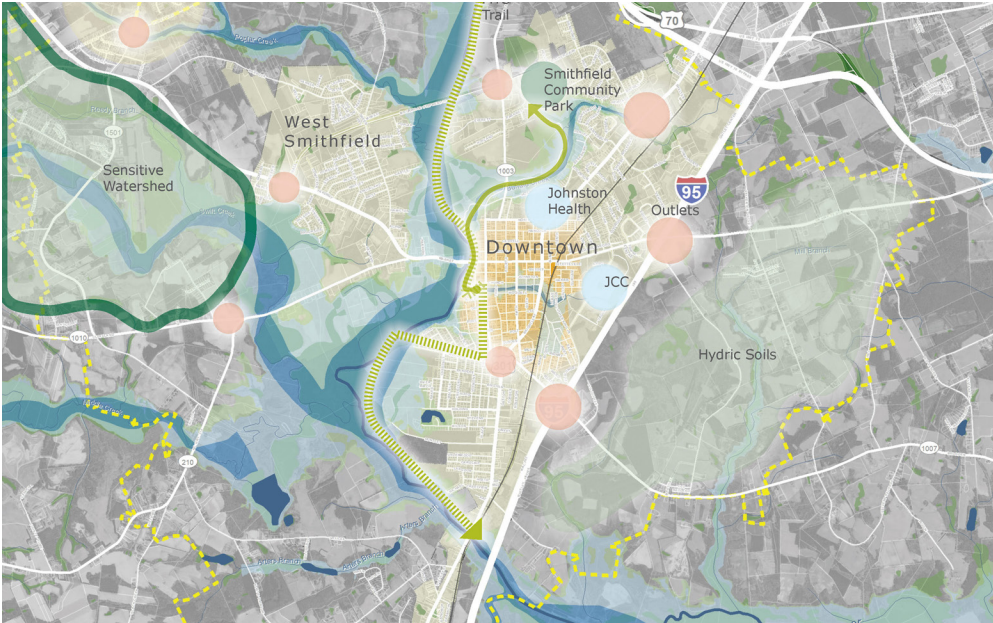
Stewart led the development of the land use, housing, natural and cultural resources elements of the plan. Stewart also led project management, public involvement activities, and landscape architecture/urban design services.



**COMPREHENSIVE GROWTH MANAGEMENT PLAN**  
TOWN OF SMITHFIELD



View the plan here: <https://bit.ly/3eOAn0W>



**LOCATION**

Smithfield, NC

**OWNER**

Town of Smithfield  
Stephen Wensman  
Planning Director  
350 E. Market Street  
Smithfield, NC 27577  
919.934.2116, ext. 1114  
Stephen.wensman@smithfield-nc.com

**DATES**

Start: April 2018  
Completion: September 2019

**DISCIPLINES**

Planning  
Bicycle & Pedestrian  
Public Involvement  
Urban Design  
Landscape Architecture  
Parks and Conservation Planning

**TEAM**

Cindy Szwarcop, AICP  
Principal-in-Charge  
Jake Petrosky, AICP  
Project Manager  
Jay McLeod, AICP  
Project Planner

**PROJECT OVERVIEW**

Stewart worked on a new Comprehensive Growth Management Plan for the Town of Smithfield. Smithfield is the county seat and located about 30 minutes from the regional economic engine of Raleigh. Towns like these have unique assets and challenges that are relatively unique.

**STEWART RESPONSIBILITIES**

The Comprehensive Growth Management Plan included a visioning process with innovative outreach activities like popup meetings at festivals, district conversations, and an interactive publicinput.com website. The plan included a housing and economic analysis, land use suitability analysis, downtown revitalization strategies, conceptual designs, and a focus on tying together land use and infrastructure recommendations, and investment decisions.

Form-based recommendations were illustrated in conceptual designs for suburban retrofit sites along key commercial corridors. Downtown and subdivision design recommendations were created to improve the quality of development while providing flexibility for innovative design.

**COMPREHENSIVE LAND USE PLAN**  
TOWN OF WINTERVILLE



View the plan here: <https://www.wintervillenc.com/comprehensive-land-use-plan>

downtown gateway concept

**SIGNATURE GATEWAY ENTRANCE LANDSCAPING**



Enhanced landscaping and signage signage will bring attention to this area.

**PEDESTRIAN-ORIENTED COMMERCIAL DEVELOPMENT**



The commercial anchor to the west should be built with pedestrians in mind.

**WALKABLE INFILL RESIDENTIAL SUPPORTS DOWNTOWN**



Infill development can bring new residents and reinforce a vibrant neighborhood.

The Downtown Gateway Concept stretches from the existing downtown on the east, through the residential neighborhoods along West Main Street to the NC 11 intersection and a potential future commercial center on the west.



**COMMERCIAL REUSE ALONG EAST MAIN**



Older homes could be renovated and reused as offices, shops or restaurants to expand the downtown district.

**CONTEXT APPROPRIATE URBAN DESIGN**



Design standards that mimic the existing downtown streetscape creates a sense of place.

**PUBLIC OUTDOOR EVENT SPACE**



Vibrant downtowns need areas for programming vibrant events and activities.



WINTERVILLE COMPREHENSIVE LAND USE PLAN  
Winterville, NC | 2019

**PROJECT OVERVIEW**

Stewart completed a new Comprehensive Land Use Plan for the Town of Winterville. The Plan addresses the impacts and growth resulting from major transportation investments, a shifting employment base, a desire to preserve open space, and the unique constraints of a high water table and flooding. A land use suitability analysis was conducted to determine future land use recommendations. The plan also included conceptual plans for downtown revitalization including gateway improvements, infill opportunities and a new public space.

**STEWART RESPONSIBILITIES**

A visioning process with innovative outreach activities like a multi-day charrette built on Stewart's strength as an integrated planning, design and engineering firm to develop implementation concepts that have community buy-in and are both aspirational and feasible.

**LOCATION**  
Winterville, NC

**OWNER INFORMATION**  
Town of Winterville  
Bryan Jones, Planning Director  
2571 Railroad Street  
Winterville, NC 28590  
252.215.2358  
bryan.jones@wintervillenc.com

**DATES**  
Start: Fall 2018  
Completion: Fall 2019

**DISCIPLINES**  
Master Planning  
Municipal Planning  
Bicycle & Pedestrian Planning  
Economic Development  
Public Involvement

**TEAM**  
Cindy Szwarcop, AICP  
Principal-in-Charge  
Jake Petrosky, AICP  
Project Manager  
Jay McLeod, AICP  
Code Writing/Land Use Planning/  
Mapping

**ALAMANCE COUNTY**  
LAND DEVELOPMENT PLAN



**LOCATION**

Alamance County, NC

**OWNER**

Alamance County  
Tonya Caddle  
201 W. Elm Street  
Graham, NC 27253  
336.570.4052  
tonya.caddle@alamance-nc.com

**DATES**

Start: September 2019  
Completion: November 2020

**DISCIPLINES**

Land Use Planning  
Public Engagement  
GIS  
Urban Design

**TEAM**

Chad Sary, AICP, CZO, CFM  
Principal-in-Charge  
Jake Petrosky, AICP  
Project Manager  
Jay McLeod, AICP  
Planning Manager  
Allison Evans  
Planner  
Caroline Richardson  
Planner  
Stephen Faber, PLA  
Graphics

**PROJECT OVERVIEW**

Stewart is working with Alamance County on a new comprehensive plan that outlines bold recommendations for protecting rural character and improving the quality of development in the unincorporated areas. The plan has included significant online engagement due to the coronavirus pandemic including a number of Facebook Live events and survey that have gathered thousands of views and responses. The plan will include a small area vision plan for the historic crossroads community of Snow Camp and has included an elaborate scenario planning exercise to gather public feedback on alternative land use policies.

**STEWART RESPONSIBILITIES**

Stewart is responsible for land use planning, public engagement, GIS, scenario planning, and urban design.





## US-64 CORRIDOR STUDY CORRIDOR STUDY



**LOCATION**  
Nationwide

**CONTACT**  
Christopher Todd, Town Manager  
Town of Laurel Park, NC  
828.693.4840  
ctodd@laurelpark.org

**COMPLETION DATE**  
2017

### PROJECT OVERVIEW

In 2015, JMTE worked with the Town of Laurel Park, NC, to develop a Comprehensive Plan and is currently updating the Land Use Ordinance. JMTE defined future land use options and measured each scenario's economic impact and how well each met the town's goals, particularly as they relate to younger generations. Recommendations included a Town Center district with a dense commercial and residential pattern, a focus on walkability and connectivity, and the recommendation for a Mountainside Mixed-Use District (MMU). The MMU promotes a mix of residential and small-scale commercial activity along the proposed Ecusta Trail. This work was translated into a 2017 Corridor Study of US-64 through Laurel Park. **JMTE worked with Chipley Consulting on a comprehensive economic development and transportation study for the area, with specific action items and community investment tools.**

## LAUREL PARK COMPREHENSIVE PLAN AND CORRIDOR STUDY COMPREHENSIVE PLAN



**LOCATION**  
Laurel Park, NC

**CONTACT**  
Christ Todd\*  
Town Manager  
Town of Laurel Park, NC  
(828) 693-4840  
ctodd@laurelpark.org

**COMPLETION DATE**  
2017



### PROJECT OVERVIEW

In 2015, JMTE worked with the Town of Laurel Park, NC, to develop a Comprehensive Plan and update its Land Use Ordinance. JMTE defined future land use options and measured each scenario's economic impact and how well each met the town's goals, particularly as they relate to younger generations. Recommendations included a Town Center district with a dense commercial and residential pattern, a focus on walkability and connectivity, and the recommendation for a Mountainside Mixed-Use District (MMU). The MMU promotes a mix of residential and small-scale commercial activity along the proposed Ecusta Trail.

This work was translated into a 2017 Corridor Study of US-64 through Laurel Park. JMTE worked with Chipley Consulting on a comprehensive economic development and transportation study for the area, with specific action items and community investment tools.

\*The Town recently hired Christopher W. Todd as Town Manager. While he was not involved with the project, he is the primary contact for the Town.



## FRANKLIN, CANTON, AND SOUTHERN BLUE RIDGE BIKE PLAN COMPREHENSIVE BICYCLE & PEDESTRIAN PLANS



**LOCATION**

Various Locations, NC

**CONTACT**

Justin Setser  
Town Planner  
Town of Franklin, NC  
828.524.2516  
jsetser@franklinnc.org

**COMPLETION DATE**

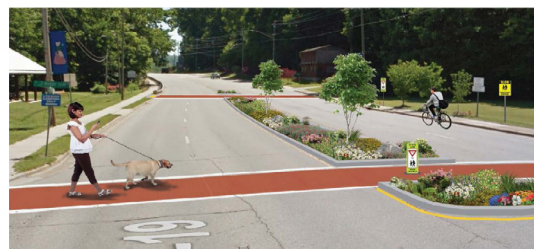
2018

**PROJECT OVERVIEW**

JMTE has created a Comprehensive Bicycle & Pedestrian Plan for two towns in Western North Carolina as well as the Southern Blue Ridge Regional Bike Plan for Cherokee, Clay, Macon, & Graham Counties. The plans focus on network connectivity and accessibility, with prioritized recommendations for improvements to multi-modal infrastructure and policies. Through a variety of community involvement efforts in each community that included biking and walking through town with stakeholder groups, JMTE facilitated the preliminary prioritization of key corridors, intersections, and destinations.

The diversity of projects culminating from these plans intend to allow for flexibility in implementation, with low cost spot improvements and big, bold regional connections. Short- and long-term action items create a blueprint to enable a variety of transportation options for residents and visitors. JMTE also proposed a number of ways to evaluate how effectively each town is achieving its implementation goals by measuring new infrastructure construction and usage of trails, sidewalks and bike lanes.

## TOWN CENTER MASTER PLAN & PEDESTRIAN SAFETY ACTION PLAN TOWN OF MAGGIE VALLEY



**LOCATION**

Maggie Valley, NC

**CONTACT**

Nathan Clark  
Town Manager  
Town of Maggie Valley  
828.926.0866  
nclark@maggievalleync.gov

**COMPLETION DATE**

2017

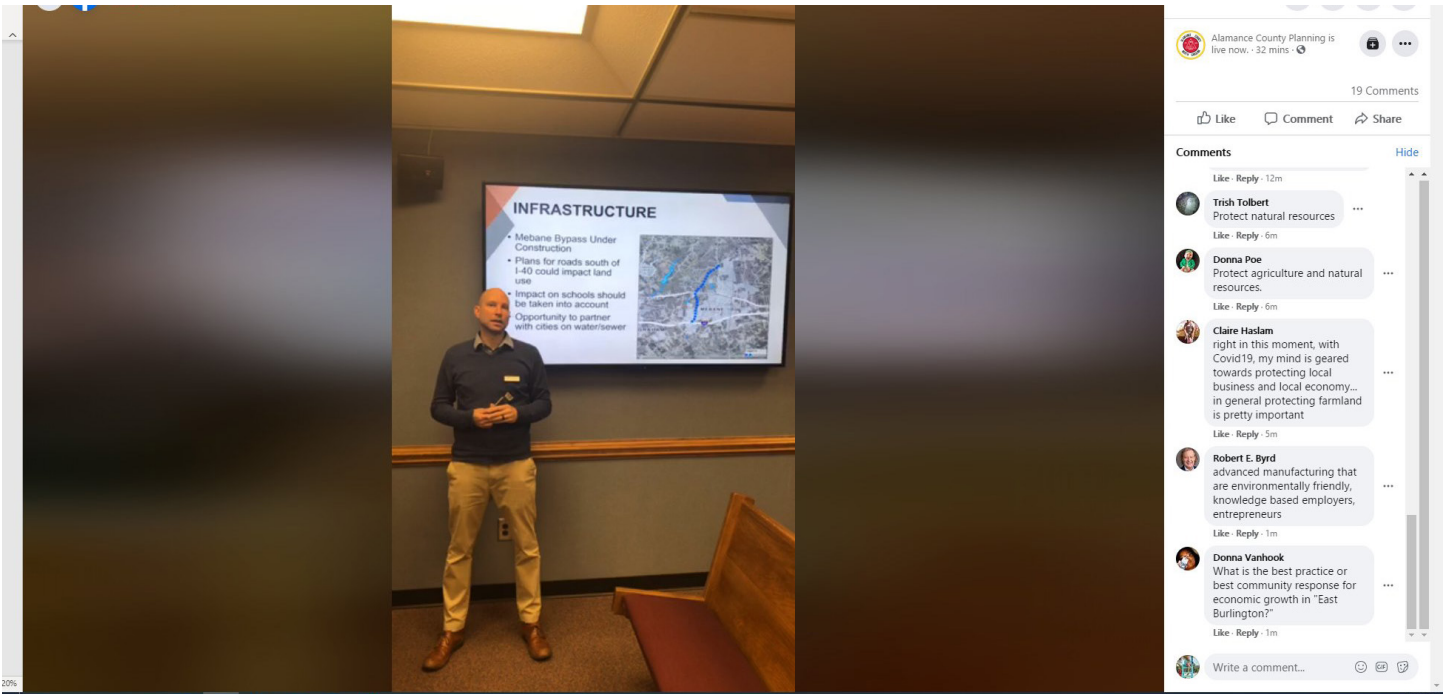
**PROJECT OVERVIEW**

JMTE worked on a Town Center Master Plan for the Town of Maggie Valley. The project included surveying residents to identify the community's perception of where their town center is through the context of where they would like to focus economic development, slow traffic speeds, and enable greater public parking opportunities and pedestrian accessibility.

The master plan featured an economic model that invites private investment around public features and amenities and fostered dynamic complementary successes for the Town Center, surrounding businesses, local residences, and other public spaces. The final deliverable included key roadway reconfigurations, roundabout designs, bicycle infrastructure, parking redesign, and a vision for land use in the study area.

This project led to the development of a Pedestrian Safety Action Plan, which included specific target areas for improvements, including roundabouts, pedestrian refuge islands, new marked crosswalks, and options for future investment in greenway trails.

REFERENCES



*The Stewart Team has the capabilities to adapt to serve our clients.*

*Stewart recently practiced social distancing by converting a planned in-person public meeting into a virtual public meeting via Facebook Live for Alamance County, North Carolina.*

*Project Manager Jake Petrosky spearheaded the process of retooling the meeting to work in an online format and allow for interaction via comments on the live feed and recorded event, which had over 700 viewers.*

REFERENCES

01

Town of Franklin  
**Justin Setser**  
Planning Director  
828.524.2516  
jsetser@franklinnc.com

Stewart recently worked with the Town on a new Comprehensive Plan.

02

Town of Waynesville  
**Elizabeth Teague**  
Development Services Director  
828.456.2004  
eteague@waynesvillenc.gov

Stewart recently worked with the Town of Waynesville on a Comprehensive Plan.

03

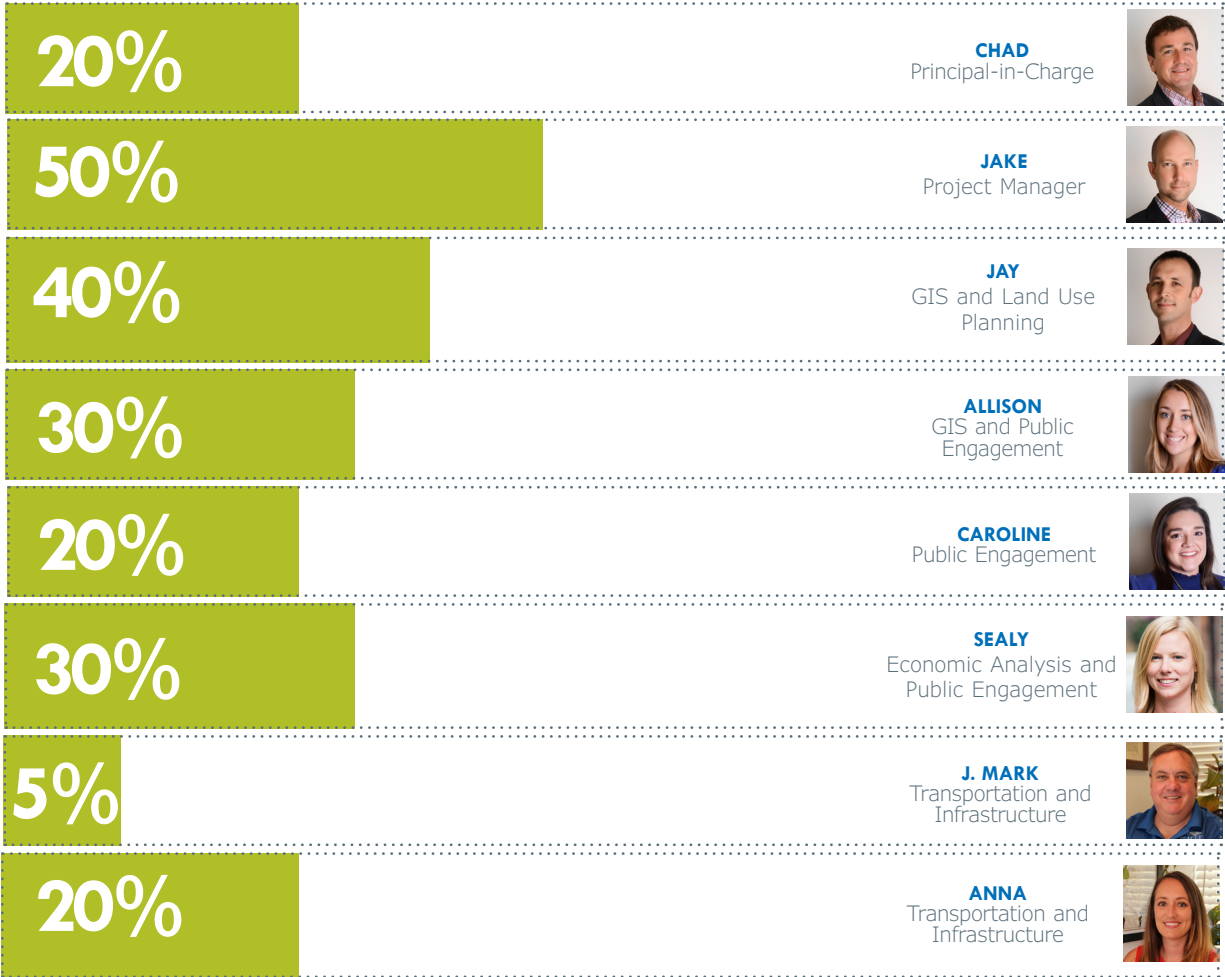
Town of Winterville  
**Bryan Jones**  
Planning Director  
252.215.2357  
bryan.jones@wintervillenc.com

Stewart recently worked with the Town of Winterville on a new Comprehensive Land Use Plan.



# ANTICIPATED TIME COMMITMENT

Percentages shown represent proposed staff involvement during course of the project



# HOURLY RATES

STAFF NAME & PROPOSED ROLE	HOURLY RATE
Chad Sary, AICP, CZO, CFM Principal-in-Charge	\$180.00
Jake Petrosky, AICP Project Manager	\$160.00
Jay McLeod, AICP GIS & Land Use Planning	\$160.00
Allison Evans GIS & Public Engagement	\$95.00
Caroline Richardson Public Engagement	\$95.00
Sealy Chipley Economic Analysis & Public Engagement	\$110.00
J. Mark Teague Transportation & Infrastructure	\$150.00
Anna Sexton Transportation & Infrastructure	\$105.00

## PROPOSED WORK PLAN COMPREHENSIVE PLAN

### PROJECT APPROACH

Stewart’s Municipal Planning practice has experience working with towns and counties across the state of North Carolina, including with many communities experiencing similar challenges as Henderson County. The Stewart team will facilitate the creation of a well-organized, user-friendly plan guided by community engagement and vision. We will accomplish this by executing a three-phase project scope that can be customized to meet the County’s expectations.

### PHASE I - PROJECT INITIATION & ANALYSIS

### PHASE II - VISIONING & PLAN DEVELOPMENT

### PHASE III - IMPLEMENTATION & ADOPTION

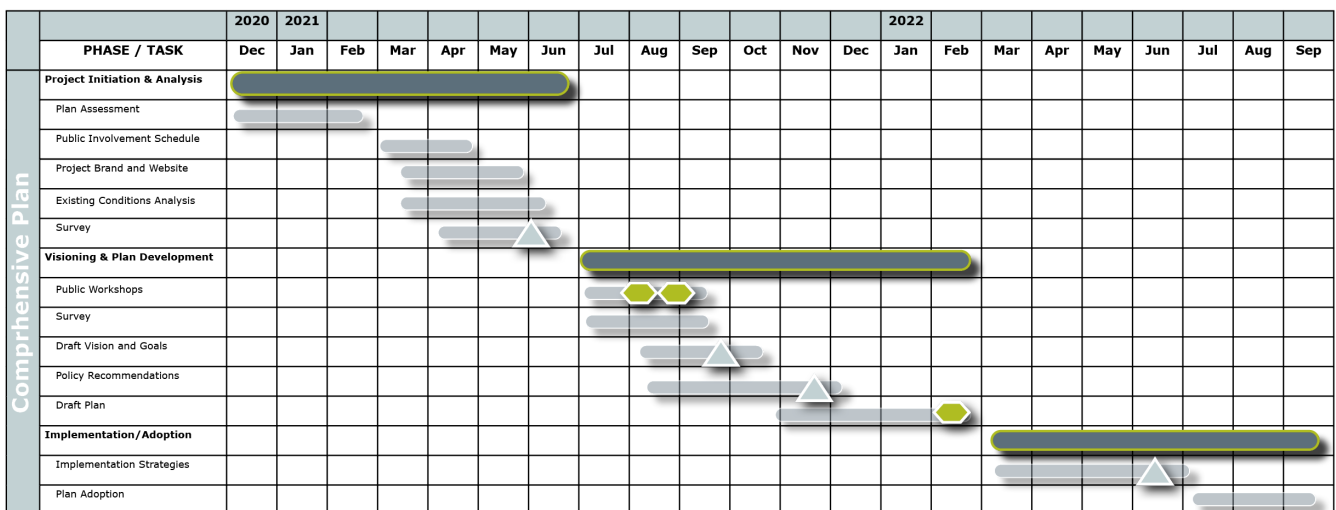
Our team will work together with Henderson County staff in all facets of the project including identification of stakeholders, data analysis and mapping, and the creation of policies and implementation strategies that are actionable, attainable, and tied to responsible parties and budgetary implications. Community engagement is an ongoing, collaborative process between the consultant team and the staff and citizens of Henderson County. The Stewart team will support the county’s efforts to involve residents, business owners, and other stakeholders using engaging and transparent methods to ensure all are aware of the comprehensive plan project and are given multiple opportunities to ask questions, voice concerns, and be part of the process. Ultimately, a successful public process enhances community support and buy-in and bolsters the confidence of County leaders to implement future projects and prioritize resources.

The Stewart approach begins with refining the community engagement process during the project kickoff in conjunction with staff and other key parties. Visual branding of the project is reflected in outreach materials and use of a specially created website or web page on the County website to raise awareness of the process and garner excitement throughout the community. Our team will assist with the formation of a diverse and balanced Steering Committee and stakeholder groups. The Planning Board could function as the Steering Committee or could be augmented with citizens or other representatives as needed.

An updated vision for the County and actionable items to be completed within the next 5 to 10 years will be crafted based on the community feedback received. The Stewart team will study information from public engagement events, as well as adopted plans and policies, to determine patterns, continuing concerns, and gain insight into new issues and opportunities.

### WORK PROGRAM

The following is a description of the proposed project approach for the Henderson County 2045 Comprehensive Plan project. Stewart has led dozens of successful planning efforts across North Carolina using a similar project approach, including many plans for mountain communities. However, each project is unique, and the specific program is set so that the process is responsive to the steering committee and leadership knowledge, but also reveals ways to address the most pressing issues, build on ongoing/previous efforts, and deliver a plan that is community-focused, innovative, visionary, and pragmatic.



We anticipate this schedule for the development and adoption of the Henderson County 2045 Comprehensive Plan.

### Community Engagement

Stewart has a history of successful community engagement in Comprehensive Plan development. The Stewart team will lead the development of a targeted public engagement program, with close coordination with County staff.

The public engagement plan for Henderson County could include a mix of these public involvement techniques:

- **Leadership and Stakeholder Interviews** – discuss the issues one-on-one within strategic groups
- **Steering Committee** – a diverse committee composed of members of elected and appointed boards, citizens, business owners, and other key stakeholders is recommended to meet five times during the planning process and assist in developing the plan
- **Focus Group Worksessions** – targeted meetings with members of the community at key stages in the planning process to guide the development of the plan and associated recommendations
- **Multi-Day Visioning Workshop/Charrettes** – on-site, design-oriented workshops open to the public to gather input on issues, priorities, recommendations and conceptual designs through an interactive, iterative process can help refine a vision for the community and gain support for recommendations and projects
- **Walkabouts** – stakeholders and the consultant team walk the project area to observe real physical opportunities and constraints and discuss solutions
- **Surveys** – prepare a public survey customized for the community with 24/7 access to ensure a complete cross-section of the citizenry is polled
- **Project Website/Social Media** – provide “post-able” updates to staff for the project webpage, Facebook, Instagram, and/or Twitter
- **Multi-media and Online Public Engagement** - Online and multi-media content can sometimes better engage stakeholders and may be increasingly essential if the coronavirus persists into the fall and winter. Stewart has the capacity to conduct Facebook Live events and create concise, engaging video clips to create and record public involvement efforts and capture comments.
- **Pop-Up Meetings** – go to where community members are already gathering (festivals, civic group meetings, school, and senior events)
- **Community Open House Public Meeting** – drop-in meeting where draft plan elements will be presented, and feedback documented to help guide the shape of the plan and priority implementation steps

### PHASE I - PROJECT INITIATION & ANALYSIS

Prior to beginning the planning process, our team will meet with staff to refine the work plan and milestones, deliverables, community engagement process, schedule, communication methods, and other items related to project execution.

### EXISTING PLAN & DOCUMENT REVIEW/DATA GATHERING

The team will work with staff to identify and assemble relevant background documents for review. Spatial data and adopted plans will be collected from the County, State, and federal agencies as well as private organizations, as appropriate. At a minimum the following will be reviewed:

- GIS Files
- Neighboring Jurisdiction and Regional Plans
- Adopted County Plans and Ordinances (as listed in RFP)
- Site, Subdivision, and Redevelopment Plans
- Zoning Map(s)
- NCDOT Plans
- French Broad River MPO data
- Budget / Capital Improvement Program

Assessments of past planning efforts and existing regulatory approaches are vital to understanding the challenges, opportunities, and successes of a place and crafting a feasible approach to implementation.



*Interactive exercises that allow for a balance of structured and informal input result in meaningful direction that can be used to create a framework for a plan and a multi-year playbook for communities.*



### Tour & Initiation Meetings

To initiate the planning process, the Stewart team will conduct an initial round of meetings with staff, the Steering Committee, and stakeholders to help identify key issues to be addressed in the Comprehensive Plan and to understand expectations. The meetings will include the following:

- **Kick-off Community Tour** – Conduct tour with County staff to document, inventory, and view key areas and features such as County-owned land and buildings, protected and unprotected natural resource areas, housing, recently approved developments (or areas proposed/being considered for development), and utilities/infrastructure.
- **Stakeholder Interviews** – The team will conduct a series of stakeholder interviews (four to six meetings) taking place over the course of one day. We will work with County staff to identify these stakeholders (business owners, community and neighborhood groups, economic development and tourism officials, representatives from the environmental community, real estate brokers and developers, etc). The purpose of the meetings is to listen to and understand concerns and identify plan opportunities and constraints.
- **Steering Committee Meeting** – The first meeting with the Steering Committee will occur during this phase of the project, where we will discuss the project scope, schedule, stakeholder feedback, and initial impressions and issues. Early identification of outreach opportunities as well as communicating a sense of inclusion and ownership is important to engage steering committee members in the process moving forward.

### Mapping & Deliverables:

- Existing Land Use and Land Supply (Vacant, Developed, and Underutilized Lands)
- Environmental Constraints Map (Floodplains, Wetlands, Slope, Topography, Tree Cover, Valuable Habitat, and other sensitive resources)
- Multi-Modal Transportation Inventory
- Infrastructure and Services (Water, Sewer, Storm, Electric, Gas, Police, Fire, EMS)
- Parks, Recreation, and Open Space (including Trout Streams, Hiking Trails and Trailheads)
- Cultural and Historic Resources and other major community cornerstones or resources

### COMMUNITY PROFILE

Stewart will prepare a Community Profile (CP), incorporating updated statistics and findings from recent County efforts. The CP will include the County history, baseline demographic and economic data (population, employment, income, socioeconomic data, retail trends, etc). We will use data from the Henderson County, US Census Bureau, State of North Carolina, Esri and other available sources. Information collected regarding the economy, business patterns, employment and demographics will be studied to benchmark progress and provide context to policy recommendations developed later in the process.

The information collected and analyzed in the CP will summarize key facts and figures for each of the indicators in a highly graphic and easily understandable format. It will also provide context for issues and opportunities to provide a point of departure for later recommendations. This data will provide education material for community engagement efforts, guide the team's work efforts, and be incorporated into the final plan.



*Community Snapshot findings can be communicated in engaging and intuitive graphics.*

### COMMUNITY SURVEY

The team will work closely with County staff to develop a Community Survey to gather feedback from the public regarding community vision, goals, and key issues to be addressed by plan policies, future regulatory efforts, and investment decisions. The survey may include a visual preference survey that provides images of a variety of different development types or elements. The Community Survey can be made available on-line, in print form, and as a component of a public meeting. Optionally, the Project Team could work with a third-party provider (e.g. - PublicInput.com) to create an interactive website and survey that could include a community forum and/or map-based activities to identify land use preferences.

### Phase I Project Initiation & Analysis Meetings

- Project Kickoff Meeting with Staff
- Community Tour
- Stakeholder Interviews
- Steering Committee Meeting #1
- Steering Committee Meeting #2
- Bi-weekly coordination calls with County Staff
- Written status update report to Planning Board & Board of Commissioners

**Phase I Project Initiation & Analysis Deliverables**

- **Data Request** – A formal data request to staff will be provided to allow the release of GIS files and other documents for the project.
- **Plan Assessments** – A formal request to staff for assessments of current plans and their implementation statuses, to guide steering committee knowledge base.
- **Stakeholder Interview Schedule and Invitation Template** - The team will develop a schedule and an email invitation template for staff to use to organize and invite stakeholders to participate in the plan.
- **Website** – The website will serve as the main information hub for the project and will be populated with information throughout the process.
- **Public Engagement Plan** – A matrix of planned public outreach efforts including meetings, social media, workshops, and Board and public presentations.
- **Analysis Maps** - As guided by initial input from stakeholders, staff, and steering committee, a series of maps will be developed to communicate trends and current status. These maps will contribute to the initial foundation of information that will guide the plan development process.
- **Public Survey** - Community goals and vision will be assessed and ranked to help guide future plan development efforts.
- **Community Profile** - The highlights of current demographic and economic trends. This assessment of current status will help build the knowledge base by which future and ongoing discovery efforts will be built.

**PHASE II - VISIONING & PLAN DEVELOPMENT**


**Community Visioning**

Following completion of Phase 1, key team members will conduct a series of charrettes that focus on recommendations in different areas of county. We believe that a concentrated effort focused on community visioning and concept development will build excitement and create momentum. It also allows real-time testing of concepts flowing from earlier engagement. Over the course of multiple days, workshops will focus on issues, opportunities, and visioning and recommendations, concepts, and action items. During the workshops, recommendations and conceptual designs will be produced by team landscape architects and planners that convey the intent of future land use, infrastructure, parks and recreation, and/or natural resource related policy recommendations.

Based on the public input received during the multi-day charrette, we will prepare draft vision and goals as well as a framework for recommendations in the Comprehensive Plan.

**Town of Franklin Comprehensive Land Use Plan Public Workshop Schedule**

A series of events are scheduled from July 17-20th for the community and project team to collaboratively develop ideas for Franklin's Comprehensive Land Use Plan including land use, small areas, parks, transportation and more. Please join us!

MEETING LOCATIONS	TIME	Wednesday July 17 DAY ONE Visioning	Thursday July 18 DAY TWO Plan Development	Friday July 19 DAY THREE Debrief & Wrap Up
Wednesday & Thursday: Meetings @ Tartan Hall 26 Church St. Tours departing from Town Hall 95 E. Main St.	8 am		Morning Walking Tour Depart from Town Hall	Coffee Talk @ Rathskeller
	9 am			
	10 am		Open Studio @ Tartan Hall	
	11 am			
Friday @ The Rathskeller 88 Stewart St. For more info visit www.franklintown- plan.com	NOON			
	1 pm		Afternoon Trolley Tour Depart from Town Hall	
	2 pm			
	3 pm			
	4 pm	PLEASE ATTEND Public Meeting @ Tartan Hall		
	5 pm		Public Meeting @ Tartan Hall	*Saturday July 20* DAY FOUR @ Appalachian Heritage Festival Come find our booth!
	6 pm			
	7 pm			
	8 pm			

Public Event

RSVP Recommended  
RSVP to Justin Seiber, Town Planner  
jseiber@franklinc.com

*A Visioning Workshop could take place over the course of multiple days and have a variety of opportunities for residents and business owners to contribute their thoughts on priorities and preferences in different areas of the county. The image above shows a charrette schedule from a recently completed comprehensive plan in the Town of Franklin.*



*Stewart landscape architects and urban designers will participate in the public workshops to test different design ideas that can help new development fit the character of Henderson County. One of the main tasks of this plan will be to build on the 2005 recommendations by testing and presenting design options that can implemented to accomplish the County's goals.*

### Land Use & Growth Management

The Stewart team will conduct a detailed analysis of issues and opportunities in various portions of the County. Residential growth areas, redevelopment and commercial opportunities, economic development opportunities, and conservation priorities will be studied.

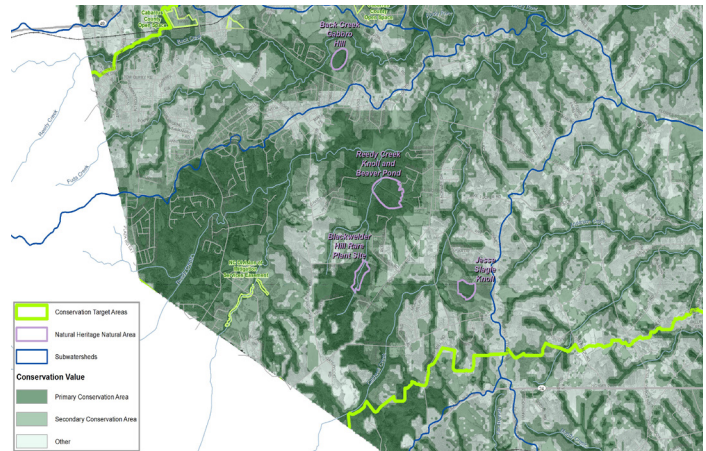
### Capacity & Land Use Suitability

We will conduct analyses of Existing Land Use and Land Supply to understand capacity for growth in the county. A Suitability Analysis will determine areas most suitable for different types of development based on a variety of inputs. It is anticipated that suitability maps will be created for residential, commercial, and conservation/open space. Exact land use types and inputs will be determined based on consultation with County staff. Typical inputs include proximity to existing and proposed roadways and utility infrastructure, proximity to schools, parks, and commercial areas, adjacent land uses, and understanding of existing land use patterns and environmental constraints.

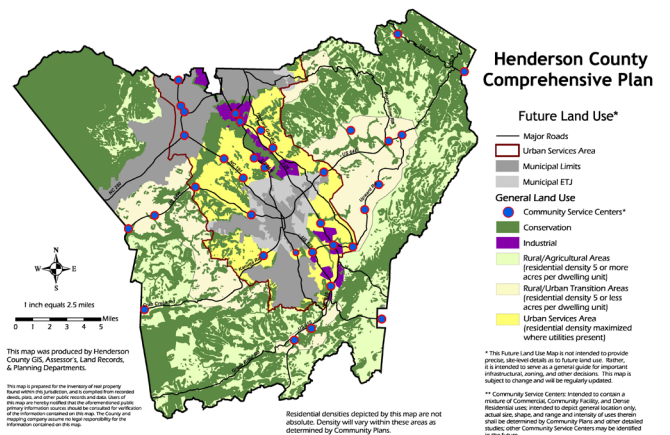
The suitability analysis and input from public meetings will be utilized by the steering committee, County staff, and the consultant team to inform future land use preferences including use-mix, scale, and design character. Deliverables for this task will be utilized to formulate the future land use map and associated character area recommendations.

### Future Land Use

The project team will provide guidance on the future land use pattern of the county. Best practices will be consulted to improve compatibility of new development while staying within the bounds of North Carolina general statutes. A Future Land Use Map will be created. This map will be a graphic representation of the County's vision as to where growth should occur as well as agricultural and historic resources that should be preserved and protected from development. The map will be supplemented with descriptions of land use character areas that will be brought to life using precedent imagery and conceptual diagrams that specify intended use mix, scale, density, and other physical design characteristics. Development of the Future Land Use Map and associated character areas will be guided and informed by local goals, technical analysis, staff and steering committee perspective. Ultimately, these character areas might be used to update existing development ordinances, greenway overlay districts or achieve other economic or conservation goals.



*Land Use Suitability Analysis integrates environmental and economic factors along with community preferences to visualize areas, where certain types of development is more feasible and areas that should be preserved as open space.*



*The adopted FLU Map will be updated to refine character areas based on analysis and feedback through the process from the public, stakeholders and elected officials.*

**LAND USE MODELING & ALTERNATIVE SCENARIO PLANNING**

**The project team has the capacity to create a build-out model for one or more areas using GIS-software, including ArcGIS Desktop and CommunityViz. CommunityViz is a powerful modeling tool that enables advanced suitability analysis, build-out analysis, growth allocation, land use scenarios, and impact analysis.**

**The Stewart team has experience creating alternative scenario planning models to evaluate if land use policies achieve community goals.**



## Transportation

The planning of a transportation system requires a coordinated effort between multiple local, regional, state, federal and non-profit entities. The links between transportation, land use, economic development, and recreation are complex, and all must be addressed to achieve successful and equitable community mobility. Some key transportation network considerations include:

- **Cohesion** - How connected is the County's network in terms of its concentration of destinations and routes?
- **Directness** - Does the County's network provide direct and convenient access to destinations?
- **Accessibility** - How well does the County's network accommodate travel for all users, regardless of age, income level, or ability?
- **Alternatives** - Are there a number of different route choices available within the County's network?
- **Safety & Security** - Does the County's network provide routes that minimize risk of injury, danger, and crime?
- **Comfort** - Does the County's network appeal to a broad range of age and ability levels and is consideration given to user amenities?

We will assess Henderson County's roadway network, looking at existing infrastructure and short- and long-range local, regional, and state transportation projects. We will consider how they are designed, how the improvements may impact adjacent properties and how Henderson County might better capitalize on state funding to get positive results that align with County's vision for its future. Our team will also:

- Identify corridors for bicycle and pedestrian facilities
- Review the County Ordinances to make recommendations regarding parking standards, bicycle use, and sidewalk maintenance
- Make preliminary recommendations related to wayfinding with strategies for successful implementation
- Make a concerted effort to include accessibility design standards in all transportation recommendations
- Identify priority infrastructure improvements and policy recommendations that may be needed in the short and long-term

Our team will review recent feasibility studies, identify needed NCDOT projects and analyze the French Broad River MPO's current regional transit study.

We will also make a concerted effort to include accessibility design standards in all of our transportation recommendations. Planning for safety in any transportation network means creating an environment that is comfortable for all users, including those with visual or hearing impairments and people of all ages. We may have recommendations specific to ADA guidelines and addressing gaps in accessibility that should be prioritized.

Our transportation recommendations will prioritize the need for street retrofits to complement surrounding neighborhood land use and fit the needs of users of the system and the county. Ultimately, our recommendations will follow a holistic approach to transportation design, with safety, connectivity, equity, and accessibility complemented by aesthetic appeal, an ecological imperative, and a maximum economic return on investment. These principles guide our overall analysis and will be important in prioritizing recommendations for Henderson County.

## Public Infrastructure & Utilities

Our analysis and recommendations will address capacity and constraints as it relates to potential growth in Henderson County. A framework for public and privately funded infrastructure improvements needs to be updated regularly to ensure that it is in line with the type of growth that is envisioned as part of the land use element of the plan. This element of the plan will include information on water and wastewater, stormwater systems, fiberoptic and wireless, and other key public services. An emphasis on realistic water/sewer extensions of incorporated areas will be analyzed to establish potential growth boundaries.

As smart, context-sensitive planned growth needs to be supported with infrastructure and services that address current and future needs of residents and businesses, Stewart will analyze the current network of internet availability and create strategies to assist the County to increase accessibility to broadband (fixed wireless, fiber optic, or LTE).

## Public Health and Equity

The plan will build on ongoing efforts to address the opioid crisis, addiction and other public health issues, including obesity, nutrition and chronic diseases. An equity scan will create or update an analysis of access to parks and major health care centers. Outreach efforts will be targeted at under-represented groups and public involvement results will be summarized to ensure all voices of input are heard.

## Economic Development

Economic development and coordination with public investment is critical to the future fiscal health of Henderson County. The Stewart team will coordinate the deliverables of the current economic development planning efforts into the Comprehensive Plan. The result of the analysis will be market-viable recommendations for diversifying and improving Henderson's economic performance, with particular emphasis on job growth and tourism as it relates to the proposed Ecusta Trail and other outdoor recreational opportunities. Recommendations may address land use regulation, new public investments, public/private partnerships, incentives, and organizational strategies.

With a strong foundation gained from the investigation and analysis phase, Sealy Chipley will lead the team in formulating recommendations and strategies that enhance programmatic priorities and strengthen the County's economy. We will craft an economic development strategy that emphasizes Henderson County's unique strengths. Existing economic development plans and infrastructure information will be analyzed for its ability to support the desired economic objectives.

Through analysis of published data (real estate listings, economic development literature, etc.) and discussions with key stakeholders, our team will be able to identify opportunities for targeted development or redevelopment.

**Parks, Recreation, Environment, & Open Space**

Open space and recreation resources are important not only to residents and visitors but also the business community. This element of the Plan will focus on how the County can meet its current and future open space needs. In addition, we will provide guidance on how the County can use its existing and future open space resources as an opportunity to promote recreational opportunities that could facilitate economic development and ecotourism.

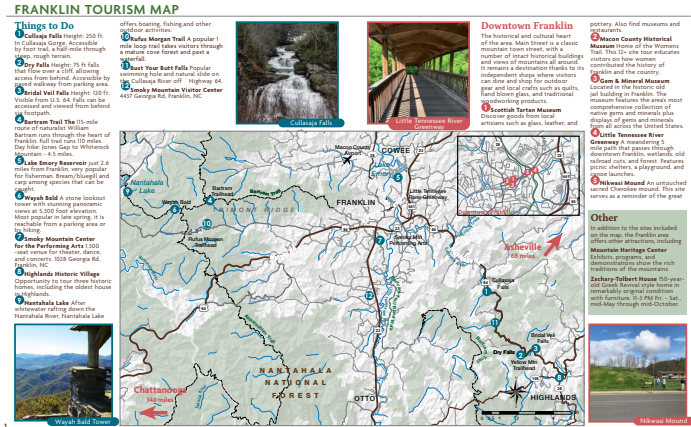
We will coordinate with County staff to obtain GIS mapping of existing facilities, information on park level-of-service and maintenance needs, priority park improvements, greenway corridors, regional park locations, interconnection opportunities, and strategic open space priorities. The team



*Redevelopment opportunity rendering: Conceptual drawings produced by Stewart's Landscape Architects can provide guidance for catalyst sites and augment existing marketing materials. These renderings can be used to help shape zoning overlays, incentive programs, or development regulation updates in order to realize these visions.*

**TOURISM PLANNING**

**As an optional service, the STEWART team can deliver a more in-depth analysis and development plan to support local ecotourism awareness and planning efforts. Further discussion will identify the specific focal area, but initial investigation suggests that a tourism plan and economic impact analysis focused on bicycle, historic/cultural, or ecotourism might be appropriate. The Stewart team has experience coordinating efforts to not only identify and create action steps to further develop tourism potential, but also to identify the economic impact that such actions might have to the County.**



*Franklin Tourism Map developed by the Stewart Municipal Planning practice provided the Town with detailed promotional materials of key sites for visitors to utilize.*

will ensure consistency between adopted plans and implementation steps. The plan will include recommendations on how to improve economic resiliency and address hazard mitigation, land use policies and open space preservation.

**Plan Development**

The Project Team will prepare and submit a draft Comprehensive Plan (to be delivered in batches of chapters for ease of review) to County staff and the Steering Committee. Upon completion of the review, the draft document will be posted on the County website for public comment. County staff and the Stewart team will also conduct a community open house to reveal the full plan. All comments received from staff, the Steering Committee, and the public will be cataloged, and responses made.

This careful tracking of comments will allow the Stewart team to identify common themes in feedback/comments for discussion with staff and elected/appointed officials during the review and public hearing and adoption process. The draft document will be revised and amended as appropriate.

**Phase II Visioning & Plan Development Meetings**

- Multi-day Workshop/Charrette(s)
- Steering Committee Meeting #3 – Framework & Vision
- Steering Committee Meeting #4 – Draft Plan
- Steering Committee Meeting #5 – Draft Plan
- Community Meetings/Open House – Draft Plan
- Written status update report to Planning Board & Board of Commissioners
- Planning Board Plan Status Presentation
- Board of Commissioners Plan Status Presentation
- Bi-weekly coordination calls with County Staff

**Phase II Visioning & Plan Development Deliverables**

- Visioning Workshop Materials and Conceptual Designs
- Preliminary Vision, Goals, and Recommendations
- Character Area Descriptions
- Draft Comprehensive Plan and Future Land Use Map
- Public Participation and Engagement Summary
- Meeting and Public Workshop Materials and Summaries
- Website Information and Updates

**PHASE III - IMPLEMENTATION & ADOPTION**

**Implementation**

After the plan is in draft format the Stewart team will conduct a work-session with planning staff and other County departments to discuss strategic goals, capital resources, and implementation steps. Potential amendments to existing development regulations and other design standards recommended during the Plan process may also be discussed.

An Action Plan may be prepared noting time frame, prioritization ranking, and projected cost of each recommended action and will be used to inform the County’s budgeting activities.

**Plan Adoption**

Plan adoption will be a collaboration between County staff and the Stewart Team to work through the Comprehensive Plan adoption process. Key members of the Stewart team will be available to attend Planning Board meetings as appropriate to present plan status updates and will attend one meeting each to present the Draft and Final Plan. We will also attend one Board of Commissioners meeting to provide a plan status update and one meeting to present the final version of the plan recommended for adoption. The final number of Planning Board and Board of Commissioners presentations will be determined by mutual agreement.

**Final Plan Document**

Following the public hearing process, a final set of plan documents will be provided to the County including plan document, appendices, maps and map data, public engagement summaries, etc.

**Phase III Implementation & Adoption Meetings**

- Steering Committee Meeting #6 - Implementation
- Presentation of Final Plan to Planning Board
- Presentation of Final Plan to Board of Commissioners
- Bi-weekly coordination calls with County staff

**Phase III Implementation & Adoption Deliverables**

- Implementation Matrix
- Final Adopted Plan (Print and Electronic Versions, including supporting data and documentation)
- Meeting Summaries
- Website Information and Updates

**Training**

As the Comprehensive Plan is the principal planning tool used by the County to inform major land use decisions, the Stewart team can be available to conduct a training session for County staff, Planning Board, and/or Board of Commissioners. This training session would include how the plan is used, how it interacts within the existing regulatory environment, and how the plan serves as a tool to shape work planning and budgeting priorities.

**Continuing Service**

As part of our Continuing Service promise, Stewart will be available by phone or email for a period of six months following plan adoption to assist staff with questions about the plan and associated implementation. This continuing service is included in our base fee and is not an additional cost to the County. This service stems from Stewart’s desire to remain a community partner, even after the contract has been fulfilled.

**QUALITY ASSURANCE AND HISTORY OF MEETING ESTABLISHED SCHEDULES**

Stewart delivers high quality work with a commitment to keeping project schedules on track while also being flexible to client needs and community input. Continually communicating and coordinating with partners, residents, and stakeholders is key. The assembled project team has a track record of successful collaboration and objective achievement in communities across the state. Stewart’s project managers know how to successfully manage projects on schedule and on budget to deliver a product that meets client needs.

**CHAPTER 160D COMPLIANCE**

**STEWART staff have extensive local government planning experience and understand the demands placed on County staff, particularly as the new Chapter 160D requirements are being implemented across the state. Stewart can help the County transition their regulations to ensure continuing service to residents and businesses.**



TASK			
01 PROJECT APPROACH, INITIATION & ANALYSIS		\$41,900	
02 VISIONING & PLAN DEVELOPMENT			\$83,600
03 IMPLEMENTATION & ADOPTION	\$17,500		
SCENARIO PLANNING (ADDITIONAL SERVICE)	\$20,000		
EXPENSES	\$2,000		
			<b>Total \$145,000</b>



*With broad experience working with unique communities, Stewart is prepared to support Henderson County with their planning initiatives.*

