

Project Understanding

PROJECT UNDERSTANDING

The Nelson County Comprehensive Plan Update presents an opportunity to create a road map for the future of the county. The plan that is produced needs to be the community's plan for Nelson County, not our plan for Nelson County. With that belief, our approach is based on a strong component of public input that will be tailored especially for your project. Public input is more than just getting ideas, it's about communicating with residents, working with business owners and bringing the community together. This plan needs to inform and educate those groups while allowing for input of ideas, improvements and a continuous dialogue. In addition to general public input, we know from experience that a well-rounded Steering Committee that acts as the liaison with their neighbors is critical. This committee would guide our efforts and act as an important sounding board for new ideas, approaches, and public participation.

OUTLINE OF SCOPE OF SERVICES

Our Scope of Services for the Nelson County Comprehensive Plan is outlined as required by KRS-100. Our approach is centered around a strong component of public input that will be tailored especially for Nelson County. Our approach is designed to maximize the planning process of Nelson County while being flexible to address community issues as they are identified.

Based on our past experience and the county's needs, we recommend a three phase approach to delivering a successful comprehensive plan:

PHASE 1 - Existing Conditions:

We need to start by asking, "Where are we now?"

PHASE 2 - Strategic Planning:

Next, we need to ask, "Where do we want to go?"

PHASE 3 - Implementation Strategies:

Finally, we must ask, "How do we get there?"

It is anticipated that the comprehensive plan document will contain general inventories, analyses and recommendations for the following elements. Each element will be vetted through a public engagement lead by the review of the Comprehensive Plan Committee as later outlined.

- Community Assessment: Demographics & Socioeconomics Update
- Mission/Vision Statement and Goals & Objectives Review & Update
- Future Land Use Plan (includes urban, suburban, town, village/hamlet & rural community character areas)
- Transportation Plan (includes roadway, bicycle and pedestrian facilities)
- Community Facilities Plan (includes educational, healthcare, public facilities, parks and recreation, public safety, and utilities)
- Implementation Plan

We will work with the Planning Commission and their Steering Committee as well as other key community stakeholders to assure that the implementation section of the plan is workable and feasible. We also make sure that the plan documents are accessible to as many as possible by providing both hard copy and electronic formats so that web posting of the adopted plan is possible.

Project Approach

INTRODUCTION

The following Executive Summary of the Scope of Work illustrates how our team proposes to work seamlessly with other project team members, JCPC, local staff, and local resident and stakeholder groups to build a sustainable vision for Nelson County's future. At a high level, it describes the tasks that will result in an inspiring community-wide Comprehensive Plan that originates from community values and is refined through thoughtful analysis of a variety of possible ways forward. When complete, the final Plan will provide a clear roadmap to achieve its goals and will identify the first steps towards implementation.

Our comprehensive planning approach combines creativity with experience to produce innovative and thoughtful goals, policy recommendations, and clear, action-oriented implementation tools. To best suit the needs of Nelson County and the participating communities, we have organized our process into three key phases of work: 1) Existing Conditions Analysis; 2) Strategic Planning and 3) Implementation Strategies.

A more detailed Scope of Services follows.



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PHASE 1: Existing Conditions.

1 Where are we now?

To answer the question, "Where are we now?" We will create a report of existing conditions. This report will provide us with a foundation for building a successful plan. We will work closely with Nelson County to:

- Compile and analyze existing data, mapping, standards, regulations, previous plans and other relevant information;
- Assess data for population, housing and economy;
- Develop population projections based on historical data;
- Create mapping and graphics to document existing conditions of required plan elements, including documentation of existing land use, transportation, environmental and infrastructure conditions; and
- Document the study area and context with photographs.

The existing conditions data collection will include demographic information about the population, housing and economy of Nelson County in addition to corresponding mapping and graphics that will convey the existing conditions. We will also photograph key parts of the county and its context to convey the strengths, weaknesses, opportunities and constraints that currently exist.

To be successful, the plan needs to reflect the vision of the community and be able to establish that vision and communicate it verbally and graphically. Our team will work with the Planning Staff, Planning Commission, elected officials, residents and local businesses to create a Comprehensive Plan Steering Committee that represents a cross section of community stakeholders. The Steering Committee will serve as a sounding board for feedback on ideas and concepts prior to public input; this group will also be able to provide valuable in-depth information in a small group setting. After completing the Existing Conditions Report in Phase 1, our team will hold a meeting with the Comprehensive Plan Steering Committee. The purpose of the meeting is to present the existing conditions analysis, assess progress from the previous plan, and evaluating the previous plan's Vision & Goals statements and to discuss and evaluate each element of the current Comprehensive Plan and identify new areas of focus for this update. By the end of this meeting, our goal is that we have consensus on "Where are we now?"

Following the Steering Committee Meeting, we will conduct a public visioning workshop at a location and at a time when most residents will be able to attend. We will provide Nelson County with a draft news release, which can be sent to newspaper outlets to encourage people to attend. We will also provide the county with a flyer (in a PDF digital format) that can be reproduced and distributed to residents and businesses and placed on websites and other community gathering spots. Other cost-effective tactics, such as placing a notification on resident's water or sewer bill or placing a large public meeting sign at a highly visible location, can be coordinated to further publicize all public meetings.

The visioning workshop will use a variety of activities to determine the desires and dreams of residents for how Nelson County should grow and function. We are familiar with facilitation of similar workshops and know the importance of tailoring the exercises to each community's unique attributes. We also encourage the involvement of young people in this process as they will one day be the leaders of the community we are now planning. Exploring opportunities to engage middle or high school students by coordinating with teachers not only shows the youth that they can impact their community but also draws parents to the meetings as well. At nearly every workshop we have held, participants have commented that they did not expect to be so engaged, informed and excited about their community.

In addition to the visioning exercises that will be conducted with the Steering Committee and the public visioning workshop, we will develop a public online survey to gain input from the broader community on the overall direction of the plan. An online survey allows broad community involvement for those beyond the traditional meeting/open house events. This survey can focus on the vision as well as each plan element, policies and other issues or ideas.

As part of the overall communications & outreach plan for this project, the project team will provide basic information for posting on the Nelson County JCCPC website. The team can set up a project-specific website that would host general information about the plan, process, meeting materials etc. Creating a project specific website or content for social media for the project is an additional way to reach a broader and more diverse audience. This content will educate the public about the process and explain what a Comprehensive Plan is, announce meeting dates, provide opportunity for input, and present the draft and final plan. Depending on the feedback and discussion level desired, a blog can also be maintained on the website for additional community dialogue. A WordPress or Wix site (or similar) shall be utilized as the base platform for the project website if desired.

Project Outreach Meetings / Covid-19 Precautions

This scope of services is dependent on communication and coordination between TSWDG, its design team, and the client team overseeing the project development. Our proposed Scope of Work does include coordination meetings with the client group, as well as other public engagement sessions. To comply with any current health directives and ensure compliance COVID-19 precautions, TSWDG will provide for online coordination meetings as appropriate that allow us to still achieve the appropriate level or review and discussion at key project milestones. Interim coordination during tasks will be conducted via conference call or online video platform as deemed appropriate for each session if necessary. We will work with the client group to ensure that the appropriate engagement and input occurs during this time of limited access. Further detail regarding potential virtual engagement techniques that we could potential utilize can be found at the end of this section on pages 12-13.

PHASE 1: Deliverables

- Existing Conditions Data Collection, including demographic review, economic data analysis, existing conditions mapping for the required plan elements.
- Steering Committee Invitation Letter
- Steering Committee Meeting #1
- Meeting Summary
- Existing Conditions Report
- News Release & Flyer for Public Meeting
- Facilitate Public Workshop #1 (Visioning Workshop) & Summary
- Online Survey

PHASE 2: Strategic Planning.

2 Where do we want to go?

Following the Steering Committee meeting, public workshop and online survey, we will summarize the results of the workshop and develop a draft vision statement as well as draft goals and objectives based on the public input and existing conditions analysis. The draft vision statement as well as draft goals and objectives will be based on the public input and previous plans analysis. The vision, goals and objectives will provide the over-arching ideas for the future of Nelson County. Our team will also begin to develop the draft plan elements required by KRS-100 that will outline scenarios for:

Future Land Use - Through analyzing the current land uses, current and future trends, and projected population, this element will focus on the policies, locations, and intensity for future development by land use type and mix. The land use element will also discuss tools such as development standards and zoning that can be used to achieve the desired quality of development. Since this is the most frequently used section of a comprehensive plan by many smaller communities, it will clearly outline the location, quantity and quality of new development in Nelson County and will function as an important tool for decision makers over the next twenty years. Future growth identified in this plan will also be coordinated with departments and agencies providing services to Nelson County, including the communities of Bardonia, Bloomfield, Fairfield and New Haven. Character areas related to urban, suburban, town, village/hamlet and rural areas shall be reviewed.

Transportation - Making the critical link between land use and transportation, this element will analyze the existing network and future needs to determine future improvements. It will identify existing transportation issues and form recommendations to address these issues. It will coordinate with and capitalize on any projects identified by KYTC and Nelson County. Roads tend to be the most dominant and frequently used form of transportation in smaller communities but facilities and connectivity for bicycles and pedestrians also need to be considered. This could be through trails, sidewalks and other transportation facilities that allow people to connect to other regional destinations without using their car. This element will coordinate with any current and future transportation or thoroughfare plans.

Community Facilities & Services - A community cannot adapt without the needed infrastructure. This element will focus on the existing and future infrastructure needs of Nelson County as well as addresses items such as public safety. This element will also identify assets or areas for preservation or conservation in addition to sustainable, cost-effective measures that could be used for future infrastructure and public investments. Focus areas that are anticipated to be covered include:

- **Facilities**- The vitality of a community relies on many factors and in smaller communities, community development is largely economic development. This usually includes a broader set of activities that strive to increase the capacity of a community and ultimately create an economic impact. It's where all of the dynamic parts of a community come together to attract businesses and create a place where resident's grandchildren will enjoy. This element will also focus on the county's educational and social services opportunities for all residents. A county's ability to attract and retain businesses depends on training programs within the region as well as workforce training for adults. This element will review strategies related to Educational Facilities, Healthcare & Social Services, Libraries, Jail and other community-related needs.
- **Public Safety and Protection** - This element will analyze the existing public safety services related to the county and local communities and incorporate any needs/deficiencies that are identified by those departments or providers.
- **Parks, Recreation and Open Space** - Public spaces, such as parks, natural / environmental areas, gateways, county facilities, plazas or other gathering places, are important to the character of a small community. These places not only provide an image of the community, they also provide the physical space for residents to gather, recreate and celebrate. This section will include future enhancements and the development of recreational facilities as well as identification of desired open space protection within Nelson County.

- **Infrastructure and Utilities** - This element will focus on addressing the various infrastructure needs for the county and communities as related to waste management and utility services. Among the topics that could be address is the improvement to the speed and access to broadband in the county. Improving access to affordable and high-speed internet can be a tool to incentivize economic development and growth. We believe that broadband access as well as efficient and safe basic utility infrastructure, is critical to a region's future success.

Additional plan elements may also be included that address plan topics related to:

- **Placemaking** - All of the efforts come down to quality of life. In everything we do as planners, civic leaders or residents, comes down to trying to make our community a better place to live, work and play. Placemaking can include recommendations for community landmark projects, such as gateway and downtown enhancements. It can also serve to highlight programming elements, such as the various community festivals and local events, as well as educational and wellness initiatives. This element will tie the major components of the plan together to ensure that, in the end, this plan strives to increase the quality of life and placemaking for residents, businesses and visitors and the necessary services.

Our team will facilitate a third Steering Committee meeting that will review the vision, goals and objectives; in addition, the draft plan elements will be reviewed and discussed at this meeting. We encourage this meeting to be highly interactive, with participants marking up maps, writing their ideas, and debating elements. This is when residents, business owners and local leaders are indeed defining Nelson County's future.

Following the third Steering Committee meeting, a second public workshop will be held to gain feedback on the refined draft elements of the comprehensive plan and the refined vision, goals and objectives as well as identify priorities related to potential plan recommendations. Public buy-in and feedback is important at this stage in order to gain support for the plan. The activities and exercises for this workshop will be tailored to fit the unique needs and desired outcomes of Nelson County while allowing for the maximum feedback from the public.

In addition to the plan elements, a narrative description of the various elements of the comprehensive plan will be provided in the final report.

PHASE 2: Deliverables

- Draft Vision Statement (and revisions)
- Draft Goals & Objectives (and revisions)
- Draft Plan Elements (and revisions)
- Steering Committee Meeting #2
- Facilitate Public Workshop #2 & Summary

PHASE 3: Implementation Strategies.

3 Where do we want to go?

After Nelson County has determined where it wants to go, it is important to answer "How do we get there?" If a plan lacks the ability to be successfully implemented, the vision will never be realized. Our goal is to create clear, concise and easy to follow steps that the county needs to complete over the next twenty years.

We will work closely with the Steering Committee and Planning Commission to develop a set of attainable action steps and implementation strategies. The draft implementation strategies will be developed along with the draft plan document. This will be a critical stage because the action steps and associated timelines will be necessary as implementation proceeds. Our team has direct experience with creating action steps that are attainable and lead to progress in small communities. The action steps and implementation strategies will include:

- A description of actions to be taken that include a narrative highlighting plan element initiatives, public works projects, capital improvement projects, document maintenance, etc.)
- A recommended timeframe for start and completion of each step and priority of each action step
- Person(s), department(s) or organization(s) responsible for completing the action step
- Strategies or tools that can be used to complete this step
- Identification of possible funding sources
- Other resources which may be required

It is also important to relate each action step back to the goals that were formed around the community's desires in order to show that all of the county's actions are rooted in the public's input. The existing conditions, plan elements, action steps, public input and other documents produced throughout this process will be formatted into a cohesive, attractive and easy-to-use final plan document. A narrative description and associated maps and graphics of each plan element will also be provided in the draft plan.

An identification of potential guidelines to assist in the future updating of the existing ordinances or other strategic focus areas (such as specific Corridor Studies, Neighborhood Plans, Economic Development Strategies per the RFP) will be identified. Other strategic areas of focus that might be identified throughout the process for further evaluation may include:

- Access Management Plan
- Thoroughfare Plan
- Neighborhood Area Plans for Cities/Communities
- Specific Overlay Districts
- School Access Improvement Plan
- Interchange Gateway Plans
- Wayfinding Studies
- Traffic Impact Study Guidelines
- Bike and/or Blueway Trails Plan
- ADA Compliance Plan
- Park and Recreation Master Plan
- Resiliency and Sustainability Plan
- Broadband Readiness Plan
- Housing Needs Assessment/Affordability Action Plan
- Health Impact Assessments
- Asset Management System Plan
- Public Facilities Master Plan

After the development of the implementation steps and formatting of the plan document, we will conduct a third Steering Committee meeting. The purpose of this meeting will be to thoroughly review the entire draft plan that will be forwarded to the Planning Commission and legislative bodies for adoption.

TSWDG will attend and facilitate a public hearing before the Planning Commission to seek a recommendation for adoption in accordance with KRS 100. The Planning Commission staff will be responsible for certifying the recommendation to each legislative body for approval.

PHASE 3: Deliverables

- Draft Implementation Strategies & Action Steps (and revisions)
- Draft Plan Document (and revisions)
- Steering Committee Meeting #3
- Adopted Draft of Plan Document
- Public Hearing Before Planning Commission
- Final Plan Document - Six (6) hard copies. In addition, the final plan document will also be provided in a PDF format that will be ready for posting on the community / JCCPC website.



L.A. R. Henderson Vision Plan
Henderson, KY; Brown Station Way
Corridor Plan, Corbin, KY

