
Project Work Plan

July 9, 2014

Asheville Mobility Plan

City of Asheville

Kimley-Horn

Nelson\Nygaard Consulting Associates, Inc.
Toole Design Group
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Project Overview

Since John Nolen's original City Plan in 1922, Asheville has worked to connect residents and visitors with destinations in ways that strengthen the community's social, economic, and physical environment. The success of these connections has played a role in making the City an attractive place to live, work, play, and visit. Today, the City faces familiar and emerging challenges due to a growing population, employment, and tourism base. Accommodating growth through outward expansion is not practical, especially given the unique lay of the land and the expense (and limited resources) of constructing new roads. The Asheville Mobility Plan is an important community-driven step to absorb and enhance growth in a way that balances travel needs and creates true choices among the City's mobility options. The City's expressed goal is to create an effective and progressive plan that encourages health-oriented and sustainable transportation, reduces barriers to access transportation, and connects residents and visitors with the places they want and need to go with improved safety, efficiency, and accessibility.

The intent of the planning process is to create a mobility plan that positions the community to achieve success against a set of goals and metrics that are clear, relatable, and important to city leaders and residents. The Project Work Plan provides an overview of the planning process and describes the community engagement activities designed to achieve this goal. A communication protocol and milestone schedule also is provided.

Project Philosophy

While the City has developed numerous previous plans that addressed operations, parking, walking, and bicycling, most of these plans were focused efforts that did not explore the interrelationships inherent in a progressive city. The process created for the Asheville Mobility Plan is based on a philosophy of integrated planning. Land use drives travel demand while transportation systems influence development form and location. Land use and transportation influence economic vitality and support, or detract from, environmental and community goals. Developing a long-term mobility strategy requires consideration of transportation performance as well as policy options and metrics related to quality of life and sustainability. The Asheville Mobility Plan uses a process that evaluates a range of choices that consider development form, environmental preservation, economic development, and their relationship with community mobility.

Project Team Organization

This project is being produced out of the Charlotte studio of **Kimley-Horn** with support from its Cary and Raleigh offices. Karl Sutter, P.E. is serving as the Project Manager with primary responsibilities for the administration of the project. Stephen Stansbery, AICP will serve as Project Director with primary responsibility for the planning process; and Allison Fluitt, P.E., AICP will offer technical leadership throughout the plan development. In recognition that success will require various disciplines to seamlessly work together, the project leadership team is backed by an experienced group of transportation engineers, urban planners, market and economic analysts, and other professionals. Kimley-Horn is being assisted by **Nelson\Nygaard Consulting Associates, Inc.**; **Toole Design Group**; **Accessible Design for the Blind**; and **Kostelec Planning, LLC**.

Planning Process Overview

The planning process for the Asheville Mobility Plan will be guided by a Project Oversight Committee. The planning process is organized into three phases—**Visioning**; **Scenario Analysis and Mobility Framework**; and

Inviting Success. The process is infused with a multifaceted community engagement campaign and a collection of plan documents that convey technical details and plan recommendations in a way that is easily understood by the intended audience. A summary of key aspects of the planning process follows.

Visioning

The Visioning phase lays the groundwork by establishing community values, performance criteria, and a baseline of existing conditions. Subtasks include:

- **Establish Community Values**—Using a combination of feedback received through the various community engagement activities, a series of community values will be identified to influence the development of performance targets, goals, and objectives established.
- **Identify Performance Criteria**—Performance criteria will be based on measures from previous planning efforts, data availability, MPO prioritization criteria, and community values identified specifically for the Mobility Plan.
- **Evaluate the State of the Current System**—A brief State of the System Report will assess the direction of the City based on existing trends ahead of developing the Scenario Planning and Mobility Framework and Inviting Success phases of the project. It will summarize the findings from four overlapping components: 1) Mobility Indexing—map showing the connectivity and transportation options of potential users within the City; 2) Transportation Metrics—maps illustrating the City’s transportation networks and current conditions, including bicycle, pedestrian, transit, freight, and auto facilities; 3) System Effectiveness—narrative that identifies transportation deficiencies, opportunities to correlate with proposed land uses and development patterns, and areas that could be better served by the transportation network based on socioeconomic conditions; and 4) Existing Policy and Planning Context—review of existing planning efforts and policies influencing growth, transportation, business recruitment, and environmental concerns within the study area.
- **Establish Desired Targets and Initiatives**—This task is composed of four major elements: 1) Context Based Goals that may include transportation, land use, sustainability, or economic vitality and will guide the formation and vision of the plan; 2) System-Wide Objectives that clarify how the goals can be addressed through the mobility planning process; 3) Performance Targets that are quantifiable and can assess the implementation of the goals and objectives; 4) Small Area Specific Goals that recognize the unique characteristics of some neighborhoods and corridors.

Scenario Planning and Mobility Framework

- **Community Type Palette**—A common set of community types will be developed that represent the existing types of places in the community and new community characteristics that are desired but do not currently exist. The community types will convey the characteristics of the discrete places that combine to create our communities; communicate the appearance, mixture of uses, design, and structure of different context areas; and outline technical characteristics such as density, floor area ratios, land use mixtures, parking, and block structure.

- **Scenario Model and Mobility Index**—A trend land use condition will be developed in CommunityViz® using existing GIS data sets to predict estimated development potential. The trend condition will rely on existing socio-economic data sets as well as the interpretation of local land use plans if existing data is not readily available. Model outputs will show how current policies could shape development and mobility over time and will serve as the basis of comparison between the alternative scenarios.
- **Alternatives Development**—Up to three alternatives will be developed by allocating community types to estimate future development patterns. The process will include allocations to existing vacant lands as well as developed areas anticipated to be redeveloped. The characteristics of each scenario will be summarized qualitatively and quantitatively, which may include mapping to demonstrate growth concentrations and summary data to describe density, diversity, and design. Optimized growth strategies (land use, environment, economic, and transportation) needed to support the concepts will be developed.
- **Evaluate Alternatives**—The alternatives will be evaluated based by comparing each scenario against the performance measures established in the visioning phase. The relative performance of the alternatives will be presented to the Project Oversight Committee to determine the most efficient and effective combination of improvements in accordance with the performance measures. The POC will assist with the selection of the preferred alternative, which will be carried forward for further refinement, visualization, and completion.
- **Transportation Framework**—The transportation framework will provide a multimodal approach with additional focus on corridor-based planning based on transportation issues and opportunities identified in the visioning phase. The transportation framework will be developed in accordance with the preferred strategy and expressed using stylized maps and supporting cross-section exhibits with corresponding facility types for each travel mode.

Inviting Success

- **Integration Tools**—Three integration tools will be featured. 1) A Street Design Priority Matrix will bridge the gap between the land use strategies, economic development opportunities, and the community vision by assigning priorities to various transportation features for each roadway character type in the street typology. Priorities will be based on travel realm and pedestrian realm considerations. 2) Up to eight corridors will be selected in consultation with the Project Oversight Committee for corridor profiles. Each profile will include graphics, tables, and text to convey background information and corridor context, the corridor's purpose, current plans, and desired cross section and design features. 3) A complete streets approach will be supported through a set of street design guidelines based on the context sensitive solution policies enacted by the City. A series of generalized cross-sections will be prepared to demonstrate the application of the street design guidelines within the context of the City's transportation system.
- **Diagnostic Assessment**—This assessment will identify a phased approach to achieving necessary changes to support the implementation of the desired transportation framework. Policy, program, and strategy recommendations will focus on the following:

- Policies and Codes—How existing policies and codes can be augmented to more closely align with the vision and plan.
- Initiatives—Actions that could encourage development and participation.
- Organizational—New (or clarified) agencies and responsibilities that could benefit the vision.
- Partnerships—New or enhanced strategic partnerships (larger regional, state, and federal groups and/or private sector) that unite groups to more effectively address identified needs.
- **Prioritization Process**—A methodology for project-level prioritization will be established in consultation with the technical team and the Project Oversight Committee. As with the system-level evaluation methods, the project-level prioritization will use a diversified approach that considers transportation performance metrics as well as influencing factors related to land use and economic vitality. This prioritization process will be quantitatively based using available data. Planning-level cost estimates for the projects identified in the transportation framework will be developed as a general guide for future planning and project allocation. Since the mobility plan is not a cost-constrained plan, potential revenue sources will not be assessed.
- **Action Plan**—Projects in the transportation framework will be evaluated and prioritized using methodology established earlier in the planning process. The highest priority projects, along with high-priority recommendations from the diagnostic assessment, will be summarized in an Action Plan. The Action Plan will clearly outline next steps and will include a combination of initiatives and projects, likely cost, who is best positioned to lead, what partners need to be engaged, and provide information related to cost and potential funding sources.

Community Engagement

For the outcomes of the Asheville Mobility Plan to be defensible and implementable, the community engagement process should generate information equal in value to technical data. The ability to point to milestones in the planning process that led to the resulting decisions and an explanation of the decision-making process will be prerequisites for success. The following community engagement plan describes a process for providing opportunities for involvement by stakeholders and citizens. It outlines the outreach activities and effort and briefly describes how the engagement task integrates with the planning process. The purpose of this documentation is to ensure that outreach creates information that contributes in a meaningful way to the planning process.

Targeted Outreach

Crafting a vision for mobility requires a continuous and inclusive process that brings residents, business owners, and other stakeholders to the table with local staff and elected officials. The underlying principle for understanding local dynamics will be collaborative planning and consensus building through a process that recognizes the intimate knowledge of these groups and the issues—current and expected—facing Asheville. Key interests that should be targeted or invited to participate in outreach activities include, but are not limited to:

- Elected officials
- Asheville Area Chamber of Commerce

- City staff
- County staff
- Agency representatives
- Neighborhood advocates
- Environmental groups
- Economic development groups
- Major employers
- Asheville-Buncombe County Economic Development Coalition

Special consideration will be given to reaching a balanced cross-section of the community. The stakeholder group will engage with the project team several times during the planning process, both during focused sessions and as part of broader outreach events. A variety of interviews, online exercises, community forums, and community-based events are planned.

Elements of Outreach

Opportunities and methods to achieve broad-scale representation will require a diverse menu of techniques, including traditional and non-traditional methods. The outreach process for the Asheville Mobility Plan includes:

- **Project Oversight Committee**—A representative body will serve as the Project Oversight Committee (POC) to help guide the planning process. The POC will serve as a high-level proxy for the general public and the governing body of the project. The POC will convene up to five times during the planning process to weigh in at major milestones, refine concepts, and confirm direction toward final recommendations.
- **Project Website Postings**—The City will develop a project specific page under the existing City of Asheville website with content updated incrementally throughout the planning process.
- **Stakeholder Interviews**—A series of stakeholder interviews will be scheduled during a single day to allow an uninterrupted discussion with an emphasis on the specific perspective held by the stakeholder groups identified in the previous section. Information gathered during this activity will contribute to the understanding of existing trends and identification of issues and goals.
- **Symposium 1**—The first of two Project Symposiums will be scheduled early in the planning process and will include the POC and a list of invited stakeholders. The symposium will be a forum where current trends as well as the themes are clearly communicated. The format likely will include TED talks and community priorities exercises. The symposium also will be where the Guiding Principles are established. At this point in the process, the individual goals will be tallied and assessed for overlaps, and competing interests will be highlighted.
- **MetroQuest**—The online interactive survey will be administrated by MetroQuest (<http://metroquest.com>), which is an online community engagement platform for planning projects. The tool will provide a fun and interactive way to collect informed input from the public and stakeholders. Two MetroQuest surveys are recommended (early and later in the process), which will contribute to the community conversation regarding trade-offs associated with planning choices.
- **Community Work Sessions**—City staff will conduct targeted engagement intended to engage under representative communities as well as specific geographic areas of the City. The exact number, locations, and groups will be determined by the City with assistance by the project team. The project team will provide materials for these events, which may include a survey (similar to the one used for the general public),

participatory mapping exercises, and other participatory planning techniques intended to identify values, priorities, and barriers to mobility. Results will be synthesized and incorporated into the overall outreach strategy.

- **Symposium 2**—After the Community Work Sessions and following the initial development of the detailed concept designs, the POC, project stakeholders, and community will convene at a second symposium. The purpose of this event will be to gather feedback on draft design and initiatives.
- **Public Rollout**—The Consultant will organize a community event that will serve as the public rollout of the plan. This event will consist of an open house style presentation of process, findings, and recommendations followed by a reception.

Communication Protocol

The Asheville Mobility Plan requires efficient communication between the POC, the consulting team, community, and stakeholders. The Communication Protocol identifies project contacts and outlines the general strategies that will be employed throughout the project to maintain smooth coordination and enhance communication among the various parties involved in the creation and implementation of the plan.

Project Contacts

The following individuals will have a leadership role in management and production of the Asheville Mobility Plan.

Consultant Team

The consultant leadership team will be supported by an experienced group of task leaders that includes the Theme Committee facilitators.

Kimley-Horn

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City of Asheville

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Internal Correspondence

The success of this plan will depend on good communication among the consultant team, City staff, and the POC. The following channels are envisioned for communicating project intent, status, and recommendations throughout the life of the project:

- **Email**—To make email correspondence easier to organize, internal emails typically will have a standard subject line prefix (e.g. “AMP”) followed details on the content of the email. Additional team members will be CC’d when necessary to ensure consistent communication.

Please be sure to copy Stephen Stansbery and Jessica Choi on all correspondence

Stephen.Stansbery@kimley-horn.com

Jessica.Choi@kimley-horn.com

- **Project Oversight Committee Meetings**—Up to five meetings with the POC are planned to ensure targeted communication at key milestones in the planning process.
- **Project Webpage**—While geared toward an external audience, the project webpage will include information critical to internal correspondence such as details on the process and schedule. The webpage also will serve as a clearinghouse for community engagement methods and summaries, project data, and deliverables.

External Communication

- **Visibility of Engagement**—The planning process and development of an action plan must occur in a transparent and engaging way. The visibility of community engagement will be an important consideration and be manifested through a variety of active and passive activities:
 - Project Oversight Committee
 - Stakeholder Interviews
 - Online Engagement Tools (MetroQuest)
 - Project Symposia
 - Community Work Sessions
 - Public Rollout
- **Deliverables**—The Asheville Mobility Plan will be communicated in a series of deliverables that will be vetted by the POC and distributed to the public via the project webpage. Deliverables will include:
 - The **State of the System Report** will assess the direction of the City based on existing trends and will summarize the findings from the Mobility Indexing, Transportation Metrics, System Effectiveness, and Existing Policy and Planning Context task.
 - The **Scenario Evaluation Summary White Paper** will include narrative, visual, and/or quantitative formats to summarize the scenario evaluations. The performance of each scenario will be accompanied with a summary of major policy changes necessary to implement each scenario. The centerpiece of the white paper will be a report card with quantitative and qualitative indicators that empower plan participants with information about the relative performance of competing growth scenarios and strategies.
 - The **Workbook** will be the main deliverable (in magazine or workbook format) that concisely describes the study process, participants, issues, and recommendations. The workbook will rely

- on charts, graphs, tables, maps, and graphic exhibits to communicate ideas and information. The final workbook will be formatted for print as well as electronic distribution.
- The **Technical Appendix** will compile the technical documentation from the planning process (i.e. white papers, technical analysis, and outreach summaries). The intent will be to provide technical information in a format that is accessible to individuals, agencies, and organizations that will benefit from access to the information generated during the planning process. This deliverable will be intended for limited production.
 - The **Summary Poster/Brochure** will be delivered in a print-ready and online (e-reader ready PDF) format. It will be memorialize the plan and direct the reader to where more detailed information can be found. The content will include intentionally brief write-ups with heavy emphasis on mapping and graphics produced for the workbook.
 - The **GIS Deliverables** will include an ArcGIS file geodatabase that includes information compiled throughout the development of the Asheville Mobility Plan. This data will be organized in a structure supportive of future use. GIS Map packages also will be provided for relevant maps.

Project Schedule - Draft

The following project schedule identifies expected completion dates for meetings and major milestones as of **July 9, 2014**. The schedule is color coded based on the following:

Deliverables
Technical Work Sessions (City Staff)
Project Oversight Committee Meetings
Community Outreach Events

Project Milestone	Tentative Completion Date	Achieved
Receive Notice to Proceed	May 2014	May 2014
Prepare Project Work Plan	6/27/14	6/27/14
Submit Data Needs Request	6/28/14	6/30/14
Conduct Kick-Off Meeting	6/28/14	6/28/14
Initiate Existing Conditions	July 2014	
Conduct Project Oversight Meeting #1	8/14/14	
Submit State of the System Report	(early) Sept 2014	
Launch MetroQuest Survey #1	Sept 2014	
Conduct Symposium #1	Oct 2014	
Initiate Scenario Planning and Mobility Framework Phase	Oct 2014	
Conduct Technical Work Session (Scenario Model)	Oct 2014	
Conduct Project Oversight Meeting #2	Nov 2014	
Establish Preliminary Goals, Objectives, and Performance Targets	Nov 2014	
Finalize Community Type Palette	Dec 2014	
Create Trend Land Use Scenario	Dec 2014	
Conduct Project Oversight Meeting #3	1/15/15	
Identify Alternatives for Scenario Analysis	Jan 2015	

Establish Draft Transportation Framework	Feb 2015	
Launch MetroQuest Survey #2	3/16/15	
Conduct Project Oversight Meeting #4	3/26/15	
Conduct Symposium #2	3/26/15	
Submit Scenario Evaluation Summary White Paper	March 2015	
Initiate Inviting Success Phase	March 2015	
Create Street Design Priority Matrix	April 2015	
Develop Corridor Profiles	April 2015	
Create Typical Sections	April 2015	
Conduct Project Oversight Meeting #5	5/21/15	
Develop Diagnostic Assessment	May 2015	
Prioritize Projects	June 2015	
Create Action Plan	July 2015	
Submit Draft Workbook	July 2015	
Receive Consolidated Comments	July 2015	
Submit Final Workbook	Aug 2015	
Submit Draft Summary Poster/Brochure	Aug 2015	
Receive Consolidated Comments	Sept 2015	
Submit Final Summary Poster/Brochure	Sept 2015	
Submit Technical Appendix	Sept 2015	
Submit GIS Deliverables	Sept 2015	
Conduct Public Rollout	Sept/Oct 2015	

**Tentative dates subject to change based on client review and scheduling meetings/work sessions.*