

Qualifications

REGIONAL LAND USE PLANNING AND ECONOMIC DEVELOPMENT FRAMEWORK

Central Mississippi River Regional Planning Partnership

October 17, 2019



Planning NEXT

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Columbus, Ohio 43201
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IN ASSOCIATION WITH
Ninigret Partners

planning
NEXT
moving communities forward

Qualifications

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Our Values

We not only work by ours, we live by them too.

Come Together

Collaborate in a positive spirit.

Lean In

Strive to hear and be inspired by others.

Regard and Respect

Consider all ideas and appreciate everyone.

Be Purposeful

Seek understanding rigorously.

Pursue Passionately

Believe what's possible.

Get Results

Find solutions that deliver a promise.

October 17, 2019

via email: regionalplanningpartnership@gmail.com

**Re: Qualifications, Regional Land Use Planning and Economic Development Framework,
Central Mississippi River Region, Minnesota**

Dear Selection Committee:

Thank you for the opportunity to submit our qualifications to assist in the formulation of a regional land use planning and economic development framework. Our team, which includes nationally-recognized economic firm, Ninigret Partners, has a 20-year, proven track record with regional planning efforts and complex facilitations involving multiple partners. Highlights of our qualifications include:

Leading in multijurisdictional planning... We have worked extensively to bring partners, including counties, townships and cities, together to work collaboratively. This includes legacy work for clients such as the Ohio-Kentucky-Indiana Regional Council of Governments (Cincinnati Region, 8 counties, 3 states), the Metropolitan Washington Council of Governments (7 counties, 2 states, and Washington DC) and the Baltimore Metropolitan Council (5 counties). In the past few years, we have led regional work in complex settings, including multijurisdictional planning in Union and Franklin counties, Ohio and economic development strategies for East Central Indiana and the Lower Connecticut River Valley Council of Governments.

Connecting the pieces... Our plans bring together planning and economic development. As part of Envision Athens in Athens-Clarke County, Georgia, an economic capacity analysis was conducted to determine what types of economic activity the community could support. In the City of Flint and Genesee County, Michigan (11 cities, 17 townships), we are working to integrate the findings, goals and recommendations from various community planning processes while also filling gaps in research and analysis. This work is generating recommendations that will drive the community toward its vision for prosperity. Similarly, in Fargo, North Dakota, Ninigret Partners conducted an economic assessment and development strategy for the downtown in support of Fargo's emergence as a destination community for talent.

Aligning partners to act... Our work does not just bring people together—it inspires sustained commitment. Elkhart County Indiana's Vibrant Communities plan established a strongly-bound network of civic partners who feel a shared obligation to taking action. Just two years after the plan's launch, implementation is well underway. Athens-Clarke County's Envision Athens just celebrated the one-year anniversary of the plan's completion with several hundred residents turning out to hear about the ongoing effort's progress. More than 25 of the plan's 103 actions have been initiated and the community is uniting behind the plan's implementation.

Having demonstrated success in Minnesota before, such as our leadership for Northfield's comprehensive plan, we are confident in our ability to assist you. We look forward to helping you to plan for "what's next?"

Sincerely,



Jamie A. Greene, AIA FAICP, Principal
jamie@planning-next.com



Kyle May, AICP, Senior Planner
kyle@planning-next.com



Recent Awards and Recognition

Planning NEXT is consistently recognized for high quality work. The following are recent awards for projects we led or supported.

STATE

2019 Resilient Virginia Community of the Year

VIRGINIA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Build One Portsmouth, Portsmouth, Virginia

2018 Outstanding Planning Award for a Comprehensive Plan

ALABAMA CHAPTER OF AMERICAN PLANNING ASSOCIATION

One Decatur, Decatur, Alabama

2018 Outstanding Public Planning Process

GEORGIA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Envision Athens Action Agenda, Athens, Georgia

2018 Outstanding Public Outreach and Communication

INDIANA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Vibrant Communities Action Agenda, Elkhart County, Indiana

2017 Outstanding Comprehensive Plan, Small Jurisdiction

OHIO CHAPTER OF AMERICAN PLANNING ASSOCIATION

Grove City 2050, Grove City, Ohio

2017 Outstanding Plan Award, Large Jurisdiction

ALABAMA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Map for Mobile: Framework for Growth, Mobile, Alabama

NATIONAL

2019 Vernon Deines Award for a Special Project Plan

AMERICAN PLANNING ASSOCIATION SMALL TOWN AND RURAL PLANNING DIVISION

Vibrant Communities, Elkhart County, Indiana

2014 Daniel Burnham Award for a Comprehensive Plan

AMERICAN PLANNING ASSOCIATION

Plan Cincinnati

2014 National Planning Excellence Award for Innovation in Economic Development & Planning

AMERICAN PLANNING ASSOCIATION

East Franklinton Creative Community District Plan

2013 National Honor

CONGRESS FOR THE NEW URBANISM

East Franklinton Creative Community District Plan

State APA recognition in the past 10 years

Alabama 2018, 2017, 2015, 2011

Georgia 2018

Hawaii 2009

Indiana 2018, 2016, 2015

Ohio 2017, 2009

South Carolina 2016, 2010

Virginia 2019

2. APPROACH AND TEAM

This section presents highlights of proposed team members, describes experience and learnings collaborating with similar groups, explains the team's interest in the work and how it is uniquely positioned to deliver the desired scope of work, and outlines the team's approach to differentiating between the roles of the team and members of the partnership.

Team Members

The team includes individuals from Planning NEXT and Ninigret Partners whose combined experience includes directly relevant planning and economic development work. Of critical importance, team members have worked successfully together on a range of projects with similar geographies, structures and goals. For more information on key projects, see Section 3, Experience. For more information on key individual team members, see Section 4, Resumes.

planning NEXT

Project management, facilitation, conditions and trends analysis, public outreach and engagement, land use and technical planning



Jamie A. Greene, AIA FAICP
project advisor



Kyle May, AICP
project manager



Sarah Kelly, AICP
public engagement



Michael Curtis, AICP
land use planning

Ninigret Partners

Economic analysis



Kevin Hively
economic strategy



Keelia Kentor
research



Great, livable communities don't just happen—they're created. For over 20 years we've helped communities come together to create plans that move them forward.

Some keys to our success:

planning-next.com

75 West Third Ave.
Columbus, OH 43201
(614) 586-1500

Professional Services Offered

Pre-Planning

Visioning + Strategic Planning

Comprehensive Planning + Urban Design

Social Media + Web-Based Engagement

Visual Communication

Selected Regional Planning Experience

Allen County/Fort Wayne, IN

Athens Clarke-County, GA

Baltimore Region, MD

Central Ohio Region, OH

Cincinnati Region, OH

Clark County, OH

East Central IN

Elkhart County, IN

Genesee County, MI

Jefferson County, IN

Kansas City Region, MO

Lee County, AL

Loudoun County, VA

Morgantown and Star City, WV

Richland County/Columbia, SC

Union County, OH

Washington DC Region

Create an enduring place

Community character. It sets a place apart. It incites loyalty. It attracts business and growth. It draws people to call a place "home." Every community has it; but not every community knows how to manifest it. That's where we come in. We help communities understand and embrace their physical character. Then we create a character-enhancing plan rooted in quality development.

Invite genuine participation

When it comes to the future, most agree that community members should have their say. The problem, though, is getting a broad and fair enough representation—and then deciding what to do with the ideas. We attract participation from a cross-section of community members and stakeholders, including those typically not involved in planning efforts, and ensure that involvement is a real choice to be excited about.

Manage the effort

Every project brings its share of complexity. Whether engaging diverse stakeholders, dealing with big or inflexible budgets, coordinating the efforts of multiple committees, or all of these at once, we're known for skillfully facilitating, managing and bringing together personalities, ideas and possibilities into a single, actionable plan.

Communicate clearly

Understanding and acceptance are always more favorable than superficial buy-in or forced resignation. That's why we believe in integrating insight into even the most complex community and planning issues. We help stakeholders make informed decisions about potential solutions while promoting open communication.

Cultivate understanding

For real impact, a plan needs to include a strategic communications effort. We help to clearly express the plan in a way that empowers participants and encourages support. From marketing material to web sites to social media, we leverage graphic design and collateral to educate stakeholders about the process while building emotional attachment to the plan.

Advance prosperity

Planning is about getting results. From the initiation of a project, we are focused on implementation. To get there, it takes envisioning what is possible, engaging at the grassroots and leadership levels, affirming direction, and developing a realistic action plan. To the extent a community's prosperity is improved—individuals, businesses, institutions and government—so much else is possible.



www.ninigretpartners.com

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Representative Projects

Projects in *italics* with Planning NEXT

Regional / Corridor Development

Flint/Genessee County (MI)

Cumberland County (NJ)

Lower Ct River Valley (CT)

East Central Indiana (greater Muncie)

North Central Mass

Industrial Lands

Aquidneck Island West Side Plan (RI)

US422 Corridor (Youngstown, OH)

Atlanta Highway (GA)

Economic Development Plans

Power Plant Reuse, Brayton Pt, Mt
Tom, Manresa

Fargo, ND

Montgomery, AL

Grand Rapids, MI

Tuscaloosa, AL

Gloucester Harbor, MA

Boston Seaport District

Macon, GA

Ninigret Partners

Ninigret Partners LLC is a boutique economic design firm that specializes in the art and science of blending customer insights, behavioral economic concepts and design principles to achieve desired economic goals. Ninigret Partners brings an unconventional approach to the complex issues facing cities, towns and regions.

Economic Development. Ninigret Partners has a unique approach to economic development. In our view economic development is much more than real estate development; it's the result of a robust, growing business sector. We start with a basic understanding of how businesses make investment decisions and the key success factors needed to build a competitive product or service. We break this knowledge into component pieces that align with areas public policy can influence.

AWARD-WINNING PROJECTS

- International Downtown Association Pinnacle Award, Grand Rapids Forward
- Fast Company's United States of Innovation Top Projects, RISD Design for Manufacturing Program
- Sustainia's 100 Top Climate Change Projects, Pittsburgh Eco-Innovation District
- Rhode Island Inno's 50 on Fire, Innovate Newport
- Best in Class Firm, Indiana Regional Cities Program
- North Texas CLIDE Award, Arapaho TOD Innovation District, Richardson, TX
- GA APA, Best Project Process, Envision Athens
- MI APA Best Comprehensive Plan, Grand Rapids Forward
- RI APA Outstanding Plan Implementation, East Providence Waterfront
- RI APA Outstanding Comprehensive Plan Project, Aquidneck Island West Side Master Plan
- CT APA Best Regional Plan, Route 1 Corridor Plan
- TX APA Economic Development Award, Arapaho TOD Innovation

Experience, Learnings and Team's Unique Position

For more than 20 years, Planning NEXT has helped clients, including multijurisdictional partners, to manage land use planning and economic strategies. This includes work with local governments (townships, cities and towns) as well as counties, MPOs and others. The team's work often also involves close collaboration with other key partners, such as educational institutions, convention and visitors bureaus and community foundations. Due to this specific experience, the team is uniquely positioned to address, develop and deliver an effective scope of work. The following are some of the team's competencies.

- 1. Facilitation.** Successful alignment of multiple partners and robust and inclusive stakeholder engagement in a dynamic regional context requires skilled facilitation. This means not only developing techniques for engagement, but adeptly managing relationships and interactions throughout the process. Through work with many similar partnerships and regions, the team has helped define shared visions, create clear plans for action and strengthen commitments to working together to implement plans once they have been completed.
- 2. Analysis.** The team brings a sophisticated approach to land use, economic development and other technical aspects of the work in a regional context. Specifically, the team has worked in many regions that include both fully urban and suburban development, as well as undeveloped and agricultural areas. In addition, the team is accustomed to addressing land use and economic issues simultaneously in regions experiencing renewed growth and development pressure.
- 3. Perspective.** Due to a broad range of past work for a many different types of clients - including county governments, cities, towns and townships, the team is able to understand the specific viewpoints of individual representatives from each of these entities. While keeping the regional goals in mind, team members understand that each Partnership Member has a stake and an interest in maximizing local benefits for the community that they represent.
- 4. Management.** The team is accustomed to serving in a role where we are working very closely with a client to extend their capacity. This means the team is also highly adept at differentiating between what the team must do and what the client (in this case, the Partnership) can do. The team's project management approach relies on establishing clarity about roles and responsibilities at the outset of the work, regularly communicating (e.g. weekly calls), monitoring scope and budgets very closely to identify any problems promptly, and building some flexibility into the process to allow for adjustments to be made when needed.

Approach Highlights

The needs of the Central Mississippi River Regional Planning Partnership are directly aligned with our work and portfolio of expertise in similar communities. The team will approach the work deliberately and methodically, but also with an orientation of flexibility. Complex facilitation and planning is *what we do*. We are well prepared and deeply committed to seeing the work through to successful completion.

While it is anticipated that a detailed approach will be determined in consultation with Members of the Partnership, following are highlights of how the team would undertake the work.

Phase 1: Preparation

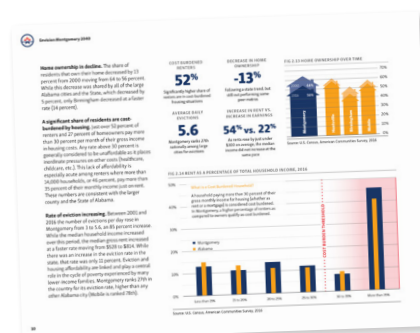
The team places great emphasis on preparation to create a strong foundation for the planning process. Key tasks in the preparation phase include:

Conduct Orientation Activities. It is anticipated that there will be a meeting, or series of meetings, with Partnership Members and Staff to establish key milestones, deliverables and communication protocols. It would be beneficial for the team to tour key locations in the region with Partnership Members to familiarize the team with opportunities and issues that should be addressed through the plan.

Review Existing Plans and Relevant Information. The team will review the region's previous plans, maps, documents, data and other materials, and discuss their relevance for the new planning process with Partnership Members and Staff. If desired, the team will work to develop documentation of regional conditions and trends through a summary report, which uses concise text and graphics to clearly present data.

Create a Project Identity. If desired, the team will develop a project identity (name, logo and tagline and business cards) that will help to interest and engage the public as well as key messages that will help to consistently brand the work. This can be especially valuable in a region where the planning area does not align with jurisdictional boundaries.

Prepare a Communication and Outreach Plan. The team will develop a detailed Communication and Outreach Plan. The communication component will outline production schedules for publicity, identifying outlets for sharing information and assigning responsibility. The outreach plan will target potential participants in the community engagement process. Partnership Members will be asked to assist in identifying demographic, civic and geographic groups within the region that have the potential to be underrepresented to ensure there is a solid strategy for bringing those groups into the process. This detailed plan becomes the backbone for the engagement effort.



Conditions and Trends Reports

The team presents data showing how the community stands on a variety of measures using compelling graphics and language accessible to the general public.

FRAMEWORK

Creating a dynamic guide for Tuscaloosa

Project Identity

The Team believes a strong recognizable identity for a process is key to its successful promotion. These graphics, along with key messages, give the process a brand that can be extended to print materials and online tools.

Phase 2: Engagement

The focus of the public engagement effort (which runs concurrently with other phases) is to ensure that anyone who wants to participate in the process has the choice to do so. Key tasks in this phase include:

Facilitate Face-to-Face Opportunities. The team believes that multiple, iterative rounds of public engagement, which build off of each other, are the most effective way of acquiring meaningful input to guide the planning work. The engagement should both inform and be informed by the technical analysis. A variety of formats and techniques can be utilized with specifics to be determined in coordination with the Partnership Members and the process consultant. For similar processes in the past, the team had conducted three rounds of public engagement: 1) Generating (idea gathering); 2) Analyzing (testing concepts and prioritizing); and 3) Confirming and Implementing (finalizing recommendations and next steps). Due to the complexity of the issues and dispersed geography in the region, it is anticipated that multiple engagement opportunities will be needed during each round.

Support Online Engagement. Online tools for engagement can be deployed to complement face-to-face opportunities to provide those who are unable to attend person with the chance to participate. The team is adept at developing a range of custom tools for this purpose. Some online activities that could be used include rating principles and values statements, online opportunities mapping (identifying locations on an interactive map), or expressing priorities (once recommendations have been drafted).

Phase 3: Analysis

This phase includes data collection and analysis of existing conditions, opportunities and challenges. Key tasks in this phase include:

Conduct Growth Management and Land Use Analysis. The team will assess existing plans and data, as well as public input gathered, to create a composite picture of growth management and land use opportunities. The analysis will focus on quality of place, as well as integration of a range of regional considerations, including but not limited to the continued health of commercial and industrial land uses, urban and suburban development, energy plant decommissioning, and road infrastructure. This work could involve creation of growth scenarios focused on growth management and land use planning to support the region's future quality of life.

Conduct Economic Analysis. Economic analysis will involve creating an economic "fact book" using existing reports and analysis plus data being generated by the other projects in progress to help inform the strategy discussion. A land and real estate assessment would then be conducted through which present land use will be mapped across the region to understand the location, zoning, quantity and physical scale of various land uses. The economic analysis and the land and real estate assessment will be combined to provide a development capacity analysis – what types of economic activity can the region support based upon the industries and economic activity taking place.



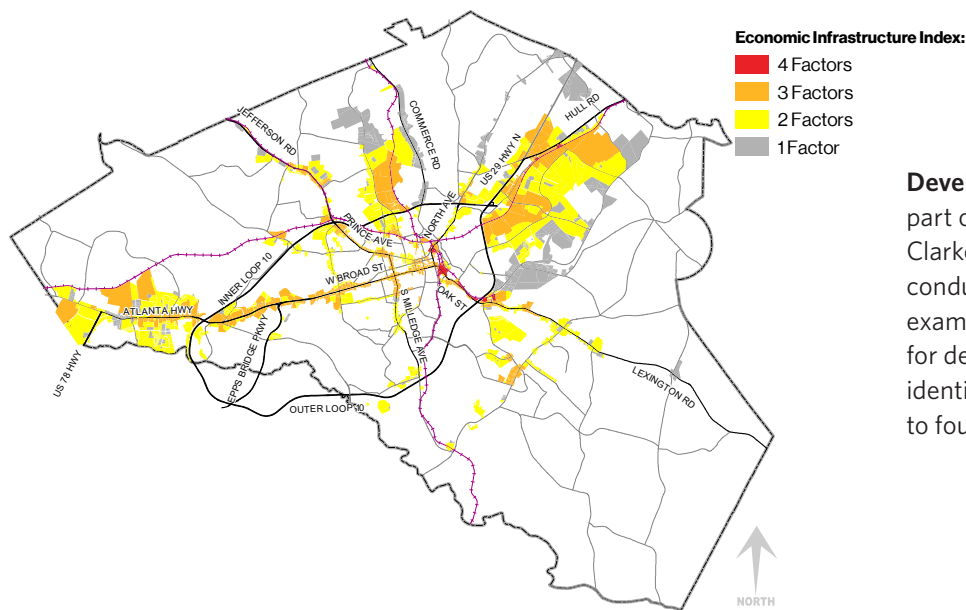
Workshop Facilitation Techniques

The Team utilizes a broad range of techniques for public workshops in order to make activities engaging, meaningful and fun. Some examples of workshop formats include:

Trivia Night. "So, you think you know the Central Mississippi River Region?" This format asks participants, organized in small groups, a series of multiple choice questions related to the city.

Opportunities Mapping. This exercise is a variation of the well-established SWOT (strengths, weaknesses, opportunities and threats) procedure using a map of the area targeted for enquiry.

Image Dialogue. This technique uses a set of images as the focal point for raising and discussing critical questions. The image sets engage a different part of the brain than words, encouraging creativity and openness to new ideas.



Development Capacity Analysis. As part of Envision Athens in Athens-Clarke County, Georgia, the team conducted a capacity analysis to examine commercial land available for development, which included identification of properties with one to four factors favoring development.

Source: Ninigret Partners analysis of Athens-Clarke County Department of Planning Data

Phase 4: Framework Development

This phase will include the development of the elements of the draft and final framework as well as an implementation strategy. Key elements of this phase include:

Establish Goals, Policies and Priorities. The team will work collaboratively with the Partnership to develop a unified set of goals, policies and priorities for the framework. This effort will integrate community character/land use, economic analysis and other technical work into a coherent structure.

Create Draft and Final Framework. The team will discuss the organization of the framework document in consultation with Staff, decide regarding structure and prepare an outline for review and approval. Following this, the draft document will be created for review with a specific objective of not only incorporating key technical analysis and recommendations but also ensuring that it is accessible and user-friendly. Final documents will be prepared by the team.

Prepare Implementation Plan. The implementation strategy will recognize the unique nature of the Partnership, and address the challenges and opportunities this presents. Specifically, mechanisms through which Partnership Members can work together to implement short-, medium-, and long-term projects will be addressed. Priorities, timeframes and responsibilities will be summarized into a matrix that can also be used for tracking implementation efforts.

Integrating Economic Analysis

The economic analysis will result in key deliverables that will feed directly into the framework: Deliverables may include:

Fact Book. This consists of economic and industry level trends plus socio-demographics and workforce analysis. The workforce analysis examines journey to work / labor shed information. Since entrepreneurship data is difficult to get from traditional sources the team can utilize nontraditional sources such as ETSY and Kickstarter.

Economic Development Program.

This is a map of the economic development ecosystem designed to show the role and relationships between various actors in the economic development system.

Land & Real Estate Assessment.

This map presents land use and can be combined with available infrastructure and environmental considerations to understand land availability and capacity. An existing building real estate assessment can also be conducted to understand vacancies, space distribution, trends in absorption and rental rates.

3. RESUMES



Jamie A. Greene, AIA FAICP

PRINCIPAL / PLANNING NEXT

Jamie’s top priority is always to complete the mission and achieve outstanding results. Perhaps that comes from his time as an Army officer. It’s his passion for communities, however, that drives him and our work. As hands-on principal of our practice, Jamie spent the past 25 years being inspired by the voices and commitments of the communities we serve.

Relevant project experience includes:

Education

- Masters of Urban and Environmental Planning, University of Virginia
- Bachelor of Science in Architecture, The Ohio State University

Certifications and Licenses

- Fellow of the American Institute of Certified Planners (FAICP)
- Registered Architect

Affiliations

- American Planning Association
- American Institute of Architects

Selected Recent Speaking

- 2019 Ohio APA Conference [Kindling and Rekindling: Firing Up Innovation in a Cool Place]
- 2018 APA National Conference [Place-based Branding: Essential for Economic Development]
- 2018 International Town Gown Association Conference [Partnerships with Purpose: Opportunity through Real Estate Collaboration]
- 2017 APA National Conference [Coordinating Progress in Multijurisdictional Planning]

- **Crossroads Area Plan**, strategic facilitation and area plan for multiple, overlapping jurisdictions in Union and Franklin counties, OH;
- **Envision Athens**, a vision and strategic plan for Athens-Clarke County, GA;
- **Vibrant Communities**, an action agenda for Elkhart County, IN;
- **Northern Indiana Tourism Development Commission**, a strategic plan for a Toll Road within a 7-County Region, IN;
- **Forward Together**, a strategic economic vitality plan for Genesee County, MI (ongoing);
- **ENGAGEDurham**, a comprehensive Plan for the City-County of Durham, NC (ongoing);
- **Plan Together**, comprehensive plan processes for Richland County and the City of Columbia, SC.

- **ADVANCE**, a vision for East Central Indiana; and

LEGACY PROJECTS

- **Comprehensive Plan and Form-Based Regulations**, for the City of Northfield, MN.
- **Regional Vision Process**, a strategy for the Ohio-Kentucky-Indiana Region, OH;
- **Regional Growth Strategy** for Mid-Ohio Regional Planning Commission, OH;
- **Regional Vision**, for the Baltimore Metropolitan Council, Baltimore, MD;
- **PlanIt Allen**, a comprehensive plan for Fort Wayne and Allen County, IN;
- **Sustainable Regional Corridor Planning Strategy** for the Mid-American Regional Council, Kansas City, MO.

Jamie has presented the work of Planning NEXT at many national, regional and local conferences, including: American Planning Association (APA), American Institute of Architects, Society of College and University Planners, and Railvolution. He has served as an adjunct faculty member of the Knowlton School of Architecture at The Ohio State University. A Fellow of the American Institute of Certified Planners, Jamie is a thought leader in the field of planning who is regularly engaged to help communities capitalize upon opportunities and address complex challenges.



Kyle May, AICP

SENIOR PLANNER / PLANNING NEXT

Kyle is no ordinary team member. Highly involved yet good humored, congenial yet conscientious, he's deeply committed to helping residents and other stakeholders. It is hard to match Kyle's enthusiasm for communities of all kinds—from vibrant cities, to growing suburbs, to challenged regions striving for a better future. Kyle's work with planning NEXT has focused on engagement. In a wide variety of communities, he's helped to reach past the typical voices, and engage broader and more representative range of citizens and stakeholders. Kyle also believes that strong plans start with strong data. In his technical analysis, he's able to communicate complex demographic, economic or place-based conditions and trends through attractive, community-facing documents.

Education

- Masters of City and Regional Planning, The Ohio State University
- Bachelor of Science, Urban Planning, Ohio University

Certifications and Licenses

- American Institute of Certified Planners (AICP)

- **Envision Athens**, a vision and strategic plan for Athens-Clarke County, GA;
- **ADVANCE**, a vision for East Central Indiana;
- **Vibrant Communities**, an action agenda for Elkhart County, IN;
- **Northern Indiana Tourism Development Commission**, a strategic plan for a Toll Road within a 7-County Region, IN; and
- **Forward Together**, an economic development strategic plan for Genesee County, OH (ongoing).



Kevin Hively

PRESIDENT / NINIGRET PARTNERS

Kevin is founder and President of Ninigret Partners. He brings 22 years of experience working with governments, corporations and leading non-profits on key strategic and economic issues. Public clients include the state development agencies in MA, CT, RI and major cities including Detroit MI, Boston MA, Philadelphia PA, Grand Rapids MI, Muncie IN, Pittsburgh PA, Youngstown OH, Hartford CT, Pittsburgh PA, New Haven CT, Stamford CT, Providence RI, and Springfield MA. Previously he was a member of the Global Leadership Management Group for Telesis, the strategy consulting arm of Towers Perrin and Director of Policy for the Governor of Rhode Island.

Education

- Bachelor of Arts, Public Policy, Brown University
- MIT Professional Development Institute

Selected Affiliations

- EDF-RI (BD of Directors)
- Energy Policy Forum Member, American Enterprise Institute
- Strategic Development Organizations Working Group, Aspen Institute

- **Envision Athens**, a vision and strategic plan for Athens-Clarke County, GA;
- **ADVANCE**, a vision for East Central Indiana;
- **Economic Growth Strategy** for the Lower Connecticut River Valley;
- **Forward Together**, an economic development strategic plan for Genesee County, OH (ongoing);
- **InFocus**, a downtown master plan for the City of Fargo, ND; and
- **Connect Athens**, corridor plans for Athens-Clarke County, GA.

4. EXPERIENCE

This section includes a description of the Team’s relevant experience that is similar or related to the proposed collaborative regional planning effort. Projects include facilitation and technical planning in multijurisdictional contexts and with multiple partners.

1. **Envision Athens**, a vision and strategic plan for Athens-Clarke County, Georgia (p. 13)
2. **Crossroads**, a multi-jurisdictional area plan for Union County, Ohio (p. 13)
3. **Vibrant Communities**, an action agenda for Elkhart County, Indiana (p. 14)
4. **ADVANCE**, a development plan for the six-county region of East Central Indiana (p. 14)
5. **Forward Together**, an economic development strategic plan for the City of Flint and Genesee County, Michigan (p. 15)
6. **Economic Growth Strategy** for the Lower Connecticut River Valley (p. 15)



Legacy Projects

For more than 20 years, Planning NEXT has engaged in regional facilitation and planning work that has supported lasting impact between partners for long-term impact. Example legacy projects include:

Regional Corridor Planning for the Mid-American Regional Council, Kansas City Region, MO

The Team created facilitated development of plans for six key transportation corridors across several jurisdictions in the region. This work was followed by a second project, Sustaining Sustainable Places, focused on encouraging the bistate region’s 120 cities and nine counties to shape future development through 20 principles for community design.

Regional Vision for the Baltimore Metropolitan Council, Baltimore, MD

The Team designed and facilitated *Vision 2030: Shaping the Region’s Future Together* to provide a consistent and realistic vision for the future transportation, economic, environmental, social, and land use policies for the Baltimore region.

Regional Growth Strategy for Central Ohio

The Team worked with the Mid-Ohio Regional Planning Commission (MORPC) to build consensus on how to enhance the quality of life in region and manage growth and development.

Regional Vision Process for the Ohio-Kentucky-Indiana Region (OKI)

The Team was engaged by the OKI Council of Governments to develop a regional vision for Greater Cincinnati through dialogue with community members and leaders to uncover preferred development.

Envision Athens

ATHENS-CLARKE COUNTY,
GA / PLANNING NEXT AND
NINIGRET PARTNERS



REFERENCE

Blaine Williams

City/County Manager, (706) 613-3020
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Erin Barger

Project Manager, (864) 481-0511
erin@envisionathens.com

AWARD

Outstanding Public Planning
Process - APA Georgia

Athens-Clarke County is a vibrant city-county community with diversity in demographics, prosperity and place. Home to the University of Georgia, the local economy benefits from its position as a university town. However, the proportion of families living in poverty has been steadily rising to a rate of 28%. Planning NEXT and Ninigret Partners were engaged to help the community create a strategic Action Agenda to guide community and economic development with the goal of creating a complete, equitable and prosperous community in Athens.

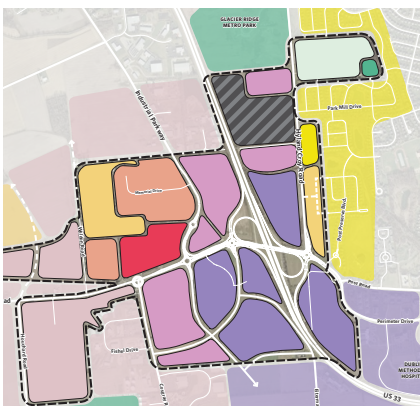
Vital Public Involvement. A series of publicized workshops attracted over 600 participants and resulted in 4,000 unique comments and ideas. These meetings were coupled with 23 focus group interviews and a two-day stakeholder workshop. For the Community Summit, more than 250 people gathered to hear about major findings of the process and affirm the plan's early direction.

Making It Happen. During the process, Envision Athens team members began meeting with core institutional partners to discuss implementation. One year after plan completion, Athens-Clarke County celebrated its one-year anniversary with 250 joining to celebrate numerous success, from the creation of a behavioral health crisis response team to a program to redevelop multifamily developments for affordable housing. The team has been re-engaged to assist with these implementation efforts.

Project website: <http://envisionathens.org>

Crossroads Multi-jurisdictional Area Plan

UNION AND FRANKLIN
COUNTIES, OH / PLANNING
NEXT



REFERENCE

Eric S. Phillips

Executive Director, Union County
Community Improvement
Corporation (937) 642-6279
ephillips@unioncounty.org
planning NEXT

Although strongly agricultural in nature, over the past several decades, Union County has been transforming into a bedroom community for central Ohio. The County faces challenges directing development due to competing demands, differing perspectives and complex jurisdictional issues. After completing the previous comprehensive plan for the county, Planning NEXT was engaged to create an area plan, called the Crossroads Plan, for the northwest corridor of US 33, a growing economic engine for the local area, region and state.

Common vision for the future. The Crossroads Plan analyzed existing conditions in terms of land use, infrastructure, zoning, and development capacity. The 1,000 acres that was the focus of the plan was quickly determined to be critical to the county and the region as it has grown to form one of the largest manufacturing concentrations in the Columbus region. Bringing the multiple jurisdictions of the County together, the plan created a common vision for the future.

Beneficial partnerships. With the Comprehensive Plan as the foundation, the Crossroads Plan marked the first time that all of the entities attempted to create a shared vision and plan. It established desired outcomes for the area, proposed actions to achieve those outcomes, and articulated the logic for continuing to work together.

Vibrant Communities

ELKHART COUNTY, IN /
PLANNING NEXT



REFERENCE

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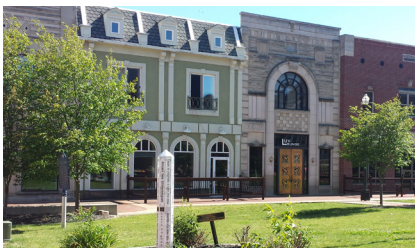
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AWARDS

Vernon Deines Award for a
Special Project Plan - APA
Small Town & Rural Planning
Division; Outstanding
Outreach and Communication
- APA Indiana

ADVANCE: A Vision for East Central Indiana

EAST CENTRAL IN /
NINIGRET PARTNERS AND
PLANNING NEXT



REFERENCE

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Plan document: <https://bit.ly/2xCuLSw>

Elkhart County, Indiana is best known as the RV production capital of North America. That became a dubious title in 2008 when the national economy began to tumble. In 2011, when the Community Foundation was surprised with a \$113 million bequest, the Foundation committed a third of its giving to “Quality of Place” initiatives, projects which will make Elkhart County a more competitive destination for talented individuals. In a partnership with the Convention and Visitors Bureau, the Foundation hired Planning NEXT to lead an Action Agenda process to identify projects, policies or programs to fund.

Robust Public Participation. A 36-member steering committee representing interests throughout the County helped to execute a word-of-mouth outreach effort to support the publicity campaign to raise awareness and engage the community. Throughout a series of public engagement events approximately 1,000 participants offered over 5,000 ideas in total.

Inspiring Actions. Two years after the launch, the communities of Elkhart County are already implementing the Action Agenda. In response action items in the plan, a community programming grant has been launched, new community fitness and athletics facilities are being built, a new arts council has been established, and a new biking and walking trail was opened. Vibrant Communities has also inspired other Indiana communities that are ready to launch similar initiatives. Implementation of the Action Agenda is ongoing, and is being tracked continuously at www.vibrantelkhartcounty.org.

Interested in restoring competitiveness to its city’s regions, the state of Indiana began the Regional Cities Initiative grant competition in 2015 with \$84M in funding. Regions were invited to create a Regional Development Plan as an application to the competition. Counties were required to work together to form the plan and assemble the key transformative projects eligible for funding. The team, which included Ninigret Partners and Planning NEXT, was hired to organize a six-county region centered on Muncie within Delaware County.

Engagement of an Entire Region. To engage the full region, a series of roundtable discussions were conducted with the participating counties and their key stakeholders. This culminated with the Regional Summit, where more than 250 participants packed the Horizon Convention Center in Downtown Muncie to share their vision for the future. The roundtables and summit generated hundreds of comments and ideas.

Development Plan. The plan features analysis and strategy development for place-making, industry development, housing and talent attraction/recruitment to create an integrated approach to accelerating growth in the Greater Muncie region. The work led to the creation of a multi-county regional development authority that formally adopted the plan in September 2015.

Forward Together

CITY OF FLINT AND GENESEE COUNTY, MI / PLANNING NEXT AND NINIGRET PARTNERS



Project website: <https://forwardtogethergeneseec.org/>

The City of Flint, Genesee County and the Flint & Genesee Chamber of Commerce are partnering with Planning NEXT and Ninigret Partners to facilitate an inclusive process to create a county-wide vision for economic vitality. The work addressed the lasting effects of the most recent recession and is informed by the major public health crisis due to water contamination. This planning effort, Forward Together, will establish a common economic vision that will drive Genesee County communities (cities, towns and unincorporated areas) forward and focus on promoting systematic and long-term change.

Economic Vitality and Action. The final product of the process will include a community-derived vision statement for economic vitality. It will seek to integrate the findings, goals and recommendations from other community planning processes while also filling gaps in research and analysis that has not been performed. This Action Agenda will include a collection of recommendations (projects, policies and programs) that, when taken together, will help drive the community toward its vision for economic prosperity.

Recommendations Supported by Engagement. Over 200 people attended the Steering Committee's first public meeting to hear about economic research findings and participate in interactive discussions and activities. Public input collected throughout the process will serve as the foundation for the community's vision statement, contribute to the plan's goals, inspire actions, and set the course for implementation.

Lower Connecticut River Valley Economic Growth Strategy

LOWER CT RIVER VALLEY COUNCIL OF GOVERNMENTS / NINIGRET PARTNERS



Ninigret Partners served as lead firm in the preparation of an economic growth strategy for the Lower CT River Valley Council of Governments. The study covered a range of issues including downtown development, housing, job and opportunity creation, and preservation of the region's high quality of life, its key competitive advantage.

Assessment of Potential. The plan analyzed the region's economic infrastructure and introduced a community typology which enables each town to think about economic potential at a scale appropriate for its size and character. The resulting plan is focused on efforts within the region's control and seeks a balance between the conservation and development pressures facing the river valley.

Implementation Assistance. Ninigret Partners has been selected to lead the plan's implementation, which includes the development of a business case and pitch book.