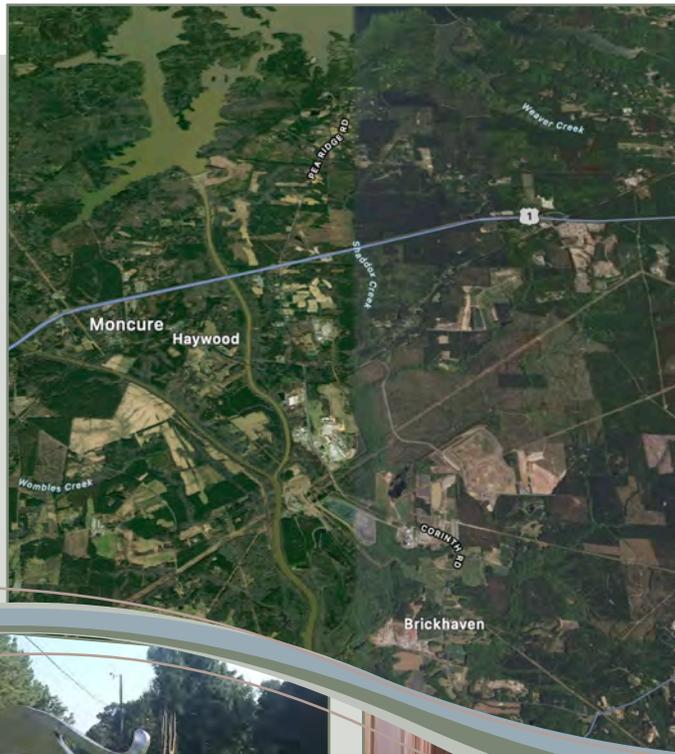


The *Plan Moncure* Small Area Plan: Phase 1 Assessment and Action Plan

January 10, 2023



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1. EXECUTIVE SUMMARY

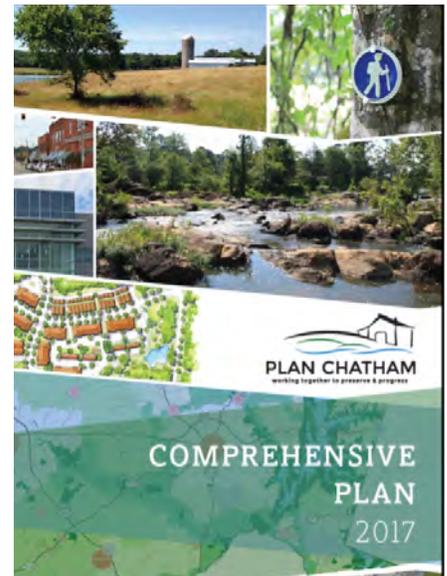
In 2017, the Chatham County Board of Commissioners completed a major update to its comprehensive plan entitled *Plan Chatham*, which laid out a vision for the County for years to come.

The plan laid out Action Item steps for implementing its goals policies, specifically focused on the five years following its adoption. Action items were created for each element of the plan: Economic Development, Land Use, Housing, Health, Agriculture, Natural Resources, Resiliency, Parks and Recreation, Transportation, and Utilities and Public Services. During the five years since the plan's adoption, the County has implemented or initiated several key actions to achieve the plan's goals in these 10 areas.

Primary among them has been a major overhaul to the County's ordinances and regulations through the creation of a "Unified Development Ordinance" (UDO). That process alone, which began in 2021, effectuates many of *Plan Chatham's* action items, with a specific overarching focus on the vision preferences respondents indicated in the plan's survey.

For example, following a series of stakeholder sessions, advisory board meetings, and several workshops with the Board of Commissioners (BOC), one thing that seems clear is that, while aspects of each of the four vision preferences should be present in Chatham County, the County is diverse and varies across its geography with regard to economics, population density, rural/urban/suburban character, demographics, open space qualities, transportation improvements, and many other areas. Therefore, the steps and actions the County takes to effectuate *Plan Chatham* will vary among the unique areas of the County.

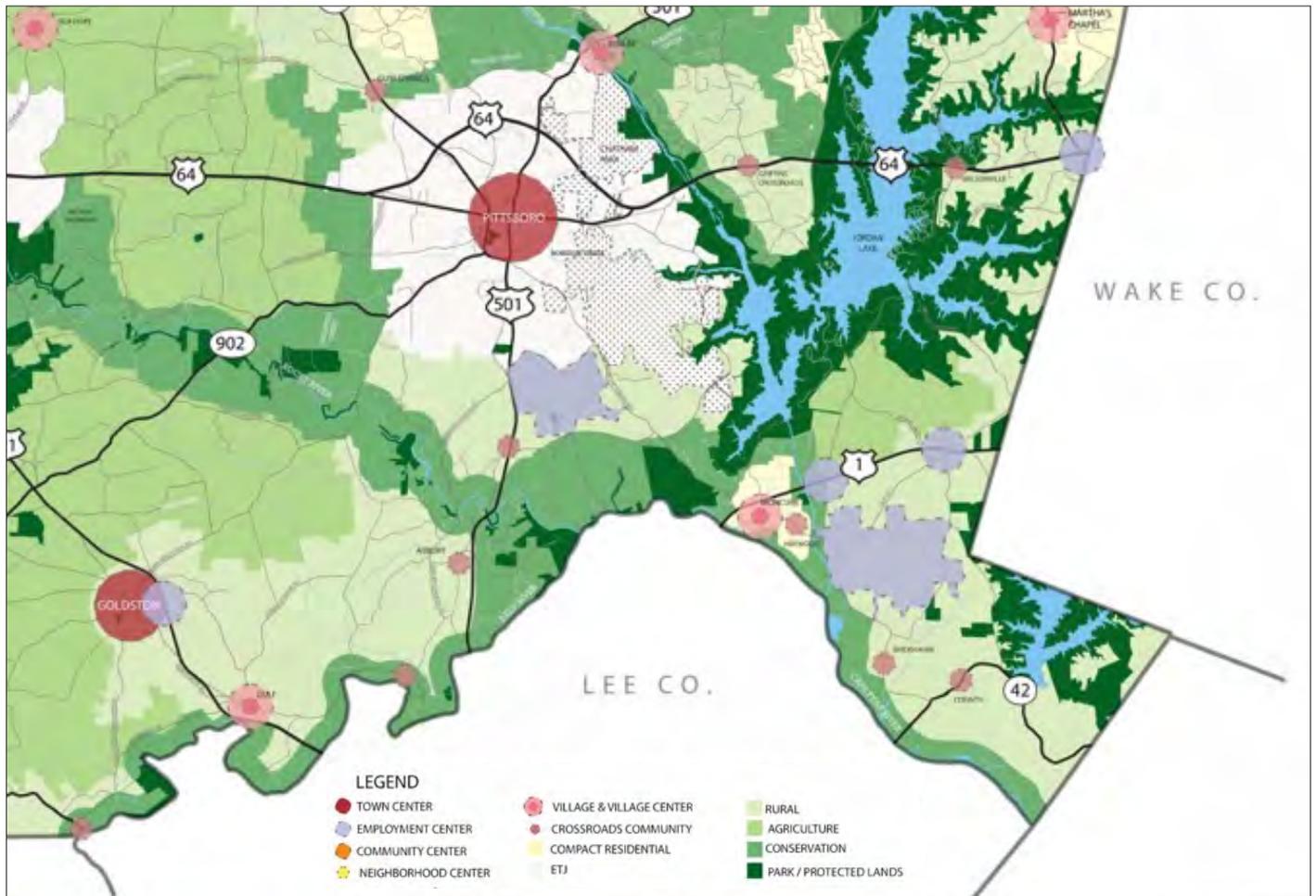
For example, the densities and land uses in the western half of Chatham County will reflect the County's historic rural nature and, through the UDO, the County's intent to maintain the rural quality of western Chatham County.



Similarly, the Plan recognizes there are areas in eastern Chatham County that may better accommodate other Plan objectives. This is true regarding commercial corridors, suburban and mixed uses, retail outlets, education and institutional uses, and, notably for purposes of this “small area plan,” manufacturing and industrial uses and opportunities for economic development.

In the western part of the unincorporated County, lands appropriate for economic development would be more focused and limited primarily to villages, village centers, crossroad communities, and along major highway routes and appropriate interchange sites. In the northeastern parts of the County, larger community centers are also among the nodes where future growth would be directed.

Figure 1: Future Land Use and Conservation Plan Map, Excerpt, Southeastern Chatham County

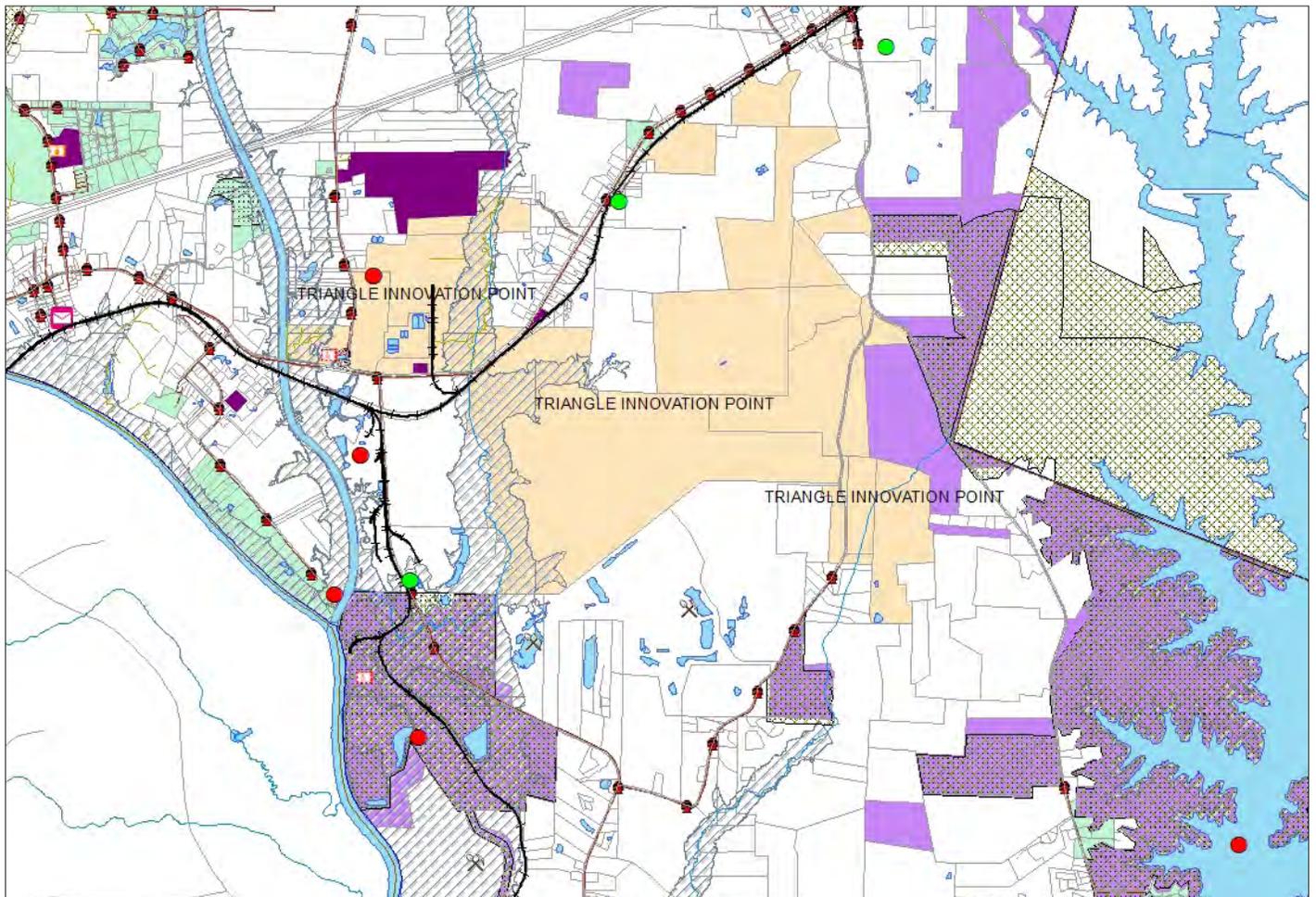


The unincorporated areas in southeastern Chatham County, however, were envisioned slightly differently. *Plan Chatham* included four distinct and sizable “employment centers” in this part of the County, including the Moncure Megasite and adjacent centers along U.S. Highway 1. These areas are shown in Figure 1.

Of course, at the time *Plan Chatham* was completed, much of the Moncure Megasite—now known as Triangle Innovation Point (TIP)—was undeveloped, and no major economic development project was underway. Regardless, it was important for the Board of Commissioners (“BOC”) to designate these lands for economic development purposes. Figure 2 highlights the Megasite or TIP sites.

Importantly, the plan provided that, once a tenant for the TIP site was identified, the County would “prepare a ‘small area plan’ for the Moncure Area,” noting that “housing, commercial, and service needs” in the area

Figure 2: TIP Employment Center



would depend on the type and scale of development proposed, as well as infrastructure capacity demand.¹

Then, on March 29, 2022, Governor Roy Cooper announced that automaker VinFast selected Chatham County as the location of its first North American assembly plant for electric vehicles—the first major automotive plant in North Carolina’s history. Further, the plant was planned on a portion of the TIP East site in Moncure, which is situated along the east side of Pea Ridge Road.

With this announcement, the County immediately began to initiate the small area planning process called for in *Plan Chatham*. VinFast wanted to move swiftly and, by all measures, state and local government agencies were able to engage quickly to facilitate this historic project. After many discussions with the UDO consultant Team, the County Manager, and County staff members, the BOC decided to amend the ReCode Chatham project to include a small area plan for Moncure.²

Following a June 6, 2022, UDO workshop with the BOC, the White & Smith Team kicked off Phase 1 of *Plan Moncure*, which included an extensive scoping and workshopping effort with staff, the BOC, and a series of additional outside experts identified as critical to the small area plan.

This Report was the final deliverable from Phase 1, which included the following 11 key tasks:

1. Information Gathering, Lines of Communication, and Roles and Responsibilities
2. Establish and Convene TIP East Technical Advisory Committee
3. Permitting and Development Timeline
4. Identify Related Plans and Projects
5. Define County Interests Related to Development of TIP East
6. Area Vision and Input Workshop with Board of Commissioners
7. Define Project Study Area
8. Develop Preliminary Public Awareness/Outreach Plan
9. Prepare Phase 1 Report, Action Plan, and Timeline
10. Staff Meetings and Coordination
11. Meetings with the Board of Commissioners

¹ *Plan Chatham*, p. 144.

² Note that, in addition to developing a new county UDO, by the time VinFast was announced, the ReCode Chatham project also had been expanded to include a “*Health & Equity Assessment and Report*” funded in part by County Healthy Communities grant monies.

On August 29, the White & Smith Team, which included Nealon Planning and Green Heron Planning as co-leads, held the Task 6 Area Vision and Input Workshop with the BOC. The workshop included facilitated discussions with the board, which resulted in feedback that informed this Report, including the *Plan Moncure* Action Plan discussed in Section 4 and the *Plan Moncure* Project Timeline in Appendix 1.³

By the start of September, grading already had begun on the VinFast areas of the TIP site. And in early November, the applicant submitted its landscape plan for approval—its first official application request made to the County. On November 16, 2022, the County Appearance Commission conducted its initial review of the landscape plan.

The Technical Advisory Committee, under Task 2 of Phase 1, was assembled soon after the BOC workshop and convened for its first meeting on October 7.

During Phase 1, the White & Smith Team and County staff coordinated with VinFast representatives, state departments, local economic development officials, and other agencies almost on a weekly, if not daily, basis to establish

³ As is discussed in Section 4, the presentation and “real-time” input of the BOC at the visioning workshop are included as Appendices 2 and 3.



a process for developing the small area plan for Moncure and its employment center districts associated with the VinFast site. Key among the goals of all stakeholders were that the small area plan do the following:

1. Reflect the feedback and input of residents, businesses, and other members of the historic Moncure community;
2. Generate a concrete vision for how the community should develop over the coming years, in light of *Plan Chatham's* goals and the significant economic growth now anticipated for the area;
3. Reflect independent expertise and generate data in key areas such as demographics, growth trends, infrastructure and public services, market analysis, and culture and environment;
4. Be completed as efficiently as possible while also achieving these other critical goals.

Appendix 1 sets out an estimated timeline for accomplishing these goals based on the specific steps described in Section 4's Action Plan. Note, however, the timeline can be revised if needed to reflect changes on the ground as they occur, including the need for additional or different public awareness and outreach.

Sections 2 and 3 of the Report set forth background and establish the context within which the start of the VinFast project occurred in southeastern Chatham County, including recent growth in the area, development trends, and the planning that already had been done related to Moncure, including *Plan Chatham*.

As referenced above, Section 4 details the Planning Process, Study Area, and Action Plan developed in Phase 1 to guide development of the ***Plan Moncure*** small area plan in Phase 2.

On December 19, 2022, the Board of Commissioners reviewed this report with the consultant team and County staff. Many topics were discussed, with a critical one being how the Board would handle pending and subsequent rezoning requests in the *Plan Moncure* Study Area, during the time the plan would be developed. A number of alternatives were discussed that would respect landowner expectations and property rights, while also protecting the *Plan Moncure* process from intervening changes that might limit its potential to achieve the community's ultimate vision. After discussion, the Board passed a motion to process, but delay acting upon, rezoning requests received after December 19, 2022, until August 2023, a date by which the *Plan Moncure* planning process would be scheduled for completion. Following its discussion, the Board directed staff and the team to immediately initiate *Plan Moncure* as proposed in the action plan in this Report.

2. BACKGROUND

1. Recent Growth in Moncure & Anticipated Impacts

VinFast’s March 2022 announcement spurred immediate interest in and development of infrastructure—particularly in state transportation assets, property development, rezonings, and annexations. VinFast projected a July 2024 start to vehicle production and the creation of 7,500 jobs within the company, with the potential for 7,500 ancillary jobs created as a result of its opening.

The N.C. Department of Transportation (NCDOT) undertook plans immediately to begin road realignments, expansions, and right-of-way acquisitions. Other state agencies, including the N.C. Department of Environmental Quality (NCDEQ), also quickly began discussions with VinFast representatives and agents regarding necessary environmental impact considerations, mitigation, and permitting requirements, particularly in relation to water and air quality impacts.

In addition, other jurisdictions and agencies felt the impact quickly. For example, the Chatham County School Board immediately adjusted its student generation projections, based largely on VinFast’s announcement (and Fed Ex’s plans on TIP West site). Preliminary estimates increased the December 2021 projection of 1,000 new students to 3,000 new students by 2032. The Operations Research and Education Laboratory (OREd) at NC State began a new Land Use Study in the fall of 2022, expected to be completed in January 2023, which will result in updated projections Countywide.⁴

Similarly, the city of Sanford began project design in June for infrastructure expansion to serve growth in the Moncure area, specifically in response to the VinFast announcement. Easement acquisitions for these expansions had started by the third quarter. Sanford provides potable water and sanitary sewer services to this area of Chatham County. Milestone points in the process, by actions of the applicant, stakeholders, and public agencies, is provided in Subsection 2 below.

⁴ OREd describes its “Comprehensive Land Use Studies” as evaluating “future student population growth/loss dynamics within the district with a high degree of resolution, using community stakeholder interviews coupled with Geographic Information System (GIS) and statistical analysis.”

Finally, just over two months after the VinFast announcement, the County received its first of a number of rezoning applications for properties in the vicinity of TIP East, consistent with anticipated future activities at VinFast. As of November 30, 2022, rezonings had been requested for over 625 acres of land in the *Plan Moncure* Study Area (see Section 4, Subsection 3). In addition, a City of Apex annexation petition had been filed that would impact over 243 acres near US 64 and NC 751.

At the time this Report was prepared in November 2022, the County had received the following rezoning applications within the *Plan Moncure* Study Area, in addition to the requested annexation near Apex. These parcels amount to about 627 acres in requested rezonings.

Rezoning Requests

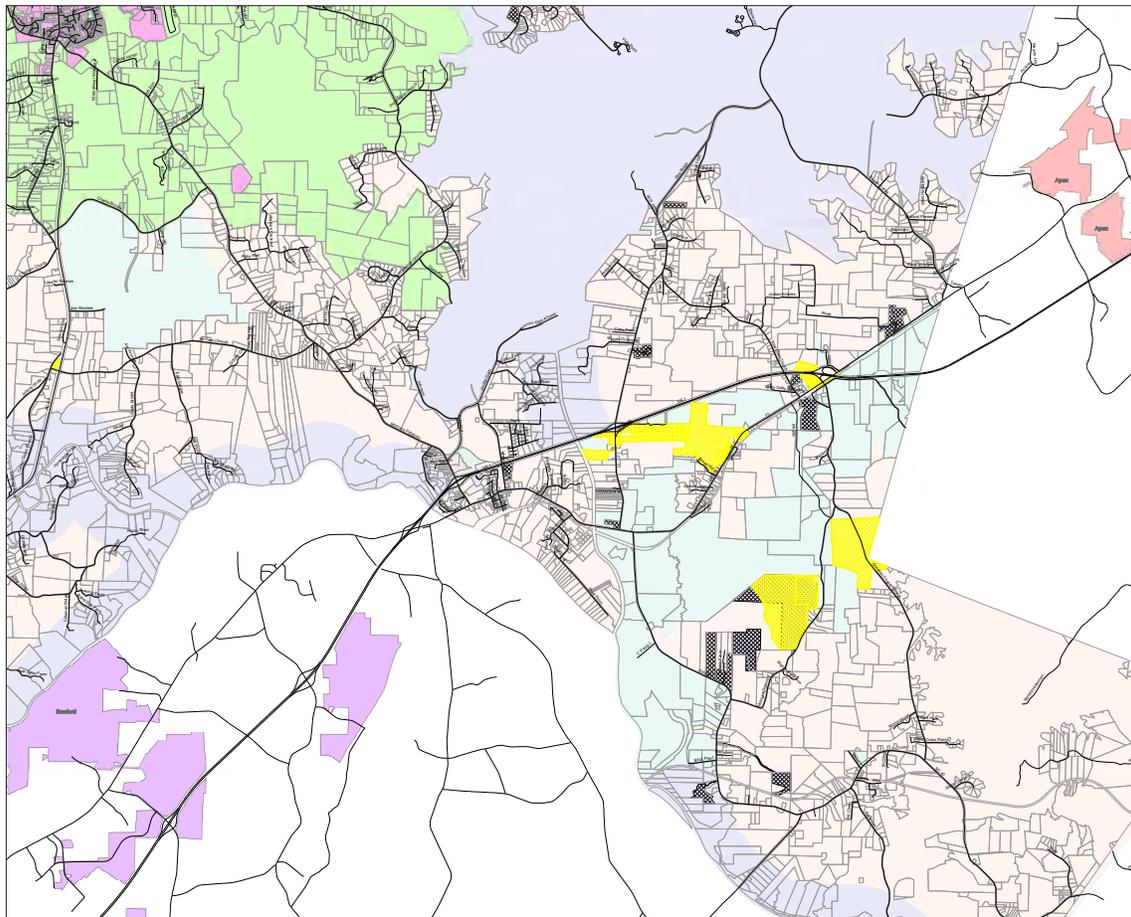
1. Midpoint Logistics (199.9 ac.) for Light Industrial Zoning
2. Duke Energy (48.3 ac.) for Heavy Industrial Zoning
3. General Shale Brick (194.3 ac.) for Heavy Industrial Zoning (2 properties)
4. Holmes Cole Mill (84.84 ac.) for Light Industrial Zoning (4 properties)
5. Because of His Grace (9.71 ac.) for Neighborhood Business Zoning
6. Russ Anderson (15 ac.) for Light Industrial Zoning
7. ST Wooten Concrete Plant (21.26 ac.) for Conditional District Heavy Industrial Zoning
8. Gateway Park (18.2 ac.) for Neighborhood Business Zoning
9. Aaron Horton Toothbrush (4 ac.) for Light Industrial Zoning
10. Hardip Dhillion (Skymart Area; 16.035 ac.) for Neighborhood Business Zoning
11. Hardip Dhillion (15.257 ac.) for Neighborhood Business Zoning

By the end of Phase 1, a number of other property owners and developers who had not yet submitted an application contacted the County regarding development plans that would reflect VinFast and other associated economic developments in the area. Many, in fact, were interested in the results of the Phase 2 small area plan before submitting an application.

Figure 3 below maps the rezoning proposals received by November 30, 2022.

In addition, the Team and staff evaluated the impact of ongoing rezoning requests on the estimated timelines for the Phase 2 small area plan, as well as those anticipated over the following six to nine months. On balance, it appeared appropriate to process zoning and development requests as they were made based on the relative proximity of most to the TIP sites themselves and the fact that future land use and zoning designations in the full Study Area would be reevaluated by the Board of Commissioners once the small area plan was complete.

Figure 3: Rezoning Requests Since March 29, 2022 (shown in yellow)



2. Key Project Milestones

As discussed above, the VinFast announcement triggered quick responses from private property owners and governmental agencies planning for the site's anticipated impacts on the market, environmental resources, land use demand, and infrastructure. Figure 4 highlights the most significant of these milestones as of November 2022, as well as estimated timeframes for the following two years and beyond.⁵

⁵ Note that this table or a table similar to it will be maintained on the *Plan Moncure* section of the ReCode Chatham website described in Section 4.

Figure 4: Key Project Milestones, Illustration 1

	2022	2023	2024	2025-2030			
	Q1	Q2	Q3	Q4	Q1-Q2	Q3-Q4	
VinFast	Location Announced		Clearing and Land Disturbance Began		Phase 1 Construction Estimated Start	Projected Vehicle Production to Start (Ph. 1)	Battery Production (Ph. 2), Supplier Park (Ph. 3)
Applicant Initiated Rezoning		Ongoing					
County Review				Appearance Commission reviewed applicant's Landscape Plan			
County Infrastructure Needs					Evaluated in Phase 2 (Plan Moncure small area plan)		Needed School Capacity Expansions Anticipated
Plan Moncure (Phases 1 and 2)			Phase I Initiated BOC Area Vision & Input Workshop Held TAC Established	TAC Convenes Phase I Completed	Phase 2 (small area plan) begins	Future Land use and Zoning Maps Updated, if applicable;	

Figure 4: Key Project Milestones, Illustration 2

	2022	2023	2024	2025-2030
	Q1	Q2	Q3	Q4
				Q1-Q2
				Q3-Q4
NCDOT/ACOE		Complete Streets & Community Impact & Indirect / Cumulative Effects Started	Public Mtgs & Ph. 1 ROW in Sept, incl. pipe replacement & surface reinforcement	Start of Phase 1 Road Construction Anticipated
NCDEQ		Erosion/Sediment Control Review Begun	Other DEQ permitting underway, including Air Quality Permit (DAQ), and Wetlands and Streams review (DWR).	
Water & Wastewater Utilities		Sanford Provided Owner Notice of Infrastructure & ROW Work	Sanford Easement Acquisition Started	
Incentive Packages			State Incentives partially Approved Local Incentive Approved	
UDO			Module 1 Complete	

3. Plan Chatham and Other County Plans

The announcement of a major economic development project in 2022 followed years of planning and deliberate steps taken to bring major economic opportunities to Chatham County. The primary one, of course, was *Plan Chatham*, completed by the Board of Commissioners in 2017, which outlined the County’s land use goals Countywide for 10 to 20 years.

In addition to *Plan Chatham*, several other key documents and studies are relevant to the *Plan Moncure* Study Area described in Section 4 below and will significantly inform Phase 2 of this project (i.e., the Moncure small area plan). These include, for example, County zoning and subdivision codes and NCDOT outreach and project materials developed during Phase 1.

Other materials, including those made available during development of the small area plan, will also be directly relevant or may add context to the plan, including the *Chatham County–Cary Joint Land Use Plan*,⁶ the 2021 *State of the County Health Report*, the *County’s Design Guidelines*, and the *Comprehensive Land Use Study* being prepared by NC State’s OREd program regarding school capacity impacts.

In addition, as is discussed in Section 4, the Phase 2 action plan includes the development of new data specifically related to and in support of the final recommended small area plan. This will include a number of subject areas, including cultural and historical resources, environmental resources, market analyses, a transportation study, and other land use supply and suitability modeling.

A survey conducted during *Plan Chatham*’s development asked, “**What is your vision for Chatham County 15 years from now?**” The top four responses included the following:

1. Preserving rural character;
2. Managing growth and focusing on quality growth near towns and centers;
3. Creating jobs and economic opportunity throughout the County; and
4. Preserving the natural environment and agriculture.⁷

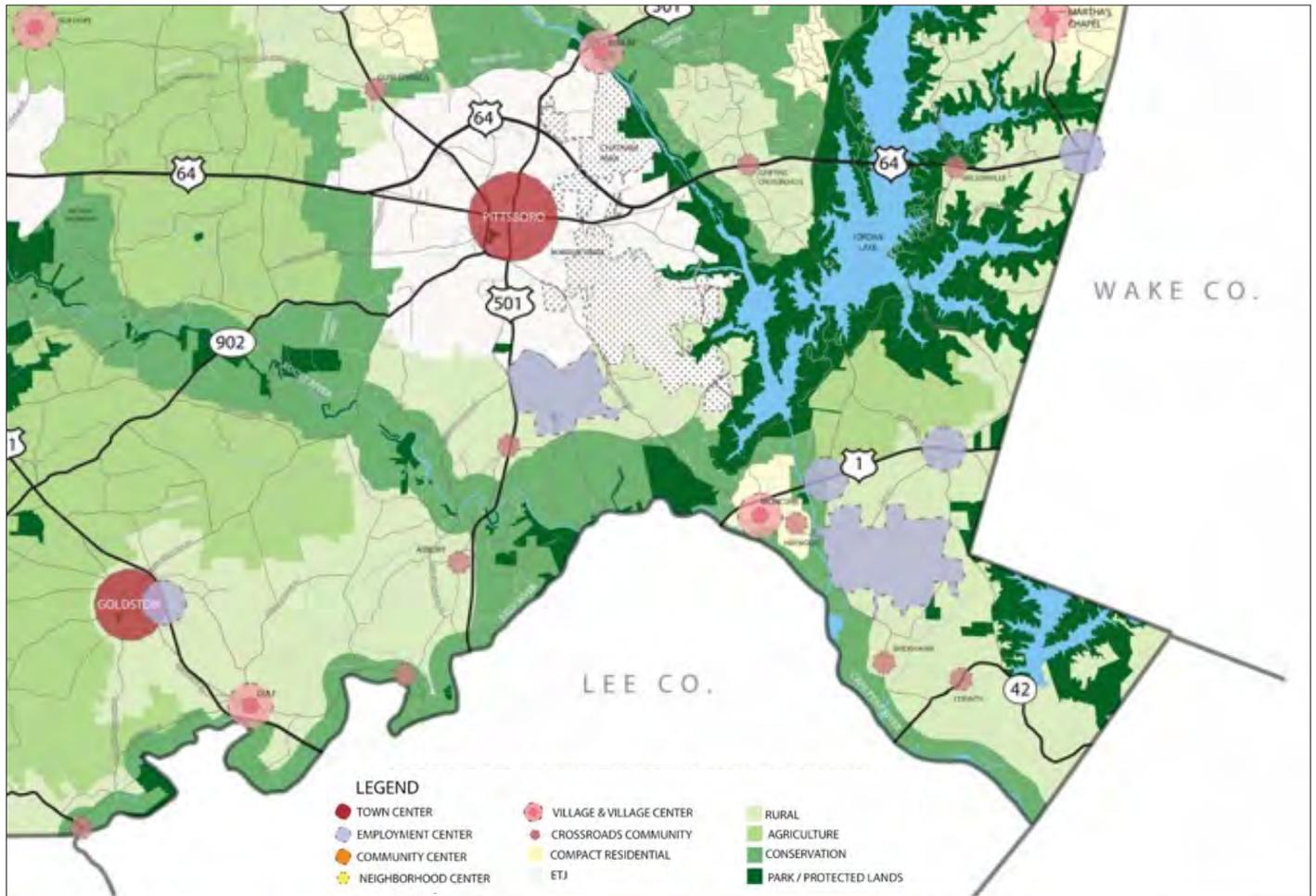
⁶ Note that although the Study Area for the Chatham County–Cary Joint Land Use Plan is north and outside of the Plan Moncure Study Area, the joint plan did address issues similar to those that will be considered in Phase 2 of this project.

⁷ *Plan Chatham*, p. 46.

The plan then laid out steps for implementing its adopted policies, specifically focusing on the five years following adoption. The following action items were created for each of the 10 elements of the plan:

1. Economic Development
2. Land Use
3. Housing
4. Health
5. Agriculture
6. Natural Resources
7. Resiliency
8. Parks and Recreation
9. Transportation
10. Utilities and Public Services

Future Land Use and Conservation Plan Map Excerpt, Southeastern Chatham County

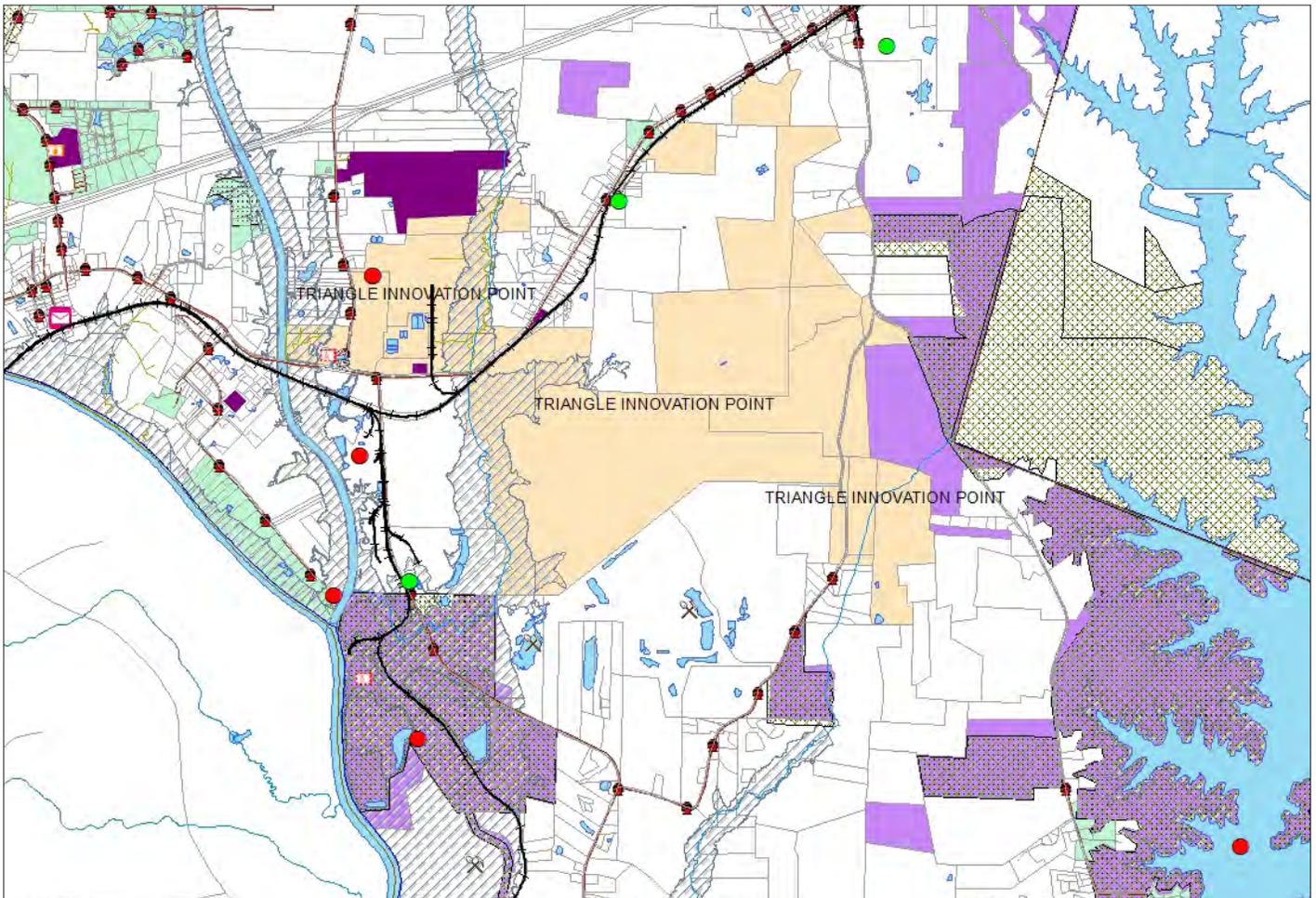


The plan articulated a unique vision for portions of the Moncure community. *Plan Chatham* included four distinct and sizable “employment centers” in this part of the County, including the Moncure Megasite and adjacent centers along U.S. Highway 1. These areas are shown in Figure 1 of the executive summary and reproduced above.

Of course, at the time *Plan Chatham* was completed, the TIP site was largely undeveloped, and no major economic development project was underway. Nonetheless, the BOC felt it important to designate these lands for this purpose given the size and configuration of the holdings there and their proximity to U.S. 1 as a major transportation corridor. Figure 2 of the executive summary highlights the portions of the TIP site’s designed “employment center” on the Future Land Use and Conservation Map.⁸ This is reproduced below.

⁸ The Future Land Use and Conservation Map is included as part of the *Plan Chatham* Comprehensive Plan.

TIP Employment Center



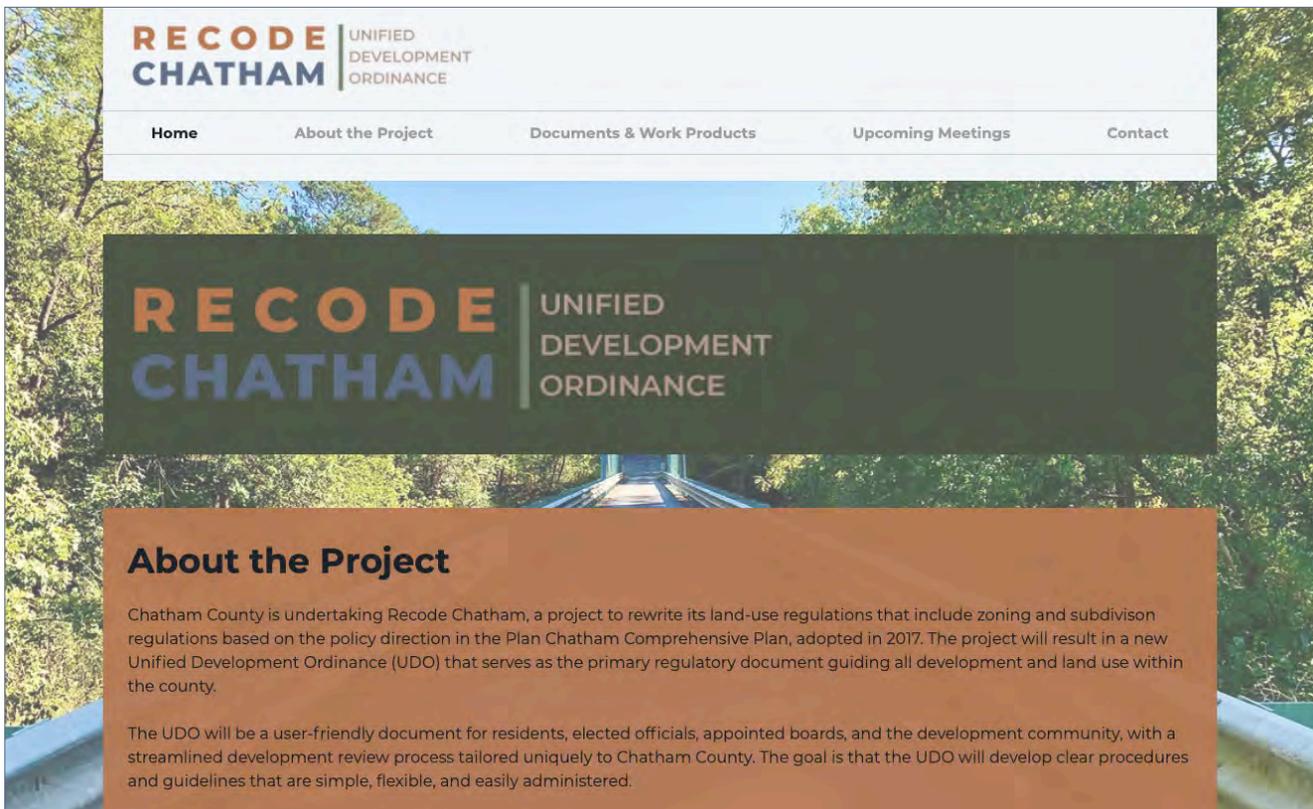
The plan goes on to read that, once a tenant for the TIP materialized, the County would “prepare a ‘small area plan’ for the Moncure Area,” noting that “housing, commercial, and service needs” in the area would depend on the type and scale of development proposed, as well as infrastructure capacity demand.⁹

With the announcement of VinFast’s arrival, the County initiated the small area planning process called for in *Plan Chatham*. After discussions with the UDO consultant Team, the County Manager, and County staff members, the BOC amended the ReCode Chatham code project to include the small area plan. This Report is the product of Phase 1 of that effort.

9 *Plan Chatham*, p. 144.

ReCode Chatham Project Website (11/17/22)

www.recodechathamnc.org



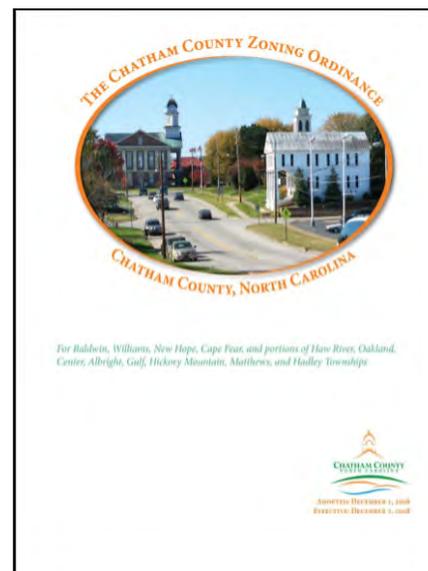
4. The UDO and ReCode Chatham

In the fall of 2021, the White & Smith Team and County staff kicked off a major overhaul of the County’s zoning, subdivision, and other land use ordinances, which were to be consolidated into a UDO. This project—named **ReCode Chatham**—was the result of a County bid process for that discrete effort. As noted, the principal driver of the effort was achieving compliance with *Plan Chatham’s* goals and policies.

Of course, at the time the UDO effort began, there were no plans for the TIP East site, let alone any of the magnitude that VinFast was projected to create. Therefore, to adjust to this new reality, ReCode Chatham had to be amended. In June 2022, after a work session with the BOC, the County added development of a Moncure small area plan to the ReCode Chatham project.

It was important that this piece of the UDO effort reflected not only VinFast’s impacts on the market, land use, and other County interests but also that the BOC’s ultimate recommendations regarding Moncure and the UDO reflect a County assessment of projected impacts and conditions stemming from the development of the TIP sites. In other words, it was time to decide how the plan’s “employment centers” would develop along with the historic Moncure community surrounding them.

As noted above, a number of property owners have already initiated rezonings of property in close proximity to the VinFast site. However, the Moncure small area plan will result in a vision for southeastern Chatham County that will inform the final UDO with regard to this area specifically. The small area plan will include an assessment of *Plan Chatham’s* future land use and conservation map as well as the County’s zoning map. Final recommendations will follow and be driven by the preceding analysis and community visioning process described in Section 4 below.



3. PROJECT ASSESSMENT & ACTION PLAN DEVELOPMENT

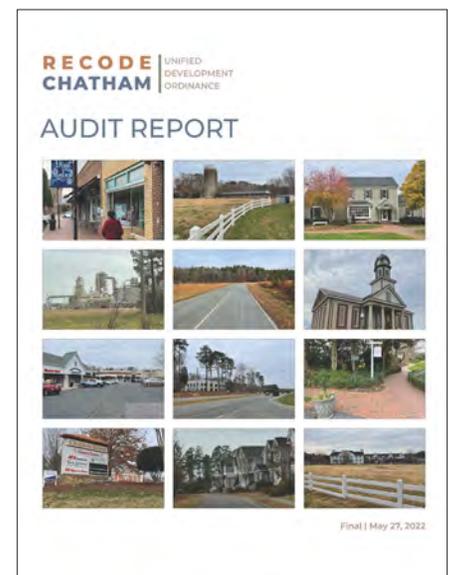
1. Scoping Analysis

During the weeks and months following VinFast’s announcement in March, the details of the VinFast project, its scope, and its impacts were still taking shape. Nonetheless, the County acted expeditiously, even though the range of the project’s potential impacts remained unclear. Furthermore, the UDO project was moving forward rapidly. In fact, Tyson Smith and Kelly Cousino of White & Smith presented the initial code audit report to the Board of Commissioners on April 4, less than one week following the governor’s historic announcement.

In addition, before VinFast’s announcement, FedEx was already underway at the TIP West portion of the Megasite along Pea Ridge Road near U.S. Highway 1. News of other major developments soon followed in Chatham County, its neighboring counties, and within the Carolina Core generally.¹⁰

VinFast was now just one of a number of newly announced major drivers of economic growth in the region, including the following:

1. Coca-Cola Bottling
2. Toyota Lithium-Ion Battery Plant
3. Fujifilm Diosynth Biotechnologies
4. Meta Offices
5. Google Engineering Hub
6. RTP Apple Campus
7. Central Carolina Enterprise Park
8. Boom Supersonic
9. Wolfspeed



UDO: Final Audit Report
www.recodechathamnc.com

¹⁰ The Carolina Core includes a 120-mile stretch from Winston–Salem to Fayetteville, including along the length of Highway 421 passing directly through Chatham County.

Not only did *Plan Chatham* expressly call for a small area planning process, but it was also important that the County be well-informed and “*deliberate.*” For this reason, it made sense to structure “*Plan Moncure*” in two phases.

In Phase 1, the County and consulting Team developed the Phase 2 planning process, even as key details of the region’s new economic landscape continued to develop. In short, the key objectives for Phase 1 included the following:

1. Identifying the County’s interests impacted by the announcement and the areas in which its resources and input would be needed;
2. Identifying the areas of subject matter expertise the County needed to include in the *Plan Moncure* effort, both within the County and on the planning consultant Team;
3. Facilitating discussions with the Board of Commissioners to gain its input and direction for the *Plan Moncure* small area plan;
4. Developing an initial public awareness and outreach effort to ensure the interests of the Moncure community were reflected in the small area planning process and final recommendations;
5. Defining Chatham County government’s role in a wide-ranging planning process that would involve multiple local governments, private sector participants, and state and federal agencies;
6. Creating a step-by-step action plan to facilitate the planning process, along with a feasible project timeline;
7. Clarifying the roles, responsibilities, and lines of communication between the ReCode consulting Team, the County, and other stakeholders and agencies;
8. Establishing a formal organizational framework for County departments and agencies to coordinate, communicate, and inform the development of *Plan Moncure*.

Phase 1 of *Plan Moncure* was conducted over six months, from June 2022 through November 2022. Conclusions and the final Report were presented to the Board of Commissioners on December 19, 2022.

The work undertaken over that six-month period and in this Report resulted in the detailed action plan included in Section 4, Subsection 4, which will guide the development of the Moncure small area plan over the six to nine months following completion of Phase 1.

2. Technical Advisory Committee

In August of 2022, the Consultant Team and County staff developed a proposed list of County staff and officials to serve on a “technical advisory committee” (TAC), which would serve as the internal organizing framework for the County during *Plan Moncure*. That list was discussed and confirmed by the BOC during its visioning workshop with the consultants on August 29. Soon after, the TAC was formed and its first meeting was set.

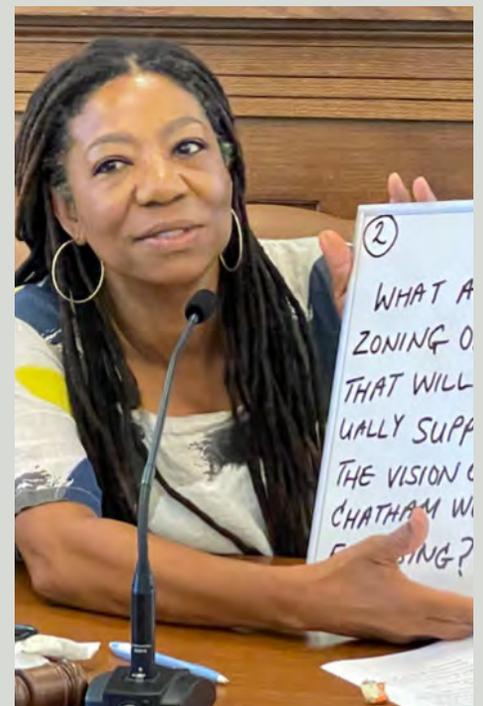
The TAC convened on October 7 and was briefed by the White & Smith Team on the project to date and the anticipated steps and timelines for *Plan Moncure* over the nine to 12 months to follow that initial meeting.

3. Board of Commissioner Workshops

Task 1.6 of Phase 1 called for a workshop with the Board of Commissioners to outline alternative approaches to conducting the small area plan process, receive initial feedback from the board, and work toward developing the key objectives for Phase 1 as outlined in Subsection 1 above.

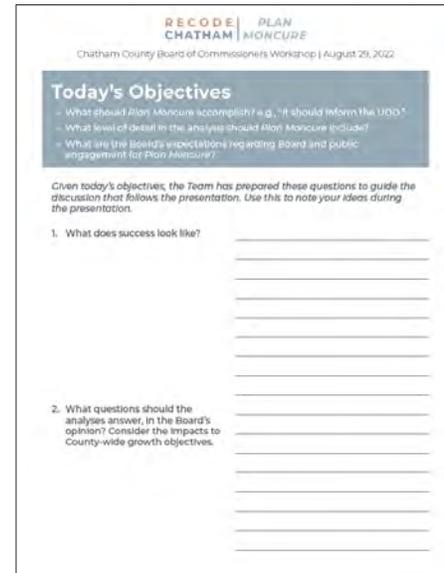
The workshop was held on August 29, 2022, and was facilitated by Tyson Smith, Meg Nealon, and Ben Hitchings from the consultant Team. Discussions included the County’s roles and factors the County could influence, areas and topics of analysis the Board wished to include in the small area plan process, a review of proposed deliverables, and community engagement and outreach. Slides from the workshop are included as Appendix 2 to the Report.

To facilitate discussions with the board, the consulting Team provided the members “prompt sheets” ahead of time, which included questions to generate input and gain direction from the BOC.



Questions included the following:

1. What does success look like?
2. What questions should the analyses answer, in the board’s opinion? Consider the impacts to Countywide growth objectives.
3. In addition to VinFast representatives, does the board anticipate and support opportunities for Chatham County to collaborate with any of the following as part of the planning process?
 - Neighboring jurisdictions
 - State agencies
 - Federal agencies
 - Other
4. How would the Board like to participate in Phase 2 to ensure it has ample opportunities to represent the interests of its constituencies as the products of Phase 2 are developed?
5. What level of community engagement does the board expect during Phase 2? Who are the stakeholders? What do board members deem effective techniques for engagement?



**BOC Visioning Workshop
Prompt Sheet**

Discussions with the BOC at this meeting helped clarify its vision with regard to the County’s ReCode effort, with particular focus on the Moncure community, which resulted in guidance the Team used to develop the action plan in Section 4, Subsection 4.

A transcript of the commissioners’ input taken at the meeting is included as Appendix 3. As referenced above, Section 4 details the planning process, Study Area, and Action Plan developed in Phase 1 to guide development.

On December 19, 2022, the Board reviewed and discussed the recommendations and the action plan in this Report and directed staff and the consultant team to initiate Phase 2: *Plan Moncure*.

4. PLAN MONCURE

1. Administration & Project Management

1.1 ROLES & RESPONSIBILITIES/FLOW OF COMMUNICATION

Plan Moncure will be administered by the Chatham County Planning Department with primary support and oversight from White & Smith Planning and Law Group, which leads the ReCode Chatham Team and the land codes rewrite. As has been discussed, however, there are many stakeholders and agencies at play with regard to the development of the Moncure Megasite, including property owners, businesses, government agencies, and applicants.

During the BOC's Area Visions and Input Workshop, discussions included identifying those areas within which the County has direct control or responsibility and those within which it has a voice or role but which ultimately are the responsibility of another party or agency.

For example, among the areas the County has a direct role and responsibility are the following:

1. County infrastructure policies
2. Tax rate (Countywide)
3. Messaging—economic benefits, environmental stewardship, housing
4. Future allowable land use and zoning in vicinity of VinFast site
5. Future development standards, particularly in vicinity of VinFast site

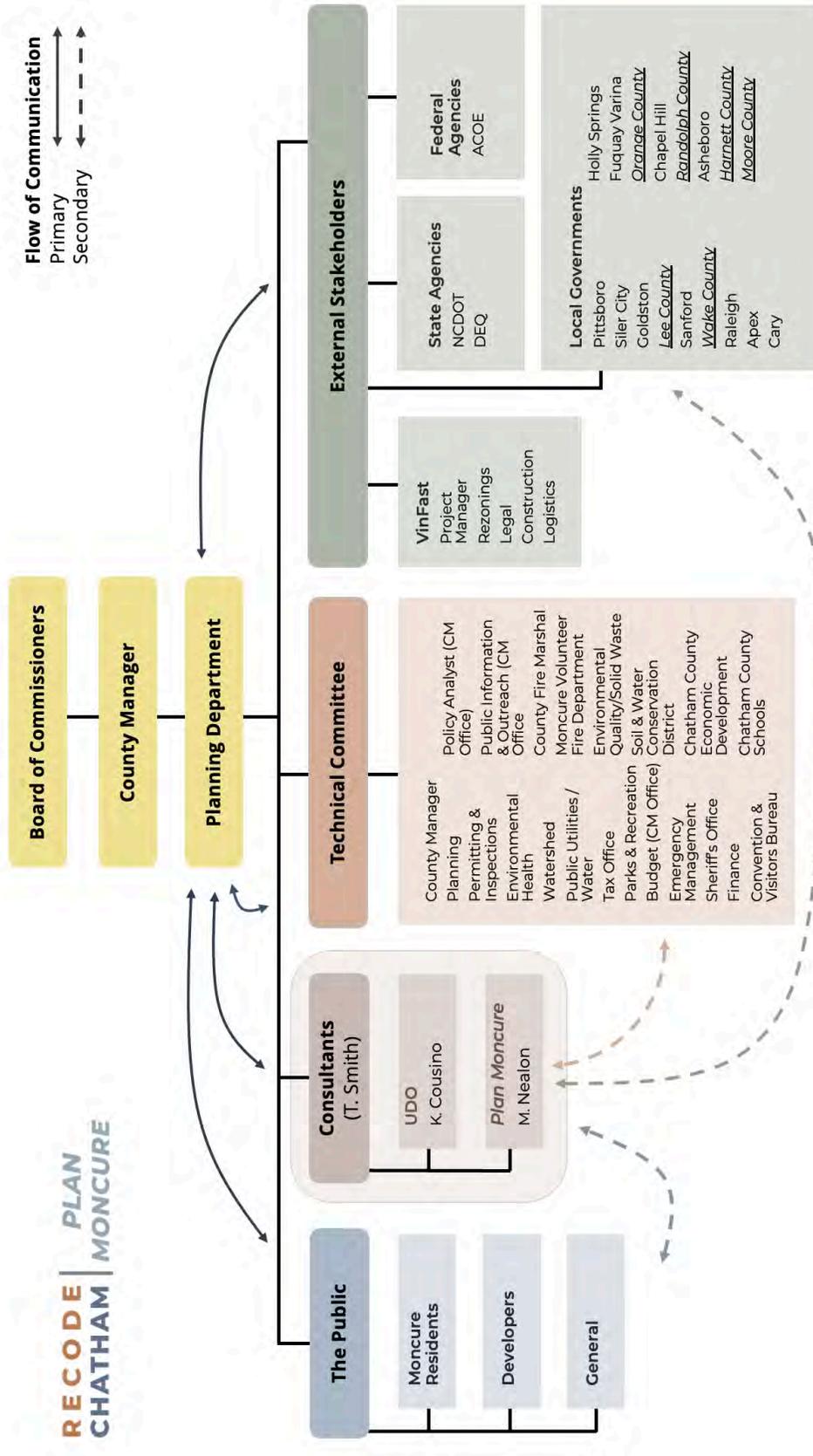
Conversely, others have responsibility over the following areas, even though the County may have an advisory role or may be a relevant voice:

1. State agencies' decisions around future investments
2. Development activity
3. State agency areas of jurisdiction related to conservation and environmental protection
4. Coordination with neighboring jurisdictions

Based on this general articulation of roles and responsibilities, in Phase 1, the Team developed an organizational framework that will guide “flows of communication” through the small area plan process.

First, a County Planning Department Manager will be the primary communications coordinator for the public, the White & Smith Team, the Technical Advisory Committee (TAC), and external stakeholders. The department will coordinate with the County manager throughout,

Figure 5: Plan Moncure Flow of Communication Chart



particularly on matters of policy and as specific direction is needed. Further, at the department's direction, the White & Smith Team will coordinate directly with the public, the TAC, and other external stakeholders as a secondary coordinator during the project.

Second, Tyson Smith, the principal-in-charge of the White & Smith UDO Team, will coordinate the UDO project and the small area plan. Kelly Cousino, with White & Smith, will act as project manager for the UDO, and Meg Nealon, of Nealon Planning, will serve as the project manager for *Plan Moncure* Phase 2.

This coordination framework is illustrated in Figure 5.

1.2 THE TECHNICAL ADVISORY COMMITTEE

During the Phase 2 small area planning process, the TAC will serve as an important advisory group that will inform the consultant's work, confirm the Team's approaches and analyses, and vet options and alternatives for the board's eventual consideration. The action plan for Phase 2 includes a minimum of five meetings of the TAC and the option for a sixth as needed.

The following County departments and agencies currently staff the TAC. Additions can be made as needed and as facts on the ground develop.

County Manager	Finance
Planning	Policy Analyst (CM Office)
Permitting & Inspections	Public Information & Outreach (CM Office)
Environmental Health	County Fire Marshal
Watershed	Moncure Volunteer Fire Department
Public Utilities/Water	Environmental Quality/Solid Waste
Tax Office	Soil & Water Conservation District
Parks & Recreation	Chatham County Economic Development
Budget (CM Office)	Chatham County Schools
Emergency Management	
Sheriff's Office	

TAC meetings will be included in each phase of the action plan (i.e., initiation, analysis, plan development, recommendations, and documentation and adoption).

2. Area Planning Process

2.1 ESTIMATED PROJECT TIMELINE

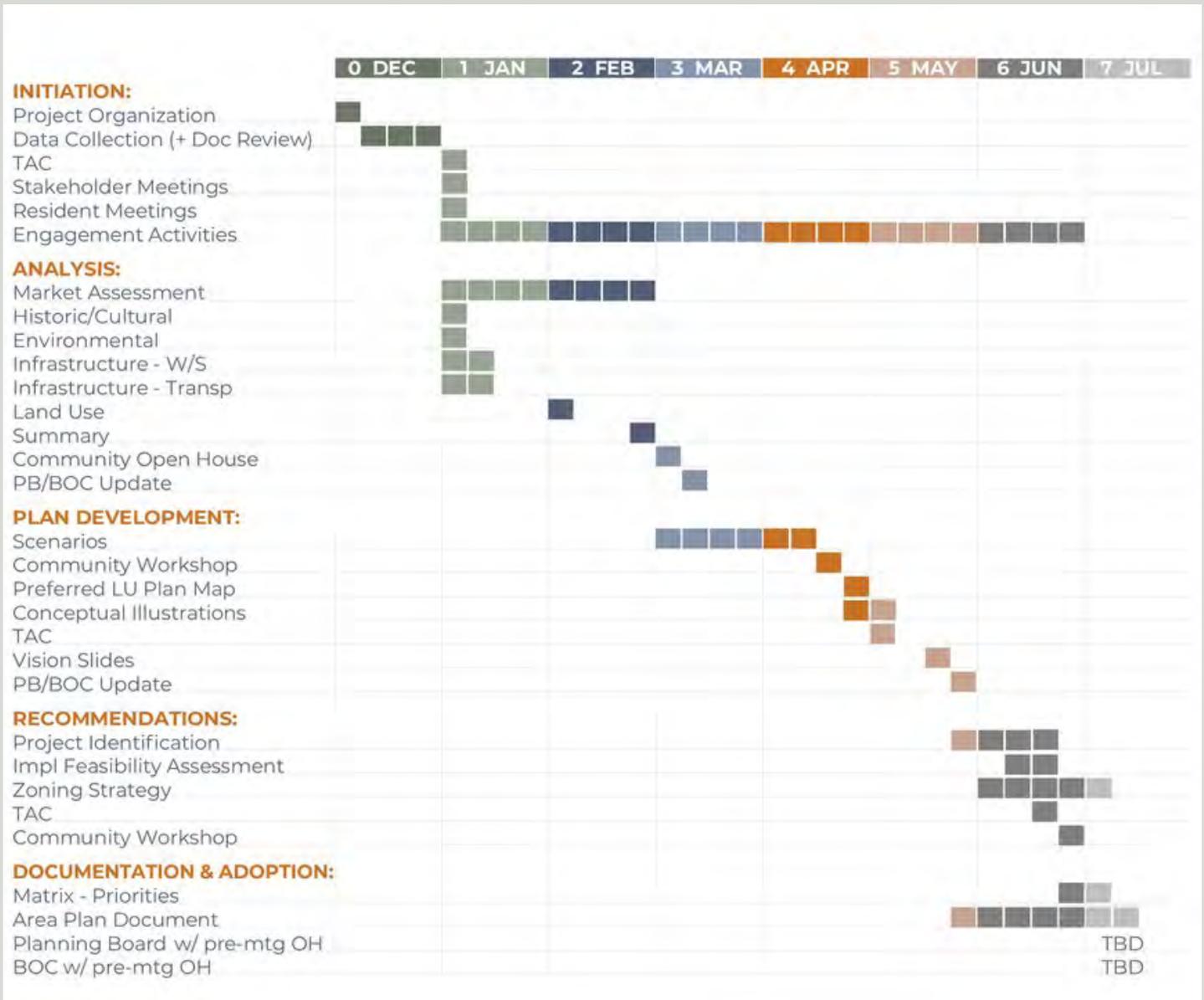
The planning process is intended to be conducted efficiently and effectively to define a vision for the future of the Moncure Area (refer to Figure 7, Study Area Map) and the steps to be taken by the County, partner agencies, and private sector developers and investors to realize the vision. The timeline (Figure 6 and Appendix 1), therefore, is structured to reach three key milestones before the end of the second quarter in 2023:

- Milestone 1 (late February 2023)—Summary of Key Findings
- Milestone 2 (late April 2023)—Preferred Land Use Plan Map
- Milestone 3 (end of June 2023)—Zoning Strategy (as part of a set of implementation priorities)

The process will conclude with the creation and adoption of *Plan Moncure*, the completion of which is anticipated in the third quarter of 2023.

To accomplish the work in accordance with the proposed timeline, Task 1 of Phase 2 is set to commence in December 2022. The Project Team intends to perform each task expeditiously. However, schedule delays due to calendar conflicts (i.e., holidays or meeting dates of related initiatives) may be unavoidable. At the County's request, the Project Team will pause the process to ensure community input is thoughtfully integrated and crucial data are given adequate consideration.

Figure 6: Project Timeline



2.2 PRELIMINARY PUBLIC ENGAGEMENT AND OUTREACH PLAN

The small area planning process will include substantial public engagement to empower community stakeholders to help shape the future of the Moncure area. This involvement is essential to developing a shared vision for how land will be used in this part of the County in the years ahead. Key principles for this work include the following:

- Provide clear and accurate communication and manage expectations
- Create opportunities for direct input throughout the process
- Conduct engagement activities both virtually and in person
- Make a special effort to engage traditionally underrepresented groups in the community

Notes:

1. The Project Team will work with County staff to solicit input from Moncure community leaders on the community outreach plan to help ensure it will effectively engage local stakeholders.
2. The items shown in green are optional and examples of items that could be tasks in a menu of activities. The fee estimate indicates a budget for allocating up to 60 person hours to the tasks selected if the County would like to pursue several of these optional public engagement activities.

2.2.1 INITIATION

At the outset of the project, the Project Team will create a **Project Website** and add informative content to orient viewers to the project and inform them of how to get involved. The website will be incorporated into the existing ReCode Chatham project website and is anticipated to have tabs and content related to the following regarding Plan Moncure: Introduction and Project Overview; draft Documents and Deliverables; a Project Schedule; and an events page.

The Project Team will also host a virtual kickoff meeting of the **Technical Advisory Committee** (TAC Mtg. #1) to share information about the

planning process and receive initial input on key issues in the Study Area. In addition, the Project Team will conduct up to six virtual **Key Stakeholder Interviews** with community residents and others with key data (e.g., historic preservation experts) identified by Chatham County staff, and up to three **Small-Group Meetings with Residents** at convenient locations in their community (i.e., fire stations), with virtual options. The Project Team may also conduct a fun **Online Activity** such as “Share a Photo” which would invite stakeholders to submit a photo of a special place and a short caption of why it is special to them for posting on the project website. The focus of this stage in the outreach effort will be to listen to community stakeholders, share basic information about the project format and schedule, and capture key information about wants, needs, concerns, and important local considerations.

2.2.2 ANALYSIS

In this phase of the project, public engagement activities will continue to capture information on community wants and needs and then focus on sharing key results from the technical background analysis conducted on the Study Area, including the market analysis and land suitability analysis. This work will include a second virtual meeting with the **Technical Advisory Committee** (TAC Mtg. #2) to review and discuss preliminary analysis results. Then the Project Team will host a **Community Open House** (Open House #1) to provide another opportunity for initial community input on wants and needs and to share the results of the technical analysis.

At the open house, the Project Team will use fun activities such as “White Board Wisdom” and “Take One, Leave One” to obtain stakeholder feedback on key issues. The “White Board Wisdom” activity, for example, would give stakeholders a chance to write something that they think the County should know about the Study Area, its people, its history, and its special places on a handheld white board for photo recording. The “Take One, Leave One” activity, for example, would invite stakeholders to identify one place in the Study Area they would like to see change (and how) and one place they would like to see stay the same (and why).

Then the Project Team will provide an update on the public input received and the technical analysis results to the **Planning Board** and **Board of County Commissioners (BOC)** and receive feedback and direction. In

addition, summary information on the analysis results will be posted on the project website. The Project Team will also conduct an **Online Survey** (Survey #1) to receive input from stakeholders who were not able to attend the open house.

2.2.3 PLAN DEVELOPMENT

Next, the public engagement component of the project will share information on the scenario analysis about different ways land in the Study Area could be used in the years ahead. This will include a third meeting with the **Technical Advisory Committee** (TAC Mtg. #3) to discuss the preliminary results of the scenario analysis, followed by a **Community Workshop** (Workshop #1) to review these scenarios and their implications and receive stakeholder input. The website will be updated with this information as well. Then the Project Team will meet again with the TAC (TAC Mtg. #4) to discuss the input received and identify a preferred land use scenario. Then the Project Team may host an optional **Community Open House** (Open House #2, refer to the menu of options) to provide an opportunity for a community review of the preferred scenario. This phase will conclude with an update to the **Planning Board** and the **Board of County Commissioners** and their feedback and general sign-off on the preferred scenario.

2.2.4 RECOMMENDATIONS/DOCUMENTATION & ADOPTION

Once the preferred land use and conservation plan map has been agreed upon, the final stage of the public engagement effort will focus on implementation strategies. The Project Team will hold another virtual meeting with the **Technical Advisory Committee** (TAC Mtg. #5) to discuss potential implementation measures and then host an in-person **Community Workshop** (Workshop #2) to invite community stakeholders to share input on potential strategies for realizing the small area plan on the ground. The project website will be updated, and another **Online Survey** (Survey #2) will be conducted to provide an input opportunity for those not able to attend the community workshop in person. Then the Project Team will prepare the public review draft of the small area plan and present it to the **TAC** (optional TAC #6), the **Planning Board**, and the **Board of County Commissioners**, as required by state law. **Community Open Houses** (Open Houses #3 and #4) will be held immediately prior to each of these board presentations to give

community stakeholders a chance to get their questions answered and share any final input. In addition, a **Public Hearing** will be held by the BOC (also required by state law) prior to reviewing and adopting the small area plan. Once the plan has been adopted, the project website will be updated again to post the plan and share the community vision that it embodies.

STAFF ROLES: The County’s project manager will be responsible for meeting attendance, coordination (notices, space reservation and setup, etc.), invitations for virtual and in-person meetings, and receiving, documenting, and synthesizing the input received through the “Contact” mechanism on the project webpage.

The Project Team will use a variety of in-person and online engagement techniques. These will include the following: creating a project website; holding community workshops; conducting stakeholder interviews and small-group discussions; distributing online surveys; conducting fun activities such as “share a photo,” “white board wisdom,” and “take one, leave one;” holding pop-up activities at community events; hosting TAC meetings; providing updates to the Planning Board and Board of County Commissioners; holding open houses; and conducting a state-required public hearing.



3. The Study Area

Moncure is presently a rural “crossroads” community along US Highway 1. It is an unincorporated area of Chatham County and lies within the southeastern portion of the County.

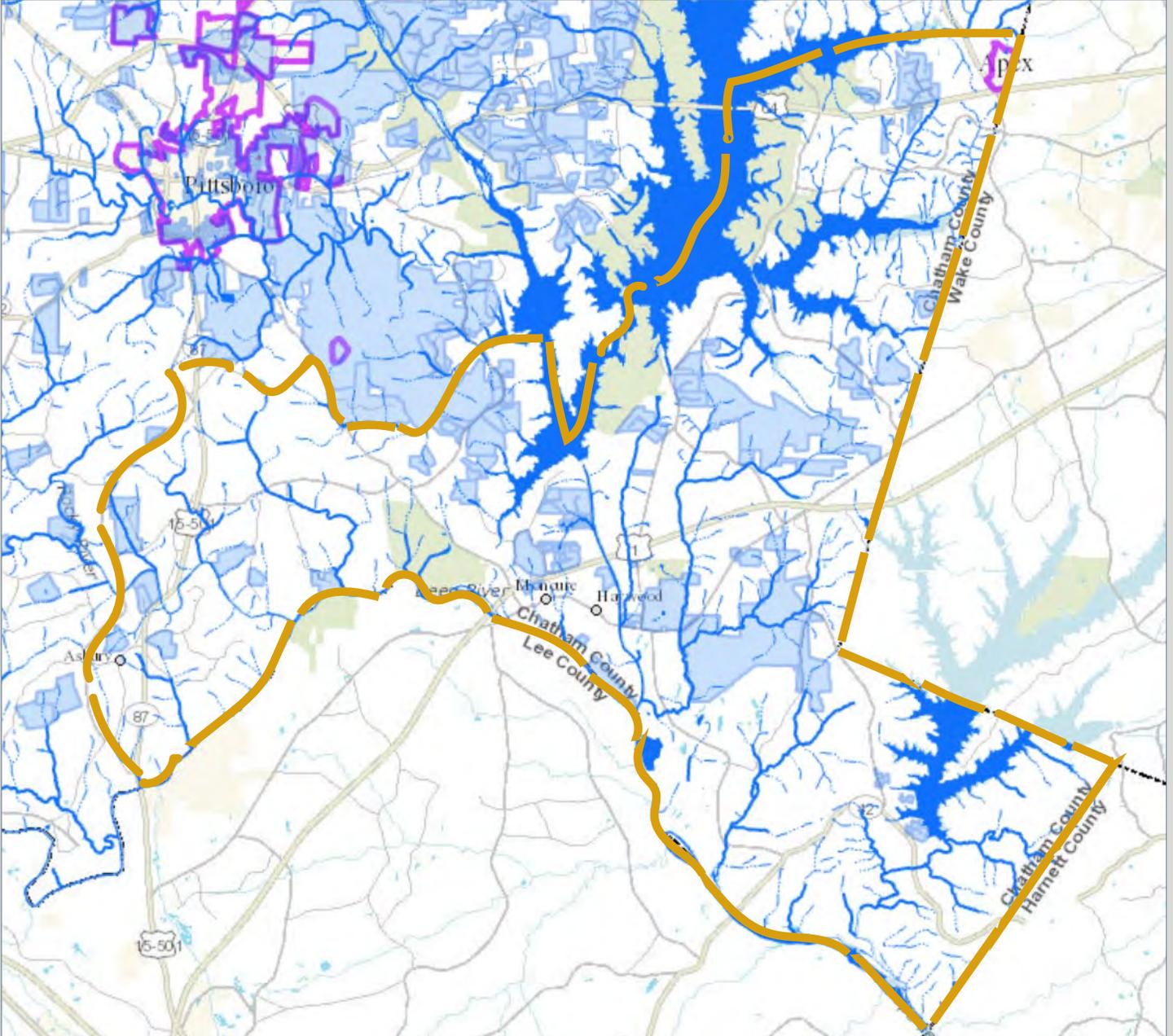
For the purposes of *Plan Moncure*, the Study Area is defined as the area within which future land use will be depicted in the final plan. It is restricted to Chatham County’s planning and zoning jurisdiction and includes related places not addressed by other adopted land use plans. As shown in Figure 7, it is delineated as follows:

- the County limits form the south and east sides;
- the US-501 corridor defines the western edge; and
- the town of Pittsboro’s extraterritorial jurisdiction (ETJ), Jordan Lake, and the Study Area of the Chatham–Cary Joint Land Use Plan, in combination, demarcate the northern boundary.

The analysis to be conducted early in the process may investigate specific areas that extend beyond the limits shown on the map (e.g., potential commuter sheds, retail service areas, watershed subbasins).

STAFF ROLES: The County project manager will be responsible for confirming the Study Area’s boundary.

Figure 7: Study Area Map



4. Action Plan

4.1 TASK 1: PROJECT INITIATION

4.1.1 PROJECT ORGANIZATION

Task 1 will be devoted to activities associated with project organization. Clarifying roles and responsibilities, establishing communication protocols, and providing access to data-sharing tools will be among the details addressed.

Throughout the process, the Project Team will conduct virtual coordination meetings with the Client and Technical Advisory Committee. Meetings will be scheduled to occur on a regular basis (e.g., monthly). In addition, the Team will participate in internal coordination meetings to ensure work progresses in an efficient and effective manner and in accordance with the scope of work.

4.1.2 KICKOFF MEETING AND AREA TOUR

A kickoff meeting and Study Area tour will mark the commencement of the project. This structure of the two events is designed to formally introduce the Project Team while familiarizing members with the stakeholder interests and the current status of the Study Area. The County project manager will arrange the use of a Chatham Transit bus for the tour.

4.1.3 DATA COLLECTION

A key step at this stage is the assemblage of key data and documents. The Project Team will confirm access to available data necessary for the creation of *Plan Moncure*, particularly for the analyses conducted to assess the existing and potential future conditions. The Project Team will prepare a data inventory, specifying data that are readily available from the client as well as state, regional, and local agencies and defining the types and formats of missing data to be acquired. The inventory will identify an array of information ranging from GIS shapefiles to relevant plans and studies. As appropriate, the inventory will note any limitations of the data collected. This inventory will be provided to the client, as the client will assist the Project Team in identifying and obtaining such data.

The Project Team will review adopted plans and studies to gain a better understanding of the policies in place that are shaping growth and influencing development, redevelopment, investments, and other types of changes in the Study Area. In reviewing these documents, the Project Team will note relevant goals, objectives, and recommendations that will inform the update to the Comprehensive Land Use Plan.

At a minimum, the following will be reviewed:

- Plan Chatham
- Chatham County–Cary Joint Land Use Plan
- County Zoning and Subdivision Codes
- NCDOT Public Outreach Materials
- Comprehensive Parks and Recreation Master Plan
- Comprehensive Transportation Plan (CTP)

4.1.4 COMMENCEMENT OF COMMUNITY ENGAGEMENT ACTIVITIES

Work on implementing the Public Engagement and Outreach Plan will commence in this stage. Early steps include the activation and promotion of the project website, which will be initially populated with the following sections: introduction and project overview (background, objectives, relationship to UDO), draft documents and deliverables, a project schedule, and an events page. Meetings with the Technical Advisory Committee, area residents, and other stakeholders will also begin. *Selecting from a menu of activities, the County will have the option to expand the range of activities at this point to include one-on-one meetings with the Board of Commissioners, one or more online surveys, and other activities such as photo sharing.*

STAFF ROLES: The County Project Manager will be responsible for meeting attendance; coordination (notices, space reservation and setup, etc.); invitations for virtual and in-person meetings; receiving, documenting, and synthesizing the input received through the “Contact” mechanism on the project webpage; data gathering; and regular coordination with the Project Team.

4.2 TASK 2: ANALYSIS

The purpose of this task is to explore the many topics of interest to the County. Leaders, residents, property owners, and business owners, especially those with a stake in the future of the Study Area, have provided input on the types of information deemed to be important for consideration in the development of *Plan Moncure*. That input helped determine the types of analyses to be conducted and the depth of study.

4.2.1 MARKET ASSESSMENT

The market conditions of the Study Area are rapidly changing as major investments in the “Carolina Core,” including the planned VinFast electric car manufacturing plant, are drawing more people and businesses to the region. The demand for housing for future workers and their families and commercial space to accommodate complementary industrial uses, as well as support businesses and services, is on the rise.

In contemplating the appropriate future development pattern around the Triangle Innovation Park (TIP) East, County leaders, residents, and investors must have an understanding of the potential growth in population and employment and how such increases translate to future development potential. Through the analysis described below, the market assessment will be conducted to determine the number of people and households that could be added to the Study Area over time and, more specifically, the amount of housing units by type that could be reasonably located in the Moncure area, if permitted. It will also provide projections for nonresidential uses, including industrial, office, retail, restaurant, and lodging uses, for which developers might be seeking locations in the Study Area.

4.2.1.A. PEER COMMUNITY REVIEW

The Project Team will summarize the experience of a few US communities that have experienced a similar type of major economic development investment, including substantial new job creation and dollar investment in facilities and equipment. What has been their experience in terms of population growth, residential and nonresidential development trends, the

need for community amenities, and the ability to pay for those? Lessons from peer communities could shape the projections for the Moncure area and Chatham County.

Note: Graduate students are completing a preliminary study of a similar nature for NCDOT. The Team will acquire that report in December 2022, review it, and share it with County staff.

4.2.1.B. POPULATION/DEMOGRAPHICS

This task will be to create a current demographic snapshot of the Moncure area and how it fits within the County and region. Along with current conditions, we will describe trends and develop projections for how Moncure might grow in the future—although a small, unincorporated community, its development will be greatly affected by any planning framework created by Chatham County.

Work products will include the following:

- Current Chatham County and Moncure area population estimates
- Current demographic characteristics and trends for the Moncure area population (including age, race, and ethnicity; income levels; education attainment; and household size, home ownership, and housing types)
- Population projections for the Triangle region, Chatham County, and the Moncure area through 2040, taking into account past and current trends as well as the impact of major economic development announcements and noting any available data on in-migration trends, such as those moving to the region for work, retirement, college, etc.
- Projections regarding how Moncure could change in terms of demographic characteristics (age, income, household size, education attainment) over time

4.2.1.C. JOB GROWTH PROJECTIONS

For this task, we will first review current employment growth trends in both the Triangle and Triad regions. We will also consider the impact of major job announcements in the Carolina Core corridor that affect communities across

the southern Triangle and Triad counties. The Project Team will then prepare projections regarding the following:

- Total job growth in the Triangle and Triad regions by number, percentage growth, and type
- Chatham County's share of projected job growth by number, percentage growth, and type
- Projected job growth in the Moncure area from the VinFast project
- Projected job growth in the Moncure area from businesses and industries related to the VinFast development (including industrial and office jobs)
- Projected job growth in the Moncure area from supporting sectors such as retail, service, leisure, and hospitality

4.2.1.D. MARKET ASSESSMENT

The Project Team will analyze existing residential and nonresidential supply and demand dynamics in the Triangle region, Chatham County, and the Moncure area.

For housing, we will examine the number, age, and type (single family vs. multifamily) of the existing housing stock in the County and in Moncure. We will develop projections for future housing demand in the region (including detached and attached units) and the County and Moncure's estimated shares of this demand. The percentage of new demand likely to be accommodated by existing or approved units will be included.

In addition, demographic and job creation projections will be used to form recommendations regarding the housing price levels, types, and amenities that may be needed to best meet consumer demand.

For nonresidential markets, the Project Team will cover supply and demand for industrial, retail, office, and lodging space. This analysis will detail the existing market size and vacancy rate for each type of commercial space for the Triangle region, Chatham County, and the Moncure area. It will project future growth for each type in the region, in the County, and in Moncure. For the County and Moncure, the analysis will estimate the percentage of new demand likely to be met by existing or approved space. Lodging demand for the Moncure area will focus on business-oriented travel that may be created by increased employment from VinFast and associated new activity.

The assessment will also take into account any potential space demand and/or amenity demand related to tourism development for the Moncure area uncovered during the analysis.

STAFF ROLES: The County Project Manager will be responsible for provision of key data acquired by the County to the Project Team.

4.2.2 CULTURAL & HISTORIC RESOURCES

Many of the properties and sites within the Study Area are valued as historic and cultural resources. Working with County staff and stakeholders, the Project Team will help define the inventory of such assets and describe each of them using available data.

The Team will conduct virtual calls with key stakeholders and experts in the area regarding Moncure's cultural and historic assets (i.e., Historical Association representative). In addition, the Team will help evaluate how each resource can be highlighted as a key feature in the development pattern as it evolves over time so that the importance of each one is respected. Results and findings may be incorporated into the final small area plan as appropriate and applicable.

STAFF ROLES: The County Project Manager will be responsible for provision of key data acquired by the County to the Project Team and for setting up stakeholder virtual calls with the Team.



4.2.3 NATURAL RESOURCES & ENVIRONMENT

An analysis of vegetation, soil, water, and other environmental resources and features will be conducted to develop an appropriate growth strategy that will conserve valuable natural assets in this part of Chatham County. The Team will work with the community to identify and evaluate valuable assets and, using GIS, create an initial, conceptual framework of “green infrastructure” that should be conserved and managed. The inventory considered may include but is not limited to the following:

- Environmentally sensitive areas
 - » Water resources, considering the quality, quantity, and current protections
 - » Wetlands
 - » Floodplains
 - » Natural Heritage Inventory (NHI), etc.
 - » Valued assets
- Protected areas
 - » Federal lands (i.e., ACOE-managed land around Jordan Lake)
 - » State-maintained lands
 - » County parks (including nature preserves)
 - » Conservation easements
 - » Regulated buffers

The Team will then examine relevant regulations currently in place to protect the environment (i.e., watershed protection, erosion control, and stormwater). This step is intended to better understand potential deficiencies and consider mechanisms to address them.

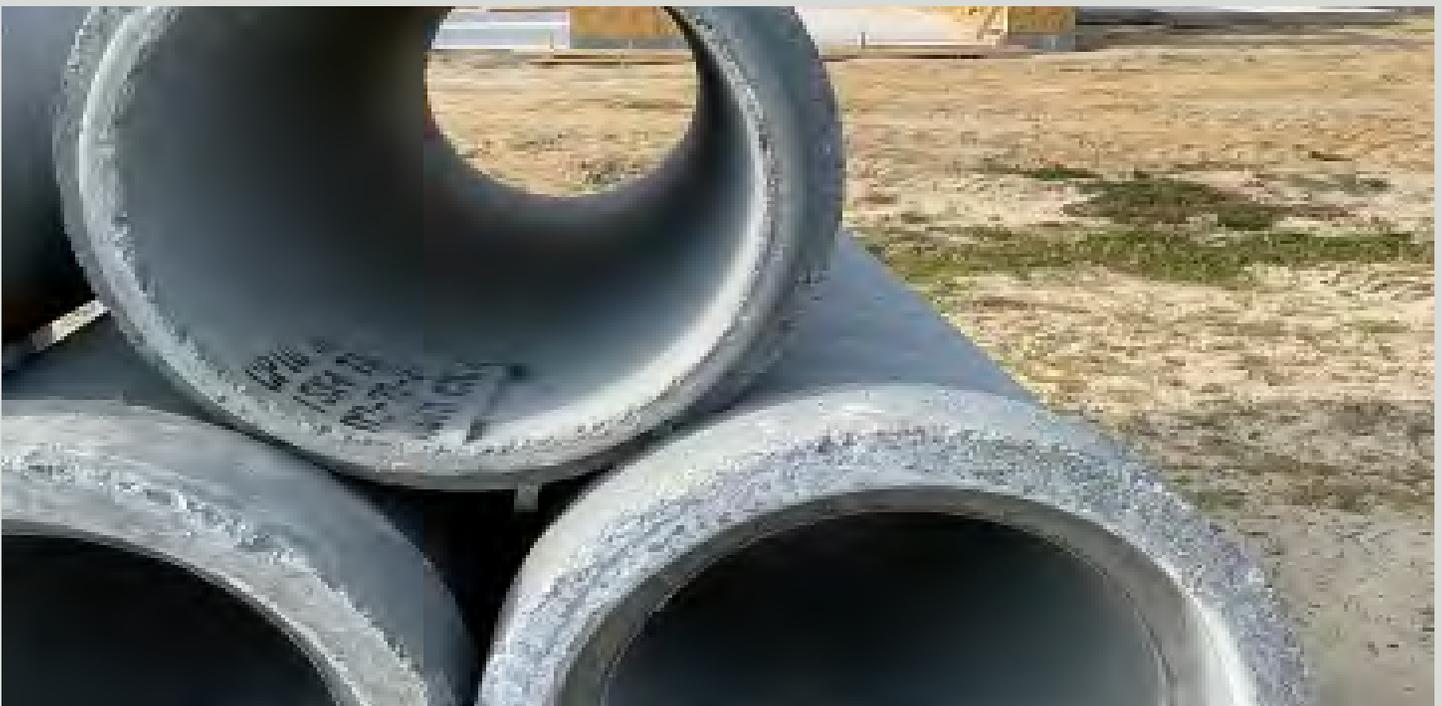
The Chatham County Soil and Water Conservation District, Cooperative Extension, and the North Carolina Wildlife Resources Commission may be consulted for more input into this section of the plan.

STAFF ROLES: The County Project Manager will be responsible for provision of key data acquired by the County to the Project Team and for reviewing the mapping to ensure features encompass valued assets as well as development-related constraints.

4.2.4 INFRASTRUCTURE—UTILITIES

The capacity of the public utility infrastructure to serve the Study Area in the future will be provided primarily by the City of Sanford. The city is currently implementing capital improvement projects to ensure water and wastewater service to the VinFast site in accordance with the car manufacturer's schedule and specifications. Investments in such infrastructure are expected to be sufficient to meet the long-term demand created by additional developments for treatment plant capacity. Line extensions will be accomplished in conjunction with new developments through both public and private investments.

The utility system analysis to be completed as part of *Plan Moncure* will determine the amount and timing of future capacity as planned based on data and projections from the County, the City of Sanford, and other providers, if any. In addition, the analysis will provide a baseline so that any needs for additional system capacity required to satisfy future demand can be calculated. This calculation will be a general estimate of need and used as a factor in evaluating the land use scenarios to be prepared in Task 3.



4.2.4.A. FLOW PROJECTIONS

The Project Team will review and evaluate overall historical water and wastewater usage as well as usage by residential, commercial/industrial, and selected large users, if available. In addition, the Team will evaluate flow factors for alternative land uses to be included as part of the overall study. Based on the review of historical data and flow factors to be developed, the Team will develop design criteria for water and wastewater demand projections, including per capita demands and peaking factors.

4.2.4.B. WATER AND WASTEWATER INFRASTRUCTURE ANALYSIS

The Project Team will evaluate the capacity of existing infrastructure. Specifically, the Team will identify limitations for area growth based on existing infrastructure or pending/planned infrastructure. This will include an evaluation of excess capacity that may be used to serve future development and capacity deficiencies.

Maps

Existing Planned Service Area Map

STAFF ROLES: The County Project Manager will be responsible for provision of key data acquired by the County to the Project Team and for reviewing the mapping to ensure features encompass service areas by basin, as understood by County staff.

4.2.5 INFRASTRUCTURE—TRANSPORTATION

The NCDOT has initiated construction on major changes to the road and rail networks that will serve the VinFast development inside TIP East. As part of the analyses to better understand future circulation and access, this task will acknowledge existing and near-term mobility challenges. The future development scenarios tested in Task 3 will take into account the data about the network revealed in this step and can employ a travel demand model tailored for Chatham County.

4.2.5.A. NETWORK ASSESSMENT

- Available data, analyses, and plans will be compiled and reviewed to assess current and anticipated deficiencies associated with transportation safety, capacity, connectivity, and accessibility for relevant modes, communities, and populations. Findings will be summarized in text and maps. All analysis will be at a planning level (no detailed Synchro modeling or level-of-service analysis will be conducted).

- Both committed and planned transportation improvements (NCDOT, MPO, RPO, and others) will be assessed at a planning level for impacts on the Study Area.
 - » Secondary/indirect impacts of site-specific NCDOT improvements will be carefully considered.
 - » STIP and MTP/CTP assumptions and priorities will be validated or modified and tested as warranted.

- Connectivity of/among various modes (personal vehicles, commercial vehicles, freight/rail, aviation, pedestrian, bicycle, and transit) will be evaluated.
 - » Traffic, commercial vehicle, freight, and rail issues will be particularly important.
 - » Potential for transit service (both regional and local) will be evaluated. This assessment will include access to transit as well as commuter, park-and-ride, and both fixed-route and demand-responsive services. Supportive design guidelines and policies will be described.
 - » Pedestrian and bicycle travel will be addressed with respect to stand-alone/mode-specific projects, as well as accommodations or conflicts associated with proposed roadway projects. Safety will be a primary concern. This task will also suggest appropriate design guidelines and policies.
 - » Parking policy and planning guidelines will be addressed.
 - » Potential impacts of the hybrid work environment, remote work/work-from-home, broadband connectivity, vehicle electrification/automation, and other technological innovations will be considered.
 - » Aviation may also be considered.

Maps

Existing and Planned Transportation Network Map, indicating existing conditions (safety, connectivity, and capacity deficiencies)

STAFF ROLES: The County Project Manager will be responsible for provision of key data acquired by the County to the Project Team and for reviewing the mapping to ensure features encompass network components, as understood by County staff.

4.2.5.B. CUSTOMIZED TRAVEL DEMAND MODEL

This effort will require some type of travel demand forecasting by design year horizon, mode, route, and origin/destination. A methodology will be developed to produce a model or tool to facilitate evaluation of different land use scenarios. This tool could be used beyond this study to test the travel impacts of future development proposals and to update this master plan. Considerations include the following:

- **TRM Gen2**—The pending update to the Triangle Regional Model does not provide enough detail in the Study Area to be helpful in evaluating scenarios. It also does not extend far enough to the southwest to answer all relevant transportation questions.
- **ITE trip generation methodology**—Typically used in traffic impact analyses (TIAs), this approach has limited applicability in such a unique situation, given the size, time horizons, and context of the study, especially across various modes.
- **A hybrid subarea model** combining TRM, ITE, and other methodologies in a spreadsheet and GIS platform may be necessary. Such an approach could save time and money in the long run.
 - » Simpler to use and to update; designed for “what if” scenario analysis and sensitivity testing
 - » Could be used to monitor, track, and plan
 - » Has sustainability applications

4.2.6 (OPTIONAL) INFRASTRUCTURE—OTHER

The Project Team will evaluate other types of infrastructure. Specifically, the Team will inventory existing systems and facilities, note the service areas and/or capacity of each system, and acknowledge the planned expansions to each system and the anticipated locations, provided such information is available. Schools, parks, libraries, broadband, and energy will be among those examined.

STAFF ROLES: The County Project Manager will be responsible for provision of key data acquired by the County to the Project Team and for reviewing the mapping to ensure features encompass system components as understood by County staff.

4.2.7 LAND USE

An assessment of existing and potential future land use begins with an examination of the existing development pattern. The types of analysis may include land suitability analysis, carrying capacity analysis, or full build-out potential for the entire planning area or subgeographies within it. The following are specific mapping exercises that will be conducted to determine which types of (and where) development can be supported.

- Existing Land Use—The Project Team will examine the existing development patterns, prepare a map of existing land use, generate a breakdown of the amount of land devoted to each land use category, and compare those percentages to the percentage of the tax base each one represents. Key features include the following:
 - » Agriculture—The consultant Team will build upon previous work in the County to create an inventory of working agricultural lands and lands suitable for agricultural use.
 - » Community Facilities—Using available GIS data from the County, the Project Team will display existing and planned facilities that are, or are expected to be, part of the land use pattern in the Study Area. Those facilities may include schools, parks, civic spaces, and other community facilities that serve the current population or facilities planned in anticipation of future population growth.
- Land Supply—The Project Team will perform spatial analysis in GIS for the planning area to determine the area’s capacity for new development by mapping the supply of developable land in the Study Area. This step will delineate areas already developed and not likely to redevelop as well as areas permanently protected as open space. The remaining land will consist of lands described as “vacant” or underutilized and therefore ripe for redevelopment. Data and summary maps will be provided.
- Suitability—The Project Team will conduct a suitability analysis to update the suitability mapping completed for Plan Chatham and determine the 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 industrial development. This analysis takes into account location criteria that influence investors’ decisions in the selection of sites for specific types of development.

STAFF ROLES: The County Project Manager will be responsible for provision of key data acquired by the County to the Project Team and for reviewing the mapping to ensure features encompass system components as understood by County staff.

Maps

- Existing land uses, per tax parcel data (pie chart)
- Value per acre (pie chart)
- Land supply, with breakdown of areas on land supply (% pie chart, acre bar chart)
 - » Not available:
 - Developed
 - Protected
 - » Constrained (environmental regulations, flight paths, etc.)
 - » Available with or without few constraints:
 - Developable—vacant
 - Developable—redevelopment opportunity
- Land suitability (three to five)
 - » Industrial attraction
 - » Commercial (retail) attraction
 - » Commercial (office) attraction
 - » Residential (multifamily) attraction
 - » Residential (single family) attraction

4.2.8 SUMMARY OF KEY FINDINGS

The Project Team will prepare a PowerPoint presentation to use in a variety of meetings to summarize the findings of Task 2. The maps and data table produced will be among the information communicated through this mechanism. The presentation will be made available for use by County staff and for uploading on the project webpage. At the client’s request, the presentation will be designed for inclusion in the final plan as an appendix.

STAFF ROLES: The County Project Manager will be responsible for review of summary to ensure the presented details are clear and accurate.

4.3 TASK 3: PLAN DEVELOPMENT

4.3.1 SCENARIOS

Reaching a consensus will be critical to a successful and well-supported plan for the Moncure area. Sometimes, however, viewpoints diverge during the planning process. Therefore, we have built into *Plan Moncure* a formalized framework to support informed decision-making and meaningful resolution to the varied points of view that will be shared.

Scenario planning—evaluating two or more alternatives at the same time—and a suite of advanced decision-making tools designed specifically for the planning area (understanding what it takes to measure and evaluate conditions) will generate meaningful, localized data for evaluating the trade-offs between competing scenarios. Such data will help inform ideas for moving toward a preferred land use and conservation map. Moreover, the scenario planning process and its data and tools will be interwoven into the larger planning process. Specific tasks for the scenario planning initiative are summarized below by subtask.

4.3.1.A MONCURE AREA COMMUNITYVIZ MODEL

The Project Team will build a grid cell-level computer model (using CommunityViz v. 5.2 and ArcGIS Desktop v. 10.6 software) to measure and evaluate alternative growth scenarios contemplated for the planning area. General components of the model will include carrying capacity analysis, land suitability analysis, build-out potential analysis, growth allocation, and reporting. The type and number of categories used in the build-out potential and growth allocation components of the model will rely on information produced by Project Team members focused on the market analysis or infrastructure assessments (limited to 10 or less categories).

The Project Team will provide Chatham County with a full copy of the Moncure Area CommunityViz Model and all associated files at the end of the project for their future use (independent of the Project Team). Chatham County will purchase a copy of CommunityViz v. 5.2 software for running the model on its own (if desired).

4.3.1.B. EVALUATION SKETCH TOOL

The Project Team will develop a project impact calculator in Microsoft Excel that may be used by the Project Team to evaluate proposed conditions for a specific site within the larger planning area. The tool will be based on the logic, assumptions, elasticity factors, or generation rates used for the Moncure Area CommunityViz Model. The sketch tool will be available to quickly evaluate site development alternatives without running the Moncure Area CommunityViz Model.

4.3.1.C. BASE CASE & ALTERNATIVES

The Project Team will develop up to three future land use and conservation scenarios for the Study Area that represent potential future development patterns based on trends, current and anticipated opportunities, the findings of the assessment of the Study Area conducted, and the objectives established in Phase 1. Each scenario will be different enough to measure and evaluate real trade-offs in the planning area—providing a range of development locations, types, patterns, intensities, and varying potential service areas—and identify gaps between current and preferred level-of-service thresholds.

The focus of this work will be on determining the highest and best use of property based on current and future infrastructure, environmental factors, and available resources, as well appropriate areas for future conservation. Areas suitable for specific types of residential and nonresidential development will be delineated. As appropriate, the concepts will also reflect the relevant recommendations of recently adopted plans and recently approved development. We will use growth projections by category (produced in Task 2) in the CommunityViz model.

STAFF ROLES: The County Project Manager will be responsible for provisions of parcel-level data for current and future land use, development status, and committed development to assume in the CommunityViz model.

The Project Team will describe and evaluate each growth scenario for the planning area in CommunityViz using maps and data created for *Plan Chatham* as well as for the products of Task 2. Suggested scenarios to be tested include the following:

- Base Case: Build out using new zoning districts drafted for the UDO to date and apply them based on the Future Land Use Map (Plan Chatham).
- Alternative 1: Build out using an expanded set of new zoning districts drafted for the UDO to date and apply it based on results of market analysis to accommodate higher intensity than the Base Case's assumption.
- Alternative 2: Build out using an expanded set of new zoning districts plus additional districts proposed by the Project Team to reflect the higher end of the ranges projected in the market analysis and apply them to accommodate higher intensity than Alternative 1's assumption.

The Project Team will prepare a general development map and development profile table to describe each growth scenario using information generated in the CommunityViz software. We will then use this information to describe each growth scenario using maps, tables, text, or infographics.

Maps

- Base Case Map
- Alternative 1 Map
- Alternative 2 Map
- (Optional) Alternative 3 Map

4.3.1.D. PERFORMANCE MEASURES AND INDICATORS

The Project Team will use CommunityViz software to develop a suite of performance measures and indicators to supplement work completed by other Project Team members. Specific performance measures will be identified. General areas of interest may include but not be limited to the following: development and conservation potential, infrastructure impacts, or tax revenue generation impact. The number of performance measures and indicators created for the scenario-planning process will be limited to 15 to manage data, processing time, and project schedules with the larger

planning process. Performance measures and indicators will be calculated for the base case, two alternatives, an optional third, and the preferred growth scenarios.

Some performance measures and indicators may be calculated in Microsoft Excel depending on their topic, nature, or numeric or spatial data needs.

Specific needs for this information will be outlined in the work program but may include the following:

- Water and wastewater utility needs:
 - » Flow Projections
Utilizing selected design criteria and population and land use assumptions developed by others, the Team will develop projected average day, maximum day, and peak demands for existing and up to three (3) alternate planning scenarios as developed by others. It is anticipated that five-year increments will be used throughout the planning horizon. Projected water and wastewater demands will be distributed by planning area and will include up to five (5) planning horizon increments for each scenario.
 - » Water and Wastewater Infrastructure
The Team will evaluate needed infrastructure to serve up to three (3) development scenarios. For each scenario, the Team will consider facility sizing, phasing alternatives, supply, and capacity. Infrastructure needs will be based on the overall study-planning horizon, and phasing will be considered for the five (5) increments as evaluated above.

The Project Team will develop opinions of probable cost based on the alternatives developed.

- Transportation needs—Future transportation needs will be identified, and mitigation/improvement options will be developed and evaluated for each scenario. These alternatives will be refined to support the preferred scenario.

The Project Team will develop opinions of probable cost of proposed capital, service, and operational improvements, along with phasing/prioritization.

- Tax revenue generation estimates—Using the findings of the market assessment, the Project Team will project the volume and type of real estate product demand for the Moncure area through 2040. This will include an estimate of the values for each product type to incorporate in the CommunityViz model to determine potential tax revenue generation. It will include the number and type of residential units with a dollar value for each type and the type and square footage of nonresidential space with a per-square-foot dollar value for each type.

STAFF ROLES: The County Project Manager will be responsible for provision of available data that can be used for the performance measures identified to test scenarios (i.e., data not produced by the Project Team).

4.3.1.E. (OPTIONAL) RETURN ON INVESTMENT (FISCAL IMPACT) ASSESSMENTS

The Project Team will include data and performance measures in the Moncure Area CommunityViz Model to calculate fiscal impacts and measure potential return on investment for Chatham County under the different growth scenarios identified in this scope of work. This work will require information from a baseline infrastructure assessment and local government revenue study.

STAFF ROLES: The County Project Manager will be responsible for bond modeling to be done in house (outputs of Project Team's work to be shared with the County finance director).

4.3.2 PREFERRED LAND USE & CONSERVATION MAP

The Project Team will use the Moncure Area CommunityViz Model to test a preferred growth scenario for the planning area developed by the Project Team, which will become the Future Land Use & Conservation Map in the new area plan document. Up to three rounds of testing will occur with the project for developing the preferred growth scenario.

Maps

- Preferred Future Land Use & Conservation Map
- Infrastructure Systems Concepts (for transportation)—Maps of transportation networks will be developed for base case, alternative, and preferred scenarios.

4.3.3. CONCEPTUAL ILLUSTRATIONS & IMAGERY

The Project Team will communicate the spirit of the overall plan, demonstrating the results of putting policies into action. To this end, the Project Team will also prepare up to three conceptual subarea plans. Each subarea plan will conceptually illustrate development design at that specific location. At this level of detail, the Project Team can graphically express more specific ideas pertaining to mixture of uses, building form, infill development approaches, street pattern and streetscape, parks and open space, etc. Each illustration will be complemented by a set of precedent imagery that helps convey the ideas for the land use mix, scale of development, amenities, and other details suggested by the plan view drawings. These illustrations may serve as the starting point for plans associated with specific zoning districts developed after the area plan is adopted.

STAFF ROLES: The County Project Manager will be responsible for review of illustrations and images prior to public review.

4.3.4 VISION SLIDES

The Project Team will prepare a brief set of slides for use in meetings with County leaders, residents, and other stakeholders to present the Future Land Use & Conservation Plan Map, the evaluation of scenarios to arrive at the preferred concept, and the supporting illustrations and imagery that further explain the intent of the Map. At the County's request, the presentation will be designed for inclusion in the final plan as an appendix.

STAFF ROLES: The County Project Manager will be responsible for review of slides to ensure the presented details are clear.

4.4 TASK 4: RECOMMENDATIONS

Once the Project Team has developed a Preferred Land Use & Conservation Plan Map and the Board of County Commissioners has provided general sign-off, then it is time to draft an integrated implementation strategy. To help the County move smoothly and effectively from planning to implementation, this process will include four components:

1. Implementation Project Identification
2. Implementation Feasibility Assessment
3. Matrix of Prioritized Implementation Projects
4. Zoning Strategy

4.4.1 IMPLEMENTATION PROJECT IDENTIFICATION

The Project Team will do this with the help of the Technical Advisory Committee in TAC Meeting #5. In addition, the Project Team will hold a community workshop (Workshop #2) to review the key elements of the shared community vision and invite stakeholders to provide input on potential implementation measures. This work will draw on the tools available to local governments in North Carolina, including regulations, public investments, policies and programs, follow-up studies, and partnerships.

STAFF ROLES: The County Project Manager will be responsible for participation in the initial effort to craft the list of potential implementation measures.

4.4.2 IMPLEMENTATION FEASIBILITY ASSESSMENT

To make sure the final portfolio of implementation strategies is both impactful and manageable, the Project Team will conduct Step 2—an implementation feasibility assessment (IFA). In this process, the Project Team will work with County staff to vet each potential implementation project for alignment with plan goals, feasibility based on the capacity and expertise of the County and its partners, and impact on advancing the shared community vision.

STAFF ROLES: The County Project Manager will be responsible for participation in the effort to assess each potential implementation project.

4.4.3 ZONING STRATEGY

This package of implementation measures will include a zoning strategy customized to the Moncure area that is integrated into the new UDO (Step 4) to enable the County to apply appropriate development standards to help implement the small area plan. All of this information will be summarized in the public review draft of the plan so that community stakeholders, staff, and appointed and elected officials can review the proposed approach.

STAFF ROLES: The County Project Manager will be responsible for review of the draft strategy and to provide feedback.

4.4.4 MATRIX OF PRIORITIZED IMPLEMENTATION PROJECTS

The Project Team will work with staff and stakeholders to prioritize the various implementation projects and help the County determine where to focus its efforts first. The priority projects will be listed in an implementation matrix that provides additional information about each initiative, such as the lead department or organization, timing, order of magnitude of funding needed, potential funding sources, and next steps to move forward with the initiative.

STAFF ROLES: The County Project Manager will be responsible for review of the draft matrix and to provide feedback.

4.5 TASK 5: DOCUMENTATION & ADOPTION

The Project Team will conclude the planning process with the creation of a concise plan document. In 40 pages or less, the area plan will provide an overview of the planning process; describe the Study Area, conveying the existing conditions at a very high level; present the Future Land Use & Conservation Map (“vision” map) as well as supporting development concepts; and enumerate policies and strategies for achieving the desired future condition reflected in the map.

(OPTIONAL) Prior to the initiation of the adoption process, a draft of the document will be reviewed with the Technical Advisory Committee (TAC #6) and refined based on that input.

The Project Team will assist County staff in the task associated with plan adoption, including creating a brief PowerPoint presentation for use in meetings with the Planning Board and Board of County Commissioners. The Project Team will participate in presenting to the boards and responding to key questions.

The final plan document will reflect any changes requested by County leaders and staff, and the related files will then be transferred to County staff.

A PDF of the final plan will be uploaded to the project website, where it will be made available to the public. It will also be uploaded to the County’s website, where it will remain for the long term. It is anticipated that the final *Plan Moncure* document will inform County zoning, subdivision, and land use policy as the updated UDO is finalized.

STAFF ROLES: The County Project Manager will be responsible for review of the draft plan and to provide feedback.

4.6 PRODUCTS OF THE PROCESS

4.6.1 PLAN MONCURE AND COMPANION DOCUMENTS

The planning process will conclude with the production and delivery of the area plan, *Plan Moncure*, and some companion documents may also be embedded in the plan.

- Area Plan—A user-friendly document that will present the community's vision for the future of the Moncure area. Charts, imagery, and infographics will be created to make the content of this plan more understandable. As an effective communication tool, the plan will help facilitate both public and private sector investment.
- Revised Future Land Use and Conservation Map for the Study Area to update *Plan Chatham*
- Zoning Strategy and supporting Conceptual Zoning Map for the Study Area
- Future Transportation Concepts—Map(s) depicting proposed network improvements will be provided. Roadways will be classified by facility type, as defined by general design guidelines consistent with federal, state, and local policies. Corresponding (typical) ROW and cross-section configurations will be identified.
- Implementation Matrix—A prioritized implementation plan is necessary to maximize cost-effectiveness and efficiency while minimizing risk and ensuring flexibility in the face of uncertainty. This effort will also provide a strategy that emphasizes the functionality of the plan throughout all interim stages of implementation. A key deliverable will be a planning-level implementation matrix summarizing critical attributes of each project, including project description, timing, order of magnitude costs, agency responsibilities, funding options, and next steps to initiate the project.

4.6.2 QUESTIONS TO BE ANSWERED BY THE PLANNING PROCESS AND/OR THE PLAN DOCUMENT

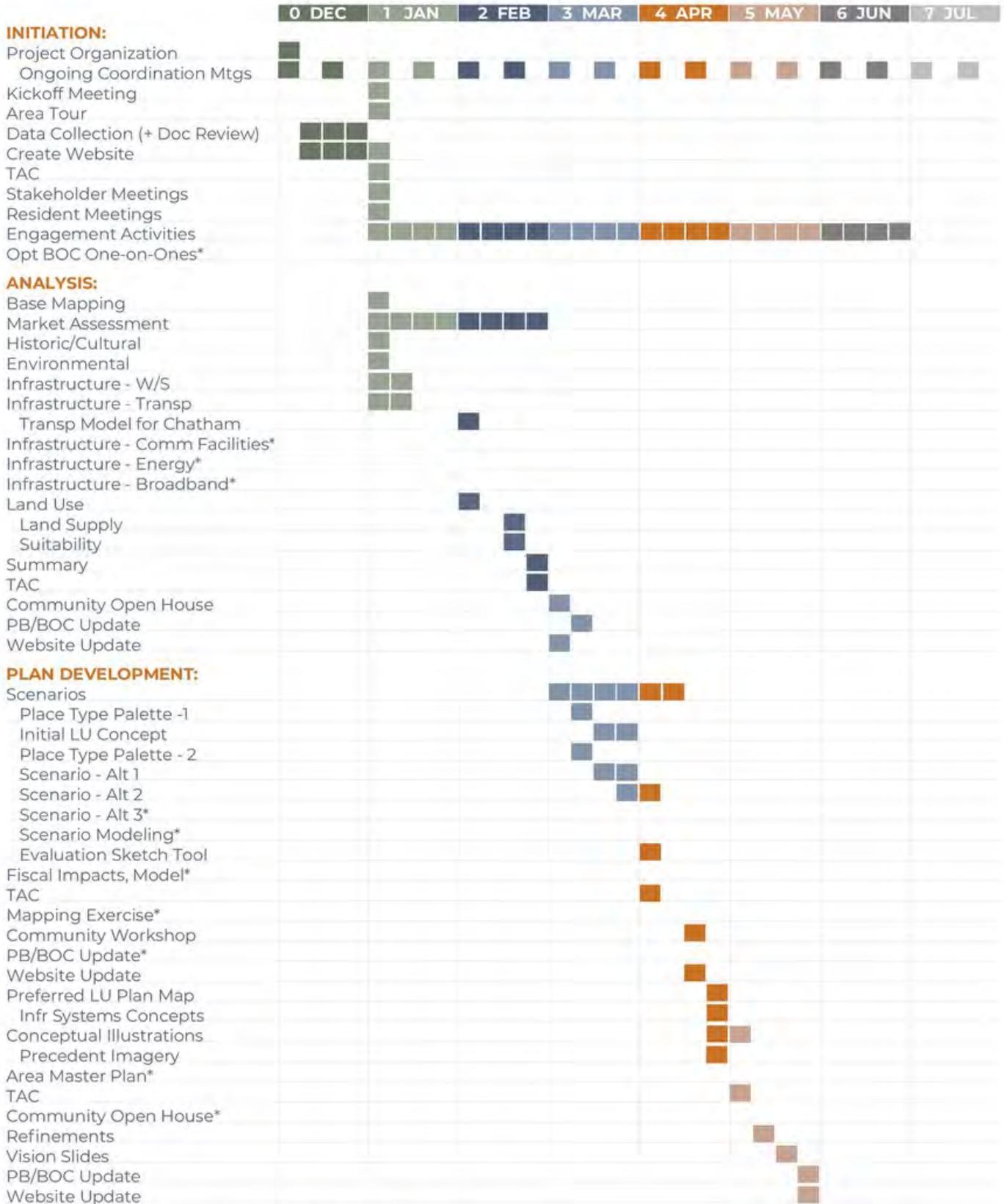
The production of the area plan satisfies the need to determine and document the community's vision for the future and steps to realizing that vision. However, the complexities of addressing rapid change in the Study Area demand a process and a product that will answer many questions that will arise. Among them are the following:

- What are the lessons learned from similar communities with similar projects?
- What data about current and near-term circumstances will be provided?
 - » County growth/demographics resulting from economic initiatives (primarily TIP)
 - » Demand for housing and nonresidential ancillary uses
 - » Projected water/sewer capacity after VinFast investment
 - » Transportation network shifts due to VinFast-related improvements
- What opportunities will the community have for meaningful input into the process?
- With the changes that are already underway, is there an outcome that is suitable given the unique assets that define the place today, the community's interests and desires for the future, and the opportunities for economic growth that could benefit the County and the region?
 - » Will we be able to test ideas and understand our options?
- How much development can the area support?
 - » What are the barriers to development? To what extent is land development limited by environmental constraints, infrastructure capacity, etc.?
- How can we overcome barriers to the changes the community desires?
 - » Can we expand infrastructure, particularly water and sewer services? Are there new County infrastructure systems and services that will be needed to accommodate projected growth?
- What can/should the County expect from future private investments to ensure the changes in the area optimize the benefits?
 - » What are the new standards that should apply to all new developments?
- Will the plan enable leaders to make sound fiscal and "quality of life" decisions?

APPENDICES

- 1. Estimated Project Timeline**
- 2. BOC Area Vision Workshop (8/29/22) - Presentation**
- 3. BOC Area Vision Workshop (8/29/22) - Board Input Notes**

Appendix 1: Estimated Project Timeline



* Optional Tasks (not scheduled)

0 DEC	1 JAN	2 FEB	3 MAR	4 APR	5 MAY	6 JUN	7 JUL
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RECOMMENDATIONS:

Project Identification						■	■	■	
Impl Feasibility Assessment							■	■	
Zoning Strategy							■	■	■
TAC								■	
Opt BOC One-on-Ones*									■
Community Workshop								■	
Refinements								■	■

DOCUMENTATION & ADOPTION:

Matrix - Priorities								■	■
Area Plan Document						■	■	■	■
TAC*									
Website Update								■	
Planning Board w/ pre-mtg OH									TBD
BOC w/ pre-mtg OH									TBD
Website Update									■

* Optional Tasks (not scheduled)

Appendix 2: BOC Area Vision
Workshop
(8/29/22 Presentation)

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PHASE 1: PROJECT ASSESSMENT & ACTION PLAN

Board of Commissioners Workshop
August 29, 2022



Logos for Green Heron Planning, LLC, White & Smith, LLC, Clarion, Tetra Tech, and Nealon.

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TIP East Planning Project: Principal Team Members



Five circular headshots of team members.

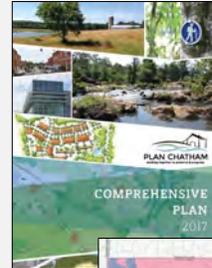


Logos for White & Smith, LLC, Clarion, Nealon, Tetra Tech, and Green Heron Planning, LLC.

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AGENDA

- Introduction
- Regional Context
- Prior Decisions
- Role of Chatham County Government
- Factors the County can Influence
- Topics of Interest (Analysis)
- Anticipated Phase 2 Process and Deliverables
- Community Engagement/Collaboration
- Discussion
- Next Steps



3

INTRODUCTION

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PLAN CHATHAM



Action Item 02

After the occupancy of the first major tenant within the Moncure megasite, prepare a small area plan for the Moncure Area. The type and scale of the tenant will help define the housing, commercial, and service needs as well as the demand for infrastructure capacity.

► Strategy 3.5

Conduct small area plans and/or develop design principles and standards to give guidance to developers of sites within and at the edges of the megasites.

- Such guidance should inform decisions about relationships between buildings (orientation, placement, scale); architecture (building materials, fenestration); transportation network (vehicular, bike, pedestrian, and transit facilities – placement, capacity, materials, furnishings, etc.); streetscape; public and publicly-accessible spaces and amenities.

► Strategy 3.4

Allow a range of complimentary uses in proximity to the megasites to create attractive work environments with amenities to compete with other employment location options in the Southeastern United States.

- The mix of uses, development configuration and quality, variety of amenities, and connectivity affect the attractiveness—and competitiveness—of employment centers. Many employers in manufacturing and technology industries seek live-work-play locations that current and prospective employees and their families can enjoy.

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SCOPE OF WORK

- 2-Phase Planning Process
- **Phase 1:** Project Assessment and Action Plan
- **Phase 2:** Countywide Assessment and Moncure Area Plan

TIP East

Countywide Assessment and Moncure Area Plan

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TODAY'S OBJECTIVES

- What should *Plan Moncure* accomplish? e.g., “It should inform the UDO.”
- What level of detail in the analysis should *Plan Moncure* include?
- What are the Board’s expectations regarding Board and public engagement for *Plan Moncure*?

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REGIONAL CONTEXT

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PROJECT CONTEXT: REGIONAL VIEW

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PROJECT CONTEXT:

MAJOR ECONOMIC GROWTH DRIVERS

- **VinFast (TIP East)**
- **FedEx Ground (TIP West)**
- **Coca-Cola Bottling Co (US 64/NC 751)**
- **Toyota Lithium-Ion Battery Plant (Randolph County)**
- **Fujifilm Diosynth Biotechnologies (Holly Springs)**

- **Meta office (Durham)**
- **Google Engineering Hub (Durham)**
- **Apple Campus (RTP)**
- **Central Carolina Enterprise Park (Sanford)**
- **Boom Supersonic (Greensboro)**
- **CAM Site projects**

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PROJECT CONTEXT: REZONINGS INITIATED IN MONCURE SINCE MARCH 29

- Holmes Oil (28.2 ac.) for Neighborhood Business Zoning
- Midpoint Logistics (243.5 ac.) for Light Industrial Zoning
- Duke Energy (48.3 ac.) for Heavy Industrial Zoning
- General Shale Brick (194.3 ac.) for Heavy Industrial Zoning(2 properties)

515.3 Total Acres.

...with additional inquires ongoing...

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THE (RAPIDLY EVOLVING) TIMELINE FOR TIP EAST

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	2022				2023		2024	2025-2030
	Q1	Q2	Q3	Q4	Q1-Q2	Q3-Q4		
VinFast	Location Announced		Clearing & Construction Anticipated				Projected Vehicle Production to Start (Ph. 1)	Battery Production (Ph. 2), Supplier Park (Ph. 3)
Initiated Rezoning		Ongoing						
County Review			Pending VinFast Requests					
County Infrastructure Needs				Evaluated in Phase 2 (Plan Moncure)				School Capacity Expansions Anticipated
Plan Moncure (Phase 2)		Phase I		Phase 2 Begins	Project Website, Public Outreach, Local Government Open House, Planning Process, Public Engagement	Zoning Map Updated, if applicable; Rezoning		

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	2022				2023		2024	2025-2030
	Q1	Q2	Q3	Q4	Q1-Q2	Q3-Q4		
NCDOT/ACOE		Assessments for Complete Streets & Community Impact & Indirect / Cumulative Effects Started	Initial Public Mtgs (Aug), Ph. 1 ROW starts (Sep), Incl. pipe replacement & surface reinforcement		Phase 1 Construction Starts (Jan)			
NCDEQ		Erosion/Sediment Control Review Begun	Other NCDEQ permitting anticipated					
Water & Wastewater Utilities		Sanford Provided Owner Notice of Infrastructure & ROW Work	Sanford Easement Acquisition Started					
Incentive Package		State Incentives Approved	Local Incentives Approved					
UDO				Module 1 Complete				

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PRIOR DECISIONS

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PITTSBORO, NC— On March 29, 2022, Vietnamese automotive manufacturer VinFast announced that it has selected Chatham County, North Carolina, to build its first manufacturing facility in the United States. Governor Roy Cooper announced that the company has agreed to purchase land at the Triangle Innovation Point in Moncure to build a manufacturing plant for electric vehicles.

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- **VinFast will get \$1.3 billion in incentives (most likely):**
 - Job Development Investment Grant from NC (\$316.2 million) - Reimbursement, based on VinFast's ability to meet hiring goals
 - **Local incentives (\$400 million)** – payments based on Transformational Project Incentive Policy guidelines for job creation and investment in real estate and equipment: Business Incentive Grant (BIG) (20 year declining grants based on ad valorem taxes paid) and Land Acquisition BIG (an additional percentage grant until land is reimbursed)
 - Golden Leaf Fund (\$50 million)
 - Community college training (\$38 million)
 - State appropriation (\$450 million) - *allocated*
- **VinFast will locate on the TIP East site in the Moncure area committing \$4.5 billion dollars in investment and 7,500 jobs.**
- **The construction and stormwater for the site will be permitted by Chatham County.**
- **NCDEQ will work directly with VinFast to issue permits needed such as erosion control and air quality.**
- **NCDOT will modify the road and rail network to better serve the**

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ROLE OF CHATHAM COUNTY GOVERNMENT

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ROLE OF CHATHAM COUNTY GOVERNMENT

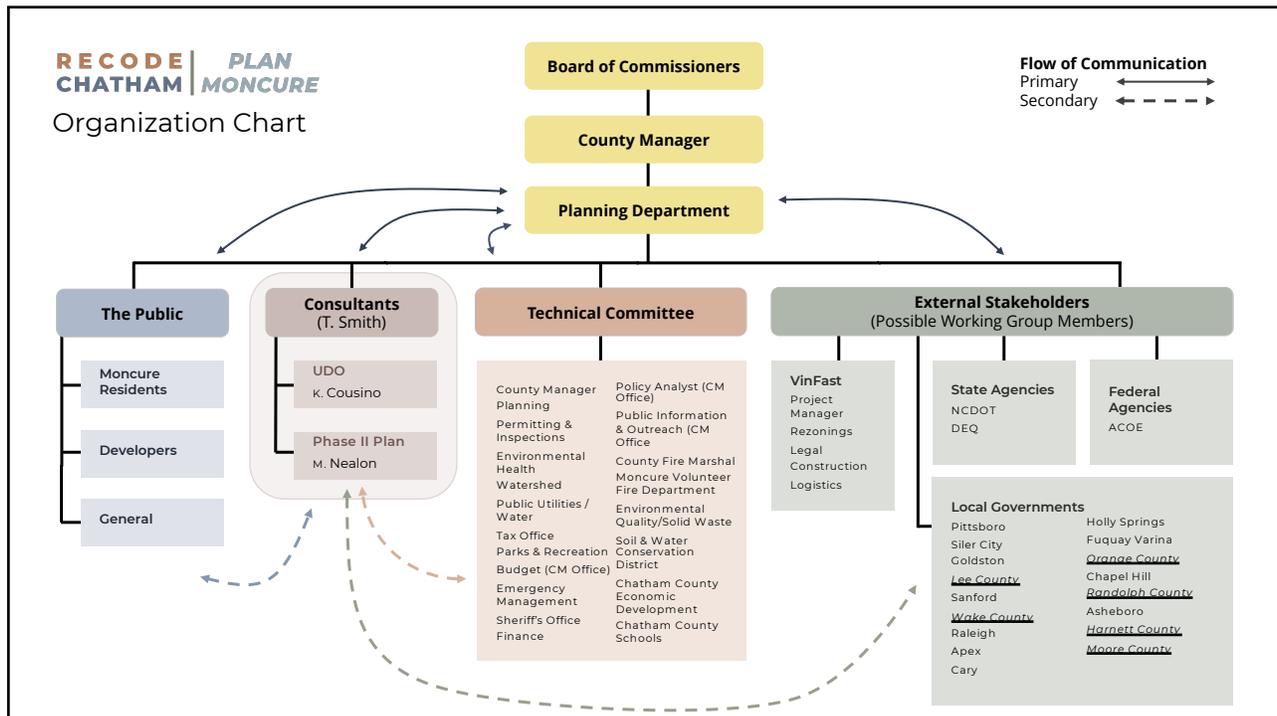
- **Manage & Maintain communications, Internally and Externally**
 - County residents and businesses
 - County Agencies and Departments
 - External Stakeholders
 - VinFast & Other TIP Developers
 - Media, Outreach, and Communications
- **Support Development applications expeditiously, e.g.**
 - Rezonings
 - Site Plan Review
 - Building Permits
 - Stormwater
 - Planning
- **Administer & Perform under Local Incentive Program**
- **Invest in infrastructure and services**
 - Infrastructure and service capacity needs
 - Support applicable agencies, e.g., parks, public safety.
 - Increase staff capacity & available expertise
- **Plan for growth in Moncure**
 - Prepare “area plan” (*Phase 2 of this process*)
 - Direct desired uses toward suitable parcels
 - Promote conservation of assets and master planning

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FACTORS THE COUNTY CAN INFLUENCE

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What can the County influence?

County Can Have A Voice:

- State agencies' decisions around future investments
- Development activity
- Conservation activity
- Coordination with neighboring jurisdictions



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What can the County influence?

County Can Directly Control:

- County infrastructure policies
- Tax rate (countywide)
- Messaging - economic benefits, environmental stewardship, housing
- Future allowable Land Use and Zoning in vicinity of VinFast site
- Future development standards, particularly in vicinity of VinFast site
 - New requirements, set higher bar for development features
 - Site design (access, landscaping, etc.)
 - More open space set asides with some improved as public amenities (publicly accessible), or fees in lieu

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What can the County influence?

County Can Directly Control:

- County infrastructure policies
- Tax rate (countywide)
- Messaging - economic benefits, environmental stewardship, housing
- Future allowable Land Use and Zoning in vicinity of VinFast site
- Future development standards, particularly in vicinity of VinFast site
 - New requirements, set higher bar for development features
 - Site design (access, landscaping, etc.)
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What does success look like?



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TOPICS OF INTEREST (ANALYSIS)

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TOPICS OF INTEREST (ANALYSIS)

- Population / Demographics
- Market Conditions / Projections
- Development / Redevelopment Potential
- Future Land Use / Fiscal Impacts
- Infrastructure – Utilities, Transportation, Public Services
- Natural Resources & Environment
- Cultural & Historic Resources
- Local Regulations
- Community Engagement

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White & Smith Team



Consultant (addition to Team)



Chatham County Staff / TAC Members



Subject Matter Expert(s) / Committee

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Population / Demographics

- Estimates (past)
- Population Growth Projections – Regional, County, Moncure
 - Background Growth
 - Increased Growth due to VinFast, other major announcements
 - 5-yr increments through 2040
- Characteristics, now and future
 - HH Size, Median Age, Income



SAMPLE POPULATION ANALYSIS RESULTS

Population Growth Projections for North Carolina, Brunswick County

	2000	2010	2015	2020	2025	2030	2035	2040
United States	281,421,906	308,745,538	321,416,821	331,449,281	344,234,377	355,100,730	364,862,145	373,527,973
Growth Rate		1.0%	0.8%	0.6%	0.8%	0.6%	0.5%	0.5%
North Carolina	8,049,313	9,580,681	10,042,802	10,386,227	11,046,200	11,673,849	12,174,771	12,658,927
Growth Rate		1.9%	1.0%	0.7%	1.3%	1.2%	0.9%	0.8%
Capture Rate		5.6%	3.6%	3.4%	5.2%	5.8%	5.1%	5.6%
Brunswick County	73,717	108,069	122,211	136,693	156,551	179,294	205,340	235,171
Growth Rate		4.7%	2.6%	2.4%	2.8%	2.8%	2.8%	2.8%
Capture Rate		2.2%	3.1%	4.2%	3.0%	3.6%	5.2%	6.2%
Holden Beach	787	760	955	978	1,177	1,404	1,664	1,963
Growth Rate		-0.3%	5.1%	0.5%	4.1%	4.4%	3.7%	4.0%
Capture Rate		-0.1%	1.4%	0.2%	1.0%	1.0%	1.0%	1.0%
Leland	1,938	11,925	16,122	21,903	29,846	38,943	49,362	61,294
Growth Rate		51.5%	7.0%	7.2%	7.3%	7.8%	5.4%	5.7%
Capture Rate		29.1%	29.7%	39.9%	40.0%	40.0%	40.0%	40.0%
Navassa	479	1,809	1,887	2,135	2,433	2,774	3,165	3,612
Growth Rate		27.8%	0.9%	2.6%	2.8%	3.0%	2.8%	3.0%
Capture Rate		3.9%	0.6%	1.7%	1.5%	1.5%	1.5%	1.5%
Northwest	671	677	684	778	812	850	895	945
Growth Rate		0.1%	0.2%	2.7%	0.9%	0.9%	1.0%	1.1%
Capture Rate		0.0%	0.0%	0.6%	0.17%	0.2%	0.2%	0.2%
Oak Island	6,571	6,818	7,199	8,118	9,409	10,887	12,580	14,519
Growth Rate		0.4%	1.1%	2.6%	3.2%	3.4%	3.1%	3.3%
Capture Rate		0.7%	2.7%	6.3%	6.5%	6.5%	6.5%	6.5%

Market / Projections

- Vacancy Rates
- Projections for each, 5-yr increments
 - Job Growth
 - Housing
- Supporting Retail, Office, Service, Hospitality, Entertainment
- Moncure Area Development Program (ranges, types, value)



SAMPLE MARKET ANALYSIS RESULTS

Conventional Office Product Matrix for the Southeast US

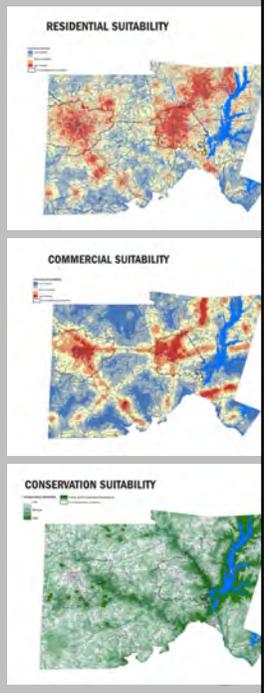
Product Type	Example	Description	Typical FAR	Typical Acreage	NNN Rent Needed	Average Value Per SF	Typical Dev. Cost Per SF	Typical Land Value Per Bldg. SF	Typical Land Value Per Acre
High-Rise Subterranean Parking		Type I construction above subterranean parking. Typically 300,000 SF+.	4.0-8.0	25-3	\$38.00	\$700	\$500-600	\$30	\$5k+
High-Rise Above Parking Podium		Type I construction above parking podium. Typically 200,000 SF+.	2.0-5.0	25-3	\$34.00	\$625	\$450-500	\$28	\$3k+
Mid-High Rise, Adjacent Deck		Type I construction, but with adjacent pre-cast deck. Typically 200,000 SF +/-.	0.5-3.0	1-8	\$30.00	\$575	\$400-450	\$25	\$1M+
Low-Mid Rise (2-5 Stories), Surface Parked		Various construction types, but not concrete, with surface parking. Typically 100,000 SF +/-.	0.35-0.75	4	\$25.00	\$425	\$300-350	\$20	\$300k+
Single Story, Warehouse Conversion		Costs vary considerably based on existing building condition, but typically acquiring warehouse buildings for conversion at \$30-100/SF.	0.2-0.5	2-4	\$22.50-27	\$400	\$250-350	NA	NA
Single Story, Surface Parked		Often steel frame for larger spans, but can be wood. Similar to conventional retail buildings but with more fenestration.	0.1-1.0	1-3	\$24.00	\$375	\$275-300	\$20	\$150k+
Low-Rise (1-2 Stories) Tit-Up, Surface Parked		New product type focused on more economical costs through tit-up construction in suburban locations.	0.2-0.5	8-12	\$20.00	\$315	\$230-250	\$15	\$150k+
1-3 Story, Wood Frame		Wood frame construction when targeting smaller tenants that don't need large spans.	Under 0.35	Under 1	\$17-20	\$290	\$250	\$15	\$0k+

SOURCE: Noell Consulting Group
Office Product Matrix
4/27/2021



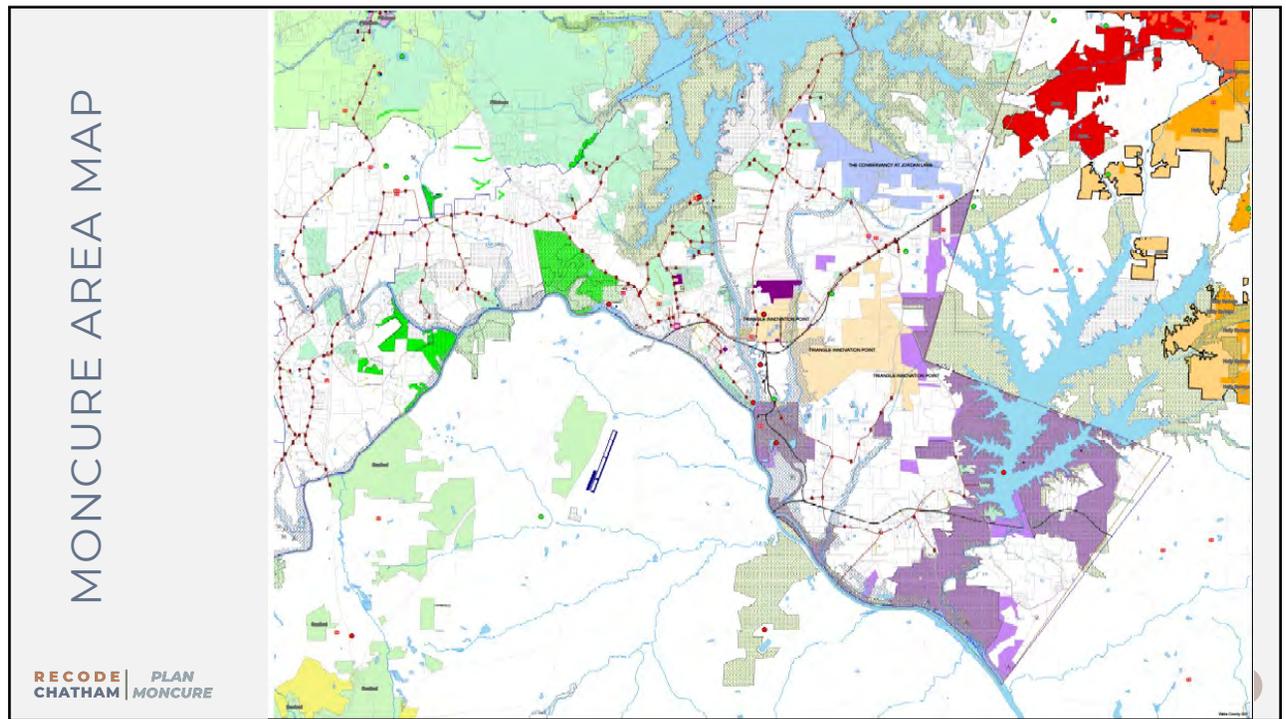
Development Potential

- Existing Land Use & Characteristics
- Agriculture
- Land Capacity
 - Not Available:
 - Developed, not likely to redevelop
 - Protected
 - Constrained
 - Available – “Land Supply”:
 - Vacant, few or no constraints
 - Ripe for redevelopment
- Suitability (by general use category)



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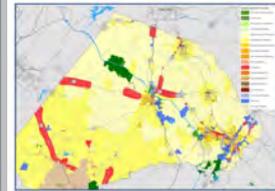


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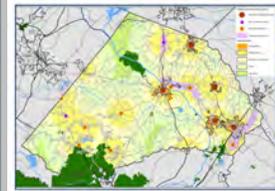
Future Land Use / Impacts

- Land Use Scenario Planning (CommunityViz Model)
 - Alt 1 - Build out per current zoning, consider current zoning in adjacent counties
 - Alt 2 and 3 + -- Build out using new districts:
 - Alt 2 – Apply based on Future Land Use Map (Plan Chatham)
 - Alt 3+ – Apply to accommodate higher end of ranges
 - Consider “Development Program” ranges
- Evaluate:
 - Potential tax revenue generation
 - Other impacts (infrastructure, water resources, public services, open space conservation)
- Preferred Future Land Use Plan Map

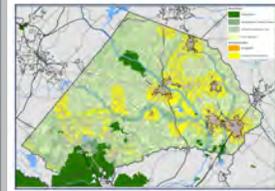
Business As Usual Scenario (BAU)



Strong Towns (ST)



Natural Assets Scenario (NA)



Utilities

- Water / Wastewater
 - Existing infrastructure
 - Current system deficiencies? Water pressure? Failing septic?
 - Ability to support economic objectives?
 - Utility master plan recommendations and priorities?
 - System improvements?
 - Planned/funded? Capacity from Sanford?
 - Evaluation of future needs, timing/phasing, and funding?
- Energy
- Broadband



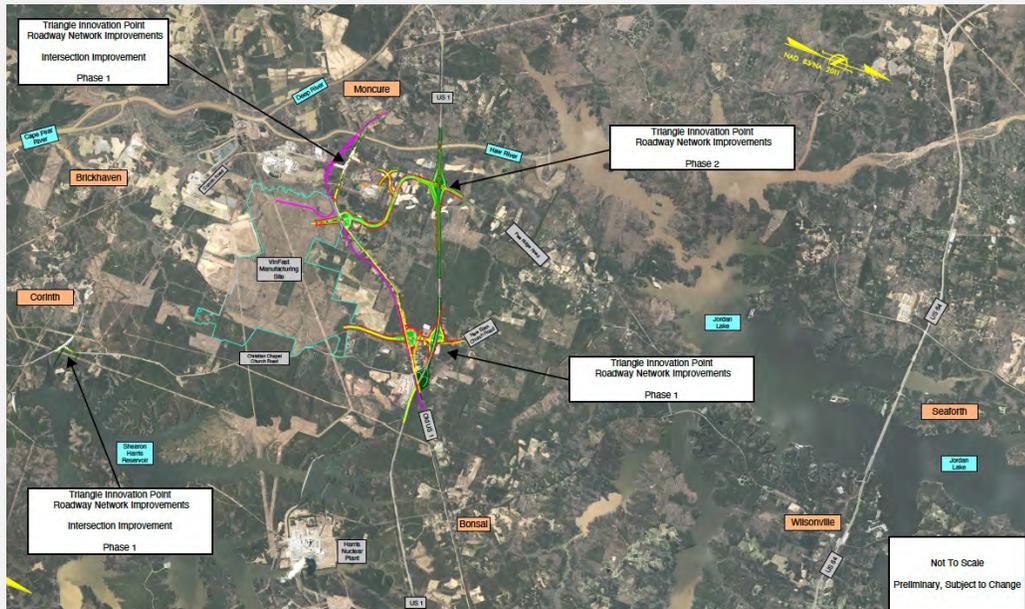
Transportation

- Existing network capacity, safety, and accessibility? Deficiencies?
- Changes underway by NCDOT? Indirect/secondary impacts?
- Assessment of connectivity—existing and planned—among various modes (personal vehicles, commercial vehicles, freight/rail, aviation, pedestrian, bicycle, and transit).
- Planned/funded improvements – NCDOT, MPO, RPO, Transit System? Recent STIP? Facilities plans?
- Evaluation of future needs, timing/phasing, and funding?



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NCDOT IMPROVEMENTS



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Public Services

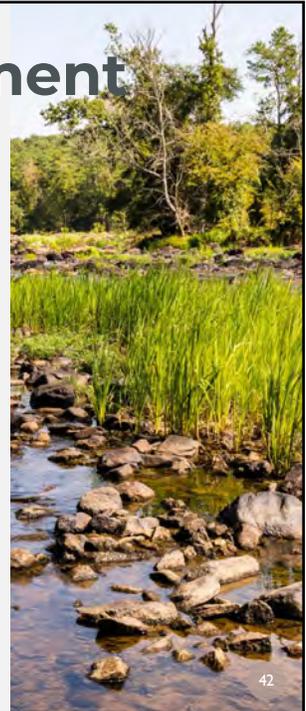
- Parks and Recreation
- Schools (Public, K-12)
- Libraries / Community Centers
- Public Safety
- Health



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Natural Resources & Environment

- Environmentally sensitive areas – inventory
 - Wetlands, floodplain, NHI, etc.
 - Valued Assets?
 - Water resources – quality, quantity, and protections
- Protected areas
 - Federal lands (i.e., Army COE managed around Jordan Lake)
 - State lands
 - Conservation easements
 - Regulated buffers
- Regulations in place currently - Watershed Protection, Erosion Control, and Stormwater



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Cultural & Historic Resources

- Historic or culturally significant sites and/or structures?
 - Listed on National Register?
 - On Study List?
 - Landmark status?
- Culturally significant areas?
- Encroachment, threats?



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2 What questions should the analyses answer, in the Board's opinion? Consider the impacts to countywide growth objectives.



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3 Does the Board anticipate and support opportunities for Chatham County to collaborate?



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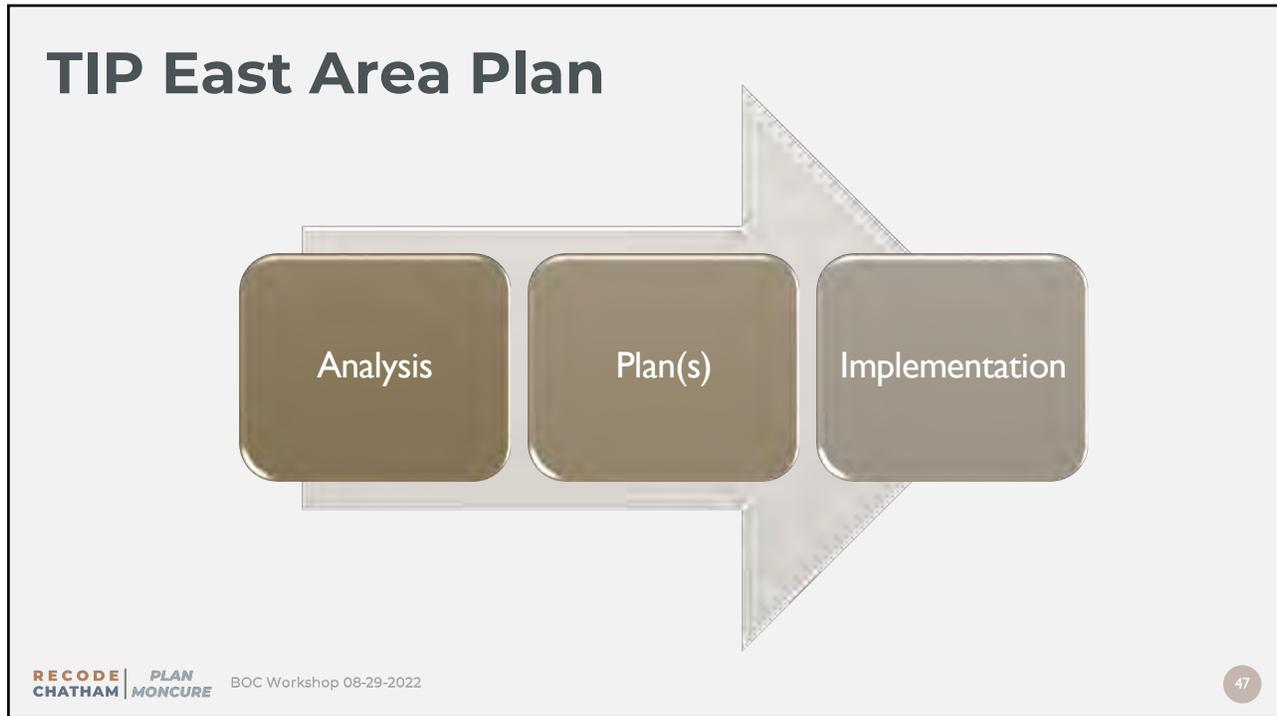
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PHASE 2 PROCESS & DELIVERABLES

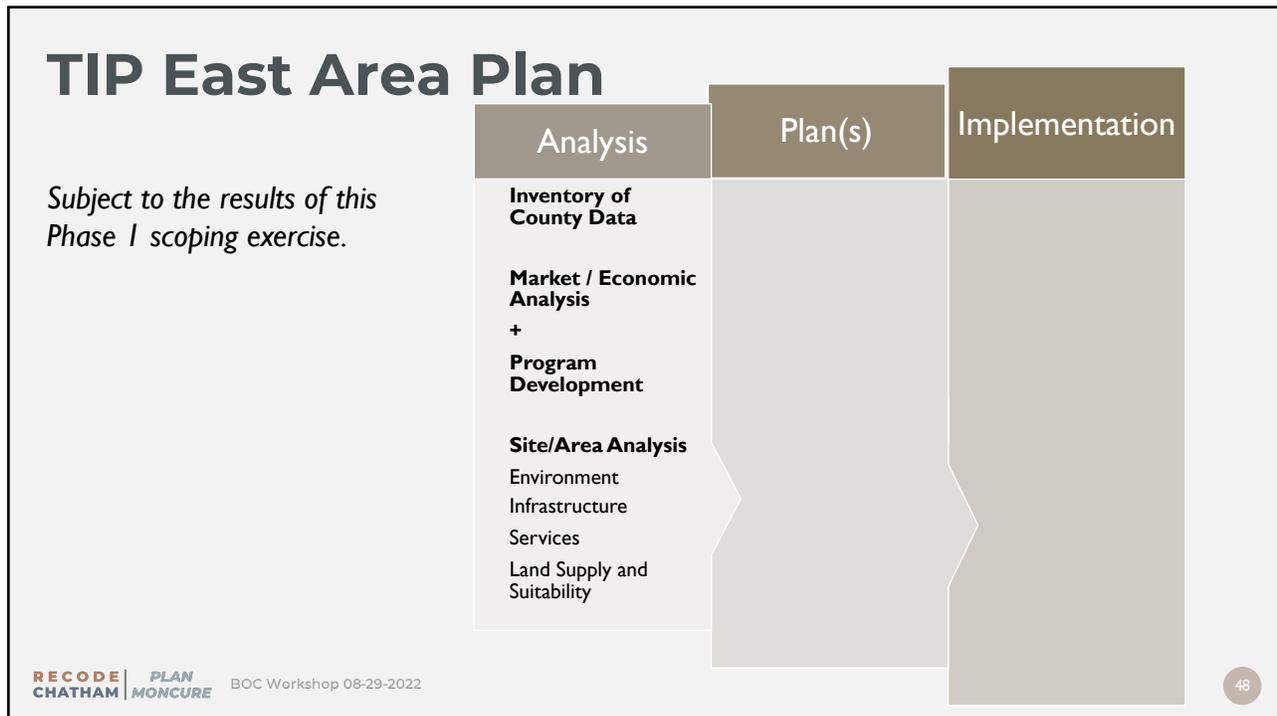
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TIP East Area Plan

Subject to the results of this Phase I scoping exercise.

Analysis	Plan(s)	Implementation
Inventory of County Data Market / Economic Analysis + Program Development Site/Area Analysis Environment Infrastructure Services Land Supply and Suitability	Concepts: Application of Development Program – scenarios, and fiscal impacts of each Supporting Systems Conservation Area Master Plan Land Use Plan Imagery + Illustrations	

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TIP East Area Plan

Subject to the results of this Phase I scoping exercise.

Analysis	Plan(s)	Implementation
Inventory of County Data Market / Economic Analysis + Program Development Site/Area Analysis Environment Infrastructure Services Land Supply and Suitability	Concepts Application of Development Program – scenarios, and fiscal impacts of each Supporting Systems Conservation Land Use Plan Area Master Plan Conceptual Development Illustrations + Imagery	Recommended Updates to Adopted Plans, Additional Studies Infrastructure Strategy: Facilities (Utilities, Schools, Parks, etc.) Phasing + Funding Zoning Strategy: UDO Amendments Strategic Rezoning Map Amendments Conditional Zoning Recommended Land Acquisition, Other Investments

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4 How would the Board like to participate in Phase 2?



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COMMUNITY ENGAGEMENT/COLLABORATION

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Strategy Development

- Who are the audiences?
- What info/event should be delivered and by whom?
 - PR Firm*
 - Consultant Team
 - Designated County Reps
 - VinFast Reps (recognize what can and should come from VinFast)
- Purpose of each activity?
- Techniques?

* The PR Firm must address media strategy.

Analysis	Plan(s)	Implementation
VinFast Area Property Owners Area Business Owners, Employers Developers, Other Private Investors + Reps Institutions County Board Reps County Departments Area Agencies State + Federal Agencies Service Providers	VinFast Investors Area Residents Area Property Owners Area Business Owners Developers Real Estate Prof. Environmental Int. Area Agencies State Agencies County Board Reps County Departments	County Board Reps County Departments Area Agencies State + Federal Agencies Service Providers VinFast Developers, Other Private Investors Institutions

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Techniques

Impacts	Ideas	Action
<ul style="list-style-type: none"> BOC + PB UPDATE PUBLIC INFORMATION MEETINGS PRESENTATIONS TO AREA ORGANIZATIONS WEBSITE UPDATE INFORMATION + DATA EXCHANGE SESSIONS <ul style="list-style-type: none"> VINFAST STATE AGENCIES FEDERAL AGENCIES 	<ul style="list-style-type: none"> BOC + PB UPDATE PUBLIC INFORMATION MEETINGS PRESENTATIONS TO AREA ORGANIZATIONS SURVEY WORKSHOP(S) WITH STAKEHOLDERS WEBSITE UPDATE 	<ul style="list-style-type: none"> BOC + PB UPDATE PUBLIC INFORMATION MEETINGS PRESENTATIONS TO AREA ORGANIZATIONS WEBSITE UPDATE

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Goals / Outcomes

- Relationship building
- Access to relevant data
- Timely communication
- Education
Better understanding of opportunities, challenges, and choices
- Input
From public, subject matter experts, agencies, private sector
- Support from the community
- Optimization of economic benefits

From the input:

- Feedback for plan details (based on defined choices)
- Talking points for Staff, Reps
- Information for PIO

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**What level of
 community
 engagement does
 the Board expect
 during phase 2?**
 Stakeholders?
 Techniques?



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DISCUSSION

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Discussion Questions:

1. What does success look like?
2. What questions should the analyses answer, in the Board's opinion? Consider the impacts to countywide growth objectives.
3. In addition to VinFast representatives, does the Board anticipate and support opportunities for Chatham County to collaborate with any of the following as part of the planning process?
 - Neighboring jurisdictions
 - State agencies
 - Federal agencies
 - Other
4. How would the Board like to participate in Phase 2 to ensure the Board has ample opportunities to represent the interests of their constituencies as the products of Phase 2 are developed?
5. What level of community engagement does the Board expect during phase 2? Who are the stakeholders? What do Board members deem effective techniques for engagement?

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THIS WOULD BE A SUCCESS IF...

<p>PROCESS</p> <ul style="list-style-type: none"><input type="checkbox"/> Moncure residents involved<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____	<p>PLACE</p> <ul style="list-style-type: none"><input type="checkbox"/> Plan Chatham goals and policies upheld<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____<input type="checkbox"/> _____
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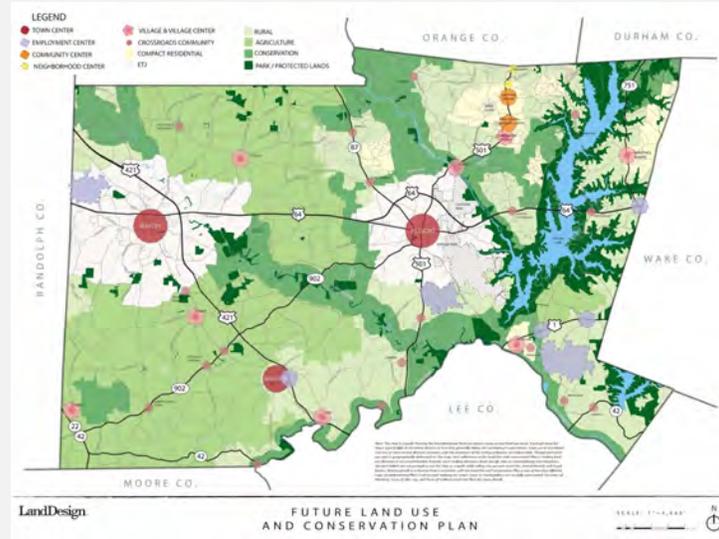
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NEXT STEPS

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Module 1: County Zoning



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Proposed UDO Base Districts & Subdivision Types

12.3 SUBDIVISION DESIGN
Carries forward current conventional and conservation subdivision types. Adds agricultural-friendly subdivisions to implement Plan Chatham recommendations. Adds compact subdivisions to districts. Adds townhouse subdivisions.

12.3.1 GENERAL DESIGN REQUIREMENTS
 ** See discussion of proposed changes in the annotated UDO outline | JULY 8, 2022 | RECODE CHATHAM | UNIFIED DEVELOPMENT ORDINANCE

2.2 CONVENTIONAL DISTRICTS*
Carries forward current zoning districts and adds new districts to implement Plan Chatham goals. Renames the current residential districts to better align with the Future Land Use & Conservation Plan Map designations.

2.2.1 PP, PARKS & PROTECTED LANDS DISTRICT*
2.2.2 AG, AGRICULTURAL DISTRICT*

* Each Conventional District will include a purpose statement, table of dimensional standards, cross-reference to Chapter 4. Use Regulations, and additional district-specific standards as applicable.
 * New district proposed to implement the "Park/Protected Lands" Future Land Use & Conservation Map designation and address Focus Group input. See [Audit Report](#) p. 38.
 * One of two new districts proposed to implement the "Agriculture" Future Land Use & Conservation Map designation and address Focus Group input. See [Audit Report](#) pp. 29-31.

2.2.3 RA, AGRICULTURAL RESIDENTIAL DISTRICT*
2.2.4 RS, CONSERVATION RESIDENTIAL DISTRICT*
2.2.5 R2, RURAL RESIDENTIAL DISTRICT**
2.2.6 R1, SUBURBAN RESIDENTIAL DISTRICT**
2.2.7 CR, COMPACT RESIDENTIAL DISTRICT**
2.2.8 RV, RURAL VILLAGE DISTRICT**
2.2.9 OI, OFFICE & INSTITUTIONAL DISTRICT
2.2.10 NB, NEIGHBORHOOD BUSINESS DISTRICT
2.2.11 CMU, COMPACT MIXED USE DISTRICT**
2.2.12 CB, COMMUNITY BUSINESS DISTRICT
2.2.13 CN, COMPACT NON-RESIDENTIAL DISTRICT**
2.2.14 RB, REGIONAL BUSINESS DISTRICT
2.2.15 RHC, RURAL HIGHWAY COMMERCIAL DISTRICT**
2.2.16 IL, LIGHT INDUSTRIAL DISTRICT
2.2.17 IH, HEAVY INDUSTRIAL DISTRICT

12.3.2 SUMMARY OF ADDITIONAL REQUIREMENTS FOR SUBDIVISIONS IN LOCATIONS, DNII
12.3.3 AGRICULTURE-FRIENDLY SUBDIVISIONS
12.3.4 COMPACT SUBDIVISIONS
12.3.5 CONSERVATION SUBDIVISIONS
12.3.6 CONVENTIONAL SUBDIVISIONS
12.3.7 EQUESTRIAN SUBDIVISIONS
12.3.8 PLANNED RESIDENTIAL SUBDIVISIONS
12.3.9 TOWNHOUSE SUBDIVISIONS
12.3.10 NON-RESIDENTIAL SUBDIVISIONS

INCLUDES CURRENT COUNTY CODE ZONING SECTION 17.5.C PLANNED RESIDENTIAL SUBDIVISIONS AND CONDITIONAL USES LISTED IN RES SR SECTION 7.3 BLOCKS SR SECTION 7.4 LOTS SR SECTION 7.6 ZONING OR OTHER SR SECTION 7.7 CONSERVATION SR SECTION 9 SPECIAL DEVELOPMENT SR SECTION 10 COMPACT COMMUNITY DEVELOPMENT

CHARTER 12 ADDITIONAL REQUIREMENTS FOR SUBDIVISIONS | JULY 8, 2022 | RECODE CHATHAM | UNIFIED DEVELOPMENT ORDINANCE | PAGE 11 OF 55

CHARTER 20 UDO OUTLINE | JULY 8, 2022 | RECODE CHATHAM | UNIFIED DEVELOPMENT ORDINANCE | PAGE 11 OF 55

CHARTER 2 BASE ZONING DISTRICTS | 2.2 CONVENTIONAL DISTRICTS

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Proposed New Districts

PROPOSED
SUBDIVISION TYPES
BY ZONING DISTRICT

Allowed Subdivision Types by Zoning District (PROPOSED)								
	Agricultural-Friendly	Compact	Conservation	Conventional	Equestrian	Planned Residential Development	Townhouse	Non-Residential
PP								●
AG	●		●	●*				●
RA	●		●	●*	●			●
R5	●		●	●*				
R2	●		●	●	●	●		
RI	●	●	●	●	●	●	●	
CR		●						
RV		●						●
OI								●
NB								●
CMU		●						
CB								●
CN		●						
RB								●
RHC								●
IL								●
IH								●

Key: ● = subdivision type allowed in district | [blank cell] = subdivision type prohibited in district

* Minor subdivisions only

ANTICIPATED TIMELINE

- **September:**
 - Convene County Technical Advisory Committee
 - Staff Review Draft of Phase 1 Report
- **October:**
 - Present Draft Phase 1 Report to Board of Commissioners & Public
- **November:**
 - Finalize Report, Action Plan, and Timeline
- **December:**
 - Begin Phase Two (*Plan Moncure*)

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www.recodechathamnc.org

recodechathamudo@chathamcountync.gov

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Appendix 3: BOC Area Vision
Workshop
(8/29/22 Board Input Notes)

1. THIS WOULD BE A SUCCESS IF....

PROCESS

- A structured plan for intentional and accurate communication plan
- Balancing pros and cons; maintain awareness the process does include both.
- Reference / reflect the CC Community Assessment
- Consider the region when assessing impacts, housing potential, character; while ensuring CC housing and services availability here

PLACE

- Maintain and protect rural character
- Maintain broad range of housing
- Address some of the new housing needs in Moncure / southeastern CC
- Protect greenway, parkland connectivity
- Consider solar and other environmentally thoughtful practices made part of the development in the area
- Protecting agricultural activity / potentially in Moncure area
- Incorporate walkability and transit into future planning in the area
- Tourism included in economic framework/development (incl. AG, public or special / outdoor events, derbies, etc.), including environmental/scientific interests inherent to Moncure (e.g. planetarium)
- Residential or commercial growth that is developed should reflect CC and Moncure built environment values and character (e.g., walkability, solar, env. sensitive/protective features, night sky protections/outdoor lighting)
- Integrate housing supportive of community-specific population/demographic needs; incl. autism.

2. WHAT QUESTIONS SHOULD THE ANALYSES ANSWER?

- How to address water and sewer in SE Chatham County; including broadband and other key services
- How can the process be designed for and communicated for ease of use and clarity
- What are the zoning options that will actually support the CC vision? And what is the decision making process for deciding and approach and ensuring it is implemented as intended?
- How will the commercial developments of south Chatham Park be reflected in the Plan?
- What are the key scenario factors other than tax revenue generation, for measuring success?
- How will *Plan Moncure* inform the UDO?
- How will the area encourage and create opportunities for connectivity between work and home and work/work; community, remote working, feasibility (note re: broadband relevance)?
- How to encourage more than the riparian buffer minimums and ensure development reflects community input/"negotiation"
- How will the plan process reflect the experience of other communities with similar industries / investments?
- What are the unique characteristics of the Moncure community, including incomes, housing opportunities/gaps to be addressed?

3. POTENTIAL COLLABORATIONS

- Land conservancies (incl. Triangle)
- CC Ag Extension
- Sanford and others re: water and sewer capabilities/capacities
- Colleges and universities in the region, incl. community/technical, for ideas, expertise, state of the art
- Small/minority businesses, incl. incubators
- Chambers of commerce
- TARPO other agencies/efforts re: equity, incl. mobility, transit access (aging locally)
- Public Health, including re: wastewater

4. BOARD PARTICIPATION?

- Communication with members of the public as questions arise.
- Updates to the BOC, clarifying input/direction
- One-on-one input opportunities, including with new BOC members, encourage opportunities for consensus building
- Awareness / notice re: community events and input opportunities
- Tools for Board and public input/conversations
 - Interactive exercises
 - Conceptual illustrations

5. EXPECTATIONS FOR COMMUNITY ENGAGEMENT & TECHNIQUES?

- Conceptual illustrations
- Decision-making exercises
- Moncure area outreach tailored to the community; incl. churches, health, recreation and community facilities, fire stations
- Communication and input from the community has to be direct, not passive
- Link outreach sessions to other activities of interest (e.g., job fairs, school events/activities)
- Include virtual access
 - FAQs
 - Commenting online
 - meetings
- Provide hard copy materials as well as online/electronic to ensure accessibility

PLAN
MONCURE
PHASE 1 ASSESSMENT AND ACTION PLAN