

# 10 — Implementation

The Village Council, the Village Planning Board, and Village staff will use this comprehensive plan as a guide for decisions they make concerning the physical development of Clemmons. The Clemmons Community Compass will also be used to guide the establishment of priorities for new and expanded community facilities and other public improvements. The Future Land Use Plan and corresponding classifications will serve as the principal policies for evaluating development proposals and proposed changes in Village regulations regarding growth, development, and redevelopment.

## Priority Action Items

Given the vision for the future of Clemmons that is drawn in this 2030 plan, and the description/analysis of current conditions and strategic objectives, the path to that future begins to come into focus. This chapter offers a specific plan for implementation by identifying priority action items that are in need of attention in the short-term. Table 3 compiles the initiatives by priority action items, identifies a party responsible for undertaking the action item, and identifies the related objectives listed in the plan. Table 4, outlines the potential costs for implementing these action areas under three scenarios: aggressive funding, constrained funding, and low cost actions. Cost information for action items will be useful for developing annual work plans as the Village allocates limited resources to implement the plan.

## Secondary Action Items

Following the priority action areas is Table 5 that lists secondary action items. These action items are not as pressing as the priority action items and should be addressed upon completion of the priority action items. Upon future updates to this plan, priority action items that are completed should be removed from the list and secondary action items should be moved up to the priority list.

## Plan Monitoring and Amendment

This comprehensive plan closes with recommendations for continued monitoring of progress and updating of the plan, including recommendation for an Oversight Committee to supervise plan implementation.

### PLAN FRAMEWORK

The implementation action items outlined in this section were developed from the plan’s vision, goals, and objectives. These action items will be the basis for developing annual work plans for Village staff and boards.



## PRIORITY ACTION ITEMS

This section outlines the top five priority action items that should be implemented in the coming years and another five priority action items for future implementation.

**Table 3: Priority Action Items**

PRIORITY ACTION ITEMS	ENTITY RESPONSIBLE	RELATED OBJECTIVES
<b>Top Five Priority Action Items</b>		
<b>1. Develop a 10-Year Capital Improvement Program</b>	Village and Finance Managers	3, 37, 41, 46, 64, 91, 93
<b>2. Develop a Village Center</b>	Village Manager	44, 45, 46, 66
<b>3. Update UDO</b>	Village Planner / Planning Board	1, 8, 10, 11, 13, 14, 15, 17, 18, 19, 20, 21, 23, 24, 25, 32, 34, 42, 44, 47, 48, 53, 57, 61, 65, 84, 85, 86, 87, 88, 89, 101
<b>4. Design and Redevelopment of Lewisville-Clemmons Corridor</b>	Village Planner / New Lewisville-Clemmons Corridor Advisory Board	22, 33, 34, 35, 36, 37, 38, 57, 67, 90
<b>5. Implement the Village Transportation Plan</b>	Village Planner	22, 52, 60, 69, 70, 71, 72, 73, 74, 75, 76, 77, 83, 89, 110
<b>Other Priority Action Items</b>		
<b>Develop Parks and Greenways</b>	Village Planner / New Parks and Greenways Advisory Board	1, 2, 3, 11, 12, 48, 49, 62, 87, 95, 96, 98, 99, 100, 102, 103
<b>Manage Future Growth Areas</b>	Village Planner	4, 5, 6, 7, 9, 26, 27, 28, 29, 30, 31, 43, 50, 51, 54, 58, 63, 68
<b>Improve Design of Highway 158</b>	Village Planner / Planning Board	16, 39, 40, 41, 42, 43, 57, 67, 90
<b>Construct Community Gateway Improvements</b>	Village Planner / Planning Board	93
<b>Develop Sustainability Policies and Programs</b>	Village Manager and Planner	80, 81, 86, 104, 109, 111, 112, 113, 114

## Top Five Priority Action Items

### 1. Develop a 10-Year Capital Improvement Program

A Capital Improvements Program (CIP) is a tool used by local governments to plan for and fund prioritized short and long range public improvements, such as development of a Village Center, parks and greenways, expansion of public services, and other potential infrastructure costs. Clemmons does not currently have an established CIP process. As illustrated in the Fiscal Analysis section of the plan, the Village has limited resources for implementing the community's vision. The Village should undertake development of a 10-year CIP to set priorities for future public expenditures and to identify resources available to fund initiatives. Once a CIP is adopted, the recommendations of the plan should be reviewed annually for their incorporation into the capital program.

### 2. Develop a Village Center

Establishment of a civic-oriented Village Center is a critical implementation strategy for this plan and one that has been a priority for the community for over a decade. To ensure that this initiative moves forward, the Village Council should identify a Village Center Task Force that will:

- Seek out and evaluate potential development opportunities for a Village Center;
- Evaluate the feasibility of specific uses in the center;
- Identify funding options for development; and
- Serve as general advocates for making the project happen.

Design concepts and strategies included in the plan should guide the task force in developing formal plans for a future Village Center.

### 3. Update the Unified Development Ordinance (UDO)

The Clemmons Unified Development Ordinance (UDO) was originally developed from the County's zoning ordinance. Zoning districts and development standards were created by Forsyth County for application in similar contexts throughout the County. These districts and standards can be refined to better achieve the future land use set out in this plan and guide development to occur at a scale and intensity that is appropriate for a village context. Key amendments to be made include:

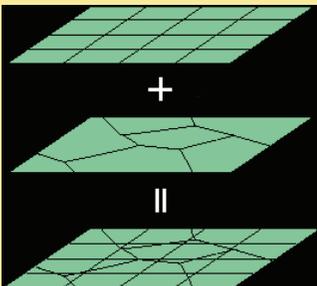
- Developing a mixed-use residential zoning district and corresponding design guidelines
- Developing a mixed-use office zoning district and corresponding design guidelines
- Developing new incentives for mixed-use commercial development and design guidelines for this classification
- Developing overlay zoning districts (see sidebar on the following page) and redevelopment / infill standards for Lewisville-Clemmons Road south of I-40 and for US-158 corridors
- Creating incentives for using sustainable building techniques / sustainable point system

- Developing a new Planned Development District
- Improving design and development standards for multi-family development
- Requiring parks and open space as part of new subdivisions of a significant size
- Improving open space standards in the Planned Residential Development district (PRD)
- Amending the Highway Business District (HBD) to require enhanced landscaping and tree protection standards
- Improving tree protection standards
- Requiring bicycle facilities, as well as sidewalk and other pedestrian facilities, as part of new developments
- Improving access management standards for new development and redevelopment

### OVERLAY ZONING DISTRICT

Overlay zoning is a regulatory tool that creates a special zoning district, placed over an existing base zoning district(s), which identifies special provisions in addition to those in the underlying base zoning district.

Overlay zoning districts are an appropriate tool to use when a base zoning district is not adequate for a certain geographic area and additional provisions are needed, such as the Lewisville-Clemmons corridor.



The Planning Board and the Village Council should work closely with local developers and the County to draft new standards and guidelines that strike a balance between meeting plan goals and fostering development in the community.

## 4. Design and Redevelopment of Lewisville-Clemmons Corridor

Realizing the redevelopment, infill, and economic development objectives outlined in this plan will require the input and energy of both the public and private sector. The Village should engage the business community in the development of detailed strategies for encouraging redevelopment and improving design within the Lewisville-Clemmons Corridor. A formal Lewisville-Clemmons Corridor Redevelopment Task Force should be developed to advise the Village Council and Planning Board on ways to implement these objectives in a manner that fosters economic growth, improves the visual character of the corridor, and maintains a fiscal balance. Specific initiatives that should be undertaken by the task force include:

- Establishing new access management standards and inter-connectivity strategies for development along the corridor
- Developing an overlay district for the southern corridor and new design standards
- Developing standards that encourage master planned development through minimum lot size thresholds
- Evaluating potential incentives for redevelopment, such as a fast-track permit process, reducing parking requirements, reducing development fees, and other incentives
- Evaluating public improvement investment options, such as sidewalks and road improvements, and identify priorities and funding sources
- Evaluating the potential for a Business Improvement District or Tax-Increment Financing District to fund public improvements in the corridor

## 5. Implement the Village Transportation Plan

Implementation of the Village Transportation Plan will require coordination with the Winston-Salem Urban Area Metropolitan Planning Organization and the North Carolina Department of Transportation. Many of the implementation strategies included within the plan are major road improvements that will be planned and funded in the future by the North Carolina DOT in cooperation with the Village. Given the state of state and federal transportation budgets, many of these projects may take years before projects are initiated. In the meantime, the Village should continue to advocate for priority transportation projects, such as improvements to the southern section of Lewisville-Clemmons Road and development of the Peace Haven – Styres Ferry connector road. In addition, the Village can begin to incrementally implement the plan through the following initiatives:

- Continuing to study inter-connectivity options for the southern section of Lewisville-Clemmons Road and developing new access management standards for inclusion in the Village's Unified Development Ordinance (UDO)
- Developing a planning and funding strategy for developing sidewalks in existing developed areas, such as the southern section of Lewisville-Clemmons Road and along Highway-158
- Identifying options for a transit park and ride lot, possibly in close proximity to a new activity center that will link Clemmons to the larger region
- Improving pedestrian crossing conditions with crosswalks and pedestrian lights and striped bike lanes. These actions can help improve traffic flow while state and federal funding sources are scarce.

## Other Priority Action Items

### Develop Parks and Greenways

Several potential park sites are listed on the Future Land Use Plan along with objectives for creating a system of parks and greenways in Clemmons. A Parks and Greenways Advisory Board should be established to spearhead park and greenway planning efforts, serve as advocates for parks and greenways, and provide recommendations to the Village Council on priority park and greenway investments. Specific actions that should be taken by a new Parks and Greenways Advisory Board include the following:

- Working with Winston-Salem/Forsyth County Schools to explore joint-use of ballfields, playgrounds, and park areas
- Working with regional partners (MPO, Forsyth County, Lewisville) to implement trail and greenway plans, seek Tanglewood Park access solutions, and explore opportunities to provide Village residents with better access to the Yadkin River
- Working with Village Planning to develop new requirements for the provision of parks, open space, and greenways as part of new developments
- Researching the feasibility and funding options for development of a Blanket Bottom multi-use path

- Considering development of a Village program to acquire public easements within stream and creek buffers for development of future greenways
- Identifying priorities for park development, develop plans, and secure funding for design and construction
- Identifying infill opportunities for parks within existing residential neighborhoods and explore funding options for developing these facilities

### **Manage Future Growth Areas**

Managing future growth in the northwest and southern growth areas will require coordination with Forsyth County. The Village should coordinate with the County to plan for areas of joint interest and should consider development of a formal agreement that outlines methods for coordinated planning. These efforts should address the following:

- Amending the Legacy Guide's Growth Management Areas to reflect the goals and objectives of the Clemmons Community Compass
- Promoting very low-density development in the Rural Preservation Area and Southern Long-Range Growth Area
- Offering Cluster Residential development options in the Cluster Residential area
- Prohibiting or limiting development of private sewage treatment plants in growth areas to maintain rural character over the long-term
- Developing rural road buffer standards to maintain rural character along key roadways
- Adopting formal policies requiring adequate infrastructure before more intense development / rezoning can be approved
- Zoning on the "edges" of jurisdictions that meets the goals of both jurisdictions
- Expanding water and sanitary sewer infrastructure in the northwest and southern growth areas

### **Improve Design of Highway 158**

The Highway 158 corridor will continue to serve as the historic village corridor into the future. To ensure that new development and redevelopment within the corridor fits the context of the corridor, a new overlay zoning district and corresponding design guidelines should be developed. The current Highway 158 Streetscape Design Guidelines should serve as a starting point for development of the overlay district and design guidelines. New standards should address site orientation, road buffering, provision of sidewalks, height, landscaping, parking locations, signage, and greening of existing parking. Additional efforts that should be initiated to improve the character of the corridor include:

- Pursuing historic district designation
- Developing a plan for streetscape restoration that may include sidewalks, street trees, street furniture, and mast arm street lights



## Construct Community Gateway Improvements

The strategy for improving community gateways should involve the following steps:

- Developing a design concept for community gateways by conducting a public design competition or by contracting with private design services
- Developing a prioritized list of gateways needing improvements, as guided by the Future Land Use Plan
- Developing a formal funding strategy, including the potential for private funding of gateway improvements, and incorporate into the CIP
- Evaluating the need for community gateway design standards for lands near community gateways

## Develop Sustainability Policies and Programs

The Village of Clemmons can serve as a leader in the community by establishing and promoting sustainable development policies that will address the sustainable goals of reducing energy consumption and costs, improving the quality of the built environment to foster more sustainable development, reducing impacts on the natural environment, and promoting healthy living opportunities. The first step in this process is for the Village to develop a formal sustainable policy strategy. The Mayors Climate Action Plan and the ICLEI Local Government Toolbox can provide the Village with a starting point for developing formal policies. (See Sustainability chapter for more information.) Upon adoption of these policies, additional initiatives that should be considered for implementation include:

- Developing a sustainable development point system to be incorporated into the Village's Unified Development Ordinance (UDO) with the intent of creating incentives for green development
- Developing a local community gardening program, potentially run by a non-profit or other community organization
- Conducting a community-wide energy audit to identify opportunities to save public dollars through energy efficiency efforts
- Exploring new ways to reduce the generation of waste and promote recycling in the Village, including providing recycling facilities in public locations

## Priority Action Item Implementation Scenarios

Table 4 provides a summary of potential implementation scenarios that the Village can use to assist in developing future work plans. These scenarios are intended to help guide the Village Council and Village staff when making decisions about plan implementation by providing estimated costs, timelines for completion of action items, and potential staffing needs for each implementation action. These scenarios are general approximations of the operational costs to implement the top ten priority action items:

- **Aggressive Funding Scenario** – This scenario assumes few constraints to implementation. Ample resources are available to address the action item immediately. This represents the ideal implementation scenario.



- **Constrained Funding Scenario** – This scenario represents a more feasible scenario that addresses funding constraints to implementation of the plan and provides a more moderate schedule for implementation.
- **Low Cost Scenario** – This scenario represents a lowest cost approach to implementation, and as a result, has the longest timeline for completion of actions.

Estimates for additional staff capacity and the timeline for completion of the action are calculated individually for each action item. The actual staff needed and the timeline for completion of action items will be dependent upon staffing levels and other ongoing project commitments in a given year.

Except for development of new greenways, these scenarios only include estimated operational expenses (i.e., costs for ongoing public operations) and do not include capital costs (i.e., one time capital improvement costs, such as development of the Village Center or development of new sidewalks). Estimates of capital costs require more detailed analysis and project scoping than is necessary at the comprehensive planning stage. Development of Action Item #1: Capital Improvement Program will include a detailed analysis of capital projects that the Village Council can use to make decisions about capital funding priorities.

The Comprehensive Plan Steering Committee reviewed the three scenarios for each priority action item and reached an agreement on the preferred scenario for each. Table 4 describes these scenarios, and identifies the preferred scenarios that the Village Council can use as formal recommendations when making future budgetary and programmatic decisions.



Table 4: Scenarios for Operational Implementation

PRIORITY ACTION ITEMS	AGGRESSIVE FUNDING SCENARIO	CONSTRAINED FUNDING SCENARIO	LOW COST SCENARIO
<p><b>Priority #1. Capital Improvement Program</b></p>	<p><b>Cost:</b> \$75,000 for additional staffing(note that this would not be one additional staff per priority item, but staff person collectively)  <b>Staffing:</b> Hire additional staff person to assist with development of CIP.  <b>Timeline:</b> May take one year to establish first CIP. CIP to be annually updated.                      Note: Hiring additional personnel allows for shift in responsibility, meaning that additional personnel could free time of existing staff to work on these options-not necessarily that the additional staff would be working on each item.</p>	<p><b>PREFERRED SCENARIO</b></p> <p><b>Cost:</b> \$20,000 to hire consultant  <b>Staffing:</b> Retain consultant to advise Village on CIP development. Staff prepares drafts.  <b>Timeline:</b> Could take 15 months to establish first CIP. CIP to be annually updated.</p>	<p><b>Cost:</b> \$0.00  <b>Staffing:</b> Use existing staff.  <b>Timeline:</b> Could take longer than 15 months to establish first CIP. CIP to be annually updated.</p>
<p><b>Priority #2. Village Center</b></p>	<p><b>Cost:</b> \$75,000 for additional staffing( note that this would not be one additional staff per priority item, but one staff person collectively and does not include benefits)  <b>Staffing:</b> Hire additional staff person to assist with task force efforts.  <b>Timeline:</b> Would expedite selection and negotiation process. Cannot truly estimate timeline for development as it is based on willingness of landowner to negotiate.                      Note: Hiring additional personnel allows for shift in responsibility, meaning that additional personnel could free time of existing staff to work on these options-not necessarily that the additional staff would be working on each item.</p>	<p><b>PREFERRED SCENARIO</b></p> <p><b>Cost:</b> \$60,000 to hire consultant  <b>Staffing:</b> Retain consultant to assist with task force efforts, and to develop concept drawings and graphics for a selected Village Center site.  <b>Timeline:</b> Would expedite selection and negotiation process. Cannot truly estimate timeline for development as it is based on willingness of landowner to negotiate.</p>	<p><b>Cost:</b> \$0.00  <b>Staffing:</b> Existing staff serves new task force.  <b>Timeline:</b> Would likely take some time to conduct selection and negotiation process. Cannot truly estimate timeline for development as it is based on willingness of landowner to negotiate.</p>

PRIORITY ACTION ITEMS	AGGRESSIVE FUNDING SCENARIO	CONSTRAINED FUNDING SCENARIO	LOW COST SCENARIO
<p><b>Priority #3. Updates to UDO</b></p>	<p><b>Cost:</b> \$120,000 to hire consultant  <b>Staffing:</b> Retain consultant to draft UDO updates.  <b>Timeline:</b> Could be developed within 15 months.</p>	<p><b>PREFERRED SCENARIO</b></p> <p><b>Cost:</b> \$40,000 to hire consultant  <b>Staffing:</b> Retain consultant to advise Village on UDO update; staff prepares drafts.  <b>Timeline:</b> Likely to take two years or more.</p>	<p><b>Cost:</b> \$0.00  <b>Staffing:</b> Staff prepares updates.  <b>Timeline:</b> Project is completed incrementally over the next five years.</p>
<p><b>Priority #4. Design and Redevelopment of Lewisville-Clemmons Corridor</b></p>	<p><b>PREFERRED SCENARIO</b></p> <p><b>Cost:</b> \$40,000 to hire consultant  <b>Staffing:</b> Retain consultant to develop overlay district and design guidelines.  <b>Timeline:</b> Likely to take 9 months.</p>	<p><b>Cost:</b> \$15,000 to hire consultant  <b>Staffing:</b> Retain consultant to advise Village on development of district and guidelines; staff prepares drafts.  <b>Timeline:</b> Likely to take 15 months.</p>	<p><b>Cost:</b> \$0.00  <b>Staffing:</b> Staff prepares overlay district and guidelines.  <b>Timeline:</b> Likely to take 30 months.</p>
<p><b>Priority #5. Implementation of the Village Transportation Plan</b></p>	<p><b>Cost:</b> \$75,000 for additional staffing (note that this would not be one additional staff per priority item, but one staff person collectively)  <b>Staffing:</b> Hire additional staff person to manage transportation planning and implementation.  <b>Timeline:</b> Ongoing                      Note: Hiring additional personnel allows for shift in responsibility, meaning that additional personnel could free time of existing staff to work on these options-not necessarily that the additional staff would be working on each item</p>	<p><b>Cost:</b> \$20,000 to hire consultant  <b>Staffing:</b> Retain consultant to advise Village on transportation planning, manage planning projects, and represent Village at MPO meetings.  <b>Timeline:</b> Ongoing</p>	<p><b>PREFERRED SCENARIO</b></p> <p><b>Cost:</b> \$0.00  <b>Staffing:</b> Use existing staff.  <b>Timeline:</b> Ongoing</p>

OTHER PRIORITIES			
PRIORITY ACTION ITEMS	AGGRESSIVE FUNDING SCENARIO	CONSTRAINED FUNDING SCENARIO	LOW COST SCENARIO
<b>Parks and Greenways</b>	<p><b>Cost:</b> \$75,000 for additional staffing and \$7,130,000 for greenway land and construction costs (note that this would not be one additional staff per priority item, but one staff person collectively and does not include benefits)</p> <p><b>Staffing:</b> Hire additional staff person to assist with advisory board and development of greenways and parks.</p> <p><b>Timeline:</b> Ongoing</p> <p>Note: Hiring additional personnel allows for shift in responsibility, meaning that additional personnel could free time of existing staff to work on these options-not necessarily that the additional staff would be working on each item</p>	<p><b>Cost:</b> \$15,000 to hire consultant and \$7,130,000 for greenway land and construction costs</p> <p><b>Staffing:</b> Retain consultant to assist with task force efforts.</p> <p><b>Timeline:</b> Ongoing</p>	<p><b>Cost:</b> \$7,130,000 for greenway land and construction costs</p> <p><b>Staffing:</b> Existing staff serves new task force.</p> <p><b>Timeline:</b> Ongoing</p>
<b>Managing Future Growth Areas</b>	<p><b>Cost:</b> \$75,000 for additional staffing (note that this would not be one additional staff per priority item, but one staff person collectively)</p> <p><b>Staffing:</b> Hire additional staff person to assist with management of growth areas and planning coordination with County.</p> <p><b>Timeline:</b> May take one year to implement planning and zoning solutions.</p> <p>Note: Hiring additional personnel allows for shift in responsibility, meaning that additional personnel could free time of existing staff to work on these options-not necessarily that the additional staff would be working on each item</p>	<p><b>Cost:</b> \$15,000 to hire consultant</p> <p><b>Staffing:</b> Retain consultant to assist with management of future growth areas and planning coordination with County.</p> <p><b>Timeline:</b> May take 12-18 months to implement planning and zoning solutions.</p>	<p><b>Cost:</b> \$0.00</p> <p><b>Staffing:</b> Use existing staff.</p> <p><b>Timeline:</b> May take two years to implement planning and zoning solutions.</p>

PRIORITY ACTION ITEMS	AGGRESSIVE FUNDING SCENARIO	CONSTRAINED FUNDING SCENARIO	LOW COST SCENARIO
<p><b>Redevelopment and Design of Highway 158</b></p>	<p><b>Cost:</b> \$25,000 to hire consultant  <b>Staffing:</b> Retain consultant to develop overlay district and design guidelines.  <b>Timeline:</b> Likely to take 9 months.</p>	<p><b>Cost:</b> \$7,500 to hire consultant  <b>Staffing:</b> Retain consultant to advise Village on development of district and guidelines; staff prepares drafts.  <b>Timeline:</b> Likely to take 15 months.</p>	<p><b>Cost:</b> \$0.00  <b>Staffing:</b> Staff prepares overlay district and guidelines.  <b>Timeline:</b> Likely to take 2 years.</p>
<p><b>Gateway Improvements</b></p>	<p><b>Cost:</b> \$75,000 for additional staffing (note that this would not be one additional staff per priority item, but one staff person collectively)  <b>Staffing:</b> Hire additional staff person to assist with development of gateway improvements.  <b>Timeline:</b> May take several years to design and construct gateway improvements.                      Note: Hiring additional personnel allows for shift in responsibility, meaning that additional personnel could free time of existing staff to work on these options-not necessarily that the additional staff would be working on each item</p>	<p><b>Cost:</b> \$10,000 to hire consultant  <b>Staffing:</b> Hire consultant to assist Village with development of gateway improvements.  <b>Timeline:</b> May take several years to design and construct gateway improvements.</p>	<p><b>Cost:</b> \$0.00  <b>Staffing:</b> Use existing staff.  <b>Timeline:</b> May take several years to design and construct gateway improvements.</p>
<p><b>Development of Sustainability Policies and Programs</b></p>	<p><b>Cost:</b> \$75,000 for additional staffing (note that this would not be one additional staff per priority item, but one staff person collectively and does not include benefits)  <b>Staffing:</b> Hire additional staff person to manage development of sustainability policies and programs.  <b>Timeline:</b> Ongoing</p>	<p><b>Cost:</b> \$15,000 to hire consultant  <b>Staffing:</b> Retain consultant to advise Village on sustainability policies and programs; staff prepares products.  <b>Timeline:</b> Ongoing</p>	<p><b>Cost:</b> \$0.00  <b>Staffing:</b> Use existing staff.  <b>Timeline:</b> Ongoing</p>

## SECONDARY ACTION ITEMS

The following secondary action items are important, but not as critical as the top ten priority action items. As time and resources are available, the Village should identify priorities from these secondary action items and move them to the priority list.

**Table 5: Secondary Action Items**

SECONDARY ACTION ITEMS	RESPONSIBLE PARTY	RELATED OBJECTIVES
1. Monitor age demographics in the Clemmons planning area to identify any significant changes and trends.	Village Planner	55
2. Monitor employment and population growth in the planning area and identify need to alter land use controls to address jobs-housing imbalance.	Village Planner	56
3. Work with business representatives in Clemmons to coordinate plans for industrial and business park development with the future land use plan and identify barriers to economic development efforts.	Village Planner	78, 79
4. Monitor housing values and the condition of housing in older neighborhoods to identify trends toward disinvestment, especially as new development occurs.	Village Planner	82
5. Expand Planning Board duties to include Design Review once design guidelines and standards are adopted.	Village Planner	92
6. Survey residents' willingness to attend and pay for new cultural arts facilities and events.	Village Manager	105
7. Work with Winston-Salem/Forsyth County Schools to identify ways that the Village can help to improve and enhance local schools.	Village Manager	106
8. Work with Winston-Salem/Forsyth County Schools to plan for new school development and future expansions, as opportunities arise.	Village Planner	107
9. Develop a distinctive community brand that can be used for marketing the Village's assets, unique quality of life, cultural and performing arts events, and small-town experience.	Village Manager	94

## MONITORING AND UPDATING THE PLAN

### Plan Monitoring

The Village will monitor the implementation of this plan over time to measure the progress in achieving goals, objectives, and actions. This information will provide crucial feedback to the Village's decision-makers regarding the approach to plan implementation on an ongoing basis.

It is recommended that a **Comprehensive Plan Oversight Committee** be appointed by the Village Council. This Committee will be staffed by the Village Planning Department and tasked with overseeing plan implementation. It will prepare a comprehensive annual report to the Village Council on the status of

Plan implementation, focusing on the top five priority action items included in the plan, and any additional initiatives that may be underway. The annual report shall be prepared in January/February of each year and ready for presentation to the Village Council at the annual Village Council Retreat held in March.

### Evaluating Consistency with the Plan and Other Village Policies and Actions

In addition to Plan monitoring, the Village will use the Comprehensive Plan during development of the Village's annual budget and updates to a future established Capital Improvement Program (Priority Action Item #1) to ensure consistency with the Comprehensive Plan. The Village's Planning Department will assist the Village Council with evaluating consistency among future Village budgets, Capital Improvement Programs, and the Comprehensive Plan as these policy documents are being developed.

### Plan Updating

It is intended that an update of this plan take place at least every five years unless otherwise directed by the Village Council to occur sooner. In making a determination of when a plan update should be initiated, a prime consideration is the magnitude of the changes that have occurred in the Village since the plan was last updated. For instance, unexpected changes in the economy, the environment, traffic congestion, projected growth, or other issues, may trigger a plan update in less than five years.

When conducting a plan update, Clemmons will thoroughly re-evaluate the vision, goals, objectives, and implementation actions of this plan and change or remove those relevant to make the plan effective. A plan update will also include a thorough review of the validity and current quality of all information contained within the plan and should include opportunities for involvement by the public, boards and commissions, elected and appointed officials, staff, and other affected interests.

## OPPORTUNITIES FOR CITIZEN INVOLVEMENT IN PLAN IMPLEMENTATION

Seeing this plan through completion will be an "all hands on deck" endeavor. Implementation of the priority and secondary action items will require the efforts of the Village government, the local business community, and active citizens. The Village needs volunteers to assist with plan implementation. It is through our collaborative efforts and focus that we can realize the vision we have set out for our community. One of the best ways that citizens can help with meeting our community goals is by volunteering with one of the new groups that will oversee achievement of action items. These include:

- Village Center Task Force (Priority Action Item #2)
- Lewisville-Clemmons Corridor Redevelopment Task Force (Priority Action Item #4)



- Parks and Greenways Advisory Board (Other Priority Action Item – Develop Parks and Greenways)
- Community Gardens Program (Other Priority Action Item – Develop Sustainable Policies and Programs)
- Comprehensive Plan Oversight Committee (Plan Monitoring)

In addition, our citizens are encouraged to engage in public discussions that will ensue when we begin implementation of the plan. There is much work to be done, decisions to be made, and additional public feedback to gather to ensure that we develop the Clemmons we envision for the future.

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