



# **Town of Boiling Springs**

**Board of Planning & Adjustment Agenda  
January 17, 2023  
5:30 PM**



## Town of Boiling Springs

PO Box 1014 | Boiling Springs, NC 28017  
Phone 704-434-2357 | Fax 704-434-2358  
www.BoilingSpringsNC.net

## Board of Planning & Adjustment

MEETING AGENDA  
January 17, 2023

### ROUTINE BUSINESS

1. Chairman's Call to Order
2. Public Comment
3. Minutes from the October 18th Meeting

### REGULAR BUSINESS

1. Land Use Plan Update
2. Adjourn

**Town of Boiling Springs  
Board of Planning & Adjustment Minutes  
October 18, 2022**

**ROUTINE BUSINESS**

**Chairman's Call to Order**

Chairman Chris Martin Called the meeting to order at 5:30pm

**PRESENT**

Chairman Chris Martin  
David Wacaster  
Thomas Bates  
Karma Harris

**ABSENT**

J.T. Scruggs  
Bill Daves  
Alan McWhirter

**Staff Present:**

Town Manager Justin Longino  
Town Clerk Noah Saldo  
Lead for NC Fellow Greyson Sonntag

**Recognize Citizen's Present & Public Comment**

No public comment

**Minutes from the September 20th Meeting**

Approve as presented

Motion made by Wacaster, Seconded by Bates.  
Voting Yea: Chairman Martin, Wacaster, Bates, Harris

**REGULAR BUSINESS**

**Consider Amending Chapter 92 of the Code of Ordinances**

Chairman Chris Martin recognized Town Manager Longino for a review of the proposed changes to chapter 92 of the code of ordinance for animals.

Recommend to Town Council approval as presented

Motion made by Bates, Seconded by Wacaster.  
Voting Yea: Chairman Martin, Wacaster, Bates, Harris

**Adjourn**

Motion to adjourn at 5:53

Motion made by Bates, Seconded by Harris.  
Voting Yea: Chairman Martin, Wacaster, Bates, Harris



## LAND USE PLAN UPDATE

### ***Options to Proceed:***

1. Motion to recommend Town Council approve of one of the firms to update the Towns Land Use Plan

## SUMMARY

The town's comprehensive land use plan is a blueprint for the town's growth and helps the planning board, Council, and staff make zoning and regulatory decisions. It is recommended that land use plans be updated at least every ten years to reflect the changes that may occur over time. Our current land use plan was adopted in 2009. Staff has solicited requests for proposals from firms that specialize in the creation of comprehensive land use plans. Staff have received three proposals that detail each company's organization, staff and firm experience, and process that they will use to update our land use plan, and the cost of the project. Staff sent out the three proposals to members of staff, Town Council members, and Planning Board members to solicit their feedback on each plan. Each used a rating sheet to rate each firm's proposal. There were four sections to the rating sheet, 1. Firm experience, 2. Experience of the personnel 3. Ability to understand the requirements of the town's land use plan, and 4. Previous experience with the town. Each section has a rating from 1-5 with 5 being the best. Benchmark scored 94, CJ Stone scored 89, Kimley-Horn scored 78. We would also look to create a parks master plan with the selected firm to be completed at the same time.

Those who rated the firms had this to say about each:

Benchmark- has the cheapest price, previously created our current land use plan and other work within town. Benchmark created a new land use plan for Cleveland County in 2021 which went well. Worked with other university communities. 1 year turnaround time.

Another jurisdiction stated " Our experience was excellent! They completed the project on-time and within budget. I would certainly recommend them! "

Kimley-Horn- Highest cost with a 10-month turnaround time. They have worked to create full land use plan rewrites as well as parks, recreation, and culture plans.

Another Jurisdiction stated "she worked closely with Kimley-Horn and would have the most insight. But speaking from my perspective, the experience having them as consultant was largely positive. They did a great job presenting at the larger-scale open houses and public events (we kept a lot of the other public engagement in-house to control costs though). And the quality of the final report was strong. Kimley-Horn focused more on the maps and graphics in the report while our Town staff project manager did the bulk of the text. I don't know if that was an indicator of their writing abilities, or just her preference.



One other thing I'll note – we have an ongoing contract with Kimley-Horn for supplemental review of development applications (ie when we have a high volume of plans being submitted, we outsource some of the work to them). That team includes members of the team that did the Future Land Use Map. So, we have a good ongoing relationship.”

CJS-Bolton Mink- shortest turnaround time of 9-months and has the option to add on a parks master plan. Has worked with other university communities.

Another jurisdiction said “I used ColeJenest and Stone when I was in Lancaster, SC for a Cluster Subdivision Overlay plan and the 521 Corridor Overlay District. I enjoyed working with them and they were extremely helpful in understanding our needs for a growing community. I was short staffed, and they provided me supplemental pages for design standards to help with the 521 Corridor Overlay District. Marshall Giles was involved with communicating with me the process of the two plans and provided detailed reports for each task. I highly recommend them.”

#### **MATERIALS PROVIDED**

- Each firm's proposal
- Rating sheet



# PROPOSAL FOR LAND USE PLAN UPDATE

TOWN OF BOILING SPRINGS • NOVEMBER 11, 2022

ANDREW BABB, PE, AICP  
980-286-0701 • [Andrew.Babb@bolton-menk.com](mailto:Andrew.Babb@bolton-menk.com)

200 South Tryon Street • Suite 1400 • Charlotte, NC 28202  
704-376-1555 • [Bolton-Menk.com](http://Bolton-Menk.com)



**Cole Jenest & Stone**  
BOLTON & MENK, INC.

November 11, 2022

Noah Saldo  
Town Clerk  
PO Box 1014  
Boiling Springs, NC 28017

RE: Proposal for  
Land Use Plan Update



Dear Noah,

Item 1.

With prestigious Gardner-Webb University, abundant recreational amenities, and increasing economic development, it's no wonder so many people make the Town of Boiling Springs a preferred community to live, work, and play. But as the Town continues to grow, it becomes more important than ever to develop updates to the existing land use plan. ColeJenest & Stone (CJS)/Bolton & Menk understands that this project will engage the full community, confront the challenges of redevelopment, establish a compelling vision, and create an action plan that will guide the Town of Boiling Springs through the next ten years. We understand what needs to be accomplished for the successful completion of the plan, and when you partner with us on this important project, you'll benefit from:

**A TEAM AND PROCESS FOCUSED ON IMPLEMENTATION.** Like our Downtown Master Plan for Boiling Springs, our plans do not sit on a shelf; they are adopted and implemented. We attribute our success to our ability to be visionary while understanding how to implement that vision. We are committed to combining design thinking with start-to-finish understanding of what it takes to get plans implemented. The effort of guiding your land use plan update will require varied skill sets and an integrated approach to planning and engagement. Our team brings a balanced perspective on public policy, public investment, municipal and transportation engineering, and the drivers of private development necessary to ensure that the vision for the Town of Boiling Springs is aspirational yet grounded in the reality of political, environmental, and economic conditions.

**AN INCLUSIVE AND THOROUGH PROCESS.** This project is an investment in the community, and we know that implementation is not possible without the buy-in of Town staff, key decision makers, and the vested public. Our approach will be open, collaborative, and cooperative as we engage a range of stakeholders in a series of forums. Our public engagement strategies will combine traditional methods of engagement with new approaches designed to attract a broader audience. Our goal is to cast a wide net and transform the conversation, bending it toward creating a shared vision for Boiling Springs.

**THE DEPTH OF EXPERIENCE NECESSARY TO CREATE A VISIONARY AND ACHIEVABLE PLAN.** CJS/Bolton & Menk's planning and design team brings a portfolio of successful land use plans from around the region. We are a full-service firm, meaning the Town of Boiling Springs will benefit from our collaborative in-house team of planners, landscape architects, engineers, GIS specialists, engagement specialists, and other professionals. In addition to our multidisciplinary expertise, our proposed team members have worked closely on several projects and will use that familiarity to hit the ground running to complete a plan that works for those who will use it.

In continued service to the Town of Boiling Springs, we are excited at the opportunity to complete the Land Use Plan Update. I will personally serve as your lead client contact and project manager. Please contact me at 980-286-2701 or Andrew.Babb@bolton-menk.com if you have any questions regarding our proposal.

Respectfully submitted,  
**CJS/Bolton & Menk, Inc.**

A handwritten signature in black ink that reads 'Andrew S. Babb'.

Andrew S. Babb, PE, AICP  
Project Manager

A handwritten signature in black ink that reads 'John Cock'.

John Cock, AICP  
Senior Planning Project Manager



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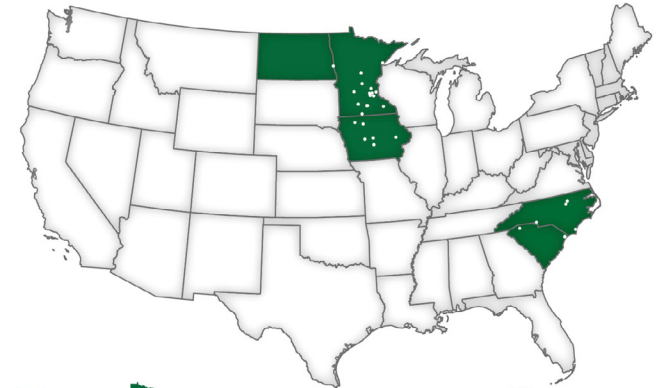


## WE BRING A CLIENT-FIRST APPROACH TO EVERY PROJECT

Bolton & Menk was founded in 1949 by two hard working municipal engineers. Our commitment to communities has remained throughout our history, and our goals are simple—making progress by listening to what people want, finding the best solutions for their needs, and treating them right.

In honoring our founders’ legacy, we sought opportunity to bring our client-first approach to more communities. **In 2021, ColeJenest & Stone (CJS) joined the Bolton & Menk team. With offices in Charlotte and Raleigh, North Carolina, CJS** had been providing award-winning urban design and land planning solutions throughout the Southeast since 1988. Our firms were both founded upon the same core values and principles, and we are drawn together by our commitment to communities. Our team’s 100+ professional engineering, planning, and landscape architecture staff throughout the Southeast carry these core values and principles into every project and community.

CJS/Bolton & Menk has more than 800 employees throughout 28 locations in the Southeast and Upper Midwest, including our headquarters in Mankato, Minnesota. That includes a professional staff of more than 250 engineers, planners, landscape architects, and surveyors providing services to more than 500 communities and agencies that advocate for community.



| Iowa         | Minnesota               | North Carolina | South Carolina      |
|--------------|-------------------------|----------------|---------------------|
| Algona       | Baxter                  | Minneapolis    | Charlotte           |
| Ames         | Burnsville              | Oakdale        | Raleigh             |
| Cedar Rapids | Chaska                  | Ramsey         | Wilmington          |
| Des Moines   | Duluth                  | Rochester      | Youngsville         |
| Jefferson    | Fairmont                | Sleepy Eye     |                     |
| Spencer      | Golden Valley           | St. Cloud      | <b>North Dakota</b> |
|              | Mankato                 | Willmar        | Fargo               |
|              | Mankato Creative Studio |                |                     |

## OUR OWNERSHIP STRUCTURE

The ownership of CJS/Bolton & Menk is divided between the professionals who manage the firm and an Employee Stock Ownership Trust (ESOT). Our managers serve as officers and active project managers who are committed to serving our clients to the clients' satisfaction. The ESOT is structured so when key owners retire or leave the firm, there are no concerns for salability of stock.

## KEY FIRM LEADERS

### Principals-in-Charge in the Southeast



Kevin Ammons

Kevin.Ammons@bolton-menk.com



Kyler Bender

Kyler.Bender@bolton-menk.com



### PEER CLIENTS

CJS/Bolton & Menk is currently working with the following public jurisdictions and organizations in North Carolina. A full list of both private and public clients across the nation is available upon request.

Village of Bald Head Island

Town of Holden Beach

Central Piedmont Community College\*

Town of Matthews

City of Newton

Mecklenburg County

City of Charlotte

North Carolina Central University

Charlotte Area Transit System (CATS)

Queens University\*

City of Concord

Regional Transportation Alliance—Raleigh Chamber

Town of Cornelius

Town of Rolesville

Town of Davidson

University of North Carolina at Wilmington

Davidson College

Clients where we're doing park and/or greenway plans

Town of Garner\*

Clients where we're doing comprehensive plans

City of Hendersonville

\* Work for these clients is being completed as a subconsultant to another firm



### WE ARE AVAILABLE WHEN YOU NEED US

We understand the value of face-to-face meetings, friendly conversations, and a collaborative decision-making process to keep your project focused on real, workable solutions. Project manager Andrew Babb will be available throughout the project to make sure the Town of Boiling Springs gets the implementable land use plan it deserves.

Andrew Babb, PE, AICP • Project Manager • 980-286-2701 • Andrew.Babb@bolton-menk.com

# PROJECT TEAM

We've got a record of delivering technically sound, environmentally conscious, workable solutions for our clients. On the following pages, we have highlighted key project team members. We will draw upon our experience to create a solution that truly works for the Town of Boiling Springs and its stakeholders. Full resumes and additional project information are available upon request.



**ANDREW BABB, PE, AICP**  
Project Manager



**KEVIN AMMONS, PLA**  
Principal-in-Charge



**JOHN COCK, AICP**  
Senior Planning Project Manager



**TODD FISHER, PE, LEED GA**  
Municipal Projects Engineer



**MARSHALL GILES, PLA**  
Urban Design/Land Use Advisor



**KATHERINE AMIDON, AICP**  
Natural Resources Lead



**JIM MERTZ, GISP**  
GIS/Public Engagement Lead



**LORNA ALLEN, PLA, ASLA**  
Parks and Public Space Lead



## ANDREW BABB, PE, AICP

### Project Manager

As project manager, Andrew will lead all internal and external project activities. He will coordinate with Boiling Springs staff and deliver a transparent planning process. Andrew has a unique blend of public and private sector experience that provides the understanding of the importance of plan implementation. He will act as an extension of Town staff, providing guidance and support in the best interest of Boiling Springs. Andrew is an expert in city and regional planning, traffic engineering, and transportation planning and is responsible for the planning, development, and completion of community and system-focused projects. His passion for his work stems from his love for a challenge.

*Every decision made about our built environment has reverberating effects on the people and businesses that make up our communities. This complexity ensures that my work in linking land use and transportation is always engaging and interesting.*



### RELEVANT PROJECT EXPERIENCE

- » OnePickens Comprehensive Plan; Pickens County, SC\*
- » Comprehensive Land Use Element Update; Garner, NC
- » Gwinnett 2040 Unified Plan; Gwinnett County, GA\*
- » Greater Albany Bicycle and Pedestrian Plan; Dougherty and Lee Counties, GA\*
- » Imagine Roswell 2040 Comprehensive Plan; Roswell, GA\*
- » Rome-Floyd County Metropolitan Transportation Plan; Floyd County, GA\*
- » Woodstock Comprehensive Plan; Woodstock, GA\*
- » Greater Dalton Metropolitan Transportation Plan; Whitfield and Murray Counties, GA
- » Johns Creek Comprehensive Plan; Johns Creek, GA\*
- » Dunwoody Comprehensive Transportation Plan; Dunwoody, GA\*

\* Indicates work completed with a previous employer



## KEVIN AMMONS, PLA

### Principal-in-Charge

Kevin will oversee the project and ensure the team has the resources needed to successfully deliver all project elements. An experienced urban designer and landscape architect, Kevin understands how planning and transportation can be used to build connections, turning a disjointed developmental approach into a close-knit community. Using his strong background in consensus building and project delivery, he will provide Boiling Springs with the assurance that the project will be delivered to the Town's standards. He will serve as authorized negotiator and make commitments on behalf of our firm. As managing principal of CJS/Bolton & Menk's southeast operations, Kevin manages the overall firm's project delivery. Kevin also serves as principal-in-charge on many projects, including master planning, site inventory and analysis, public engagement, urban design, and civil engineering.

### RELEVANT PROJECT EXPERIENCE

- » Downtown Master Plan; Boiling Springs, NC
- » Wake Forest Technology Park Master Plan; Wake Forest, NC
- » Lancaster County Zoning Ordinance; Lancaster County, SC
- » City of Spartanburg Downtown Master Plan; Spartanburg, SC
- » Simpsonville Streetscape Master Plan; Simpsonville, SC
- » Doran Mill Site Study and Feasibility Plan; Shelby, NC
- » City of Shelby Comprehensive Bike/Pedestrian Plan; Shelby, NC
- » Morgan Square Downtown Park and Streetscape; Spartanburg, SC
- » Streetscape Redesign; Travelers Rest, SC
- » Winston-Salem Downtown Streetscape Plan; Winston-Salem, NC
- » 335 East Matthews Street Visioning and Conceptual Design; Matthews, NC
- » Comprehensive Plan; Matthews, NC



## JOHN COCK, AICP

### Senior Planning Project Manager

**A creatively skilled planner with national expertise, John will contribute to the overall comprehensive plan elements, ensuring practical, implementable solutions will be incorporated into easy-to-follow planning documents. With a mind for implementation, he will ensure that the policies from the land use plan can provide guidance for staff and decision makers alike.** John has special expertise in the areas of planning and design for walkable community design, land use and transportation integration, Complete Streets design, transit station area planning, bike share planning, project management, and group facilitation. He has led and managed comprehensive plans, corridor plans, system plans, and code analysis and ordinance re-writes for communities throughout the southeast.

### RELEVANT PROJECT EXPERIENCE

- » Downtown Master Plan; Boiling Springs, NC\*
- » Newton Pedestrian Plan; Newton, NC\*
- » Newton Park and Recreation Plan; Newton, NC\*
- » Comprehensive Land Use Element Update; Garner, NC
- » Comprehensive Plan and Smart Growth Audit; Boone, NC\*
- » Comprehensive Plan and UDO; Wendell, NC\*
- » Comprehensive Plan; Leland, NC\*
- » Comprehensive Plan; Matthews, NC
- » Rural Area Plan; Davidson, NC\*
- » Comprehensive Plan; West Greenville, SC\*
- » Bicycle Master Plan; Hickory, NC\*
- » Mobility Plan; Davidson, NC\*
- » Land Management and Development Ordinance; Salisbury, NC\*

*\* Indicates work completed with a previous employer*



## MARSHALL GILES, PLA

### Urban Design/Land Use Advisor

**Marshall will provide creative direction to the plan's park and recreation elements.** As a senior associate principal director of design and planning, Marshall has experience working with urban open spaces, park projects, and public engagement. His work experience includes areas of site design and construction documentation, with an adept understanding of land development and planning. Marshall's experience also includes conducting all phases of project development from conceptual through final design and preparation of construction documents, permitting, and construction administration. He excels in coordinating and directing the work of subconsultants and his team of junior staff.

### RELEVANT PROJECT EXPERIENCE

- » Downtown Master Plan; Boiling Springs, NC
- » Walker Branch and Hoover Creek Greenways; Charlotte, NC
- » McIntyre Creek Greenway; Charlotte, NC
- » Clarks Creek Community Park; Charlotte, NC
- » Third Street Linear Park, Bearden Promenade; Charlotte, NC
- » Colin Shaw Memorial, South Prong Rocky River Greenway; Charlotte, NC
- » City of Simpsonville Downtown Park and Streetscapes; Simpsonville, SC
- » Cook Regional Park; Charlotte, NC
- » Teddington Park; Charlotte, NC
- » First Ward Park; Charlotte, NC
- » City of Shelby Comprehensive Bike/Pedestrian Plan; Shelby, NC
- » Lancaster County Zoning Ordinance; Lancaster County, SC



## LORNA ALLEN, PLA, ASLA

### Parks and Public Space Lead

**Lorna's experience in landscape architecture and public spaces will bring significant value to the plan's parks and recreation element.** Lorna is a landscape project manager at CJS/Bolton & Menk, but prior to rejoining our team, she was a senior urban designer for the Charlotte Urban Design Center for the City of Charlotte's Planning, Design + Development Department. Having experience practicing in the non-profit, private, and public sectors, Lorna provides extensive planning, urban design, and placemaking experience building consensus through community input and engagement. Her work has been published and has won state and national awards in master planning, communication, and site design. In addition to her professional achievements, Lorna was named an 8 80 Cities Knight Foundation Emerging City Champion and is a member of Leadership Charlotte Class 42.

### RELEVANT PROJECT EXPERIENCE

- » Comprehensive Plan; Matthews, NC
- » West Boulevard Placemaking Master Plan; Charlotte, NC\*
- » First Ward Park; Charlotte, NC
- » Third Street Linear Park; Charlotte, NC
- » Gadsdenboro Park; Charleston, SC
- » The Green at Prosperity Village; Charlotte, NC\*
- » 335 East Matthews Street Visioning and Conceptual Design; Matthews, NC
- » Beatties Ford Road Placemaking Master Plan; Charlotte, NC\*
- » Belmont Avenue Corridor Study; Charlotte, NC\*
- » Whitehall Ayrley CNIP + Brown-Grier Road Upgrades; Charlotte, NC
- » West Boulevard Playbook, Corridors of Opportunity; Charlotte, NC\*

*\* Indicates work completed with a previous employer*



## KATHERINE AMIDON, AICP

### Natural Resources Lead

**As an environmental planner, Katherine is an expert in environmental protections and preservation policies.** Katherine is a senior environmental planner and hands-on project manager with a focus on planning, land use/water quality, stakeholder engagement, policy analysis assessment, and brownfields redevelopment. As project manager for multiple municipal projects, she leads teams of professional engineers, landscape architects, planners, and subcontractors in environmental assessments, strategies, and planning. She is adept at applying standard project management principles to keep projects on track and clients and stakeholders engaged. She is an enthusiastic and engaging public speaker and enjoys coordinating with stakeholders and helping build consensus for complex projects. An AICP-certified planner, Katherine holds a master's degree in city and regional planning with an emphasis on environmental planning and projects of public interest.

### RELEVANT PROJECT EXPERIENCE

- » Town of West Pelzer Zoning and Master Plan; West Pelzer, SC
- » Simpsonville Streetscape Master Plan; Simpsonville, SC
- » York County Grant Services; York County, SC
- » Opportunity Zone Prospectus; Greenwood County, SC\*
- » Stormwater Policy Benchmark Analysis; Greenville SC\*
- » Land Use Planning, Policy, and Water Quality Nexus for E. coli Mitigation; Clemson University, SC\*
- » OJRSA Sewer Basin Study; Oconee, SC
- » Brownfields Redevelopment Project; Lyman, SC\*
- » Streetscape Redesign; Travelers Rest, SC\*

*\* Indicates work completed with a previous employer*



## JIM MERTZ, GISP

### GIS/Public Engagement Lead

**Jim will coordinate with Boiling Springs staff and deliver a transparent planning process. He has a unique blend of public and private sector experience that provides an understanding of the importance of plan implementation.** Jim is a project manager with the unique skills of a GIS professional, and he routinely provides an analytical mind to community planning and public engagement. He is passionate about coordinating with clients, communities, and stakeholders. Jim's approach is based on his belief that all projects must meet the needs of those it affects. He has achieved this throughout his career by using a broad toolbox of technological solutions and engagement techniques customized for each individual project. He works tirelessly to build the informed consent required to successfully complete projects. A problem-solver at heart, Jim is passionate about providing creative solutions to both external clients and internal users.

### RELEVANT PROJECT EXPERIENCE

- » Comprehensive Plan; Matthews, NC
- » Comprehensive Plan Update; Becker, MN
- » 2040 Comprehensive Plan; Anoka, MN
- » Joint Council Bluffs/Pottawattamie County Future Land Use Plan; Council Bluffs, IA
- » 2040 Comprehensive Plan; Marine on St. Croix, MN
- » 335 East Matthews Street Visioning and Conceptual Design; Matthews, NC
- » Ramsey County Visioning Study; Ramsey County, MN
- » Metro Bikeways Gap Analysis; Fargo-Moorhead Metro COG
- » East Grand Forks MPO and Downtown Study; Grand Forks, ND
- » Arboretum Area Transportation Study; Carver County, MN
- » Cass County Transportation Plan; Cass County, MN



## TODD FISHER, PE, LEED GA

### Municipal Projects Engineer

**To ensure our land use plan is feasible, Todd will provide review of existing and needed infrastructure in growth areas.** Todd has vast experience in the fields of civil, environmental, and land development engineering. He has been engaged in all aspects of project management and engineering plan production, from initial scoping through construction administration, and has developed a thorough understanding of the engineering issues associated with all types of municipal engineering and land development projects. Within the private development sector, Todd has completed hundreds of public utility infrastructure improvement projects involving dozens of miles of water distribution and sanitary sewer piping. Todd has successfully managed projects at all levels of complexity, working in conjunction with consulting firms to achieve client objectives. He has worked with architects, contractors, local and regional developers, local governments, school districts, universities, and federal and state agencies to bring numerous projects to a successful conclusion, forging ongoing relationships that benefit future clients.

### RELEVANT PROJECT EXPERIENCE

- » Sugar Creek Waterline Extension; Lancaster County, SC
- » Roundpoint Mortgage Utility Improvements; York County SC
- » 3<sup>rd</sup> Street Waterline Replacement; Charlotte, NC
- » Union County Human Services Waterline Extension; Monroe, NC
- » Stormwater Repair and Maintenance Projects; Charlotte, NC
- » Sugar Creek Subdivision Utility Improvements; Lancaster County, SC
- » Tree Tops Subdivision Utility Improvements; Lancaster County, SC
- » Heritage Subdivision Utility Improvements; Union County, NC
- » Nolen Farm Utility Improvements; Gastonia, NC
- » First Ward Park Infrastructure; Charlotte, NC
- » On-Call Engineering Services; Rolesville, NC



We have provided samples of recent projects with similar tasks and challenges to the Town of Boiling Springs Land Use Plan Update. Client satisfaction through quality deliverables, cost-effective rates, and timely project delivery are top priorities for CJS/Bolton & Menk. Please contact the following references to evaluate our performance on similar projects. Additional references are available upon request.



## DOWNTOWN MASTER PLAN

### Town of Boiling Springs, NC

As the Town of Boiling Springs continues to experience growth, the need for a unified vision and improvement plan became a priority to properly accommodate the future development. Through coordination with the Town, CJS/Bolton & Menk generated a master plan that took into consideration the overall street designs, land use and open space areas, planting area locations, lane widths and configurations, public art locations, and furniture and signage locations. The plan used information provided by the Town's Bike, Pedestrian, and Parking Study to establish key areas of interest and public investment. As part of the Town's effort to identify the community's ideas and recommendation, we conducted design workshops to strategize outcomes and goals with local constituents.

We've been pleased to work with the Town subsequently to develop grant applications for funding implementation of recommendations from this plan on an ongoing basis.

The Downtown Master Plan will help the Town grow respectfully, strengthen its identity, and inform future zoning ordinance and land use plan decisions.



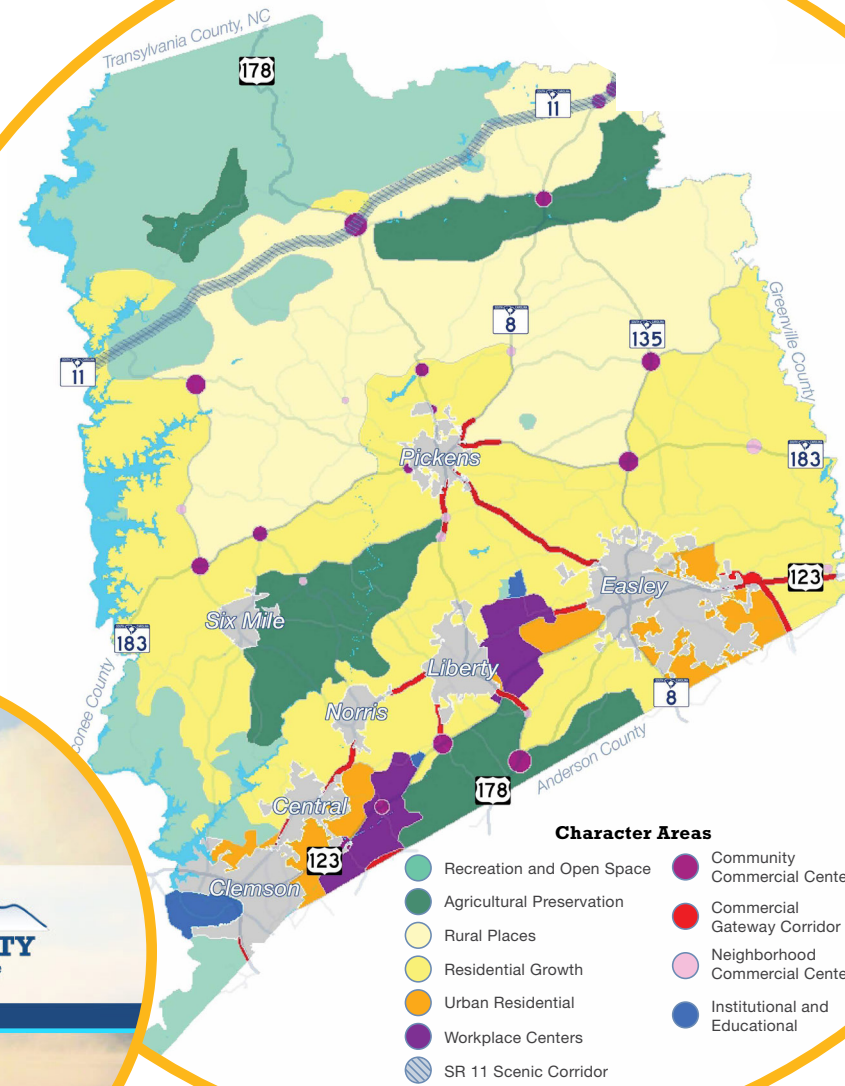


## ONEPICKENS COMPREHENSIVE PLAN

### Pickens County, SC

In the northwestern corner of South Carolina, Pickens County stretches from the Greenville area to the Appalachian Mountains and is the home of Clemson University. After having relied on a document originally from 2010, in 2020 the county undertook the effort to create a new comprehensive plan. Andrew Babb managed the creation of a new document, adopted in early 2022, to guide the county's decision-making processes for the future.

Andrew (while with a previous firm) and his team employed a variety of engagement techniques to reach the community during the COVID pandemic, including traditional open houses, online activities, and placement of activities in central locations for weeks so that people could participate as they had time and felt comfortable. Combining this feedback with the previous plan and incorporating other ongoing efforts, such as the SC 11 Appalachian Foothills Scenic Byway Study, the team created a contemporary plan document that better acknowledges the existing conditions of the county and the goals and vision of the community.



The OnePickens Comprehensive Plan provides a robust understanding of the community's needs and goals—browse through it to learn more.



## 2040 COMPREHENSIVE PLAN UPDATE

### City of Hopkins, MN

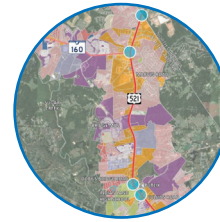
Hopkins is a fully developed city in the southwest Twin Cities metro. The city is experiencing growth and change with redevelopment, rapidly rising property values, an increasingly diverse population, and major planned transit improvements. The city is aware of these factors and has developed a Cultivate Hopkins approach to build upon the city as a unique and valued place.

CJS/Bolton & Menk led the City of Hopkins' 2040 comprehensive plan update. In addition to addressing all the elements required by the Metropolitan Council, this plan includes a strong thematic approach to sustainability in the built, natural, economic, and social environments. The plan incorporates station area planning for the three Southwest Light Rail Transit stations that will be located in Hopkins, including redevelopment scenarios for the station areas. The plan includes strategies for the development and preservation of the city's traditional downtown. CJS/Bolton & Menk also assisted with community engagement, including an online interactive comment mapping application and a community-wide survey. The end product is a user-friendly web interface organized around the plan's primary themes.

### REFERENCE

Kersten Elverum  
Director of Economic Development and Planning  
City of Hopkins  
1010 1<sup>st</sup> Street South  
Hopkins, MN 55343  
952-935-8474

The 2040 Comprehensive Plan will guide the city's land use regulations and policies for the next 10 to 20 years—check it out on the City of Hopkins' website.



## ZONING ORDINANCE

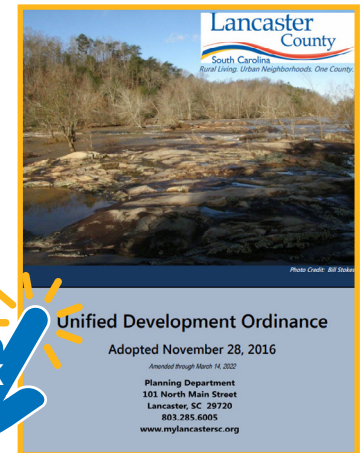
### Lancaster County, SC

CJS/Bolton & Menk assisted the Lancaster County Planning Department with their current Unified Development Ordinance (UDO) to evaluate ways to preserve and enhance the vehicular corridors serving as major gateways for the county. Through workshops with planning staff, the planning commission, and county council, CJS/Bolton & Menk developed land use recommendations and suggestions for design requirements to be added to the county's UDO. The process was a community-wide effort that included numerous public input sessions and stakeholder meetings with the goal to provide standards relative to connectivity, aesthetic appearance, and safety along major gateways. The resulting product was the Highway Corridor Overlay District adopted by the county council. The intent of this district is to provide unified land development regulations that promote a sense of place and create consistency along significant corridors by improving the visual character of adjacent development.

### REFERENCE

Penelope Karagounis  
Former Planning Director  
Lancaster County  
Current Planning Director for the  
Town of Fort Mill  
803-835-1160  
pkaragounis@fortmillsc.gov

The adopted UDO will take into account new planning policies and address more substantive structural issues—check it out on the county website.





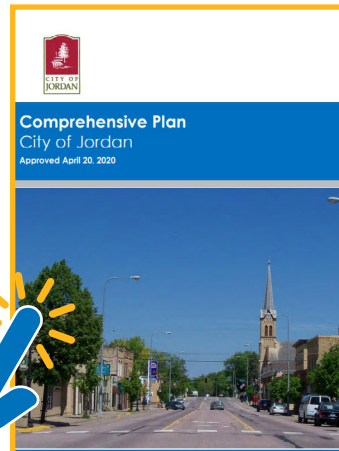
## COMPREHENSIVE PLAN UPDATE

### City of Jordan, MN

Minnesota statutes require all communities in the Twin Cities metropolitan area to update their comprehensive plans every 10 years. The City of Jordan is unique; while it is part of the metro area, it is also a freestanding community at the very edge of this area. CJS/Bolton & Menk prepared all elements of the comprehensive plan and incorporated the city's vision for growth beyond the 2040 time frame. The plan includes provisions for planned land use and utility extensions within an urban growth boundary. CJS/Bolton & Menk completed the comprehensive plan update while balancing the requirements of the Metropolitan Council and the unique needs of Jordan.

#### REFERENCE

Lucinda Meyers  
Senior Planner  
City of Jordan  
210 East First Street  
Jordan, MN 55352  
952-492-2535



The comprehensive plan acts as a dynamic planning tool to guide the future growth and development of the city—explore it more in-depth on the city's website.

In addition to the projects highlighted on the previous pages, CJS/Bolton & Menk is also working on the following comprehensive plans.



Town of  
**Matthews**  
North Carolina



# APPROACH AND UNDERSTANDING

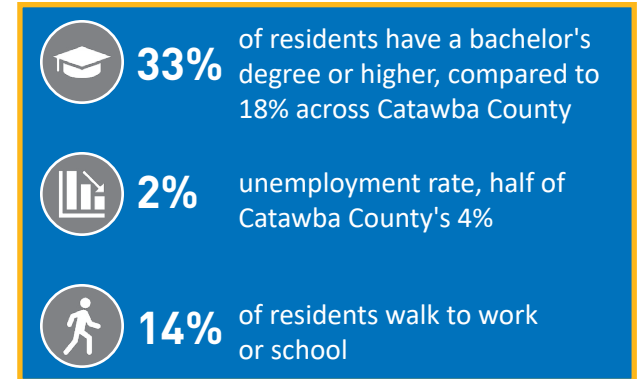
Boiling Springs, North Carolina, is a Town of less than 5,000 residents. With just a single stop light, the Town is located a few miles off US 74 between Charlotte and Asheville—just a short drive from I-85. The Town is also host to Gardner-Webb University, a private Christian university with over 3,000 students that competes in NCAA Division I athletics. The Town experienced substantial population growth in the 1960s and 1970s, but a more stable population in recent history has allowed it to preserve its small Town charm and beauty.



The Town has done much to position itself well, leveraging its geographical and institutional advantages. Examples include the completion of the Downtown Master Plan (with the help of CJS/Bolton & Menk), adoption of a new Unified Development Ordinance (UDO), and expansion of economic activity in the Town.



By undertaking an update of the land use plan, Boiling Springs is making another investment in the Town's future. The updated plan will be built on a foundation of community input, identifying a community vision for the Boiling Springs of the future. The plan will also consider previous planning work that has been performed and incorporate existing conditions, from physical infrastructure to demographics and economic development settings. The comprehensive plan update will use an implementation-focused perspective to help identify specific changes to policies and specific investments that can help the Town make the community's vision a reality.



The scope of work presented on the following pages will act as a road map for the entire project. It will enable us to effectively provide the Town of Boiling Springs and its agency partners with outstanding technical deliverables, exceptional leadership, and superior project management in a timely and cost-effective manner. Our multidisciplinary team has collectively considered the project issues and alternatives and produced a scope of work outlined by tasks addressing all elements of the RFP. A detailed schedule can be found on the last page of this section.

## PHASE 0. PROJECT MANAGEMENT, COORDINATION, AND MEETINGS

CJS/Bolton & Menk believes one of the most significant components to a successful project is the management process. Proactive and effective project management is critical for successful plan completion and full agency support. We will provide consistent communication, firm schedules, and established milestones—while building consensus along the way. We will schedule all meetings, complete all agendas, maintain meeting records, and offer regular updates on next steps and upcoming study requirements. Throughout the entire process, **Andrew Babb** will serve as the primary point of contact with the Town of Boiling Springs.

Our team will have ongoing discussions and scheduled monthly progress meetings with Town staff and the steering committee via Microsoft Teams to

- » Discuss key project elements as they progress
- » Understand individual agency perspectives to gain insight relative to key issues or perceived impacts
- » Identify considerations that could influence the project conclusion

## PHASE 1: ASSESSMENT OF EXISTING CONDITIONS

At the onset of the planning process, we will begin with a series of data collection and analysis tasks to understand existing conditions and potential areas of need in the community. These will later be augmented with community feedback to understand priorities and needs in the area.

### TASK 1.1: DATA COLLECTION

We'll look to collect a variety of data that covers the Town and the broader region it exists in. Specific data needs may include

- » Previous plans and existing policies, such as the Town's existing land use plan, the Town's UDO, and Cleveland County land use and transportation plans; CJS/Bolton & Menk will also incorporate the Downtown Master Plan, which we have access to
- » Land use data, including existing and planned future land uses, zoning classifications, and character areas from the previous comprehensive plan
- » Demographic and economic data such as historic and projected population, jobs by industry, locations of racial and ethnic communities, and others to inform a holistic understanding of the community and economic activity within it

- » Transportation data such as roadway and traffic volume information, bicycle and pedestrian facilities, and planned and ongoing improvements
- » Utility information such as the location of sewer services, water mains, overhead power lines, and others to ensure recommendations are in line with presence and capacity of necessary infrastructure
- » Cultural and natural resources such as libraries, historic sites, parks and other preserved lands, floodplains and stream beds, and others to understand where these resources need to be cared for and where they can be leveraged for the community's benefit

CJS/Bolton & Menk already has access to much of this data, but may need the Town or the Town's partners to help provide additional information.

### TASK 1.2: COMMUNITY ASSESSMENT

Based on the data collected from the Town, county, and other sources (such as the U.S. Census Bureau), we will put together a community assessment. This assessment will present an understanding of the existing conditions of the Town, including physical facilities, existing policies, and a snapshot of demographics. This document will later be incorporated into the final plan update document.



## PHASE 2: IDENTIFICATION OF COMMUNITY VISION

A key component of any comprehensive plan is understanding what direction the community would like to see the Town take in the future, and how they prioritize between different objectives. Robust conversations with the community will serve to help the planning team understand these critical components of the plan.

### TASK 2.1: COMMUNITY WORKSHOP

To kickoff our community engagement process, we will have a community workshop. The focus of this initial workshop will be to identify an overall vision for the Town's future and to find specific locations where issues have arisen or where specific investments are desired for the future.

### TASK 2.2: STAKEHOLDER MEETING

With the help of Town staff, we will identify a collection of key stakeholders to include in a stakeholder committee. Members of this committee may come from Town departments, the university, the school district, business organizations, community organizations, key landowners, or other groups. We will meet with these stakeholders early on in the process to discuss the issues and opportunities they see across the Town.

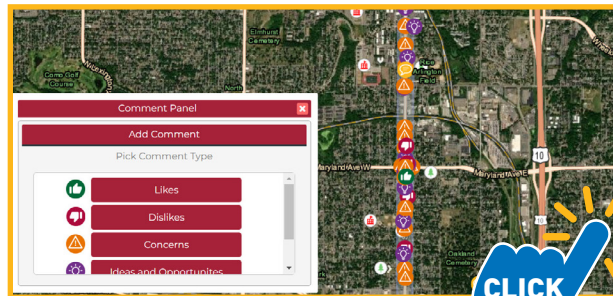
### TASK 2.3: VIRTUAL ENGAGEMENT

We will develop explanatory materials and virtual activities that can be placed onto a project website. These materials will inform visitors about the process and act as virtual equivalents to the activities available at the in-person community charrette.

Tools used in these meetings may include INPUTid™, online surveys, and other innovative ways of communicating with the public.

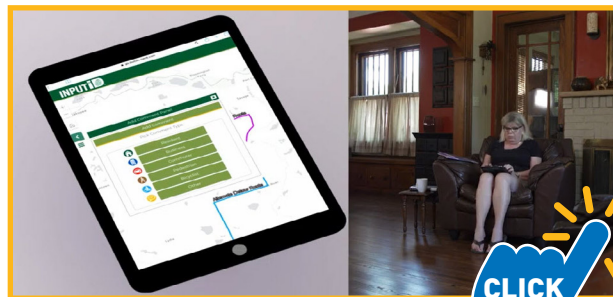
#### INPUTID™

Do you want to see stakeholders' thoughts at a single glance? CJS/Bolton & Menk has developed INPUTid™, an online public input application with a customizable interface and tools, which makes it easy to gather all comments in one place. We will design the interface to allow people to add their comments directly on a project site map as well as view and respond to others' comments.



ABOVE: Take a tour of INPUTid™ to see how community comments help guide a project.

BELOW: Watch a short video to learn more about this innovative engagement tool.



## POTENTIAL ADDITIONAL SERVICES

### Intercept Interviews

Some of the best conversations can be had with members of the community who do not always participate in traditional engagement. With intercept interviews, we'll go out into the community to find these people—whether it be at a grocery store, a park, or shopping downtown—and talk to them about the community and the ongoing planning process.

### Pop-Up Events

Pop-up meetings in the heart of the community offer great opportunities to get the word out about a project or gather public input. Our team can attend community events or set up booths at local hangouts where people naturally gather.



We used the innovative Art Cart to engage the community at events for the Rice Street Visioning Study in St. Paul, MN.



### Email and Text Subscriptions

When users sign up for a subscription service, they can directly receive alerts about upcoming or ongoing engagement opportunities. With email subscriptions, we can also track if recipients are opening emails or engaging with email content (i.e., clicking on a website link). These tools can be used for this planning process alone or can be used as an ongoing tool for Town communications with the public.

### Multi-Day Charrette

The stakeholder meeting and community workshop could be combined and further expanded into a multi-day charrette, giving the planning team more time to work directly with stakeholders and members of the public. If chosen, this expanded charrette could include walking tours of Boiling Springs, other site visits around the Town, and additional conversations with key groups and leaders. A multi-day charrette would include time for the planning team to develop potential recommendations and strategies more fully and to present these ideas to both stakeholders and the public on the last day of the event.



Lorna Allen leading a charrette in Charlotte, NC.

## PHASE 3: DEVELOPMENT OF DRAFT ELEMENTS

Based on a robust understanding of the community's vision and the current opportunities and obstacles at hand, the CJS/Bolton & Menk team will prepare draft plan elements synthesizing data and feedback, and providing specific policy, investment, and other guidance for each focus area.

The production of a plan is just the start of the process—implementation is where the real impact is. Each element of this comprehensive plan will identify what the community intends to do over the next 10 years. Implementation strategies will describe local ordinances, policies, public programs, infrastructure improvement plans, and/or other tools available to implement the goals and strategies in the comprehensive plan. The implementation strategies will be organized into a matrix by themes and goals and will assign a lead party or organization. This will allow the Town easy reference and useful accountability.

### TASK 3.1: LAND USE AND COMMUNITY DESIGN

The land use section of a plan is often the most well-known of the elements and the topic most people associate with the comprehensive plan. We will focus on a balance between infill/redevelopment and greenfield development using Smart Growth principles. Our team will evaluate existing land uses and the current zoning code, along with adjacent and nearby land uses in neighboring communities, to gain an understanding of areas where policy changes could support or encourage investments.

This knowledge will be combined with the input received from the community to develop a future land use map that can serve as a guide for future land use decisions.

### TASK 3.2: HISTORIC, CULTURAL, AND HERITAGE PRESERVATION AND ENHANCEMENT

The plan will identify significant historic, cultural, and/or heritage resources. We understand Boiling Springs' downtown is an important asset for the community. We will assist the Town in establishing goals, policies, and actions for the protection and preservation of these resources which encourage an appreciation for the Town's history and culture.

### TASK 3.3: HOUSING

Our team will review existing housing characteristics, including age, cost, renter vs. owner occupancy, and other aspects to identify where the Town could create or revise policies and regulations to improve available housing stock, and to ensure that adequate housing stock is available to support the overall vision the community has for the future.

### TASK 3.4: TRANSPORTATION

The transportation element will consider bicycle and pedestrian networks, areas of future anticipated growth, and historic vehicular crashes, among other factors. The plan will identify gaps and future connection needs based on long-term growth for all transportation modes. The plan will also provide guidance on future transportation policies, such as a Complete Streets policy, that will aid in future decision making.





### TASK 3.5: PUBLIC SERVICES AND INFRASTRUCTURE

This element will include documentation of existing public facilities and services, including municipal and county buildings such as libraries, community centers, and schools. Based on future growth expectations and patterns, we will use current guidelines and peer communities to identify key investments and services the Town should make to support future growth.

### TASK 3.6: RECREATION AND OPEN SPACE

The plan will include a high-level inventory and assessment of the Town's existing parks and recreational facilities. We will provide recommendations on the need for additional park and trail facilities resulting from new development. This section will further consider connectivity between community resources and identify the necessary trail and pedestrian linkages.

## PHASE 4: PUBLIC REVIEW AND ADOPTION

Once the draft elements have been drawn up, the Boiling Springs community will be asked to review them. This review is intended to identify unaddressed needs, explain the planning process, and build buy-in from the community.

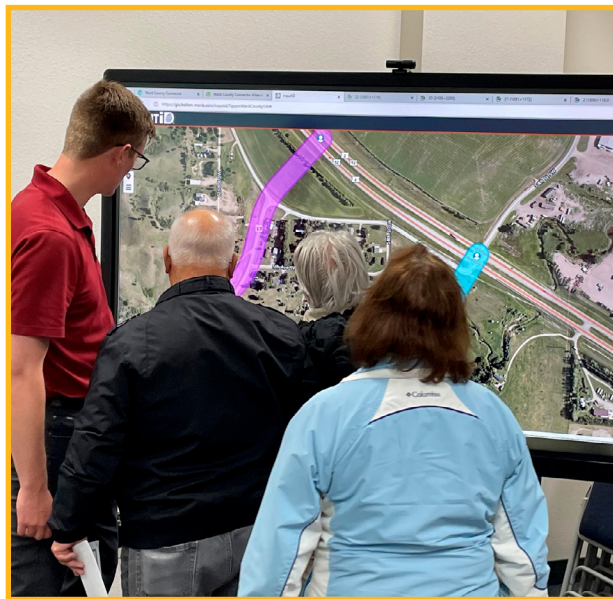
### TASK 4.1 STAKEHOLDER MEETING

Those stakeholders who were invited to participate in the earlier meeting will be invited again to review the draft plan elements and provide feedback. This group will include the Town's planning commission, among other key stakeholders.

It is expected that this will be done in one in-person or virtual meeting, during which the CJS/Bolton & Menk team will present key findings and implementation strategies and provide avenues for feedback.

### TASK 4.2: COMMUNITY WORKSHOP

An open-house style workshop showing draft plan elements and soliciting feedback will be held. This drop-in meeting will facilitate direct conversations between the public and the planning team to present key pieces of the draft plan elements and to solicit input on final tweaks that should be made before adoption.



Jim Mertz using INPUTiD™ to show alignment alternatives to community members at a workshop for the Ward County Connector Corridor Study.

### TASK 4.3: ONLINE WORKSHOP

During this phase, draft plan elements and overview materials like those used in the community workshop will be made available online. An accompanying collection of activities will also be developed to help glean which aspects of the plan the public most appreciates and any areas in which they feel revisions are needed.

### TASK 4.4: REVISIONS

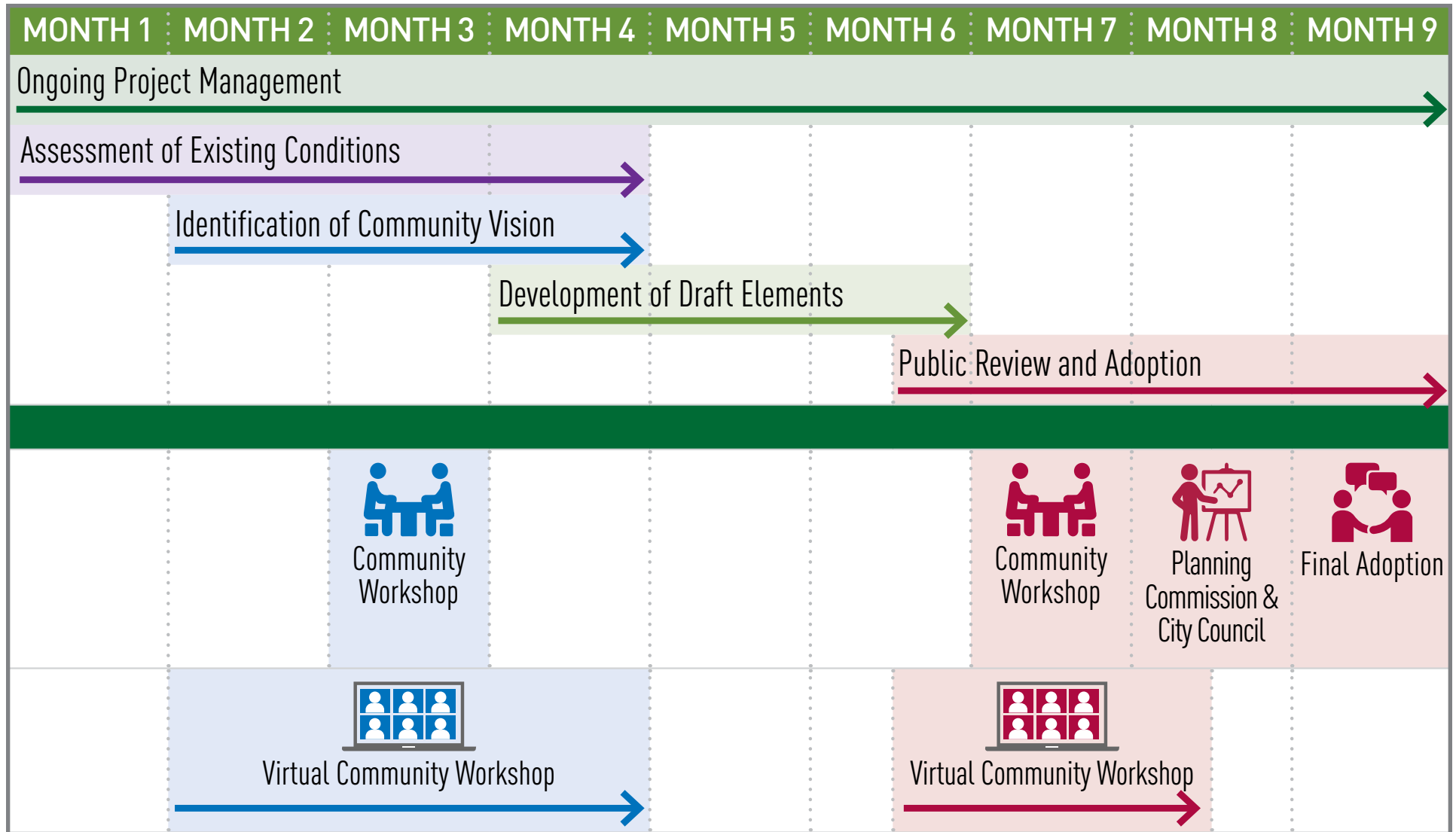
Based on feedback received from stakeholders, the public, and Town staff, changes may be made to the plan elements before presentation to Town council. All changes will be done with intentional and continuous coordination with Town staff to ensure the plan proposed to Town council appropriately portrays the needs and intentions of Boiling Springs.

### TASK 4.5: PRESENTATION TO CITY COUNCIL

CJS/Bolton & Menk will be proud to present the draft plan to the Boiling Springs Town Council near the end of the planning process. Our team will attend one council meeting, present the planning process and findings to council, and answer any questions the council may have. CJS/Bolton & Menk is dedicated to ensuring the successful and timely adoption of the comprehensive plan.



Based on our understanding, approach, and experience, we have developed the following schedule. Upon selection, we will work with Town staff to revise and update the schedule as needed.



The following table summarizes the hours and cost breakdown for each major work task item. Unless otherwise noted, the fees include vehicle, mileage, telephone, survey stakes, and routine expendable supplies; no separate charges will be made for these activities and materials. Expenses beyond the agreed scope of services and non-routine expenses, such as large quantities of prints, extra report copies, out-sourced graphics and photographic reproductions, document recording fees, outside professional and technical assistance, and other items of this general nature will be invoiced separately.

| PHASE  | FEE      |
|--|----------|
| <b>PHASE 0:</b> Project Management, Coordination, and Meetings | \$7,155  |
| <b>PHASE 1:</b> Assessment of Existing Conditions              | \$11,150 |
| <b>PHASE 2:</b> Identification of Community Vision             | \$12,550 |
| <b>PHASE 3:</b> Development of Draft Elements                  | \$16,350 |
| <b>PHASE 4:</b> Public Review and Adoption                     | \$11,450 |

**TOTAL: \$58,655**

## OPTIONAL SERVICES

If requested, we can provide the following value-added tasks to the scope identified in the RFP.

- » Comprehensive Park and Trail Master Plan
- » Market Study
- » Intercept Interviews
- » Pop-Up Events
- » Email and Text Subscriptions
- » Multi-Day Charrette

Statement of Proposal  
November 11, 2022



# LAND USE PLAN UPDATE TOWN OF BOILING SPRINGS, NC

Submitted by:

**B E N C H M A R K**

400 CLARICE AVE STE 130  
CHARLOTTE, NC 28204  
704.933.5990 • 800.650.3925  
[www.benchmarkplanning.com](http://www.benchmarkplanning.com)

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“ We listen intently to your community’s concerns and ideas to create places worth celebrating.”



Weaverville, North Carolina



Shepherdstown, West Virginia



Suffolk, Virginia



**BENCHMARK  
PLANNING**

400 Clarice Ave, Suite 130  
Charlotte, NC 28204-2768

**VIA EMAIL**

Item 1.

November 11, 2022

Noah Saldo, Town Clerk  
Town of Boiling Springs  
114 East College Avenue  
Boiling Springs, NC, 28017

RE: Land Use Plan Update RFP

Dear Mr. Saldo and Selection Committee:

On behalf of Benchmark, I would like to thank you for the opportunity to submit our firm's qualifications for assisting the Town with preparing an update to your Land Use Plan. For nearly 40 years, Benchmark has worked with local governments to develop meaningful, action oriented, and community-driven plans. Our team is comprised of planning, economic development, and urban design professionals who are passionate about their work, and commit the full depth of their experience and talent to each of the projects that we work on.

As our qualifications demonstrate, the core team members assigned to this project possess a diverse array of experience working on similar projects in communities with a strong town-gown relationship. Jason Epley, AICP, Benchmark's President, will co-manage the project with Vagn Hansen, AICP, Benchmark's Principal Planner. Specifically, we have highlighted team member experience in the following university communities with a strong connection to the community and their downtowns:

- Chapel Hill / UNC-Chapel Hill
- Davidson / Davidson College
- Raleigh / NC State
- High Point / High Point University
- Winston-Salem / Wake Forest
- Myrtle Beach / Coastal Carolina
- Elon / Elon University
- Rock Hill / Winthrop University
- Shepherdstown / Shepherd Univ.
- Louisburg / Louisburg College
- Boiling Springs / Gardner-Webb Univ.
- Aiken / USC-Aiken

In addition to our work in other communities, we have extensive experience working in Boiling Springs and Cleveland County. In Boiling Springs, we helped the Town prepare the 2009 Land Use Plan, the Land Use Ordinance updates, and the recent Downtown Overlay. In Cleveland County, we recently prepared

the Land Use Plan that included community engagement meetings across Item 1.  
the county with the Boiling Springs Town Hall serving as one of those public  
meeting locations.

As requested in your Request for Proposals document, Benchmark has not had  
any ownership changes in the last eighteen (18) months. In addition, we do not  
anticipate any ownership or management changes over the next thirty-six (36)  
months.

We welcome the chance to present our proposal in more detail. If you have any  
questions or need additional information that is not covered in our proposal,  
please feel free to contact me by telephone at 704.305.4381 or by email at  
[jepley@benchmarkplanning.com](mailto:jepley@benchmarkplanning.com).

Respectfully,



Jason M. Epley, AICP  
President & CEO

## COMPANY INFORMATION:

Benchmark CMR, Inc.  
(d.b.a.) Benchmark Planning  
400 Clarice Ave, Suite 130  
Charlotte, NC 28204-2768  
704-933-5990  
admin@benchmarkplanning.com  
www.benchmarkplanning.com

## STAFF ASSIGNED:

Jason Epley, AICP  
Vagn Hansen, AICP  
Bridget Callea, AICP  
Monika Gehl, AICP  
Erin Burris, AICP  
Kris Krider, AICP

## COMPANY ESTABLISHED:

North Carolina - 1982

## COMPANY INCORPORATED:

North Carolina - 1989

## TYPE OF CORPORATION:

S - Corporation

## AUTHORIZED NEGOTIATOR:

Jason M. Epley, AICP  
President & CEO  
Benchmark Planning  
400 Clarice Ave, Ste. 130  
Charlotte, NC 28204-2768  
704-933-5990 | (m) 704-305-4381  
jepley@benchmarkplanning.com

## OVERVIEW

Since our founding in 1982, Benchmark Planning's dynamic leadership in the field of urban planning and design has helped our client communities achieve their aspirations through an approach that is best described as the **ART + SCIENCE OF PLANNING** - a philosophy which blends our creative talent with the practical application of our technical expertise.

Headquartered in Charlotte, the Benchmark team has a national planning practice that is focused on comprehensive planning, urban design, land use regulations, public engagement, and military community planning. Our talented team of planners has a breadth of experience that provides our clients with the innovative ideas and solutions that are necessary to solve complex problems and develop plans that are grounded in reality and focused on implementation.

## COMPREHENSIVE PLANNING

Preparing comprehensive plans and land use plans for municipal and county governments is a core component of Benchmark's practice. For 40 years, Benchmark's team has worked closely with local governments to prepare plans that address our client communities' unique growth and development challenges. Our client base spans a wide range of community types, ranging from small rural communities with several thousand residents to growing suburbs, to larger urban cities and regional organizations spanning multiple counties with hundreds of thousands of residents.

Our team has prepared plans that range from city or county comprehensive plans, to small area plans for revitalizing urban neighborhoods, to planning at the regional scale to address land use compatibility conflicts around military installations. All of our planning efforts are focused on achieving our clients' goals through the development of sound strategic land use guidance that is based on our significant experience and understanding of best practices in the field.



## **PUBLIC OUTREACH AND ENGAGEMENT**

Our team members facilitate successful public involvement and consensus building through stakeholder interviews, charrettes, pop-up events, focus group meetings and workshops. We leverage the power of technology to support our public engagement activities and facilitate ongoing engagement throughout the planning process, which includes the use of interactive online engagement and real-time digital polling during public meetings.

## **GIS MAPPING AND ANALYSIS**

Our team of GIS analysts and cartographers focus on using the significant power of digital mapping to both produce complex analyses of issues in our client communities and prepare digital mapping products that clearly convey complex ideas in a straightforward and easily understandable manner.

## **GROWTH MANAGEMENT**

Benchmark's team can help your community develop practical plans and strategies to both manage and direct growth to maximize the benefits of your infrastructure investments. We achieve this through complex development capacity and cost/benefit analyses that allow a community to measure both their capacity for growth and its potential impacts. We use the results of these analyses to prepare strategies and policy recommendations that help your community realize the preferred growth scenario and maximize the benefits that it realizes from new growth.

## **DEVELOPMENT REGULATIONS**

Benchmark's team of planning professionals has a wealth of experience both writing and administering a wide variety of development ordinances, including both standalone zoning and subdivision regulations, unified development ordinances, and specialized ordinances dealing with design regulation and similar matters. Our team regularly advises both local governments and private developers on regulatory matters, keeping our team grounded in the practical realities of development practices. This in turn helps to inform and improve the effectiveness of the ordinances that we author.

## **URBAN DESIGN AND PLACEMAKING**

Our interdisciplinary urban design team can help your community prepare practical design concepts and standards based on the unique typologies and character (e.g. downtown centers, commercial corridors, neighborhood infill sites) of your focus area. Our urban designers will identify design solutions and strategies that are based on their practical experience with implementation and best practices that our team has learned through many years of national and international practice in the field.

## **ECONOMIC DEVELOPMENT**

Benchmark has extensive experience with assisting local governments with strategic economic development planning and implementation projects. Recent experience includes preparing a working lands study for the Central Midlands Council of Governments in Columbia, SC, and brownfields redevelopment projects in Chapel

Hill, NC and Greenwood, SC. Benchmark also works with private entities on economic development plans including work with the Multi-State Environmental Response Trust on the redevelopment of a former Kerr-McGee industrial site in Navassa, NC and developing a statewide inventory and GIS database of potential rail-served industrial sites for the North Carolina Railroad Company.

## TRANSPORTATION PLANNING

Our planners understand the critical linkages between transportation and land use, and we strive to seek innovative solutions to our clients' transportation needs. Whether it is identifying new highway corridors to spur economic development, re-imagining a downtown streetscape, or planning routes for a greenway system, our team brings a wealth of experience in solving complex transportation issues. In North Carolina, Benchmark is an NCDOT prequalified consultant for a variety of Transportation Planning tasks and projects.

## SUSTAINABILITY

The Benchmark team is committed to sustainable development practices, and we regularly incorporate these principles into our plans and studies. Our planners have worked on projects that promote sustainable growth coupled with habitat protection for endangered species, coastal resource protection and the conservation of working lands across the country. Beyond environmental sustainability, our team strives to provide our client communities with development strategies and policy guidance that foster growth patterns that limit the impact on finite community resources (school and transportation capacity, public safety services, utilities, etc.), while allowing growth to continue in an orderly and rational manner that is responsive to market demands.



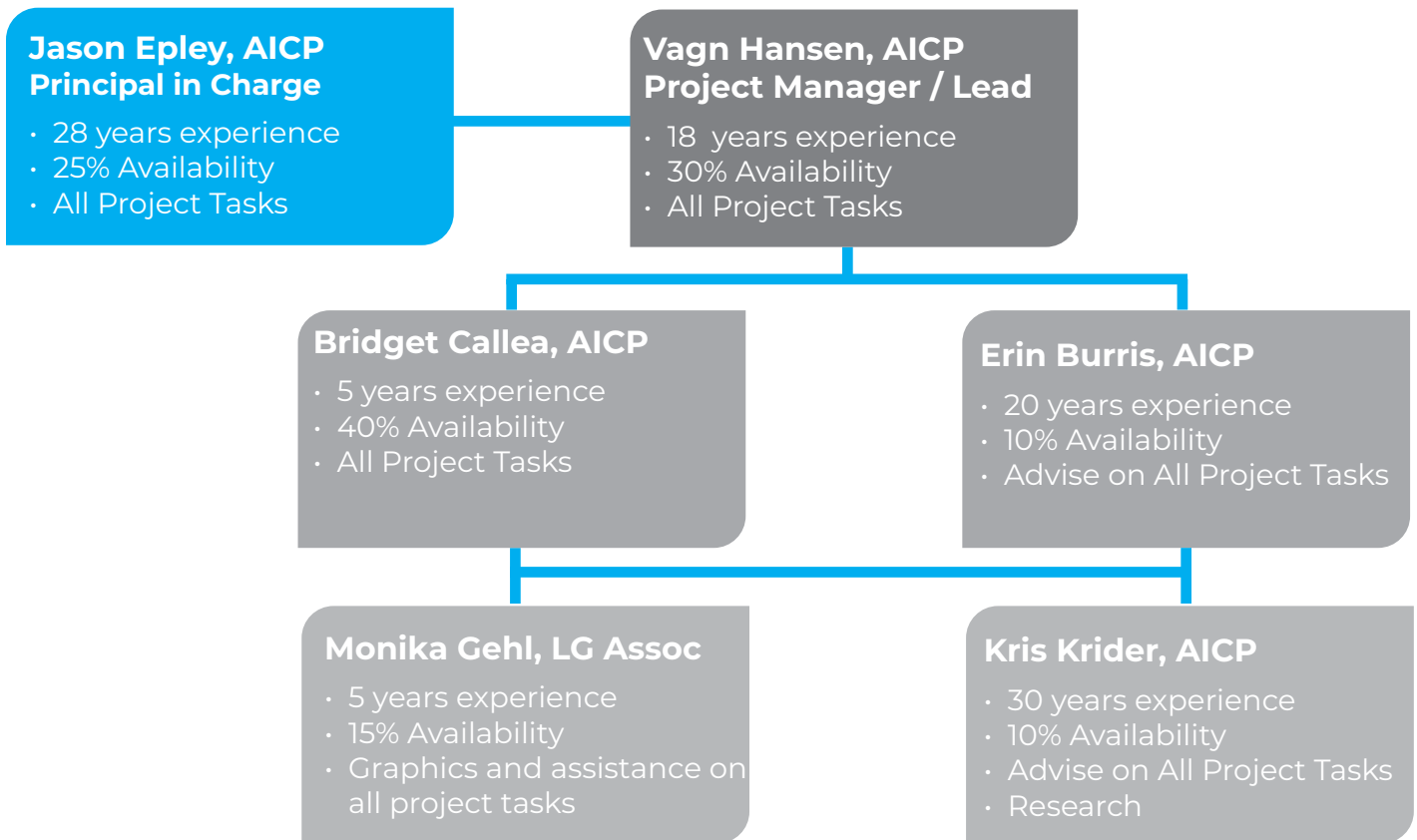
Mount Airy, NC - Recent Public Workshop



## PERSONNEL

The project team was chosen based on their unique skills and extensive experience working with similar communities. Benchmark’s President, Jason Epley, AICP, will be the principal in charge, responsible for the completion of the project on-time and on-budget. Jason has over 28 years of experience in the planning profession, and has served in a variety of planning and urban design leadership roles over his career, including as a downtown manager, as a planner for local governments in North and South Carolina, as a regional planner with the North Carolina Department of Commerce, and, for the last 15 years, as a consultant in private practice serving a national client base. Vagn Hansen, AICP will be serving as the Project Manager and Lead Planner - assisting Mr. Epley with the overall scope of the project, organizing the project team, and directing the day-to-day planning effort. With 19 years of professional planning experience, Mr. Hansen brings national experience preparing plans for a range of client communities to the project team, including recent work in Boiling Springs and Cleveland County.

Other senior members of the consulting team include Erin Burris, AICP, and Kris Krider, AICP, who will advise on all project tasks. Additional staff support will be provided by Bridget Callea, AICP in the areas of background research, transportation/mobility, and general project support. Monika Gehl, AICP, LEED Green Associate, will provide assistance with research and graphic production, and research assistance. Other team members from Benchmark will be on stand-by as needed during the process.





# JASON M. EPLEY AICP

President & CEO | Benchmark

Mr. Epley brings 28 years of national experience in the planning profession to Benchmark’s consulting team. Currently the President of Benchmark CMR, Inc., Jason’s past positions have included working with municipal, county, regional and state government planning programs throughout North Carolina. He specializes in land use and comprehensive planning, economic development, urban design, public involvement, and meeting facilitation. Jason brings additional expertise and experience with downtown development and design, and currently serves in the role of Executive Director of the North Carolina Downtown Development Association. He has a wealth of experience helping communities develop meaningful plans and sound implementation strategies through ordinance preparation and adoption, with project experience in well over 150 communities across the country.

## Education

Master of City and Regional Planning, Clemson University  
BA Geography, University of North Carolina - Greensboro

## Professional Certifications/Affiliations

Member, American Institute of Certified Planners  
Member, American Planning Association  
Member, National Society of Certified Public Managers  
Member, National Trust for Historic Preservation

## Other Professional Associations

Executive Director, NC Downtown Development Association  
Deputy Director, Ft. Bragg Regional Land Use Advisory Commission

## Relevant Experience

- Comprehensive Plan  
Blowing Rock, NC
- Comprehensive Plan  
Mount Airy, NC
- Comprehensive Plan  
Archdale, NC
- Comprehensive Plan  
Aiken, SC
- Comprehensive Plan  
Alleghany County, VA
- Comprehensive Plan  
Jamestown, NC
- Comprehensive Land Use Plan  
Cleveland County, NC
- Comprehensive Plan  
Covington, VA
- Comprehensive Plan  
Shepherdstown, WV
- Downtown Master Plan  
Suffolk, VA
- Comprehensive Plan  
Weaverville, NC
- Comprehensive Land Use Plan  
Person County, NC
- Downtown Master Plan  
Myrtle Beach, SC
- Multi-Jurisdictional Land Use Plan  
Lee County / Sanford, NC
- Downtown Master Plan  
Concord, NC



## VAGN K. HANSEN AICP

Senior Planner | Benchmark

Mr. Hansen brings 20 years of experience in the planning profession to the consulting team. He has professional experience as a local government planner with both large and small municipalities, as a consultant for the NC Department of Commerce, and has been in private practice for the last 14 years. Mr. Hansen specializes in comprehensive planning, military land use compatibility planning, land use regulations, and geographic information systems (GIS).

A primary focus of his practice is performing complex spatial analyses to help local governments make informed decisions on land use, infrastructure, and related growth management policies. In addition to his consulting practice, Mr. Hansen has supervised municipal planning and zoning administration services for several of Benchmark's client communities in North Carolina and South Carolina over the years, including the municipalities of Aiken, Harrisburg, Mount Pleasant, Midway, and Wesley Chapel.

### Education

MA Applied Geography, University of North Carolina - Greensboro

BA Geography, University of North Carolina - Wilmington

### Professional Certifications / Affiliations

Member, American Institute of Certified Planners

Member, American Planning Association

### Other Professional Associations

Executive Director, Ft. Bragg Regional Land Use Advisory Commission

Advisor, Elizabeth Community Association Land Use Committee

### Relevant Experience

Comprehensive Plan  
Aiken, SC

Comprehensive Plan  
Gatesville, TX

Comprehensive Plan  
Archdale, NC

Comprehensive Plan  
Covington, VA

Comprehensive Plan  
Jamestown, NC

Comprehensive Plan  
Blowing Rock, NC

Neighborhood Plan  
Cape Girardeau, MO

Downtown Master Plan  
Suffolk, VA

Redevelopment Plan  
Chapel Hill, NC

Redevelopment Plan  
Navassa, NC

Multi-Jurisdictional Land Use Plan  
Sanford, NC

Zoning and Subdivision Ordinances  
Onslow County, NC

Comprehensive Plan  
Bermuda Run, NC

Comprehensive Plan  
Weaverville, NC

Comprehensive Plan  
Mount Pleasant, NC



# ERIN BURRIS AICP

Senior Associate | Benchmark

Ms. Burris brings 20 years of experience in the planning field to the consulting team. Her professional experience has been focused primarily in North Carolina where she has served as a planner for municipal governments and now in the private sector. Ms. Burris specializes in comprehensive planning, development ordinances, and zoning and subdivision administration. With a background in both architecture and planning, Ms. Burris focuses a significant portion of her practice on urban design issues and assisting communities with the development of standards and guidelines that achieve high quality outcomes in the built environment.

## Education

MA Geography, University of North Carolina - Charlotte

BA Architecture, University of North Carolina - Charlotte

## Certifications/Memberships

Member, American Institute of Certified Planners

Member, American Planning Association

## Relevant Experience

Comprehensive Plan  
Bermuda Run, NC

Comprehensive Plan  
Mount Airy, NC

Comprehensive Plan  
Archdale, NC

Comprehensive Plan  
Pleasant Garden, NC

Comprehensive Plan  
Weaverville, NC

Comprehensive Plan  
Marshall, NC

Comprehensive Plan  
Yadkinville, NC

Comprehensive Plan  
Mount Pleasant, NC

Long Range Plan Review  
Fayetteville, NC

Zoning Ordinance  
Morganton, NC

Unified Development Ordinance  
Mineral Springs, NC

Unified Development Ordinance  
Yadkinville, NC

Zoning Ordinance  
Colleton County, SC

Sign Ordinance  
Concord, NC

Unified Development Ordinance  
Walterboro, SC



# BRIDGET CALLEA AICP

Urban Planner | Benchmark

Ms. Callea joined Benchmark Planning in June of 2019. Prior to joining Benchmark, Ms. Callea was a Planner with WGI, a national design firm in the public and private infrastructure markets.

Ms. Callea holds a Master’s degree in Urban and Regional Planning from Florida State University, where she received the APA-FL Chapter Outstanding Planning Student of the Year, and a Bachelor of Arts degree in Architectural Studies from Hobart & William Smith in Geneva, New York. Ms. Callea specializes in comprehensive planning, transportation planning, and urban design, assisting the Benchmark Planning team with meeting facilitation, background research, plan illustration, GIS mapping, and related project tasks.

### Education

MSP Urban & Regional Planning, Florida State University  
BA Architectural Studies, Hobart & William Smith Colleges

### Certifications/Memberships:

Member, American Institute of Certified Planners  
Member, American Planning Association  
Member & Communications Chair, Regional and Intergovernmental Planning Division of APA  
Certified Charrette System, National Charrette Institute

### Relevant Experience

- Comprehensive Plan Archdale, NC
- Comprehensive Plan Person County, NC
- Comprehensive Plan Roxboro, NC
- Comprehensive Plan Colleton County, SC
- Comprehensive Plan Jamestown, NC
- Comprehensive Plan Cleveland County, NC
- Industrial Redevelopment Feasibility Fletcher, NC
- Code Amendments West Palm Beach, FL
- Future Land Use Amendments Palm Beach County, FL
- Complete Streets Project West Palm Beach, FL
- Downtown Parking Approvals Lake Worth, FL
- Comprehensive Land Use Plan, Midway, NC
- Outdoor Activity/Entertainment Overlay District Feasibility St. Lucie County, FL
- Corridor Streetscape Plan Palm Beach County, FL
- Comprehensive Plan, Lake Park, NC





## MONIKA GEHL AICP

Urban Designer and Urban Planner | Benchmark (Austin)

Ms. Gehl joined Benchmark Planning in June of 2017 after receiving her Bachelors of Urban & Environmental Planning and Bachelor's in Global Studies: Environment and Sustainability from the University of Virginia, School of Architecture. In addition to her work with Benchmark, Ms. Gehl worked with the Piedmont Development Group where she assisted with a variety of development applications and entitlements, technical writing and project illustrations. Ms. Gehl assists the Benchmark Planning team in the areas of background research, GIS mapping, plan illustration and related project tasks.

Ms. Gehl's greatest contribution to the Benchmark team is her exceptional ability to prepare high-quality graphics and illustrations that effectively communicate complex planning and development concepts for our clients. Whether preparing site plans depicting alternative development scenarios or 3D renderings of a downtown block, her combination of practical planning knowledge, technical skill, and artistic ability provide our client communities with a firm understanding of each project's vision.

### Education

MS Community and Regional Planning, University of Texas  
 BUEP Urban & Environmental Planning, University of Virginia  
 BA Global Studies, University of Virginia

### Certifications/Memberships

Member, American Institute of Certified Planners  
 Member, American Planning Association  
 LEED Green Associate

### Relevant Experience

Comprehensive Plan  
 Jamestown, NC

Downtown Master Plan  
 Suffolk, VA

Downtown Master Plan  
 Myrtle Beach, SC

Comprehensive Plan  
 Jamestown, NC

Redevelopment Study  
 Chapel Hill, NC

Comprehensive Plan  
 Archdale, NC

Neighborhood Plan  
 Cape Girardeau, MO

Comprehensive Plan  
 Covington, VA

Comprehensive Plan  
 Gatesville, TX

Multi-Jurisdictional  
 Land Use Plan  
 Sanford / Lee County, NC

Regional Land Use Study  
 Fayetteville, NC

Redevelopment Study  
 Navassa, NC

Small Area Plan  
 Killeen, TX

Regional Land Use Study  
 Little Rock, AR



## KRIS KRIDER AICP

Senior Associate - Urban Design | Benchmark (Arlington)

Mr. Krider brings more than 25 years of national public and private planning and design experience to the Benchmark team. A member of the Benchmark team since 2011, Kris currently directs the Urban Design and Research Division in the Arlington County, Virginia Planning Department while continuing his role as a senior advisor for Benchmark on urban design and sustainable growth. Prior to joining Benchmark, Kris served as the Planning Director in the Town of Davidson, North Carolina where he led a number of high profile urban design projects, including the planning and development of the Griffith Street corridor at Exit 30 on Interstate 77, and numerous downtown development projects in the town's historic business district, which is also home to Davidson College. Prior to his tenure in Davidson, Mr. Krider served as Senior Urban Designer for two nationally recognized design firms in San Francisco after receiving his graduate training in architecture from the University of California - Berkeley.

### Education

MA Architecture, University of California at Berkeley

BA Architecture, University of North Carolina - Charlotte

### Certifications/Memberships

Member, American Institute of Certified Planners

Member, American Planning Association

LEED Green Associate

### Relevant Experience

Comprehensive Plan  
Weaverville, NC

Comprehensive Plan  
Shepherdstown, WV

Comprehensive Plan  
Blowing Rock, NC

Comprehensive Plan  
Archdale, NC

Urban Design Plan  
Winston-Salem, NC

Courthouse Square Sector Plan  
Arlington County, VA

Walnut Hills Redevelopment Plan  
Cincinnati, OH

Oak to 9th Development Plan  
Oakland, CA

NC 73 Land Use & Economic Plan  
Davidson, NC

Huntington Main Street Plan  
Huntington, WV

Bicentennial Master Plan  
Lawrenceburg, IN

Lawndale Drive Corridor Plan  
Greensboro, NC

Downtown Workshop  
Mayodan, NC

Downtown Master Plan  
Suffolk, VA

Urban Design Master Plan  
Concord, NC

# Comprehensive Plan

Archdale, North Carolina



Archdale, NC (pop. 11,538) engaged Benchmark in mid-2019 to prepare a new Comprehensive Plan for the city that would focus on four major themes that had emerged during previous planning processes that the City had undertaken - Placemaking, Growth Management, Economic Diversification and Livability. Benchmark's consulting team prepared an extensive public engagement process that included robust digital outreach, coupled with a series of interactive community meetings that took place over a period of three months during the middle of the planning process. This included a week-long placemaking workshop that focused on the identification of a location and concept development to establish a new downtown.

A unique aspect of this planning process was the incorporation of the AARP Livable Communities data into the process, and the use of the program's livability factors to guide the development of recommendations for the Livability focus area of the plan. As implementation of the plan moves forward, the City is developing standing committees to focus on groups of aligned livability factors to ensure that they receive the necessary attention and priority in line with the recommendations for the other three focus areas of the plan.

Contact: Jason Miller, PhD, AICP, Planning Director  
Phone: 336.434.7334  
Email: [jmiller@archdale-nc.gov](mailto:jmiller@archdale-nc.gov)

# Comprehensive Plan

Jamestown, North Carolina

Item 1.



The historic Town of Jamestown is part of the Piedmont Triad region and is located in Guilford County, North Carolina. Jamestown shares a border with both the City of High Point and the City of Greensboro and is positioned near I-85 Business and I-73, only 10 miles southeast of Piedmont Triad International Airport. The Town, approximately 4,300 in population, continues to identify ways to preserve and enhance a high quality of life for all residents to enjoy. The Town hired Benchmark Planning to work closely with a Comprehensive Plan Committee to prepare a Plan that identified strategies and actions to support economic diversification, growth management, and the preservation of the Town's character and sense of place.

Contact: Matthew Johnson, AICP  
Assistant Town Manager / Planning Director  
Phone: 336.454.7386  
Email: [mjohnson@jamestown-nc.gov](mailto:mjohnson@jamestown-nc.gov)

# Comprehensive Plan

Blowing Rock, North Carolina



In 2013, Benchmark Planning was engaged by the Town of Blowing Rock to prepare an update to its comprehensive plan. Blowing Rock is an historic mountain resort community that serves as the gateway to the NC High Country, and is the de facto cultural capital of the region. With numerous ski resorts, National and State Parks, and a direct connection to the Blue Ridge Parkway, Blowing Rock is a year-round destination for vacationers. Blowing Rock has also emerged as a highly regarded retirement destination, which has led to significant increases in economic activity in the local healthcare industry.

Benchmark led the community through a year-long planning process, engaging with the community through intensive workshops that were designed to explore different scenarios that could shape the town's future. Among the focus areas in the plan were downtown development, the ongoing expansion of Valley Boulevard (US 321 Bypass), the redevelopment of the former hospital site and the anticipated growth around the site of the new hospital. The resulting plan that was adopted by the Town Council established a 10 year vision for the community that defines a policy framework that will guide the community toward achieving the vision that it established through the planning process.

Contact: Kevin Rothrock, AICP, Planning Director  
Phone: 828.295.5240  
Email: kevin@townofblowingrocknc.gov

# Comprehensive Plan

City of Aiken, South Carolina

Item 1.



The City of Aiken, SC (pop. 29,524) commissioned Benchmark Planning to prepare an update to its comprehensive plan in 2016. With a thriving historic core that represents one of the few planned cities in the South of its vintage, the city has blossomed over the years into a destination for equestrian activities and golfing. Located in close proximity to both the Department of Energy's Savannah River Site and Augusta, GA, Aiken has benefited significantly from the economic growth in the region. The focus of the planning effort will be to establish a framework for continued growth and economic development that also preserves the city's character.

The Comprehensive Plan examined key focus areas and growth outside of the City's municipal boundary within the utility service area. The key themes of the plan included 1) Growth; 2) Connectivity; 3) Transformation; 4) Consistency; 5) Balance; and 6) Investment. Public engagement has included, workshops across the City, stakeholder/focus group meetings, an online website, and meetings with the Planning Commission.

Contact: Maryra Moultrie, Interim Director  
Phone: 803.642.7608  
Email: mmoultrie@cityofaikensc.gov

# Comprehensive Plan

Covington, Virginia



Allegheny County and the City of Covington leveraged their resources and worked collaboratively in updating their Comprehensive Plans, last adopted in 2013, by having a joint planning process. In that effort, Benchmark Planning worked closely with a joint steering committee to develop a common vision, goals, and objectives for the County and the City. Benchmark helped craft tailored implementation strategies for each jurisdiction to implement the common vision. While this was a joint planning process with a common vision and set of goals, each jurisdiction received a separate plan. The joint planning process will help ensure that both the County and the City will grow together cohesively. The plans were adopted in March 2019.

Contact: Jon Lanford, County Manager  
Phone: 540.863.6600  
Email: [janford@co.alleghany.va.us](mailto:janford@co.alleghany.va.us)

Contact: Eric Tyree, Dir. of Development Services  
Phone: 540.956.6356  
Email: [etyree@covington.va.us](mailto:etyree@covington.va.us)

# Comprehensive Plan

Shepherdstown, West Virginia

Item 1.



Shepherdstown is a historic university town that is situated on the Potomac River in the far western exurban reaches of the Washington, DC metro region. As the oldest incorporated municipality in the state of West Virginia, Shepherdstown's rich history is well preserved in its historic downtown and neighborhoods that grew up around the bustling river trade associated with the Chesapeake & Ohio Canal. From its beginnings as a center of river trade, Shepherdstown has evolved into a hub for artists and cultural events, including the internationally renowned Contemporary American Theater Festival

In 2013, Shepherdstown engaged Benchmark to prepare an update to its comprehensive plan. The primary focus of the plan was the need to preserve the rich historic, cultural and environmental fabric of the community and surrounding agricultural landscape. The successful planning effort led to the adoption of a Growth Management Boundary in coordination with Jefferson County, which, along with a range of new land use policies, has established a clear path toward a sustainable future for the community.

Contact: Jim Auxer, Mayor  
Phone: 304.876.2312  
Email: [jimauxer@yahoo.com](mailto:jimauxer@yahoo.com)

# Comprehensive Land Use Plan

Cleveland County, North Carolina



Nestled in the foothills of the beautiful Blue Ridge mountains at the center of two of the largest metropolitan areas in the Carolinas, Cleveland County, North Carolina is a gateway to Charlotte and Asheville. Cleveland County is anchored by the charm of its small towns and community-centered values. The County is poised to take advantage of the many opportunities that are ahead.

In order to be prepared for the future, the Board of Commissioners engaged Benchmark Planning in 2020 to develop the Land Use Plan. The updated plan includes strategies that encourage growth around the major cities, while maintaining the agricultural and scenic landscapes of the rural areas throughout the County. The Plan was developed through extensive public engagement that included a community survey, public forums, and meetings held across the County. The Plan also includes land use plans for the five municipalities that have contracted with the County to manage their planning and zoning services. The Plan provides a long-range strategic direction to elected officials, appointed boards, and staff as they develop and implement projects, programs, and policies to move the County forward in a well-organized manner.

Contact: Chris Martin, Planning Director  
Phone: 980.484.4947  
Email: Chris.Martin@clevelandcountync.gov

# Downtown Master Plan

Concord, North Carolina

Item 1.



Concord, NC (pop. 107,697) commissioned Benchmark to prepare a Downtown Urban Design Plan and final Master Plan document. Concord is on the northern border of Charlotte, NC and is home to several large tourism draws including the Charlotte Motor Speedway, zMAX Dragway, Concord Mills Mall, and Great Wolf Lodge. Concord is also the home of Carolina's Medical Center and an array of related medical facilities serving the northern Charlotte metro area. In addition, Concord continues to grow its economy with industrial and distribution facilities being developed in its International Business Park and at its burgeoning commercial airport.

The plan recommended catalytic public infrastructure investments in the streetscape, parking and an entertainment venue, to leverage private development for "opportunity sites" in downtown. The recommended public investments included return on investment projections in order to establish a clear framework for public and private investment in the city's thriving downtown. Benchmark is currently updating the 2016 Downtown Master Plan.

Contact: Steve Osborne, AICP, Planning Director  
Phone: 704.920.5132  
Email: osbornes@concordnc.gov

# Comprehensive Plan

Bermuda Run, North Carolina



Benchmark has prepared two Comprehensive Plan's for the Town of Bermuda Run and is currently preparing a 2022 update to the Plan. The development of each plan has included significant public input and web-based participation methods. Benchmark utilized public workshops, online surveys and the project website to allow residents a variety of opportunities to express their ideas and vision for the future of the Town.

The last updated plan was adopted in November 2017 and sets the "blueprint" for the future of Bermuda Run with a bold, clear vision and focused goals with a ten-year time frame and five-year implementation focus. The Plan looks at past and current development trends and plans, analyzes demographic and economic data, captures an image of what the community desires, and presents prioritized methods to fulfill the vision. It is the vision of what the community wants to become and the strategies to follow in order to realize that vision. The Plan is comprised of goals and strategies that provide a framework for decision-making and the allocation of resources as they relate to the long-term development of the town. It builds upon existing assets while taking advantage of opportunities for improvement and growth. The Plan is implemented over time through annual budgeting, departmental work programs, zoning decisions, and development projects.

Contact: Andrew Meadwell, Town Manager  
Phone: 336.998.0906  
Email: ameadwell@townofbr.com

# Comprehensive Plan

Mount Airy, North Carolina



The City of Mount Airy (pop. 10,417), (known famously as the inspiration for Andy Griffith's fictional Mayberry) is located in North Carolina's Yadkin Valley wine region, with breathtaking views of the Blue Ridge mountains and the rugged pinnacle of nearby Pilot Mountain. Benchmark prepared the city's very first Comprehensive Plan, building on previous land use and strategic planning efforts, engaging citizens, business leaders and elected officials through a participatory process.

Benchmark worked closely with the Planning Board and the public throughout the process to develop this meaningful and action oriented comprehensive plan. In addition to traditional comprehensive plan topics, this plan focused heavily on branding and aesthetic improvements, particularly in the city's downtown core in an effort to enhance the city's standing as premier regional tourism destination. The resulting plan has led to significant investment in the city and surrounding area, with a focus on projects that have enhanced the community as a tourism destination, particularly focused on the growing wine tourism industry and outdoor recreation tourism.

Contact: Stan Farmer, City Manager  
Phone: 336.786.3502  
Email: sfarmer@mountairy.org

## Land Use Plan

Sanford/Lee County, North Carolina



Benchmark developed a multi-jurisdictional land use plan for the City of Sanford, Lee County, and the Town of Broadway under the guidance of the Joint Planning Commission, which is a standing committee comprised of elected and appointed officials of each participating jurisdiction. The land use plan is intended to serve as both a physical and policy plan to guide each jurisdiction over the next 10 to 20 years; directing urban growth to areas that are readily served by urban services and infrastructure, while designating significant portions of the county for ongoing use for agriculture and other working lands.

The plan utilizes a “place type” system for the future land use map. This system incorporates traditional land use designations with character, infrastructure, and transportation guidance to provide the communities with a full spectrum of land use and development guidance. Following its adoption, the communities plan to begin a joint project that will realign their land use regulations with the guidance developed for the plan, enabling them to incorporate the land use guidance into their regulatory framework and begin implementing the desired land use vision for their communities.

Contact: Marshall Downey, AICP  
Planning Director  
Phone: 919.718.4657  
Email: marshall.downey@sanfordnc.net

## Comprehensive Plan

Waxhaw, North Carolina

Item 1.



Waxhaw, a historic town with over 16,000 population, is located in the southern Piedmont region of North Carolina, approximately twenty miles south of Charlotte. Established in 1889, Waxhaw has a rich history that spans several decades. Waxhaw is striving to strike a healthy balance between growth pressures from the Charlotte metropolitan region and the preservation of their historic character. Benchmark prepared the Town of Waxhaw’s update to its Comprehensive Plan in 2015, combing existing plans into the new and revised document. The plan update included extensive public participation through surveys, public meetings and events, and online engagement through a project website. The final plan document had a strong implementation and prioritization focus to guide the future of the Town.

Contact: Jeffrey Wells, AICP, Town Manager  
Phone: 704.843.2195  
Email: jwells@waxhaw.com



## CAPACITY OVERVIEW

Based upon the number of projects that are nearing completion over the next two to three months, we are currently operating under expected project capacity levels for staff and can complete this project with the envisioned 12 month timeframe.

| Active Projects                     | Project Location      | Primary Role   | Status     |         |
|-------------------------------------|-----------------------|----------------|------------|---------|
|                                     |                       |                | % Complete | End     |
| Growth Management Ordinance         | Van Wyck, SC          | Principal Firm | 95%        | 11/22   |
| Unified Development Ordinance       | Archdale, NC          | Principal Firm | 90%        | 12/22   |
| Compatible Use Implementation Plan  | Little Rock, AR       | GIS / Land Use | 75%        | 12/22   |
| Compatible Use Implementation Plan  | Miami County, IN      | GIS / Land Use | 80%        | 12/22   |
| Comprehensive Plan                  | Aynor, SC             | Principal Firm | 90%        | 12/22   |
| Comprehensive Plan                  | Seneca, SC            | Principal Firm | 90%        | 11/23   |
| Business District Feasibility Study | Raleigh, NC           | Principal Firm | 75%        | 2/23    |
| Comprehensive Plan                  | Bermuda Run, NC       | Principal Firm | 80%        | 3/23    |
| Downtown Master Plan                | Clayton, NC           | Shared Lead    | 35%        | 4/23    |
| Downtown Strategic Plan             | High Point, NC        | Principal Firm | 20%        | 5/23    |
| Comprehensive Plan                  | Lancaster County, SC  | Principal Firm | 50%        | 7/23    |
| Comprehensive & CAMA Plan           | Cedar Point, NC       | Principal Firm | 35%        | 7/23    |
| Innovation District Planning        | Portsmouth, VA        | Principal Firm | 35%        | 7/23    |
| Comprehensive Plan                  | Pine Ridge, SC        | Principal Firm | 10%        | 8/23    |
| Comprehensive Plan                  | City of Lancaster, SC | Principal Firm | 10%        | 10/23   |
| Unified Development Ordinance       | Person County, NC     | Principal Firm | 35%        | 10/23   |
| Comprehensive & CAMA Plan           | Onslow County, NC     | Principal Firm | 10%        | 3/24    |
| Downtown Master Plan Implementation | Myrtle Beach, SC      | Principal Firm | 5/19       | Ongoing |
| Elizabeth Neighborhood Planning     | Charlotte, NC         | Principal Firm | 3/21       | Ongoing |
| Regional Planning Implementation    | Fayetteville, NC      | Principal Firm | 7/21       | Ongoing |

**Client:** **Town of Jamestown, NC**  
Contact: Matthew Johnson, AICP, Assistant Town Manager / Planning Director  
Phone: 336.454.7386  
Email: mjohnson@jamestown-nc.gov  
Projects: Development Plan Review, Comprehensive Plan

**Client:** **Town of Blowing Rock, NC**  
Contact: Kevin Rothrock, AICP, Planning Director  
Phone: 828.295.5240  
Email: kevin@townofblowingrocknc.gov  
Projects: Comprehensive Plan, Corridor Vision Plan, and Sign Ordinance Update

**Client:** **City of Archdale, NC**  
Contact: Jason Miller, PhD, AICP, Planning Director  
Phone: 336.434.7334  
Email: jmiller@archdale-nc.gov  
Projects: Comprehensive Plan

**Client:** **Town of Bermuda Run, NC**  
Contact: Andrew Meadwell, Town Manager  
Phone: 336.998.0906  
Email: ameadwell@townofbr.com  
Projects: Comprehensive Plan (2012, 2017, 2022 - Current Project)

**Client:** **Town of Louisburg, NC & Colleton County, SC**  
Contact: Philip Slayter, AICP, Planning & Zoning Administrator  
Phone: 919.497.1003  
Email: pslayter@townoflouisburg.org  
Project: Comprehensive Plan (current project with Louisburg)  
Comprehensive Plan (Colleton County 2009 & 2019)  
Zoning & Subdivision Ordinances (Colleton County 2010)

**Client:** **City of Sanford, NC**  
Contact: Marshall Downey, AICP, Planning Director  
Phone: 919.718.4657  
Email: marshall.downey@sanfordnc.net  
Projects: Land Use Plan



## OVERVIEW

Over the last 40 years, Benchmark has worked in well over 400 communities across the country preparing a wide variety of comprehensive planning projects. Based on our understanding of the project and our extensive experience, we have outlined our initial thoughts on the approach we would take to prepare the Land Use Plan. Our process includes Phase One - Research, Engagement, & Visioning; and Phase Two - Development of the Land Use Plan. If selected to move forward with the project, we would work with the Town to refine our approach to meet your expectations and address any unique issues or needs that would necessitate an alternate approach in terms of schedule or the components of the project.

## PROPOSED WORK PLAN AND SCHEDULE

### PHASE ONE - RESEARCH, ENGAGEMENT & VISIONING (6 months)

The first phase of the project will focus on conducting background research, gathering input from the public and developing the Plan's vision and goals. We will work closely with the Town to engage the public at key points during the process and keep the Planning Board and Town Council updated and engaged during the project as well. The proposed project tasks for Phase One are outlined below and on the pages that follow.

#### TASK ONE. PROJECT INITIATION & COMMUNITY ENGAGEMENT PLAN

Immediately following the receipt of a notice to proceed, we will work with the Town to establish a date for a project initiation meeting. This initial meeting will be used to finalize the roles and responsibilities of the Town and the Consulting Team as the project moves forward, work out logistical details, and begin developing the Community Engagement Plan for the project. Our team will work with Town to determine if the Planning Board will serve as the Steering Committee for the project or if a separate committee needs to be appointed to help guide the process.

The Community Engagement Plan will be developed in conjunction with the Town during the first 30 days of the project. The purpose of the Community Engagement Plan is to establish the specific steps that will be taken during the process to both inform and receive input from the public as the Plan is developed. The Plan will identify methods of outreach, including the type, timing and nature of public notices and advertisements, potential dates, times and locations for public meetings, the structure of public meetings, public survey methodology, methods of social media outreach and input from these sources. The Plan will also define the roles and responsibilities of the Consulting Team and the Town in coordinating outreach efforts, advertising, securing meeting locations and similar aspects of the public outreach process. In addition, the Consulting Team has experience developing project websites and can create a site with a unique URL and branding for the Plan, if desired.

## **TASK TWO. COMMUNITY ASSESSMENT**

Our Team will begin the background research and community assessment process in conjunction with the project initiation meetings. We will use this first visit to the community to acquire all plans and data that will be relevant to the process from the Town as well as other local and regional government agencies, service providers and similar entities. The Consulting Team will provide the Town with a list of data needs and plans that should be included in this process so that they can help to coordinate their acquisition prior to our team arriving for the initial meetings. As other data and information are identified during the process, our team will work with the Town to acquire the needed datasets or information.

A summary presentation of the background research and community assessment will be developed that will include a review of demographic, economic and housing trends, summaries of existing and ongoing planning efforts, recreation, land use, transportation (all modes), natural environment, historic and cultural resources, utilities, community facilities and services, urban design, stakeholder interview notes, and similar information that was gathered. Our timeline anticipates that the Community Assessment will be presented to the Planning Board (or Steering Committee) during month 4 of the process.

## **TASK THREE. STAKEHOLDER LISTENING SESSIONS**

As part of our due diligence in conducting background research, we find that it is helpful to interview a wide variety of people who have specific knowledge of the community that will help us identify potential gaps in our research and other pertinent information about the Town and region. It is anticipated that we will hold these interviews over a period of two weeks, with interviews occurring in conjunction with the project initiation meetings or during the second and third months of the process. Typically, our interviews are held with department heads of the local government, members of elected and appointed boards and commissions, representatives of other local and regional government agencies, utility service providers, state agencies (such as NCDOT, MPO, Foothills Regional Commission, etc), real estate and development interests, neighborhood associations, environmental groups, and similar individuals and organizations that can assist us as we develop our base of knowledge about the community.

## **TASK FOUR. INITIAL PUBLIC INPUT**

Although not yet determined, we anticipate the Community Engagement Plan will include a public kick-off event and community survey. We find it is very helpful to receive a variety of public input on the front end of the process to ensure the community's concerns and ideas are expressed prior to the formation of the draft Plan. The survey will be made available on the project website and social media outlets to ensure distribution throughout the town. We anticipate the survey being open during the third month of the project with a public kick-off held near the completion of the Community Assessment in month four or five. This will provide a foundation for the work to be completed in Task 5.

## TASK FIVE. PLAN VISION AND GOALS

In month 6 of the process, the Consulting Team will present the key issues and development concepts that emerged from the Community Assessment, public input and stakeholder interviews. The Consulting Team will facilitate work sessions with the Planning Board (or Steering Committee) to identify the overall vision, community values and goals, which will inform the preferred direction for the development of the first draft of the Land Use Plan update. As this is the midpoint of the project, the Town Council may decide to participate in this work session(s) or the Consulting Team can provide a separate update to the Town Council after the work session.

| Phase One Tasks                    | Timeframe  |
|------------------------------------|--|
| Task One. Project Initiation       | Within 14-days of receiving a notice to proceed.   |
| Task Two. Community Assessment     | Begin with project initiation and complete by month 5.   |
| Task Three. Stakeholder Interviews | Begin with project initiation and complete by the end of month 3.  |
| Task Four. Initial Public Input    | Public survey during month three and kick-off meeting in month 4.  |
| Task Five. Plan Vision and Goals   | Work session(s) with Planning Board (Steering Committee) in month 6. Update provided to Town Council in month 6. |

## PHASE TWO - DEVELOPMENT OF THE LAND USE PLAN (6 months)

This phase focuses on the actual preparation of the Land Use Plan, based on the foundation of information and input gathered in Phase One. The Land Use Plan will serve as an integrated document for decision-making and policy guidance. It will unify all related plan and policy documents adopted by the Town into an organized framework to guide the Town for the next 10 years. Our Team will ensure the implementation strategies and recommendations include short, intermediate and long-term time-frames. We will work closely with the Town to develop a Plan that supports a strong sense of place, the vision and preferred development for the Town. The Plan will include illustrations, maps, and graphics that highlight each component of the plan, the vision and preferred land development pattern for the community.

### TASK ONE. PREPARE THE DRAFT PLAN

The Consulting Team, in coordination with the Town, will begin preparing the elements of the draft Plan once the draft vision and preferred direction for the future of the Town has been established as part of Phase One. We will schedule regular reviews with the Town Staff to ensure the Plan is meeting the expectations of the Town as it is being developed. The working draft of the plan will be prepared and presented to Town Staff and Planning Board (or Steering Committee) for initial review and feedback. Our timeline anticipates that this will occur in month 8 of the project.

## **TASK TWO. PUBLIC INPUT ON THE DRAFT PLAN**

Following the presentation of the draft plan to the Planning Board (or Steering Committee), the draft will be released publicly, in accordance with the methods that have been established as part of the Community Engagement Plan. Following its publication, the public will have the opportunity to comment and provide additional input during public meetings and through other feedback mechanisms to ensure the vision, goals, objectives and recommendations are supported by the public. After the plan has been presented to the public, our team will hold another meeting with the Planning Board (or Steering Committee) to report a summary of the input received and to solicit direction on any changes necessary for the final draft. Following this meeting, our Team will then move into the final tasks of the project, which include preparing the final draft and beginning the adoption process. We anticipate holding the public input meeting during month 9 and the review meeting with the Planning Board (or Steering Committee) by the end of month 10.

## **TASK THREE. DEVELOP THE FINAL PLAN**

After reviewing the results of the public meeting with the Planning Board (or Steering Committee), the Consulting Team will work closely with the Town Staff to finalize the plan and the implementation priorities. We anticipate this phase concluding by the end of month 11. If the Planning Board serves as the Steering Committee for the Plan, a final meeting will be held with them for their formal consideration of the Plan and recommendation to the Town Council. If a separate Steering Committee oversees the process, they will have one final meeting prior to moving the Plan forward to the Planning Board for their recommendation to Town Council.

## **TASK FOUR. ADOPTION PROCESS**

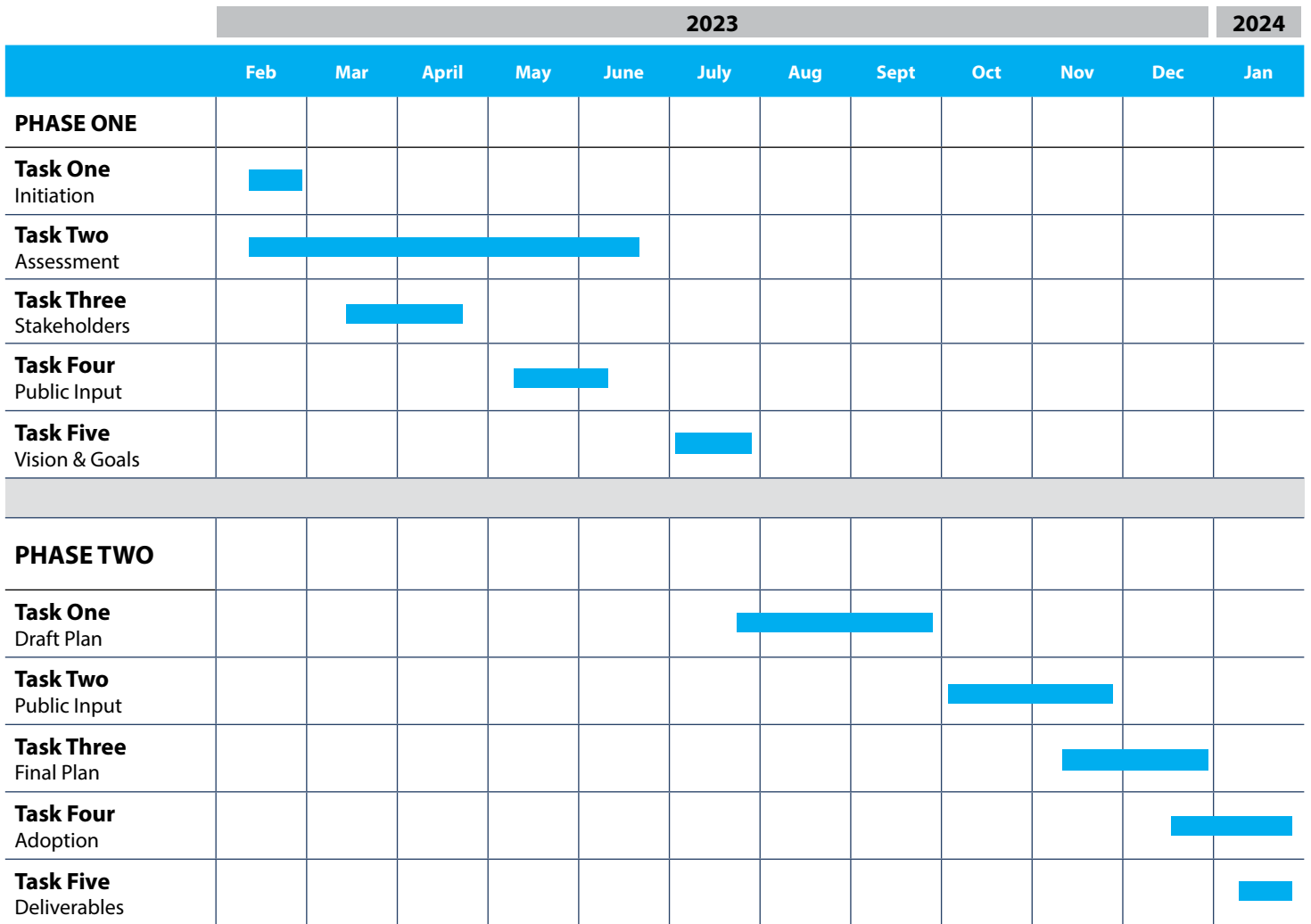
Once the Planning Board issues a formal recommendation, the Plan will be forwarded to the Town Council for consideration of adoption. The project team will attend meetings of both bodies to present the Plan and be available for any questions about the Plan.

## **TASK FIVE. FINAL DELIVERABLES AND IMPLEMENTATION COMMITMENT**

Once adopted, the project team will prepare all of the agreed upon deliverables as determined during the contracting period. At a minimum, we will provide one digital copy and one hard copy of the Plan. We can print additional hard copies of the plan at cost as determined during final negotiations. We will complete this task within 30-days of the Plan's adoption. As with all of the plans we author, we will remain committed to seeing them move forward, answering questions and providing general advice to our client communities as the Plan is implemented over time.

|                        |                  |
|------------------------|------------------|
| <b>Phase Two Tasks</b> | <b>Timeframe</b> |
|------------------------|------------------|

|  |   |
|--|---|
| Task One. Prepare the Draft Plan         | Develop the draft Plan by the end of month 8                                  |
| Task Two. Public Input on the Draft Plan | Public meeting in month 9. Planning Board (or Steering Committee) in month 10 |
| Task Three. Develop the Final Plan       | Present draft to Planning Board by the end of month 11.                       |
| Task Four. Adoption Process              | Present the final Plan to Town Council for adoption in month 12.              |
| Task Five. Final Deliverables            | Complete this task within 30-days of adoption.                                |



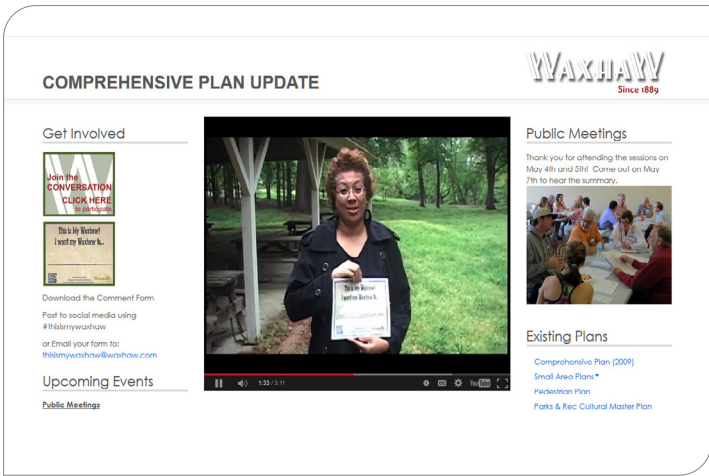




4th of July Public Engagement - Archdale, NC



Archdale Growth Management Game



Project Website - Waxhaw, NC



Alive after Five Event - Lumberton, NC



Drop-In Meeting - Cleveland County, NC (Boiling Springs Town Hall Location)



Walking Tour - Jamestown, NC

At the onset of this project, our team plans to develop a **Community Engagement Plan** in collaboration with Town Staff to ensure a well-coordinated, integrated approach that maximizes project exposure and efficiencies in preparing the Land Use Plan.

## SMALL GROUP LISTENING SESSIONS

As stated in the scope of work, we find that it is helpful to interview a wide variety of people who have specific knowledge of the community that will help us identify potential gaps in our research and ensure we have a firm understanding of the issues that matter most. During these listening sessions, we will typically interview department heads of the local government, members of elected and appointed boards and commissions, representatives of other local and regional government agencies, utility service providers, state agencies (such as NCDOT), real estate and development interests, neighborhood associations, environmental groups, and similar individuals and organizations that can assist us as we develop our base of knowledge about the community. We have conducted these in both in-person and virtual formats. The listening sessions are typically held early in the process.

## VIRTUAL PUBLIC ENGAGEMENT & COMMUNITY CONVERSATIONS

Our team will employ a variety of virtual platforms easily accessible by the public via a computer or mobile device; including GoTo Meeting, Microsoft Teams, Zoom, Facebook Live, YouTube, Survey Monkey, and ArcGIS Story Map. We accomplish this through a dedicated project website with a unique URL that we will maintain throughout the project. We anticipate that a highly visible web link will be provided on the Town's homepage that will link directly to the project website we create for the Land Use Plan. This website will be the centralized resource point for project updates, presentations, surveys, and communications. The website can also be linked to the Town's social media accounts to increase general public awareness throughout the community. In addition to standard virtual meetings, we have recently conducted **virtual community conversations**, in which small groups of residents were able to attend and discuss their visions for the future.

## PUBLIC ENGAGEMENT AND NOTIFICATION

In addition to these digital outlets, we will go the extra mile with advanced notification efforts and strategies to help ensure we receive equitable participation during the Plan's development. For example, in underrepresented communities, we often use small yard signs to garner attention and drive participants to online surveys, meetings, and web content. We have also set up at outdoor venues and held walking tours to provide information and solicit input.

## DROP-IN MEETINGS

In communities where residents have a range of different schedules and limited availability, drop-in meetings are an effective way to provide information, solicit feedback, and answer questions in a flexible manner. The arrangement and activities at a drop-in meeting range from project to project; however, they typically include display boards and stations grouped by similar topics. Each station has an interactive component, whether

that be an exercise in pinning locations of where you live, identifying priority focus areas, or writing down goals. We strive to make the material and activities interesting and engaging.

## **RSVP / TICKETING SOFTWARE FOR PUBLIC MEETING MANAGEMENT**

As some of our client communities were slowly returning to in-person meeting formats amid the pandemic, our firm began using RSVP software to program the number of attendees at in-person meetings. Used in a variety of meeting formats, our RSVP software allows us to create a maximum threshold for meeting attendance and gauge interest in opening additional spots for further engagement. Typically we use this software when we are conducting multiple, small-group meetings throughout the day and week, also allowing residents the flexibility to meet when they can.

## **GAME BOARDS & ACTIVITIES**

While workshops and charrettes are nothing new, we are always innovating and improving how we conduct these engagement opportunities. In addition to traditional mediums that include pen, paper, and maps to solicit public input, we have prepared “game boards” that present meeting attendees with a series of scenarios to work through in small groups. We utilize well-prepared base maps and the “game” pieces are often colored foam circles (or blocks) to represent land uses, yarn to represent linear-based elements such as roads and greenways, and cut-out images to help people communicate desired characteristics that make a place special. At the end of the meeting, we are able to digitize options created by the community to inform the plan.

## **PANELIST PRESENTATIONS**

We also facilitate the organization of discussion panels as part of our public outreach. We sometimes find it useful to have experts within the community and surrounding area to present on topics of interest as the planning process is developed. The panel discussions can also be recorded and posted on a project website or shared on the local government’s website for viewing by those who could not attend. The questions raised by the public during the panels and the discussion also provides information for developing the plan.

## **SPECIAL EVENTS & POP-UP EVENTS**

Already scheduled community events present a great opportunity to reach the public. It provides a great opportunity to raise awareness by taking photographs and sharing posts on social media. The events can include neighborhood block parties, downtown events, or major events planned by the city. We are able to share information with people about the overall process, how to participate, and learn more about the project. At the neighborhood level meetings, it provides residents the opportunity to describe and explain their issues and concerns in a much more comfortable environment.

## **WALKING TOURS**

While many of our public meetings occur inside, we acknowledge that certain aspects of our communities are easier to discuss when we can see and experience them. We have often organized and led walking tours in downtowns, neighborhoods, and corridors when in-person experience and evaluation can help raise awareness and build support for specific plan recommendations or initiatives.

# SECTION 7. COST ESTIMATE

Item 1.

As requested, please find a full cost estimate based upon the services and deliverables as described in our technical approach. Based upon our experience with similar projects and the proposed project tasks, we estimate the total budget for this project to be **\$58,500**. The cost by project phase is listed in the table below.

| Phase One Tasks                    | Cost            |
|------------------------------------|-----------------|
| Task One. Project Initiation       | \$2,750         |
| Task Two. Community Assessment     | \$13,450        |
| Task Three. Stakeholder Interviews | \$2,300         |
| Task Four. Initial Public Input    | \$3,000         |
| Task Five. Plan Vision and Goals   | \$5,000         |
| <b>Phase One Total</b>             | <b>\$26,500</b> |

| Phase Two Tasks   | Cost            |
|---|-----------------|
| Task One. Prepare the Draft Plan                          | \$19,800        |
| Task Two. Public Input on the Draft Plan                  | \$3,000         |
| Task Three. Develop the Final Plan                        | \$7,200         |
| Task Four. Adoption Process                               | \$2,000         |
| Task Five. Final Deliverables (1 digital and 1 hard copy) | Included        |
| <b>Phase Two Total</b>                                    | <b>\$32,000</b> |

# BENCHMARK

400 CLARICE AVE STE 130  
CHARLOTTE, NC 28204

704.933.5990 • 800.650.3925  
[www.benchmarkplanning.com](http://www.benchmarkplanning.com)



Item 1.

PROPOSAL  
**LAND USE PLAN UPDATE**



PREPARED FOR:

PREPARED BY:



NOVEMBER 20

## LETTER OF INTEREST

Mr. Noah Saldo, Town Clerk  
Town of Boiling Springs  
114 East College Avenue  
Boiling Springs, NC 28017

**Kimley-Horn**  
200 South Tryon Street, Suite 200  
Charlotte, NC 28202  
704 333 5131

Dear Mr. Saldo and Members of the Selection Committee:

Your 2022-2023 Strategic Plan offers an intriguing glimpse into Town Council's overall priorities for growth and development in Boiling Springs. The Strategic Plan also provides a helpful bridge from the Downtown Master Plan and Corridor Study and the broader reach of a fully updated Land Use Plan. Your timing is ideal. The Land Use Plan Update will align strategies related to downtown development, business recruitment, infrastructure investment, and quality life initiatives that range from how your residents move to how they recreate.

**Kimley-Horn** is genuinely excited about this project. Our integrated, award-winning approach helps ensure your community's voice permeates the planning process. Our team is local, accessible, knowledgeable, and nationally recognized. Our entire team sits in our Charlotte office, and this team of planners, engineers, and landscape architects will use a creative and customized strategy to reach people in ways that resonate with them and inform your plan. We also offer market and real estate specialists that understand the local and regional economy and can blend market analysis at multiple scales to help make sure your plan rests on a sustainable economic and financial foundation.

As you review our response to your RFP, please consider the following benefits the Kimley-Horn team offers you:

- **Maximizing Resources, Saving Time.** Our team is compact, but we have the expertise and local knowledge you need. The result? We spend less time coordinating and more time on things that matter—engaging your community, building your plan, and crafting your message. You get a practical, achievable plan that meets your project's needs, budget, and schedule.
- **Fostering Collaboration.** We take pride in building public awareness of the planning process, bringing multiple voices to the table, generating meaningful input, and showing citizens the influence of their participation. It is why other consulting firms hire us to lead engagement processes. You will work with a team that knows what works and what doesn't, helping result in successful project outcomes.
- **Taking Action in Small Towns.** Many people suggest that identifying the answer is enough. We believe an explanation why and the ability to point to where in the process the answer was derived is equally important. As you'll read in the pages that follow, our experience in small towns offers a specialized perspective for creating actionable plans. The bottom line? Our plans are defensible and effective.
- **Communicating Outcomes.** This Land Use Plan Update will include multiple moving parts, various data points, and many stakeholders. Poor presentation often undermines the effectiveness of great plans. We take pride in how we communicate the planning process and its outcomes. Our team will deliver a tailored plan that addresses your needs, provides effective guidance, and explains how particular decisions were reached. You get a team that is fully invested in your success and anticipates answers to questions arising from the final plan.

Thank you for your consideration of our proposal. As our team's designated project manager, please feel free to contact me with any questions.

Sincerely,

**KIMLEY-HORN**



Jonathan Whitehurst, AICP // Project Manager  
704 954 7465 // jonathan.whitehurst@kimley-horn.com



Item 1.



SECTION 01

# FIRM INFORMATION





## DESCRIPTION OF KIMLEY-HORN

### Firm Background

Kimley-Horn is a national planning and design consulting firm that specializes in transportation and urban design. Founded 55 years ago in 1967, Kimley-Horn has a staff of more than 6,700 that serves a wide range of clients across many disciplines from 100+ offices nationwide. Our multidisciplinary experience covers a wide range of services within transportation planning and engineering, landscape architecture and urban design, environmental planning and design, and public policy.

Kimley-Horn's planners, urban designers, and engineers have a history of partnering with communities to develop progressive and context-sensitive plans. In each community we serve, we strive to understand the values of that community and transform them into a vision that guides the planning process. Understanding the importance of diverse experiences, we intentionally partner with professionals of various backgrounds to create the opportunity for visionary thinking with a focus on implementation.

We continually look for ways to integrate transportation recommendations with other community initiatives and mandates. Our skill for understanding context enables us to craft specific solutions based on local character. Understanding how transportation infrastructure interfaces with the built environment and community character is a cornerstone of our approach. The firm's holistic approach to the planning process emphasizes:

- True engagement of the public and stakeholders
- Integration of land use and transportation
- Collaboration among people from different backgrounds
- A multimodal approach to the transportation system
- An analytic foundation for decision making
- Consensus-building
- Identification of realistic and implementable solutions
- Equity and fairness
- Environmental stewardship

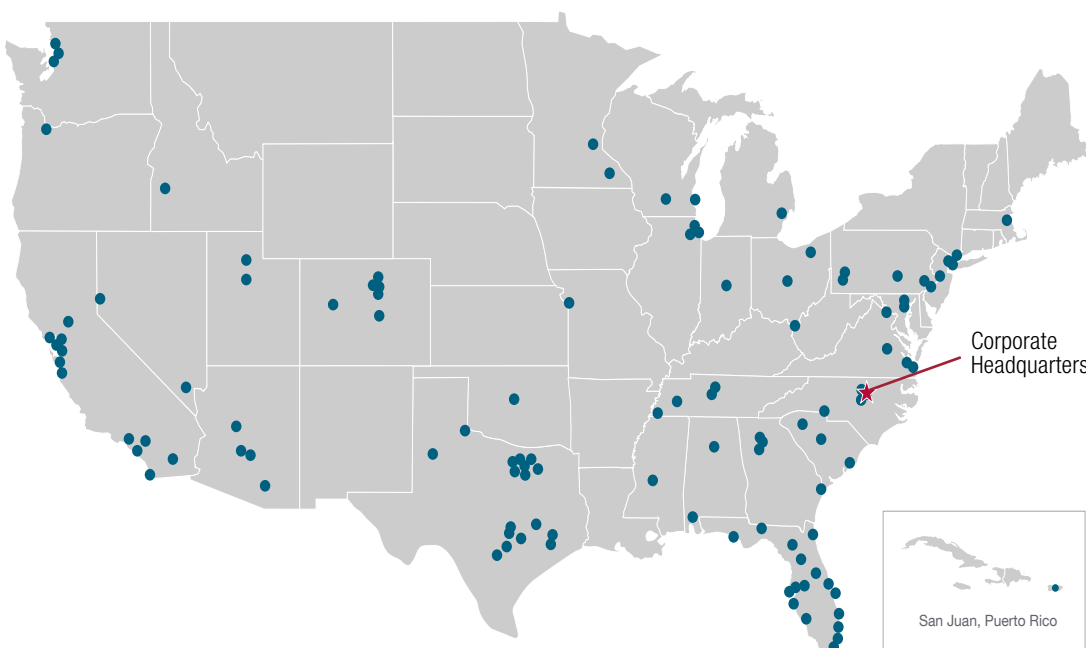
Kimley-Horn's corporate headquarters is located in Raleigh, NC. Team members for this project are all located in our Charlotte office. Our project manager, Jonathan Whitehurst, AICP, will be the daily point of contact and coordinate all tasks with team members.



All Team Members Located in Charlotte



### OFFICE LOCATIONS



### Designated Contact

**JONATHAN WHITEHURST, AICP, PROJECT MANAGER**

200 South Tryon Street  
Suite 200  
Charlotte, NC 28202

704 954 7465

jonathan.whitehurst@kimley-horn.com

## Ownership Structure

Kimley-Horn is a privately owned company. We currently have more than 700 employee-owners. A list can be provided upon request. Please see the list below of Kimley-Horn Principal Officers and Directors. This list has been updated as of May 1, 2022.

### PRINCIPAL OFFICERS:

| Names/Titles   | Business Address                                       |
|--|--|
| Barry L. Barber, Chairman  | 421 Fayetteville Street, Suite 600, Raleigh, NC 27601  |
| Steven E. Lefton, CEO, President                                 | 11400 Commerce Park Drive, Suite 400, Reston, VA 20191 |
| Richard N. Cook, Senior Vice President, Secretary                | 421 Fayetteville Street, Suite 600, Raleigh, NC 27601  |
| Tammy L. Flanagan, CFO, Senior Vice President                    | 421 Fayetteville Street, Suite 600, Raleigh, NC 27601  |
| David L. McEntee, Vice President, Treasurer, Assistant Secretary | 421 Fayetteville Street, Suite 600, Raleigh, NC 27601  |

## Affiliation With Other Companies

Kimley-Horn and Associates, Inc. is wholly owned by Associates Group Services, Inc. is wholly owned by APHC, Inc. is owned by more than 700 individual Kimley-Horn employees. No one individual has 2% or more ownership.

### RELEVANT AFFILIATES OF KIMLEY-HORN AND ASSOCIATES, INC.

| Name   | Address   | Relationship                             |
|--|---|--|
| M Street Enterprise, LLC   | 1100 New Jersey Avenue SE, Suite 420, Washington, DC 20003      | Subsidiary of Kimley-Horn                |
| Kimley-Horn Puerto Rico, LLC   | Millennium Park Plaza, Suite 435, #15 Calle, Guaynabo, PR 00968 | Subsidiary of Kimley-Horn                |
| Kimley-Horn of Michigan, Inc.  | 3911 Six Mile Road, Livonia, MI 48152                           | Subsidiary of Kimley-Horn                |
| Kimley-Horn Engineering and Landscape Architecture of New York, P.C. | 421 Fayetteville Street, Suite 600, Raleigh, NC 27601           | Company shares officers with Kimley-Horn |
| Kimley-Horn Technology Solutions, Inc.                               | 421 Fayetteville Street, Suite 600, Raleigh, NC 27601           | Subsidiary of Kimley-Horn                |

## Changes in Ownership or Management

Kimley-Horn does not anticipate any changes in management in the next 36 months, nor have there been any changes in the past 18 months. Kimley-Horn prides itself on staff retention. In fact, we are celebrating 15 straight years of being named to FORTUNE's 100 Best Companies to Work For. Our firm is passionate about investing in staff and it shows in our staff retention rates.

Kimley-Horn is divided into seven geographic regions, each managed by a team of representatives from production, marketing, administration, and practice building. Overall direction and policy is set by the firmwide management committee, which assists the regional teams, as needed. The primary responsibility of the regional teams and management committee is to provide support to our project managers, who are responsible for every facet of a project from beginning to end—contracting, planning, scheduling, quality control, and client service. Effective January 1, 2023, Kimley-Horn's organizational structure will change, adding an eighth region. The current Southeast region, which consists of North Carolina, South Carolina, Georgia, Tennessee, Alabama, and Mississippi, will split into two regions. The new region that will serve you will consist only of North and South Carolina. One of the foundations of Kimley-Horn's success is our focus on planning well for growth in a way that keeps our support teams close to the practice groups they serve.

## Experience With Land Use Plans

At its best, planning is dynamic and responds incrementally to information identified during the planning process. Likewise, planning is most effective when applying an integrated approach that considers various issues simultaneously and lets participants consider relationships between land use, transportation, the environment, and economic viability. Kimley-Horn’s success with planning at a variety of scales and with a focus on different topics shows that the process does not need to be overly complicated. We approach planning with a core purpose in mind: to make sure informed decisions on a preferred strategy adequately promote an established community vision and provide clear direction for topic at hand, whether land use, infrastructure, community design, or transportation.

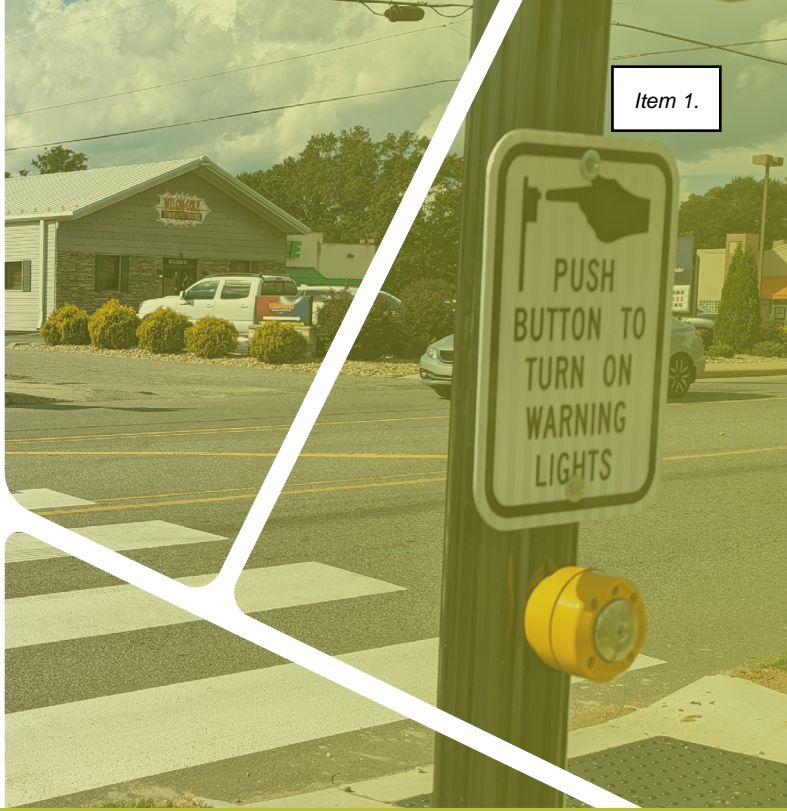
### A CUSTOMIZED APPROACH TO FUTURE LAND USE PLANNING

Kimley-Horn has diverse experience leading comprehensive planning processes that draw upon many of the elements necessary to successfully develop the Boiling Springs Land Use Plan Update. These include visioning, priority setting, policy based diagnostics, and action-oriented implementation strategies.

- **Forward Monroe Land Use and Transportation Plan, NC**—In Monroe, our approach to this combined community-wide land use plan update and multimodal transportation plan has set the stage for a complete rewrite of the City’s unified development ordinance.
- **The Morehead City Plan 2032, NC**—Kimley-Horn is privileged to be leading the Town through its first ever comprehensive plan process, which will address 160D-501 requirements and longstanding directives of the Coastal Area Management Act.
- **Charting Our Future Land Use Plan Update, NC**—In Chapel Hill, we blended previous plans, public feedback, and new analysis to create new growth alternatives for the community’s strategic growth corridors. Our process is setting the stage for a full rewrite of the Town’s Land Use Management Ordinance.
- **Pineville Comprehensive Plan, NC**—Kimley-Horn recently completed the Town’s first Comprehensive Plan, which highlights potential redevelopment opportunities of a declining mall site and applies a town-wide land use strategy to more than 80 specific actions.
- **Greer Community Master Plan, SC**—The Greer Community Master Plan was defined by the collaboration among the City and the business-based Partnership for Tomorrow to make Greer a better place to live, work, and invest. The plan was recognized with the Outstanding Planning Project—Small Urban award at the South Carolina American Planning Association (SCAPA) and Georgia Planning Association (GPA) combined conference.
- **Plan Mount Holly Land Plan and Park Plan, NC**—In Mount Holly, we created eight topical framework plans that related directly to a preferred growth strategy based on more than 30,000 data points collected through a far-strategic engagement process.
- **Lincoln County Blueprint 2043, NC**—Kimley-Horn’s ongoing work on this joint Land Use Plan and Capital Investment Plan will outline strategic investments that the County will need to make to achieve its community-based vision. Blueprint 2043 will be a tool to guide land use decision-making and investments.

The Kimley-Horn team members featured in this proposal also recently have contributed to other comprehensive plans in North Carolina (Mooresville and Wake County), South Carolina (Columbia and Greer), Alabama (Decatur, Montgomery, and Tuscaloosa), and Virginia (Portsmouth).





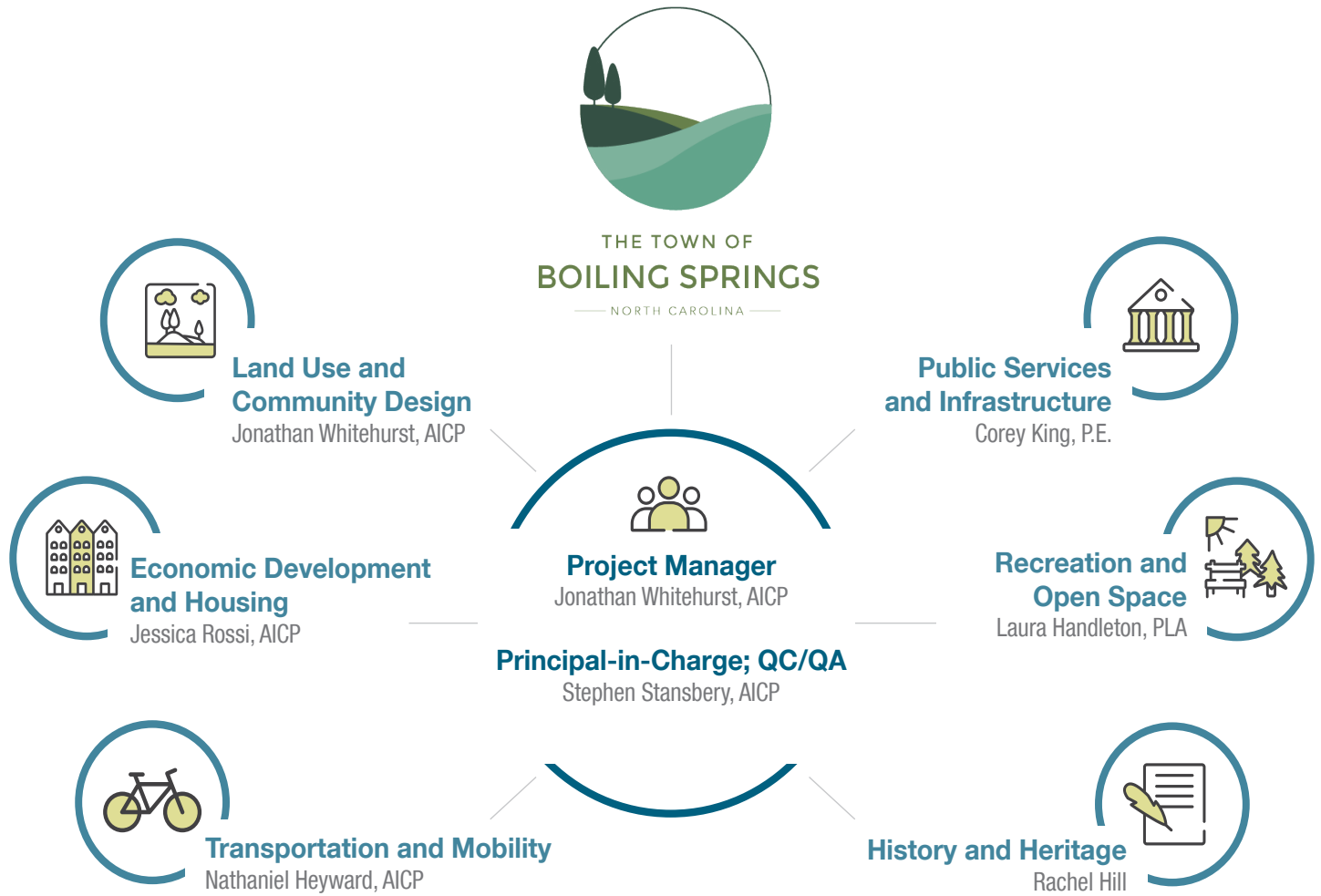
Item 1.

SECTION 02

**TEAM INFORMATION**



# ORGANIZATIONAL CHART



## RESUMES



## Jonathan Whitehurst, AICP // Project Manager, Land Use and Community Design

Jonathan is a professional planner and project manager with applied knowledge in coordinating land use and transportation for area plans and corridor studies. Over the past 16 years, he has led or contributed to comprehensive plans, community master plans, small area plans, regional visioning exercises, corridor studies, and mobility plans. He regularly partners with communities throughout the Southeast and beyond to reinforce livability and mobility through thoughtful decisions based on local context. Jonathan routinely plans and facilitates innovative community engagement efforts that yield actionable data and inform the planning process.

### Professional Credentials

Master of Urban and Environmental Planning,  
University of Virginia

B.A., Journalism and Mass Communications,  
University of North Carolina, Chapel Hill

American Institute of Certified Planners

### Professional Affiliations

American Planning Association

### Relevant Experience

- Lewisville Tomorrow Comprehensive Plan and PARC Plan, NC
- Plan Mount Holly Future Land Use Plan, NC
- Community Master Plan and Unified Development Ordinance, Greer, SC
- The Morehead City Plan 2032, NC
- Advance Apex 2045 Land Use and Transportation Plan, NC
- Pineville Comprehensive Plan, NC
- Charting Our Future Land Use Plan Update, Chapel Hill, NC
- Lincoln County Blueprint 2043, NC
- Forward Monroe Land Use and Transportation Plan, NC
- PlanWake Comprehensive Plan, Wake County, NC
- Venice Comprehensive Plan, FL
- One Mooresville Comprehensive Plan, NC
- Community Transportation Plan Update, Harrisburg, NC
- Compass Comprehensive Plan Housing and Transportation Element, Columbia, SC
- Eastern Lincoln County Corridor Mobility Study, NC
- 521 Land Use and Transportation Plan, York County, SC
- Southeast Area Study (SEAS) Land Use and Transportation Sector Plan, Raleigh, NC
- Westerville Land Use and Transportation Plan (Imagine Westerville Community Plan), OH
- Hendersonville Land Use and Transportation Plan, NC
- One Decatur Comprehensive Plan, AL
- Envision Montgomery 2040 Comprehensive Plan, AL
- Framework Tuscaloosa Comprehensive Plan, AL
- Build One Portsmouth Comprehensive Plan, VA



### Professional Credentials

Master of City and Regional Planning, Ohio State University

B.S., Physical Geography, Florida State University

American Institute of Certified Planners

### Professional Affiliations

American Planning Association

Congress for the New Urbanism

Institute of Transportation Engineers

## Stephen Stansbery, AICP // Principal-in-Charge, QC/QA

Stephen leads Kimley-Horn's national mobility planning practice, which includes more than 30 practitioners in 10 states, working collaboratively to develop mobility strategies that respond to the challenges of the 21st century. His team includes planners, engineers, urban designers, and economists working together to advance economic competitiveness, quality of place, affordability, and equity. Stephen has spent his career assisting communities and helping ensure transportation is thoroughly understood by planning participants and community leadership. He believes that "modern cities don't have the time or resources for plans that create more problems than the challenges they were designed to fix—if you're not contemplating trade-offs, you're not really planning." This mindset sets Stephen apart and is the reason for his emphasis on informed decision-making. In recent years, he has focused on communities seeking to leverage transit investments to respond to negative trends, while emphasizing actionable strategies. Stephen often is sought for his expertise in facilitation from goal- and priority-setting to task force leadership that paves the way for infrastructure investment programs such as the adopted bond referendum in Austin, TX. He also is a recent coauthor of the APA's best practices guide entitled "100 Great Community Engagement Ideas."

### Relevant Experience

- Charlotte MOVES Strategic Mobility Plan, NC
- LinkUS Corridor Mobility Strategy, Columbus, OH
- Columbus Mobility Strategy and Northwest Corridor Plan, OH
- Point of the Mountain Rapid Transit Corridor Plan, Salt Lake City, UT
- North Hollywood BRT, Los Angeles Metro, CA
- Central Maryland Transit Plan, MD
- Maryland Statewide Transit Plan, MD
- Guadalupe Transit Corridor Mobility Plan, Austin, TX
- Lexington and Atlanta Highway Corridor Mobility Plans, Athens, GA
- moveDC Mobility Plan Update, Washington, D.C.
- Austin Strategic Mobility Plan (ASMP), Austin TX
- Dallas Strategic Mobility Plan (DSMP), Dallas, TX
- Connecting Our Future Upstate Mobility and Connectivity Initiative, Upstate Region, SC
- Capital Area Mobility Plan, Baton Rouge, LA
- Austin Street Design Guide, TX
- Phoenix Street Design Guide, AZ
- Hoboken Street Design Guide, NJ

### Speaking Engagements and Publications

- American Planning Association, 100 Great Community Engagement Ideas: Tips, Tricks, and Best Practices to Help Guide Planners to Better Results
- 2018 National APA Conference, "Engagement Strategies for Controversial Planning Processes"
- 2017 National APA Conference, "So Your Plan is Finished. What Next?"
- 2016 NACTO, "Complete Streets and Modern Street Design Guides"
- 2016 Louisiana Smart Growth America, "Mobility Strategies for High-Growth Communities"



**Professional Credentials**

Master of Arts, Community and Regional Planning, University of Rhode Island

B.A., Environmental Studies and Political Science, Alfred University

American Institute of Certified Planners

**Jessica Rossi, AICP // Economic Development and Housing**

Jessica has more than 17 years of real estate market research and planning experience. Her involvement provides clients with detailed insights into demographic and development trends as well as the fiscal implications of different growth scenarios. She works on a wide variety of visioning and economic development projects for local governments and regional agencies, including comprehensive land use plans and fiscal impact analyses. Developer and investor clients rely on Jessica’s insight to determine demand for commercial and residential projects and to choose specific concepts to maximize economic development, marketability, and value. Her experience working with public- and private-sector interests provides useful insight into how municipalities balance concerns about economic growth and the preservation of local character with the needs of developers.

**Relevant Experience**

- Plan Mount Holly Future Land Use Plan, NC
- Community Master Plan and Unified Development Ordinance, Greer, SC
- Butner Gateway Small Area Plan, NC
- Advance Apex 2045 Land Use and Transportation Plan, NC
- Forward Monroe Land Use and Transportation Plan and Unified Development Ordinance, NC
- Travel Demand Model Socioeconomic Forecasts, Greensboro, NC
- Central Area and Harrisburg Small Area Plans, Cabarrus County, NC
- Wilson 2030 Comprehensive Plan, NC
- Comprehensive Plan Update, Indian Trail, NC



**Professional Credentials**

Master of Urban Design, University of North Carolina, Charlotte

B.S., Urban and Regional Planning, East Carolina University

American Institute of Certified Planners

**Nathaniel Heyward, AICP // Transportation and Mobility**

Nathaniel specializes in mobility planning, land use planning, urban design, and economic development. He has 8 years of experience leading and supporting mobility and transportation planning efforts and leverages his extensive design and planning skills to clearly communicate mobility solutions to clients. Nathaniel brings energy and a personal passion for multimodal connectivity to all his projects. He also has extensive experience organizing and leading engagement efforts that focus on providing a comprehensive and inclusive approach to gaining meaningful community feedback.

**Relevant Experience**

- Mobility Plan, Pineville, NC
- Comprehensive Bicycle Plan, Mount Holly, NC
- Mobility Plan, Westerville, OH
- Plan Mount Holly, NC
- The Morehead City Plan 2032, NC
- Lewisville Tomorrow Comprehensive Plan, NC
- Forward Monroe Land Use and Transportation Plan, NC
- Connect Gwinnett Comprehensive Transportation Plan, Gwinnett County, GA
- New Comprehensive Plan (Envision), Loudoun County, VA
- Charlotte MOVES Strategic Mobility Plan, NC
- Seattle Transportation Plan, WA





### Corey King, P.E. // Public Services and Infrastructure

Corey brings to this assignment significant technical prowess and a broad perspective of project designs. He has 7 years of engineering experience with a variety of water and wastewater utility projects, including collection and distribution systems, lift and pump stations, elevated water storage tanks, and water and wastewater treatment plants. Corey has led administration and inspection services for more than \$30 million worth of construction projects simultaneously. He is well-versed in the challenges of implementing schedule-sensitive water and sewer infrastructure for industrial and manufacturing economic developments in NC.

#### Professional Credentials

B.S., Civil Engineering,  
University of South  
Carolina

Professional Engineer in  
NC, SC, and VA

#### Relevant Experience

- Lincoln County Blueprint 2043 and Water-Sewer System Capital Investment Plan, NC
- The Morehead City Plan 2032, NC
- Pressure Zone Evaluation and 1.5 MG Elevated Storage Tank, York County, SC
- US 21 North 24-Inch Water Main Extension, York County, NC
- Farmville Road Loop 24-Inch Water Line Land use Plan, Shelby, NC
- Sanitary Sewer System Demand projections, Waxhaw, NC
- Distribution System Model Evaluation and 0.5 MG Elevated Storage Tank, North Wilkesboro, NC
- Distribution System Model Evaluation and 0.75 MG Elevated Storage Tank, Shelby, NC
- High Service Pump Station Modeling Evaluation, Shelby, NC
- Wastewater Reclamation Facility Upgrade/Expansions Studies On-Call, Carolina Water Systems Inc. of NC
- Glenn Village Wastewater Treatment Plan (WWTP) Upgrade Study, Blue Granite Water Corporation, SC



### Laura Handleton, PLA // Recreation and Open Space

Laura has 6 years of experience as a landscape architect, working on a variety of projects, including master plans, urban streetscapes, parks, open spaces, and residential amenity areas. She has contributed to projects across the Carolinas and collaborates with local communities to create meaningful moments and specialized designs for the people using the space. Laura’s notable project experience includes the Greer, SC historic downtown streetscape, which she helped progress from a conceptual master plan to a built environment enjoyed by the community today. Whether working on a county-wide master plan or a mini-park, she brings passion and expertise to projects of any scale as well as a commitment to culturally sensitive designs.

#### Professional Credentials

B.S., Landscape  
Architecture, Ohio State  
University

Professional Landscape  
Architect in NC and SC

#### Relevant Experience

- Downtown Streetscape Master Plan, Greer, SC
- Lewisville Tomorrow Comprehensive Plan and PARC Plan, NC
- Comprehensive Parks and Recreation Plan, Pineville, NC
- Parks and Recreation Master Plan, Mount Holly, NC
- Parks and Recreation Master Plan, Mecklenburg County, NC
- SouthPark Cultural Loop Framework Plan, Charlotte, NC
- North Graham Streetscape Improvements, Charlotte, NC
- Downtown Park/Veterans Park Feasibility Study, Mount Holly, NC
- South End Pedestrian/Bicycle Connector Project, Charlotte, NC
- Ailey Young Park Dam Removal and Stream Restoration, Wake Forest, NC



### Rachel Hill // History and Heritage

Rachel has 10 years of experience and has been involved with multimodal planning efforts in Charlotte and throughout the region. She has a special interest in mobility solutions that foster transportation choice, equity, and safety for all users. Drawing on her previous experience as a marketing professional, Rachel is a skilled storyteller and has experience conveying technical mobility improvements to clients and the public in easy-to-understand ways. Her desktop publishing skills help her create plan documents and public engagement materials that are attractive and impactful.

#### Professional Credentials

B.A., English, University of Virginia

#### Relevant Experience

- The Morehead City Plan 2032, NC
- Lewisville Tomorrow Comprehensive Plan and PARC Plan, NC
- Pineville Comprehensive Plan, NC
- Charlotte MOVES Strategic Mobility Plan, NC
- Austin Strategic Mobility Plan (ASMP), TX
- Sunset/Beatties Ford Road Comprehensive Neighborhood Improvement Program (CNIP), Charlotte, NC
- Pineville Mobility Plan, NC
- Rolesville Community Transportation Plan and Land Development Ordinance–Monthly Newsletter, NC
- Mount Airy Pedestrian Plan, NC
- Memphis MPO Livability 2050 Regional Transportation Plan (RTP), TN
- Realizing Laurens Road Transit-Oriented Development Study, Greenville County, SC





## SECTION 03

# TEAM EXPERIENCE



## Land Use Plan Experience

The projects in this section show our successful history of work on projects similar in size and complexity to the Boiling Springs Land Use Plan Update. They demonstrate our experience with comprehensive plans and land use plan requirements.

### LEWISVILLE TOMORROW COMPREHENSIVE PLAN AND PARC PLAN

Lewisville, NC

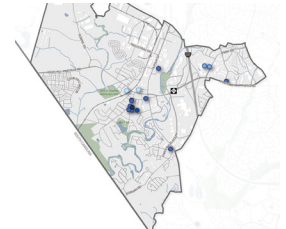


Kimley-Horn designed the Lewisville Tomorrow process to result in two coordinated plans: a full update to the Town's Comprehensive Plan and the creation of the Town's first ever Parks, Recreation, and Cultural Development (PARC) Plan. The Comprehensive Plan will be organized to forecast, direct, and manage growth in a way that is uniquely Lewisville. The planning process balances an understanding of previous plans and current processes with robust engagement strategy and new analysis that sheds light on notable local topics such as growth, downtown investment, neighborhood preservation, and rural conservation. The resulting plan will be a policy-based document with prioritized action items tailored to the Town's many boards and committees. The PARC Plan is using growth forecasts, community input, and industry-leading analytics to understand how investments in parks, recreation, and cultural activities can support the Town's well-defined quality of life.

- [Click here for the Comprehensive Plan work sample](#)
- [Click here for the PARC Plan work sample](#)

### PINEVILLE COMPREHENSIVE PLAN

Pineville, NC

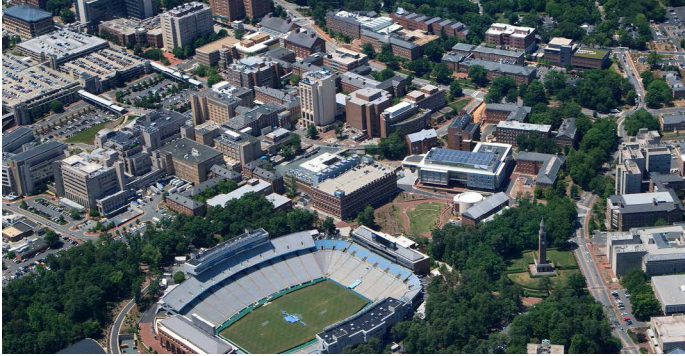


Kimley-Horn developed a new comprehensive plan for the Town of Pineville. Developing the plan and updating the Town's future land use map addressed new requirements related to NCGS 160D of the North Carolina General Statutes. The timely planning process also made local growth and the processes and decisions that surround it more predictable, functional, and intentional. The process was designed to help staff, elected officials, stakeholders, and residents maintain the Town's focus on quality of place, smart growth, economic sustainability, and adaptive mobility—all the while educating residents and stakeholders on the worth of proactive planning. The Comprehensive Plan process was a follow up to our work on the Town's Parks, Art, Recreation, and Culture (PARC) Plan and on its first ever town-wide Mobility Plan.

[Click here for the work sample](#)

CHARTING OUR FUTURE, FUTURE LAND USE PLAN UPDATE

Chapel Hill, NC



Kimley-Horn worked with the Town of Chapel Hill to update its future land use map by focusing on six areas of interest along the Town’s major streets. The future land use map guided land use decisions and helped leaders implement the Town’s vision for the future. The new map, adopted in 2019, was followed by a full rewrite of the Town’s land use management ordinance to make the development process more predictable, functional, and intentional. As part of the planning process, Kimley-Horn designed and executed a multi-layered engagement strategy to build awareness and collect meaningful input. The strategy included digital engagement, focus group sessions, traditional meetings, and participation in established community events.

[Click here for the work sample](#)

GREER COMMUNITY MASTER PLAN

Greer, SC



Kimley-Horn developed a community master plan to help the community achieve success against a set of goals and metrics that were clear, relatable, and important to City leaders and residents. The planning process was developed on the premise of performance planning, which is precise and empirically driven, but balanced with vision and creativity. Kimley-Horn led a multilevel visioning phase that yielded performance measures and guidance in the development and evaluation of alternative growth scenarios.

The preferred growth strategy was supported by framework plans for transportation, utilities, and parks and open space. The plan also included a character map with detailed concept plans for areas highly susceptible to change. The process culminated with a diagnostic inventory and action plan that places initiatives, policies, programs, and capital projects into a tiered implementation strategy to balance short-term opportunities and longer-term strategic investments. A brochure for the project and the final Community Master Plan are available at the QR code or link to the right.

The City then retained Kimley-Horn to develop a Downtown Streetscape Master Plan. The project included wayfinding, streetscape design, landscape design, and community engagement. Nine streets within the downtown core were analyzed for streetscape enhancements to improve the downtown core visibly, to enhance the core by way of better connectivity for all transportation modes, including pedestrian, bicycle, and vehicular.

The Greer Community Master Plan was a recipient of South Carolina APA’s Outstanding Planning Project–Small Urban award in 2016.

[Click here for the Master Plan Brochure](#)  
[Click here for the Master Plan Work Book](#)

FORWARD MONROE LAND USE AND TRANSPORTATION PLAN

📍 Monroe, NC



Kimley-Horn combined a community-wide land use plan update with a multimodal transportation plan to achieve a unified strategy that encourages economic vitality and enhances quality of life. Our planning process was rooted in a multilevel outreach strategy that preceded several overlapping elements, beginning with a comprehensive community assessment and a set of land use scenarios that tested different ways the City could grow. A set of framework plans express the preferred growth strategy through a compilation of the future land use map and considerations for transportation, parks and open space, and water and sewer. The Kimley-Horn team communicated detailed recommendations through catalyst sites and strategic corridors that could be applied to similar areas throughout the City. Finally, a phased action plan identified strategies to support the implementation of the desired community vision. Kimley-Horn then retained Kimley-Horn to develop a comprehensive update to its unified development ordinance to fulfill the vision created by the preferred land use plan.

- [Click here for the project poster](#)
- [Click here for the final report](#)

PLAN MOUNT HOLLY LAND USE PLAN

📍 Mount Holly, NC



Kimley-Horn led Plan Mount Holly, simultaneously developing a new land plan while giving special consideration to parks and recreation. Our process responded to information as it was identified during the planning process—whether as part of the review of previous or ongoing initiatives, new analysis, or public input collected along the way. The plan required an integrated approach that considered a variety of issues together and invites the community to think about the relationship between land use, transportation, the environment, natural and community resources, urban design, and economic vitality. Kimley-Horn developed Plan Mount Holly to maintain a focus on a core purpose; this helped ensure an informed decision—rooted in community values—was used to select a preferred growth strategy. This growth strategy, in turn, provided clear direction for land use, design, and transportation initiatives.

➤ [Click here for the work sample](#)

THE MOREHEAD CITY PLAN 2032

Morehead City, NC



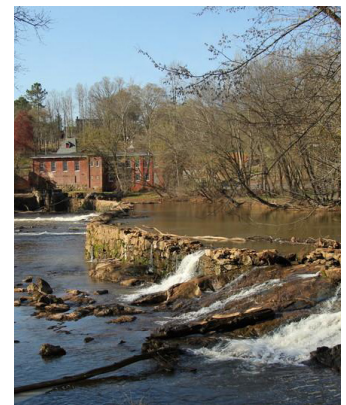
Kimley-Horn developed a community master plan to help the community achieve success against a set of goals and metrics that were clear, relatable, and important to City leaders and residents. The planning process was developed on the premise of performance planning, which is precise and empirically driven, but balanced with vision and creativity. Kimley-Horn led a multilevel visioning phase that yielded performance measures and guidance in the development and evaluation of alternative growth scenarios. The preferred growth strategy was supported by framework plans for transportation, utilities, and parks and open space.

The plan also included a character map with detailed concept plans for areas highly susceptible to change. The process culminated with a diagnostic inventory and action plan that places initiatives, policies, programs, and capital projects into a tiered implementation strategy to balance short-term opportunities and longer-term strategic investments. The work sample provided is the draft report because this project is ongoing.

[Click here for the work sample](#)

BLUEPRINT 2043 LAND USE AND CAPITAL INVESTMENT PLAN

Lincoln County, NC



Lincoln County hired Kimley-Horn to develop Blueprint 2043, a holistic planning process that blends two important parts of long-range planning—a Land Use Plan and a Capital Investment Plan for Lincoln County Public Works Water and Sewer System. The Land Use Plan establishes a vision for future growth and development, while the Capital Investment Plan identifies ways to support this vision with resilient infrastructure. Accordingly, the Capital Investment Plan process will evaluate infrastructure constraints, while the Land Use Plan will serve as a two-decade road map for Lincoln County. The Land Use Plan will build upon the County's existing land use plan, which was completed in 2018. The updated plan will consider the latest census data, recent trends, and new input from residents and stakeholders. A scenario planning exercise testing different growth options is a notable addition to the process. The Capital Investment Plan (CIP) will focus on water and sewer infrastructure, with particular attention to how these investments influence or respond to growth and development trends. While mostly a technical exercise, the creation of the CIP will focus on integrating land use and infrastructure in an intentional way to make growth and development more predictable and functional. The work sample provided is an interim deliverable because the project is ongoing.

[Click here for the work sample](#)






## LIST OF ENTITIES/INDIVIDUALS

As a full-service, multidisciplinary firm, Kimley-Horn has worked with thousands of governmental agencies on projects varying in size and scope throughout the country. It is not feasible to list every project Kimley-Horn has worked on with government entities. Since January, Kimley-Horn has more than 51,000 public sector projects nationwide—all through government entities. A sample of these projects is in our Team Experience section on pages 14-17. We have developed strong relationships with these clients; in fact, 90% of the firm's work comes from repeat clients.






## REFERENCES

Our clients know that with Kimley-Horn, they experience better. How do we know this? They consistently tell us we deliver remarkable results and we're really good people to work with—and we live for that. We invite you to contact them personally regarding our work history and quality of service. These individuals will tell you that we listened to their needs, met their schedules, accomplished their missions, and delivered results.






### Reference 1

-  Sandi Watkins, CZO, CFM, Planning and Inspections Director
-  Town of Morehead City
-  1100 Bridges St, Morehead City, NC 28557
-  252 726 6848 ext. 140
-  sandi.watkins@moreheadcitync.org

### Reference 2

-  Stacy Y. Tolbert, Town Planner, Interim Town Manager
-  Town of Lewisville
-  6510 Shallowford Road/P.O. Box 547, Lewisville, NC 27023
-  336 945 1023
-  planner@lewisvillenc.net

### Reference 3

-  Lisa Stiwinter, Director of Planning & Development
-  City of Monroe
-  300 W. Crowell Street/P.O. Box 69, Monroe, NC 28111
-  704 282 4569
-  lstiwinter@monroenc.org





# SECTION 04

# PROJECT APPROACH

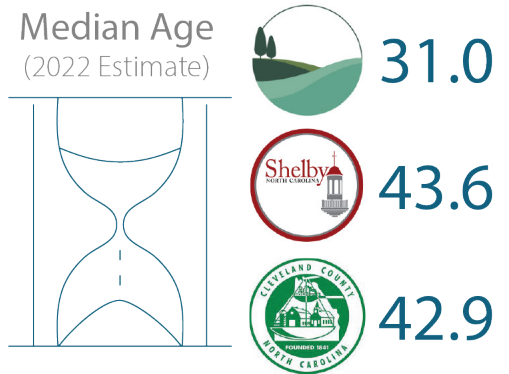
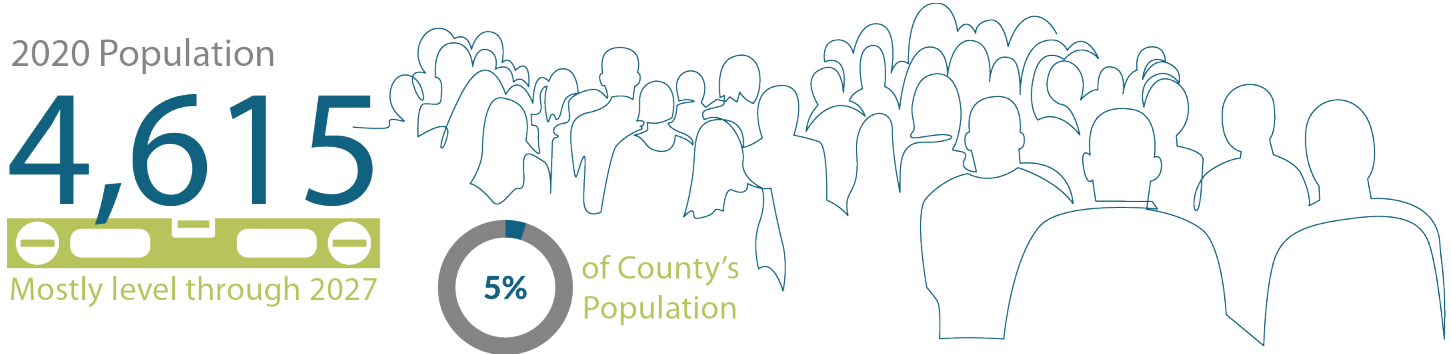


## APPROACH AND TIMELINE

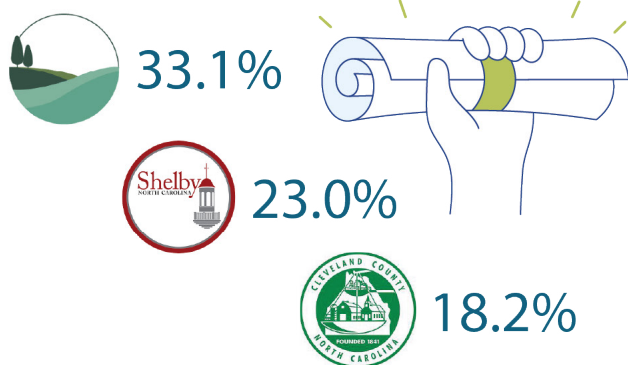
Our approach to the Boiling Springs Land Use Plan Update is rooted in our current understanding of Boiling Springs, which will be refined through comprehensive and inclusive citizen participation, a review of previous plans, and a deep dive into available data. We blend the input from residents, students, stakeholders, elected officials with data analytics and the best practices we've gleaned from our work with small towns across North Carolina. We organized our approach into six phases that we've refined in places like Mount Holly, Monroe, Lewisville, and Pineville. You'll also find callouts that feature some of the unique concepts—from scenario analysis to communicating outcomes. We take great pride in an engagement process focused on reaching people, setting expectations, defining actions, and communicating desired outcomes.

### Our Understanding

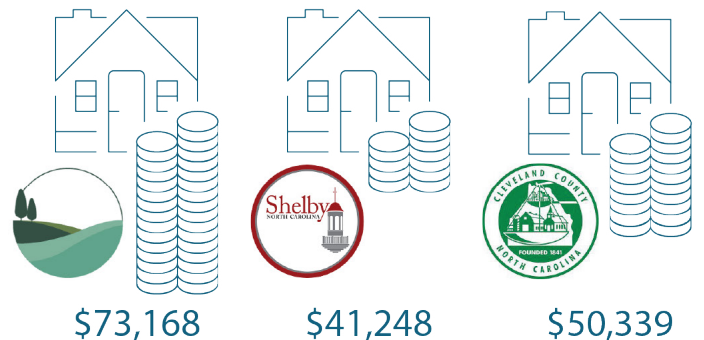
From our experience working with small towns across the Carolinas and beyond, the close collaboration with staff and community stakeholders that comes with developing land use plans has proven to provide the best insight into local conditions related to community vision, needs, and expectations. And while this remains true for Boiling Springs, we also recognize that your Town boasts exceptional assets and specific challenges. Our understanding of Boiling Springs is rooted in—but not limited to—the following:



25+ year olds with a Bachelor's Degree or Higher (2022 Estimate)



Median Household Income (2022 Estimate)



## Our Experience Planning In Small Towns

Successful communities of all sizes adapt to changing circumstances. But small towns often adapt slower because local decisions are more heavily influenced by the community’s attitude toward change and its willingness to engage in cooperative problem solving. Small towns must display strength of leadership and persistence for real change to occur. Your land use plan update needs to lay the groundwork by bringing the entire community together to create a preferred vision for the future of Boiling Springs. The resulting plan must respond to that vision and be a tool to guide physical growth and development in ways that achieve social, economic, and environmental goals. Our experience planning in small towns shapes how we approach the process and the emphasis we place on actionable recommendations. We believe the following six principles are key to planning in places like Boiling Springs:

1. **Mindful of Resources.** We understand that small towns have limited resources, and it’s a rare occurrence when some of these resources are set aside for long-range planning. We will be good stewards of the Town’s resources.
2. **Using the Plan.** Understanding how staff and elected officials will use the plan is important. We’ll ask you how the Town will use the plan soon after notice to proceed, and your answer will inform how we design the process and communicate the outcomes.
3. **Community Connections.** Small town plans demand more attention on how we engage residents, stakeholders, elected officials—and in your case—students. It’s simple math. Each voice that engages in conversation surrounding your land use plan update represents a larger portion of your community.
4. **Striking a Balance.** While all plans land somewhere along the spectrum between visionary and practical, small towns benefit from a more nuanced approach that connects the dots between community desires and local realities.
5. **Preparing for Action.** We recognize that NCGS 160D requires communities to have a locally adopted land use plan. We also recognize that in places like Boiling Springs, getting the plan right is critical. Even as we strike a balance between visionary and practical, we’ll prepare the Town to act on the land use plan’s recommendations.
6. **Getting it Right.** We don’t take for granted the trust placed in us by our small town clients. We’ll design a customized planning process with rightsized engagement to help ensure we deliver a plan specifically suited to Boiling Springs.



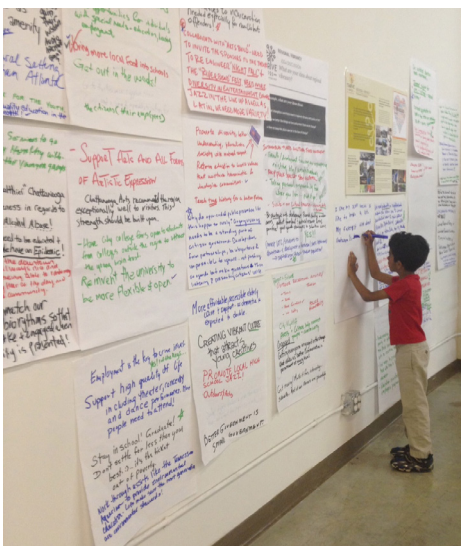
## Our Thoughts on Citizen Participation

Great plans start with meaningful collaboration. Bringing together different ideas from diverse backgrounds leads to authentic, community-driven plans and designs. We will empower the community to be a true partner in the planning process, and our approach to engagement will be driven by the need for informed decision making. The intentional blending of technical data with citizen participation will allow community leadership to make decisions that align not only with documented needs, but also with community aspirations and values.

### ENGAGEMENT PHILOSOPHY

Effective engagement documents the thoughts of staff and advocates while representing broader values and addressing established engagement goals, such as the number of participants, where they live, who they represent, and the quality of their input. We intentionally emphasize an approach to outreach—not just outreach techniques—with a focus on engaging people in ways they find comfortable. The foundation of our approach to citizen and stakeholder participation includes:

- Build Awareness.** Awareness must precede engagement. Your Land Use Plan Update should be branded to distinguish it from other initiatives and elevate its importance among the many things competing for the public's thoughts and attention. Together, we'll create a unifying theme that will serve as the face of the plan during its creation and continue as it's implemented. *Each of our plans start with a unique brand—such as Blueprint2043, Lewisville Tomorrow, Forward Monroe, Plan Mount Holly, and Charting Our Future—that connects people to the task at hand.*
- Cultivate Understanding.** A process that lacks listening, learning, and logic is ineffective. For real impact, your plan must include strategic communication that informs and inspires. We convey complex details of a plan with simplicity. We also help develop a strong, compelling identity for the planning process that increases visibility and builds emotional attachment to the plan. *In Lincoln County, we established consistent language at the outset to communicate a simplified process to deliver two very different but interrelated efforts—a land use plan update and a new capital investment plan. The overarching goal was to minimize misconceptions.*
- Be an Extension of Staff.** As your partner, we take our role as professional advisor seriously. It's a role that requires dexterity to effectively communicate constraints, needs, and tradeoffs to groups with different goals and expectations. Sufficient "inreach" activities are needed to learn from the experiences of those tasked with directly and indirectly making decisions related to growth and development. *In Monroe, the relationship we formed with staff enabled us to effectively represent their needs to the Planning Board and City Council during adoption and transition immediately into a full rewrite of their Unified Development Ordinance.*
- Invite Genuine Participation.** With any planning process, it is easy to suggest that citizens should have their say. The challenge is getting broad representation and then deciding what to do with all the ideas. That's why we specifically attract participation from a diverse cross-section of citizens and stakeholders, including those typically not involved in planning efforts. By launching a robust outreach and communications campaign, involvement in the process is a real choice to be excited about. *In Morehead City, SC, our engagement process to date has resulted in more than 785+ touchpoints, 11,000+ data points, 3,700+ written comments, and 450+ hours invested in the process by community members.*



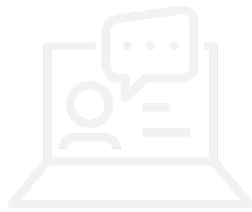
## ENGAGEMENT TECHNIQUES

We're committed to collaborating with you to create the overall engagement strategy, including selecting engagement techniques, their timing, and identifying how the data will be used to inform the Land Use Plan Update. We think about the engagement techniques in three categories—traditional, digital, and grassroots. Successful citizen participation includes a combination of techniques specifically chosen to achieve stated goals.



### Traditional

- **Technical Team.** We will have regular coordination with a staff-level Technical Team representing key departments, such as Planning & Zoning, Public Works, and Parks & Recreation. We anticipate bi-weekly or monthly calls with in-person work sessions as needed.
- **Steering Committee.** We will work with you to create the right mix of representatives on a Steering Committee to provide oversight, general guidance, and community engagement leadership. The Steering Committee will act as a sounding board for potential ideas, strategies, and recommendations of the plan. We envision the Steering Committee meeting three times during the planning process.
- **Community Workshops.** Given the competition for people's time, it's important to give residents the opportunity to provide input in a way that's comfortable and convenient to them. We will host interactive, fun, and visual sessions at key milestones. We have included the potential timing of these meetings in our schedule on page 38.



### Digital

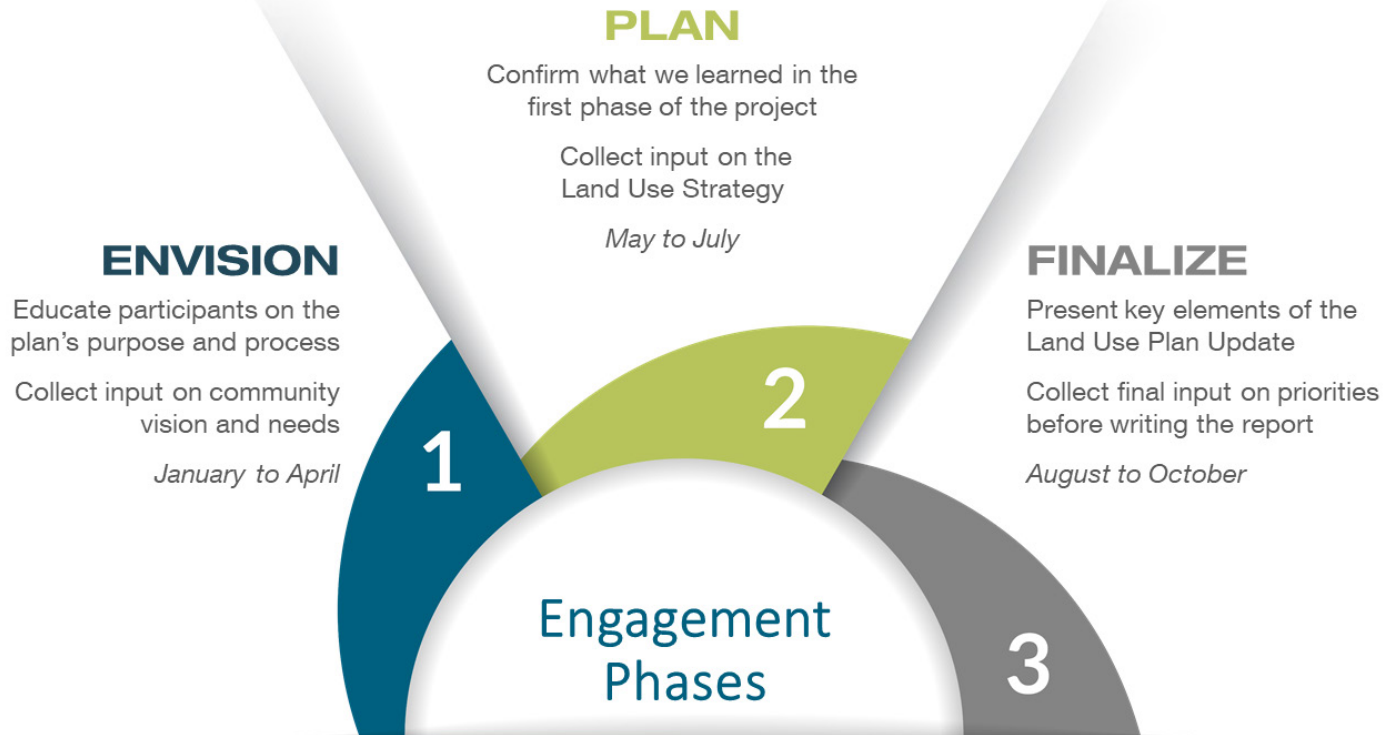
- **Project Website.** We will maintain a project website throughout the planning process. Recently, we have used Social Pinpoint to serve as a one-stop digital engagement platform that seamlessly provides an overview of the planning process, documents and resources, current project status, and engagement activities. For an example from an ongoing project, please
- **Digital Engagement and Online Surveys.** Digital engagement can take many forms. We have established partnerships with platforms such as Social Pinpoint, MetroQuest, Mural, and Konveio as well as tested proprietary solutions to offer you the best tool for the moment. We anticipate having a digital presence throughout the planning process and launching an online survey at key points along the way.



### Grassroots

- **Elected and Appointed Officials Meetings.** Whether as part of a regularly scheduled meeting or a separate work session, we will interact with the Town Council and Planning Board to maintain contact and confirm buy-in. The engagement strategy reflected in our approach includes a project kickoff, mid-progress review, and meetings associated with the adoption process.
- **Stakeholder Engagement.** We will be intentional about how we engage stakeholders through focus groups, forums, and/or one-on-one interviews. These sessions will be designed to engage real estate professionals, developers, business owners, and other groups. We have been successful in hosting sessions organized around specific topics as well as open sessions.
- **Pop-Up Events.** We also will connect with the community by attending one of the many established events in Boiling Springs to make it simple, convenient, and fun for them to be informed and provide input. This could be as simple as having a table or booth display at a community event such as the Webbstock Festival or hosting a "Brews and Views" event at the Tucker Student Center on campus.

ENGAGEMENT TIMELINE



ENGAGEMENT IN ACTION



## Our Approach and Suggested Scope of Work

Listen. Think. Plan. Act. The success of a comprehensive land use plan comes not by accident but rather through hard work, a plan tied to specific strategies, and unwavering focus by those empowered during the plan's creation. Our approach emphasizes aspirational planning (what does Boiling Springs want to be?), but with an understanding of the characteristics that accompany that decision (what steps will be required to be successful?), and an acknowledgment of the outcomes (how will we measure and what should we anticipate resulting from our success?). Our approach to this project centers on a commitment to:

1. Use previous goal-setting and visioning exercises to understand baseline community needs and desires
2. Create a data-driven understanding of community characteristics, both existing and anticipated
3. Use quantitative and qualitative measures to evaluate alternatives and create a future land use strategy
4. Offer realistic and measurable action that respond to the plan's vision and preferred land use strategy
5. Use the process as an opportunity to educate the community and stakeholders about decisions related to land use, development, access to opportunity, and other topics of interest

## Unique Concept // Approaches

Our team strongly believes that planning can and should be done by community leaders, citizens, and stakeholders. We believe a strong correlation exists between the success of communities and their willingness to develop visionary plans with measurable expectations. And we believe that a productive planning process does not need to be overly complicated. Instead, the process needs to generate information valued by participants and decision-makers so that they can make informed decisions for the future. As you read more about our integrated approach to planning, we will spotlight unique concepts and approaches that we have refined over the dozens of comprehensive land use plans our team members have completed. These concepts include the following:

- Project Branding
- Demographic Analysis and Trend Projections
- Community-Based Vision
- Scenerio Planning
- Action-Oriented Planning
- Effective Deliverables



PHASE 1 – PROJECT INITIATION (1.5 MONTHS)

This initial phase is designed to lay the groundwork for a quick ramp up in production and smooth progress throughout the phases that follow.

**Community Engagement Strategy**—Soon after notice to proceed, we will schedule an engagement strategy work session with the Technical Team to refine the engagement strategy presented in our proposal. The intent will be to define goals and metrics specific to engagement and determine how to allocate available resources. As a follow-up to the work session, we will document the selected engagement strategy (including target audiences, objectives for each engagement initiative, a marketing/promotion framework, and timeline for execution) within the project work plan.

**Project Work Plan and Data Assembly**—Our first deliverable will be a project work plan that includes an overview of the planning process, engagement strategy, and milestone schedule. The project work plan will be supplemented by a data needs request that lists technical data (e.g., GIS data, development activity) and applicable documents (e.g., previous plans, local ordinances, approved developments).

**Kickoff Meeting and Tour**—We suggest holding a kickoff meeting with the Technical Team to review the project work plan and discuss previous planning efforts, data collection, and project goals and objectives. This will be followed by a tour of Boiling Springs to view items discussed during the meeting.

**Project Branding**—The Land Use Plan Update needs to have its own identity. To distinguish this planning process from previous and ongoing efforts, we will develop a visually appealing branding theme, including a project tag line, color scheme, and set of design templates. The brand should be the face of the plan during the planning process and continue as your Comprehensive Plan is implemented and goes through the standard status reporting.

**Client Coordination and Progress Reporting**—To make sure the planning process unfolds smoothly with minimal surprises, we will schedule bi-weekly coordination calls with the Town project manager. We also will coordinate on-site work sessions with scheduled stakeholder and community meetings and field visits. Our monthly invoices will include a status report that shows progress and deliverables by task. We have included a mid-progress review presentation to the Town Council and the Planning Board, and we can provide information to the Town project manager to incorporate into interim status update presentations.

| Engagement Opportunities  | Deliverables  |
|---|---|
| <ul style="list-style-type: none"> <li>• Technical Team Coordination</li> <li>• Kickoff Meeting and Tour</li> </ul> | <ul style="list-style-type: none"> <li>• Project Work Plan with Community Engagement Strategy</li> <li>• Data Needs Request</li> <li>• Branding Guidelines</li> </ul> |

Unique Concept // Project Branding

Successful planning projects align citizens and stakeholders behind a common purpose, engage a cross section of the community, and carry a shared vision into implementation. As we have learned, project branding can elevate the planning process by drawing voices into the conversation and inspiring productive dialogue. Our team of graphic designers will bring to life a compelling brand for your project that distills the essence of the planning process into a single graphic or tagline. Here are just a few examples of the brands we’ve created for recent planning projects.





PHASE 2 – BASELINE CONDITIONS (1.5 MONTHS)

The land use plan update needs to set clear expectations for the inventory of existing conditions relative to planning elements. During Phase 2, we will document existing conditions, market forces, and regulatory frameworks to understand plan topics.

**Existing Plan Review and Code Diagnostic**—We will review existing plans, studies, policies, and regulations influencing growth, land use, transportation, environment, parks and recreation, and the provision of community services and facilities. These plans will include the Downtown Master Plan and the Gardner-Webb Strategic Plan. The intent is to understand what already is in motion and the forces that influence and are affected by growth and change in Boiling Springs. We will document vision statements and goals, which will set the baseline for drafting guiding statements and performance measures.

**Demographic Trends and Projections**—As a part of the Community Characteristics Report, we will review demographic indicators and provide defensible projections under the umbrellas of population (e.g., change, minority status), housing and development (e.g., age of structure, sales, building permits, vulnerability), economy (e.g., employment status, income, and poverty status), education (e.g., education attainment, school enrollment), and health. Regional and national trends will be noted where possible.

**Land Use Screening and Suitability Analysis**—This element will involve multiple stages. First, we will use tax value (e.g., land and improvement value), size, and land use to categorize parcels as developed, undeveloped, underdeveloped (e.g., large and small parcels), conserved open space, and right-of-way. We will overlay approved developments to ensure these locations are accurately accounted for. The development status will help us identify areas in Boiling Springs that are most susceptible to change. Next, we will conduct a screening to identify environmental constraints that will likely affect the area’s development potential. For previous projects, we have used the North Carolina Green Growth Toolbox, a GIS screening tool developed by the North Carolina Wildlife Resources Commission, as the basis for this screening along with local GIS data. Areas to be considered constrained could include those within the floodplain, part of an existing easement or managed area, or within the statutory riparian buffer. These areas will be overlaid on the development status as one step in identifying future growth areas.

**Market and Economics**—Effective long-range planning requires a solid understanding of the economic dynamics. Our approach involves analyzing baseline and historical conditions; the location, direction, and outcomes of investment decisions; and the use of real estate by various sectors of the local economy. Given the specific economic anchors in and near Boiling Springs, the plan will consider where Town residents work and where those who work in Town live. We will synthesize these analytical factors to determine the Town’s strengths, weaknesses, opportunities, and threats. By understanding current and future market dynamics, we will be able to craft a plan that reconciles growth potential with needed capital investments.

**Natural and Built Environment**—We will report natural and built environment characteristics through a storyboard approach with maps and exhibits. We will use ArcGIS to map and analyze the Town’s natural features, including environmental areas, parks, green infrastructure, bodies of water, wetlands, and floodplains. We also will map built features such as places of worship, cultural resources, medical facilities, and historic districts and sites. Community facilities—such as schools; libraries; civic uses; and fire, police, and rescue—also will be documented. For utilities, we will build upon our review of the current plans and use existing GIS utility system mapping as available to document existing infrastructure.

**Transportation and Mobility**—Our approach will blend data from previous planning efforts—including the Downtown Master Plan and recent plans from the Gaston-Cleveland-Lincoln MPO (GCLMPO)—with available mapping, demographic trends, land use data, traffic counts, crash statistics, existing infrastructure, and travel patterns. Kimley-Horn’s familiarity with the area and extensive background navigating local, state, and federal multimodal transportation planning programs will allow us to make best use of available data and dig deeper into other data areas often overlooked as part of comprehensive plans. Notably, we will conduct a mobility diagnostic that assesses transportation from an existing—and future—land use perspective.

**Community Characteristics Report**—The Land Use Plan Update will be a coordinated collection of framework elements for a variety of topics based. Existing and emerging conditions will be described for these framework elements using narrative, tables, graphs, and maps. We also will communicate key planning issues. It is our intention to design the Community Characteristics Report so that it serves as core section of the overall report.

| Engagement Opportunities  | Deliverables   |
|---|--|
| <ul style="list-style-type: none"> <li>• Technical Team Coordination</li> </ul> | <ul style="list-style-type: none"> <li>• Community Characteristics Report</li> </ul> |

Unique Concept // Demographic Analysis and Trend Projections

We recognize the importance of creating a clear and defensible community profile for all our plans—from small area plans to regional visioning exercises. Our demographic indicators and analysis are typically presented under the umbrellas of population, economy, education, and other relevant topics. We also report regional and national trends for comparison. These processes are customized to highlight unique considerations such as housing diversity, retail capture, park deficiencies, and many others.

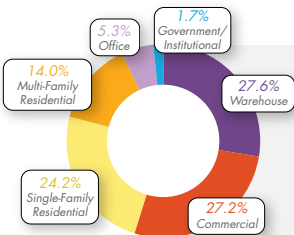
Housing

Characteristics of households and housing unit trends help show the types of residential growth that Pineville is experiencing. This data can help lead to policy and future land use decisions that support the existing characteristics, growth, or decisions that encourage different conditions to better align with the community visions. The following pages highlight key statistics and characteristics of existing housing in Pineville. The data comes from the US Census Bureau, 2019 American Community Survey 5-year estimates, and the 2020 Esri Business Analyst. Additionally, information from tax parcel data is presented to illustrate recent residential sale trends, housing affordability, and a breakdown of Pineville's square footage by land use.

Product Type



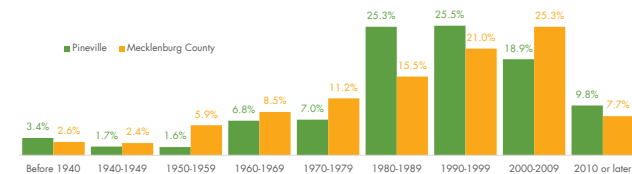
Square Footage by Land Use



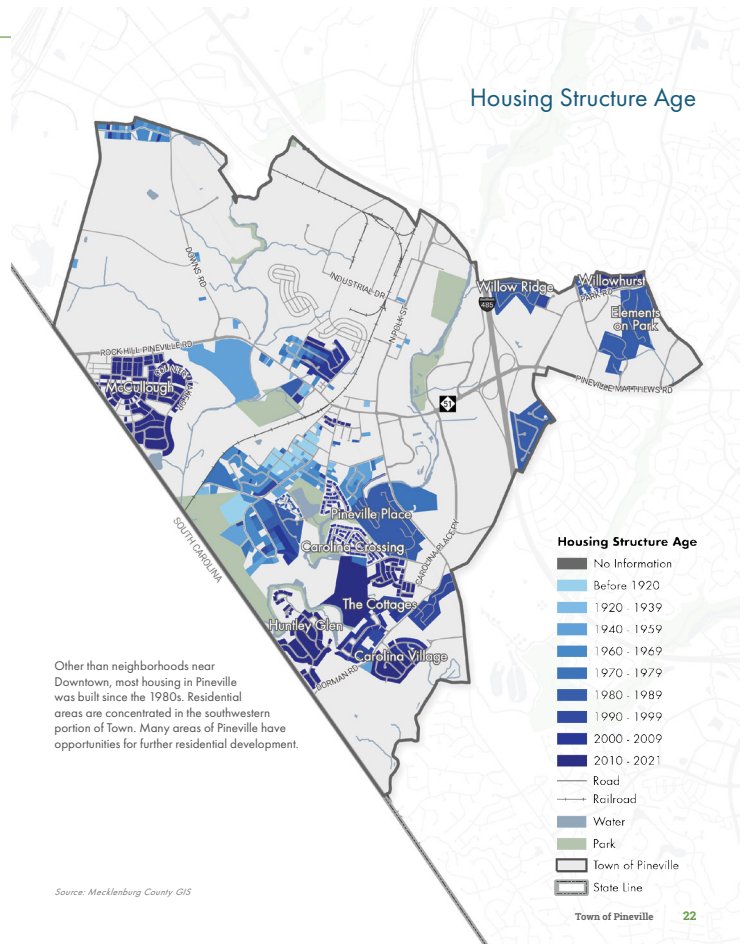
The pie chart to the left breaks down Pineville's land use by the square footage of the buildings that serve the use. Pineville's land is fairly evenly distributed between warehouse, commercial, and single-family residential uses which comprise about three-quarters of the Town's buildings. The final quarter is made up of multifamily residential, office, and government/institutional uses. Although the product type graph above shows that 60% of housing units in Pineville are multifamily, the square footage of these only takes up about 14% of land use which speaks to the efficiency in size and the footprint of multifamily housing when compared to single-family homes.

Housing Age

Housing stock in Pineville is of similar age to the housing stock in Mecklenburg County. In both the Town and the County, just under 50% of housing units were constructed before 1990. The median age for housing in Pineville and in Mecklenburg County is 29 years.



21 Pineville Comprehensive Plan



PHASE 3 – VISION AND GOALS (2 MONTHS)

With the baseline understanding of characteristics communicated to plan participants, we will focus on identifying and documenting community values. This important phase will conclude with a Vision Report that summarizes the process and outcomes of initial engagement activities and introduces the vision, goals, and objectives to guide the overall process and individual elements of the plan.

**Issues and Opportunities Analysis**—We will further investigate the baseline conditions and mine ongoing community input to generate a series of issues and opportunities in Boiling Springs. The result will be a profile of key trends organized around topics of interest, such as land use and community character, economic development, natural resources and resiliency, cultural resources, education, housing, transportation, public health, community services, and infrastructure. We will use this information to both inform the public about existing issues and emerging trends and set the stage for more detailed exploration of the planning topics in the Plan Development phase.

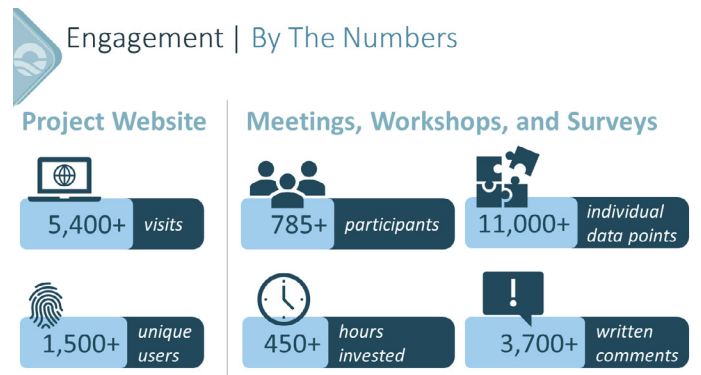
**Policy Diagnostic**—Potential policy options will be collected throughout the initial phases of the planning process. We typically evaluate policy alternatives before finalizing land use alternatives so that potential policies can guide the development of land use considerations. For example, policy directives for investing along strategic corridors or away from flood prone areas will have specific effects on land use characteristics. Policy options will be presented to staff, stakeholders, and the public for consideration as appropriate. The response to the policy alternatives will be a critical input for the creation of the future land use map.

**Vision and Guiding Principles**—A succinct community vision statement will be developed based on the renewed understanding of existing conditions and the synthesis of initial community engagement activities. We anticipate the vision to be aspirational and intentionally broad and non-limiting. Short- and long-term goals will reinforce the vision and reflect challenges facing Boiling Springs, as well as opportunities and assets that can be leveraged.

| Engagement Opportunities   | Deliverables  |
|--|---|
| <ul style="list-style-type: none"> <li>• Technical Team Coordination</li> <li>• Steering Committee Meeting</li> <li>• Stakeholder Engagement</li> <li>• Community Workshop</li> <li>• Pop-Up Events</li> <li>• Digital Engagement and Online Survey</li> </ul> | <ul style="list-style-type: none"> <li>• Vision Report</li> </ul> |

**Unique Concept // Community Based Vision**

When it comes to land use planning, it is easy to suggest that citizens should have their say. The challenge is getting broad representation that truly informs the community vision. By launching a robust outreach and communications campaign, involvement in the process becomes a choice to be excited about and one that attracts participation from a diverse cross-section of citizens and stakeholders. We will convey the complex details of the plan and help develop a strong, compelling identity for the planning process. In the process, we will help you increase visibility of process and build emotional attachment to the outcomes. Finally, we know that it's important to show residents and stakeholders the influence of their participation.



PHASE 4 – FUTURE LAND USE STRATEGY (2 MONTHS)

Based on the vision and guiding principles, our team will identify performance measures to select a preferred approach to the Town’s physical development. The intent is to determine how decisions regarding the physical footprint of development affect considerations, such as targeted growth, housing diversity, economic vitality, transportation options, infrastructure, and healthy living. The list of considerations will be based on outcomes from Phase 3. This phase will result in a Future Land Use Map that expresses where and how the community wants to grow.

**Conceptual Growth Strategy**—We will create a list of conceptual growth ideas and a supporting map based on the outcomes of the visioning and issues identification process. This interim step will help ensure your land use strategy responds to current and projected conditions in Boiling Springs as well as community feedback from the Land Use Plan Update process and other plans and studies.

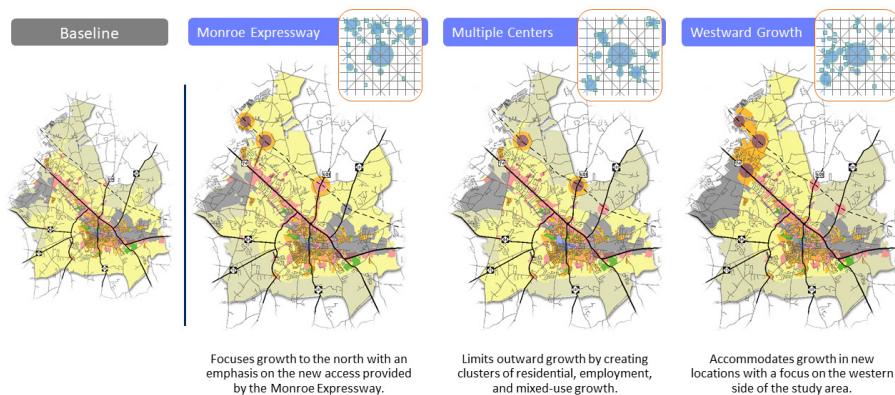
**Land Use Analysis**—Boiling Springs could grow and change in different ways. Taking a data-driven look at the potential impact of growth and change will be a helpful way to determine how land use decisions affect other aspects of the community (e.g., housing, transportation, economic development, and cost to serve). The process also will help communicate the best options for attracting and managing new development in ways that strengthen the physical character of the Town. We can align the level of analysis with the amount of time and resources the Town wishes to dedicate to this task. At a minimum, we will create maps that show the Town’s best option for growth and economic investment as well as locations that should be preserved.

**Future Land Use Map**—The revised future land use map will communicate a well-organized and market-supportive allocation of land uses in Boiling Springs. We will work with Town staff to update and supplement the classifications as necessary before creating a new future land use map. Together with the policy statements, this step will help position the Town to achieve the desired land use vision and set a standard for urban design and community character. The future land use strategy is an important step in making the Town’s land use tools and processes more predictable, functional, and intentional.

| Engagement Opportunities  | Deliverables   |
|---|--|
| <ul style="list-style-type: none"> <li>• Technical Team Coordination</li> </ul> | <ul style="list-style-type: none"> <li>• Future Land Use Strategy</li> </ul> |

Unique Concept // Scenerio Planning

We approach the analysis of growth alternatives not with a single tool in mind, but with thoughtful consideration about what tools best align with what we are trying to achieve and the resources we have on hand. As a result, we are comfortable using programs, such as CommunityViz or an intuitive, cloud-based GIS tool called Urban Footprint. When time and budget are a critical consideration, we develop “off model” tools and evaluation processes that require fewer project resources but still provide a defensible analysis directly tied to community values.



Each scenario provides for the same amount of growth (an additional 11,700 jobs and 23,000 households). What differs between scenarios is the form and pattern and geographic distribution of growth.

## PHASE 5 – PLAN DEVELOPMENT (2.5 MONTHS)

The Land Use Plan Update will include a variety of recommended policies and actions in support of the future land use strategy to address longstanding issues and emerging topics affecting growth, development, and investment in Boiling Springs.

### Policy Framework

In Morehead City, we organized the Policy Framework around five planning principles. In other places, we have organized the Policy Framework around topic of local importance. Regardless of how the Policy Framework is organized, we often provide a statement of intent (topical goal), objectives, actions (policies, projects, and programs), and supporting maps and graphics.

**Transportation and Mobility**—The transportation and mobility framework will vet locally-relevant recommendations from previous plans (e.g., Downtown Master Plan, Boiling Springs Pedestrian Plan, the GCLMPO Metropolitan Transportation Plan and Comprehensive Transportation Plan) against the future land use strategy. Our team highly values the relationship between land use and transportation planning and offers a wealth of expertise on clear coordination between these elements. In addition, we can explore best practices for traffic calming policies.

**Economic Development**—The economic development framework element will revisit the market assessment (Phase 2) with additional emphasis on the future land use strategy. This will be the point where strategies emerge to encourage and facilitate economic growth that aligns with the Town's vision. Here, we'll also tap into the commitment stated in Gardner-Webb's Strategic Plan to partner with the Town to improve prosperity throughout the region.

**Housing**—The housing framework element will tie the housing characteristics from Phase 2 to the future land use strategy. Consideration will be given to programs and policies that align housing diversity (type and price point) and supply to the needs of existing and future residents.

**Public Facilities and Services**—Boiling Springs is wise to align growth expectations with the provision of public services and infrastructure. For other comprehensive plans, we have assessed existing infrastructure capacity, mapped tiered service areas, and/or identified future capacity improvements.

**Recreation and Open Spaces**—This framework element will build on the Town's strong history of parks and recreation initiatives while also considering how revised growth forecasts and the updated future land use strategy indicate the need for new facilities and programs. We'll compare existing facilities against NRPA guidelines, and provide the Town with a head start toward a Townwide Parks Master Plan.

**Natural Resources and Environmental**—This framework element will describe how the future land use strategy protects and leverages natural resources, sensitive areas, and vulnerable places. We often create greenprint as a point of reference and dialogue for the preservation of natural resources and scenic places and how these places support broader community initiatives.

**Implementation Strategy**

To be most effective, the future land use strategy and the policy framework must be complemented by an implementation strategy that gives the Town an actionable guide for implementation. This task requires thoughtful consideration of achievable and prioritized actions throughout the next five years and beyond. Special consideration will be given to the interplay between the vision and goals and available resources to make sure the results of the prioritization are realistic and actionable. Creating a blueprint for implementing the Land Use Plan Update is a multi-step process:

**Strategy Board**—The first step is to identify strategies (plans, programs, policies, and projects). The second step is to establish more manageable, concrete tasks and steps organized around the plan’s vision statement and goals.

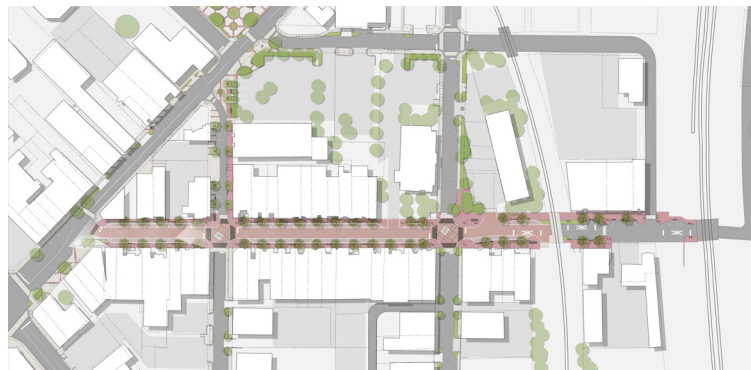
**Prioritization Matrix**—The prioritization matrix places the plans, programs, policies, and projects into implementation tiers. Given the likely disconnect between resources and cost (time and money), we suggest a tiered approach with a balance between short-term opportunities (i.e., 5- to 10-year horizon) and longer-term (20+-year) strategic investments.

**Action Plan**—The action plan adds the final layer of detail by communicating identifying likely cost, who is best positioned to lead, what partners need to be engaged, and potential funding sources. The action plan will be an easy-to-understand playbook that clearly outlines next steps while allowing decision-makers to track progress and schedule future-year improvements. The action plan also will identify funding, including potential grant opportunities, for short- and long- term capital improvements.

| Engagement Opportunities   | Deliverables  |
|--|---|
| <ul style="list-style-type: none"> <li>• Technical Team Coordination</li> <li>• Steering Committee Meetings</li> <li>• Elected and Appointed Officials Meeting</li> <li>• Stakeholder Engagement</li> <li>• Community Workshop</li> <li>• Pop-Up Events</li> <li>• Digital Engagement and Online Survey</li> </ul> | <ul style="list-style-type: none"> <li>• Action Plan</li> </ul> |

**Unique Concept // Action-Oriented Planning**

Kimley-Horn has diverse experience leading and supporting land use planning processes that draw upon many of the elements referenced in NCGS 160D. These include visioning, policy-based diagnostics, land use, resiliency, transportation integration, and action-oriented implementation strategies. In Monroe, NC, our approach combined a community-wide land use plan update and multimodal transportation plan to set the stage for a complete rewrite of the Town’s Unified Development Ordinance (to be adopted in October 2021). In Greer, SC, we helped establish a vision for their downtown as part of their Community Master Plan and re fined the vision during an inclusive Downtown Streetscape Master Plan. In summer 2020 and only a few years after completing the community master plan, the City held a ribbon cutting ceremony for a new streetscape that includes South Carolina’s first woonerf, a shared street designed as a public space for social activities.



PHASE 6 – REPORTING AND ADOPTION (3.5 MONTHS)

Documentation for the Land Use Plan Update will occur throughout the planning process by way of interim deliverables and conceptual exhibits referenced in the previous tasks. These deliverables will present the information for easy interpretation by the public, while showing how staff can implement the plan’s recommendations.

**Land Use Plan Report**—The report will be finalized through a multi-step review process. We intentionally structure our land use planning processes with interim deliverables at key milestones to minimize the end of process review time. The final report will provide a concise documentation of the planning process, participants, issues, and recommendations. The report will be written for a diverse audience and rely heavily on the use of charts, graphs, tables, maps, and graphic exhibits to communicate ideas and information. The report will be formatted for print and provided as an interactive PDF. The Kimley-Horn team will present the draft plan to staff, committees, commissions, boards, and stakeholders in accordance with the community engagement strategy.

**Communication Package**—As a supplement to the adopted final report, we can create a communication package for use by staff to represent the process and outcomes of the Land Use Plan Update. We customize the communication package to be an executive summary, presentation, information boards, and/or an ArcGIS StoryMap based on the intended audience and desired use. For the Greer Community Master Plan, we created a brochure to promote the Plan and serve as marketing piece for economic development. In Monroe and Chapel Hill, staff preferred to receive a summary poster.

**Technical Data and Digital Files**—The Land Use Plan Update will generate an abundance of data, analysis, graphics, and information. We will provide native files (Adobe InDesign package) for easy use in the future. We also will compile technical documentation (e.g., spreadsheets and GIS map packages and geodatabase) and digital files (e.g., high-resolution graphics and maps) for delivery. It is our intent to make this information accessible and useful during implementation. A GIS integration section of the Project Work Plan will help ensure technical data and digital files are properly organized from the outset of the planning process.

| Engagement Opportunities   | Deliverables  |
|--|---|
| <ul style="list-style-type: none"> <li>• Technical Team Coordination</li> <li>• Steering Committee Meeting</li> <li>• Elected and Appointed Officials Meetings</li> <li>• Digital Engagement and Online Surveys</li> </ul> | <ul style="list-style-type: none"> <li>• Land Use Plan Report</li> <li>• Communication Package</li> <li>• Technical Data and Digital Files</li> </ul> |

Unique Concept // Effective Deliverables

Our team is at the forefront of providing innovative ways to communicate a planning process and results. We subscribe to a philosophy of simple, concise communication that uses maps, infographics, photosimulations, and images to convey ideas. In our experience, effective deliverables are developed with a clear vision, illustrative and graphic-intensive, easy to read and understand, reasonable in length, intuitively organized, free of excess information, and easy to access and view online. Some clients prefer to more directly link mapmaking and storytelling. We have experience creating ArcGIS StoryMaps that combine brief narrative with maps and graphics in a way that presents the plan’s recommendations in a visually compelling way that is easily viewed on a computer, tablet, or mobile device.

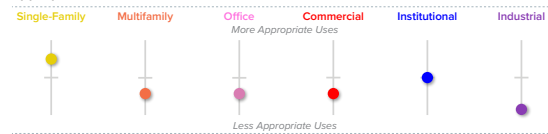
**Downtown Residential**

**Description**  
This area surrounding the Downtown Core is anchored by Morehead City’s oldest residences. The Downtown Residential classification includes primarily single-family residences with a mix of house sizes and styles on small lots. The streets form a grid of small blocks lined with sidewalks and street trees. The block structure and types of land uses are expected to remain relatively unchanged within this classification.

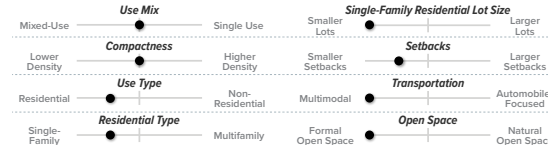
**Intent**

- Preserve and enhance the City’s oldest, most historic residences.
- Encourage walkability around and to the Downtown area.
- Promote housing that accentuates the natural features and topography of the natural landscape.

Appropriate Land Uses



Characteristics



OUR SUGGESTED PROJECT SCHEDULE

|  | 2023                    |     |     |     |     |     |     |     |     |     |     |     |
|--|-------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|  | JAN                     | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
| <b>COMMUNITY ENGAGEMENT AND OUTREACH</b>                               |                         |     |     |     |     |     |     |     |     |     |     |     |
| Technical Team Coordination  |                         |     |     |     |     |     |     |     |     |     |     |     |
| Kickoff Meeting and Tour   |                         |     |     |     |     |     |     |     |     |     |     |     |
| Project Branding   |                         |     |     |     |     |     |     |     |     |     |     |     |
| Steering Committee Meeting   |                         |     |     |     |     |     |     |     |     |     |     |     |
| Town Council Presentation  |                         |     |     |     |     |     |     |     |     |     |     |     |
| Planning Board Presentation  |                         |     |     |     |     |     |     |     |     |     |     |     |
| Stakeholder Engagement   |                         |     |     |     |     |     |     |     |     |     |     |     |
| Community Workshop   |                         |     |     |     |     |     |     |     |     |     |     |     |
| Digital Engagement and Online Surveys                                  |                         |     |     |     |     |     |     |     |     |     |     |     |
| Pop-Up Events  | <b>To Be Determined</b> |     |     |     |     |     |     |     |     |     |     |     |
|  | JAN                     | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
| <b>PROJECT TASKS</b>   |                         |     |     |     |     |     |     |     |     |     |     |     |
| Phase 1 - Project Initiation   | 1                       |     |     |     |     |     |     |     |     |     |     |     |
| Phase 2 - Baseline Conditions  |                         | 2   |     |     |     |     |     |     |     |     |     |     |
| Phase 3 - Vision and Goals   |                         |     |     | 3   |     |     |     |     |     |     |     |     |
| Phase 4 - Future Land Use Strategy                                     |                         |     |     |     | 4   |     |     |     |     |     |     |     |
| Phase 5 - Plan Development   |                         |     |     |     |     |     |     | 5   |     |     |     |     |
| Phase 6 - Reporting and Adoption                                       |                         |     |     |     |     |     |     | 6a  |     | 6b  | 7   |     |
| <b>PARTICIPATION LEVEL BY TOWN STAFF</b><br><i>(High, Medium, Low)</i> | M                       | H   | L   | L   | M   | M   | M   | L   | L   | H   | M   | L   |

**DELIVERABLES**

- 1 Project Work Plan with Community Engagement Strategy
- 2 Community Characteristics Report
- 3 Vision Report
- 4 Future Land Use Strategy
- 5 Action Plan
- 6 Draft Reports
- 7 Final Report, Communication Package, Technical Documentation





SECTION 05

**COST**



## COST OF PROJECT

Our team intentionally creates a flexible planning framework for land use plans to be nimble and respond to shifting priorities during scoping and plan development. To create an estimated budget, we make assumptions on outreach events, analysis, deliverables, coordination, and Town staff involvement. Upon selection, we will work with you to quickly prepare a detailed scope of services and cost estimate that aligns with your desired scope and does not exceed your available budget.

| Labor                                    | Fee*            |           |                 |
|--|-----------------|-----------|-----------------|
| Phase 1 - Project Initiation             | \$2,500         | to        | \$2,500         |
| Phase 2 - Baseline Conditions            | \$10,000        | to        | \$12,500        |
| Phase 3 - Vision and Goals               | \$10,000        | to        | \$13,000        |
| Phase 4 - Future Land Use Strategy       | \$12,500        | to        | \$15,000        |
| Phase 5 - Plan Development               | \$14,000        | to        | \$17,500        |
| Phase 6 - Reporting and Adoption         | \$10,000        | to        | \$12,500        |
| <i>Incidentals (Travel and Expenses)</i> | \$1,000         | to        | \$2,000         |
| <b>TOTAL</b>                             | <b>\$60,000</b> | <b>to</b> | <b>\$75,000</b> |



**Request for Proposal (RFP) for Land Use Plan Update  
 Rating Sheet**

**Firm:** \_\_\_\_\_

**Instructions:** Review the listed criteria (example below) and provide a rating of 1-5 in the right-hand column. Total each section then total all sections on the last page for a final score. Please provide any comments on the last page for final selection consideration.

| 1. Criteria - Description | Rating (1-5)<br>1 being worst, 5 being best |
|---------------------------|---|
|---------------------------|---|

**Section 1. - Primary Rating Criteria from RFP (15 possible points)**

*This was the specific criteria as it was listed in the RFP that firms were told they would be evaluated on:*

|  |  |
|--|--|
| <p>1. <b>Firm experience</b> – Experience of the firm in similar work and record of successful completion of similar projects. Overall capacity to handle the increased workload; demonstrated understanding of the Town’s goals and purposes for this project; and an outline of a specific management approach. Should give at least three examples of similar projects.</p>   |  |
| <p>2. <b>Experience of the personnel assigned to this project team</b> – Consideration should include qualifications of key personnel, project manager’s experience, and subconsultant (if any) experience and qualifications.</p>   |  |
| <p>3. <b>Ability to understand the requirements of The Towns Land Use plan</b> – The proposed approach for performing the work for this project, including demonstrated understanding of the scope and project deliverables. General understanding of local conditions, grant process, and proven experience delivering projects within budget. Deliverables and content sought below</p> <p>Deliverables: • Final version of the Plan for consideration and adoption by the Town Council. • It is anticipated the Plan will include: o Community Assessment – Population, housing, demographic, and economic trends, and projections o Historic, Cultural, and Heritage Preservation and Enhancement o Land Use and Community Design – Existing land use and framework for future growth o Housing – Review of housing needs and trends and recommendations that will create strong neighborhoods that support lifelong housing needs o Transportation – Bicycle and pedestrian facility recommendations, collector street network, street infill recommendations, and recommendations for applications of street types o Public Services and Infrastructure – Identify areas of growth and associated service needs o Recreation and Open Spaces – Review Existing inventory and recommendations for future growth • Specific recommendations that can be used as a policy guide to amend the development code and maps to implement short and long-term goals. • Specific</p> |  |

|  |  |
|--|--|
| <p>recommendations of how and where development should occur over the next 10 to 20 years. • Final product to be delivered in written and digital form.</p> <p>Proposal Content Please include a minimum of the following information: • Letter of interest: A cover letter indicating interest in the project and identifying the firm’s ability to provide the services needed. • Description of your organization, the year it was founded, location of its headquarters, and other offices, its ownership structure, key individuals with contact information, and affiliation with other companies • List and changes in ownership or management of your organization planned or anticipated in the next thirty-six (36) months. List any changes in ownership or management in the last eighteen (18) months. • Provide a chart that includes all individuals in your organization that will be directly involved with rendering services for the Town. • Provide a biographical sketch of the individual(s) that will be the direct contact(s) for the project, including title and experience. • Provide a comprehensive list of entities or individuals with whom you currently work in a consulting or advisory capacity. (Please note: Your clients will not be contacted without your permission.) • Attach a list of at least two (2) references of clients directly served by the individual or team who would be assigned to the project and who would be willing to be contacted. • Describe the general approach to the project and the scope of work. • Describe any unique concepts or approaches your firm plans to implement as part of its services to the Town. • Describe your citizen participation experience and projected timeline. • Cost of the project.</p> |  |
| <p><b>4. Previous experience with the Town of Boiling Springs</b> – the firm should include information about their previous work with the Town and any successful projects they have completed with us.</p>   |  |
| <p><b>Total:</b></p>   |  |

**Additional Comments:**

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