



Town of Pilot Mountain
Town Hall 124 West Main Street Pilot Mountain, NC 27041
Tuesday, July 21, 2020, 6:00 PM

BOARD OF COMMISSIONERS SPECIAL MEETING AGENDA

Call To Order

Adoption of Agenda

Old Business

1. Comprehensive Plan Update

Adjournment



TOWN OF PILOT MOUNTAIN
BOARD OF COMMISSIONERS MEETING

Comprehensive Plan Update	
<u>Background Information:</u>	
Several months ago the Board heard presentations from two firms that were interested in assisting the Town with an update to our Comprehensive Plan. At that time, the Board decided to hold off on awarding a contract to either firm due to the uncertainty surrounding the COVID-19 pandemic and its effects on the economy. We have gotten the sales tax collections from March and April 2020. Those collections are about 5% less than the same months in 2019. I believe that barring any further hits to the economy or a second shutdown, our estimate of a 14% reduction in sales tax numbers should cover any losses and possibly leave us with a surplus. That being the case, I wanted to suggest that the Board consider awarding a contract to one of the two firms so that we can start this process.	
<u>Staff Recommendation:</u>	Staff believes that both firms would do an excellent job.
<u>Possible Board of Commissioner Actions</u>	
• Award the contract for the update to Mosaic and direct the manager to sign a contract. • Award the contract to Benchmark and direct the manager to sign a contract. • Take no action	
<u>Attachments</u>	
• Mosaic Proposal • Benchmark Proposal	

Statement of Proposal

January 27, 2020

Professional Planning Services for

Comprehensive Plan Town of Pilot Mountain, North Carolina

BENCHMARK

Proposal Contact Information

Benchmark Planning
400 Clarice Avenue, Suite 130
Charlotte, NC 28204

Jason Epley, AICP, President

jepley@benchmarkplanning.com
704.933.5990 (Office)
704.305.4381 (Mobile)

BENCHMARK
benchmarkplanning.com

CHARLOTTE | ST. LOUIS

800.650.3925

BENCHMARK

400 Clarice Ave, Ste 130
Charlotte, NC 28204
800.650.3925
benchmarkplanning.com

January 27, 2020

Michael Boaz
Town Manager
Town of Pilot Mountain
124 W Main St
Pilot Mountain, NC 27041

RE: Request for Proposals for Comprehensive Planning Services

Dear Mr. Boaz,

On behalf of Benchmark, I would like to thank you for the opportunity to submit our firm's proposal for your consideration to assist the Town with preparing a Comprehensive Plan. For over 35 years, Benchmark has worked with local governments to develop meaningful, action oriented, and community-driven plans. Our team is comprised of planning and 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, Benchmark's core team members assigned to this project possess a diverse array of professional planning experience working on similar projects in communities across the country. Specifically, we have experience working with the Town of Pilot Mountain on the Unified Development Ordinance, the Streetscape Master Plan and a variety of other projects as part of our contracted zoning and code enforcement administration services.

Benchmark staff will complete the project with our in-house staff and expertise. We propose completing the project by April 2021 utilizing the following key phases:

- Phase 1 - Project Initiation & Background Research
- Phase 2 - Visioning & Development of Goals
- Phase 3 - Objective & Strategy Development
- Phase 4 - Draft Plan Development & Review
- Phase 5 - Final Plan Development & Review
- Phase 6 - Adoption Process

As requested in the RFP, Benchmark does not have any conflicts of interest with the Town and we are able to utilize the standard contract as proposed by the Town. In addition, we maintain insurance that meets the Town's requirements.

Our team is well positioned to help the Town lead a successful collaborative and coordinated planning process that engages the entire community and creates a forward-looking, action-oriented plan that builds upon the community's most important assets and opportunities. We look forward to the opportunity to discuss our proposal and a scope of services with you in the near future. If you have any questions, or need additional information that is not covered in our statement of proposal, please contact me by telephone at 704.305.4381 or by email at jepley@benchmarkplanning.com.

Respectfully,

A handwritten signature in blue ink, reading "Jason M. Epley". The signature is fluid and cursive, with a large initial "J" and "E".

Jason M. Epley, AICP
President

SECTION 1: CONSULTING TEAM

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, downtown development 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.

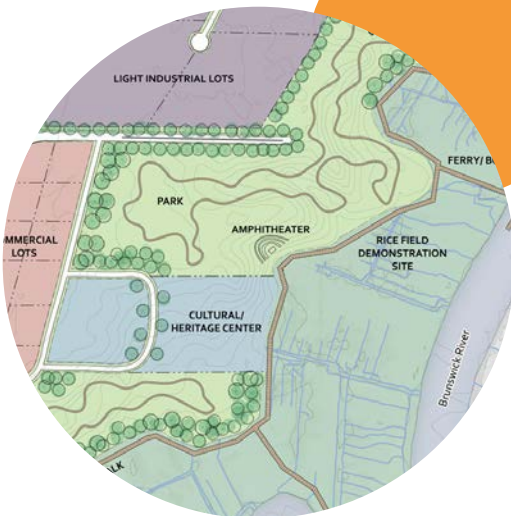
Comprehensive Planning

Preparing comprehensive plans for municipal and county governments is a core component of Benchmark's practice. For over 35 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 standard city or county comprehensive land use 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.

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



4.4.6.2 Non-Residential Building Yard Standards

TABLE 4.15: NON-RESIDENTIAL BUILDING YARD STANDARDS

Criteria	BASE STANDARD		PERFORMANCE STANDARD	
	Less Than 20,000 square feet	Greater Than 20,000 square feet	Less Than 20,000 square feet	Greater Than 20,000 square feet
Width	3 feet	5 feet	3 feet	5 feet
Small Trees	N/A	N/A	N/A	N/A
Shrubs	2 per 10 linear feet of building yard	3 per 10 linear feet of building yard	2 per 10 linear feet of building yard	3 per 10 linear feet of building yard
Mulch	Pine needles, mulch, or landscaping rock	Pine needles, mulch, or landscaping rock	Pine needles, mulch, or landscaping rock	Pine needles, mulch, or landscaping rock
Boulders	Optional	Optional	Optional	Optional

Landscaping boulders used to meet the requirements of this section shall be a minimum of 3 feet in diameter. Each boulder allows the reduction in required shrubs at a rate of 3 shrubs per boulder. A maximum of 30 percent of required shrubs shall be retained.

FIGURE 4.20: NON-RESIDENTIAL BUILDING YARD EXAMPLE

4.33

ARTICLE 4 DEVELOPMENT STANDARDS

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.



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. In addition, we often work with partners such as Publicinput.com when more extensive public engagement is desired.

Urban Design & 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.

GIS Mapping & 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.



Transportation Planning

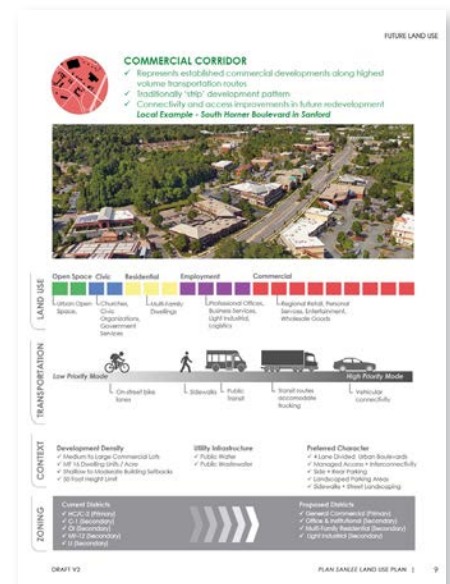
Our planners understand the critical linkages between transportation and land use, and we strive to seek innovative solutions to our clients' transportation needs. Whether it is identifying new highway corridors to spur economic development, reimagining a downtown streetscape, or planning routes for 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 Transportation Planning projects.

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 planning, 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.

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.



Project Manager & Project Team

The project team selected to assist the Town of Pilot Mountain was chosen based on their unique skills and extensive experience working with similar communities. Benchmark's President, Jason Epley, AICP, will be the Project Manager responsible for the completion of the project on-time and on-budget. Jason has over 25 years of experience in the planning profession, and has served in a variety of roles over his career, including 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 13 years, as a consultant in private practice serving a national client base. Andy Goodall will be serving as the Assistant 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. Serving as the Town's Planner, Mr. Goodall has extensive knowledge concerning Pilot Mountain understanding the development trends and assisting with the preparation of the Unified Development Ordinance. Our Senior Planner, Vagn Hansen, AICP, will provide guidance and assistance on the overall development of the Comprehensive Plan. In addition, other Benchmark staff contributing to the project include Bridget Callea, AICP-C, Monika Gehl, LEED Green Associate, and Ben Barcroft, LEED Green Associate, who will all assist with the research and the basic tasks of development of the Comprehensive Plan.

Team Member	Project Roles
Jason Epley, AICP	Project Manager - 15% of contract work
Andy Goodall	Assistant Project Manager / Senior Planner - 40% of contract work
Vagn Hansen, AICP	Senior Planner - 15% of contract work
Bridget Callea, AICP-C	Urban Planner - 10% of contract work
Monika Gehl, LEED Green Assoc	Urban Designer - 5% of contract work
Ben Barcroft, LEED Green Assoc	Urban Planner - 15% of contract work



JASON M. EPLEY, AICP

President & CEO | Benchmark

Mr. Epley brings 25 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 comprehensive planning, military planning, 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

Certifications/Memberships

Member, American Institute of Certified Planners
Member, American Planning Association
Executive Director, NC Downtown Development Association
Member, National Society of Certified Public Managers
Member, National Trust for Historic Preservation

Relevant Experience

Comprehensive Plan
Blowing Rock, NC

Comprehensive Plan
Aiken, SC

Comprehensive Plan
Covington, VA

Comprehensive Plan
Shepherdstown, WV

Comprehensive Plan
Waxhaw, NC

Comprehensive Plan
Alleghany County, VA

Downtown Master Plan
Concord, NC

Downtown Master Plan
Suffolk, VA

Redevelopment Study
Wilmington, NC

Redevelopment Study
Chapel Hill, NC

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

US 52 Corridor Plan & Land Use Plan
Midway, NC



ANDY GOODALL

Senior Planner | Benchmark

Mr. Goodall has 12 years of experience in local government planning and zoning administration. His experience includes comprehensive planning, zoning administration and enforcement, floodplain administration, subdivision administration, and geographic information system analysis. Prior to joining Benchmark, Mr. Goodall served both as a county and municipal planner for Rowan County and China Grove where he was responsible for facilitating current and long-range planning duties, including the Rowan County Eastern and Western Area Land Use Plans. Currently, Mr. Goodall serves as the Director of Planning and Development for the City of Mount Airy, as well as the Town Planner for the Pilot Mountain.

Education

MA Geography, UNC Charlotte

BA Geography, UNC Charlotte

Certifications/Memberships

Member, American Planning Association

Relevant Experience

Comprehensive Plan
Mount Airy, NC

Redevelopment Plan
Mount Airy, NC

Unified Development Ordinance
Pilot Mountain, NC

Land Use Plan
Erwin, NC

Comprehensive Plan
Yadkinville, NC

Land Use Plan
Rowan County, NC

Statewide Rail-served Industrial Site
Analysis
NC Railroad Company

Historic Preservation Planning
Mount Airy, NC

Ordinance Updates
Yadkinville, NC

Ordinance Updates
Mount Airy, NC

ETJ Boundary Study
Mount Airy, NC

Zoning Map Amendments
Mount Airy, NC



VAGN K. HANSEN, AICP

Senior Planner | Benchmark

Mr. Hansen brings over 16 years of experience in the planning profession to the consulting team. He has worked with large and small municipalities, as a consultant for the NC Department of Commerce and has been in private practice for the last 10 years. Mr. Hansen specializes in comprehensive planning, geographic information systems, military planning and land use regulations. 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.

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. Recently, Mr. Hansen managed the design and creation of a statewide GIS database for use in industrial site selection by the North Carolina Railroad Company (a for profit corporation owned by the State of North Carolina), which has subsequently been utilized to identify nearly 3,000 potential industrial sites for rail served industry in the state, and which is now being spun-off by NCRP as a general economic development site selection tool.

Education

MA Applied Geography, University of North Carolina - Greensboro

BA Geography, University of North Carolina - Wilmington

Certifications/Memberships

Member, American Institute of Certified Planners

Member, American Planning Association

Relevant Experience

Comprehensive Plan
Aiken, SC

Comprehensive Plan
Waxhaw, NC

Comprehensive Plan
Blowing Rock, NC

Comprehensive Plan
Covington, VA

Neighborhood Plan
Cape Girardeau, MO

Zoning Ordinance
Morganton, NC

Comprehensive Plan
Covington, VA

Comprehensive Plan
Gatesville, TX

Comprehensive Plan
Shepherdstown, WV

US 52 Corridor Plan & Land Use Plan
Midway, NC

Growth Analysis
Holly Springs, NC

Comprehensive Plan
Weaverville, NC



BRIDGET CALLEA, AICP-C
Urban Planner | Benchmark

Ms. Callea recently 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, Regional and Intergovernmental Planning Division of APA
Certified Charrette System, National Charrette Institute

Relevant Experience

Comprehensive Plan
Archdale, NC

Comprehensive Plan
Colleton County, SC

Comprehensive Plan Update
Hardeeville, SC

Industrial Redevelopment Feasibility
Fletcher, NC

Development Code Updates
Delray Beach, FL

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

Master Plan Amendments
Palm Beach County, FL

Outdoor Activity/Entertainment
Overlay District Feasibility
St. Lucie County, FL

Corridor Streetscape Plan
Palm Beach County, FL



MONIKA GEHL, LEED GREEN Associate
Urban Designer | Benchmark

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. She is currently working toward a MS in Community and Regional Planning at the University of Texas while working for Benchmark in Austin.

Education

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

Certifications/Memberships:

LEED Green Associate
Member, American Planning Association

Relevant Experience

Downtown Master Plan
Suffolk, VA

Downtown Master Plan
Myrtle Beach, SC
Comprehensive Plan
Alleghany County, VA

Redevelopment Study
Chapel Hill, NC

Redevelopment Study
Greenwood, SC

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



BEN BARCROFT, LEED GREEN Associate
Urban Planner | Benchmark

Mr. Barcroft joined the Benchmark team in 2017 after completing his Master's degree in City and Regional Planning at The Ohio State University. Prior to joining Benchmark, Mr. Barcroft served as a Planner with the city of Upper Arlington, a first-ring suburb of Columbus, and the Ohio Department of Transportation. In addition to his MCRP degree, Mr. Barcroft holds a Bachelor of Arts degree in Environmental Science from Wright State University. Mr. Barcroft specializes in zoning and subdivision administration, comprehensive planning, environmental planning, natural resource protection, and assisting the Benchmark Planning team with background research, GIS mapping, and related project tasks.

Education

MCRP City & Regional Planning, The Ohio State University
BA Environmental Science, Wright State University
AS Environmental Resources Management, Ohio State - ATI

Certifications/Memberships:

LEED Green Associate
Member, American Planning Association

Relevant Experience

Comprehensive Plan
Archdale, NC

Comprehensive Plan
Mount Airy, NC

Historic Preservation Planning
Mount Airy, NC

Unified Development Ordinance
Boiling Springs, NC

Comprehensive Plan
Fayette County, OH

Comprehensive Plan
Yadkinville, NC

Ordinance Updates
Yadkinville, NC

Ordinance Updates
Mount Airy, NC

ETJ Boundary Study
Mount Airy, NC

Zoning Map Amendments
Mount Airy, NC

Unified Development Ordinance
Pilot Mountain, NC

Downtown Redevelopment Area
Boundary Study
Mount Airy, NC

SECTION 2: PROJECT EXAMPLES



Comprehensive Plan City of 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.



GRANITE



GROOVES



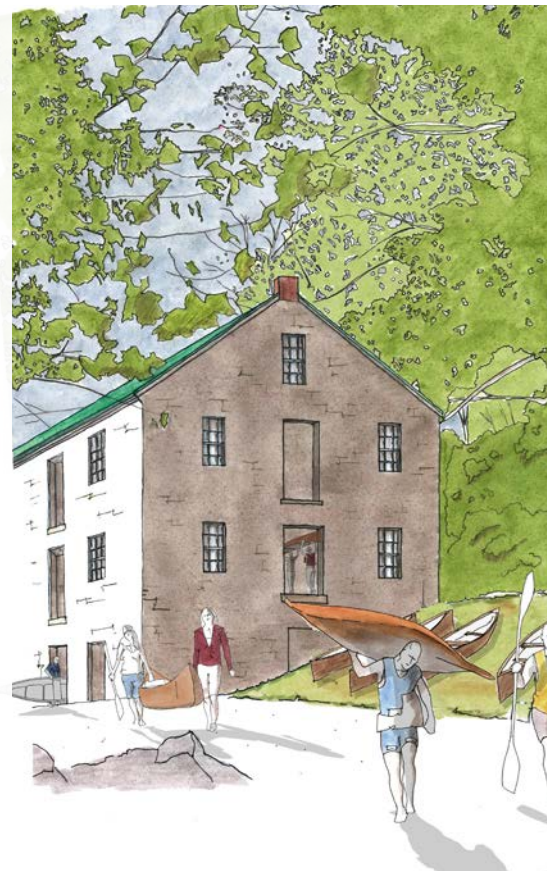
ROCKING



GRAPES

Contact:
Phone:
Email:

Barbara Jones, City Manager
336.786.3502
bajones@mountairy.org



Comprehensive Plan

Shepherdstown, West Virginia

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:
Phone:
Email:

David Rosen, Town Council Member
304.876.2312
rosend@gmail.com

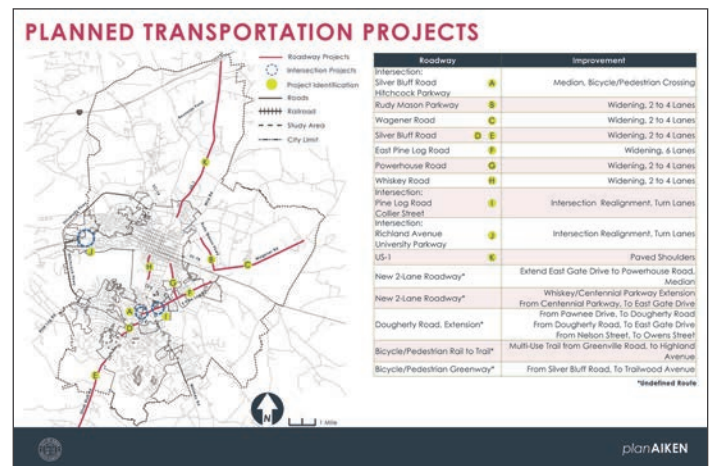


Comprehensive Plan

City of Aiken, South Carolina

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: Ryan Bland, Planning Director
 Phone: 803.642.7608
 Email: rbland@cityofaikensc.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.

Middle Fork Greenway Development Con-

- ① New Buildings Fronting Greenway
- ② Interconnected Parking Facilities
- ③ Middle Fork Greenway Extension
- ④ Enhanced Landscaping / Public



Contact:
Phone:
Email:

Kevin Rothrock, AICP, Planning Director
828.295.5240
kevin@townofblowingrocknc.gov



Comprehensive Plan

Town of Bermuda Run, North Carolina

Benchmark has led the preparation of two Comprehensive Plan's for the Town of Bermuda Run. The development of each plan 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 Town worked diligently on the implementation of strategies of the 2012 Comprehensive Plan to achieve the vision and goals established by the plan. Due to the successful implementation of many of the plan's strategies, and to take advantage of new opportunities, the Town initiated an update in February of 2017. Benchmark worked with the Planning Board as the project steering committee to take inventory of the 2012 Plan's accomplishments, and evaluate the overall direction for the next five to ten years.

The 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:	Lee Rollins, Town Manager
Phone:	336.998.0906
Email:	lrollins@townofbr.com



Comprehensive Plan and Land Use Regulations (2009 and 2019)

Colleton County and Town of Cottageville , South Carolina

Colleton County, South Carolina is located in the heart of a National Wildlife Refuge and National Estuarine Research Center that encompasses a total of 350,000 acres primarily across Beaufort, Charleston, and Colleton counties. In 2009, Benchmark prepared the 10-year Comprehensive Plan update that led to the rewrite of the County's Zoning and Land Development Ordinance. The new land use regulations, prepared by Benchmark, were adopted in 2010 and included diagrams and illustrations to demonstrate the intent of the ordinance in a visual manner.

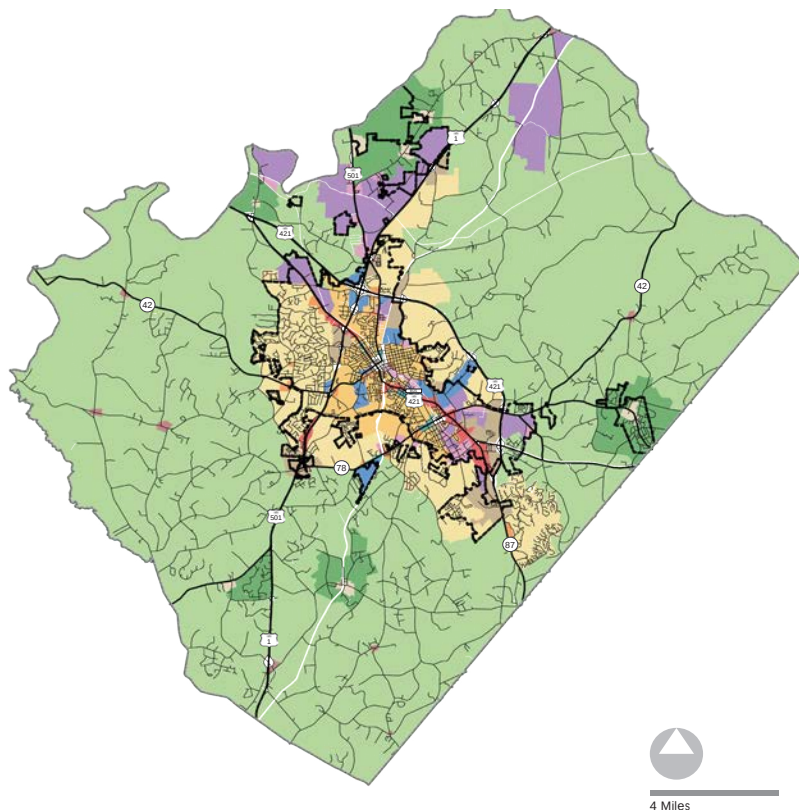
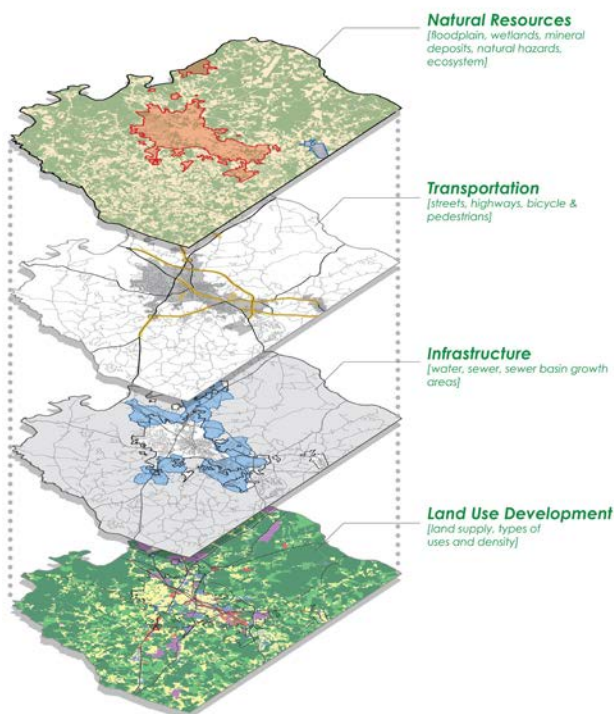


In 2018, the County retained the services of Benchmark to prepare the current 10-year update to the Comprehensive Plan. The process has included stakeholder meetings, a public survey and public meetings at three locations across the county. The plan update is a joint plan, including the Town of Cottageville's jurisdiction. An emphasis was placed on protecting the County's natural resources and sense of place, directing growth toward the county's municipalities where infrastructure can accommodate development. The plan is scheduled for adoption in December 2019.

Contact:	Zach Montgomery, Planning Director
Phone:	843.549.1701
Email:	zmontgomery@colletoncounty.org

FACTORS INFLUENCING THE DEVELOPMENT OF THE FUTURE LAND USE PLAN

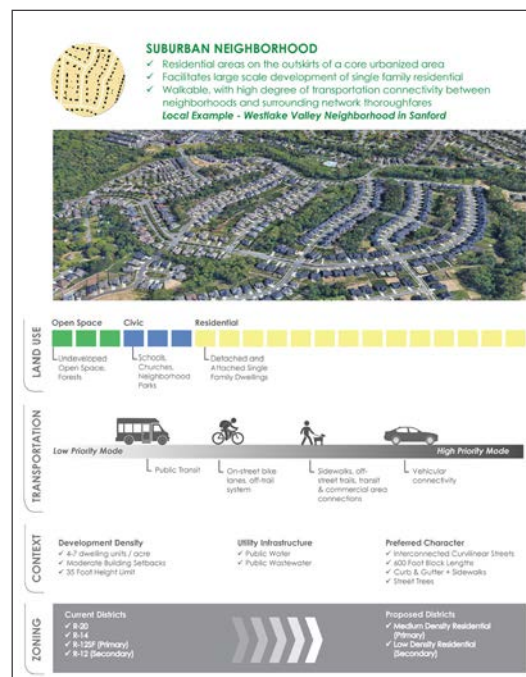
Background information about the area and its capacity for growth, coupled with the community input and land use plan vision, helped guide the development of the Future Land Use Place Type Map.



Multi-Jurisdictional Land Use Plan Sanford / Broadway / Lee County, North Carolina

Benchmark recently 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:
Phone:
Email:

Marshall Downey, AICP, Planning Director
919.718.4657
marshall.downey@sanfordnc.net



Comprehensive Plan / CAMA Land Use Plan Updates

Town of Nags Head, North Carolina

Benchmark worked closely with the Town of Nags Head staff to prepare key components of the Comprehensive Plan and CAMA Land Use Plan updates. As part of the process, Benchmark led the development of the vision, guiding principles, strategies and goals for the plan. Benchmark prepared the project graphics and branding, creating a project website as a public outreach tool. In addition, Benchmark helped facilitate stakeholder interviews with elected officials, volunteer boards, staff, business leaders, developers and technical experts that reached about 70 individuals. Benchmark also participated in and helped lead several comprehensive plan advisory committee meetings, and several community meetings to develop the first draft of the plan. One of the unique elements of the plan included the identification of character areas that helped inform the policies and actions of the plan. After

completing the initial draft, which included integrating CAMA compliant strategies and a detailed policy and action implementation matrix, Benchmark's contract work on the plan was completed. The Town Staff carried the draft plan forward, preparing the final draft of the plan that was adopted in 2017.

Contact: Holly White AICP, Principal Planner
 Phone: 252.449.6041
 Email: holly.white@nagsheadnc.gov





Joint Comprehensive Plan

Alleghany County / City of Covington, Virginia

Alleghany 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



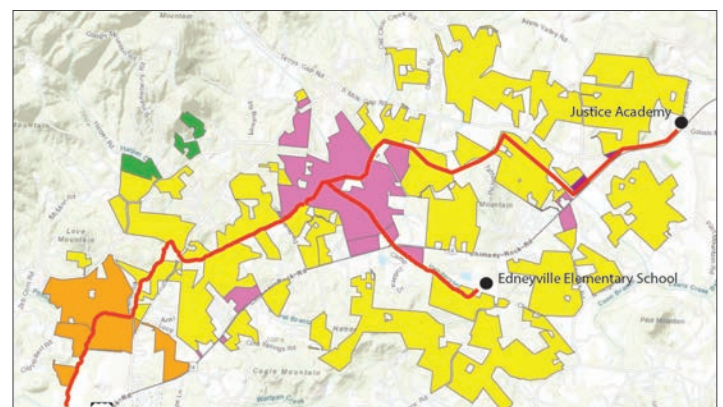
Utility Service Area Growth Analysis

Henderson County , North Carolina

Benchmark worked with Henderson County to prepare a land development study for a proposed wastewater service expansion in the fast growing northern portion of the county between Asheville and Hendersonville. The purpose of the study was to examine potential development scenarios associated with the extension of wastewater infrastructure into a sewer service basin east of Interstate 26 in the vicinity of US Highway 64. The intent of the study was to provide the county commissioners with a comparison of the potential outcomes that could be realized based on the specific type of infrastructure that is chosen to serve a planned school in the upstream portion of the basin (gravity sewer vs. a pump station and force main).

The study considered the residential land supply, development capacity, transportation concerns, public safety, and revenue generation potential in the study area. The study also demonstrated the capacity of the planning area to accommodate potential growth and determined the net residential development density necessary to achieve

a positive revenue generation outcome for the county (for both general and enterprise funds). The results of the study served as one portion of the base of information used by the county to inform its decision-making process for providing infrastructure to the new school.



Contact:
Phone:
Email:

Marcus Jones, PE, Director of Engineering
928.694.6526
majones@hendersoncountync.org

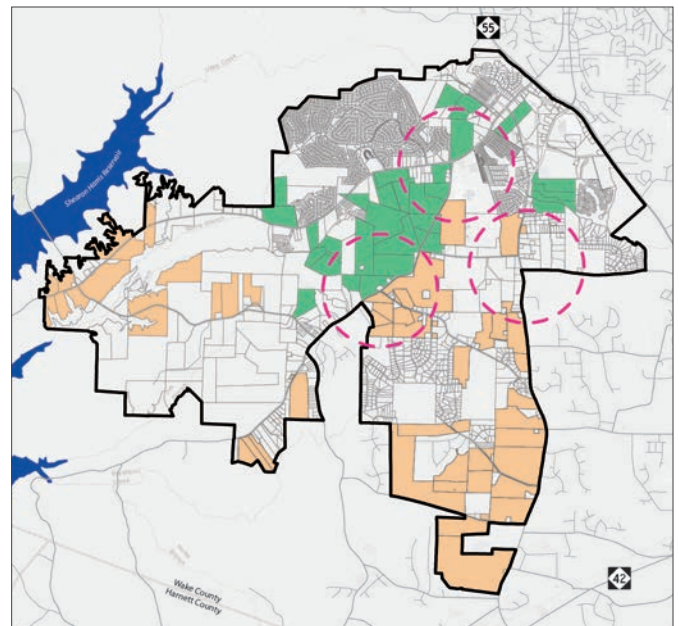


Southern Area Planning Initiative

Town of Holly Springs, North Carolina

Holly Springs (pop. 30,021) is a fast-growing community located in suburban Wake County, near Raleigh and the Research Triangle Park (RTP). The Town has experienced significant growth over the last two decades, with ongoing opportunities for additional growth in the southern area of the community. Benchmark worked with the Town of Holly Springs to prepare a residential land development study as part of the town's Southern Area Planning Initiative.

The purpose of the study was to examine the residential land supply, development capacity, utility extension requirements, municipal service costs, and revenue generation potential in the study area. This information was used to demonstrate the capacity of the study area to accommodate anticipated growth and determine the net residential development density necessary to achieve a positive revenue generation outcome for the town (for both general and enterprise funds). The results of the study served as one portion of the base of information used by the Town to inform the overall direction of the for growth and development in the Southern Area.



Contact:	Gina Clapp, AICP, Planning Director
Phone:	919.557.3928
Email:	Gina.Clapp@hollyspringsnc.us



Downtown Master Plan

City of Suffolk, Virginia

Benchmark Planning was selected to update the Downtown Suffolk Initiatives Plan prepared by Urban Design Associates in 1998. The original plan was created as part of the City's comprehensive plan update process and carried out as a separate study. This updated study focused on downtown's relationship to the natural environment; local architectural character and tradition; transportation framework; market potential; and overall downtown initiatives.

During the process, an empty storefront was utilized for the design workshops that were attended by more than 175 people. In addition, the City setup pop-up cafes along downtown sidewalks to increase visibility for the workshops and encourage outdoor dining. The plan outlines key public and private investments such as a refreshed downtown streetscape, a new library, new downtown housing and several public/private partnership development opportunities.

Contact: Claire Jones, AICP, Comprehensive Planning
Phone: 757.514.4060
Email: cljones@suffolkva.us



Plan implementation status

- City Departments charged with implementation
- New brewery has opened in downtown
- City is updating design guidelines
- City has updated outdoor cafe policy
- City is hiring a downtown executive
- Developing historic district guidelines
- Developing a wayfinding plan
- Developing amphitheater plan



Downtown Master Plan

City of Concord, North Carolina

Concord, NC (pop. 78,066) 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.

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

The urban design plan that was developed is based upon significant stakeholder and focus group outreach that included a week-long design charrette. The planning process examined existing conditions, previously adopted plans, market analysis and a recent parking study. 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.

Plan implementation status

- +50 new housing units created downtown
- 5 story +600 space parking deck opened
- Residential "liner" building set aside as part of deck
- Plans for a new streetscape are moving forward
- Historic Hotel Concord renovated and open
- Pedestrian crosswalk upgrades
- Redevelopment moving forward for the Old City Hall and City Hall annex properties



Downtown Vision & Streetscape Master Plan

Town of Pilot Mountain, North Carolina

The Town of Pilot Mountain is nestled within the Yadkin Valley Appellation at the foot of its landmark namesake; the striking pinnacle knob that rises from the ancient Sauratown Mountain chain. The town provides opportunities to connect with nature by exploring the beautiful Pilot Mountain State Park and enjoying the richness of its charming downtown and wineries. Benchmark Planning worked closely with Pilot Mountain on the development of a downtown vision and streetscape master plan to support private investment in downtown. The plan examined the physical layout of the pedestrian, parking and vehicular zones to prepare a vision and strategy for improving the downtown and overall function and design of the streetscape. The plan includes an entertainment venue and amphitheater positioned to preserve views of the pinnacle knob of the mountain at Pilot Mountain State Park.



Contact: Michael Boaz, Town Manager
 Phone: 336.444.3000
 Email: mboaz@pilotmountainnc.org



Recent Development Projects (2014-2017)

Hotel Accommodations

- A Courtyard by Marriott
- B Hampton Inn Hotel
- C Embassy Suits Hotel
- D aLoft Hotel

Retail

- A Farmin' on Front Grocery
- B Port City Marina & Restaurants
- C Edward Teach Brewery

Public

- A Riverwalk Extension
- B North Waterfront Park
- C Riverfront Park Repair
- D Riverplace (Water St Deck)
- E Multi-Modal Center (Phase 1)
- F Conlon Pier

Institutional

- A Community College Fine Arts Center
- B 101 N Third Office Building
- C County Administration Building
- D 21 S Front (NextGlass anchor tenant)

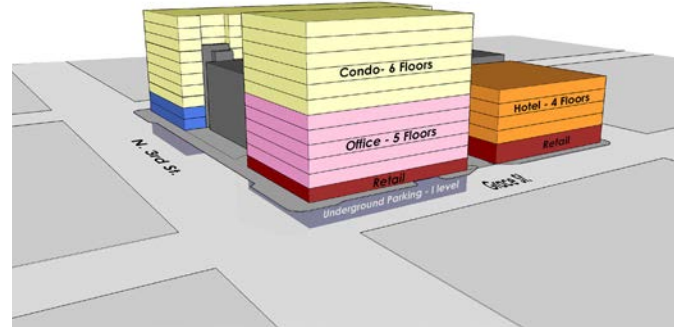
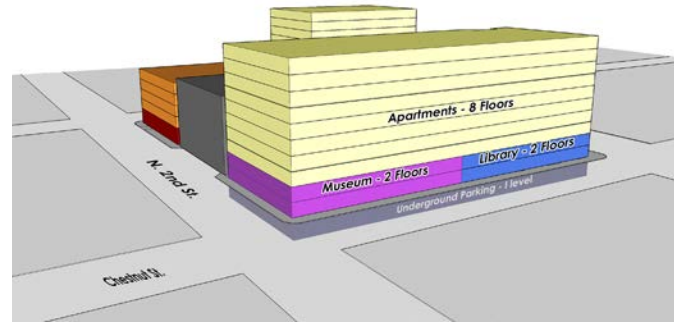
Residential

- A City Block Apartments
- B Sawmill Point Apartments
- C Pier 33 Apartments

- ***** Greater Downtown Area Boundary
- Site Boundary
- Parcel Lines



▲ Recent Downtown Development Projects



▲ Museum/Library, Mixed-Use Development Scenario

Downtown Wilmington Redevelopment Plan, Site & Market Analysis

New Hanover County, North Carolina

Over the past five years, Downtown Wilmington has experienced significant growth and development with over \$346 million worth of new investments transforming the historic Downtown. Recently completed projects include new facilities for retail, restaurant, office, residential and hospitality users. More projects are underway or announced that will further grow the retail, hospitality and residential base.

With this influx of activity, New Hanover County government and other civic leaders recognized an opportunity exists to leverage an existing County-owned parking deck and underused public property surrounding the deck to attract more growth and maximize this asset. To move forward, New Hanover County, working with Wilmington Downtown

Incorporated (WDI) selected the Benchmark Kimley-Horn team to conduct a Market Demand Analysis to determine viable development opportunities for the Downtown central business district and a Site Analysis to examine land use codes and architectural issues that could lead to the redevelopment of the entire one block site.

The study included the development of four market-based scenarios that examined public infrastructure investment and the return on investment projections from private real estate development. At the conclusion of the study, the County contracted with Benchmark to lead Phase Two of the project. Benchmark is working closely with County staff and stakeholders to facilitate the redevelopment of the entire downtown block.

Contact: Jennifer Rigby, AICP, Strategy & Policy Coordinator
 Phone: 910.798.7237
 Email: jrigby@nhcgov.com



Downtown Master Plan

City of Myrtle Beach, South Carolina

The City of Myrtle Beach hired Benchmark Planning to work closely with City Council on the development of a Downtown Master Plan. The Myrtle Beach area is currently ranked as the second fastest-growing metropolitan area in the country and is one of the major centers of tourism in the United States, attracting an estimated 18 million visitors each year. Myrtle Beach was built on tourism, and while the City and the surrounding community has experienced unprecedented residential growth for a number of years, tourism is still at the core of the local economy. Benchmark engaged local business owners, property owners, elected officials, leaders of various public agencies, SCDOT, city department heads and others in an extensive stakeholder input process, meeting with over 100 key stakeholders in listening sessions. The master plan process included a day-long work shop that attracted over 400 residents. Benchmark is currently under contract to assist the city with the Master Plan implementation process.



Plan implementation status

- City property renovations for private investors
- City initiated Arts & Innovation District rezoning
- Coordination with SCDOT on road improvements
- City updates provided to development community
- Architect hired to design public investments
- City Master Plan Implementation Team meetings
- Historic District designation and approval
- Coastal Carolina University downtown theater

Contact: Lauren Clever, Downtown Director
 Phone: 843.918.1055
 Email: clever@cityofmyrtlebeach.com

Example Projects (within last 2 years)	Project Location	Primary Role
Comprehensive Plan	Archdale, NC	Principal Firm
Zoning & Subdivision Ordinance	Onslow Co., NC	Principal Firm
Downtown Master Plan	Suffolk, VA	Principal Firm
Sign Ordinance	Blowing Rock, NC	Principal Firm
Redevelopment Plan	Chapel Hill, NC	Urban Design, Market Analysis
Unified Development Ordinance	Pilot Mountain, NC	Principal Firm
Development Regulations	York County, SC	Public Engagement / Coding
Downtown Block Redevelopment - Phase II	Wilmington, NC	Principal Firm
Multi-Jurisdictional Land Use Plan	Sanford/Lee Co., NC	Principal Firm
Community Survey	Weddington, NC	Principal Firm
Downtown Master Plan	Myrtle Beach, SC	Principal Firm
Regional Land Use Study	Wilmington, NC	Principal Firm
Regional Land Use Study	Miami Co, IN	Land Use Analysis
Brownfield Redevelopment Plan	Navassa, NC	Public Engagement & Planning
Discovery Place Science Master Plan	Charlotte, NC	Stakeholder Engagement
US 321 / Valey Boulevard Corridor Plan	Blowing Rock, NC	Principal Firm
Neighborhood Plan	Cape Girardeau, MO	Principal Firm
Residential Land Development Study	Holly Springs, NC	Growth & Land Use Analysis
Land Development Study	Henderson Co., NC	Growth & Land Use Analysis
Long Range Planning Review	Fayetteville, NC	Principal Firm
Downtown Vision & Streetscape Plan	Pilot Mountain, NC	Principal Firm
Redevelopment Study	Greenwood, SC	Planning & Market Analysis
Indoor Recreation Facility Study	Burlington, NC	Public Engagement
Comprehensive Plan	Gatesville, TX	Principal Firm
Comprehensive Plan	Covington, VA	Principal Firm
Comprehensive Plan	Alleghany Co., VA	Principal Firm
Small Area Plan	Killeen, TX	Principal Firm
Regional Land Use Study	Fayetteville, NC	Principal Firm
Comprehensive Plan	Aiken, SC	Principal Firm
Comprehensive Plan	Bermuda Run, NC	Principal Firm
Comprehensive Plan	Mt. Pleasant, NC	Principal Firm
Comprehensive Plan	Jamestown, NC	Principal Firm
Regional Land Use Study	Sumter, SC	Land Use Analysis
Downtown Block Redevelopment - Phase I	Wilmington, NC	Planning & Market Analysis
Comprehensive Plan	Person Co/Roxboro, NC	Principal Firm
Downtown Raleigh Alliance Strategic Plan	Raleigh, NC	Principal Firm



SECTION 3: PROJECT SCOPE & SCHEDULE

Our team has prepared a draft scope of work and schedule to prepare the Comprehensive Plan by April 2021. We propose working closely with the Planning Board and Town Council to develop the Plan, envisioning up to 7 meetings with the Planning Board, 2 meetings with Town Council, a community survey and two public drop-in meetings.

Project Phase	Timeframe
Phase I: Project Initiation & Background Research - Kickoff Meeting with Planning Board - Demographic & Economic Analysis - Existing Conditions - Planning Board Meeting - Develop public engagement plan and project website	March 2020 - June 2020
Phase II: Visioning & Development of Goals - Community Survey (Digital/Online) - Planning Board Meeting	June 2020 - August 2020
Phase III: Objective & Strategy Development - Planning Board Meeting - Mid-Point Presentation to Town Council - Community Drop-in Meeting	August 2020 - September 2020
Phase IV: Draft Plan Development & Review - Prepare Draft Plan - Planning Board Meeting	September 2020 - November 2020
Phase V: Final Plan Development & Review - Community Drop-in Meeting - Planning Board Meeting	November 2020 - December 2020
Phase VI: Adoption Process - Planning Board consideration and recommendation - Adoption presentation to the Town Council - All final deliverables prepared	January 2021 - April 2021



SECTION 4: PILOT MOUNTAIN COMMUNITY EXPERIENCE

The Town of Pilot Mountain is nestled within the Yadkin Valley Appellation at the foot of its landmark namesake; the striking pinnacle knob that rises from the ancient Sauratown Mountain chain. The town provides opportunities to connect with nature by exploring the beautiful Pilot Mountain State Park and enjoying the richness of its charming downtown and wineries. The Town has the opportunity to develop a Comprehensive Plan that will help maintain its small-town appeal and character, while balancing opportunities for growth with the desire to preserve the unique qualities of the Town.

Benchmark brings significant value added to the Town of Pilot Mountain's Comprehensive Plan process. Our Team has worked with the Town for over five years and has developed a firm understanding of the Town's challenges and opportunities. Due to our significant experience with the Town, we will be able to start the project immediately, devoting more of our professional staff time to the issues that matter most to the Town.

In addition to our extensive local knowledge, Benchmark adds value to the process through our comprehensive planning work across the country. We will leverage our lessons learned from other communities, highlighting the best practices that should be considered by the Town during the Comprehensive Plan process. We look forward to the opportunity of assisting the Town on this project.



SECTION 5: COST PROPOSAL SHEET

Appendix B. Cost Proposal Sheet

COST PROPOSAL SHEET

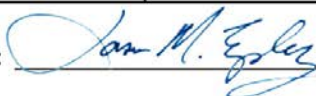
FOR

PROJECT: Town of Pilot Mountain Comprehensive Planning Services

In the table below, please provide an estimated cost for each of the general task categories. Firms will be evaluated on whether the proposed cost is reasonable in relation to the strategy and methodology proposed. Please note that the Town of Pilot Mountain is seeking the Consultant's expertise for the preparation a quality comprehensive plan. If there are tasks that are not listed in the scope that are integral to a plan, please provide them in a second, alternative proposal, and explain why they are critical. The proposal should also include a detailed budget. Once a contract is executed, all invoices from that contractor must include detailed line-item billing, including description of the task completed, amount the task cost, and which project member billed for the task. If the contractor utilizes an hourly billing rate, the amount of hours per team member must be included. The contents of this proposal are known to no one outside the undersigned company.

Company Name:	Contact Person:	Contact #:
Benchmark Planning	Jason Epley	704-305-4381 (mobile)

Authorized Signee:



Print Name:

Jason Epley

Print Title:

President

#	DESCRIPTION	COST
1	Public participation	\$ 4,000
2	Data collection	\$ 2,000
3	Analysis	\$ 3,500
4	Presentations	\$ 2,000
5	Plan development	\$ 14,000
6	Staff meetings, coordination, contract management	\$ 3,000
		\$
	Total	\$ 28,500

SECTION 6: REFERENCES

Comprehensive Plan

Client: Town of Blowing Rock
Contact: Kevin Rothrock, AICP, Planning Director
Phone: 828.295.5240
Email: kevin@townofblowingrocknc.gov

Multi-jurisdictional Land Use Plan

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

Comprehensive Plan

Client: Town of Bermuda Run
Contact: Lee Rollins, Town Manager
Phone: 336.998.0906
Email: lrollins@townofbr.com

BENCHMARK
benchmarkplanning.com

CHARLOTTE | ST. LOUIS

800.650.3925

PROPOSAL FOR

Town of Pilot Mountain Comprehensive Plan

JANUARY 2020



MOSAIC
CIVIC STUDIO

PREPARED BY



WWW.MOSAICCIVICSTUDIO.COM

January 27, 2020

Town of Pilot Mountain
Michael Boaz
Town Manager
124 W Main Street
Pilot Mountain, NC 27041



RE: TOWN OF PILOT MOUNTAIN RFP for COMPREHENSIVE PLAN

Dear Mr. Boaz and Pilot Mountain Commissioners:

Mosaic Civic Studio appreciates the opportunity to present the following proposal for the development of a Comprehensive Plan for the Town of Pilot Mountain. We applaud the Town of Pilot Mountain for taking the first steps toward what will be a thoughtful and participatory planning process to cast a vision for the future of the town. The significance of this project cannot be understated. A cohesive comprehensive master plan will chart the course for Pilot Mountain's future success. Pilot Mountain is strategically located near some of North Carolina's most iconic state parks, providing the best of both worlds with easy access to urban markets in Winston-Salem and destination-quality outdoor recreation opportunities. We recognize that the Town has a significant opportunity to position itself for coordinated growth, economic vitality, and community cohesion through this planning process.

Mosaic Civic Studio is a passionate group of creative professionals who specialize in comprehensive, small town, and rural planning. Our interdisciplinary team brings expertise in main street revitalization, design of civic spaces, and place-branding. Our unique specialization is the result of years of experience executing a variety of projects for a diverse clientele that includes local, state, and federal government agencies, non-profits, and civic organizations. We have been fortunate to collaborate with great partners across North Carolina and Southwest Virginia to deliver projects that are innovative, context-specific, and enduring.

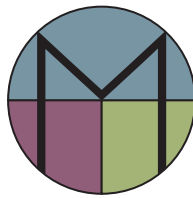
We hope that this proposal will demonstrate our team's commitment to the Town of Pilot Mountain. Mosaic Civic Studio is firmly dedicated to the creation of inspiring places that elevate quality of life and empower communities through authentic, creative, and context-specific planning and design. We would love the opportunity to earn your trust and exceed your expectations with this legacy project. Please do not hesitate to contact us with questions or clarification on our qualifications.

Sincerely yours,

Taylor Gupton Broyhill, AICP
Planning Principal

Teresa Buckwalter, PLA
Design Principal

**We would love the
opportunity to earn
your trust and exceed
your expectations!**



MOSAIC CIVIC STUDIO



CONTENTS

Firm Profile	2
Project Approach	3
Our Team	4
Scope of Services & Fee	6
Proposed Timeline	7
Detailed Schedule	8
Relevant Experience	10
References	18



MOSAIC CIVIC STUDIO

FIRM PROFILE

Mosaic Civic Studio, PLLC

PO Box 405
2554 NC 105
Boone, NC 28607
828.719.0177

www.MosaicCivicStudio.com

@mosaiccivicstudio



Mosaic Civic Studio is a landscape architecture, planning, and design firm that collaborates with government agencies, community organizations, and commercial entities throughout the Southeast to create inspiring destinations that elevate quality of life and empower communities through authentic, creative, and context-specific planning and design.

Based in Boone, North Carolina, Mosaic Civic Studio was formed in 2018 out of a desire to provide forward-thinking planning & design services of an exceptional quality. Our practice is founded on the combined 57 years of experience that we have accumulated working for towns, cities, non-profits, and award-winning, innovative firms in the South and Midwest. We take our community and connections seriously, providing a personal approach to every project.

As advocates and citizens of the small towns, communities, civic spaces, and public amenities in our own corner of North Carolina, we are passionate about applying our planning and design skills to cultivate stronger communities and establish destinations that promote economic prosperity and healthy lifestyles.

Firm Ownership & Licensure

Mosaic Civic Studio is a North Carolina Professional Limited Liability Company and a licensed North Carolina Landscape Architecture Firm (certificate number C-539). The firm carries \$1M in commercial general liability insurance coverage and \$1M in professional liability errors and omissions coverage.

Mosaic Civic Studio is proud to be a woman-owned firm.

Disclosures

Mosaic Civic Studio does not have a conflict of interest by performing contracted services for the Town of Pilot Mountain.

Mosaic Civic Studio agrees to utilize the Town of Pilot Mountain's Standard Contract for Services.



PROFESSIONAL

Our practice is founded on the combined 57 years of experience that we have accumulated working for towns, cities, non-profits, and award-winning, innovative firms in the South and Midwest.



PROGRESSIVE

We embrace projects that test our creative-thinking and problem-solving skills to produce innovative design solutions. We never take a cookie-cutter approach to a project.



PERSONAL

We take our community and connections seriously, with a personal investment in the success of every project. Our clients are partners in place-making.

PROJECT APPROACH

At Mosaic Civic Studio, we are committed to helping communities harness the power of place to achieve economic prosperity, social cohesion, and environmental harmony. No project better represents the intersection of these goals than the comprehensive planning process. Our approach to the Town of Pilot Mountain's Comprehensive Plan consists of five (5) phases.

1) Discovery & Direction Setting

Mosaic Civic Studio (Mosaic) will conduct a kickoff workshop and town visit with the project Steering Committee and town staff to ensure a clear understanding of expectations, the planning process, timeline, and the Public Engagement Program. The kick-off will include an on-site visioning and ideation session to identify opportunities and challenges face by Pilot Mountain in the coming decades.

2) Research & Analysis of Existing Conditions

During this phase, Mosaic will couple GIS analysis of the built and natural environment with extensive research and review of demographic and economic trends to further identify specific issues, opportunities, and challenges that should be addressed by the plan. Mosaic's research and field analysis, the Steering Committee's institutional knowledge, and a review of previous planning efforts will be used to target key opportunities, solutions, and best planning practices to be tested and expanded through public engagement.

3) Community Engagement

Our experienced team understands that stakeholder and public engagement is at the heart of any project's success. Purposeful and sincere community engagement is critical to cultivating public trust, expanding support for the project, and addressing concerns early in the planning process. Additionally, it allows project leaders to tap into the talents, skills, and knowledge of citizens. The resulting concepts and designs reflect the community's character while meeting practical and functional needs. Our team has extensive experience facilitating public engagement campaigns including design charrettes, public workshops, focus groups, and public surveys. For the Pilot Mountain Comprehensive Plan, we plan to engage the community through two in-person workshops aimed at gauging citizen

opinions on priorities and preferences for Pilot Mountain's future.

The first public workshop will dovetail with the conclusion of the Research and Analysis phase. We propose a drop-in style workshop where citizens can provide their input on the opportunities and challenges for Pilot Mountain.

The second public workshop will focus on gathering citizen feedback on draft vision statements, policy goals, supporting visuals, and the draft future land use map that are developed as a result of the research & analysis phase and public workshop #1.

Mosaic will design a custom promotional mailer as well as social-media specific graphics to advertise and increase awareness of the public workshops.

4) Draft Plan Development

Equipped with guidance from citizens gleaned from the second public workshop, Mosaic will work with the Steering Committee and town staff to develop key policy recommendations according to each planning element. Supporting visuals will be refined and finalized based on public feedback. The bulk of plan development and writing will take place during this stage of the planning process.

5) Final Plan Development

The final document will provide a comprehensive plan for the future of Pilot Mountain in a visually-pleasing layout that clearly communicates shared goals and satisfies the requirements of NC 160D legislation. The final plan will outline specific actions for implementation of policy recommendations. After review of the final draft by the Steering Committee and town staff, Mosaic will present the document to the public and Town Council at a community-wide meeting.

OUR TEAM



TAYLOR BROYHILL, AICP
Planning Principal



TERESA BUCKWALTER, PLA
Design Principal

With a background in local government planning, administration, and GIS, Taylor brings considerable experience to every project. Whether planning for pedestrian, greenway, rail-trail, recreation, or neighborhood-scale projects, her goal is to help communities achieve transformative and enduring results.

Prior to starting Mosaic Civic Studio, Taylor worked as a local government planner and GIS specialist for the Town of Weaverville and City of Lenoir. She has experience as both a client and consultant. This background provides her with a unique perspective and understanding of her local government clients' needs and their responsibilities to citizens and constituents.

EDUCATION

Master of Public Administration,
2013; Appalachian State
University, Boone, NC
Bachelor of Arts in Sociology,
2011; Berry College, Rome, GA

AREAS OF EXPERTISE

Pedestrian & Bicycle Planning,
Recreation Planning
Community Engagement
Small Town Planning

PROFESSIONAL CERTIFICATIONS & ASSOCIATIONS

American Institute of Certified
Planners, 2018–present
American Planning Association,
2016–present, 2016–present
Appalachian State Local
Government Alumni Association,
2013–present

Combining landscape architecture, community and land planning, Teresa Buckwalter, brings a 15-year track record of project management in urban and rural design. Through combining her passions of public space design and outdoor recreation, Teresa has helped a wide range of communities and landowners plan and design their sites with integrity.

Having worked with numerous local government clients throughout her career, Teresa has a keen understanding of the unique needs and challenges faced by public sector entities. She specializes in translating her client's needs into beautiful and functional design solutions that create a distinct sense of place.

EDUCATION

Master of Landscape Architecture,
2001; The University of Michigan,
Ann Arbor, MI
Bachelor of Science, Natural
Resource-Based Recreation
Management, 1993; Michigan
State University, East Lansing, MI

PROFESSIONAL REGISTRATION

Landscape Architect, State of North
Carolina License #1702
Commonwealth of Virginia License
#001969

AREAS OF EXPERTISE

Landscape architecture, Outdoor
recreation planning and design

OUR TEAM

Beth brings over 25 years of experience in graphic design, publishing and website design to Mosaic Civic Studio. Beth applies her design skills to a wide range of projects including place-branding, wayfinding signage, plan layout, and web design. Prior to working in the field of civic planning and design, Beth was a graphic designer and adjunct professor at Appalachian State University where she also received her master's degree in Instructional Technology & Educational Media.

EDUCATION

Masters of Arts, Instructional Technology, 2003
Educational Media Specialist, Appalachian State University, Boone, NC

Bachelor of Arts, 1995
Fine Art, Political Science
Appalachian State University, Boone, NC

AREAS OF EXPERTISE

Brand development,
Logo design,
Website Design,
Marketing Collateral Design,
Wayfinding Signage Design
Document Layout



ELIZABETH JACQUOT
Creative Director

Charlie's goal is to add value to projects by forming new connections, refining technology systems, and digging deep into the data to produce accessible maps that become the baseline for sound decision-making. With extensive experience in spatial problem-solving, Charlie has an eye for detail and a knack for creative mapping solutions. He is proficient in ESRI ArcMap, Python, QGIS, Pix4d, DroneDeploy, and is an FAA Unmanned Aerial System (drone) pilot capable of shooting custom aerial photography. Charlie has spent the past five years honing his GIS and cartography skills to provide the best geodatabase management and most visually-pleasing maps possible.

EDUCATION

Bachelor of Science, Geospatial Geography, 2015; Appalachian State University, Boone, NC

Bachelor of Science, Community & Regional Planning, 2015; Appalachian State University, Boone, NC

AREAS OF EXPERTISE

UAS Pilot: FAA Part 1 07 Certification (Aug 2017)
ESRI ArcMap
Python
QGIS
Pix4d
DroneDeploy
Adobe Creative Suite



CHARLES MYERS
GIS Specialist & Cartographer

TEAM TASK RESPONSIBILITY

TEAM MEMBER	PROJECT ROLE	KEY TASKS	PERCENT OF PROJECT
Taylor Broyhill, AICP	Project Manager & Lead Planner	Management, Public Engagement, Research, Policy writing	55%
Teresa Buckwalter, PLA	Design & Visualization Lead	Develop Supporting Visuals	15%
Elizabeth Jacquot	Graphic Designer	Promotional Materials, infographics, document layout	15%
Charles Myers	GIS Specialist & Cartographer	Data collection, GIS, Map Design	15%

SCOPE OF SERVICES & BUDGET

PHASE 1. DISCOVERY & DIRECTION SETTING.....\$5,000.00

- » *Kick off Meeting and Field Analysis* (1 day). Conduct a kick-off meeting with the Steering Committee to ensure a clear understanding of expectations, the planning process, timeline, and Public Engagement Program.
- » Facilitate a brainstorm session with the Planning Board to identify opportunities and challenges.
- » Conduct focus group with Town Department heads.
- » In-depth tour of key areas in Pilot Mtn. led by Town Staff.
- » *Review Existing Plans*. Become familiar with existing town and county planning efforts, initiatives, and policy goals.
- » *Identify Key Issues*. Work with town staff to identify broad issues, opportunities, and challenges.

PHASE 2. ANALYSIS OF EXISTING CONDITIONS AND EMERGING TRENDS.....\$6,500.00

- » *Demographics*. Work with Town Staff to compile pertinent demographic data for analysis.
- » Develop representative graphs, tables, and infographics to communicate the most pertinent demographic information.
- » *Existing Conditions and GIS Analysis*. Develop "Existing Conditions" map series.
- » Develop draft Vision Statements.
- » Develop draft Policy Goals.

PHASE 3. COMMUNITY ENGAGEMENT & VISIONING.....\$8,000.00

- » Development project theme & brand.
- » Develop print & digital project promotional material.
- » Town Staff will promote the planning process by providing project announcements and information through official social media platform(s). Mosaic will develop the project communication strategy.
- » *Public Workshop #1*. Mosaic will host a drop-in style workshop that includes: introduction; results of existing conditions & emerging trends and; interactive map activity.
- » *Public Workshop #2*. Mosaic host a drop-in style workshop presenting draft vision statements; preliminary policy goals; draft Future Land Use Map; preliminary supporting visual concepts. Mosaic will provide all print materials and presentation boards for both workshops.

PHASE 4. DRAFT PLAN DEVELOPMENT.....\$6,000.00

- » *Supporting Visuals*. Develop three (3) renderings and schematics to represent key policy recommendations.
- » Develop Future Land Use Map.
- » *Framework Plan Presentation*: Mosaic will present preliminary recommendations, draft Future Land Use Map, and visual concepts to the steering committee prior to public workshop #2.
- » *Policy Development*. Mosaic will lead all writing associated with recommendations for each Planning Element.

PHASE 5. FINAL PLAN DEVELOPMENT.....\$4,500.00

- » *Final Plan Preparation*. Mosaic will author the final plan and assemble the final graphic layout. The final plan will include special "call-outs" and/or case-studies throughout the document to highlight key themes and best practices. A policy linkage map will connect overlapping recommendations from town, county, regional, and state plans.
- » *Chapter & Planning Elements*: The final plan shall have five (5) chapters: Introduction; Town Profile; Community Engagement & Vision; Policy Recommendations and; Implementation
- » *Public Presentation*. After review by Town Staff, Planning Board, and Commissioners, Mosaic will make a public presentation of the Final Plan.

TOTAL FEES\$30,500.00

OPTIONAL ADDITIONAL SERVICES

- » Online Public Engagement Survey.....\$2,500.00
- » Additional Supporting Visuals.....\$3,000.00

PROPOSED TIMELINE & DELIVERABLES



DETAILED PROJECT SCHEDULE

	Mar-20	Apr-20	May-20
1. Discovery & Direction Setting			
1.1 <i>Kick-off Meeting:</i> Field Analysis, Brainstorm Session, & Dept. Head Interviews			
1.2 <i>Review Existing Plans:</i> Town, County, and Regional Plans & Initiatives			
1.3 <i>Identify Key Issues:</i> Work with staff to identify broad issues, opportunities, and challenges			
1.4 Develop Matrix of "Key Issues"			
1.5 Provide detailed Public Engagement Strategy			
2. Research & Analysis of Existing Conditions and Emerging Trends			
2.1 <i>Demographic Data:</i> work with Town Staff to compile pertinent demographic data for analysis			
2.2 Develop graphs, tables, and/or infographics of pertinent demographic information			
2.3 <i>Existing Conditions and GIS Analysis:</i> Develop "Existing Conditions" map series			
2.4 Develop Opportunities, Constraints, & Ideas Map			
2.5 Draft Vision Statements			
2.6 Draft Policy Goals for each of the Planning Elements			
2.7 Develop draft list of potential supporting visuals (3)			
3. Community Engagement & Visioning			
3.1 Development project theme & brand			
3.2 Develop project promotional material for print OR social media			
3.3 Develop a project communication strategy to be implemented by Town Staff			
3.4 Develop professional display boards for Public Workshops provided as digital files to the Town			
3.5 <i>Public Workshop #1.</i> Drop-in style workshop Lead by Town Staff			
3.6 <i>Public Workshop #2.</i> Drop-in style workshop Lead by Town Staff			
3.7 <i>*Optional Online Survey.</i> Seeking similar information and feedback as Public Workshop #2			
4. Draft Plan Development			
4.1 Develop preliminary supporting visuals for Public Workshop #2			
4.2 Develop Draft Future Land Use Map for Public Workshop #2			
4.3 Finalize all supporting visuals for plan document (3)			
4.4 Finalize Future Land Use Map			
4.5 Develop detailed recommendations for each Planning Element			
5. Final Plan Development			
5.1 Assemble final graphic layout.			
5.2 Provide complete plan document to Town Staff, Planning Board, and Commissioners for comment.			
5.3 Make final revisions based on feedback from Town Staff, Planning Board, and Commissioners			
5.4 Public Presentation of final plan & recommendations			
5.5 Provide print-ready PDF and two (2) printed copies of final plan			

53

RELEVANT EXPERIENCE & PROJECTS WE LOVE

MOUNT GILEAD MOVING AHEAD: OUR TOWN 2040

MOUNT GILEAD, NC

Mosaic Civic Studio is currently leading a comprehensive planning process in the Town of Mt. Gilead in Montgomery County, NC. The plan seeks to address current problems, determine how to meet future demands, and establish priorities for achieving the shared vision of Mount Gilead in 2040. Mosaic has assisted the Mt. Gilead Planning Board and Town Staff in identifying key issues, developing a public engagement strategy, drafting policy goals, and creating promotional collateral to raise awareness for two public workshops to take place in spring 2020.



RELEVANT EXPERIENCE & PROJECTS WE LOVE

MOUNT GILEAD MOVING AHEAD: OUR TOWN 2040

PROMOTIONAL POSTCARD



MOUNT GILEAD MOVING AHEAD

OUR TOWN 2040

Stay up to date by following on Facebook  **Mount Gilead 2040**
or by calling Town Hall at 910.439.5111 for more information.

The Town of Mt. Gilead is embarking on a year-long planning process to cast a bold vision for the future of the community! *Mt. Gilead Moving Ahead: Our Town 2040* is a planning initiative that will update and replace the 2009 Land Use Plan.

Once complete, the new plan will:


Define
a Shared
Vision


Address
Current
Problems


Meet
Future
Demands


Establish
Priorities

Two public workshops for citizens will provide important opportunities to tell town leaders how you see *Our Town* in 2040. Please mark your calendar with these important dates:

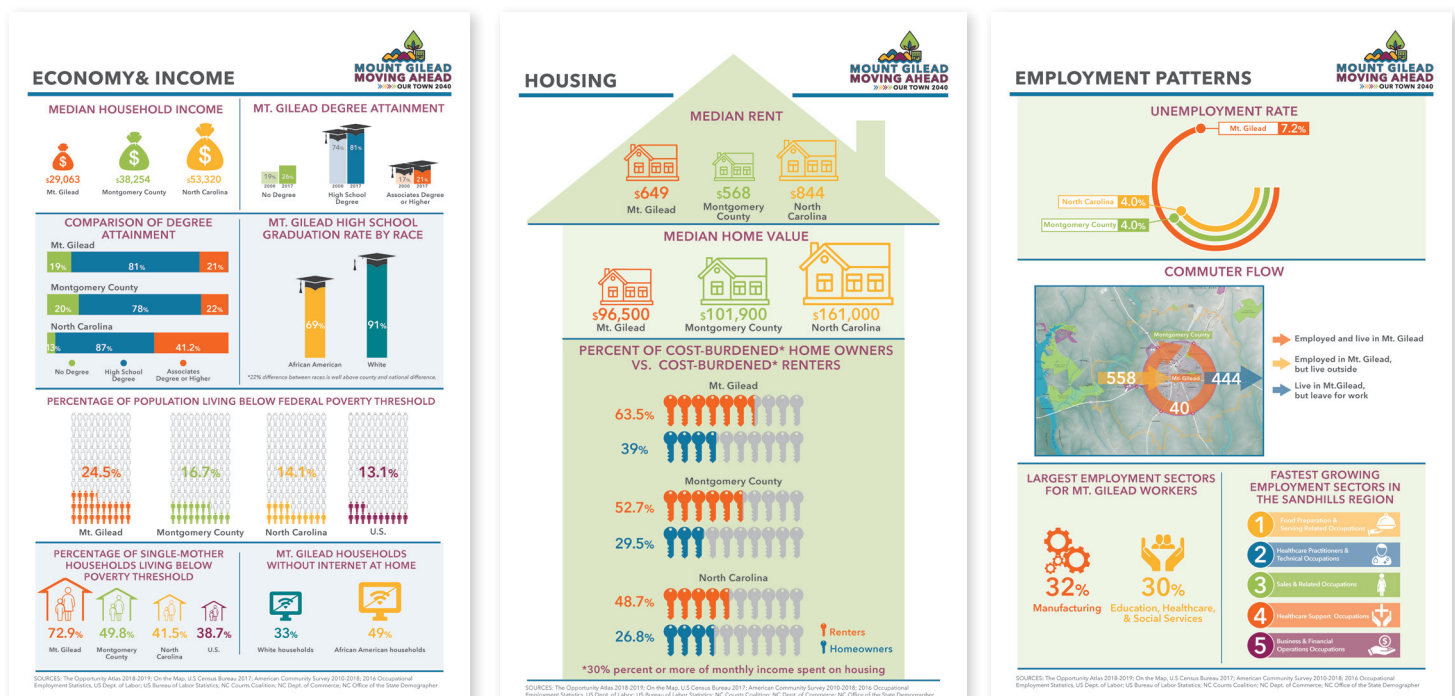
>>> **Workshop #1: Thursday, March 5th, 2020**
5:30-8pm at Highland Community Center

>>> **Workshop #2: Thursday, May 7th, 2020**
5:30-8pm; location to be announced

Please plan to "drop-in" at any point during the workshop to learn more and share your vision for Mt. Gilead.

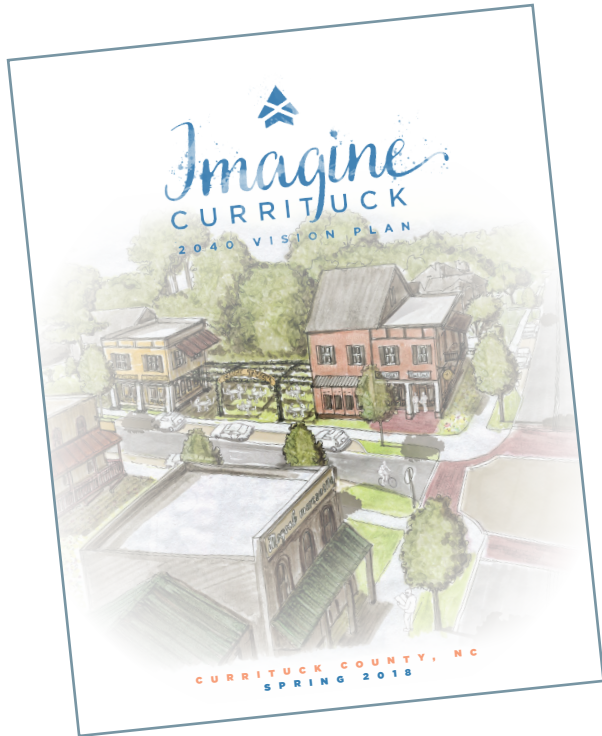


CUSTOM INFOGRAPHICS



RELEVANT EXPERIENCE & PROJECTS WE LOVE

IMAGINE CURRITUCK: 2040 VISION PLAN



CURRITUCK COUNTY, NC

Currituck County's multi-year comprehensive planning process employed a robust menu of community engagement tools including an extensive county-wide digital outreach campaign. The custom project website, blog, promotional video, and online survey were promoted through paid social media advertising that effectively reached over 28,000 full-time residents and second homeowners and resulted in observable spikes in online survey responses. Public comment, feedback, and ideas were essential in guiding the development of recommendations and strategies for the county's future. The plan was truly comprehensive in nature, providing detailed and actionable recommendations for land use, transportation, infrastructure, recreation, economic development, the environment, and sense of place.

KEY FEATURES

- » Demographic Analysis
- » Environmental Analysis
- » Extensive Public Engagement
- » Photo-renderings & Schematics
- » Custom Cartography
- » Reader-friendly document layout & organization



**project completed while employed at dbd planning*

RELEVANT EXPERIENCE & PROJECTS WE LOVE

LAUREL PARK CORRIDOR PLAN

LAUREL PARK, NC

- » **Small area plan** for new mixed-residential neighborhood along NC Hwy. 64
- » Emphasis on pedestrian connectivity
- » Incorporates the Ecusta Trail
- » Provides for pedestrian-friendly neighborhood commercial node
- » Recommendations for stormwater best-practices



Laurel Park Town Center



- » **Town Center plan** for retail and townhome infill development at existing commercial area on NC Hwy. 64
- » Proposed square-footage and phasing
- » Recommendations for visual character and design

RELEVANT EXPERIENCE & PROJECTS WE LOVE

SUNSET DRIVE STREETScape & GATEWAY DESIGN

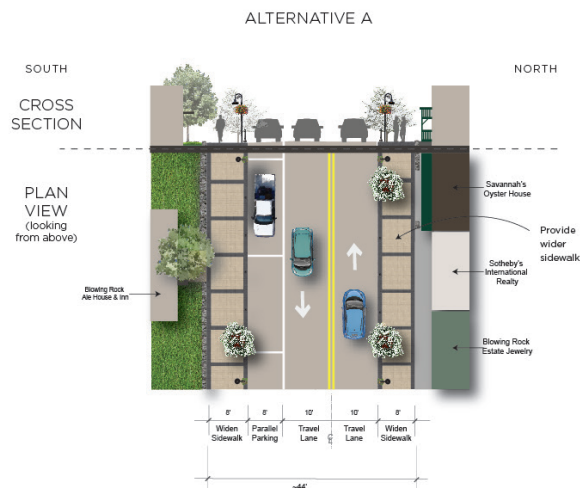
BLOWING ROCK, NC

A dynamic public engagement strategy was imperative to the success of the Town of Blowing Rock's Sunset Drive streetscape design process. More than once, the scope of the community engagement campaign was expanded to include more stakeholders and elicit a meaningful response from as many citizens and residents as possible. The right balance of online outreach and face-to-face meetings reached over 450 stakeholders, resulting in a higher level of community consensus on the aesthetics and functionality of Sunset Drive. In turn, this process will ultimately ensure a greater level of success in implementation.

KEY FEATURES

- » Streetscape design alternatives
- » Photo-realistic gateway design concepts
- » Project Website
- » Public Workshops
- » Focus Groups
- » Questionnaire & Visual Preference Survey

Upper Sunset Near Main Street



*project completed while employed at dbd planning

RELEVANT EXPERIENCE & PROJECTS WE LOVE

LAUREL CREEK PARK

DAMASCUS, VA

Teresa Buckwalter, PLA has worked with the Town of Damascus as the lead designer for this comprehensive grant-funded revitalization project. Funded through an Appalachian Regional Commission grant, this multi-faceted project includes engineering of a connector walkway throughout town, improving several facades in the downtown and developing a new "Town Green" as a destination.

Teresa has assisted the Town with project management, design consensus, developing construction document and permitting. Construction of the trail and town green will commence in the Summer of 2019.

Once complete, this project will transform downtown Damascus by connecting the landmark Virginia Creeper Trail with downtown Damascus, their planned Appalachian Trail Center and a Riverwalk along the banks of Laurel Creek via a destination-quality bike/walk trail.



**project completed while employed at dbd planning*

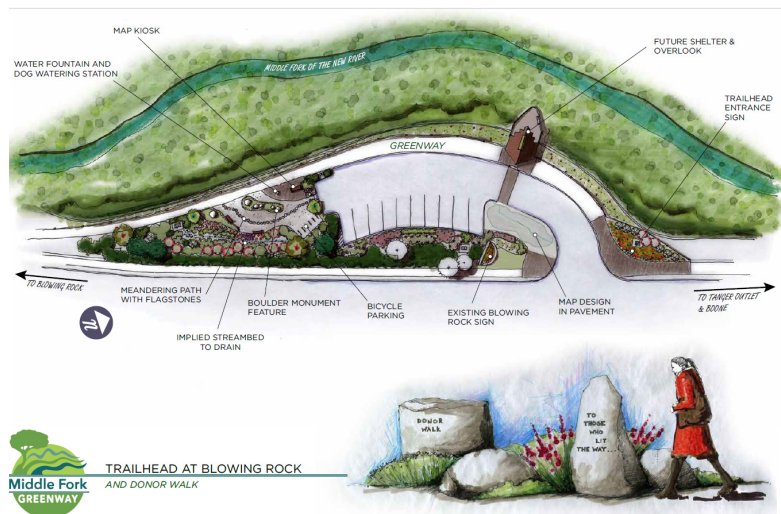
RELEVANT EXPERIENCE & PROJECTS WE LOVE

MIDDLE FORK GREENWAY BLOWING ROCK TRAILHEAD

BLOWING ROCK, NC

Teresa Buckwalter, PLA has worked closely with Middle Fork Greenway for the past four years, helping to develop the vision for the trail and implement key sections of the greenway between Blowing Rock and Boone, NC. The Middle Fork Greenway trailhead in Blowing Rock was completed in the Fall of 2019. This trailhead features a donor acknowledgment area and a place for riders to “gear up” before hitting the greenway. Teresa also collaborated with IONCON structural engineers to design a unique overlook pavilion where visitors can enjoy views of the Middle Fork Creek and learn from educational signage custom-designed for this project.

Mosaic Civic Studio oversaw construction installation of this trailhead in the fall of 2019. The project was funded through NCDOT and local donations. No change orders were needed and the project construction was finalized within budget.

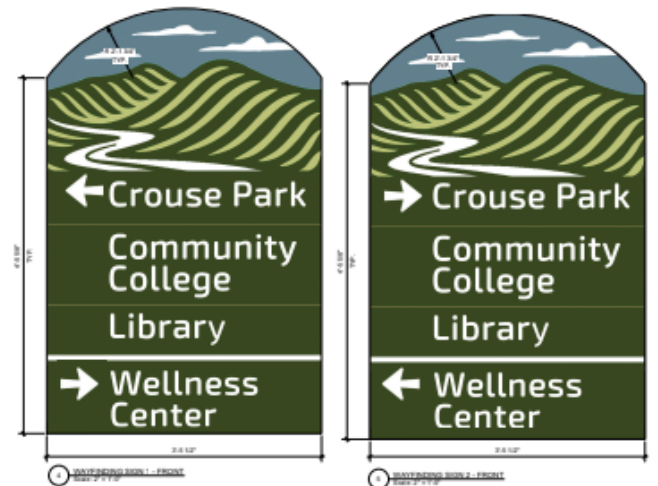


RELEVANT EXPERIENCE & PROJECTS WE LOVE

SPARTA STREETSCAPE REVITALIZATION PLAN

SPARTA, NC

Downtown Sparta's Streetscape Strategy will transform the rural town into a walkable mountain destination. Expanded pedestrian and bicycle facilities on Sparta's Main Street will provide safer access and mobility through the downtown for these important transportation modes. With a redesigned Main Street and new wayfinding signage, Sparta is positioned to experience a surge in downtown economic activity. After adopting the streetscape revitalization plan, the Town has since received a USDA grant to implement the plan's recommendations and begin construction. Mosaic Civic Studio's, Teresa Buckwalter worked closely with Mattern & Craig's Brian Newman to guide Town leadership through planning, design consensus, and visualization.



*project completed while employed at dbd planning

REFERENCES

MATTHEW CHRISTIAN

Town Manager

Town of Mount Gilead, NC

mchristian@mtgileadnc.com

910-439-6687

KEVIN ROTHROCK

Planning Director

Town of Blowing Rock, NC

kevin@townofblowingrocknc.gov

828-295-5240

PAUL RAY

Planning Director

City of Brevard, NC

paul.ray@cityofbrevard.com

828-885-5630

MOSAIC
CIVIC STUDIO