



# PROPOSAL FOR LAND USE PLAN UPDATE

TOWN OF BOILING SPRINGS • NOVEMBER 11, 2022

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**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,

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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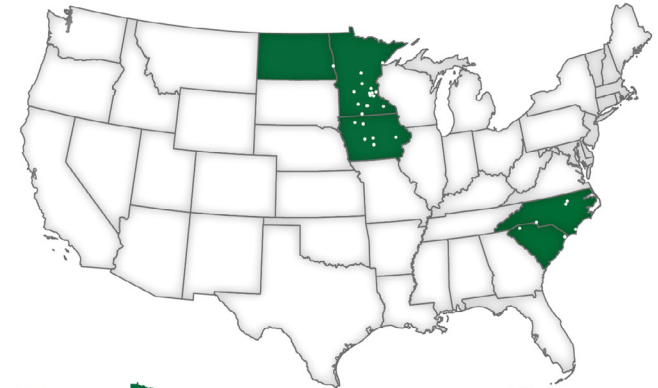


## WE BRING A CLIENT-FIRST APPROACH TO EVERY PROJECT

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





Town of Matthews



Mecklenburg County



City of Charlotte



**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

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 identify, and inform future zoning ordinance and land use plan decisions.



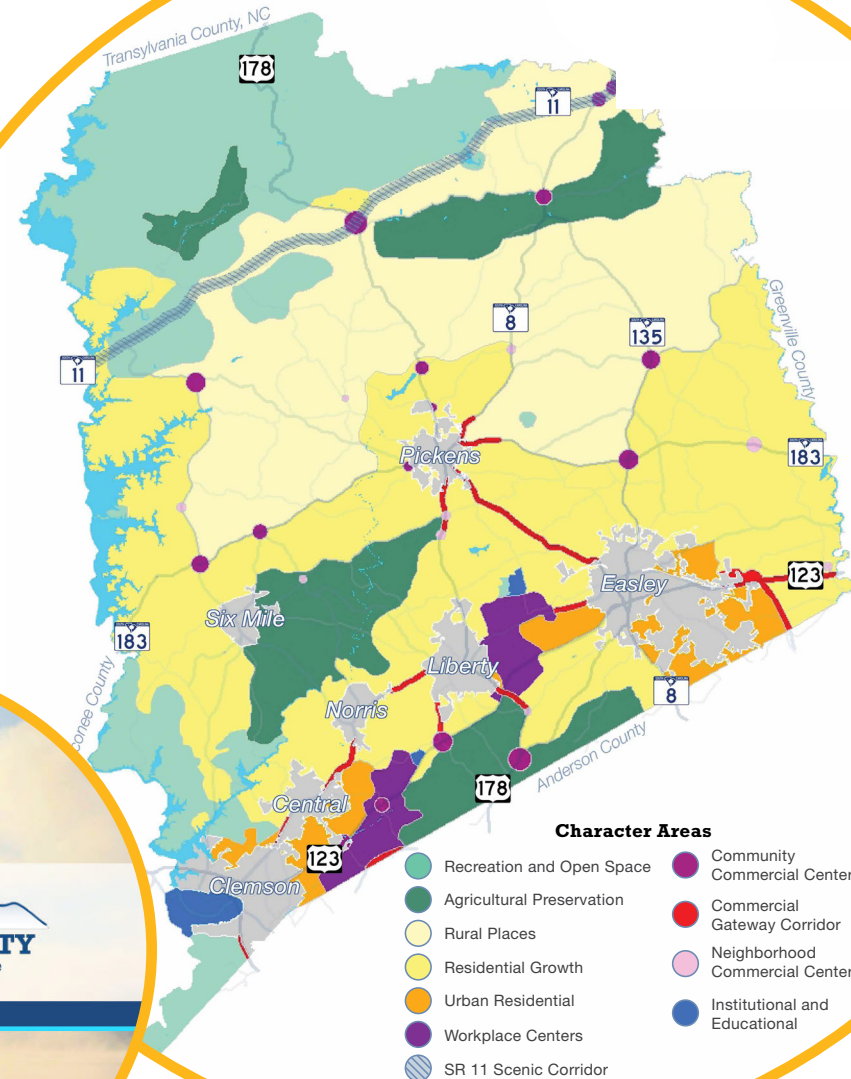


## ONEPICKENS COMPREHENSIVE PLAN

### 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

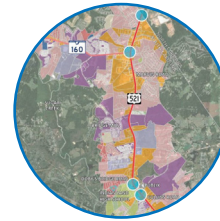
Hopkins is a fully developed city in the southwest Twin Cities metro. The city is experiencing growth and change with redevelopment, rapidly rising property values, an increasingly diverse population, and major planned transit improvements. The city is aware of these factors and has developed a Cultivate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

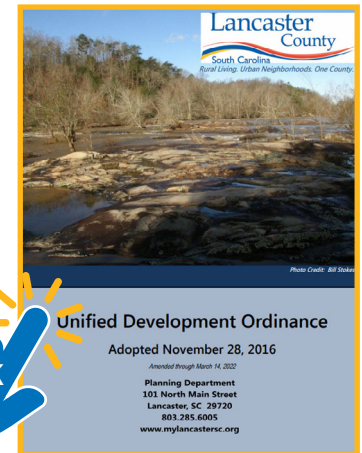
### Lancaster County, SC

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.





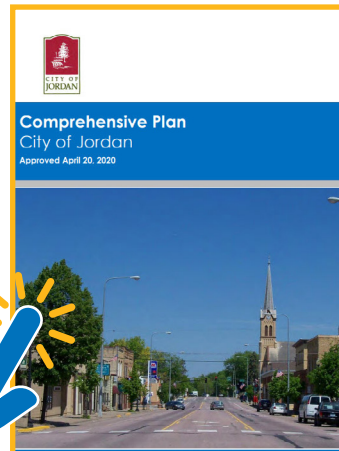
## COMPREHENSIVE PLAN UPDATE

### 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



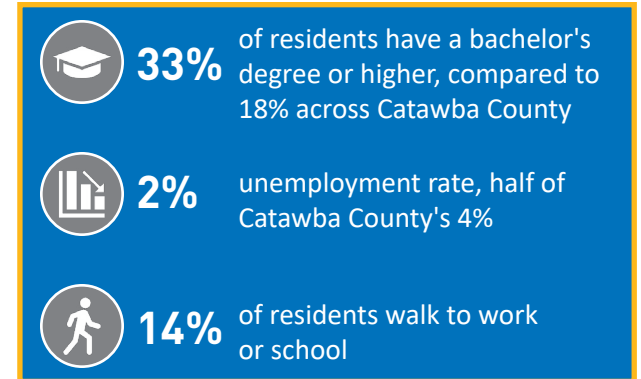


# APPROACH AND UNDERSTANDING

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.

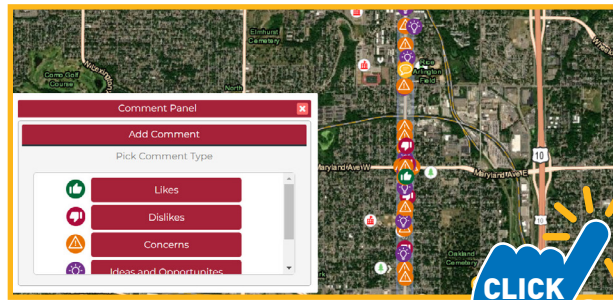
### TASK 2.3: VIRTUAL ENGAGEMENT

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.

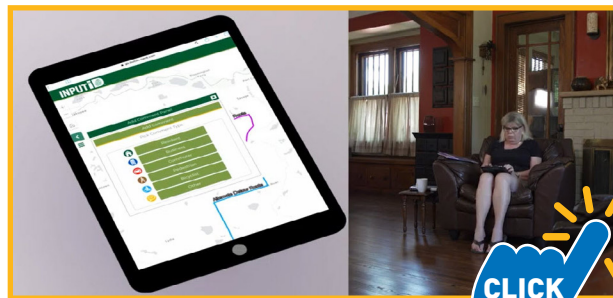
#### INPUTID™

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.

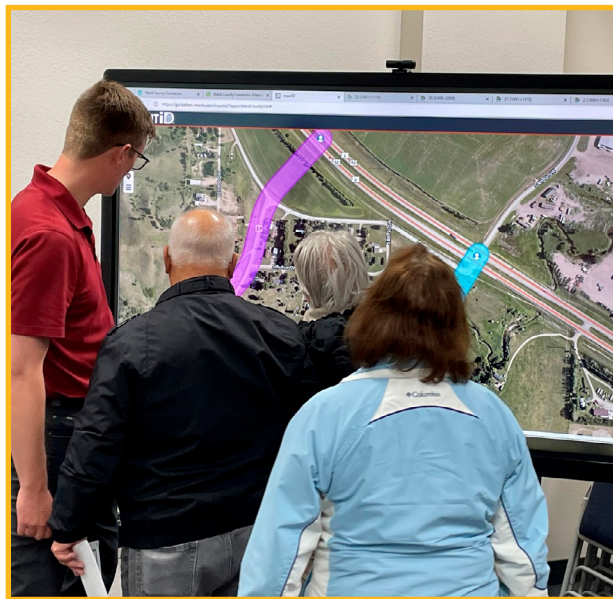
### TASK 4.1 STAKEHOLDER MEETING

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

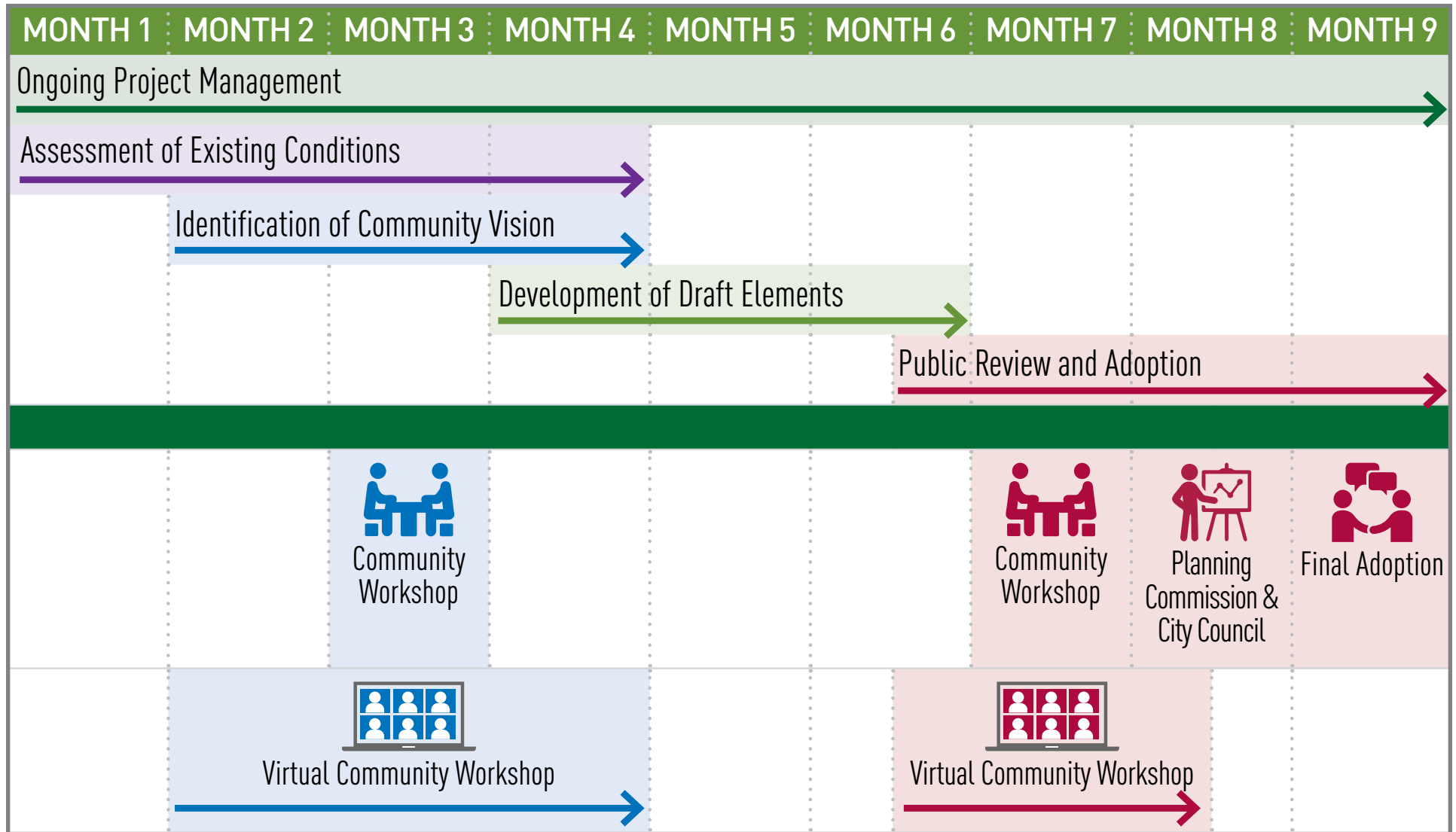
Based on feedback received from stakeholders, the public, and Town staff, changes may be made to the plan elements before presentation to Town council. All changes will be done with intentional and continuous coordination with Town staff to ensure the plan proposed to Town council appropriately portrays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