

PROPOSAL

# LAND USE PLAN UPDATE



PREPARED FOR:

PREPARED BY:



THE TOWN OF  
BOILING SPRINGS  
NORTH CAROLINA

Kimley»Horn

NOVEMBER 2023



# RE: REQUEST FOR PROPOSAL (RFP) CONSULTANT FOR LAND USE PLAN UPDATE FOR THE TOWN OF BOILING SPRINGS

## LETTER OF INTEREST

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

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

Dear Mr. Saldo and Members of the Selection Committee:

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

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

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

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

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

Sincerely,

**KIMLEY-HORN**



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





SECTION 01

# FIRM INFORMATION





# DESCRIPTION OF KIMLEY-HORN

## Firm Background

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

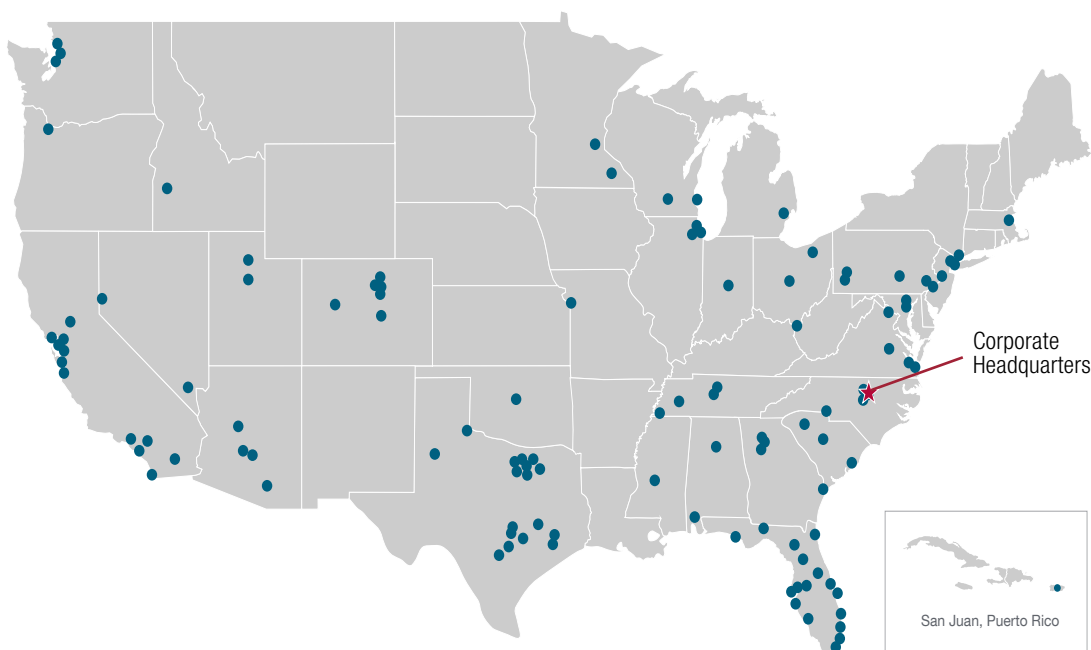
Kimley-Horn's planners, urban designers, and engineers have a history of partnering with communities to develop progressive and context-sensitive plans. In each community we serve, we strive to understand the values of that community and transform them into a vision that guides the planning process.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

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

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

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

## OFFICE LOCATIONS



## Designated Contact

**JONATHAN WHITEHURST, AICP, PROJECT MANAGER**

200 South Tryon Street  
Suite 200  
Charlotte, NC 28202

704 954 7465

jonathan.whitehurst@kimley-horn.com



## Ownership Structure

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

### PRINCIPAL OFFICERS:

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

## Affiliation With Other Companies

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

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

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

## Changes in Ownership or Management

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

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



## Experience With Land Use Plans

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

### A CUSTOMIZED APPROACH TO FUTURE LAND USE PLANNING

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

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

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







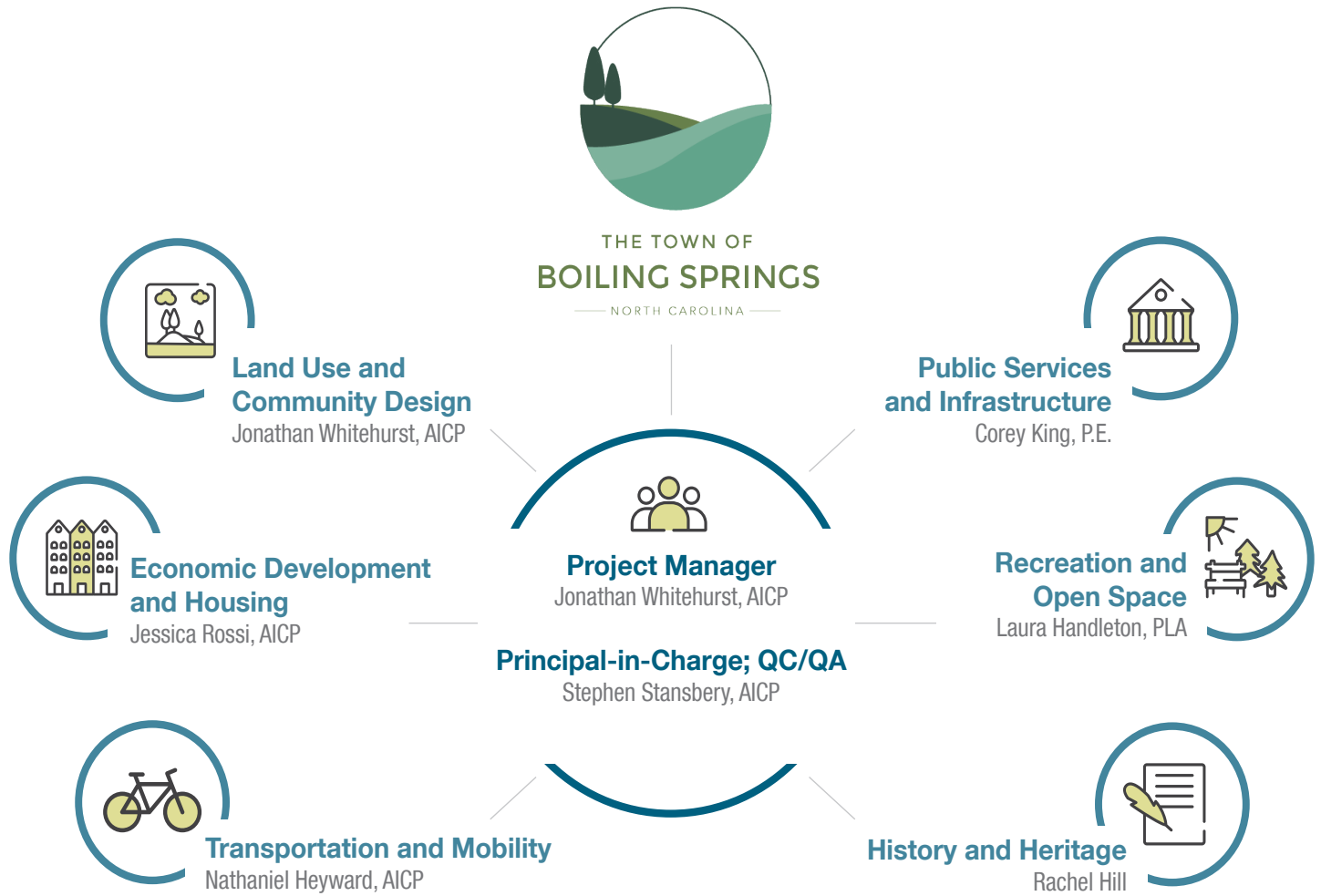
SECTION 02

# TEAM INFORMATION





# ORGANIZATIONAL CHART





## RESUMES



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

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

#### Professional Credentials

Master of Urban and Environmental Planning, University of Virginia

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

American Institute of Certified Planners

#### Professional Affiliations

American Planning Association

#### Relevant Experience

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



**Professional Credentials**

Master of City and Regional Planning, Ohio State University

B.S., Physical Geography, Florida State University

American Institute of Certified Planners

**Professional Affiliations**

American Planning Association

Congress for the New Urbanism

Institute of Transportation Engineers

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

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

**Relevant Experience**

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

**Speaking Engagements and Publications**

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





### Professional Credentials

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

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

American Institute of Certified Planners

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

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

### Relevant Experience

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



### Professional Credentials

Master of Urban Design, University of North Carolina, Charlotte

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

American Institute of Certified Planners

## Nathaniel Heyward, AICP // Transportation and Mobility

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

### Relevant Experience

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



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

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

### Professional Credentials

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

Professional Engineer in  
NC, SC, and VA

### Relevant Experience

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



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

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

### Professional Credentials

B.S., Landscape  
Architecture, Ohio State  
University

Professional Landscape  
Architect in NC and SC

### Relevant Experience

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





## Rachel Hill // History and Heritage

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

### Professional Credentials

B.A., English, University of Virginia

### Relevant Experience

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







## SECTION 03

# TEAM EXPERIENCE





## Land Use Plan Experience

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

### LEWISVILLE TOMORROW COMPREHENSIVE PLAN AND PARC PLAN

 Lewisville, NC

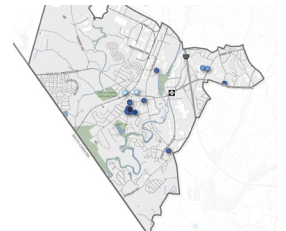


Kimley-Horn designed the Lewisville Tomorrow process to result in two coordinated plans: a full update to the Town's Comprehensive Plan and the creation of the Town's first ever Parks, Recreation, and Cultural Development (PARC) Plan. The Comprehensive Plan will be organized to forecast, direct, and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

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

### PINEVILLE COMPREHENSIVE PLAN

 Pineville, NC



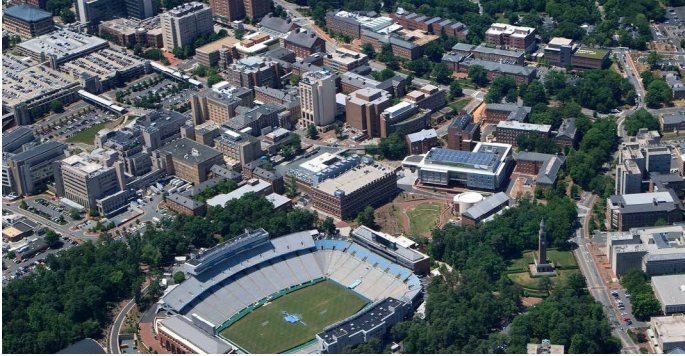
Kimley-Horn developed a new comprehensive plan for the Town of Pineville. Developing the plan and updating the Town's future land use map addressed new requirements related to NCGS 160D of the North Carolina General Statutes. The timely planning process also made local growth and the processes and decisions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

 [Click here for the work sample](#)



## CHARTING OUR FUTURE, FUTURE LAND USE PLAN UPDATE

### Chapel Hill, NC



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

[Click here for the work sample](#)

## GREER COMMUNITY MASTER PLAN

### Greer, SC



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

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

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

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

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



## FORWARD MONROE LAND USE AND TRANSPORTATION PLAN

📍 Monroe, NC



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

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

## PLAN MOUNT HOLLY LAND USE PLAN

📍 Mount Holly, NC



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

👉 [Click here for the work sample](#)



## THE MOREHEAD CITY PLAN 2032

 Morehead City, NC



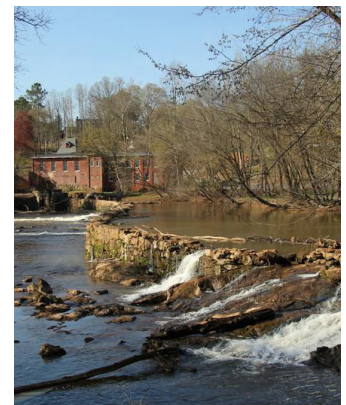
Kimley-Horn developed a community master plan to help the community achieve success against a set of goals and metrics that were clear, relatable, and important to City leaders and residents. The planning process was developed on the premise of performance planning, which is precise and empirically driven,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

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

 [Click here for the work sample](#)

## BLUEPRINT 2043 LAND USE AND CAPITAL INVESTMENT PLAN

 Lincoln County, NC



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

 [Click here for the work sample](#)








## LIST OF ENTITIES/INDIVIDUALS

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






## REFERENCES

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






### Reference 1

-  Sandi Watkins, CZO, CFM, Planning and Inspections Director
-  Town of Morehead City
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### Reference 2

-  Stacy Y. Tolbert, Town Planner, Interim Town Manager
-  Town of Lewisville
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### Reference 3

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SECTION 04

# PROJECT APPROACH



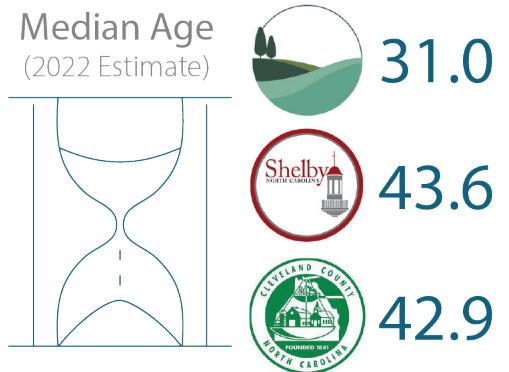


## APPROACH AND TIMELINE

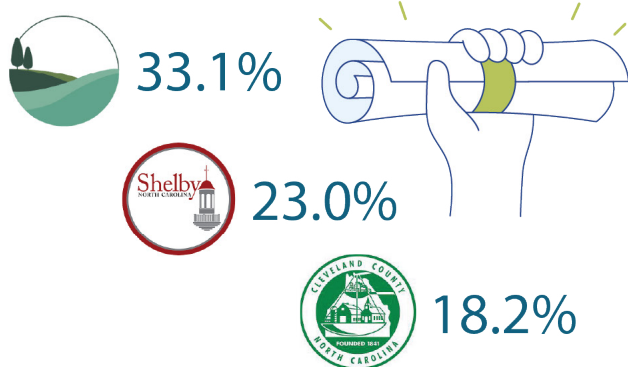
Our approach to the Boiling Springs Land Use Plan Update is rooted in our current understanding of Boiling Springs, which will be refined through comprehensive and inclusive citizen participation, a review of previous plans, and a deep dive into available data. We blend the input from residents, students,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

### Our Understanding

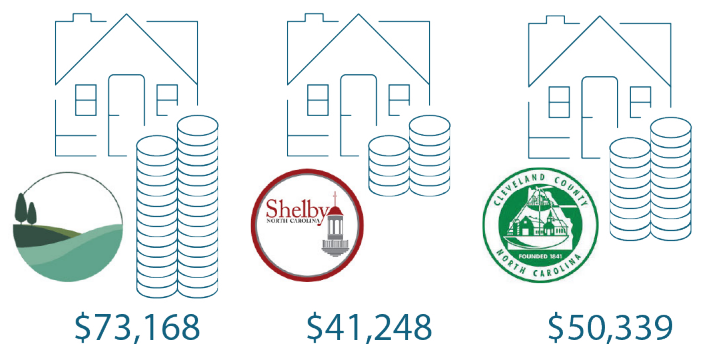
From our experience working with small towns across the Carolinas and beyond, the close collaboration with staff and community stakeholders that comes with developing land use plans has proven to provide the best insight into local conditions related to community vision, needs, and expectations. And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



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



Median Household Income (2022 Estimate)



## Our Experience Planning In Small Towns

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

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





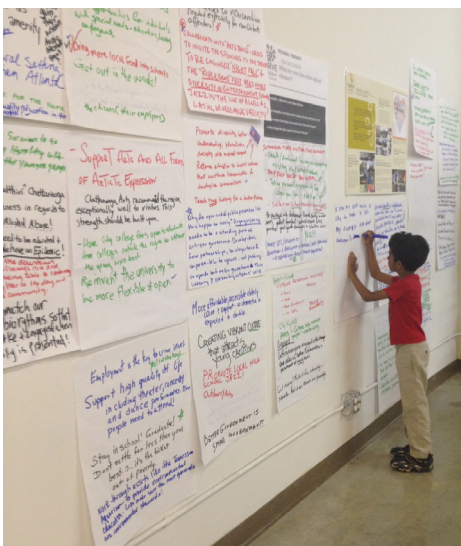
## Our Thoughts on Citizen Participation

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

### ENGAGEMENT PHILOSOPHY

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

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



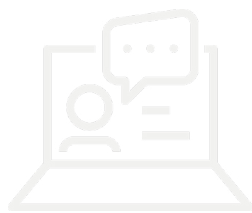
## ENGAGEMENT TECHNIQUES

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



### Traditional

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



### Digital

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

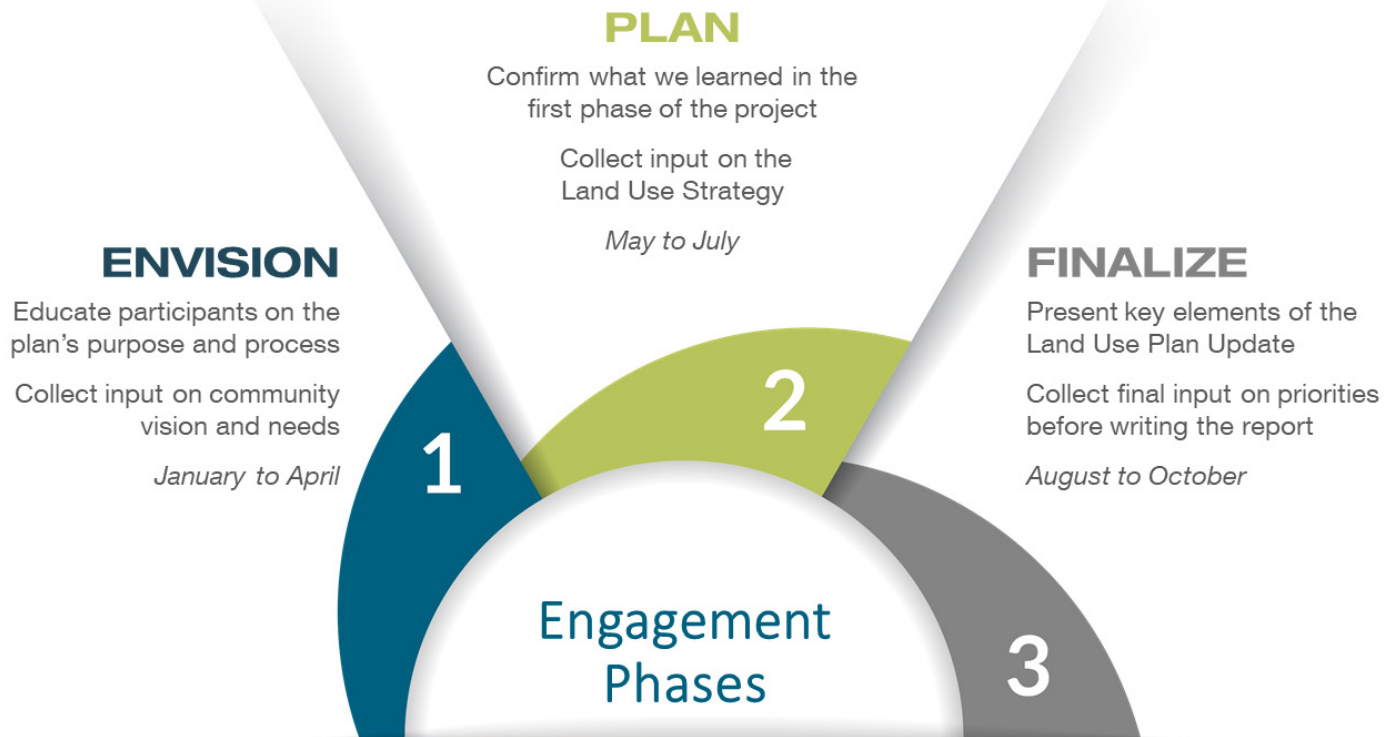


### Grassroots

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



ENGAGEMENT TIMELINE



ENGAGEMENT IN ACTION



### Our Approach and Suggested Scope of Work

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

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

### Unique Concept // Approaches

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

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





## PHASE 1 – PROJECT INITIATION (1.5 MONTHS)

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

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

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

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

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

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

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

## Unique Concept // Project Branding

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



## PHASE 2 – BASELINE CONDITIONS (1.5 MONTHS)

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

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

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

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

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

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

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

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

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



Unique Concept // Demographic Analysis and Trend Projections

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

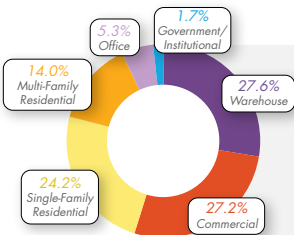
Housing

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

Product Type



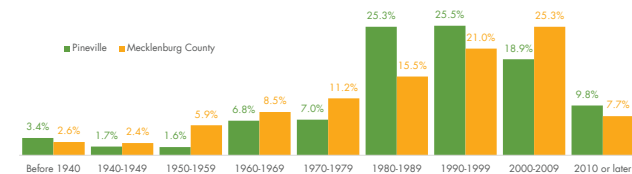
Square Footage by Land Use



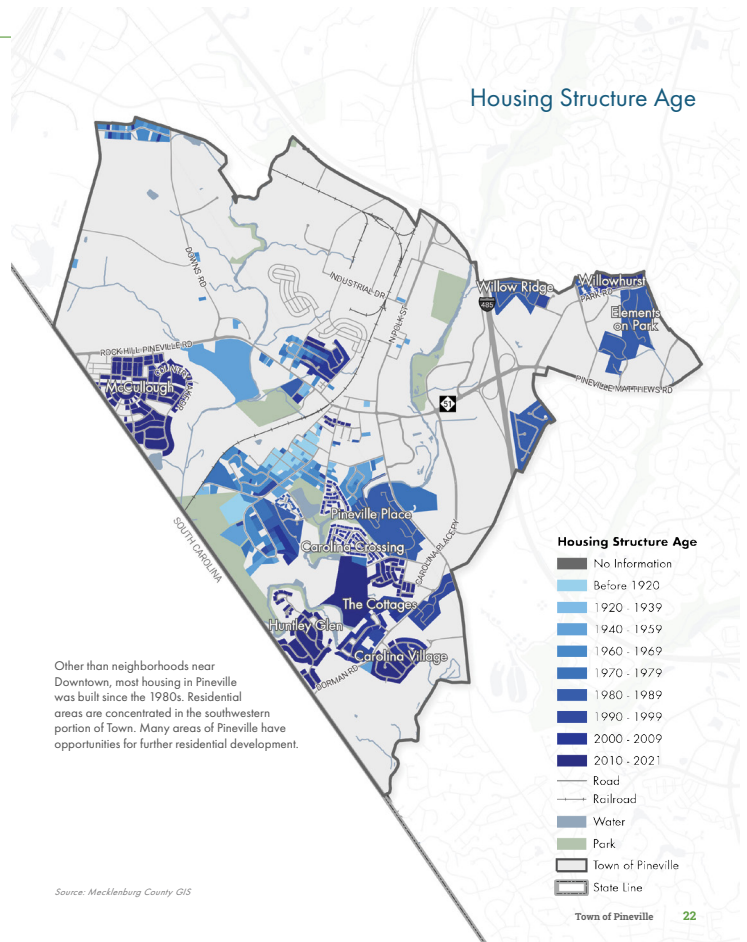
The pie chart to the left breaks down Pineville's land use by the square footage of the buildings that serve the use. Pineville's land is fairly evenly distributed between warehouse, commercial, and single-family residential uses which comprise about three-quarters of the Town's buildings. The final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

Housing Age

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



21 Pineville Comprehensive Plan



PHASE 3 – VISION AND GOALS (2 MONTHS)

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

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

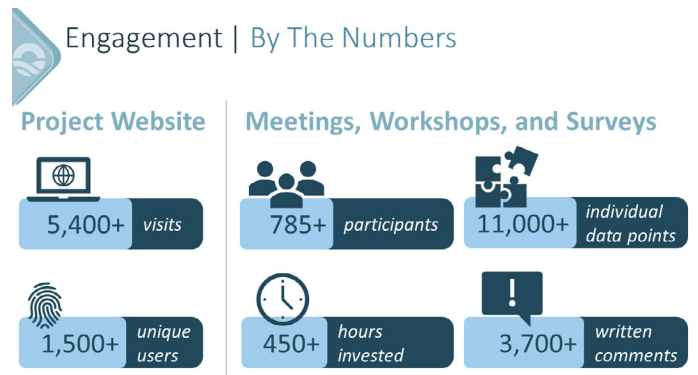
**Policy Diagnostic**—Potential policy options will be collected throughout the initial phases of the planning process. We typically evaluate policy alternatives before finalizing land use alternatives so that potential policies can guide the development of land use considerations. For example, policy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

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

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

**Unique Concept // Community Based Vision**

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





PHASE 4 – FUTURE LAND USE STRATEGY (2 MONTHS)

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

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

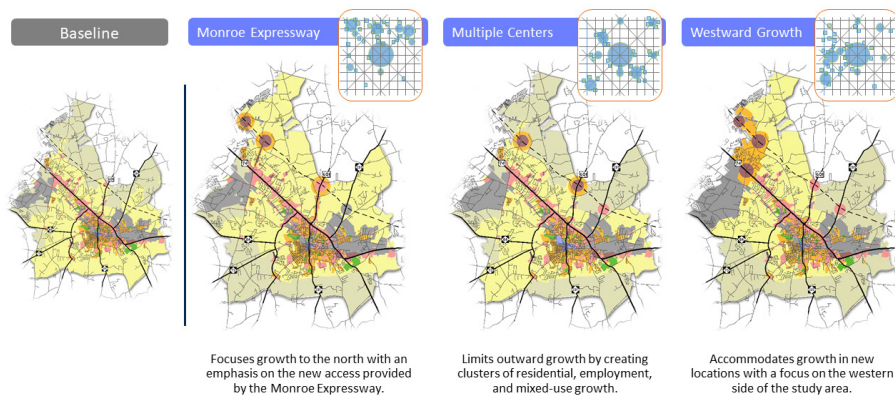
**Land Use Analysis**—Boiling Springs could grow and change in different ways. Taking a data-driven look at the potential impact of growth and change will be a helpful way to determine how land use decisions affect other aspects of the community (e.g., housing, transportation, economic development, and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

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

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

Unique Concept // Scenerio Planning

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



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

## PHASE 5 – PLAN DEVELOPMENT (2.5 MONTHS)

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

### Policy Framework

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

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

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

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

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

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

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



## Implementation Strategy

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

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

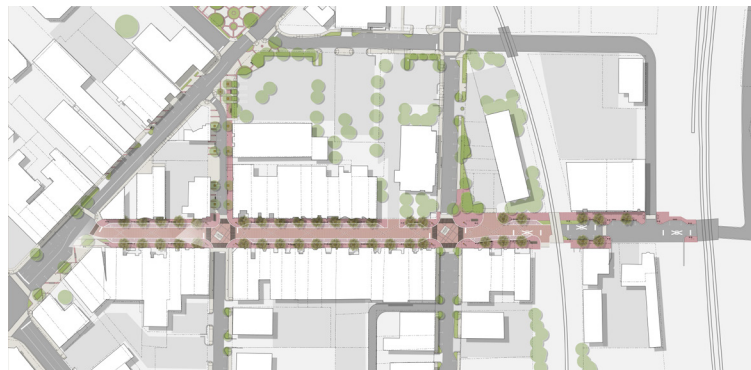
**Prioritization Matrix**—The prioritization matrix places the plans, programs, policies, and projects into implementation tiers. Given the likely disconnect between resources and cost (time and money), we suggest a tiered approach with a balance between short-term opportunities (i.e., 5- to 10-year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

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

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

## Unique Concept // Action-Oriented Planning

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



## PHASE 6 – REPORTING AND ADOPTION (3.5 MONTHS)

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

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

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

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

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

### Unique Concept // Effective Deliverables

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

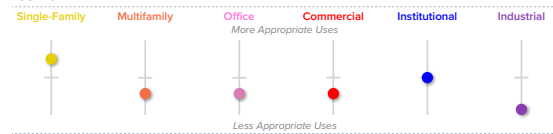
### Downtown Residential

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

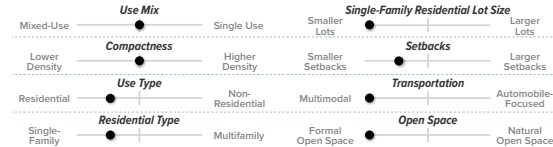
**Intent**

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

#### Appropriate Land Uses



#### Characteristics





OUR SUGGESTED PROJECT SCHEDULE

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

**DELIVERABLES**

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





SECTION 05

**COST**





## COST OF PROJECT

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

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