



LAND USE PLAN UPDATE TOWN OF BOILING SPRINGS, NC

Submitted by:

B E N C H M A R K

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



Weaverville, North Carolina



Shepherdstown, West Virginia



Suffolk, Virginia



**BENCHMARK
PLANNING**

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

VIA EMAIL

November 11, 2022

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

RE: Land Use Plan Update RFP

Dear Mr. Saldo and Selection Committee:

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

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

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

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

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

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

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

Respectfully,

A handwritten signature in blue ink that reads "Jason M. Epley". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Jason M. Epley, AICP
President & CEO

SECTION 1. COMPANY DESCRIPTION

COMPANY INFORMATION:

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

STAFF ASSIGNED:

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

COMPANY ESTABLISHED:

North Carolina - 1982

COMPANY INCORPORATED:

North Carolina - 1989

TYPE OF CORPORATION:

S - Corporation

AUTHORIZED NEGOTIATOR:

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

OVERVIEW

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

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

COMPREHENSIVE PLANNING

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

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

PUBLIC OUTREACH AND ENGAGEMENT

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

GIS MAPPING AND ANALYSIS

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

GROWTH MANAGEMENT

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

DEVELOPMENT REGULATIONS

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

URBAN DESIGN AND PLACEMAKING

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

ECONOMIC DEVELOPMENT

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

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

TRANSPORTATION PLANNING

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

SUSTAINABILITY

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



Mount Airy, NC - Recent Public Workshop

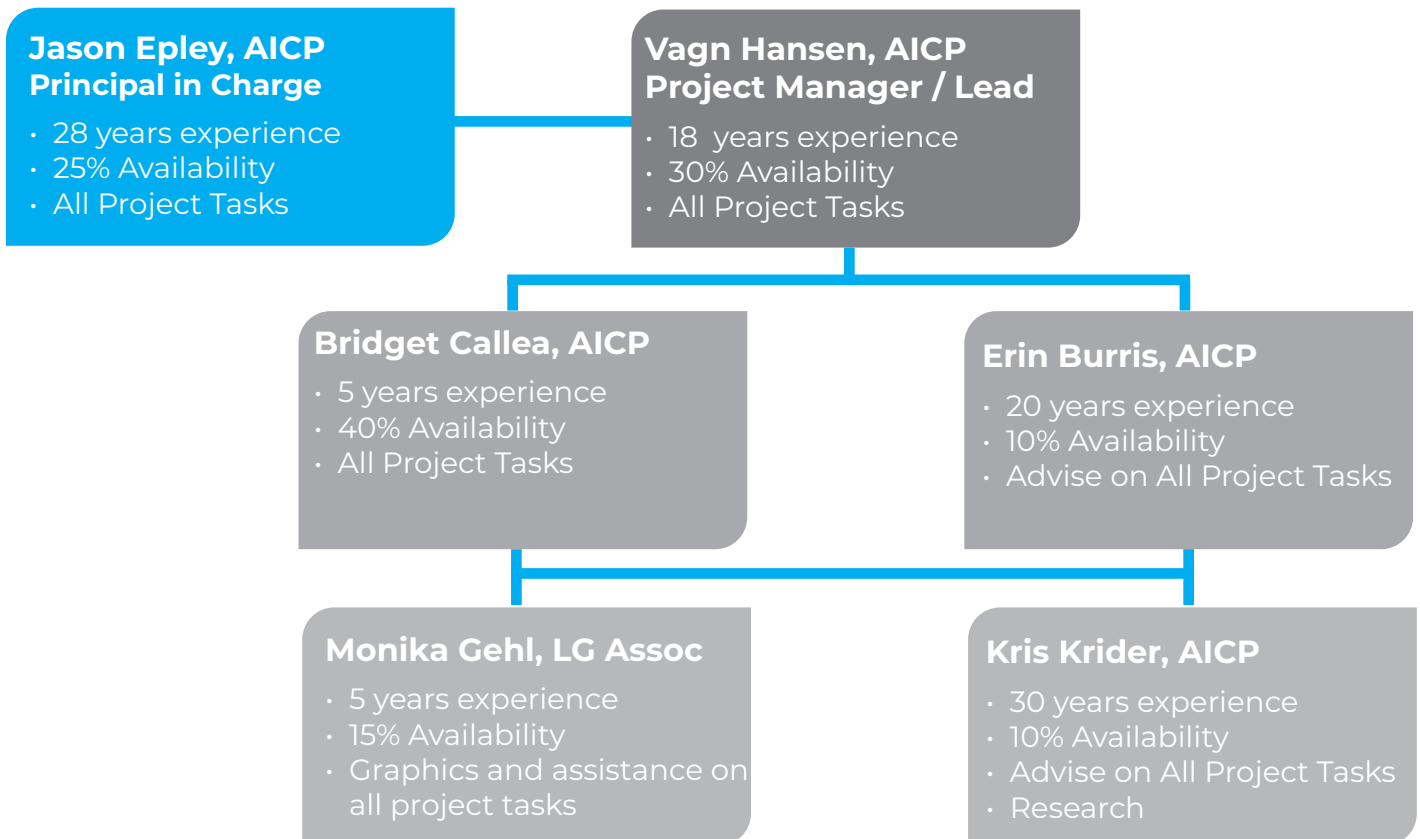


SECTION 2. TEAM QUALIFICATIONS

PERSONNEL

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

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





JASON M. EPLEY AICP

President & CEO | Benchmark

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

Education

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

Professional Certifications/Affiliations

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

Other Professional Associations

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

Relevant Experience

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



VAGN K. HANSEN AICP

Senior Planner | Benchmark

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

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

Education

MA Applied Geography, University of North Carolina - Greensboro

BA Geography, University of North Carolina - Wilmington

Professional Certifications / Affiliations

Member, American Institute of Certified Planners

Member, American Planning Association

Other Professional Associations

Executive Director, Ft. Bragg Regional Land Use Advisory Commission

Advisor, Elizabeth Community Association Land Use Committee

Relevant Experience

Comprehensive Plan
Aiken, SC

Comprehensive Plan
Gatesville, TX

Comprehensive Plan
Archdale, NC

Comprehensive Plan
Covington, VA

Comprehensive Plan
Jamestown, NC

Comprehensive Plan
Blowing Rock, NC

Neighborhood Plan
Cape Girardeau, MO

Downtown Master Plan
Suffolk, VA

Redevelopment Plan
Chapel Hill, NC

Redevelopment Plan
Navassa, NC

Multi-Jurisdictional Land Use Plan
Sanford, NC

Zoning and Subdivision Ordinances
Onslow County, NC

Comprehensive Plan
Bermuda Run, NC

Comprehensive Plan
Weaverville, NC

Comprehensive Plan
Mount Pleasant, NC



ERIN BURRIS AICP

Senior Associate | Benchmark

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

Education

MA Geography, University of North Carolina - Charlotte

BA Architecture, University of North Carolina - Charlotte

Certifications/Memberships

Member, American Institute of Certified Planners

Member, American Planning Association

Relevant Experience

Comprehensive Plan
Bermuda Run, NC

Comprehensive Plan
Mount Airy, NC

Comprehensive Plan
Archdale, NC

Comprehensive Plan
Pleasant Garden, NC

Comprehensive Plan
Weaverville, NC

Comprehensive Plan
Marshall, NC

Comprehensive Plan
Yadkinville, NC

Comprehensive Plan
Mount Pleasant, NC

Long Range Plan Review
Fayetteville, NC

Zoning Ordinance
Morganton, NC

Unified Development Ordinance
Mineral Springs, NC

Unified Development Ordinance
Yadkinville, NC

Zoning Ordinance
Colleton County, SC

Sign Ordinance
Concord, NC

Unified Development Ordinance
Walterboro, SC



BRIDGET CALLEA AICP

Urban Planner | Benchmark

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

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

Education

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

Certifications/Memberships:

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

Relevant Experience

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



MONIKA GEHL AICP

Urban Designer and Urban Planner | Benchmark (Austin)

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

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

Education

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

Certifications/Memberships

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

Relevant Experience

Comprehensive Plan
Jamestown, NC

Downtown Master Plan
Suffolk, VA

Downtown Master Plan
Myrtle Beach, SC

Comprehensive Plan
Jamestown, NC

Redevelopment Study
Chapel Hill, NC

Comprehensive Plan
Archdale, NC

Neighborhood Plan
Cape Girardeau, MO

Comprehensive Plan
Covington, VA

Comprehensive Plan
Gatesville, TX

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

Regional Land Use Study
Fayetteville, NC

Redevelopment Study
Navassa, NC

Small Area Plan
Killeen, TX

Regional Land Use Study
Little Rock, AR



KRIS KRIDER AICP

Senior Associate - Urban Design | Benchmark (Arlington)

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

Education

MA Architecture, University of California at Berkeley
BA Architecture, University of North Carolina - Charlotte

Certifications/Memberships

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

Relevant Experience

- Comprehensive Plan
Weaverville, NC
- Comprehensive Plan
Shepherdstown, WV
- Comprehensive Plan
Blowing Rock, NC
- Comprehensive Plan
Archdale, NC
- Urban Design Plan
Winston-Salem, NC
- Courthouse Square Sector Plan
Arlington County, VA
- Walnut Hills Redevelopment Plan
Cincinnati, OH
- Oak to 9th Development Plan
Oakland, CA
- NC 73 Land Use & Economic Plan
Davidson, NC
- Huntington Main Street Plan
Huntington, WV
- Bicentennial Master Plan
Lawrenceburg, IN
- Lawndale Drive Corridor Plan
Greensboro, NC
- Downtown Workshop
Mayodan, NC
- Downtown Master Plan
Suffolk, VA
- Urban Design Master Plan
Concord, NC

Comprehensive Plan

Archdale, North Carolina



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

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

Contact: Jason Miller, PhD, AICP, Planning Director
Phone: 336.434.7334
Email: jmiller@archdale-nc.gov

Comprehensive Plan

Jamestown, North Carolina



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

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

Comprehensive Plan

Blowing Rock, North Carolina



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

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

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

Comprehensive Plan

City of Aiken, South Carolina



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

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

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

Comprehensive Plan

Covington, Virginia



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

Contact: Jon Lanford, County Manager
Phone: 540.863.6600
Email: janford@co.alleghany.va.us

Contact: Eric Tyree, Dir. of Development Services
Phone: 540.956.6356
Email: etyree@covington.va.us

Comprehensive Plan

Shepherdstown, West Virginia



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

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

Contact: Jim Auxer, Mayor
Phone: 304.876.2312
Email: jimauxer@yahoo.com

Comprehensive Land Use Plan

Cleveland County, North Carolina



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

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

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

Downtown Master Plan

Concord, North Carolina



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

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

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

Comprehensive Plan

Bermuda Run, North Carolina



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

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

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

Comprehensive Plan

Mount Airy, North Carolina



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

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

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

Land Use Plan

Sanford/Lee County, North Carolina



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

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

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

Comprehensive Plan

Waxhaw, North Carolina



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

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

SECTION 3. CURRENT PROJECTS

CAPACITY OVERVIEW

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

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

SECTION 4. REFERENCES

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

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

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

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

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

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



SECTION 5. SCOPE OF WORK

OVERVIEW

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

PROPOSED WORK PLAN AND SCHEDULE

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

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

TASK ONE. PROJECT INITIATION & COMMUNITY ENGAGEMENT PLAN

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

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

TASK TWO. COMMUNITY ASSESSMENT

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

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

TASK THREE. STAKEHOLDER LISTENING SESSIONS

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

TASK FOUR. INITIAL PUBLIC INPUT

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

TASK FIVE. PLAN VISION AND GOALS

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

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

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

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

TASK ONE. PREPARE THE DRAFT PLAN

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

TASK TWO. PUBLIC INPUT ON THE DRAFT PLAN

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

TASK THREE. DEVELOP THE FINAL PLAN

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

TASK FOUR. ADOPTION PROCESS

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

TASK FIVE. FINAL DELIVERABLES AND IMPLEMENTATION COMMITMENT

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

Phase Two Tasks

Timeframe

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

2023

2024

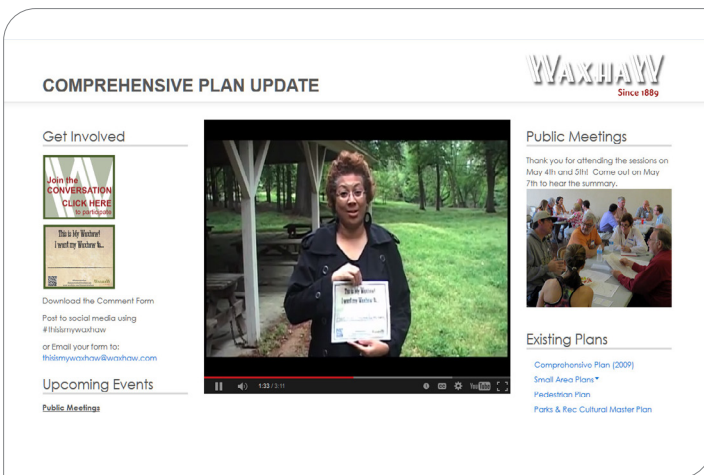
	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
PHASE ONE												
Task One Initiation	█											
Task Two Assessment	█	█	█	█	█							
Task Three Stakeholders		█	█									
Task Four Public Input				█	█							
Task Five Vision & Goals						█	█					
PHASE TWO												
Task One Draft Plan							█	█	█			
Task Two Public Input									█	█	█	
Task Three Final Plan										█	█	█
Task Four Adoption											█	█
Task Five Deliverables												█



4th of July Public Engagement - Archdale, NC



Archdale Growth Management Game



Project Website - Waxhaw, NC



Alive after Five Event - Lumberton, NC



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



Walking Tour - Jamestown, NC

SECTION 6. COMMUNITY ENGAGEMENT

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

SMALL GROUP LISTENING SESSIONS

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

VIRTUAL PUBLIC ENGAGEMENT & COMMUNITY CONVERSATIONS

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

PUBLIC ENGAGEMENT AND NOTIFICATION

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

DROP-IN MEETINGS

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

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

RSVP / TICKETING SOFTWARE FOR PUBLIC MEETING MANAGEMENT

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

GAME BOARDS & ACTIVITIES

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

PANELIST PRESENTATIONS

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

SPECIAL EVENTS & POP-UP EVENTS

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

WALKING TOURS

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

SECTION 7. COST ESTIMATE

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

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

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

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