



# PROPOSAL FOR CITY OF HENDERSONVILLE, NC

Comprehensive Plan Update  
August 31, 2022

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Senior Urban Designer  
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**Cole Jenest & Stone**  
**BOLTON & MENK, INC.**

In partnership with

City Explained, Inc.  
Nealon Planning, PLLC

Retail Strategies, LLC  
Green Heron Planning, LLC



August 31, 2022



Mr. Lew Holloway  
Community Development Director  
City of Hendersonville, NC  
160 6<sup>th</sup> Avenue  
Hendersonville, NC 28792

200 South Tryon Street | Suite 1400  
Charlotte, NC 28202  
704-376-1555 | Bolton-Menk.com

RE: Proposal for RFP #231200001 for COH Comprehensive Plan Update

Dear Mr. Holloway:

It's been quite a while since our paths crossed in WNC in the mid-2000s, but one thing hasn't changed: the allure of the mountains. The City of Hendersonville has continued to be a gem of WNC, whose Main Street shines as an example that many towns and cities aspire to reach. So, it's no surprise that the popularity and growth resulting from creating such a great place has led to the desire from the city and its community to seek a renewal of their commitment to impactful policy changes that will shape Hendersonville for the next 25 years and beyond. Having the foresight to seek revisions now is wise. Imagine, after the past two years of pandemic and social unrest, a plan that was completed prior to the many changes that are shaping how people view their city, town, or neighborhood? In short, it's a great time to think about the future.

ColeJenest & Stone/Bolton & Menk and its talented partners are pleased to present our proposal to work with city staff and the community to thoughtfully develop a 2045 Comprehensive Plan, downtown plan, transportation plan, and updated zoning ordinance. One differentiator our team brings is the knowledge of having been in your seat, working with a consultant team to craft policies for your community. Our team's experience in public service gives us a unique understanding of how to lead projects like this from your vantage, and that knowledge helps us deliver plans, policies, and implementable projects that are reflective of your desires and a document that will not sit on the shelf.

Our team of urban designers, planners, and transportation engineers, coupled with a savvy and thorough engagement strategy, can help you deliver policies, strategies, and projects that are practical, measurable, and implementable. Just as our byline suggests, we are ready to work with you to provide a framework that continues to promote Hendersonville as a safe, sustainable, and beautiful community.

### Project Understanding

The city displayed candor in addressing the shortcomings of the original 2009 document and reaffirming its economic and development goals for 2030 and 2045. Our proposed team has a wealth of planning knowledge and experience in similarly sized cities and towns across the state of North Carolina and beyond where we can draw lessons learned and craft solutions specific to Hendersonville. We understand the characteristics and nuances that make your city a destination for tourists, retirees, remote workers, businesses, and families of all types. This dynamic has only accelerated the desire and affordance for people to live in cities of their choice, and they choose great places first. We will carefully research historical demographics and economic factors, then look forward to forecasting the next generation of Hendersonville's community. This will be compiled and organized into a compelling plan with impactful policies, programs, and projects that will align with the city's vision.

We understand that the city wishes to include alternates to several elements that are critical in helping set an actionable future for Hendersonville. While we have provided estimates for these as separate items, we would highly encourage you to embed them into the process of updating the comprehensive plan for two reasons:

1. A comprehensive plan without transportation and downtown elements is simply incomplete. A plan with significant thought, put toward the heart of your community will answer all critical questions.

2. The efficiency of including them as elements in the planning process will save you money and extend our ability to help you within your budget (i.e. the costs of those individual line items will be reduced).

I have no doubt that we can co-create a great plan that includes all the elements you desire within your budget, but that takes a more detailed discussion with the Hendersonville team.

### Summary of Approach

Our approach will create a compelling framework that will allow you to use each of the individual elements as standalone items (like the downtown plan) while still integrating those elements in the comprehensive plan process and final plan document. It will demonstrate our collective understanding of how the community has changed and how it will continue to evolve by documenting a vision that is universally supported, adaptable, and grounded. Think of it as a kit of parts that will define the policies, programs, and projects that will ensure that Hendersonville continues to be a great place. Our approach will

- **Celebrate great places and define the elements most important to community character**
- **Balance environmental sustainability and resiliency with continued growth**
- **Establish an equitable economic development strategy to ensure a prosperous future**
- **Strengthen mobility and connectivity throughout the community**
- **Find a seat at the table for all**

Our company has taken meaningful strides to implement an approach that we call Community-Centered Design as a way to ensure that our partnership with you will take an equitable approach to solutions and public engagement, while making sure every voice is heard. A healthy mix of both traditional and digital media will be used to cover the gamut of a geographically, socioeconomically, and a culturally diverse population. We are also experienced in “non-traditional” methods of communication including pop-up events and “front-porch” meetings. Immersive, direct communication with residents—facilitated in their local community—can remove barriers and be a catalyst for engagement.

### Summary of Costs

We understand the necessity of having to make the hard choice of including Alternates based on your total budget. We firmly believe that we will be able to right-size our project approach and engagement strategy to stay within budget once we are able to have a conversation about how best to accomplish all of your project's goals. Our fee estimate total (before Alternates) is \$191,400 and Alternates 1&2 is \$80,000.

CJS/Bolton & Menk and our partners are the team with necessary knowledge, expertise, and national experience to assist the City of Hendersonville staff, elected officials, and residents on this important planning effort. I will serve as your lead contact for our team. Please contact me at 910-409-5076 or [Grant.Meacci@bolton-menk.com](mailto:Grant.Meacci@bolton-menk.com) if you have any questions regarding our proposal.

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



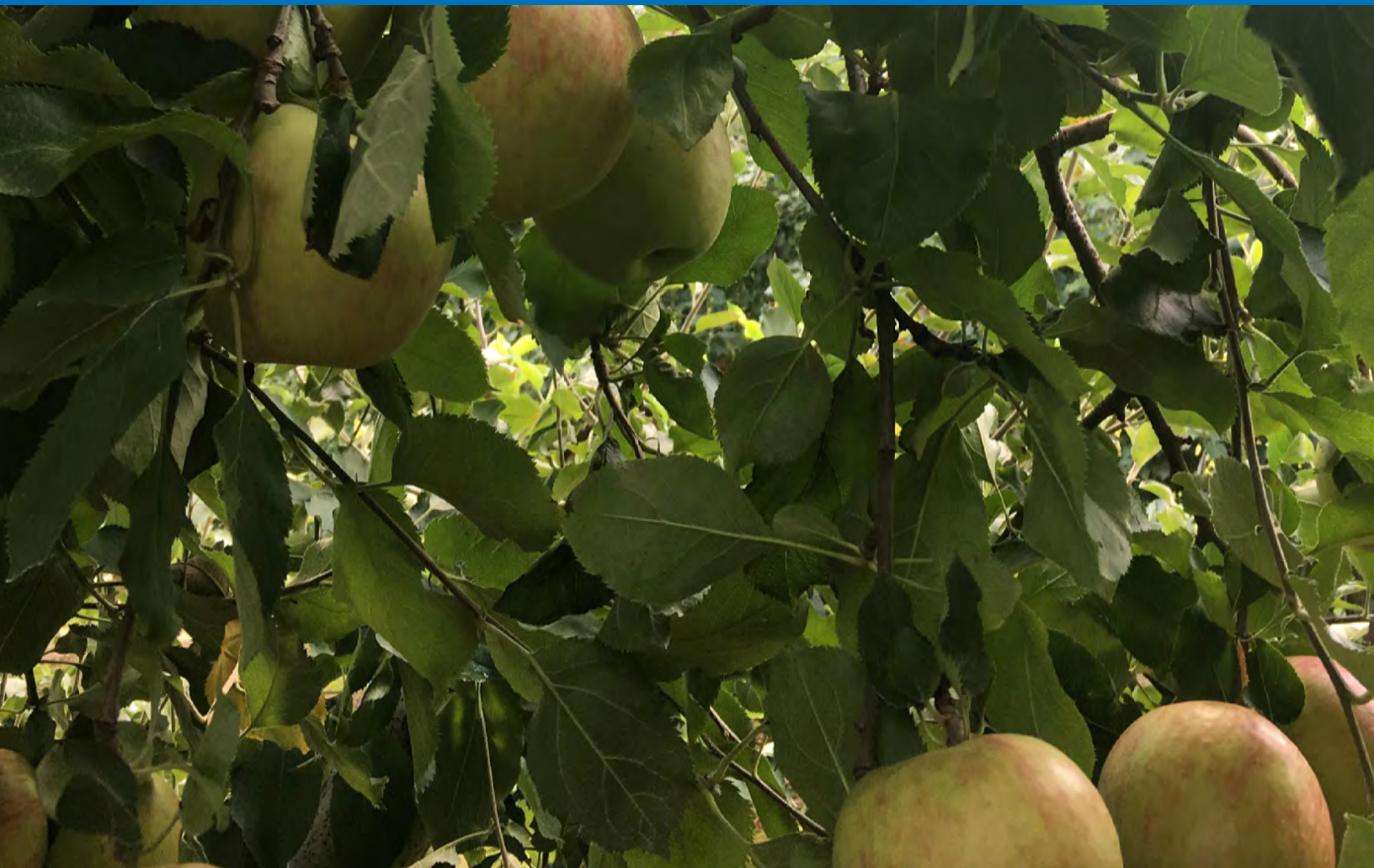
Grant Meacci, PLA, LEED AP  
Senior Urban Designer





# EXECUTIVE SUMMARY

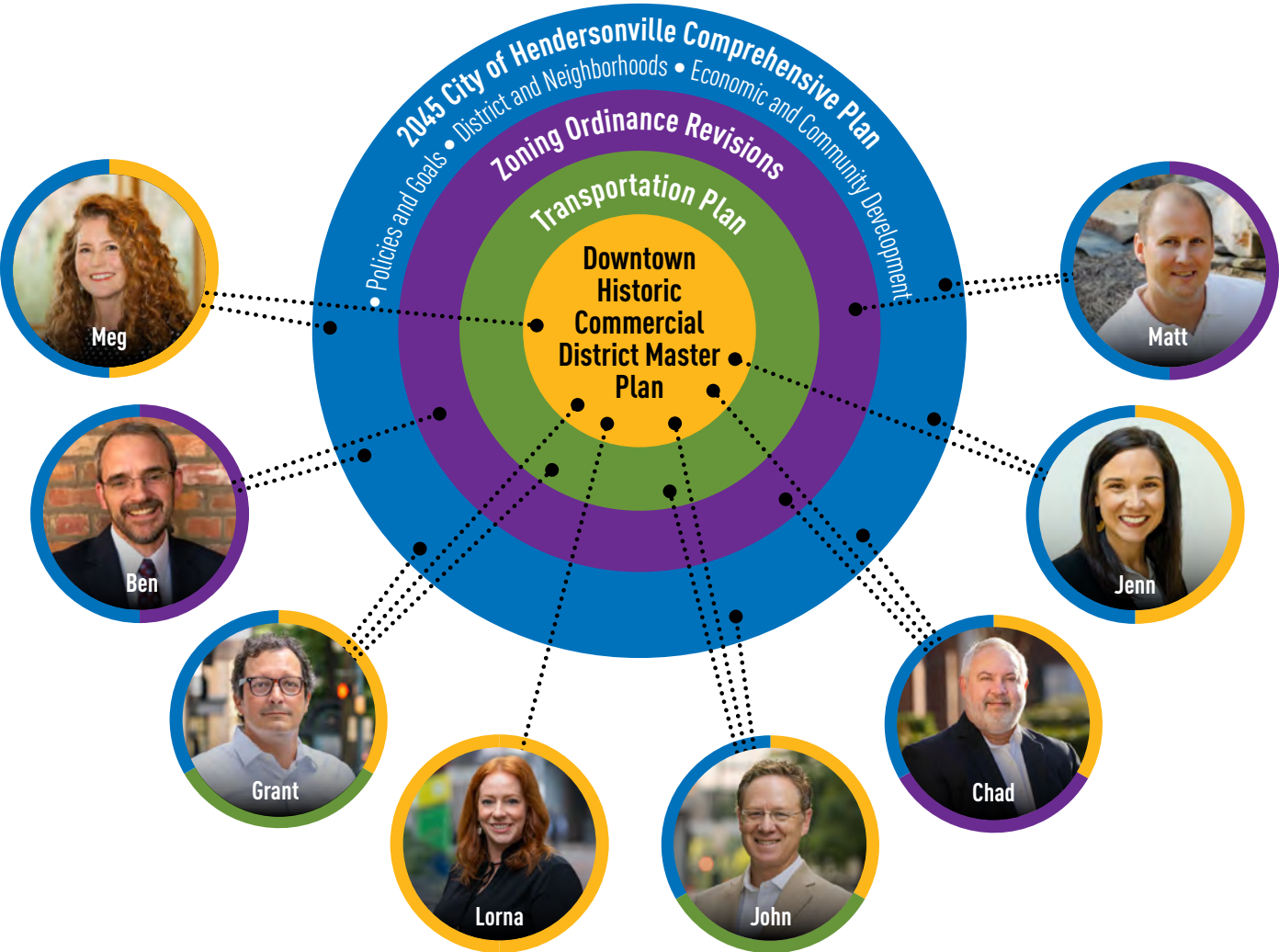
**Project Team**





# Project Team

**We have assembled a great team.** They are professionals known for their practical experience, creativity, collaboration, and commitment to improving communities.





**GRANT MEACCI, PLA, LEED AP**  
Senior Urban Designer

Grant will lead team coordination and the downtown plan element.

Grant is a senior urban designer at

Bolton & Menk and is a Professional Landscape Architect. Prior to joining our firm, Grant worked in public service as an assistant planning director managing the Urban Design and Preservation Division for the City of Charlotte and the Urban Design Center for the City of Raleigh. With 30 years of design and planning experience, he has led a wide variety of plans and design projects in both the public and private sector. That experience allows him to balance both practical and aspirational elements needed to develop plans and design strategies for redevelopment that lead to implementable actions and transformative change. His career has focused on designing projects that create vibrant places, enhance people's quality of life, and foster stronger community.



**LORNA ALLEN, ASLA, PLA**  
Project Manager

Lorna will be responsible for project management, the downtown plan, and public engagement elements.

Lorna provides extensive planning, urban design, and placemaking experience building consensus through community input and engagement. Her work has been published and has won state and national awards in master planning, communication, and site design.



**MATT NOONKESTER, AICP (CITY EXPLAINED)**  
Comprehensive Plan Co-Lead

Matt will be responsible for the comprehensive plan and scenario planning elements.

Matt has 25 years of progressive planning experience managing projects that help local, regional, and state government officials tackle difficult public policy planning issues. He has led or been part of 47 comprehensive plan projects in 19 states, including 16 in North Carolina. His grassroots approach energizes the community, and his ability to capture their vision in a document that does not overburden local government positions staff and elected officials well for implementation.



**MEG NEALON, AICP, PLA (NEALON PLANNING)**  
Comprehensive Plan Co-Lead

Meg will be responsible for the comprehensive plan and district/neighborhood focus area elements.

Meg has been assisting clients in the public and private sectors with complex planning and design efforts for more than 30 years. She is the founder of Nealon Planning. She combines her analytical capabilities, knowledge, and experience derived from a wide range of projects. She is focused on helping communities manage change while respecting the natural and cultural assets upon which their identities and economic opportunities are based.



**JENN GREGORY (RETAIL STRATEGIES)**  
Market, Retail, and Downtown Economic Analyst

Jenn will be responsible for the economic development element.

Jenn advises communities on market analysis, tourism, economic vitality, and design and assists businesses with their digital presence, omni-channel marketing, and understanding a post-COVID market. She joined Retail Strategies in 2019 with a 13-year career in community development and downtown revitalization. Prior to joining Retail Strategies, Jenn served as CEO of a regional development partnership which consisted of the chamber of commerce, visitors and convention council, county economic development, and the city main street organization.



**BEN HITCHINGS, FAICP (GREEN HERON PLANNING, LLC)**  
Implementation Lead

Ben will be responsible for the comprehensive plan implementation and zoning ordinance elements.

Ben is a School of Government Fellow and the principal of Green Heron Planning, LLC. He provides research, guidance, and teaching on land use and community planning to inform clients throughout North Carolina. A past president of the North Carolina chapter of the American Planning Association (APA-NC), Ben has almost 30 years of experience working on planning issues.





**S. CHAD HALL, AICP**  
Urban Designer/Planner

Chad will be responsible for the district/neighborhood focus area elements and downtown plan.

Chad is a senior landscape designer who began his career in 1995. He is experienced in urban design and planning, advocating for sustainable Smart Growth and New Urbanist principles in various towns and cities throughout the southeast. He offers a well-rounded passion for creating high quality of life places. His diverse background illustrates creative ways to realize responsible aesthetic form and function.



**JOHN COCK, AICP**  
Senior Transportation Planner

John will lead the transportation plan element.

Over the last two decades, John has worked on urban trail, bicycle, pedestrian, Complete Streets, and sustainable mobility solutions with communities throughout the southeast. He has led the transportation element of many comprehensive planning projects. John has special expertise in the areas of planning and design for walking and bicycling, land use and transportation integration, Complete Streets design, transit access, parking management, new mobility planning, project management, and group facilitation.



**KATHERINE AMIDON, AICP**  
Public Engagement Lead

Katherine will be responsible for the comprehensive plan and public engagement.

Katherine is a senior environmental planner and hands-on project manager with a focus on planning, land use/water quality, stakeholder engagement, policy analysis assessment, and brownfields redevelopment. Katherine began her career in 2012 and as project manager for multiple municipal projects, she leads teams of professional engineers, landscape architects, planners, and subcontractors in environmental assessments, strategies, and planning. She is adept at applying standard project management principles to keep projects on track and clients and stakeholders engaged. She is an enthusiastic and engaging public speaker and enjoys coordinating with stakeholders and helping to build consensus for complex projects.



**JIM MERTZ, GISP**  
GIS Lead

Jim will assist with public engagement and lead GIS analytics for all elements.

Jim began his career in 2011 and has served in a variety of roles on projects, including project management, transportation planning, public engagement, web application development, and spatial analysis. He is passionate about coordinating clients, communities, and stakeholders on projects. Jim's approach is based on his belief that all projects must meet the needs of those it affects.







# FIRM OVERVIEW

Background | Similar Project Experience





## Background

CJS/Bolton & Menk was founded in 1949 and our commitment to communities has remained throughout our history. We specialize in providing design and engineering solutions that make our communities safe, sustainable, and beautiful. Our goals are simple—**make progress by listening to what people want, finding the best solutions for their needs, and treating them right.**

We have provided planning and urban design services for many years; however, in 2021 we entered a new era, bringing **Placemaking, Planning, and Policy** services to the forefront of what we do as a company. Through carefully planned strategic hires and acquisitions, our team and expertise in these areas have expanded greatly in terms of staff, experience, and résumé. While still firmly grounded in our principles of local presence and long-term commitment, we now have expanded capabilities in small area planning, master planning, transit-oriented development planning and design, private development feasibility and planning, parks and open space planning and design, and urban design and placemaking. Alongside our expertise in transportation, water resources, funding, project communication, and related services, we offer a comprehensive approach for communities looking to make their vision a reality to help create and maintain great places.

With offices in Greenville, South Carolina; Raleigh and Charlotte, North Carolina, the greater Bolton & Menk team has been providing award-winning urban design and land planning solutions throughout the Southeast for more than 30 years.

The Bolton & Menk planning and urban design staff helps clients plan and design their future. Rooted in skilled technical analysis, visionary yet practical insights, and intentionally inclusive public engagement, we facilitate community-centered consensus for buildable, sustainable solutions. Our team helps solve multifaceted problems with technical, regulatory, funding, and community expertise. We deliver plans and designs for projects that transcend expectations.

Our team's **100+ professional planning, landscape architecture, surveying, and engineering staff throughout the Carolinas** carry these core values and principles into every project. Today, Bolton & Menk has nearly 800 employees throughout 26 locations in the Upper Midwest and Southeast United States, including a professional staff of more than 250 engineers, planners, landscape architects, and surveyors providing services to more than 500 communities and agencies that advocate for community.

We promise every client two things: we'll work hard for you and we'll do a good job. We take a personal interest in the work being done around us. At the end of the day, we're **Real People** offering **Real Solutions**.



## Solutions Provided:

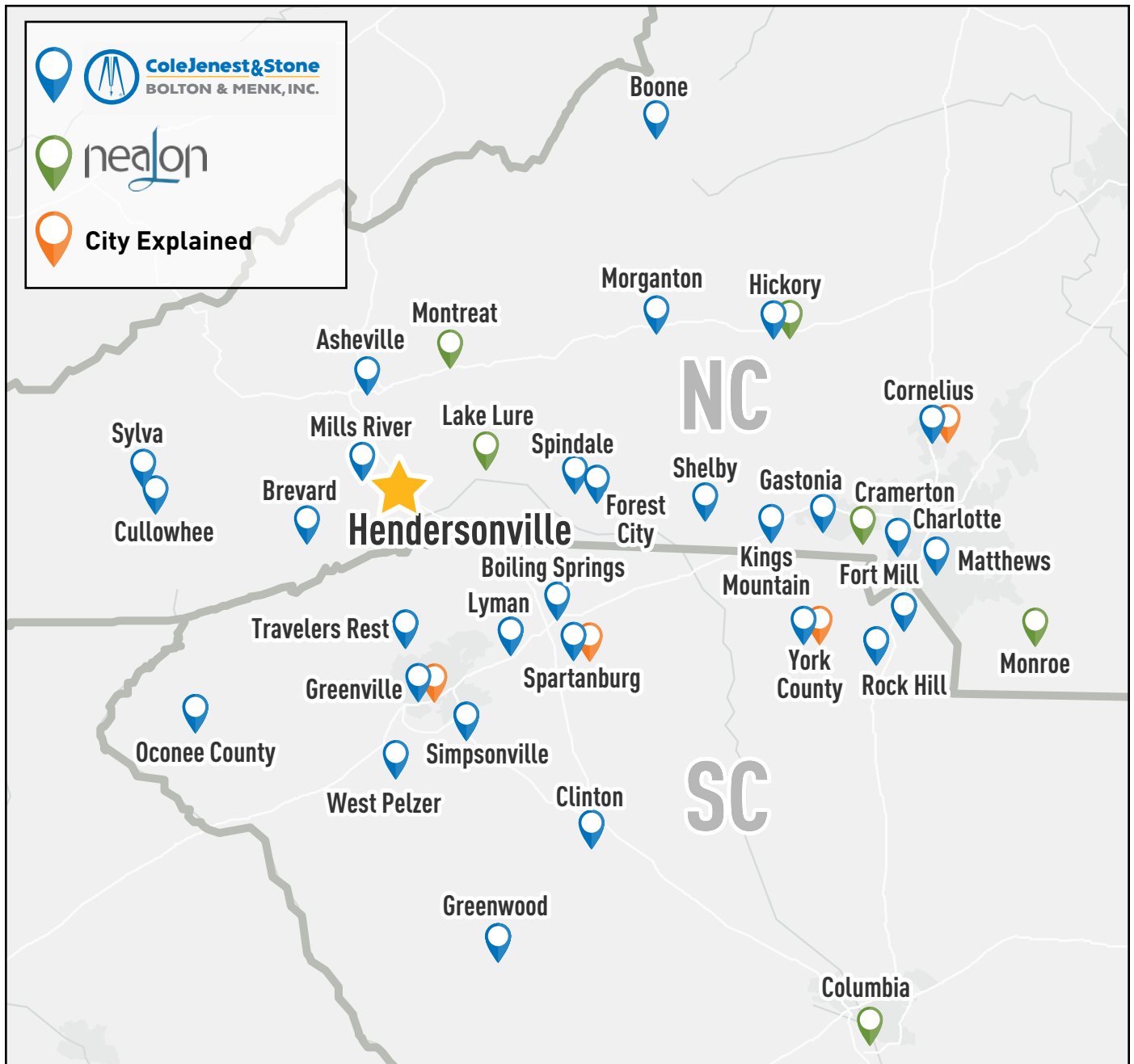
- Planning & Urban Design
- Transportation Planning & Engineering
- Geographic Information Systems
- Project Funding Support
- Project Communication
- Creative Studio Services
- Civil/Municipal Planning & Engineering
- Water & Wastewater Engineering
- Structural Services
- Aviation Services
- Water Resources Engineering
- Environmental Planning & Permitting
- Construction Administration & Inspection
- Land Surveying

Origin: St. Peter, MN (1949)

State of Incorporation: Minnesota

Current Size: 794 Employees

We provide planning, urban design, and placemaking services to many communities throughout the Western Carolinas and the U.S.





## Similar Project Experience

### 2040 COMPREHENSIVE PLAN UPDATE

HOPKINS, MINNESOTA



#### CLIENT

City of Hopkins, MN

#### REFERENCE

Kersten Elverum  
Director of Economic  
Development & Planning  
City of Hopkins  
952-935-8474  
kelverum@hopkinsmn.com

#### PLANNING + COMMUNITY ENGAGEMENT

As part of its required 2040 comprehensive plan update, the City of Hopkins wanted to shape a new vision for growth and development. The community was looking to leverage opportunities around three Green Line Extension light rail stations to support mixed use, transit-oriented development. It was also looking to support its downtown, strengthen residential areas and neighborhood nodes, and further goals around equity and sustainability.

Bolton & Menk led a team to work with the city to complete a plan update. The process included creative and inclusive outreach strategies, using a community advisory committee, numerous community meetings and pop-ups, an online interactive mapping interface, artist involvement in engagement, and topics on social media.

Both the planning process and the resulting plan were organized around four environments: natural, built, social, and economic. There were expanded themes of sustainability and equity throughout the plan, with additional content on arts and culture, public health and wellness, and sense of community.



Click here to see how Hopkins used the 2040 Comprehensive Plan Update to implement "The Artery."



#### Town of Fuquay-Varina 2040 Community Vision Land Use Plan

Fuquay-Varina, North Carolina  
Completed by City Explained and Nealon Planning



#### Village of Pinehurst 2019 Comprehensive Plan

Pinehurst, North Carolina  
Completed by City Explained and Nealon Planning



#### Charlotte Future 2040 Comprehensive Plan

Charlotte, North Carolina  
Completed by City Explained, Grant Meacci, and Lorna Allen (City of Charlotte)

## DOWNTOWN IMPLEMENTATION PLAN

MARSHALLTOWN, IOWA



### CLIENT

City of Marshalltown

### REFERENCE

City of Marshalltown  
641-754-5701

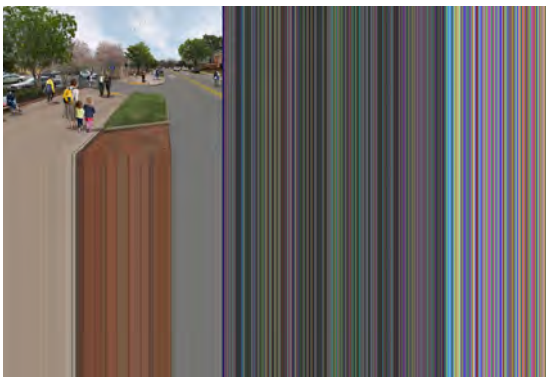
### PLANNING + URBAN DESIGN + TRANSPORTATION PLANNING & ENGINEERING

Bolton & Menk was hired to refine the vision of the master plan and develop a cohesive strategy for implementing the outcomes of the previous planning study. Components of this project focused on defining the character of the streetscape environment, evaluating various parking scenarios, a comprehensive pavement management plan for downtown, and the consideration for transitioning one-way streets back to two-way traffic.

The study area covered 30 square blocks in downtown with consideration given to every street, sidewalk, and alley in the area. On-street parking types were evaluated and the feasibility of a one-way to two-way conversion of the parallel corridors of Church Street and Linn Street were completed to promote safer vehicular and pedestrian traffic throughout the downtown business district. These improvements focused on the implementation of strategies that would create a more vibrant downtown core, while improving public safety.

## COMMUNITY MASTER PLAN

BOILING SPRINGS, NORTH CAROLINA



### CLIENT

Town of Boiling Springs

### REFERENCE

Bill Ellis  
Mayor  
704-477-0550  
bill.ellis@boilingspringsnc.net

### MASTER PLANNING + LANDSCAPE ARCHITECTURE + CIVIL ENGINEERING + URBAN DESIGN

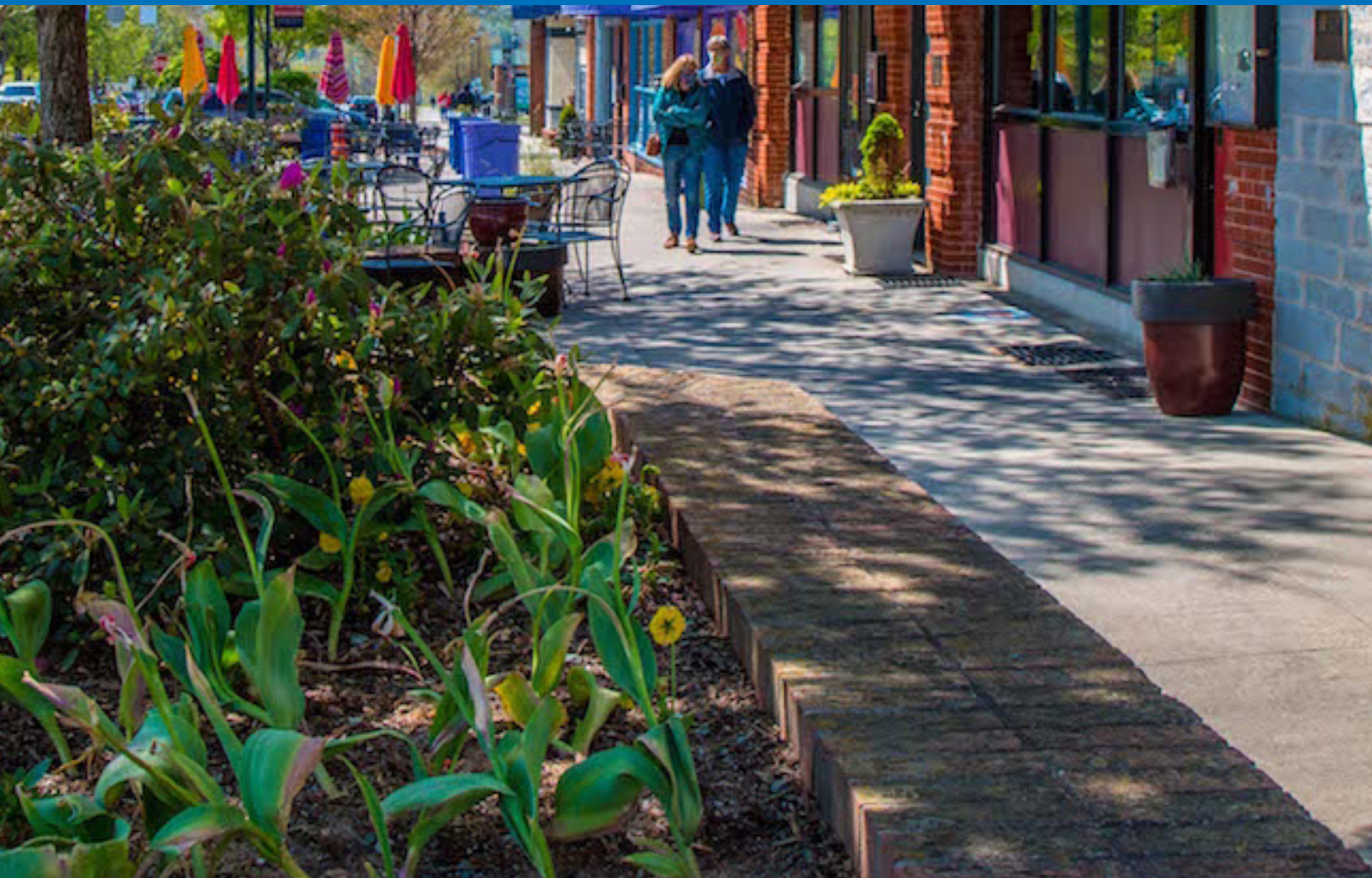
As the Town of Boiling Springs, North Carolina continues to experience growth, the need for a unified vision and improvement plan became a priority to properly accommodate the future development. Through coordination with the town, CJS/Bolton & Menk generated a master plan that took into consideration the overall street designs, land use and open space areas, planting area locations, lane widths and configurations, public art locations, and furniture and signage locations. The team also collaborated in development of the town's bike, pedestrian, and parking study to establish key areas of interest and public investment. As part of the town's effort to identify the community's ideas and recommendation, our firm conducted design workshops to strategize outcomes and goals with local constituents. As a follow on to our planning efforts, our staff have assisted the town with grant funding applications for infrastructure project implementation.





# PROJECT APPROACH

Overall Approach to the Project | Key Topic Areas





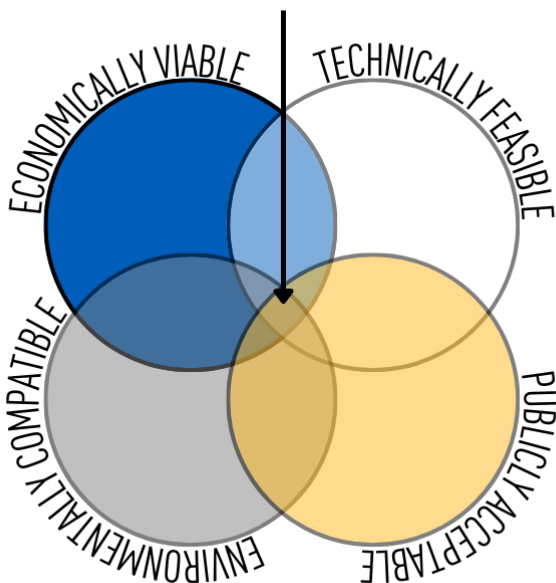
## Overall Approach to the Project

A successful comprehensive plan depends on a complete understanding of the City of Hendersonville's issues and resources, as well as the culture that makes Hendersonville uniquely your city. We understand the need to be flexible and creative as we work together to develop a guide to the future. Our team has been serving the region for years and has a deep understanding of the challenges and opportunities the community will face in the coming decades. To do so, the city is updating the current comprehensive plan. **The 2045 City of Hendersonville Comprehensive Plan must**

- Establish a common vision for future growth based on shared community values and priorities
- Guide the future growth and redevelopment of the city
- Incorporate existing plans and policies into a single, cohesive document
- Establish a framework for future decision-making
- Tailor engagement strategies and activities geared to reaching all, particularly the meaningful involvement of lower-income and underrepresented populations

Our team believes that an **equitable and sustainable decision-making planning approach** results in a comprehensive plan that is technically feasible, economically viable, environmentally compatible, and publicly and politically acceptable.

## Sustainable Solution



An **economically viable** plan is sensitive to local market, economic, and fiscal conditions, and will create a vision for the future that is both inspiring and achievable.

An **environmentally compatible** plan identifies both natural and built assets in the community and balances policy alternatives to protect and accentuate existing resources while supporting improvements that enhance community livability, sustainability, and resiliency.

A **technically feasible** plan builds upon work already completed, establishes policies and objectives based on sound planning principles, and applies extensive experience to finding flexibility and feasible solutions at the policy level.

An **equitable and universally supportable** plan identifies and involves stakeholders early in the decision-making process, listens and understands issues, and informs and maintains communication. We will achieve this in partnership with you by

- Building on prior investments
- Listening and adjusting
- Creating an attainable future



### Building on Prior Investments

Prior planning efforts like the 2030 Comprehensive Land Use Plan have many goals that are still applicable today. With these prior planning investments made, we can help the city create a cohesive package with new guidance for land use, multimodal transportation, and applicable design options for each neighborhood and corridor in the community.

### Listening and Adjusting

Our team has technical expertise that can provide tools and solutions to the problems, but ultimately, we know these projects will be guided by city staff and officials, emergency service providers, community engagement, and feasible funding mechanisms. With our team's foundational belief in communication and a nimble approach to the planning process, we can respond to adjust our approach as we learn and encounter new information during the comprehensive planning process. We will listen to the needs of the community and respond with expert technical solutions to meet those needs.

### Creating An Attainable Future

This plan will create the implementation guidebook that is publicly accepted, so no doubt is left about the next steps. This includes land use policies that determine when, where, and how development takes place, as well as clear technical street design guidance for a more livable, sustainable community. With an eye towards implementation, our goals can target short-term changes that make large impacts, then long-term improvements that make Hendersonville the preferred "home" of residents for years to come.



## Key Topic Areas – We've Got You Covered

### Scenario Planning

Led by City Explained (CEI), our team actively uses scenario planning in places ranging from small, newly incorporated cities to large metropolitan regions. We have experience developing both numerical data models and spatial data models that provide real-time representation of growth alternatives and the trade-offs between them. We have recently started publishing likely impacts analysis reports within the comprehensive planning process to enumerate quantitatively the opportunities, challenges, and trade-offs associated with alternative growth scenarios for a comprehensive long-range plan.

### Economic Development Strategy

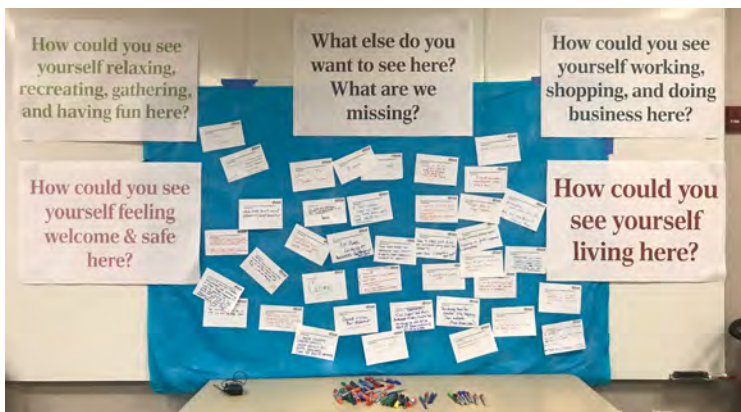
Hendersonville plays a big role in the continuing momentum behind the Asheville Metro regional population growth. Our team is equipped to delve into market and economic strategies to link land use and development decisions to existing and future market realities to identify the most mutually beneficial opportunities for Hendersonville's growth.





### Transportation and Mobility Planning

Mapping, needs assessments, street design principles, and transportation policies and regulatory tools will be assembled into a strategic mobility element that aligns the vision for community character with appropriate transportation network and corridor solutions. Our transportation recommendations will be based on principles for developing a holistic and complete transportation network and Complete Street solutions for each corridor. We will plan for a transportation system that equitably considers all users from pedestrians and cyclists and transit riders to freight haulers and private motor vehicle drivers. We will reflect regional and NCDOT transportation goals and determine how to best integrate these with the local vision for Hendersonville.



### Implementation Strategy

We know that a plan is only as good as its strategy for implementation. Our team is experienced in building consensus to prioritize and implement plans based on stakeholder input, market demand, and availability of strategic funding. Though, our team carefully balances the analysis of data with the goal of generating a robust vision and identifying priority actions. This frequently takes the form of ordinance and zoning recommendations, but may also include establishment of specific area standards, design guidelines, economic development initiatives, and other plan implementation approaches, as needed.



### Downtown Historic Commercial District Master Plan

The city has had great success with the preservation of cherished historic structures and a vibrant main street; however, with multiple downtown studies and zoning districts can cause confusing with policy that doesn't always align. Our team has been successful leading plans, policy changes, and zoning ordinance revisions that simplify and create predictable development patterns and a vibrant public realm. Our planning process leads to implementable actions that influence the physical development of place and the regulatory controls that help guide it.

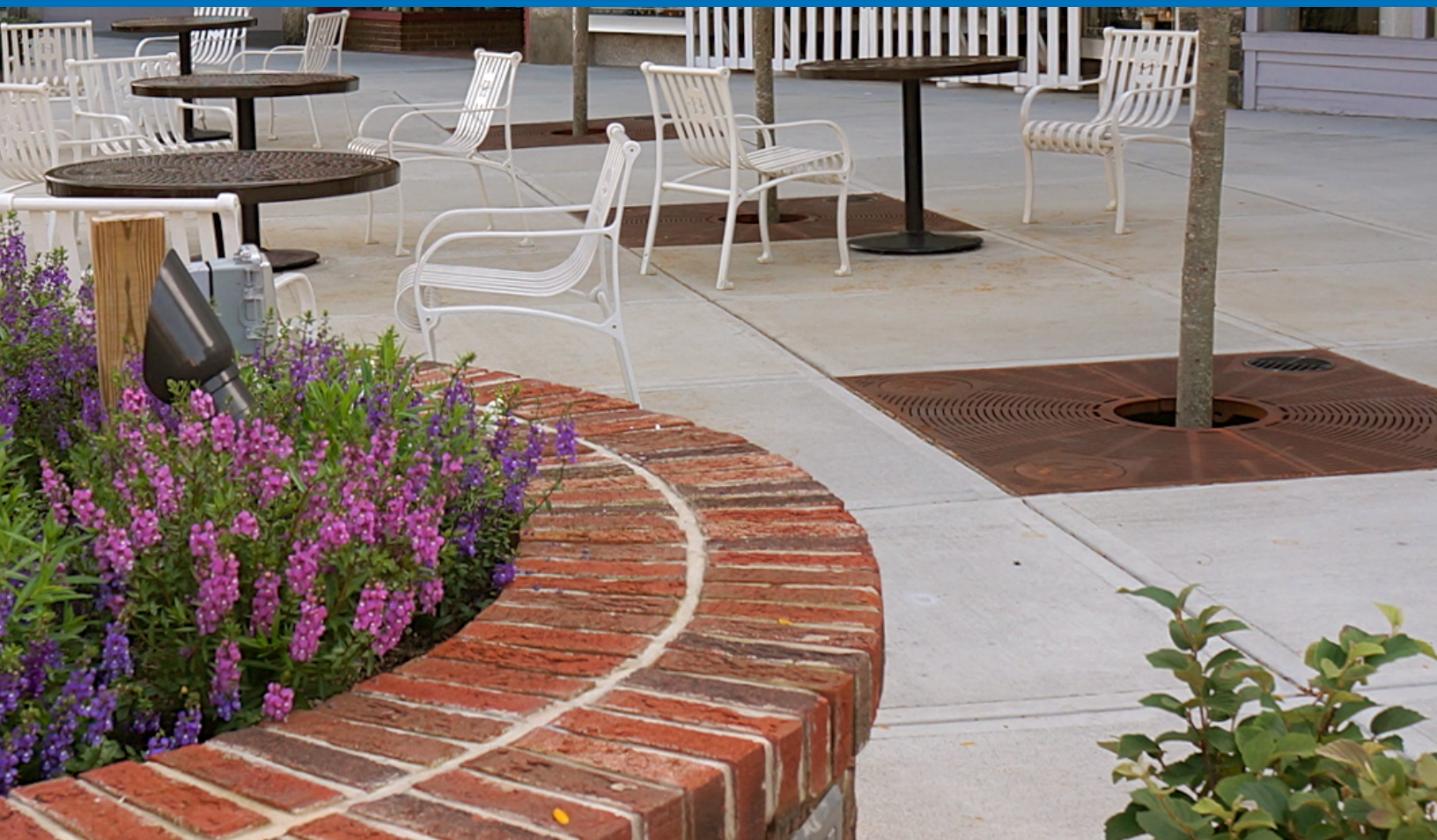






# SECTION IV (PREFERRED SPECIFICATIONS/REQUIREMENTS)

Scope of Work | Reference List | Project Schedule





## Scope of Work

We will work with you to craft the specific scope of work tailored to your needs, aligned with your goals for these projects, and within your anticipated project budget. However, our partnership with you is most important to understanding how to deliver a plan and planning process that is efficient and cost-effective. Following the general three phase process you have outlined in this request for qualifications, the following scope and expectations for the projects suggests that the downtown plan—both an embedded element of the overall comprehensive plan, while also producing a stand-alone downtown plan deliverable—can easily be used to demonstrate an actionable vision for downtown Hendersonville.

### Task 1: Project Management, Meetings, and Orientation

Bolton & Menk will manage staff, resources, and budget to successfully meet project objectives. Grant Meacci and Lorna Allen will serve as project manager and deputy project manager, working closely with the team to ensure clear and consistent communication occurs. We propose an initial orientation kickoff meeting with the city to clarify the project scope, goals, and schedule. Internal monthly project status meetings will be conducted to review plan progress and provide input on project strategy and direction. In addition to regular internal monthly meetings, periodic quarterly updates will be provided to city council and planning commission at critical points in the process.

### Task 2: Innovative Community Engagement Process

Our approach to public engagement is simple and consistent with the city's approach: to connect and engage with stakeholders in a way that is meaningful, strategic, impactful, and equitable. We believe that approaching public engagement in a meaningful way is important because people's time, input, and shared knowledge is valuable.

Our team recognizes that the City of Hendersonville is comprised of multiple communities and stakeholder groups that will require a robust public engagement strategy that includes a grassroots approach and builds upon the city's and partners' previous and ongoing engagement efforts. We expect to work alongside and be guided by the outstanding outreach work that the Community Development Department - Planning Division has been leading with prior planning efforts.



The Bolton & Menk team will develop a robust public involvement plan to engage community members, policy makers, and stakeholders throughout the duration of the project. Our team will work with the city to engage public leaders, public and private sector stakeholders, and community members to drive conversations around Hendersonville's future. We will be strategic when crafting a public engagement strategy with client communities and partners because we know engagement needs to be robust, inclusive, and meet people where they are—being conscious of things that limit a stakeholder's ability to participate such as language and technology barriers, location/time of meetings, access to transportation or childcare, or a personal understanding of the project.

We will tailor each public engagement strategy to the project's needs, making sure that we are strategic with when, where, and how often we engage with stakeholder groups—making sure we gather valuable input to shape the goals and outcomes of the project. At the center of our public engagement strategy is equity. Our team believes that equitable public engagement should be reflective of the project's stakeholders and be strategic when engaging underserved and historically underrepresented communities.

An effective, balanced, and persuasive public information and education campaign are especially important at the beginning of the process. We use a balanced approach to hosting in-person events and meetings coupled with virtual engagement opportunities to gather community information, perceptions, ideas, and expectations for the project, discuss data, and work to develop the goals and visions for the plan. Bolton & Menk prides itself on our successful public involvement process. In this community engagement plan, we outline our two-fold



communication toolbox, which includes options for in-person and virtual community engagement. Below is a description of the public engagement tools that are recommended within the process.

### A Flexible Engagement Process

The City of Hendersonville wants to provide strong and effective community engagement. Bolton & Menk understands how important this phase is to plan implementation. We have divided our engagement into two categories:

- Essential engagement tools
- Innovative digital tools

#### *Essential Engagement Tools*

##### Public Communication Plan

It is critical that we are deliberate, transparent, inclusive, and thoughtful with our engagement tactics. We will work with Hendersonville to create a public communication plan that will be targeted to the diversity of your community. Together we will prepare a timeline for engagement activities and strategies that benefit plan milestones and its overall success.

##### Elected and Appointed Officials Work Session

Implementation hinges upon the buy-in of key decision-making bodies and meeting face-to-face with these groups will be critical for plan success. Bolton & Menk will host a work session and roundtable discussion as plan recommendations begin to take shape. This will allow the project team to present findings, discuss stakeholder and public perceptions, and receive essential feedback.

##### Stakeholder Roundtable Discussions

To develop an effective economic, land use, urban design, and transportation analysis, it is critical that our project team engage with various groups of local stakeholders. We would like to connect with groups such as truck drivers, local business owners, bicycling groups, etc. to discuss the needs and goals of the people that live, work, and play in Hendersonville. We would also plan to meet with developers, real estate agencies, lenders, and development organizations around the community to understand the business aspects that Hendersonville brings in.

**Following our Community-Centered Design framework and with leadership from our local partners, we will use the following engagement principles:**

- 1 Building trust is key.** We will create a transparent process to dispel skepticism and misinformation. We will aim for building short-term (during project) and long-term (outside of project) trust in community.
- 2 We will start with known and trusted groups** to identify and build stakeholder networks, particularly within underrepresented communities.
- 3 We will create local networks of community members.** If more people know what is happening and are willing to work toward a goal, the project is more likely to achieve broad support.
- 4 The project will involve community-based organizations** in planning, engagement, and design processes and compensate them for their time.
- 5 We recognize community expertise** as valid and equal; we will strive to balance technical versus lived expertise.
- 6 We prioritize a cultural and/or historical tour of the project area** with community experts.
- 7 We strive to understand factors outside of your project** that may impact participation (pandemic, economic recession, community events). We will create feedback loops as part of each engagement tool to demonstrate how input is used.
- 8 We understand that including the community as active decision makers** typically requires educating them on issues and potential solutions.



### Open House Meetings

A series of public meetings timed to coincide with project milestones are ideal. We strive to make our meetings interesting, productive, and fun with hands-on activities and appealing, informative graphics.

### Pop-Up Meetings

Pop-up meetings in the heart of the community offer great opportunities to get the word out about a project or gather public input. Our team can attend community events or set up booths at local hangouts where people naturally gather. This is particularly useful to engage with groups that may not historically opt to join traditional engagement activities.

### Walking Tour

A walking tour through key areas of downtown (most specifically) can highlight many of the issues in Hendersonville. Our team can be on-hand with members of the steering committee and public stakeholders to guide discussions about issues and present ideas and alternatives along the way.

### Food

We understand that BBQ will be provided! In all seriousness, we have found that hosting events where food is provided is a great way for community members to break bread in an atmosphere that promotes dialog at the table (so to speak).

### Innovative Digital Tools

#### Project Web Page

A virtual repository for all pertinent project information is a critical component of our engagement strategy. With a stated objective of informed consent on every project, Bolton & Menk feels that project websites (primarily utilizing ArcGIS Story Maps) are invaluable at providing transparent access to information. Our website will share project information, upcoming events, opportunities to get involved, invitations for public comment, materials from meetings, and online surveys.

#### Comment Mapping

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

#### Social Media Campaigns

Social media is a fun way to interact with people. We will work with council staff to determine regular discussion topics for the agency's social media accounts or create new project-specific accounts. We will use social media to showcase project events, direct people to information on the project web page, and create a space for people to provide comments and questions.



### Online and Digital Intercept Surveys

Another great way to gather input is through online and in-person intercept surveys. We can create and post surveys on project web pages, utilize tablets around town, and promoting both options through multiple avenues, including social media. Any survey results will be summarized and presented as reports to the steering committee.

### Live Polling

Live polling software can be used at meetings to ask key questions about a project. Users can use remote clickers or personal smartphones to participate. This interactive exercise allows people to instantly see responses. In addition to being fun, live polling helps everyone in the room have an equal opportunity for input.

### Email and Text Subscriptions

When users sign up for a subscription service, they can directly receive alerts about upcoming or immediate utility interruptions, road closures, and more. With email subscriptions, we can also track if recipients are opening emails or engaging with email content (i.e. clicking on a website link).

### Story Mapping

Bolton & Menk's team of project communication and GIS professionals have a depth of experience developing ArcGIS Story Maps. As a Silver Business Partner to Esri, we have leveraged this power tool to create inspiring, immersive stories by combining text, interactive maps, and other multimedia content to support our public engagement efforts. Planning studies and final deliverables can now be distributed in an advanced web-based format that reaches a broader audience.



### Task 3: Background and Issue Identification

Understanding the past is a key component of planning for the future. Bolton & Menk will study the history and development of the city to gain a deeper understanding of growth, what worked, and what didn't work. We will also review existing plans and documents to evaluate how they can be incorporated into the new comprehensive plan. This exercise will provide background for the plan and set the stage for the vision and goals.

### Task 4: Vision and Goals

We will work alongside the city and collaboratively with identified stakeholder groups to create a vision and goals for the future of the community. These will establish the themes we will use throughout the plan. This section, along with the efforts in Task 2, becomes the introduction chapter for the comprehensive plan document.

### Task 5: Draft Document and the Plan Elements

The following tasks focus on the topics outlined in the RFP. The focus of these elements may change as a result of discussions with the city.

## THE BUILT ENVIRONMENT

### >>> Task 5.1: Land Use and Growth Framework

The land use section of a plan is almost always the most well-known of the elements and the topic most people associate with the comprehensive plan. We will focus on a balance between infill/redevelopment and greenfield development. Prioritizing and understanding the fiscal and social costs associated with each type of development typology will be an important topic. Our team will evaluate existing land uses and the current zoning map. We will prepare a land use capacity analysis to help direct growth and development within the community.

We will use this data, as well as the background data outlined in Task 2, to develop a set of future land use categories to guide the development of the city. The plan will include a high-level description of each category and criteria to help determine appropriate locations. We will also create a future land use map illustrating the locations of future land uses.

Task 5.1.1: Downtown Land Use, Form, Catalyst Projects, and Opportunities Concept Development

### Task 5.1.2: Downtown Mobility

#### >>> Task 5.2: Public Infrastructure

This element will include an inventory and map of existing public sanitary sewer, water main, and storm sewer utilities based on existing data. Our team will identify potential capacity issues with the existing utility systems related to their ability to accommodate growth. This proposal does not include a comprehensive sanitary sewer or water supply plan. As traffic patterns and volumes change, user needs also change. By reviewing current roadway and intersection conditions, we will better understand how vehicular and pedestrian circulation functions and find opportunities for incorporating Complete Streets principles.

#### Task 5.2.1: Downtown Infrastructure

#### Task 5.2.2: Downtown Parking

## THE SOCIAL ENVIRONMENT

#### >>> Task 5.3: Community Character, Cultural, and Historic Resources

This element will provide an overview of existing public community facilities, including municipal and county buildings, libraries, community centers, and schools. The plan will also identify significant historic resources or other cultural resources. We will assist the city in establishing goals, policies, and actions for the protection and preservation of these resources, and encourage an appreciation for the city's history and culture.

#### Task 5.3.1: Downtown Urban Design, Character, and Form

## THE NATURAL ENVIRONMENT

#### >>> Task 5.4: Natural Resources, Sustainability, and Resiliency

We will map and discuss the community's natural resources including lakes, wetlands, stream, rivers, and other areas of high importance. These elements will be considered in evaluating the future land use patterns. Sustainability and resiliency is a theme that will run throughout the plan. While this is an important aspect of preserving and maintaining the city's natural resources, we can also view other decisions through a sustainability lens by asking questions such as "does the city have the resources to preserve and maintain the infrastructure developed today?"

#### Task 5.4.1: Sustainability and Resiliency Downtown

#### >>> Task 5.5: Parks, Recreation, and Public Space

The plan will include an inventory and assessment of the city's existing parks, recreational facilities, and public space. We will provide recommendations on the need for additional park and public space as a result of new development and will align with the Meck Playbook goals and future plans. The section will consider connectivity between community resources and identify the necessary trail and pedestrian linkages.

#### Task 5.5.1: Downtown Public Space and Programming

## Task 6: Implementation and Action Plan

#### >>> Task 6.1 Downtown Action Plan

The production of a plan is just the start of the process—implementation is where the real impact is. Most components of a comprehensive plan identify what a community intends to do over the next 20 years. The general implementation plan will describe local ordinances, policies, public programs, infrastructure improvement plans, and other tools available to implement the goals and strategies in the comprehensive plan.





The implementation plan will be organized into a matrix by themes and goals and will assign priority to each actionable item. This will allow the city easy reference and measurable results. The matrix will be used to develop a "report card" that can be used annually by city staff and the planning commission to evaluate the progress of the plan as well as evaluate each goal for continued relevance as related to changing conditions.

### Task 7: Final Plan

Our team will attend the public hearing at the planning commission meeting to present the final plan and implementation strategy. We will also present the final plan to the city council for adoption. Once the final language is drafted, we will create an attractive, easy-to-read final plan for publication. We will use high-quality graphics and images to illustrate the plan concepts. The result will be a document the City of Hendersonville will reference regularly.

### Task 8: Community & Economic Development Chapter

Retail Strategies will lead the effort to evaluate the five pillars of your city's mix: market analysis, policy and administration, design, tourism and promotion, and economic vitality to provide a true roadmap to revitalization.



#### >>> Task 8.1: Market Analysis

For a market analysis of your downtown, we begin by assessing your consumers from multiple geographies. Using our advanced analytics and proprietary tools, we uncover and define the economic potential in your city. We will

- Identify trade area using political boundaries, drive times and radii, and custom geographies
- Identify trade area consumers using mobile data analysis
- Analyze retail peer market
- Analyze gaps for trade area (retail leakage and surplus)
- Identify priority business categories for recruitment, entrepreneurship, and/or local expansion

- Develop tapestry lifestyles—psychographic profiles/market segmentation analysis
- Analyze consumer spending patterns
- Understand commuter patterns
- Research (using all available data) historical, current, and projected demographics
- Assess downtown walkability
- Specify demographics for the areas surrounding the downtown
- Analyze real estate - performed by licensed retail real estate professionals
- Inventory downtown buildings
- Evaluate properties for development, redevelopment and higher, and best use opportunities

#### >>> Task 8.2: Economic Development Strategies

Economic policy and administration involves creating a strong foundation for a sustainable growth effort, including cultivating partnerships, community involvement, and resources for the district. We'll provide you with a roadmap to prosperous growth or creative placemaking and a host of recommendations for every step along the way. Additionally, economic strategies will focus on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

### Task 9: District and Neighborhood Identification and Targeted Consideration

Establishing a framework on how broad policies "hit the ground" in the distinct neighborhoods and districts of Hendersonville is a great strategy that will show how policy goals might look and feel when they are applied in a specific area. The Bolton & Menk team will prepare more detailed concept plans for up to five district or neighborhoods (focus areas) in Hendersonville that illustrate many of the big ideas expressed in the comprehensive plan policies and growth framework. The focus area studies may include new (or improved) streets, blocks, parks, and buildings (determined after focus areas are selected) using a plan view format (top-down map). Perspective drawings, streetview scenes, gateway treatment before/after images, or architectural details may be used to highlight the community's preferred development principles for the focus areas.

### Add Alternate 1: Downtown Historic Commercial District Master Plan

With our team, we can approach the project in its entirety—developing the Comprehensive Plan and Downtown Master Plan in a seamless process. Bundling both plans will allow us to develop and test broad vision concepts and policies with the specificity of downtown focused urban design, planning, and economic development strategies.

### Add Alternate 2: Strategic Transportation Plan

Specific to transportation, our team will develop a strategic transportation plan (STP) that summarizes Hendersonville's policy and project priorities for transportation in the context of recommendations for character and land use.

The STP will also consider the juxtaposition of Hendersonville's priorities for transportation relative to Henderson County and NCDOT, and the inherent relationships between land use (demand), urban design (context), and transportation (supply) to

1. Establish a safe, reliable, and efficient transportation system.
2. Reinforce a consistent and coordinated community character.



System-wide maps and recommendations in the STP will identify high-level needs for mobility of motorized and non-motorized traffic, Complete Streets, context sensitive street design, or placemaking. Emphasis on these (or other) topics will follow priorities established during the comprehensive planning process. It is assumed that we will focus on freight, automobile, transit, bicycle, and pedestrian needs for the system-wide assessment and recommendations.

Up to three transportation hotspots will also be included in the STP, which provide more specific and detailed recommendations for mobility in the context of surrounding development. The hotspots may include an important corridor or intersection identified during the comprehensive planning process.

Information for the transportation work performed under Task AA2.1 will be summarized in the comprehensive plan as a backdrop for more detailed studies that may be required in the future (completed independent of the consultant).

#### >>> Task AA2.1: Review Existing Transportation Projects, Plans, Policies, and Priorities

We will review existing planning documents and ongoing planning efforts at the local and regional level to see priorities for Hendersonville and points of consensus and contradiction or gaps.

##### Task AA2.1.1: System-Level Roadway Network

We will assess travel demand using FBRMPO data and comparing to preferred community land use scenarios from the land use element.

##### Task AA2.1.2: Active Transportation Network (Greenway and Bikeway) Assessment

As part of this plan, we will

- Review Existing Plans
- Recommend ped/bike priority network and key system level gaps
- Recommend where on-street facilities are needed instead of or in addition to multiuse paths/sidepaths
- Provide recommendations for future greenway and bikeway and micromobility network recommendations

##### Task AA2.1.3: Transportation System Design and Policy Recommendations

We will update street sections for character areas:

- Recommending how to tie context-based street cross-



sections to land use character areas.

- Suggesting potential additions to adopted cross-sections to match character area goals
- Looking at how the street sections tie to street classifications from FBRMPO, NCDOT, and existing city standards
- Suggesting how existing engineering standards can be made consistent
- Recommending future speed limits related to character area goals and street design guidance, especially for growth areas
- Making recommendations for new city-wide connectivity options
- Making recommendations for possibly converting one-way streets to two-way to improve mobility, connectivity, and traffic flow through the downtown area
- Recommending access management strategies to improve traffic flow and efficiencies of the roadway and street network

#### **Task AA2.1.4: Model for Traffic Impacts (Optional)**

Analyze local traffic capacity (weekday and weekend) and interface to understand traffic impacts of new developments on an ongoing basis and to educate elected officials and the public of potential impacts.

#### **>>> Task AA2.2: Hotspot – Transportation Recommendations**

Up to three hotspots will be identified through the planning process; these may include corridors and/or districts (e.g., US 64 corridor, Main Street/Church Street/King Street corridors, opportunity sites, etc.). We will recommend key transportation strategies for each hotspot area to correspond with character area and community vision for the hotspot locations, which could include intersection improvements, connectivity improvements, roadway segment improvements, active transportation, and transit improvements, etc.

#### **>>> Task AA2.3: Transportation Recommendation Summary for Comprehensive Plan**

Specific to transportation, we will develop a strategic transportation vision (STV) that summarizes Hendersonville's policy and project priorities for transportation in the context of recommendations for character and land use in the growth and conservation framework.

Information for the transportation work performed under this task will be summarized in the comprehensive plan as a backdrop for more detailed studies that may be

required in the future (completed independently of the consultant):

- The Bolton & Menk team will summarize the STV and recommendations for Hendersonville based on inputs from tasks above
- Indicate implications for implementation and partnership and process with FBRMPO, NCDOT, and other partners.

#### **Add Alternate 3: Zoning Ordinance Revisions**

The Bolton & Menk team will assist the city in the development and refinement of zoning ordinance revisions that foster the implementation of the vision and goals of the comprehensive plan, including development of new codes or refinement of existing ordinances and form-based codes.

#### **>>> Task AA3.1: Review Existing Development Standards**

We will review the existing zoning and development standards for the communities along the corridor and use the Transit Oriented Development Strategy Report and Policy Toolkit as a guide for implementation.

For transit-readiness, we focus on several key code conditions, including but not limited to

- Parking standards
- Permitted densities
- Height
- Mix of uses
- Street network
- Development incentives

We will evaluate additional standards related to stormwater management, tree preservation, and open space requirements and their impact on compact walkability. One of the key factors in zoning is addressing adjacency issues. Transitions for height and use intensity are often issues especially when they may be visible from very low-density, single family home neighborhoods. While many of the issues around equity are not zoning-related, the protections and permissions afforded by development rules can have unintended consequences on vulnerable communities.

#### **>>> Task AA3.2: Support Ordinance Development and Form-Based Code**

Our project team will support rewrites of overlays and ordinances throughout the city, assist with the development of a form-based code, where appropriate.

## Reference List

Client satisfaction through quality deliverables, cost-effective rates, and timely project delivery are top priorities for ColeJenest & Stone/Bolton & Menk. Please contact the following references to evaluate our team's performance on similar projects.



Alysia Osborne, Long Range  
& Strategic Planning  
City of Charlotte, NC  
704-336-8364  
[Alysia.Osborne@charlottenc.gov](mailto:Alysia.Osborne@charlottenc.gov)

**Project:** Charlotte Future  
2040 Plan



Cheryl Myers, Chief Planning  
& Development Officer &  
Senior VP, Charlotte  
Center City Partners  
704-332-2227  
[cmyers@charlottecentercity.org](mailto:cmyers@charlottecentercity.org)

**Project:** All In 2040 Charlotte  
Center City Vision Plan



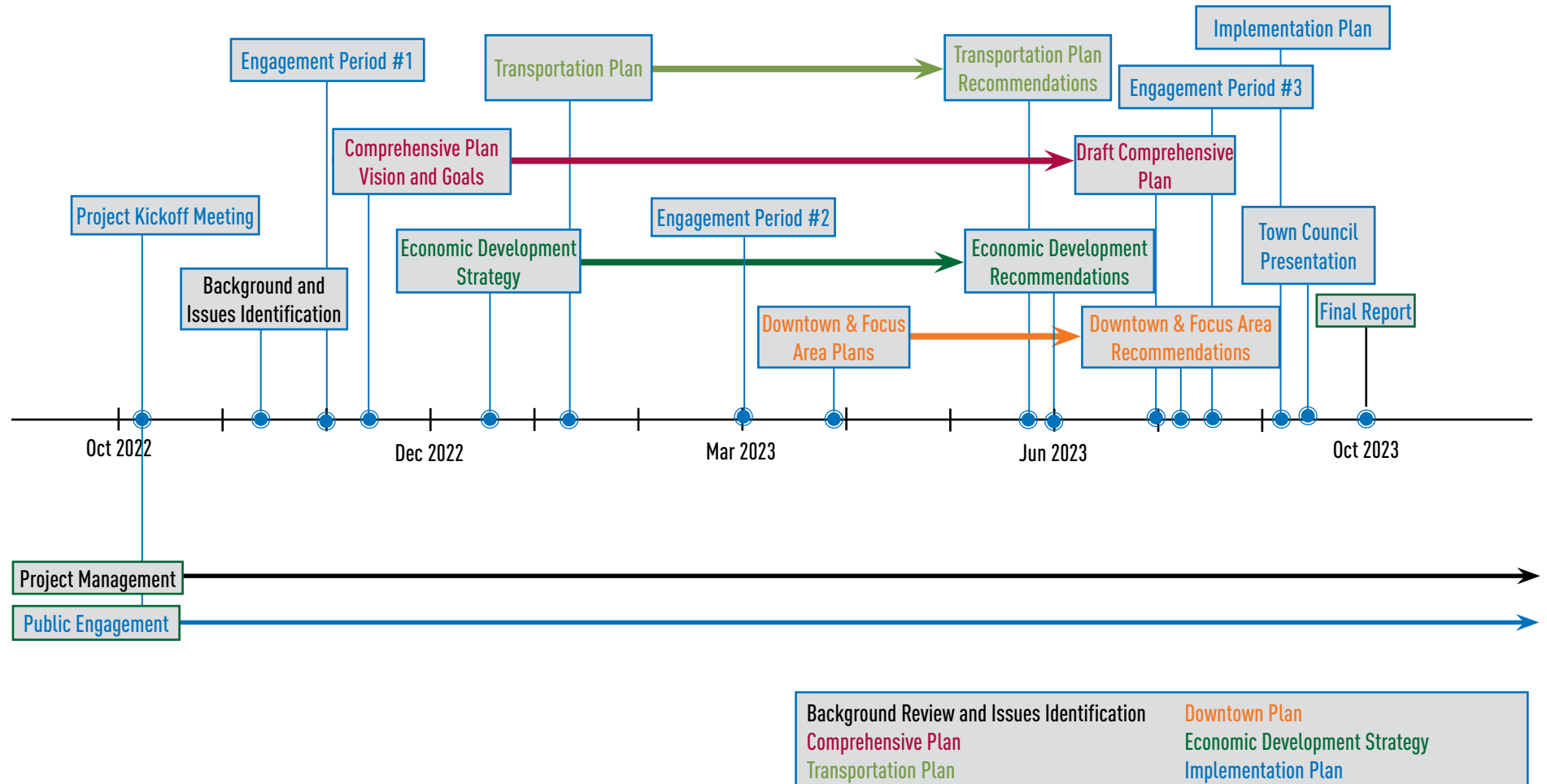
Joy Almond, Downtown  
Development Director  
City of Albemarle, NC  
704-984-9420  
[jalmond@albemarlenc.gov](mailto:jalmond@albemarlenc.gov)

**Project:** Albemarle  
Economic Strategy



## Project Schedule

This schedule is based on our review of the project background, description, and scope of services included in the RFP and our experience on other similar projects. Upon selection, Bolton & Menk will work with the City of Hendersonville and other project partners to revise and update this schedule as needed to ensure successful delivery of this project. We believe that the most efficient use of city funds to accomplish your goals is to integrate the downtown and transportation plan into elements of the comprehensive plan.





# SECTION VII - BID RESPONSE SHEET

## Fee Estimate





## Fee Estimate

Our team is committed to helping Hendersonville with these fun and important projects. The fee range estimated is based on the scope of work and duration outlined in our submittal and our previous experience with projects of this scale.

If you like us, pick us, and we can right-size our project approach and engagement strategy to stay within budget once we are able to have a conversation with you about how to best accomplish the project's goals. There are many ways to shift, remove, or reallocate funds to meet your project budget.

Our fee range represents a "best-guess" estimate at this time, which will be refined during contract negotiations with city officials to ensure the proposed project approach and public engagement strategy match exactly what is expected for the project. For now, the selection committee should assume the budget estimates presented are not-to-exceed cost figures based on the team's experience and proven track record of completing similar land use plan updates across North and South Carolina.

Employee Classification	Hourly Billing
Project Manager	\$140-190
Senior Project Engineer	\$145-185
Project Engineer	\$126-170
Design Engineer	\$110-150
Senior Planner	\$150-192
Senior Landscape Architect	\$150-170
Landscape Architect	\$118-142
Landscape Designer	\$85-112
Administrative/Corporate Specialists	\$65-120
<b>Subconsultants</b>	<b>Hourly Billing</b>
City Explained - Principal	\$195
City Explained - Support Planning Staff	\$155
Nealon Planning	\$195
Retail Strategies	\$187.50
Green Heron Planning	\$195
GPS/Robotic Survey Equipment	NO CHARGE
CAD/Computer Usage	NO CHARGE
Routine Office Supplies	NO CHARGE
Routine Photo Copying/Reproduction	NO CHARGE
Field Supplies/Survey Stakes & Equipment	NO CHARGE
Mileage	NO CHARGE