



**Village Council
Agenda for Special Meeting Meeting of September 24, 2024
Assembly Hall
395 Magnolia Road, Pinehurst, NC 28374
Pinehurst, North Carolina
9:00 AM**

1. Call to Order
2. Regular Business
 - A. 09:00 a.m. Interview with Kimley Horn
 - B. 10:30 a.m. Interview with CPL
3. Motion to Adjourn

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.
Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.
Values: Service, Initiative, Teamwork, and Improvement.



**09:00 a.m. Interview with Kimley Horn
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Konstantinou, Village Clerk
CC: Village Council; Doug Willardson; Carlton Cole; Alex Cameron
DATE OF MEMO: 09/16/2024

MEMO DETAILS

ATTACHMENTS

1. Kimley-Horn_Pinehurst Comprehensive UDO Update Submittal (1)



July 2024

Statement of Qualifications

Village of Pinehurst

Comprehensive Unified Development Ordinance Update

Prepared For: Village of Pinehurst

Prepared By: **Kimley»Horn**

Section 1 - Title Page



Consultant Name

Kimley-Horn

Consultant Address

421 Fayetteville Street
Suite 600
Raleigh, NC 27601

Consultant Telephone

919 237 9450

Contact Person

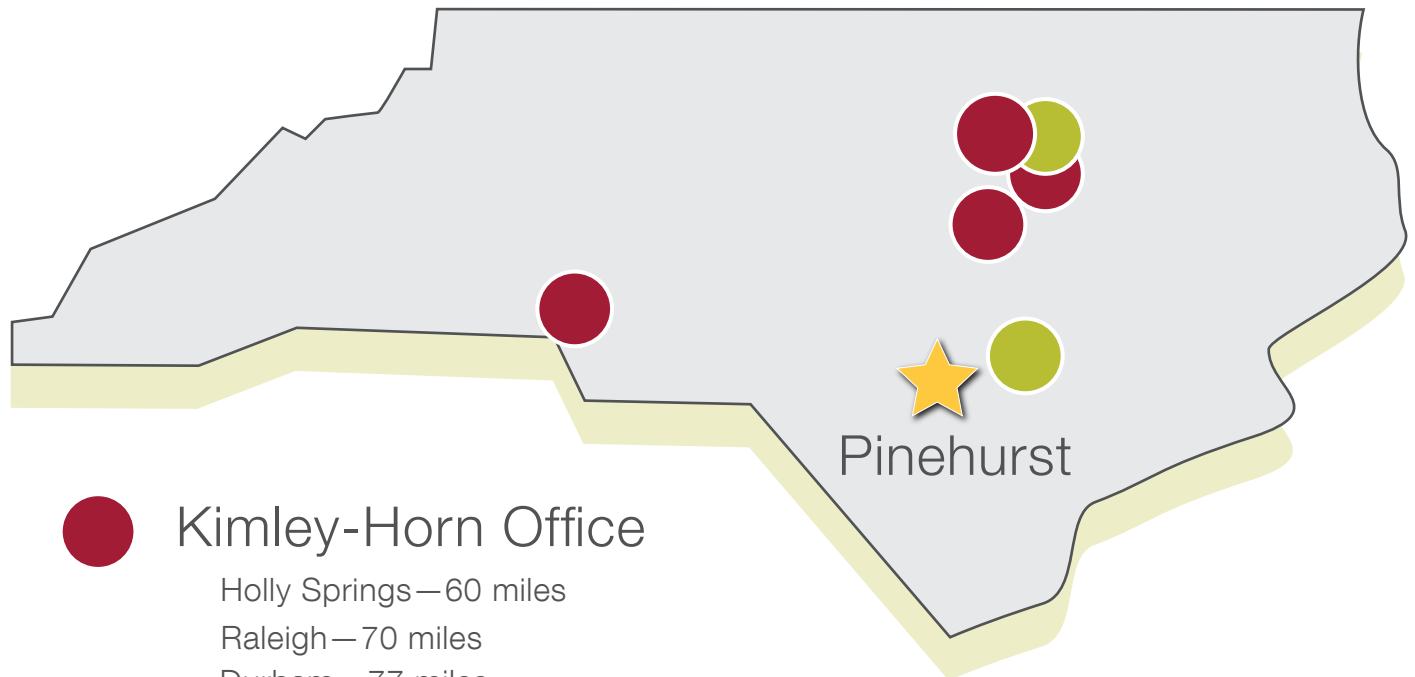
Cindy Szwarcop, AICP
Project Manager

Proposal Date

Friday, July 26, 2024

A LOCAL CONSULTANT YOU CAN TRUST

Kimley-Horn is a trusted local consultant with multiple offices nearby to provide the Village timely responses to navigate project challenges and maintain your project schedule. We have teamed with **WithersRavenel** for this project; they will support the community engagement and zoning map analysis tasks.



Kimley-Horn Office

- Holly Springs—60 miles
- Raleigh—70 miles
- Durham—77 miles
- Charlotte—92 miles



WithersRavenel Office

- Southern Pines—5 miles
- Raleigh—70 miles

Section 2 - Transmittal Letter

July 26, 2024

Alex Cameron | Planning and Inspections Director
 Village of Pinehurst
 395 Magnolia Road
 Pinehurst, NC 28374

Kimley-Horn

421 Fayetteville Street
 Suite 600
 Raleigh, NC 27601
 919 677 2000

REQUEST FOR QUALIFICATIONS (RFQ) RE: COMPREHENSIVE UNIFIED DEVELOPMENT ORDINANCE (UDO) UPDATE

Dear Mr. Cameron and Members of the Selection Committee:

The Village of Pinehurst is both a destination and an experience. This carefully curated resort lifestyle experience not only is close to the hearts of many visitors and vacationers, but also is the everyday experience of year-round residents. The proposed UDO update project is a crucial step in nurturing the built environment by creating a user-friendly, graphically oriented ordinance with character-based zoning elements to lay the groundwork for future high-quality development in the Village.

The proposed community planning effort will be collaborative, responsive, and will bring best practices and recommendations from around the state and region to achieve the goals of the update project. *Our team will work with Village staff, residents, and stakeholders to craft a modern ordinance that is easy to understand and implement and will preserve the distinct character of the Village.*

We have assembled an exemplary team for this project that is available to start upon notice to proceed and can meet the proposed schedule to deliver a final adoption draft in August 2025. Our Raleigh-based team understands North Carolina planning legislation and will be led by project manager **Cindy Szwarcok, AICP**. Cindy has more than 29 years of North Carolina-specific land use, ordinance development, and municipal coordination experience as both a public-sector planner and consultant. She will be supported by **Kelley Klepper, AICP** as principal-in-charge and quality control/quality assurance (QC/QA) reviewer as well as a team of Kimley-Horn professionals including planners, landscape architects, designers, civil/traffic engineers, stormwater engineers, and environmental scientists. Kimley-Horn has teamed with **WithersRavenel** as a subconsultant to help guide the development of the zoning map and assist with community engagement. As you review our qualifications, please consider the benefits our team offers the Village:



UDO UPDATE EXPERIENCE

Our team specializes in helping communities update development ordinances and land use plans. We know what works and how to make a user-friendly ordinance that will achieve your goals. Our team also has direct experience working in and for communities that are not only a focus of state and regional tourism, but also where year-round residents seek to retain the community's character and charm. We will help you navigate that divide. *With Kimley-Horn, you get a best-of-all-possible-worlds solution tailored to your project.*



BOUTIQUE PLANNING SERVICES WITH THE RESOURCES OF A MULTIDISCIPLINARY FIRM

Our knowledge of the development process makes us better planners. We can leverage the expertise of subject matter experts who regularly prepare and submit development projects that range from small infill projects to a downtown redevelopment, to a 500-lot subdivision, to a corporate campus. Working side by side with our engineers and landscape architects allows us to test code language prior to implementation and provides us the ability to offer valuable advice and insights to our clients. *With Kimley-Horn, you get a team that works with you—not just for you—to achieve project success.*





EXPERIENCE ON “BOTH SIDES OF THE TABLE”

Our project manager, principal-in-charge, subconsultant firm, and committed staff have local government experience and understand the importance of crafting organized, objective, graphic-rich ordinances that are easy to explain and implement. *With Kimley-Horn, you get a team with the expertise to map out a clear, concise, and achievable plan to meet your goals and your timetable.*

We invite you to review our enclosed qualifications and approach to crafting this important update. Our dedicated, knowledgeable, and talented team of professionals welcomes the opportunity to partner with you and the Village of Pinehurst on such an important project.

Should you have any questions or need additional information, please do not hesitate to contact Cindy using the information below. Thank you for your consideration of our qualifications.

Sincerely,

Kimley-Horn

Cindy Szwarczkop, AICP | Project Manager/Point of Contact
cindy.szwarczkop@kimley-horn.com
919 237 9450

Kelley Klepper, AICP | Principal-in-Charge/Authorized Signer
kelley.klepper@kimley-horn.com
941 379 7673



Section 3 - Introduction and Executive Summary

KEY FEATURES, CONCLUSIONS, ASSUMPTIONS, AND RECOMMENDATIONS

Firm Name and Information: Kimley-Horn, 421 Fayetteville Street, Suite 600, Raleigh, NC 27601

Firm Phone Number: 919 677 2000

Firm Fax Number: N/A

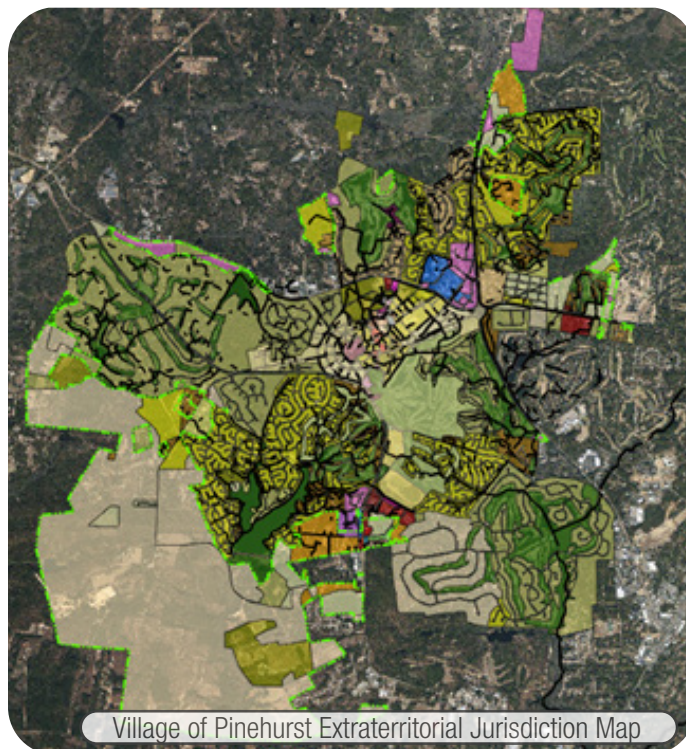
Year Established: 1967

Ownership: Private Corporation

Project Manager Information: Cindy Szwarcokop, AICP | cindy.szwarcokop@kimley-horn.com | 919 237 9450

Kimley-Horn approaches each project as an opportunity to create a long-lasting partnership with our clients. We seek to serve as an extension of your staff and believe the scope of work and schedule detailed on the following pages is a realistic and thoughtful approach to creating a new development ordinance.

- » The Village of Pinehurst has grown from 3,038 residents in 1990 to an estimated 18,416 in 2022. Given the growth and lack of remaining land that can be developed within the corporate limits, the Extraterritorial Jurisdiction (ETJ) area is now feeling growth pressures as well as a change in the demographic makeup of the community.
- » The 2019 **Envision the Village Comprehensive Plan** as well as the **Village Place** and **Pinehurst South Small Area Plans** set policy guidance and recommendations that need to be translated into the new UDO.
- » We believe that ordinance update projects are most successful when there is a strong link between staff, appointed boards, elected officials, and the consultant team. To this end, we propose that the Village Council nominate a Steering Committee to help guide the ordinance project. Apart from participating in a series of Steering Committee meetings, these individuals will serve as “Village Ambassadors” to share the UDO update process with their neighbors, network, and constituents.
- » Equitable public engagement is a cornerstone of all our projects. In addition to facilitating public open houses to discuss the draft and final UDO documents, we propose a series of smaller, informal engagement sessions. Options include coffee walks; presentations to Rotary Clubs, the Chambers of Commerce, or similar organizations; and information tables at events such as the farmers market, Live After 5, or the pop-up holiday market.



The Village of Pinehurst is a special place, and as such deserves a specifically crafted ordinance. The ordinance should reflect the best of current planning practice and the spirit and vision of the community while simultaneously complying with state and federal statutes and case law, including 160D.

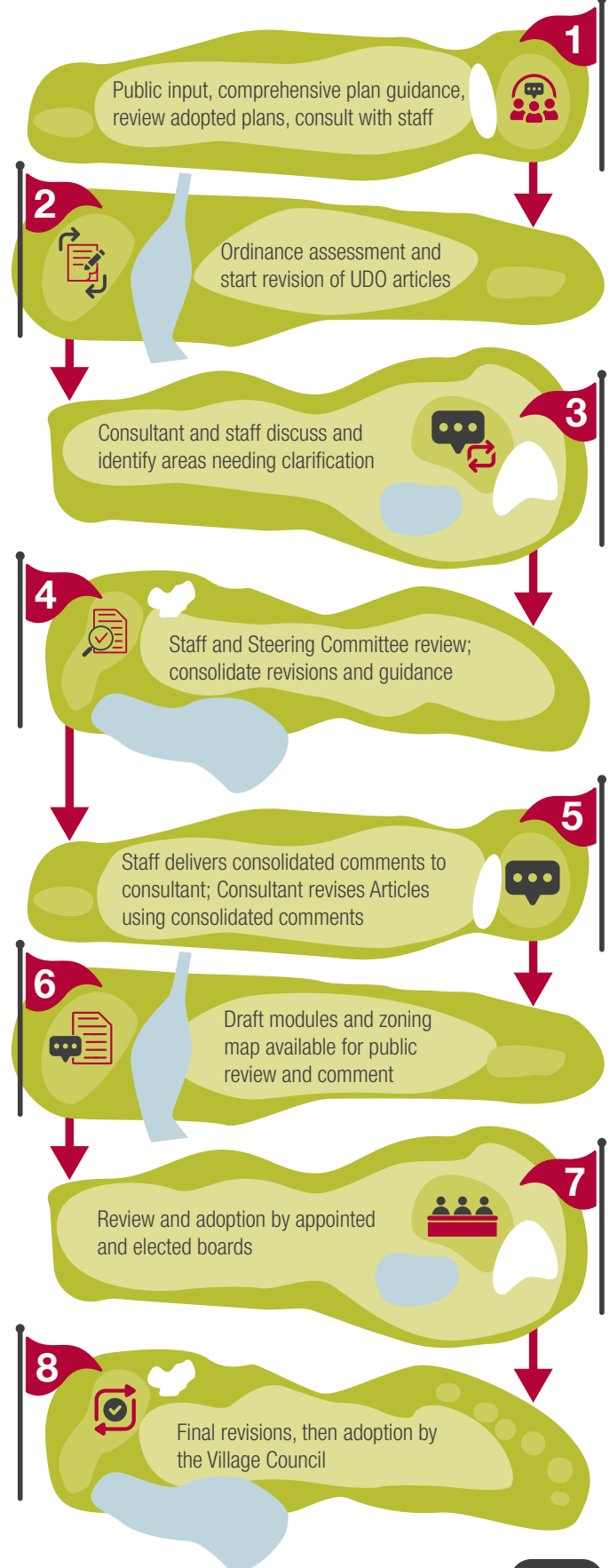
The chart to the right details our proven UDO update process. **At Kimley-Horn, we start every project off with communication, issue identification, and analysis.**

Each code update needs to resolve questions such as:

- » Is the sign code content neutral and in compliance with the US Supreme Court Case involving Reed?
- » Do the parking standards reflect recent trends in uses?
 - Parking spots vs. curbside pick-up
 - Alternative parking scenarios
 - Parking ratio reductions
- » Do the landscape and buffer standards provide adequate guidance and protections for how to address compatibility between uses?
- » Does the use table include new uses such as food trucks, agritourism, and short-term rentals?
- » Are the lot standards flexible enough to allow for newer types of residential units?
- » Does the code provide for transitions for infill development?
- » How should multi-modal (pedestrian, bicycle, and golf cart) circulation and connectivity be addressed?
- » What is the best way to incorporate complete streets principles?
- » Does the code provide for adequately sized and usable open space?


















UDO UPDATE PROCEDURE



SCHEDULE

For a project as detailed and multifaceted as requested in this RFQ, a 10-to-12 month project timeline is likely a good fit. This project team has the resources and capacity to meet the Village’s desire of an August 2025 draft submittal date. An ordinance update involves extensive coordination and community engagement to ensure that all stakeholders are comfortable with the update. **Upon selection, we will work with Village staff to identify the ideal project timeline.**

		2024			2025								
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	
 Meeting	NTP	Notice to Proceed											
Task 0	Community Engagement, Social Media, and Website Updates												
Task 1	Project Initiation												
	Project Management and Coordination												
	UDO Update Kick-off Meeting												
	Community Engagement Plan/Schedule												
	Community Tour, Kick-Off Meetings with Boards and Stakeholders												
	Steering Committee Meeting #1												
Task 2	Review and Analyze Current Regulations												
	Data Review												
	Staff/Focus Group Interviews												
	Ordinance Assessment												
	Steering Committee Meeting #2												
Task 3	Develop and Draft the UDO												
	Annotated Outline												
	Draft UDO Chapters												
	Additional Subject Matter Expertise Review												
	Steering Committee Meeting #3												
	Planning and Zoning Board Update Presentation												
	Village Council Update Presentation												
Task 4	Draft UDO Public Meetings												
	Revise Draft UDO Based on Task 3 Comments												
	Present Draft UDO to Planning & Zoning Board												
	Present Draft UDO to Village Council												
	Community Meeting—Draft UDO												
	Steering Committee Meeting #4												
Task 5	Zoning Map												
	Mapping Coordination												
	Steering Committee Meeting #4 (in conjunction with Draft UDO)												
	Preparation of Adoption Materials												
Task 6	Adoption Draft and Public Hearings												
	Prepare Adoption Draft and Associated Materials												
	Steering Committee Meeting #5												
	Planning and Zoning Board Public Hearing Presentation												
	Village Council Public Hearing Presentation and Adoption Meeting												
	Preparation of Final Deliverables												

Section 4 - General Information

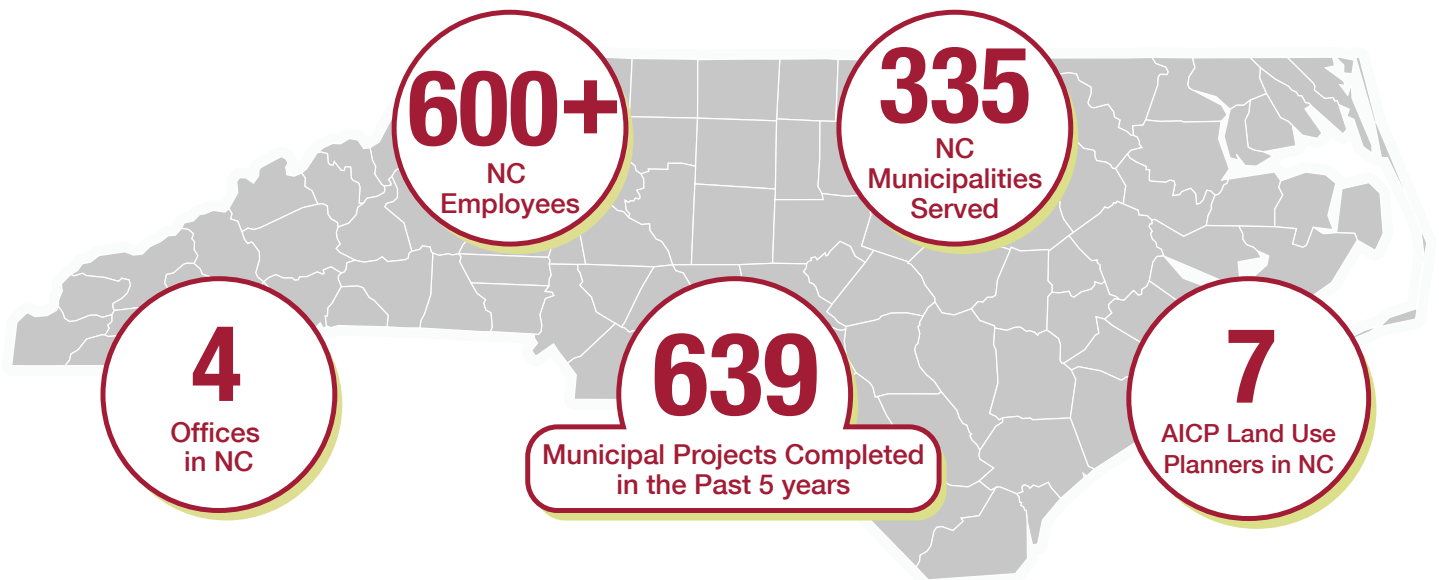
KIMLEY-HORN FIRM OVERVIEW AND HISTORY

Kimley-Horn is a national planning and design consulting firm that specializes in planning, urban design, and transportation. Founded 57 years ago in 1967, Kimley-Horn has a staff of more than 7,900 that serves a range of clients across many disciplines from 130+ offices nationwide. Our multidisciplinary experience covers many services within planning and engineering, landscape architecture and urban design, environmental planning and design, and public policy.

In each community we serve, we strive to understand the values of that community and transform them into a vision that guides the planning process. Understanding the importance of diverse experiences, we intentionally partner with professionals of various backgrounds to create the opportunity for visionary thinking with a focus on implementation.

“We have no reason to exist except to serve our clients.”

**-Ed Vick, Founder and Former Kimley-Horn
President**



OWNERSHIP STRUCTURE

Kimley-Horn is a privately owned company with more than 600 employee-owners.

FIRM'S ADDITIONAL SUBJECT MATTER EXPERTISE

Kimley-Horn is one of the nation's premier engineering, planning, and design consultants. Our team of professionals includes experts in many disciplines and blends a multidisciplinary talent pool with a shared passion for creating client success. We combine creative, yet practical solutions to focus on delivering quality outcomes on time and with a focus on bottom line value to meet your specific project needs.

ADDITIONAL KIMLEY-HORN SERVICES

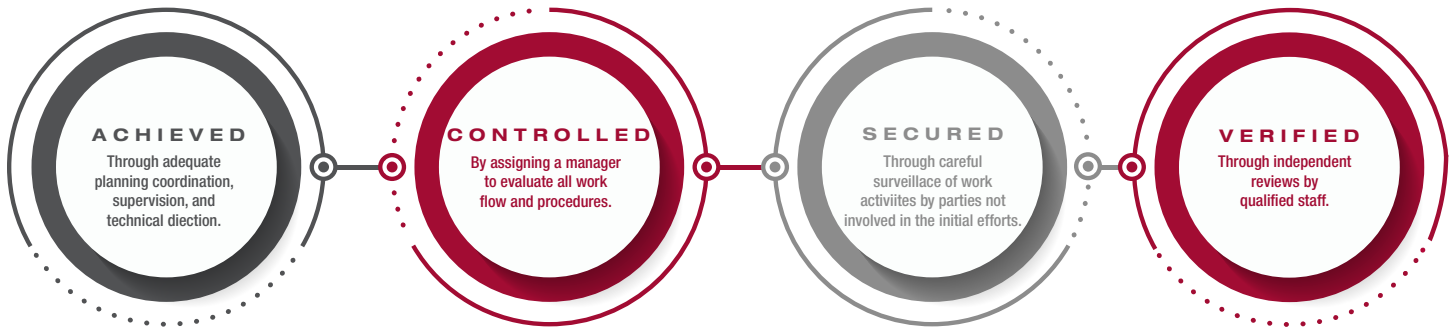
- SITE SELECTION AND DUE DILIGENCE
- MASTER PLANNING
- ENTITLEMENTS/ PERMITTING
- SITE CIVIL DESIGN
- LANDSCAPE ARCHITECTURE AND PLANNING
- UTILITIES/PUBLIC INFRASTRUCTURE ANALYSIS AND DESIGN
- STRUCTURAL ENGINEERING
- TRANSPORTATION/ TRAFFIC ENGINEERING
- PARKING PLANNING/ DESIGN
- RENEWABLE ENERGY CONSULTING
- ENVIRONMENTAL

KIMLEY-HORN QUALITY CONTROL

Along with timely performance, Kimley-Horn is also committed to providing quality services. Throughout the years, we have developed and implemented a detailed QC/QA program within the firm, which is tailored to suit each project we undertake. We will employ a four-tiered QC/QA program. First, all activities will undergo peer review. The second tier occurs during the undertaking of a task assignment. The task manager will perform quality control measures by periodic milestone reviews. Third, **Kelley Klepper, AICP**, will perform an independent quality control check. Lastly, a quality assurance review will be undertaken by an independent reviewer. A key part of quality control, though, is quality people. We will provide you with a team of experienced and technically proficient professionals who know how to implement innovative, cost-saving ideas. Furthermore, senior professionals who are not involved in this project will make quality control calls to gauge your level of satisfaction and reinforce our corporate commitment to you.

The Kimley-Horn team offers you the perfect combination of relevant experience, discipline experts, and proven cost control management techniques. We are confident that we are the best team for you, and we sincerely want to serve you.

KIMLEY-HORN QUALITY CONTROL IS



WITHERSRAVENEL FIRM OVERVIEW | SUBCONSULTANT

WithersRavenel, headquartered in Cary, is an employee stock ownership plan (ESOP) company. Our more than 425 employee-owners excel at providing consulting services for our clients. Founded in October 1983 as Withers & Ravenel, Inc., WithersRavenel is equipped with more than 40 years of serving an array of clients and projects through innovative and cost-effective engineering solutions across North Carolina.

WithersRavenel Community and Public Engagement Overview

We believe in the power of community. Planning efforts are enriched and strengthened when all members of a community, such as those in the Village of Pinehurst, come together to build something. Our process for participation is inclusive and involves engaging a wide cross-section of stakeholders, including residents, elected officials, business and church leaders, seniors, youth, families, arts groups, athletic leagues, teachers, special interest groups, and any others with a dedicated concern for the Village's continued mission to promote, enhance, and sustain the quality of life for residents, businesses, and visitors.



Section 5 – Project Understanding, Approach, and Schedule

The Village of Pinehurst is embarking on an exciting journey to modernize the current 2005 Pinehurst Development Ordinance (PDO). Significant time and effort have been expended in recent years to complete the 2019 Comprehensive Plan—**Envision the Village** as well as Village Place and Pinehurst South Small Area Plans and Form Based Guidance Plans. Building upon the momentum of these planning processes, the community engagement for this update project will foster a community discussion to balance concerns around maintaining Village character with quality growth, economic development, and environmental protection. The planning process will be structured to help ensure that the updated ordinance contains character-based zoning concepts as well as appropriate development regulations that protect and celebrate the Village as a place to live, work, and play while at the same time providing opportunities for high quality development. Our process will incorporate both modern and innovative solutions while prioritizing transparency and understanding for all stakeholders.

The Kimley-Horn team has expertise in the following:

- » Identification and revision of vague, unclear, or confusing language.
- » Helping to ensure that code language, terms, and intent are consistent through all sections.
- » Providing a clear and consistent definitions section with revised, modern definitions.
- » Crafting a document with modern formatting with visual interest and organization.
- » Identification and revision of sections of the existing PDO that are in conflict with other sections, have unintended impacts, or are overly complex.
- » Recommending improvements to the layouts and standards of the existing PDO based on best practices from around the state and region.
- » Creating a user-friendly Table of Permitted Uses with modernized uses and clear definitions.
- » Incorporating concise graphics that streamline understanding and administration.
- » Reducing redundancy and creating cross-references to relevant sections.
- » Maintaining consistency with state regulations and relevant case law.

TASK 1 – PROJECT INITIATION

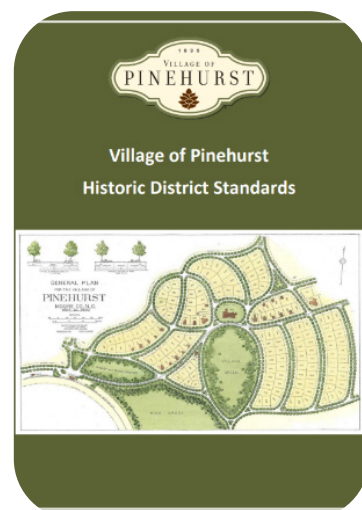
Upon final consultant selection by the Village, the project manager will work closely with Village staff to refine the scope of services and develop a detailed project schedule that meets the 10-month timeframe to deliver the Draft Ordinance for adoption by the Village Council. Once a contract has been signed and Notice to Proceed issued, the project team will host a kick-off meeting and workshop with Village staff and appointed/elected Boards, introducing key members of the project team, the proposed plan of action, and anticipated timeline. The day of the kick-off meeting also will entail a community tour and will be an opportunity to begin the discussion of key topics and issues carried forward from the recent planning initiatives.

The most vital aspect of success for our projects has been maintaining regular and clear communication with our clients. Our experience in creating and updating ordinance documents has shown that regularly scheduled, bi-weekly meetings with staff are paramount to success. These meetings may range in time from 15-to 30-minute check-in meetings to two hours, depending on the level of information that needs to be discussed. We use this one-on-one time with staff to review timelines, scope, points of clarification in the code development such as past or current policies, project direction, or any changes and needs that may

arise. Regular updates will be provided to the Village Council and Boards, and regular work sessions will be held as needed.

TASK 2 – REVIEW AND ANALYZE CURRENT REGULATIONS

The preparation of an Ordinance Assessment Report is an essential step in the update of development ordinances. The project team will review the existing ordinances, plans, and policies to understand how the current code works, note any weaknesses or omissions, and provide recommendations for improvement. An Ordinance Assessment Report typically results in a 20-to-30-page report that forms a major component of the roadmap to integrating the stand-alone documents such as Development, Nuisance, Building, Minimum Housing, etc. in addition to the existing PDO into the new Pinehurst UDO.



Per the RFQ, the Assessment Report will include the following:

» **Past Planning Efforts**—A thorough review of previously adopted visions, goals, and objectives is at the forefront of UDO creation. Discussions with Village staff, residents, and leadership also will help to clarify desired policy changes and prioritize direction. The standards to be provided in the UDO will consider these documents and provide the vehicle for implementation of these planning efforts to potentially include new or revised zoning districts or the elimination or consolidation of other districts.

Documents to review include:

- 2019 Comprehensive Plan
- Village of Pinehurst Historic Design Standards
- Village Place Small Area Plan
- Pinehurst South Small Area Plan
- Form Based Guidance Plans
- Strategic Operating Plan
- Comprehensive Bicycle Master Plan
- Comprehensive Pedestrian Plan
- Comprehensive Parks and Recreation Master Plan

» **Client Needs**—Village staff who enforce and consultants who use the existing PDO daily have invaluable insight into the workings of the document. These concerns might be addressed through focus group interviews; coffee chats; a strengths, weaknesses, opportunities, and threats (SWOT) analysis with Village leadership; and/or interviews with staff.

» **Ordinance Analysis**—To holistically evaluate the existing PDO, the Kimley-Horn team will complete and provide a thorough code analysis, which will include an analysis of individual chapters to determine how effective they are in addressing the needs of the Village. The evaluation will include a review of development processes, staff and board roles in the review and approval processes, existing zoning districts, present and trending uses, and design standards such as signs, parking, and landscaping. We also will analyze the ordinance’s ease of use and readability. In addition, we will recommend revisions or creation of related documents/manuals. Our experience working with communities across the state and in the region will help in the identification of key drivers to implement change.

» **Additional Factors**—We will incorporate recent state and federal case law and the most current state legislation, best planning practices, and any existing or potential special legislation granted to the Village. The update will ensure consistency with North Carolina General Statutes Chapter 160D.

» **Peer Community Review**—Any items viewed as best practices in other similar communities across the state (and region, as appropriate) will be presented for consideration.

» **Municipal Code Amendments**—As part of Task 2, we will begin to note and track any recommended amendments to the Village of Pinehurst Municipal Code. Complete information for this work effort will be included as part of the final Task 6 deliverables.

TASK 3—DEVELOP AND DRAFT THE UDO

The Kimley-Horn team will use the Ordinance Assessment and communication with Village staff and stakeholders to identify the UDO organizational arrangement and the order of priority of policy and process changes. The document structure will be customized to meet the wishes of the Village, but most jurisdictions find that organizing first by administrative procedures, then use regulation, and then development standards (including subdivision regulations) is effective and predictable for the end user.

CITY OF GREER UDO UPDATE



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ANNOTATED TABLE OF CONTENTS | 6-9-2021 | 1

Greer UDO Table of Contents

Annotated Outline

Kimley-Horn will prepare an annotated outline based on the findings of the Assessment Report completed in Task 2 and comments received from Village staff. The annotated outline will identify form, contents, and structure of the updated UDO for review and comment prior to the start of ordinance drafting. The outline also will identify potential formatting and approaches to certain sections of the UDO, including recommendations for sub-districts (form-based code provisions). The annotated outline is envisioned to include:

- » Summary table of contents
- » The proposed chapter names and sequence of the UDO
- » The anticipated key section titles for each chapter
- » The proposed text numbering scheme and appearance
- » A detailed example of the proposed page layout and text nesting scheme

Draft UDO

Using the proposed annotated outline, we will begin to draft the various chapters of the code text, create and design the appropriate graphics for inclusion within the text, and update the zoning map. Key to the success of the UDO will be continual coordination and review with Village staff, the Steering Committee, Planning and Zoning Board, and Village Council.

We suggest that the draft document be provided to Village staff in two modules:

1. General Provisions, Administration, Process and Procedures, Zoning Districts, Overlays, and Permitted Uses
2. Design and Development Standards

The updated UDO will clearly distinguish between the different, sometimes overlapping regulations related to specific character areas or corridors. Clear triggers for threshold regulations (traffic impact analysis, subdivision types, zoning permit issuance, etc.) will be established to ensure coordinated administration and enforcement among the different Village departments.

As part of the draft, the project team will provide preliminary illustrative graphics, including graphics and photographs of representative elements, to support the standards. Typical graphics could include:

- » Bulk development standards
- » Standards for parking lot, site, and buildings
- » Signage
- » Landscape buffers
- » Standards for roadway and pedestrian lighting
- » Complete street standards, including representative graphics and recommendations for roadway amenities
- » Development standards regarding site design and site roadway standards (cross-sections)
- » Multimodal standards, including bicycle, pedestrian, and transit standards outlining site design criteria

GreerUDO
Unified Development Ordinance

4. USES AND STANDARDS

4.2. PRINCIPAL USE TABLE

Section	Residential Districts					Nonresidential Districts				Mixed-Use Districts				
	RURAL RESIDENTIAL (RR)	SUBURBAN NEIGHBORHOOD (SN)	TRADITIONAL NEIGHBORHOOD (TN)	MEDIUM DENSITY (MD)	HIGH DENSITY (HD)	OFFICE PROFESSIONAL (OP)	COMMERCIAL GENERAL (CG)	BUSINESS TECHNOLOGY (BT)	MANUFACTURING AND LOGISTICS (ML)	GREER STATION DOWNTOWN (GS)	NEIGHBORHOOD CENTER (NC)	REGIONAL CENTER (RC)	COMMERCIAL CORRIDOR (CC)	
RESIDENTIAL														
Dwelling, Single-Family Detached	4.3.1.A	P	P	P	P	X	X	X	X	X	P	X	X	X
Dwelling, Single-Family Attached	4.3.1.B	X	S	P	P	P	S	X	X	X	P	X	X	X
Dwelling, Duplex, Triplex, or Quadplex	4.3.1.C	X	S	P	P	P	S	X	X	X	P	X	X	X
Dwelling, Live-Work	4.3.1.D	X	X	P	P	P	P	P	X	X	P	P	P	P
Dwelling, Multi-Family (Include Upperstory)	4.3.1.E	X	X	S	P	P	X	P	P	X	P	P	P	P
Child Care Home	4.3.1.F	S	S	S	S	X	X	X	X	X	S	S	X	X
Group Living	4.3.1.G	P	P	P	P	P	X	X	X	X	P	X	X	X
Residential Care	4.3.3.H	S	S	S	P	P	P	S	X	X	X	X	P	P
Manufactured/Mobile Home Park	4.3.3.I	X	X	S	X	X	X	X	X	X	X	X	X	X
NON-RESIDENTIAL														
AGRICULTURE AND OPEN SPACE														
Community Garden	4.3.2.A	P	P	P	P	P	P	X	X	X	P	P	S	S
Farm	4.3.2.B	P	X	X	X	X	X	X	X	X	X	X	X	X
Livestock (Wholesale)	4.3.2.C	S	X	X	X	X	X	X	X	X	X	X	X	X
Lumberyard	4.3.2.D	S	X	X	X	X	X	X	X	P	X	X	X	X
Nursery	4.3.2.E	P	S	X	X	X	X	X	X	P	X	X	X	X
Parks	4.3.2.F	P	P	P	P	P	P	P	P	P	P	P	P	P
Produce Stands	4.3.2.G	P	X	X	X	X	X	P	X	X	X	X	X	P
Stables	4.3.2.H	P	S	X	X	X	X	X	X	X	X	X	X	X
CIVIC AND INSTITUTIONAL														
Cemetery	4.3.3.A	P	S	S	S	S	S	S	X	X	S	X	X	X
Churches and Religious Institutions	4.3.3.B	S	S	S	S	X	P	P	P	P	P	S	P	P
Cultural, Library and Museum Facility	4.3.3.C	S	S	S	S	S	P	P	P	X	P	P	P	P
Day Care (Adult or Child)	4.3.3.D	X	X	S	S	S	P	P	P	X	S	S	P	P

KEY: P = Permitted, S = Special Exception

Greer UDO Principal Use Table



Graphic Rendering Example

Community Engagement

Clarity and transparency are critical to the success of the UDO update. Village staff, consultants, and residents should be able to understand the requirements of the ordinance. We welcome and encourage public input and review of the draft ordinance document. The individual Kimley-Horn team members selected for this project have extensive public engagement experience.

The following is a summary of the proposed community engagement approach:



Community Engagement Plan—With the input and feedback from Village staff and leadership during the project initiation/kick-off stage, we will refine a community engagement strategy and incorporate the proposed timeline into the update process. The Community Engagement Plan will set expectations for project milestones and deadlines but will be flexible as the needs of the project may pivot at various times throughout the project. Milestones and engagement opportunities will be communicated to the public for awareness and to encourage participation.



Steering Committee—The project team recommends the use of a Steering Committee to help guide the UDO update process. Regularly scheduled meetings with the Steering Committee (participants can be members of the Planning and Zoning Board, Village Council, or both) will involve not only broad overviews of topics and policy changes, but also reviewing the finer details of ordinance wording and ease of use. Steering Committee members, Village staff, and other Board members will be asked to serve as “Village Ambassadors” to help share the UDO update process with their neighbors, network, and constituents to gather feedback and garner support for the update effort.



Village Staff—While the UDO is housed, administered, and maintained in the Planning & Inspections Department, it is a document that impacts all Village departments and numerous outside agencies. Our team of planners has extensive local government experience and understands the day-to-day realities of local government development ordinance administration.



Equitable Public Engagement—Encouraging the public to engage, whether in-person, via a survey, or on a website, will allow the project team to understand how all members of the community perceive the current and proposed ordinance provisions. This engagement also provides an opportunity to educate the citizens on the needs and benefits of planning, zoning, development regulations, land development procedures, and enforcement.

The Kimley-Horn team has many tools available to use as part of the overall Community Engagement Plan. The following tools/ meetings/events are proposed for the Village of Pinehurst project:

- Social Media Posts (LinkedIn, Instagram, Facebook) to promote community engagement and provide project updates
- Village Website—We recommend using the Village’s website to provide users with updates to content, project information, presentation materials, and project schedules. Kimley-Horn will provide content for the page incrementally as materials evolve during the UDO update process
- Focus Group Interviews
- Village Staff Interviews and Community Tour
- In-Person or Virtual Work Sessions
- SWOT Analysis
- Online and Hard Copy Public Survey (translation services available)
- Ordinance Assessment Report Presentation
- Regular Updates to Village Council and Planning and Zoning Board
- Public Open Houses or Workshops—typically two events (one timed to occur following the release of the initial draft document and one for the final document prior to Council adoption)
- Coffee Chats or Presentations to Local Organizations (Rotary, Chamber of Commerce, etc)
- Public Review of the UDO
- Presentations to the Planning and Zoning Board and Village Council



Board Updates, Working Meetings, and Public Hearings—The Village Council and Planning and Zoning Board will be updated regularly throughout the update process and will be engaged to provide feedback and direction. The goal of these meetings will be to build consensus on new policies or procedures and ensure that the visions, goals, and objectives from the 2019 Comprehensive Plan, Village of Pinehurst Historic Design Standards, Village Place Small Area Plan, Pinehurst South Small Area Plan, and Form Based Guidance Plans have been adequately addressed in the updated ordinance document.



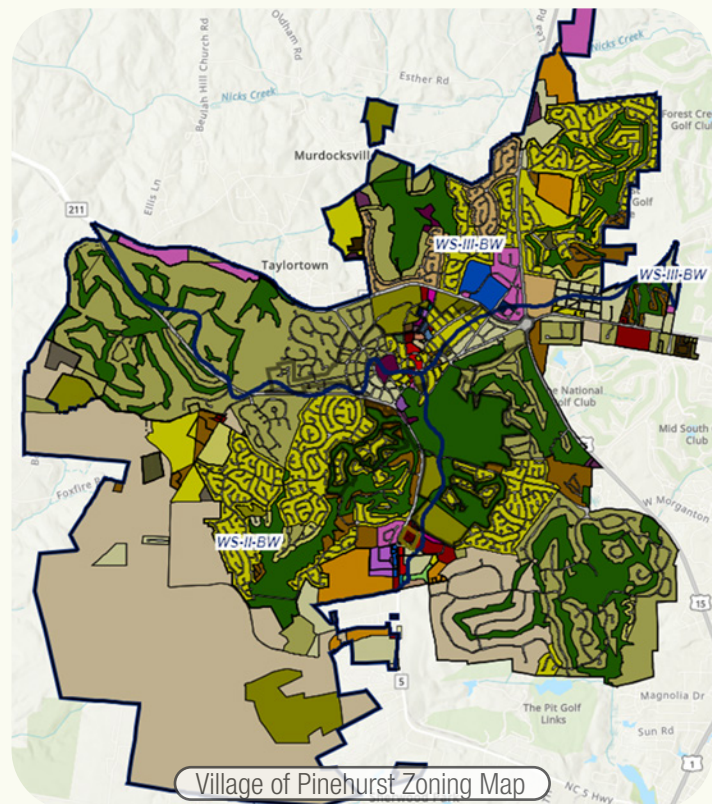
TASK 4 – DRAFT UDO PUBLIC MEETINGS

Following staff review of the Draft UDO, the Kimley-Horn team will incorporate all edits into the Draft UDO for public review and comment. We propose to work with Village staff to present the Draft UDO document to either a joint meeting of the Planning & Zoning Board and Village Council or as separate meetings (dependent upon staff direction). In addition to these presentations, the team will facilitate a drop-in community engagement event to address questions and gather comments.

TASK 5 – ZONING MAP

The Kimley-Horn team will conduct a thorough review of the existing Official Zoning Map to determine appropriateness following the adoption of the Village Place and Pinehurst South Small Area Plans; recommendations for consistency with the 2019 Comprehensive Plan including Focus Areas; and revisions to existing districts or the addition of new districts and overlay districts resulting from the update project. The Assessment Report will discuss how to appropriately marry the new UDO with an updated Zoning Map.

Our team can update Geographic Information System (GIS) files and create new mapping documents. Any associated remapping or rezoning will be handled simultaneously with adoption of the UDO update. The project team will work with Village staff to ensure the appropriate public noticing and public hearing take place, as required by state statute.



TASK 6 – ADOPTION DRAFT AND PUBLIC HEARINGS

Following the meetings in Task 4, the Kimley-Horn team will incorporate edits and prepare an updated Draft UDO (also known as the Adoption Draft) to be posted on the project website for final public review. This version of the UDO is intended to be consistent with the annotated outline and will be supplemented with summary tables, illustrations, and process flow charts.

In addition, Kimley-Horn will prepare a companion document with annotations regarding the new standards, items for additional consideration (as applicable), and chapter-based summary lists of the key changes between the current PDO and the draft document. Finally, a tracking spreadsheet noting all comments/edits by staff, the Planning and Zoning Board, and the Village Council will be included to provide both documentation and transparency.

Following the public notice period, and after incorporation of any final requested changes/edits, the Kimley-Horn team will present the final Adoption Draft at two meetings—the Planning and Zoning Board and the Village Council. The presentations will include an overview of the UDO, key changes from the current PDO, and a summary of the most recent changes/edits.

After adoption, we will provide the final deliverables to the Village as outlined in the agreed-upon scope of services, including editable digital and print formats. Also included will be a companion memorandum outlining best practices for displaying and maintaining the online version of the UDO.



RECENT PLANNING-RELATED LEGISLATION

The Kimley-Horn team monitors state legislation to ensure ordinances are compliant and consistent with the most current statutes and case law.

Year	Legislation Name/Number/Case Name	Summary of Main Points
2024	Senate Bill (SB) 166 Building Code Reform (Vetoed by Governor Cooper)	Revises various parts of the building code to address plan reviews, permit withholding, curbing, sidewalks in ETJ, performance guarantees, fire code, building permit technicians, and built-upon area definitions.
2023	Session Law (SL) 2023-63/S582 Farm Bill	“Waters of the State” restricted to those defined as “Waters of the United States”
	SL 2023-108, House Bill (HB) 488	Expands scope of Residential Building Code to include three-family (triplex) and four-family (quadplex) dwellings—exempted from design standards.
	SL 2023-108, HB 488	Revises 160 to remove the ability to apply minimum square footage sizes to any structure regulated under the residential building code.
	SL 2023-108, HB 488	Local governments cannot enforce private driveway, parking lot, or vehicular accessway paving standards that are more restrictive than NCDOT.
	SL 2023-108, HB 488	Developer can opt for erosion and sedimentation review fee to be no more than \$100/lot for single-family lots less than one acre in size.
	SL 2023-108, HB 488	Revises GS 160-925 from requiring payments from a developer or landowner for future maintenance of private stormwater control measures and caps private stormwater maintenance guarantee obligations at 10% of the project’s original cost.
	HB 259-2023 Appropriations Act	Cannot deny erosion and sedimentation control plan approvals based only on the applicant obtaining other environmental permits.
	HB 600-Regulatory Reform Act of 2023	Development in a water supply watershed (WSW) to can decide to choose to treat the stormwater from any net increase in a build-upon area from pre-existing development.
	HB 600-Regulatory Reform Act of 2023	Bars local governments from requiring additional fire truck access into single-family subdivisions that are NOT in compliance with requirements for fire access roads as stated in the applicable Building Code.
2022	NC General Statute (GS) 160D	Requires small towns to adopt a land use or comprehensive plan in order to have zoning.
	SL 2022-11 (SB 372)	Amends development regulations for maximum sizes for parking spaces.
	2022 Farm Bill, SL 20202-55 (SB762)	Excludes certain farm buildings from building code regulations.
	SL 2022-11 (SB 372)	Building Code/Development Reform 2022 sections related to wastewater, sedimentation, and building code laws.
	SL 2022-62 (SB 768)	Amends applicable sections of GS Chapter 160D to clarify the proper appeal procedures for subdivision plat decisions.


Section 6 - Relevant Experience

Greer UDO | Greer, SC

Kimley-Horn has served the City of Greer for a decade—beginning with the award-winning Greer Community Master Plan and culminating with the recently adopted UDO rewrite.

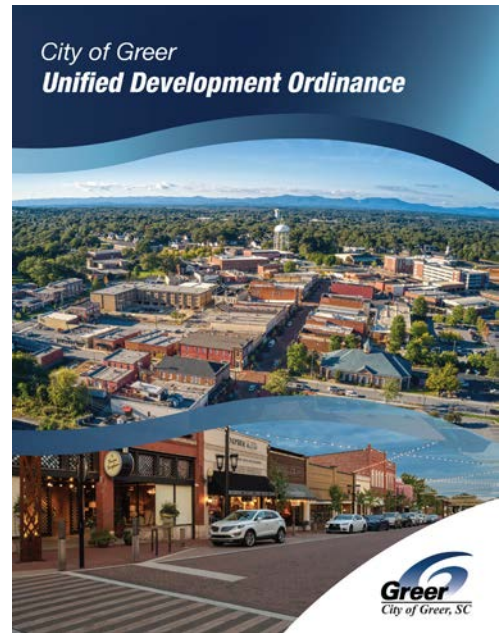
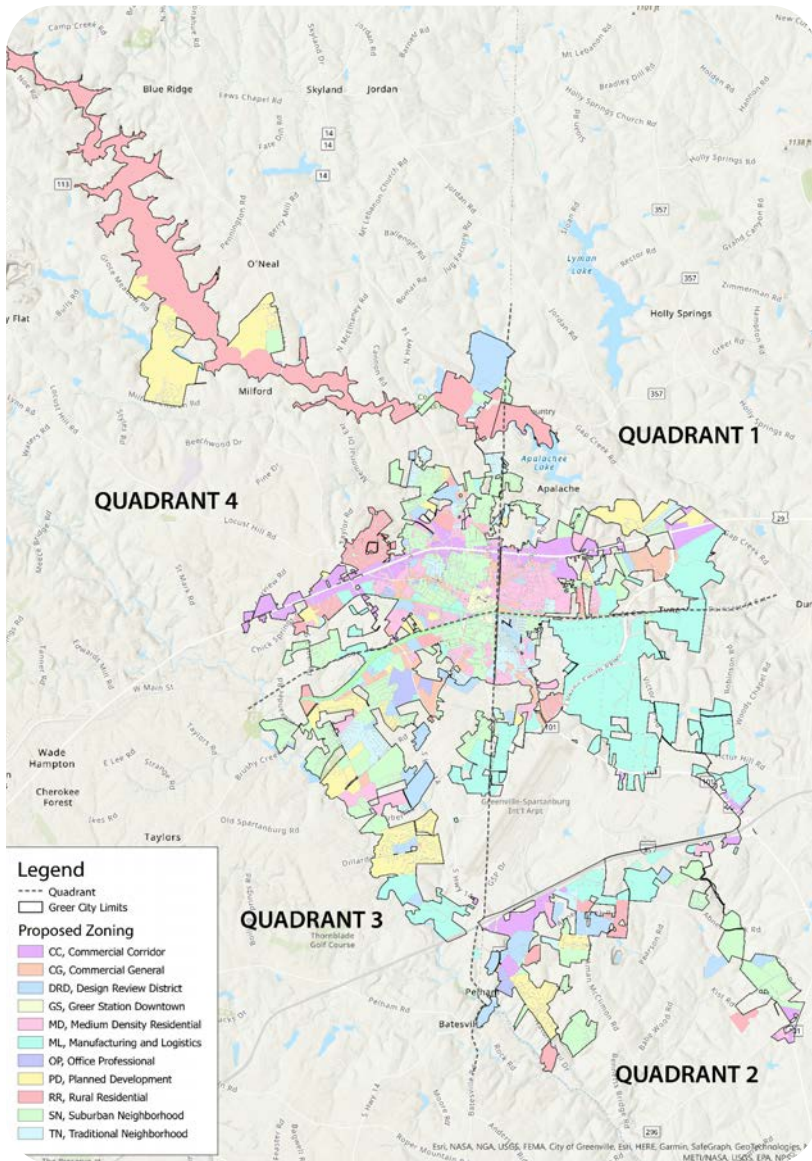
In 2021, the City selected Kimley-Horn to update its UDO. The new UDO is an out-of-the-box look at planning best practices and their application to a growing, diverse community. The Kimley-Horn team emphasized consistency with the City’s land use plan, corrected code conflicts, and addressed outdated planning and zoning practices.

The new UDO reorganizes and simplifies the document while minimizing the reliance of staff interpretation of current standards as project progress. The cornerstones of the new UDO are clear and easily understood terms, standards, and metrics supported by maps and graphics that allow ease of use.

 Ashley Kaade | 864 968 7027 | akaade@cityofgreer.org

 Completed in 2023

Click [here](#) to view our full UDO plan!



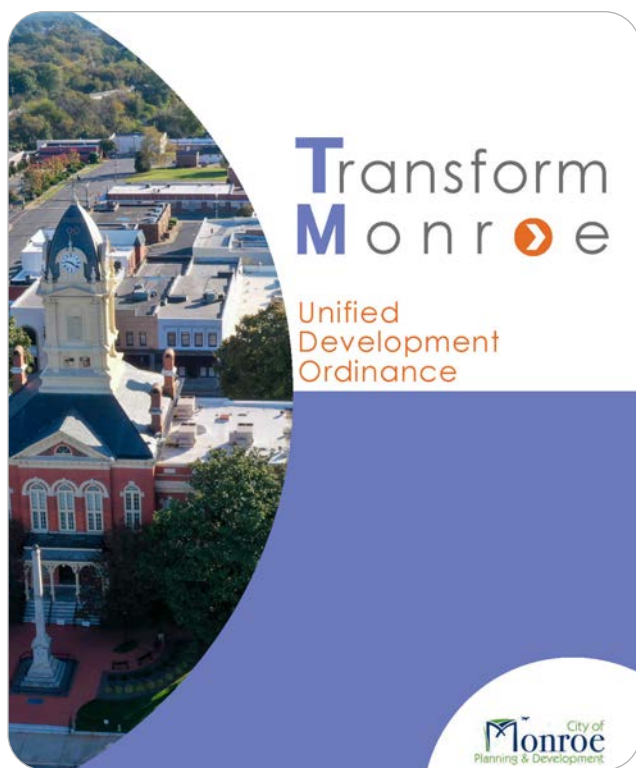
Transform Monroe UDO | Monroe, NC

Kimley-Horn was retained to develop a comprehensive update to the UDO to fulfill the vision created by the preferred land use plan. Kimley-Horn undertook a diagnostic of the City’s UDO, identifying inconsistencies with the Forward Monroe Plan, state planning laws, and best planning practices. Working closely with City staff, Kimley-Horn created a brand new UDO that was complete with new zoning districts, standards, clarification of terms and processes, and illustrative graphics.

 Lisa Stiwinter | 704 282 4569 | lstiwinter@monroenc.org


 Completed in 2022

Click [here](#) to view our full UDO plan!



Downtown Master Plan | Indian Trail, NC*

While employed at WithersRavenel, Cindy served as principal-in-charge for the Indian Trail Downtown Master Plan. Elements of the project included the development of architectural dimensional standards, massing guidelines, identification of housing types and public spaces, revised parking standards, streetscape improvements, and complete street criteria for bike lanes and pedestrian access. Cindy’s team worked with staff, local business owners, and residents to craft a vision for the future of Indian Trail’s downtown. The plan was approved in December 2023.

 Brandi Deese | 704 821 5401 | bcd@indiantrail.org

 Completed in 2023

“

I have worked with Cindy on our recent Downtown Master Plan project and was impressed with the quality of her work and the creativity she brought to the process. During the 2023 Downtown Master Plan, our Town Council was really interested in expediting the process. Cindy answered the call and delivered the final draft as promised even after several requests for modifications along the way. I would highly recommend Cindy for any long-range planning or development ordinance needs.

-Brandi Deese, MPA, AICP, CNU-A

*Project completed while Cindy worked at a previous firm.

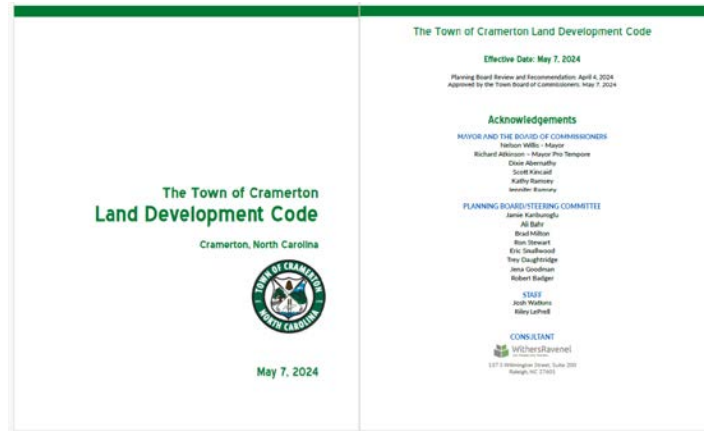
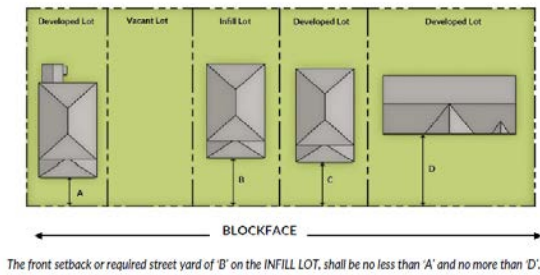
LDC Update | Cramerton, NC



WithersRavenel updated the Town of Cramerton's development regulations contained in their current Land Development Code (LDC). The regulations addressed new and innovative uses, form, and design standards, as well as landscaping, enforcement, and clear development procedures. The new ordinance provided predictable guidance to staff, developers, stakeholders, and citizens while maintaining collaborative and respectful relationships within the community and surrounding neighbors, and establishing policies and priorities for coordinated development, infill, and redevelopment. Edits created consistency with State law and reduced ambiguity in the current ordinance text. WithersRavenel used a range of professionals to collaborate on the project, including planners, economic development professionals, landscape architects, civil engineers, GIS analysts, and graphic artists.

Zach Ollis | 704 824 4337 | zollis@cramerton.org

Completed in 2023



UDO and Land Use Plan Update | Elkin, NC

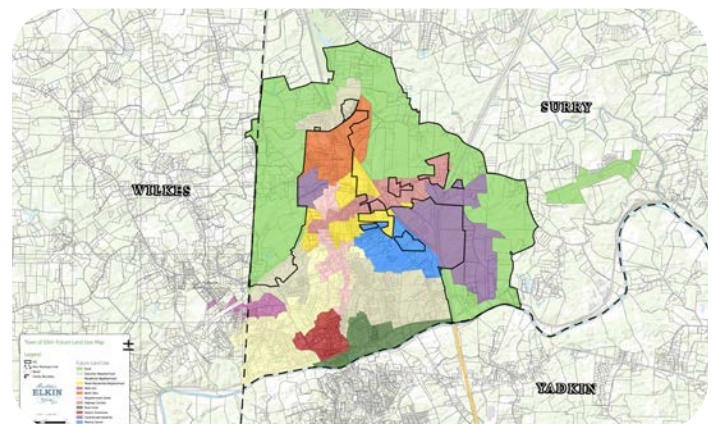
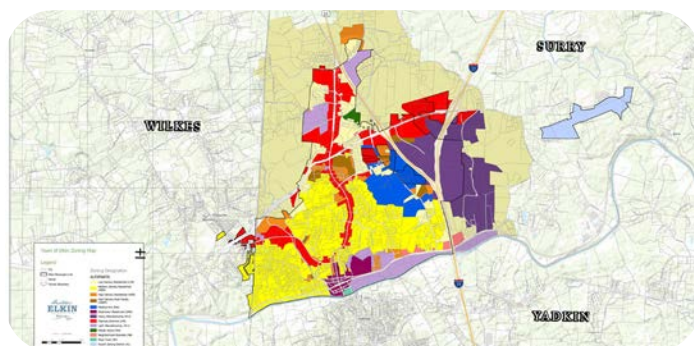


WithersRavenel worked with the Town of Elkin to rewrite the Town's existing Zoning Ordinance and Subdivision Ordinance into an updated UDO. This project follows the Town's adoption of a Comprehensive Master Plan, a project that was conducted by members of the same project team. This project included a robust community involvement plan, including three public workshops, monthly meetings with the project's Steering Committee, and preliminary presentations to Town leadership throughout plan development.

Work involved the development and updating of zoning districts, allowable uses, dimensional standards, and various other development requirements, including sign regulations, environmental protection provisions, and all required changes that have been established per the North Carolina General Statutes (NCGS) 160D updates. An updated Zoning Map, Future Land Use Map, and various other supplemental materials were produced to accompany the ordinance. Significant time on this project involved the researching of best practices across the state and other American cities in order to ensure the Town is implementing regulations that reinforce the direction that staff and stakeholders have envisioned.

Sarah Harris | 336 794 6464 | sharris@elkinnc.com

Completed in 2021

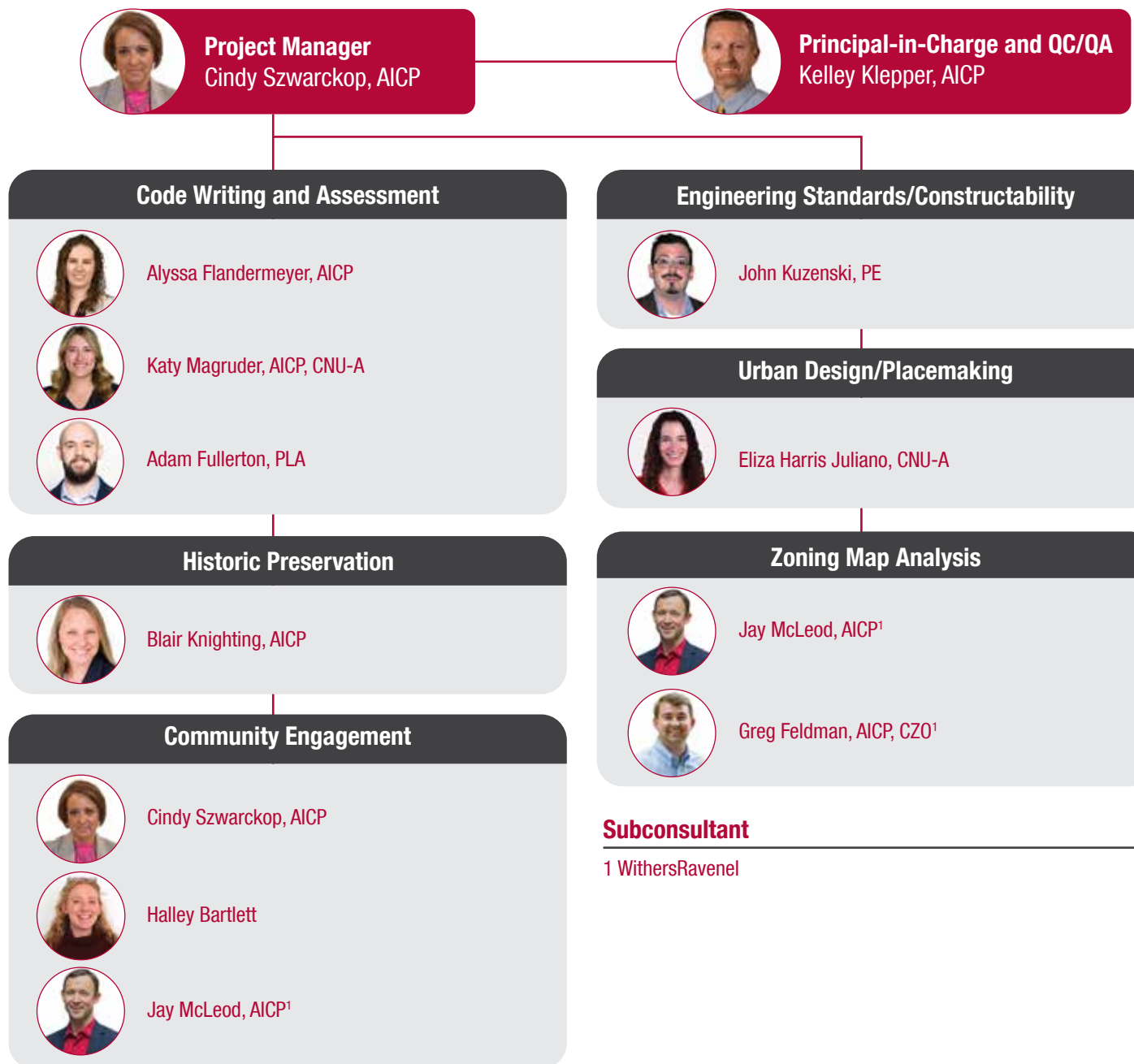


Section 7 - Personnel Qualifications

STAFF AVAILABILITY AND ORGANIZATIONAL CHART

Project manager **Cindy Szwarczkop, AICP**, and principal-in-charge and QC/QA lead **Kelley Klepper, AICP**, will provide the leadership for this project. They have selected a team of professionals who are available to serve the Village of Pinehurst and have experience completing similar projects. Cindy will be the Village's main point of contact for this project and will work with the Village to maintain your schedule and budget. Our proposed team's composition is shown on the organizational chart below.

Village of Pinehurst





CINDY SZWARCKOP, AICP

Project Manager and Community Engagement

Cindy brings over 29 years of planning, municipal coordination, and project management experience as both a local government planner and consultant across North Carolina. Focused on land use planning, she understands the unique needs of public and private-sector clients and works to ensure highly successful project delivery for a variety of project types—such as development ordinances/land use plans, streetscapes, and parks.

EDUCATION

Master of Urban and Regional Planning,
Virginia Polytechnic Institute and State
University

Bachelor of Science,
Public Administration and Political
Science,
James Madison University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners

UDO Projects

- » UDO Update, Guilford County, NC*
- » UDO Update, Lillington, NC*
- » UDO Update, Ayden, NC*
- » UDO Update, Garner, NC*
- » LDC Update, Cramerton, NC*
- » Land Use Code (LUC) Update, Surf City, NC*
- » UDO, Jackson County, NC*

Coastal Area Management Act (CAMA) Land Use Plans

- » CAMA Land Use Plan, Swansboro, NC*

Comprehensive/Long Range Plans

- » Land Use Plan, Winterville, NC*
- » Land Use Plan, Huntersville, NC*
- » Future Land Use Map, Fayetteville, NC*
- » Southwest Bypass Land Use Plan, Pitt County, NC*
- » Comprehensive Plan, Granville County, NC*
- » Comprehensive Plan, Waynesville, NC*
- » Comprehensive Plan, Smithfield, NC*

Streetscape/Downtown Master Planning Projects

- » Main Street Streetscape Project, Clayton, NC*
- » Blue Hill District Design Standards, Chapel Hill, NC*
- » Downtown Master Plan, Indian Trail, NC*

*Experience completed prior to joining Kimley-Horn

“ I have worked with Cindy in both a public and private sector capacity since 2011. As the Planning Director for the Town of Clayton, I have reviewed her development proposals and hired her team to assist with streetscape planning, parking studies, and land development code updates. As a private sector developer, I have hired Cindy to assist with master planning of large mixed-use developments, master planning, and small area plans for a 1,400-acre farm, downtown infill development, and subdivision design and approvals. I continue to use Cindy as my lead planner on new projects and recommend her as a highly qualified, detail oriented consultant.

-Dave DeYoung

“ Having worked closely with Cindy on a Land Use Plan update for the Town of Swansboro, when serving as Town Manager, I can confidently speak to her expertise and care for client success. I was quite fascinated, as a client of Cindy's, especially a smaller community client, the level of importance our community received by Cindy's leadership. We had extraordinary community engagement and by far the product exceeded our expectations. I believe Cindy and her team would be an excellent partner for your project, bringing unmatched experience and attention, that you will likely not experience with others.

-Scott Chase, ICMA-CM, AICP



EDUCATION

Master of Arts,
Geography and Urban Planning,
East Tennessee State University

Bachelor of Science, Psychology,
East Tennessee State University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners

KELLEY KLEPPER, AICP

Principal-in-Charge, QC/QA Lead

Kelley has 32 years of planning experience, including a thorough knowledge of land development codes, comprehensive planning, growth management, public policy, form-based codes, budgeting, urban growth boundaries and management, transportation, development-related issues facing growing communities, and urban design. He has extensive knowledge of land use and is experienced with coordinating and conducting public meetings and presentations, including public involvement plans and visioning. **As a vice president of the firm and an authorized signer, Kelley is able to negotiate and execute a contract.** He has partnered with municipalities throughout the Southeast to develop zoning codes, specific code components (e.g., signage, parking, airport zoning), design standards and guidelines, form-based codes, and overlay development standards, including hybrid codes reflecting best planning practices and context/community sensitive solutions. Kelley has presented at various local, regional, state, and national planning organizations, including the American Planning Association (APA) National Conference, APA Florida and Tennessee, Florida Redevelopment Association, and American Public Works Association, Florida Chapter.

UDO and LDO Projects

- » UDO Rewrite and Zoning Map Update, Monroe, NC
- » UDO Rewrite, Greer, SC
- » Land Development Ordinance (LDO) Update, Rolesville, NC
- » Land Development Regulations (LDR) Update, Lakeland, TN
- » Zoning Code Updates, Phase 1, Grovetown, GA
- » UDO Analysis, Sandy Springs, GA
- » Unified Development Code (UDC) and 2027 Comprehensive Plan, Venice, FL

Zoning and Code Projects

- » Code Review and Development for the Gateway Master Plan, Butner, NC
- » Land Development Code (LDC), Berry Hill, TN
- » Community Redevelopment Agency (CRA) Master Plan Update and Design Standards, Zephyrhills, FL
- » Hydraulic Small Area Plan and Code Assessment, Charlottesville, VA
- » Comprehensive Development Code and Parking Code Assessment, Largo, FL
- » Zoning Code Amendments, Cape Canaveral, FL
- » Manatee County Airport Land Use and Zoning Code Update, Bradenton, FL

Additional Relevant Experience

- » Downtown Master Plan and Town Center District Standards, Stallings, NC
- » North Carolina State University, Centennial Campus Design Standards, Raleigh, NC
- » CRA Master Plan and Overlay District Standards, Groveland, FL



ALYSSA FLANDERMEYER, AICP

Code Writing and Assessment

Alyssa has over 5 years of professional planning experience. Her areas of expertise includes land development codes, code updates, comprehensive planning, growth management, public policy, small and special area plans, transportation, development-related issues facing growing communities, and urban and rural design.

Relevant Experience

- » UDO Rewrite, Greer, SC
- » Zoning Code Revisions, Grovetown, GA
- » UDO Update, Lakeland, TN
- » Land Use and Zoning Ordinance Update, White House, TN
- » The Lakes District Land Development Code, Auburndale, FL
- » Comprehensive Plan Update, St. Pete, FL
- » Presidential Streets Master Plan, Cape Canaveral, FL
- » Professional Planning Services, North Port, FL
- » Development Review Committee and Code Updates, Sarasota, FL

EDUCATION

Bachelor of Arts, Urban Planning,
Ball State University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners



KATY MAGRUDER, AICP, CNU-A

Code Writing and Assessment

Katy is an accomplished urban planner with expertise in infill and redevelopment strategies, placemaking initiatives, master planning, creating specialized plans and overlays, and drafting land development code. With a stint in residential development, Katy brings an awareness of the impacts of various regulations on developers and balances private developer needs with the public good.

Relevant Experience

- » Land Development Code Update, Oviedo, FL
- » Land Development Code Assessment, Eustis, FL
- » Land Development Code Update, Ocoee, FL
- » Vision 2050 Public Outreach Campaign, Orlando, FL
- » Comprehensive Plan and Update, Titusville, FL
- » Vision Land Use Plan, Seminole County, FL
- » West Colonial Drive Corridor Study, Orlando, FL
- » Planning Staff Support, Orange County, FL

EDUCATION

Master of Arts, Urban Planning,
Rollins College

Bachelor of Science,
Environmental Studies,
Elon University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners
Congress of New Urbanism Accredited



ADAM FULLERTON, PLA

Code Writing and Assessment

Adam has a wide range of experience serving both public and private clients in North and South Carolina. His design experience includes multifamily, industrial, commercial, and institutional projects, working with clients from the conceptual development phase through construction. This practical knowledge and experience adds value to UDO update projects.

Relevant Experience

- » Eugene and Bellemeade Streets Streetscape Design, Greensboro, NC
- » Elm and Bellemeade Streets Streetscape Design, Greensboro, NC
- » Garner MXD, Garner, NC
- » Town Center, Cary, NC
- » Greenway Design, Zebulon, NC
- » Downtown Greensboro Streetscape, Greensboro, NC
- » Downtown Improvements, Phase 3, Wake Forest, NC
- » Lane Professional Park, Fuquay-Varina, NC
- » Wildwood Park, Greenville, NC

EDUCATION

Master of Arts, Landscape Architecture,
Ohio State University

Bachelor of Science, History,
North Carolina State University

PROFESSIONAL CREDENTIALS

Professional Landscape Architect



BLAIR KNIGHTING, AICP

Historic Preservation

Blair has 10 years of experience in historic preservation planning, analyzing zoning overlay regulations, land development entitlement procurements, and grant writing and management. She is a Qualified Secretary of the Interior Architectural Historian and experienced in Section 106 reports. Prior to joining Kimley-Horn, Blair served as a historic preservation planner for the City of Jacksonville, FL.

Relevant Experience

- » UDO Update, Lewisville, NC
- » Plan Review, Chapel Hill, NC
- » Harden Street Phase 2B Streetscape Improvements, Columbia, SC
- » Historical Preservation Services, Dunedin, FL
- » Phase 2 Historic Resources Survey, Dunedin, FL
- » Historic Preservation Services, Defuniak Springs, FL
- » 5-Year Consolidated Plan (FY 2021-2025) and Annual Action Plan, Gainesville, FL
- » Comprehensive Plan and Land Development Code, Jacksonville, FL

EDUCATION

Master of Arts, Historic Preservation,
University of Florida

Bachelor of Science, Psychology,
University of Florida

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners



HALLEY BARTLETT

Community Engagement

Halley is a landscape architecture analyst with a specialty in collecting and illustrating information from the research and design phase through presentation, document writing, and construction. Her design work is grounded in qualitative and quantitative research to highlight and support the special qualities of the communities she works with. She also is skilled in equitable community engagement, working with municipalities to draft engagement plans that aim to reach all facets of the community.

Relevant Experience

- » Lane Professional Park, Fuquay-Varina, NC
- » Parks and Recreation Master Plan, Buncombe County, NC
- » Cary Parkway Sidewalk, Cary, NC
- » Comprehensive Recreation and Parks Master Plan, Greenville, NC
- » Copper District, Clayton, NC
- » Nettles Park Master Plan, Clemson, SC
- » Comprehensive Transportation Plan, Holly Springs, NC

EDUCATION

Master of Arts, Landscape Architecture,
North Dakota State University-Fargo

Bachelor of Arts,
Environmental Design,
North Dakota State University-Fargo



JOHN KUZENSKI, PE

Engineering Standards and Constructability

John has 21 years of experience in civil engineering design, including land development; utility coordination and design; erosion control; and stormwater management. He has extensive experience serving local municipalities with land development and recreational projects for national clients for retail, financial institutions, and military residential housing programs. John’s experience as a quality control manager for development projects provides valuable “ground-truthing” when it comes to the creation of new and innovative code language.

Relevant Experience

- » Wildwood Park, Greenville, NC
- » Ailey Young Park Improvements, Wake Forest, NC
- » Moore Square Design and Implementation, Raleigh, NC
- » Outdoor Aquatic Facility, Greenville, NC
- » Holding Park Family Aquatic Center, Wake Forest, NC
- » Dog Park, Morrisville, NC
- » Public Safety Warehouse, Wake Forest, NC

EDUCATION

Bachelor of Science,
Civil Engineering,
Pennsylvania State University

Associates, Architectural Technology,
Pennsylvania College of Technology

PROFESSIONAL CREDENTIALS

Professional Engineer in NC



ELIZA HARRIS JULIANO, CNU-A

Urban Design/Placemaking

Eliza has more than 17 years of urban planning experience, managing private- and public-sector projects with a focus on redevelopment, improving land use patterns, and encouraging multimodal transportation options to contribute to sustainability and quality of life. She is engaged in outreach and advocacy on smart growth issues and is active in the leadership of local and national peer organizations, including serving as the 2017–2018 Board Chair of the National Congress for New Urbanism.

Relevant Experience

- » 2035 Population and Employment Projection, Polk County, FL*
- » MetroPlan, 2030 Alternative Land Use Forecast, Orlando, FL*
- » EAR-Based Comprehensive Plan Amendment, Seminole County, FL
- » Envision Seminole 2045 and EAR, Seminole County, FL
- » Orange Code and Vision 2050, Orange County, FL
- » Neighborhood Visioning, Policies, and Regulations, Titusville, FL
- » LDC Update, Seminole County, FL
- » LDC Rewrite, Oviedo, FL

*Experience prior to joining Kimley-Horn

EDUCATION

Master of Urban Planning,
Harvard University

Bachelor of Arts, Biochemistry,
Harvard University

PROFESSIONAL CREDENTIALS

Congress of New Urbanism Accredited



JAY MCLEOD, AICP

Zoning Map Analysis and Community Engagement

Jay leads planners, designers, and engineers in the creation of comprehensive plans, development ordinances, downtown plans, and park system master plans. With a background as both a public planner and planning consultant, he understands local issues, can lead solution-based analysis, and synthesizes the findings into understandable and actionable plans.

Relevant Experience

- » Comprehensive Land Use Plan 2025, Wilson County, NC
- » Downtown Master Plan, Indian Trail, NC
- » Parks and Recreation Master Plan, Siler City, NC

EDUCATION

Masters of Urban and Regional Planning,
University of Florida

MS, Urban Ecology,
University of Louisville

BS, Biology, Florida
State University

PROFESSIONAL CREDENTIALS

American Institute of
Certified Planners



GREG FELDMAN, AICP, CZO

Zoning Map Analysis

Greg is a certified planner with experience in both public and private sector planning. His background in the public sector provides a day-to-day understanding of the specific needs and challenges of municipal staff. Greg's strong passion for sustainability provide added value to planning projects.

Relevant Experience

- » LDO Update, Surf City, NC
- » LDO Update, Cramerton, NC
- » Parks and Recreation System Assessment, Southern Pines, NC

EDUCATION

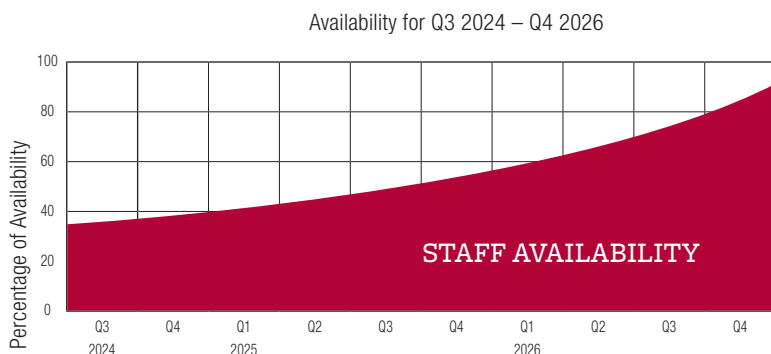
BS, Urban and Regional Planning,
East Carolina University

PROFESSIONAL CREDENTIALS

American Institute of
Certified Planners
Certified Zoning
Official

Section 8 - Availability

At Kimley-Horn, serving clients is our number one priority. For every project that we pursue, we use a workload forecasting technique called “Castaheads” to determine staff availability before proposing on projects. This involves meeting with relevant discipline managers and staff to examine the backlog, upcoming deadlines, production schedule, and other factors. Many years of successfully completed projects prove that this system works. Our team has analyzed the current workload and determined that the proposed staff can be readily available to start this project upon receipt of notice to proceed and can meet the proposed project schedule of 10 months to deliver the final draft of the UDO Update.





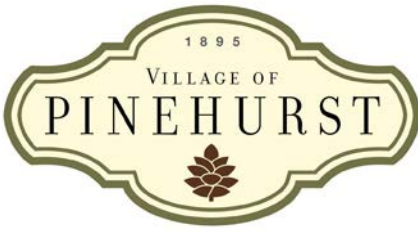
**10:30 a.m. Interview with CPL
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Konstantinou, Village Clerk
CC: Village Council; Doug Willardson; Carlton Cole; Alex Cameron
DATE OF MEMO: 09/16/2024

MEMO DETAILS

ATTACHMENTS

1. Village of Pinehurst_UDO Update_CPL Qualifications (1)



QUALIFICATIONS

Village of Pinehurst

Comprehensive Unified Development Ordinance Update

July 26, 2024

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July 26, 2024

Alex Cameron, Planning & Inspections Director
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Re: RFQ - Comprehensive Unified Development Ordinance Update

Dear Alex Cameron and Members of the Selection Committee:

CPL is honored to share our qualifications and approach to planning, as well as introduce and showcase our team's specialized knowledge and experience as it relates to this request for qualified consultants with experience developing Unified Development Ordinances (UDO). Our firm has a multi-disciplinary team of professionals in community planning, boasting extensive experience working with local and county governments. As a single source for all A/E/P needs, CPL offers enhanced coordination through our in-house architects, engineers, and planners, who collaborate daily to deliver high-quality services in a cost-efficient manner.

At CPL, we provide three distinct types of planning services that seamlessly integrate into the diverse fabric of communities we serve, across a spectrum of both large and small, urban and rural areas.

Firstly, our *embedded services model* sets us apart by seamlessly integrating with public sector staff teams on-call. Acting as an extension of these teams, we provide invaluable support, acting as an added team member, or even stepping into interim leadership roles when needed, ensuring continuity and efficiency in project delivery.

Secondly, our *master planning approach* involves close collaboration with communities to not only understand but also articulate their unique vision for growth and development. Through this collaborative process, we help transform abstract ideas into actionable plans that pave the way for thriving and vibrant communities.

Lastly, our expertise extends to *ordinance updates and full rewrites*, where we excel at translating visionary policy language from planning documents into robust and clear regulatory frameworks. Whether it's zoning, sign, development, tree/landscape, environmental, or consolidated unified development ordinances, we ensure that these documents are not just comprehensive but also user-friendly, facilitating smooth implementation and compliance.

In contrast to conventional planning services, our holistic approach enables us to grasp the intricate interconnections in the implementation process, ensuring that our recommendations are effectively translated into tangible outcomes for the community. This approach brings a full-circle perspective that is built on practical experience and delivers long-term value to our clients.

We are confident that we can take the Village's policy documents, listen to the Village's stakeholders and create a regulatory code that helps the Village achieve its vision. We have carefully read all RFQ documents and thoroughly understand the scope of services. We are excited for the opportunity to serve The Village of Pinehurst and to guide your vision of creating a vibrant community that all are proud to call home.

Very Truly Yours,

CPL

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We are engineers, architects, planners and technical specialists. We are community leaders, business owners, and partners.

CPL BY THE NUMBERS

1975
Year Founded

480+
Total Staff

76
Licensed Architects

69
Licensed Engineers

47
LEED Accredited Professionals

23
Offices

17
Interior Designers

7
Licensed Landscape Architects

7
AICP Certified Planners

4
Geologists

CORPORATE STRUCTURE

CPL is a privately held (shareholders) Design Professional Corporation (DPC), registered and fully licensed.

At CPL, we feel inspired every day to make our world a better place through exceptional design, dedicated service and lasting client relationships.

CPL has been serving public and private clients since 1975. Our team of over 480 dedicated professionals provide design services of exceptional quality offering expertise in community planning, architecture, engineering, and construction administration services. From your first encounter with CPL you will realize we do things differently. Our team is dedicated to a client-centered philosophy based on our three core beliefs.

CPL's Philosophy Grows From:

- Our Belief in Full-Service Capabilities
- Our Focus on Personal Attention
- Our Commitment to Principal Participation

Being full-service means bringing innovation to our clients in terms of service delivery. Our highly collaborative and multi-disciplined team is capable of solving every challenge posed by your project.

Full-Service Capabilities:

- Planning and Development
- Civil Engineering
- Transportation Engineering
- Architecture and Interior Design
- Landscape Architecture
- Mechanical, Electrical and Plumbing Engineering
- Structural Engineering
- High Performance Design and Energy Performance Contracting
- CPL Creative Labs & Emerging Technologies

Among our national rankings:

Top 500 Design Firms in the Nation since 2014
Engineering News Record

Top 300 Architecture Firms in the Nation
Architectural Record

“ We thoroughly enjoy working with CPL. They have a knowledgeable, approachable staff that keep the lines of communication very open. Since our completed UDC, we have engaged CPL's help with a master plan and with a portion of our Alcohol Ordinance. CPL comes highly recommended from the City of Social Circle. **”**

- Ashley Davis, Community Development Director
City of Social Circle

Executive Summary

Data-Driven Analysis

- **Comprehensive Approach:** CPL’s data-driven strategy for aligning policy direction with the Unified Development Ordinance sets us apart. We meticulously review and interpret current development and permitting processes with staff, identifying trends in legislative and quasi-judicial approvals that may necessitate policy changes.
- **Grounded Recommendations:** Our recommendations are grounded in these findings, each backed by a clear rationale. Unlike mere repetitions of existing policy frameworks, we recognize that regular approvals can signal potential policy adjustments.
- **Robust Implementation Toolbox:** We integrate insights from previous efforts with a broad set of ideas and experiences, creating a robust toolbox of implementation strategies. These are rooted in:
 - ▶ Historical decisions (both legislative and quasi-judicial)
 - ▶ Observations from staff and technical experts
 - ▶ GIS analyses of existing zoning districts and distinctive parcel and bulk standard characteristics
- **Early Policy Agreement:** By ensuring recommendations are justified and detailed during the diagnostic phase, we enable early agreement on policies, allowing us to efficiently develop the technical language necessary for effective policy incorporation.

Adaptive Zoning Standards

- **Innovative and Flexible:** Our Adaptive Zoning Standards are specifically developed for compliance-driven implementation, targeting redevelopment projects. Recognizing the need for a more responsive approach, these standards offer flexibility while maintaining stringent criteria.
- **Curated Development Characteristics:** These standards present a curated set of development characteristics and a menu of compliance alternatives that align with original standards while accommodating unique site and project conditions.
- **Supporting Diverse Objectives:** Adaptive Zoning Standards facilitate:
 - ▶ Adaptive reuse of buildings
 - ▶ Infill development
 - ▶ Pedestrian-focused enhancements such as sidewalk improvements, reduced curb cuts, and public art installations, or other policy priorities identified through the process
- **Market Responsiveness:** Rooted in detailed analysis, these standards are designed to be responsive to market demands while nurturing the built environment envisioned by the Village of Pinehurst. This ensures efficiency, business friendliness, and a commitment to community goals.

Public Servant Perspective

- **Unique Insight:** Our distinctive strength lies in offering more than just a repetition of prior efforts. Combining insights from previous planning with our broader set of ideas and experiences, we bring a keen focus on pragmatic implementation.
- **Experience on Both Sides of the Counter:** At CPL, we leverage our extensive experience both as municipal team members in zoning administration and as consultants in code development. This dual perspective enhances our approach.
- **Expertise in Zoning and Land Development:** We specialize in conducting zoning, land development, and sign assessments and rewrites for numerous local and county governments. Our position at the forefront of land use policy best practices and case law enables us to serve as reliable partners, translating policy visions into actionable regulatory strategies.



**WE
THINK
DIFFERENTLY**

Subconsultants



E. Lawson Brown, Jr. ESQ

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Burlington, NC 27216-2958
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Vernon Law was established in 1933 and has been assisting clients with their legal needs in Alamance County and throughout the Burlington-Greensboro area. **Lawson Brown, Jr. Esq.** maintains a general practice with a focus on commercial real estate development and business transactions for clients with real estate development projects. Mr. Brown has worked with municipalities, the North Carolina Department of Transportation, and other agencies on zoning, utility, transportation, and governmental permits and approvals on commercial, industrial and residential projects. Named in 2008 by Triad Business Leader as one of the Triad's Top Lawyers for business law and civil litigation, Mr. Brown continues to serve his clients' needs in a variety of ways. His litigation experience includes representation in all three federal district courts in North Carolina and Atlanta, Georgia as well as state court appearances in multiple counties in North Carolina, Virginia and South Carolina.



LKC Engineering, PLLC

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LKC is a professional practice dedicated to developing valued relationships in all aspects of our practice. That objective is pursued with each client and extends through our staff, contractors, and all those involved in what we do. Therefore the LKC story is about people, and the amplified results that come from collaboration. While LKC was formed in 2012, we are much more vintage. In fact, our team consists of several professionals who have been providing design and project solutions for clients for more than twenty-five years. We are also committed to multi-generational leadership, which means our principals and staff range in age from mid thirties to sixty plus.



Project Understanding & Approach

Together with the Village of Pinehurst, CPL shall develop a new UDO that advances best practices in mobility, greenspace, and sustainable growth. Special attention will be paid to removing obstacles to streamline the implementation of the desired uses and vision in the following areas of interest: Highway 5 Commercial Area, Medical District, Village Place/Rattlesnake Trail Corridor, and the Highway 211 Commercial Area.

CPL is well-positioned to lead the update of ordinances for Village of Pinehurst, shaping them into a Unified Development Ordinance (UDO). Our proficiency in code writing is enhanced by the practical experience of our project team members, actively engaged in development departments across the east coast, as well as the legal expertise behind Vernon Law.

Our first-hand involvement in developing, interpreting, implementing, and updating municipal and county codes uniquely equips us to comprehend and address your specific needs. We eagerly anticipate undertaking this project, demonstrating our dedication to building upon Village of Pinehurst's planning endeavors and promoting thoughtful growth and development.

Scope of Services

PHASE 1 – Zoning Code Review, Assessment, and Update

TASK 1 – Project Kick-off and Coordination

Prior to any meetings, the CPL team will review the current ordinances and regulations to become familiar with the current format and content. We will collect existing documentation that may be available to provide a background for the update effort. We will lead a kick-off meeting with Village staff to discuss the project and any particular needs. This meeting will initiate the project management team (PMT) and establish the cadence at which the PMT meets. The PMT will advise and provide feedback to our team throughout the project.

Other logistical components like day-to-day points of contact, list of data request items, list of key stakeholders, and next steps will be shared with the attendees via meeting notes within a week of the kick-off and any following PMT meetings.

TASK 2 – Data Collection

Simultaneous to synthesizing the input gathered during the project kick-off, PMT meetings, and other engagement activities, the CPL team will work on

collecting relevant data and review of past studies and ordinances to get a holistic sense of the existing conditions.



The team will conduct an existing conditions analysis by reviewing relevant planning and zoning documents, including (and not limited to) the 2005 Development Ordinances, 2019 Comprehensive Plan, Village Place and Pinehurst South Small Area Plans, North Carolina General Statutes Chapter 160D, and other sources of policy and regulatory guidance. The team will work with you to add more items as needed to make sure all the aspects of regulations and guidelines are covered. A comprehensive review will identify issues of consistency or gaps in information required for a robust compilation of the UDO.

CPL will also look at issues identified in any recent text amendments that have already occurred as well as variance and land use decisions that have historically been made, and staff “fix-it” lists enumerating ongoing pain points in the current ordinances and identified through your section 1.7.2 Periodic Review process. There may be requirements added to the current ordinances that are very intentional policy decisions. We have a keen eye to identify most of those policies but also understand that we don't have as intimate



familiarity with the community as the staff team. We will work with you to identify those provisions that must be retained and those that are consistently problematic so we can understand what is working/not working today.

CPL will review the current development and permitting process with staff. During this data collection period, we are reviewing trends in legislative and quasi-judicial approvals to determine if there are consistent decisions for code relief or land use decisions that indicate a need for a change in policy. Our recommendations will reflect those findings and will cite the logic behind the recommendations.

TASK 3 –Community Engagement

Our proposed approach to Community Engagement focuses on inclusivity, collaboration, and effective communication to ensure that the voices of all stakeholders are heard and considered.

The team’s public engagement philosophy begins with the client – you know your community best. We provide options for public engagement, from traditional open houses to pub crawls with tactical urbanism, and you tell us what suits your community. Each public engagement collection includes the following guarantees:

► **Close the Loop**

Public engagement is not just about taking in feedback, but it’s also about synthesizing the information and reporting back to the community what was heard and how it has been addressed.

► **Digital Dialog**

Not everyone can or wants to attend a public meeting, so remote engagement may be necessary. We provide and advertise remote alternatives for public engagement so everyone can participate. These include interactive survey, mapping, and idea exchange tools through an online website interface that can be linked through the Village’s website

► **Innovate**

We thrive on engaging with the public. It’s an important step in the process, but it’s also important to make it fun and interesting. The CPL team, in collaboration with the Village, will develop a method/strategy to encourage community participation in the UDO development. The strategy will include various methods for public input and presenting work products, such as workshops, stakeholder meetings, surveys, focus groups, and online tools.

Our approach will utilize various engagement methods such as standard public meetings, online surveys, and meetings with property owners. The scheduling of these meetings will be diverse to reach the broadest range of stakeholders. By example, the public engagement strategy will include the following (or other similarly-scaled combination of efforts), where the detailed public engagement plan will be developed in consultation with the project management team:

► **General Public Meetings**

We commit to conducting two (2) General Public Meetings that will cover essential topics and milestones, including the kick-off meeting, seeking

PROJECT UNDERSTANDING, APPROACH, SCHEDULE & AVAILABILITY

input on proposed development regulations, and presenting final recommendations.

► Project Stakeholders

Our proposal emphasizes the active engagement of key stakeholders throughout the process. Their valuable input and feedback will play a pivotal role in tailoring regulations to the unique needs of the Pinehurst community.

If desired, CPL will take the lead on connecting and building trust with these key stakeholders. To achieve this, our team will initiate conversations with an education component to build a shared language among all those in attendance. After establishing communal ground rules to ensure all voices are appropriately heard, the team shall spearhead conversations on the following:

- Preferred approaches to retain Village’s small town charm, scale, and authenticity.
- Effectiveness of Historic Review Guidelines / processes in preserving Village Center.
- Special planning or permitting considerations for extra-territorial jurisdiction areas.
- Which essential employers and uses which the Village desires to attract or retain.
- Challenges affecting permitting and public perceptions of customer service.
- Challenges or long-term vision for expansion of sewer, stormwater, water and other utilities.

- Preferred approaches for mixed-use / innovation hub implementation.

This collaborative approach ensures a comprehensive understanding of the community’s diverse perspectives and concerns, laying the foundation for well-informed and effective regulatory measures for the Village of Pinehurst.

TASK 4 – Review Existing Ordinances and Recommendations

Tasks 1-3 will feed into Task 4 as CPL team consolidates the feedback and the analysis to develop a succinct Directions and Findings Report. This report will act as a blueprint document recommending priority areas to focus on as part of Phase 2. The report will summarize prior planning efforts to be implemented as part of the update, key regulations and procedures to be incorporated, and an outline of the organizational structure for the UDO.

The CPL team will also identify barriers to plan implementation and economic development, strategies to improve process and workflow, legal exposures, and other recommendations. CPL will coordinate with the project management team to review the report and will move forward with those recommendations agreed upon by the team.

City Council Variance Decisions (June 2019 – May 2021)				
Topic (UDO Section)	Total Requests	Approved	Denied	Approval Rate
Open space (Sec. 230-1 and Sec. 230-30(a)(2))	14	12	2	86%
Contextual front yard setbacks (Sec. 230-3(b)(1))	5	5	0	100%
Impervious surface/lot coverage (Sec. 230-1)	10	6	4	60%
Retaining wall height (Sec. 230-6(d)(1))	16	15	1	94%
Sidewalk, landscape, and supplemental zone dimensions (including furniture) (Sec. 230-26)	53	37	16	70%
Metal buildings (Sec. 230-27(a)(5))	7	7	0	100%
Fenestration (Sec. 230-27(a)(6))	10	10	0	100%
Each street-facing facade treated as primary facade (Sec. 230-27(a)(7))	7	7	0	100%
Accessory mechanical systems visible from ROW (Sec. 230-27(g))	13	13	0	100%
Parking/drive aisle between building and street (Sec. 250-7(a)(1) and Sec. 350-2(a)(1)(e))	20	20	0	100%
Inter-parcel connectivity (Sec. 250-7(a)(8))	12	10	2	83%
Loading spaces (Sec. 250-20(a))	8	7	1	88%
Dumpster location (Sec. 250-21)	5	5	0	100%
Parking lot landscape islands, head-to-head parking, and perimeter landscaping (Sec. 320-21(a)(1-5))	38	36	2	95%
Drive aisle width (Sec.350-2(a)(1)(a))	13	12	1	92%
Driveway spacing/access management (Sec. 350-2(a)(2)(a))	10	9	1	90%

Analysis conducted on frequency of the most common variance requests over two-year period to provide a basis for possible amendments (Chamblee, 2021).

Redevelopment Improvements			
Applicable Standard	Construction costs as a percentage of the fair market value of the structure		
	40%-60%	61%-80%	81% or more
● = Mandatory compliance with the indicated Section			
Streetscapes (Section 3.2.8.E)	●	●	●
Bicycle Parking (Section 6.2.3)	●	●	●
Pedestrian Access (Section 6.2.13.E)	-	●	●
Activated Streets (Section 6.2.13.F)	-	●	●
Resiliency Requirements (Division 6.8)	-	●	●
Standards for new construction (remainder of Chapter 21)	-	-	●

Regulatory chart of thresholds to bring infill sites into compliance (Acworth, 2023).

Deliverables for Phase 1

Tasks 1-3 - Several items from this task will transition into Phase 2. Below is a list of anticipated deliverables for this task.

- Draft and Final Public Engagement Plan
- Draft and Final Public Engagement
- Meeting materials (sign-in sheets, boards, presentations, etc.) and summaries for Open Houses, Workshops, Stakeholder Meetings, and/or Pop-up Events.
- Monthly Invoices

Task 4 -

- Draft and Final Directions and Findings Report

PHASE 2 – Code Development and Update

TASK 5 – Draft Code

A one-size-fits-all approach to zoning and land development codes rarely implements a community's

vision effectively. CPL recognizes that specific development characteristics and implementation techniques can vary across the Village. CPL's approach involves creating an illustration-rich UDO that simplifies code administration, provides clarity, and delivers a modern, adaptable document.

Planning Implementation

The road toward plan implementation of the community vision outlined in the Village's Comprehensive Plan and other adopted planning documents is long and can be expensive. CPL will program private development contributions into code requirements for improvements like sidewalk, multi-use paths, parks, and other community amenities to stretch Village's local dollars so that developers contribute to public infrastructure and other public amenities like greenspace and public art.

ADAPTIVE ZONING STANDARDS FOR COMPLIANCE-DRIVEN IMPLEMENTATION

Regular approvals can be valuable indicators, prompting a consideration of potential policy adjustments. The Village faces ongoing requests from the development community seeking relief from the current code, signaling a need for a more responsive approach. Our team proposes incorporation of Adaptive Zoning Standards, an innovative zoning and design approach by the CPL team. Developed with precision, these standards embody flexibility while maintaining stringent criteria. They present a curated set of development characteristics and offer a menu of compliance alternatives, aligning with the original standard while accommodating unique conditions.

Adaptive Zoning Standards support diverse objectives, enabling adaptive reuse of buildings and infill development while facilitating pedestrian-focused enhancements such as sidewalk improvements, reduced curb cuts, and public art installations. These standards can be tailored to address specific characteristics with built-in flexibility. Rooted in a detailed decision and conditions analysis, Adaptive Zoning Standards are designed to be responsive to market demands while simultaneously nurturing the built environment envisioned by the community. This approach ensures efficiency and business friendliness while maintaining a robust commitment to community goals.

Special attention will be paid for opportunities to adapt standards to the goals embedded in Pinehurst's 10 Strategic Opportunities. More specifically, CPL will:

- Review permitted uses to support expansion art related businesses.
- Develop graphics that reflect/align with NCDOT standards for roadway and intersections.
- Establish standards for inclusion of digital utilities in new projects.
- Strengthen landscaping / tree ordinance standards to retain and expand lush landscaping.
- Review architectural standards to support cohesive small town aesthetic.
- Expand options/standards for non-vehicular travel and interparcel connections.
- Discuss strategies to diversify the number and type of housing stock to support aging in place.
- Add standards for active/designed open spaces and community gathering spaces.
- Integrate stormwater / flooding standards based on current engineering best practices, with an eye to North Carolina flooding and severe weather event trends.

Likewise, we will develop standards that support the Village's priority policies like economic development, prudent growth management, walkability, stormwater management, and appropriate residential use regulations.

Ordinance Characteristics

Tasks and timelines for applications regulated by the North Carolina General Statutes Chapter 160D will be checked for conformance against state law and coalesced into easy-to-follow provisions. Charts outlining land use and bulk standards will be developed so there's a single reference point for staff and UDO users for reviewing and comparing district regulations. The remainder of the zoning ordinance provisions, like parking standards (including bicycle and electric vehicle) and design standards specific to certain character areas will be updated and illustrated to clarify standards. Our use of special districts, like overlays and planned unit developments, are based on sound planning practices and on-the-ground experience.

CPL will consider each of these tools to determine which is most appropriate to implement the Village's desired characteristics. The team will explore procedural additions that allow state of emergency exemptions, the addition of burgeoning land uses, and other best practices that support elastic enforcement based on current circumstances and a modernized approach to zoning administration.

Sign Provisions

Sign ordinances are some of our favorite codes because of the special considerations that they demand. CPL is experienced at drafting sign codes that break sign types into just a few categories so that they are easy to understand and administer, as well as legally defensible. Our team will develop clearly defined sign standards that are easy to administer and reflective of recent Supreme Court decisions *Reed et al. v. Town of Gilbert, Arizona et al.*

Environmental and Development Provisions

CPL will evaluate the existing development regulations in your ordinances, including subdivision regulations, street types and minimum standards, tree protection and preservation standards, and other infrastructure requirements for how they currently function and communicate with other regulations. It's easy for those codes to converge and conflict over time, so this is a great opportunity to clarify and consolidate those provisions.

Stormwater Management presents special challenges for older communities experiencing redevelopment of their original housing and building stock. CPL has experience addressing stormwater management in both redeveloping and new development areas. Using the region's model ordinances, CPL will upgrade those details for clarity and efficiency. The environmental provisions will address stormwater quality/quantity, erosion control, floodplain management, steep slopes, stream buffers, landscaping requirements (on-street, parking lots, streetscapes, buffer areas, etc.), and other environmentally sensitive issues identified.

Readability and Functionality

CPL understands that certain sections of the code can appear unfamiliar and daunting to planners, making administration a challenging task. It doesn't have to be this way. One example of such complexity is found in the sureties and warranties section. Often, planners are unsure about when these requirements apply and at what stage in the process. This confusion typically arises from inadequate explanations, disorganization, or a lack of user-friendliness in the ordinance. At CPL, we are committed to simplifying these intricacies and ensuring that the code is accessible and intuitive for all users.

TASK 6 – Zoning Map Update

The CPL team will coordinate with the Village staff to gather updated GIS data as part of Task 2. That information and the regular coordination will help the team put together the updated Zoning Map. This map will reflect the discussion topics and changes agreed

upon by the Village. The Village will be provided with a draft update to submit their comments and concerns before the map is finalized.

submissions, and feedback sessions during public meetings.

The team will ensure that the proposed final Zoning Map undergoes thorough public review and feedback. To make this happen, the team will present the proposed map on the dedicated website and at public meetings. This will ensure multiple channels for stakeholders to review and comment on the proposed Zoning Map, including online comments, written

TASK 7 – Updated Code

Working with the project management team, CPL will develop a schedule to deliver incremental drafts to the Village that break up the content into smaller, intuitive components that simplify the review and comment process. The incremental drafts developed in this Task will be combined into one final document for vetting by the public.

We have conducted a preliminary review of your Development Ordinance and compiled the following list of initial observations. These points will serve as a starting foundation for our analysis and will be thoroughly vetted throughout the process.

Initial Code and Procedural Observations		
Section Reference	Description	Recommended Adjustments
Sec. 2.3	Nonconformities	Incorporate guidance for handling nonconforming development/ architectural features like parking and façade materials
Sec. 5.1	Variances	Consider increasing the list of prohibited variances to include reduction in lot size and building height.
Sec. 8.2	General Use Districts	Better arrange enabling legislation for districts and arrange them proximate to the use table.
Sec. 8.3	Overlay Zoning	Refine COA process for Historic Preservation Overlay District to clarify sequencing of associated decisions and review bodies; incorporate emergency provisions for unsafe conditions.
Sec. 8.5	Use Table	Modernize uses to include new uses like content creation houses, coffee roasters, cryptocurrency mining, and community agriculture; update Special Requirements; review for compliance with Religious Land Use and Institutionalized Persons Act (RLUIPA) and Fair Housing Act (FHA); develop use interpretation standards for unidentified uses.
Sec. 9.2	Dimensional Standards	Review in conjunction with district enabling legislation to consider consolidation of zones where minimal distinctions exist; develop accompanying diagrams and cross sections.
Sec. 9.3	Village Districts	Augment design standards to better implement desired character; develop adaptive zoning standards to encourage incremental compliance of existing projects.
Sec. 9.4	Parking	Consider parking minimums and required bicycle and EV readiness, where appropriate.
Sec. 9.7	Signs	Remove content regulations; reformat to incorporate a combination of in-line regulations and charts; incorporate best practices in illumination standards.
Sec. 9.17	Open Space	Simplify open space provisions; allow alternative compliance for innovative solutions.
n/a	Additional Provisions	Incorporate clear maintenance and performance bond procedures; develop and update diagrams throughout; add access management provisions and streetscape standard diagrams; enable state of emergency process.

PROJECT UNDERSTANDING, APPROACH, SCHEDULE & AVAILABILITY

The compilation of the changes will again be provided to the project management team for review and feedback prior to the initiation of the adoption process. We will address review comments from the Village (and the Village legal team) and will revise the deliverable prior to the release of the draft by the Village to the public.

Once drafts have been approved by the project management team and reviewed by the public, CPL will present the final versions to the Planning and Zoning Board and Village Council for adoption.

CPL will also conduct a thorough review of other Village ordinances, including the nuisance, building, and minimum housing regulations, to ensure they are not conflicting. The team will provide redlined amendments to address any changes that need to be made to accommodate the effectiveness of the UDO immediately, upon adoption.

Legal Analysis and Final Draft

While we have a thorough understanding of case law and other Constitutional concerns relevant to zoning codes like telecommunications equipment, signs, equal protection for places of assembly, to name a few, we have enlisted the assistance of attorney E. Lawson Brown, Jr, Esq. He will conduct reviews of incremental ordinance drafts to ensure the final product is legally defensible and Constitutionally sound. The compilation of the changes will be combined and provided to staff in advance of a full team meeting for final review and feedback before they are ever released to the public.

TASK 8 – Adoption

In collaboration with Village staff, the team will present the draft Unified Development Ordinance updates to the Planning and Zoning Board and then to the Village Council for discussion. Once drafts have been approved by the project management team and reviewed by the public, CPL will present the final versions to the Planning Board and Village Council for adoption.

Deliverables for Phase 2

Task 5 -

- Preliminary Draft UDO

Task 6 -

- Draft and Final Updated Zoning Map

Task 7 -

- Draft UDO in an editable Word document, PDF, and web-based format

- Final Approved UDO in an editable Word document, PDF, and web-based format
- All associated maps and related graphics in an editable Word document, PDF, InDesign/vector graphics, and GIS files

Task 8 –

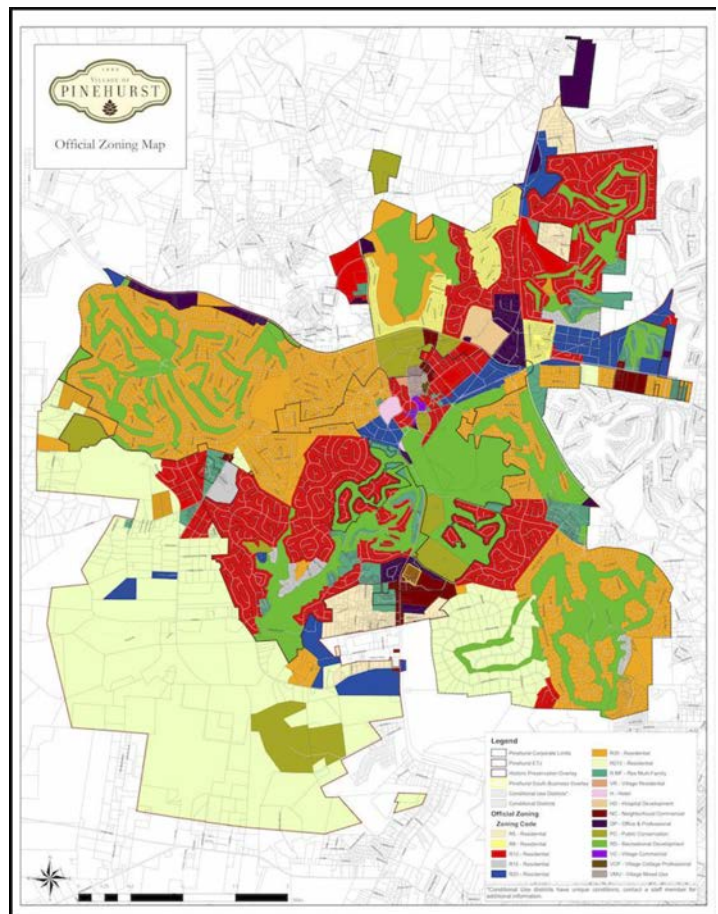
- Presentation materials

Added Value:

We recognize that with new codes comes the need to update processes, forms, standard operating procedures, website content, and personnel training.

Our team includes a service for newly adopted codes and can assist Village staff with concurrent reviews or implementing processes for up to 80 hours over the first six months that the code is administered.

That time can be used at the Village's discretion for training of staff and community members/developers, concurrent plan reviews to aid in interpretations for a collaborative understanding of how to apply the new codes, procedural and paperwork updates, or any other identified needs. As part of these services, CPL can develop and facilitate a training for community and staff code users that can be recorded for ongoing use.



Project Schedule & Availability

We are prepared to commit the required resources to the project and assure our continuing availability through to project completion. Our assigned team is personally committed to working on your project. We are in a position to start your project upon notice to proceed and to complete it without hesitation or interruption.

PROJECT MANAGEMENT

PROJECT COMPONENTS	1	2	3	4	5	6	7	8	9	10	11	12	
	Award & Contract												
Project Management Team (PMT) Meetings		*	*	*	*	*	*	*	*	*	*	*	
Existing Conditions Analysis													
Preparation of Public Engagement Strategy													
Creation of Public Facing Website													
Create a Priority List of Unified Development Ordinance Updates													
Draft Unified Development Ordinance Updates and map Updates													
Review by Planning Board, Village Council and Final Code Updates													
Final Presentation and Adoption												➔	

We recognize the importance of flexibility in the schedule, allowing adjustments based on the Village's expectations and outcomes from the public engagement process. Anticipating the adoption phase to initiate around month 12, our approach emphasizes collaboration with the Planning and Zoning Board and Village Council, and staff team in the preceding months. This strategic engagement ensures a thorough and successful adoption process aligned with the Village's goals and preferences.

Conversations with the Community

We have designed effective campaigns that help municipalities “talk” to their communities. We approach public engagement in much the same way we approach our graphic presentations. Our staff has extensive experience with the public and does not subscribe to a “one-size-fits all” approach because we know that each community is different.

Each public engagement campaign is individual and is tailored to the community being served. We create campaigns that have high participation rates and are rich with innovation. We make sure these campaigns are fun and informative and utilize “out-of-the-box” tactics that generate consensus.

Public Input Toolkit: A toolkit was developed for check-out by HOA’s and other community organizations that consisted of materials for distribution and input at meetings. The toolkit included project briefings, a schedule, and input activities. While originally conceived as an in-person activity for community groups, we transitioned to a remote input format that has resulted in significant input, even during the public health crisis.



Tree Trimming: We developed a concept for a holiday tree lighting event and gathered hundreds of responses to program a community center by asking participants to “trim the tree” with ornaments labeled with each of the proposed activities. By adding the ornaments, participants were casting their votes for those programs to be included.

Mid-City and Town Center Strolls: Twice, the team hosted an interactive pub crawl in the heart of a community’s downtown to gather input on both a streetscape and trail concept plan and the

Comprehensive Plan update. Participants visited each station set-up in local restaurants and retailers and interacted with temporary art and streetscape installations so they could visualize what the project might look and feel like when complete.



Carnival: To seek input from members of the public on a proposed budget, we assembled a carnival table complete with carnival games. Participants voted on their priorities and preferences in the budget by tossing ping pong balls into bins labeled with proposed projects for the upcoming year. The event was complete with a ring of animal crackers and Goldfish crackers giveaways that adjusted expectations for how the community could engage in the budgeting process.

Speed Dating: The team planned a Valentine’s Day-themed event where participants rotated through stations for fast-paced input on a transportation plan. Participants wrote comments on Valentine’s cards and submitted them for a chance to win a gift card to a local restaurant.



New Zoning and Sign Ordinance

City of Avondale Estates, GA

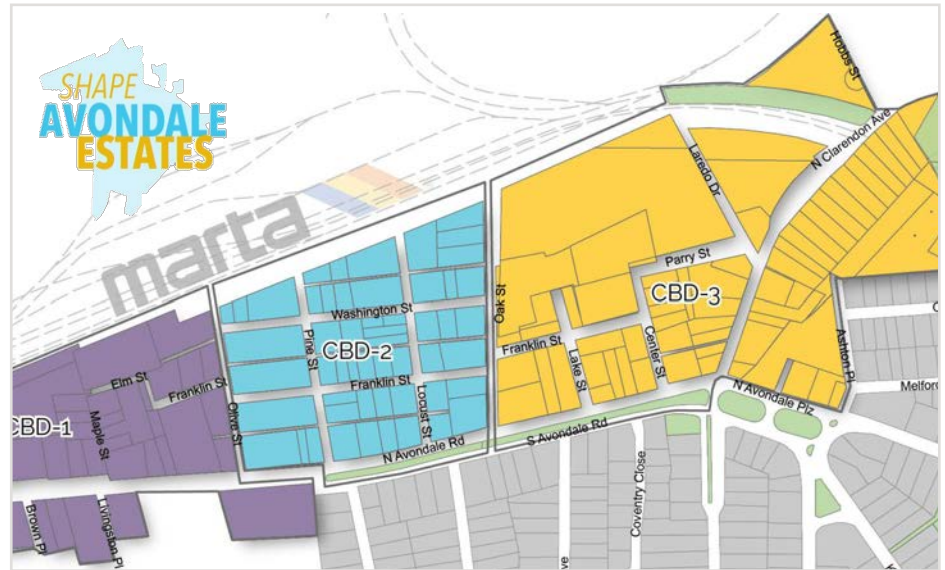


Click or Scan QR code to view the final code on Municode

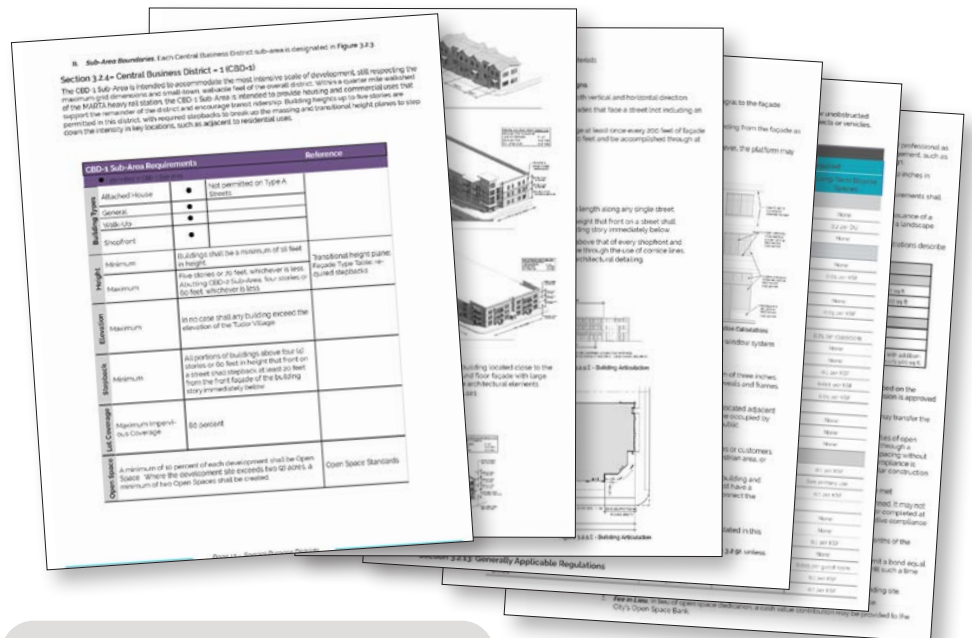
This rewrite focused on codifying the vision, goals, and objectives of other City Plans; incorporating zoning best practices; and addressing development related concerns unique to the City. In addition, the process explored new and innovative strategies to address current code deficiencies and create connections between the Zoning Ordinance and the City's long-range planning documents.

CPL worked with City officials to conduct an extensive public outreach campaign with interactive input opportunities typically foreign to an ordinance rewrite process. Our team hosted scavenger hunts and use mapping exercises to intrigue participants and explain the implications of different code requirements. The process resulted in significant participation and a better understanding of the ordinance strategies by the general public.

The resulting document blended tried and true form-based standards, cutting-edge approaches, the best of previous planning efforts, and community feedback into a standalone resource for use by City staff and officials. The Central Business District (CBD) is divided into three sub-districts, each regulated based on the specific context and adjoining uses. We developed a unique set of massing, material, and architectural requirements based on the distinct, yet cohesive, character areas. The new Zoning Ordinance officially became part of the City's Code of Ordinances in 2021.



Character area map for the Avondale Estates Central Business District (CBD)



Project Relevancy

- Form-based zoning regulations
- Performance regulations
- Modernization
- Mixed-use districts
- Extensive public engagement

Client: City of Avondale Estates
Location: Avondale Estates, GA
Original Schedule: 4/2019 - 12/2020
Completion Date: 7/2021 (Delayed due to COVID shutdown and additional community engagement efforts)
Original Budget: \$140,000
Final Cost: \$140,000 (On Budget)
Reference: Shannon Powell, Assistant City Manager, 404.294.5400
 spowell@avondaleestates.org

New Unified Development Code (UDC)

City of Oakwood, GA



Click to review the full zoning diagnostic and draft unified development code.

CPL is responsible for the public engagement and writing of the City's first Unified Development Code for the City of Oakwood. The heart of this project includes codifying and streamlining standard operating procedures presently in use for Oakwood's various permit and public hearing application types, redrafting land use and land development regulations as necessary to more effectively move towards the desired community vision outlined by adopted City plans, and reworking the current text-heavy document into a user-friendly format that introduces administrative flexibility to help expedite review processes, where appropriate.

From high-level priority setting to framework development to the nitty-gritty of road standards, lot sizes, historic facades, and sign dimensions, CPL consults with City staff each step of the way through monthly project team meetings. Community-sourced solutions to identified challenges will be derived through workshops hosted by CPL at the mid-point of the UDC drafting process. In this way, the industry expertise brought by CPL's planners, architects, and engineers will be reinforced and strengthened by lived experience of citizens, who are more intimately familiar with Oakwood existing quality of life and needs.

We not only write codes – we review plans and permits across the Atlanta metro. As a result, our planners readily know how to distinguish those regulations which obtain results from those which do not. Through the process, the UDC will be refined and tested, to ensure it works as intended post adoption. The Oakwood Unified Development Code is expected to be adopted July 2024.



Client: City of Oakwood

Location: Oakwood, GA

Original Schedule: 8/2023 - 7/2024

Completion Date: 7/2024 est. (on schedule)

Original Budget: \$105,500 (on budget)

Final Cost: Ongoing

Reference: Dan Shultz

dschultz@cityofoakwood.net

770.534.2365

Unified Development Ordinance (UDO) Revisions - Innovative Alternative Compliance Regulations

City of Chamblee, GA

In an effort to refine the decision-making process while maintaining a level of policy control over the relief process, CPL took a critical review to identify how current regulations in the Unified Development Ordinance (UDO) were working and how they were being applied on the basis of both interpretations by staff and legislative and quasi-judicial decisions by the City Council (i.e.: rezonings and variances). By reviewing the most common variance requests over a two-year period, CPL was able to provide a basis for possible amendments that would have the most impact on workload and are most reflective of the anticipated policy direction.

The resultant amendments offered a more efficient, business-friendly process that focused on a menu options. These options support both adaptive reuse of buildings and pedestrian-related upgrades like sidewalks, reduction in curb cuts, and public art installations. Developers are now able to develop more frequently by-right, but the nuance of additional amenities like enhanced sidewalks and public art that was gained through the legislative review process were not forfeited. Rather, the code allows for and anticipates several ways a site might be developed or redeveloped for maximum compliance through a trade-off and phased approach representative of how redevelopment occurs in practice.

- Client:** City of Chamblee
- Location:** Chamblee, GA
- Original Schedule:** 4/2021 - 12/2021
- Completion Date:** 11/2021 (On Schedule)
- Original Budget:** Part of municipal services contract
- Final Cost:** Part of municipal services contract
- Reference:** Mercy Montgomery
706.207.2099
mmontgomery@snellville.org

Sample Access Management Strategy



Project Relevancy

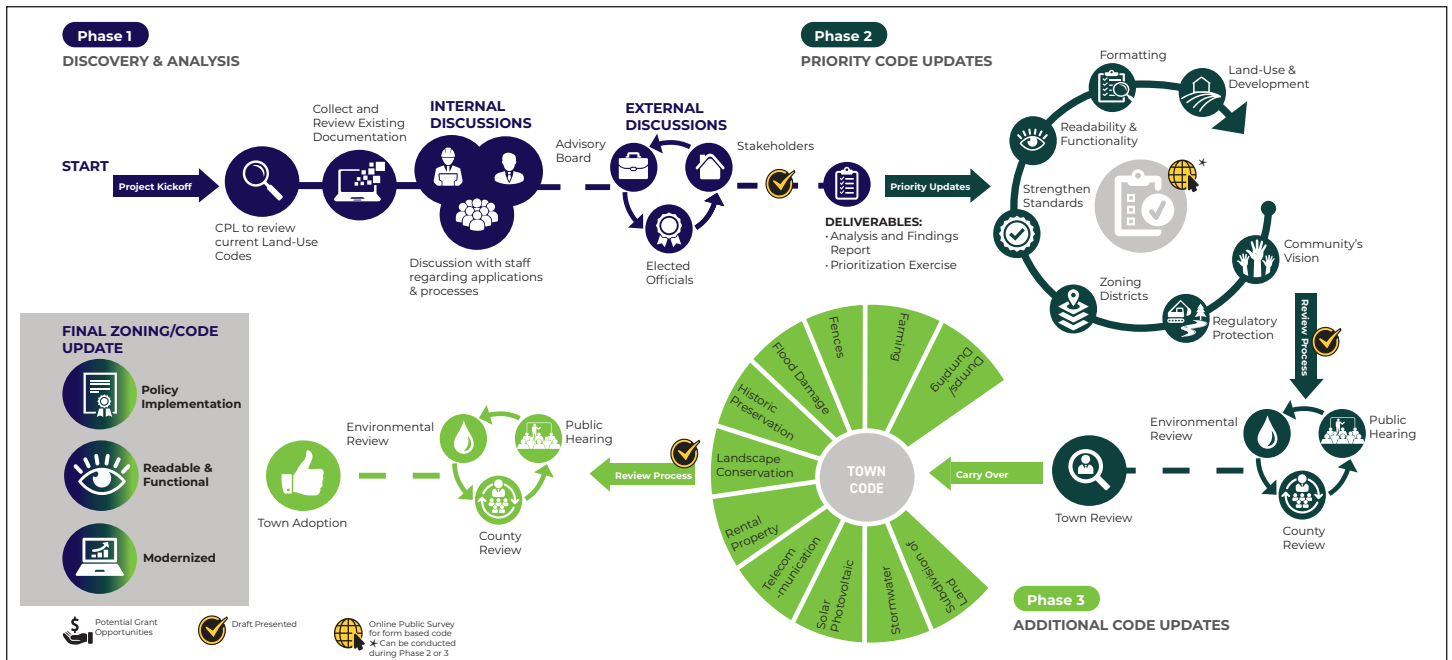
- Unified Development Ordinance
- Innovative techniques
- Flexible, streamlined processes
- Redevelopment strategies



Click or scan the QR code with any smart phone to see full set of documents

Town of Clarence, NY

Zoning and Land Use Code Updates



Client: Town of Clarence
Location: Clarence, NY
Completion Date: 2024 (anticipated)
Reference: Jonathan Bleuer,
 Director of Community Development
 716.741.8933
 jbleuer@clarence.ny.us



Project Relevancy

- Planning implementation
- Simplification
- Design standards
- Identifying barriers to economic development
- Extensive public engagement

This project involves a collaborative effort among multiple CPL offices, combining local insights and a national perspective to modernize the Town’s regulatory structure. At the heart of this initiative is a robust community engagement strategy, accompanied by extensive stakeholder meetings to ensure that the voices of residents, local staff and stakeholders, and Town officials resonate in every decision. Divided up into a multi-phased project, phase 1 serves as the foundational step, focusing on the development of a Zoning and Land Use Diagnostic report. This report assesses the current regulatory landscape that will support the eventual development of formal Code updates, identifying any potential barriers to land development, plan implementation and economic development, strategies to improve process and workflow, legal exposures, and other recommendations.

CPL will also facilitate a prioritization exercise for the Town of Clarence as means to clearly identify those high-priority or strategic zoning and land use elements that should be critically assessed in later phases of the project. Adopting a phased approach showcases CPL’s commitment to every stage of client needs and provides the Town of Clarence an opportunity to thoughtfully curate their priorities for future project phases, including options for updates that can be made internally or through the continued use of outside consultants. Being mindful of municipal fiscal health, CPL will also advise Clarence on potential grant funding opportunities that may be available that would allow the Town to make more substantial code changes while leveraging local funding in a responsive manner.

New Unified Development Codes

Habersham County | Barrow County | City of Auburn | City of Cornelia

HABERSHAM COUNTY

Habersham County's Comprehensive Land Development Ordinance (CLDO) was originally adopted in 1992. Though it has good elements, its general land use framework no longer effectively guides growth in a manner consistent with the recent Joint Comprehensive Plan (JCP) adopted in 2024. Habersham County is home to the cities of Alto, Baldwin, Clarkesville, Cornelia, Demorest, Mt. Airy, and Tallulah Falls. CPL is working with county officials to create a practical standalone document inclusive of all county development regulations. This project is unique in that not only will the final UDC advance Habersham's JCP vision, but will include elements, which cities may use as model ordinances to safeguard those resources identified as important to the county and region at large through a concurrent public outreach process.

Client: Habersham County
Location: Habersham County, GA
Schedule: est. 6/2024 - 8/2025 (on schedule)
Budget: \$97,800 (on budget)
Reference: Mike Beecham
 Planning Director
 mbeecham@habershamga.com

BARROW COUNTY - UDC AND CORRIDOR DESIGN STANDARDS

Barrow County's existing Unified Development Code was adopted in Fall 2020. The document, while relatively modern, requires significant code adjustments to enable its established frameworks to better respond to emerging growth pressures stemming from recent major improvements and investments along Highway 316 and other highly trafficked corridors. As a part of this project, CPL will work closely with planning staff to carefully alter existing corridor regulations so as to sustain growth momentum in desired areas while prioritizing sustainability and agricultural protection in others.

Client: Barrow County
Location: Barrow County, GA
Schedule: est. 5/2024 - 6/2025 (on schedule)
Budget: \$225,700 (on budget)
Reference: Srikanth Yamala
 770.307.3000
 syamala@boarrowga.org

CITY OF AUBURN - DOWNTOWN DISTRICT OVERLAY

In addition to on-call planning services for plan and permit reviews, CPL is updating Auburn's Downtown District Overlay. The draft under development is focused on integrating strong tree canopy preservation controls and illustrating desired implementation practices. CPL is leveraging our on call experience to clean up and strengthen current practices in order to elevate and support the continued role of Downtown as the economic, civic, and cultural center of the city.

Client: City of Auburn
Location: City of Auburn, GA
Schedule: est. 5/2024 - 9/2024 (on schedule)
Budget: \$25,000 (on budget)
Reference: Leigh Anne Bland, labland@cityofauburn-ga.org

CITY OF CORNELIA

Cornelia's current zoning code was adopted in 2005 and has been amended periodically. It is a traditional use-based ordinance that segregates land uses. CPL is working with Cornelia officials to develop a new zoning code that advances the ambitions of the 2018 Comprehensive Plan and other recently adopted community master plans. The new UDC will streamline and restructure ordinances for greater user-friendliness. Cornelia's growth is influenced by its geographic proximity to the North Georgia Mountains, which are themselves a tourism site and the rapidly urbanizing Gainesville Metropolitan area in Hall County to the south, along I-985. CPL's role will be to provide the tools needed for them to safeguard their sense of place, while making the most of the rapid rise of new employment centers in proximate areas.

Client: City of Cornelia
Location: City of Cornelia, GA
Schedule: est. 12/2023 - 1/2025 (on schedule)
Budget: \$48,700 (on budget)
Reference: Donald Anderson
 City Manager
 dee@cornelia.city

New Unified Development Code (UDC)

Madison County, GA

Madison’s current zoning code, adopted in 1998 and amended periodically, provides a status quo foundation for the County’s future. However, as the County experiences significant growth pressures from the south and west, there is a critical need to restructure and expand the ordinance to manage this development effectively. The new Unified Development Code draft under development, the County’s first, aims to balance the community’s desires to protect agricultural land and maintain low-intensity development through enhanced zoning techniques and best practices in guiding growth.

Key components of the project include:

- **Balancing Growth and Preservation:** The ordinance will prioritize the protection of agricultural land and support low-intensity development while accommodating growth. Enhanced zoning techniques and best practices will guide this balanced approach, ensuring sustainable development that aligns with the County’s vision.
- **Supporting Generational Homesteads:** One of the regulation’s priorities is to facilitate the division of familial tracts, continuing the tradition of generational homesteads. This will be achieved while respecting private development rights, ensuring they align with the County’s long-term vision.
- **Collaborative Revision Process:** CPL is working closely with County staff to revise the ordinances carefully. The goal is to sustain growth momentum in desired areas while prioritizing sustainability and agricultural protection in others.
- **Transfer of Development Rights (TDR):** Enabling legislation such as TDR will play a crucial role in the growth strategy. TDR aims to preserve agricultural land and natural resources while redirecting growth to areas best suited for development.
- **Data-Driven Approach:** A thorough analysis of Conservation Use Valuation Assessment (CUVA) and nonconforming parcels will inform the right-sizing of bulk standards and land development regulations. This data-driven approach ensures consistency with the desired development patterns.

Through this process, CPL will provide the tools and expertise needed to modernize the current ordinances and synthesize a set of regulations into a Unified Development Code without sacrificing Madison County’s character and charm. The new Unified Development Code will support sustainable growth, protect valuable agricultural land, and respect the County’s unique traditions and vision for the future.

Project Relevancy

- Unified Development Code
- Guiding development pressures
- Innovative techniques
- Redevelopment strategies



Click or scan the QR code with any smart phone to see full set of documents



Client: Madison County

Location: Madison County, GA

Original Schedule: 12/2023 - 10/2024

Completion Date: est. 10/2024 (On Schedule)

Original Budget: \$152,000 (on budget)

Final Cost: Ongoing

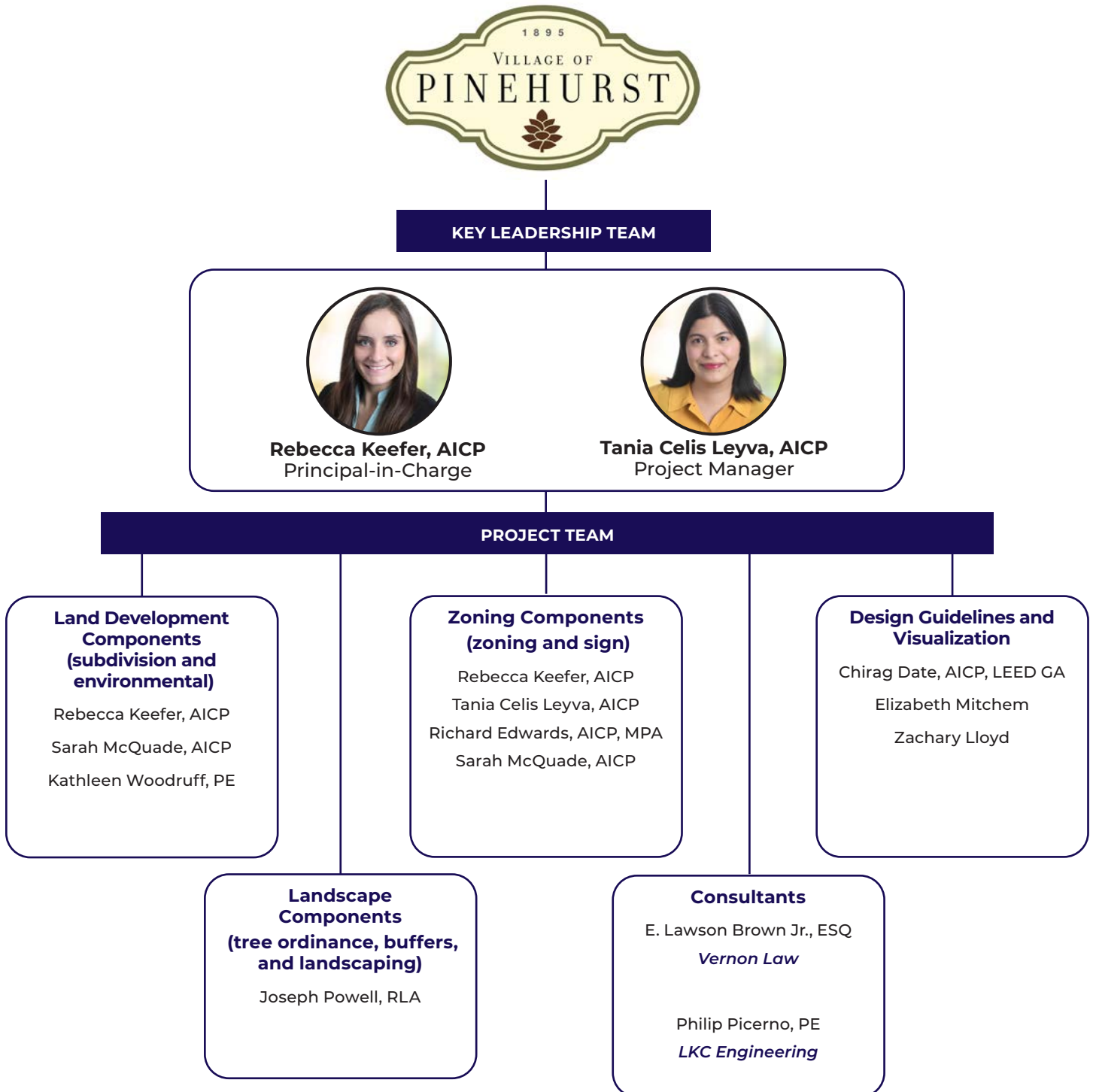
Reference: Todd Higdon, Madison County Commissioner, Board Chairman

thigdon@madisonco.us

706-795-6300

Our team for The Village of Pinehurst’s project will be active participants from start to finish.

Our staff is fully prepared and committed for timely completion of projects under this potential agreement. Our core leadership and design team is available to begin our work immediately; other team members will be available as their portion of the work begins.





Rebecca Keefer

AICP

Principal In Charge

Ms. Keefer, a planner with CPL, has 14 years of experience in the areas of community planning, design development, zoning administration, and public outreach. She has a passion for working with the community to gain consensus for planning and design projects. Through innovative public input activities like tactical urbanism installations and wishing walls, she leads the CPL team in formulating interactive opportunities that enliven the process. Rebecca has extensive experience from visioning to implementation—from developing master plans, drafting and administering zoning codes, and influencing the design of the built environment — she plays a role in each step.

EDUCATION

- Masters in City and Regional Planning, Georgia Institute of Technology
- Bachelor of Science, Architecture, Georgia Institute of Technology
- Completed UNC School of Government Planning and Zoning training

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners (AICP) Certified Planner #258677

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association, (GPA Board Member)
- American Institute of Certified Planners, (AICP)
- GPA Mentor Program Mentor and Committee Member
- Women’s Transportation Seminar (WTS) Member and Committee member

GRANT APPLICATION AND ADMINISTRATION

- LCI (Livable Centers Initiative)
- TAP (Transportation Alternatives Program)
- CDAP (Community Development Assistance Program)
- Smart Communities
- USDOT
- REBC (Roadside Enhancement and Beautification Council)
- Multi-modal Safety and Access Grant

PROJECT EXPERIENCE ORDINANCE REWRITE SERVICES

- **City of Acworth, GA**
Zoning and Sign Code Re-write
- **City of Social Circle, GA**
New Unified Development Code
- **City of Avondale Estates, GA**
Zoning Ordinance and Sign Re-write
- **City of Jasper, GA**
Zoning Ordinance and Sign Re-write
- **City of Flowery Branch, GA**
Land Development and Stormwater Ordinance Re-write
- **City of Chamblee, GA**
Unified Development Code Update
- **City of Grovetown, GA**
Sign Re-write
- **City of Dunwoody, GA**
Staff Project Manager, Zoning Ordinance Re-write
- **City of Oakwood, GA**
New Unified Development Code
- **Madison County, GA**
New Unified Development Code
- **Habersham County, GA**
New Unified Development Code
- **City of Cornelia, GA**
New Unified Development Code
- **City of Auburn, GA**
Zoning Ordinance Re-write
- **Barrow County, GA**
 - New Unified Development Code
 - Corridor Overlay and Design Guidelines Re-write
- **Town of Clarence, NY**
 - Ordinance Diagnostic

- Doraville, GA
- Barrow County, GA
- Dahlonega, GA
- Stockbridge, GA

EMBEDDED PLANNING AND ZONING SERVICES

- **City of Fairburn, GA**
Interim Planning and Zoning Director
- **City of Stone Mountain, GA**
Planning Director
- **City of South Fulton, GA**
Interim Community Development and Regulatory Affairs Director
- **City of Acworth, GA**
Interim Zoning Administrator
- **City of Chamblee, GA**
Interim Planning and Development Director
- **City of Dunwoody, GA**
 - Director of Sustainability
 - Senior Planner

MASTER PLANNING

- **City of Chamblee, GA**
Project Manager:
 - Rail Trail Phase 3 Concept Design Study LCI - to develop a plan to re-inhabit the City’s abandoned railroad right-of-way for a multi-use path.
 - BuHi LCI - a transformative program that celebrates the history of the Buford Highway Corridor.
 - Automated Shuttle Detailed Design Plan - development of conceptual routes for autonomous shuttle to serve the town center and beyond.

- **City of Centerville, GA**
Town Center Master Plan
- **Douglas County, GA**
Lee Road Small Area and Corridor Plan



Tania Celis Leyva

AICP

Project Manager

Tania is a Senior Planner with six years of experience in the areas of planning, zoning administration, and public outreach. Working with municipal clients, she conducts research for city-related planning and zoning matters; leads meetings with city personnel and commissions and presents cases; reads, interprets and prepares zoning codes; and contributes to internal master planning charrettes. Tania was previously a City Planner for the City of Woodstock.

EDUCATION

- Master of Community Planning, University of Maryland – College Park
- Bachelor of Economics, University of West Georgia
- Bachelor of Philosophy, University of West Georgia

PROFESSIONAL REGISTRATION

American Institute of Certified Planners (AICP) Certified Planner #33090

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association
- Congress for New Urbanism

PROJECT EXPERIENCE

ORDINANCE REWRITE SERVICES

- City of Oakwood, GA
- City of Cornelia, GA
- City of Social Circle, GA
- City of Flowery Branch, GA
- Barrow County, GA
- Habersham County, GA
- Town of Clarence, NY
- Avondale Estates, GA
- City of Jasper, GA

ON-CALL PLANNING & ZONING SERVICES

- Hoschtion, GA
- Hall County, GA
- Doraville, GA
- Brookhaven, GA
- South Fulton, GA
- Fairburn, GA
- Barrow County, GA

EMBEDDED PLANNING AND ZONING SERVICES

City of Chamblee, GA

- Senior Planner
- Code Enforcement Coordinator
- Unified Development Ordinance Amendments

MASTER PLANNING SERVICES

City of Peachtree Corners, GA

Crooked Creek Trail - Feasibility Study

City of Social Circle, GA

Integrated Facilities Master and Strategic Plan



Sarah McQuade

AICP

**Senior Planner |
Policy & Zoning Regulations**

Sarah is a Senior Planner with more than a decade of industry experience encompassing public policy review, urban design and programming analysis. Her experience includes zoning research, assisting clients with long-range planning efforts, participating in charrettes, writing reports and organizing public input meetings. Sarah's expertise in planning principles, community engagement and public speaking help her ensure local communities have all the tools and resources needed to thrive, consistently achieving maximum client satisfaction.

EDUCATION

- Master of Urban Planning and Design, University of Georgia
- Bachelor of Arts, Anthropology, University of Georgia

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners (AICP) Certified Planner #31339

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association

PROJECT EXPERIENCE

ORDINANCE REWRITE SERVICES

- City of Auburn, GA
- City of Acworth, GA
- Madison County, GA
- City of Cornelia, GA
- Barrow County, GA
- City of Social Circle, GA

ON-CALL PLANNING AND ZONING SERVICES

- City of Winder, GA
- City of Flowery Branch, GA
- City of Auburn, GA
- Barrow County, GA
- Newton County, GA
- Madison County, GA
- City of Dahlonega, GA

MASTER PLANNING SERVICES

City of Union City, GA

Trail and Small Area Master Plan

City of Social Circle, GA

- Integrated Community and Civic Facilities Master Plan
- Bike/Pedestrian Master Plan

PERSONAL QUALIFICATIONS



Richard Edwards

AICP, MPA

Planner

Richard is a Senior Planner with a passion for improving, shaping, and enhancing communities to create a more inclusive, diverse, and livable environment. With seven years of industry experience, his expertise includes Developments of Regional Impacts (DRIs), zoning administration, GIS and placemaking. Richard is instrumental in the process and plan development for long-range community visioning documents and brings a unique perspective to the team with a background in working for multiple jurisdictions, various levels of local government, and the private sector. Richard has a true appreciation for the positive, lasting impacts, that long-range projects can make on the community and for all parties involved.

EDUCATION

- Master of Public Administration (MPA), University of Texas
- Bachelor of Science, Geography, University of North Carolina-Charlotte

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association
- American Institute of Certified Planners

PROJECT EXPERIENCE

ORDINANCE REWRITE SERVICES

- City of Oakwood, GA
- City of Cornelia, GA
- City of Social Circle, GA
- Barrow County, GA
- Habersham County, GA
- Madison County, GA

ON-CALL PLANNING & ZONING SERVICES

- Jasper, GA
- Acworth, GA
- Winder, GA
- Brookhaven, GA
- Barrow County, GA
- Stone Mountain, GA
- Hall County, GA
- Newton County, GA
- South Fulton, GA
- Fairburn, GA

EMBEDDED PLANNING AND ZONING SERVICES

City of Chamblee, GA

Senior Planner



Chirag Date

AICP, LEED GA

Planner

Chirag is a design-oriented planner who strives towards creating mixed-use walkable places with appropriate density and connectivity to enhance the urban and suburban experience. With over 7 years of experience and keen interest in working on projects of varying scales from city halls to educational campuses, town-centers, and multi-acre developments, Chirag constantly works towards understanding the unique issues and giving relevant and forward-thinking design solutions to cater to the local community.

EDUCATION

- Masters of City/Urban, Community and Regional Plan, Georgia Institute of Technology
- Bachelor of Architecture, Sinhgad College of Architecture, University of Pune

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners (AICP)
- Green Building Certification (LEED GA)

PROJECT EXPERIENCE

City of Oakwood, GA

New Unified Development Code

Madison County, GA

New Unified Development Code

Barrow County, GA

- New Unified Development Code
- Corridor Overlay and Design Guidelines Re-write

Town of Rutherfordton, NC

Town Hall Concept Design Study

City of Riverdale LCI Study, Riverdale, GA*

Project Manager - LCI study to revitalize the main street area for the City of Riverdale.

Envision Marietta LCI Update, City of Marietta, GA*

Project Planner - This LCI study was a major update to the 2001 LCI study for Marietta. The plan intended to help foster strategic redevelopment in the downtown area of Marietta.

**Experience prior to CPL*



Elizabeth Mitchem

Planner

Elizabeth is dedicated to enhancing residents' quality of life through well-rounded strategies that encompass environmental, social and economic considerations. With proficiency in ArcGIS Pro, Tableau, R-Studio and other programs. Elizabeth also harbors deep knowledge of sustainability information and public outreach resources, which stem from her valuable experiences with the DeKalb County Department of Planning and Sustainability.

EDUCATION

- Master of Science, City & Regional Planning, Georgia Institute of Technology
- Bachelor of Science, History, Technology & Society, Georgia Institute of Technology

PROFESSIONAL REGISTRATION

- American Planning Association
- Georgia Planning Association



Philip Picerno

PE

Director of Site Development

Philip joined LKC in the winter of 2018 after working three years for the Department of Transportation and two years as a designer for a golf course architecture firm. Philip's focus at LKC is land planning and site engineering, providing project management for public and private site development projects in Moore County and beyond.

EDUCATION

Bachelor of Science, Civil Engineering, NC State University

PROFESSIONAL REGISTRATION

Registered Engineering: NC



Zachary Lloyd

Planner

Zachary is well-versed in geographic information system (GIS) software, data management and advanced research. He leverages valuable experiences with the City of Johns Creek, GA, with strong communication and industry understanding to shape thriving communities through long-range planning projects. With a passion for continuous learning and exceptional leadership abilities, Zachary knows when to lead, follow or listen. His natural inclination towards asking critical questions and bridging knowledge gaps ensures efficient project execution for the benefit of all stakeholders.

EDUCATION

Bachelor of Arts, Geography, Kennesaw State University

PROJECT EXPERIENCE

- **On-Call Planning Services, Hall County, GA**
- **Planning Technician Services, City of Dahlonega, GA**
- **Planning-Department Services, City of Winder, GA**



E. Lawson Brown, Jr.

ESQ

Legal Consultant

Lawson maintains a general practice with a focus on commercial real estate development and business transactions. For clients with real estate development projects, Mr. Brown has worked with municipalities, the North Carolina Department of Transportation, and other agencies on zoning, utility, transportation, and governmental permits and approvals on commercial, industrial and residential projects. These representations have included appearances before the Commissioners in various counties and municipalities. Named in 2008 by Triad Business Leader as one of the Triad's Top Lawyers for business law and civil litigation, Mr. Brown continues to serve his clients' needs in a variety of ways. His litigation experience includes representation in all three federal district courts in North Carolina and Atlanta, Georgia as well as state court appearances in multiple counties in North Carolina, Virginia and South Carolina.