



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF OCTOBER 27, 2020
ASSEMBLY HALL
395 MAGNOLIA RD.
PINEHURST, NORTH CAROLINA
4:30 PM**

1. Call to Order.

2. Reports:

Manager

Council

3. Motion to Approve Consent Agenda.

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

A. Public Safety Reports

September, 2020 Police Report

September, 2020 Fire Report

B. Approval of Village Council Meeting Minutes.

October 13, 2020 Regular Meeting

October 13, 2020 Work Session

October 13, 2020 Closed Session

End of Consent Agenda.

4. Discuss and Consider a Resolution Appointing a Member to the Bicycle and Pedestrian Committee.

5. Discuss and Consider Requested Further Action on Preliminary Plat for the Floyd Way Major Subdivision.

6. Presentation of the FY 2020 State of the Village Report.

7. Receive Risk Management Committee Annual Report and Consider Employee Health Benefit Plans.

8. Discuss and Consider Small Area Plan Contract and Budget Amendment.

9. Other Business.

10. Comments from Attendees.

11. 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.



**COUNCIL
ADDITIONAL AGENDA DETAILS:**

ATTACHMENTS:

Description

- ▣ 2020 Key Partner & Collaborator List



Council Member to Report	Partners & Collaborators
John Strickland	Moore County Transportation Committee
	Neighborhood Advisory Committee
	Pinehurst Resort
Judy Davis	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
	FirstHealth
	Moore County
Lydia Boesch	Pinehurst Business Partners
	Convention and Visitors Bureau
	Bicycle and Pedestrian Advisory Committee
Kevin Drum	Triangle J. COG
	Partners in Progress
	NCDOT/TARPO
Jane Hogeman	Beautification Committee
	Moore County Schools



**PUBLIC SAFETY REPORTS
ADDITIONAL AGENDA DETAILS:**

September, 2020 Police Report
September, 2020 Fire Report

FROM:

Beth Dunn

CC:

Jeff Sanborn

DATE OF MEMO:

10/10/2020

MEMO DETAILS:

Attached are the September, 2020 Public Safety reports.

ATTACHMENTS:

Description

- ☐ September, 2020 - Police Report
- ☐ September, 2020 - Fire Report

Police Department Monthly Report to Council September 2020

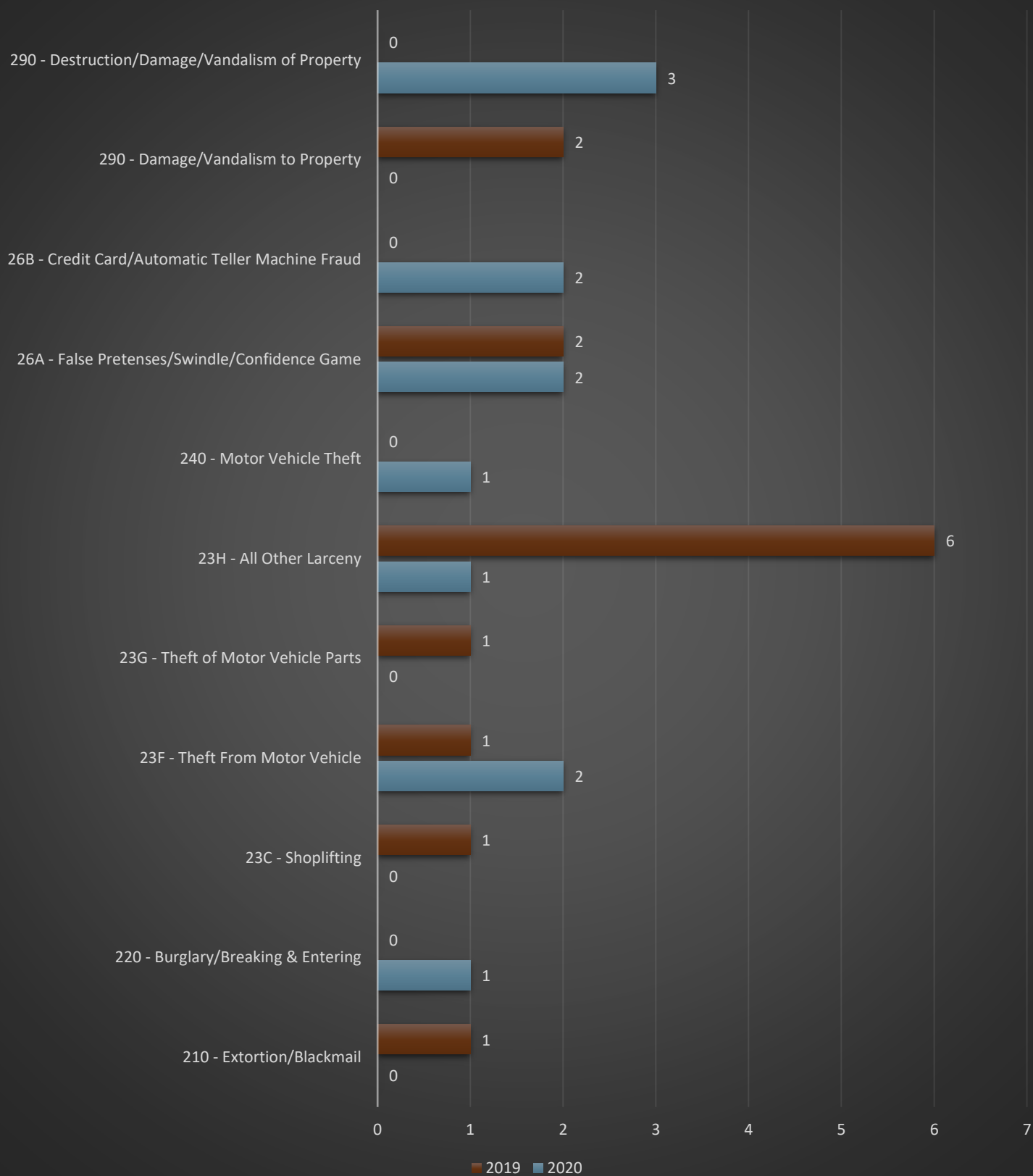


Prepared by
Interim Chief Glen Webb

10/1/2020

Monthly Report Sep 1 through 30, 2020 (With Previous Year / Same Month Range)

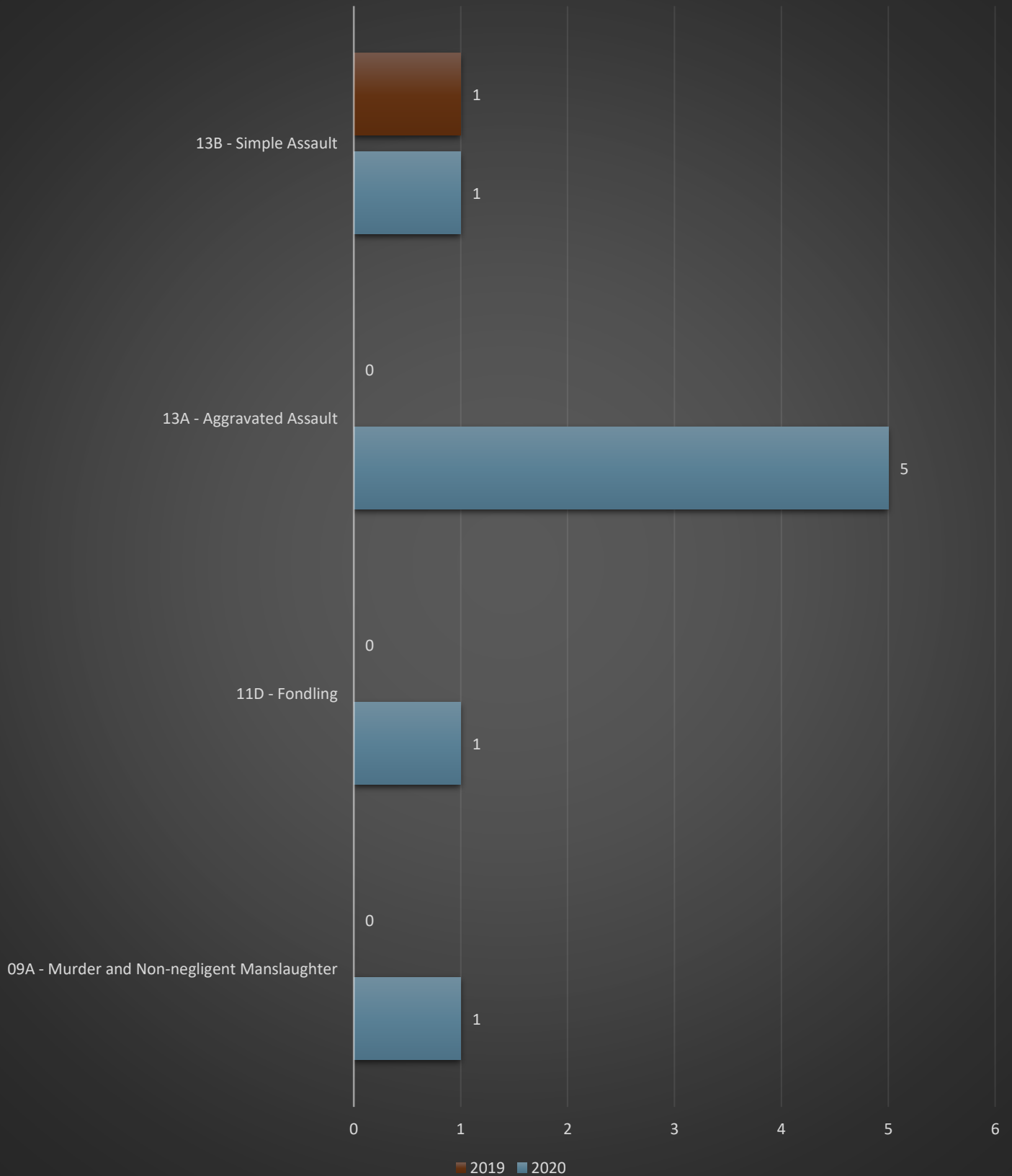
Property Crimes Sep 1-30, 2020



Sep 2019 Total Crimes Against Property: 14

Sep 2020 Total Crimes Against Property: 12

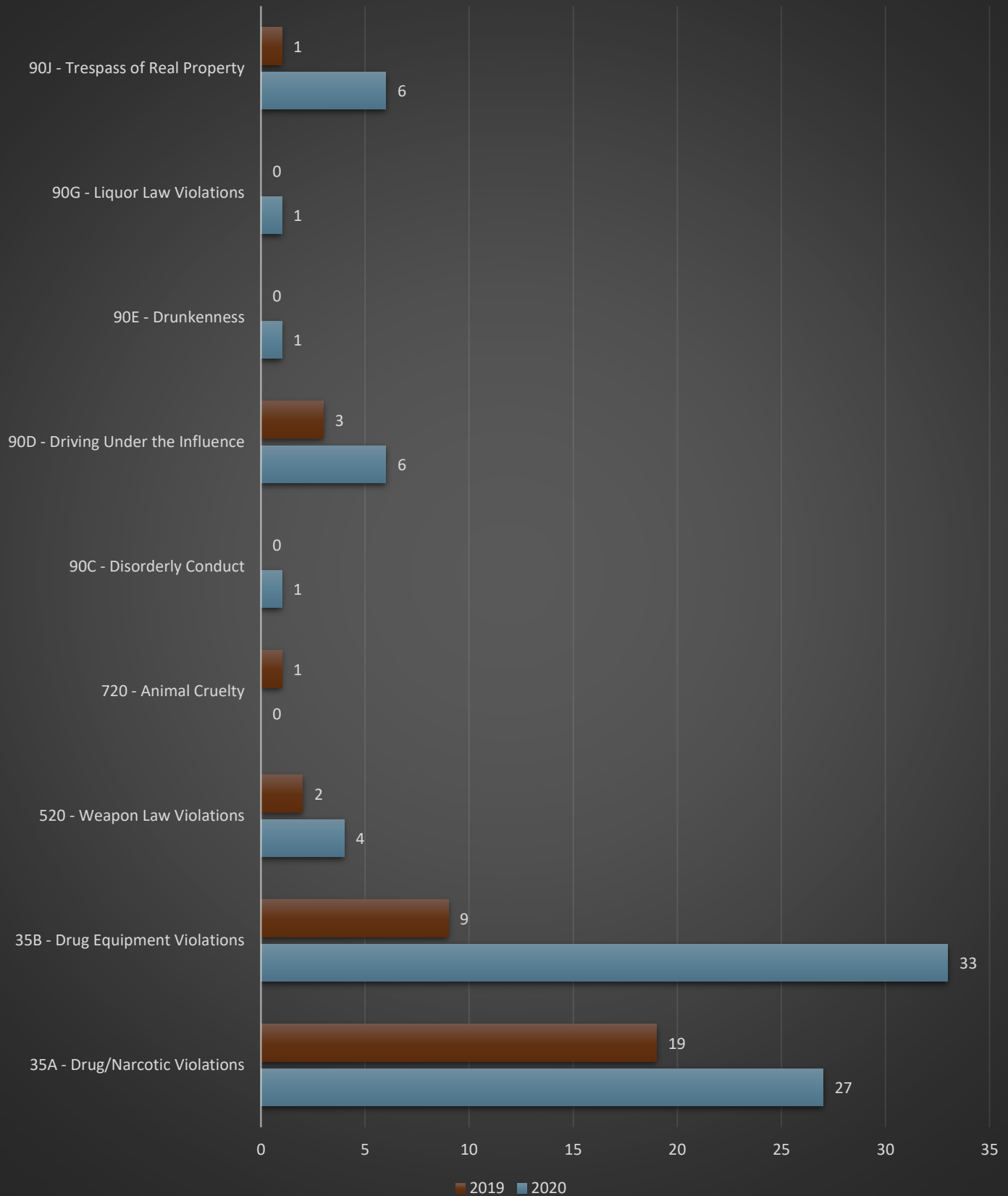
Crimes Against Persons Sep 1-30, 2020



Sep 2019 Total Crimes Against Persons: 1

Sep 2020 Total Crimes Against Persons: 8

Crimes Against Society Sep 1-30, 2020

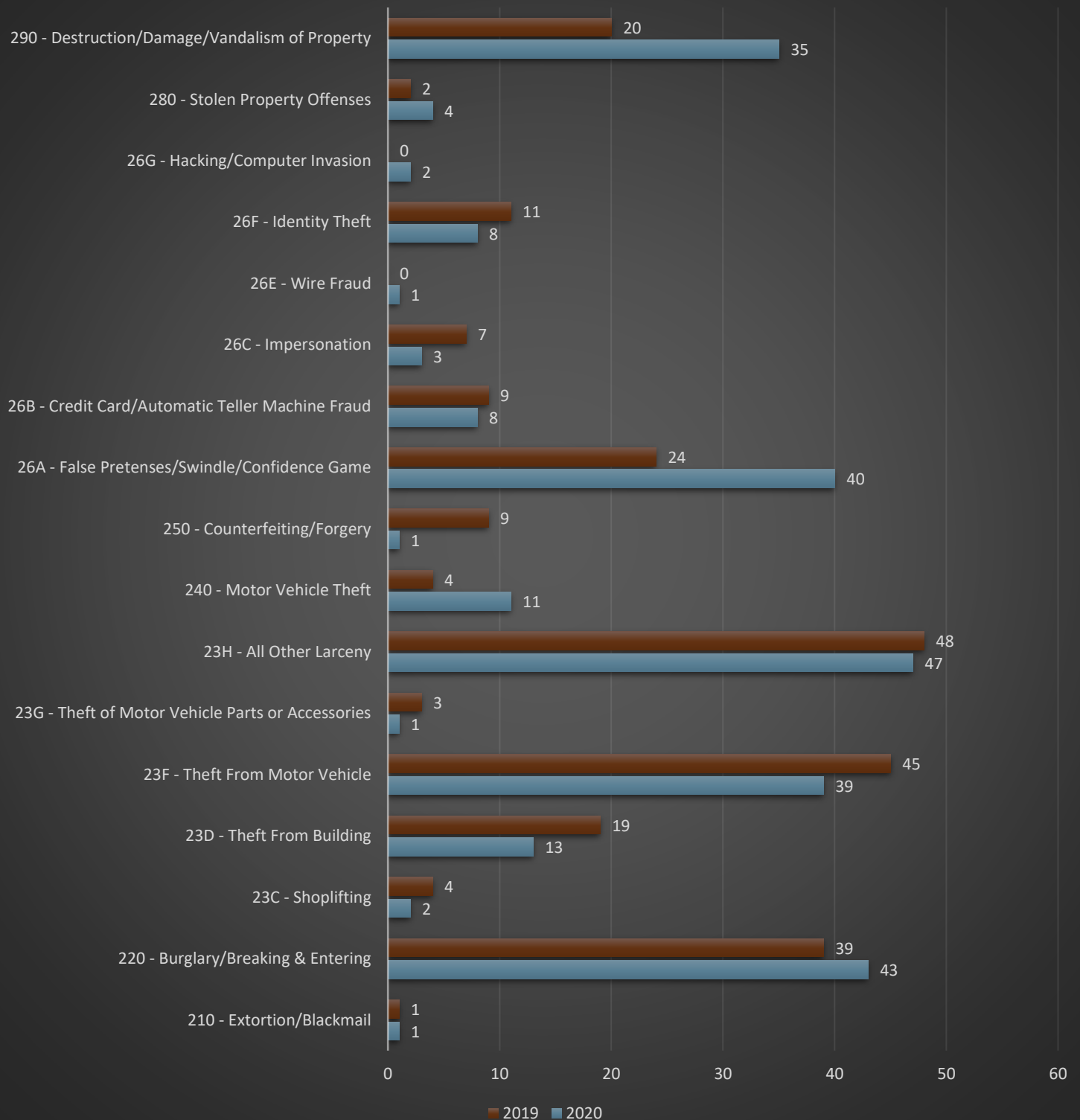


Sep 2019 Total Crimes Against Society: 35

Sep 2020 Total Crimes Against Society: 79

Rolling 12 Month Crimes Reported, Oct. 1, 2019- September 30, 2020
(With Previous Year 12 Month Total)

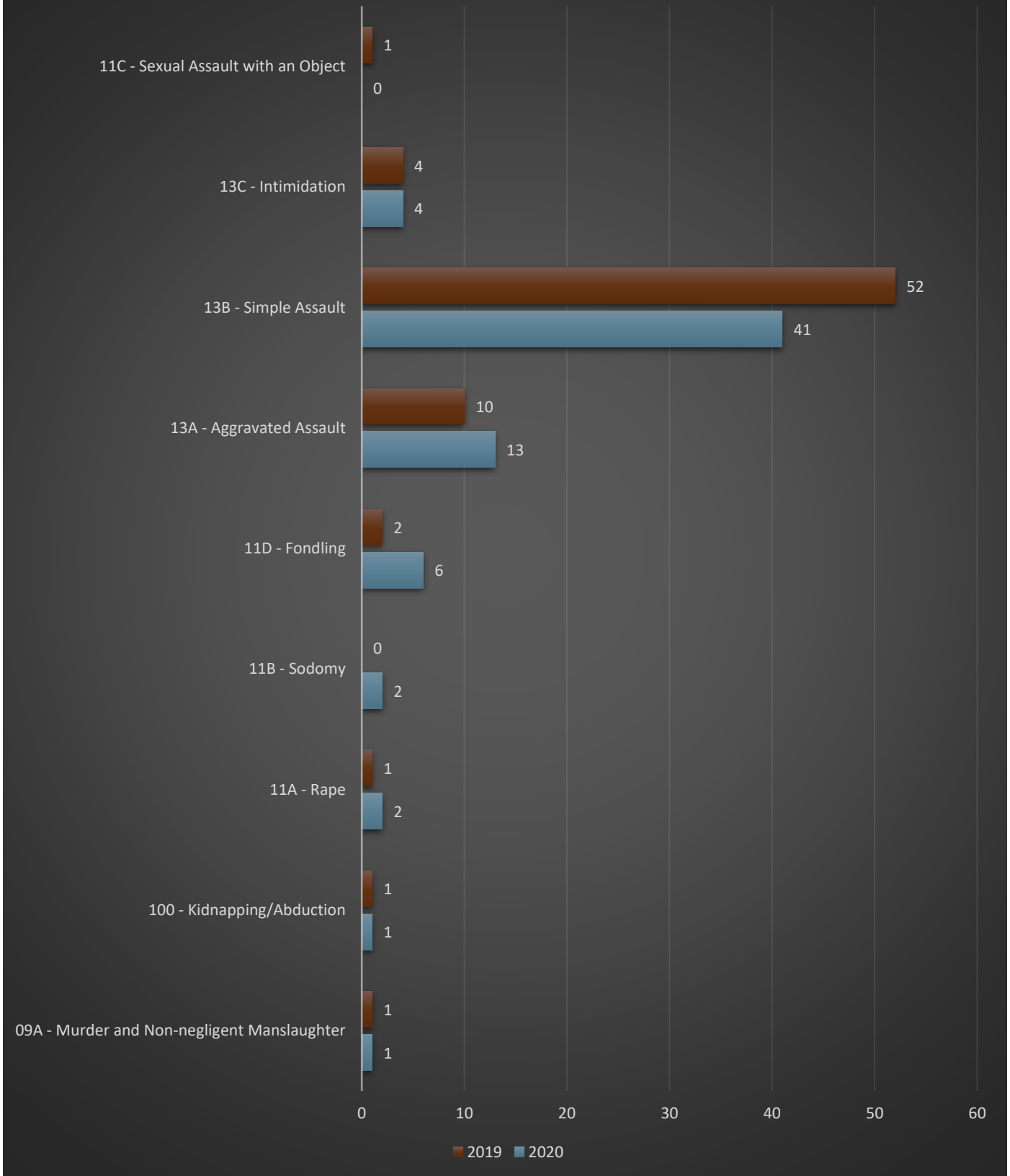
Property Crime Oct 1, 2019 - Sep 30, 2020



Rolling 12 Month Total Crimes Against Property 2019: 245

Rolling 12 Month Total Crimes Against Property 2020: 259

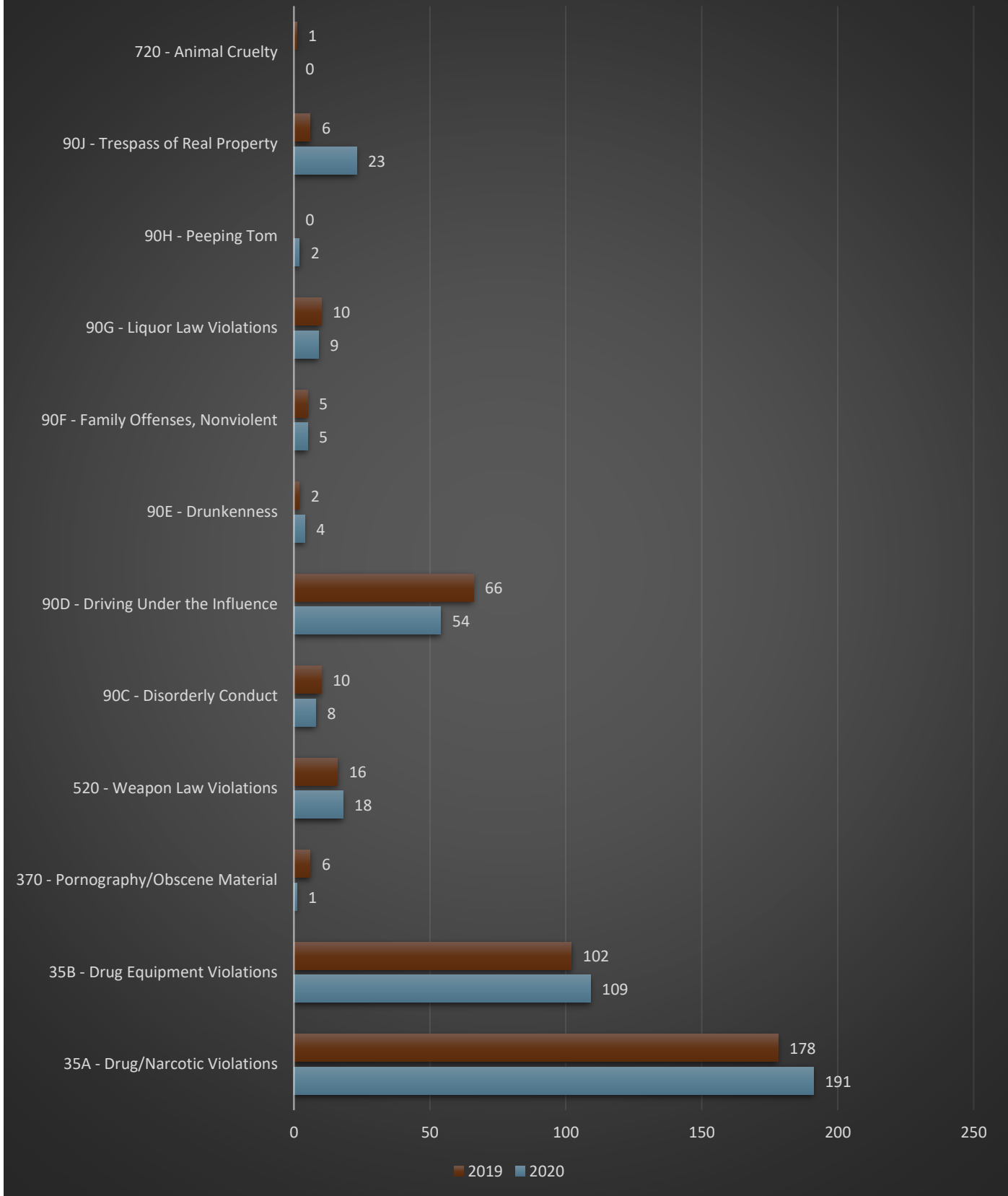
Crimes Against Persons Oct 1, 2019 - Sep 30, 2020



Rolling 12 Month 2019 Total Crimes Against Persons: 72

Rolling 12 Month 2020 Total Crimes Against Persons: 70

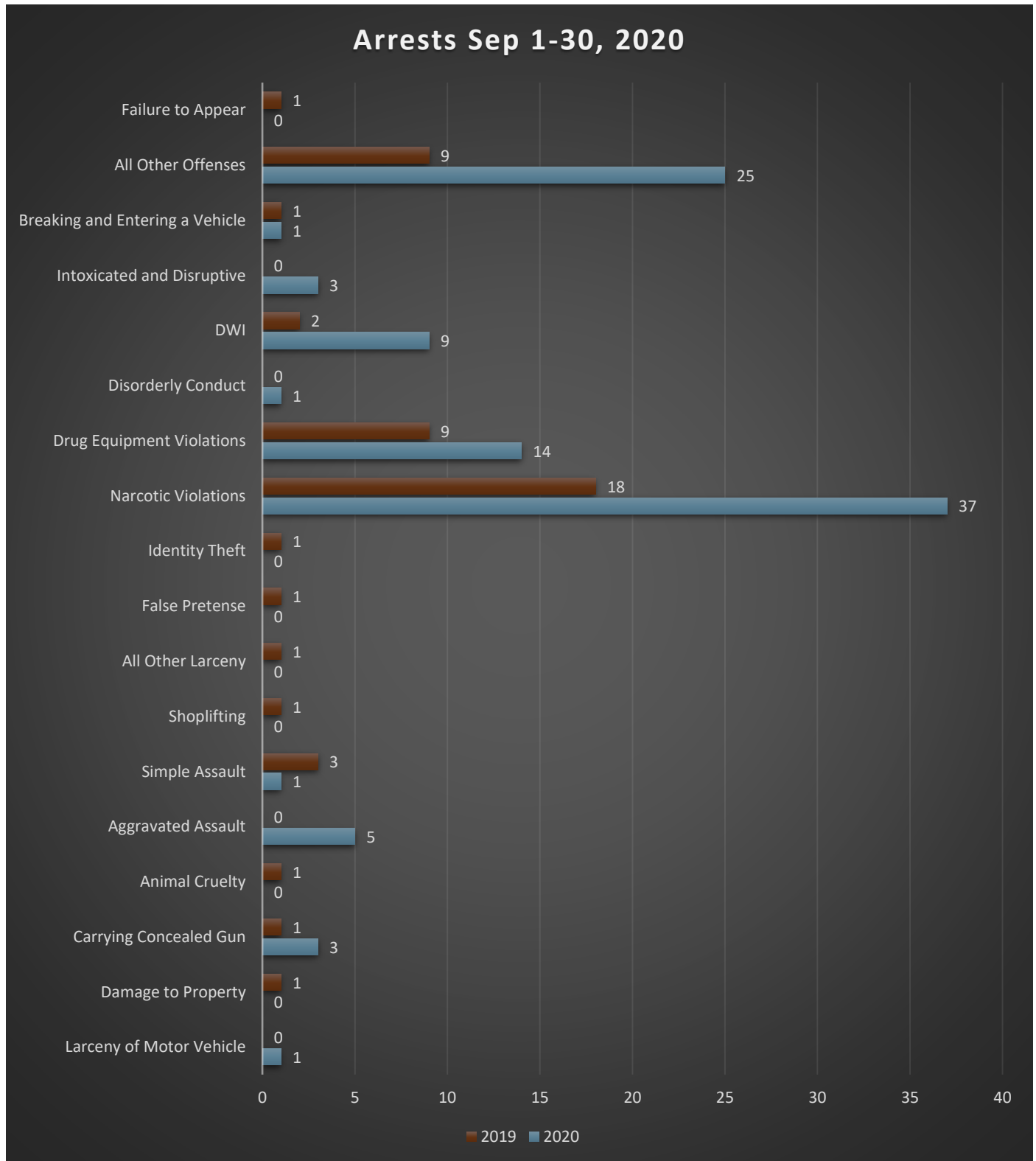
Crimes Against Society Oct 1, 2019 - Sep 30, 2020



Rolling 12 Month Total Crimes Against Society 2019: 402

Rolling 12 Month Total Crimes Against Society 2020: 424

Arrest Totals September 1 - 30, 2020 (With Previous Year / Same Month Range)



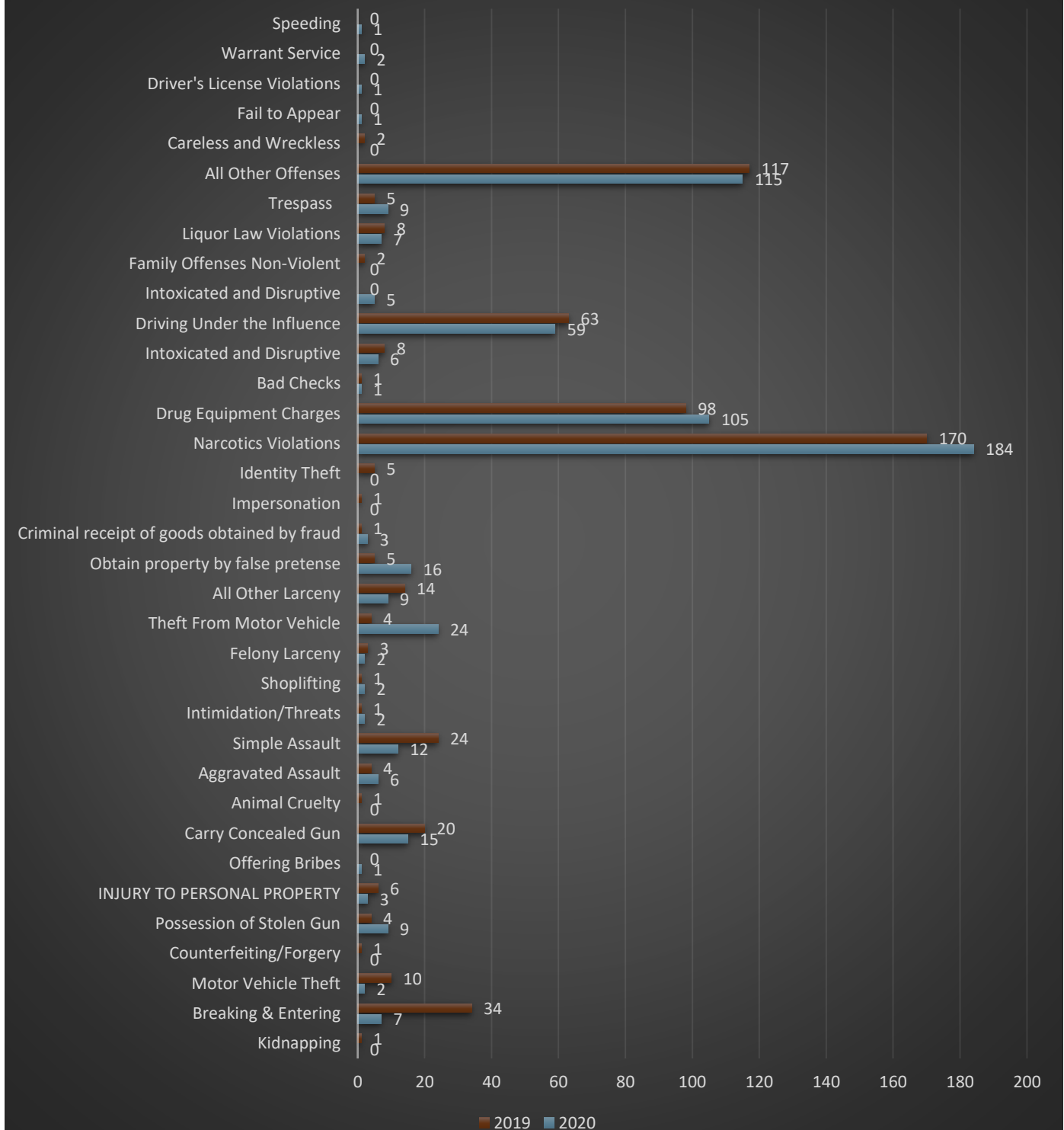
Sep 2019 Total Arrests: 50

Sep 2020 Total Arrests: 100

Rolling 12 Month Arrest Totals: Oct 1, 2019-September 30, 2020

(With Previous Year Same 12 Month Range):

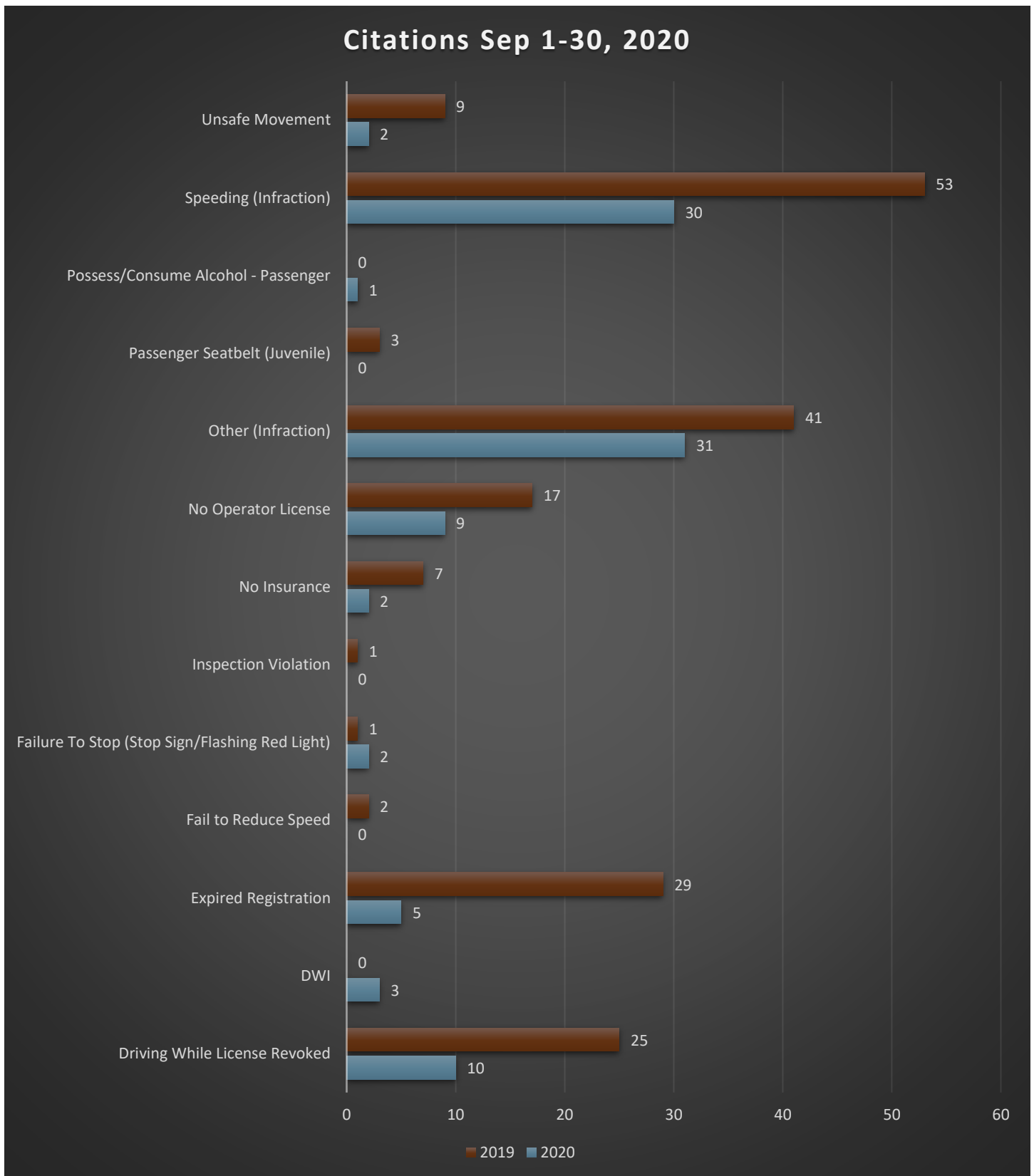
Arrests Oct 1, 2019 - Sep 30, 2020



Rolling 12 Month Arrest Totals 2019: 614

Rolling 12 Month Arrest Totals 2020: 609

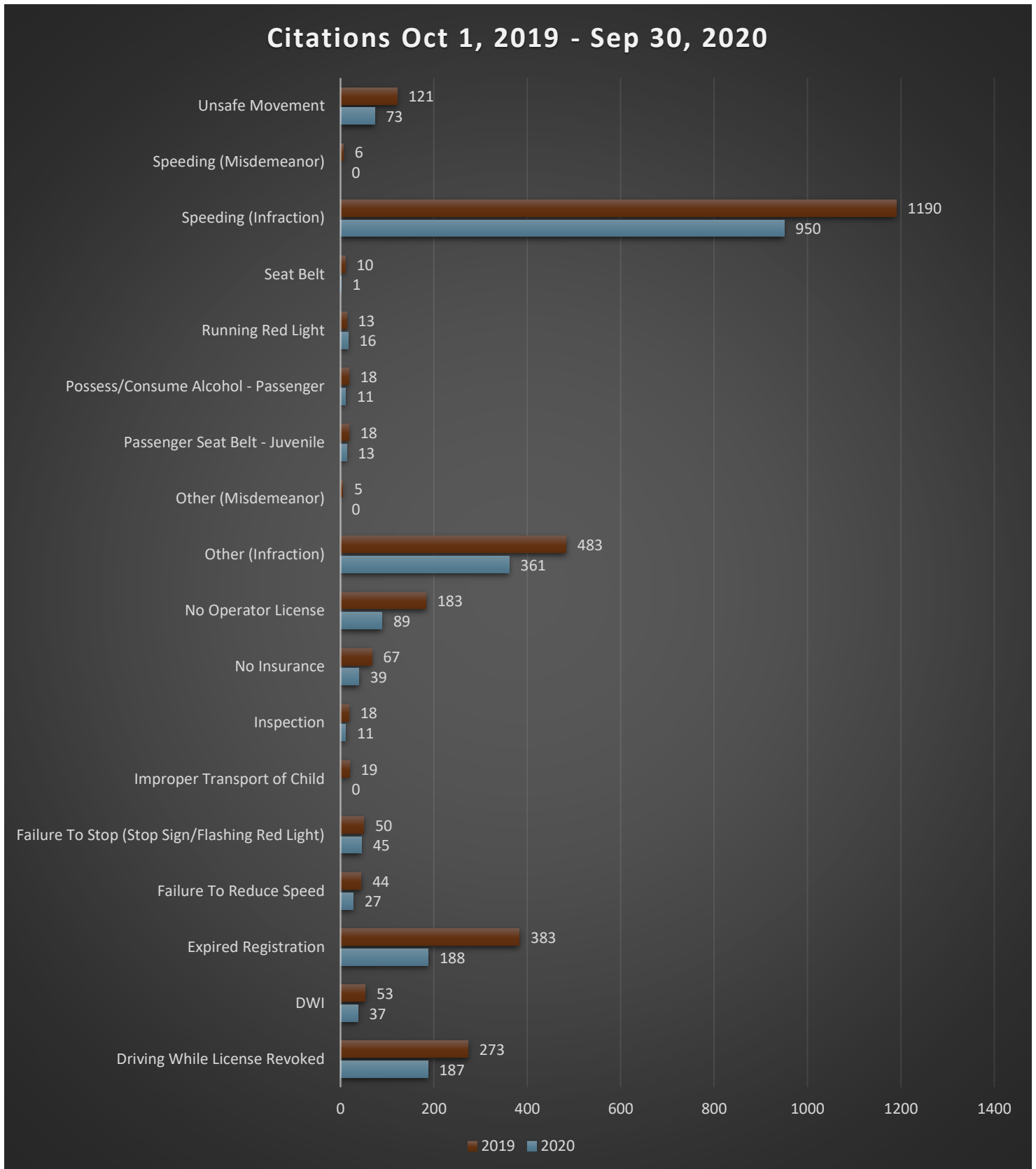
Citation Totals September 1-30, 2020 (With Previous Year / Same Month Range)



Sep 2019 Total Citations: 188

Sep 2020 Total Citations: 95

Rolling 12 Month Citation Totals: Oct 1, 2019- Sep 30, 2020
(With Previous Year Same 12 Month Range):



Rolling 12 Month 2019 Total Citations: 2954
Rolling 12 Month 2020 Total Citations: 2048



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

SUMMARY FOR THE MONTH OF SEPTEMBER 2020

SUMMARY OF INCIDENT CALLS

	<i>NUMBER THIS MONTH</i>	<i>NUMBER FYTD</i>	<i>NUMBER THIS MONTH LAST YEAR</i>	<i>NUMBER FYTD LAST YEAR</i>	<i>PERCENTAGE YTD</i>
TYPE OF INCIDENT					
Fire	9	23	4	19	21%
Overpressure Rupture, Explosion, Overheat - no fire	0	1	0	1	0%
Rescue & EMS Incidents	48	114	44	126	-10%
Hazardous Conditions - no fire	9	31	14	41	-24%
Service Call	29	72	21	101	-29%
Good Intent Call	25	68	28	80	-15%
False Alarm & False Call	35	119	18	93	28%
Severe Weather & Natural Disaster	1	4	0	7	-43%
Special Incident Type	0	0	0	1	-100%
TOTAL INCIDENTS	156	432	129	469	-8%

SUMMARY OF INSPECTION

	<i>NUMBER THIS MONTH</i>	<i>NUMBER FYTD</i>	<i>NUMBER THIS MONTH LAST YEAR</i>	<i>NUMBER FYTD LAST YEAR</i>	<i>PERCENTAGE YTD</i>
TYPE OF INSPECTIONS					
Residential	9	31	6	57	-46%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	2	8	0	0	800%
Commercial	39	109	0	29	276%
Plan Review/Site Inspections	20	49	0	2	2350%
Reinspection	30	72	26	74	-3%
Occupancy Certificates	1	3	0	0	300%
TOTAL INSPECTIONS	101	272	32	162	68%
Violations Found:	30	110	0	61	80%
YTD Violations to be Corrected:		66		61	
YTD Violations Corrected:		61		45	
Correction Percentage:		92%		74%	

September 5, 2020


J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

395 Magnolia Road • Pinhurst, NC 28374 • Telephone (910) 295-5575 • Fax (910) 295-4861 • www.vopnc.org



PINEHURST FIRE DEPARTMENT

By The Numbers - September 2020



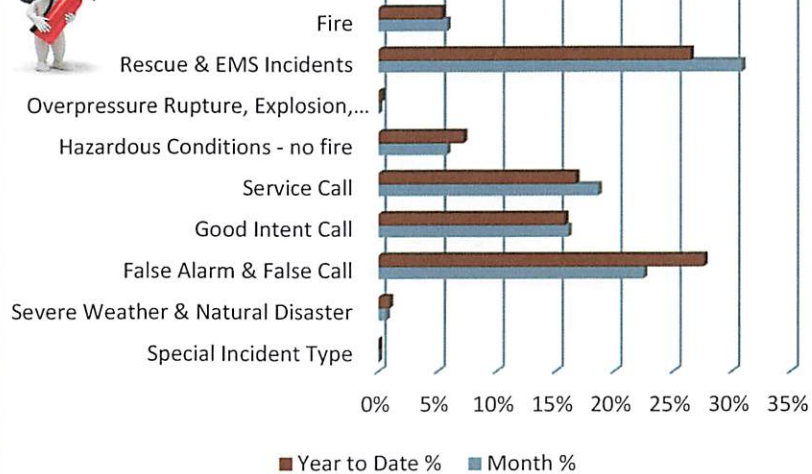
Month

Calls for Service **156**
 % Overlapping Incidents **19.23%**
 Busiest Day of Week **Friday**
 Busiest Hour of Day **11 AM**
 # of Times Staff Recalled **1**

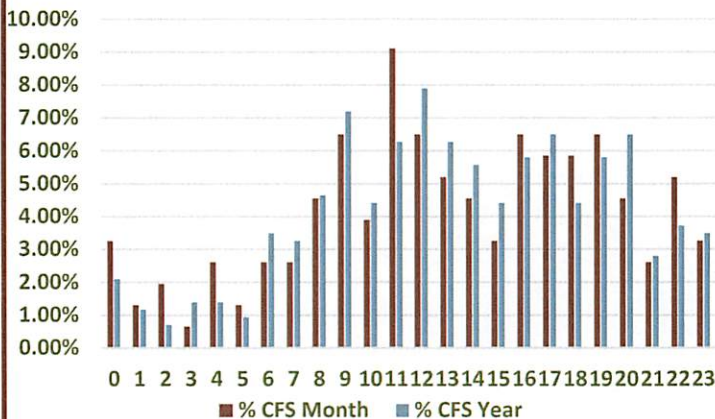
Year

Calls for Service **432**
 % Overlapping Incidents **11.57%**
 Busiest day of Week **Saturday**
 Busiest Hour of Day **Noon**
 # of Times Staff Recalled **5**

% of Calls for Service (CFS)



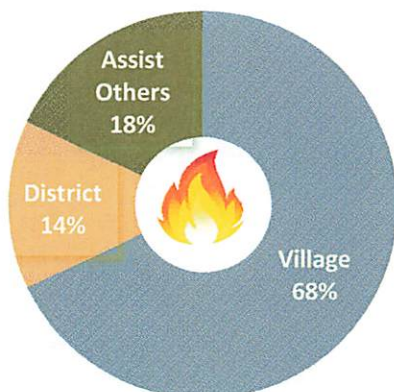
% CFS BY HOUR OF DAY



5 Year Comparison Through this Month of Year



LOCATION OF CFS FOR FY20



Inspections Completed this

MONTH **101**
 YEAR **272**

Code Violations Found this

MONTH **30**
 YEAR **110**

Percentage of Violations

Corrected YTD **92%**



Days Since Last Lost Time Accident in FD **230**

YTD Training Hours

IN HOUSE **1639**
 OUTSIDE **454**



Public Awareness Contacts



MONTH **23,006**
 YTD **25,064**



APPROVAL OF VILLAGE COUNCIL MEETING MINUTES.
ADDITIONAL AGENDA DETAILS:

October 13, 2020 Regular Meeting
October 13, 2020 Work Session
October 13, 2020 Closed Session

FROM:

Beth Dunn

CC:

Jeff Sanborn

DATE OF MEMO:

10/21/2020

MEMO DETAILS:

Attached are the draft minutes from the October 13, 2020 regular meeting, work session, and closed session.

ATTACHMENTS:

Description

- ☐ October 13, 2020 Regular Meeting
- ☐ October 13, 2020 Work Session



**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF OCTOBER 13, 2020
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, October 13, 2020 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Mr. Kevin Drum, Councilmember
Ms. Lydia Boesch, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 10 attendees, 5 staff members, and 1 press.

1. Call to Order.

Mayor Strickland, called the Village Council meeting to order.

2. Reports:

Village Manager

- Mr. Sanborn explained that the Village uses the Baldrige Excellence Framework, which is a program run by the Federal Government. An application was submitted after a long journey of almost 9 years of using the framework and we were one of nine organizations selected across the nation for a site visit. The site visit was completed last week. The process required us to look at all aspects of organizational excellence which leads to the achievement of our mission, quality of life. We should find out around November 16th if we won the award.

Village Council

- Mayor Strickland reminded everyone of the 3 W's, wear, wait, and wash. He attended a Partners in Progress meeting and will be forwarding Council a video of the commentary from that.
- Councilmember Hogeman stated the Holly Arts will be happening and was approved at limited capacity by the Moore County Health Department. She thanked everyone who helped organize this event. She and Councilmember Boesch have asked the Beautification Committee to put together a short list of projects that will be helpful as we prepare for USGA comes.
- Councilmember Drum stated he also attended the Partners in Progress meeting with area realtors and was informed there is a change to military housing regulations that could effect this area. He attended the TARPO meeting and was informed the formula for transportation funding has been changed and it doesn't favor us.
- Councilmember Boesch thanked Mayor Strickland for making them aware of the full page ad that the USGA purchased in the Pinestraw magazine. BPAC meet yesterday and they are going to prepare a report to Council of things they would like to see done in relation to the results of the Community Survey. Reminded everyone if you see something say something.

3. Motion to Approve Consent Agenda.

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

- Resolution to Honor David Sinclair.
- Approval of Village Council Meeting Minutes.
 - September 22, 2020 Regular Meeting
 - September 22, 2020 Work Session
 - September 22, 2020 Closed Session
- Budget Amendments Report

End of Consent Agenda.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Drum, Council unanimously approved the consent agenda, by a vote of 5-0.

4. Present Resolution to David Sinclair

Mayor Strickland presented David Sinclair, retired reporter for The Pilot, a resolution honoring him for his outstanding service and dedication in coverage of the Village of Pinehurst local government news. Mr. Sinclair thanked Council and staff

5. Discuss and Consider an Ordinance Amending Chapter 92 of the Village of Pinehurst Municipal Code.

Jeff Sanborn, Village Manager, stated that an ordinance has been drafted for Council's consideration to amend the Municipal Code as it relates to Chapter 92, Nuisances. Mr. Sanborn noted to these changes were drafted as a result of several Council work session to discuss amending Chapter 92 to make the noise violations more enforceable.

Upon a motion by Councilmember Hogeman, seconded by Mayor Pro Tem Davis, Council unanimously approved ordinance 20-13 amending Chapter 92, Nuisances; Environment Protection of the Village of Pinehurst Municipal Code, by a vote of 5-0.

6. Presentation of the FY 2020 Year End Financial Statements

Brooke Hunter, Financial Services Director, presented Council with the un-audited financial statements for the fiscal year ended June 30, 2020. The official presentation, of the audited financial statements, by Dixon Hughes will take place in December. Ms. Hunter explained the Village ended the fiscal year in a strong financial position with the fund balance above the Council's policy range, as planned, and debts at reasonably low levels. She stated that operating expenditures are in check and revenues are growing at a moderate pace, despite the impacts of the COVID-19 on our local economy.

Ms. Hunter stated that the Village's General Fund revenues exceeded expenditures by \$3,357,297, bringing General Fund fund balance to \$11,229,270 and the Village's outstanding debts decreased by \$299,000, or 68%, during the fiscal year. The total debt outstanding at June 30 was \$141,600 and total debt service for the year was 1.4% of budgeted expenditures. Sales tax revenue was \$129,000, or 2.7%, lower than budgeted; however, this revenue source increased in total when compared with the prior year.

Ms. Hunter explained that athletic and recreation programming fees were \$79,000 below budget due to program cancellations during the outbreak of the pandemic. Fair Barn revenue was \$70,000 below budget due to facility closures during the last four months of the year, which continued into the next fiscal year. Lastly, investment earnings were \$29,000 below budget as interest rates dropped near 0% by the end of March. Ms. Hunter explained that some of the decreases in revenue were offset by decreased expenditures as well, such as athletic and recreation programming cancellations that resulted in fewer operating expenditures and less seasonal staffing costs. The larger portion of the year-end variance can be attributed to expenditures being below budget. Overall operating expenditures represented 80% of operating revenues, a 6% decrease from the previous year. Ms. Hunter stated the Village anticipates some continued revenue decreases in the upcoming budget year due to the impacts of the COVID-19 pandemic; however, in some cases, these revenue reductions will continue be offset by a decrease in related expenditures.

Ms. Hunter stated that the Village added 189 new homes last year compared to 122 and 144 in the previous years. The Village has also seen significant commercial development over the past three years. Ms. Hunter noted that overall the Village ended FY 2020 better than expected and is well positioned to carry out the initiatives outlined in the FY 2021 SOP. The effects of COVID-19 on our financial condition in FY 2020 were less severe than we originally anticipated, and we are continuing to monitor the impacts as we

proceed into FY 2021.

7. Other Business.

No other business was discussed.

8. Comments from Attendees.

- Debbie Lalor, Pinehurst resident, thanked Council for the changes to the noise ordinance. She stated she is thrilled about the CMS traffic study on Highway 5 and asked if that has been schedule yet. She noted that residents are concerned with the intersections of McKenzie Road and Highway 5, Ritter Road and Azalea Road, Shaw Road SE and Highway 5. She stated that pedestrian traffic has increased downtown and suggested Council reduce the speed limit in the downtown area or install a flashing yellow light on Ritter Road.
 - Jeff Sanborn, Village Manager, stated the Village will be purchasing a software program called Street Light, which will help to monitor traffic in the area. He also stated that the flashing yellow light on Ritter Road has been suggested to NCDOT and they want to look at that area holistically when they look at the Highway 5 re-design.

9. Motion to Adjourn.

Upon a motion by Councilmember Drum, seconded by Mayor Pro Tem Davis, Council unanimously approved to adjourn the regular meeting, by a vote of 5-0, at 5:30 p.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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



**VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF OCTOBER 13, 2020
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA**

IMMEDIATELY FOLLOWING THE REGULAR MEETING

The Pinehurst Village Council held a work session at 5:37 p.m., Tuesday, October 13, 2020, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Treasurer
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 5 attendees, including 4 staff and 1 press.

1. Call to Order.

Mayor John Strickland, called the Council work session to order.

2. Discuss Revenue Updates.

Brooke Hunter, Financial Services Director, explained that Council elected to defer some expenditures until the end of the first quarter to help mitigate potential financial impacts of COVID-19, if revenue shortfalls occurred. Ms. Hunter stated that after reviewing the position of our three most economically sensitive revenue sources through September 30th, actual revenues are approximately \$100,000 better than expected. Mayor Strickland asked if the state has issued any new projections. Ms. Hunter stated they give a quarterly update and are basically saying now the impact on sales tax revenues are not as severe as what they originally projected. Ms. Hunter stated staff is recommending moving forward with deferred projects identified by Council due to concerns with COVID impacts on revenue going into FY2021. The projects include accelerated debt payments, Magnolia Streetscape Project, hiring a transportation planner, and to expand maintenance storage space. Council agreed to move forward with the accelerated debt payments, hiring a transportation planner, and expanding maintenance storage space. Council would like to move forward the remaining design process of the Magnolia Streetscape project and review the work before moving into the construction phase.

3. Discuss Small Area Plan Contract Proposal.

Darryn Burich, Planning and Inspections Director, stated staff has been working with Design Collective on a contract for the Small Area Plan's and Form Based Codes. Mr. Burich noted that form based codes was added to the scope of the project during the RFP review. The base contract cost is \$190,000. Mr. Burich explained that contract also includes an optional service, beyond the base fee, that would include a comprehensive assessment of the Pinehurst Development Ordinance (PDO) along with accompanying recommendations for amendments. This would cost an addition \$5,000 and can be added in during the course of the project. This assessment could also assist with the upcoming In Initiative Action Plan to update the PDO, currently scheduled for 2022 in the Strategic Operating Plan.

Mr. Burich explained that Design Collective is proposing to complete the project within a 7 to 8 month timeframe with final deliverables provided by May or June 2021. Design Collective's scope and fee is based on proceeding with development of the two plans simultaneously and holding meetings and workshops concurrently to reduce the amount of trips and travel time. They are proposing to create one report that would include both plans. Mr. Burich noted that if two separate plans are desired, Design

Collective has included an optional service cost of \$10,200 to create separate reports, the extra cost would be for increased editing time. Total costs, if Council desires separate reports for Village Place and Pinehurst South and the PDO assessment, including reimbursables, would be \$224,200. The FY21 budget includes \$150,000 for a difference of \$74,200 with the majority of the increase cost due to the addition of the two Form Based Codes.

Mr. Burich explained the contract identifies three phases for development of the plans as follows: Phase One: Data Collection, Inventory of Existing Conditions, & Analysis (Nov-Dec 2020); Phase Two: Planning, Urban Design and Plan Evaluation: Draft Form Based Codes (Jan-March 2021); Phase Three: Final Small Area Plans and Report; Final Form Based Codes (April-May 2021).

Council discussed various items they would like added to the contract scope of work. Mayor Pro Tem Davis suggested Councilmembers send specific ideas or changes they would like to see in the contract to Darryn by Thursday, October 15th and Council agreed.

4. Other Work Session Business

Council agreed to discuss the Fund Balance Policy at the upcoming retreat in December. Council discussed add a discussion about changes to the Pinehurst Development Ordinance or zoning changes needed in light of 160D and the upcoming Small Area Plans.

5. Motion to Recess Work Session and Enter Closed Session.

Upon a motion by Mayor Pro Tem Davis seconded by Councilmember Boesch, Council unanimously approved to recess the work session and enter into a closed session pursuant to NCGS §143-318.11(a)(6) to consider the qualifications, competence, performance, character, fitness and conditions of appointment of an individual public employee. Specifically, the Council will discuss the Village Manager's performance review and pursuant to NCGS 143-318.11 (a)(3) to consult with the Village Attorney in order to preserve the attorney-client privilege between the Village Attorney and the Village Council, by a vote of 5-0.

6. Closed Session.

Council held a closed session to discuss the Village Manager's performance review and to consult with the Village Attorney in order to preserve the attorney-client privilege between the Village Attorney and the Village Council.

7. Motion to Recess the Closed Session and Re-enter Work Session.

Upon a motion by Councilmember Drum, seconded by Councilmember Boesch, Council unanimously to adjourn the closed session and re-enter the work session, by a vote of 5-0.

8. Motion to Adjourn.

Council unanimously approved to adjourn the work session, by a vote of 5-0, at 9:20 p.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

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**DISCUSS AND CONSIDER A RESOLUTION APPOINTING A MEMBER TO
THE BICYCLE AND PEDESTRIAN COMMITTEE.**

ADDITIONAL AGENDA DETAILS:

FROM:

Beth Dunn

CC:

Jeff Sanborn

DATE OF MEMO:

10/20/2020

MEMO DETAILS:

This agenda item is for the Council to discuss and consider appointing Melody Jensen to the Bicycle and Pedestrian Advisory Committee for the Village of Pinehurst. Ms. Jensen will replace the unfulfilled term of Michael Ventola. The appointment being considered would be effective November 1, 2020 and end on August 31, 2022. Attached to this agenda item is Resolution 20-31 for Council's consideration.

ATTACHMENTS:

Description

- ☐ Application
- ☐ Current BPAC Terms
- ☐ Resolution 20-31 Appoint Jensen to BPAC

From: webmaster@vopnc.org
To: [Beth Dunn](#)
Subject: Village of Pinehurst, NC: Volunteer Program Application
Date: Monday, August 24, 2020 11:01:33 AM

A new entry to a form/survey has been submitted.

Form Name: Volunteer Program Application
Date & Time: 08/24/2020 11:02 AM
Response #: 148
Submitter ID: 2460
IP address: 2606:a000:1506:42ac:954b:43ae:c1d6:b811
Time to complete: 7 min. , 42 sec.

Survey Details

Page 1

1. Date of Application:

08/24/2020

2. Board/Committee Interest (Check all that apply):

For information more information, please see the list of boards/committees on the [Volunteer Opportunities](#) page.

- ☒ Bicycle & Pedestrian Advisory Committee
- ☒ Board of Adjustment/Planning and Zoning Board
- ☒ Welcome Center

3. Contact Info

First Name: Melody
Middle Initial: B
Last Name: Jensen
Mailing Street Address: 100 Harlow road
Physical Street Address: 100 Harlow Road
City: Pinehurst
Zip Code: 28374
Preferred Phone #: 4794318661
Birthday (month and day only): 9/24
Email Address: Lvglf1@gmail.com
Pinehurst Resident Since: July 2020

4. Summarize your educational background, volunteer, or work experience that would be helpful as a

volunteer.

USAF, retired many volunteer and leadership roles throughout my 26yrs of military service
Bachelorette Organizational Management
Masters in Business Administration

5. Please click [here](#) to review the Village of Pinehurst Ethics Policy and complete the acknowledgement below.

(o) I have read and understand the Village of Pinehurst Ethics Policy and my responsibilities as a volunteer regarding this policy.

6. I certify that all statements made by me on this application are true and complete to the best of my knowledge. I understand that any false statement, misrepresentation, or omission may cause me to be excused from volunteer service.

Please initial for certification. Mbj

7. STATE OF NORTH CAROLINA

COUNTY OF MOORE

RELEASE AND ACKNOWLEDGEMENT

The undersigned ("volunteer") is an adult person of sound mind who wishes to serve the Village of Pinehurst as a volunteer.

In consideration of the Village's acceptance of the volunteer, the Village allows the volunteer to engage in volunteer activity and the volunteer does hereby acknowledge that he/she is not entitled to any Worker's Compensation benefits, medical benefits, sick leave benefits, pension benefits, or any other benefits which accrue to employees of the Village of Pinehurst and hereby releases the Village of Pinehurst from any claims for any such benefits or for any other claim arising from the activities of the volunteer for the Village of Pinehurst.

The volunteer has read this document thoroughly and there are no other agreements, oral, or written, which are inconsistent with this document.

Date 08/24/2020

Please initial for release and acknowledgement. Mbj

Thank you,
Village of Pinehurst, NC

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WebMaster



VILLAGE OF PINEHURST
BPAC MEMBERS

TITLE	LAST NAME	CURRENT APPOINTMENT	TERM EXPIRATION
TOM	CAMPBELL	9/1/2018	8/31/2021
MELISSA	WATFORD	9/1/2020	8/31/2023
PAUL	SALE	9/1/2020	8/31/2023
MARK	WAGNER	9/1/2018	8/31/2021
DARRYN	BURICH	6/9/2020	8/31/2022
VACANT			

* INITIAL TERM OF 2 YEARS AND SUBSEQUENT TERM OF 3 YEARS

*ALL TERMS EXPIRE AUGUST 31ST OF YEAR OF EXPIRATION

*NO TERM LIMIT POLICY APPLIES

RESOLUTION #20-31:

A RESOLUTION REGARDING AN APPOINTMENT TO THE BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE FOR THE VILLAGE OF PINEHURST.

WHEREAS, the Village of Pinehurst has established a Bicycle and Pedestrian Advisory Committee by Resolution 15-28; and

WHEREAS, there is a need to fill a one vacancy on the committee; and

WHEREAS, Ms. Melody Jensen and the Village Council of Pinehurst are desirous of Ms. Jensen serving as a member of the Bicycle and Pedestrian Advisory Committee.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 27th day of October, 2020 as follows:

SECTION 1. That the following appointment is hereby made to the Bicycle and Pedestrian Advisory Committee for the term indicated:

Ms. Jensen is appointed as a member of the Bicycle and Pedestrian Advisory Committee, effective November 1, 2020, said term expiring on August 31, 2022.

SECTION 2. That this appointee shall continue serving until a replacement is appointed and qualified.

THIS RESOLUTION passed and adopted this 27th day of October, 2020.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____

John C. Strickland, Mayor

Attest:

Approved as to Form:

Beth Dunn, Village Clerk

Michael J. Newman, Village Attorney



**DISCUSS AND CONSIDER REQUESTED FURTHER ACTION ON
PRELIMINARY PLAT FOR THE FLOYD WAY MAJOR SUBDIVISION.
ADDITIONAL AGENDA DETAILS:**

FROM:

Darryn Burich

CC:

Jeff Sanborn and Natalie Hawkins

DATE OF MEMO:

10/22/2020

MEMO DETAILS:

This item is before Council at the request of the Applicant's attorney, to the Village's Attorney on October 9 and October 15, seeking a waiver or elimination of the sight triangle requirement condition by Council in approving the Preliminary Plat for the Floyd Way Major Subdivision on September 22, 2020.

Staff is not supportive of the Applicant's request to remove or waiver the sight triangle condition but is recommending that the Council modify the condition to permit the Applicant to seek a variance to the standard by the Zoning Board of Adjustment. Council can modify the condition by motion.

ATTACHMENTS:

Description

- ☐ Staff Memo
- ☐ Village Attorney Newman Response Letter
- ☐ P&Z Reviewed Plat with Sight Triangles
- ☐ Updated Council Review Plat No Sight Triangles



PLANNING AND INSPECTIONS DEPARTMENT COUNCIL **UPDATED** STAFF
MEMO

To: Mayor Strickland and Village Council
From: Darryn Burich, Director of Planning and Inspections
Cc: Jeff Sanborn, Village Manager and Natalie Dean Hawkins, Assistant Village Manager
Date: October 26, 2020
Subject: Discuss and consider requested further action on Preliminary Plat for the Floyd Way Major Subdivision

This item is before Council at the request of the Applicant's attorney, to the Village's Attorney on October 9 and October 15, seeking a waiver or elimination of the sight triangle requirement condition by Council in approving the Preliminary Plat for the Floyd Way Major Subdivision on September 22, 2020. Staff has adjusted this memo to add a condition not included in the October 20 staff memo. The additional material is shown in red.

Background

On September 22, 2020 Village Council approved a Preliminary Plat for the Floyd Way Major Subdivision with a condition to show intersection sight triangle easements as expressly required by Section 3.02a of the Village of Pinehurst's Engineering Standards and Specification Manual (ESSM) and Appendix E, Item # 11 of the Pinehurst Development Ordinance (PDO). The condition was approved by Council as follows:

As required for public health and safety, intersection sight triangle easements required by Section 3.02 a of the Engineering Standards and Specifications Manual be shown on the preliminary and final plats pursuant to Appendix E, Item 11. The Village is prohibited from requiring the applicant to acquire a right-of-way from property not owned by the applicant. The applicant did not include the requisite sight triangle easements in the applicant's updated preliminary plat submission. There are other available locations for which the development can gain access to Diamondhead Drive. Staff has been informed by the applicant that the applicant voluntarily obtained a right-of-way from Pinehurst LLC pursuant to G.S. 160A-307(B) on applicant's own volition.

At that meeting, the applicant's legal representative, Landon White, stated an objection to the condition based on his interpretation of state statute and has since engaged the Village in a lawsuit seeking declaratory relief from the sight triangle condition.

During discussions with Mr. White, Mr. Newman informed the applicant that the sight triangle requirement could be reviewed by the Village of Pinehurst Zoning Board of Adjustment (BOA) for possible relief under a quasi judicial evidentiary review process pursuant to Section 5.0 of the PDO.

On October 9 and October 15, Mr. White sent email correspondence to the Village's Attorney, stating that he did not interpret his client's ability to seek a variance per Section 5.1.2 (B) which states that the BOA cannot grant a variance from any written conditions attached by the Village Council to approval of a subdivision plat and further officially requested Village Council to:

- remove the aforementioned condition of approval; and
- to formally waive PDO 9.1(G) and remove the condition of approval; or
- for the Village to acquire the sight triangle.
- Eliminate the sight triangle requirement from the PDO and ESSM

Staff's interpretation is that the sight triangle condition Village Council placed is simply reinforcing an administrative requirement of the ESSM and PDO and thus subject to potential review by the the BOA. Further, Village Council cannot waive an administrative requirement of the PDO unless it is a condition permitted under a conditional rezoning process identified in Section 6.2 of the PDO. At this point, the most appropriate outlet for relief for the applicant is to request review through the BOA.

Analysis

The purpose of an intersection sight triangle is to keep the area within the sight triangle free from view obstructions to allow traffic to more safely enter a roadway. Sight triangles are especially important as traffic enters streets with higher traffic volumes such as collectors and arterials. Diamondhead Drive is a collector street. The sight triangle requirement is not an uncommon requirement and the Village's standard appears to be consistent with that of the NC DOT's sight triangle requirement. Sight triangles can be at roadway and driveway intersections. The sight triangle requirement is applied to property adjacent to the street right-of-way which is generally on privately owned property.

Similar to virtually any other adopted design standard of the PDO or ESSM, the technical standard can be subject to review and modification by the BOA through a quasi judicial evidentiary review process. Presumably, a technical analysis can be done by a qualified traffic engineering professional regarding traffic safety of the proposed intersection with an eliminated or modified sight triangle. As this is also a situation that has been created by the applicant requesting the subdivision, the responsibility to provide such an analysis should remain with the applicant. To date, no such analysis has been provided.

Recommendation

The Village did not choose to locate a street at the current location nor did it choose to subdivide the lands in question. The property owner requested the subdivision and the Village has reviewed the plat in accordance with its adopted ordinances and standards. The condition for sight triangles is a requirement of the ordinance and standards manual and the most appropriate way to seek relief or modification is through the BOA. As such, staff is not recommending any of the applicant's requests via Mr. White's October 9 and October 15 email to Mr. Newman. **Staff is recommending that Council add an additional condition (condition d) to make it clear that the applicant may seek relief through the BOA of the sight triangle requirement or any of the conditions placed as permitted under statute.**

- a) Wetland boundaries to be delineated at final platting and construction drawing phase to ensure an undisturbed 30 foot buffer is maintained to the identified wetlands per Section 9.5.1.10 of the Pinehurst Development Ordinance and shown on the final plat and construction drawings. Wetlands to be determined by using guidelines in the 1987 Army Corps of Engineers wetlands manual by a qualified professional such as a biologist or licensed surveyor. Findings of the wetland assessment shall be provided to Village of Pinehurst staff prior to approval of construction drawings and issuance of a development permit.
- b) Place a 50 foot wide road reservation west of Lot 11 running south to the Robinson property parcel #00054886 on the plat, in order to ensure reasonable means of ingress and egress for surrounding properties per Section 9.17.1.15 (B) and in keeping with 2019 Comprehensive Plan Strategy 4.13 regarding exploring transportation network improvements in any new or redevelopment. Final placement of the road reservation to be compliant with the Village of Pinehurst Engineering Standards and Specifications Manual for street and driveway locations.
- c) As required for public health and safety, intersection sight triangle easements required by Section 3.02 a of the Engineering Standards and Specifications Manual be shown on the preliminary and final plats pursuant to Appendix E, Item 11. The Village is prohibited from requiring the applicant to acquire a right-of-way from property not owned by the applicant. The applicant did not include the requisite sight triangle easements in the applicant's updated preliminary plat submission. There are other available locations for which the development can gain access to Diamondhead Drive. Staff has been informed by the applicant that the applicant voluntarily obtained a right-of-way from Pinehurst LLC pursuant to G.S. 160A-307(B) on applicant's own volition.
- d) The applicant may seek a variance or other relief on any of the conditions imposed through the Village of Pinehurst Board of Adjustment per North Carolina General Statute.

VAN CAMP, MEACHAM & NEWMAN, PLLC

ATTORNEYS AT LAW

THOMAS M. VAN CAMP*
EDDIE H. MEACHAM
MICHAEL J. NEWMAN
RICHARD LEE YELVERTON III
WHITNEY P. FOUSHEE
KIMBERLY C. POST
AMANDA L. GAINER
TYLER F. CHRISCOE
DONALD L. MCLAMB
JOSEPH H. KARAM

Two Regional Circle (28374)
Post Office Box 1389
Pinehurst, North Carolina 28370

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KIMBERLY A. PARKER
Paralegal
kimparker@vancamplaw.com

Telephone: (910) 295-2525
Facsimile: (910) 235-0233

* Certified Superior Court
Mediator

October 21, 2020

DGH Management
c/o Landon White Law Firm, PLLC
Attn: D. Landon White
P.O. Box 6696
Raleigh, NC 27628-6696

Re: *DGH Management, LLC v. Village of Pinehurst*
Moore County Case No.: 20 CVS 1087

Dear Mr. White:

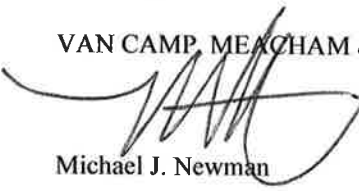
In response to the requests you made in your 15 October 2020 email, the Village of Pinehurst's response is as follows:

- *"Remove the unlawful condition of approval from approval of the subdivision plan."* The Village of Pinehurst's interpretation is that the condition is lawful. The Village Council will consider your request to have the condition removed at their 27 October 2020 public meeting.
- *"Attorney fees for the time and expense of challenging the unlawful decision by the Village Council."* The Village declines to pay your attorney fees.
- *"Amend or remove the sight triangle requirements from the PDO and/or ESSM to bring them into compliance with statutory law and case law."* The Village disagrees with your interpretation of the applicable statutory law and case law, and thus declines your request.
- *"My client would like to know what was discussed in private between John Strickland and Jeff Sanborn during the open 9/22/20 Village Council meeting."* John Strickland asked Jeff Sanborn if it was appropriate in this type of hearing to permit you and/or your client to make comments; Jeff said yes; you were invited to speak; and, you did.

Finally, you state in your letter that the conversation between John and Jeff is covered in your Writ. I agree. Please let me know whether you agree that Mr. Jackson's comments to me, *e.g.* that he intends to make a lot of money on this case, are likewise covered in your Writ/lawsuit. Since you and Clark were both present when Mr. Jackson said this to me, I will presume you agree with me. Please let me know if otherwise, and feel free to call if you have any questions.

Sincerely,

VAN CAMP, MEACHAM & NEWMAN, P.L.L.C.

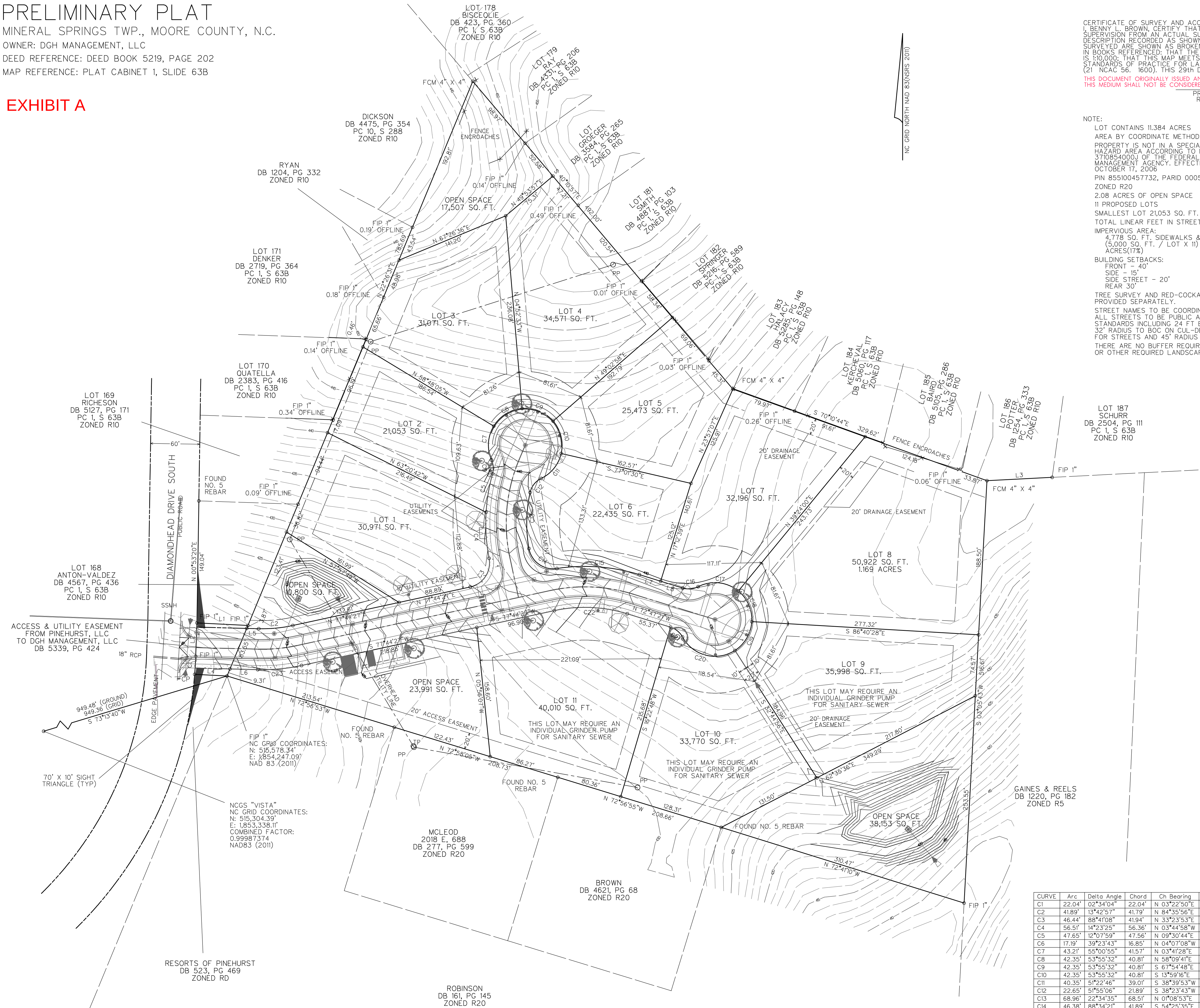

Michael J. Newman

MJN/kap

FLOYD WAY SUBDIVISION
PRELIMINARY PLAT

MINERAL SPRINGS TWP., MOORE COUNTY, N.C.
OWNER: DGH MANAGEMENT, LLC
DEED REFERENCE: DEED BOOK 5219, PAGE 202
MAP REFERENCE: PLAT CABINET 1, SLIDE 63B

EXHIBIT A



CERTIFICATE OF SURVEY AND ACCURACY
I, BENNY L. BROWN, CERTIFY THAT THIS MAP WAS DRAWN UNDER MY
SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION, DEED
DESCRIPTION RECORDED AS SHOWN ON MAP, THAT THE BOUNDARIES NOT
SURVEYED ARE SHOWN AS BROKEN LINES PLOTTED FROM INFORMATION FOUND
IN BOOKS REFERENCED, THAT THE RATIO OF PRECISION AS CALCULATED
IS 1/10,000; THAT THIS MAP MEETS THE REQUIREMENTS OF THE
STANDARDS OF PRACTICE FOR LAND SURVEYING IN NORTH CAROLINA
(21 NCAC 36.1600), THIS 29TH DAY OF JULY, 2020.
THIS DOCUMENT ORIGINALLY ISSUED AND SEALED BY BENNY L. BROWN, L-3031, ON 7/29/20.
THIS MEDIUM SHALL NOT BE CONSIDERED A CERTIFIED DOCUMENT.

PROFESSIONAL LAND SURVEYOR
REGISTRATION NUMBER L3031

NOTE:
LOT CONTAINS 11.384 ACRES
AREA BY COORDINATE METHOD
PROPERTY IS NOT IN A SPECIAL FLOOD
HAZARD AREA ACCORDING TO MAP NUMBER
3710B54000J OF THE FEDERAL EMERGENCY
MANAGEMENT AGENCY, EFFECTIVE DATE:
OCTOBER 17, 2006
PIN 855100457732, PARID 00052077
ZONED R20
2.08 ACRES OF OPEN SPACE
11 PROPOSED LOTS
SMALLEST LOT 21,053 SQ. FT. (0.483 ACRES)
TOTAL LINEAR FEET IN STREETS ALONG CENTERLINE: 837.78'
IMPERVIOUS AREA:
4,778 SQ. FT. SIDEWALKS & KIOSK + 27,749 SQ. FT. +
(5,000 SQ. FT. / LOT X 11) = 87,527 SQ. FT./2.01
ACRES(17%)
BUILDING SETBACKS:
FRONT - 40'
SIDE - 15'
SIDE STREET - 20'
REAR 30'
TREE SURVEY AND RED-CKADED WOODPECKER LETTER
PROVIDED SEPARATELY.
STREET NAMES TO BE COORDINATED WITH COUNTY 911.
ALL STREETS TO BE PUBLIC AND SHALL FOLLOW VOP
STANDARDS INCLUDING 24 FT. BOC TO BOC WIDTH AND
32' RADIUS TO BOC ON CUL-DE-SACS, ROWS ARE 50'
FOR STREETS AND 45' RADIUS FOR CUL-DE-SACS.
THERE ARE NO BUFFER REQUIREMENTS, STREETSCAPE,
OR OTHER REQUIRED LANDSCAPING.

LANDSCAPE REQUIREMENTS:
STREET TREES
TREES REQUIRED: 1 PER 40LF OF FRONTAGE LESS DRIVEWAYS
590LF/40 = 14.75 STREET TREES REQUIRED
TREES PROVIDED: 15 HARDWOOD CANOPY TREES
LESS ANY CREDIT UPON COMPLETION OF TREE SURVEY

- RED MAPLE (8)
- SUGAR MAPLE (7)

MAJOR PRELIMINARY SUBDIVISION PLAT ASSOCIATED WITH AN APPROVED
GENERAL CONCEPT PLAN.

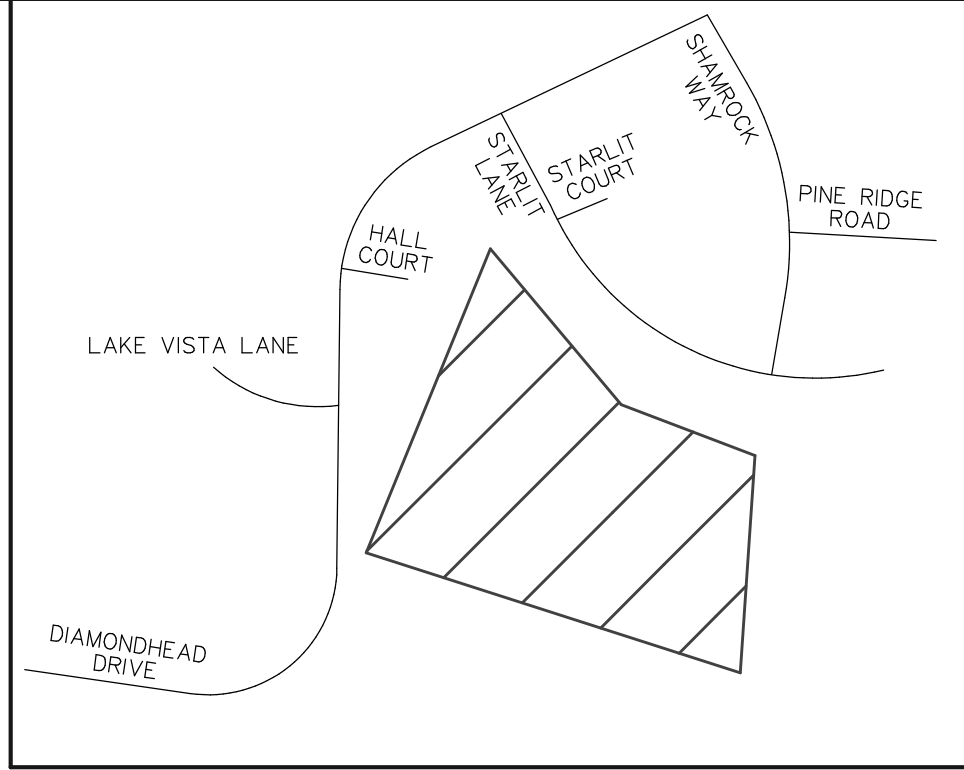
I HEREBY CERTIFY THAT THIS MAJOR PRELIMINARY SUBDIVISION PLAT IS IN
ACCORDANCE WITH THE APPROVED GENERAL CONCEPT PLAN AND THEREFORE
DEEMED APPROVED.

VILLAGE MANAGER _____ DATE _____

CURVE	Arc	Delta Angle	Chord	Ch Bearing	Radius	Tangent
C1	22.04'	02°34'04"	22.04'	N 03°22'50"E	491.83'	11.02'
C2	41.89'	13°42'57"	41.79'	N 84°35'56"E	175.00'	21.05'
C3	46.44'	88°41'08"	41.94'	N 33°23'53"E	30.00'	29.32'
C4	56.51'	14°23'25"	56.36'	N 03°44'58"W	225.00'	28.40'
C5	47.65'	12°07'59"	47.56'	N 09°30'44"E	225.00'	23.91'
C6	17.19'	39°23'43"	16.85'	N 04°07'08"W	25.00'	8.95'
C7	43.21'	55°00'55"	41.57'	N 03°41'28"E	45.00'	23.43'
C8	42.35'	53°55'32"	40.81'	N 58°09'41"E	45.00'	22.89'
C9	42.35'	53°55'32"	40.81'	S 67°54'48"E	45.00'	22.89'
C10	42.35'	53°55'32"	40.81'	S 13°59'46"E	45.00'	22.89'
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C16	19.38'	44°24'55"	18.90'	N 85°00'12"E	25.00'	10.21'
C17	52.31'	66°36'16"	49.42'	S 83°54'08"E	45.00'	29.56'
C18	42.35'	53°55'32"	40.81'	S 23°38'14"E	45.00'	22.89'
C19	42.35'	53°55'32"	40.81'	S 30°17'18"W	45.00'	22.89'
C20	74.12'	94°22'31"	66.02'	N 75°33'41"W	45.00'	48.57'
C21	19.38'	44°24'55"	18.90'	S 50°34'53"E	25.00'	10.21'
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C23	53.86'	13°42'57"	53.73'	S 84°35'56"W	225.00'	27.06'

LINE	BEARING	DISTANCE
L1	S 87°07'55"E	62.29'
L2	N 02°05'48"E	40.84'
L3	S 87°06'04"W	79.75'
L4	S 87°07'55"E	39.58'
L5	S 88°32'36"E	14.72'
L6	N 88°32'36"W	33.90'
L7	S 72°47'21"E	27.23'
L8	S 72°47'21"E	28.14'

DESCRIPTION/ITE CODE	UNITS	EXPECTED UNITS	GENERATED TRIPS							
			DAILY IN	DAILY OUT	AM HOUR	PM HOUR	PEAK AM IN	PEAK AM OUT	PEAK PM IN	PEAK PM OUT
SINGLE FAMILY HOMES 210	DU	11	53	53	8	11	2	6	7	4



VICINITY MAP NTS

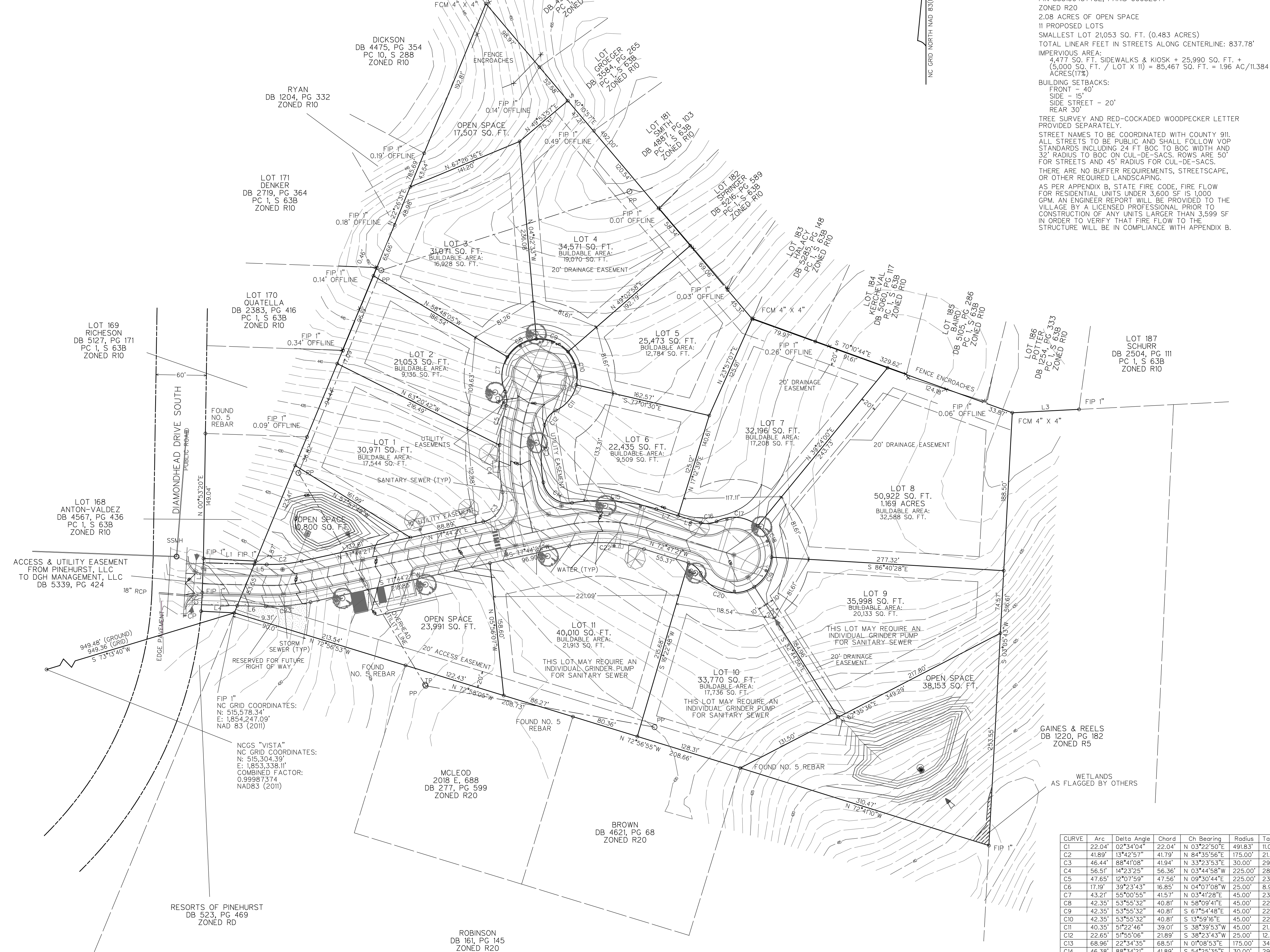
FLOYD WAY SUBDIVISION
PRELIMINARY PLAT

MINERAL SPRINGS TWP., MOORE COUNTY, N.C.

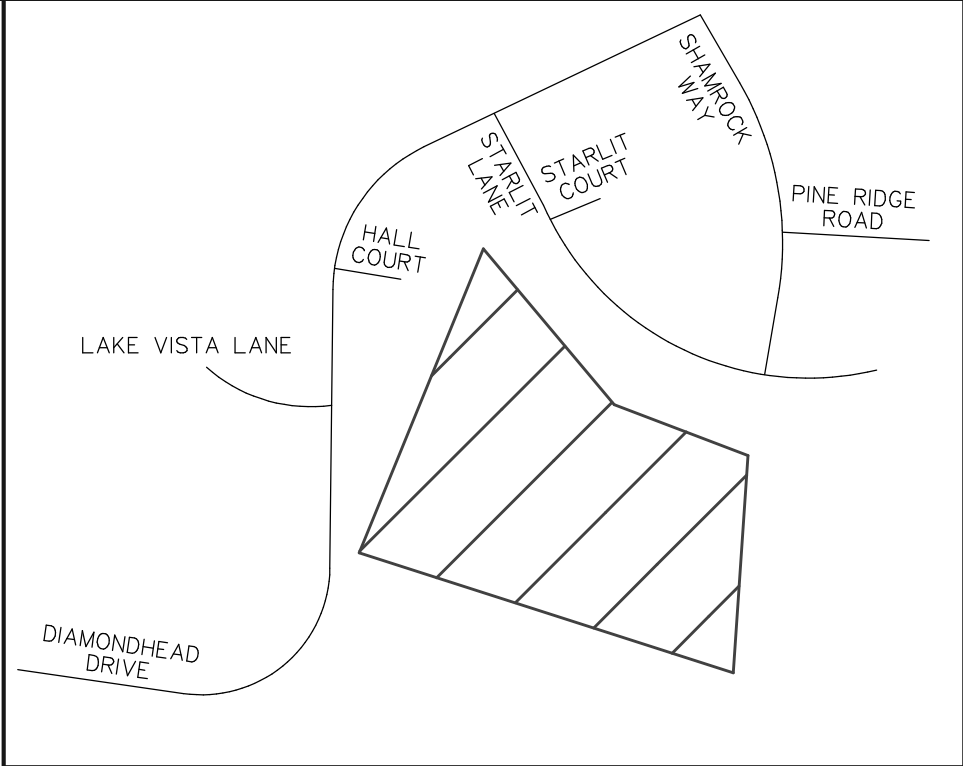
OWNER: DGH MANAGEMENT, LLC

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NOTE:
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FOR STREETS AND 45' RADIUS FOR CUL-DE-SACS.
THERE ARE NO BUFFER REQUIREMENTS, STREETSCAPE,
OR OTHER REQUIRED LANDSCAPING.
AS PER APPENDIX B, STATE FIRE CODE, FIRE FLOW
FOR RESIDENTIAL UNITS UNDER 3,600 SF IS 1,000
GPM. AN ENGINEER REPORT WILL BE PROVIDED TO THE
VILLAGE BY A LICENSED PROFESSIONAL PRIOR TO
CONSTRUCTION OF ANY UNITS LARGER THAN 3,599 SF
IN ORDER TO VERIFY THAT FIRE FLOW TO THE
STRUCTURE WILL BE IN COMPLIANCE WITH APPENDIX B.



VICINITY MAP NTS

LANDSCAPE REQUIREMENTS:
STREET TREES
TREES REQUIRED: 1 PER 40LF OF FRONTAGE LESS DRIVEWAYS
590LF/40' = 14.75 STREET TREES REQUIRED
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LESS ANY CREDIT UPON COMPLETION OF TREE SURVEY

- RED MAPLE (8)
- SUGAR MAPLE (7)

CERTIFICATE OF SURVEY AND ACCURACY
I, BENNY L. BROWN, CERTIFY THAT THIS MAP WAS DRAWN UNDER MY
SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION, DEED
DESCRIPTION RECORDED AS SHOWN ON MAP. THAT THE BOUNDARIES NOT
SURVEYED ARE SHOWN AS BROKEN LINES PLOTTED FROM INFORMATION FOUND
IN BOOKS REFERENCED: THAT THE RATIO OF PRECISION AS CALCULATED
IS 1:10,000; THAT THIS MAP MEETS THE REQUIREMENTS OF THE
STANDARDS OF PRACTICE FOR LAND SURVEYING IN NORTH CAROLINA
(21 NCAC 56. 1600). THIS 17th DAY OF SEPTEMBER, 2020
THIS DOCUMENT ORIGINALLY ISSUED AND SEALED BY BENNY L. BROWN, L-3031, ON 9/17/20.
THIS MEDIUM SHALL NOT BE CONSIDERED A CERTIFIED DOCUMENT.
PROFESSIONAL LAND SURVEYOR
REGISTRATION NUMBER L3031

MAJOR PRELIMINARY SUBDIVISION PLAT RECOMMENDED FOR APPROVAL
I HEREBY CERTIFY THAT THIS MAJOR PRELIMINARY SUBDIVISION PLAT
WAS APPROVED BY THE PINEHURST VILLAGE COUNCIL ON THE
DAY OF _____, 20__

VILLAGE MANAGER _____ DATE _____

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			DAILY IN	DAILY OUT	AM HOUR	PM HOUR	PEAK AM IN	PEAK AM OUT	PEAK PM IN	PEAK PM OUT
SINGLE FAMILY HOMES 210	DU	11	53	53	8	11	2	6	7	4

© 2016 BENNY L. BROWN, ALL RIGHTS RESERVED

60' 30' 0' 60' 120'

- LEGEND
- FIP FOUND IRON PIPE
 - SIP SET IRON PIPE
 - FCM FOUND CONCRETE MONUMENT
 - SCMS SET COTTON MILL SPINDLE
 - EMN EXISTING MAG NAIL
 - NMN NEW MAG NAIL
 - CP COMPUTED POINT
 - CBL CABLEVISION EQUIPMENT
 - TP TELEPHONE PEDESTAL
 - ET ELECTRICAL TRANSFORMER
 - PP POWER POLE
 - WM WATER METER
 - SCD SEWER CLEANOUT

SURVEY FOR:
QUALITY BUILT HOMES
335 FIELDS DRIVE
ABERDEEN, NC 28315

DATE
11/05/19
FILE NO.
23619
SCALE
1" = 60'

BENNY L. BROWN
Professional Surveyor

5318 NC HWY 211
P.O. BOX 307
WEST END, N.C. 27376
(910) 673-1446



**PRESENTATION OF THE FY 2020 STATE OF THE VILLAGE REPORT.
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Jeff Sanborn

DATE OF MEMO:

10/20/2020

MEMO DETAILS:

This agenda item is a review of the Village's performance relative to the goals and objectives set for FY 2020. Staff will present the attached presentation on the FY 2020 State of the Village Report.

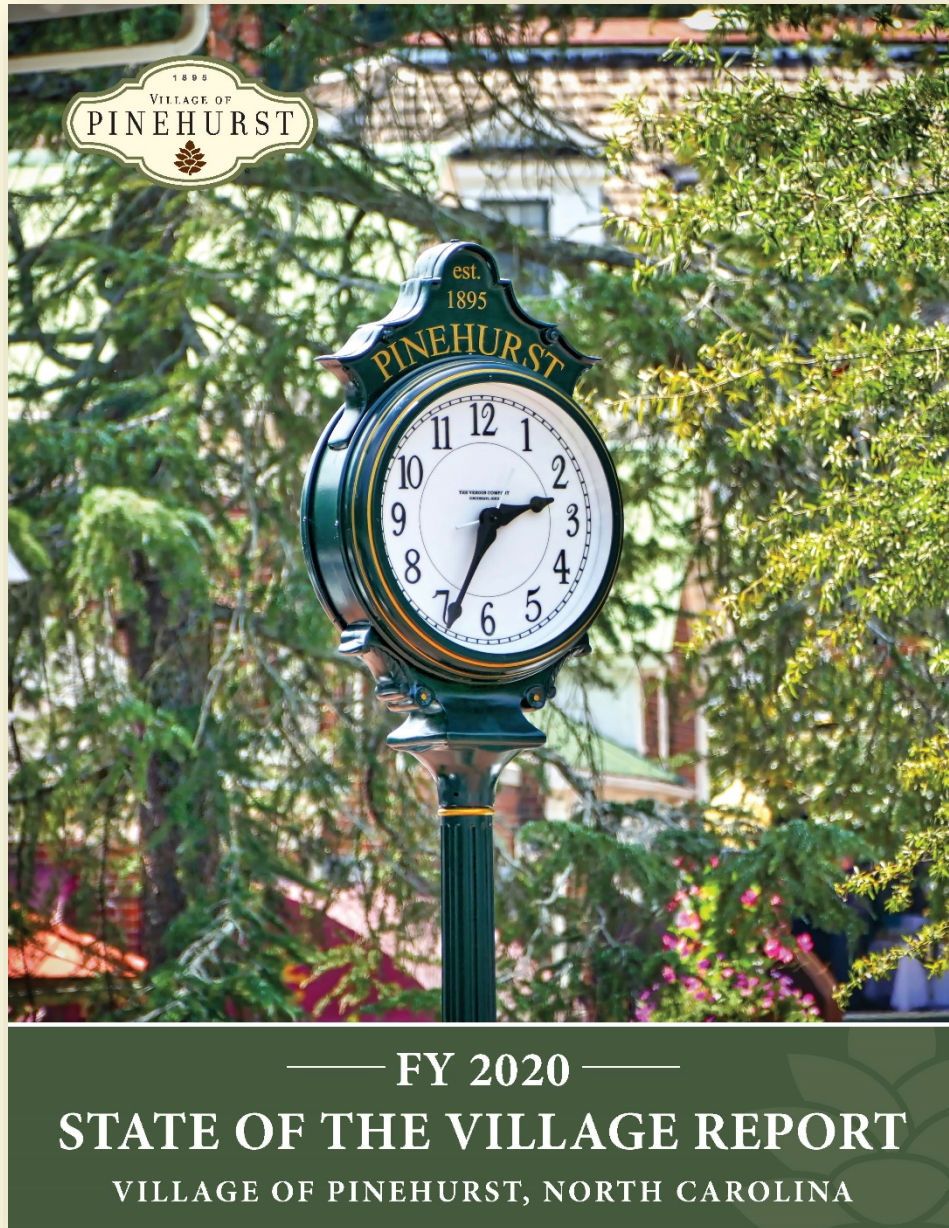
As you will see from the attached presentation, the Village performed very well this year and overall exceeded our goals for FY 2020. I am very proud of the hard work and dedication of our staff to meet the needs of our residents, businesses, and visitors so they may enjoy a high quality of life.

[Click here to view the complete FY 2020 State of the Village Report.](#)

ATTACHMENTS:

Description

📎 FY 2020 State of the Village Report Presentation



***FY 2020
State of the Village
Report Presentation***

FY 2020 State of the Village Report Presentation Village Council



Councilmember Kevin Drum, Treasurer Lydia Boesch, Mayor John Strickland, Mayor Pro Tem Judy Davis, and Councilmember Jane Hogeman (From left to right)

FY 2020 State of the Village Report Presentation

Message from the Office of the Village Manager



The Village of Pinehurst had another successful year working to accomplish the objectives set forth by the Village Council. Overall, we exceeded our FY 2020 goals. We establish annual goals and objectives to ensure we achieve the Village's mission to "Promote, enhance, and sustain the quality of life for residents, businesses, and visitors." This year, 99% of residents and 100% of businesses rate the overall quality of life in the Village as excellent or good.

Using the Baldrige Performance Excellence Framework, we have successfully created a culture of continuous improvement at the Village. Each year we pursue opportunities for improvement and innovation aimed to enhance resident and business satisfaction levels as measured in our annual surveys.

This year, we focused efforts on eight initiative action plans and our residents and businesses continue to indicate high satisfaction levels with the vast majority of Village services. Since 2013, the Village has seen improved resident satisfaction in 85% of our service areas and we currently exceed the national averages in 49 out of 52 service areas. In FY 2020, we achieved the highest annual satisfaction ratings in the US in the ETC DirectionFinder Benchmark Group for 12 areas, the most achieved in one year for the Village.

We are extremely proud of our staff's accomplishments and efforts to continuously improve the efficiency and effectiveness of Village services to promote, enhance, and sustain the quality of life for our customers.



Jeff Sanborn
Village Manager



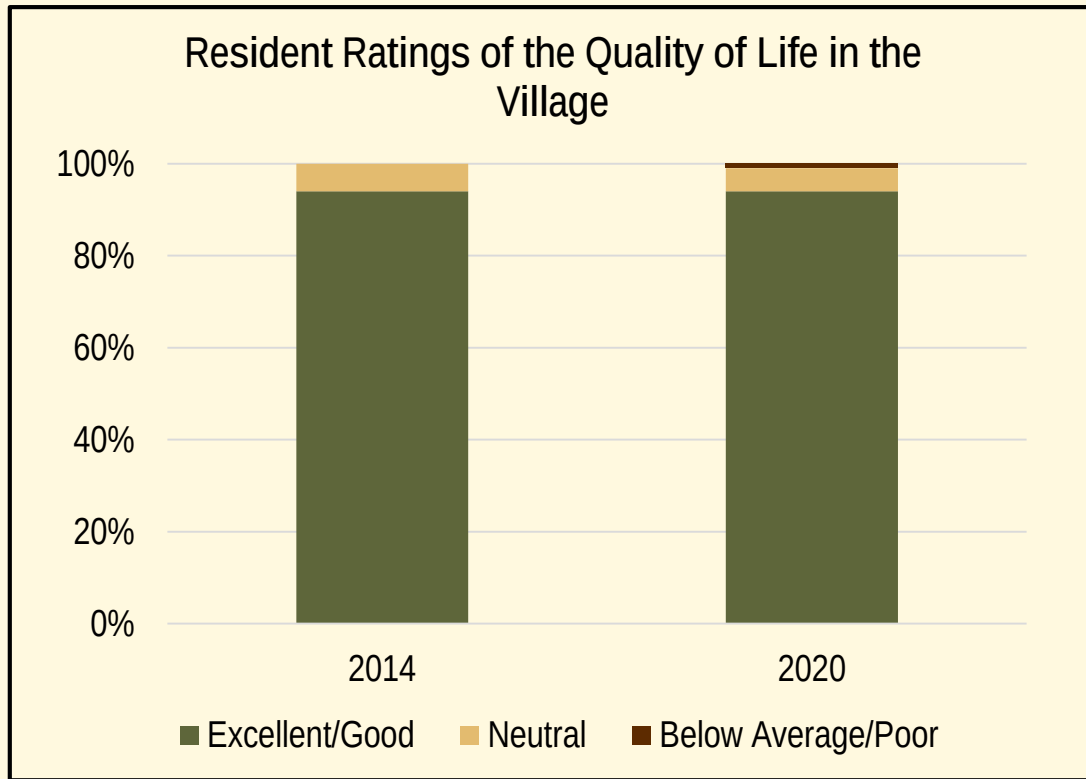
Natalie Dean Hawkins
Assistant Village Manager



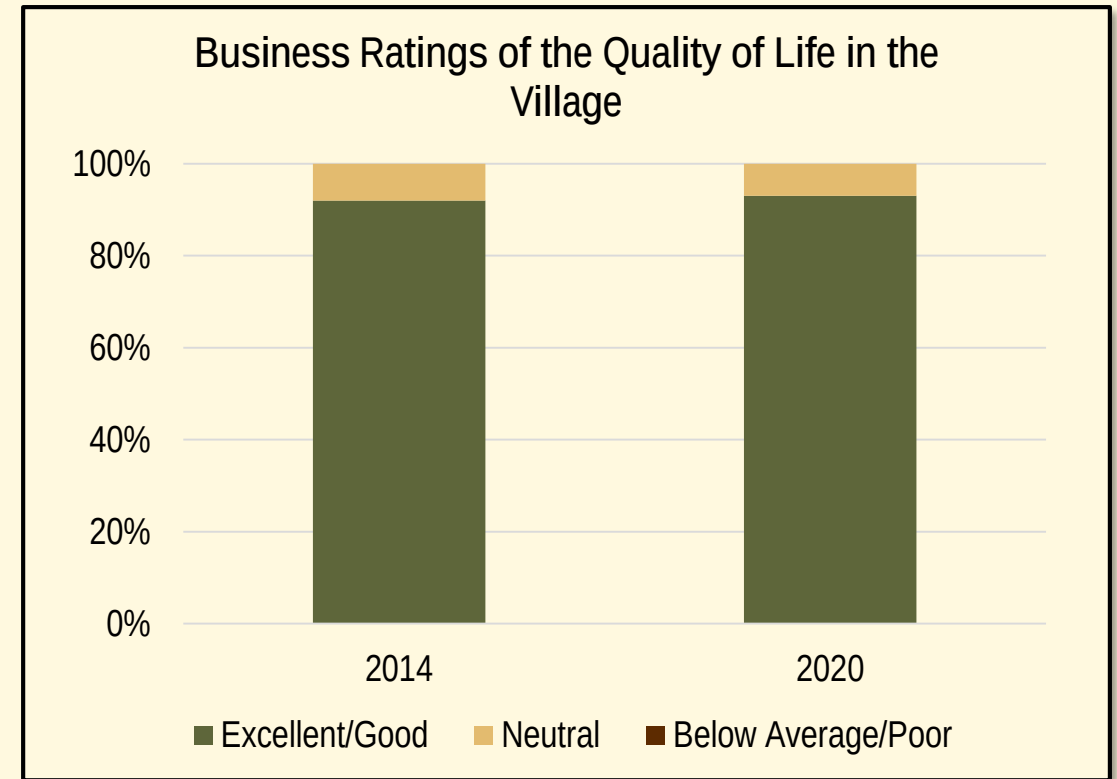
Jeff Batton
Assistant Village Manager

FY 2020 State of the Village Report Presentation

Quality of Life



99% of residents rate the quality of life in the Village as good or excellent



100% of businesses are satisfied with the quality of life in the Village

FY 2020 State of the Village Report Presentation

National High Satisfaction Ratings Achieved



Since 2012, the Village has achieved the highest annual satisfaction rating in the United States for 18 different areas in our benchmark group

Highest National Satisfaction Rating Service Area	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Village efforts to prevent crime	92%			93%	93%	92%	91%	91%	
Maintenance of major streets in the village	88%	89%	91%	92%	91%		90%		
Curbside recycling services	92%		92%	92%		94%	96%		
Residential trash collection services		94%	96%				96%		95%
Overall effectiveness of Village communications			88%						
Feeling of safety in your neighborhood during the day				99%					
Overall image of the Village					95%	95%			96%
The Village as a place to retire					94%		94%		96%

FY 2020 State of the Village Report Presentation

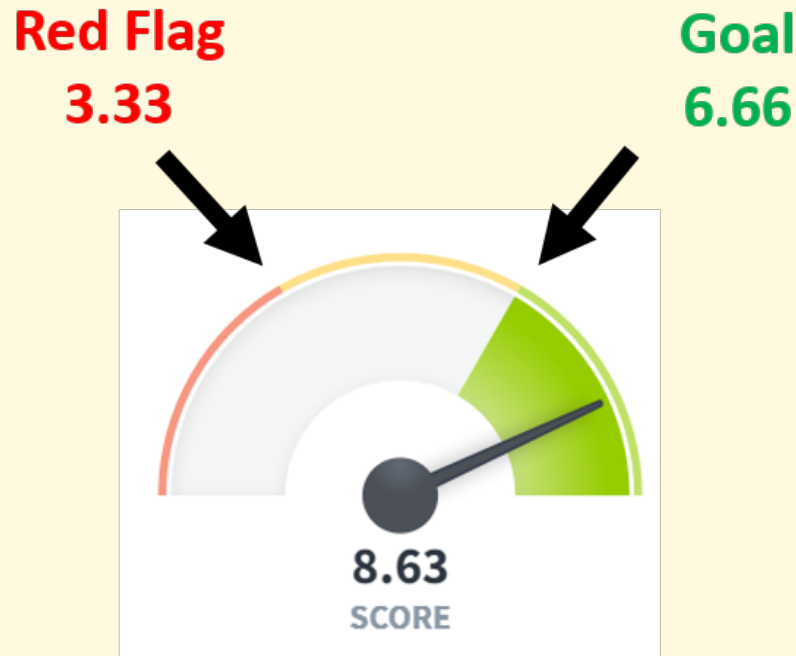
National High Satisfaction Ratings Achieved



Since 2012, the Village has achieved the highest annual satisfaction rating in the United States for 18 different areas in our benchmark group

Highest National Satisfaction Rating Service Area	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Yard waste collection services					89%	90%	91%		91%
Number of parks in your community						90%			
Effectiveness of Village Manager & appointed staff							68%		76%
Landscaping in medians and other public areas								90%	93%
Fire Services									96%
Overall feeling of safety									97%
Enforcing sign regulations									66%
Maintenance/preservation of Downtown									91%
Opportunities to participate in local government									65%
Quality of leadership provided by elected officials									75%

Overall, in FY 2020, the Village exceeded the goals set forth by the Village Council on the FY 2020 Balanced Scorecard



**Overall FY 2020
Corporate BSC Score**



Balanced Scorecard Results by Goal

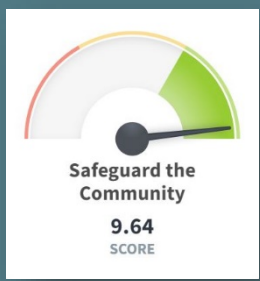
↑ Noticeable improvement in performance for FY 2020

↓ Noticeable decline in performance for FY 2020

Customer Focus

FY 2020 State of the Village Report Presentation

Safeguard the Community



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with fire services	100%	100%	100%	95%
% of residents satisfied with how quickly fire personnel respond to emergencies	100%	99%	99%	95%
Fire incident rates per 1,000 population served	0.26	0.26	0.05	0.35
% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	100%	95%
% of residents satisfied with police services	98%	98%	98%	95%
Crime rate per 1,000 residents	48.69	41.48	26.67	55.00

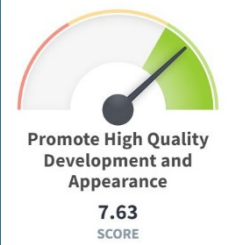


- The Police Department continued working through the multi-year accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA) by updating policies and procedures to meet the required standards.
- The Fire Department has focused efforts on improving reaction and response times. Reaction time is the time from which a dispatcher alerts the department of an emergency to when the unit leaves the station. In FY 2020, the department achieved a reaction time of 90 seconds or less 85% of the time.



FY 2020 State of the Village Report Presentation

Promote High Quality Development and Appearance



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents who rate the overall appearance of the Village as good or excellent	99%	98%	99%	95%
% of residents satisfied with the enforcement of codes and ordinances	85%	84%	86%	85%
% of residents satisfied with the quality of new development	80%	77%	83%	85%
% of residents satisfied with Village efforts to maintain the quality of neighborhoods	88%	84%	90%	90%



- The Planning & Inspections Department finished the IAP to update the Long-Range Comprehensive Plan, which kicked off in June 2018. In October 2019, the Village Council adopted the 2019 Comp Plan as the final step of this action plan.
- Staff also released the RFQ and interviewed consultants to develop a Small Area Plan for the Village Place/Rattlesnake Trail Corridor.
- The Planning and Inspections Department issued 189 new single-family residential permits and investigated over 1,300 code violations, 98% which were resolved within 45 days. Of the 7,642 building inspections completed, 100% were completed within one business day in FY 2020.



FY 2020 State of the Village Report Presentation

Promote a Thriving Business Community



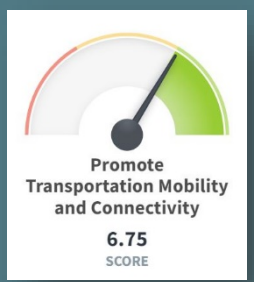
Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of businesses likely to recommend the Village as a business location	88%	93%	91%	90%

- Non-residential development saw another strong year with 35 non-residential permits issued at a value of \$36,992,067.
- In this year's business survey, 97% indicated they were satisfied with the overall quality of services provided to their business by the Village, 97% indicated satisfaction with customer services provided by Village employees compared to other places they operated a business in the past, and 93% were satisfied with the overall image of the Village.
- The Welcome Center hosted Small Business Saturday to encourage local shopping and dining in November. The event drew more than 360 visitors to the Welcome Center with receipts totaling over \$25,000. The event included three gift baskets totaling over \$3,800 of prizes donated by local merchants.



FY 2020 State of the Village Report Presentation

Promote Transportation Mobility and Connectivity



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with the availability of walkways	72%	70%	71%	70%
% of residents satisfied with availability of greenway / walking trails	93%	94%	94%	90%
% of residents satisfied with the adequacy of street lighting	71%	75%	70%	70%
% of residents satisfied with street and right of way maintenance	88%	85%	89%	90%



- The Village provides and maintains pedestrian facilities throughout the municipal limits. In FY 2020, the Village maintained a total of 7.6 miles of greenway trails and 19.33 lane miles of walkways.
- In FY 2020, 4.46 miles of the Village's 107 centerline miles of Village roadways were resurfaced. This year, 85% of residents indicated satisfaction with maintenance of streets in neighborhoods around the Village of Pinehurst.



FY 2020 State of the Village Report Presentation

Protect the Environment



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal	
% of residents satisfied with stormwater management	82%	77%	84%	80%	↑
% of residents satisfied with solid waste services	98%	92%	96%	95%	
% of residents satisfied with promotion of natural resource conservation	93%	86%	92%	90%	↑
% of refuse diverted from the landfill	34%	27%	20%	35%	↓

- Stormwater has risen as a priority for residents over the last several years. All stormwater complaints are submitted through MY VOP and last year alone, staff ensured 94% of these complaints were addressed on time.
- Over the last year, the Public Services Department reported 100% of solid waste routes were completed on schedule. With the use of the MY VOP app, staff responded to 0.76 solid waste complaints per 1,000 collection points for the fiscal year and 97% of the complaints were addressed on time.



FY 2020 State of the Village Report Presentation

Promote Active Living and Cultural Opportunities



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with P&R programs	97%	98%	99%	95%
% of residents satisfied with P&R facilities	95%	96%	99%	95%
% of residents satisfied with Village sponsored cultural arts events	94%	93%	93%	95%

- The Community Center IAP was completed with the construction of the Cannon Park Community Center, located at 210 Rattlesnake Trail. The Community Center is the new home of the Parks & Recreation Department and includes a full size gymnasium, a multi-purpose room, a small kitchen for use with classes and catering small rentals, an arts and crafts room, a program room and a wellness room.
- Recreation programs saw another successful year, despite program cancellations due to COVID-19, with 95% of residents satisfied with the quality of youth recreation programs and 93% satisfied with the quality of adult recreation programs. Over the last year, the department served 3,392 participants in athletic and recreation programs.



Internal Focus

FY 2020 State of the Village Report Presentation

Professionally Manage a High Performing Organization



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with Village communications	96%	93%	96%	95%
% of residents satisfied with the level of public involvement in local decisions	87%	85%	92%	85%
% of residents satisfied with customer service provided by VOP staff	98%	97%	98%	95%
% of residents satisfied with the value received for taxes paid	92%	90%	93%	90%
% of depreciable life remaining on assets	45%	42%	40%	50%



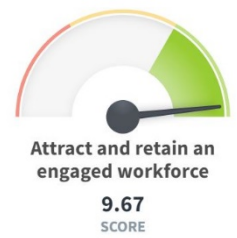
- To leverage technology, the Village expanded GIS capabilities by implementing the GIS Strategic Plan and hiring a GIS Analyst. Staff continued working on process improvements in the Planning and Inspections Department as recommended by the process improvement team. The Village also continued its journey using the Baldrige Excellence Framework and completed an application for the National Malcolm Baldrige Quality Award.
- The MY VOP mobile app allows residents to stay involved and at the close of FY 2020, there were approximately 4,900 downloads of the app. Village staff addressed over 5,200 requests and complaints received through MY VOP and responded to 97% of those complaints within desired time frames.



Workforce Focus

FY 2020 State of the Village Report Presentation

Attract & Retain an Engaged Workforce



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of employees who agree that overall they like their job	98%	97%	99%	95%
% of volunteers who agree that overall they like their role	98%	100%	100%	95%

- This year, the Village continued working on a Workforce Learning and Development initiative action plan. The initiative's goal is to develop workforce skills and abilities through a new Learning and Development System and incorporate this system into the succession planning process.
- Vacancies filled with internal candidates can be an indicator of successfully developing the workforce. This year, 46% of vacancies were filled with internal candidates, exceeding the goal of 35%.
- The reward and recognition program is a key way to show appreciation for employees and volunteers who provide exceptional service. 93% of employees were satisfied with the VOP's employee recognition programs and 95% of volunteers agreed they are recognized for their performance.



Financial Focus

FY 2020 State of the Village Report Presentation

Maintain a Healthy Financial Condition



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
Total General Fund fund balance as a % of actual expenditures	60%	45%	64%	30%



- The Village continues to maintain a healthy financial condition year after year through diligent financial oversight.
- Once again, the Village received a clean audit opinion by external auditors, proving diligent financial management.
- For the 27th consecutive year, we received the GFOA Certificate of Achievement for Excellence in Financial Reporting and for the 13th consecutive year we received the GFOA Distinguished Budget Award.



FY 2020 State of the Village Report Presentation

Conclusion



The Village is a ***High Performing Organization***, as demonstrated by:

- ✓ 99% of residents and 100% of businesses indicate the quality of life as good or excellent
- ✓ 93% of residents are satisfied with the value received for taxes paid
- ✓ We have achieved the highest national satisfaction ratings of our benchmark group in 18 areas in the last 8 years- 12 areas in FY 2020 alone
- ✓ We exceed 49 of 52 US average satisfaction ratings
- ✓ Resident satisfaction ratings have improved in 85% of our service areas since 2013
- ✓ Our workforce indicates high levels of engagement
- ✓ We are in excellent financial condition



FY 2020 State of the Village Report Presentation Awards and Special Recognitions



ICMA Certificate of
Excellence in Performance
Management



GFOA Certificate
of Achievement for
Excellence in Financial
Reporting



GFOA Distinguished
Budget Presentation
Award



2019 Digital City by
the Center for Digital
Government



Safest Community
in North Carolina by
backgroundchecks.org



Top Safest Cities in North
Carolina by alarms.org

The Village is recognized as a ***High Performing Organization*** through awards and other special recognitions. Here are a few received in FY 2020!

For more information, please contact:

Lauren Craig, Organizational Performance Director

lcraig@vopnc.org

910-295-1900 ext. 1104

395 Magnolia Road
Pinehurst, NC 28374

www.vopnc.org



**RECEIVE RISK MANAGEMENT COMMITTEE ANNUAL REPORT AND
CONSIDER EMPLOYEE HEALTH BENEFIT PLANS.
ADDITIONAL AGENDA DETAILS:**

MEMO DETAILS:

Each year at this time, the Risk Management Committee (RMC) brings forth the annual report of business insurance expenses and makes recommendations to the Manager and Council for the employee health benefit package for the upcoming calendar year.

Attached is a full report from the RMC and I'll make a presentation Tuesday night to review the highlights in the report.

Should Council agree with the benefit recommendations, a motion authorizing execution of the medical and dental insurance contracts will be necessary due to the contract amounts. The remaining contracts for vision, AD&D, and disability are under the Manager's contract threshold for execution.

Thanks.

ATTACHMENTS:

Description

□ Risk Management Report



Annual Report of The Risk Management Committee

RMC Mission: To serve as consultant, advisor and review team for all items related to the Village's management of risk as well as the employee health and safety programs.

Risk Management Committee:

- Jeff Batton, Assistant Village Manager of Operations (Chair)
- Brooke Hunter, Financial Services Director
- Angie Kantor, Human Resources Director
- Mr. Bruce Hockman, Volunteer Citizen
- Mr. Dick White, Volunteer Citizen

October 22, 2020

Introduction

The Risk Management Committee (RMC) produces this report annually to highlight operations under the purview of the RMC. The RMC is directly involved in determining coverage limits, plan designs, guiding negotiations and selecting and recommending the best insurance programs for the Village as well as conducting reviews, evaluations and offering suggestions in many areas of loss control.

The RMC holds general business meetings quarterly with additional meetings held in the fall for employee health insurance renewal deliberations and in the spring for property/liability/workers compensation renewal.

The Village utilizes a combination of knowledgeable citizen volunteers and appropriate Village staff to:

- review accident/injury reports for trends,
- review and comment as necessary on the activity reports of the Safety and Wellness Committees,
- review and recommend the annual medical employee benefit plan,
- review and recommend the property, liability and workers' compensation plans and,
- ensure that new loss control ideas and information are brought forth for consideration.

Contents

Section 1:	Employees' Benefit Plan Recommendations
Section 2:	Business Insurance Program
Section 3:	Workers' Compensation Program
Section 4:	Other Work by the Committee

Section 1: Employee Benefit Plan Recommendations

Medical, vision, dental, life, and accidental death and dismemberment (AD&D) coverage is currently provided to all regular full-time employees with coverage fully funded by the Village of Pinehurst. Regular part-time employees (non-seasonal) are eligible for partial Village-funded coverage. All of the employee health benefit coverages run on a calendar year basis.

Below are the recommendations of the RMC.

A. Medical: CIGNA is the current provider for medical coverage. Dependent medical coverage is available for purchase by the employee at 100% of actual cost. Approximately 18% of employees choose dependent coverage.

Recommendation: The RMC recommends remaining with CIGNA for calendar year 2021. There are no plan changes and the premium increase is 6.07% for 2021. The national trend for medical cost increase (inflation) for 2021 is projected to be 4% to 10%. The wide range is due to uncertainty related to impacts of COVID-19⁽¹⁾. The RMC chose not to seek competitive bids this year in order to:

1. Maintain stability for staff who have made adjustments for network and pharmacy access within the CIGNA network;
2. Maintain carrier stability as frequent shifts is viewed negatively in the industry and can ultimately cost more in the long run as carriers become less interested in our business.
3. Maintain the opportunity to profit share under the program called Level Funding. Under this program the Village's premium per employee is set upfront but if our account shows premiums exceed claims plus administration expenses, then we can split that profit with CIGNA at the end of the plan year.
4. Changing providers is time-consuming and costly on HR staff managing open enrollment.

B. Vision: Principal is our current provider of vision coverage. Dependent coverage is available for purchase by the employee at 100% of actual cost.

Recommendation: The RMC recommends the Village remain with Principal with no rate increase (0%) for 2021.

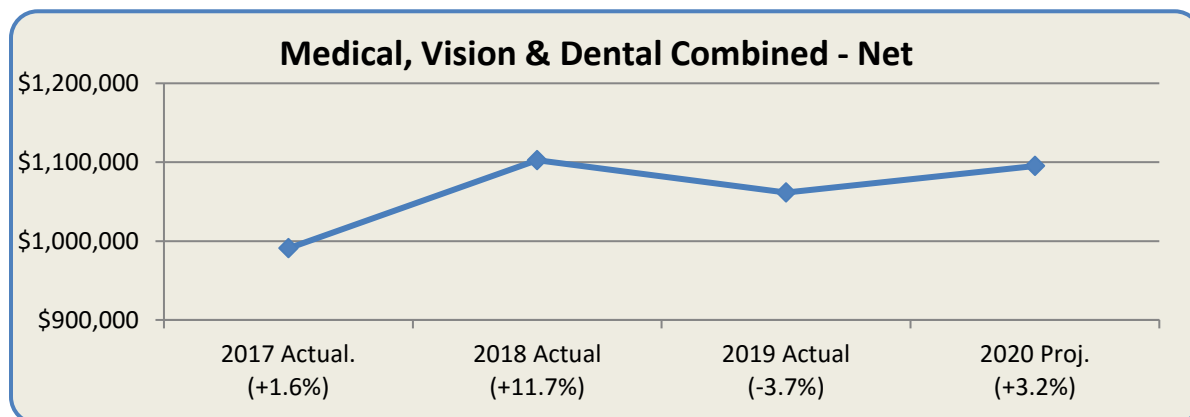
C. Dental: Principal is the current dental insurance provider. Dependent coverage is available for purchase by the employee at 100% of actual cost.

Recommendation: The RMC recommends the Village remain with Principal with no rate increase (0%) for 2021.

D. Net Financial Impact: The **net** financial premium paid (total premium less employee withholdings for dependent coverage) by the Village when combining, medical, vision, and dental for calendar year 2021 is estimated at \$1,178,675 which represents a 7.6% increase over the projected 2020 expense of \$1,095,011. The cost difference is primarily attributed to the 6.07% medical insurance increase for 2021 which is calculated as if there will be no vacancies during the 2021 calendar year while the 2020 projected premium has vacancies already experienced factored in.

⁽¹⁾ June 2020, PwC Health Research Institute Report

The graph below shows the combined **net** health insurance benefit cost for the previous three years with a projection for calendar year 2020. The net cost is directly affected by turnover rates, lapsed time in filling vacancies, number of staff, and selection/subsidy of dependent coverage (subsidy phased out in calendar year 2020). As a result, even though we may receive a rate increase it does not automatically mean we will pay an equal amount in additional premium.



E. Opt Out Option: The Village allows employees to opt out of coverage. This allows certain individuals to utilize their own insurance at a lower cost to them personally. The Village also saves the employee premium when one opts out. Approximately 7 people opt out of our coverage each year.

F. Basic Life and AD&D: Principal is the current provider of basic Life and AD&D. Benefit is \$25,000 or \$50,000 upon death depending on the position in the organization.

Recommendation: The RMC recommends remaining with Principal which has quoted a 0% rate increase per person. Cost for 2021 is estimated to be \$9,975.

G. Long Term Disability: Principal is the current provider for long-term disability that is provided as an added benefit for the Senior Management/Leadership Team. This benefit's cost to the Village is based on payroll.

Recommendation: The RMC recommends remaining with Principal which has quoted a 0% rate increase for 2021 with the amount paid for the year projected to rise only about \$40 as a result of pay increases. Cost for 2021 is estimated to be \$7,720.

I. Flexible Spending Accounts: Flores & Associates is the current administrator for the flexible spending account options for employees to have childcare expenses and qualifying medical expenses deducted pre-tax from paychecks (as permitted by IRS regulations).

Recommendation: The RMC recommends remaining with Flores & Associates. The cost of administering this program is unchanged at flat rate of \$5 per employee per month for those who choose to enroll. Cost for 2020 was approximately \$1,800 and 2021 is likely to be similar.

J. Other: The RMC also selects companies for elective coverage such as short-term disability, life insurance, AD&D, etc. that employees may choose to purchase with the employee paying 100% of the cost. USABLE and Aflac are the current providers and their rates remain unchanged. RMC is recommending that we move to a group platform going forward with elective coverages which will provide better benefits at a lower cost for the employee. Employees who currently have voluntary benefits will be able to choose whether to remain on their individual plan or move to the group platform.

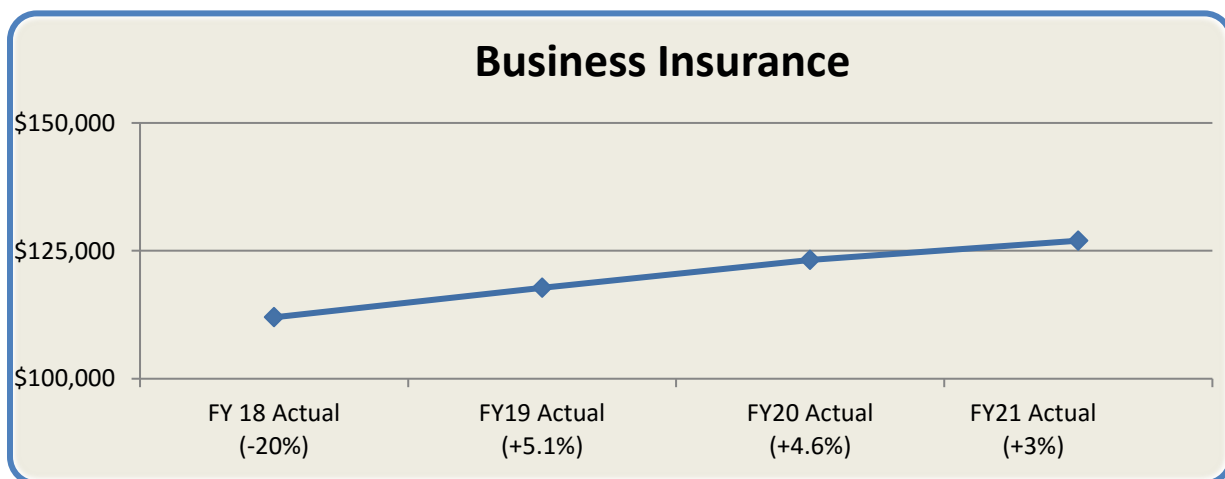
Section 2: Business Insurance Program

The Business Insurance Program includes all property and liability insurance coverages. Property includes all buildings, structures, vehicles, heavy equipment, computer equipment, and portable equipment while liability includes general liability, employer benefits liability, public official's liability, employment practices liability, police professional liability, and employee dishonesty, forgery, and theft.

All liability and property coverages, with the exception of the Harness Track and the Finance Director's required bonding, are through the Interlocal Risk Financing Fund of NC. This program is administered by the North Carolina League of Municipalities (NCLM). The Harness Track property requires special coverage and is handled through Markel Insurance and the bond for the Finance Director is provided by Travelers.

All of the above referenced coverages are renewed on a fiscal year basis. The combined premium for these coverages for FY 2021 is \$126,987 which is approximately a 3% increase over the current year. The Village is insured at \$5,000,000 per occurrence for most types of liability and insures approximately \$37 million in real property including the Harness Track and the newly constructed Community Center.

Shown in the graph below are the premiums paid for the last three years plus the actual for FY 2021.



Premium paid is based on a five year experience modifier and the value of property.

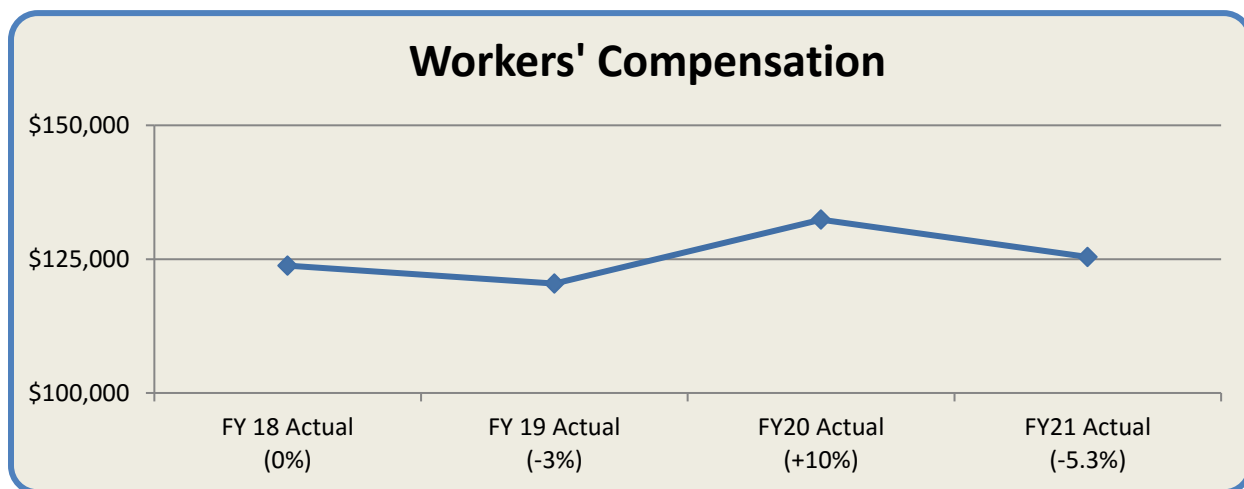
The FY2021 actual premium paid is to insure the existing assets as of July 1, 2020 through June 30, 2021.

Section 3: Workers Compensation Program

The Workers' Compensation program covers medical expenses and lost wages incurred by any employee due to work related injury. Workers' Compensation (W/C) insurance is through the N.C. Interlocal Risk Management Agency. This program is administered by the NCLM.

Workers' Compensation coverage is renewed on a fiscal year basis. The premium for FY 2021 is \$125,428 (before W/C audit adjustments) which represents a 5.3% decrease from the previous year.

The graph below shows the premiums paid for the previous three years plus the actual for FY 2021.



Premium paid is based on payroll and a rolling three year experience modifier that represents a composite of injuries and lost work time.

Section 4: Other Work by the Committee

The Village has a Wellness Committee and a Safety Committee that operate under the umbrella of RMC. Safety is chaired by Chief Carlton Cole and Wellness is chaired by Kelly Brown. RMC receives quarterly update reports on all activities of these committees.

Examples of activities include:

- Conducting quarterly safety drills
- Monthly safety inspections of facilities
- Checking and restocking first-aid kits
- Lunch and Learns
- Flu Shot clinic
- Incident and injury reviews and evaluations
- Exercise challenges



DISCUSS AND CONSIDER SMALL AREA PLAN CONTRACT AND BUDGET AMENDMENT.

ADDITIONAL AGENDA DETAILS:

FROM:

Darryn Burich

CC:

Natalie Hawkins & Jeff Sanborn

DATE OF MEMO:

10/6/2020

MEMO DETAILS:

This item is to discuss a contract proposal by planning consultant Design Collective for development of Small Area Plans and Form Based Codes for Village Place and Pinehurst South.

Please see the attached staff memo and draft contract for more information. Should Council be ready to enter into this contract for small area planning, Council will also need to approve the budget amendment attached to this agenda item.

ATTACHMENTS:

Description

- ☐ Staff Council Memo
- ☐ Proposed Small Area Plan Contract
- ☐ Ordinance 20-14 Budget Amendment (Small Area Plans)
- ☐ Design Collective Fee Response
- ☐ Original RFQ Response
- ☐ Design Collective RFP Presentation
- ☐ Design Collective Post Interview Question Response



PLANNING AND INSPECTIONS DEPARTMENT STAFF MEMO

To: Mayor Strickland and Village Council
From: Darryn Burich, Planning & Inspections Director
Cc: Jeff Sanborn, Village Manager and Natalie Dean Hawkins, Assistant Village Manager
Date: October 22, 2020
Subject: Design Collective Small Area Plan Contract

The Village's 2019 Comprehensive Plan recommended creation of Small Area Plans for the Village Place/Rattlesnake Trail Corridor (Village Place) and NC Hwy 5 (Pinehurst South). These are identified as prioritization strategies 2.8 and 2.3 respectively in the Implementation Matrix starting on page 221 of the Plan. These particular areas are discussed as Focus Area 2 (Pinehurst South) and Focus Area 4 (Village Place) in the Balancing Conservation and Growth section of the Comprehensive Plan starting on page 49. Recognizing that there will be a significant level of effort involved to create the plans, the Village's 2021 Strategic Operating Plan funded an Initiative Action Plan (IAP) calling specifically for development of these two Small Area Plans (page 43 2021 SOP).

The Small Area Plans will help to set and protect a land use and development pattern for each of the areas and will help to ensure that any future growth is consistent with the Comprehensive Plan. The small area planning effort is not tantamount to starting over but represents a refinement of previous planning efforts (e.g. 2019 Comprehensive Plan, NewCore Master Plan, 2015 Pedestrian Plan, 2015 Bicycle Plan, etc.). The Small Area Plans will add more specificity in terms of land uses, density, building standards, and public space standards than are currently identified in the Comprehensive Plan and should ultimately result in the adoption of a set of PDO regulatory standards with the development of Form Based Codes for each the areas.

In April 2020, the Village issued an RFQ for plan development that resulted in 18 formal responses from consultant teams. That list was subsequently narrowed down to five consultant groups that were asked to respond to an RFP and Council interview process that resulted in Design Collective being considered to work with the Village to create the plans.

Design Collective, established in 1978, is a multidisciplinary planning and design firm located in Baltimore, Maryland that has prepared numerous small area plans, Form Based Codes and Pattern Books for public sector clients. The firm employees 85 persons that includes planners, architects, landscape architects, interior designers, and urban designers.

It should be noted that during the course of the RFP review process, the scope of the project evolved to include development of Form Based Codes (FBC) for the two areas. Development of a FBC is a companion document to another plan (in this case the Small Area Plans) that is heavily design oriented with respect to such items as building massing and frontage requirements, architectural standards, signage, street types, streetscaping, and open space types and design. The FBC becomes the regulating document for the area. Design Collective was asked to update their proposal to include development of FBCs for both planning areas.

Staff has been working with Design Collective on a contract for the Small Area Plans and FBCs. Attached is the most recent draft of the contract for discussion and reflects some adjustments based on the Council work session on October 13. The contract is comprised as follows:

1. Scope of Services/Project Timeline. Appendix A
2. Compensation/Fee Schedule/Reimbursable Expenses. Appendix B
3. Hourly Rates. Appendix C
4. Terms. Appendix D

The proposed contract includes development of the two small area plans and Form Based Codes. The base contract cost is \$190,000. The base fee would be distributed between the consultant team as follows:

• Design Collective (overall plan development)	\$143,245
• Duggal Real Estate Advisors (market analysis element)	\$26,000
• Ramey-Kemp (transportation and mobility element)	\$20,755

The contract notes reimbursable expenses, in addition to the base fee, that are approximately 5%-10% of the total fee and are estimated at between \$9,500-\$19,000. These costs generally include printing and travel related costs. Please see Appendix B of the contract for more information.

The contract includes an optional service (beyond the base fee) that would include a comprehensive assessment of the PDO along with accompanying recommendations for amendments. This would cost \$5,000 and can be added in during the course of the project. This assessment could also assist with the upcoming IAP to update the PDO currently scheduled for 2022 in the SOP. This task does not involve a complete re-write of the PDO. It would however be an in depth analysis of some of the shortcomings of the PDO with respect to implementing the Comprehensive Plan and could be utilized in developing a strategy to update the PDO.

Design Collective is proposing to complete the project within a 7-8 month timeframe with final deliverables provided by May-June 2021. Design Collective's scope and fee is based on proceeding with development of the two plans simultaneously and holding meetings and workshops concurrently to reduce the amount of trips and travel time (5 trips are currently planned). They are proposing to create one report that would include both plans. If two separate plans are desired, Design Collective has included an optional service cost of \$10,200 as identified on page 15 of the contract proposal. The added cost to create separate reports is due to increased editing time (approximately 60-80 hours).

Total costs, if Council desires separate reports for Village Place and Pinehurst South and the PDO assessment, including reimbursables, would be \$224,200. The FY21 budget includes \$150,000 for a difference of \$74,200 with the majority of the increase cost due to the addition of the two FBC's.

The contract identifies three phases for development of the plans as follows:

- Phase One: Data Collection, Inventory of Existing Conditions, & Analysis (Nov-Dec 2020)
- Phase Two: Planning, Urban Design and Plan Evaluation: Draft FBC's (Jan-March 2021)
- Phase Three: Final Small Area Plans and Report; Final FBC (April-May 2021)

The contract identifies an overall scope of services provided by Design Collective in developing the plans as well as individual scope of services for the sub consultants (Duggal Real Estate Advisors and Ramey-Kemp) that will contribute to plan development. A full market analysis would be conducted as part of this planning effort, which was not done as part of the NewCore Master Plan.

Based on the response to the RFQ, RFP, interviews, reference checks and review of comparable materials (i.e. plans, FBCs, pattern books) staff believes that Design Collective is qualified to do the work as proposed. With the ongoing interest in Pinehurst and the region in general, recently elevated by the USGA proposal, the community will continue to experience growth pressures. Particularly, these two areas will experience additional growth pressure because they have vacant or redevelopable lands in desirable locations so protecting the land use and development pattern is crucial. These two Small Area Plans and Form Based Codes will help to ensure that future growth is appropriately managed to meet the community's vision and Comprehensive Plan goals and guiding principles. At a minimum the plans will require updates to the PDO (both text and official map amendments) to provide for plan implementation.

In addition to the proposed contract, included with this item in Novus is the original RFQ response, RFP Presentation, and post interview response.

Please let me know if you have any questions.



CONTRACT FOR

PINEHURST SMALL AREA PLANS

THE VILLAGE OF PINEHURST, NORTH CAROLINA

AUGUST 8, 2020; REV. OCT. 7, 2020; REV. OCT. 22, 2020

Cecily Bedwell
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Baltimore, Maryland 21202
410.685.6655
cbedwell@designcollective.com

Design
Collective

ARCHITECTURE
PLANNING
INTERIORS
LANDSCAPE
ARCHITECTURE
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LANDSCAPE
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INTERIORS
LANDSCAPE

August 8, 2020; Revised October 7, 2020; Revised October 22, 2020

Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374
www.vopnc.org

Attn: Darryn Burich
Planning & Inspections Director
910-295-8658 dburich@vopnc.org

RE: Pinehurst Small Area Plans
The Village of Pinehurst, North Carolina
Design Collective Marketing No: 905-20-05

Dear Darryn,

Design Collective is pleased to submit our team's contract for the Village of Pinehurst's Small Area Plans for Village Place/Rattlesnake Trail and Pinehurst South/Highway 5 Commercial Area.

The study areas are as identified in the Small Area Plans Request for Qualifications and include:

Village Place/Rattlesnake Trail - Approximately 100 acres in size and represented by 70 different parcels, this area is immediately north of the historic center of the community and stretches out to NC Highway 211. This planning area is defined as Focus Area 4 in the 2019 Comprehensive Plan

Pinehurst South - Also known as the Highway 5 Commercial Area, Pinehurst South is an approximate 290 acre limited growth and redevelopment area on the Village's south side containing approximately 145 parcels. This planning area is defined as Focus Area 2 in the 2019 Comprehensive Plan.

The contract comprises the following components, included as appendices.

Scope of Services

See Appendix A. Scope of Services + Schedule

Timeframe

See Appendix A. Scope of Services + Schedule

We anticipate and have allowed for up to an 8-month schedule for the scope of services listed below (with an additional 3 months of support to the Village through the plan adoption process, if needed). Based on a prompt execution and return of this Contract and confirmation of the scope of services and schedule, we are able to begin this effort as early as November 1, 2020.

Compensation

See Appendix B. Compensation/Fee Schedule

Reimbursable Expenses

See Appendix B. Compensation/Fee Schedule

Hourly Rates

See Appendix C. Hourly Rates

Upon request by the client, additional planning and architectural design services will be provided, billed at our Hourly Rates; estimates may be requested prior to the start of work.

Terms

See Appendix D. Standard Terms

Exclusions

Our team's scope includes planning, streetscape, and landscape design; transportation planning and engineering, and market/economic analysis services. We do not anticipate, nor include, any architectural or landscape architectural design services beyond a conceptual level to convey the envisioned character within the SAP and FBC; civil engineering services; or other similar out-of-scope services.

We offer our commitment, enthusiasm, and passion to the Village of Pinehurst and commit our team to providing the resources needed to perform the scope of work as we have outlined and within the time period requested.

If you are in agreement with the foregoing and following, please sign and date in the designated area and return a copy of this letter to our office. Please be advised that until we receive a signed copy of this letter back from you, we cannot begin our work. Therefore, if time is of the essence, please feel free to send a signed copy of this letter back to us via email.

Sincerely,



Cecily Bedwell, AICP, LEED AP BD+C
Principal - Authorized Firm Representative
Design Collective, Inc.

ACCEPTED:

Date: _____

Sign: _____

Print: _____

Village of Pinehurst Authorized Representative

cc: Finance

X:\1data\1 MARKETING\905-xx Planning\2020\905-20-05 Pinehurst Small Area Plans\06_Proposal\Stage V Contract

APPENDIX A.

SCOPE OF SERVICES + SCHEDULE

The Design Collective team anticipates a schedule of seven (7) months to complete the Pinehurst Small Area Plans Scope of Services and provide the final deliverables in May or June 2021. An additional month is offered, if needed, to allow for some flexibility in the schedule. In addition, the schedule allows three (3) months for Council adoption of the plan, during which time the Design Collective team will be available to support the Village (see the Project Timeline below).

Our scope and fee anticipate that both small area plans will proceed concurrently, meetings and workshops address both areas simultaneously, and the final plan(s) are documented in a single report (separate SAP reports can be prepared as an option; see Compensation/Fee Schedule section). We anticipate in-person client coordination meetings when we are in Pinehurst and additional meetings and coordination via video and/or conference calls. We strongly encourage Council involvement throughout the project's duration, including at meetings and public engagement events, to ensure a seamless process during Council adoption; throughout the task descriptions below, "client" suggests Council participation.

Our scope and fee anticipate all meetings and workshops will be coordinated and hosted by the client, including the site tour, stakeholder interviews, client/team meetings, announcements, mailings, and in-person venues (location, A/V equipment, print materials, refreshments, etc.). However, Design Collective will provide graphics for fliers and website postings as included in scope below, and virtual meetings and workshops will be hosted by Design Collective (unless client prefers otherwise).

Our process consists of three (3) following phases:

- PHASE ONE: Data Collection, Assessment/Inventory of Existing Conditions, & Analysis**
- PHASE TWO: Planning, Urban Design and Plan(s) Evaluation; Draft FBCs**
- PHASE THREE: Final Small Area Plans & Report(s); Final FBCs**

PHASE ONE: Data Collection, Assessment/Inventory of Existing Conditions, & Analysis

Task 1: Kick-Off Meeting and Study Area Tour (Trip #1): client meeting (discuss and confirm goals, schedule, key stakeholders, potential issues, etc.); site and context visit/recon; & background information collection

Task 2: Provide the client an updated, detailed schedule

Task 3: Collaborate with website manager to establish a project page on Engage Pinehurst website

Task 4: Stakeholder Interviews/Focus Groups: one-on-one or group meetings (Trip #2) to:

- a. Understand concerns, perceived impacts, needs, and expectations and how they may vary from group to group
- b. Provide more clarity on historic, cultural, social, economic, market, fiscal, traffic, transportation, and environmental concerns, challenges, assets, and opportunities
- c. Dialogue opportunities and/or partnerships that may not otherwise be discovered.

Design Collective will present the following information to the Council and staff via email and/or a virtual meeting in advance of Trip #2: 1) key findings/themes from review of planning documents, client meetings, and site visit/recon in Task #1, including any conflicts; and 2) discussion guide for stakeholder interviews and selection (e.g., clarify questions and/or objectives of stakeholder interviews).

We will meet with key area stakeholders as individuals or in focus groups to understand their concerns, goals, and opportunities. These interviews enable us to understand unique and shared issues, uncover potentially contentious problems prior to any public workshop, and conduct confidential discussions if needed. (We often find that property owners or developers prefer a confidential discussion.)

Stakeholder interviews will take place during two (2) consecutive days.

The Scope of Services continues on the following page.

We anticipate that 1 or 2 Design Collective staff, 1 transportation consultant, and/or 1 market/economic consultant attend to enable us to cover numerous topics and up to approximately 20 or 25 such individual/group interviews. We will work with the client to identify stakeholders; client to confirm schedule and in-person venue(s).

Additional interviews will be conducted by phone, if needed. Alternatively, all interviews could be conducted by phone or as virtual meetings.

Stakeholders may include, though are not limited to:

- Village staff, appointed and/or elected officials, county staff/departments (e.g. Planning, Admin/Village Manager, Public Services), state agencies (NCDOT), and similar agencies to ensure we have sufficient background data
- Residents, local businesses and merchants, local non-profits, and neighborhood organizations
- Golf and tourist interests, hotels and inns, retirement communities, and major employers
- Property owners, developers, local real estate interests, and brokers

Task 5: Inventory of existing conditions and analysis, working with VOP's GIS data:

- a. Collect and assess pertinent background data, previous plans, and reports; to be provided by the client
- b. Document Parks, recreation, schools, civic and community assets, paths, and sidewalks (missing links), and other existing or planned assets. Evaluate whether such amenities are adequately serving the community.
- c. Document existing historic, cultural, and arts facilities and resources
- d. Document environmental and natural resources, floodplains, stream buffers, and/or stormwater issues (if any)
- e. Document pedestrian, bicycle, and vehicular circulation patterns as well as areas of conflict and concern
- f. Document planned and pipeline/approved development and infrastructure projects (CIP)
- g. Document property ownership (public/Village vs. private), existing zoning, and land use
- h. Document physical and legal impacts to developable area (given that there are multiple parcels involved, understanding property lines, utilities, and infrastructure that may be prohibitively expensive to relocate, legal easements or covenants that may be constraints to development, and similar will be important to document)
- i. Document existing character, vernacular architecture, building form and massing, and similar attributes that define Pinehurst

Review of the Pinehurst Development Ordinance (PDO):

As part of Task 5, we will perform a cursory review/analysis of the PDO adequate to inform our approach to the Form-Based Code (FBC) for Village Place. Our analysis of the PDO will include a review of all sections of the PDO, including intent, purpose, applicability, process, mapping, relevant zoning districts and regulations, permitted uses, and similar. In addition, other relevant, companion documents, such as the Comprehensive Long Range Plan, the Engineering Standards and Specifications Manual and the VOP Historic Preservation Guidelines, will also be reviewed. This review will inform our approach to creating the Form-Based Code (FBC) for Village Place, allowing us an understanding of the framework within which the FBC will exist. During the course of the project, should a comprehensive assessment of the PDO and recommendations (as described in our original Proposal and clarified in our follow-up Post-Interview Response) be desired, we have included an optional fee to do so (see See Appendix B. Compensation/Fee Schedule below).

Task 6: Market and Economics (see full scope below, under Duggal Real Estate Advisors Specific Detailed Scope of Work)

- a. Site Analysis, Economic and Demographic Analysis, Competitive Supply Analysis and Demand Analysis
- b. Stakeholder Interviews (see also Task 4 above)

Task 7: Transportation (see full scope below, under Ramey-Kemp (RKA) Specific Detailed Scope of Work)

- a. Inventory and Analysis, Field Verification (e.g. traffic data, traffic signals, connectivity, agency interviews)
- b. Public Workshop (see below, Under Task 10)

Task 8: Prepare and issue online survey

The online survey will be reviewed and approved by the Council and staff prior to issuance; further, we will provide a summary of the key findings of the stakeholder interviews prior to survey development.

Design Collective will present the following information to the Council and staff via email and/or a virtual meeting in advance of Workshop #1: 1) key findings/themes from the online survey, and 2) a public workshop discussion guide with learning objectives and facilitator questions.

Task 9: Best Practices:

We will identify and collect relevant best practices as potential precedent, based upon findings to date, that are of the appropriate scale, character, and density, including placemaking strategies; mixed-use development; housing types; office, life sciences, and innovation districts (if appropriate); development/architectural character; retail, restaurants, and services; streetscape and landscape; Complete Streets, mobility/accessibility, and multi-modal transportation; open space, recreation, activities, amenities, and programmable space; civic/environmental art, water features, signage, and branding; and community events and festivals.

Task 10: Public Workshop #1: VISIONING (trip #3) (see Public Engagement)

The intent of the workshop is to inform stakeholders of the project purpose, goals (building off of the 2019 LRCP but focusing in on the two SAP areas), and schedule; introduce the consultant team; and determine what stakeholder would like and not like to see in these areas (uses, design features, open space, mobility, etc.). Our workshops are interactive, with a brief presentation followed by round-table (or virtual Breakout Room) discussions with up to 10 participants per table (room) and a facilitator from our team. Our facilitators will guide discussions (typically with prearranged topics and questions; also see above, under Task 8) to ensure key project considerations are discussed and we continue to move forward. We will prepare a draft of the Workshop #1 presentation for the client to review; one (1) round of revisions, based on comments consolidated by the client, are included.

- a. Facilitate an interactive Public Workshop.
 - i. Introduce the team, project goals, and schedule;
 - ii. Share analysis findings, feedback from stakeholder and focus group interviews, precedent images and best practices, and preliminary planning and design principles based upon what we have heard to date and in consideration of the 2019 LRCP.
- b. Facilitate groups of 6 to 10 participants: dialogue existing conditions and analysis; Village assets; concerns and challenges; and, collectively, prepare a vision statement
 - i. Mark up study area base maps with markers, green dots (assets and areas to celebrate), and red dots (areas of concern or threat)
 - ii. Place sticky notes on base maps to convey ideas
 - iii. Evaluate best practices and precedent images
 - iv. Prepare a written list of stakeholder comments and feedback
 - v. Prepare a vision statement in response to the following question, “What will this area look like in 10 to 20 years?”
- c. At the end of the workshop, a participant from each group will briefly present their group’s concerns, ideas, and vision. Workshop participants will hear a variety of viewpoints from their neighbors – some common and some contrasting.
- d. Provide an exit survey/questionnaire, if desired (or polling during a virtual workshop).
- e. Options:
 - i. If COVID-19 restrictions are lifted, an in-person workshop is preferred. Nonetheless, it may be prudent to provide a virtual/online option for those at higher risk or who have concerns about group gatherings.
 - ii. If restrictions on or concerns about group gatherings remain, a virtual workshop will be facilitated through Zoom or similar platform to enable sharing the presentation as well as small group discussions.

Compile Phase One findings and share with the client; one (1) round of revisions, based on comments consolidated by the client in a timely fashion (see Project Timeline below) are included; and confirm next steps. The Phase One findings document is anticipated to be incorporated into the Final Plan Report(s).

The Scope of Services continues on the following page.

PHASE TWO Planning, Urban Design and Plan(s) Evaluation

Task 11: Conceptual Plan Options: Prepare, evaluate, and refine a variety of plan options for each small area:

- a. Prepare up to three (3) conceptual plan options per small area, to be presented to the Council and staff via email and/or a virtual meeting in advance of Workshop #2, conveying land uses, density, scale, and massing; general traffic and neighborhood impacts (see Transportation Scope); and approximate, order of magnitude fiscal revenue and costs (see full scope below, under Duggal Real Estate Advisors Specific Detailed Scope of Work).
 - i. Each option will consider placemaking elements; a range of land uses, densities and building types; a variety of block and street patterns and optional new connections to adjacent streets, to the Village Center, and/or surrounding neighborhoods; a variety of open space types and enhanced network; and range of community and civic events and programs.
 - ii. Include a summary of uses, heights, and density ranges per block
 - iii. Consider new streets, roadway and intersection improvements, traffic control devices, Complete Streets strategies, as well as new shared use paths, golf cart paths, and other multi-modal options – all of which will be aimed at supporting desired development while mitigating impacts through innovative and cost effective measures. (Street sections and streetscape options will be prepared as part of the FBCs (see Task 21).
 - iv. Include a variety of open spaces and facilities, including greens, squares, parks, recreational fields, greenways, green infrastructure, stormwater management strategies, shared-use paths, golf cart and/or bicycle paths, and similar to create an open space network
 - v. Convey public realm/streetscape characteristics and street typologies
 - vi. Prepare initial 3-D massing SketchUp models
- b. Traffic (see full scope below, under Ramey-Kemp (RKA) Specific Detailed Scope of Work)
 - i. Traffic Projections and Analysis, Trip Generation, Impacts
 - ii. Agency Interviews and Public Workshop
- c. Market and Economics (see full scope below, under Duggal Real Estate Advisors Specific Detailed Scope of Work)
 - i. Revenue and Costs of Land Use Analysis
 - ii. Recommendations

Task 12: Review conceptual plan options with client and prepare up to three (3) concise development scenarios per small area.

Task 13: Refine the preferred plan options (up to three (3) per small area to share with the community; one (1) round of revisions, based on comments consolidated by the client, are included.):

- a. Develop the plans, diagrams, before-and-after illustrations, street sections, streetscape/landscape/gateway graphics, supporting narrative, 3-D massing sketch-up models, and supporting precedent images for the conceptual plan options
- b. Consider before-and-after streetscape ideas, particularly for:
 - i. Rattlesnake Trail; McCaskill Road; McIntyre Road; Magnolia Road; and Community Road
 - ii. Monticello Drive; Highway 5; and Blake Boulevard
 - iii. Consider gateway and branding elements, particularly along Highway 5 and at the intersection of Rattlesnake Trail and Highway 211
- c. Consider multi-modal transportation options
- d. Consider an open space network that includes trails, greenway, buffers, event space, and play areas that links to nearby schools, parks, and the Village Center and supports innovative stormwater management and green infrastructure strategies
- e. Identify/update traffic and neighborhood impacts for each plan option together with more refined solutions that address the impacts (see full scope below, under Ramey-Kemp (RKA) scope)
- f. Identify/update approximate, order of magnitude, fiscal revenue and costs for each plan option (see Market/Economic scope)
- g. Identify potential zoning impacts and needs to support the plans
- h. Identify potential PDO updates (broadly, not as detailed recommendations) to support the plans
- i. Identify a potential approach to the Form Based Codes for Village Place and Pinehurst South

Task 14: Prepare a presentation for the next Public Workshop.

We will prepare a draft of the Workshop #2 presentation for the client to review; one (1) round of revisions, based on comments consolidated by the client, are included.

Task 15: Workshop #2: Plan Options and Evaluation (Trip #4)

We will summarize input from the previous workshop; evaluate best practices examples; and dialogue plan options, pros and cons, and impacts and benefits.

Design Collective will present the following information to the Council and staff via email and/or a virtual meeting in advance of Workshop #2: 1) key findings/themes from the online survey, and 2) a public workshop discussion guide with learning objectives and facilitator questions.

- a. Facilitate a second interactive Public Workshop with area stakeholders, to evaluate the plan options
 - i. Present the plan options
 - ii. Outline pros and cons, impacts and benefits, fiscal revenues and costs (see full scope below, under Duggal Real Estate Advisors Specific Detailed Scope of Work)
 - iii. Outline mitigation solutions for impacts and the resulting improvements (see full scope below, under Ramey-Kemp (RKA) Specific Detailed Scope of Work)
 - iv. Outline a general, preliminary approach to implementation, zoning, and the Village Plac and Pinehurst South Form-Based Codes (FBCs)
- b. Facilitate groups of 6 to 10 participants to evaluate the plan options and identify preferences
- c. Mark up the plans with markers, sticky notes, and highlights
- d. Select preferred best practices and precedent images and identify locations on the plans where these elements might occur
- e. Prepare a written list of group comments and feedback - what the group likes, doesn't like, and thoughts regarding approach, impacts, and benefits

Task 16: Prepare and issue an online survey to solicit additional feedback.

Compile Phase Two plans, graphics, impacts and benefits, preferences, mitigation recommendations, implementation strategies, and all supporting deliverables for each area and share with the client. This will include up to three (3) options for both Village Place and Pinehurst South, and a preferred development scenario, if desired by the client. Dialogue public input from the workshop and confirm needed revisions, preferences, and next steps. The client should provide a single consolidated set of comments on the Phase Two set of deliverables; one (1) round of revisions, based on comments consolidated by the client in a timely fashion (see Project Timeline below) are included in Phase Three. Additionally, see Task 21 below for the FBC scope.

PHASE THREE: Final Small Area Plans & Report(s)

Task 17: Prepare a draft plan report(s) for client review, for Village Place and Pinehurst South, to include:

- a. Plans, including an illustrative plan (for presentation, marketing, and of print quality) and a Regulating Plan (a technical plan in support of a FBC that guides building types, building frontages or build-to-lines, building heights, architectural character, land use, new streets and blocks, open space, and similar as described below). The Regulating Plan will have an appropriate level of flexibility that allows for adjustments, while not compromising the urban design intent and vision.
 - i. Up to three (3) alternative concise Land Use Management Program options for both Village Place and Pinehurst South
 - ii. A preferred Land Use Management Program, if desired by the Village
 - iii. A Vision Statement
- b. Land Use Management Program for each option (in spreadsheet format for future updating)
 - i. Number of residential units by type
 - ii. Square feet of commercial and other nonresidential uses
 - iii. Hotel, inn and/or B&B keys/rooms
 - iv. Density/FAR
 - v. Building heights
 - vi. Parking provided
 - vii. Square feet or acres of open space

The Scope of Services continues on the following page.

- c. Diagrams – TBD with client; depending upon Development Standards or FBC approaches: Proposed Conditions, Land Use, Zoning, Block and Street, Building Heights, Frontage and Building/ Parking Placement, Open Space, Street Network/Types, and others as needed
- d. Graphics:
 - i. Street sections, including streetscape elements, keyed to the Street network diagram
 - ii. Precedent images, keyed to plan locations
 - iii. Gateway, branding, placemaking, signage, and public art opportunities, keyed to plan locations
 - iv. Conceptual 3-D massing models, refined from Phase Two
 - v. For each area, up to two (2) artist, computer, or photo simulation (series of before-and-after) perspective renderings
- e. Implementation Strategies
 - i. Approximate, order of magnitude revenue and costs based upon the FY 2017 Land Use Fiscal Analysis (see full scope below, under Duggal Real Estate Advisors Specific Detailed Scope of Work)
 - ii. Identify zoning and PDO updates (broadly, not as detailed recommendations)
 - iii. Transportation/traffic mitigation recommendations and planning-level cost estimates (see Transportation Scope)

The client should provide a single consolidated set of comments for the draft plan report(s); one round of refinements is included in the final document preparation (under Task 20, below).

Task 18: Prepare a consolidated presentation for Workshop #3

We will prepare a draft of the Workshop #3 presentation for the client to review; one (1) round of revisions, based on comments consolidated by the client, are included.

Task 19: Workshop #3 (Open House) (Trip #5): Final Plan(s):

We will share the final plan(s), supporting diagrams, artist/computer renderings, impacts and benefits analysis, and implementation strategies, and solicit final public comments.

The final workshop is anticipated to be held as an Open House. A brief presentation will be followed by informal discussion and review of the plan deliverables. Easels with boards (with plans, diagrams, street sections, artist renderings, etc.) will be stationed by topic, such as Planning/Urban Design (Development), Multimodal Transportation, Market/Economics, Implementation Strategies, and similar. Participants will be invited to join informal discussions on the topics that most interest them and provide final feedback, prior to the team finalizing the plan deliverables and the beginning of the Council adoption process.

Task 20: Prepare a Final Small Area Plan Report(s)

We will prepare the Final Report(s), including all elements listed under Task 17, refined* based on the single, consolidated set of draft plan report comments from the client; one round of refinements is included. *Minor refinements are included, wholesale/major revisions and/or new graphics are not.

Task 21: Form-Based Codes for Village Place and Pinehurst South

Village Place and Pinehurst South are priority focus areas for this planning effort with significant untapped potential. It is important that these areas are developed/ redeveloped in a manner consistent with the quality of the Village. Given the vision to transform the multiple undeveloped or under-developed parcels into a more walkable, mixed-use, and attractive destinations that are distinct from but connected to the Village Center, Form-Based Codes (FBCs) are an appropriate and precise tool to accomplish this goal. Therefore, we have revised our scope to include full FBCs for both areas, within our base fee (see Appendix B. Compensation/ Fee Schedule below). This task will span over Phases Two and Three, with drafts prepared in Phase Two and final documents prepared in Phase Three.

The Pinehurst FBCs will include the following components:

- » Introduction with clearly-defined purpose and intent language along with Vision Plan Diagrams depicting the street, open space, and neighborhood frameworks;

- » A Regulating Plan (depicting the organization of blocks, streets, and open space), including the:
 - Desired street and block patterns, with prescribed flexibility;
 - Street types, keyed on the plan with accompanying dimensional and design criteria;
 - New public open spaces, keyed as types on the plan with accompanying purpose/use language and design criteria;
 - Pedestrian and bicycle circulation routes (including sidewalks, shared use paths, golf cart paths, mid-block passages, and similar) to ensure connectivity where appropriate;
 - Build-to lines and frontages requirements; and
 - Blocks, keyed on the plan with zoning, uses, building types, building heights, footprint size(s), and similar.
- » Lot Type Plan Diagrams (governing lot types and locations), with accompanying:
 - Lot Standards (depicting setbacks, minimum lot dimension requirements, and minimum rear yard dimensions) and
 - Precedent images
- » Prominent/Semi-Prominent Lots Plan Diagram with accompanying:
 - Massing diagrams and
 - Frontage requirements
- » Street Network Plan, with accompanying:
 - Complete Street criteria
 - Street Sections
 - Street Furnishings criteria and
 - Precedent images
- » Open Space Plan, with accompanying:
 - Open Space types with design criteria
 - Precedent images
 - Detail plans for key open spaces
- » Architectural Design Criteria*, including:
 - General Provisions
 - Materials and Elements
 - Exterior Walls
 - Building Elements
 - Roofs
 - Doors and Windows
 - Frontage and Yard
- * Should the FBCs not be selected/undertaken, summary Architectural Standards will be included in the Small Area Plan (SAP) report(s),
- » Signage Design Criteria
- » Design Review Process

We will prepare a draft of the Village Place FBC for the client to review; one (1) round of revisions, based on comments consolidated by the client, are included.

Council Adoption:

Design Collective will be available for conference calls and video conferencing with the Village and/or Council during the 3-month period following completion of the Draft Plan. In-person meetings, travel, and plan revisions are not anticipated but can be provided for an additional fee if needed and requested.

The Scope of Services continues on the following page.

DUGGAL REAL ESTATE ADVISORS SPECIFIC DETAILED SCOPE OF WORK

Duggal Advisors will complete a review of the Village Place and Pinehurst South planning areas from a market perspective, analyze local and regional demographic and economic data to understand the potential for each of the land uses, completing Economic and Demographic Analysis, Competitive Supply Analysis, and Demand Analysis as well as providing fiscal impacts and benefits for the plan options developed by the team.

- » **Meetings: Attend the following meetings throughout the planning process.**
 - Kick-off Meeting: Participate in the kick-off meeting. The goal would be to combine the kick-off meeting with the site visit.
 - Public Workshop 1: May attend in person (or, alternatively, conduct a separate trip for interviews).
 - Public Workshop 2: Will attend in person (to present market analysis).
 - Public Workshop 3: Will not attend in person.
- » **Site Analysis:** Complete a review of the Village Place and Pinehurst South planning areas from a market perspective. We will visit the subject areas and assess them in terms of strengths, weaknesses, opportunities, and threats (SWOT) relative to location, site characteristics, surrounding land uses, access, planned redevelopment potential, and others. This will likely be completed in a matrix format that considers the overall potential of the planning areas as well as the market potential of each of the different land uses within the planning areas.
- » **Economic and Demographic Analysis:** We will analyze local and regional demographic and economic data to understand the potential for each of the land uses in the area. Information to collect and analyze includes households by age, income, tenure, retail expenditures, projected household growth, tourism, jobs by type, and projected employment growth. The goal is to assess the growth potential of the market area that will drive demand for future land uses in the planning areas.
- » **Competitive Supply Analysis:** We will complete an overview of the market for for-sale and for-rent residential, office, retail, hotel, golf, and mixed-use in order to make reasonable assumptions about the market. This analysis focuses on market trends such as performance of comparable properties, vacancy trends, lease rates, absorption trends, permitting, and others, depending on data availability. The competitive supply analysis is completed in order to understand how competitive and comparable properties and projects are performing in order to help understand the market potential in the subject areas.
- » **Demand Analysis:** This portion of the market study is forward looking, and determines the demand for the subject areas based upon projected future growth in the area. The output of the demand analysis is a range of likely capture of the overall market demand that leads to absorption in the subject areas. We will determine the likely demand for for-sale and for-rent residential, office, retail, hotel, and golf land uses.
- » **Stakeholder Interviews:** Conduct interviews with knowledgeable real estate and economic development professionals in the market to understand the opportunity for various land uses in the market. Work with the project team to create a list of potential interviews. These can be done via phone or in-person if they are held at the same time as the Public Workshops.
- » **Innovation Hub Analysis:** At a high level, analyze the potential for an Innovation Hub for the Pinehurst Small Area Plan. Utilize information from the Brookings Institute and others to compare the “necessary ingredients” for an Innovation Hub relative to the Pinehurst area. Understand the impact of USGA HQ2.
- » **Revenue and Costs of Land Uses Analysis:** To determine the revenue and the costs of added service and infrastructure on the potential plans and market opportunities, we will utilize the **FY 2017 Land Use Fiscal Analysis** completed by the Village of Pinehurst. We will work with you to determine the best way to utilize this information. For example, should we take the values as they are, understanding that all commercial-heavy plans will be impacted; should the values be modified based upon anything you have learned since the study was completed; should we consider the residential and non-residential portions of the plans separately; or another variation. As the analysis determined that residential uses are generally fiscally positive for the Village and non-residential uses are fiscally negative, we need to weigh that versus the need for a mix of uses in the plans.
- » **Recommendations:** We will provide recommendations on the feasibility of land uses within the study areas. One of the goals is to ensure that the inputs to the Planning Team are market-driven and realistic, including such considerations as mix of land uses, building types, density, rental versus for-sale product types, rents and land values, fiscal impact based upon 2017 study, and similar. We will provide a development strategy that takes the range of possible market scenarios, and helps the planning team craft realistic plans for the planning areas. In addition, we will outline high level options, if appropriate to help incentivize land uses that might not be market supported.

RAMEY-KEMP (RKA) SPECIFIC DETAILED SCOPE OF WORK

RKA will draw on their on-going work, using data previously obtained, as the lead consulting firm on NCDOT Transportation Improvement Program Project R-5756 in Pinehurst and Aberdeen.

PHASE ONE: Data Collection, Assessment/Inventory of Existing Conditions, & Analysis

RKA will participate in a kickoff meeting and study area tour with DC and Village staff. RKA will be prepared to lead a discussion of study locations including road segments and intersections. Following the kickoff, RKA will initiate contact with various agencies to obtain available traffic data at the study locations. The base scope of services does not include any new data collection other than via email, internet, and phone. RKA will provide Design Collective and Village of Pinehurst with a list of data obtained and highlight any key gaps in data availability along with a plan to fill the gap.

RKA will obtain available information including plans, system maps, traffic counts and continues with field verification of the data. In field verification the team will spend time on the ground to get a better feel of conditions in Pinehurst and how the transportation system works for its many users. Based on a desktop review and field verification, within the budget established for this task, RKA will prepare an assessment of existing conditions and analysis including a description of current conditions in adjacent neighborhoods and connecting streets; identify rights-of-way, cross sections and transitions, street classifications, pavement types and general condition (rough or smooth), connections and lack of connections, traffic signals, pedestrian/bicycle/golf cart mobility, and gateways.

RKA will analyze available data and provide a jargon-free assessment of the findings as they relate to the DC scope for small area plans. RKA will participate by phone in a presentation with DC to Village staff. Public Workshop #1: Visioning. RKA will participate in a community visioning session led by Design Collective. RKA will present our findings and support the team in engaging the community to better understand issues, concerns, challenges, and opportunities.

RKA will engage the community in discussions about the community's vision for the two small area plans as documented in Envision the Village as well as listen to the public and their specific vision. RKA will focus on multimodal transportation vision (e.g. trails, bike paths, golf cart circulation, traffic and vehicular circulation, and similar) RKA will be prepared to listen to the community as well as offer insights and ask appropriate questions from our technical perspective as transportation planning experts. Following this public engagement RKA will prepare a synthesis of public input on transportation-related questions, concerns, and preferences.

PHASE TWO Planning, Urban Design and Plan(s) Evaluation

RKA will collaborate with Design Collective and VoP in the creation of up to three future scenarios for each small area. Transportation facilities for walking, bicycling, golf cart use, transit, and driving will be conceptualized by RKA to fit each of the various land use scenarios crafted by Design Collective. RKA will prepare a high-level quantitative analysis of up to three scenarios for each of the small area studies. Transportation and traffic options for each land use scenario, including pros and cons, benefits and impacts, mitigation recommendations, and other solutions will respect the Village's vision and Guiding Principles.

Output will be characterized in terms of average daily traffic volume on key study road segments as well as gaps in desired walking and bicycling infrastructure. Conceptual transit facilities and service enhancements that would fit one or more of the scenarios will be noted by RKA.

Transportation and connectivity will focus on Rattlesnake Trail, McCaskill Road, and McIntyre Road for Village Place. Other roads that support the network, such as Magnolia, Woods, Kelly, Community and Power Plant Rd. extended, will also be included. Monticello Drive, Highway 5, and Blake Boulevard, as well as Parker Lane and others, will be the focus in Pinehurst South. Important considerations will include, though are not limited to:

The Scope of Services continues on the following page.

1. Connecting Village Place to the existing Village Core;
2. Improving connectivity and walkability among existing/surrounding streets in Village Place;
3. Adding new streets and creating a walkable street and block pattern in Village Place;
4. Enhancing the gateway experience at Route 211;
5. Addressing left turn movements and congestion, including the RR impacts, along Highway 5;
6. Addressing cut through traffic and impacts along Monticello Drive.

RKA's scope and fee include traffic projections and analysis at an adequate planning level analysis, include up to 10 (re)development sites per area and apportioned to up to 10 streets.

RKA will engage NCDOT Rail Division staff in discussions about the future of the Aberdeen Carolina & Western Railway-owned corridor adjacent to NC 5. The possibility of relocating the rail corridor will be considered and the pros/cons of doing so in terms of the Highway 5 Small Area Plan will be documented.

RKA will support Design Collective in preparing plan options, seeking client input, and revising/finalizing up to three options deemed appropriate by the client for presentation to the community.

One consolidated set of client comments will be reviewed by RKA. One round of adjustments to each option is included, depending upon client input. Transportation solutions may vary among options and may yield different results. These will be evaluated with the client to determine the optimal approach prior to finalizing and seeking community input in workshop 2.

Public Workshop #2: Plan Options and Evaluation: RKA will participate in a second community workshop led by Design Collective. Present RKA's transportation options and recommendations in support of each land use scenario prepared by Design Collective. RKA will be prepared to listen to the community, collect feedback on preferences, and offer insight regarding pros and cons of the various recommendations. Through this public engagement RKA will prepare a synthesis of public input on transportation-related preferences. RKA will support the team and the client in synthesizing community input and selecting preferred development scenarios for Village Place and Pinehurst South, if desired by and at the discretion of the Village. RKA's focus will be on the final transportation recommendations.

PHASE THREE: Final Small Area Plans & Report(s)

RKA will inform the discussion that leads to VoP selection of a preferred scenario by offering expert insight on transportation factors and outcomes. The work will be based on average daily traffic conditions, however, if VoP would like to provide more detailed analysis to decision-makers RKA will be prepared to offer an add-alternate scope of services at the peak hour intersection analysis level.

RKA will use a triple bottom line approach (social, environmental, and financial factors) to evaluate each option to balance the options. The triple bottom line approach will use both qualitative and quantitative data to evaluate vision, technical merit, and cost.

The intent of this is to provide an easy to understand, accurate score for each transportation concept so that the stakeholders, staff, and elected officials can make a sound informed decision.

Strategies to mitigate traffic congestion, neighborhood traffic intrusion, potential safety concerns and gaps in facilities will be documented by RKA in a chapter of the report(s) for each of two small area plans. The types of strategies that will be considered include all the following:

- » Multimodal strategies (encourage more walking, cycling and transit use)
- » Travel demand management (encourage more work-from-home and staggered work shifts)
- » Traffic operations (encourage smoother traffic flow without major increases in capacity such as signalizing intersections, adding exclusive left-turn lanes)
- » Capacity increases (widening, building new roads on 'new location')

RKA will contribute information to an Implementation Strategy that includes cost and phasing of transportation facilities. Cost will be estimated for the preferred scenario using the NCDOT planning level cost estimating guide.

The phasing of transportation projects will be considered by RKA so that VoP will have a robust fiscal impact analysis to show the timing of capital outlays relative to increases in revenue from higher tax base. RKA will provide information for DCI to include in the report(s).

Public Workshop #3: Visioning. RKA will be available to participate, if needed, in a Community Open House to present the final Small Area Plans and Implementation Strategies, led by Design Collective. A third public workshop is not anticipated in RKA's scope of services or fee.

End of Scope of Services

PROJECT TIMELINE

	PHASE ONE				PHASE TWO			
	NOVEMBER 2020		DECEMBER 2020		JANUARY 2021		FEBRUARY 2021	
	Month 1		Month 2		Month 3		Month 4	
PHASE 1: DATA COLLECTION, ASSESSMENT/INVENTORY OF EXISTING CONDITIONS, & ANALYSIS								
Task 1: Kick off meeting & study area tour								
Task 2: Prepare updated schedule								
Task 3: Establish page on Envision Pinehurst website								
Task 4: Stakeholder interviews (in person and via conference call)								
Task 5: Inventory of existing conditions and analysis								
Task 6: Market Demand Analysis								
Task 7: Transportation Analysis								
Task 8: Online survey								
Task 9: Best practices								
Task 10: Public Workshop 1: Visioning								
PHASE 2: PLANNING AND URBAN DESIGN								
Task 11: Conceptual Plan Options								
Task 12: Client review and comments								
Task 13: Update and finalize up to three (3) development scenarios								
Task 14: Prepare workshop presentation								
Task 15: Public Workshop 2: Plan Options and Evaluation								
Task 16: Online survey								
PHASE 3: FINAL DELIVERABLES								
Task 17: Draft plans/graphics/illustrations/implementation strategies								
Task 18: prepare workshop presentation								
Task 19: Public Workshop 3: Open House - Final Plan(s)								
Task 20: Final Plan(s)								
Task 21: Village Place and Pinehurst South FBCs (in Phases 2 & 3)								
Support during adoption								
Trips to Pinehurst for public events, client coordination Meeting								

[illegible]

APPENDIX B.

COMPENSATION/FEE SCHEDULE

CONSULTANT	TOTAL BASE FEE
DESIGN COLLECTIVE	\$143,245*
DUGGAL REAL ESTATE ADVISORS	\$26,000
RAMEY-KEMP	\$20,755
TOTAL BASE FEE (FIXED)	\$190,000*

* Design Collective's previous fee has been revised to include the Pinehurst South Form-Based Code (FBC); no other changes have been made to the June 14th fee.

Reimbursable expenses are in addition to our base fee (noted above) and are estimated to be between 5-10% of the total fee (or \$9,500 - \$19,000), with the range depending largely on the number of trips. Reimbursables will be billed separately from the fixed-contract price at 1.1 times cost.

Such expenses include: printing and reprographic services including small-format copies and large-format presentation boards for public events only (client requested copies for review and/or distribution will be provided by electronic copy only); travel expenses including food, lodging, airfare, hotel, rental car, taxi, and ride share; delivery, courier, and shipping services; and any miscellaneous in-house and outside expenses incurred while providing services.

Correspondence, prints, draft and final documents, etc. will normally be sent via electronic (pdf) delivery, unless messenger or overnight delivery is requested.

Color copies, boards, multi-page draft and final reports/documents, and color presentation materials, particularly when multiple copies are requested, can be expensive. Beyond minimally what is needed for public events, we will provide such materials electronically. Otherwise, expenses will exceed what we have estimated and will be billed as an additional cost, if approved in writing by the client. Alternatively, the client may print such materials themselves.

Services and reimbursable expenses will be billed monthly based upon percent completion, with payment expected within 30 days of receipt of invoice.



Optional Services

Beyond the scope included within our base fee, we offer the two following optional services, if desired during the course of the project.

1. A comprehensive assessment of the PDO along with accompanying recommendations (as described in our original Proposal and clarified in our follow-up Post-Interview Response): \$5,000
2. Separate Small Area Plan (SAP) Reports for Village Place and Pinehurst South: \$10,200.

APPENDIX C.

HOURLY RATES

Hourly rates for Design Collective Architectural, Planning, Interiors, Landscape Architectural and/or Graphic Design Services are as follows:

Senior Principal	\$275.00/hr
Principal	\$235.00/hr
Senior Associate	\$190.00/hr
Associate	\$160.00/hr
Planner/Architect III	\$145.00/hr
Planner/Architect II	\$120.00/hr
Planner/Architect I	\$105.00/hr
Administrative	\$75.00/hr

For services provided by Design Collective's consultants, beyond the Scope of Services outlined in Appendix A., including transportation engineering services; market/economic analysis services; and rendering services, compensation shall be a multiple of one point one (1.1) times the amount billed to Design Collective for such services.

Reimbursable expenses shall be invoiced on a monthly basis as they occur.

APPENDIX D.

STANDARD TERMS

DESIGN COLLECTIVE, INC. STANDARD CONTRACT TERMS AND CONDITIONS

1. DUTIES AND STANDARD OF CARE:

Design Collective, Inc., the "Master Planner," agrees to provide those professional services, including urban design and master planning services as well as consultations, as agreed to in the scope of services. Additional services may be performed if requested, subject to an agreed upon revision in the scope of services and authorized additional compensation. Services will be performed in accordance with generally accepted principles of master planning practice and in a manner consistent with the level of professional care and skill ordinarily exercised by members of the planning profession for similar projects. No other warranty, expressed or implied, is made. The other party to this agreement will be termed "Client", and will have various duties and responsibilities as outlined in the Contract. Client shall communicate these standard contract terms and conditions to each and every third party to whom the Client transmits any part of the Master Planner's concept design(s), master plan, form-based code(s), and/or recommendations.

2. EARLY BID DOCUMENTS/FAST TRACK PROJECTS:

Intentionally Removed (not in scope of services).

3. HIDDEN CONDITIONS:

The Instruments of Service are based on observable conditions; for purposes of this contract, observable conditions are those readily visible from site visits (from public realm or accessible parcels) or from open online GIS information. A condition is hidden if it is concealed by existing structures, tree canopy/plantings, or other obstructions and/or cannot be investigated by reasonable visual observation. In the event the Master Planner, in the performance of the services, uncovers a previously unknown or hidden condition, Master Planner shall not be responsible for costs associated with revising plans to adjust to the condition or otherwise correct said condition.

4. CONSTRUCTION COST ESTIMATES:

Intentionally Removed (not in scope of services).

5. OWNERSHIP AND REUSE OF DOCUMENTS:

It is acknowledged that the concept design(s), master plan, form-based code(s), and/or recommendations are instruments of professional service and the Master Planner shall retain copies of drawings for the project. The concept design(s), master plan, form-based code(s), and/or recommendations, and any other proprietary diagrams, designs, and similar shall not be used by the Client on other projects, beyond the Village of Pinehurst Small Area Plans' parcels (also known as the Village Place and Pinehurst South study areas). However, the Client does have the right to use or modify the concept design(s), master plan, form-based code(s), and/or recommendations (with the exception of any proprietary diagrams, designs, and similar developed by Design Collective) developed for specific parcels or for the overall study area and to complete this Project with another Master Planner or Architect without permission from or further compensation to Design Collective. If the Client so elects to use or modify the contract documents with another Master Planner or Architect, the Client hereby agrees to indemnify and hold harmless Design Collective from and against liability for any and all claims, losses, damages and expenses arising from or associated with this use.

6. INVOICE PAYMENTS:

The Master Planner will submit invoices to the Client monthly and a final bill upon completion of services.

Invoices will show charges on the basis of services performed during the preceding month. A separate invoice will show reimbursable expenses due. Unless disputed in writing by Client, payment is due upon presentation of invoice and is past due thirty days from invoice date.

Unless disputed in writing by the Client, failure of the Client to make payments to Master Planner in accordance with this Agreement shall be considered substantial nonperformance and is sufficient cause for Master Planner to either suspend or terminate services.

A carrying charge of ten percent (10%) per annum, compounded monthly, will be assessed against all past due invoices. Unless disputed in writing by the Client, if payment of services is not made within forty-five (45) days of the receipt of an invoice, the Master Planner may withhold or withdraw documents from the Client or appropriate governmental authorities or withhold cooperation necessary to acquire plan approval or building permits. It is further agreed that in the event a lien or suit is filed to enforce overdue payments under this agreement, the prevailing party, whether Client or Master Planner, is entitled to legal costs, including reasonable attorney's fees.

7. TERMINATION OF AGREEMENT:

The obligation to provide further services under this agreement may be terminated by either party upon seven days' written notice in the event of substantial failure by the either party to perform in accordance with the terms of this agreement through no fault of the terminating party. Unless disputed in writing by the Client, the Master Planner shall be compensated by the Client for all services performed and Reimbursable Expenses incurred up to and including the termination date.

8. PROJECT SUSPENSION OR ABANDONMENT:

If the project is suspended or abandoned in whole or in part through no fault of the Master Planner, the Master Planner shall be compensated for all services performed prior to receipt of written notice from the Client of such suspension or abandonment, together with any reimbursable expenses then due.

9. SEVERABILITY:

In the event that any provisions herein shall be deemed invalid or unenforceable, the other provisions hereof shall remain in full force and effect, and binding upon the parties hereto. The terms of paragraphs 4 and 5 shall survive termination of this agreement.

10. INSURANCE/LIABILITY LIMITATION:

The Master Planner represents that it and its agents, employees and consultants employed by it, is and are protected by workman's compensation insurance, and the Master Planner has such coverage under public liability and property damage insurance policies to protect itself from claims arising from work performed under this agreement. Also, the Master Planner represents that it maintains professional liability insurance for protection from claims arising out of performance of professional services caused by any negligent error, omission or act from which the insured is legally liable. Certificates in evidence of policies of insurance will be provided to the Client upon request. The Master Planner shall not be responsible for any loss, damage or liability beyond the amounts, limits and conditions of such insurance, not including consultants. Limitations on liability provided in the Agreement are business understandings between the parties and shall apply to all theories of liability, including breach of contract or warranty, tort including negligence, strict or statutory liability, or any other cause of action. No employee or agent of the Master Planner shall have any individual professional liability in addition to, or in excess of, the Master Planner's liability under these standard contract terms and conditions. Damages recoverable from the Master Planner, in the case of omissions, shall be limited to the direct extra cost to the client of necessary corrective work. Recovery for any consequential damages, for delay, impact, interference or inefficiency is expressly waived.

11. MEDIA ACKNOWLEDGMENT:

The Client hereby grants authorization to Design Collective, Inc. or its agent to photograph the study areas and surroundings, including the exterior and interior of buildings, as applicable (excluding on private property

if access is not granted by the Client), at a mutually agreed upon time; however agreement may not be unreasonably withheld so as to eventually prevent the project from being photographed.

12. CONSENT TO JURISDICTION AND WAIVER OF JURY TRIAL:

The Parties hereby agree to submit to the jurisdiction of the State of North Carolina for the purposes of all legal proceedings arising out of or relating to this agreement and/or the transactions contemplated hereby. Each of the Parties hereby waives any right it may have to a jury trial in any suit, action or proceeding existing under or relating to the Agreement.

13. LEED SERVICES:

Intentionally Removed (not in scope of services).

End of Standard Terms

Design Collective

ARCHITECTURE
PLANNING
INTERIORS
LANDSCAPE ARCHITECTURE
GRAPHICS

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100% Employee-Owned Design Firm

ORDINANCE #20-14:

AN ORDINANCE AMENDING THE ORDINANCE APPROPRIATING FUNDS FOR OPERATIONS OF THE VILLAGE OF PINEHURST FOR FISCAL YEAR 2021, REGARDING REVENUES AND EXPENDITURES OF THE GENERAL FUND FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA (SMALL AREA PLANS)

THAT WHEREAS, the Village of Pinehurst desires to contract with a consultant to conduct small area planning for the Village Place/Rattlesnake Trail area and the Highway 5 commercial area near Pinehurst South; and

WHEREAS, funding for the small area plans appropriated in the FY 2021 Budget is not sufficient to cover the full cost of the consultant contract;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 27th day of October 2020, as follows:

SECTION 1. To amend the FY 2021 General Fund budget with regard to revenues and expenditures, the revenue and expenditure accounts are to be changed as follows:

<u>Account No.</u>	<u>Account Name</u>	<u>Debit</u>	<u>Credit</u>
10-40-710-5800	Professional Services	\$ 75,000	
10-00-190-3905	Fund Balance Appropriated		\$ 75,000

SECTION 2. Copies of this budget amendment shall be furnished to the Clerk to the Village Council, Village Manager, and Financial Services Director for their direction and implementation.

THIS ORDINANCE passed and adopted this 27th day of October 2020.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John C. Strickland, Mayor

Attest:

Approved as to Form:

Beth Dunn, Village Clerk

Michael J. Newman, Village Attorney

PROPOSAL ADDENDUM

The Design Collective Team is pleased to present the following addendum to our Contract in response to the fee-related question, received on September 28, 2020.

FEE & SCOPE REFINEMENTS

A clarification was requested regarding the increase in our July 14, 2020 proposal fee compared to our June 18, 2020 fee.

The primary reason for an increase in fee is the additional scope and effort associated with a complete, comprehensive Form Based Code (FBC) for Village Place.

Design Collective's June 18, 2020 proposal did not include a complete, comprehensive FBC for Village Place or Pinehurst South, but did include a comprehensive evaluation of the Village's PDO. Our total team fee, inclusive of travel and reimbursable expenses, was \$149,755.

Design Collective has prepared several FBCs, including the Downtown Columbia neighborhood-specific documents, shared with the Village previously. Our FBC fees typically range from approximately \$50,000 to as much as \$90,000, depending upon the size of the site or study area, the complexity of the master plan, and client requested content and approach. (The Downtown Columbia documents represent the higher end of the fee range.) Our correspondence on July 14, 2020 indicated a typical minimum fee of \$50,000.

Design Collective's July 14, 2020 proposal included a complete, comprehensive FBC for Village Place. Our total team fee, inclusive of travel and reimbursable expenses (if estimated at 10%), was \$192,500. Since a comprehensive evaluation of the Village's PDO was included as an option for an additional \$5,000, the actual total team increase in fee when comparing similar scope, other than the FBC, is approximately \$47,745. Approximately \$46,000 of this is for the FBC; the remainder of this increase is due to reimbursable and travel expenses at 10% of a higher total fee. (To note, we revised our proposal so that reimbursable and travel expenses are additional and billed separately,

given the possibility that anticipated travel may be less than anticipated given the current pandemic situation.)

Design Collective's fee increased from \$100,000 (inclusive of travel and reimbursable expenses) to approximately \$141,070 (assuming reimbursable and travel included at 10%). Adding back in \$5,000 for the comprehensive evaluation of the PDO, since it is an option, suggests an approximate Design Collective fee of \$146,070, comparing similar scope and including an FBC; a difference in proposals of approximately \$46,000.

A complete, comprehensive FBC for Pinehurst South was included as an option for an additional \$15,000.*

A lower than typical fee for the FBCs is based upon our team's desire to provide a competitive fee and to express our enthusiastic desire for this project. Additionally, we anticipate that the FBC for Village Place will establish an overall approach and framework that will enable the Pinehurst South FBC effort to be efficient. (Although \$15,000* is not likely enough to cover our effort, we will honor our proposal.)

Our consultant's scope and fees did not change from our June 18, 2020 proposal. Our July 14, 2020 proposal included the same base fee for our consultants as our June 18 proposal; however, reimbursable and travel expenses are indicated as additional (as noted above). Some additional clarifications (e.g., regarding the number or trips, evaluation of options relative to fiscal impacts and benefits, etc.) are included in the current revised Contract.*

** In our current, October 7, 2020 Contract, the FBC for Pinehurst South is included within the base scope, as discussed and requested; no other fee revisions have been made.*



PROPOSAL FOR

PINEHURST SMALL AREA PLANS

THE VILLAGE OF PINEHURST, NORTH CAROLINA

MAY 8, 2020

Matt D'Amico
601 East Pratt Street, Suite 300
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Design
Collective

ARCHITECTURE
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LANDSCAPE
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PLANNING
INTERIORS
LANDSCAPE

May 8, 2020

Village of Pinehurst
Darryn Burich, Planning & Inspections Director
395 Magnolia Road, Pinehurst, NC 28374
910-295-8658, ext. 1284 | dburich@vopnc.org

RE: Pinehurst Small Area Plans
The Village of Pinehurst, North Carolina

Dear Mr. Burich,

Design Collective is pleased to submit our team's qualifications for the Village of Pinehurst's Small Area Plans for Village Place/Rattlesnake Trail and Pinehurst South/Highway 5 Commercial Area. We believe this project presents a tremendous opportunity to:

1. Advance goals and the Guiding Principles of the 2019 Comprehensive Plan
 2. Build upon previous plans and the Village's vision statement, and
 3. Assist the Village in achieving long term economic development, fiscal, and quality of life goals
- We welcome the opportunity to assist the Village, residents, and stakeholders to guide transformation of these disconnected and underutilized parcels into walkable, attractive, connected, and engaging mixed-use places that will add economic, social, cultural, and aesthetic value to the Village.

PROJECT UNDERSTANDING

The Village of Pinehurst is seeking the services of a Planning Team to prepare Small Area Plans for Village Place/Rattlesnake Trail and Pinehurst South/Highway 5 Commercial Area. These places are identified in the Comp Plan as appropriate locations for redevelopment that respects the Village's small-town character, builds upon the Village's vision statement, and advances Envision the Village Guiding Principles. The planning effort must include expertise in:

1. Master planning, land use, zoning, development policy, and design guidelines
2. Urban design, placemaking, architecture, and landscape design
3. Streetscape, open space, branding, signage, gateway design
4. Public engagement
5. Multi-modal transportation and traffic analysis
6. Market demand analysis, economic and fiscal impacts and benefits analysis
7. Stormwater management, resiliency planning, and green infrastructure.

The vision for Village Place is to transform several undeveloped, multiple-owned, and/or disconnected parcels of land and buildings into a more walkable, mixed-use, and attractive destination that is seamlessly connected to the Village Center. Village Place will be an extension of the Village Center to Highway 211, creating a "connecting spine" along Rattlesnake Trail, a more village-like gateway appearance at Highway 211, and the growth of the Village's small-town character outward rather than highway commercial growing inward.

The vision for Pinehurst South is to transform several undeveloped, multiple-owned, and/or disconnected parcels of land and buildings along Highway 5 into an "innovation hub" that provides an appropriate scale of buildings and mix of uses that focus on jobs, revenues and increased tax base while limiting, or mitigating, traffic and neighborhood impacts. An important goal of this area will be to strike an appropriate balance of new development without creating unintended impacts and consequences.

Pinehurst is a small town where everyone knows each other. The small area plans will need to guide transformation of multiple owned parcels, with owners who may have differing agendas, time-frames, and financial means for redevelopment. The area, too, may include such constraints as subsurface utilities, easements, property lines and rights-of-ways, and other legal or physical constraints that must inform a realistic plan. The process, therefore, must include a robust and varied public engagement process that allows meaningful and diverse input from all stakeholders. All voices must be heard. The small area plans, and the implementation process to follow, will be supported only if there is broad, near unanimous support.

DESIGN COLLECTIVE RELEVANT EXPERIENCE & LESSONS LEARNED

Design Collective is uniquely positioned to address the Village's RFQ requirements and needs.

Planning and Urban Design: Design Collective has prepared small area plans for numerous small towns like Pinehurst, and for many public sector clients, municipalities, small towns and multi-jurisdictions with a similar vision and similar goals, constraints, and challenges. Our plans are inspired by local history and culture, address placemaking objectives, consider community impacts and concerns, address economic and fiscal goals, and always seek to respect the small-town character of the places where we work. We have completed similar plans for the Town of Mount Airy, Downtown Columbia, Largo, and the Town of College Park, MD; as well as the Columbus Central Neighborhood Plan, Columbus, IN; the Route 9 Corridor Plan, Town of Newark, DE; the Downtown Plan, Town of Elkton MD; and the Downtown Frederick Master Plan, City of Frederick, MD, to name a few. Mount Airy, College Park, Columbus, and Frederick all include local and/or nationally recognized historic districts. Each of these projects will enable us to bring important lessons learned to Pinehurst.

Development Expertise: Design Collective is an 85-person, multi-disciplined design firm providing planning, urban design, architecture, landscape architecture, and branding and signage design to public sector and private developer clients. Many of our projects have been with developers and property owners who have helped to implement our master plans, including Columbia, Largo, College Park, Frederick, and Greenleigh, where we also provided architecture and landscape architecture design services. In some cases, we prepared design guidelines, development standards and/or Pattern Books that guided development. These realistic, developer-led experiences provide an understanding of developer, builder, and investor expectations, as well as construction methods, codes, and costs, which enables our master plans to be realistically informed and implementable.

Lessons Learned: Many of our transformative, redevelopment, and suburban retrofit projects have been built, offering valuable lessons learned regarding what is achievable and what may be aspirational. All of the firm's master plans for our public sector clients have included meaningful and robust public engagement, including multi-day charrettes, public workshops, websites and on-line engagement tools (including virtual strategies more recently), providing important lessons learned regarding tact, outreach methods, conflict resolution, best practices and education, and consensus building.

A COMPREHENSIVE TEAM

Design Collective's multi-disciplined design expertise is supported by Duggal Real Estate Advisors and Ramey-Kemp Associates. We have worked with both Melina Duggal and Roger Henderson, market/economic and traffic transportation experts, respectively, who are both part of our proposed team. Our previous work together will enable a seamless approach.

Duggal Real Estate Advisors will lead our team's market demand analysis, economic and fiscal impacts and benefits analysis.

Ramey Kemp Associates will lead our team's multi-modal transportation and traffic planning efforts.

AWARD-WINNING EXPERTISE

All of our clients place importance on placemaking and great design. Places that are attractive, engaging, memorable, and desirable will be successful. Design Collective is adept at developing creative and forward-thinking solutions that are equally mindful of economic, regulatory, political, and developer/property owner considerations. Master plans by the firm have been recognized with awards from ULI, International Making Cities Livable, the Congress for New Urbanism (CNU), American Institute of Architects, American Society of Landscape Architects, American Planning Association (APA) and others.

THOUGHT LEADERS

The principal members of our team, Mr. D'Amico, Ms. Bedwell, Ms. Duggal, and Mr. Henderson have personally spoken on the subjects of planning and urban design, downtown and neighborhood revitalization, suburban retrofit, mixed-use development, Complete Streets, and the public engagement process at Rail-Volution, CNU, ULI, the Smart Growth America National Complete Streets Coalition, and APA conferences on numerous occasions.

SUMMARY

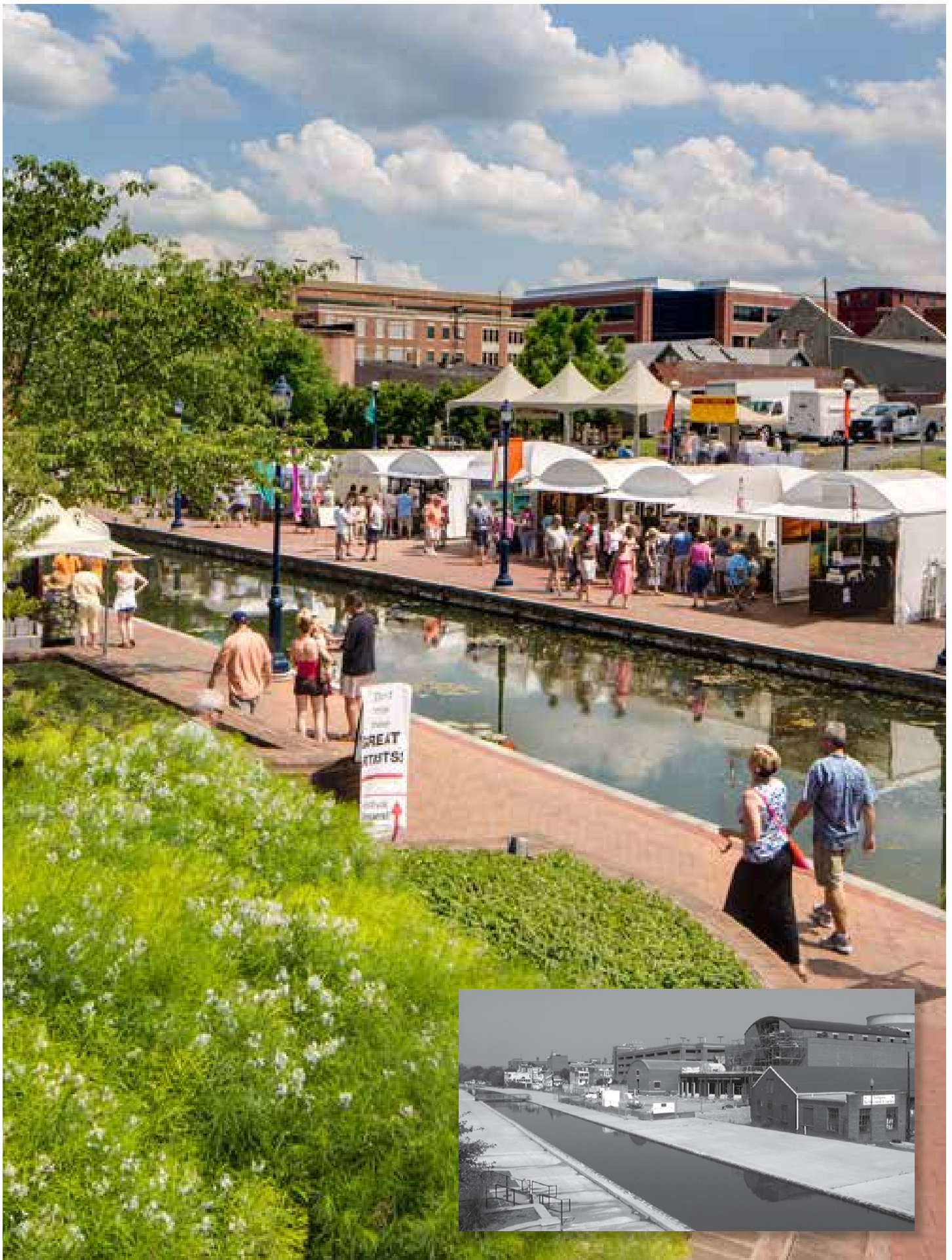
There is no doubt that Pinehurst will receive interest from highly qualified planning firms from throughout the region, and perhaps across the country. What our team of professionals has to offer – in addition to nationally-recognized expertise, local knowledge, and previous work together, – is a commitment, enthusiasm and passion for the work we do and the consistent satisfaction of our clients.

The Small Area Plans for Pinehurst will provide a forward-thinking vision, recommendations and guidance, and a road-map for transforming these key parcels into vibrant, attractive, and desirable places. We cannot think of a more exciting endeavor to participate in with you. We look forward to your favorable reception of our submission and the potential for meeting with the selection committee to personally convey our passion and commitment to this project.

Sincerely,

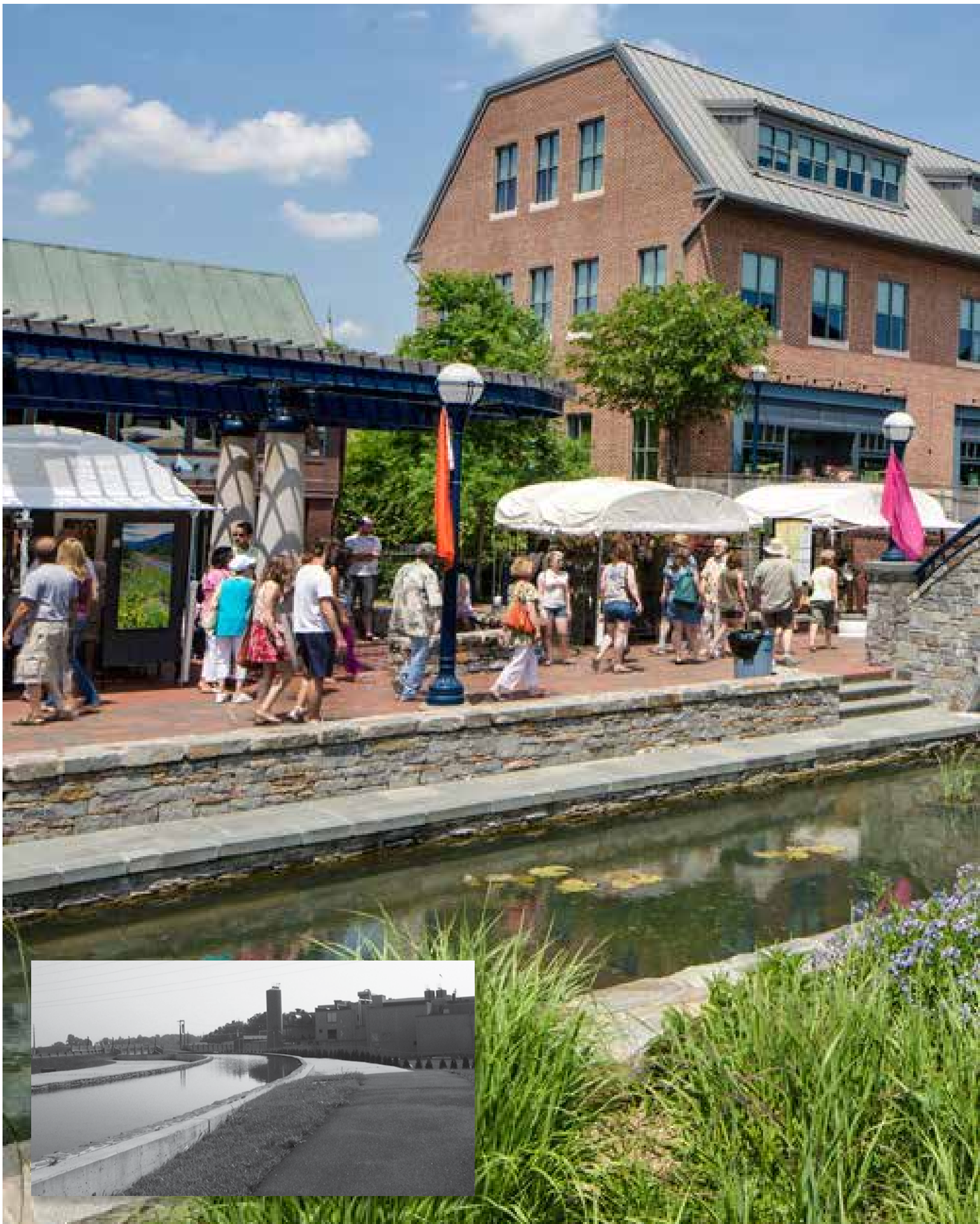


Design Collective, Inc.
Matt D'Amico, PLA, ASLA
Senior Principal
mdamico@designcollective.com



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INTRODUCTION & EXECUTIVE SUMMARY

40+

YEARS OF INNOVATIVE PLANNING AND COMPREHENSIVE DESIGN SOLUTIONS

At Design Collective, we firmly believe that truly great places generate more value than they actually cost to create – on a multitude of scales. We design places where people want to be and be seen; places where people want to live, learn, work and play; places that encourage investment on financial, social and emotional levels to keep them coming back or convince them to stay. Our more than 300 awards for planning and design excellence are a testament to our approach and the quality of our work.

ESTABLISHED

1978 (formerly Columbia Design Collective, Inc.)

OFFICE LOCATION

601 East Pratt Street, Suite 300
Baltimore, Maryland 21202
☎ 410.685.6655

WEBSITE & EMAIL

www.designcollective.com
info@designcollective.com

OWNERSHIP STRUCTURE

Employee Stock Owned Plan (ESOP)

PROJECT MANAGER

Matt D'Amico, PLA, ASLA
Senior Principal
mdamico@designcollective.com

EXECUTIVE SUMMARY

Section 2: Planning Team & Qualifications

Design Collective will be the lead consultant for our team. Duggal Real Estate Advisors will provide market demand analysis and economic and fiscal impacts and benefits analyses. Ramey Kemp Associates will provide multi-modal transportation planning and traffic impact analysis. The team's relevant qualifications are provided in Section Two of our response.

This section provides a general firm profile for each firm, together with relevant qualifications. While our respective firms have expertise in a number of project types, this section is focused on what relevant areas of expertise we each bring to Pinehurst. This includes our experience working with small towns similar in size to Pinehurst, preparing small area plans with similar goals, conducting public engagement processes, and preparing plans that need to address similar considerations, constraints, concerns, opportunities, and implementation strategies.



100%
EMPLOYEE
OWNED



REGISTERED IN
28 STATES



50
LEED BUILDINGS

Section 3: Understanding

This section provides a brief understanding of the project. Although the RFP outlines a vision for each area, an anticipated Scope of Work, the desired deliverables, and the expectations for public engagement, our understanding attempts to go beyond the project requirements. This section attempts to clarify our understanding of:

1. The purpose of the Small Area Plans and how they will be used in future decision-making
2. The Village's vision, assets, and unique qualities that should be respected
3. The importance of understanding realistic market demand and development expectations
4. The importance of placemaking
5. The importance of utilizing graphics, 3-D models, before-and-after visualizations and other strategies to ensure options are understood, input is meaningful, impacts and benefits are clear, and implementation strategies are supported

Lastly, Section 3 provides a summary of our proposed public engagement process, including various methods, strategies for virtual outreach, tools employed, and approaches to ensure broad representation.

Section 4: Approach & Public Engagement

Section 4 outlines our team's general approach to providing the Anticipated Scope of Work as described in Section III of the RFP. We recognize that the Scope of Work and our proposed approach are flexible and will be confirmed with the Village to ensure your budget, priorities, and overall goals are appropriately addressed. Our approach suggests three (3) phases:

1. Data Collection, Assessment, Inventory, Existing Conditions, & Analysis: the purposes of this phase are to learn and listen; understand existing conditions, concerns, and opportunities, analyze the sites, the market, and the transportation conditions; and collect stakeholder input.
2. Planning, Urban Design & Plan(s) Evaluation: the purposes of this phase are to explore a range of options; evaluate these options with stakeholders; understand pros and cons, impacts and benefits; refine these ideas and produce plans and recommendations that are supportable.

3. Final Plans, Deliverables, and Small Area Plans Report: the purposes of this phase are to finalize 2 or 3 concise development scenarios and/or a preferred development scenario; quantify impacts and benefits; outline implementation strategies and recommendations; and prepare a Final Small Area Plan Report prior to March 30, 2021.

This section also outlines our proposed public engagement process, suggesting the following:

1. A Kickoff meeting and study area tour with the client (and key stakeholders if desired)
2. A project website to post the schedule, project information and deliverables, on-line surveys, workshop findings, and other pertinent information, and to solicit on-line feedback
3. Stakeholder interviews, to solicit one-on-one input from key stakeholders, property owners, focus groups/organization, Village staff and/or elected officials
4. A series of Public Workshops:
 - a. Visioning
 - b. Planning and Design
 - c. Final Plan
5. Optional: Mobile Workshops

Section 5: Relevant Experience

Project examples are provided that are similar in size, scope, client (small town or municipality), project goals, concerns and opportunities, and lessons learned. Examples include projects that address:

1. Extending a town's character outward to a highway and disallowing commercial, auto-oriented development from creeping inward
2. Historic district designations
3. Multiple property owners and diverse stakeholders and outreach methods
4. Creating innovation districts or a jobs-based, commercial/entrepreneurial-focused district
5. Design guidelines, development standards and Pattern Books
6. Implementation strategies, built work, and lessons learned

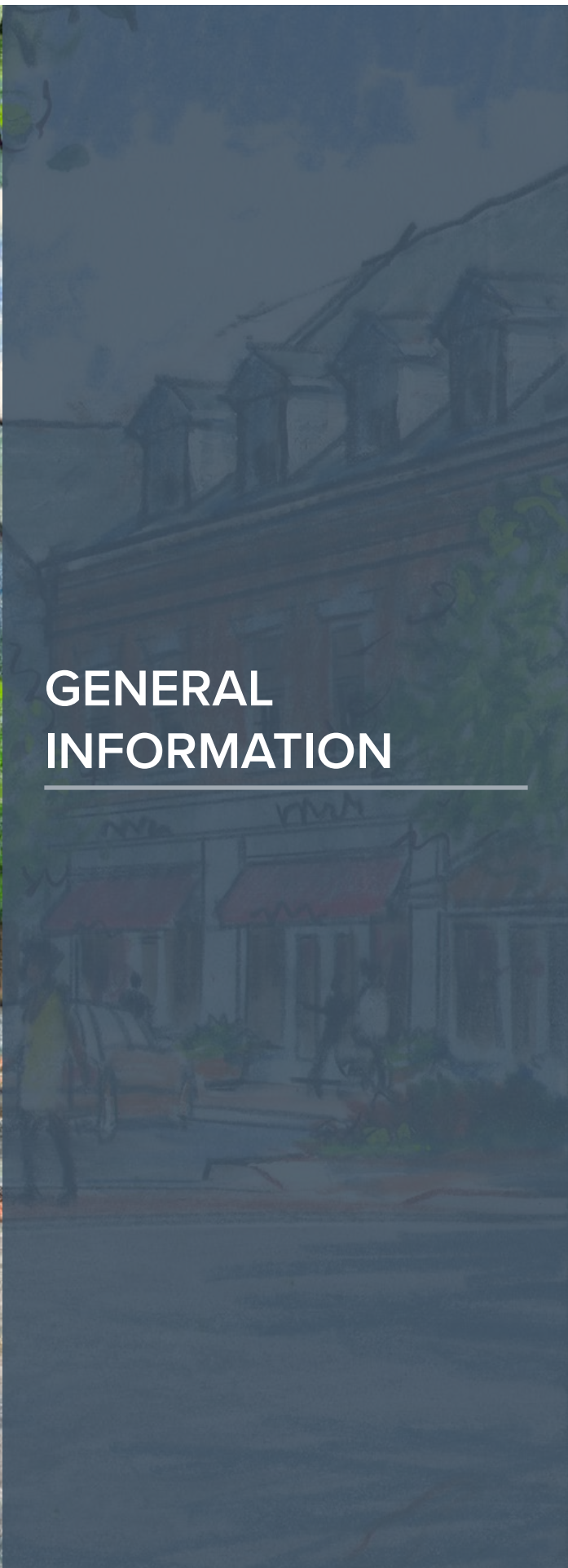
Section 6: Resumes and Thought Leaders

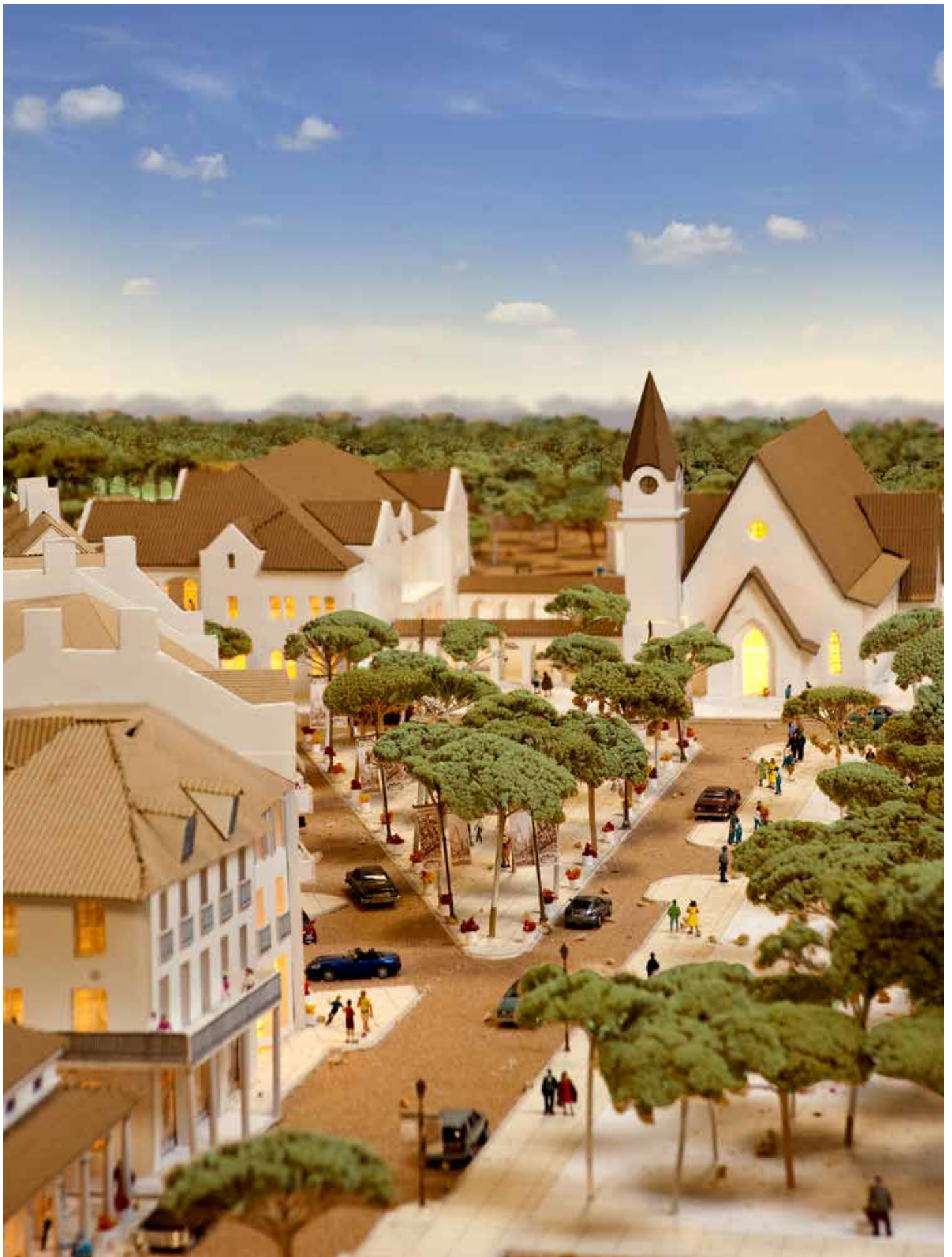
Qualifications of key team leaders include relevant work as well as awards, speaking engagements, professional licensure and accreditation, and past experiences.





GENERAL INFORMATION





GENERAL FIRM INFORMATION

Design Collective

PLANNING, URBAN DESIGN, ARCHITECTURE,
LANDSCAPE, SIGNAGE, GRAPHICS

YEARS IN BUSINESS

42 Years

SIZE OF STAFF

85+ People

SERVICES

- Urban Design & Planning
- Landscape Architecture
- Architecture
- Interiors
- Environmental Signage & Graphics

CORE COMPETENCIES

- Small Area Plans & Sector Plans
- Corridor Plans
- Downtown Plans
- Neighborhood Plans
- Waterfront Plans
- Mixed-Use Development
- Transit-Oriented Development
- New Urbanism & TND's
- Design Guidelines
- Public Engagement
- Public Open Space & Parks
- Streetscape
- Green Infrastructure



41 YEARS

We have been in business since 1978.



85+ EMPLOYEES

That includes 52 Architects, 9 Landscape Architects, 8 Interior Designers, and 3 Urban Designers.



350+ AWARDS

We have been recognized by AIA, IIDA and ASLA with numerous awards for design excellence and innovation in architecture, interiors and landscape architecture.

Design Collective is a 100% employee -owned multi-disciplinary design firm headquartered in Baltimore, Maryland. The firm's practice includes projects in over 30 states, and in China, South Africa, and India. Design Collective offers design expertise in planning, urban design, architecture, landscape architecture, signage and graphic design. For many of our clients, these design disciplines coalesce to create design solutions.

Design Collective's planning, urban design, architectural design, and landscape architecture experiences coalesce to deliver creative and realistically prescribed planning solutions for diverse project types. Our plans and clients benefit from these combined design disciplines. Design Collective's planning projects vary greatly, from as small as a few city blocks to projects as large as several thousand acres. Our developer work, including over \$1B of built projects, enables us to deliver realistic and implementable master plans.

The majority of our work is focused on transforming, revitalizing, and re-inventing unattractive, marginal, and under-performing properties into walkable, attractive mixed-use places.

Our public sector clients have included economic development authorities, planning departments, transportation agencies, housing authorities, non-profit organizations, metropolitan planning organizations (MPO's), and multi-jurisdiction municipalities.

The firm has prepared master plans for small towns, downtowns, commercial corridors, neighborhoods, mixed-use development, office and commercial development, TND's, and TOD's.



MARKET/ECONOMIC CONSULTANT

OFFICE LOCATION

1324 Kurtz Road
McLean, VA 22101
☎ 407.271.9544

WEBSITE

www.duggaladvisors.com

YEARS IN BUSINESS

4 Years

OWNERSHIP STRUCTURE

Woman-Owned

SERVICES

- Market Feasibility
- Public Sector Market Support
- Corridor Studies
- Master-Planned Communities (MPC)
- Financial Analysis
- Regional Growth Strategies
- Large Landowner Support
- Research and Analysis

CORE COMPETENCIES

- Residential & Mixed-use
- Commercial
- Retail
- Office Space
- Public Sector

Duggal Real Estate Advisors, LLC provides a wide-range of consulting services and research for those involved in the real estate industry and the built environment. We focus on advice that is market-based, implementable, with an eye towards the future vision.

We are a woman-owned real estate advisory firm (SWaM Certification Number: 720058). Melina Duggal, the firm's founder, has 25 years of experience providing real estate advice to builders, developers, land owners, regional agencies, planning firms, state DOTs, and municipalities.

Duggal Real Estate Advisors, LLC provides market studies for virtually all land uses, implementable corridor studies, strategic market advice for the public sector, financial analysis, research and analysis on real estate issues, and more. Melina has worked on hundreds of real estate advisory projects in her 25 year career and visited thousands of projects.

VALUES

Duggal Real Estate Advisors, LLC prides itself on:

- » Utilizing strong market fundamentals
- » Being a woman-owned firm
- » Bringing strong research and analysis to every job
- » Providing creative, yet actionable, solutions
- » Defining the space between the market and the vision
- » Helping clients reach their goals
- » Combining a background in planning with market research
- » Understanding the consumer and their preferences

TRANSPORTATION CONSULTANT

OFFICE LOCATION

5808 Faringdon Place
Raleigh, NC 27609
📞 919.872.5115

WEBSITE

www.rameykemp.com

YEARS IN BUSINESS

28 Years

OWNERSHIP STRUCTURE

Employee-Owned

SERVICES

- Transportation Consulting
- Engineering
- Planning
- Design Service

CORE COMPETENCIES

- Small Area Plan Transportation Elements
- Transportation Studies/Planning
- Public Engagement
- Roadway Design
- Sidewalk/Multi-use Path Design
- Storm Drainage Design
- Traffic Signal Design
- Traffic Control/Pavement Marking
- Project Development/NEPA Documentation
- Traffic Engineering/Impact Studies
- Traffic Data Collection
- Bus Stop/Transit Design
- Environmental Studies
- Noise and Air Analysis

Ramey Kemp Associates (RKA) is an EMPLOYEE OWNED firm and was founded in 1992 with a MISSION to offer a professional transportation consulting experience that satisfies their clients their employees.

Their **SUCCESS** as a firm is due to their dedication and ability to focus on the client's needs and deliver a quality experience for everyone involved.

Their **CULTURE** is one of ownership – ownership in their company, ownership in their profession, and ownership in their personal lives.

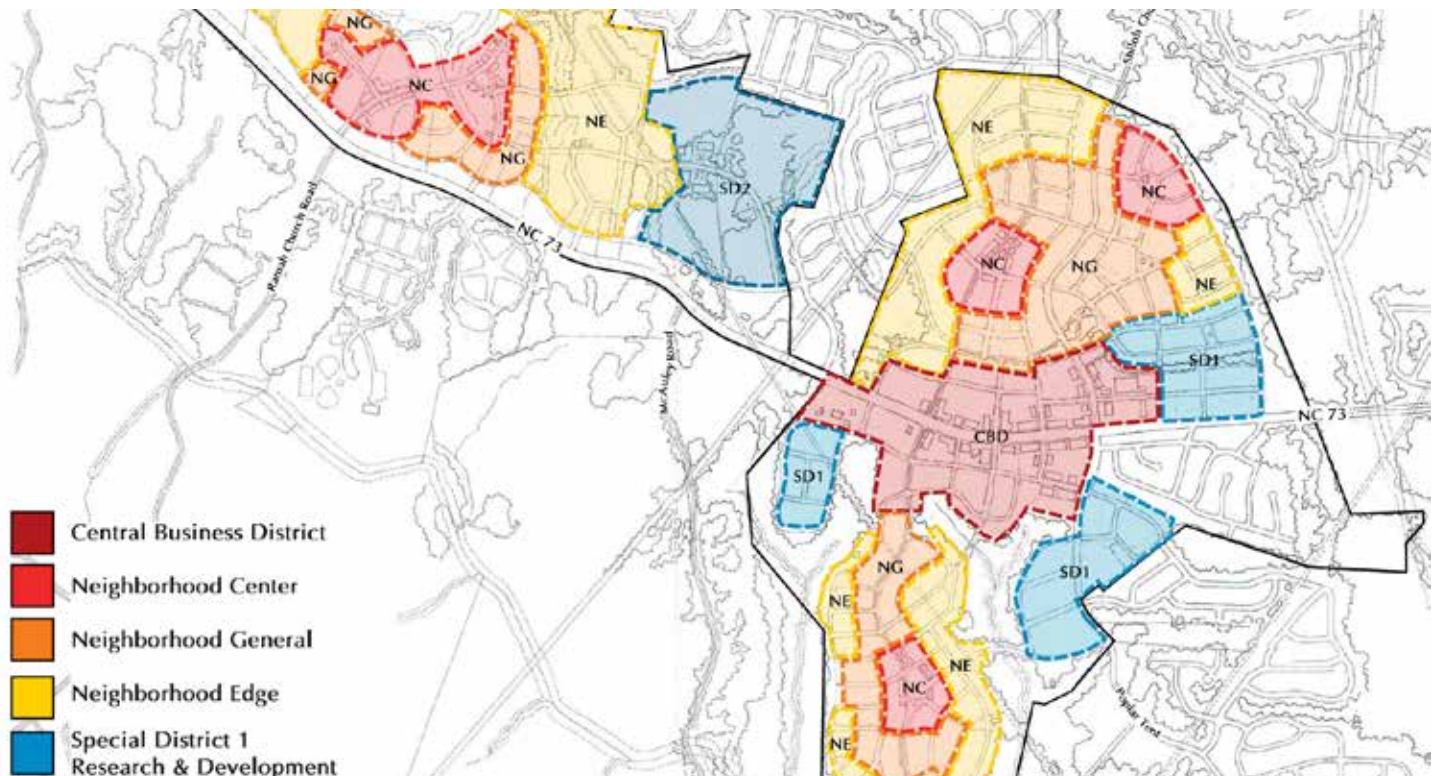
RKA has long-standing relationships with counties and municipalities, state departments of transportation, members of municipal planning boards and commissions, educational institutions, and numerous local boards of education.





PLANNING & URBAN DESIGN

Design Collective's planning and urban design practice is focused on creating vibrant, engaging and walkable mixed-use places with a sense of place and vision informed by an area's unique history, culture, and economy. Our planning and design solutions are focused on Placemaking: creating memorable places that are inspired by local historic, cultural, social, environmental, and economic assets. The majority of our planning projects focus on revitalizing downtowns and neighborhoods, and transforming commercial corridors and underutilized properties. For most of our projects we serve as the prime consultant leading a team of market, economic, transportation, and environmental consultants. The firm's master plans are flexible, recognizing that market, economic, and political considerations evolve over time.





SMALL AREA PLANS

The firm's small area plans, sector plans and corridor plans establish a framework of appropriately scaled neighborhoods, districts and corridors, informed by an area's unique assets and conditions. Our plans generally follow an urban (center) to rural (edge) transect. Our small area plans often include an identifiable center, such as a memorable square, plaza, civic building, and/or Main Street while the edges, or boundaries, are defined by existing natural and vegetated greenways. Streets, pedestrian-scaled blocks, sidewalks, shared use paths, and open space reinforce circulation routes throughout the plan and form an interconnected network that links the center to the greenway and to destinations between. Development intensities, building heights, land uses, and open space reinforce these connections and patterns, and generally transition from higher density at the center to lower density at the edge.

Our small area plans include implementation strategies such as policy, land use, and zoning recommendations, development and funding considerations, design guidelines or standards, transportation and infrastructure improvements, and phasing strategies. Our plans and implementation strategies are informed by a detailed market demand analysis, traffic and transportation impact analyses, and anticipated economic and fiscal impacts and benefits. Our efforts have helped to advance economic development goals such as creating new jobs, increasing the tax base, and attracting development investment. Our plans have included affordable housing strategies, have attracted knowledge workers and businesses, and have contributed to the transformative development of underutilized or obsolete properties.





SUBURBAN RETROFIT & URBAN INFILL

Underutilized properties, greyfield sites, and obsolete buildings in already developed, urban and suburban areas, and particularly near transit, are prime opportunities for redevelopment and a strategy for accommodating growth, without relying on greenfield development. Design Collective has prepared master plans that guide the transformation of underutilized properties into more attractive, walkable, mixed-use places by rezoning, increasing densities and building heights, encouraging mixed-use, supporting land assembly and acquisition, and thoughtfully phasing demolition, adaptive reuse, and infill. In a few cases, projects were supported by TIF's, bonds, PPP's, and other grant and subsidy fund sources.

Through our work with developers, we have learned the importance of how a master plan must respect property ownership, legal and environmental covenants, and utility easements. As architects, we also understand marketable densities and FAR, realistic building and construction types, and practical development strategies. These experiences are particularly important when redeveloping greyfield sites that include multiple parcels and property owners with potentially overlapping utilities and easements. These valuable lessons learned, as well as economic, market, financial, investor, and construction considerations, inform our master plans for transforming underutilized properties into vibrant, attractive, and dynamic places.





PUBLIC ENGAGEMENT

Design Collective has facilitated hundreds of public planning processes and multi-day charrettes for both public and private sector clients all over the country. Our community engagement efforts are led by Matt D'Amico and Cecily Bedwell, each with over 25 years of lessons learned with the firm. Our public process is strategic, disciplined, and effective, resulting in strong public support for all of our planning projects that employ an interactive public process – we have always received near unanimous support. We have learned that resistance to change is generally rooted in concerns about the unknown, traffic, density, false perceptions, and neighborhood impacts. Our process is first, about listening and learning, and secondly, about educating stakeholders, sharing quantifiable data, conducting appropriate analyses, and identifying solutions that provide realistic and desired benefits to everyone.

We have learned the importance of tailoring our process (methods, times of day, locations, and similar) to the unique needs, demographics, and availability of each project's needs and stakeholders. Our process often seeks input from unique and targeted stakeholders, property owners, residents, neighborhood groups, and government agencies. Our outreach methods have included websites, on-line surveys and questionnaires, focus groups, one-on-one interviews, virtual webinars and workshops, interactive workshops, multi-day charrettes, mobile workshops, town hall style meetings, and translation for non-English speaking participants.





URBAN OPEN SPACE, PARKS, AND PLAZAS

Design Collective's Landscape Architecture Studio has designed numerous public parks, plazas, and urban open spaces that support a variety of placemaking activities. Our design approach is to create places that are memorable, inviting and attractive, full of spontaneous and planned social interaction, and support a variety of community oriented events and activities. We have designed places that attract children and families, support concerts, markets, and food trucks, include outdoor art and kinetic sculpture, integrate interactive water features, and support passive and contemplative activities. We have learned through these experiences that residents, tourists, visitors, and office workers are all looking for an amenity rich environment that supports diverse social interaction.

We work with our clients, and often engage stakeholders, to understand what park elements, activities, and design features would have the most value. Our parks and plazas have provided us with valuable lessons learned as we see who uses them, how they are used, how they are programmed with activities and events, and how they successfully contribute to transformative goals and economic development strategies.





STREETSCAPE & COMPLETE STREETS

Design Collective's Landscape Architecture Studio has provided innovative design solutions, from concept design to construction documents, for a variety of streetscape and Complete Streets projects. We coordinate our work with engineers to address circulation, accessibility (ADA), utilities, construction, phasing, and traffic impact considerations. The firm's streetscape projects have improved overall character, safety, and function of existing streets, have addressed strategies for Road Diets, and have retrofitted existing streets with bicycle and transit facilities.

Streetscape design solutions have improved the overall attractiveness, branding, and marketability of a community, enhanced the viability of existing Main Street retail, and have advanced broader economic development goals. Our design solutions include innovative and artful bioretention strategies, creative lighting, distinctive hardscape and crosswalk design patterns, public art, signage and wayfinding, and gateway and branding elements that support placemaking goals informed by local culture, arts, and history.





SUSTAINABILITY, HEALTH & WELLNESS, AND GREEN INFRASTRUCTURE

Design Collective’s multi-disciplined design approach offers expertise in sustainable, healthy living, wellness, and green infrastructure design solutions for all of our projects. The firm has over 50 LEED projects, including several Gold and one LEED Platinum project. We are currently working on our first living building, the local headquarters for the Housing Opportunities Commission of Montgomery County, an affordable housing commission. Our projects go beyond LEED by incorporating wellness and healthy living design features, technology, programs, social equity, shared space, and other well-being considerations. The Pearl in Silver Spring, MD is the country’s first Fitwel certified multi-family building.

The firm’s master plans, parks and plazas, and streetscape projects incorporate micro-bioretenion, street-tree rainwater planters, district-wide green infrastructure systems, and innovative and artful stormwater management strategies that are an integral part of the design aesthetic. Our projects include interconnected systems along streets, throughout parks, and from green roofs that filter roadway runoff and reconcile flooding and stormwater management concerns. In many cases, our projects include creative signage and graphics as a way to visibly convey sustainable awareness.

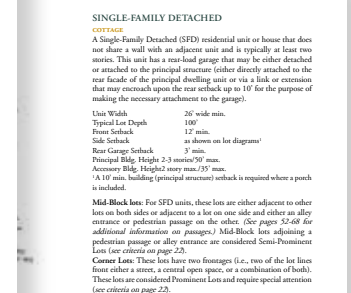
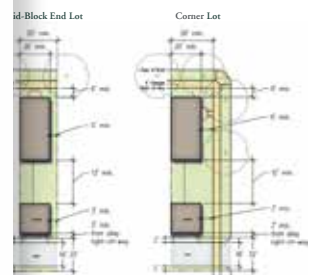
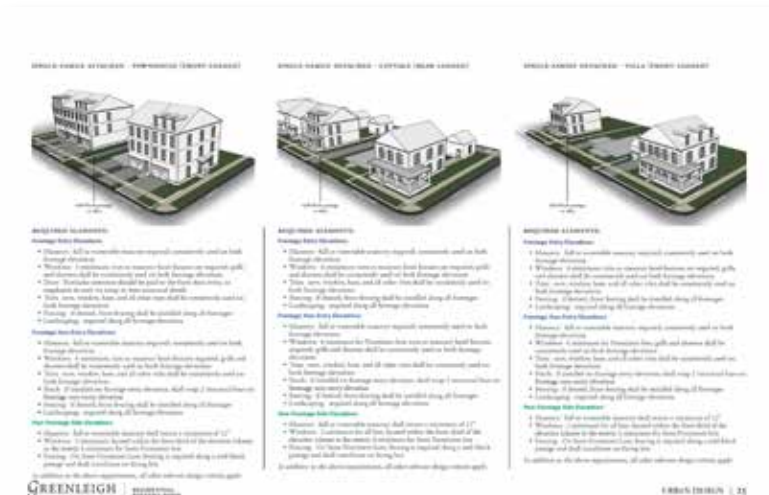




DESIGN GUIDELINES & PATTERN BOOKS

Design Collective has prepared numerous Design Guidelines and Pattern Books for both public sector and private developer clients. Our guidelines are generally highly graphic and prescriptive, with adequate text, metrics, and narrative to summarize plan recommendations, together with graphics that help visually convey planning and design intent. Our guidelines and codes generally address urban design (bulk, setback, height, density, parking, and dimensional) regulations; architectural design; streets and streetscape; signage, wayfinding and lighting; landscape requirements; materials and dimensional requirements; and design submission and review criteria.

In many instances, we serve as the Design Review Committee, reviewing developer applications for conformance with guidelines we have written. We have, over time, modified our approach to guidelines as we learn about new methods, materials, and applications from contractors. This important experience, together with our architectural expertise in designing and building residential, commercial and mixed-use buildings, has taught us how to prepare guidelines that are realistic, enforceable, and buildable. Design guidelines for Maple Lawn (an 800-acre mixed-use TND) and Greenleigh (a 250-acre TND) have successfully guided the award-winning construction of over 2 million SF of office and 2000 residential units.



Locator Plan



With approval from the BIOC, the garage side setback may be reduced to 6' min.





PROJECT UNDERSTANDING



PROJECT UNDERSTANDING

BACKGROUND

The Village of Pinehurst has identified Village Place and Pinehurst South as areas to accommodate growth, advance economic development goals, increase revenues and the tax base, and to support the many quality-of-life needs of existing residents, businesses, and visitors. Each area has a unique vision, as described in the 2019 Comp Plan, and should contribute meaningfully to achieving the Guiding Principles. These small area plans will guide decision making, new development and redevelopment, public and private investments, policy and zoning decisions, and many other important decisions that will have a long-term impact on the village.

Pinehurst's vision statement suggests, "The Village of Pinehurst is a charming, vibrant community that reflects our rich history and traditions." It is critically important that the small area plans respect the 2019 Comp Plan and Envision the Village Guiding Principles, while strengthening, and not compromising, the village's vision.

UNDERSTANDING PINEHURST QUALITIES

To ensure the small area plans support the village's vision, the process must include a thorough assessment and inventory of existing conditions to understand the historic, cultural, environmental, social, market, and economic assets of Pinehurst. The plans must build from these strengths. The goal for each plan is to respect the vision of the Tufts, Olmsted, and Manning vision, and extend the village's small-town scale, architectural character, and walkability outward rather than allowing auto-oriented commercial development to creep inward over time. A series of stakeholder interviews and/or (virtual) workshops will educate our team regarding what makes Pinehurst unique. Additionally, this assessment phase should educate village stakeholders regarding best practices. Understanding how other similar communities and towns have successfully addressed similar planning, design, placemaking, market, economic, fiscal, development, transportation, and environmental goals will assist village stakeholders in making informed decisions in the best long-term interest of Pinehurst.

MAKING INFORMED DECISIONS

Equally important, the Small Area Plans must be informed by realistic market demand and an understanding of fiscal impacts and benefits, neighborhood impacts, traffic and congestion impacts, and other quantifiable pros and cons. A plan that is not realistically informed of what uses are marketable and what intensities of development are realistically achievable, will result in unattainable goals and misleading data regarding both impacts and benefits. A plan that does not adequately quantify impacts will mislead stakeholders in supporting a scenario that does not perform as anticipated. Only realistic scenarios will be explored, together with clear, thorough, and accurate evaluation of the impacts and benefits of each.

PLANNING & DESIGN APPROACH

Plans that are informed by unique local assets and relevant best practices will be authentic, memorable, supportable, realistic, and measurable. A plan that does not address these important objectives will be challenging, at best, to advance. Placemaking is an important aspiration for each small area plan: creating engaging and unique places that are walkable, vibrant, and attractive while inspired by unique local history, culture, art, music, architectural scale, and character of a place.



One of many goals will undoubtedly be to create small area plans that guide a step-by-step, phased transformation of Village Place and Pinehurst South into successful places unique to Pinehurst and not generic, or typical of anywhere. Placemaking, therefore, is an important objective. Alternative scenarios will be developed with respect for these and other project goals and objectives, shared with stakeholders to get their feedback, and evaluated regarding benefits and impacts. Artist illustrations, before and after photo transformations, 3-D modeling, street sections, and precedent images will help stakeholders envision the scenarios and provide meaningful input. Through a transparent, participatory, step-by-step process, including assessment, inventory, analysis, evaluation of best practices, testing various scenarios, and understanding benefits and impacts, agreed upon plans will be supported. Such a process, too, will ensure a seamless approach to updating policy, zoning, the PDO, and development regulations that will occur following approval of the Small Area Plans.

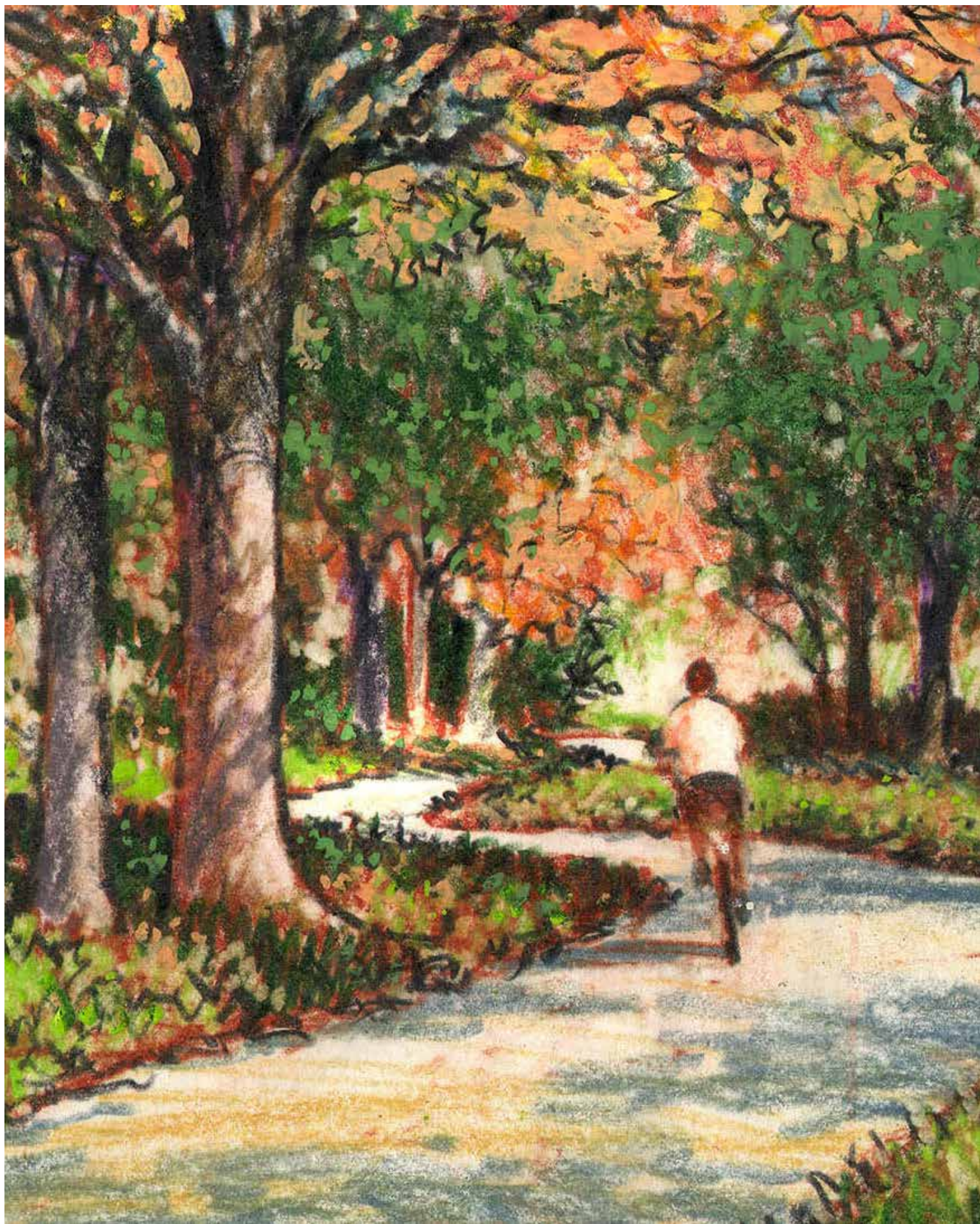


PUBLIC ENGAGEMENT

Pinehurst is a small town; a place where everyone knows each other, and where everyone is passionate about the long-term quality of life for the village. Residents, businesses, property owners, village staff and elected officials, neighborhood and community organizations, and other stakeholders must all equally contribute to the Small Area Plans. It is important that all voices are heard, stakeholders hear from each other so they can appreciate different perspectives, and input is equitable, meaningful, and productive. A robust public engagement process will result in the best plan solutions for Pinehurst, a plan that is immanently supportable, and a plan that is not the consultant team's plan, but the "community's plan."

During this pandemic environment (or even post-pandemic), the public engagement process must be sensitive to concerns regarding social distancing and the health and safety of participants. Equally important, the process must not deter participation because of such concerns, even if post-pandemic restrictions may be lifted. All stakeholders should be confident they can contribute, either in person or virtually, without concern for their health or safety. In-person group meetings, workshops, charrettes, and similar may still occur – only time will tell. A potentially virtual (or partial virtual) process must continue to offer face-to-face online interactions, participation, collaborative evaluation and feedback, and workshop or charrette-like opportunities that are engaging, insightful, and meaningful. Software and technology will allow virtual workshops, breakout rooms, video recording (to allow stakeholders unable to participate to view the session), polling and Likert scale surveys, and on-line feedback – all of which, when properly organized, managed, and executed will seamlessly replace or support in-person gatherings.

Regardless of the environment, the public engagement process must be diverse, accommodating, and fun. Strategies and tools will be varied to keep the process fresh and inviting and avoid meeting fatigue and lack of interest. Strategies, too, may need to vary regarding times of the day, day of the week, evenings and weekends, and frequency and timing. This will equitably accommodate a variety of personal schedules, avoid routine conflicts, and allow adequate time between to evaluate and comment. The engagement process must consider a website with on-line surveys and comment sections, mobile workshops and intercept surveys (at pre-planned village events or schools and churches), children and youth-focused outreach, and other methods to ensure the plan is informed by broad representation and diverse demographic groups.





PROJECT APPROACH



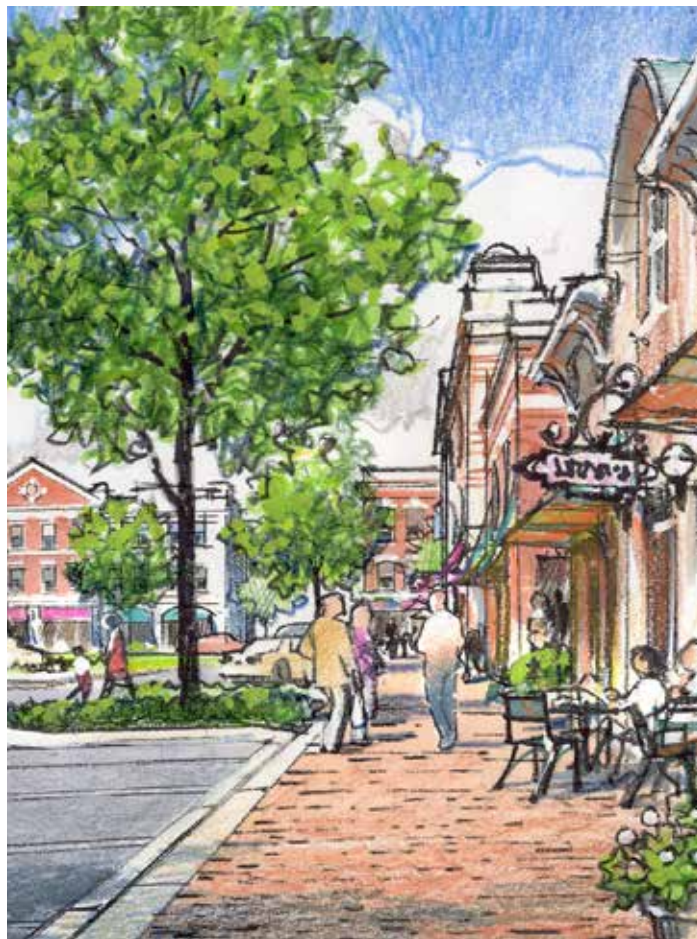
PROJECT APPROACH

Design Collective anticipates an engaging approach and a schedule of approximately 6 to 8 months to complete the Draft Plan, allowing approximately 3 months for Council adoption of the plan on June 30, 2021, as stated in the RFQ.

Our approach and schedule are flexible, provided to give a general sense of our process, and will be adjusted with client input. We have tailored our approach to respect your anticipated budget.

Our Project Approach below follows Section III of the RFP: Anticipated Scope of Work; and, Section IV: Public Engagement. We recognize the importance of community and stakeholder input and the need to provide alternative techniques given we may be in a pandemic, or post pandemic, environment.

Our process consists of three (3) primary phases, including a variety of public engagement opportunities throughout each phase.



Phase One: Data Collection, Assessment, Inventory, Existing Conditions, & Analysis: The goal of this phase is to learn and listen: collect and document existing conditions; understand local historic, cultural, arts, natural, and social assets; discover concerns, obstacles, and opportunities; analyze the site, the Village, neighborhood, and the context surrounding each area; understand previous plans; understand transportation, mobility, and traffic conditions and concerns; understand the market, economic factors, and the Village's fiscal conditions; and collect resident and stakeholder input.

Phase Two: Planning, Urban Design and Plan(s) Evaluation: The goal of this phase is to explore and evaluate ideas: explore a range of plan options with the community; focus on unique placemaking objectives that build from the Village's assets discovered in Phase One; address concerns and obstacles identified in Phase One; quantify and evaluate transportation and fiscal impacts and benefits; evaluate ideas and optional recommendations to address impacts with client, stakeholder, and community; refine these ideas and recommendations; and confirm the preferred and supportable small area plan options.

Phase Three: Final Plans, Deliverables, and Small Area Plans Report: The goal of this phase is to document the plan options and/or a preferred development scenario: complete draft and final plan options; complete all project deliverables, plans, diagrams, graphics, and illustrations; prepare implementation strategies for zoning, PDO updates, development standards and similar; confirm transportation and infrastructure recommendations; complete a fiscal impacts and benefits analysis; complete the Draft Plan prior to March 30, 2021; support the Village as needed during Council adoption of Small Area Plans.



PUBLIC ENGAGEMENT SUMMARY

Our public engagement approach follows the RFQ recommendations for a robust, diverse, and highly interactive process that ensures stakeholders are fully and meaningfully engaged throughout this effort. If desired, we would welcome the opportunity to work with a small Steering Committee, to help guide and evaluate our work. Our approach suggests a series of 3 interactive and hands-on public workshops, either in-person or virtual, as the primary public engagement tool for soliciting plan input, combined with other supportive measures. Each will build upon the previous, including:

1. **Workshop 1: VISIONING**
2. **Workshop 2: PLANNING & DESIGN**
3. **Workshop 3: FINAL PLAN**

Alternatively, we can offer a multi-day public planning and design charrette if pandemic restrictions are lifted. A charrette is highly interactive, engaging, and efficient. If restrictions remain in place, however, we recommend a series of workshops as described above and below.

Master plans guide numerous short- and long-term development, investment, and policy decisions that affect change over the course of many years. Since this change impacts many, the preparation of a master plan must meaningfully involve those stakeholders affected by that change. With the current COVID-19 pandemic crisis, the engagement of stakeholders remains of paramount importance, however, we urgently must confront a wholesale shift in how we conduct public engagement. We cannot wait to engage, as planning and construction projects continue. Master plan recommendations that affect long-term decisions must still be informed by area stakeholders.

But, we do need to employ or layer engagement tools, such as hosting virtual or online public workshops, polling, surveys, and meetings as well as increase mailings to ensure we reach as many stakeholders as possible and address the digital divide that may exist. And, while the corona virus is top of mind and will have a lasting impact, as planners, we also need to remind people to look beyond the current crisis to envision what their communities should be in the future (e.g., we need to ask what solutions are appropriate for 1-year as well as 5+ year implementation).

To ensure we reach a wide and representative demographic, our approach, in addition to a series of public workshops, includes additional public engagement opportunities:

1. A study area tour (in-person or virtual)
2. A website, which will include general project information, on-line surveys, and posting of draft deliverables and options for public review and comment
3. Stakeholder interviews and/or Focus Group meetings (in-person or virtual)
4. Workshop exit questionnaires
5. Optional: Mobile Workshops, for harder to reach audiences

Stakeholders may include, though are not limited to:

1. Village staff, appointed and/or elected officials, county staff, and similar quasi-public organizations.
2. Residents, local businesses and merchants, local non-profits and neighborhood organizations
3. Golf and tourist interests, hotels and inns, retirement communities, and major employers
4. Property owners, developers, local real estate interests, and brokers



STAKEHOLDER INTERVIEWS: Early in the process, we prefer to meet with key stakeholders to understand concerns, goals, and opportunities among special interests. These interviews enable us to understand unique and shared issues, uncover potentially contentious problems prior to any public workshop, and conduct confidential discussions if needed. (we often find that property owners or developers prefer a confidential discussion). Stakeholder interviews will take place during two (2) consecutive days. We plan to have 1 or 2 Design Collective staff, 1 transportation consultant, and/or 1 market/economic consultant attend so that we can cover numerous topics and up to approximately 20 or 25 such interview groups/ individuals. We will work with the client to identify stakeholders and coordinate scheduling. Ongoing meetings with some of these stakeholders, such as property owners, employers and local businesses, seek additional or confidential input on our draft and/or final plans. These stakeholders, too, will be included in all public workshops.

WORKSHOPS: Our workshops are interactive, roundtable (or virtual breakout room), discussions with 6 to 8 participants per table (breakout room) with a facilitator from our team. Our workshops have included as many as 100 or more participants and, therefore, 10 – 15 tables (breakout rooms), depending upon participation. Our facilitators will guide discussions (typically with prearranged topics) to ensure key project considerations are discussed so that we continue to move forward.

Each workshop builds upon the last and are held at times convenient for most. Presentation materials will also be posted to the website for those unable to attend. Examples of engagement tools employed during a workshop (or charrette) include:

1. Marking up existing base maps with “red dots” and “green dots” to highlight problems, assets, or opportunities
2. Visual preference analyses and “ranking” of precedent images and best practices
3. Placing “sticky notes” with comments on development plan options, draft graphics, street sections, and other draft deliverables
4. A “Youth table” to solicit input from children and young adults
5. “Post cards” to document and record important thoughts; and,
6. Surveys and exit questionnaires.

Multiple, interactive roundtable discussions enable us to engage with numerous stakeholders at a time in each session, encourage meaningful dialogue between and among stakeholders, and hear both common and different points of view. We prefer interactive small group discussions, rather than a Town Hall style meeting, so that participants engage with each other, and not just us. Our workshops end with a brief summary presentation from each table so that participants can convey thoughts in their own voices (not ours) and hear thoughts from other participants.

VIRTUAL CONSIDERATIONS FOR A PANDEMIC OR POST-PANDEMIC ENVIRONMENT

Our team is flexible to provide portions, or all, of the public engagement on-line. The project website serves as a single location where all materials, project information, a schedule of events, access to on-line events, and surveys are a single “click” away. Links to meetings and workshops will be imbedded in an on-line calendar.

To simulate interactive public workshops or charrettes, we utilize Zoom, Microsoft Team, or other similar tools to facilitate multiple, simultaneous small-group discussions. This allows us to manage groups as large as 100 or more people during a single virtual session. We typically serve as the host/moderator and, along with the client and sub-consultants, provide introductions and a presentation to the entire group, followed by Breakout Room sessions that allow smaller groups of 8 to 10 people to more comfortably join discussions facilitated by our staff, and then conclude with the moderator bringing the larger group back together for summary conclusions.

The Breakout sessions allow participants to share concerns and aspirations; identify specific locations of concern, community assets, or opportunities on a map; review and comment on market analysis, traffic and transportation analysis, best practices and precedent images; and review and comment on plans, options, illustrations, and graphics, much as they would, with interactive dialogue, in an in-person group setting.

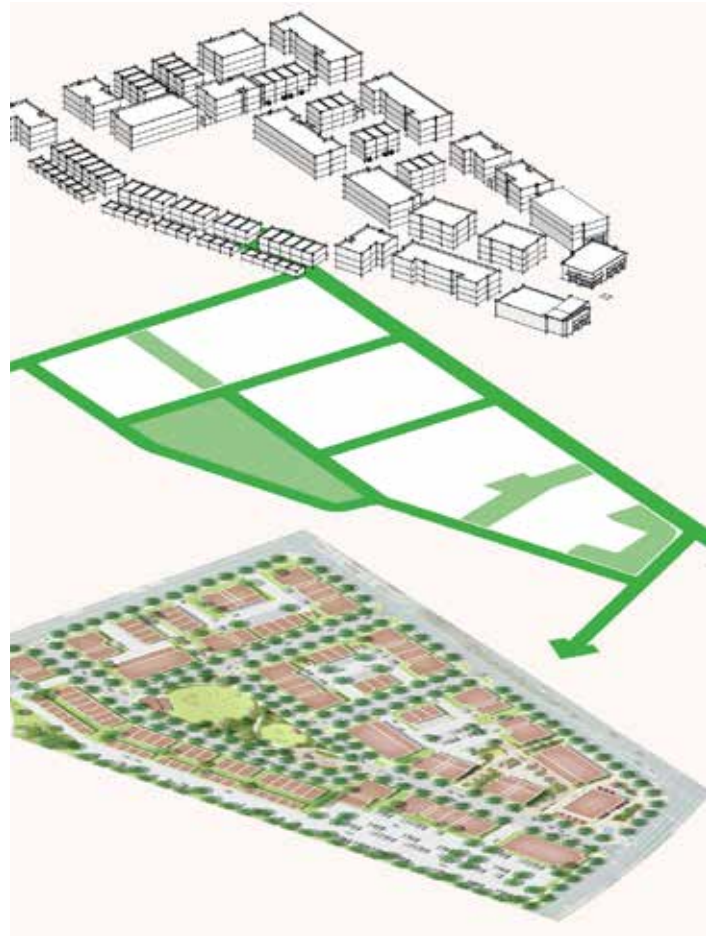
During Breakout sessions, participants are provided polling questions and Likert surveys. Breakout groups may be organized randomly, or we may request participants to preselect a group to join. In some instances, the Breakout sessions may be organized by topic or in other cases may address the same topic. The approach to organizing the groups and determining topics and questions will depend upon the goals of the virtual workshop. Sessions can be video recorded enabling anyone unable to attend the event to review it online at their convenience.



Stakeholder interviews and focus group meetings can be conducted similarly online and recorded.

Between events, we post analysis memorandums, draft plans, 3-D models and illustrations, street sections, precedent images and best practices, and other project deliverables to the website. Project reports can be organized by section, chapter, or area of interest, and viewers can easily review only the sections they are interested in. Recommendations and/or options regarding implementation, mitigating traffic, zoning and PDO updates can also be posted. Through such software as Konveio, Bluebeam, WikiMap, and similar, viewers can access what they are interested in, post comments, and add to, agree or disagree with someone else's comments. Comments are tabulated and organized as charts and graphs so that preferences and priorities are understood and then can be shared at subsequent public events.

Even if the corona virus restrictions are lifted, some, or all, of these approaches may still be desired as supplements to the in-person workshops for stakeholders who remain uncomfortable in group settings. Our team can have a laptop at all events that allows online participants to join the in-person workshop, charrette, focus group meeting, or small group discussion.



OUTLINE PROJECT APPROACH

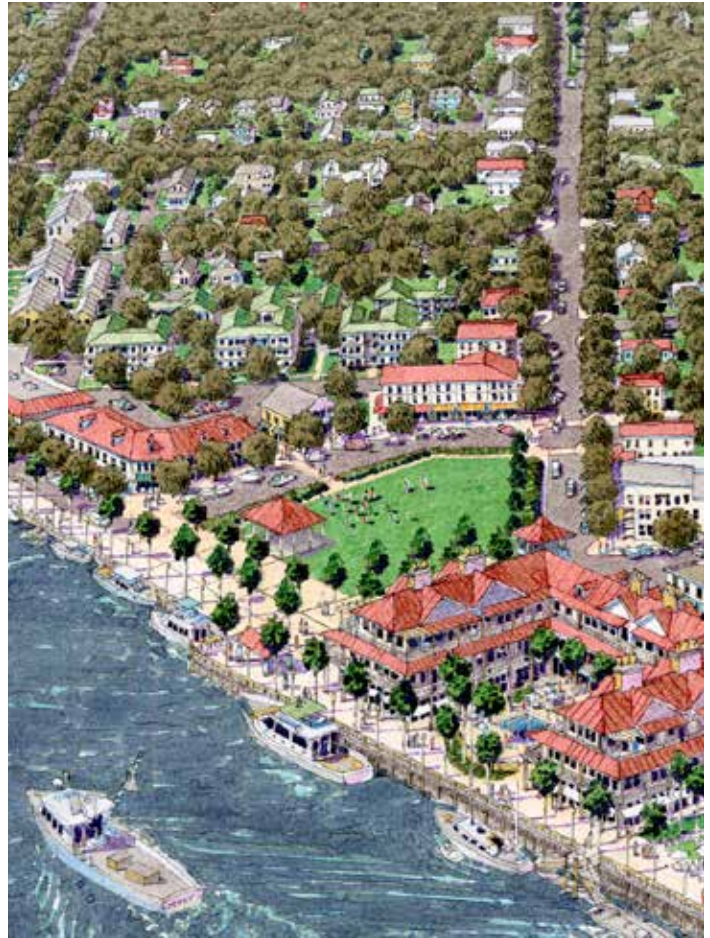
PHASE I: DATA COLLECTION, ASSESSMENT, INVENTORY, EXISTING CONDITIONS, & ANALYSIS

Task One: Existing Conditions, Opportunities, and Constraints:

1. Kick-Off Meeting: Meet with client (or Zoom meeting/ video conference call)
2. Establish a website.
3. Provide the client an updated, detailed schedule.
4. Study area tour: (with client/key stakeholders); photographic analysis and “windshield survey;” Options:
 - a. An in-person tour if gathering restrictions are lifted.
 - b. A “virtual tour” through Google Street View, or similar.
5. Inventory of existing conditions and analysis:
 - a. Collect and assess pertinent background data, previous plans and reports
 - b. Parks, recreation, schools, civic and community assets, paths and sidewalks (missing links), and other existing or planned assets.
 - c. Document existing historic, cultural facilities, and arts resources; history and culture of the area
 - d. Document environmental and natural resources; floodplain (if any); stormwater issues
 - e. Document vehicle and pedestrian circulation patterns; areas of conflict and concerns.
 - f. Document planned, pipeline, approved development and infrastructure projects (CIP)
 - g. Document physical and legal constraints (given there are multiple parcels, understanding property lines, utilities and infrastructure that may be prohibitively expensive to relocate, legal easements or covenants that may be constraints to development, and similar)
6. Prepare and issue online surveys, if desired.
7. Market and Economics (see full scope attached)
 - a. Site Analysis: visit the study area and complete a review from a market perspective.
 - b. Economic and Demographic Analysis: analyze local and regional demographics and economic data; assess the growth potential for each area; assess the vision and uses for each area as described in the 2019 Comp Plan.
 - c. Competitive Supply Analysis: complete an overview of the market for a variety of uses to understand how existing comparable and competitive properties are performing.
 - d. Demand Analysis: Determine demand and project a capture rate and absorption
8. Transportation (see full scope attached)
 - a. Collect background materials, system maps, traffic counts, traffic projections, other relevant data and conduct field verification.
 - b. Identify any planned (CIP) improvements related to roadway network capacity, transit, or pedestrian/ bicycle improvements.
 - c. Assess overall network, connectivity, lack of connectivity, existing LOS, rights-of-ways, traffic control devices, pedestrian safety, and similar.
9. Stakeholder meetings and Focus Groups: one-on-one meetings as described above, to: 1) understand concerns and how they may vary from group to group; 2) provide more clarity on historic, cultural, and local assets; and 3) dialogue opportunities that may not otherwise be discovered. Options:
 - a. If restrictions are lifted, in-person meetings as described.
 - b. Virtual interviews and/or video conferencing.
10. Best Practices: identify and collect relevant best practices as potential precedent, based upon findings to date, and of appropriate scale, character, and density. To include: placemaking ideas; mixed-use development; office, life sciences, and innovation; development character, buildings and architectural style; open space, parks, recreation, and programmable space; civic art, signage, and branding; streetscape and landscape; events, festivals, and activities; services, retail, restaurants; housing types; Complete Streets, mobility, and transportation; partnerships and implementation.
11. Public Workshop #1: VISIONING (in-person and/or virtual)
 - a. Facilitate an interactive Public Workshop. We often include a “children’s/youth” table, and/or tables by topic, to encourage broad representation.
 - i. Introduce the team, project goals, and schedule; and,
 - ii. Share analysis findings, feedback from interviews, best practices, and preliminary planning and design principles based upon what we have heard and in consideration of the Guiding Principles.



- b. Facilitate groups of 8 to 10 participants: dialogue existing conditions and analysis; Village assets; concerns and challenges; and prepare a vision statement.
 - i. Mark up study area base maps with markers, green dots and red dots (assets and areas to celebrate v of concerns or threats).
 - ii. Place sticky notes on base maps to convey ideas.
 - iii. Evaluate Best Practices “Image Icon Cards”
 - iv. Prepare a written list of group comments and feedback.
 - v. Prepare a vision statement of “what will this area look like in 10 to 20 years.”
 - c. At the end of the workshop, have a participant from each group present their concerns, ideas and vision. Workshop participants will hear a variety of viewpoints from their neighbors.
 - d. Options:
 - i. If restrictions are lifted, an in-person workshop is preferred. It may be desirable to provide a “virtual” option for those who remain uncomfortable in a group setting.
 - ii. A “virtual workshop” through Zoom or similar to simulate small group discussions.
12. Compile Phase One findings and share with the client to confirm next steps



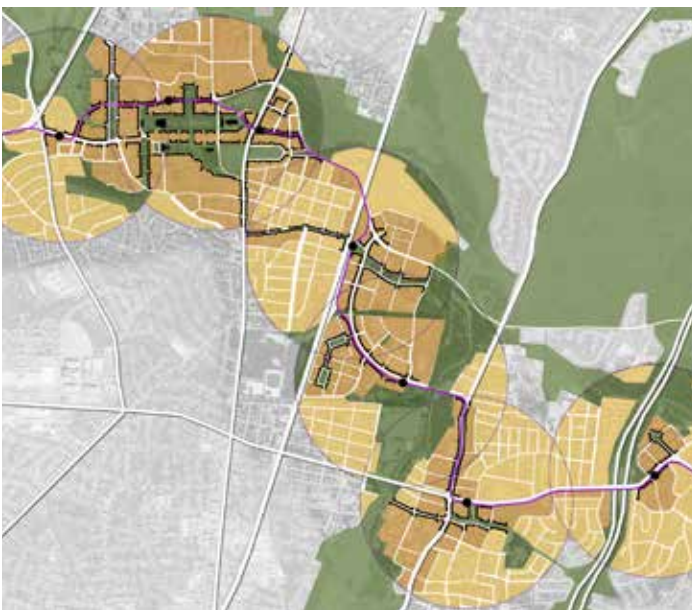
PHASE II: PLANNING, URBAN DESIGN & PLAN(S) EVALUATION

1. Conceptual Plan Options: Prepare, evaluate and refine a variety of plan options for each small area.
 - a. Prepare at least three conceptual plan options for initial client review. Consider:
 - i. Placemaking elements
 - ii. A range of land uses, densities and building types and heights
 - iii. A variety of block and street patterns, new streets, and optional connections to adjacent streets, to the Village Center, and/or surrounding neighborhoods
 - iv. A variety of open space types, parks, recreation, and network of shared use paths, golf cart and/or bicycle paths
 - v. Traffic, fiscal and neighborhood impacts and potential solutions
 - vi. Convey civic and public realm, streetscape characteristics and street typologies.
 - vii. Prepare simple 3-D massing sketch-up models
 - b. Traffic (see full scope attached)
 - i. Prepare transportation and traffic options for each land use scenario, including pros and particularly on Rattlesnake Trail; McCaskill Road; McIntyre Road; Monticello Drive; Highway 5; Blake Boulevard.
 - ii. Consider new streets, roadway and intersection improvements, traffic control devices, Complete Streets strategies, and multi-modal options
 - iii. Solutions may vary among options and may yield different results. These will be evaluated with the client to determine the optimal approach.
 - c. Market (see full scope attached)
 - i. Outline recommended land uses based upon the market demand analysis
 - ii. Provide the planning and design team with a recommended market-driven development strategy to help inform their planning
 - d. Economics (see full scope attached)
 - i. Review the FY 2017 Land Use Fiscal Analysis and apply assumptions to the options
 - ii. Understand why residential uses are positive, yet commercial seems to be negative.
 - iii. Identify approximate, order of magnitude revenue and costs.
 2. Review conceptual plan options with client, refine and prepare 2 or 3 concise development scenarios.
 3. Conduct stakeholder meetings if desired (property owners, businesses, tourist interests, major employers, and similar).
 4. Update and prepare preferred plan options:
 - a. Plans, diagrams, before-and-after illustrations, street sections, streetscape/landscape/gateway graphics, 3-D massing models, and supporting precedent images.
 - b. Consider before-and-after streetscape and gateway ideas, particularly for:
 - i. Highway 211; Rattlesnake Trail; McCaskill Road; and McIntyre Road
 - ii. Monticello Drive; Highway 5; and Blake Boulevard
 - c. Consider multi-modal transportation options.
 - d. Consider an open space network with trails that link to nearby schools, parks, and the Village Center, and supports green infrastructure strategies
 - e. Identify/update traffic and neighborhood impacts with more refined solutions
 - f. Identify/update approximate, order of magnitude, revenue and costs for each plan option
 - g. Identify potential zoning impacts and needs to support the plans
 - h. Identify potential PDO updates to support the plans
 - i. Identify a potential approach to design guidelines, pattern book, and/or development standards
5. Prepare a presentation for the next public workshop
 6. Workshop #2: PLANNING & DESIGN: summarize input from previous workshop; evaluate and dialogue plan options and best practices examples; pros and cons; impacts and benefits.
 - a. Facilitate a second interactive Public Workshop, as before, to evaluate plan options.
 - i. Present the plan options
 - ii. Outline pros and cons, impacts and benefits, revenues and costs
 - iii. Outline mitigation solutions for impacts and the resulting improvements
 - i. Outline a general, preliminary, approach to implementation, zoning, updated PDO, development standards
 - d. Facilitate groups of 8 to 10 participants: evaluate the plan options and identify preferences
 - i. Mark up the plans with notes, sticky's, graphics, highlights
 - ii. Select preferred best practices precedent
 - iii. Prepare a written list of group comments and feedback; what is liked, disliked; thoughts regarding impacts and benefits.
 - e. At the end of the workshop, have a participant from each group briefly present their thoughts
 - f. Options: in-person and/or virtual, as described for the VISIONING workshop
7. Prepare and issue online surveys to solicit additional feedback, if desired
8. Compile Phase Two plans, graphics, and all supporting deliverables and share with the client. Dialogue public input from workshop and confirm preferences and next steps.



PHASE III: FINAL PLANS, DELIVERABLES, & SMALL AREA PLANS REPORT

1. Prepare draft plans and deliverables for client review, including:
 - a. Draft Plan(s), including an illustrative plan (for presentation, marketing, and print quality) and a Regulating Plan (a technical plan that quantifies and guides land use, new streets and blocks, open space, building types, development, infrastructure, and similar as described below)
 - i. A Vision Statement and 2 to 3 alternative concise development scenarios
 - ii. A preferred development scenario, if desired by the Village
 - b. Development Program for each option (in spreadsheet format for future updating)
 - i. Number of residential units by type; SF of commercial and nonresidential uses
 - ii. Hotel, inn and/or B&B keys/rooms
 - iii. Density/FAR, scale, building heights; parking; acres of open space
 - c. Diagrams:
 - i. Land use (and anticipated zoning)
 - ii. Block and street plan; building heights; frontage and building placement
 - iii. Streets and street typologies; open space network and types
 - iv. Multi-modal circulation and types
 - v. Infrastructure, roadway, Complete Streets, and traffic control improvements
 - d. Graphics:
 - i. Street sections, keyed to the Streets Diagram and typologies
 - ii. Precedent images, keyed to locations in the plan
 - iii. Streetscape and public realm plans, diagrams and/or sections; gateway, branding, placemaking, signage, and public art
 - iv. 3-D massing models
 - v. Artist renderings and/or computer photo simulation (series) before-and-after
 - e. Implementation Strategies
 - i. Approximate revenue and costs based upon the FY 2017 Land Use Fiscal Analysis
 - ii. Recommended zoning and PDO updates
 - iii. Infrastructure, potential fund sources, timeline, and responsible party
 - iv. Design Guidelines, Development Standards or Pattern Book:
 - a. A Regulating Plan (that defines streets and blocks, land uses, street types, open space, and similar plan elements)
 - b. Urban Design Regulations (height, setbacks, frontage, parking, and other bulk regulations – unless part of the development standards)
 - c. Architecture
 - d. Street Types and Streetscape
 - e. Open Space and Landscape
 - f. Final traffic and transportation analysis and recommendations, using a triple bottom line approach that balances social, environmental, and financial factors (see full scope attached)
2. Prepare a Draft Report for client review
 3. Workshop #3 (Open House): FINAL PLAN: share the final plan(s), supporting graphics and artist renderings or computer photo simulation series (before-and-after), impacts and benefits, and implementation strategies, and solicit final public comments.
 4. Prepare a Final Small Area Plan Report



MARKET, ECONOMIC & FISCAL SCOPE

An important component of any land use planning, zoning, public investment priority, or design work is understanding the underlying market dynamics that shape the future potential of an area. A market study helps determine what types of development can be supported, the supportable density, the land uses that are market-driven, and how to implement a vision for the future. The market study provides a quantitatively-sound approach for setting zoning and implementation policies for an area. The focus is on ensuring the public process and design principles focus on scenarios that are realistic and implementable. Based upon that backdrop, we suggest the following approach to complete the market and economic analysis:

- » **Site Analysis:** Complete a review of the Village Place and Pinehurst South planning areas from a market perspective. We will visit the subject areas and assess them in terms of strengths, weaknesses, opportunities, and threats (SWOT) relative to location, site characteristics, surrounding land uses, access, planned redevelopment potential, and others.
- » **Economic and Demographic Analysis:** We will analyze local and regional demographic and economic data to understand the potential for each of the land uses in the area. Information to collect and analyze includes households by age, income, tenure, retail expenditures, projected household growth, jobs by type, and projected employment growth. The goal is to assess the growth potential of the market area that will drive demand for future land uses in the planning areas.
- » **Competitive Supply Analysis:** We will complete an overview of the market for for-sale and for-rent residential, office, retail and mixed-use in order to make reasonable assumptions about the market. This analysis focuses on market trends such as performance of comparable properties, vacancy trends, lease rates, absorption trends, permitting, and others, depending on data availability. The competitive supply analysis is completed in order to understand how competitive and comparable properties are performing in order to help understand the market potential in the subject areas.
- » **Demand Analysis:** This portion of the market study is forward looking, and determines the demand for the subject areas based upon projected future growth in the area. The output of the demand analysis is likely capture of the overall market demand that leads to absorption in the subject areas.
- » **Revenue and Costs of Land Uses Analysis:** To determine the revenue and the costs of added service and infrastructure on the potential plans and market opportunities, we will utilize the FY 2017 Land Use Fiscal Analysis completed by the Village of Pinehurst. We will work with you to determine the best way to utilize this information. As the analysis determined that residential uses are generally fiscally positive for the Village and non-residential uses are fiscally negative, we need to weigh that versus the need for a mix of uses in the plans.



- » **Recommendations:** We will provide recommendations on the feasibility of land uses within the study areas. One of the goals is to ensure that the inputs to the Planning Team are market-driven and realistic, including such considerations as mix of land uses, building types, density, rental versus for-sale product types, rents and land values, and similar. Finally, we will provide a development strategy that takes the range of possible market scenarios, and helps the Planning Team craft realistic plans for the planning areas.
- » **Deliverable:** A market analysis for the two planning areas

MULTI-MODAL TRANSPORTATION & MOBILITY SCOPE

Guiding principle number 4 from Envision the Village will direct development of the transportation element of the small area plans. The challenge is to maintain and update Fredrick Law Olmstead's vision for the community while meeting today's transportation needs. The transportation elements must balance the needs of bicyclists, pedestrians, golfers, delivery vehicles and emergency services. The figure below shows our approach to balancing these goals. We are assuming an 8-month development process running from August 2020 to March of 2021. The process also assumes adoption by Pinehurst in June 2021. The transportation process is intended to be fully integrated with and support the land-use component of the Small Area Plans.

UNDERSTANDING FOR VILLAGE PLACE

1. A potential focus will be addressing circulation along Rattlesnake Trail, McAskill Road, McIntyre Road, Dundee Road, and Magnolia Road and ensuring intersections and the network, such as Kelly, Woods, Short Roads and others, within this area will support desired development. New streets and/or street connections may be explored.
2. Intersections at Magnolia, Rattlesnake, McIntyre, and Dundee along McCaskill Road will likely be a focus; intersections along Rattlesnake, including Magnolia, the intersection at Highway 211 and others should also be carefully studied to understand LOS impacts and potential mitigation



3. Considering new and/or connecting to existing shared use paths, bicycle facilities, golf cart paths and pedestrian crosswalks within the area will be studied to ensure safety and connectivity to area parks, the Village Center, the elementary school, and other destinations.
4. Strategies for addressing Complete Streets strategies and transforming existing streets will also be explored, such as adding sidewalks, streetscape improvements, bicycle facilities, and safe marked crosswalks.

UNDERSTANDING FOR PINEHURST SOUTH

1. A potential focus will be addressing circulation and congestion along Highway 5 and Monticello Road, and considering strategies for improvements and additional network that may relieve congestion along these roads and deter cut through traffic. Solutions should not compromise the small town character, pedestrian and bicycle safety, and the desire for walkability. As we have been, we will continue to work with the Village of Pinehurst and State Highway to ensure improvements along Highway 5 to do not compromise the Village's goals and vision.
2. Key intersections along Highway 5 should be carefully studied to ensure they will support desired development associated with an Innovation Hub, or other uses considered, and to understand LOS impacts and potential mitigation strategies. New streets and/or street connections may also be explored.
3. Although this area lacks a robust multi-modal system, our approach will consider new shared use paths, bicycle facilities, golf cart paths, sidewalks, and crosswalks needed to support desired development and ensure long term connectivity to area destinations.
4. Strategies for addressing Complete Streets strategies and transforming existing streets will also be explored, such as adding sidewalks, streetscape improvements, bicycle facilities, and safe marked crosswalks.

APPROACH

Engagement is key to developing an acceptable plan for the community. The transportation engagement will support the range of activities provided by our team as described in the Approach section. Engagement includes the kick-off meeting and tour with Pinehurst staff, meetings with the client and/or steering committee, stakeholder meetings, public workshops, and reports to Council as directed by staff.

The most important piece of information we can get from engagement is an understating of what is important to Pinehurst and what the community will support.

Inventory, Analysis and Optioning begins with a desk review of existing information including plans, system maps, traffic counts and continues with field verification of the data. In field verification the team will spend time on the ground to get a better feel of conditions in Pinehurst and how the transportation system works for its many users. This will include an inventory and analysis of the overall network, connectivity, lack of connectivity, intersection LOS, infrastructure, public and private roads, rights-of-ways, locations of and types of traffic control devices, pedestrian circulation, sidewalks, crosswalks and safety, and similar. A stakeholder meeting at this stage of the process could help identify concepts. The team will use this information and guidance from the steering committee and staff to develop a set of conceptual transportation options that help to inform our teams' conceptual plan options in the next phase of the process.

Refine, Combine and Reduce is a key part of the process. During this stage Ramey Kemp will work with our planning team, staff and the steering committee, to refine the transportation concepts for each option, outline pros and cons, and advance recommendations to ensure they are viable relative to each option. This will include mitigation strategies to address traffic and transportation impacts, pros and cons of various options, and guidance on selecting the most optimal solutions with respect for your Guiding Principles. The team will also identify fatal flaws and common elements so that similar conceptual designs can be reduced into fewer and more detailed and more manageable alternatives.

In Recommend and Select the team will use a triple bottom line approach (social, environmental and financial factors) to evaluate each option to balance the options. The triple bottom line approach will use both qualitative and quantitative data to evaluate vision, technical merit and cost. The intent of this is to provide an easy to understand, accurate score for each transportation concept so that the stakeholders, staff and elected officials can make a sound informed decision.





RELEVANT EXPERIENCE



DOWNTOWN MOUNT AIRY MASTER PLAN

TOWN OF MOUNT AIRY | MOUNT AIRY, MD

DESIGN COLLECTIVE, INC.

COMPLETION 2018

CLIENT REFERENCE

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Main Street Coordinator
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301.829.1424

KEY PERSONNEL

- Matt D'Amico, Principal
- Cecily Bedwell, Project Manager
- Brian Reetz, Landscape Planning
- Caitlin O'Hara, Urban Planner

BRIEF DESCRIPTION

Design Collective was engaged by the historic Town of Mount Airy (population 9,450) in the Spring of 2018 to prepare a Downtown Master Plan. The study area includes an approximate 40-acre historic downtown core and an approximate 120-acre underdeveloped area between the downtown and Highway 27. Both areas include numerous property owners. Following several months of analysis, workshops, a market demand study, and transportation and parking analysis, the planning and design team facilitated a weeklong public planning and design charrette. Stakeholders identified several goals and objectives:

1. Strengthen downtown businesses and suggest complementary and not competitive uses.
2. Extend downtown outward along Center Street and connect to Highway 27.
3. Prohibit auto-oriented development along Center Street and at this new Highway 27 gateway.
4. Require walkable, mixed-use infill development similar in scale and character to downtown.
5. Transform an existing portion of a parking lot in downtown into an events park and plaza.
6. Enhance the streetscape and sidewalks and reroute streets to address congestion and safety.
7. Connect to a planned Rails to Trails greenway, to Watkins Park and to the historic train station.
8. Improve parking, signage, and wayfinding in the downtown.

Master plan deliverables included artist renderings (before-and-after illustrations), illustrative plans, detailed development plans, streetscape and parks plans, street sections, and several diagrams that address land use, parking, circulation, new street and block patterns, pedestrian and bike trails, and numerous other considerations. The final master plan includes implementation strategies, a phased streetscape plan, zoning recommendations, and infrastructure recommendations and costs.





COLUMBUS CENTRAL NEIGHBORHOOD PLAN

CITY OF COLUMBUS | COLUMBUS, IN

DESIGN COLLECTIVE, INC.

COMPLETION

2018

CLIENT REFERENCE

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- Matt D'Amico, Principal
- Cecily Bedwell, Project Manager
- Caitlin O'Hara, Urban Planner

BRIEF DESCRIPTION

Design Collective prepared a Small Area Plan for the 300-acre Columbus Central Neighborhood to guide redevelopment as the area transitions from an industrial neighborhood to a growing residential-focused community seeking a mix of housing and neighborhood serving retail and services. Although within a few short blocks of downtown, this 300-acre area feels disconnected to the city center due to the “broken urban fabric,” an aging housing supply, vacant blocks and parcels, a lack of continuous sidewalks, limited useable open space and recreation, and several underutilized commercial and industrial properties. The neighborhood, however, is well positioned for growth as an extension of downtown with its various infill and redevelopment opportunities.

The master plan was guided by a detailed Market Demand Analysis, an assessment and analysis of existing conditions, a transportation and mobility analysis, and a public engagement process that included stakeholder interviews, Steering Committee meetings, Community Workshops, property owner meetings, and a weeklong charrette.

The Plan includes a set of Urban Design Principles, Framework Plans, and Detailed Site Plans that guide infill development at 3 Focus Areas. Key recommendations of the Small Area Plan include:

1. New streets and blocks to improve connectivity and reduce the size of large parcels.
2. New open space, shared use paths, and bicycle facilities.
3. Streetscape improvements and recommended priorities and phasing.
4. Rezoning and updates to the general development standards.
5. An Implementation Strategy that outlines partnerships, programs, funding strategies, and phased infrastructure.





COLLEGE PARK - RIVERDALE PARK

SMALL AREA PLAN

MNCPPC | COLLEGE PARK, MD

DESIGN COLLECTIVE, INC.

COMPLETION

2015

CLIENT REFERENCE

Chad Williams,
Master Planner
MNCPPC
chad.williams@ppd.mncppc.org
301.952.3171

KEY PERSONNEL

- Matt D'Amico, Principal
- Cecily Bedwell, Project Manager

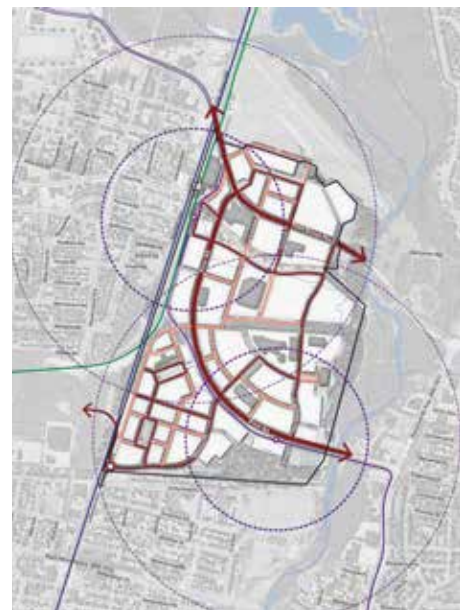
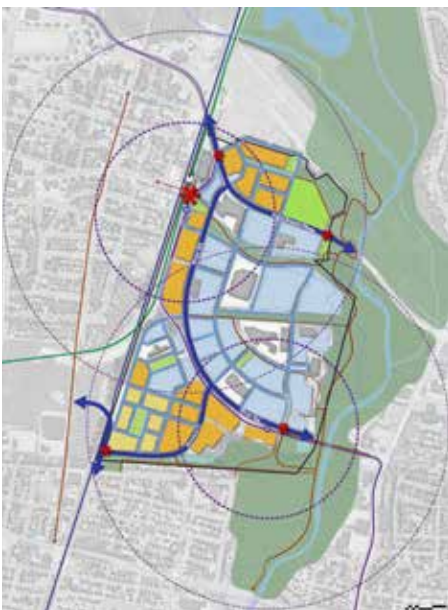
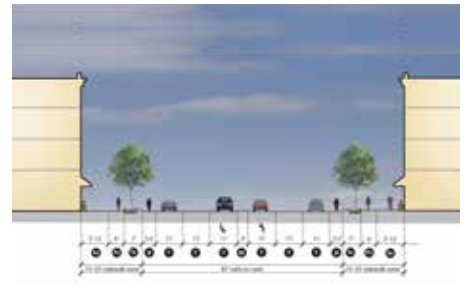
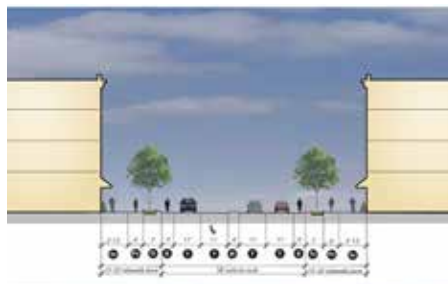
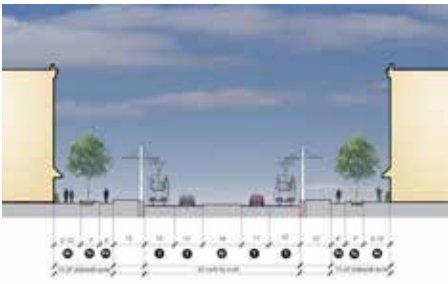
BRIEF DESCRIPTION

Design Collective prepared a Small Area Plan for 293 acres of land in the historic city of College Park, MD (population 32,000) and the town of Riverdale Park, MD (population 7,000). The study area, at the time of the planning effort, was zoned for office primarily, and included a few office and research buildings. Most of the area included large amounts of undeveloped land that has never achieved the city's economic development goals for a Research Park. The study area includes properties owned by multiple private landowners, Prince Georges County, includes a Metro station, and is planned to include 2 future Light Rail stations. The master plan was guided by an existing conditions analysis, a Market Demand Study, a multi-modal transportation, parking, and traffic analysis, and extensive public engagement that included stakeholder interviews, public workshops, an interactive website, and a town-hall style meeting.

The market analysis identified demand for office, life sciences and research, but identified residential, retail, restaurant, and hotel uses as necessary to drive office demand. The Small Area Plan recommended rezoning to allow for mixed-use and outlined economic and fiscal benefits based upon a full build-out scenario. A key recommendation of the plan was to create a new pattern of streets and blocks with infill development that would transform a mostly auto-oriented area into a more walkable and vibrant district. The master plan also included:

1. Stronger connections to the historic downtowns of College Park and Riverdale Park.
2. New streets, trails, green infrastructure, and enhanced natural amenities and recreation.
3. Transformation of existing streets including road diets, bike lanes, and streetscape improvements.
4. New open space, parks, and plazas.
5. Rezoning recommendations and Design Standards.





DOWNTOWN FREDERICK MASTER PLAN

FREDERICK DEPARTMENT OF ECONOMIC DEVELOPMENT | FREDERICK, MD

DESIGN COLLECTIVE, INC.

CLIENT REFERENCE

Richard Griffin, Executive Director
Frederick Department of Economic
Development
rgriffin@gfdc.com
240.629.6361

KEY PERSONNEL

- Matt D'Amico, Principal
- Cecily Bedwell, Project Manager

BRIEF DESCRIPTION

Historic downtown Frederick, MD suffered from intense flooding until a \$60 million infrastructure investment for Carroll Creek was completed. As part of the implementation, the city acquired 28 acres of private property and demolished several buildings, leaving the downtown with large swaths of underutilized industrial properties, unsightly infrastructure, and a nearly 1 mile long, unattractive concrete drainage channel. Through a weeklong planning and design charrette, Design Collective prepared a Small Area Plan that defined a vision for transforming this unsightly area into a vibrant, sustainable, and mixed-use corridor that celebrated Downtown and Carroll Creek's unique history, culture, and landscape.

The master plan was guided by a robust existing conditions analysis, an assessment of historic, environmental, and cultural assets, and a detailed market analysis that suggested its proximity to downtown would support 850,000 SF of new mixed-use development. At full build out, an economic and fiscal impacts and benefits analysis estimated 1,500 jobs and \$2.5M in new annual city and county property taxes. The plan included:

1. The transformation of the drainage channel into a linear park.
2. Historic preservation and adaptive re-use with new construction.
3. Rezoning, updated development regulations, and Design Guidelines.
4. Disposition strategies for redevelopment of city owned properties.
5. Several new parking structures to support downtown businesses.
6. 400,000 SF of office; 300 residential units; and, 150,000 SF of retail.

Since the plan's adoption, over \$150 million of private investment has led the transformation into a successful, vibrant, mixed-use district that includes new office, retail, restaurants, market rate and affordable housing, and a \$10 million linear public park and greenway that supports festivals, water-related events, amphitheater events, and markets.





DOWNTOWN ELKTON SMALL AREA PLAN

WILMINGTON AREA PLANNING COUNCIL | ELKTON, MD

DESIGN COLLECTIVE, INC.

CLIENT REFERENCE

Heather Dunigan,
Principal Planner
Wilmington Area Planning Council
hdunigan@wilmapco.org
302.737.6205

KEY PERSONNEL

- Matt D'Amico, Principal
- Cecily Bedwell, Project Manager

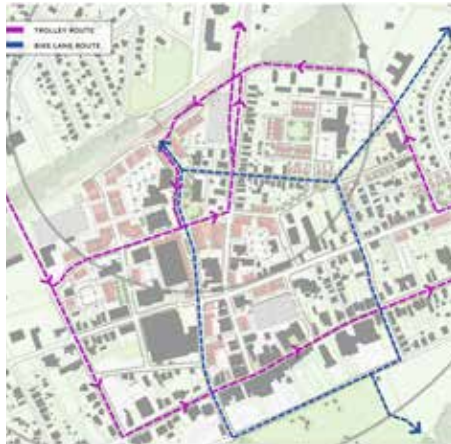
BRIEF DESCRIPTION

Old Baltimore Pike was at one time the primary north-south thoroughfare between Wilmington, DE and Baltimore, MD and served as downtown historic Elkton's Main Street. Today, Route 40 has displaced Old Baltimore Pike as the primary north-south route, by-passing downtown ½ mile to the south. Although downtown Elkton (population 15,000) and Main Street are largely stable, growth over the last several decades has occurred in the form of unattractive, auto-oriented, commercial strip development along Route 40, with little development investment downtown.

The master plan for the 120-acre downtown defines economic development goals, quantifies increased revenues and tax base, guides infill development and redevelopment, and recommends new development in the downtown to complement and support existing businesses. The plan was guided by stakeholder meetings, focus groups, a mobile workshop, on-line surveys, and town-hall style meetings. Master plan recommendations include growing existing institutional, medical, and government employment opportunities, reintroducing a rail stop, infill development near the station and along Bowie and North Streets to "extend the urban fabric" to Main Street, streetscape and bicycle improvements, and infill restaurants, galleries, and retail to draw people to Main Street. New development was recommended to be similar in scale, massing, and architectural character to the historic town. Plan components include:

1. A plan of new streets and street typologies, with corresponding street sections.
2. A phasing plan for streetscape, bus, kiss n ride, and bicycle facilities.
3. New zoning and development standards to guide mixed-use and infill development.
4. Detailed development plans for new infill development, buildings and parking.
5. A plan for new parks, plazas, and open space.
6. An implementation, infrastructure phasing, and funding strategy.
7. Before and after artist illustrations and photo transformations.





GREENLEIGH MASTER PLAN & PATTERN BOOK

ST. JOHN PROPERTIES | WHITE MARSH, MD

DESIGN COLLECTIVE, INC.

CLIENT REFERENCE

David Murphy
Vice President
Elm Street Development
dmurphy@elmstreetdev.com
703.734.9730

KEY PERSONNEL

- Matt D'Amico, Principal
- Cecily Bedwell, Project Manager
- Brian Reetz, Landscape Planner
- Caitlin O'Hara, Urban Planner

BRIEF DESCRIPTION

Greenleigh, a 200-acre mixed-use development, includes 1,700 residential units and 1 million square feet of commercial. The master plan creatively integrates existing light industrial, commercial, and retail buildings into a more walkable and vibrant, live-work-play environment with infill and new mixed-use development. Greenleigh includes office buildings, retail, a grocery store, a central park and clubhouse, shared use trails, an open space network of neighborhood greens and parks, and a pedestrian-friendly network of tree-lined streets and blocks. Residential uses include single family homes (cottages, manors and estates), townhouses, and multi-family rental apartments. Garages and parking are accessed by alleys. The plan was completed and approved in 2015 as part of a rezoning and text amendment application informed by the master plan vision. The project is in the beginning stages of development.

Development at Greenleigh is strictly controlled by a Regulating Plan that defines precise locations of housing types, commercial buildings, and retail to ensure an appropriate integration and mixing of building types along a street and within a block. Buildings are not clustered by type or price point. Open space, too, is regulated, including the placement, type, size, and configuration to ensure diversity, variety, equal distribution, and equitable value to all new homes. Blocks and streets are defined by type, with corresponding dimensions, street sections and streetscape design requirements to ensure walkability, connectivity, and traffic calming.

Greenleigh's approval was contingent upon strict adherence to a Pattern Book (a set of design guidelines that govern architecture, landscape, and signage). Design Collective serves on the Design Review Committee, including review and approval of all development. Multiple developers and builders will play a role in executing Greenleigh's vision. Upon completion, Greenleigh is anticipated to generate thousands of net new jobs and several million dollars in net new annual revenue for Baltimore County.





DOWNTOWN MASTER PLAN MARKET ANALYSIS

TOWN OF MOUNT AIRY, MD

DUGGAL REAL ESTATE ADVISORS, LLC



BRIEF DESCRIPTION

The Town of Mount Airy hired Duggal Real Estate Advisors as part of a team assembled by Design Collective to develop a Downtown Master Plan to serve as a 10-year Strategic Plan for the Downtown Area and Center Street Corridor. The downtown area is a destination for residents and tourists and needed a plan that provides a clear vision and achievable action items to encourage and guide development and investment in both real estate and infrastructure. Melina was responsible for the market study including single-family detached, townhomes, multifamily, retail, and office land uses.

CLIENT REFERENCE

Town of Mount Airy
Melissa Thorn | Manager & Coordinator
mthorn@mountairymd.gov | 301.829.1424

INVESTMENT STRATEGY REPORT, APPLIED INNOVATION CORRIDOR'S NORTH END*

THE CITY OF CHARLOTTE, NC

DUGGAL REAL ESTATE ADVISORS, LLC



BRIEF DESCRIPTION

The City of Charlotte's 2014-2018 Community Investment Plan (CIP) establishes specific goals to meet the needs of the growing populace through transformative community investments. The Applied Innovation Corridor's (AIC) North End is an area identified within the CIP to fulfill the emphasis on investing in corridors and promoting job growth through infrastructure investment. Melina led the effort on the market analysis. The market analysis inventoried the strengths of the AIC North End along with the challenges for development/redevelopment. It identified opportunities for development throughout the study boundary so that the project team could consider infrastructure projects that would enhance those sites that had strong near-term development potential. The market analysis evaluated the North End relative to the general "Ingredients of an Innovative District" put forth by the Brookings Institute. *Completed at RCLCO.

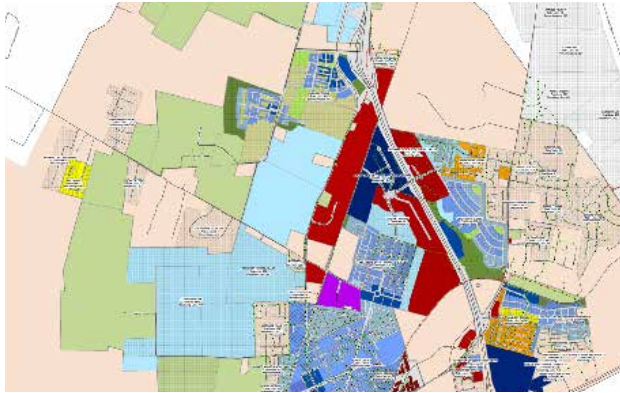
CLIENT REFERENCE

HDR Engineering, Inc. of the Carolinas
Michelle Podeszwa | Project Manager
michelle.podeszwa@hdrinc.com | 704.338.6773

HOUSING MARKET ANALYSIS

CITY OF RANSON | RANSON, WV

DUGGAL REAL ESTATE ADVISORS, LLC



BRIEF DESCRIPTION

Ranson is undergoing an interesting transition from a small industrial town to a community that blends a developing commercial district, major corporations, and quiet residential neighborhoods. The City has seen progress in local development activity as a result of federal grants and recognition. As a result of the success with these grants, many developers are planning new housing construction, bringing thousands of new units to market over the next several years. While Ranson's Smart Code is builder-friendly, the best methods for developer solicitation and attraction are not always apparent. To this end, Duggal Real Estate Advisors conducted a comprehensive market study of the for-sale and for-rent residential markets in Ranson to guide the City in understanding key housing issues, market opportunities and barriers, and other issues that may impact community development. Ultimately, the analysis provided insight on housing priorities and what steps should be taken to ensure adequate provision of housing over the short- and mid-terms.

CLIENT REFERENCE

City of Ranson
Mr. Edward W. Erfurt IIV | Assistant City Manager
eerfurt@ransonwv.us | 304.724.3861

INOVA CENTER APARTMENT MARKET STUDY & NEEDS ANALYSIS

INOVA REALTY | FAIRFAX, VA

DUGGAL REAL ESTATE ADVISORS, LLC



BRIEF DESCRIPTION

Inova is in the process of developing the Inova Center for Personalized Health (ICPH), a campus for discovery, prevention, health, and longevity that connects researchers, clinicians, and empowered consumers. It currently includes the Inova Clinic, Inova Schar Cancer Institute, Inova Personalized Health Accelerator, Inova Translational Medicine Institute, and Shenandoah University. ICPH is positioned to be an internationally known Innovation District, bringing significant benefit to the region in terms of jobs and economic development, and to the rest of the world with research and innovation. Phase I development is planned to include two hotels, 90,000 SF of retail space, 1.8M SF of for-rent residential (including student, work-force, and market-rate), the UVA medical school campus, and the remainder of the square footage is planned for office space that will target biopharma companies. Duggal Real Estate Advisors was hired to understand the opportunity and need for rental apartments on the subject site.

CLIENT REFERENCE

Inova Realty
Tom McDuffie | President
tom.mcduffie@inova.org | 571.472.0285

SOUTHWEST AREA STUDY

CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION | HARNETT/WAKE COUNTIES, NC

RAMEY KEMP ASSOCIATES, INC.



BRIEF DESCRIPTION

RKA led a major update to the Southwest Area Plan in Harnett and Wake Counties, NC. The study area included Northwest Harnett County, the Towns of Angier, Fuquay-Varina, Holly Springs, and Apex.

The study comprehensively explored land use and transportation strategies to meet the vision and objectives established by the participating units of local government and the MPO. Extensive public outreach and engagement was conducted. Four congested locations were analyzed in detail in what are being called “Hot Spot” studies.

RKA conducted the studies and prepared recommendations that addressed the safety and mobility concerns at the selected locations. A multi-modal approach to short and long-term recommendations was crafted and presented to local agency boards for consensus and approval.

CLIENT REFERENCE

CAMPO

Kenneth Withrow | Senior Transportation Planner
Kenneth.withrow@campo-nc.org | 919.996.4394

HOLLY SPRINGS SOUTHERN AREA PLANNING INITIATIVE

TOWN OF HOLLY SPRINGS | HOLLY SPRINGS, NC

RAMEY KEMP ASSOCIATES, INC.



BRIEF DESCRIPTION

RKA provided transportation planning services for an initiative to plan the southern area of the Town’s Future Land-Use Plan. The plan will provide a guide for future growth and development in this area.

The project team evaluated and assessed the multi-modal transportation elements of the southern area of the Town. Traffic congestion is a primary concern for the area and RKA assisted with the evaluation of land-use classifications and their impacts to the transportation network in the southern area.

CLIENT REFERENCE

Town of Holly Springs

Gina Clapp | Director of Planning & Zoning

Gina.clapp@hollyspringsnc.us | 919.557.3908

PROJECT RELEVANCIES COMPARED TO PINEHURST

	DOWNTOWN MOUNT AIRY SMALL AREA PLAN	COLUMBUS CENTRAL NEIGHBORHOOD PLAN	COLLEGE PARK- RIVERDALE PARK SMALL AREA PLAN	DOWNTOWN ELKTON MASTER SMALL AREA PLAN	GREENLEIGH MASTER PLAN & PATTERN BOOK	DOWNTOWN FREDERICK MASTER PLAN
SIZE (ACRES)	160 ac	300 ac	293 ac	120 ac	200 ac	80 ac
VILLAGE/TOWN CORE	40 ac		50/30 ac	120 ac		80 ac
COMMERCIAL/ RESEARCH DISTRICT			X			X
PUBLIC PROCESS	X	X	X	X	X	X
MARKET DEMAND ANALYSIS	X	X	X	X	X	X
ZONING UPDATES	X	X	X		X	X
DESIGN GUIDELINES/ STANDARDS	X		X	X	X	X
STREET SECTIONS	X	X	X	X	X	X
IMPLEMENTATION STRATEGY	X	X	X	X	X	X
FISCAL IMPACTS & BENEFITS			X			X
HISTORIC DISTRICT	X	X	X	X		X
REPORT DOCUMENT AVAILABLE	X	X	X	X	X	X





PERSONNEL QUALIFICATIONS



MANAGEMENT

Principal-in-Charge
Matt D'Amico,
PLA, ASLA
Design Collective, Inc

Project Manager
Cecily Bedwell,
AICP, LEED AP BD+C
Design Collective, Inc

DESIGN TEAM

Landscape Architect
Brian Reetz,
PLA, ASLA
Design Collective, Inc

Urban Designer
Caitlin O'Hara
Design Collective, Inc

CONSULTANTS

Market Analysis
Melina Duggal,
AICP
Duggal Real Estate Advisors, LLC

Transportation Consultant
Roger Henderson,
PE, AICP
Ramey Kemp Associates, Inc.

Transportation Consultant
David Hyder,
PE
Ramey Kemp Associates, Inc.

TEAM RESOURCES

SUPPORT STAFF & TECHNICAL RESOURCES

Certified Planners: 1
Planners: 2
Registered Landscape Architects: 5
Landscape Architects: 4
Sustainability Director: 1
Graphic Designers / Illustrators: 2
Registered Architects: 32



MATT D'AMICO

PLA, ASLA

PRINCIPAL-IN-CHARGE | DESIGN COLLECTIVE, INC.
CONTRACT NEGOTIATION

Matt is the director of Design Collective's Planning, Urban Design and Landscape Architecture studio. He has built the firm's planning and landscape practice from a small group in 1990 into a nationally recognized planning and design firm. Under his leadership, the firm has become known for its visioning, urban design, and public engagement expertise for neighborhood revitalization plans, corridor plans, downtown plans, station area plans, and large, mixed-use master plans. Matt is exceptionally experienced in public engagement processes, having facilitated over 100 workshops, charrettes, and visioning sessions. He brings to each project a keen understanding of how economic, market, transportation, traffic, civil, environmental and public policy issues shape master plans.

EDUCATION

University of Georgia, Master of Landscape Architecture, 1989

Clemson University, Bachelor of Horticulture, 1985

YEARS WITH FIRM

29

TOTAL YEARS EXPERIENCE

31

REGISTRATION

Professional Landscape Architect: VA, MD, PA, NJ, NC, CT, IN, IL, TN

PROFESSIONAL AFFILIATIONS

- ASLA
- Urban Land Institute
- American Planning Association
- SCUP
- Congress for New Urbanism

SPEAKING ENGAGEMENTS

- APA, "Retrofitting Suburbia"
- Montgomery County's Growing Smarter Speaker Series, "Infill Development that Works"
- APA, "Master Planning, Design, Approval, and Implementation"
- APA, "Transit Oriented Development"
- CNU, "Repairing Urban Fabric"
- Railvolution Conference

SELECT PROJECTS + RELEVANT EXPERIENCE

Mr. D'Amico was the Principal-in-Charge for all of these projects

DOWNTOWN MT. AIRY MASTER PLAN | MT. AIRY, MD

Design Collective was engaged by the Town of Mount Airy in the Spring of 2018 to prepare a Downtown Master Plan. Following several months of analysis, workshops, preparation of a market demand study, and transportation and parking analysis, the planning and design team facilitated a week-long charrette to outline strategies for improvement.

COLUMBUS CENTRAL NEIGHBORHOOD PLAN | COLUMBUS, IN

The Columbus Central Neighborhood Plan includes recommendations that will guide the transformation of the study area over the next 20 years. The master plan builds upon the neighborhood's direct adjacency to downtown and area amenities, recommends the extension of streets and walkable block patterns when larger industrial properties are redeveloped, suggests a neighborhood-wide bicycle and trail network plan, and includes several new parks and open space enhancements.

COLLEGE PARK - RIVERDALE PARK SMALL AREA PLAN | COLLEGE PARK, MD

MNCPPC engaged Design Collective to aid in the planning of approximately 293 acres of land in the historic city of College Park, MD and the town of Riverdale Park, MD described as the transit district. The development plan goals ensure new development in this area will maximize public transit ridership, take full advantage of the unique development opportunities and serve the economic and social goals of the county.

DOWNTOWN ELKTON SMALL AREA PLAN | ELKTON, MD

WILMAPCO and the Town of Elkton engaged Design Collective to lead the effort to establish a Master Plan for the historic town. Master plan goals included reinvigorating the downtown and Main Street, growing existing institutional, medical, and government employment opportunities, and reintroducing a rail stop in Elkton at the historic, but vacant, train station, filling a 20-mile gap in public rail service in the Northeast Corridor.

GREENLEIGH MASTER PLAN & PATTERN BOOK | WHITE MARSH, MD

The residential neighborhoods comprising Greenleigh are envisioned to emulate the design principles of Traditional Neighborhood Development which include short, walkable blocks; a connected street grid designed for all users, including pedestrians, cyclists, and motorists; a network of open spaces including plazas, squares, greens, parks, and trails to provide a variety of recreational opportunities; and a variety and mix of residential types close to neighborhood-serving retail and employment options.

DOWNTOWN FREDERICK MASTER PLAN | FREDERICK, MD

Through a week-long public design charrette, Design Collective prepared a redevelopment strategy for the downtown and this new station area, including urban design, land use, architectural design, open space, and infrastructure considerations for the study area. The charrette included participation from historic preservation advocates, developers, property owners, the City's economic development agency, residents, and local business owners.



CECILY BEDWELL

AICP, LEED AP BD+C

PROJECT MANAGER | DESIGN COLLECTIVE, INC.
PROJECT LEAD & CONTRACT NEGOTIATION

Cecily serves as Project Manager for the firm's complex planning projects involving market, economic, traffic, transportation, and environmental consultants. She is exceptionally organized and skilled at managing projects, facilitating public engagement processes, building consensus from large diverse stakeholder groups, and writing and preparing master plan report documents. Ms. Bedwell is a talented and creative planner and urban designer. She advocates for innovative placemaking solutions that celebrate an area's unique assets and support community aspirations. She has prepared small area plans, sector plans, TOD plans, station area plans, downtown plans, and neighborhood plans for many public sector clients and agencies. Over her 20+ years, she has successfully guided numerous planning projects through sometime challenging approval and entitlement processes.

EDUCATION

University of Maryland, Master of Architecture, 1996

Syracuse University, Bachelor of Arts, Architectural History, 1992

YEARS WITH FIRM

21

TOTAL YEARS EXPERIENCE

24

REGISTRATION

Certified Planner

PROFESSIONAL AFFILIATIONS

- U.S. Green Building Council
- American Institute of Certified Planners
- Congress for New Urbanism
- American Planning Association

SPEAKING ENGAGEMENTS

- MD-DE APA, "Downtown Columbia Plan: Working Together for a Sustainable Future"
- ULI, "The Evolution of Downtown Columbia"
- APA, "Sustainable Buildings through Flexible Architectural Standards"

SELECT PROJECTS + RELEVANT EXPERIENCE

Mrs. Bedwell was the Project Manager for all of these projects

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GREENLEIGH MASTER PLAN & PATTERN BOOK | WHITE MARSH, MD

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BRIAN REETZ

PLA, ASLA

LANDSCAPE ARCHITECT | DESIGN COLLECTIVE, INC.

Brian Reetz serves as Director of the Landscape Architecture Studio at Design Collective. Brian's expertise focuses on creating dynamic and engaging public open space by transforming disinvested and underutilized spaces and creating new public open space. His work seeks unique design and placemaking solutions, both locally and nationally, that are inspired by a community's historic, cultural, environmental, and social assets. Under Brian's direction each project is thoroughly analyzed with stakeholder input with the intent to create meaningful open space that serves to enrich the local community. His projects have incorporated public art and sculpture, interactive fountains and play space, artful bio-retention and green infrastructure, and other imaginative design elements. Brian balances grand vision with sound technical solutions allowing for buildable and achievable ideas.

EDUCATION

University of Wisconsin-Madison,
Bachelor of Science, Landscape
Architecture, 2000

YEARS WITH FIRM

12

TOTAL YEARS EXPERIENCE

21

REGISTRATION

Professional Landscape Architect: MD

PROFESSIONAL AFFILIATIONS

- American Society of Landscape Architects

SELECT PROJECTS + RELEVANT EXPERIENCE

DOWNTOWN MT. AIRY MASTER PLAN | MT. AIRY, MD

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DOWNTOWN COLUMBIA MASTER PLAN | COLUMBIA, MD

Design Collective is working with The Howard Hughes Corporation, Kettler and Orchard Development on the first phase of new development in Downtown Columbia that includes approximately 375 'Class A' rental residential units and over 14,000 square feet of retail space.

CLARKSVILLE STREETSCAPE - PLAN & DESIGN GUIDELINES | CLARKSVILLE, MD

Design Collective committed to creating a vision for Clarksville Pike that incorporates the best design principles and practices that will influence the way people live, work, and play in Clarksville. The primary goal was to ensure a consistent, high-quality built environment along Clarksville Pike that respects the surrounding context, is accessible and convenient for all users, and exemplifies the character of the best main streets in the region.

O'DONNELL HEIGHTS NEIGHBORHOOD REVITALIZATION PLAN | BALTIMORE, MD

Design Collective was engaged by the Housing Authority of Baltimore City and the City of Baltimore Department of Planning to develop a Neighborhood Revitalization Plan for O'Donnell Heights. At the heart of the Neighborhood Revitalization Plan, in an area that provides virtually no public amenity space, is the proposed 5-acre Central Community Park. Adjacent to the existing O'Donnell Heights Community Center and between two new 21st Century Schools, the park will be the prominent address within the community, supporting a wide range of passive and active recreation amenities.

DOWNTOWN COLUMBIA MASTER PLAN | COLUMBIA, MD

Design Collective is working with The Howard Hughes Corporation, Kettler and Orchard Development on the first phase of new development in Downtown Columbia that includes approximately 375 'Class A' rental residential units and over 14,000 square feet of retail space.



CAITLIN O'HARA

URBAN DESIGNER | DESIGN COLLECTIVE, INC.

Caitlin has extensive architecture and urban design experience working on a variety of domestic and international projects. Her portfolio includes mixed-use, suburban retrofit and urban infill, transit-oriented developments, waterfronts, brownfield redevelopment sites, and traditional neighborhoods. She has had the opportunity to collaborate with municipal governments, non-profit organizations, private developers, public housing authorities, as well as a variety of community groups. Caitlin's work has focused on the regeneration of towns, cities, and neighborhoods through sustainable and collaborative design and development practices.

EDUCATION

University of Notre Dame, Bachelor of Architecture, 2008

YEARS WITH FIRM

7

TOTAL YEARS EXPERIENCE

13

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Urban Land Institute
- The Congress for New Urbanism

SELECT PROJECTS + RELEVANT EXPERIENCE

DOWNTOWN MT. AIRY MASTER PLAN | MT. AIRY, MD

Design Collective was engaged by the Town of Mount Airy in the Spring of 2018 to prepare a Downtown Master Plan. Following several months of analysis, workshops, preparation of a market demand study, and transportation and parking analysis, the planning and design team facilitated a week-long charrette to outline strategies for improvement.

COLUMBUS CENTRAL NEIGHBORHOOD PLAN | COLUMBUS, IN

The Columbus Central Neighborhood Plan includes recommendations that will guide the transformation of the study area over the next 20 years. The master plan builds upon the neighborhood's direct adjacency to downtown and area amenities, recommends the extension of streets and walkable block patterns when larger industrial properties are redeveloped, suggests a neighborhood-wide bicycle and trail network plan, and includes several new parks and open space enhancements.

GREENLEIGH MASTER PLAN & PATTERN BOOK | WHITE MARSH, MD

The residential neighborhoods comprising Greenleigh are envisioned to emulate the design principles of Traditional Neighborhood Development which include short, walkable blocks; a connected street grid designed for all users, including pedestrians, cyclists, and motorists; a network of open spaces including plazas, squares, greens, parks, and trails to provide a variety of recreational opportunities; and a variety and mix of residential types close to neighborhood-serving retail and employment options.

DOWNTOWN COLUMBIA MASTER PLAN | COLUMBIA, MD

Design Collective is working with The Howard Hughes Corporation, Kettler and Orchard Development on the first phase of new development in Downtown Columbia that includes approximately 375 'Class A' rental residential units and over 14,000 square feet of retail space.

CLARKSVILLE STREETScape - PLAN & DESIGN GUIDELINES | CLARKSVILLE, MD

Design Collective committed to creating a vision for Clarksville Pike that incorporates the best design principles and practices that will influence the way people live, work, and play in Clarksville. The primary goal was to ensure a consistent, high-quality built environment along Clarksville Pike that respects the surrounding context, is accessible and convenient for all users, and exemplifies the character of the best main streets in the region.

O'DONNELL HEIGHTS NEIGHBORHOOD REVITALIZATION PLAN | BALTIMORE, MD

Design Collective was engaged by the Housing Authority of Baltimore City and the City of Baltimore Department of Planning to develop a Neighborhood Revitalization Plan for O'Donnell Heights. At the heart of the Neighborhood Revitalization Plan, in an area that provides virtually no public amenity space, is the proposed 5-acre Central Community Park. Adjacent to the existing O'Donnell Heights Community Center and between two new 21st Century Schools, the park will be the prominent address within the community, supporting a wide range of passive and active recreation amenities.



MELINA DUGGAL

AICP

MARKET ANALYSIS | DUGGAL REAL ESTATE ADVISORS, LLC

Melina has over 20 years of experience in the real estate industry. She provides clients with feasibility studies, competitive market analysis, economic development strategies, financial analysis, corridor studies, redevelopment strategies, and consumer research studies related to real estate and urban development issues throughout the United States. She consults on a wide-range of land uses including for-sale and for-rent residential housing, mixed-use, retail, office, hospitality, and industrial. This has included specialized land uses such as transit oriented development, Active Adult Communities, infill projects, traditional neighborhood design, and others. She has spoken for organizations such as the Urban Land Institute, Commercial Real Estate for Women, National Association of Homebuilders, and the American Planning Association. Melina has also written multiple articles published in Urban Land and is a contributing author to the ULI Resort Development Handbook. She has participated in multiple ULI Advisory Services Panels.

EDUCATION

University of Michigan, Ann Arbor,
Michigan, Master of Urban Planning

University of Michigan, Ann Arbor,
Michigan, Bachelor of Arts, Honors,
Anthropology and Spanish

YEARS WITH FIRM

4

TOTAL YEARS EXPERIENCE

25

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners
- American Planning Association
- Urban Land Institute

SELECT PROJECTS + RELEVANT EXPERIENCE

DOWNTOWN MT. AIRY MASTER PLAN | MT. AIRY, MD

Duggal Real Estate Advisors was part of the Design Collective team that was engaged by the Town of Mount Airy in the Spring of 2018 to prepare a Downtown Master Plan. Following several months of analysis, workshops, preparation of a market demand study, and transportation and parking analysis, the planning and design team facilitated a week-long charrette to outline strategies for improvement. Duggal Real Estate Advisors provided market demand analysis and economic development strategies.

HOUSING MARKET ANALYSIS | CITY OF RANSON, WV

Duggal Real Estate Advisors conducted a comprehensive market study of the for-sale and for-rent residential markets in Ranson to guide the City in understanding key housing issues, market opportunities and barriers, and other issues that may impact community development. Ultimately, the analysis provided insight on housing priorities and what steps should be taken to ensure adequate provision of housing over the short- and mid-terms.

FOR-RENT APARTMENT MARKET STUDY AND NEEDS ANALYSIS IN INNOVATION DISTRICT | FAIRFAX, VA

In addition to what is already on site, Phase I development is planned to include two hotels, 90,000 SF of retail space, 1.8M SF of for-rent residential (including student, work-force, and market-rate), the UVA medical school campus, and the remainder of the square footage is planned for office space that will target biopharma companies. Duggal Real Estate Advisors was hired to understand the opportunity and need for rental apartments on the subject site.

MIXED-USE MARKET STUDY/SHOPPING CENTER REDEVELOPMENT | LEESBURG, VA

The client had an approximate 18.5 acre tract almost under contract in Leesburg, VA. The property was utilized as a shopping center as well as vacant land. A portion of the site was in a flood plain. The property is in a very walkable area, and was within walking distance to downtown, Leesburg, VA, a vibrant historical community. The project could include a variety of land uses including townhomes, 2 over 2s, condominiums, apartments, office, and retail space. Duggal Real Estate Advisors completed a market study on each of the land uses in order to understand the mixed-use redevelopment potential of the subject site.

COMPREHENSIVE INVESTMENT STRATEGY REPORT, APPLIED INNOVATION CORRIDOR'S NORTH END* CHARLOTTE, NC

*The market analysis inventoried the strengths of the AIC North End along with the challenges for development/redevelopment. It identified opportunities for development throughout the study boundary so that the project team could consider infrastructure projects that would enhance those sites that had strong near-term development potential. The market analysis evaluated the North End relative to the general "Ingredients of an Innovative District" put forth by the Brookings Institute. *Completed at RCLCO.*



ROGER HENDERSON

PE, AICP

TRANSPORTATION CONSULTANT | RAMEY KEMP ASSOCIATES, INC.

Mr. Henderson has 39 years of transportation planning, design, policy, and consulting experience including 22 years in NC. He has managed more than 200 planning projects and provides expertise in complete streets planning, policy & design, urban street systems, corridor studies, and environmental planning. Mr. Henderson remains current through his deep involvement with the National Complete Streets Coalition and key NCDOT staff who are revitalizing complete streets in NC.

EDUCATION

Master of Science in Transportation Engineering

Bachelor of Science in Civil Engineering

YEARS WITH FIRM

3

TOTAL YEARS EXPERIENCE

39

REGISTRATION

Professional Engineer: NC, SC, VA

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners

SELECT PROJECTS + RELEVANT EXPERIENCE

CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION, SOUTHWEST AREA STUDY | HARNETT & WAKE COUNTIES, NC

RKA led a major update to the Southwest Area Plan in Harnett and Wake Counties, NC. The study comprehensively explored land use and transportation strategies to meet the vision and objectives established by the participating units of local government and the MPO.

HOLLY SPRINGS SOUTHERN AREA PLANNING INITIATIVE | HOLLY SPRINGS, NC

RKA provided transportation planning services for an initiative to plan the southern area of the Town's Future Land-Use Plan. The plan will provide a guide for future growth and development in this area.

CITY OF MEBANE, COMPREHENSIVE TRANSPORTATION PLAN | MEBANE, NC

RKA was selected by the City of Mebane and the Burlington-Graham Metropolitan Planning Organization (BGMPO) to provide technical expertise and guidance through a collaborative planning process to develop a CTP reflecting multi-modal transportation needs over the next 25 to 30 years for the City and surrounding areas.

CITY OF BENSON, COMPREHENSIVE TRANSPORTATION PLAN | BENSON, NC

RKA was selected by the Town of Benson to complete a Community Transportation Plan (CTP) for the Town.

TOWN OF ZEBULON COMPREHENSIVE TRANSPORTATION PLAN AND COMPREHENSIVE LAND-USE PLAN | ZEBULON, NC

The Town of Zebulon selected a team lead by RKA to concurrently update their Comprehensive Transportation Plan and their Comprehensive Land Use Plan.



DAVID HYDER

PE

TRANSPORTATION CONSULTANT | RAMEY KEMP ASSOCIATES, INC.

Mr. Hyder has 38 years of experience in planning, including planning in growing cities, and he focuses on data and trends. His past work has involved trails, policy development, data collection and interpretation, travel demand models, air quality analyses, preparation of an environmental analysis, transportation studies, and traffic forecasts.

EDUCATION

Master of Science in Transportation Engineering

Bachelor of Science in Civil Engineering

YEARS WITH FIRM

1

TOTAL YEARS EXPERIENCE

38

REGISTRATION

Professional Engineer: NC

SELECT PROJECTS + RELEVANT EXPERIENCE

TOWN OF ZEBULON COMPREHENSIVE TRANSPORTATION PLAN AND COMPREHENSIVE LAND-USE PLAN | ZEBULON, NC

The Town of Zebulon selected a team lead by RKA to concurrently update their Comprehensive Transportation Plan and their Comprehensive Land Use Plan.

NCDOT M-0528HJ ENFIELD BIKE AND PEDESTRIAN PLAN | ENFIELD, NC

Under RKA's NCDOT 2018 Bike and Pedestrian Planning On-call Contract, RKA is updating Enfield's Bike and Pedestrian Plan.

US 17 CONGESTION & INFRASTRUCTURE IMPROVEMENT STUDY | CHARLESTON COUNTY, SC

RKA evaluated short-term and long-term multi-modal improvement strategies to address existing and future traffic congestion along the US 17 corridor in Charleston County, SC.

LOWER SAVANNAH COUNCIL OF GOVERNMENT (LSCOG) LONG RANGE TRANSPORTATION PLAN (LRTP) | AIKEN, SC

RKA is currently completing the LSCOG 2040 LRTP. RKA's tasks include reviewing and running the LSCOG Travel Demand Model to obtain a capacity project list. RKA will also be performing a robust Public Involvement outreach including three kick-off meetings, attending pop-up/festival events, and an online survey. Finally, RKA will prepare the LSCOG LRTP Plan document to help the COG complete the best road projects in the future to meet the region's needs.





AVAILABILITY

Our entire proposed team (Design Collective, Duggal, and RKA) is available to undertake and complete this project in keeping with the Village's anticipated proposed project timeline.

Design Collective

ARCHITECTURE
PLANNING
INTERIORS
LANDSCAPE ARCHITECTURE
GRAPHICS

Baltimore

601 East Pratt Street, Suite 300
Baltimore, Maryland, 21202
P 410.685.6655

Chicago

9 W. Washington Street, 4th Floor
Chicago, Ill 60602
P 312.625.4747

www.designcollective.com

100% Employee-Owned Design Firm



PRESENTATION FOR

PINEHURST SMALL AREA PLANS

THE VILLAGE OF PINEHURST,
NORTH CAROLINA

JUNE 24, 2020

Design
Collective



AGENDA

Introduction

Brief Team Overview

Initial Thoughts on Focus Areas

Understanding of Project

Project Approach

Public Engagement

Outcomes & Deliverables

Questions & Answers



TEAM ORGANIZATION

To address your project objectives and to support philosophy, a diverse team is needed



MANAGEMENT / DESIGN TEAM

Design Collective, Inc.

Principal-in-Charge
Matt D'Amico, PLA, ASLA

Project Manager
Cecily Bedwell, AICP, LEED AP BD+C

Planner/Urban Designer
Caitlin O'Hara

Landscape Architect
Brian Reetz, PLA, ASLA

Housing/Mixed-Use Architect
Nick Tomaszewski, AIA

Office/Medical/Life Sciences
Scott Vieth, AIA, LEED AP BD+C

CONSULTANT TEAM

Duggal Real Estate Advisors, LLC

Ramey Kemp Associates, Inc.

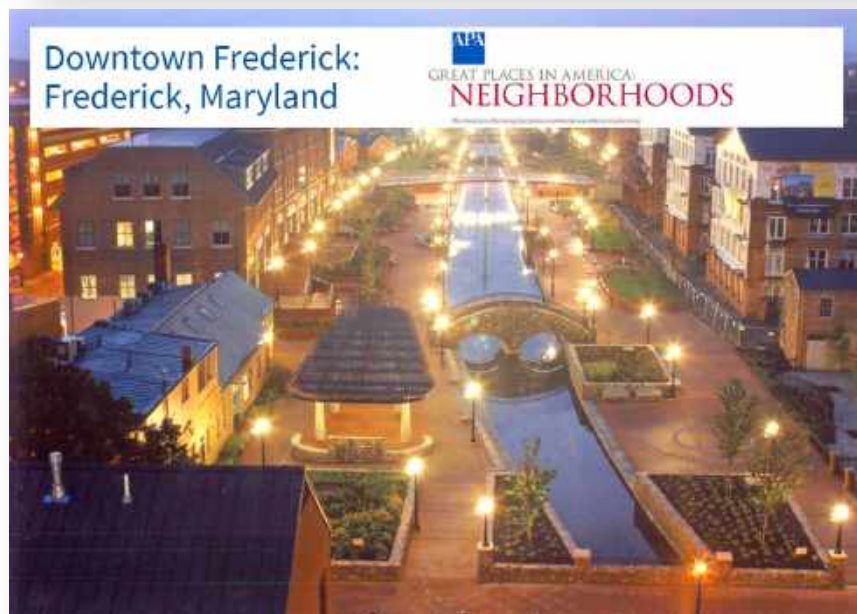
Market Analysis
Melina Duggal, AICP

Transportation Consultant
Roger Henderson, PE, AICP









NOTABLE PLANNING & DESIGN AWARDS

- » Downtown Columbia Master Plan: CNU Charter Award
- » The Westside Strategic Plan: International Making Cities Livable Award
- » State Center TOD Master Plan: CNU Charter Award, ASLA Award
- » The Can Company Historic/ Adaptive Use: Governor's Smart Growth Award
- » Tide Point Historic/Adaptive Use: Governor's Smart Growth Award
- » Maple Lawn TND Master Plan: NAIOP, NAHB Awards of Excellence
- » Fitzgerald: ULI Global Award for Excellence
- » Shady Grove TOD: APA Excellence Award
- » Twinbrook TOD: APA Excellence Award
- » Cascade Village: BEST Smart Growth Award



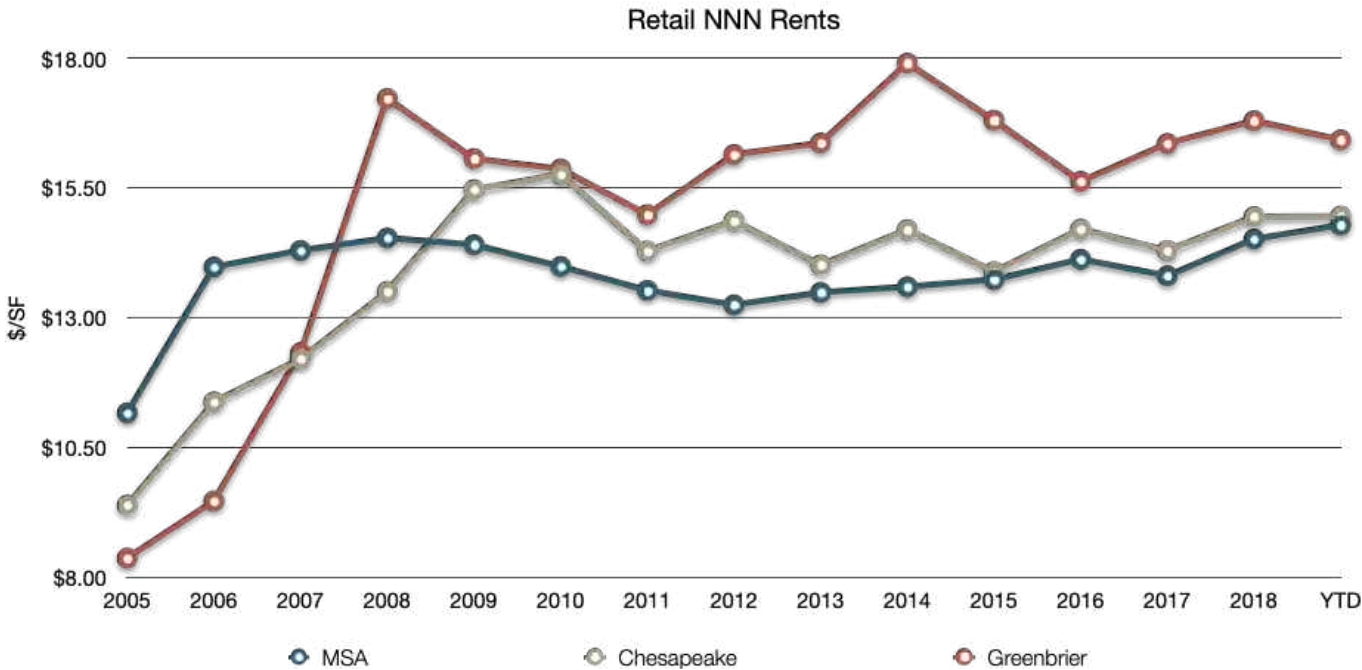
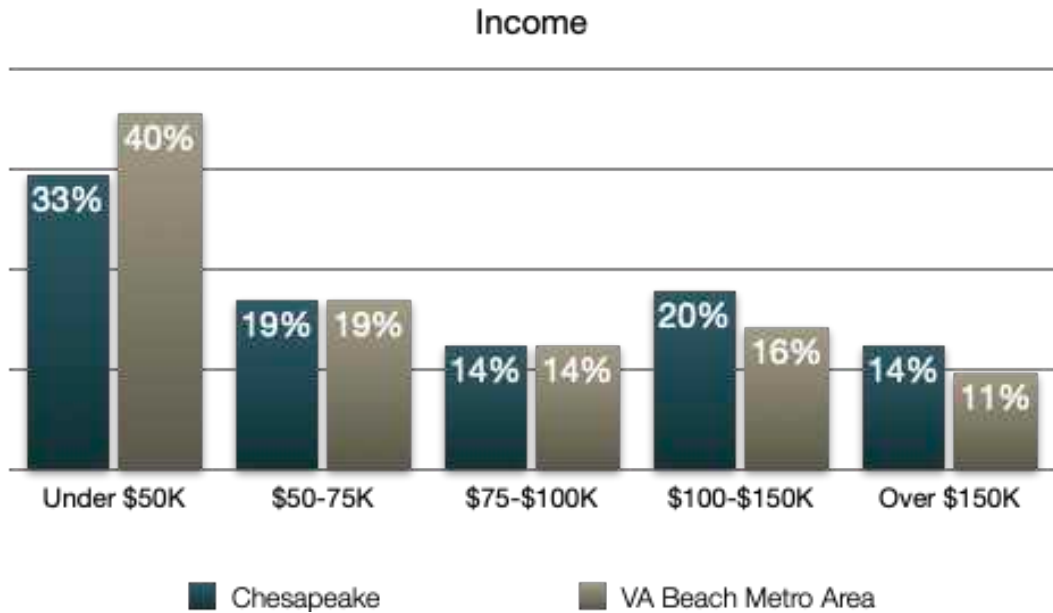
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MARKET/ECONOMIC



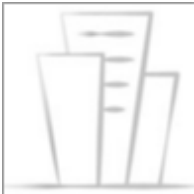
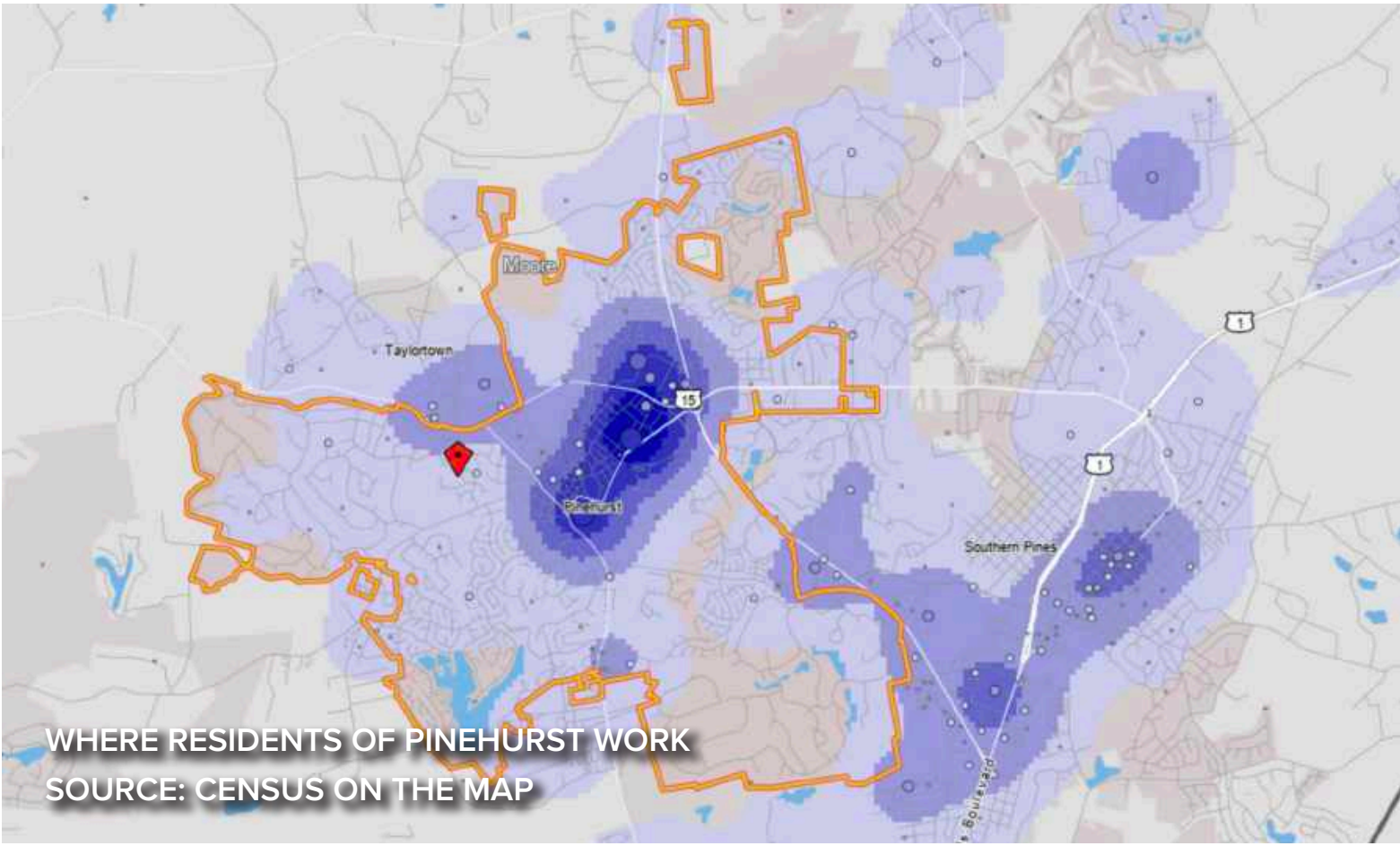
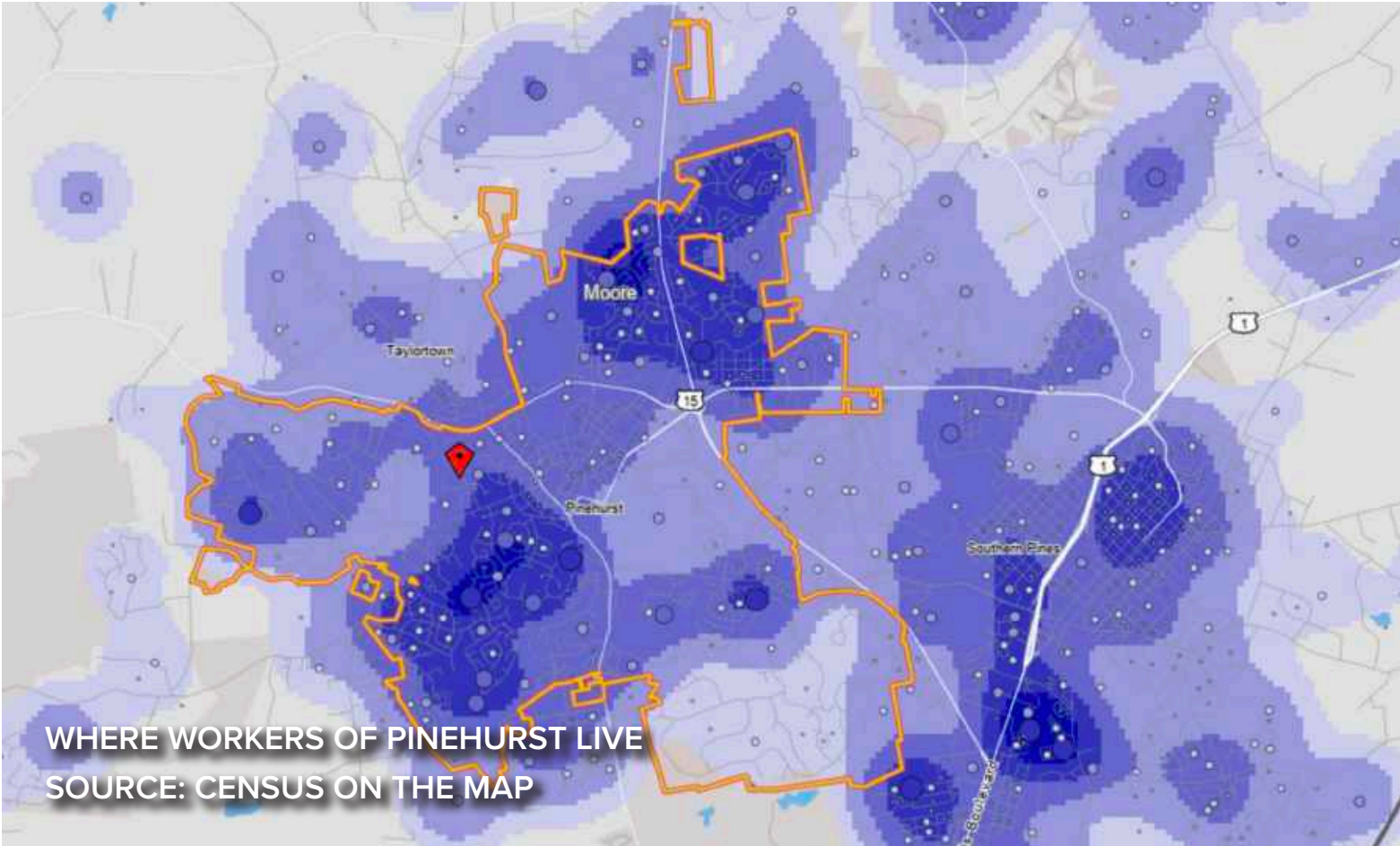
- a. Woman-owned
- b. 25 years of experience
- c. Focusing on SE, Midwest & Mid-Atlantic
- d. Public and private sector

Map	Addresss	Year Built/ Renovated	Lease Rates
1	2700 Remington Ave (Remington Row)	2016	High \$20s/ SF/Yr Full Service
2	120 W North Ave (The Motor House)	2015	\$12/SF/ Yr NNN
3	1501 N Chester St (Southern Streams Health & Wellness)	Planned	NA
4	1734 Maryland Ave	Ren 2017	High \$20s/ SF/Yr Full Service



DUGGAL ADVISORS

SCOPE & APPROACH



SITE ANALYSIS



DEMOGRAPHIC & ECONOMIC ANALYSIS



COMPETITIVE SUPPLY & DEMAND ANALYSIS



INNOVATION HUB ANALYSIS



REVENUE & COST OF LAND USE ANALYSIS



RECOMMENDATIONS

Innovation District Example Ingredients

Physically compact

Mixed-use

Location of cultivators
(Incubator, accelerator, tech
transfer offices, etc.)

Neighborhood amenities

Public realm spaces (parks,
plazas)

Availability of space for
start up businesses or
inexpensive housing

2019 COMP PLAN GOALS

PINEHURST SOUTH

- » Study Innovation Hubs & compare attributes of Pinehurst South to critical success factors
 - What's already in place
 - What can & can't be changed
 - What needs to be done

SMALL AREA PLANS

BENEFIT TO COMMUNITY

OVERVIEW COMES FROM MARKET RECONNAISSANCE

DETAIL COMES FROM FULL MARKET STUDY

SECTION 1: CONCLUSIONS AND RECOMMENDATIONS

For-Sale Residential Opportunity Summary

Overall Market Strength	Strong
Downtown Suitability	High
Land Uses Along Main and Center Streets	Townhomes Condos – isolated units above retail
Land Uses Along Route 27	Single-family Detached Townhomes
Target Market Audience	SFD – Families TH – Singles, Couples, Families Condo – Singles, Couples
Product	Small to mid-lot SFD Townhomes Condo as second story use
Opportunities	Help bring additional people downtown with residential
Level of Opportunity	SFD: High TH: High Condo: Low



Small Lot SFD
24-36 Annual Sales
Range: \$425K-\$525K
Size: 1,500-3,500 SF



Townhomes
10-26 Annual Sales
Range: \$275K-\$350K
Size: 1,300-2,500 SF



Condominium
Few Annual Sales
Range: Under \$300K

The price ranges, sizes, and absorptions provided are of a general nature, and any specific site could do better or worse than the projected average.

Mt. Airy Downtown Master Plan

DESIGN COLLECTIVE
ARCHITECTURE | PLANNING | INTERIORS

DUGGAL
REAL ESTATE ADVISORS

 Sabra, Wang & Associates, Inc.
Engineers • Planners • Analysts

2020

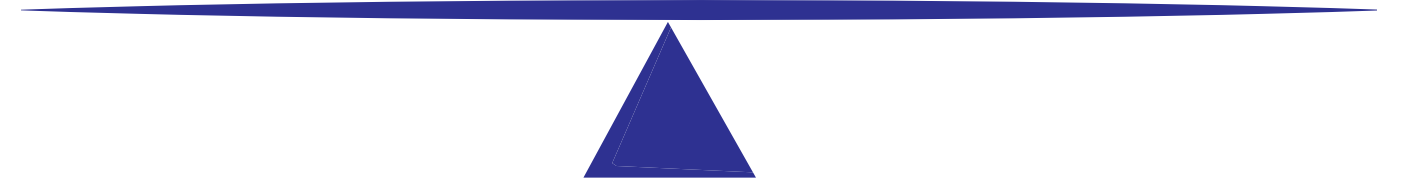


RAMEY KEMP TRANSPORTATION

Moving forward.

RKA
RAMEY KEMP ASSOCIATES

- a. 6 offices in NC, SC and VA
- b. 75 employees
- c. Focus exclusively on transportation
- d. Roger has worked with Design Collective
- e. RKA currently working with Village & NCDOT on NC 5 widening study





RAMEY KEMP

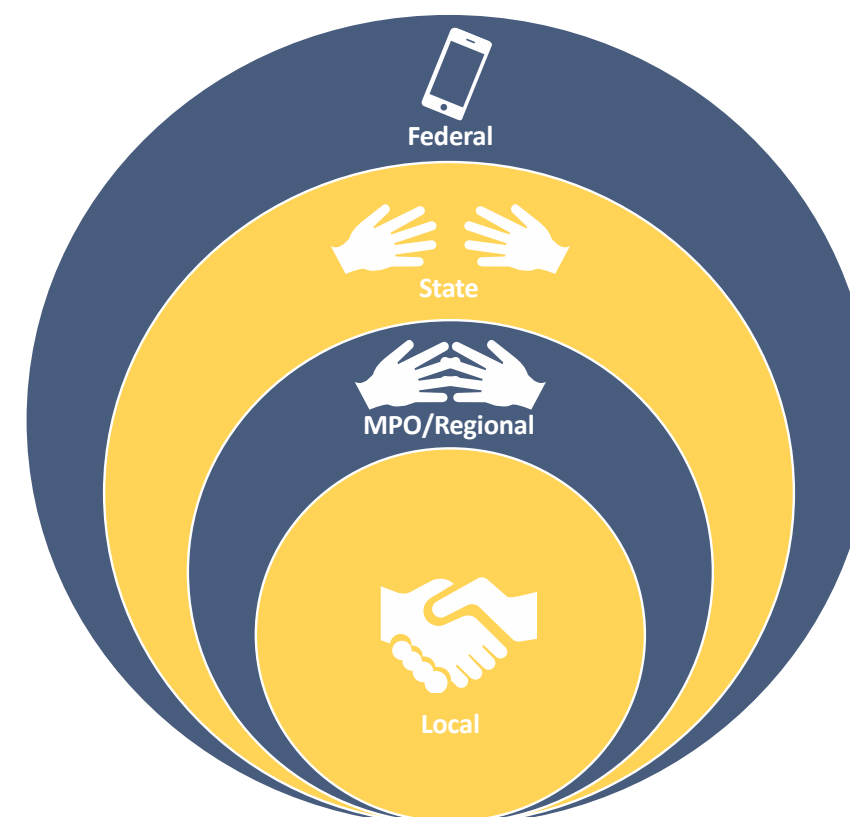
SCOPE & APPROACH

DISCOVERY

ENGAGEMENT

EVALUATION

RECOMMENDATIONS





PLANNING & URBAN DESIGN PRINCIPLES





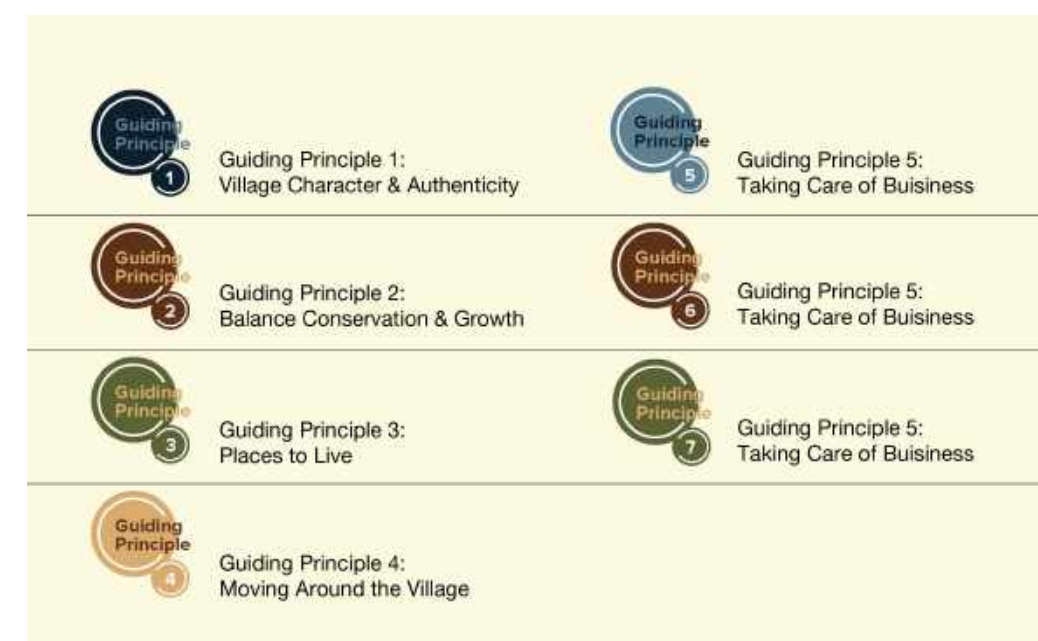


VILLAGE OF PINEHURST, NORTH CAROLINA
2019 COMPREHENSIVE PLAN
ADOPTED: OCTOBER 2019

2019 COMP PLAN GOALS

VILLAGE PLACE

- » Create a mixed-use, walkable, destination
- » Connect to the Village Center
- » Create a gateway at 211
- » Enhance with arts and cultural attractions
- » Emulate Pinehurst character
- » Respect Guiding Principles 1, 2, 3, and 7
- » Respect and emulate the Olmsted/Manning principles



2019 COMP PLAN GOALS

PINEHURST SOUTH



- » Create an Innovation Hub
- » Support business expansion, jobs, entrepreneurs
- » Consider strategies to minimize/mitigate traffic impacts
- » Respect Guiding Principles 1, 2, 5, and 7



SMALL AREA PLANS

BENEFIT TO COMMUNITY

1. Define an agreed upon Plan
2. Define a strategy for the public services land
3. Guide predictable change with measurable metrics
 - i. Quantitative and qualitative measures
 - ii. Implementation strategies
4. Define and ensure quality of life benefits



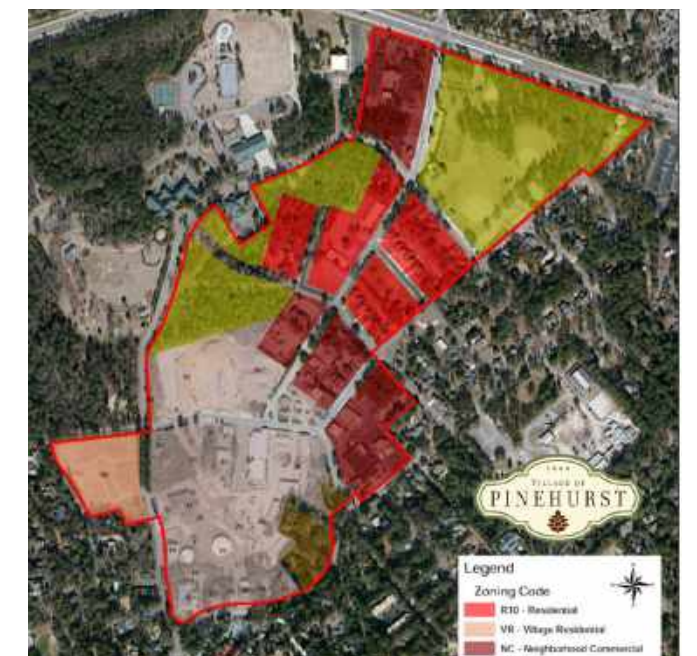
Q1



INITIAL THOUGHTS

VILLAGE PLACE

1. The Vision – extension of Village Center – streets v pathways (Pine Crest Inn)
2. Grow small town character out - not highway commercial in
3. Transformative – Olmsted/Manning
4. Coordination - major landowners
5. Much of area is not in Historic District
6. Connect to Greenway Trails and parks

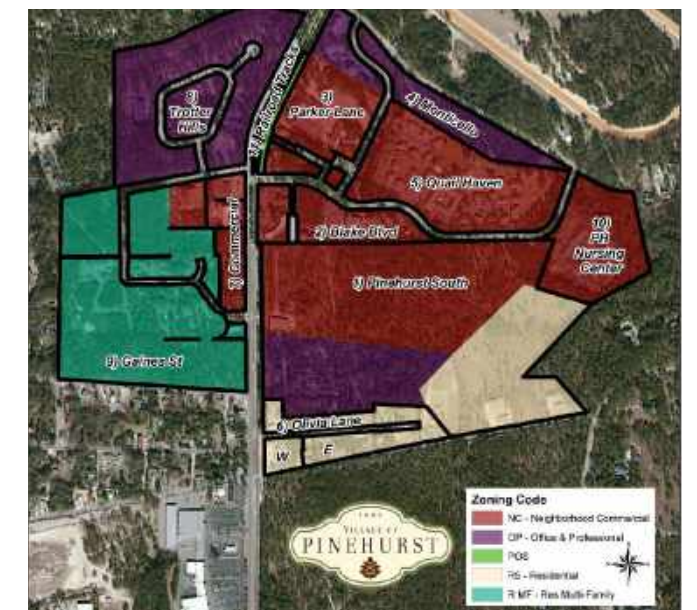




INITIAL THOUGHTS

PINEHURST SOUTH

1. The Vision – an Innovation Hub
2. Goals are achievable; approach may need refinement
3. Relocation of public services complex?
4. Calm traffic along Highway 5
5. Create a gateway and enhanced branding
6. Address traffic and RR impacts
7. Transformative – reshape fragmented development patterns



PROJECT UNDERSTANDING & GOALS



1. Prepare two small area plans
2. Why? Change is inevitable
3. Define and guide change
4. Define and guide change to be consistent with Village Character
5. Create a predictable implementation strategy
6. Build support through a robust engagement process



PROJECT APPROACH

3-PHASED APPROACH – 7 MONTHS

1. Data Collection, Assessment/Inventory of Existing Conditions and Analysis (2 months)
2. Planning, Urban Design, and Plan9s0 Evaluation (3 months)
3. Final Small Area Plans and Report (2 months)
4. Plan Adoption (3 months)



SCHEDULE

[illegible]

Q10



PUBLIC ENGAGEMENT OVERVIEW

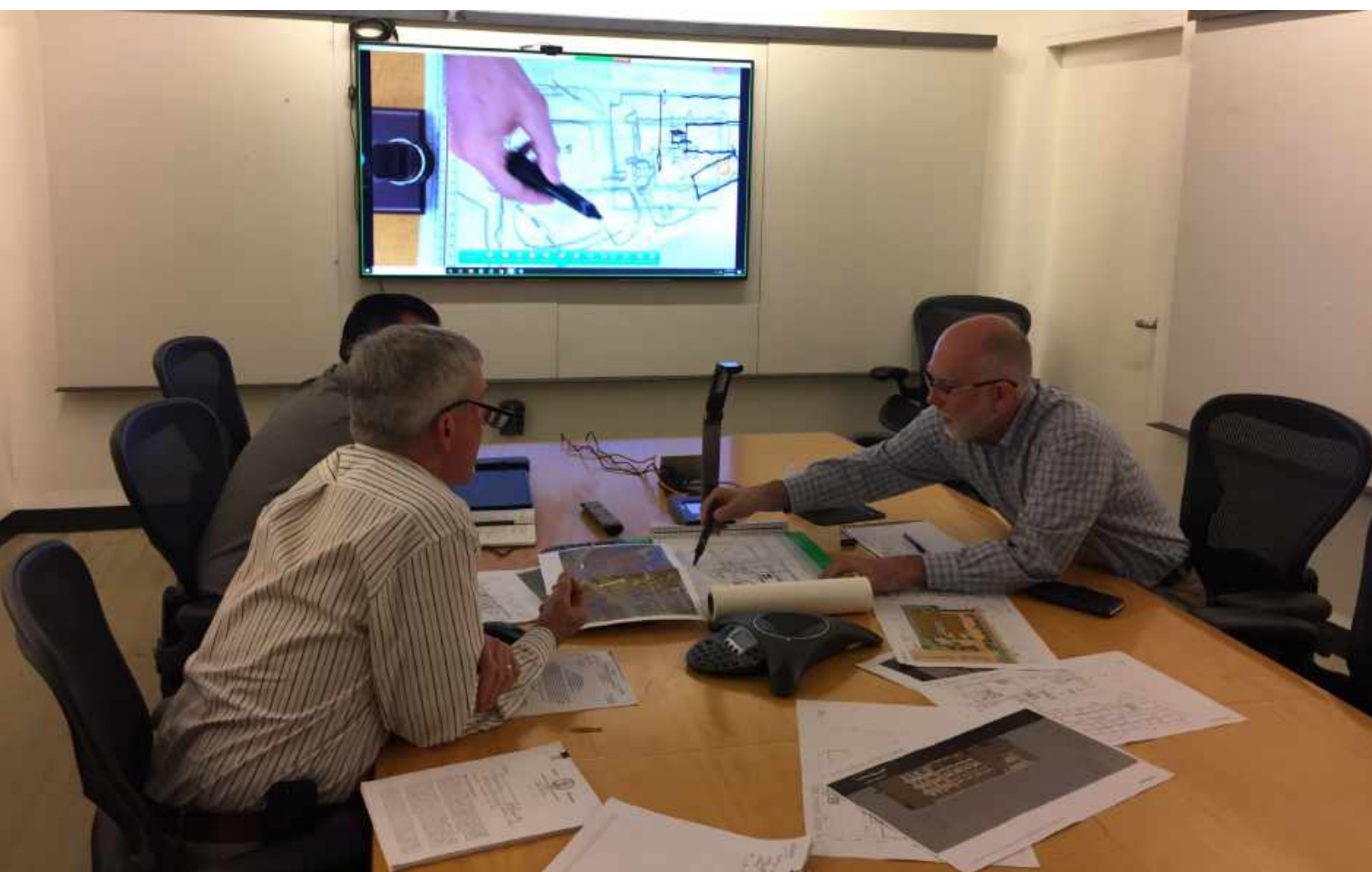
- » Stakeholder Interviews
- » Interactive Public Workshops
- » Engaging “hard to reach” groups
- » Website
- » Surveys
- » Mobile Workshops
- » Virtual





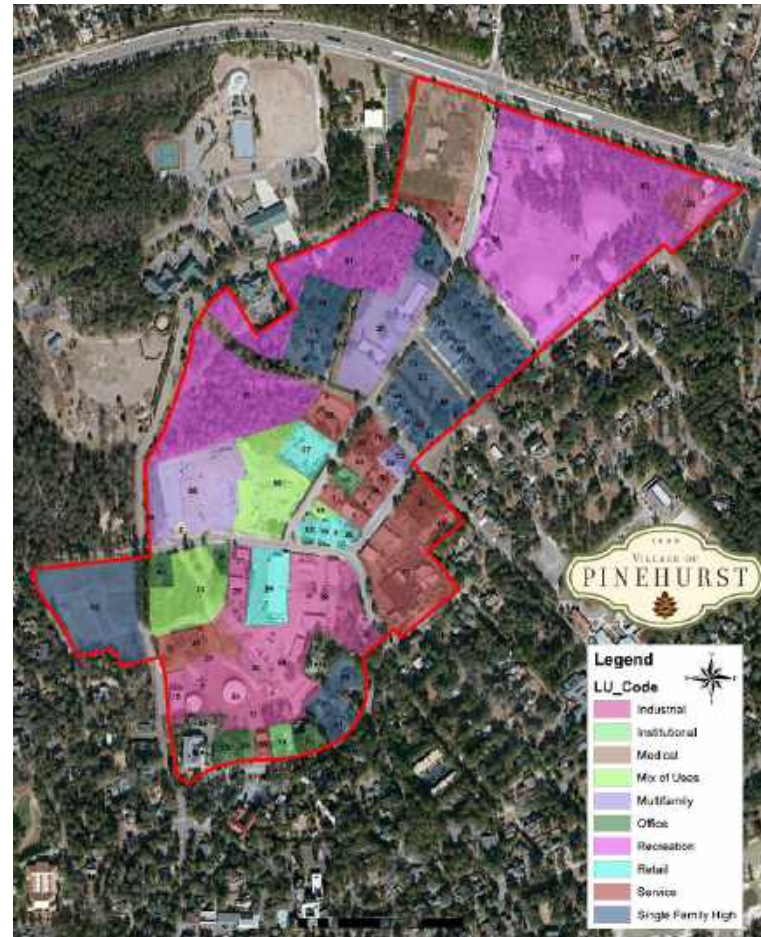
VIRTUAL ENGAGEMENT

- » Website calendar of events
- » Virtual Tour with Street-view
- » Video conference interviews
- » Virtual Workshops with Breakout Rooms
- » On-line feedback
- » Webinar or Town Hall (Open House)



PROJECT APPROACH

PHASE I



- » Kick-off Meeting & Study Area Tour
- » Stakeholder Interviews (Focus Groups)
- » Document & Assess Existing Conditions
 - Planning, Land use, History, and Context
 - Market Demand Analysis
 - Transportation Analysis
- » Best Practices
- » Visioning Workshop



INTERACTIVE
DISCUSSION

PUBLIC WORKSHOP

VISIONING

Understanding issues, concerns, perceptions; historic, cultural, and environmental assets; and what we need to educate our team



VISIONING



BEST
PRACTICES

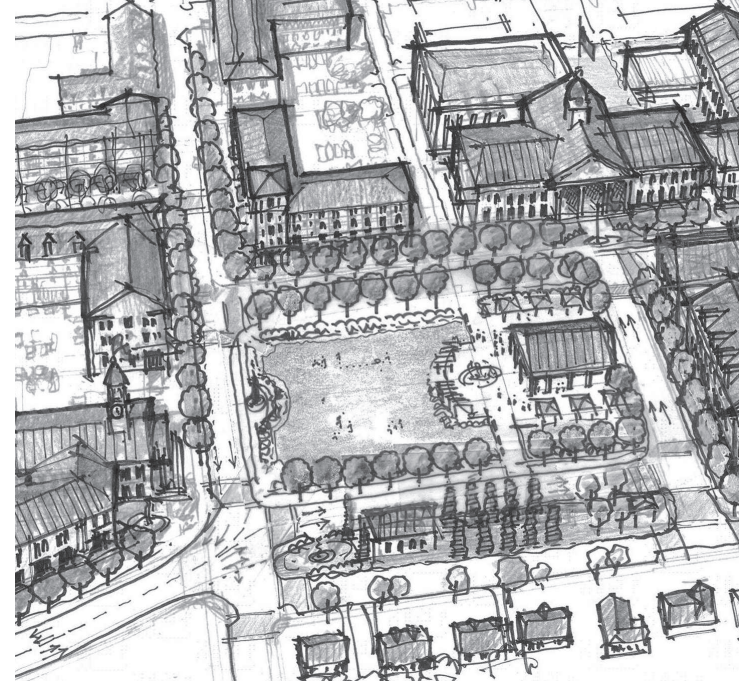


DOCUMENT CONCERNS



PROJECT APPROACH

PHASE II



PLAN OPTIONS & EVALUATIONS

- » Prepare Scenario Options
- » Understand and leverage previous plans: Comp Plan, 2008 NewCore Plan, others
- » Review with Client
- » Refine and Prep for Workshop

WORKSHOP PLAN EVALUATION

- » Draft Implementation Strategies
- » Surverys & Mobile Workshops





PUBLIC WORKSHOP

PLANS EVALUATION

- » Reconcile differences
- » Use democratic methods
- » Utilize scorecards
- » Document workshop notes/comments
- » Rank visual preferences (precedent)
- » Conduct polling (on-line)

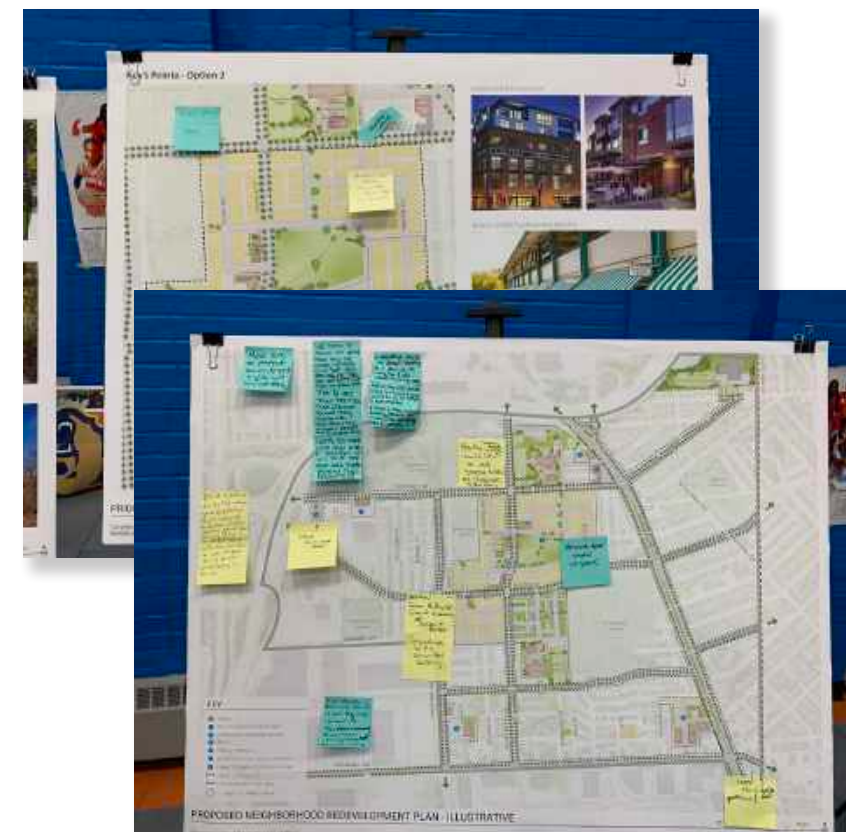
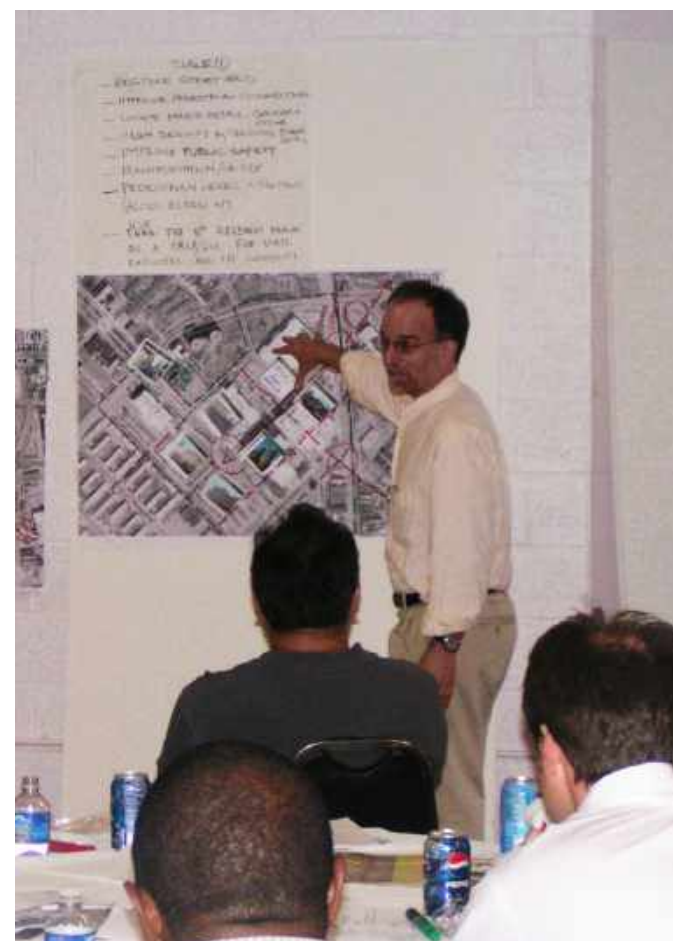
Tuesday Buzz Groups Clarify Direction

	A	B	C	?
West Side	IIII	II	IIII	
Corporate Boulevard	II		IIII	II - B or C
Lakefront	IIII	II	II	I - B or C I - B?

Tuesday Buzz Groups Clarify Direction

	A	B	C
CONCEPT	Reflects existing patterns, mix of uses, modest increases in density, introduces new office uses with supporting retail and services	Introduces taller buildings, in some cases, increased residential and office uses bring added retail and amenities	Provides a more urban environment with greater diversity of uses, some increased heights, increased amenities and transit
WEST SIDE NEIGHBORHOOD	NEIGHBORHOOD FOCUS - 4 story apartments & townhomes with supporting retail & services	NEIGHBORHOOD FOCUS - 4 story apartments & lofts with supporting retail & services	NEIGHBORHOOD FOCUS - 4-6 story apartments with supporting retail & services, transit stop
CORPORATE BOULEVARD	OFFICE FOCUS - 6-10 story with supporting retail and services	OFFICE FOCUS - 10-20 story with supporting retail and services	OFFICE FOCUS - 10-20 story with supporting retail and services
LAKEFRONT LITTLE PATUXENT PARKWAY	MIXED USE FOCUS - 3-5 story on lakefront, 10 story on LPP, hotel & conf. center, retail, services & entertainment	MIXED USE FOCUS - 5-10 story on at edges, 10-20 story in center, hotel & conf. center, retail, services, civic & cultural uses	MIXED USE FOCUS - 5-10 story on at edges, 10-20 story in center, hotel, retail, services & entertainment
CRESCENT SYMPHONY WOODS	RESIDENTIAL FOCUS - 4-10 story with supporting retail and services	RESIDENTIAL FOCUS WITH LIMITED OFFICE - 6-10 story, retail & services, possible boutique hotel	RESIDENTIAL FOCUS WITH OFFICE - 10-20 story, retail & entertainment, hotel & conf. center, civic & cultural uses, regional transit

Tuesday October 19th





PUBLIC WORKSHOP

PLANS EVALUATION

EDUCATION

“Opposed to particular housing types...”

- » Integrate and transition appropriately
- » Open space, parks, greens
- » Walkable block and street patterns
- » \$400,000 to \$1.5 M price range





PUBLIC WORKSHOP

PLANS EVALUATION

EDUCATION

“Opposed to mixed-use density...scale...change...”

- » Encourage a qualitative discussion
- » Consider placemaking
- » Define benefits, amenities
- » Visualize mixed-use & density
- » Consider how a street network distributes traffic (trips)
- » Consider traffic impacts





PUBLIC WORKSHOP

PLANS EVALUATION

EDUCATION

“Opposed to mixed-use density...scale...change...”

- » Encourage a qualitative discussion
- » Consider placemaking
- » Define benefits, amenities
- » Visualize mixed-use & density
- » Consider how a street network distributes traffic (trips)
- » Consider traffic impacts





PUBLIC WORKSHOP

PLANS EVALUATION

EDUCATION

“Concern about cost...taxes...fiscal impacts...burden on tax payers...”

- » Utilize 2017 Fiscal Analysis
- » Apply agreed upon metrics
- » Consider public investments
- » \$10M public parks → \$150M private investment
- » 1,500 new jobs
- » \$2.5 M net new annual revenue



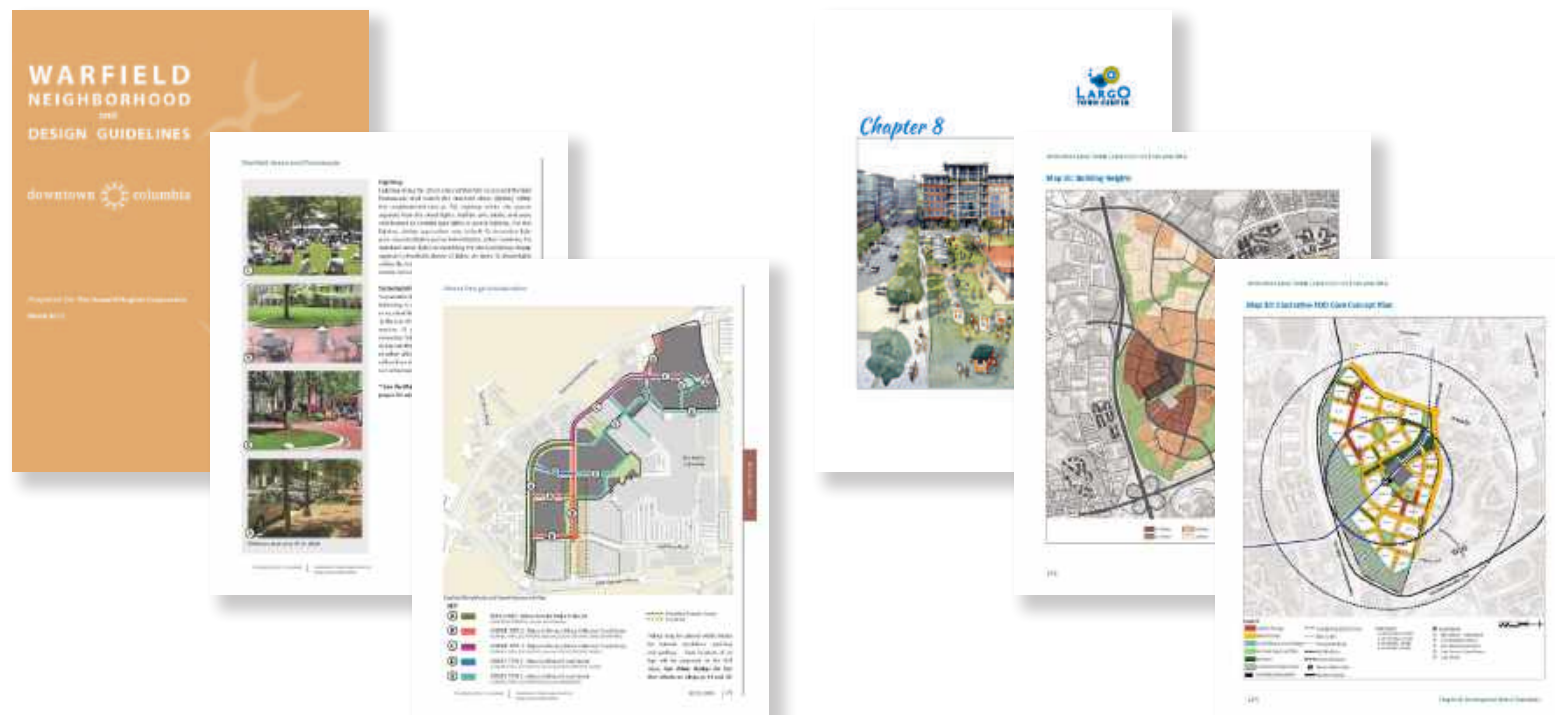


PROJECT APPROACH

PHASE III

FINAL SMALL AREA PLANS

- Draft plans, recommendations, renderings
- Approach to Form Based Code
- Public Open House
- Draft Report
- Final Small Area Plans and Report

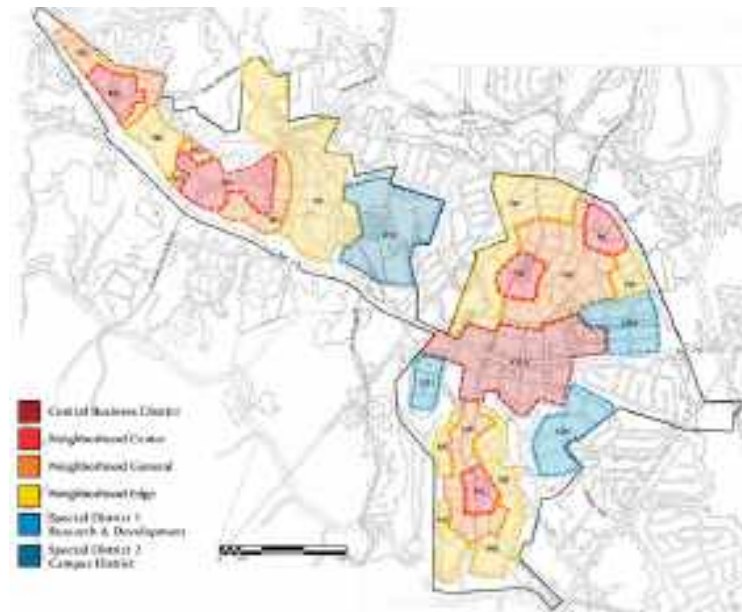




PHASED APPROACH

OUTCOMES & DELIVERABLES

- » Small Area Plans
- » Artist renderings and other graphics
- » Development Spreadsheet
- » Development Standards or Approach to Form Based Code
 - Regulating Plan
 - Support diagrams and standards
- » Implementation Strategies
 - Fiscal Analysis
 - Zoning and/or PDO recommendations
 - Matrix of recommendations/actions



Q5&6



PHASED APPROACH

OUTCOMES & DELIVERABLES

- » An Implementable Plan
 - An Implementation Matrix
 - Realistic actions + aspirational
 - Immediate (short term) actionable items
 - Feasible transportation recommendations
- » Other Scope Considerations
 - Mobile Workshops
 - Walk Survey
 - Tactical Urbanism
 - Quick Wins
 - In depth case studies



Q5&6

An aerial sketch of a city, rendered in a light green and yellow color palette. The sketch shows a grid of streets, various buildings, and a large baseball field in the upper center. The word "QUESTIONS?" is written in white, bold, sans-serif capital letters across the middle of the image, with a thin white horizontal line underneath it.

QUESTIONS?



POST-INTERVIEW RESPONSE FOR

PINEHURST SMALL AREA PLANS

THE VILLAGE OF PINEHURST, NORTH CAROLINA

JULY 7, 2020

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POST-INTERVIEW QUESTIONS

1. *Section III(4)(c) and III(4)(d) of the RFQ document discusses the need to include specific PDO language, text and illustrations for creation of new zoning districts and development standards as well as including specific design guidelines for development of form based district(s) for the study areas. Please detail how you will provide this deliverable as part of the small area plan development and what additional task(s), if any, will need to be undertaken to implement a form-based district. It is the Village's preference that work product related to adopting form-based regulations from the Small Area Plans is highly implementable without the need for additional services.*

RESPONSE

Our current proposal includes specific recommendations for updating the PDO to achieve plan goals, including language, text, and illustrations for new zoning districts and development standards as well as specific design guidelines for the development of form-based zoning districts for the Study Areas, as requested in the RFP. Properties in Village Place include the following zoning categories: VMU, VCP, NC, VR, R10, and PC. Properties in Pinehurst South include the following zoning categories: NC, OP, RMF, R5, and POS. However, currently, the PDO does not include design standards for all zoning categories, leaving the form of future development up to chance or undetermined interpretation.

Our proposal, as submitted, includes the preparation of specific recommendations to address the following primary considerations to ensure quality development within the Study Areas that aligns with the Village's vision (additionally, other items in the PDO may also be addressed as determined by the planning process):

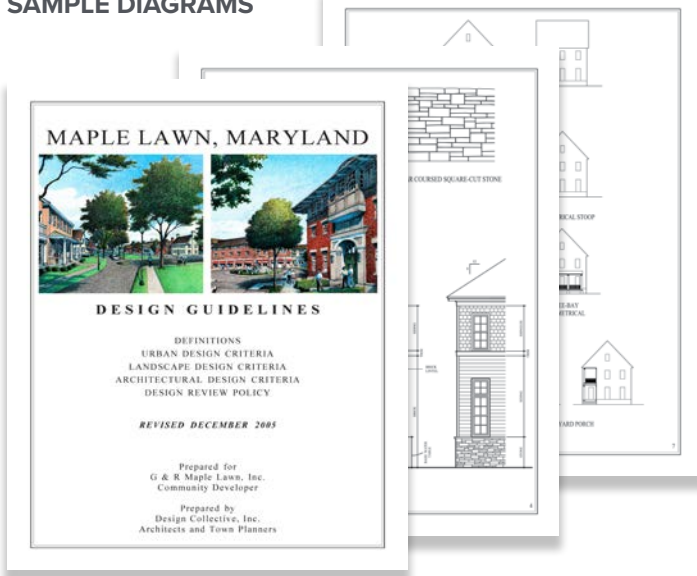
- » Revisions and/or additions to Definitions (Section 10.2) such as: build-to-line, frontage, vista, and similar terminology that may be needed to support form-based districts and properly express intent;
- » Revisions to the zoning for any parcels, if agreed upon through the planning process;
- » Revisions to the Table of Permitted Uses and Special Uses (Section 8.5), as needed;
- » Revisions to the Table of Dimensional Requirements (Sections 9.1 and 9.2), as needed;

- » Additional PDO criteria language that may be needed, such as maximum footprint size, building heights, additional use restrictions, block length/size/configuration, open space percent and type requirements, dimensional criteria or frontage requirements that may be keyed to a Regulating Plan, parking, and similar;
- » Supplemental and additional Design Standards (Section 9.3) language to clarify and/or expand upon:
 - Urban design criteria (bulk regulations), such as building form, massing, setbacks, and similar;
 - Architectural design criteria to govern materials, configurations, and techniques; and
 - Landscape, open space, and streetscape design criteria.

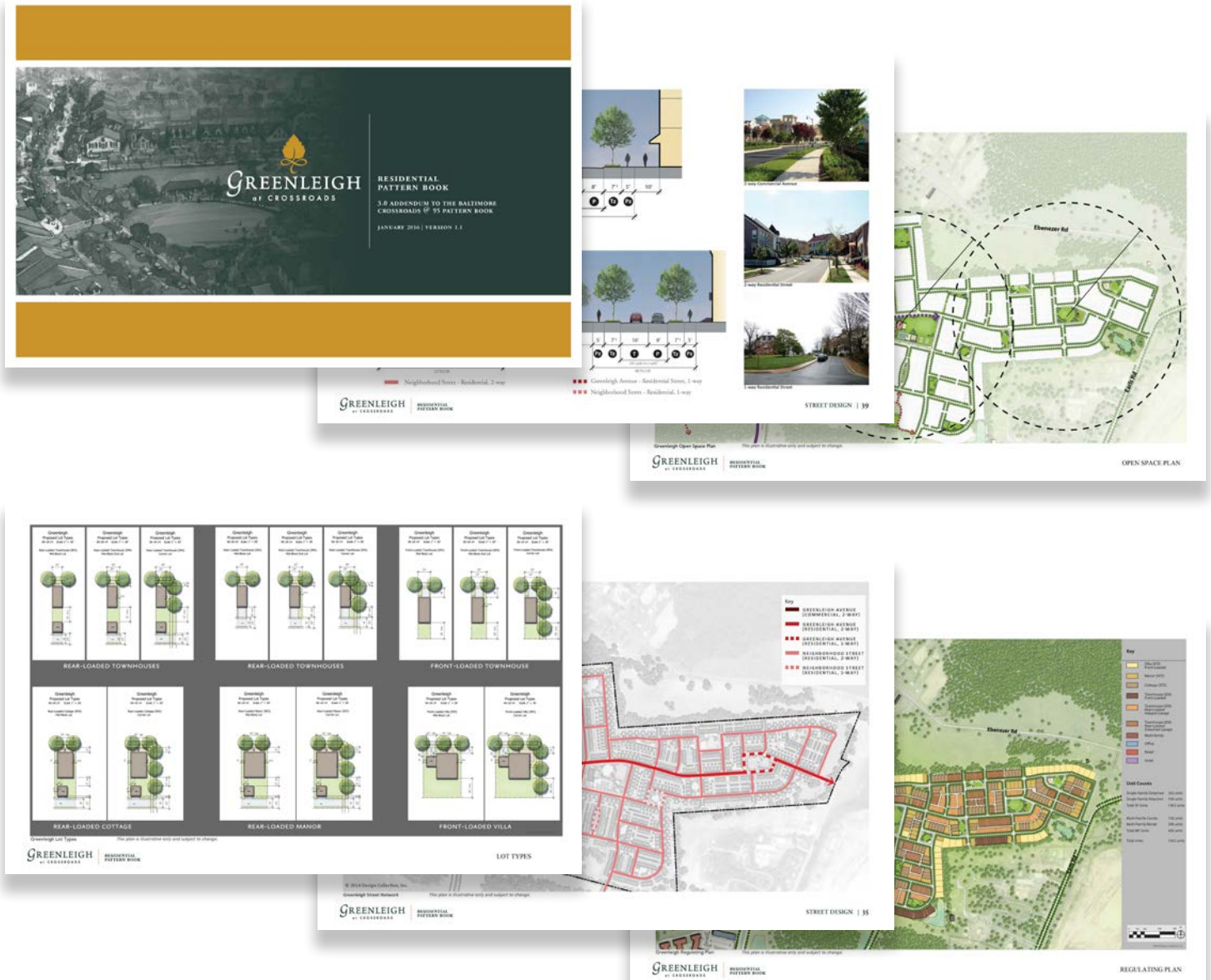
This effort will include the review of other similar documents such as the Historic District Guidelines as well as updating/expanding the current Design Standards.

- » Graphics that may include:
 - Plan diagrams to clarify definitions and/or criteria intent, such as build-to-line, building placement, frontage, terminated vista, and similar;
 - Massing diagrams to clarify building form, placement, height, and similar;
 - Elevation diagrams to clarify fenestration (percent of solid/void), architectural elements, implied and implicit bays, storefronts, signage, and similar; and
 - Streetscape diagrams and/or sections.

MAPLE LAWN SAMPLE DIAGRAMS



GREENLEIGH SAMPLE PATTERN BOOK PAGES



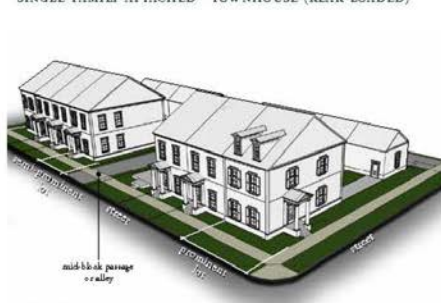
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GREENLEIGH an independent **PROPERTY** MANAGEMENT **COMPANY**

LOT HIERARCHY AND ELEVATION TYPE OVERVIEW



SINGLE-FAMILY ATTACHED - TOWNHOUSE (REAR-LOADED)

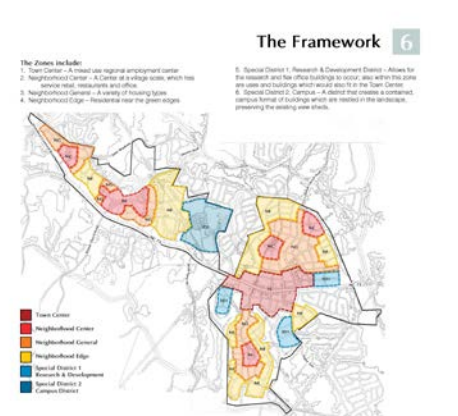


SINGLE-FAMILY DETACHED - COTTAGE (REAR-LOADED)

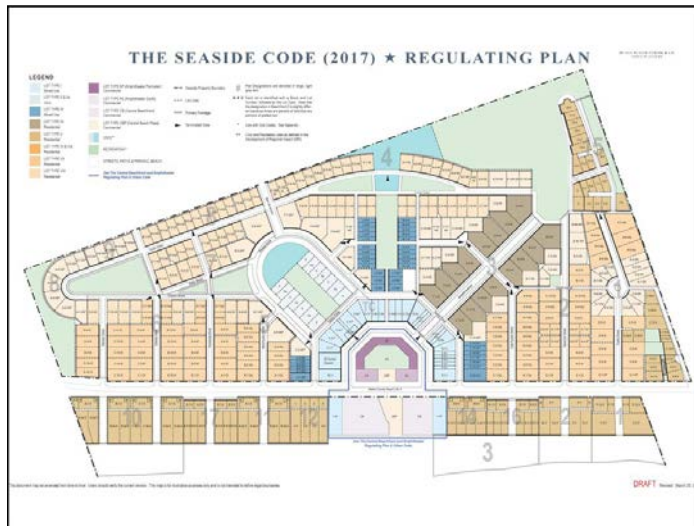


- » Desired street and block patterns (such as an organic pattern in keeping with the Olmsted/Manning Plan), but with prescribed flexibility;
- » Street types, keyed on the plan with accompanying dimensional and design criteria;
- » New public open spaces, keyed as types on the plan with accompanying purpose/use language and design criteria;
- » Pedestrian and bicycle circulation routes (including sidewalks, shared use paths, golf cart paths, mid-block passages, and similar) to ensure connectivity where appropriate;
- » Build-to lines and frontages requirements; and
- » Blocks, keyed on the plan with zoning, uses, building types, building heights, footprint size(s), and similar.

The Regulating Plan, PDO, and Design Standards recommendations may be adopted by the Village, following this planning effort, in order that the PDO will serve as the implementable tool for guiding, evaluating, and approving development in accordance with the approved Small Area Plans.



Additionally and included in our base fee, if desired, we will prepare a simple 1-sheet (or equivalent 5- to 10-page) document to graphically supplement or fully represent the above recommendations and consolidate form-based criteria (similar to the first form-based code created for Seaside (see image below).

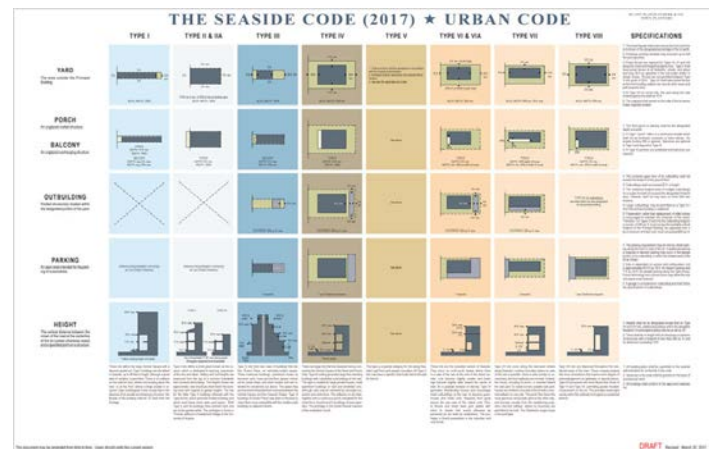
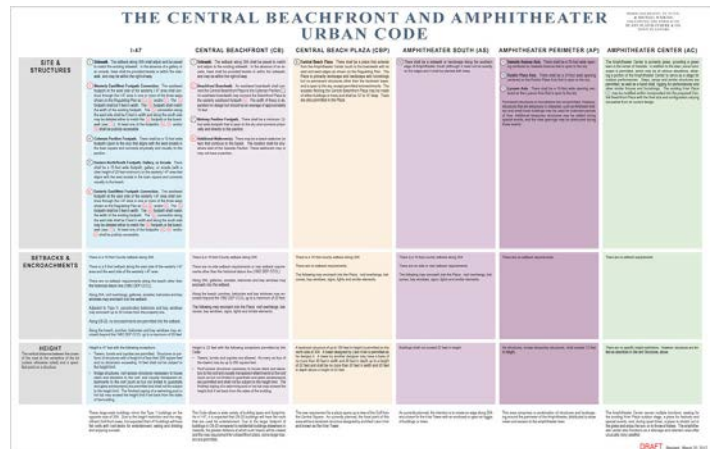


Optional Comprehensive Form-Based Code

If a complete, comprehensive form-based code (beyond the Regulating Plan, PDO additions, and Design Standards updates noted above) is desired for either or both Small Area Plans, this effort would require additional fee. If desired, this effort will require thoughtful consideration with the Village to determine the most appropriate approach and content. For reference, our typical standalone form-based code documents that guide an area's development range from 40 to 100 pages (e.g., see the Greenleigh Pattern Book, included in our sample work).

SEASIDE FORM BASED CRITERIA

© MICHAEL WATKINS



2. What previous experience do you, or members of your team, have designing form-based codes and development regulations in North Carolina?

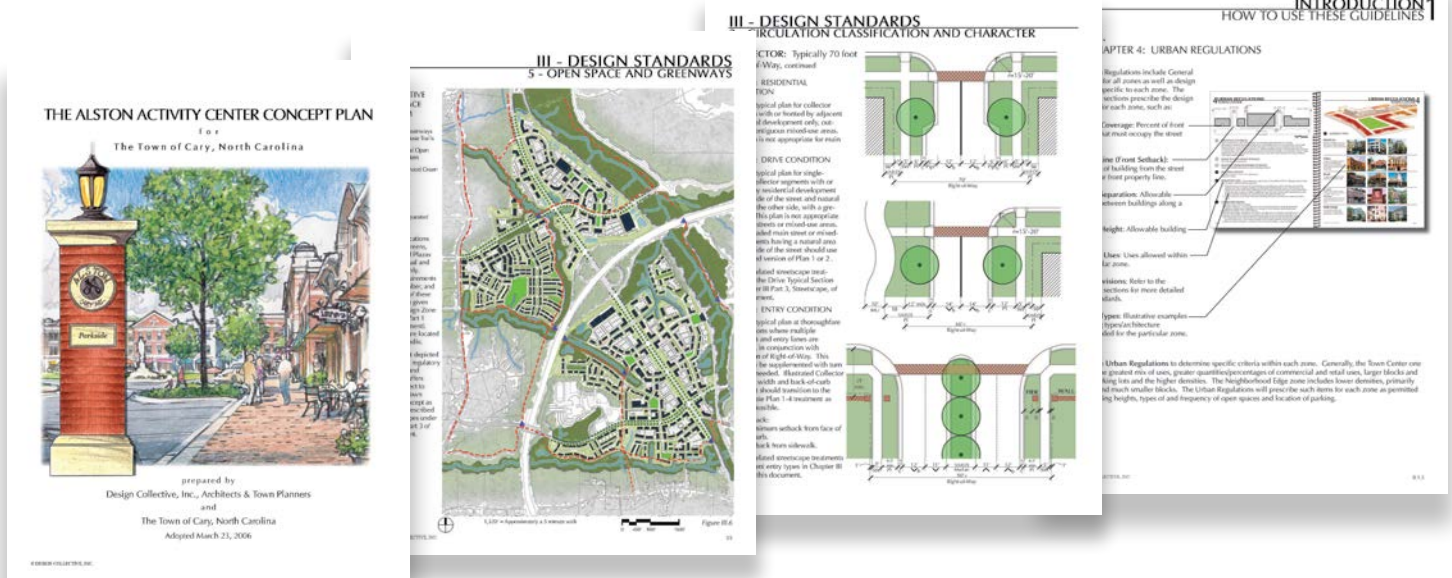
RESPONSE

Design Collective prepared the NW Cary Area Plan (now the Villages of Alston) for the Town of Cary and the NC 73 Small Area Land Use Plan for the towns of Davidson and Huntersville. These plans included development regulations and form-based code components, most notably Regulating Plans, Urban Regulations for zones of development (Town Center, Neighborhood General, and Neighborhood Edge), General Architectural Provisions, Building Uses and Types, Open Space Plans, Street Classification Diagrams and Sections, and Streetscape criteria. Further, the firm recently prepared the Glen Lennox Master Plan in Chapel Hill that also included development regulations and design standards.

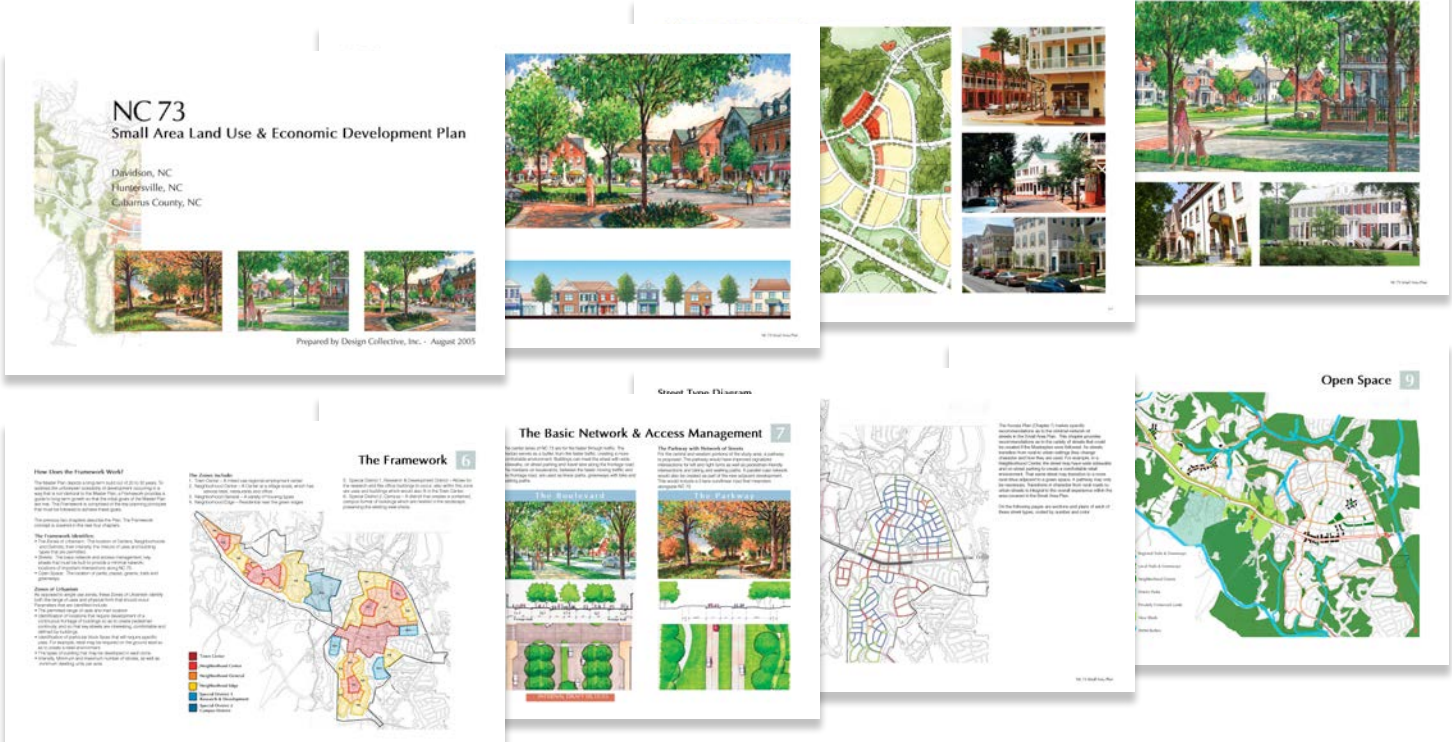
Additionally, Design Collective has prepared form-based codes, design guidelines, pattern books, and/or development regulations for the following non-North Carolina projects:

- » Maple Lawn, Fulton, MD; 600-acre mixed-use development
- » Greenleigh, White Marsh, MD; 200-acre mixed-use development
- » Downtown Columbia, MD; 500-acre mixed-use development; 2006 CNU Award
- » Renaissance Square; Middle River, MD; residential development
- » Ybor City Master Plan, Tampa FL; neighborhood plan
- » Park South, Albany, NY; neighborhood plan
- » The Port of Port Royal, Port Royal, SC; downtown plan

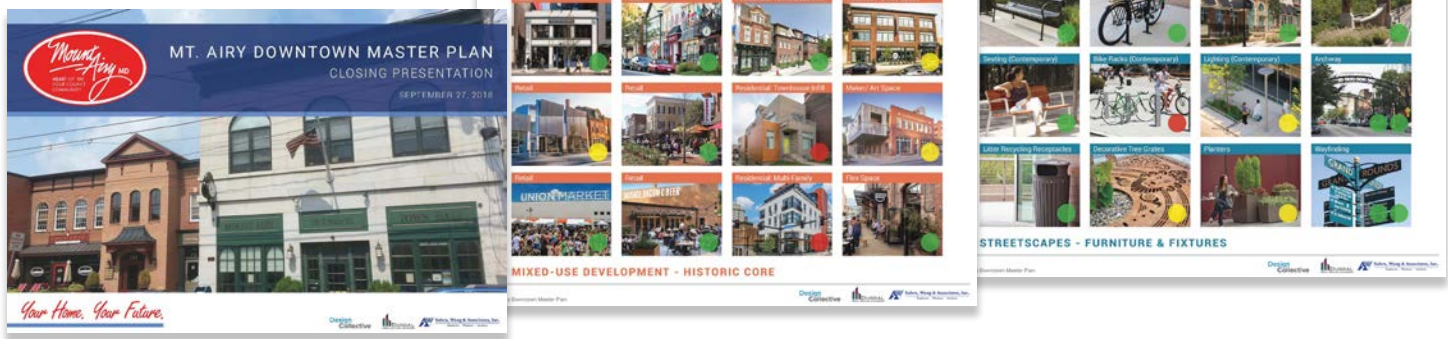
SAMPLE CODE PAGES: VILLAGES OF ALSTON



SAMPLE CODE PAGES: NC 73 SMALL AREA PLAN



DOWNTOWN MOUNT AIRY GUIDELINES



3. *Of the work samples you have provided, which one do you believe is the most relevant to this project?*

RESPONSE

The Downtown Mount Airy Vision Plan, completed in 2019, is likely the most relevant, recent Small Area Plan prepared by Design Collective for the following reasons:

- » It is a Vision Plan for a public sector client, The Town of Mount Airy;
- » The study area included an historic district and historic district guidelines <http://www.mountairy.org/DocumentCenter/View/182/Historic-District-Design-Guidelines?bidId=>
- » Similar goals and guiding principles were established, including:
 - Preserve the historic, small-town character of Mount Airy;
 - Grow the small-town character of the Town outward;
 - Suggest periphery development that compliments and does not compete with downtown businesses;
 - Improve overall connectivity, especially pedestrian and bicycle connections to the Rail-Trail and to adjacent parks;
 - Ensure walkability;
 - Create a new gateway at Center Street and MD 27 (similar to Rattlesnake and NC 211); and
 - Ensure new development balances with the need for public open space.
- » The process included a robust public engagement process including stakeholder interviews, public workshops, and a multi-day charrette;
- » The study area included multiple properties owned by a variety of entities, including some underutilized parcels owned by the town;
- » The Vision Plan included a Regulating Plan (Framework Plan) to guide development (e.g., blocks, streets, frontage, open space, uses, massing, and similar) for an area with characteristics similar to Village Place;
- » The process included a Market Demand Analysis (by Duggal Advisors) and a Transportation and Parking Analysis (by Sabra Wang Associates); and
- » The Vision Plan also included inventory and analysis, recommendations, and an implementation strategy and matrix.

Although the Downtown Mount Airy Master Plan is likely the most relevant Small Area Plan by Design Collective, it did not include a full, comprehensive form-based code or set of design standards. For these reasons, the Greenleigh Pattern Book is equally relevant as it includes:

- » Vision Plan Diagrams depicting Greenleigh's street, open space, and neighborhood framework;
- » A Regulating Plan (organization of blocks, streets, and open space);
- » Lot Type Plan Diagram (governing lot types and locations), with accompanying:
 - Lot Standards (depicting setbacks, minimum lot dimension requirements, and minimum rear yard dimensions) and
 - Precedent images
- » Prominent/Semi-Prominent Lots Plan Diagram with accompanying:
 - Massing diagrams and
 - Frontage requirements
- » Lot Landscape Plans with criteria
- » Street Network Plan, with accompanying:
 - Complete Street criteria
 - Street Sections
 - Street Furnishings criteria and
 - Precedent images
- » Open Space Plan, with accompanying:
 - Open Space types with design criteria
 - Precedent images
 - Detail plans for key open spaces
- » Architectural Design Criteria, including:
 - General Provisions
 - Materials and Elements
 - Exterior Walls
 - Building Elements
 - Roofs
 - Doors and Windows
 - Frontage and Yard
- » Signage Design Criteria
- » Design Review Process



4. *Please provide a list of similar work the proposed project team has completed or been awarded in North Carolina in recent years (last 3 years).*

RESPONSE

While Design Collective has not completed similar projects in North Carolina within the past three years, we have worked on several relevant North Carolina projects including Glen Lennox, the Villages of Alston, and the NC 73 Small Area Land Use Plan (as noted above). Non-North Carolina Small Area Plans by Design Collective in the past three years (with similar goals, comparable context and/or historic district, public engagement, land use, market and transportation analysis, and similar recommendations and implementation strategy matrix) include:

- » The Downtown Mount Airy Vision Plan; client: Town of Mount Airy, MD
- » The Columbus Central Neighborhood Plan; client: City of Columbus, IN
- » The Greater O'Donnell Heights Neighborhood Plan; client: City of Baltimore, MD
- » Concord Pike (US 202) Corridor Plan; client: WILMAPCO (MPO), Wilmington, DE
- » The Edgewood Area TOD Study; client: Harford County, MD

Relevant Ramey Kemp North Carolina projects with similar transportation/traffic scope within the past three years include:

- » West Franklin St. Lane Reallocation, Chapel Hill, NC
- » Zebulon Comprehensive Transportation Plan (CTP) and Comprehensive Land Use Plan, Zebulon, NC
- » Holly Springs Southern Area Planning Initiative, Holly Springs, NC
- » Downtown Winston-Salem Streetscape, Winston-Salem, NC
- » Capital Area Metropolitan Planning Organization (CAMPO) Southwest Area Study, Harnett/Wake Counties, NC
- » Moore County School Reassignment Traffic Engineering Studies, Moore County, NC
- » Moore County Elementary School Traffic Engineering, Moore County, NC
- » NCDOT Project U-5706 (NC 5 Widening in Moore County)

5. *Are you comfortable with contract language that allows the Council to determine if meetings with the Council and/or public will be virtual or in person?*

RESPONSE

Yes, we are comfortable with contract language that allows the Council to determine if meetings with the Council and/or public will be virtual or in person. As noted in our interview, we believe a multi-faceted approach to public engagement will be required and we welcome the opportunity to work with the Village to craft the best layered approach, whether it be all virtual, all in-person, or a combination.

6. *Can you confirm your commitment to starting this project immediately upon execution of a contract in the next few months?*

RESPONSE

Yes, we are able to start this project immediately upon execution of a contract in the next few months and confirm our commitment to do so.

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