

Proposal Response

COMPREHENSIVE LAND USE PLAN UPDATE

Prepared for:

CITY OF BELMONT, NC



plusurbia.

PLUSURBIA DESIGN

Planning, Urban + Architectural
Design

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RESPONSE TEAM:

plusurbia.

MEND 
DESIGN

MRB | *group*

center for
**comprehensive
planning**

R. JOHN ANDERSON

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01 LETTER OF TRANSMITTAL

November 22, 2023

Tiffany Faro

Planning Director, City of Belmont
1401 East Catawba Street
Belmont, North Carolina 28012
704.901.2610
tfaro@cityofbelmont.org

RE: City of Belmont, North Carolina
Request for Proposals Issued October 12, 2023
2023 Comprehensive Land Use Plan (CLUP) Update
Letter of Transmittal

Dear Ms. Faro,

In response to the Request for Proposals (RFP) issued by the City of Belmont and referenced above, we are pleased to submit to you this Proposal for Services on behalf of Plusurbia Design, MEND Design Collaborative and our consulting team.

We understand from the RFP that the City wishes to engage a qualified consultant to lead a team of professionals to provide a range of consulting services for the purposes of updating its Comprehensive Land Use Plan, which was last updated in 2018. It's understood that this effort shall take place generally over the coming year and include services including but not limited to planning, data synthesis, public outreach, consensus building and economic analysis. We have attempted to be as clear and concise in the preparation of our Proposal, indeed as the RFP stipulates, and trust that we have included all pertinent information. Our team is extremely excited by the prospect of working with you and the City on this Project.

We begin our Proposal with the introduction that follows.

Respectfully,

Plusurbia Design and MEND Design Collaborative

Juan Mullerat, Assoc. AIA, APA, NCI, CNU
Principal | Plusurbia Design

Michael Dunning, AIA, CNU, LEED+AP
Principal and Founder | MEND Design Collaborative

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02

FIRM BACKGROUND



PROJECT TEAM INTRODUCTION

TEAM OVERVIEW

Titled Firm Background to match the response structure outlined in the RFP, this section provides an introduction not just for Plusurbia or MEND, but the entire project team. Included are firm descriptions of all consultants and an awards page for Plusurbia. Resumes of key personnel from each firm can be found in the next section, Project Team.

Co-lead between Plusurbia Design and MEND Design Collaborative, our Team also features MRB Group -specialists in economic development and strategic planning, and the Center for Comprehensive Planning -a 501(c)(3) non-profit. Finally, R. John Anderson, a pioneer of "missing middle" and incremental development/ design research, will also serve as a specialist to provide input on Housing and Land Use in Belmont. Each of us will build on the other's strengths, working seamlessly together to form the strongest team possible.

Individually, and even more so together, we are experienced in engaging diverse stakeholders. We know how to translate big picture visions and ideas into practical strategies, codes, tools, and investment programs to improve community livability, place quality, resiliency, and competitiveness. We are excited to bring this know-how to Belmont.

Our well rounded team is grounded in our dedication to visionary, high quality planning, and we understand how deeply guiding documents like comprehensive plans can help

communities to evolve in concert with the top concerns of citizens, stakeholders, and government officials, as well as an ever-changing context.

In fact, we believe in the power of the comprehensive plan to such a degree that we have partnered with the non-profit Center for Comprehensive Planning in this offering, an organization with vast knowledge on innovative, national best practices that seeks the implementation of these plans through continued collaboration with jurisdictions long after the document has been adopted.

Together, we recognize the City's desire for the plan update process to pay particular attention to refining locations for varying levels of density throughout Belmont, including missing middle housing, as well as the coordination between our Team and other consultants working on the Multimodal Network Plan and Center City Small Area Plan concurrently.

WHY WE ARE THE RIGHT TEAM FOR THIS PROJECT

Regarding the particular nuances of this project, we have summarized a number of skills possessed by our Team that make us the definitive right choice for the Belmont Comprehensive Land Use Plan update.

We are Expert Planners and Designers

At Plusurbia, a certified DBE, our staff shares the combined strength of more than 60 years of professional success in planning, urban and architectural design, zoning, comprehensive planning, development, and feasibility. We believe in true collaboration and the paramount importance of contextual planning in cities, towns, and neighborhoods, harnessing their inherent strengths to create lasting, resilient value. We have received countless national, state and local awards recognizing us for making positive change in communities around the world.

We Know Missing Middle Housing

Our Team understands the importance of "missing middle" housing to the future of Belmont and our responsibility to determine where this place type should be cited throughout the City. R. John Anderson has attracted national attention for his leading research on the subject, and we have worked on several initiatives that have addressed this issue across the Southeast. These include strategically integrating the housing type into Neighborhood Revitalization District plans, like Wynwood in Miami, as well as initiatives like "Project 4" -a site plan and design for 21 "missing middle" units in urban Charlotte that offer an alternative to the block-sized luxury apartment developments that have become the de facto infill solution.

We have Completed Extensive, Impactful Historic Preservation Work

Across our projects, we integrate the discipline of traditional historic preservation with best practices in comprehensive planning, zoning, and urban design to better protect communities and landmarks, integrating them into a holistic vision for a neighborhood, city, or region. For Belmont, where the presence of a historic downtown and extensive mill history helps distinguish itself among other cities in the Charlotte metro, this component of our Team's background will be especially important.

We have a Robust set of Public Engagement Tools

We recognize that community engagement is the foundation needed for any successful planning endeavor, a fact that is all the more crucial when updating a Comprehensive Land Use Plan. At Plusurbia, we have a robust toolbox of public participation strategies and a long track record of successful deployment. In Belmont, we plan to introduce an online

survey, public workshops, one-on-one/small group meetings with stakeholders, and to convene with the Plan Update Advisory Committee for at least one update meeting per month. Following these exercises, our Team will highlight how specific pieces of public feedback are reflected in the draft Plan.

CFCP is a Comprehensive Planning Innovator

Comprehensive plans are vital to how communities plan for their future, but given their size and complexity, they can succumb to a series of common problems that hold them back. In response, we are excited to exercise the knowledge of national best practices and approaches familiar to the Center for Comprehensive Planning to ensure the latest iteration of the Plan stacks up to exemplary precedents from across the country.

We want to see Belmont Reach its Full Potential

While we are knowledgeable about the planning legislation in North Carolina, and Plusurbia, MEND, and MRB all have Carolinas Offices, we were actually inspired to pursue this RFP because of the great potential afforded to the City by its location, consistent growth, historic preservation and foresight to address topics like "missing middle" housing and the future LYNX Silver Line corridor. We believe in the City's future and would be honored to play a role in defining Belmont's road to greater success.



Plusurbia Design

Plusurbia is an award-winning planning and urban design firm based in Miami, with offices in Greenville, SC, Washington, DC and San Juan, PR. We excel at these main services, offering special expertise in visioning, form-based code creation, complete streets design, downtown revitalization, transit oriented development, and historic preservation. The practice focuses on the contextual planning and design of cities, towns, and neighborhoods to create lasting value. Our firm's diverse group of 17 planners and designers specialize in creative solutions that forge a vibrant and prosperous sense of place in cities and neighborhoods of all scales.

Creating Livable, Sustainable Communities

The firm's philosophy is to create and capture the essence of places that transcend design trends and instead value culture and identity. Plusurbia's collaborative approach is based on the belief that a society can be understood by the nature of its public spaces and the precedent they set for corresponding private development. The studio also believes very strongly in corporate social responsibility, donating thousands of hours toward pro bono, community-based projects. The City of Miami, Miami-Dade County and countless organizations have recognized Plusurbia with proclamations and awards honoring its dedication to creating innovative, meaningful design interventions for over a decade.

Plusurbia understands that the best places are continuously re-inventing themselves and constantly evolving to meet

rapidly-changing needs. Our experience empowers us to design healthy cities and neighborhoods, transit, recreation, and job-sustaining commerce. Our unique method preserves the best of the past, addresses the needs of the present, and creates a durable plan for a viable and adaptable future.

Community Engagement Expertise

Our studio believes that community involvement is absolutely essential to a successful planning endeavor. As members of the **National Charrette Institute (NCI)**, we rely heavily on the newest Community Engagement practices, both in-person and online.

Our multilingual visual preference surveys have resulted in unprecedented input from a wide range of diverse stakeholders. We also rely on constantly updated project websites, social media, broadcast, print, and online media to gain key coverage of ongoing project developments. Our charrettes and public presentations have even been featured on evening TV news serving a metro area of over one million people.

The studio has also worked with remote and online solutions for Community Engagement over the years, which have become indispensable in a hybridized world. From surveys to online whiteboards, the studio has the capability to deeply integrate stakeholder input into comprehensive plans and other projects - a skill that will be indispensable when updating

Belmont's plan. Plusurbia adapts to the needs of each project, continuously improving its outreach and engagement methodology.

Recognizing the Importance of Historic Preservation

Cultivated through our extensive preservation experience, we especially value the existing historic fabric of cities and pride ourselves in using these assets to build the future from the roots of a place's already beloved identity and heritage.

Plusurbia has previously collaborated with the National Trust for Historic Preservation, and has worked to catalog and preserve many rich, historic neighborhoods with character-appropriate design guidelines and critical recommendations. We bring this lens to every project, celebrating the heritage of a place's urban fabric as an economic driver and community stabilizer.

As comprehensive plans rely so deeply on not only profiling, but understanding and valuing a community's existing context as a foundation for their future, our skills in these areas will serve the creation of Belmont's plan update perfectly. This is true even of the City's more-recently developed built environment (outside of the Belmont Historic District), as regardless of its age, all context is relevant to the development of a comprehensive plan.

Award-Winning Urban Design

The firm's most notable projects, the Little Havana Revitalization Master Plan and the Wynwood Master Plan, have received numerous awards since their unveiling, including a National Award for Economic Development by the American Planning Association (APA), an Award of Excellence from APA Florida and the Gold Coast Section, as well as the 2018 Livable Cities Award and the Dade Heritage Trust's Annual Preservation Award.

Furthermore, the firm's Hialeah Transit Oriented Development Plan and companion Complete Streets Guidelines won the 2017 APA Florida Award of Merit for Neighborhood Planning. Firm founder Juan Mullerat, Assoc. AIA, APA, NCI, CNU, was awarded Urban Designer of the Year by the Miami Chapter of the American Institute of Architects. He and other staff members frequently lecture about and publish articles on urban revitalization, placemaking, healthy design, zoning, form-based codes, transportation corridors, transit oriented development and complete/safe streets.

Small Business Certification - Big Impact Projects

Plusurbia is certified as a **Disadvantaged Business Enterprise (DBE)** for the practice of Urban Planning Services in Florida. This year, the firm will be recognized with the same certification in South Carolina.

Plusurbia also holds a **Minority Business Certification (MBE)**, as well as Miami-Dade County's **Small Business Enterprise** under the 21.0 - Land Use Planning and Architectural/Engineering category (SBE/A/E Tier 2). The firm also is Technically Qualified in Group 13 - Planning, for 13.6 - Land Planning/Engineering by the Florida DOT.

While we acknowledge not all of these certifications are technically applicable in North Carolina, we feel they help illustrate Plusurbia's impact over its scale and offer more about the studio's identity.



Florida Main Street Distinctive Preservation Award

Lake Wales Downtown Mixed-use Design Standards 2023

APA Florida Gold Coast Award of Excellence

West Grove Affordable Housing Blueprint Best Plan/Study Award 2022

ASLA Florida Design Awards

Regenerative Planning and Design: Golf Course Conversion Award of Honor 2022

APA Florida Award of Excellence

Little Havana Revitalization Plan 2019

APA Florida Award of Merit

Coconut Grove Village Core Master Plan 2019

APA Florida Gold Coast Award of Excellence

Little Havana Revitalization Plan Best Plan/Study Award 2019

APA Florida Gold Coast Award of Merit

Coconut Grove Village Core Master Plan Implementation Award 2019

APA Florida Gold Coast Award of Excellence

SFRTA TOD Guidelines Best Practice Award 2019

International Livable Cities Award

Urban Design/Comprehensive Plan - Little Havana 2019

Miami Today Gold Medal Awards

Urban Design/Corporate Social Responsibility 2018

Dade Heritage Trust Annual Preservation Award

Little Havana National Treasure 2017

APA National Economic Development Plan Award

Wynwood Neighborhood Revitalization 2017

APA Florida Merit Award -Neighborhood Planning

Hialeah Master Plan & Transit Oriented Development 2017

APA Florida 2016 Award of Excellence

Wynwood Neighborhood Revitalization 2016

ULI Southeast Florida/Caribbean Vision Award

Wynwood Walls Garden Collaboration 2016

APA Gold Coast Chapter - Best Plan Award

Wynwood Neighborhood Revitalization 2015

APA's America's - Great Places Award

Wynwood Neighborhood Revitalization 2015

Plusurbia Design Day - Miami City Commission

Calle Ocho Corridor Revitalization Initiative 2015

CNU XXII Charter Awards - Best City Plan

City of Curridabat, Costa Rica 2014

Urban Designer of the Year

Juan Mullerat - AIA Miami 2013



MEND Design Collaborative

MEND Design Collaborative was established in 2019 with the aim of creating a different kind of consultancy – a kind of “free agency” that works with other well-established design firms on select projects through a collaborative process.

As the Founder and Principal of MEND Design Collaborative, PLLC, Michael Dunning, AIA, leads the firm’s practice with a wide range of architectural projects that focus on master planning, urban infill, building rehabilitation and social initiatives. These often-complex projects are aimed towards restoring and reinforcing the fabric of the built environment and play a significant role in the way in which design and creative problem-solving can have a profound effect on people’s lives and on the communities in which they live.

Prior to launching MEND, Michael spent over twenty-five years as a Project Architect and Principal with Shook Kelley, a nationally recognized and award-winning firm based in Charlotte and Los Angeles. While there, he championed hundreds of mixed-use development projects, caused-based master planning initiatives and other design and consensus-building efforts that were lauded for their impact on communities and for setting a high watermark for the design profession(s). As a result of this unique approach, hard work and longstanding commitment, Michael’s leadership at Shook Kelley helped garner the firm the prestigious Firm of the Year Award in 2008 - the highest honor given to firms by the North Carolina Chapter of the American Institute of Architects.

Though trained, licensed and practicing as an architect, Michael’s passion is in working with people to craft sophisticated, creative design solutions for just about anything. His skills have been applied to all scales of the built and crafted environment – from handmade objects to hundred-acre new greenfield communities. He has been the Creative Director and Principal in Charge of a wide variety of projects representing millions of invested dollars in which leadership, creativity and a broad understanding of the psychographic make-up of the stakeholders - and the economic climate surrounding each project - has been of paramount importance.

Throughout his years of practice, Michael has remained committed to the academic world that was so foundational in his career, as well as the various professional organizations that are intrinsic to the design community. Among several other posts, he has served on the Advisory Council for the formation of the College of Arts and Architecture at the University of North Carolina at Charlotte and has received numerous academic and professional awards and accolades. In 2017, Michael was proudly awarded the F. Scott Ferebee, Jr. Service to the Section Award by AIA Charlotte.

In 2023, MEND Design Collaborative announced the formation of a long-term strategic alignment with The RBA Group, also based in Charlotte, North Carolina. This collaboration allows both firms to better serve clients through expanded multi-disciplinary architecture and planning design services.



MRB Group

Who We Are

MRB Group has built our reputation by providing informed planning and sound design. By partnering with our firm, you can be sure that our experience will provide insight to create forward-thinking and fiscally responsible designs. Our teams work together to bring improvement to our clients' operations by addressing challenging site conditions and multiple functional priorities. MRB Group offers extensive experience in programming, designing, and managing municipal facility projects that create a first-class service environment.

Firm History

MRB Group is a long-established professional firm providing municipal engineering, architectural, and planning services. Today, MRB Group has evolved into a civil engineering and architecture resource focused on infrastructure and facilities that serve the public, with extensive experience in state and federally funded projects and compliance with funding standards.

Why We Are Different

Our firm's philosophy is cultivated from the experience of our executive leadership. They have established a single guiding principle that governs all practice areas inside of MRB Group: that our communities are best served when we think about local challenges from a 360-degree perspective.

MRB GROUP OFFICES

South Carolina

Charleston

New York

Rochester
Saratoga Springs
Finger Lakes
Seneca County
Syracuse

Texas

Austin
Temple
Waco

Michigan

Ann Arbor

More importantly, our goal is to protect the interests of our clients and help them contain costs. Whether our clients require needs assessments, system design, and construction phase services, or we serve in an advisory capacity, the MRB Group team helps our clients provide community services and protect critical assets.

Staffing

Headquartered in Rochester, NY, MRB Group has 10 offices around the country. The majority of the team chosen for this project are based out of New York. Additional support will be provided as needed based on the requirements of the task.

MRB Group's Economic Development Services

MRB Group's economic development professionals help communities realize their full economic potential and quality of life through strategies that support the attraction, creation, and retention of businesses and jobs and the expansion of the tax base. These services include:

Real Estate Market Analysis

Understanding the supply and demand for commercial, industrial, residential, institutional, and mixed use space is critical to preparing communities to attract private investment. MRB Group helps clients identify financially feasible real estate uses, engage effectively with potential developers, and leverage relevant funding and incentives programs.

Economic Development Strategic Planning

MRB Group's professional facilitators guide communities in articulating their economic development vision and identifying specific tactics, projects, and programs that are based on realistic views of market, financial, and political feasibility. Our strategic plans are grounded in a data-driven understanding of a region's economic conditions, strategic advantages, and industry trends, and they provide a roadmap for organizing your community for successful implementation.

Economic and Fiscal Impact Analysis

Public investments in economic development projects are most successful when a community can quantify their economic benefits and costs. MRB Group's economic analysts calculate the direct and indirect jobs, wages, and sales that will result from a new project or policy, helping stakeholders understand the economic multiplier effect of such an investment, and also estimate the project's effect on tax revenues and local government service delivery costs.

Funding, Incentives, and Implementation

MRB Group can find a way to make economic development projects happen. Our team has deep experience with a broad range of grant and loan programs, loan guarantees, technical assistance, tax incentives, tax abatements, tax increment financing, brownfield cleanup programs, and historic preservation tax credits.

WHAT IS ECONOMIC DEVELOPMENT?

Efforts to achieve sustainable improvements to the economic well-being and quality of life for a community or region

WHAT SOLUTIONS CAN MRB GROUP PROVIDE?



STIMULATE GROWTH

- » Attract new businesses
- » Grow the tax base
- » Create jobs
- » Take an idea to implementation



OPTIMIZE ASSETS

- » Develop land or buildings
- » Remove blight and vacancies
- » Revitalize downtowns



FINANCIAL STRATEGY

- » Attract private investment
- » Identify funding
- » Utilize tax incentives & financial tools



Center for Comprehensive Planning (CFCP)

The Center for Comprehensive Planning was founded in 2022 as an organization dedicated to advancing comprehensive planning. We serve planning professionals, elected officials, and a wide range of stakeholders by developing planning tools and sharing best practices to help strengthen communities as they develop, revise, and implement their comprehensive plans. The Center for Comprehensive Planning received 501(c)(3) non-profit status in February of 2022.

An Innovative Non-profit

While the Center for Comprehensive Planning is a relatively new 501(c)(3) nonprofit, our team is made up of experienced professionals with a strong background in comprehensive planning, data analysis, and community engagement. We are proud to have developed a cutting-edge digital platform called Lattice. It has been used in urban planning courses at Ball State University and to assist Rogers, Arkansas in validating the best practices for their new Comprehensive Plan.

The Center is fortunate to have an executive director and board of directors with extensive experience in comprehensive planning. They have worked with numerous local governments to develop comprehensive plans and are highly regarded in the field for their expertise and dedication to planning best practices. Our team is committed to staying up-to-date with the latest innovations and strategies in comprehensive planning. We regularly attend conferences, workshops, and training programs to ensure that we provide our clients with the highest level of service.

Our approach to this project will be to channel our expertise used in building Lattice into a thoughtful and analytical update to Belmont's Comprehensive Land Use Plan. While, in this case, we do not plan to significantly deploy the software during this project, we are confident this extensive knowledge of best practices and time-tested planning case studies will be an indispensable asset to the City of Belmont.

Overall, we are excited about the opportunity to collaborate on the update of Belmont's Comprehensive Land Use Plan and believe that our team's expertise and innovative technology will enable us to deliver high-quality results that meet your needs and exceed your expectations. We are committed to providing the highest level of service and look forward to working with you.

Setting us Apart by Fulfilling our Mission

Lastly, what separates the CFCP from other Offerers is our deepest commitment to implementation -aligning with our non-profit mission. As such, we are committed to working with Belmont for years to come by extending personalized follow-up services to your staff at little or no cost to the City. This approach is designed to aid everyone in seeing the updated Comprehensive Land Use Plan we will help create come to life.



R. John Anderson

We operate in the intersection between practical building, competent urban design and building design, sustainable development. Since the Financial Crisis of 2008 our focus has been on incremental development and middle scale building (Missing Middle Housing + Mixed Use).

In addition to developing our own projects, we mentor small local developers with the **non-profit Incremental Development Alliance** and provide technical assistance to local municipalities performing zoning code audits to clear the way for local small developers and training staff and elected officials in basic development math.

Our Philosophy

The cost and utility of housing cannot be separated from the development pattern. When housing choice is reduced to isolated single family subdivisions, townhouses and apartment "complexes" households end up with significant transportation costs. When walkable places are built with gradients of density and intensity with connected networks of slow speed streets households have an opportunity to go "car light".

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03 PROJECT TEAM



JUAN MULLERAT

Mullerat is the Founding Principal of Plusurbia Design – a firm that specializes in value-added contextual design methods. Mullerat serves on several Public Boards and Committees that address livability and the built environment. Recently, he also served as Chair of the American Planning Association’s Florida Gold Coast Section. He holds dual master’s degrees in Urban Design and Architecture from the University of Miami, and spent several years working at Duany Plater-Zyberk & Co (now DPZ CoDesign).

A planner and designer with over 20 years of experience, Mullerat has authored numerous projects across five continents ranging from waterfront and corridor development to citywide master plans. Among them is the Wynwood Master Plan, recipient of the APA’s 2017 National Economic Planning Award, and the 2019 International Livable Cities Award.

PROFESSIONAL

Plusurbia Design
Founding Principal & Designer
(2009-present)

University of Miami
Associate Professor (2010-present)

Florida APA Gold Coast Section
Chair (2020-2022)

EDUCATION

University of Miami
Master of Architecture
Master of Urban Design

UNC at Charlotte
Bachelor of Arts in Urban Studies
Bachelor of Arts in Architecture

ASSOCIATIONS

American Planning Association (APA)
Florida Chapter - Gold Coast Section
Former Section Chair

National Charrette Institute (NCI)
Member

AREAS OF EXPERTISE

Urban Design / Architectural Design
Complete Streets/Corridor Design
Land Use Planning/Master Planning
Neighborhood Revitalization
Economic Development Planning
Action/Implementation Plans
Visioning Workshops

RELEVANT PROJECTS

URBAN DESIGN

WYNWOOD NORTE

Miami, FL..... 250 AC
Community-driven vision plan for the neighborhood north of the popular Wynwood that worked to craft recommendations and propose design solutions for the neighborhood based on the community’s feedback, with an emphasis on mobility, accessibility, and safety.

COMMUNITY PLAN + PUBLIC OUTREACH

LITTLE HAVANA REVITALIZATION

Miami, FL..... 1700 AC
In partnership with the National Trust for Historic Preservation, plan efforts worked to preserve the authenticity of Little Havana and provide new policy recommendations that incentivize preservation, adaptive re-use and urban infill.

AFFORDABLE HOUSING

WEST GROVE AFFORDABLE HOUSING

Hialeah, FL..... ~960 AC
Blueprint to make policy and legislative modifications to the current conditions in the West Grove neighborhood to incentivize Affordable Housing component.

URBAN DESIGN

UNDERLINE SPECIAL DISTRICT

Miami Dade County..... 11 Miles
Recommendations to ensure compatible land uses, development patterns, quality urban design and connectivity along the 10+ mile trail corridor identifying specific value capture mechanisms and inclusive outreach strategies.

URBAN PLANNING + ZONING

NORTH RAILROAD AVENUE DISTRICT

West Palm Beach, Florida 43 AC
The intent of the North Railroad Avenue District (NORA) is to establish an urban district that adapts the neighborhood into a walkable, mixed-use district in the City of West Palm Beach.

TRANSPORTATION PLANNING + URBAN DESIGN

STRATEGIC MIAMI AREA RAPID TRANSIT PLAN - SMART PLAN

Miami-Dade, FL Countywide
Land use scenario, visioning planning and first and last mile strategies for Transit Oriented Development (TOD), on four corridors, to address mobility needs throughout Miami Dade County.

URBAN DESIGN + COMMUNITY PLANNING

COCONUT GROVE VILLAGE

Miami, FL..... 150 AC
Revitalization of a historic district focused on activating street frontage and courtyards while also enhancing pedestrian and bike mobility. At the neighborhood’s heart, a pedestrian scramble prioritizes the safe flow of pedestrians, making traffic circulation safer and more effective.

CODE AMENDMENTS + COMMUNITY PLANNING

HIALEAH TRANSIT ORIENTED DEVELOPMENT

Hialeah, FL..... 313 AC
Master plan and land-use policy for TOD around the city’s Market District and transfer rail stations. Supports compact, mixed-use development anchored by commuter rail.

plusurbia.

PRINCIPAL

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MICHAEL DUNNING

Dunning is the founder of MEND Design Collaborative, PLLC, based in Charlotte, North Carolina. The practice undertakes a wide range of projects that focus on master planning, urban infill, building rehabilitation, policy-making and social initiatives aimed at restoring and reinforcing the fabric of the built environment. Prior to MEND, Michael spent over 25 years as a Project Architect and Principal with Shook Kelley based in Charlotte and Los Angeles. While there, he championed hundreds of mixed-use development projects, caused-based master planning initiatives and consensus-building efforts that were lauded for their impact on communities and for setting a high watermark for the design profession(s). Among several other posts, he has served on the Advisory Council for the formation of the College of Arts and Architecture at UNC Charlotte and has received numerous academic and professional awards and accolades. In 2017, Michael was proudly awarded the F. Scott Ferebee, Jr. Service to the Section Award by AIA Charlotte.

PROFESSIONAL

MEND Design Collaborative
Founding Principal (2019-present)

UNC Charlotte School of Architecture
Adjunct Professor (2012-2013)

Shook Kelley
Principal (1995-2019)

EDUCATION

UNC Charlotte
Bachelor of Architecture
1993

UNC Charlotte
Bachelor of Arts in Architecture
1992

ASSOCIATIONS

The Congress for New Urbanism(CNU)
Presenter and Multiple Committees

American Institute of Architects (AIA)
Member + Multiple Local Committees

AREAS OF EXPERTISE

Urban Design/ Architectural Design
Land Use Planning/ Master Planning
Zoning, Rezoning and Entitlements
Charrette Workshops
Smartcode Calibration
Form-Based Codes

RELEVANT PROJECTS

URBAN DESIGN + HISTORIC PRESERVATION

FORT MONROE BRAC¹

Hampton Roads, VA 570 AC
Preservation and reuse strategy for the planned decommissioning of the pre-Civil War era Federal military base including a mixed of uses and a new marina, historic village revitalization, inner fort museum and road infrastructure.

COMMUNITY PLAN + PUBLIC OUTREACH

THE NORTH END PLAN

Michigan City, IN +/- 830 AC
Consultant on charrette team led by Andrews University School of Architecture Urban Design Studio resulting in a small area plan and pattern book for incorporation into the City’s planning and zoning documents.

AFFORDABLE HOUSING

PROJECT 4

Charlotte, NC56 AC
High-density urban infill project in Charlotte’s NoDa District designed to support a mix of market-rate and 80% AMI affordable residential units under the new Urban Residential (UR-2) zoning classification.

MASTER PLANNING

KAPALUA¹

Maui, HI 220 AC
Master planning and brand creation for the Central Resort managed by Maui Land & Pineapple. Traditional Hawaiian land settlement patterns and customs informed the planning and design process along with brand collateral.

URBAN PLANNING + ZONING

LAKEWOOD TROLLEY DISTRICT¹

Charlotte, NC 43 AC
Small area master planning and land use studies along a defunct trolley line to generate consensus and capital to connect the west side of Center City Charlotte with the revitalizing Savona Mill District to the west.

TRANSPORTATION PLANNING + URBAN DESIGN

SCALEYBARK TOD¹

Charlotte, NC 195 AC
Master planning and density studies for one of the original nine Charlotte Area Transit System’s LYNX Blue Line light rail stations. The effort was city-sponsored with multiple landowners and other stakeholders involved in the workshop-style process.

URBAN DESIGN + COMMUNITY PLANNING

DUKE ENERGY KENILWORTH STATION

Charlotte, NC 2.5 AC
Pro-bono work for the non-profit Dilworth Community Association to lead neighborhood support and design a public park to be built along with the utility company’s expansion of their substation, resulting in a \$1.75M improvement grant.

CODE AMENDMENTS + COMMUNITY PLANNING

FAUBOURG MARIGNY DISTRICT SMARTCODE CALIBRATION

New Orleans, LA 216 AC
Effort immediately after Hurricane Katrina to decode the fabric of the historic neighborhood and create a form-based code to guide reconstruction and future zoning regulations.

PROJECT MANAGER

michaeldunning@mend-design.com
+1.704.953.0357

MEND
DESIGN

¹ Projects completed while a Principal at Shook Kelley and prior to the formation of MEND Design Collaborative.



DYLAN GEHRING

CO-PROJECT MANAGER

dylan@plusurbia.com
+1.865.633.0008 ext. 720

Gehring is an urban planner and Office Director of Plusurbia Carolinas -the firm's latest commitment to growth in the Southeast. He has completed numerous corridor, land use, transit oriented development, planning, and zoning projects across the country. Standing on a strong academic foundation, he holds two degrees in planning, and has played key leadership roles on recent Plusurbia projects, such as the East Gateway in Greenville, SC and City Terrace project in Opa-locka, FL.

Gehring briefly worked for the City of Greenville and has over five years of professional and academic planning experience. He is a graduate of Clemson University's Master of City and Regional Planning program.

PROFESSIONAL

Plusurbia Design
Plusurbia Carolinas Office Director
(2023-present)

Plusurbia Design
Urban Planner/Designer (2021-2023)

Clemson University
Graduate Research Assistant (2022)

EDUCATION

Clemson University
Master of City & Regional Planning

Ball State University
Bachelor of Urban Planning &
Development

ASSOCIATIONS

American Planning Association (APA)
Member

AREAS OF EXPERTISE

Economic Development Planning
Land Use Planning / Master Planning
Neighborhood Revitalization
Public Involvement / Charrettes

RELEVANT PROJECTS

MASTER PLANNING

GREENVILLE EAST GATEWAY

Greenville, SC 170 AC
Located in one of the nation's fastest-growing cities, this Community Vision Plan embraces the assets of Greenville's Gateway District and introduces strategies to weave the built environment back together, better establishing physical and psychological connections to the adjacent downtown. The project began by reimagining the central corridor as a multimodal boulevard flanked by mixed-use, urban-style development. From there, introducing a transition zone offered a way to preserve the adjacent neighborhood's historic character, while allowing the corridor to reach its ideal density. Furthermore, exploring additional infill development opportunities around the arena revealed the potential for a new entertainment district that will continue to build on Greenville's legacy of great placemaking.

ECONOMIC DEVELOPMENT + URBAN DESIGN

CITY TERRACE COMMUNITY DEVELOPMENT CORPORATION

Opa-locka, FL.....~6 AC
General Planning and Economic Development Strategy Services to provide a holistic redevelopment vision and recommendations for the future of the Opa-Locka CDC's properties as part of a larger special district. The parcels were reimagined as catalytic sites to rebuild the city's downtown. Plusurbia has continued to assist the CDC periodically throughout implementation.

URBAN DESIGN

OVERTOWN NEIGHBORHOOD REVITALIZATION PLAN

Miami, FL..... ~850 AC
An overview and plethora of strategies for inclusive revitalization in Miami's revered historic Black neighborhood, which has experienced growing pains under the stress of gentrification.

URBAN DESIGN + LAND USE PLANNING

DORAL BOULEVARD MASTER PLAN

Doral, FL4 MI
Re-envisioning a suburban South Florida corridor as a multimodal-friendly, activated, and beautified main street through deep analysis and creative placemaking recommendations.

ECONOMIC DEVELOPMENT

BORINQUEN TRAIL

Puerto Rico..... 595 MI
A visionary pro bono project, the Borinquen Trail is a proposed 595-mile rail trail encircling all of Puerto Rico that, at full build-out, could produce up to \$673M in economic impact annually.

COMPREHENSIVE PLANNING

*ALBANY COMPREHENSIVE PLAN

Albany, IN Townwide
Ball State University's Urban Planning and Development program collaborated with Albany, a shrinking town in rural Indiana, to deliver an all-new comprehensive plan. Gehring served as a key leader on this project from the academic side. Notably, "All 4 Albany" mapped the town's zoning designations and future land use for the first time since the 1970s.



MARIA BENDFELDT



SENIOR PLANNER

maria@plusurbia.com
+1.305.444.4850 ext. 702

Bendfeldt is a Senior Project Director at Plusurbia Design. As an urban planner and architectural designer with over 20 years of experience, Bendfeldt has worked on dozens of successful form-based codes and master plans both in the public and private sector. Throughout her career, Bendfeldt has consistently promoted and implemented forward-thinking land use policy that emphasizes revitalization and smart growth strategies.

Holding her Master's in Suburb and Town Design from the University of Miami, her expertise in these areas has been honored with national, statewide, and regional planning awards. Recently, she led Plusurbia's role in drafting Miami Beach's new form-based style resiliency code, tailored specifically to the city's situation and focusing on climate adaptation and mitigation strategies.

PROFESSIONAL

Plusurbia Design
Principal Planner & Urban Designer
(2010-present)

Jaime Correa & Associates
Associate Designer (2007-2009)

EDUCATION

University of Miami
Master of Suburb and Town Design

Universidad Francisco Marroquín
Architecture Degree

ASSOCIATIONS

American Planning Association (APA)
Member

Congress for New Urbanism (CNU)
Member

AREAS OF EXPERTISE

Urban Design / Architectural Design
Complete Streets / Corridor Design
Land Use Planning / Master Planning
Neighborhood Revitalization
Economic, Development Planning
Action / Implementation Plans
Visioning / Workshops
Public Involvement

RELEVANT PROJECTS

FORM-BASED + RESILIENCY CODE

MIAMI BEACH RESILIENT DEVELOPMENT CODE

Miami Beach, FL.....Citywide
New form-based style resiliency code, tailored specifically to Miami Beach and focusing on resilience adaptation and mitigation strategies. The code simplifies use requirements and focuses on building orientation, scale, context, and frontages. These clear, consistent regulations set the stage for a strategic plan.

URBAN DESIGNER

UNDERLINE SPECIAL DISTRICT

Miami, FL..... 11 MI
Recommendations to ensure compatible land uses, development patterns, quality urban design and connectivity along the 10+ mile corridor identifying specific value capture mechanisms and inclusive outreach strategies.

URBAN DESIGN + COMMUNITY PLANNING

COCONUT GROVE VILLAGE

Miami, FL..... 150 AC
Revitalization of a historic district focused on activating street frontage and courtyards while also enhancing pedestrian and bike mobility. A pedestrian scramble prioritizes the safe flow of pedestrians making traffic circulation safer and more effective.

URBAN DESIGN

HIALEAH COMPLETE STREETS PLAN

Miami, FL.....19.7 SQMI
Works to promote multi-modal mobility and create more supportive transit infrastructure in this dense, mixed-use district.

URBAN DESIGN

URBAN DESIGN FOR 395 SIGNATURE DESIGN-BUILD

Miami, FL..... 55 AC
Innovative design that rethinks the usage of the public space under the 395 and works to promote better pedestrian infrastructure and amenities for local residents.

CODE AMENDMENTS + COMMUNITY PLANNING

HIALEAH TRANSIT ORIENTED

Hialeah, FL..... 313 AC
Master plan and land-use policy for TOD around the city's Market District and Transfer rail stations. Supports compact, mixed-use development anchored by commuter rail.

FORM-BASE CODE + PLANNING

FORT LAUDERDALE TOD STUDY

Fort Lauderdale, FL 1800 AC
Creates a walkable community with a vibrant live, work, and play environment. Focuses on the city's goals of being both an urban center and a major vacation destination sustained by an accessible, resilient and connected community.

COMMUNITY PLAN + PUBLIC OUTREACH

LITTLE HAVANA REVITALIZATION

Miami, FL..... 1700 AC
In partnership with the National Trust for Historic Preservation, plan efforts worked to preserve the authenticity of Little Havana and provide new policy recommendations that incentivize preservation, adaptive re-use and urban infill.

* denotes experience prior to Plusurbia Design



MEGAN MCLAUGHLIN, AICP

SENIOR PLANNER
megan@plusurbia.com
+1.305.444.4850 ext. 710

McLaughlin is a certified urban planner and historic preservation specialist with 20 years of public and private sector experience in urban planning and historic preservation. Her work with comprehensive plans, urban design, and economic development consistently promotes memorable places as a catalyst for revitalization and community identity. This experience gives her a unique ability to leverage planning and historic preservation as a tool to improve quality of life.

McLaughlin has also authored a variety of land use regulations and transit-supportive development in form-based codes, comprehensive plans, traditional zoning regulations, and master plan reports. She holds a Master of Architecture from the University of Miami.

PROFESSIONAL

- Plusurbia Design
Principal Planner & Historic Preservation Specialist (2017-present)
- University of Miami
Associate Professor (2008-present)
- City of Coral Gables
City Planner (2014-2016)
- City of Miami
Int Preservation Officer (2012-2014)
- City of Miami
Preservation Planner (2011-2012)
- Dover, Kohl & Partners
Project Director (2007-2011)

EDUCATION

- University of Miami
Master of Architecture
- College of William & Mary
Bachelor of Art History

ASSOCIATIONS

- American Institute of Certified Planners
Certified Planner
- Miami-Dade County
Historic Preservation Board
- Dade Heritage Trust
Advisor

AREAS OF EXPERTISE

- Historic Preservation
- Land Use Planning / Master Planning
- Neighborhood Revitalization
- Public Involvement

RELEVANT PROJECTS

HISTORIC PRESERVATION

EL PORTAL FORM-BASED CODE

El Portal, FL 256 AC
Creation of new municipal form-based zoning ordinance and Comprehensive Plan amendments. Regulations focus on preservation of existing historic single-family neighborhoods, and creation of a mixed-use Town Center in close proximity to a future transit station.

FORM-BASE CODE + PUBLIC OUTREACH

WYNWOOD NORTE

Miami, FL 250 AC
Community-driven vision plan for the neighborhood north of Wynwood that worked to craft recommendations and propose design solutions for the neighborhood based on the community's feedback, with an emphasis on mobility, accessibility, and safety.

AFFORDABLE HOUSING

WEST GROVE AFFORDABLE HOUSING

Hialeah, FL ~960 AC
Blueprint to make policy and legislative modifications to the current conditions in the West Grove neighborhood to incentivize an Affordable Housing component.

URBAN DESIGN + COMMUNITY PLANNING

COCONUT GROVE VILLAGE

Miami, FL 150 AC
Revitalization of a historic district focused on activating street frontage and courtyards while also enhancing pedestrian and bike mobility. A pedestrian scramble prioritizes the safe flow of pedestrians making traffic circulation safer and more effective.

HISTORIC PRESERVATION

GROVE PARK NATIONAL REGISTER

Miami-Dade, FL 40 AC
Project Manager, lead researcher, lead fieldwork, and author for a Florida Division of Historical Resources-funded project to document a threatened neighborhood of 1920s-1940s era homes on a unique ridge of high ground in the City. Production of 777 Florida Master Site Files and survey report meeting State statutes. Work submitted and approved by the Florida Division of Historical Resources in 2021.

COMPREHENSIVE PLANNING

PLAN EL PASO*

El Paso, TX Citywide
The comprehensive plan policy directs the City of El Paso in its implementation of consensus-based goals created through an extensive public process. The goals, objectives and strategies of the plan involve land use, urban design, historic preservation, housing, transportation, health, sustainability and public facilities.

COMPREHENSIVE PLANNING

NORTH PONCE - MIXED USE OVERLAY*

Coral Gables, FL 1 MI
Community-driven vision plan for the neighborhood north of Wynwood that worked to craft recommendations and propose design solutions for the neighborhood based on the community's feedback, with an emphasis on mobility, accessibility, and safety.



MANUEL DE LEMOS

SENIOR URBAN DESIGNER
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De Lemos is an urban and architectural designer with more than a decade of experience in multi-modal mobility, land use planning and transit oriented development. He has managed urban design workshops for clients. He is also the project manager for Miami Transit Oriented Development Districts. The project, funded by the Treasure Coast Regional Planning Council, will create urban design and land use guidelines for development in the Little River, Midtown and Downtown areas.

De Lemos contributed to the urban design guidelines in the Coconut Grove Business Improvement District Action Plan, the Omni Entertainment District Master Plan and the Little Havana Revitalization Plan. He is a graduate of the University of Miami.

PROFESSIONAL

- Plusurbia Design
Principal Planner & Urban designer (2016-present)
- Citywise Appraisal & Real Estate Consulting
Associate Appraiser (2012-2016)
- Manuel De Lemos, AIA Architects and Planners
Urban Designer (2010-2012)
- Young and De La Sota Architects
Urban Designer (2010-2018)

EDUCATION

- University of Miami
Bachelor of Architecture

ASSOCIATIONS

- Urban Land Institute (ULI)
Member
- College of Architects and Landscape Architects of Puerto Rico (CAAPPR)
Member
- Appraisal Institute (AI)
Member

AREAS OF EXPERTISE

- Urban Design / Architectural Design
- Complete Streets/Corridor Design
- Land Use Planning/Master Planning

RELEVANT PROJECTS

FORM-BASE CODE + URBAN DESIGN
WYNWOOD REVITALIZATION

Miami, FL 273 AC
Crafted a national model for urban zoning codes to support creative industries, mixed-use, transit-supportive development, proper urban scale and green space.

URBAN DESIGN + COMMUNITY PLANNING
COCONUT GROVE VILLAGE

Miami, FL 150 AC
Revitalization of a historic district focused on activating street frontage and courtyards while also enhancing pedestrian and bike mobility. A pedestrian scramble prioritizes the safe flow of pedestrians making traffic circulation safer and more effective.

COMMUNITY PLAN + PUBLIC OUTREACH
LITTLE HAVANA REVITALIZATION

Miami, FL 1700 AC
In partnership with the National Trust for Historic Preservation, plan efforts worked to preserve the authenticity of Little Havana and provide new policy recommendations that incentivize preservation, adaptive re-use and urban infill.

FORM-BASE CODE + COMMUNITY PLANNING
VILLAGE OF EL PORTAL

El Portal, FL 256 AC
Creation of new municipal zoning ordinance and Comprehensive Plan amendments. Recommendations focus on mixed-use Town Center and corridor legislation that generate new economic sources and provide a destination for the Village in proximity to a future transit station.

TOD + COMMUNITY PLAN

STRATEGIC MIAMI AREA RAPID TRANSIT PLAN

Miami-Dade, FL Countywide
Urban design and land use planning for Transit Oriented Development to help fund resources for and encourage accessibility to rapid transit.

TOD+ URBAN DESIGN

MIAMI TRANSIT ORIENTED DEVELOPMENT DISTRICTS

Miami, FL 1500 AC
Typology report for Transit Oriented Development (TOD) in three key locations in Miami that explore the potential of transit connectivity to major hubs throughout the city.

CODE AMENDMENTS + COMMUNITY PLANNING

HIALEAH TRANSIT ORIENTED DEVELOPMENT

Hialeah, FL 313 AC
Master plan and land-use policy for TOD around the city's Market District and Transfer rail stations. Supports compact, mixed-use development anchored by commuter rail.

FORM-BASE CODE + PLANNING

FORT LAUDERDALE TOD STUDY

Fort Lauderdale, FL 1800 AC
Creates a walkable community with a vibrant live, work, and play environment. Focuses on the city's goals of being both an urban center and a major vacation destination sustained by an accessible, resilient and connected community.

* denotes experience prior to Plusurbia Design



BRUNO CARVALHO, ASLA

SENIOR LANDSCAPE ARCHITECT
bruno@plusurbia.com
+1.240.938.9050

Bruno is a landscape architect, urban planner and Office Director of Plusurbia Washington, DC. He has completed numerous corridor/ streetscape projects across the country. With nearly 25 years experience, he leads the firm's landscape architecture design practice and has lead or is currently leading several high-profile projects, such as the I-395 Heritage Trail in Miami, Connecticut Avenue NW streetscape in DC, Shepherdstown, WV's Main Street Plan, the Miami-River Greenway Project, and many more

Bruno earned his Master of Landscape Architecture at Virginia Tech and is a member of both the American Society of Landscape Architects and the American Planning Association.

PROFESSIONAL

Plusurbia Design
Plusurbia Washington DC Office Director (2023-present)
Carvalho and Good, PLLC
Principal (2009-2023)
Kimley-Horn and Associates
Landscape Architect (1999-2009)

EDUCATION

Virginia Polytechnic Institute and State University (Virginia Tech)
Master of Landscape Architecture

ASSOCIATIONS

American Planning Association (APA)
Member
American Society of Landscape Architects (ASLA)
Member

AREAS OF EXPERTISE

Corridor design/ Streetscape Design
Neighborhood Revitalization
Public Involvement / Charrettes
Open Space Design and Planning

RELEVANT PROJECTS

DESIGN GUIDELINES

TYSON'S CORNER DESIGN GUIDELINES
Fairfax County, VA..... 2,200 AC
The Tyson's Corner design guidelines serve as a guide to transform a suburban-focused commercial hub into a mixed-use/ high density community. The final comprehensive set of guidelines included everything from the building forms, density and intensity to the surrounding streetscape, open spaces, trails and the relationship between buildings and adjacent open spaces. The guidelines were developed through a robust public involvement process spanning nearly two years.

CORRIDOR / STREETScape DESIGN

CONNECTICUT AVENUE, NW
Washington, DC..... 35 AC
Serving as one of the nation's capitol city main thoroughfares, Connecticut Avenue needed a robust redesign to enhance it's presence in the ever-growing 'Golden Triangle' area of downtown D.C. The concept of aesthetically enhancing the streetscape while providing ample multi-modal transportation opportunities was the winning solution. Taking queues from Chicago's Miracle Mile, the new streetscape includes a series of planted medians while linear bio-retention areas on either side of the street serve to capture stormwater runoff. The corridor boasts various metro bus routes, bikeshare stations, ample sidewalk for the tens of thousands of pedestrians commuting to work or shopping, and WMATA's red line which passes 30ft beneath the surface.

ALLEY RENOVATION

THE WHARF
Washington, DC..... 46 AC
Originally planned as the gateway to the nation's capital, Washington, D.C.'s Southwest Waterfront was all but forgotten for half a century. The Perkins Eastman team started by designing a robust water plan to reconnect Washington to its waterfront.

A model public-private partnership, the Southwest Waterfront is the largest planned unit development in the history of Washington D.C. District Wharf's first phase encompasses two million square feet of urban space. Spanning more than a decade from original concept to completion, Perkins Eastman's dedicated work on District Wharf consisted of partnering with dozens of design firms, developers, and construction companies.



CAMILA ZABLAH

PLANNER, REGULATIONS & POLICY SPECIALIST

Zablah is an urban planner with 13 years of experience across the public and private sectors. Her past work has included master plans, design guidelines, neighborhood revitalization districts, corridors, visioning exercises and urban infill projects. Zablah specializes in zoning and feasibility studies, and since joining Plusurbia, has served on the team that produced the APA Florida award winning Little Havana Revitalization Plan and Coconut Grove Village Master Plan. Zablah holds a Master's of Urban Sustainability and Resilience from the University of Miami.



DAVID SOTO PADÍN

MOBILITY LEAD

Soto Padín is the Mobility Lead Designer at Plusurbia and has worked in the sustainable transportation sector for over 10 years. His passion for public transit, active mobility, and road safety have made him an asset as a designer and leader on a variety of mobility strategy and transportation plans at Plusurbia. Soto Padín has great proficiency in physical and digital planning tools, conceptual design visualization, street design, public participation, and geographic information systems (GIS). He holds a Master's of Transportation Engineering from Portland State University.



CRISTINA PARRILLA

LEAD DESIGNER

Parrilla is an architectural and graphic designer with 10 years of experience in professional practice and the academic community. Her urban design work includes transit-oriented development, complete streets, urban corridors, open space, town centers and mixed-use projects. In her professional practice, Parrilla has focused on technical aspects, such as schematic design, documentation, construction documents, digital representations and permit procedures. She holds a Bachelor's of Architecture from the Polytechnic University of Puerto Rico.



MARCOS ORTIZ

DESIGNER

Ortiz is an architectural and urban designer with four years of experience in professional practice and the academic community. He has great proficiency in physical and digital design tools such as 3D modeling, 2D plan design and conceptual design visualization. In his professional practice, Ortiz has focused on technical aspects, such as schematic design, documentation, construction documents, and digital representations. Ortiz holds a Master's of Architecture from the University of Puerto Rico.



MICHAEL N'DOLO

ECONOMIC DEVELOPMENT MANAGER
 michael.ndolo@mrbgroup.com
 +1.518.650.2182

Michael N'dolo with MRB Group - an architecture, engineering, and municipal services firm- leads the firm's economic development division. He provides valuable and actionable advice on how best to diversify the local economy and help facilitate community-wide conversations on development.

Michael is a nationally-recognized expert on economic development trends and programs. He has supported communities in over half of the states in the U.S. across a range of community typography, from diverse, multi-county regions to individual rural towns and villages. With experience in private sector real estate development, Michael brings a unique insight to client-communities.

PROFESSIONAL

MRB Group
 Senior Economic Manager
 (2019-Present)

Camoin Associated
 Vice President
 (2004-2019)

Hudson/UpRiver, LLC
 Business Manager
 (2003-2004)

EDUCATION

MPA, Maxwell School, Syracuse University

B.A., University of Minnesota

ASSOCIATIONS

Certified Economic Developer, International Economic Development Council

New York State Economic Development Council

AREAS OF EXPERTISE

Marketing/Research/Economic and Fiscal Analysis/Business Economic Development Organizational Planning and Management/Project Management/Business Development

RELEVANT PROJECTS

ECONOMIC AND FISCAL IMPACT ANALYSIS

ECONOMIC AND FISCAL IMPACT STUDY - AMAZON DISTRIBUTION CENTER

Town of Grand Island, NY..... Analyzed the economic impacts of a \$300+ millions, 3.5 million sf state-of-the-art distribution hub in the Town of Grand Island. Translated the fiscal impacts to the Town and School District down to the "typical homeowner" during and after the PILOT agreement.

ECONOMIC AND FISCAL IMPACT ANALYSIS

MARKET, ECONOMIC, AND FISCAL ANALYSIS - BUFFALO SKYWAY CORRIDOR COMPETITION

Buffalo, NY Helped craft a design concept with project leader SWBR that balanced pragmatism, vision, and creativity for the overhaul of the "Buffalo Skyway." Provided the market reality check and economic/fiscal impact analysis to inform the project design and submission. The design won first place against nearly 100 applicants.

ECONOMIC AND FISCAL IMPACT STUDIES

ECONOMIC AND FISCAL IMPACT STUDIES - INDUSTRIAL DEVELOPMENT AGENCIES

Various, NY..... Provided expert analysis of the economic and fiscal impacts of potential projects seeking incentive programs from IDAs for over a decade. Created a standardized cost-benefit analysis model for use by the majority of IDAs across NY.

ECONOMIC AND FISCAL IMPACT ANALYSIS

ECONOMIC AND FISCAL IMPACT ANALYSIS - GLEN COVE IDA

Glen Cove, NY..... Assess the economic and fiscal impacts associated with two proposed developments in the City of Glen Cove. Comprehensive analyses measured the full impact that the development would have on the area's economy and on municipal finances, determined the total number of direct and indirect jobs and wages, and anticipated sales tax revenue associated with the construction and on-going operation of both developments. Allowed the City to make an informed determination regarding financial support.

MARKET ANALYSIS AND REDEVELOPMENT PLANNING

MARKET ANALYSIS AND PROPERTY REDEVELOPMENT PLANNING - ALBANY COUNTY LAND BANK

Albany County, NY..... Helped the Land Bank create a first-in-kind innovative model for moving its portfolio of properties back into active use. Successfully used market analysis, redevelopment planning, and an RFEI to secure a developer for a batch of approximately 40 Land Bank holdings, as well as other publicly-held properties. Created a replicable process for achieving the highest possible public value of blight removal in neighborhoods that have historically suffered from disinvestment.

SENIOR PLANNER
 eric.cooper@mrbgroup.com
 +1.843.212.7478



ERIC COOPER

Eric is a Senior Planning Associate with MRB Group - an architecture, engineering, and municipal services firm. He is an American Institute Certified Planner (AICP) with more than 7 years of experience in planning and zoning. He is currently leading the Pendleton Unified Ordinance and working on the Fairfield County Housing Study providing research, analysis, and public engagement.

As a former Town Planner for the Town of Niagara Falls, New York, Eric possesses an understanding of the issues communities face and how to navigate each challenge resulting from his experience as a planning and zoning practitioner for small and growing suburban communities. He is acutely aware of the short and long-term impacts zoning and development has on a community.

PROFESSIONAL

MRB Group
 Senior Planning Associate
 (2022-Present)

City of Canandaigua
 Director of Planner
 (2021-2022)

Town of Canandaigua
 Town Planner/Zoning Officer
 (2016-2021)

EDUCATION

B.A., Government, Minor Economics, St. Lawrence University, Canton, NY

ASSOCIATIONS

American Institute of Certified Planners (AICP) Member

American Planning Association Member

South Carolina Chapter of the American Planning Association Member

AREAS OF EXPERTISE

Planning/Zoning/Public Engagement/Charettes/Visioning/Unified Development Ordinance/Economic Research and Analysis

RELEVANT PROJECTS

URBAN PLANNING AND ZONING

PENDLETON UNIFIED ORDINANCE

Pendleton, SC..... Following a rewrite of the Town's Comprehensive Plan, MRB Group began a community driven process to create a Unified Development Ordinance using the guiding principles of Smart Growth, Safe Transportation, Environmental and Cultural Resource Protection.

COMPREHENSIVE PLAN

CLOVER COMPREHENSIVE PLAN - HOUSING AND LAND USE ELEMENTS

Clover, SC..... MRB Group prepared detailed data analysis of the historic growth of housing in Clover – a fast growing suburb in the Charlotte-Mecklenburg MSA – and synthesized our findings with previously drafted elements into a plan to create livable neighborhoods and a distinct sense of place.

URBAN PLANNING AND DESIGN

YEMASSEE COMPREHENSIVE PLAN

Yemassee, SC..... Working within a small, rural, and natural resource rich community situated within the I-95 corridor and adjacent to growing communities, MRB Group worked to plan for desirable economic growth while emphasizing resource protection and considerations for historically disadvantaged populations.

ISSUE SPECIFIC PLAN

FAIRFIELD COUNTY HOUSING STUDY

Fairfield County, SC..... To prepare for major new investments in regional job centers, the plan prepared detailed housing demand estimates for typology and location as well as a detailed implementation strategies.

URBAN PLANNING AND ZONING

TOWN OF CANANDAIGUA COMPREHENSIVE PLAN*

Canandaigua, NY..... As a growing community in Upstate NY, the Town created a plan through innovative public engagement strategies and through the COVID pandemic that sought to manage the expected, continued population growth's impact on natural and agricultural resources while increasing opportunities for employment and distinctive community places.

URBAN PLANNING AND ZONING

UPTOWN PLAN AND FORM-BASED CODE*

Town of Canandaigua, NY..... After decades of the plan sitting on a shelf, the Town committed itself to developing a master plan for a Town Center to be built within a greenfield area and developed innovative zoning standards to quickly permit the desired development which has made immediate returns in the form of development proposals.

* denotes experience prior to MRB Group



JOSEPH EISENBERG, CNU-A

DIRECTOR

joe@comprehensiveplanning.org
+1.386.299.2121

Joseph is a planner and policy expert who is currently the Executive Director of the Center for Comprehensive Planning and the Deputy Zoning Administrator for the City of Fairfax, Virginia. He has more than 10 years of experience in the public, private, and nonprofit sectors, putting him on the forefront of planning best practice.

Joseph has worked on nationally recognized and awarded projects and comprehensive plan amendments. He is a leader in the fields of affordable housing, transit-oriented development projects, resilience and sea level rise, and equity planning.

Eisenberg holds a Master's of Urban Planning from Rollins College and a Master's of Business Administration from the University of Florida.

PROFESSIONAL

Center for Comprehensive Planning
Executive Director (2022-present)

City of Fairfax, VA
Deputy Zoning Administrator
(2021-present)

City of Miami
Planner II (2016-2021)

Hahn and Hahn Team
Consultant (2013-2014)

EDUCATION

University of Florida
Master of Business Administration

Rollins College
Master of Urban Planning

Rollins College
Bachelor of Environmental Studies

LEADERSHIP

Enrolled in Batten Leadership Institute
Completed University of Virginia's LEAD
Program

Florida Gold Coast
Professional Development Officer
Multiple APA Award Recipient

AREAS OF EXPERTISE

Comprehensive Planning
Public Speaking & Team Building
Community Outreach
Grant Writing
Legislation
Urban Design

RELEVANT PROJECTS

LATTICE

Nationwide.....
Key collaborator on a small team to develop the Center for Comprehensive Planning's flagship product. Allows the digital generation of a highly customizable comprehensive plan framework via user input that calibrates it to a specific jurisdiction. Used detailed knowledge of national comprehensive planning best practices.

NEIGHBORHOOD REVITALIZATION

DISTRICT - 1

Miami, FL.....
Drafted an overlay district for Miami's Wynwood Arts District. The plan promoted the transition of Wynwood from an industrial district into a diverse, mixed-use residential neighborhood. It introduced new concepts into the zoning ordinance, including manufacturing-enabled retail, privately owned public open space, green roofs, art galleries, a legacy structure designation, and a street masterplan.

NEIGHBORHOOD REVITALIZATION

DISTRICT - 2

Miami, FL.....
Drafted an overlay district for Miami's "Little San Juan" neighborhood. The plan identified neighborhood residents' concerns and desires for future community vision, cataloged the neighborhood's distinct features, created land development strategies to mitigate displacement and improve housing and business affordability, and enhanced multi-modal transportation opportunities.

AFFORDABLE HOUSING POLICY

Miami, FL.....
Developed a series of affordable housing incentives that included Miami's first inclusionary zoning program, parking reductions, and minimum unit size reductions.

LEGISLATING NEW USE TYPES

Miami, FL.....
Legislated new and modified use classifications in Miami's zoning ordinance including maritime crew quarters, self-storage facilities, and micro dwelling units, among others. These new uses addressed short term needs and incorporated missing best practice into the code, ensuring that changes were only made after a robust public engagement process.

TRANSFER OF DEVELOPMENT DENSITY

Miami, FL.....
Designed an incentive program that allowed historically designated properties to sell their unused residential density to transit-oriented development areas, accomplishing two of the city's goals simultaneously. In the process, the incentive program fixed a flaw in the city's public benefit program which led to the generation of tens of millions of public benefit dollars for parks and open space, affordable housing, and other public serving causes.

FREEBOARD ORDINANCE

Miami, FL.....
Helped to craft a voluntary freeboard ordinance for the City of Miami that balanced the need to elevate finished floor elevations while preserving the high-quality urban design associated with the city's coastal areas.

R. JOHN ANDERSON

530-624-5093

john@rjohnconsulting.com

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r-john-anderson-cnu-fellow-
b43530/](https://www.linkedin.com/in/r-john-anderson-cnu-fellow-b43530/)

3040 Park Street
East Point, GA 30344

PROFILE

Anderson started in the building trades, advancing through estimating and project management for builders and developers. He acquired pragmatic planning, coding and urban design skills after joining the Congress for the New Urbanism in 1996. John is currently consulting and developing infill and greenfield projects in the Southeast.

EXPERIENCE

Principal — R. John Anderson Consulting and Anderson Kim Planning & Urban Design 2009- present

Design and development services consulting for private and public clients. Firm principals frequently participate as equity partners in development joint ventures.

Senior Faculty, Incremental Development Alliance — 2015 - 2021

Founding Member of the educational nonprofit. Developed curriculum for one day Small Developer Workshops and 3 day Boot Camps. Recruited faculty and taught around the US. <https://www.incrementaldevelopment.org/>

VP Planning & Design, New Urban Builders, Chico CA — 1999-2000

In-house planning, urban design, and building design for local developer. Directed civil engineers preparing improvement plans and utility design for 4 infill projects and a 200 acre TND master plan. Wrote new TND zoning code section adopted by the city. Scoped the Environmental Impact Report (EIR) for the 200 acre project (approved within 3 years without litigation or objections).

Project Manager MnDOT Office of Access Management — 1995-1998

Development plan for a joint intermodal freight facility. Introduced context based street design to multiple MnDOT district offices.

Project Manager Mall of America Company — 1989-1992

One of 7 project managers for the developer of 4.2 MM SF regional mall and 7 acre amusement park under glass. responsible for the overall project schedule and monthly reports for the construction lender's draw.

SKILLS

Planning and urban design, utility design, development pro formas and deal structures, building code analysis, project finance, affordability analysis.

Selected Projects

Multiple charrettes with DPZ
CoDesign.

North Poplar Infill, Memphis
Medical District.

Chattanooga Missing Middle
Study.

Columbus Midtown
Neighborhood Overlay.

Cottage Square Expansion,
Ocean Springs MS.

Prairie Street Lofts,
Fayetteville AR

Imperial Building Downtown
infill, Albuquerque.

Albuquerque BRT
Redevelopment Stress Test.

Spokane Pre-Approved Stock
Plan Program.

Park Forest Infill, Chico, CA

Meriam Park Master Plan,
Chico, CA.

Doe Mill Neighborhood,
Chico, CA.

Hutchinson Green
Rowhouses.

Awards

2014 Urban Guild Barranco Award.

2022 CNU Fellow.

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04 WORK SAMPLES



Project Type: Comprehensive Planning
 Site Area: Community-wide
 Team: Plusurbia Design
 Client: Village of El Portal
 Reference: Christia Alou, Village Manager
 Village of El Portal
 500 NE 87th Street, El Portal, FL 33138
 +1.305.338.2730 / manager@villageofelportal.org
Dates: Mar 2019 - Aug 2021 (Due: Aug 2021)
 Budget: \$ 150K with additional services

EL PORTAL COMPREHENSIVE PLAN

COMPREHENSIVE PLAN UPDATE
 EL PORTAL, FLORIDA

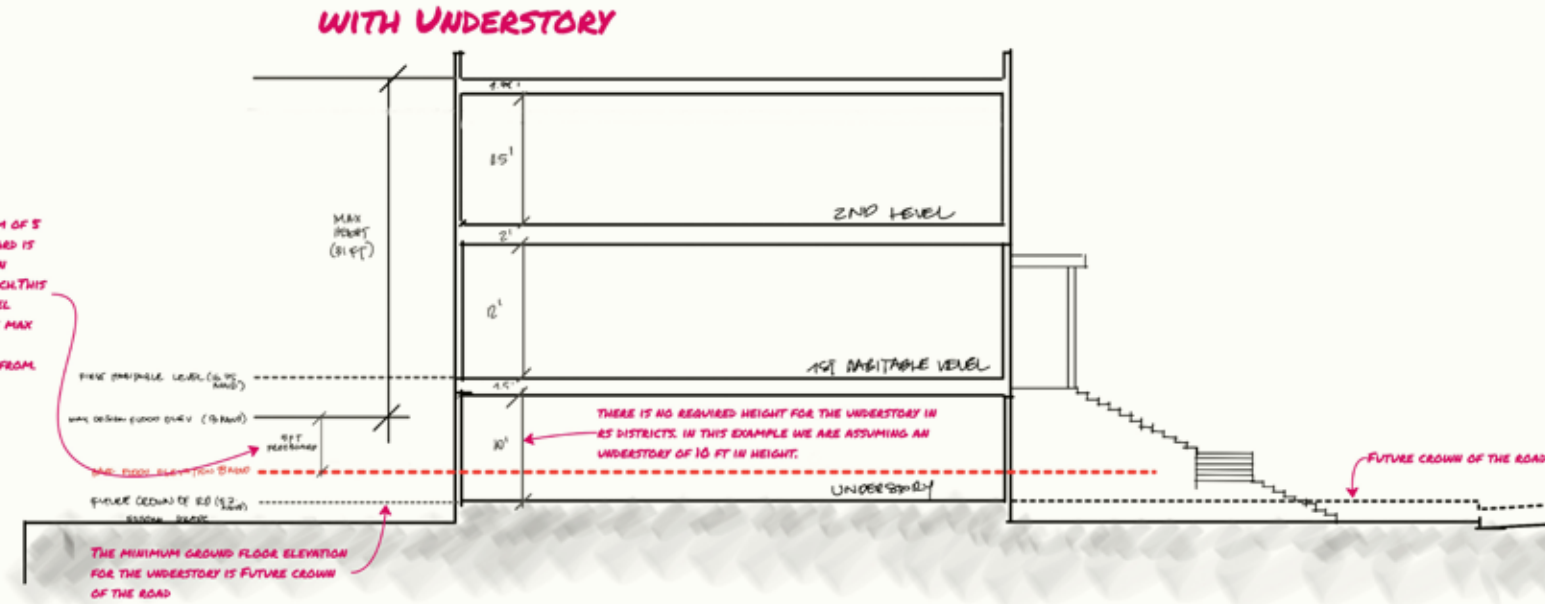
The Village of El Portal selected Plusurbia to provide all outsourced planning and zoning services based on their success in revitalizing the area through a form-based code that was both vibrant and simple to follow. Plusurbia currently serves as the Planning and Zoning Department for the historic Village and oversees various aspects of development in the area. From significant proposals to single-family lot permitting, the firm implements its 2015 Form-Based Code and Design Guidelines. The firm's main objective is to maintain the character and livability of the Village, adhering to the community's goals for the future.

As consultants for the Village, Plusurbia completed an Evaluation and Appraisal Report (EAR) of the Comprehensive Plan in 2021, which had not been updated since its adoption in the late 1980s. The process included public engagement and education, which served to inform updates to various elements in accordance with state guidelines, as well as the introduction of new optional elements and features to facilitate orderly growth. These included the introduction of architectural design guidelines to help preserve the area's historic character, as well as goals to enhance community health, resilience, and sustainability.



The [comprehensive plan update](#) took the community into account from the beginning, demonstrating Plusurbia's reliable commitment to public involvement in their work. As a result, the firm has gained a good reputation as a consultant, and has been trusted by the Village to maintain its integrity and livability over time.

This project demonstrates Plusurbia's recent experience with comprehensive plan updates and the public-driven process, collaboration, and resource review necessary to complete them. Though Belmont is larger than El Portal, each community is an important first-ring suburb, and Plusurbia is familiar with how to channel the economic and social advantages of this role into the comprehensive plan update.



Project Type: Form-based Code
 Site Area: Community-wide
 Team: Plusurbia Design, Perkins + Will (lead)
 Client: City of Miami Beach
 Reference: Jose Gelabert-Navia, AIA, LEED AP, Principal
 2800 Ponce de Leon #1300, Coral Gables, FL 33134
 +1.305.569.1333/ Jose.Gelabert-Navia@perkinswill.com
Dates: Nov 2020 - Jul 2023 (Due: July 2023)
 Budget: \$ 1.1M

MIAMI BEACH RESILIENCY CODE

FORM-BASED RESILIENCY CODE
 MIAMI BEACH, FLORIDA

Plusurbia was part of a multi-disciplinary team that included architects, engineers and scientists capable of transforming Miami Beach's existing and outdated Development Regulations into a new [Resiliency Code](#), establishing new construction guidelines for the next 50 years. The team spent months meeting with community groups, architects, developers, and a number of Public Citizen Boards, as well as the City's Planning Department, to lead them to a fresh and visionary Code addressing these issues and offering remedies to the devastating effects of sea-level rise.

The 2040 Comprehensive Plan for the City, updated in 2019, was the backbone for developing the zoning code, ensuring land use was consistent with the comprehensive plan's goals and objectives. The outcome was a new form-based style code, tailored specifically to Miami Beach, focused on resilience, adaptation, and mitigation strategies. This code simplifies use requirements, focusing on building orientation, scale, context and building frontages. It provides City staff, developers, and the community with clear, consistent and predictable rules and regulations to which new development must conform.



Overall, the code helps formulate a strategic plan that will continue to promote and protect the historic character of Miami Beach's distinct neighborhoods while identifying areas for sustainable growth and development.

For Belmont, this project demonstrates Plusurbia's expertise in handling both issues of resiliency and relating comprehensive plans to form-based development codes. In other words, not only has Plusurbia worked on successful comprehensive plans- the firm also has experience on the other side of their adoption, translating them into reality through codification.

Finally, Plusurbia recognizes that Belmont desires to include a Public Health element in (as well as weaved into every aspect) of the new Comprehensive Land Use Plan. As the existing plan hardly discusses resiliency, bringing that lens into the Public Health element will help strengthen the City's ability to prevent and react to crises.



Project Type: Affordable Housing, Missing Middle Housing
Site Area: 0.56 acres
Team: MEND Design Collaborative
Client: SpaceCraft
Project Status: Building Permit Review

MISSING MIDDLE HOUSING
PROJECT 4
 CHARLOTTE, NC

When it comes to providing affordable housing in many communities, the solution is often to aggregate lesser-quality dwelling units together on a site selected for that purpose. We believe that integrating (mixing together) a range of residential typologies, price points, accommodations and so on is a much better way to address the issue of housing (in)equality.

Project 4 is an intentional reaction to the larger multifamily developments that often take down whole city blocks or more in order to generate the yield (density) required to make such projects work financially. Often, these projects of 250 to 300 or more dwelling units are very homogenous with regard to design, cost and their target markets (customers). Most do not offer affordable choices and often result in the demolition of structures that might otherwise be convertible for various family types and income levels.

This project consumes only one-fifth of the block that it sits on and generates almost 38 dwelling units per acre (DUA). Of the 21 units, 10% are designated in perpetuity as affordable under the new Urban Residential (UR-2) zoning classification with prices set at 80% area median income (AMI) levels. The units are the same in terms of fit, finish and amenities as the other market-rate units, making them indistinguishable from the others.

The project's name is a working title only - referring to the arrangement of the buildings on the site and indicative of our belief that projects don't need artificial, "pet" names!



05
**METHODOLOGY +
 APPROACH**



PROPOSED METHODOLOGY

PART 1.0: PROJECT INITIATION

Our Team's work will begin with a well orchestrated project launch to ensure effective coordination with City Staff, the Planning Board, and City Council through preliminary meetings. During this time, a primary focus for our Team will be the creation of the Plan Update Advisory Committee.

We will also identify Belmont's internal data and sources to compliment our own as we seek to update the Plan's statistics and forecasting, and will set final details concerning public engagement events, in-person meetings vs virtual, and any new recommendations for deliverables.

Lastly, Project Initiation will involve deployment of the Center for Comprehensive Planning's resources, which include recent comparable CLUP updates for reference and best practices.

1.1 Form Plan Update Advisory Committee

Our team understands that the City of Belmont is interested in updating (not replacing) their current Comprehensive Land Use Plan, which was adopted in 2007 before its last update in 2018. This revised plan will reflect the latest desires of the City and its constituents, including an overarching goal to **plan for missing middle housing** types and their feasible locations.

To accomplish this, a Plan Update Advisory Committee will be formed, which will guide our Team and assist City Staff as

we collaborate on the desired deliverables. We understand the responsibility of our Team to play an assisting role in the formation of this committee.

1.2 Coordination with City/ Partners on Data Gathering

Our Team will work with the City, utility companies, and other partners able to assist us with data gathering, locating necessary shapefiles, and other select resources. We will lead the Planning Staff and collaborate with various governmental departments in the area to collect as much data as possible, updating the Belmont Comprehensive Land Use Plan's "Past and Present" chapter with the most relevant, recent information.

1.3 Deploy CFCP Plan Database Resources

A key advantage provided by the Center for Comprehensive Planning (CFCP) to this team is its database of existing comprehensive plans from across the country. Regarding all topics/ elements the City and its constituents may wish to include, this database will keep the team continuously updated on the best practices being implemented today.

The unique resource will be highly beneficial to the update of Belmont's comprehensive plan, as it represents a wealth of relevant recommendations, including strategies from cities similar to Belmont's provenance that can be infused into the Plan as they correspond to public input.

When it comes to comprehensive planning, our Team has a track record of exceeding expectations in order to produce the best, most holistic deliverables. This way, our plans offer **maximum usefulness** and **ease of implementation** to our clients. Without hesitation, we intend to do the same while our team is working for Belmont.

This will mirror the approach we used when updating the comprehensive plan of El Portal, FL. When it was **determined through our public engagement there were additional community priorities beyond those required by the State**, we responded by working with the City to create additional sections on Community Health, Resilience, and Sustainability accordingly, pairing these with top-notch graphic design. We will look for similar opportunities in Belmont.

PART 2.0: REVIEW OF EXISTING PLANS

Before changes can be made to Belmont's Comprehensive Land Use Plan, several existing, functional plans must be thoroughly reviewed. This step will follow Project Initiation, providing the rest of the background required before the Update of Data and Forecasts and Public Engagement begin. The functional documents/ plans of greatest importance to review (as they provide future land use, infrastructure, and growth management guidance are):

- » Land Development Code
- » City of Belmont Bicycle Master Plan
- » Build a Better Boulevard Plan

- » City of Belmont Comprehensive Land Use Plan
- » Parks and Recreation Plan
- » City of Belmont Pedestrian Plan

As part of our response to this Request for Proposals, our Team has already started reviewing these resources to ascertain the City's desired direction, current issues, and existing planning context. **We are familiar with the structure of the existing Comprehensive Land Use Plan** we will be updating, know the Building Types and Zoning Districts in the Land Development Code, and have reviewed future plans for new park, pedestrian, and bicycle infrastructure, as well as the vision for Wilkinson Boulevard.

PART 3.0: UPDATE DATA + FORECASTS

Belmont's current Comprehensive Land Use Plan contains a detailed "Past and Present" chapter we will seek to update as part of our collection and presentation of new data and forecasts. Like the existing chapter, this data will detail everything from Hydrology to Demographics and School Enrollment/ Capacity, but will especially focus on statistics and trends related to population, employment, and housing forecasts.

Our Team understands the connection between these variables and the City's desire to plan for a greater diversity of housing types as its population continues to grow.



PART 4.0: COMMUNITY ENGAGEMENT

Our Team understands that inclusive public engagement is among the most crucial steps in any planning project - a fact that is of even further importance when it comes to updating a growing community's comprehensive plan.

The following tested strategies represent a diversity of tools we have successfully deployed in the past to garner maximum public feedback. In fact, for a single project in Miami's Little Havana neighborhood, we were able to engage an incredible 2,700 participants across these methods.

Furthermore, in recognition of today's hybridized world and in effort to increase engagement accessibility, significant resources will be invested in online materials. These will supplement feedback collected during in-person workshops and activities.

Due to our Team's local staff based in Charlotte and Greenville, SC, we will be easily available for a series of highly engaging, in-person meetings, with the opportunity to add additional events without significantly increased travel costs.

4.1 Robust Online Engagement

In today's hybridized world, the importance of maintaining a robust digital platform to inform and engage with the public on every aspect of the comprehensive plan update process is paramount. In collaboration with the City, our Team will build an online platform that will serve these purposes.

Specifically, the platform will provide the project's background, mark key milestones, and offer public access to project documents. It will also help to promote engagement activities, including the online survey, and will be linked to social media.

Updates will be made during each project phase to share specific information and host online engagement efforts. This will include open public comment throughout the entirety of the project process, as an additional opportunity for stakeholders to interact with our Team digitally after the survey closes.

4.2 Promotional Materials

Before public events, the Team will produce eye-catching promotional materials intended for both print and digital circulation to maximize attendance and engagement. This will be done through our in-house graphic design team.

4.3 Online Survey

An online survey will be deployed to help identify public perception of Belmont's existing conditions and open the dialogue to understand opportunities to be built upon. This survey will be hosted through our online platform and depending upon the resources of the City, can be distributed through multiple digital and paper channels, including social media.

4.4 Community Engagement Workshops

As the heart of our community engagement program, multiple citywide workshops will be held to collect public feedback through discussion and graphical means, as well

as to promote online survey responses and other follow-up engagement.

Attendees will offer feedback on their experiences in Belmont and suggestions for the City's future development, in addition to providing particularly rich insight on the places and neighborhoods they are most familiar with. The public will also be walked through an exercise to update the 2018 Plan's vision statement and goals.

Regarding scheduling, half of these events will be hosted on weeknights, with the rest hosted on weekend days to allow for maximum attendance by community members. After these, an open house will be conducted to showcase the findings of the workshops.

Recognizing the insightful feedback gleaned from the high school classes that participated in a student workshop for the 2018 Plan, we would also like to replicate this experience.

Finally, near the end of the plan update process, the draft Plan will be showcased through a series of open houses to collect final feedback and provide the public with a venue to ask questions directly to our Team. Several graphic display boards will be used to break down the Plan into easily understandable topics.

Promotional materials will be released in advance of each event to increase awareness.

4.5 Small Group Stakeholder Meetings

Though project workshops will allow wider participation, it will also be important to meet individually or in smaller

groups with key Belmont stakeholders, such as developers and community non-profit groups.

4.6 Attend Community Events

One of the best strategies to maximizing engagement is by meeting the community where they already are. By offering surveys, gathering input, and supplying information at City of Belmont or other well-attended community events, we will tap into an additional strategy to increase engagement. Our Charlotte and Greenville-based team members will be key to easily fulfilling this need.

4.7 Plan Update Progress Meetings

In addition to public outreach, the Team will lead monthly meetings with the Plan Update Advisory Committee to ensure the project stays on track. These meetings will provide updates on the project's progress, and identify any challenges or obstacles throughout its duration.

4.8 Summarize Public Engagement Findings

As the project nears completion, our Team will produce a final summary report of public engagement findings, demonstrating how community feedback was heard and integrated.

PART 5.0: APPROACH TO BROADER THEMES

Belmont's 2018 Comprehensive Land Use Plan includes a vision statement for what the City should look like in 2038,



accompanied by eight overarching goals that direct the rest of the document, bridging the vision and the Plan's implementation strategies. The goals address critical topics that range from Land Use and the Economy to Infrastructure and Intergovernmental Relations.

The importance of a vision statement and document-wide goals that reflect the public's input are paramount, so it will be necessary to revisit these materials from 2018 during the Plan update workshops. It may be the case that following the pandemic and other global and local events over the last half-decade, that these priorities have shifted slightly. Most notably, public health is absent from the existing goals, but is one of the City's priorities for this latest update.

PART 6.0: LAND USE

Though only one topic of many to be covered in the Plan update, strategically defining the community's Land Use is of the highest importance. Recommendations will focus on the re-evaluation of the Land Use Map, Land Use Types, and how they function within existing Zoning Districts. Suggestions for new Zoning Districts will also be made as needed, with additional insight provided by the Center for Comprehensive Planning. During this evaluation, Developable vs. Preservation areas will also be investigated, which will inform the objectives in the Plan's Open Space section.

Finally, part of this section will focus on the Fiscal Impact of various Land Use Types, including their effect on municipal finances.

6.1 Re-evaluation of Land Use Maps, Types + Zoning Districts

Ensuring Belmont grows in the way envisioned by the general public, City, and other key stakeholders will depend on a Land Use Map, Land Use Types, and Zoning Districts that reflect that vision. Of particular concern is ensuring missing middle housing types are codified and permitted in the right zoning districts, as well as if existing zoning designations will appropriately support the Center City Small Area Plan being drafted simultaneously.

From there, the progress of the development of Village Centers, growth within existing Small Area Plan designations, and change within areas of other Place Types/ Future Land Use Categories since 2018 will be reviewed to ascertain the need for specific updates.

Furthermore, the proposed Transit Oriented Development Small Area Plan should call for correctly scaled development along the future Silver Line LYNX corridor in Belmont. This will also have an impact on recommended future land use and potential zoning changes.

6.2 Economic Analysis

A byproduct of these potential land use changes will be a profound impact on the future of municipal finances -both in terms of services and infrastructure provision, but also regarding the projected value of land and City tax revenue.

MRB Group will lead the Team in reviewing these economic impacts, considering Belmont's Capital Improvements Plan (CIP) alongside land use decisions. We plan to combine the

City's CIP financing tool with our own resources to conduct this analysis.

Finally, the economic analysis will include a report and graphics detailing calculated property values per acre based on each land use envisioned. The graphics will include an easy-to-read comparison chart of planned land uses to the City's existing land uses, and utilize information available in GIS. This will be seamlessly incorporated into the Plan update.

PART 7.0: TRANSPORTATION

We understand the City's RFP and Addendum explain that Belmont's forthcoming Multimodal Network Plan is anticipated to serve as the Transportation section of the updated Comprehensive Land Use Plan. The consultant authoring the Plan will be selected by NCDOT, and work on it will occur simultaneously with the Comprehensive Plan.

Based on our Team's expertise from years of work on Transit Oriented Development (TOD) projects, we have an inherent understanding of the importance of thoughtful coordination between Transportation and Land Use planning. Only by matching the intentions for streetscape/ public infrastructure with the land use regulations for private development, will both underpinning elements of a place succeed.

As such, we will regularly coordinate with NCDOT's consultant (or team of consultants), as well as the City's traffic engineering consultant, to ensure details on Transportation in their work correspond with our projected Land Use changes, support the needs for Parks and Open Space (ex. greenways), and align with all other aspects of the Comprehensive Land Use Plan.

PART 8.0: PARKS + OPEN SPACE

This new section in the updated Plan will build on the environmental factors generally considered in the 2018 iteration, as well as the specifics of the existing Park and Natural Areas place type within its "Belmont's Future" chapter.

With so much of Belmont's ETJ currently undeveloped, ensuring land is reserved for open space and cohesively linked via greenways and blueways will be an important topic to direct the future of the City's quality of life as it grows.

8.1 Open Space Types

The new Parks and Open Space section will cover planning for both Public and Private Open Space, and consider the differences between Open Space typologies within Urban and Suburban settings. Also considered will be details for Open Space provision within Cluster vs. Large Lot Developments.

8.2 Tree Canopy Protection

In 2020, Belmont passed an update to their Tree and Landscape Ordinance, meaning the Comprehensive Land Use Plan from 2018 does not reflect these latest changes. In response, our Team will incorporate information from this ordinance and the Tree Canopy Assessment into the Parks and Open Space section of the updated Plan.

8.3 Parks

Also following the last update to the Comprehensive Land Use Plan, was the release of Belmont's Parks and Recreation Master Plan in 2019. This document reviews existing park



facilities and developed new strategies to meet future recreational and open space needs. Findings from this Plan will be integrated into the Comprehensive Land Use Plan update as they align with 2023 conditions and priorities.

Private parks and amenities, such as those maintained by HOAs, and their impact on the need for municipal parks/ amenities will also be considered.

8.4 Greenways + Blueways

Without accessible and safe connections between Belmont's parks and neighborhoods, the impact of each individual component on quality of life will be muted. The new Parks and Open Space section will consider this, and detail possible Greenway and Blueway infrastructure (both new routes and what is currently under consideration). These policies and recommendations will take advantage of Belmont's peninsular nature.

8.5 Water Resources

Drawing on our Team's resiliency expertise (see Work Samples), Water Resource specifics, such as Floodplain-related Hazards and Watershed Protection will also be included in this section.

8.6 Return on Investments

Finally, our Team will consider how Belmont should balance the initial construction, ongoing maintenance, and other costs for parks/ open spaces with the positive benefits they bring in terms of recreation, travel/ tourism, and environmental protection.

PART 9.0: PLACE TYPES

In the existing Comprehensive Land Use Plan, Place Types are used to designate associated Future Land Use categories. They also correspond with area Zoning.

9.1 Refine Locations for Varying Density

The first step to updating the Place Types section will be examining where growth has and has not occurred since the 2018 Plan was adopted. We will then coordinate our recommendations with the Land Use element, the work being done by the Transportation consultants, and the public's future vision/ goals (among other details) to revise the designations across the City as needed. This may include updating or adding new Place Type categories.

Furthermore, special attention will be paid to opportunities for potential context-sensitive density increases, particularly associated with the future Silver Line route. These would further goals for increased affordable housing, highlight areas fit for missing middle housing, and support the cultivation of future TOD growth.

9.2 Target Areas for Missing Middle Development

The Team recognizes the work currently being done between the City and Centralina Council of Governments to identify and incorporate new "missing middle" housing forms into the Land Development Code for adoption in January 2024.

This is particularly exciting, as earlier this year, statewide Building Codes were amended to cover three and four unit buildings under the North Carolina Residential Code, removing

the requirement for sprinkler installation. Theoretically, this should make "missing middle" housing much more economically feasible to construct, promoting a greater level of housing unit and price diversity.

Our Team will work diligently to select the Place Types/ areas best suited for context-sensitive "missing middle" housing in Belmont.

PART 10.0: HOUSING

The right housing is essential to support Belmont's existing population, as well as to foster its smart growth. Specifically, the City has expressed a desire to focus on the development of "missing middle" housing and affordability.

This section will draw on the work done for the Place Types section to understand where best to site "missing middle" and other various densities of housing throughout the City - particularly those that promote affordability. New policies and recommendations will be made for all other logical alternative building forms as well.

Also part of the Housing section will be an update on housing stock and availability across Belmont's neighborhoods, as well as details on the broader residential market, housing as it relates to demographics, and the relationship between current/ future housing in the City and overall Land Use.

PART 11.0: CENTER CITY SAP

As with the Multimodal Network Plan, we understand the Center City Small Area Plan (SAP) is a concurrent vision

being led by an external consultant. This Plan, initiated by a downtown property owner, may be of interest for official adoption by the City, in which case it must be coordinated with the Comprehensive Land Use Plan update.

Under the City and Plan Update Advisory Committee's direction, our Team will interpret the findings and vision of the SAP into the relevant sections of our work. It is key that these two visioning documents align to the greatest possible extent.

PART 12.0: PUBLIC HEALTH

The City of Belmont has indicated the addition of a new Public Health section within their Comprehensive Land Use Plan will be a priority for this update. The section will outline a Health in All Policies approach for various aspects of land use planning. That is to say, the rest of the Plan's contents will also consciously consider the impacts of their recommendations on Active Living, Food and Nutrition, Health and Human Services, Access to Education, and more.

Municipal service capacities (which also impact Public Health), will be considered in this section as well.

12.1 Health in All Policies

As stated, this new Comprehensive Land Use Plan section will discuss various aspects of Public Health (Active Living, Food and Nutrition, Health and Human Services, Access to Education, etc.) and how each one relates to other elements of the Plan.



Health recommendations will seek to bolster Belmont's resilience in a Public Health crisis and focus on preventative actions.

12.2 Infrastructure + Municipal Services

Infrastructure systems and municipal services will change in Belmont to support various land uses and new developments as planned growth unfolds over the coming decades. As these changes will impact the way Public Health and Safety needs are serviced in the City, they will be addressed in this section.

Our Team will review the following studies for context:

- » Asset Inventory and Assessment for Water and Sewer
- » Sewer Capacity Study
- » Fire Station Study

Logically, these findings will be tied to the Land Use section and its co-dependent vision.

PART 13.0: HISTORIC PRESERVATION

Belmont has significant historical assets, including mill-era neighborhood homes and village centers, but most notably is the Belmont Historic District, containing downtown. This jewel helps set Belmont apart from other Charlotte-area communities, underscoring the importance of past preservation efforts. As such, current planning must be conscious of Belmont's history to ensure future development complements and celebrates its heritage.

To accomplish this, our Team will draw on our vast experience of historic surveying, guidelines drafting, and downtown revitalization to create a new Historic Preservation section in the Comprehensive Land Use Plan outlining a strategy to preserve and revitalize historic area/ assets in the community. Included in this will be recommendations for infill development and the design of new construction.

PART 14.0: IMPLEMENTATION

Perhaps the most important component of a Comprehensive Plan is its implementation, so maximum effort will be exerted to ensure this happens, stretching beyond its formal adoption.

14.1 Draft Implementation Program

Our Team will draft an implementation program for Belmont's updated Plan as it moves forward toward adoption. This will include a series of feasible, fiscally responsible, and prioritized implementation strategies that reflect the best ways for the City and its partners to advance the goals outlined through public participation and research.

These tactics will include recommendations based on the Center for Comprehensive Planning's (CFCP) expertise in best practices that are properly calibrated to Belmont's provenance and goals.

Each strategy within the implementation program will visually and verbally tie back to the overarching goals determined during the planning process, demonstrating the Plan's logic and improving its usability.

14.2 Design Implementation Committee/ Groups

In the Implementation Program, the Team will recommend how an implementation committee and working groups should be formed to oversee the advancement of the Plan's priorities. Discussions with City Planning Staff and the Advisory Committee will assist us in determining the most successful approach to group organization, as well as outlining their specific duties.

14.3 Meet with Implementation Groups

Key to ensuring this forthcoming version of Belmont's Comprehensive Land Use Plan enjoys maximum implementation and follow-through will be for the CFCP to set up and participate in the first meeting with every working group.

By conducting these meetings on the heels of the Plan's completion, we will be able to help build a regular routine of these stakeholders convening over implementation strategies.

14.4 Continued Implementation Services

As a non-profit, the Center for Comprehensive Planning is equipped and able to offer personalized follow-up services to Belmont staff for the next **two years** at **minimal or no additional cost** to the City.

Examples of working with the CFCP post-adoption could include consultation meetings about adjusting implementation strategies, or the determination/ design of future studies to be conducted.

Overall, we are committed to your staff, our Team's relationship with the City of Belmont, and to see the updated Comprehensive Land Use Plan we will help create come to life.

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06 UNDERSTANDING OF BELMONT

AN UNDERSTANDING OF BELMONT

It should go without saying that any respondent to the Request for Proposals could easily research Belmont's history and write a "book report" to demonstrate an understanding of it. We know quite a lot about the City and will continue to consume volumes of information. We will likely never know all there is to know. However, we're a quick study and recognize that our duties to the City and its stakeholders in this process will be to preserve, protect and optimize its best interests.

We've chosen to exhibit our impressions, knowledge and beliefs about Belmont in the series of reflections below. This is intended to show you how we think, more than anything.

Carpe Diem

By the time its Comprehensive Land Use Plan is updated next year, the City of Belmont will have been incorporated for one hundred and thirty years. That's an appreciable span of time for anything to remain in existence.

To be sure, where the City has been is as important as where it's headed (if it were, metaphorically, a traveler). We know it's difficult to summarize such a rich history and also predict an unknowable future. However, we believe that we have a firm grasp on where Belmont is today. This is in part due to our consumption of the significant amount of publicly-promulgated information about the City as well as our experience with many similar municipalities around the country, for context. We also have the perspective of our co-lead consultant, Michael Dunning, who has lived in the Charlotte region for thirty-eight years . . . well over one-quarter of Belmont's existence! There's never been a better time than right now to seize the day and an opportunity to better secure your future.

"Growing up in the South as the son of an industrial engineer in the textile industry and grandson of a career railroad man, I saw firsthand the boom and bust of small towns across the region. First the automobile, then the highway bypass, then the disinvestment in main street that shriveled economies and boosterism. The City of Belmont has done well to survive this like few other places in North Carolina have."

Michael Dunning

No Simple Task

Our world is getting more complex it seems on a daily basis, especially so in relation to technology, information appropriation and the rules and laws that govern our lives. So, what's so difficult about fifteen thousand people spread out over twelve square miles choosing to be self-determined? Quite a lot in our experience. Part of trying often means failing – and there are plenty of codes, ordinances, legislative acts and development strategies that we can point to as examples. One of these is the Unified Development Ordinance (UDO) enacted on June 1 of this year in neighboring Charlotte. While this effort has managed to consolidate several volumes of disparate regulations – and even relax some of them for good – we believe that the jury is still out on the effectiveness of this major change. To be sure, the UDO has not addressed one of Charlotte's biggest land use and development challenges, which is the chasm between the City of Charlotte's Land Development policies and Mecklenburg County's reign over building code enforcement. In a place where land use regulations and approvals should be in lock-step with those that govern the built form, this is painfully absent. We want to help Belmont with these jurisdictional issues.

Checking the Box or a Decisive Choice?

To be sure, Chapter 160D of the North Carolina General Statutes does not necessarily stipulate the frequency with which a municipality must update its land use plans. This is the same with similar enabling legislation around the country. As a result, we encounter RFPs that are published simply with the intention of dusting off old codes and putting them back on the shelf. The actual benefit of the lack of a legislated timeline – as we see it – is that municipalities can choose when best to create (or recreate) land use plans and regulations that suit changing dynamics and urgencies. We believe that it was a decisive choice on the part of the City of Belmont to issue this RFP when it did. As we'll discuss with you, Belmont is at the nexus of several transportation, growth, social and other critical issues that demand attention - and getting ahead of – from a land use and policy standpoint.

Seeing Charlotte Right in Front of You

This is of course obvious, but Belmont does exist in the shadow of one of the top fifteen largest cities in the country (by population). According to an analysis conducted by the Charlotte Regional Business Alliance, the Charlotte area is forecast to grow by fifty percent - adding over 1.5 million new residents by the year 2050. This puts unprecedented pressure on surrounding satellite communities like Belmont. Do you balkanize and retreat, or jump aboard the progress train? (Recall that the Town of Davidson has tried no-growth moratoriums – the latest one tied to sewer capacity – and these have not resonated well.)

What's In a Name?

According to North Carolina laws of incorporation and the US Census Bureau, there is no distinction between a village, town or city. Incorporation is by special act of the legislature. This differs across the country, but, most often, municipalities tend to choose how they refer to themselves. Cramerton and McAdenville are both towns. Mt. Holly and Lowell both identify as cities. Belmont also calls itself a city. This may sound trivial, but it goes to how a place both perceives and positions itself. Calling oneself a city (with a big "C") implies a certain attitude towards growth and one's competitive set. (. . . and Charlotte is right in front of you).

"Something was in the air or water in Charlotte in the 1990s, or maybe it was moonshine from the North Carolina hills. But Charlotte was an early adopter of New Urbanism - much more so than most cities. Many planners and developers were willing to try a new approach, and they led by example - especially in reforming codes."

Some of the nation's first municipal form-based codes -called traditional neighborhood development codes at the time -were adopted in Charlotte suburbs nearly three decades ago. Belmont in Gaston County was the first, followed by Davidson, Huntersville, and Cornelius and Mecklenburg County."

Robert Steuteville, *Public Square*
May 23, 2023

You Have a Bit of a Reputation

At least among urban planning and municipal leadership circles, the City of Belmont is widely known to have taken the early lead on enacting guiding land use regulations that followed from the relatively new doctrine of New Urbanism. Initiated by Duany Plater-Zyberk & Company, codified by city planners and adopted in 1994, the Belmont zoning code was indeed ground-breaking. Our co-lead consultant, Michael Dunning, was the

project architect for Birkdale Village in Huntersville, North Carolina and saw firsthand the impact the Belmont code had on the towns of Davidson, Cornelius and Huntersville, which all adopted their own similar versions of New Urbanist codes. In fact, several aspects of Birkdale Village tested early versions of the Huntersville code, and resulted in text amendments that are still in place and in effect today.

You Have a Solid Brand

We applaud the work that went into the 2022 Belmont Brand Guidebook and have seen its proliferation within the community and online. It was well-conceived and, we believe, can continue to be adapted to various applications in the future. The Guidebook is clear that branding – and particularly placebranding – should be more than just sticking a logo on everything. We believe that Belmont understands this and that its brand is something more. Our consultant team believes that places (cities) increasingly must assert themselves not at all unlike businesses, universities – even celebrities – to remain competitive and to capture hearts and minds. We will talk more about this.

You Have an Identity Crisis

Much like the towns of Davidson, Cornelius and Huntersville that share borders (and an interstate) people often get them confused! Already, folks “conflate and hyphenate” “Lowell-McAdenville,” “BelmontMountHolly” and other combinations – particularly if they aren’t local. This is natural. People often are careless about phrasing place names and while this is probably out of control, you can actually manage what is top of mind when people think of Belmont. The Comprehensive Land Use Plan Update may, in fact, be an opportunity to reinforce your identity and be bold about how you want to be perceived.

Diversity and the Missing Middle

Belmont has a history of addressing ethnic diversity issues rather head-on, but carefully. From its response to Brown v. Board of Education to the more recent South Point High School “Red Raiders” controversy, the leaders and people of Belmont have been decisive. Still, challenges remain in a city where over three-quarters of the population is white.

“More proactive than many communities, Belmont initiated its integration plan only two months after the 1964 (Civil Rights) Act passed. Even so, Belmont’s leaders did not publicly promote the plan. They hoped to introduce it quietly and gently to a skeptical and potentially hostile white community. They would test that community’s receptivity to African American students by sending a group of carefully vetted volunteers into formerly white schools during the 1964–1965 school year.”

Ellen Deitz Tucker
Teaching American History

Since economic diversity issues tend to track ethnic ones, the City should be applauded for its attempt to address housing shortages and displacement issues with this Comprehensive Land Use Plan Update. The Belmont Housing Authority and others are obviously trying to continue leveraging HUD and USDA programs to this end. However, we know that there are limits to these government-sponsored programs, and that we need to look at issues of funding, typology, coding and marketing of the kinds of housing types that serve across the spectrum of need.

The Catawba Crossings Project is a Wild Card

We are familiar with the planning that has gone into the proposed east-west boulevard connector proposed by the Gaston-Cleveland-Lincoln Metropolitan Planning Organization (GCLMPO). From a land use perspective, both the timing and implementation of such a thoroughfare poses tremendous challenges. Some believe –and some studies have shown – that “more roads mean more traffic” . . . perhaps alleviating things in the short term, but greatly impacting growth later. No doubt speculation has begun relative to land positions and assemblages that will benefit the private sector, should this boulevard become a reality. The current Comprehensive Land Use Plan contemplates two “village center” nodes along this route and certain street cross sections that must continue to be studied. The question of both “when” and “if” this project occurs is going to be material to the Comprehensive Land Use Plan Update.

The Silver Lining of the Silver Line

We’re not sure who is more excited about the proposed LYNX Silver Line, Matthews or Belmont! To be sure, we see this end-of-the-line station as an immeasurable gift, but it will be fraught with challenges. Lessons learned from the implementation of the existing Blue and Gold lines should obviously be considered and alternatives proposed. It appears that the 2018 update to the Comprehensive Land Use Plan pre-dated any substantive progress on the Silver Line and therefore was not incorporated. Clearly, this will need to be a key focus of the update.

Our co-lead consultant, Michael Dunning, was part of the original design and exploratory team (led by the architectural and planning firm Shook Kelley) that was instrumental in getting the Charlotte Trolley reactivated and a sales tax amendment approved that funded the Charlotte Area Transit System’s inaugural Blue Line. Dubbed “VisionTrack,” this anticipatory and small area planning charrette process led with aspiration first and pragmatism a close second. We would promote a similar, focused approach to land use planning for areas adjacent to the Silver Line route.

All Along the Waterfront

The Catawba River chain’s Lake Norman has over five hundred and twenty miles of shoreline. Most of it controlled by Duke Energy and Crescent Resources. As a result, fewer than five meaningful public “touchpoints” exist along the developable edges of the lake –other than marinas. We consider Davidson Landing one of these where a mix of uses, boardwalks, food and beverage and both active and passive activities create memorable places.

Belmont absolutely must leverage its unique peninsula land form and the shoreline that exists – and that is currently underutilized from a placemaking standpoint. We know that Duke Energy, Crescent Resources, the Catawba Riverkeeper(s) and others will have their say, but the Comprehensive Land Use Plan Update can NOT consider the water!

(We will admit that Drift on Lake Wylie starts to do what we’re talking about – and is an enjoyable experience!)

Our team has the privilege of working in and getting to know all kinds of communities across the country. We are excited to bring this to bear also on what we can offer you in terms of our experience and services. Our understanding of the City of Belmont will continue to evolve...

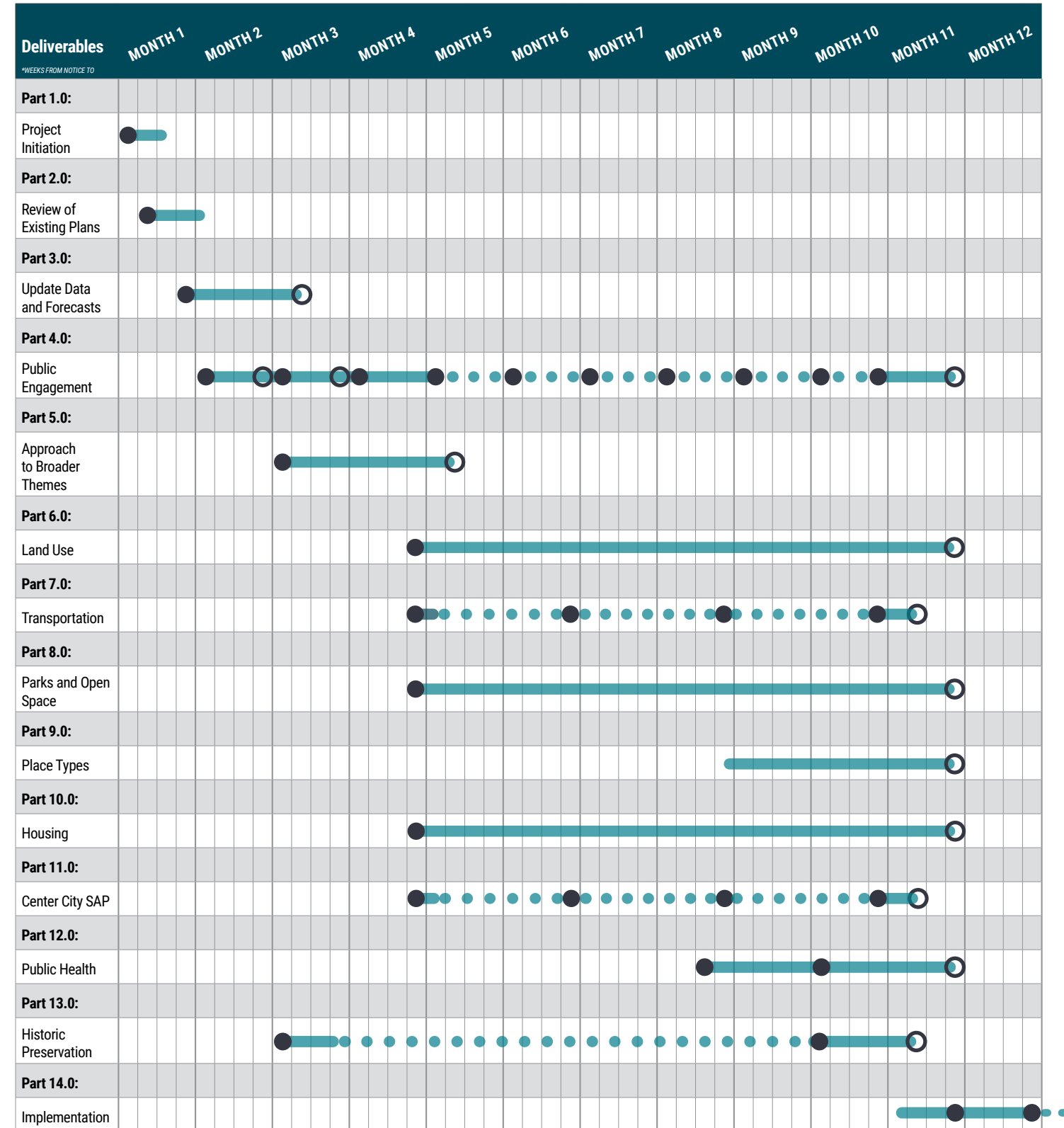
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07 TIMEFRAME

In response to the Schedule requested by the RFP, we propose the following Timeline, demonstrating submission of the Comprehensive Plan in 12 months, with implementation and follow-up services commencing thereafter. Schedule is tentative, and based on information available. Public Engagement includes monthly meetings with Plan Update Advisory Committee.

- Meetings
- Deliverable Only

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08 REFERENCES

FIRM REFERENCES

In accordance with the City's Request for Proposals, this page includes several client references for projects involving members of Plusurbia or MEND -lead partners for this response team. Contacts include titles, phone numbers and emails.

CITY OF HIALEAH, FL

Debra Storch
Planning and Zoning Official
City of Hialeah, Florida
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DStorch@hialeahfl.gov

CITY OF MIAMI, FL

David Snow
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dsnow@miamigov.com

CITY OF EL PORTAL, FL

Christia Alou
Village Manager
Village of El Portal, Florida
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villagemanager@villageofelportal.org

TOWN OF DAVIDSON, NC

Jason Burdette, AICP
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CITY OF CHARLOTTE, NC

Tracy Dodson
Assistant City Manager, Economic Dev. Director
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CITY OF SALISBURY, NC

Alyssa Nelson
Urban Design Planner
City of Salisbury, North Carolina
704-638-5235
anel@salisburync.gov

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09

FIRM CAPACITY

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FIRM CAPACITY STATEMENT

Our Team is ready and excited to begin work on Belmont's Comprehensive Land Use Plan update, and will use proven strategies to ensure each task and section is completed in a timely fashion.

No firm on our Team is over-committed to any existing projects, and new work opportunities to be undertaken in 2024 are already being evaluated with the understanding that ample capacity must be saved for potential work on this project in your community. Our staff in Charlotte and Greenville, SC, who are especially close to this opportunity, are particularly aware of this.

Overall, Plusurbia and MEND value collaboration with other firms, as it helps us to bring together diverse perspectives, knowledge, and skill sets, which produce better solutions. We recognize that no one firm has all the answers, and it is essential to work with other experts who can fill in gaps in knowledge and expertise to achieve the best results for the community. Effective communication serves as a cornerstone of our collaborative efforts. Through regular meetings and collaboration platforms, we foster an environment where knowledge and expertise can be shared, and different ideas can be explored together.

A kick-off meeting with all the sub-consultants involved in the project can serve as the opportunity to introduce the refined project goals, scope of work, and deliverables. Specific tasks and responsibilities are assigned during this meeting to each

sub-consultant, and they confirm the clear understanding of the work they will be responsible for. The prime will also provide a clear and concise, yet detailed work package that outlines the specific assigned tasks for each sub-consultant. Regular check-ins and progress meetings will allow project leaders to monitor the progress of sub-consultants' work. These sessions also provide the opportunity to address questions and provide clarification for assigned tasks.

Collaboration platforms can help facilitate communication and document sharing with sub-consultants, allowing the firm to share important documents and updates, while also allowing sub-consultants to share their work progress. Efficient information flow promotes effective coordination among the team members. Finally, the firm will implement a quality control process to review the sub-consultants' work, provide feedback, and ultimately ensure that the deliverables from all sub-consultants are consistent with the project goals and expectations.

When collaborating with other firms, we identify common goals and shared values and take the time to understand what each firm brings to the table and how it aligns with our vision for the project. By working closely with other firms, we can combine our different ideas, values, and services and create a solution that is stronger than the sum of its parts. Maintaining open lines of communication throughout the project will ensure that work is disseminated effectively and that the project meets its goals and objectives.

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10 COST BREAKDOWN

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COST PROPOSAL

Proposer agrees to supply the products and services included in the Scope of Work; in accordance with the terms, conditions and specifications contained in the RFP at the price bid of: **\$124,800**.

This lump sum includes any costs incurred on behalf of the consultant(s) at their discretion as necessary to complete the scope of services, such as travel and miscellaneous related expenses, certain presentation materials, etc. It is assumed that the City will provide the venue(s), seating, projectors, screens, etc. as required for any public meetings as well as any convenience items, at its discretion. This also includes any mailing and stakeholder correspondence other than that specifically identified in this proposal.

The total budget is broken out with separate amounts provided for the completion of each section. These sections are highly interrelated, meaning the budget amount allotted for each task is calculated based on the anticipated cost of completing other related tasks. As such, individual task budgets are not adjustable.

COST PROPOSAL		
Section/Task		Cost
1	PROJECT INITIATION	\$2,000
2	REVIEW OF EXISTING PLANS	\$5,000
3	UPDATE DATA + FORECASTS	\$12,000
4	PUBLIC ENGAGEMENT	\$18,000
5	APPROACH TO BROADER THEMES	\$2,800
6	LAND USE	\$21,000
7	TRANSPORTATION (COORDINATION WITH OTHERS)	\$3,000
8	PARKS + OPEN SPACE	\$8,000
9	PLACES TYPES	\$9,000
10	HOUSING	\$8,000
11	CENTER CITY SAP (COORDINATION WITH OTHERS)	\$2,000
12	PUBLIC HEALTH	\$7,000
13	HISTORIC PRESERVATION	\$7,000
14	IMPLEMENTATION + FOLLOW-UP	\$20,000
Total Estimated Budget		\$124,800

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11 PROPOSER INFORMATION SHEET

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The undersigned certifies that they have fully read this Request for Proposals (RFP) for an update to the City of Belmont Comprehensive Land Use Plan. The undersigned further states that they have carefully examined the criteria for updating the Comprehensive Land Use Plan, and all other information furnished in the RFP, and make this proposal accordingly. The undersigned declares that they are making this proposal solely based upon their own knowledge and that they are duly authorized to submit this proposal. Undersigned affirms that in the event they are awarded the Comprehensive Land Use Plan update project, that they will enter into a Consulting Agreement with the City to perform the work in accordance with the terms for updating the Comprehensive Plan as specified in the Request for Proposals.

Juan Mullerat

10.30.2023

Signature of Duly Authorized Representative

Date

Juan Mullerat

Printed Name

Plus Urbia, LLC d/b/a Plusurbia Design

Business Name

1385 Coral Way PH 401, Miami, FL, 33145

Business Address

+1 305 213 4410

Telephone Number

juan@plusurbia.com

E-Mail Address

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12 SUPPORTING INFORMATION



VISIONTRACK



SUPPORTING INFORMATION

In order to provide you with a more clear picture of what our Team can bring to the table, we have included the following section to highlight additional key projects we have undertaken that are relevant to this opportunity. These include TOD, form-based code, and master planning projects.

Project Type: Master Planning, Public Policy + Visioning

Site Area: 2,000 + acres

Team: Michael Dunning while Principal with Shook Kelley

Client: Charlotte Area Transit System and the City of Charlotte

Reference: N/A

Project Status: Blue Line Operational

MASTER PLANNING, PUBLIC POLICY + VISIONING

CHARLOTTE TROLLEY

CHARLOTTE, NC

Over the course of several charrettes, workshops and other public outreach and consensus-building efforts, the team developed a vision for an abandoned rail corridor in downtown Charlotte, North Carolina - a project that has since been credited with spurring more than \$600 million in development. The effort involved the utilization of a volunteer based vintage trolley system as an economic development tool for underutilized and/or blighted areas within the urban core of the City.

The original trolley system - design by Edison and decommissioned in the early 1930s - very much a means of boosterism (promoting a use of electricity and the progress of a growing metropolis. It was less about moving people from home to work or other destinations as we think of rail travel today.

The initiative was aimed first at winning over hearts and minds rather than solving for particular pragmatic issues of track gauge, station headways, rail car selection and so on. That came later, but followed the vision that the very many stakeholders had beginning when this idea began to be promoted in the early 1990s.

The Charlotte Area Transit System (CATS) owes its existence to this early effort which combined master planning, examination of public policy and setting forth a vision that took hold. Today, the +/- 20 mile Blue Line and 4 of the planned 10 mile Gold Line is in service, with the Silver Line in the planning stage.





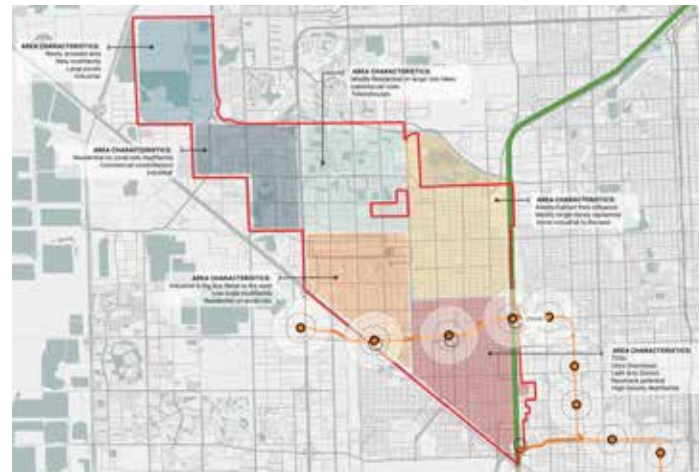
COMPREHENSIVE PLANNING
HIALEAH 2050 MASTER PLAN
 HIALEAH, FLORIDA

Project Type: Comprehensive Planning
Site Area: Citywide
Team: Plusurbia Design (lead), The Corradino Group, Urbè Studio, Cúre & Penabad, EXP
Client: City of Hialeah
Reference: Debora Storch, Planning & Zoning Official
 501 Palm Ave, Hialeah, FL 33010
 +1.305.492.2012 / dstorch@hialeahfl.gov
Dates: September 2023 - Ongoing
Budget: \$1.21M

In 2023, a well-organized team of consultants led by Plusurbia Design was awarded the contract for Hialeah's 2050 Master Plan. This multi-year, multi-disciplinary project will include urban design and land use planning, an access, transportation, mobility and connectivity plan, a parking plan, and a public services plan. Together, these materials will draft a clear path to preserve the existing assets in the City while proposing recommendations for growth and improvement complementary with the community's vision.

The kick-off point for the project is robust public engagement, which will remain a priority throughout its duration. These included bilingual workshops, open houses, bike/walking tours, and a project website.

The plan will help guide the City in making informed, balanced decisions for all stakeholders, ensuring Hialeah will remain a vibrant place to live, work, and play. It will also identify areas of potential development and focus on key corridors that can be a catalyst for economic growth while preserving the city's character. The plan will further emphasize the need for improved public infrastructure, green spaces, pedestrian-friendly streetscapes, and access to quality services and amenities. Finally, the plan will celebrate Hialeah's



culture and history, while embracing a strong equity component.

With a population of over 220,000, Hialeah is the sixth-largest city in Florida, and a key Miami suburb. This comprehensive planning project awarded to Plusurbia and its team will pave the way for Hialeah as it approaches the future, and will feature core recommendations that seek to densify key areas of the city and foster more mixed-use development for a suburb that lacks a traditional downtown.

Despite having its own historic downtown, the City of Belmont has still expressed interest in accomplishing similar goals, including strategically adjusted future land use and densities, and like Hialeah, is quickly growing due to its quality of life and the popularity of its metro area.

Project Type: Community Master Plan
Project Status: Completed | Oct 2022
Site Area: 170 acres
Team: Plusurbia Design
Client: Donovan Real Estate, LLC
Reference: Robert Donovan
 120 Broadus Ave, Greenville, SC 29601
 Robert@donovanmartech.com
Dates: Jun 2021 - Oct 2022 (Due: Oct 2022)

Beginning in 2021, Plusurbia led a [Community Vision Plan](#) for one of Greenville, SC's most important entrances. The plan embraces the area's assets and introduces strategies to weave the built environment back together, better establishing physical and psychological connections to the adjacent downtown.

Greenville, South Carolina, is known for the story of its downtown revitalization and embrace of planning to reinvent itself into one of the most vibrant, fastest-growing cities in the country. However, its most popular entrance, providing visitors with their first impressions of the city, contains a series of disconnected development patterns that have evolved independently over the last 200 years. Among them are a National Register-listed Historic Neighborhood, the city's Arena, and the county's Law Enforcement Center.

Plusurbia engaged the stakeholders from day one to reimagine the central corridor as a multimodal boulevard flanked by mixed-use, urban-style development. From there, reinvesting in the historic neighborhood and introducing a transition zone offered a way for its character to be further preserved, while exploring infill development opportunities around the arena revealed the potential for a new entertainment district.

MASTER PLAN
GREENVILLE GATEWAY
 GREENVILLE, SOUTH CAROLINA

PETTIGRU NEIGHBORHOOD - HISTORIC DISTRICT	
Building Height:	2 - 3 stories (unchanged)
DUA:	20 units per acre (unchanged)
Land Uses:	Residential, Live-Work, Businesses & Office
Building Types:	Infill Residential, Small Scale Residential, ADU's (if compliant with historic district standards)



The project now serves as a reference for future development in the area. It provides guides so interventions respond to a larger context, ensuring growth in the area builds on its existing identity, protects its social and cultural structure, and provides a cohesive future vision.

From working in Greenville –as well as operating an office there, we understand planning in the Piedmont region and along the I-85 corridor. Furthermore, as Belmont is interested in tackling ideas such as "missing middle" housing and new topics like Public Health and Parks and Open Space, we know our big picture thinking, exemplified by our vision for the terminus of I-385 on the Gateway project, will be the best skillset to accomplish bold goals.



THE OPPORTUNITY

Let's get behind something meaningful and progressive.

As a region, we are embracing how we might access to our land, our infrastructure and our cultural resources in meaningful and sustainable ways.

We have proven in Charlotte that people have embraced the address of rail transit as an amenity, a transportation option and an economic engine. With additional funding provided for the Trolley, the vision of getting around for business and pleasure on the Trolley has a purpose now: to provide a more sustainable and equitable way to get around.

What may not be as widely known is that many of the city's passenger and freight rail corridors that helped build this city are still here. Many are inactive, long abandoned and forgotten as a result of our suburban park, urban communities, centers of commerce and major recreational sites were located nearby. Today, we know that a few of these corridors are featured as a number of different plans, ranging from a new transportation and transit system for Charlotte. Many of these old routes would be geographically where they were first built... and they will make sense today.

One way of Center City the most highly valued Piedmont & Northern Railway (P&N) line established in 1910 by Southern Railway and United Company (predecessor to Duke Power) still runs. The P&N was abandoned by Western Union Inc. ending with James B. Duke, the company's founder. In the process of transporting goods and services across the region the rail line along the Piedmont & Northern Railway.

Like many other rail services around the state of the country the P&N was also a way to connect citizens and markets during government's more democratic and reorganizing program. Lakewood Park, designed by Edward Dilworth Latta, was a key destination along the P&N line that demonstrated the potential for electricity to power places of great hospitality and enjoyment. Situated about two miles west of the city at one of the first stops along the line, Lakewood Park was an excursion destination for many Charlotteans for many years.

Today, the address service and park are both relegated to the past. However, the neighborhoods, streets, blocks, and many buildings that sprang up as a result of this progressive movement at the turn of the century remain. A series of parks and greenway system connect the neighborhoods to each other and to center city.

With the present integration of people to the most residential area of our city, coming to rest again around developments within the corner of an economic future, we now look forward to how we



Project Type: Master Planning and Economic Strategy
Site Area: 570 acres
Team: Michael Dunning while Lead Principal with Shook Kelley
Client: Fort Monroe Federal Area Development Authority (FMFADA)
Reference: Josh Gillespie, Director and Zoning Administrator
 Community Development, Louisa County, Virginia
 +1.540.967.3466 / jgillespie@louisa.org
Project Status: Redevelopment Ongoing

URBAN DESIGN + HISTORIC PRESERVATION
FORT MONROE BRAC
 HAMPTON ROADS, VA



Fort Monroe is currently a United States Army base located in the Hampton Roads/Tidewater area of Virginia. It encompasses 570 acres, including 110 acres of submerged lands and 85 acres of wetlands. In addition to more than 180 historic structures and features that contribute to the Fort Monroe NHL District, the namesake stone fort completed in 1834 is of particular importance. Fort Monroe was built for coastal defense and housed one of the Army's first field schools of military education.

In 2007, the Virginia Assembly established the Fort Monroe Authority or FMA. It is a political subdivision of the Commonwealth of Virginia and serves with the Department of Defense as the Local Redevelopment Authority for the site. In accordance with the Base Realignment and Closure (BRAC) Commission's plan, the U.S. Army closed and decommissioned its base at Fort Monroe on September 15, 2011.

The project involved assisting the FMA with the process of envisioning the future of the property and creating a reuse strategy for it. The principal goals of this process is leveraging and securitizing the value inherent both the property's historic components as well as it's broad development potential. The first phases of the Project provided the FMA with a summary document that depicts this future in a concise yet meaningful way to both the Department of Defense as well as to potential future development partners, stakeholders and the public.

Project Type: Urban Planning + Zoning
Site Area: 43 acres
Team: Michael Dunning while Lead Principal with Shook Kelley
Client: Argos Real Estate Advisors
Reference: Greg Pappanastos
 Argos Real Estate Advisors
 +1.704.343.7444 / gpappanastos@argosadvisors.com
Project Status: Funding and Right of Way Assemblage

URBAN PLANNING + ZONING
LAKWOOD TROLLEY
 CHARLOTTE, NC

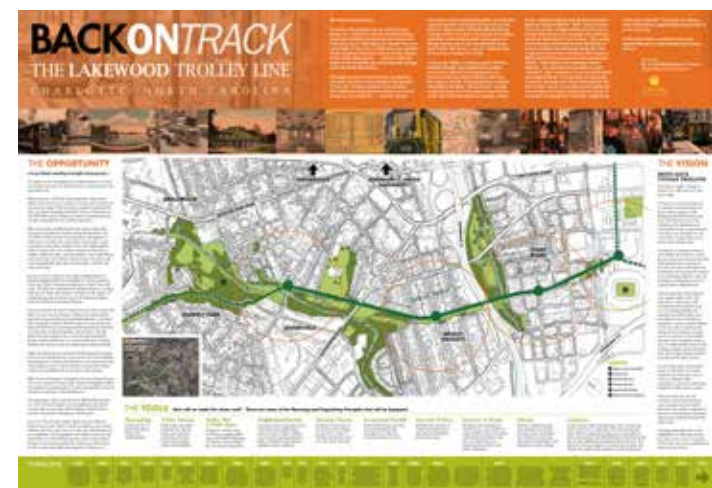


Lakewood Park, designed by Edward Dilworth Latta, was a key destination along the Piedmont & Northern Railway (P&N) line established in 1910 that demonstrated the potential for electricity to power places of great hospitality and enjoyment. Situated about two miles west of the city at one of the first stops along the line, Lakewood Park was an excursion destination for many Charlotteans for many years.

The Savona Manufacturing Company built its new factory around this same time. The Savona Mill has been identified as eligible for the National Register of Historic Places and is currently under renovation as a mixed-use office and retail anchor to the new district.

Today, the railway service and park are both relegated to the past. However, the neighborhoods, streets, blocks, and many buildings that sprang up as a result of this progressive movement at the turn of the century, including the mill, remain. A series of parks and greenway system connect the neighborhoods to each other and to center city and the opportunity exists to reinvest in the corridor as a way to knit back together several neighborhoods, reconnecting to the past and also becoming a model for place-sensitive, sustainable and progressive development.

Charlotte continues to embrace the addition of rail transit as an amenity, a transportation option and an economic engine.





plusurbia.