

**CITY OF MONROE**  
**DOWNTOWN ADVISORY BOARD MEETING**  
**300 W. CROWELL STREET**  
**MONROE, NORTH CAROLINA 28112**  
**July 16, 2025 - 9:00 AM**  
**AGENDA**

1. Call to Order
2. Roll Call
3. City of Monroe Downtown Master Plan
4. Downtown Mural Procedure and Ordinance
5. Downtown Sponsorship Plan Update
6. Downtown Furniture Project- Phase 2 Furniture Plan and Ordinance
7. Adjourn Meeting (Action Required)



**STAFF REPORT**

**TO:** Downtown Advisory Board  
**DATE:** July 16, 2025  
**FROM:** Donna O’Keefe, Downtown Manager  
**SUBJECT:** City of Monroe Downtown Master Plan

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**SUMMARY STATEMENT**

The Downtown Advisory Board is requested to consider and recommend the selection of Shook Kelly as the consultant of choice to execute the 2026 City of Monroe Downtown Master Plan and the project cost of \$209,000.00.

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**REVIEW**

On January 24, 2025, the City of Monroe published an RFQ seeking to identify a qualified consulting firm to assist in updating the 2008 Downtown Master Plan. The city received 11 responses. Five firms were invited to interview. The top choice from those interviews was Shook Kelly. A city team visited Shook Kelly on May 5, 2025. Follow up questions were presented to them along with a request to submit a cost estimate. Shook Kelly responded to the city on May 30, 2025. Staff reviewed the proposal and refined the final scope of work. Shook Kelly submitted an updated scope of work and cost proposal on May 30, 2025.

The Downtown Master Plan project will begin in the fall of 2025 and run for approximately 12-18 months. The project will focus on delivering:

1. A Development Strategy that includes a design-based vision for Downtown.
2. Expanding the study boundary to include additional sub-district such as Skyway Drive, Winchester, and the 5 Points area.
3. PlaceBrand for Downtown to include a separate and unique PlaceBrand for the sub-districts. .

Shook Kelly’s project approach will include 3 Phases. Phases one and two will all include committee input as well as significant community input through the use of surveys, workshops, and public outreach.

Project Scope of Work:

Phase 1 - Preliminary Analysis, Vision Statement, and Organizing Principles

- The creation of a technical committee that includes City and Shook Kelly staff
- Stakeholder Outreach
- Establishment of a Project Steering Committee that includes members of the public
- Stakeholder Interviews
- Community survey
- 3 Public Outreach Workshops
- Input Assessment and summary

Phase 2 – Alternate Futures and Concept Framework Plan

- Identification, Scoping, Analysis, and Preparation of Key Plan Components
- Outline of Selected Key Plan Components and Associated Description/Scope.
- Identification of Future Scenarios
- Concept Framework Plan

Phase 3 – Master Plan and Implementation Strategy

- Final Downtown Master Plan
- Final Conceptual Vision Plan
- Final Key Components
- Final Implementation Strategy
- Final Master Plan Compendium
- Final Downtown Master and Implementation Strategy Presentation Materials
- Final Input Assessment Summary
- Final Project Digital Files

This project will provide an important update to the 2008 Downtown Master Plan and serve as a guiding document that outlines the vision and strategies for the future development of Downtown Monroe and its adjacent sub-districts.

If recommended the Master Plan will be presented to the General Services Committee on August 7, 2025 and placed on the City Council August 12, 2025 consent agenda.

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**RECOMMENDATION**

Staff recommends the Downtown Advisory Board recommend to City Council the selection of Shook Kelly as the consultant of choice, the project scope of work, and funding of \$209,000.00 to complete the project.

Attached:  
Scope of Work  
Study Area  
Projected Schedule  
RFQ  
Shook Kelly Proposal

**CITY OF MONROE 2026 DOWNTOWN MASTER PLAN (DMP)**  
**SCOPE OF WORK**  
**SHOOK KELLEY (SK), LEAD CONSULTING FIRM**  
**DRAFT: June 26, 2025**

**INTRO: CONSULTANT SELECTION & PROJECT WORK PLAN.**  
**SK Team Estimated Budget: N/A.**

**0.1 CONSULTANT SELECTION PROCESS.**

- 0.1.1 Request for Qualifications (RFQ) Submittal Deadline (2/26/25).
- 0.1.2 Consultant Team Evaluation (2/27/25 – 5/16/25).
- 0.1.3 Consultant Selection by City of Monroe Team (5/16/25).
- 0.1.4 Review & Approval by Development Advisory Board (Target: 7/16/25).
- 0.1.5 Review & Approval by City Council (Target: 8/12/25).

**Deliverables:**

- 1. SK Team RFQ Proposal (2/26/25).
- 2. SK Memo Re: Interview Follow-up Questions and Responses (4/4/25).

**0.2 CONTRACT NEGOTIATION & EXECUTION.**

- 0.2.1 Project Work Plan (Scope, Schedule & Budget) (5/16/25 – 7/16/25).
- 0.2.2 Contract Provisions (5/16/25 – 7/16/25).
- 0.2.3 Contract Approval (Per City Council – Target: 8/12/25).
- 0.2.4 Notice to Proceed (Target: 8/13/25).
- 0.2.5 Downtown Advisory Board Introductory Meeting (Optional TBD – 7/16/25).

**Deliverables:**

- 1. SK Memo Re: Project Key Plan Components – DRAFT Scope & Estimated Costs (5/30/25).
- 2. DRAFT Downtown Study Area (5/30/25).
- 3. DRAFT & FINAL Project Work Plan (PWP) – Scope & Schedule.
- 4. DRAFT & FINAL Contract Document(s).

**PM: PROJECT MANAGEMENT.**  
**SK Team Estimated Budget: \$5,000.**

**PM.1 GENERAL ADMINISTRATION.**

- PM.1.1 PWP Progress Reporting.
- PM.1.2 SK Team Invoicing.
- PM.1.3 General Project Correspondence & Memoranda.

**Deliverables:**

- 1. PWP Progress Reports (Monthly).
- 2. SK Team Invoices (Monthly).

3. General Project Correspondence & Memoranda.

## **PHASE 1: PRELIMINARY ANALYSIS, VISION STATEMENT, & ORGANIZING PRINCIPLES.**

**SK Team Estimated Budget: \$71,000.**

### **1.1 MOBILIZATION & RECONNAISSANCE.**

- 1.1.1 Technical Team (TT) Coordination.
  - A. Mobilization Meeting (Virtual) & Information Download.
  - B. GIS Data Collection & File Transfer.
  - C. Branding Strategy (Project Image & Website Components).  
Project Website Launch Date: **Target Wk. of Sep 29 – Oct 3 (2025).**
  - D. Advertisement & Communication Protocols.
  - E. Establish Steering Committee.
- 1.1.2 SK Team Coordination.
  - A. Mobilization & Start-Up Activities.
  - B. Downtown Context Field Study.

#### ***Deliverables:***

1. Public Engagement Plan & Schedule.
2. Project Image/Logo.
3. Project Website Components (Content, Organization & Style Guide).
4. TT Meeting #1 Agenda & Notes.

### **1.2 TECHNICAL ANALYSIS.**

- 1.2.1 Land Use & Placemaking.
  - A. Adopted Plans & Documents.
  - B. Downtown Boundary & Character Districts.
  - C. Planning & Zoning.
  - D. Urban Design & Architecture.
  - E. City Assets & Development Sites.
  - F. Streets & Streetscape.
  - G. Gateways & Wayfinding (Limited to General Observations).
  - H. Civic Art & Culture (Limited to General Observations).
  - I. Environment & Open Space.
- 1.2.2 Infrastructure Systems.
  - A. Transportation (All Modes).
  - B. Parking (Public & Private).
  - C. Utilities.
  - D. Stormwater.
- 1.2.3 DRAFT Technical Analysis Report.
- 1.2.4 FINAL Technical Analysis Report.

#### ***Deliverables:***

1. DRAFT Technical Analysis Report.
2. FINAL Technical Analysis Report.

### 1.3 MARKET ANALYSIS.

- 1.3.1 Primary Development & Redevelopment Goals.
- 1.3.2 Development Inventory & SWOT Assessment.
  - A. Demographic & Economic Trends.
  - B. Land Use Activity, Types & Patterns.
- 1.3.3 Primary Market Influences.
  - A. Commercial (Office/Retail).
  - B. Residential (Market Rate & Affordable Housing).
- 1.3.4 DRAFT Market Analysis Report.
- 1.3.5 FINAL Market Analysis Report.

#### **Deliverables:**

1. DRAFT Market Analysis Report.
2. FINAL Market Analysis Report.

### 1.4 VISION STATEMENT & ORGANIZING PRINCIPLES.

- 1.4.1 Assimilate Preliminary Analyses, Interviews & Surveys.
- 1.4.2 DRAFT Vision Statement & Organizing Principles.
- 1.4.3 FINAL Vision Statement & Organizing Principles.

#### **Deliverables:**

1. DRAFT Vision Statement & Organizing Principles.
2. FINAL Vision Statement & Organizing Principles.

### PE.1: PROJECT MEETINGS & PUBLIC ENGAGEMENT: **OUR ESSENTIAL DOWNTOWN.**

	<u>TARGET DATE*</u>
PE.1.1 Technical Team Mobilization Meeting. Pre-Kickoff (Virtual).	Wk. of Aug 11 – 15 (2025)
PE.1.2 Technical Committee Workshop #1 (In-Person).	Wk. of Sep 1 – 5 (2025)
PE.1.3 Stakeholder Outreach (Virtual).	Aug 13 – Sep 5 (2025)
PE.1.4 Establishment of Steering Committee (Virtual).	Wk. of Sep 1 – 5 (2025)
PE.1.5 Steering Committee (SC) Meeting #1 (In-Person). Date TBD – Pending SC Preference. Option A: Earlier	Wk. of Sep 29 – Oct 3 (2025)
Option B: Later	Wk. of Nov 3 – 7 (2025)
PE.1.6 Key Stakeholder Interviews (Virtual).	Sep 1 – 19 (2025)
PE.1.7 Community Survey #1 (Virtual). Survey <b>Open Date</b> shall sync with launch of Project Website. Survey <b>Close Date</b> shall occur one week after Workshop #1.	Sep 29 – Nov 28 (2025)
PE.1.8 <b>PUBLIC OUTREACH – WORKSHOP #1</b> <b>Format: Workshop (Location TBD).</b>	Wk. of Nov 17 – 21 (2025)

#### **Deliverables:**

1. SC Meeting #1 Presentation Materials.
2. SC & Key Stakeholder Input Assessment Summary.

3. Community Survey # 1 Materials.
4. Community Survey # 1 Inputs Assessment Summary.
5. Workshop # 1 Advertisement.
6. Workshop #1 Materials.
7. Workshop #1 Inputs Assessment Summary.

**PHASE 2: ALTERNATIVE FUTURES & CONCEPT ‘FRAMEWORK’ PLAN.**  
**SK Team Estimated Budget: \$72,000.**

**2.1 KEY PLAN COMPONENTS.**

2.1.1 Identification, Scoping, Analysis & Preparation (**See Exhibit** ).

**Essential:**

- A. Downtown Study Boundary Expansion & Character Districts.
- B. Community Characteristics per Technical & Market Analysis.
- C. Multi-Modal Transportation Plan Alternatives & Mobility Strategies.
- D. Parking Plan Alternatives & Strategies.
- E. Key Infill and Redevelopment Opportunity Sites.
- F. Key Catalytic Projects & Conceptual Designs.
- G. Public Infrastructure/Capital Improvement Projects.

**Supplemental:**

- H. Site (Lot) Type Design Guidelines.
- I. Building Type Design Guidelines.
- J. Street (Right-of-Way) Type Design Guidelines.
- K. Streetscape Plan.

**Future - TBD:**

- L. Parking Structure Feasibility Analysis.
- M. Public Art/Placemaking Improvement Plan.
- N. Gateways & Wayfinding Plan.
- O. Other Components: TBD.

2.1.2 DRAFT Key Plan Components Documents.

***Deliverables:***

1. Outline of Selected Key Plan Components & Associated Description/Scope.
2. DRAFT Key Plan Components Documents (Narrative & Graphics).

**2.2 ALTERNATIVE FUTURES (SCENARIOS).**

- 2.2.1 Identification: Designations & Approach.
- 2.2.2 Contextual, Form-Based Development & Evaluation.
- 2.2.3 DRAFT Alternative Futures Scenarios.
- 2.2.4 FINAL Alternative Futures Scenarios.

***Deliverables:***

1. Alternative Futures Identification and Evaluation Criteria.
2. DRAFT Alternative Futures Scenarios (Narrative & Graphics).
3. FINAL Alternative Futures Scenarios (Narrative & Graphics).

## 2.3 CONCEPT 'FRAMEWORK' PLAN.

- 2.3.1 Comparative Analysis & Selection.
- 2.3.2 DRAFT Composite Concept 'Framework' Master Plan.

### **Deliverables:**

- 1. Alternative Futures Comparative Analysis.
- 2. DRAFT Composite Concept Plan.

## PE.2: PROJECT MEETINGS & PUBLIC ENGAGEMENT: *OPTIONS FOR OUR FUTURE.*

	<u>TARGET DATE*</u>
PE2.1 Technical Committee Workshop #2 (In-Person).	Wk. of Feb 2 – 6 (2026)
PE2.2 Community Survey #2 (Virtual). Survey <b>Open Date</b> shall sync with completion of DRAFT Alternative Futures. Survey <b>Close Date</b> shall occur one week after Workshop #2.	Wk. of Feb 2 – Apr 3 (2026)
PE2.3 <b>PUBLIC OUTREACH – WORKSHOP #2</b> <b>Format: Charrette (Location TBD).</b>	Wk. of Mar 23 – 27 (2026)
PE2.4 Steering Committee Meeting #2 (In-Person). Date TBD – Pending SC Preference. Option A: Before Workshop #2. Option B: After Workshop #2.	Wk. of Sep 29 – Oct 3 (2026) Wk. of Nov 3 – 7 (2026)

### **Deliverables:**

- 1. TT Meeting #2 Agenda & Notes.
- 2. SC Meeting #2 Presentation Materials.
- 3. SC Meeting #2 Input Assessment Summary.
- 4. Community Survey # 2 Materials.
- 5. Community Survey # 2 Inputs Assessment Summary.
- 6. Workshop # 2 Advertisement.
- 7. Workshop # 2 Charrette Materials
- 8. Workshop # 2 Inputs Assessment Summary.

## PHASE 3: MASTER PLAN & IMPLEMENTATION STRATEGY.

**SK Team Estimated Budget: \$56,000.**

### 3.1 DOWNTOWN MASTER PLAN.

- 3.1.1 DRAFT Downtown Master Plan.
- 3.1.2 FINAL Downtown Master Plan.
- 3.1.3 DRAFT Conceptual Vision Plan.
- 3.1.4 FINAL Conceptual Vision Plan.
- 3.1.5 FINAL Key Plan Components.

### **Deliverables:**

- 1. DRAFT Downtown Master Plan.
- 2. FINAL Downtown Master Plan.
- 3. DRAFT Conceptual Vision Plan.
- 4. FINAL Conceptual Vision Plan.

- 5. FINAL Key Plan Components.

**3.2 IMPLEMENTATION STRATEGY.**

- 3.2.1 Key Recommendations & Action Items.
- 3.2.2 Development Focus Areas & Key Catalytic Projects.
- 3.2.3 Public Infrastructure/Capital Improvement Projects.
- 3.2.4 Cost Estimates & Funding Strategies.
- 3.2.5 Schedule, Phasing & Prioritization Strategy.
- 3.2.6 Key City Initiatives.

**Deliverables:**

- 1. DRAFT Implementation Strategy.
- 2. FINAL Implementation Strategy.

**3.3 DOWNTOWN MASTER PLAN COMPENDIUM.**

- 3.3.1 Executive Summary.
- 3.3.2 Appendix(s).

**Deliverables:**

- 1. DRAFT Master Plan Compendium.
- 2. FINAL Master Plan Compendium.

**3.4 ADOPTED BY DOWNTOWN ADVISORY BOARD & CITY COUNCIL.**

- 3.4.1 Technical Team & SK Team Coordination.
- 3.4.2 Final Master Plan Presentation (In-Person).
- 3.4.3 Final Master Plan Adoption (In-Person).
- 3.4.4 Project Closeout & Transfer of Final Digital Files.

**Deliverables:**

- 1. FINAL Downtown Master & Implementation Strategy Presentation Materials.
- 2. FINAL Input Assessment Summary.
- 3. FINAL Project Digital Files.

**PE.3: PROJECT MEETINGS & PUBLIC ENGAGEMENT: *OUR PLAN FOR GETTING THERE.***

	<u>TARGET DATE*</u>
PE.3.1 Technical Committee Workshop #3 (In-Person).	Wk. of Jun 8 – 12 (2026)
PE.3.2 <b>PUBLIC OUTREACH – WORKSHOP #3</b> <b>Format: Open House (Location TBD).</b>	Wk. of Jun 22 – 26 (2026)
PE.3.3 Steering Committee Meeting #3 (In-Person). Date TBD – Pending SC Preference.	
Option A: Before Workshop #3.	Wk. of Jun 15–19 (2026)
Option B: After Workshop #3.	Wk. of Jul 6 – 10 (2026)

**Deliverables:**

- 1. TT Meeting #3 Agenda & Notes.
- 2. SC Meeting #3 Presentation Materials.

3. SC Meeting #3 Input Assessment Summary.
4. Workshop # 3 Advertisement.
5. Workshop # 3 Open House Materials.
6. Workshop # 3 Inputs Assessment Summary.

**RE: REIMBURSABLE EXPENSES.**

**SK Team Estimated Budget: \$5,000.**

Reimbursable Expenses include expenses incurred by the SK Team directly related to the Project, as follows:

- Transportation for authorized out-of-town travel and subsistence.
- Printing, reproductions, plots, and standard form documents (Note: the SK Team shall endeavor to minimize use of paper with printing and plotting through utilization of primarily digital media and presentation materials).
- Postage, handling and delivery.
- Presentation materials requested by the City or required for the Project. The SK Team shall provide its own computer and projection equipment for public presentations. (Note: Costs associated with public meeting venue procurement along with audio/visual equipment rental and internet infrastructure shall be borne by the City).
- All taxes levied on reimbursable expenses.
- Any savings resulting from unneeded reimbursable expenses shall be applied to SK Team Services provided in Project Management and/or Phases 1-3.

**NS: NON-LINEAR SERVICES.**

**SK Team Estimated Budget: \$TBD (Additional Services\*).**

Non-Linear Services by the SK Team are separately related to potential supplemental activities which may arise during the course of the Project and planning process including, but not limited to:

- Peer Review of recent and/or emerging influential Downtown project proposals (public or private).
- Key Agency Stakeholder Topical Focus Meetings, with agencies such as:
  - North Carolina Department of Transportation.
  - CSX Transportation.
  - Others – TBD.
- Grant support for potential relevant funding opportunities (state and federal).
- Enhanced and/or full scope of work for select Key Plan Components.
- Others – TBD.

**\* Additional Services:** Non-Linear Services shall be considered Additional Services and provided by the SK Team ONLY upon written request and authorization from the City to proceed per mutual agreement of scope and compensation in accordance with Shook Kelley's Conditions of Service.

**CS: CITY SUPPORT.**

The SK Team envisions a collaborative approach to creating the Downtown Master Plan and will seek to attain and leverage collective insight and support from the City internal staff and other department leaders comprising the Technical Team as appropriate throughout each phase of the Project.

Accordingly, the SK Team will embrace opportunities for the City Technical Team to support the Consultant Team related to the following tasks including, but not limited to:

- Lead the SK Team on a tour of the Project Study Area.
- Identify known/designated 'opportunity development sites' and City-owned properties.
- Facilitate basic project-related City GIS coordination.
- Identify potential Key Stakeholders and their roles/properties in advance of the interviews.
- Host and manage the Project website and online community survey(s).
- Coordinate meeting agenda content and distribution.
- Craft and distribute announcements for Public Engagement events (via Project website, social media, flyers/posters, other TBD).
- Coordinate Public Engagement event venue location(s) and help set-up (tables/chairs, media equipment, etc.) per inputs from the Consultant Team.
- Participate at Public Engagement events (overview of department initiatives, table-side topical discussions, etc.).

## PROJECT MEETINGS & PUBLIC ENGAGEMENT FORMAT SUMMARY

- Technical Team: Internal City Team & SK Team.
- Steering Committee: **Public (Internal Note: City to Verify).**
- Stakeholders – TBD: Internal City Team & SK Team.
- Agency – TBD: Internal City Team & SK Team.
- Non-Linear Services (Pending Authorization by City) – TBD: Internal City Team & SK Team.
- Workshops: Public.
- Downtown Advisory Board: Public.
- City Council: Public.

## PUBLIC MEETING SCHEDULE SUMMARY

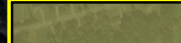


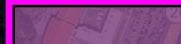
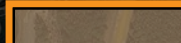
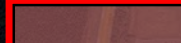
	<u>TARGET DATE*</u>
• Steering Committee #1: Date TBD – Pending SC Preference.	
Option A: Earlier	Wk. of Sep 29 – Oct 3 (2025)
Option B: Later	Wk. of Nov 3 – 7 (2025)
• Steering Committee #2: Date TBD – Pending SC Preference.	
Option A: Before Workshop #2.	Wk. of Sep 29 – Oct 3 (2026)
Option B: After Workshop #2.	Wk. of Nov 3 – 7 (2026)
• Steering Committee #3: Date TBD – Pending SC Preference.	
Option A: Before Workshop #3.	Wk. of Jun 15 – 19 (2026)
Option B: After Workshop #3.	Wk. of Jul 6 – 10 (2026)
• WORKSHOP #1: <b>Our Essential Downtown.</b>	Wk. of Nov 17 – 21 (2025)
• WORKSHOP #2: <b>Options For Our Future.</b>	Wk. of Mar 23 – 27 (2026)
• WORKSHOP #3: <b>Our Plan For Getting There.</b>	Wk. of Jun 22 – 26 (2026)
• Downtown Advisory Board Meeting for DMP Recommendation.	TBD – Aug (2026)
• City Council Meeting Presentation for DMP Approval & Adoption.	TBD – Aug (2026)

\* TARGET DATE: All Target Dates are subject to change pending final determination together by the Project Technical Team: Internal City Team & SK Team (See Exhibit     ).

**END OF DOCUMENT**

# CITY OF MONROE

## LEGEND

- Downtown Study Area**
-  Original Boundary
-  Proposed Boundary
- Character Districts (Sub-Districts)**
-  Downtown Core Area
-  Historic District
-  Winchester
-  5 Points Area
-  Skyway Drive Corridor (Potential – TBD)

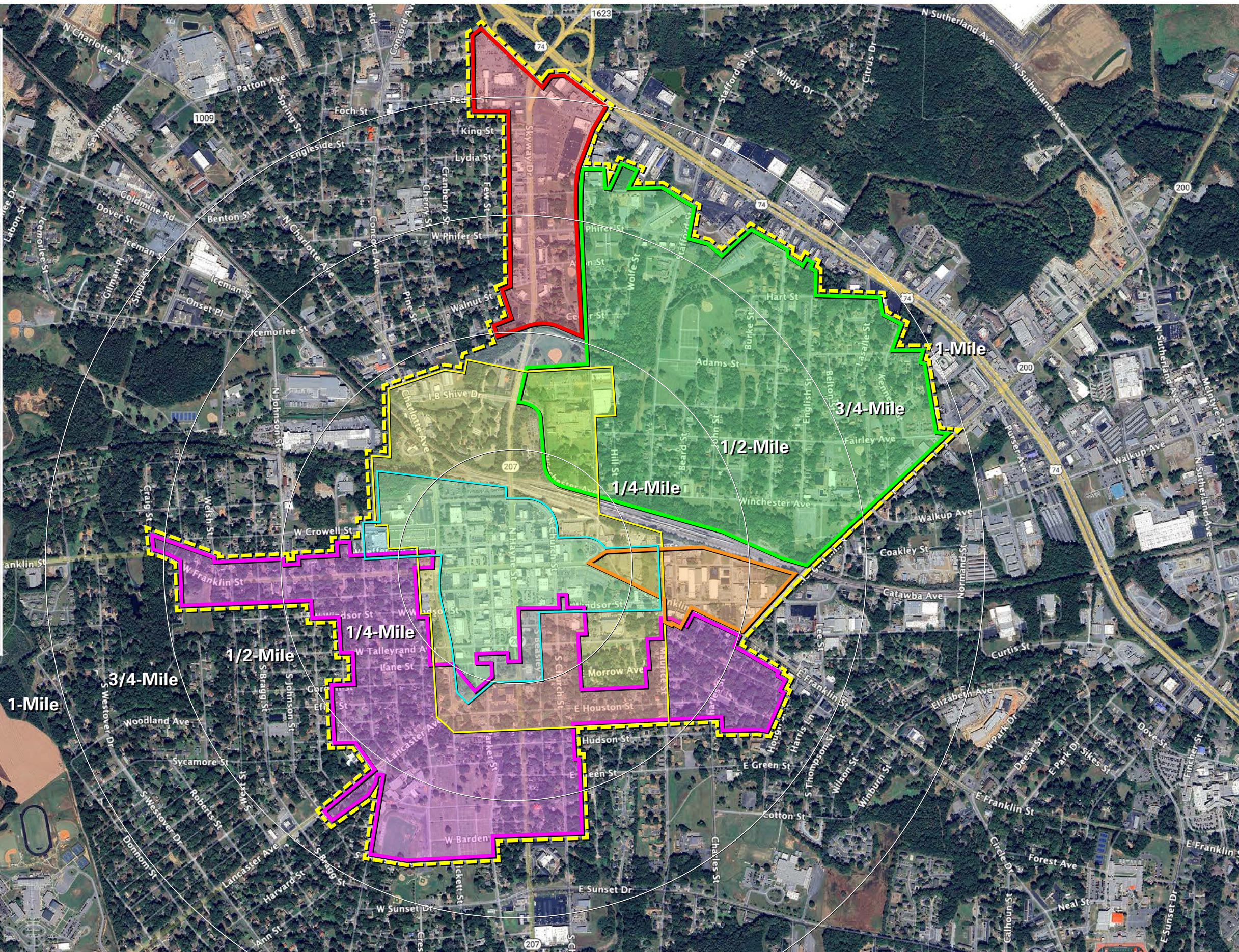
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Graphic Scale: Feet

Google Earth Imagery: 10/17/2024

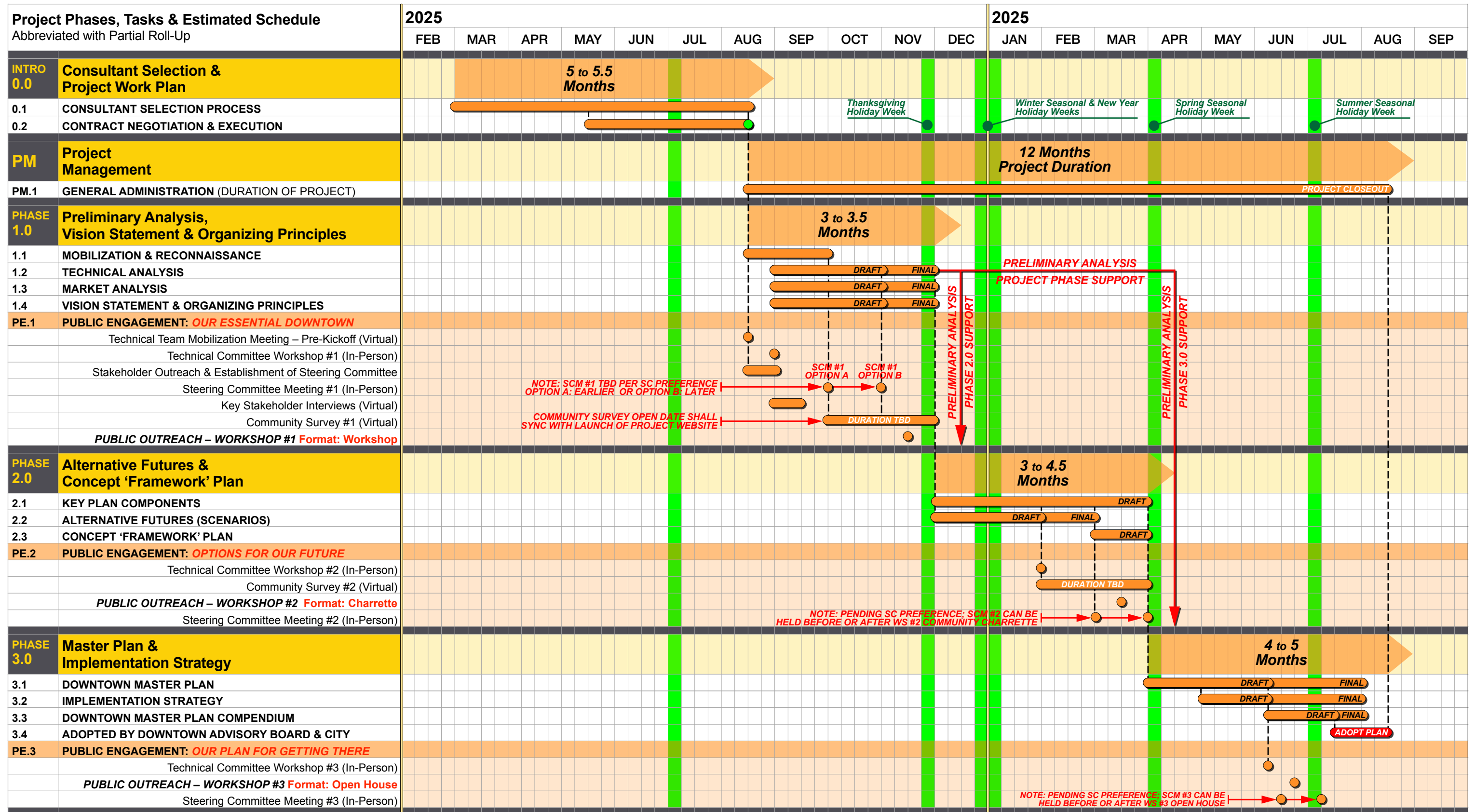


# DOWNTOWN MASTER PLAN

Shook Kelley (SK) Team – Estimated Project Schedule: Abbreviated

Per Key Plan Component Abbreviated Scope: **OPTION 1**

**DRAFT: 6/26/2025**





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# Request for Qualifications (RFQ)

## Downtown Master Plan Update

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**Due February 26, 2025**

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## **DOWNTOWN MASTER PLAN UPDATE**

Notice is hereby given that the City of Monroe located at 300 West Crowell Street in Monroe, North Carolina 28112 is seeking qualifications from highly qualified consulting firms or teams to assist with an update to the Downtown Master Plan. Qualifications should be submitted as a comprehensive document or package and demonstrate the ability and intent to complete the required Scope of Work. The firm or team's current and prior experience shall be relevant to community planning, downtown revitalization, transportation, market and economic analysis, urban design and demonstrate effective public outreach and quality products. The selected consultant will be required to comply with applicable laws, requirements, and regulations governing this funding.

### **Introduction**

The City of Monroe was incorporated in 1844 and is the county seat of Union County. Monroe is located approximately 25 miles east of Charlotte, North Carolina. Monroe is one of 14 municipalities in Union County, and is the County's only full service community. The City is home to approximately 37,797 individuals of diverse backgrounds, ethnic groups, races, and socio-economic status. It is located in an area of the state that has seen extreme growth, as well as shifts in demographics and development patterns over the past decade.

Monroe was designated as a Main Street Community in 1998, joining a growing number of North Carolina Communities focused on downtown revitalization. As a Main Street Community, the City of Monroe works to implement preservation based on economic development through the Main Street Approach. Monroe is nationally accredited by Main Street America in 2024.

The Downtown Monroe's Vision is: The success of Downtown Monroe will be due to a lively mix of quality retail shops, professional services, restaurants, entertainment, and upper floor residential space, providing a variety of opportunities for a distinct cultural experience.

Downtown will retain a safe, friendly, small-town pedestrian-oriented atmosphere for residents and visitors while engaging a positive spirit enhanced by its distinct sense of place built upon its rich agricultural history and architecturally significant buildings. The varied mix of retail and service businesses and continued expansion will strengthen Monroe's sense of community and quality of life through cooperative marketing and promotion efforts of our downtown.

In 2008, the City adopted the first Downtown Master Plan that reflects a vision for a place where people live, work and play; where restaurants, entertainment venues and shops continually attract residents and visitors. Consistent with the vision, the plan also offers suggestions for physical improvements. It encourages the correct mixture of downtown retail; seeks to bolster residential areas adjacent to the core; respects the character of downtown,

especially the architecture of the built environment; and suggests improvements to the transportation network. Furthermore, the Downtown Master Plan determines catalyst areas where redevelopment opportunities exist. Although a Downtown Master Plan was adopted in 2008; it has not been updated in 17 years and does not reflect current market conditions or economic trends.

### **Description of the “Downtown Core Area” and Downtown Study Area”**

The downtown study area comprises only a portion of the overall city but it continues to be recognized as the heart of Monroe. The study area for the Monroe Downtown Master Plan includes the commercial core of the City and portions of surrounding residential neighborhoods. The study area is bounded by Meadow and Heath Streets to the north, McCauley and Maurice Streets to the east, Hudson Street to the south and Washington and Crawford streets to the west. The core area, the heart of downtown encompasses the National Commercial Register Historic District, Monroe City Hall, Union County Government Center, Dowd Center Theatre, Monroe Science Center and Bazemore Active Adult Center. The core area is generally bounded by the CSX railroad tracks to the north, the Five Points area and region west of the Union County Public Library on the east, the First Baptist Church and area around it to the south and Charlotte Avenue on the west. The study area and the smaller core area are each delineated on the Study Area Map (Appendix B).

The current recognized land area of Downtown Monroe Core Area is roughly 95 acres and the Downtown Study Boundary that includes the core area is a total of approximately 250 acres. Downtown has unique retail shops, locally owned restaurants, coffee shops, breweries, and professional services. Within and adjacent to downtown are a number of government services. The City of Monroe owns numerous properties, including City Hall, Dowd Center Theatre, Monroe Science Center, and public parking lots amongst others. As the county seat, the Union County Government Center is located adjacent to Monroe City Hall with other services located nearby.

Downtown Monroe is surrounded by two distinct neighborhoods that include the South Monroe Historic District to the West, South and East and Winchester to the Northeast.

The City of Monroe’s Historic District spans approximately 361 acres, encompasses approximately 561 parcels and over 400 structures. Many of the homes currently in the district were constructed before the 1940s. The National Register Survey for the South Monroe Historic District was nominated in 1987 and lists 381 contributing structures and 90 noncontributing structures.

The Winchester Neighborhood is approximately 300 acres with 575 properties and lies along the north side of Winchester Avenue. North of the CSX Railroad between approximately Stafford and Seaboard Streets, there is approximately 13.8 acres owned by the City of Monroe

and is undeveloped. Interspersed with the City acreage are four small, privately owned lots. Two of the lots are vacant; one contains a church; the other contains a barbershop.

Winchester is a historically African-American community with many families having longstanding roots in the area. Many consider the heart of Winchester to be the Winchester Center and School located on the north side of Winchester Avenue near English Street. Over the years the demographics in the area have transitioned.

The City's goal is to update the Downtown Master Plan to clearly identify, describe, and depict the desired growth framework and development patterns, policies, and practices for Downtown Monroe for the next 10 years. In addition, it is also the City's goal to create an innovative Downtown Master Plan that serves as the guiding framework for making decisions about future growth, conservation and preservation and development/redevelopment in the Downtown community that is based on market analysis and economic trends. It is designed to align with other City plans, like the Land Use/Transportation Plan, Parks and Greenway Master Plan, and Downtown Transportation Study, and current and future policies and ordinances.

The intent of the City of Monroe is to develop a plan that serves to continue to revitalize Downtown Monroe, update/improve upon, and realize the vision expressed in the 2008 Downtown Master Plan through an implementation plan, focusing on providing decision-makers with a blueprint to enable them to track progress and schedule future-year improvements. The plan will emphasize significant importance on evaluating and prioritizing factors that contribute to community character, including diverse land use patterns, historic preservation, development/redevelopment, open space and urban design, aesthetics and design guidelines and multi-modal transportation network through a community driven process.

The selected firm needs to take into consideration transportation improvements that balance mobility with accessibility and livability, pedestrian and bicycle transportation, private passenger vehicle movement, connections to surrounding neighborhoods, current and future parking needs, connectivity constraints imposed by the railroad network, and access management.

The Transportation component of the plan is intended to improve transportation facilities and services by:

1. Improving the Transportation of people and goods, using different modes and facilities.
2. Improving connectivity among main generators.
3. Create safe streets for all ages, abilities and modes of travel.
4. Expand travel options for people traveling to, through and around downtown.
5. Support growth in downtown investment and quality of life for residents and visitors.

6. Improving the mobility and parking in the downtown and surrounding areas.
7. Analyzing current and proposed land use to determine areas of activity, and major generators and the effect of existing and proposed land use policies on the existing transportation network.
8. Providing guidance and recommendations for transportation enhancements.
9. Planning a safe, efficient, accessible, cost-effective transportation system.
10. Providing a prioritized project list and policy recommendations that would reduce barriers to access transportation and ensure an equitable transportation system.
11. Identifying funding opportunities.
12. Drafting a set of Street Design Guidelines with graphic illustrations.

## **Project Goals and Objectives**

The principal goals of the Downtown Master Plan are to develop a mix of different types of land uses with a focus on physical form and design considerations over simplistic land use and density, identify opportunities for development and redevelopment, while maintaining historic character and prioritizing downtown charm, reimaging or enhancing several City of Monroe owned spaces in Downtown, create a diverse range of housing options including varying densities and affordability, evaluation and assessment of existing Downtown Study Boundary to determine expansion and character districts, develop an integrated and interconnected multi-modal transportation network, create economic development and employment opportunities, and visually enhance the Downtown through urban design and aesthetic improvements. The plan should also improve Downtown in terms of stability, value, and aesthetics. Public engagement and participation throughout the planning process is critical.

The final document should address land use, open space and urban design, public realm, public art/placemaking, site and building design, transportation improvements and enhancements such as accessibility, connectivity and transportation infrastructure, aesthetic qualities, market and economic trends (both housing and business), sense of place, and identification of catalyst sites for redevelopment/revitalization efforts. Special attention should be given to gateway areas into and within the downtown. The City of Monroe is interested in a Downtown Master Plan that includes a strong emphasis on creative, strategic approaches to issues faced by the City and provides clear goals, objectives, and solid implementation action strategies. It is important that the plan is developed with consideration of the relationship between land uses, market forces and transportation. It is equally important the planning process includes extensive public outreach and public participation.

### Specific Objectives of the Downtown Master Plan

1. Addresses urban design and open space, future land uses with a focus on physical form and design considerations, housing options, history, character and cultural resources, aesthetics, healthy active living, and a multi-modal transportation system.
2. Thorough public engagement that reflects the vision of community members and leaders of Monroe and to drive a positive image of Downtown Monroe.
3. Serves as the foundation for future revisions made to City ordinances pertaining to land use, urban design, site and building design and transportation.
4. The plan should provide direction on opportunities and recommendations to incentivize upperstory residential, attract mixed-use development, and create family friendly experiences.
5. Creates an economic climate that enhances the qualities that make Downtown Monroe great, and increases the opportunities for businesses of all sizes to start, expand and thrive.
6. Review of current capital projects in downtown and strategies for implementation.
7. Assists with shaping the built environment in order to make physical activity/active living/active transportation a viable choice for downtown businesses, residents and surrounding neighborhoods.
8. Identifies gateway nodes into downtown with consideration given to way-finding and creating a distinct unified identity as entryways into downtown.
9. Helps existing places thrive and creates great new places by sustaining and building vibrant enduring housing options that people, especially young people, want to live in.
10. Provides a mix of different type of land uses, while avoiding potential land use conflicts with surrounding neighborhoods.
11. Address the public realm to include opportunities, strategies and recommendations for coordinated sidewalks and enhanced pedestrian crossings, additional street lighting, street trees, signage and public space improvements.
12. Address downtown design guidelines to include public right-of-way, site and building designs.
13. Review, evaluate and assess the existing Transportation Study for downtown and provide recommendations and implementation strategies to include funding opportunities.
14. High level feasibility analysis of construction of a parking structure including constraints, potential number of spaces, site suitability, cost per space, and return on investment.
15. Evaluation and assessment of existing Downtown Study boundary and recommend potential expansion, adjustments and character districts. (Potential expansion areas-see Appendix C)

16. Opportunities and recommendations for placemaking projects that enhance design and economic vitality of downtown.
17. Strategies to improve and enhance existing City of Monroe owned assets in downtown, including rear and side alleyways.
18. Opportunities and recommendations for parking, including a review of signage, current parking locations, ADA accessible spaces and parking management strategies.

These goals and objectives reflect the input of staff and may be modified throughout the process as input from the public and community leaders is taken into consideration.

### **Project Implementation**

The Final Downtown Master Plan should include but not be limited to the following deliverables:

1. Illustrative Master Plan that is based on public input and staff review to include the following:
  - a. The final document should address land use, open space and urban design, public realm, public art/placemaking, public right-of-way, site and building design, transportation improvements and enhancements such as accessibility, connectivity and transportation infrastructure, aesthetic qualities, market and economic trends (both housing and business), sense of place, and identification of catalyst sites for redevelopment/revitalization efforts.
  - b. Future Land Uses that emphasize a mixed-use development concept and include a focus on the physical form and design considerations.
  - c. Community design, aesthetics and historic preservation.
  - d. Existing and projected demographic and socio-economic profile and anticipated impacts (including aging and related service provision).
  - e. Housing affordability, accessibility, and choice.
  - f. Infill and redevelopment opportunities that includes City-owned assets that can be improved or enhanced.
  - g. Multi-modal transportation framework to include enhancements, mobility and parking.
  - h. Open space, urban design and Gateway framework.
  - i. Downtown Study boundary revision to include additional Character Districts.
  - j. Catalyst Sites for Development/Redevelopment to include conceptual designs.
2. Downtown Master Plan Report with color illustrations containing text (including executive summary), tabular data, maps and illustrations to explain the plan.
3. Market Analysis Executive Summary.

4. Questionnaires, maps, progress reports, and other tools for community involvement, including an internet component to disseminate information and solicit community input and comments throughout the process.
5. Statement of Community Issues, Concerns and Opportunities.
6. A prioritized project list and policy recommendations for a safe, efficient, accessible and cost-effective transportation system to include enhancements, mobility and parking
7. Set of public right-of-way, site and building design guidelines
8. All supporting materials such as GIS files in shapefile format, text, graphics, and illustrations shall be provided in editable format for further use by the City
9. Coordination and facilitation of all public workshops, including community visioning meetings, the Downtown Advisory Board, and City Council.
10. Final plan document including appropriate goals, objectives, implementation strategies, maps, illustrations, and all necessary background information and appendices

The process shall address the project scope as detailed in Attachment A of this document. The final plan will incorporate technical analyses to include market analysis, public input throughout the process, and public comment on the Concept Plan as they address the goals and vision of the plan. The Concept Plan will be presented to the Downtown Advisory Board and City Council for review and comments.

The consultant will work with staff to develop implementation strategies, policies, and financing mechanisms to ensure its utility. The final document shall be prepared in a manner so that the public can easily understand the concepts and plans and that staff shall be able to effectively implement the plans recommendations and strategies. The Final Downtown Master Plan will be presented to the Downtown Advisory Board and City Council at meetings open to the public in order to inform the community. The Downtown Advisory Board will make a recommendation to City Council regarding adoption of the proposed plan, which shall ultimately be adopted by City Council.

## Public Participation

Public input and participation is a critical part of the plan and will serve as the foundation. A special emphasis should be placed on community involvement that provides various unique opportunities to engage the public and receive input. This plan will reflect not only a thorough technical analysis of existing conditions, but should also relate to input received through extensive public outreach efforts. With the assistance of the consultant group, the City will establish a Steering Committee to be made up of people with varying interests throughout the downtown area.

The consultants approach to public outreach should consider, but not be limited to the following:

- Workshops
- Informational Public meetings
- Advisory Committee meetings
- Interviews
- Community Report Cards
- Internet Polling
- Social Media
- Community Events
- Surveys
- Advertisement
- Design Charrettes
- Visual Preference Surveys

These means of outreach shall be utilized to obtain the views, opinions, and visions of the residents, business and property owners, and leaders of the community. The City would like to see unique and innovative public outreach methods set to encourage greater and easier participation by community members. The public should be engaged throughout the process with the overall goals of:

1. Initiating a vision for the Downtown;
2. Formation of ideas and alternatives in a concept plan of future development and preservation patterns; and
3. Support of recommendations for a comprehensive concept plan that will guide the growth of the area into the future.

## Evaluation Criteria and Procedures

### Submission Requirements:

RFQ responses should be submitted as a comprehensive document or package and demonstrate the ability and intent to complete the required Scope of Work. The firm's current and prior experience shall be relevant to community planning, transportation, market and economic analysis, urban design and demonstrate effective public outreach and quality products.

Please submit your RFQ responses no later than 5:00 p.m. Monday, February 26, 2025, to:

City of Monroe  
Planning and Development Department  
Attn: Lisa Stiwinter, Director  
P.O. Box 69  
Monroe, NC 28111

All questions regarding the qualifications specifications shall be directed to Lisa Stiwinter in writing at [lstiwinter@monroenc.org](mailto:lstiwinter@monroenc.org) no later than Monday, February 12, 2025. Late submittals will not be accepted. Further information is contained in this RFQ document. The City of Monroe reserves the right to reject any or all responses and to waive any irregularities.

Each firm's submittal shall only be considered if submitted as a complete document by the stated deadline. Responses to this RFQ should contain the following:

1. A Qualification Package not more than 30 pages (15 sheets, 2 sided copy) consisting of:
  - a. A cover letter expressing interest in working with the City of Monroe that includes a point of contact for the firm;
  - b. Year the firm was established;
  - c. Consultant specialties; List of sub-consultants and their specialization of their use;
  - d. Relevant experience of the firm and resumes of the project team;
  - e. List of current and prior projects of similar scope with municipalities (List up to 5, starting with most recent, Provide year project was completed, location, contact name, phone number and email address, and scope of work performed for each). Additional relevant experience may be included;
  - f. A description of the approach to be taken toward completing the Project Scope, including the process and any deliverables resulting from each task;
  - g. Any proposed changes to the Project Scope (Appendix A);
  - h. A proposed schedule for the entire process, including meetings, milestones, presentations, and final completion;

- i. A statement indicating that the firm is independent, properly licensed to practice in the state of North Carolina, and has no conflict of interest with regard to any other work performed by the firm for the City;
  - j. A summary of estimated labor hours by task that clearly identifies the project team members and the number of hours performed by each team member by task.
2. References: Provide three (3) references (names, addresses, phone numbers, email addresses) for comparable work for your firm and for the team members. Provide a brief description of the scope of services provided for each reference.

All applicants shall be required to submit at least five (5) hard copies of the complete package responding to each item above and one (1) digital copy. The submittal shall be printed on 8 ½” by 11” white paper, minimum 12 point font, double-sided, and bound with a maximum total of 30 pages (15 sheets). The cover letter will not be included in the page count. Unless absolutely necessary, all responses and copies should minimize or eliminate the use of non-recyclable material or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Paper clips and staples are acceptable.

### Distribution and Outreach

This RFQ is being advertised on the following but not limited to the City’s website, NC Planning List serve, NC Main Street List serve, and the NCAPA Website.

### Selection Team

The City of Monroe will assign a selection team made up of members of staff that have professional experience with the subject topics.

### Selection Criteria

The Selection Team will evaluate each firm based on information provided in the Technical Report submittal, detailing the firm’s history, project team, present work load, office location, relevant experience, past performance, and quality assurance policies.

- Technical Report submittal..... **20%**

In addition, the Consultant’s response to meet the Scope of Work requirements shall be of great consideration. Heavily weighted, specific evaluation criteria, among other factors, will include:

- Creative and innovative approach to engaging the public to receive public participation and input..... **20%**
- Key elements or ideas identified that were not included or considered in the RFQ but would be supportive of the overall plan..... **10%**

- Implementation broken down by short, intermediate and long-term strategies and objectives.....**25%**
- Approach to addressing the specific objectives for the Downtown Master Plan listed on page 7 and Final Plan listed on page 8.....**25%**

North Carolina and South Carolina firms qualified to do the required work will be given priority consideration. A North Carolina or South Carolina firm is a firm that maintains an office in North or South Carolina staffed with an adequate number of employees judged by the City of Monroe to be capable of performing a majority of the work required.

**Selection Procedure**

The City will conduct a fair and impartial process for the selection of the consulting firm. The City of Monroe reserves the right to reject all responses received and cancel the solicitation in the best overall interest of the City. The City reserves the right to award in whole or part and to waive any formalities as may be permitted by law. The City reserves the right to offer qualifications and supporting documentation to other entities that may have an interest.

TASK	TENTATIVE DEADLINE
City of Monroe advertise/publish Request for Qualifications	January 24, 2025
Questions regarding the RFQ due	February 12, 2025
Responses to RFQ due	February 26, 2025
Staff review and Interviews	February 26, 2025 – March 26, 2025
Selection based on qualifications/Firm Notified	March 27, 2014
Selected firm submits cost proposal	March 31, 2025
Project Kickoff	April/May 2025

All consulting firms should be prepared to present to the selection committee.

**Addenda and Interpretations:** Any and all questions regarding this document must be addressed to Lisa Stiwinter, the City of Monroe Director of Planning and Development, at 704-282-4569 or [lstiwinter@monroenc.org](mailto:lstiwinter@monroenc.org). Any and all revisions to this document shall be made only by written addendum from the City of Monroe. Therefore, no oral statements by any person shall modify or otherwise affect the terms, conditions or specifications stated in this request for qualifications. All are cautioned that the requirements of this RFQ can be altered

only by written addendum and that verbal communications from whatever source are of no effect. **ALL QUESTIONS SHALL BE SUBMITTED NO LATER THAN MONDAY, FEBRUARY 12, 2025.**

***Review of Public Information:*** All formal responses received become public information at the time of the submittal. Formal responses will be made available for public review after the City completes their review of the items presented. Requests to view responses can be made to the Director of Planning and Development. Copies of qualifications may be made at that time at a cost required by the City of Monroe.

***Minor Deviations/Exceptions to Request for Qualifications:*** Minor deviations from the provisions of this Request for Qualifications may be considered; however, all proposed minor deviations must be explained in detail and submitted with the response.

***Exceptions to Request for Qualifications:*** Written approval for any proposed substitution or changes in specifications must be obtained by the Consultant prior to the due date. Requests for approved equals, clarifications or changes in specifications, and/or protests of specifications must be received by the City of Monroe Director of Planning and Development by Monday, February 12, 2025.

It is up to the sole discretion of the City of Monroe to allow or reject any alternatives or appeals to modify the RFQ.

Changes to specifications will be made by written addendum. Prospective Consultants may make appointments to discuss these specifications. This, however, does not relieve prospective Consultants from the requirement for a written request for clarification or change to the specifications. Consultants' failure to request exceptions to specifications or approved equals as stated above will be interpreted as the Consultants' intent to comply fully with the requirements as written. Conditional or qualified responses shall be subject to rejection in whole or in part. The City of Monroe reserves the right to postpone the selection for its own convenience.

***Performance:*** In case of default of the contractor, the City may procure the articles and services from other sources and hold the consultant responsible for any excess cost occasioned thereby.

***Expenses Incurred in Preparing Qualifications:*** The City of Monroe accepts no responsibility for any expense incurred by the consultant in the preparation and presentation of a response to this RFQ. Such expenses shall be borne exclusively by the consultant.

***Reservation of Right to Amend Request for RFQ:*** The City reserves the right to amend the RFQ at any time during the process, if it believes that doing so is in the best interest of the City.

### Conditions of Request and Requirements

The following conditions apply to this RFQ:

1. The City of Monroe (City) reserves the right to withdraw this solicitation of qualifications at any time without prior notice. Further, the City makes no representation that any agreement will be awarded to any firm submitting a response.
2. The City reserves the right to reject any and all qualifications submitted in response to this request and to reject any sub-consultant or individual working on a consultant team.
3. Any changes to the qualification requirements will be made by addendum.
4. In any event, the City shall not be liable for any pre-contractual expenses incurred by any response or Consultant. This shall include pre-contractual expenses such as preparing the Response, submitting the Qualifications to the City, negotiating with the City on any matter related to the Response or other expenses incurred prior to the date of award for any agreement related to the services herein described.
5. No prior, current, or post award verbal agreement(s) with any officer, agent, or employees of the City shall affect or modify any terms or modifications of this RFQ or any contract or option resulting from this process.
6. The City reserves the right to waive any minor irregularities, informalities or oversights at its sole discretion. The term “minor” as used herein means any proposer or City irregularities or oversights that does not materially affect or alter the intent and purpose of this RFQ, and is not in violation of any State of North Carolina or Federal Government rules, laws, and regulations that may apply to this procurement.

## Appendices

### APPENDIX A:

#### Project Scope

##### *Project Scope – Phase I*

#### Project Implementation

1. Kickoff Meeting (Technical Committee Meeting 1): The kickoff meeting will be the initial meeting between staff and the consultant. Establishment of the Steering Committee shall be discussed by the consultant and staff. The collaboration between staff and the consultant shall be termed the *Technical Team*. The Consultant should bring project branding proposals to be utilized throughout the process to easily identify and advertise for the project. Branding strategies should be used for marketing the Plan only, not to create a branding plan for the area. Finalize the public engagement strategy and schedule. **Deliverables: Project Schedule; Meeting Notes; Detailed Public Engagement Plan and Schedule; Project Image (Logo) to be utilized throughout the project.**
2. Technical Analysis: The consultant will perform a demographic and technical analysis, with the assistance of staff, to determine existing conditions of land use and zoning, property and buildings, city-owned assets to include rear and side alleys, landmarks, transportation, urban design, housing, economic and market potential, development patterns, vacancy and open space, environmental, and other locally and regionally adopted plans that affect the City. The analysis shall not be limited to these characteristics if the consultant deems others to be of importance as well. **Deliverables: Draft report of existing conditions and identification of potential opportunities and constraints for growth and development including visual representations.**
3. Concept Plan: After the public meetings the consultant will prepare a Concept Plan, with the assistance of staff, to include a more detail plan that focuses on the physical form and design considerations over simplistic land use and density, which will utilize the results of the technical analysis findings to include market analysis and public outreach events to develop a Concept Plan. The plan should be a thorough presentation of the Technical Team’s findings and a synthesis of how the plan will address the land use/transportation vision and goals of the City. The Concept Plan should incorporate an assessment of the community characteristics including but not limited to land use, transportation, urban design, housing, economic and market potential, development patterns, vacancy and open space, environmental, and other locally and regionally adopted plans that affect the City. The Plan is expected to contain written assessments, thorough technical analyses by professionals in the field, provide planning scenarios and transportation alternatives and visual aids including photographs and maps as

necessary. The Concept Plan shall be presented to a joint Downtown Advisory Board and City Council meeting for review and comments. **Deliverables: Draft concept plan to include Issue Identification and Analysis, Existing Conditions Report; Land Use Scenarios, Transportation Alternatives addressing multi-modal circulation to enhancements, mobility and parking, Set of public right-of-way, site and building design guidelines with graphic illustrations, Streetscape Plan, Design proposals, Infrastructure Improvement Plan, Downtown Study boundary expansion analysis, Public Art/Placemaking Improvement Plan, Infill and redevelopment opportunities and catalyst sites.**

4. Technical Committee Meeting 2: Consultant will distribute draft concept plan and Charrette materials and plan of action to Technical Committee members for review. Schedule a meeting for 2 weeks later to discuss concerns and address Steering Committee input. **Deliverables: Revisions as necessary to Draft Concept Plan.**
5. Market Analysis: The City is seeking a market analysis designed to identify both issues and opportunities relative to achieving development/redevelopment related goals, attracting mixed-use development and upperstory residential. The market analysis should focus on analyzing both demographic and economic trends, as well as potential land uses within the community appropriate given the market conditions and citizen input. An assessment of the residential, office/employment and retail and service markets as primary markets that may influence the Downtown. This data is pertinent in order to provide an accurate evaluation of the current situation and formulate recommendations for future land uses that are based on community vision and market dynamics. **Deliverables: Copy of draft Market Study and assessment.**

#### Public Participation

1. Stakeholder Outreach and Establishment of Committee: The consultant will guide staff to determine the various interests that may be beneficial to have on the Steering Committee. The Committee should be well organized with standing meetings to ensure the project remains on schedule. It should be a holistic representation of the downtown and those that will be affected by the plan. These Committee members should expect to be actively involved in the various community outreach activities as well. The first Stakeholder meeting should address current concerns for the City and establish a vision and goals for the plan. **Deliverables: Meeting Notes; Vision Statement; Consultant assessment of Steering Committee input.**
2. Steering Committee Meeting 1: Bring together those stakeholders that have been identified and agreed to participate as the Steering Committee. Presentation by Consultant to inform the Committee of its findings of Existing Conditions. Should expect discussion and report and analyze their concerns. Unveil the Vision Statement. The end of the meeting should be used to discuss public outreach: how they will help, that they

need to contact others in the community, ask for their ideas, set a date for the workshop (Technical Committee pick a few dates for them to choose from).

**Deliverables: Meeting notes and assessment; Revisions as necessary to Vision Statement; Plan for Community outreach and workshop activities; Schedule date for Workshop 1.**

3. Advertisement: Promotion and awareness of the plan should be multi-media. The establishment of a project website shall be provided by consultant as part of the project task to allow the public to follow the progress of the plan. Whenever possible, the local newspaper, brochures, flyers, and post cards, etc. should be utilized to inform the public. Public advertisement for meetings shall also be online and in the local newspaper. If the budget allows, radio and television notifications shall also be considered. All public outreach materials are the responsibility of the consultant and all methods. **Deliverables: Copies of all advertising and promotional materials used.**
4. Public Outreach – Workshop 1: Public Outreach is an important aspect of this plan. After the first Steering Committee meeting and a technical review of the existing conditions, the data should be presented to the public in the form of an informational and interactive workshop. The presentation should include an assessment of the existing conditions and problems that have been identified in the Downtown. It should also suggest a vision and goals as established by the Steering Committee. Opportunity should be given for the public to offer their opinion of the vision of the project and goals of the plan. The plan should be refined according to meeting outcomes. **Deliverables: Meeting notes; Modified Vision Statement; Consultant assessment of Workshop input received.**
5. Interviews: One-on-One interviews shall be conducted with a sampling of the stakeholders including property owners, business owners, and residents to assess the needs of the community. **Deliverables: Meeting notes, consultant assessment of results.**
6. Surveys: Surveys shall be conducted in the most efficient manner possible. Staff will work with the consultant to determine the best approach to surveying the community. An online survey may be used in conjunction with a mailed or hand delivered survey to the extended study area. The survey used online should also be developed in print to be distributed in public locations. **Deliverables: Summary of results and assessment.**
7. Public Outreach – Workshop 2: The second public meeting shall be a presentation of the plan up to that point and a design charrette to gather input on the physical improvements for the community. Prior to the second workshop, the consultant will present proposals to the Technical Team and will collaborate to decide the best approach and proposal for the charrette. **Deliverables: Meeting notes; Consultant**

**assessment of Workshop input received; Copies of materials used including design proposals.**

8. Steering Committee Meeting 2: The Concept Plan will be presented to the Steering Committee upon completion of the draft form. As a living document at this point, the plan should be revised as necessary. **Deliverables: Revisions as necessary to draft concept plan; Meeting notes.**
9. Other Methods of Public Participation: The consultant is encouraged to provide additional unique recommendations for how the team would engage the public in the development of this plan.

### *Project Scope – Phase II*

#### Project Implementation

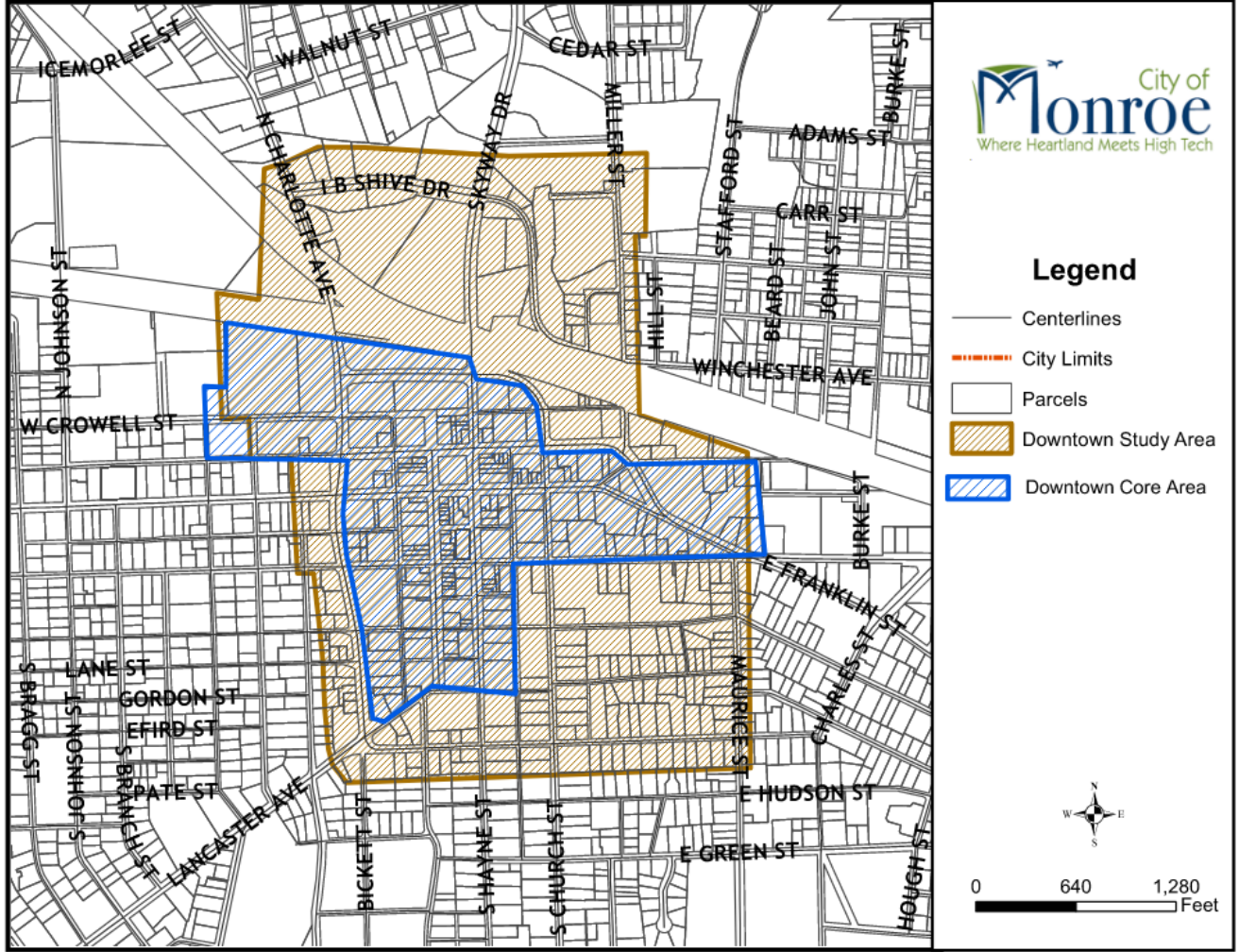
1. Formulation of Implementation Plan: The Final Downtown Master Plan shall be in the form of an implementation plan, focusing on providing decision-makers with a blueprint to enable them to track process and schedule future-year improvements. The implementation plans should include a project and policy recommendations, estimated cost, methods of financing, responsible parties, partnering opportunities, schedule or phasing, and priority level. The plan should also focus on strategies that address the goals in relation to existing conditions and opportunities and constraints of the City as a whole. **Deliverables: Draft Implementation Plan** to include detailed goals, policies, objectives, all necessary supporting materials, illustrations, documentation, a final proposed Future Land Use Map, public right-of-way, site and building design guidelines, conceptual key infill sites, identification of potential projects for inclusion in the City’s Capital Improvement Planning with cost estimates, and a set of street design guidelines. The plan shall be prepared in narrative and graphical format that the general public and all City personnel can easily understand.
2. Technical Committee Meeting 3: Consultant will distribute the draft implementation plan to Technical Committee members for review, schedule a meeting for 2 weeks later to discuss concerns, and address Steering Committee input. **Deliverables: Revisions as necessary to Draft Implementation Plan**
3. Plan Adoption and Agreement: The Technical Team shall meet once the Final Downtown Master Plan draft is completed and staff will review the plans and provide input. The Steering Committee may also be asked to review the final proposal to assess the reaction of the public and affected parties to the proposed strategies. After review and revisions, the document will be presented to a joint Downtown Advisory Board and City Council meeting for review and discussion and an additional joint meeting for adoption. The consultant will be primarily responsible for these presentations, with the assistance of staff as necessary. **Deliverables: Final Concept Plan and Implementation Plan.**

### Public Participation

1. Advertisement: Promotion and awareness of the plan should be multi-media. The project and public participation schedule should be established and advertised on the front end of the planning process in order to maintain active community support. The establishment of a website shall be required to allow the public to follow the progress of the plan. Whenever possible, the local newspaper should be utilized to inform the public through editorials and articles. Public advertisement for meetings shall also be online and in the local newspaper. If the budget allows, radio and television notifications shall also be considered. **Deliverables: Copies of all advertising and promotional materials used.**
2. Open House: The consultant shall prepare for and attend an open house to present the proposal to the community. Staff will be available for assistance; however the consultant should take the lead. The City of Monroe would like the consultant to provide an interactive presentation of the proposal for the area to give residents and stakeholders a clear idea of the proposed concept plan and implementation strategies. **Deliverables: Display boards, Presentation, Draft Documents for viewing, Meeting Notes from community input.**
3. Steering Committee Meeting 3: The Implementation Plan will be presented to the Advisory Committee upon completion of the draft form. As a living document at this point, the plan should be revised as necessary. **Deliverables: Revisions as necessary to Draft Implementation plan; Meeting notes.**

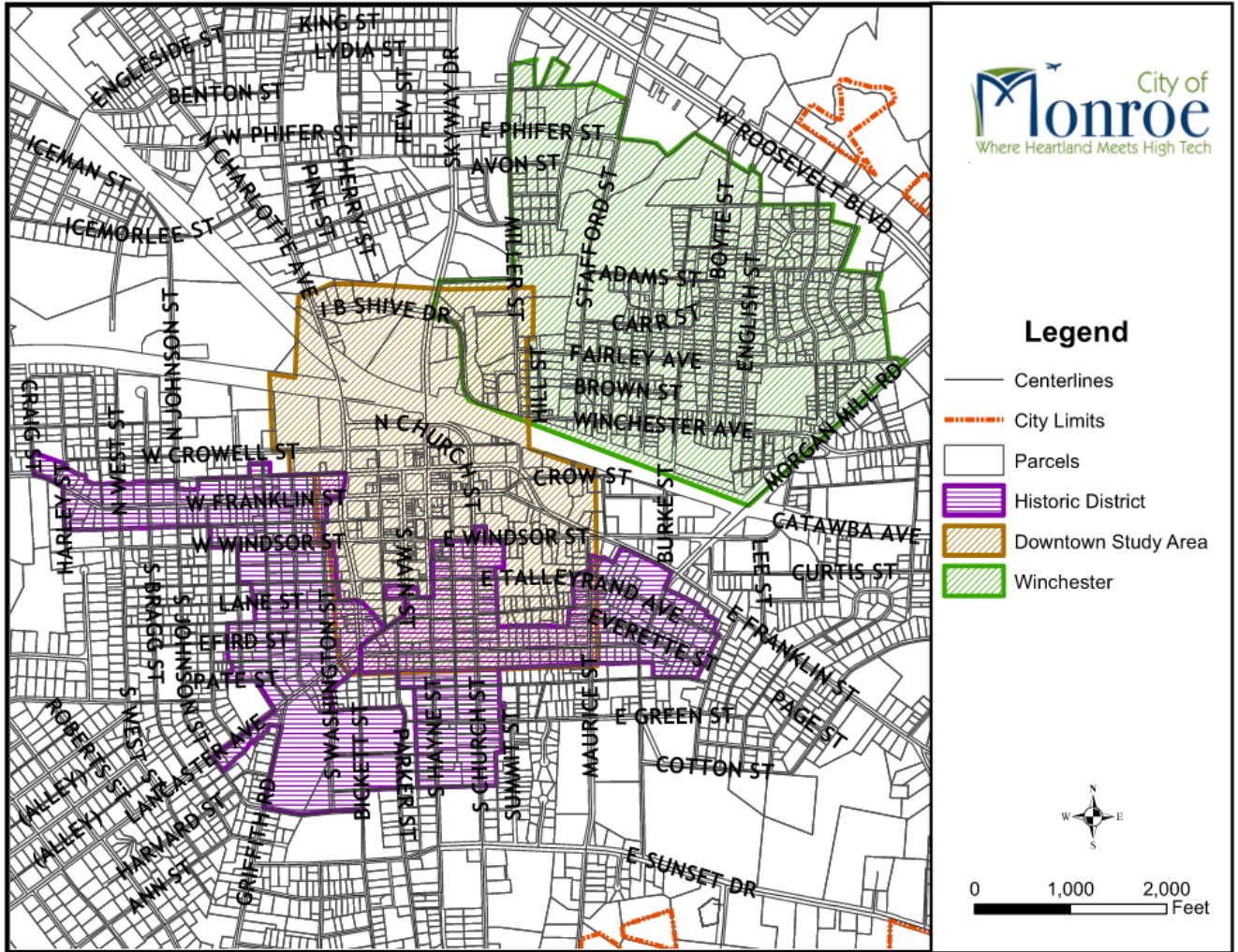
APPENDIX B:

Map-Downtown Core Area and Study Area Boundary



APPENDIX C:

Map-Potential Downtown Study Area Boundary Expansion into Character Districts



Proposal of Qualifications  
**Downtown Master Plan Update**  
**The City of Monroe, NC**  
 February 26, 2025

Submitted to:  
 Lisa Stiwinter, Director  
 City of Monroe  
 Planning and Development Department



Submitted by:  
**shook kelley**

In conjunction with:





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26 February 2025

Lisa Stiwinter, Director  
City of Monroe  
Planning and Development Department  
300 W. Crowell Street  
Monroe, NC 28112

Re: Request for Qualifications, City of Monroe Downtown Master Plan Update

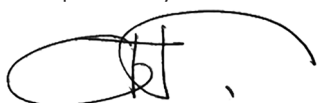
Lisa,

On behalf of Shook Kelley and our assembled consultant team, I am pleased to submit the following proposal of qualifications for the City's Downtown Master Plan Update RFQ dated January 24, 2025.

We believe that our experience is particularly relevant to your project. Shook Kelley has over 32 years invested in highly livable and market responsive urban places across the U.S. and abroad. As planning professionals and as urban advocates, we work for both public interests and the development community to establish successful urban environments, ones that constantly grow in complexity and interdependency, with many converts and loyal supporters. We have a long history of engagement with local communities in order to address potentially contentious issues and chart a course shared among elected officials, developers and citizens. We are very familiar with the public process and with the kinds of engagement and consensus-building methodologies required to champion many great ideas and to bring them into alignment. Most of our work is performed with a larger purpose - indeed, a greater cause - in mind. We do not simply facilitate processes as a means to an end itself, nor do we engage in projects and allow the possible outcomes to be marginalized. Moreover, our success has been founded upon creating real, workable, actionable and sustainable solutions to design and implementation challenges that have been set before us.

Our tagline is We Convene. Our specialty is our process—of bringing together the various viewpoints, experiences, insights and aspirations in order to create a compelling approach for a better future that has broad support. We look forward to the opportunity to discuss our approach in greater detail with you, and hopefully working with you in charting a sustainable and supported course for Monroe.

Respectfully,



Charles Terry Shook FAIA  
Shook Kelley  
tshook@shookkelley.com

**We Convene.**

1545 West Trade St  
Charlotte NC 28216

704 / 377 0661  
shookkelley.com

CHARLOTTE / LOS ANGELES



## Qualifications: Primary Firm Profile



### Roles: Land Use / Master Planning, Urban Design, Public Engagement

Shook Kelley specializes in strategic consulting and design services, focused upon the creation of innovative planning approaches and designs for new communities and infill projects, in both suburban settings and urban cores, that reflect timeless patterns of building while responding to modern aspirations for a better life. Through strategic branding, design and planning, our focus is on how places and spaces convene humans in meaningful ways. In center cities – where shopping streets are enlivened by the recasting of forgotten zones into new neighborhoods – to the urban fringe – through the establishment of new towns, Shook Kelley creates places where people convene to live better lives. Our process is grounded in convening citizens and public bodies, convincing both that the private sector development world is a crucial player in the realization of these new shared places for a better city, and a better life for all. We dig deep into the dynamics of human behavior, sifting and analyzing for those beliefs, hopes, dreams and even fears that lie below the surface of our relationship with a particular place—building, park, neighborhood or city. In our view, planning and design are merely one component in our convening of all manner of views and understandings that define cultures, that inform our creation of highly valued places.

**Year Founded:** 1992

### Type of Business

Shook Kelley CLT PLLC (d/b/a Shook Kelley) is a North Carolina Limited Liability Company authorized to practice Architecture in North Carolina: License #50631

FEIN: 87-3993281

Professional Affiliations: AIA, CNU, ULI, IIDA, ICSC, USGBC, CEFPI

### Total Staff: 23

14 (Charlotte); 9 (Los Angeles)

Authorized Agent to execute contract:

Charles Terry Shook FAIA / Direct: 704-944-2395 / Email: [tshook@shookkelley.com](mailto:tshook@shookkelley.com)

### Offices

1545 West Trade St\*  
Charlotte NC 28216  
T 704-377-0661  
F 704-377-0953

953 Cole Avenue  
Los Angeles, CA 90038  
T 310-659-9482  
F 310-659-9528

*\*All services by Shook Kelley for the City of Monroe will be performed within our Charlotte office location.*

### Areas of Practice

Master Planning / Architecture / Interior Design / Urban Design / Brand Strategy / Graphic Design

### Website

[www.shookkelley.com](http://www.shookkelley.com)



## Key Personnel



### **Terry Shook**, FAIA - Founding Partner - Project Oversight & Public Engagement

Terry is co-founder of Shook Kelley. His focus is on how places convene humans in meaningful ways, with an emphasis upon the creation of new communities and restorative acts in urban cores that reflect timeless patterns of building. The common thread among his efforts is a focus upon the intersection of history, culture, the natural environment and the everyday needs and aspirations of people for a better life.

Through the firm’s real estate consulting platform known as Chotomy, he is filling “the gap” between the aspirations of towns, cities, non-profits, churches, community-minded landowners and the often limited perspective of the real estate development world. Chotomy does this by exploiting the realities of contemporary real estate development for a different outcome, one for the common good. Terry has lectured for many organizations and institutions over his career, including a 26 year position in the Executive Education program within the Graduate School of Design at Harvard University.

### **Education**

Bachelor of Arts/Architecture  
University of North Carolina at Charlotte  
Cum Laude 1976

Graduate Studies, NC State University  
1977–78

### **Registrations**

Registered Architect in North Carolina #3761  
NCARB Certificate No. 37933



### **Larry Zinser**- Partner - Project Management, Master Planning & Public Engagement

Larry plays an important role in the concept and creation of transit-oriented developments, town centers, and large scale mixed-use projects, ranging from the development of the Charlotte Trolley vision plan in the late 1990s – a project credited with initially spurring more than \$500 million worth of development; a traditional neighborhood development for Monteith Park in Huntersville, NC; the master plan, architectural design and, project management of a 40-acre retail-office-civic core for Biltmore Park Town Square in Asheville, NC; to the emerging Lexington (NC) Depot District, being designed as an urban TOD around future passenger rail service on the site of a former manufacturing facility.

### **Education**

Bachelor of Arts/Architecture  
University of North Carolina at Charlotte  
1997

## **Additional Staff**

Teamwork is not just a word at Shook Kelley. This is because we are not a hierarchical organization. Our management model is more akin to a medical practice than a bank, meaning that we embrace a network model, where partners are not merely management, but actually are planners and architects. So, our pyramid is upside down, with more Principals that are seasoned professionals than a firm filled with interns and the like. For this reason we have five (5) additional Partners and nine (9) Associates in our Charlotte office who can provide leadership and services for the project if the need arises.

## Subconsultant Project Team

Shook Kelley will serve as the primary firm leading with Master Planning and Public Engagement, with an assembled team of subconsultants that will bring tremendous value to this effort. Shook Kelley has extensive experience with each of these subconsultants for multiple towns and cities.

### Gannett Fleming - Transportation and Infrastructure Analysis & Planning

As one of the country's premier consulting firms, Gannett Fleming will provide Transportation Planning services, Parking Analysis, and Streetscape Design components of the new Downtown Master Plan. Shook Kelley and Gannett Fleming have collaborated on multiple projects in this region. For the Town of Huntersville's 2022 Downtown Master Plan, Gannett Fleming provided Multi-Modal Transportation and Infrastructure Planning services. For a new 83-acre Lakeside Pointe development located on Lake Norman, Gannett Fleming prepared the traffic impact analysis and coordinated with NCDOT for the site entrance into the development from NC-150, a future 'super street' via a reduced conflict intersection. This will help provide a pedestrian-friendly crossing across the future widening of NC-150 to a four-lane divided highway. Pedestrian access will allow safe passage to the future multi-use path to be constructed by NCDOT on the north side of the highway and linkage to a new 600 acre+ county park facility two miles away. For a 1300 acre family tract in Anderson, SC, Gannett Fleming prepared a traffic impact analysis in coordination with Shook Kelley on an initial zoning package. Shook Kelley & Gannett Fleming coordinated with Anderson's Planning Department on all proposed roadway infrastructure for the total development deeded to the Anderson Family (the property has no current zoning as it has been in the same family dating back to the year 1664.)

### Gibbs Planning Group - Retail Market Analysis

The practices of Shook Kelley and Gibbs Planning Group (GPG) are both focused upon large scale land planning, based upon the principles of the Congress for the New Urbanism. Bob Gibbs is a charter member of the CNU. Since inception, GPG has been active in developing innovative yet practical methods for applying modern trends in commercial development of town centers and historic districts here and abroad. GPG has pioneered many of the sustainable and community-oriented principles of traditional town planning and smart growth. Bob literally wrote the book on Main Street and town center retail market analysis and planning, titled *Principles of Urban Retail Planning and Development*.

### The Integral Group - Consultant on Housing Initiatives

For more than 30 years, Integral has earned a solid reputation for bringing innovative community, housing and infrastructure solutions to strengthen and revitalize urban communities. Offering a range of master development and consulting services, including programming, construction, property and asset management for mixed-use master planned communities, transit-oriented development, multifamily and senior living communities—Integral's community transformations produce successful social, economic and physical environments, while delivering solid returns to investors and partners.

## Roles: Transportation and Infrastructure Analysis & Planning

### Gannett Fleming, Inc.

Gannett Fleming has played a part in shaping the transportation infrastructure that connects people and communities around the world, providing public and private industries with extensive planning, design, and construction management services of transportation systems and facilities. They specialize in natural resources, transportation, water, power, and facility-related projects, embracing sustainability and innovation in their projects and internal activities, and achieving results as responsible stewards of the environment.

#### Office Location

One Glenwood Avenue  
Suite 900  
Raleigh, NC 27603  
Tel 919 420 7660

#### Website

[www.gannettfleming.com](http://www.gannettfleming.com)

### Key Personnel



#### **Rick Tipton** PE, PLS - Roadway Engineer

Rick is skilled in roadway design, estimating, scheduling, budgeting, contract development, and contract administration. His expertise also includes planning, design, maintenance, and construction of roadway projects. With 33 years of experience, Rick has a proven track record of collaborating with local, state, and federal agencies to deliver interstate, rural, urban, spot safety, high-hazard elimination, and bridge replacement projects. He will review deliverables to ensure FHWA grant standards are met and complete to insure reimbursement and future grant success.



#### **Lance Hartland** PE - Traffic Engineer

Lance has worked in the traffic engineering and transportation planning fields in various technical and managerial roles for 30 years. He has vast experience in the analysis and design of multimodal, development, and roadway projects in Western North Carolina. Projects have included traffic impact analysis, roadway lighting design, signal design, roadway pavement marking and signing design, feasibility studies, corridor studies, safety studies, parking studies, and circulation studies. Lance worked on both design-build and conventional roadway projects. His clients included state DOTs, cities, towns, counties, and private developers.



#### **Angel Pridgen** PE, ENV SP - Sidewalk / Multi-Use Trail / Roadway Design

Angel has 30 years of experience, including seven years with NCDOT's Roadway Design Unit. She provides project oversight, planning, design, cost estimating, technical review, and quality assurance. As the assistant project manager for our 2019 feasibility studies contract and project manager for our 2021 contract, she has overseen transportation projects from conceptual and functional design through ROW acquisition, final roadway plans, and implementation. Angel has experience with key industry design standards, including AASHTO, NCDOT, and municipal specifications. She is an excellent quality control/assurance resource.

#### Key Personnel



**Baohong Wan** PhD, PE - Traffic Forecast Analysis

Baohong brings 19 years of expertise as a senior traffic engineer and project manager, specializing in advanced traffic modeling and quantitative analysis. His skill set spans traffic operations, capacity studies, simulation, complete street design, unconventional intersection and roadway design, transit signal priorities, safety planning, and pedestrian/bike operations. Baohong excels not only as a technical expert but also as a leader in project quality and cost control, team building, and public outreach.



**Adam Archual** - Environmental / NEPA

Adam has worked on and managed transportation projects since 2012 with a focus on National Environmental Policy Act (NEPA) compliance, including the completion of categorical exclusions (CE), environmental assessments (EA), and environmental impact statements (EIS), as well as state equivalents. He has assembled and managed multidisciplinary planning, environmental, and engineering teams to deliver several state and federal transportation projects. Adam is proficient in the management of transportation projects, including scope, budget, and schedule maintenance.



**Sierra Browder** AICP - Public Involvement

Sierra has extensive knowledge of ArcGIS Pro; Arc Map; MicroStation V8; Power GEOPAK; Bluebeam Revu; Adobe Pro; TNM 2.5; Microsoft Office Suite; ProjectWise; and Adobe Photoshop. She has assisted in development of tools for a wide variety of clients, including several departments of transportation and local and state government. Sierra has worked in local government and is well versed in the needs and business functions of several aspects of local government. Sierra creates base drawings using survey information and CAD program(s), plot/print plans, reports, and presentation materials. Sierra conducts noise measurement field work and prepares project and presentation graphics.

## Qualifications: Subconsultant Firm Profile

### Role: Retail / Commercial Market Analysis

Gibbs Planning Group (GPG) is an urban consulting firm and one of the leading authorities on the research and planning of historic commercial districts, neighborhoods, mixed-use town centers and resorts. GPG specializes in analyzing and planning complex historic and urban commercial centers and offers planning and real estate advisory services for the public and private sectors. Founded in 1988, GPG has consulted for hundreds of cities, institutions, new town centers, resorts and universities across the Americas, Europe and the Pacific Rim.

A partial list of public-sector clients include Albuquerque, Alexandria, Auckland, Dublin, Cambridge, Charleston, Grand Rapids, Houston, Knoxville, Madison, Miami, Naples, Palm Desert, Portland, San Juan, Santa Cruz and Seattle. Private-sector clients include Bedrock Real Estate, Big Sky Resorts, EDS, General Motors, Harbour Town, Home Fed Corporation, Rosemary Beach, Seabrook, Steiner Associates, The St. Joe Company, Taubman Centers, the Queensland Investment Company, the Disney Company and the Weyerhaeuser Company. GPG has also provided real estate advisory services for Brown University, Johns Hopkins University, The University of Pennsylvania, The Florida Hospital, Wayne State University, the University of Miami and William Beaumont Hospital.

#### Office Location

Gibbs Planning Group  
240 Martin Street  
Birmingham, MI 48009

#### Website

[www.gibbsplanning.com](http://www.gibbsplanning.com)

#### Key Personnel



#### **Robert Gibbs** FASLA, AICP

Bob is considered an authority on the market analysis and planning of complex urban commercial centers. As founder and managing director of GPG, his retail planning excellence lies in advising public and private sector clients on the psychology of commerce - the practical science of analyzing and adjusting all elements that affect a shopper's mood in the marketplace. He is renowned for applying fundamental retail and merchandising principles for reviving retail in downtowns and for instilling robust

commerce in new town centers, and is considered a leading urban planning consultant by some of the most respected mayors, architects and developers in America.

#### Education

Master of Landscape Architecture  
& Urban Design  
University of Michigan

Bachelor of Arts in History  
Doctor of Arts, Honoris Causa  
Oakland University, Michigan

#### Books

*Principles of Urban Retail Planning  
and Development*  
John Wiley and Sons, 2011

#### Affiliations

American Institute of Certified Planners  
American Planning Association  
American Society of Landscape Architects Michigan  
Congress for the New Urbanism, Charter Member  
CNU-Michigan, Board Member  
Form Based Code Institute, Board Member  
International Council of Shopping Centers  
Urban Land Institute

## Qualifications: Subconsultant Firm Profile



### Role: Residential Analysis

Integral serves as a strategic partner to Shook Kelley and the firm's development arm, Chotomy, helping to realize the full potential of real estate investment and community development assets with comprehensive market analysis, feasibility studies, tailored development strategies, meticulous project planning, risk mitigation, and investor relations. They are committed to creating vibrant communities foster a strong sense of belonging by incorporating affordable, workforce, and market-rate housing. Thoughtfully designed developments prioritize cohesion, sustainability, and support services. Through collaboration with community stakeholders, Integral will ensure the Downtown Master Plan will align with local market needs.

#### Office Headquarters

191 Peachtree St. NE  
Suite 4100  
Atlanta, GA 30303

#### Website

[www.integral-online.com](http://www.integral-online.com)

#### Key Personnel



#### Jordan Jones

Jordan is a Development Executive with The Integral Group with experience in commercial real estate development and community economic development. He is responsible for execution of multi-component real estate development projects, from conception through stabilization. Prior to joining The Integral Group, Jordan led his own development company utilizing creative financing structures and public-private partnerships. He has also worked as a Development Advisor at the Development

Finance Initiative at the UNC School of Government where he advised local governments across North Carolina on affordable housing, downtown revitalization, and public private partnerships.

#### Education

Bachelors of Business and Enterprise Management  
Wake Forest University

Masters of Public Administration and City & Regional Planning  
University of North Carolina

## Project Approach

One of the hardest things in life can be figuring out what to do. Existential questions, such as: *What do I want to be when I grow up? ...How will I get to where I want to go? ...Who will help me get there? ...And, how will I know when I arrive?* ...can consume our private lives. Some of us, of course, set a clear vision for ourselves, and purposefully set out to achieve it. Of course, unforeseen setbacks and wondrous opportunities sometimes pop up out of nowhere along the way. However, the truly successful among us seem to have the ability to navigate around the obstacles, and quickly take advantage of the fleeting moments when opportunity knocks.

### **The same is true for villages, towns and cities.**

If you believe that civilizations represent the collective aspirations of individuals for a better life, it then follows that our organizations, and most importantly our villages, towns and cities, should be stewards of this as well. This includes the responsibility of being emotionally aware of what the place is, and in being charged to support its health and well-being. This includes holding on dearly to a vision of how each wants to live and grow, which is grounded in its collective reality. This includes struggling to find the right path and engaging in meaningful activities to achieve it as well as dealing with unforeseen circumstances, be they positive or negative, and overcoming the angst and anxiety that accompanies the moment. And, ultimately, this includes enjoying achievements, successes and planning for the next fulfillment.

As tough as setting a life course and staying on it is for an individual, it can be amplified to the extreme for municipalities. Just as an individual reconciles the influences of family, friends and the voices inside one's own head to get somewhere in life, successful places mirror a similar process. At the center, there is leadership that is willing and able to listen carefully to the many views and voices, and one yet that will ultimately craft the path and set out upon achieving it. This is true in the halls of successful businesses, big and small; in universities and other non-profits; as well as with governments. It is certainly true for many as they compete on the world stage for talent and for jobs, and to create a better place for those already there. To be sure, it is one thing to wrestle with relatives and the voices inside one's own head. It is quite another task to overcome this at the scale of the corporation or zip code. However, before we delve into a process, there are other factors to consider.

### **One of the most difficult tasks in this world is getting credit for the great things you are and do, and then leveraging these pre-existing qualities for an even better reality.**

This is true for products, people, places, and particularly towns and cities. Successful entities cut through the static of the greater world to achieve Top of Mind status for those seeking whatever it is they seek. Apple knows their customer—their dreams, their life, and their aspirations for a more fulfilled existence—and delivers products that are answers to needs and questions often never asked. Great universities—take Harvard, for example—have achieved such Top of Mind status to the point that, in some fields, they get credit where, frankly, it is not as deserved as others. Similarly, cities become shorthand for all manner of things. For example, some cities become places about which songs are written. Around 1,000 songs have been written about New York City. Many of course have dropped out of culture and memory. However, even picking the absolute Top of Mind “Top Ten” is an impossible task. With a vibrant, complex and clearly “Top of Many Minds” place like New York City, the “best” is clearly based upon one's point of view.

*continued*

## Project Approach

This tour of relevant cultural phenomena—of Apple, of Harvard, and of New York City—point out the contradictions and the challenges that a place even like Monroe faces. On the one hand, all towns and cities aspire to have a honed and highly valued brand proposition such as the one Apple enjoys. Their products are easy to understand, relatively bullet-proof, insanely sought after and supported by a large populace willing to sacrifice other financial obligations in order to be a part of the relatively narrowly defined world of Apple. However, the reality of towns and cities is that they are highly complex organisms populated with a host of cultures that oftentimes have competing interests that by their actions send out confusing messages to each other and to the larger world. New York City is so complex, and a leader in many things, that a host of positives coalesce to create an overwhelmingly desirable perception of the city, so much so that it drowns out the negatives. Where most places realistically want to be, one might argue, is like Harvard: getting credit overall for a few deservedly Top of Mind programs that set the tone, and the perception, of the entire entity. Such a reality is arguably within the grasp of Downtown Monroe.

### YOUR OPPORTUNITY

Without a doubt, there's something special about a lively community. There is a human truth about these places that is visceral, that grabs and demands your attention. Sometimes this is due to a spectacular physical setting such as a coastal harbor, or wonderful historic architecture. All of them, however, speak to our greater need to convene, as citizens, in a place that leverages our potential to be better neighbors, citizens, merchants—indeed, better human beings acting in the best interest of this planet we share. When these elements come together, working in a self-sustaining manner, a somewhat magical thing happens. A town or city becomes a place, or as we say, a *PlaceBrand*, one that is hard to replicate anywhere else, and one that your citizens will band together to support in order to maintain its health and vitality. It is a complex ecosystem, with all manner of interdependencies that alternatively shout at you, and with others that are unseen. There are a number of PlaceBrands throughout the world...large cities, such as San Francisco, to medium-size places such as Boulder, CO, to even small ones such as Ellicott City, MD, and Country Club Plaza in Kansas City, MO. Many have existed for generations. Others are relatively new. Ellicott City is an old town that has only been broadly valued and supported since the 1980s. And Country Club Plaza, even though it is over 100 years old, is actually a private development!

We believe a PlaceBrand is the ultimate goal for Downtown Monroe. We recognize that planning, as an isolated event—no matter how creative or insightful, is only one facet of a complex process of establishing a sustainable place. As has been often said, a vision without a strategy is a hallucination. And a strategy without “buy-in” by the leaders we elect to represent us is a squandered opportunity. Crafting a strategy based upon a careful edit, consolidation and extension of your previous plans, and bonding it with your community's leadership is at the core of the approach we propose to provide.

### WHAT SHOOK KELLEY CAN DO FOR THE CITY OF MONROE

We will not show up with a formulaic approach that leads to a canned solution. Because our consulting runs the gamut, we place great stock in getting to know a client, a product, a citizenry and/or a place before we launch into a defined program. Our process—or rather, our way of thinking—does follow a predictable and experience-worn path. That path will lead to the deliverables you request, including synthesizing the vast amounts of documentation that already exist, and providing a deeper level of thought and visualization, culminating in a design framework for Monroe that will sell the downtown to its inhabitants and those who choose to invest in it.

## Assessment & Design

*Attributes of our approach to assessment, planning and design of principle-based development*

Shook Kelley employs an open and engaging community assessment and planning process. As early as the late 70s, Terry Shook employed market study techniques and planning strategies in master planning of downtown Charleston, SC's Visitor Reception and Transportation Center, a landmark project that received an Honor Award from the National Endowment of the Humanities. Similar techniques were employed in downtown Greenville, SC for assessing and planning the Greenville Greenway and Reedy River Falls—arguably one of the most important public space developments in the country. At Shook Kelley, the community assessment process has evolved to encompass not only traditional market surveys but a creative public visioning process, which led to creation of Charlotte's Historic South End District, where developer-driven projects responded to a forward-looking market assessment.



Left to right: **Back to The City** Vision Poster prepared by Terry Shook and Ron Morgan to document the process of the 1979 charrette for the downtown Greenville, SC planning effort; The original logo for Charlotte's **Historic South End** district and the **Charlotte Trolley Vision Plan poster** as part of Shook Kelley's efforts over the course of a 35 year span working as community volunteers and as consultants on many initiatives in support of one of Charlotte's two Business Improvement Districts, including one that Shook Kelley advocated, established and initially managed: Historic South End.

The following outlines some attributes that explain the general nature of our approach:

### **We establish clear roles and responsibilities.**

Establishing clear roles and responsibilities for all entities involved at the beginning of the process is essential. The key is to carefully organize talent inside and outside the assessment and planning team. Problems that arise in public and/or private planning partnerships most often result from just a few organizational mistakes made at the very beginning. The first is ambiguous definition of who does what and when. This becomes obvious after the fact—once things are off track and multiple professionals have dropped the ball. Not everyone needs to be engaged at every moment, but every player must have a clear sense of what is expected. As important, is the identification of what we refer to as "Process Partners," those people or entities in the community that can add skills and value to the project. This can include providing useful design and development information; removing barriers or expediting critical decision and approval points. Our experience in identifying and managing a professional planning team and working with strong Process Partners is much like that of a political campaign. Shook Kelley will work with the City of Monroe and its Process Partners to forge an effective community planning process. Guiding this effort will be our initial master planning guidelines and the specific project goals.

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# Project Approach

## **We aggressively seek the very best ideas.**

In community ventures, many parties have information and ideas for successful development. Large-scale urban projects are not formulaic, whether at the program development stage or in terms of design issues. This is why the Principal-In-Charge of planning needs to function as a “sponge.” Observations from individuals or groups that often come out of left field may have the power to enhance a project – if followed. Open and inquisitive minds, along with the ability to assimilate information and move on, are basic team requirements. We state this need for flexibility in the beginning of every public assessment and planning process because it’s the key to effectiveness. Everyone involved needs to realize this is critical because engaging the public in planning can be a bit like handling dynamite. Reacting inflexibly and imposing design will surely cause a blow-up or perhaps even complete failure. Unlike many of our peers, we are not of the opinion that uncharted, open-ended public sessions are in anyone’s best interest—even that of the public, who will be the ultimate benefactor of a well-conceived, planned, designed and developed project. Unfocused and open-ended exercises can often frustrate a community, leading to citizen fatigue and creating something less than goodwill as an unintended consequence. Shook Kelley will work with the City to establish proper procedures, protocols, and venues that will constitute the formal exchanges with the community, within the team, and the Process Partners.

## **We construct and help judge imaginative and innovative alternative futures.**

Community design is more than a “take it or leave it” proposition. While many professionals practice as though this proposition were true, clients, communities and new residents all want and deserve as many choices as possible. With complex projects, there are often many proper planning and design responses that meet the intent of the program. The mere fact that there are multiple program elements means that there are multiple options that meet the fundamentals of the program, and yet may yield significantly different responses as to development costs and phasing. Important economic considerations such as TIF; SynTif, possibly even Federal Discretionary Grants; New Market Credits; operating costs and other factors may influence approach and direction. These are but a few of the factors, of course. Understanding this complex “soup” of options and alternatives—in design, management and operation—is a skill as critical to success as planning and aesthetic mastery. We take an “eyes wide open” approach to community assessments and master planning, employing financial modeling concepts that define highly sensitive and subtle market opportunities.

## **We establish and extend Brand.**

Effective design is about more than good luck. However, rarely does one think of real estate as being a brand, say, in the same sense that Nike, Apple and BMW are brands. When it does, it is usually a result of a series of unconscious factors that fall under the general category of “luck.” But what if one consciously approached real estate development as brand creation, with the same rigorous research and insight demanded by consumer product development? Within that framework of product branding, aesthetic decisions are not based upon whim or individual taste, but upon an in-depth understanding of the values and aspirations of the marketplace. A huge range of design decisions, particularly about how public space is shaped, formed and detailed, needs to be based upon real, observed human perception and specific desired outcomes, not simply current aesthetics and fashion. The success of true community development partnerships with the surrounding communities for public and/or private investments and participation can be strongly influenced by these subtle, often subliminal, design considerations. Brands are important to us and constitute an important dimension of our business. While many architects use these terms—as if they describe

simply a sticker to be applied—Shook Kelley has been and are actual brand developers for some of the world’s most noteworthy: Harley-Davidson, Kraft Foods, SeaWorld, Cadbury-Schweppes and dozens of successful restaurants, grocery stores, and small businesses. At the core of our urban practice lie the skills and attitudes required to excel in the most competitive of all businesses: the cut-throat and competitive world of business branding. In fact, our attraction to this fine-edged discipline is a natural growth of our passion for great ideas, precision and refinement in design and the very most effective forms of communication.

**We Focus on Communications.**

Skillfully coordinating the planning team, process partners, civic leaders and relationships with the general public is critical to success. Simply put, we encourage the development among the team of a formalized protocol for sharing and documenting information. This process is characterized as being deep in content, but narrow in scope. With the public, the sharing of information may be just the opposite, depending upon the audience and timing. Baseline tools, such as a website and a Brand Book, can be essential elements of the public communication program. Websites being the first communication effort, gain in strength and grow over time, giving out information on an as required basis. They also are great harvesters of information, opinions and beliefs from a general public. Social media and other social networking tools may also be employed. The Brand Book is more akin to a Final Report—a specific offering that is developed only at the end of the master planning process in order to document the good work among the team and the Process Partners to the public and other officials having an interest in or jurisdiction over the project.



Much of Shook Kelley’s practice is based upon branding and communication design. This reflects our belief that perception can become reality, and hopefully transform for the better.

**Existing Conditions Analysis**

The Shook Kelley Consultant Team will commence with an immersive, yet efficient process of organization and mobilization along with reconnaissance and evaluation of existing guiding documents and information, current plans and policies relative to the greater Monroe community and the project study area. We typically refer to analysis of the existing conditions as Discovery. In addition, a field study (photo recordation and mapping) of the downtown’s infrastructure and context shall be conducted by the Shook Kelley Consultant Team in order to observe, inventory, document, and evaluate existing conditions. Together, these initial activities will become the basis for a preliminary assessment which will be produced in part by a ‘layer stack’ diagrammatic analysis along with annotated graphic exhibits and supporting case studies.

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# Project Approach

The SK Consultant Team will evaluate the City’s current guiding documents along with ongoing capital improvement projects in order to compile a summary matrix of notes and key considerations about how specific elements of each document and project will guide and perhaps influence the development of the vision and master plan. We will also share other relevant planning and design references and case studies for the City to consider.

Together with a peer review of existing street and streetscape design plans, the existing conditions of designated downtown streets and existing parking supply will be evaluated by the SK Consultant Team for potential improvements (in accordance with existing City guiding documents and the potential adoption of Complete Streets, or other policies if deemed appropriate). Considerations will identify best practices and innovative design approaches and features, which may enhance community cohesion through connectivity and multimodal access focused on increasing pedestrian safety, walkability and accessibility within the project study area. Furthermore, we will explore appropriate design approaches that encourage multimodal linkages between community facilities and events within and around Downtown Monroe. The SK Consultant Team will also seek to understand and analyze the existing and emerging land uses and development patterns along with demographic trends in and around the City of Monroe.

## Organizing Principles

One of the most important parts of our process is establishment of the Organizing Principles. It is in this component that all of the information, insights, perceptions and beliefs are sorted and distilled into clear dictates for development. As this is the most important work, it is also the hardest, for debating and then determining what really is essential for the City of Monroe to set as goals that can be achieved can be contentious.

However, getting this part right—with clear and unambiguous statements of purpose and examples to back them up—will drive the process of planning, design, programming and management. Shook Kelley will take the City through a process of creating these Organizing Principles, including projecting out how each one should contribute to the creation of this new plan and its sustainability into the future. This process will also include case studies of other built and long occupied communities that embody ideas, techniques and development approaches that Monroe may—or may not—want to include in the Downtown Master Plan. This is very useful in the establishment of a shared understanding that can then be translated into a set of Organizing Principles.

**At right:** The Organizing Principles established by Shook Kelley for The Town of Huntersville, NC Downtown Master Plan.



## **Alternative Futures**

As all of us will discover, there will be a number of things that require attention, and an equal number of approaches for accomplishing them. Within any great mixed-use place there are a host of venues and experiences that allow it to claim the moniker of “great”—housing for many, cultural venues across the spectrum, food for all tastes and wallets, employment in abundance, plus an “X-Factor” that glues all of this and more into a memorable proposition. Clearly, you will not have the time nor the resources to do everything that you may wish to accomplish in order to manifest this new plan into everything you may desire. However, if you make the right choices, you can rise to status of “great.”

At this point you may be asking “*What kind of a thing is an Alternative Future?*” At the most basic level, they are different master plan approaches. But you know that the implications behind a master plan are so much more than where certain buildings, streets and other infrastructure will be located. The acceptance of a master plan puts in motion all manner of decisions, commitments, time frames, responsibilities and more, that play out beyond into the future. So, we will present more than a master plan. We will push the evaluation to go beyond the physical and into the many aspects that will track it into the future. We will construct, through scenario planning, a number of Alternative Futures for consideration for fulfilling the Vision. These Alternative Futures will vary in terms of a number of factors: 1) The message, and therefore the audience(s)/customers, you wish to focus upon; 2) Physical initiatives in alignment with the message and other ongoing or anticipated directions of others outside of the team; and 3) Available resources, in terms of manpower and/or dollars, that can be allocated to the effort, to name a few. Each Alternative Future will be presented in an equal fashion. Most likely, the process will dictate a revised Alternative Future and therefore the final selected Future will draw from the best of each Alternative. Shook Kelley will then refine this approach, which will be used as the basis for crafting an implementation strategy.

## **Master Plan**

Conceptual Planning considerations shall be developed by means of annotated diagrams, sketch plans and cross-sections, conceptual 3-D vignettes, and relevant case studies that demonstrate specific approaches. The process will establish the framework for the master plan for the Downtown Master Plan. Conceptual Planning will be advanced into a DRAFT and FINAL Downtown Master Plan through a structured and open planning process, which will include ongoing discussion and feedback from the general public, Key Stakeholders, City Staff and Board.

The Master Plan will be crafted to illustrate a clear vision based upon the characteristics established by the selected Alternative Future, expressed within the context of existing and potential blocks (buildings and open spaces) and development patterns. A Conceptual Vision Plan will also be created to demonstrate an ‘expression’ of potential block development patterns (build-out scenarios) based upon actual types of streets, buildings and open spaces, as well as locate and ‘test fit’ potential Key Catalytic Projects within the Downtown context.

Key notes and considerations shall be outlined to provide a general description of specific features and planning guidance for design, delineation, and development. Furthermore, a series of annotated 3-D visualizations and vignettes will be created to depict conceptual spatial enclosure (building frontage/form and site/street section) and streetscapes for various locations and conditions within the Downtown study area.

*continued*

# Project Approach

## Final Strategy

The Final Strategy will outline recommendations and action items, which together support implementation of the Final Downtown Master Plan. The SK Consultant Team will identify and prioritize the areas well-suited for capital improvement projects through the preparation of a conceptual phasing timeline along with concept/planning-level cost estimates for the improvements. The SK Consultant Team will also identify key initiatives to be advanced by the City for addressing the planning and/or policy elements that need to be adopted, amended, and/or written and adopted, all coupled to a strategy regarding how to approach implementation of the Downtown Master Plan.

## Financial Capacity

*Analysis of the marketplace with a specific focus on factors that influence future redevelopment*

Under this task, special emphasis will be placed by our team of sub-consultants on evaluating the ability of each site to create and/or enhance market support for various land uses such as retail, food & beverage, entertainment and cultural attractions, residential, governmental, educational, and other activity generating uses in the context of commuter service, as well as optimum pedestrian and vehicular connectivity.

A “top-down” analysis can examine local and regional trends with respect to demographics and economics, as well as the supply and demand characteristics of the various real estate sectors. A “bottom-up” analysis places a greater emphasis on the potential of the district for attracting new and desirable land uses. Current conditions, existing uses, proposed projects, public and privately owned opportunity sites, etc., would be evaluated in the context of supporting redevelopment. The market analysis would likely include the following categories:

- Economic and demographic trends:
  - Population and households
  - Income and employment
  - Business and industry characteristics
  - Housing characteristics
- Sector-based market assessment:
  - Commercial office
  - Light Industrial
  - Retail
  - Food, beverage, & entertainment
  - Meetings, conference, & civic space
  - Cultural space
  - Residential

## Assets, Challenges, and Opportunities

An assessment of the district’s assets, challenges, and opportunities will place a greater emphasis on the ability to attract private investment accommodate redevelopment. The Project Team can examine the existing physical and economic conditions of the district and will identify those factors that enhance and/or inhibit activity. The assessment of assets, challenges and opportunities will provide a baseline of existing conditions with which to provide background for identifying conceptual land use opportunities. Successful case studies in other comparable places would be used to develop a set of best practices to be applied in the recommendation of catalyst development projects.

### **Identification of Future Land Use Opportunities**

The findings of the market analysis will inform the identification of future land use opportunities in which could include, but not be limited to, new construction, adaptive reuse, or the re-tenanting of vacant space. The Project Team can identify two to three specific catalyst projects with potential to advance in the next development cycle (three to six years.) Projects would be expressed in descriptive terms using unit counts, square footage, etc., which can subsequently be used to estimate capital costs. Concepts for the Downtown Master Plan would be tested with the client group and other stakeholders to assess their compatibility with the emerging vision.

### **Preliminary Economic Analysis of Development Concepts**

Preliminary financial analyses can and should be conducted for development concepts to determine what, if any, incentives may be necessary to create an implemented project. The analyses should include the following elements:

- Capital cost estimates
- Operating revenues and costs
- Ten-year cash flow pro forma
- Determination of supportable debt and equity
- Calculation of residual land (or property) value

### **Fiscal and Economic Impact Assessment**

A fiscal and economic impact assessment of conceptual projects can and should be conducted to demonstrate the potential return on public investment, and should include the following elements:

- Fiscal revenues (property taxes, fees, other applicable taxes)
- Employment
- Salaries and wages
- Visitors' spending in the local economy
- Secondary economic impacts

### **Funding Source Assessment**

Based on input from the Town and other stakeholders, a determination can and should be made regarding acceptable levels of public and/or private investment to facilitate the components of the plan. Recommendations may seek to minimize the amount of public investment, while leveraging the maximum amount of private investment to achieve the desired objectives. Various sources of public funding can be examined to determine their availability and effectiveness in achieving both short- and long-term results, and may include:

- Grants
- Special taxing districts
- Tax credits and abatements
- Bank and CDFI
- Other public funding mechanisms

### **Phased Implementation Strategy**

The development strategy will be keyed to a series of action-oriented steps covering specific development or redevelopment projects that can be pursued concurrently or sequentially, including infrastructure improvements, the solicitation of private sector partners, and the development of real property improvements. The funding strategy for the overall phased implementation program will be developed by this time, with information regarding the funding and financing of key public and private components. A methodology for benchmarking progress will also be established, so that success can be measured and the timing of implementation steps tracked.

# Project Approach

## Transportation / Infrastructure

### Transit Planning

The area has experienced significant growth and is expected to continue in the coming years. As roadways become more congested, residents and business owners are seeking more modal options. Gannett Fleming has extensive experience ranging from concept development; travel demand forecasting; public and stakeholder engagement; environmental studies; transit route and station area planning; transit-oriented development planning and design; engineering; budget and schedule management; FTA coordination; to program management. Their transit planning and design successes are centered around strong collaboration with transit clients, municipalities, and stakeholders with the ultimate goal of providing safe and efficient transit options with high ridership which enhances the quality of life within the communities for all ages and abilities.

### Roadway Design, Access Management and Street Connectivity

Roadway design has been a core service at Gannett Fleming for 107 years. Their North Carolina staff has an extensive resume of successful NCDOT and municipal projects that share many of the scope elements of design coordination requested in the RFQ. Gannett Fleming will bring a multitude of lessons learned and best practices to share. Further, the team includes NCDOT veterans who have deep long-term relationships with NCDOT staff locally and in Raleigh. Gannett Fleming possesses a legacy understanding of design requirements and standards and have a strong history of proactively working with the DOT and municipal partners in solving challenges. They understand that a successful plan has a strong component of street connectivity that creates many options of motor vehicle, pedestrian and bicycle access and traffic distribution. The goal is to make the plan accommodating for all transportation modes while calming and mitigating vehicle traffic to create an urban oasis that is welcoming and has utility for users.

### Improved Mobility and Parking

Transportation networks are more connected and integrated than ever before. Well planned and designed infrastructure must consider multi-modal user experiences and create equitable transportation solutions that deliver safe, efficient, and reliable functionality. Gannett Fleming creatively approaches each of its projects with a focus on innovative enhancements and can help the City of Monroe to do the same. Solutions developed today must stand the test of time and perform in the future. Some of the considerations we take into account for the future of transportation include advancements involve integrated mobility options and technology, connected and automated vehicles, renewable energy sources and electric mobility. Gannett Fleming will apply its expertise to gain insight on how to plan, design, fund, construct, operate and maintain a more equitable, resilient, and sustainable transportation system for Monroe.

### Greenways/Sidewalks/Multi-use Trails

We understand that incorporation of multi-modal infrastructure into a downtown master plan is a foundational component for success. Our team will work with the public and City staff to optimize connectivity and availability to enhance the downtown experience. Gannett Fleming will work jointly to supervise the efforts on the greenway/multi-use, sidewalk and bikeway planning, design, and surveying services. They have recent greenway/multi-use trail experience for the City of Hickory, NC and the City of Morganton, NC.

## Technical Capacity

### Convening Focus Groups / Public Engagement

We believe that useful, functional places cannot be designed in a vacuum. The people for whom we craft strategic vision plans, design buildings, as well as create master plans have a unique perspective regarding the needs for a facility or place. It is fundamental that we—as architects and planners—and you, as managers, tap into the reservoir of knowledge and perception if we are to create places that contribute to—rather than simply contain—the process. Without question, the most straightforward and successful way to integrate this knowledge into design is through participatory programming, planning and design processes.

This is easier said than done. Since each project can vary, the extent and nature of the exercises will vary with the uniqueness of the program and the goals for the project. Where the program is very defined and the delivery model standard, participatory exercises may be very limited. However, if the goal is to respond to a “break the mold” model, the techniques can be extensive and diverse. Shook Kelley keenly believes in the value of meaningful feedback from special interests and from the public at large. Unqualified input for input’s sake can lead to either false expectations with the group being consulted; false feedback to the consultant team based upon the makeup of those participating (the red herring of participatory design), or at best “citizen fatigue,” where people turn a deaf ear to anything that is proposed.

We believe in assisting communities in that stewardship and in bringing to bear all of our expertise, resources and vision upon a process that results in a shared vision. We have conducted and participated in many successful community engagements, implementing public process efforts whereby the many voices and views of the community are heard, employing a variety of survey methods throughout the process. We are prepared to use an audience live-response system, commonly referred to as Turning Point technology, to sample opinion among many groups, to not only get useful feedback but to foster dialogue and excitement for what unfolds.



## Historic West End / 5 Points Forward - Charlotte, NC

**Project Type:** Community Planning Initiative, Transit-Oriented Development

**Shook Kelley's Roles:** Site Analysis, Alternative Futures Site Planning, Community Engagement, Architectural & Urban Open Space Visioning, Modeling, Architecture.

**Dates of Involvement:** 2018 - Ongoing

**Reference:**

Ms. J'Tanya Adams  
 Executive Director  
 Historic West End Partners  
 Charlotte, NC 28216  
 Phone: 980-205-1768  
 Email: jtanyaadams@gmail.com

5 Points Forward is a grassroots stakeholder initiative led by Historic West End Partners in partnership with the Knight Foundation. Shook Kelley is providing ongoing community engagement, master planning, and design to create a shared community vision for spurring equitable and innovative development in the West End. Through authentic community involvement, the goal is to create a blueprint that recognizes the historic past and progressive future of the community. Multiple building and active space concepts have been designed with the intent to support a range of activities, both passive and active, for people of all stages in life, gathering together the diversity of a new 5 Points. This is unlike any community development initiative ever undertaken within Charlotte. It will be owned long-term by community interests and not developers. Income derived from its realization will flow directly back into the community, assisting other initiatives to stabilize, support, and uplift the community and its residents. Built upon land that will be owned by a community land trust, ownership of the development once its debt is fully retired will revert to a community-based non-profit entity formed for the specific purpose of providing long-term affordability and food stability within the West End with a community-owned food market; multifamily residential units at diverse price points catering to individuals, young families and seniors; and a community center Mobility Hub with access to fractional car leases and micro-mobility options. As a stabilizing force it will serve as a bulwark against the negative aspects of gentrification while accommodating and integrating the inevitable change in cultures and incomes that attend growing urban neighborhoods.

Shook Kelley is also part of a consultant team community planning effort for the City of Charlotte, begun in 2025 as the result of a \$1M Reconnecting Communities Federal Grant received by the City to study the land surrounding the I-77 interchanges to the West End—with the goal of further revitalizing and reconnecting the West End of Charlotte that was once thriving until highway construction in the 1960s eliminated minority neighborhoods, displacing families, destroying businesses and community institutions.



**Lexington Depot District** - Lexington, NC

**Project Type:** Transit-Oriented Development (TOD);  
Brownfield Redevelopment; Multimodal Passenger Rail Station

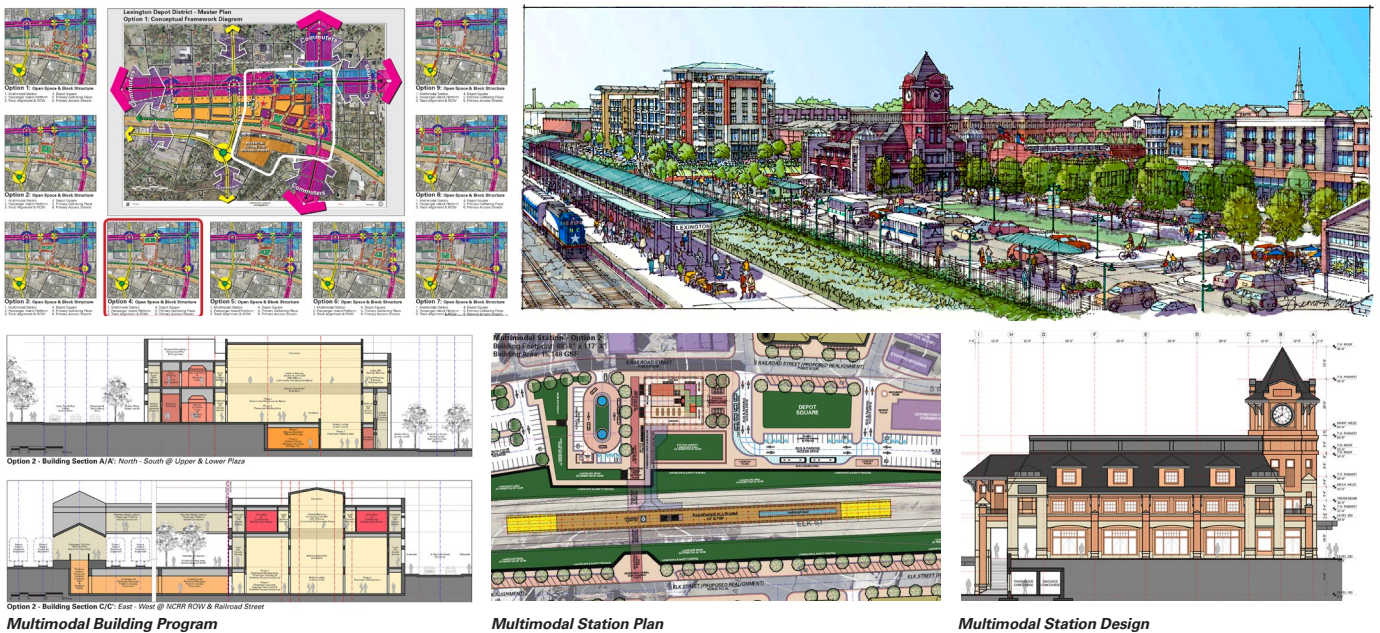
**Roles:** Master Planning, Station Area Planning, Architecture,  
Community Outreach & Marketing, Strategic Construction Phasing  
& Funding, City/County/State/Federal Agency Collaboration.

**Dates of Involvement:** 2011 - Ongoing

**Reference:**

Ms. Tammy V. Absher, AICP  
Director of Business &  
Community Development  
City of Lexington  
31 West 1st Street  
Lexington, NC 27292  
Tel 336-479-0122  
TVAbsher@LexingtonNC.gov

In the face of unemployment and limited tax revenues, the City of Lexington took a bold initiative in 2011, purchasing 18 acres of abandoned manufacturing buildings to take destiny into their own hands. As a result of a USDOT Tiger II planning grant in support of The Southeast High Speed Rail Corridor, the City used funds to not only prepare for regional rail service, but to plan the next life of these industrial properties as a new mixed-use neighborhood. An engaging public process among the many communities and constituencies was employed to plan a future and to advance broad community support. Shook Kelley actively engaged with the City’s Office of Community Development in advocacy and public engagement, as well as provided master planning for the future District, with the purpose of finding equitable mixed-use solutions for a growing community with innovative methods for creating a transit oriented neighborhood. Shook Kelley is continuing its services of Master Planning and Visioning for Transit Oriented Development along with Schematic Design for a new Multi-modal Transportation Station anchored within the urban core. We’ve also provided assistance to the City in the preparation of Grant proposals in pursuit of new Federal and State funding opportunities. In 2020, Shook Kelley helped the City secure the award of a \$25 million federal grant from the USDOT under its Better Utilizing Investments to Leverage Development (BUILD) discretionary grant program to help with final design and construction of the Phase I Station Project. Shook Kelley will provide final architectural design of the Interim Station facility (a renovation of the historic Southern Railways Freight Depot) along with the urban design of associated passenger and public site amenities and infrastructure in the surrounding Depot District. In Phase II, Shook Kelley will complete design of the new permanent Multi-modal Transit Station building along with the adjacent station area site amenities and public open spaces.



## Huntersville Downtown Master Plan - Huntersville, NC

**Project Type:** Downtown Master Plan

**Roles:** Site Analysis, Alternative Futures Planning, Master Planning, Community Outreach & Marketing

**Dates of Involvement:** 2021 - 2023

**Reference:**

Mr. Brian Richards  
 Planning Director  
 Town of Huntersville  
 105 Gilead Road, 3rd Floor  
 Huntersville, NC 28078  
 Tel 704-766 -2218  
 brichards@huntersville.org

Shook Kelley, with Gannett Fleming and Gibbs Planning Group, provided the Town of Huntersville with Planning and Community Engagement services for its Downtown Master Plan, helping to shape the future of development in the Downtown. The emphasis of the new plan is to develop a set of sequenced and prioritized actions needed to build on past and current improvements. Over the course of the public engagement process, three downtown plan options consisting of low, medium, and high-intensity levels were presented, covering such areas as traffic circulation, parking, civic infrastructure, and private development. The final plan identifies the general infrastructure needed to support the forward vision and the actions needed to get there. Transportation is a key element in developing the type of streetscape needed to support Downtown activities in Huntersville and will be a determining factor in deciding how the 'public realm' will influence private development. The plan is also intended to encourage coordination of public actions with private investment and redevelopment/reuse decisions that help to realize a robust and attractive downtown, including convincing rationale to support putting 'skin in the game'. A development strategy that also respects the integrity of the surrounding neighborhoods was a topic that required careful attention throughout the process.

<https://www.letsplanhuntersville.org/downtown-plan-project-details>



## Relative Experience



### **Gastonia Downtown Development Strategy** - Gastonia, NC

**Project Type:** Urban Mixed-Use & Adaptive/Historic Re-Use and Infill Development Strategy

**Roles:** Vision Planning, Community Outreach & Marketing

**Dates of Involvement:** 2023-2024

Shook Kelley recently completed a development strategy for the Gastonia Business Association and downtown Gastonia to transform the 20th century downtown into a regional center of relaxation, living and gathering. This new strategic plan considers the next logical steps along a path to repositioning the traditional downtown to serve the expanding needs of a growing Gastonia and region. With an enviable stock of early 20th century historic mercantile structures and unbuilt public land, Gastonia is positioned to capitalize upon the continued growth of the region. This effort builds upon past planning efforts, taking the best from each—the proven and time-tested ideas—and brings them forward to our time. Unlike previous master plans, it is coupled to a bold and yet proven strategy for seeing the vision become a reality.

#### **Reference:**

Mr. Patrick T. Mumford, CEO  
Gaston Business Association  
601 W. Franklin Blvd.  
Gastonia, NC 28052  
Tel 704-864-2621  
Patrick@gastonbusiness.com



### **Historic South End / Charlotte Trolley Vision Plan** - Charlotte, NC

**Project Type:** Urban Mixed-Use & Adaptive/Historic Re-Use and Infill Development, Transit-Oriented Development

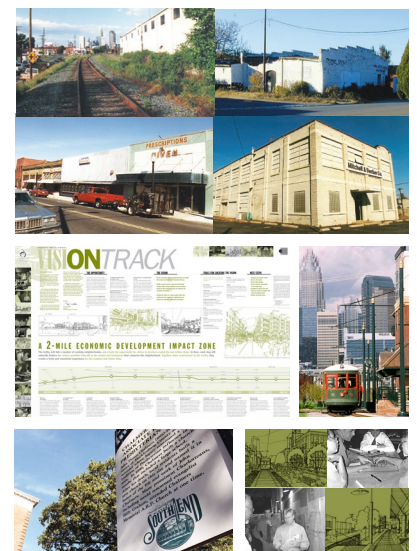
**Roles:** Vision Planning, Transit-Oriented Development Master Planning, Community Outreach & Marketing, Architecture & Interiors, Brand Development, Community Volunteering.

**Dates of Involvement:** 1992 - 2021

Shook Kelley was the brand author for an abandoned rail corridor in the 1990s with dilapidated lots and buildings, leading an effort to preserve, enhance and promote it as a dynamic, urban community offering diverse options. The goal was to create a unique and eclectic urban experience, characterized by icons of the past—brick industrial buildings, friendly streetscapes and the Charlotte Trolley—of which Shook Kelley led the effort to prepare a vision plan for in 1997 with the City of Charlotte. Shook Kelley formed a community organization for the area that was known then only as the South Boulevard Corridor. Shook Kelley next set about the pivotal process of branding the district as South End, built around a notion of preserving history while making it new, fresh and accessible. Then came the establishment of a physical forum to promote public participation and creation of a permanent funding mechanism passed by Charlotte City Council (Business Improvement District) that is still in effect today.

#### **Reference:**

Mr. Robert Walsh, Principal,  
JGSC Group  
(Former President, Charlotte  
Center City Partners)  
16 N Centre St  
Merchantville, NJ 08109  
Tel 917-912-3795  
Email: Rob.walsh@nyc.com



**Huntersville Downtown Master Plan** - Huntersville, NC



**Reference:**  
 Mr. Brian Richards, Planning Director  
 Town of Huntersville  
 105 Gilead Road, 3rd Floor  
 Huntersville, NC 28078  
 Tel 704-766 -2218  
 brichards@huntersville.org

**Project Status:**  
 Completed 2022

**Staff Involved:**  
 Rick Tipton, PE, PLS  
 Lance Hartland, PE

The objective was to evaluate potential roadway improvement scenarios in downtown that would be included in the master plan update. Analysis performed in accordance with NCDOT Congestion Management guidelines. The Future Year 2040 roadway conditions were analyzed assuming six downtown area road network scenarios. Analysis included traffic data review at 13 intersections in the downtown core, review of the modeling of existing, future nobuild and build conditions (3 configurations) utilizing Synchro 11 with SimTraffic software and performing a maximum queue length analysis.

**On-Call Professional Engineering and Architectural Design Services** - Gastonia, NC



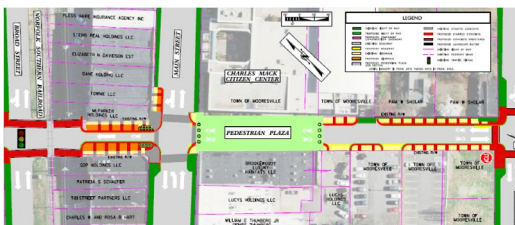
**Staff Involved:**  
 Rick Tipton, PE, PLS  
 Angel Pridgen, PE, ENV SP  
 Adam Archual  
 Lance Hartland, PE  
 Sierra Browder, AICP

**Project Status:** Ongoing

**Reference:**  
 Emily Davis, PE  
 704.854.6698

The City of Gastonia and greater region continue a strong pattern of growth, making it a priority for the City’s infrastructure to keep pace to meet increasing safety, health, and mobility needs. Gannett Fleming was selected as a provider for services to achieve Gastonia’s 2021–23 Strategic Plan, which outlines several projects to address the challenges of population increase, aging infrastructure, demand for transportation modal choice, and the desire for congestion relief. From our hands-on experience working with numerous local municipalities, we bring lessons learned from successful projects, understand how to be sensitive to the needs of the community, and how to deliver on time and budget.

**Moore Avenue Pedestrian & Streetscape Improvements** - Mooresville, NC



**Project Status:** Ongoing

**Staff Involved:**  
 Angel Pridgen,  
 PE, ENV SP

**Reference:**  
 Ashton Walker  
 704.799.4093  
 awalker@mooresvillenc.gov

Adam Archual  
 Sierra Browder, AICP

This federally funded streetscape enhancement project aims to improve the aesthetics of Moore Avenue to create continuity with Main Street and help beautify downtown Mooresville by enhancing the pedestrian and bicycle experience, increasing mobility and connectivity. Gannett Fleming is preparing a Federal Categorical Exclusion NEPA document and construction bid documents to ensure the locally administered project is executed according to NCDOT and FHWA standards and procedures. A detailed traffic analysis and signal warrant study were conducted to ensure minimal impact on surrounding streets.

**Construction, Right-of-Way, & Utility Cost Development for Transportation Bond** - Belmont, NC

GCLMPO – Other Projects

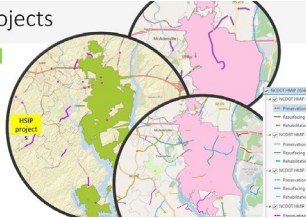
ID	Proj. Type	Proj. Name
C-0005	Trail	Belmont East Trail
C-0006A	Sidewalk	Belmont Mt. Holly Rd Sidewalk Connection

PL_NUM	NAME	LOCATION
3000000		333 W. 3000 IN THE VICINITY OF SR 2002
3000008		813 W. 376 IN THE VICINITY OF MANHOE QUINN
3000015		1200 S. 3002 IN THE VICINITY OF SR 2005

PL_NUM	NAME	LOCATION
3000042		568 W. 2000 AT SR 2000 (RMP 1.88)
3000052		2000 W. 2000 (RMP 1.88) AT SR 2000
3000083		2000 W. 2000 (RMP 1.88) AT SR 2000 (RMP 1.88)
3000074		1407 W. 2000 (RMP 1.88) AT SR 2000 (RMP 1.88)



**Reference:**

Miles Braswell  
 City Manager  
 City of Belmont  
 704.901.2067  
 mbraswell@cityofbelmont.org

**Project Status:** Ongoing

**Staff Involved:**

Rick Tipton, PE, PLS  
 Baohong Wan, PhD, PE

Gannett Fleming is analyzing the City’s demographic data and economic trends to gain insight on population dynamics and economic development patterns that impact the City. We are identifying the existing infrastructure’s critical capacity gaps within the City’s transportation systems, utilities, or other essential services and recommending improvements to enhance overall functionality and efficiency.

**West Gate City Boulevard Complete Streets Study and Conceptual Design** - Greensboro, NC



**Reference:**

Chris Spencer, PE  
 Engineering Division Manager  
 336.373.4368  
 Chris.Spencer@greensboro-nc.gov

**Project Status:** Completed

**Staff Involved:**

Rick Tipton, PE, PLS  
 Angel Pridgen, PE, ENV SP  
 Adam Archual

As part of a mission to create a more equitable transportation system, the Greensboro Department of Transportation partnered with Gannett Fleming to perform a corridor feasibility study for a 1.8-mile section of West Gate City Boulevard, with the goal to maximize multimodal utility within the existing right-of-way. A traffic capacity analysis supported elimination of a third westbound lane and therefore a four-lane section will be carried through the entire project. The improvements will create a safer, more inviting streetscape that will strengthen existing investments and attract others. A 10-ft path along the north side of the roadway will accommodate bicyclists of all comfort levels and connect to a Downtown Greenway.

**On-Call Transportation Services** - Durham, NC



**Reference:**

Leslie Tracey, PE, PTOE, RSP1  
 Engineering Manager,  
 City of Durham  
 919.560.4366 ext 36437  
 leslie.tracey@durhamnc.gov

**Project Status:** Ongoing

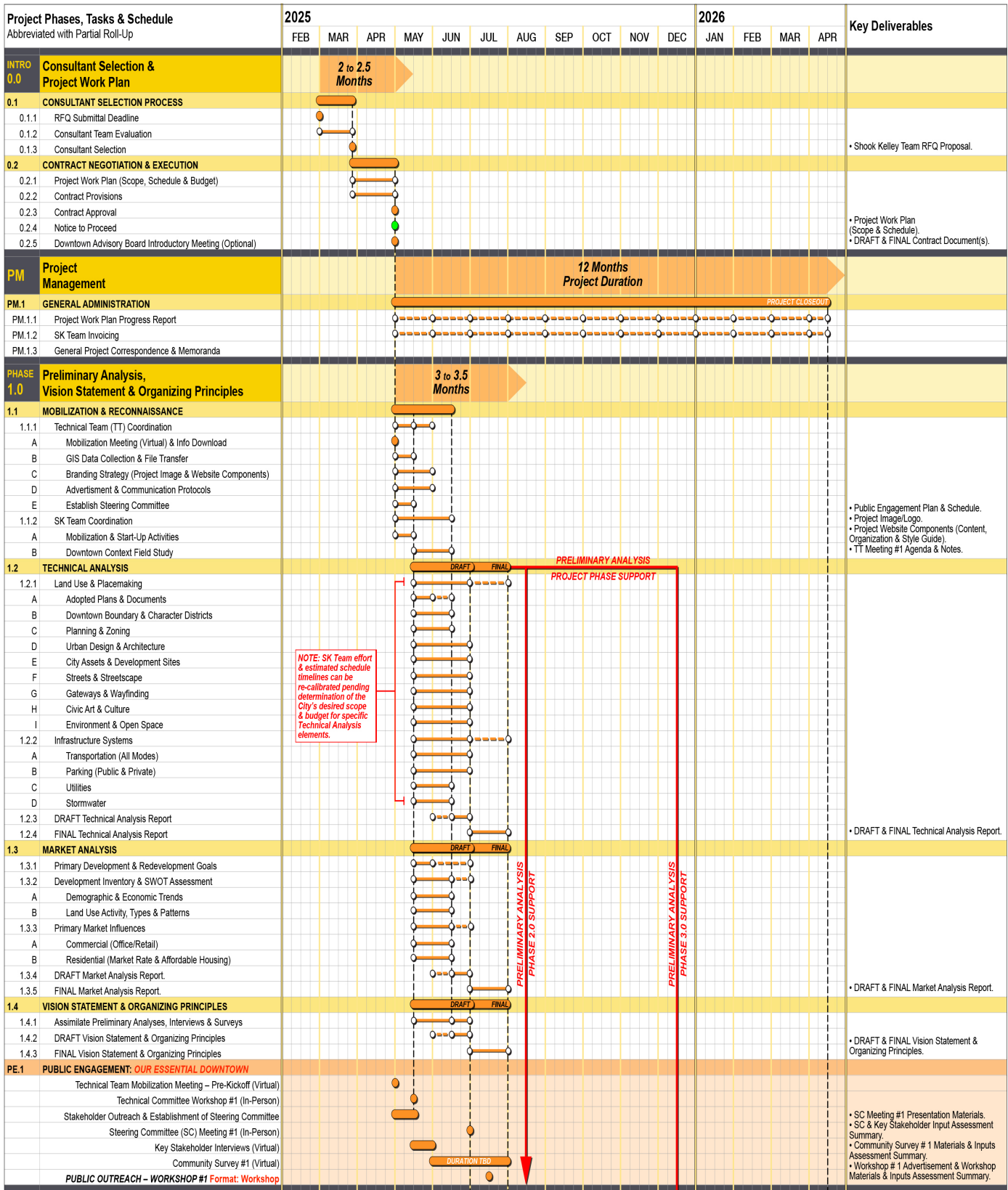
**Staff Involved:**

Rick Tipton, PE, PLS  
 Adam Archual

Gannett Fleming is providing on-call professional transportation and engineering services for a variety of multimodal traffic volume locations throughout the area covered by the Durham Chapel Hill Carrboro Metropolitan Planning Organization and included: 48-hour vehicle volume and class counts at 405 locations throughout the MPO; 13-hour Turning Movement Counts at 63 intersections for vehicular, bicycle and pedestrian activity as well as Non-motorized (bicyclist and pedestrian) counts at intersections or midblock crossings at 90 locations; Rapid Rectangular Flashing Beacons installed at 8 school crossings and various trail crossings to enhance safety and visibility for pedestrians and bicyclists; and new traffic signals for enhanced multimodal connectivity and transit/bus service accessibility on the University Drive corridor.

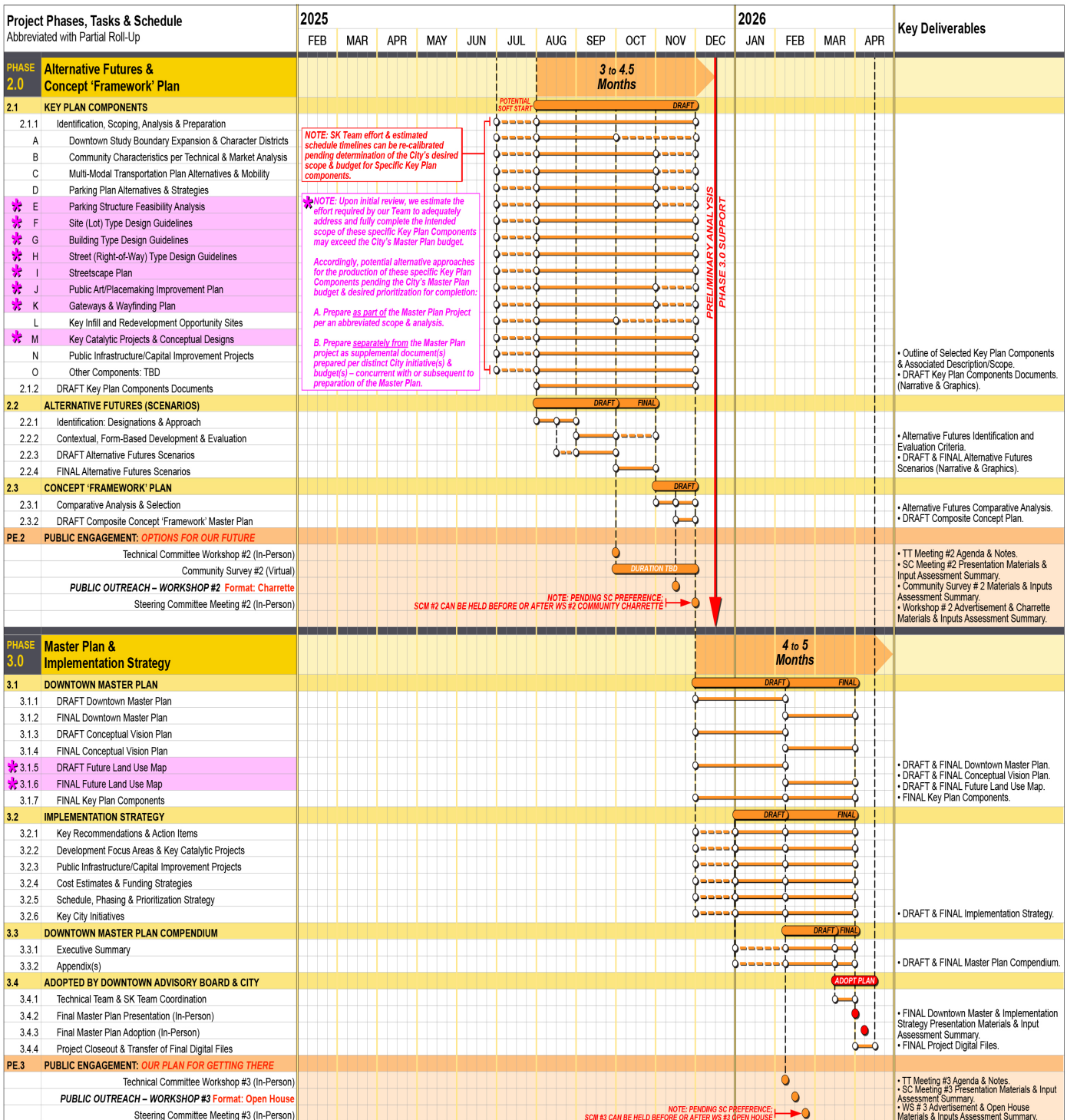
# Proposed Project Schedule **Estimate Only** - Subject to change based on final Scope of Services

Together with our consultant team, we have prepared the following preliminary Project Work Plan composed of the Project Phases, Tasks, Schedule, and Key Deliverables, which applies our Project Approach to the purpose and need established by the City of Monroe for the Downtown Master Plan Update.



continued on next page

Our proposed Project Scope is organized under a succinct framework defined by an introduction followed by three phases and associated tasks, which are tied directly to the estimated Project Hours on Pages 28 and 29. If selected, Shook Kelley will work diligently with the City to quickly refine and finalize the Project Work Plan as the basis for executing our contract.



The Project Schedule we propose charts a course that should deliver the final plan at or near a 12-14 month timeframe. Shook Kelley is confident that upon execution of a contract, our team can commence services within a 3-week window from a Notice To Proceed from the City of Monroe.

**Proposed Hours Estimate Only** - Subject to change based on final Scope of Services

Project Phases, Tasks & Estimated SK Team Effort Abbreviated with Partial Roll-Up		Estimated SK Team Effort (Hrs)					
		Shook Kelley (SK)	Gannett Fleming (GF)	Gibbs Planning Group (GPG)	Integral Group (IG)	TOTAL SK Team Effort	Percent of Total (%)
<b>PM</b>	<b>Project Management</b>	36	0	0	0	36	3%
PM.1	GENERAL ADMINISTRATION (DURATION OF PROJECT)	36	0	0	0	36	
<b>PHASE 1.0</b>	<b>Preliminary Analysis, Vision Statement &amp; Organizing Principles</b>	276	38	53	55	440	35%
1.1	MOBILIZATION & RECONNAISSANCE	62	4	4	4	74	17%
1.2	TECHNICAL ANALYSIS	60	22	1	1	102	23%
1.3	MARKET ANALYSIS	12	0	40	40	92	21%
1.4	VISION STATEMENT & ORGANIZING PRINCIPLES	32	2	2	2	38	9%
PE.1	<b>PUBLIC ENGAGEMENT: OUR ESSENTIAL DOWNTOWN</b>	110	10	6	8	134	30%
	Technical Team Mobilization Meeting – Pre-Kickoff (Virtual)	6	2	0	0	8	
	Technical Committee Workshop #1 (In-Person)	16	2	2	2	22	
	Stakeholder Outreach & Establishment of Steering Committee	8	0	0	0	8	
	Steering Committee Meeting #1 (In-Person)	16	2	2	2	22	
	Key Stakeholder Interviews (Virtual)	8	0	0	0	8	
	Community Survey #1 (Virtual)	24	0	0	0	24	
	<b>PUBLIC OUTREACH – WORKSHOP #1 Format: Workshop</b>	32	4	2	4	42	
<b>PHASE 2.0</b>	<b>Alternative Futures &amp; Concept 'Framework' Plan</b>	312	110	10	20	452	36%
2.1	KEY PLAN COMPONENTS	128	86	4	4	222	49%
2.2	ALTERNATIVE FUTURES (SCENARIOS)	72	10	4	4	90	20%
2.3	CONCEPT 'FRAMEWORK' PLAN	32	4	2	2	40	9%
PE.2	<b>PUBLIC ENGAGEMENT: OPTIONS FOR OUR FUTURE</b>	80	10	0	10	100	22%
	Technical Committee Workshop #2 (In-Person)	16	4	0	4	24	
	Community Survey #2 (Virtual)	16	0	0	0	16	
	<b>PUBLIC OUTREACH – WORKSHOP #2 Format: Charrette</b>	32	4	0	4	40	
	Steering Committee Meeting #2 (In-Person)	16	2	0	2	20	
<b>PHASE 3.0</b>	<b>Master Plan &amp; Implementation Strategy</b>	244	47	4	25	320	26%
3.1	DOWNTOWN MASTER PLAN	64	16	0	6	86	27%
3.2	IMPLEMENTATION STRATEGY	44	23	4	13	84	26%
3.3	DOWNTOWN MASTER PLAN COMPENDIUM	40	1	0	1	42	13%
3.4	ADOPTED BY DOWNTOWN ADVISORY BOARD & CITY	32	3	0	1	36	11%
PE.3	<b>PUBLIC ENGAGEMENT: OUR PLAN FOR GETTING THERE</b>	64	4	0	4	72	23%
	Technical Committee Workshop #3 (In-Person)	16	2	0	2	20	
	<b>PUBLIC OUTREACH – WORKSHOP #3 Format: Open House</b>	32	0	0	0	32	
	Steering Committee Meeting #3 (In-Person)	16	2	0	2	20	
<b>TOTALS</b>		<b>868</b>	<b>195</b>	<b>67</b>	<b>100</b>	<b>1,248</b>	<b>100%</b>
		<b>70%</b>	<b>16%</b>	<b>5%</b>	<b>8%</b>		

## Proposed changes to the Project Scope (Appendix A)

Shook Kelley would like to propose the following changes to the Project Scope (Appendix A):

### Technical Team Mobilization Meeting

Conduct a virtual pre-kick-off Technical Team meeting with the City Team for introductions and to share initial information and documents with the Shook Kelley Team for use and review prior to the in-person Technical Team Meeting #1.

### Key Plan Components

Upon initial review, we estimate the effort required by our Team to adequately address and fully complete the intended scope of the following specific Key Plan Components\* **may exceed** the City's Master Plan budget:

- Parking Structure Feasibility Analysis.
- Site (Lot) Type Design Guidelines.
- Building Type Design Guidelines.
- Street (Right-of-way) Type Design Guidelines.
- Streetscape Plan.
- Public Art/Placemaking Improvement Plan.
- Gateways and Wayfinding Plan.
- Key Catalytic Projects and Conceptual Designs (pending desired quantity and scope of design).
- Future Land Use Map.

\* *Key Plan Components as we have identified per our understanding of the Project Scope (Appendix A).*

Accordingly, pending determination of the City's Master Plan budget and desired prioritization, potential alternative approaches for the production and completion of any of these specific Key Plan Components include:

- A. Prepare **as part of** the Master Plan Project per an abbreviated scope and analysis.
- B. Prepare **separately from** the Master Plan Project as Supplemental Document(s) prepared per distinct City initiative(s) and budget(s) – concurrent with or subsequent to preparation of the Master Plan.

### Non-Linear Services

Consider inclusion of a separate budget for Non-Linear Services by our Team related to supplemental activities which may arise during the course of the Master Plan process including, but not limited to:

- Peer Review of influential Downtown project proposals (public or private).
- Key Agency Stakeholder Meetings, such as North Carolina Department of Transportation Department, CSX Transportation, others.
- Grant support for potential relevant funding opportunities (state and federal).

*continued*

# Proposed changes to the Project Scope (Appendix A)

## City Support

Our Team envisions a collaborative approach to creating the Downtown Master Plan and will seek to attain and leverage collective insight and support from the City internal staff and other department leaders comprising the Technical Team as appropriate throughout each phase of the Project.

Furthermore, we embrace potential opportunities for the City Technical Team to support the Consultant Team related to the following tasks including, but not limited to:

- Lead SK Team on a tour of the Project Study Area.
- Identify known/designated 'opportunity development sites' and City-owned properties.
- Facilitate basic project-related City GIS coordination.
- Identify potential Key Stakeholders and their roles/properties in advance of the interviews.
- Host and manage the Project website and online community survey(s).
- Coordinate meeting agenda content and distribution.
- Craft and distribute announcements for Public Engagement events (via Project website, social media, flyers/posters, other TBD).
- Coordinate Public Engagement event venue location(s) and help set-up (tables/chairs, media equipment, etc.) per inputs from the Consultant Team.
- Participate at Public Engagement events (overview of department initiatives, table-side topical discussions, etc.).

## Shook Kelley References

Mr. Brian Richards  
Planning Director  
Town of Huntersville  
105 Gilead Road, 3rd Floor  
Huntersville, NC 28078  
Tel 704-766 -2218  
brichards@huntersville.org

Project:  
**Huntersville Downtown Master Plan**

*Services:* Site Analysis, Alternative Futures Planning, Master Planning, Community Outreach & Marketing

Ms. Tammy V. Absher, AICP  
Director of Business & Community Development  
City of Lexington  
31 West 1st Street  
Lexington, NC 27292  
Tel 336-479-0122  
TVAbsher@LexingtonNC.gov

Project:  
**Lexington Depot District & Multi-Modal Station**

*Services:* Transit-Oriented Development Master Planning, Station Area Planning, Architecture, Community Outreach & Marketing, City/County/State/Federal Agency Collaboration, Strategic Construction Phasing & Funding

Ms. J'Tanya Adams  
Executive Director  
Historic West End Partners  
Charlotte, NC 28216  
Tel 980-205-1768  
jtanyaadams@gmail.com

Project:  
**Five Points Charlotte**

*Services:* Site Analysis, Alternative Futures Site Planning, Community Engagement, Architectural Urban Open Space Visioning, Modeling, Architecture, Strategic Construction Phasing & Funding



**STAFF REPORT**

**TO:** Downtown Advisory Board

**VIA:** Jeff Wells, Assistant City Manager

**DATE:** March 18, 2025

**FROM:** Donna O’Keefe, Downtown Manager

**PREPARED BY:** Donna O’Keefe, Downtown Director

**SUBJECT:** Mural Procedure Guidelines and Land Uses Ordinance - Title XV, Chapter 160, Section 160.04 Murals in Downtown District

**SUMMARY STATEMENT**

Staff will present the recommended Mural Ordinance and accompanying Guidelines for Mural Projects on a Private Building in Downtown Monroe and ask for the Downtown Advisory Boards recommendation to City Council.

**REVIEW**

The painting of art or murals on buildings located in the Downtown District can enhance the quality of life, vitality, and appearance of Monroe’s Downtown. Murals are a form of public art in that they are by design intended to be public displays. Therefore, the commissioning, painting, and maintenance of public art as murals in the Monroe Downtown District should be carried out on behalf of the public utilizing a well-designed process involving public input and approval by Monroe City Council.

This ordinance was presented to the Downtown Advisory Board on February 19, 2025 and to City Council on April 8, 2025. The DAB recommended the ordinance to City Council. City Council tabled adoption of the ordinance at their April 8, 2025 regular meeting. City Council would consider adoption of the ordinance in conjunction with accompanying guidelines and procedures for murals.

Staff has prepared the guidelines and is requesting the Downtown Advisory Board review and recommend both the Ordinance and the Guidelines to City Council.

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**RECOMMENDATION**

Staff is requesting the Downtown Advisory Board recommend Title XV, Chapter 160, Section 160.04 Murals in Downtown District and The Guidelines for Mural Projects on Private Buildings in Downtown Monroe to City Council at their August 12, 2025 Regular Meeting.

Attachment(s):  
0-2025-12  
Guidelines for Mural Projects on Private Buildings

## **Guidelines for Mural Project on a Private Building in Downtown Monroe**

The Monroe City Council finds that the painting of art or murals on buildings located in the Downtown District can enhance the quality of life, vitality, and appearance of Monroe's Downtown. Murals are a form of public art intended to be public displays. Commissioning and painting, or attaching Private Murals is prohibited in the Downtown District unless approved pursuant to the policies and guidelines provided herein. Therefore, the commissioning, painting, and maintenance of public art as murals in the Monroe Downtown District should be carried out on behalf of the public only by the City of Monroe utilizing a well-designed process involving public input and approval by Monroe City Council.

### **1. Purpose**

These guidelines outline a process for requesting consideration of a mural project on a private building in the Downtown District. A private property owner can pursue a mural project within the downtown district through a standardize process that includes public input and approval of Monroe City Council.

These guidelines will help ensure the continued visual aesthetic of Downtown Monroe while striking an appropriate balance between historic character and creative expression. It will also ensure that the location, size, shape, color palette, materials used, theme, and relationship to historic context are appropriate for our downtown.

### **2. Definitions**

- a) Mural – A picture or design painted on or otherwise attached to an exterior surface of a structure or building.
- b) Sign – A picture or design clearly related by language, logo or pictorial depiction to a business, or advertisement of any product or service of any business. Such Signs are not Murals and are regulated as a sign by the sign provisions of the Monroe Unified Development Ordinance.
- c) Private Mural – Any Mural as defined herein commissioned with or without consideration for painting or attachment to the exterior of a structure or building by a private individual or entity and not commissioned or approved the City of Monroe.
- d) Public Mural – Any Mural commissioned through the City of Monroe Downtown Mural Policy and approved by Monroe City Council.

### **3. Application**

Private Property owners may submit a Private Mural Application for consideration. An application does not guarantee selection. All murals will be commissioned and approved by the Monroe City Council pursuant to this policy which includes public review, vetting, and input.

Requirements:

- ❖ Mural themes and designs
- ❖ Murals locations must be on the side or rear walls of the building, and not on its primary façade or above its roof line.

- ❖ Murals will not be approved for location any historically significant surfaces.
- ❖ Murals must complement and enhance the building and should not cover or detract from significant or character-defining architectural features.

**The application must include:**

1. A Completed application
2. Description of the mural concept, composition, and purpose of the mural.
3. A conceptual drawing of the proposed mural project including measurements of the final size.
4. A detailed description of the location including photographs of the location and measurements of the wall, the wall material and condition.
5. The proposed artist resume, description of prior art experience, including a minimum of 6 previous mural projects. A link to their website will be accepted.
6. Estimate or proposal for the cost of the mural project including: fees, supplies, insurance, wall prep, cost of scaffolding, ladders, lifts, etc.
7. (Not required but recommended) Any letter(s) of support from organizations and/or neighbors.
8. A description of the funding source or sponsor.

**Approval** – The Downtown Advisory Director will be assigned to review all projects, artists, and proposed mural designs. The Director will seek input as needed and assemble all information necessary and present the project proposal to the Downtown Advisory Board for their recommendation. The Downtown Advisory Board will use a 5 point scoring system based on the criteria set in the guidelines to make a recommendation to City Council to approve or deny the project proposal. Once the Downtown Advisory Board has reviewed the project the Downtown Director will request a public hearing and present the project to City Council along with the recommendation from the Downtown Advisory Board for their final approval or denial.

The scoring criteria will include:

1. Quality/originality in keeping with Paragraph 3 themes
2. Capabilities of the Artist
3. Merit of the proposed mural project
4. Appropriate in scale, material, form, and content for community and physical environment;
5. Durability of the mural based on the surface integrity and reasonable cost of maintenance.
6. The Work of Art should not present any safety issues in these areas.
7. A funding source or sponsorship has been identified

An average of 25 points or higher from the panel is need to be approved. Once a mural proposal is approved the property owner will enter into a Mural Easement Agreement with The City of Monroe.

**Design & Materials**

- ❖ The scale of the mural should be appropriate to the building and the site.
- ❖ The mural should be an original design.
- ❖ The mural should be composed of a color palette that compliments the colors or architecture found within its location.

- ❖ Sponsor and artist names may be incorporated but should be discreet and not exceed 5% of the design or 2 square feet in area, whichever is less.
- ❖ The paints and materials used should not chemically corrode nor compromise the integrity of the building's exterior or structure.
- ❖ Reflective, neon, and fluorescent paints should not be used.
- ❖ Once completed, the mural should be sealed with a sealant sufficient to protect the mural for a minimum of ten years. In the alternative, the materials, paints, etc. used should be of such quality sufficient to last for ten years without significant maintenance or repainting.
- ❖ Include recommendations for removal or covering the mural when the term (ten years) expires.
- ❖ All costs associated with installing the mural, artist fees, materials, and related costs will be the responsibility of the owner unless an agreement is reached with the City of Monroe to share in the cost of the mural. In the public interest, the owner may apply to the City to share in the cost of funding the mural.

### **Installation**

Funding Sources – Staff will be active in applying for private funds, and grants to support Public Mural projects as appropriate. Individuals, businesses and organizations will also be encouraged to sponsor public or private mural projects.

Once approved as provided herein, the mural must be completed within six (6) months of approval or the approval expires.

### **Maintenance**

The property owner will be responsible for any and all maintenance or repairs to the mural after it is installed. This includes the repair of material failure (peeling paint) and promptly removing vandalism in accordance with the City Code. Murals will be inspected periodically by city staff to determine if they need maintenance. However, if a maintenance issue arises between such inspections, the property owner shall notify city staff of the issue. The mural will be painted over by the city, at its expense

## **Guidelines for a Public Mural Projects**

Step 1: Call for Walls - Any business owner may apply

Step 2: Call to Artists- Any Artist may apply, subject to any limitations established by the Downtown Advisory Board

Step 3: The Downtown Advisory Director will review the project, artists, and proposed mural designs. The Director will seek input as needed and assemble all information necessary.

Step 4: The artist will be given the mural location, theme and budget. They will submit their mural design and fee. If the initial design, is not acceptable, the artist will have the opportunity to submit a revised design.

Step 5: The Downtown Advisory Director will present the mural project artist, design, and budget to the Downtown Advisory Board.

Step 6: The Downtown Advisory Board will review and will determine if a project is acceptable and make their recommendation to City Council

Step 7: The Downtown Advisory Director will schedule and advertise a public hearing to be held during a City Council meeting during which City Council will receive public input regarding the proposed mural.

Step 8: The Downtown Advisory Director will present the mural project to City Council. If approved by City Council the mural will be scheduled for installation.

Step 9: Prior to beginning installation of the mural, the property owner will provide the City of Monroe with a recordable Mural Easement provided by the City and signed by the property owner(s).

**ORDINANCE TO AMEND CITY OF MONROE CODE OF ORDINANCES  
TITLE XV: LAND USES  
CHAPTER 160: DOWNTOWN DISTRICT  
O-2025-12**

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MONROE THAT TITLE XV: LAND USAGE OF THE CITY OF MONROE CODE OF ORDINANCES BE AMENDED AS FOLLOWS:**

**TEXT AMENDMENT**

**Section 1.** Add §160.04 MURALS IN DOWNTOWN to read as follows:

Murals are permitted in the Downtown District as defined in Section 160.04 herein as follows:

(A) *Public Policy and Purpose.* The Monroe City Council finds that the painting of art or murals on buildings located in the Downtown District can enhance the quality of life, vitality, and appearance of Monroe’s Downtown. Murals are a form of public art in that they are by design intended to be public displays. Therefore, the commissioning, painting, and maintenance of public art as murals in the Monroe Downtown District should be carried out on behalf of the public only by the City of Monroe utilizing a well-designed process involving public input and approval by Monroe City Council.

(B) *Definitions.* The following definitions shall apply in this Section:

(1) Mural – A picture or design painted on or otherwise attached to an exterior surface of a structure or building.

(2) Sign – A picture or design clearly related by language, logo or pictorial depiction to a business, or advertisement of any product or service of any business. Such Signs are not Murals and are regulated as a sign by the sign provisions of the Monroe Unified Development Ordinance.

(3) Private Mural – Any Mural as defined herein commissioned with or without consideration for painting or attachment to the exterior of a structure or building by a private individual or entity and not commissioned or approved by the City of Monroe.

(4) Public Mural – Any Mural commissioned through the City of Monroe’s Downtown Mural Policy and approved by Monroe City Council.

(C) *Private Murals Prohibited.* The commissioning and painting or attaching Private Murals is hereby prohibited in the Downtown District.

(D) *Public Murals.* Only Public Murals commissioned and approved by the Monroe City Council may be painted or attached to a structure or building in the Downtown District.

(E) *Enforcement.*

(1) Civil Enforcement. The Monroe City Manager is authorized to appoint and designate one or more Enforcement Agent(s) to enforce the provisions of this ordinance. Any Mural in the Downtown District observed violating any provision of this ordinance and upon written Notice of Violation by a duly appointed City of Monroe Enforcement Agent is subject to the following civil penalty in the following amounts:

First Citation	\$250.00
Second Citation For Same or Similar Violation	\$500.00

Upon issuance of a notice of violation of this ordinance, the owner of the building or structure on which the Mural is painted or attached shall have thirty (30) days from the date of the Notice of Violation to remove the Mural.

Notices of violation of this ordinance shall be in writing and may be served by personal delivery to the building owner or served by US Mail addressed to the owner of the building as shown on the Union County tax records. Service is complete upon personal delivery or depositing the notice by first class United States Postal Services mail.

(2) Injunction and Abatement. If the building owner fails to remove a Mural that is the subject of a Notice of Violation within the time provided above, the City may apply to the General Court of Justice seeking an injunction and order of abatement pursuant to North Carolina General Statute 160A-175(c). Upon failure of the building owner to comply with the order of the court, the City may abate the violation and any cost incurred by the City be assessed as a lien against the property as provided by state statute.

(3) Appeal. A Notice of Violation of this ordinance may be appealed for a hearing by the building owner upon written notice to the City of Monroe with ten (10) days of receipt of the Notice of Violation. Upon receipt of a notice of appeal, the City Manager and/or their designated Hearing Officer shall schedule a hearing to be held within thirty (30) days of receipt of the notice of appeal. The building owner shall be sent written notice of the date and time of the hearing. The City Manager and/or their designated Hearing Officer shall conduct the hearing during which the building owner shall be given an opportunity to offer evidence or testimony regarding the violation. After conclusion of the hearing, the City Manager and/or their designated Hearing Officer shall make a written determination and provide copies to the building owner. The written decision of

the City Manager and/or their designated Hearing Officer is final and no additional administrative appeals are available. Appeal of the Notice of Violation issued pursuant to paragraph E above shall stay the removal requirement pursuant to (E)(1) above until the date the written hearing determination letter is mailed to the building owner. If the Violation is upheld as a result of the hearing, the building owner shall have thirty (30) days from the date of mailing the notice of violation to remove the Mural.

**Section 2.** This Ordinance shall be effective upon adoption.

Adopted this 8<sup>th</sup> day of April, 2025.

Attest:

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Robert A Burns, Mayor

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Bridgette H. Robinson, City Clerk



**STAFF REPORT**

**TO:** Downtown Advisory Board

**VIA:** Jeff Wells, Assistant City Manager

**DATE:** July 16, 2025

**FROM:** Donna O’Keefe

**SUBJECT:** Approval/Acceptance of Updated Event Sponsorship Plan

**SUMMARY STATEMENT**

The City of Monroe’s Downtown office has updated the Retail Promotions Sponsorship Plan to provide additional funding for approved downtown sponsorship applications.

**REVIEW**

In 2018 the City of Monroe’s Downtown Office developed a sponsorship plan to encourage private event planners to host events in downtown. The Downtown office believed that these events were important economic drivers for downtown and would attract visitors to downtown. The Downtown Office has appropriated funding for one event per quarter in an amount not to exceed \$500 per applicant. A sponsorship application was created that provides all of the necessary information needed by The Downtown Advisory Board to consider the application and make a determination. The plan states that the recommended sponsorship amount would be determined by city staff and provided to the DAB. To ensure this was a fair plan, a quorum of the Downtown Advisory Board was given authority to vote a Yes or No on each application. The Downtown Office was tasked with accepting applications, determining available funds, presenting applications and recommending a sponsorship amount to the Downtown Advisory Board.

It has been over 7 years since this plan was approved and additional costs to host events downtown has increased significantly. Staff is recommending the Downtown Advisory Board consider increasing the sponsorship amount to \$1500 per event with the number of events per year to remain one per quarter. Applications would be considered on a first come first serve basis.

**RECOMMENDATION**

Staff requests a motion to approve/accept the updated Downtown Sponsorship Plan and application.

Attachment(s):



## Downtown Sponsorship Application

The City of Monroe Downtown pursues an ever growing economic development initiative which emphasizes the need for new and exciting places, events, and people. If you have an event you feel could have a positive impact on the growth of Downtown, we want help make that dream become a reality. Listed below are questions the City must consider to sponsor an event in Downtown:



to

***All questions must be answered "Yes" for consideration***

	Yes	No
Is your business within the Central Business District?		
Will the event produce a positive impact on the Downtown Monroe Community and coordinate well within the existing promotions calendar?		
Will the event encourage visitors to shop at the event and surrounding downtown businesses? (including street closures and new traffic/pedestrian patterns)		
Will the event have the financial support necessary to carry out operations of the event or will it require additional funding sources?		
Does the event generate enough interest to draw in people from within the City of Monroe and the surrounding area?		
Are all Downtown businesses offered to participate?		
Are there at least 10 Downtown, retail and/or restaurant businesses participating? <b>(Please Provide a List)</b>		
Will the event occur within the Central Business District?		

Please note that the sponsorship may not exceed \$1500 per event and funds are limited to one per quarter. A person(s) may only apply for one sponsorship per year. The Downtown Advisory Board has the final decision on where these funds are to be allocated.

### Contact Information

Name of Person Submitting Event:

Email:

Phone Number:

### Description of Event

Event Name:

Brief Description below or add attachment:

What month(s), day(s), and time of the week do you see the event taking place?

How often do you propose the event will take place?

Is there a direct way to tie this event to the Downtown Monroe businesses? Explain:

**Marketing**

Who is the target market for this event?

Core message of the campaign:

Please describe how this event would be promoted.

Below describe each method of promotion in detail.

Medium or Channel	Length of Time	Start Date of Promotion	Specific Target Group

**Pre-Planning Management**

Please describe the steps involved in the actual pre-planning process- where, when, hours and time, activities involved, groups who will participate in planning.

Food:  YES  NO      Will the food be:       GIVEN AWAY    SOLD      (County Permit Required if YES)



\*Will the event require street or parking lot closings?  YES  NO (City Permit Required if YES)

***NOTE: If yes, please provide a map showing which streets will need to be closed & exactly where barricades will need to be located.***

\*Will the event require a tent or temporary structure?  YES  NO (City Permit Required if YES)

\*What is the square feet of the tent or temporary structure?

\*Will the tent structure be used by 10 or more occupants?  YES  NO

***NOTE: Building and fire permits are required for tents or other temporary structures erected for a period of less than 180 days and that has an area greater than 120 square feet or is to be used by 10 or more occupants.***

Please describe in detail the labor needs on the day of the event. This could range from security, volunteers to clean up.

**Funding**

Please give a budget for expenses related to this event. Attach separate sheet if necessary. Income generators /revenue streams include such activities as ticket sales, vendor space rentals, beverage sales, sponsorships, etc.:

Description of Expenses	Amount
_____	_____
_____	_____
_____	_____
_____	_____

Total Expenses \_\_\_\_\_

Description of Income Generators	Amount
_____	_____
_____	_____
_____	_____
_____	_____

Total Income \_\_\_\_\_

**Net Income (Total Income minus Total Expenses):** \_\_\_\_\_

Have you included sponsorships as one of your income generators? If so do you have the ability to raise these sponsorships?  YES  NO

Thank you for taking the time to share your event idea with us. This information will be shared with the Downtown Department and City of Monroe Committees. You may be asked to attend the scheduled meeting of the committees to further discuss your idea. We appreciate your interest in bringing people to Downtown Monroe!

### **Changes to the sponsorship application**

1. Title changed to Downtown Sponsorship Application
2. Amount changed from not to exceed \$500 to not to exceed \$1500.



**STAFF REPORT**

**TO:** Downtown Advisory Board  
**DATE:** July 16, 2025  
**FROM:** Jeff Wells, Assistant City Manager  
**PREPARED BY:** Donna O’Keefe, Downtown Manager  
**SUBJECT:** Phase II Downtown Furniture Project

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**SUMMARY STATEMENT**

Staff will present the updated the Phase 2 Downtown Replacement Furniture plan and projected project cost and Downtown Furniture Ordinance to the Downtown Advisory Board. Staff will request a recommendation of the design plan, purchase cost, and ordinance to General Services and City Council.

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**REVIEW**

On January 24, 2025, the Downtown Advisory Board unanimously approved the Phase I, and II, Downtown Furniture selection plan and recommended them both to the General Services Committee for approval.

On February 6, 2025, Donna O’Keefe, the Downtown Manager, presented both the Phase I and II Downtown Furniture Project to the General Services Committee. The General Services Committee unanimously recommended the Phase I project plan. They committee requested the plan and cost, be presented to the full City Council for their approval. The Phase I Furniture Project was approved by City Council and installed in May of 2025. At the same meeting, the General Services Committee recommended to staff that the Phase II furniture plan and project funding be pursued through the 2026 budget process and brought back to them if funds were approved.

The Phase II furniture plan focuses on the Dine, East, and Meet Business on Main Street, Hayne Street, and Franklin Street and replaces the current furniture at the following locations.

- Hayne Street approaching Franklin Street – Patty and the Dogs, Gingham Girls, and Courthouse Pour
- Franklin Street approaching Main Street – Courthouse Pour and Peddlers Paradise
- South Main Street – Local Logic, Oasis, JamZ Pizza and Wings

- Franklin Street between N. Beasley and N. Church – East Frank Superette and Kitchen and Jin Jin

Businesses not included in Phase II:

- Bursting Boba Tea, on Hayne Street was not in business at the time of the plan and therefore was not included in Phase II.
- Americana would also not be included in Phase II as they had made a significant investment in matching size appropriate outdoor furniture.

Staff was directed by management to meet with each business included in Phase II, to discuss the details of the furniture project plan.

The cost of Phase II is \$72,153.10 this amount does not include shipping and handling. If ordered in July, Sister Bay Furniture can deliver the furniture by Labor Day. There are sufficient funds for this project.

An amendment to Title XV: Land Usage Chapter 150 Downtown District Ordinance was drafted to accompany the Phase II Furniture Project. The ordinance defines outdoor furniture, restricted areas within the Downtown District, and enforcement details. The ordinance will ensure that outdoor furniture will be uniform and not impede or restrict the intended purpose of the Restricted Area including access, pedestrian use, vehicular traffic, or other intended use.

#### **RECOMMENDATION**

Staff requests the Downtown Advisory Board recommend approval of the Phase II Downtown Furniture Replacement Project plan and Ordinance O-2025-10 to the General Services Committee and sent in turn to City Council for final approval.

Attachments:  
Quote Bundle  
Monroe, NC Phase 2



## WHAT CAN YOU EXPECT NEXT?

### DOWN PAYMENT

If a down payment is required, our Accounting team will send you an invoice within 3-5 business days of approving your order confirmation. You will need to make any necessary payments at that time. Prompt response and payment will help ensure timely completion of your order. Down payments are typically required when

- You're A New Customer
- You're An Existing Customer That Has Not Ordered in 5 Years
- The Terms Are Not Net 30
- The Order is Over \$5,000

### RELEASED TO PRODUCTION

Your order will be added to our production schedule after approvals are final, including payment, if terms apply. Status updates are available upon request throughout the production process.

*\*Revisions or cancellations made after final approval must be submitted in writing, and additional fees may apply.*

### DISCUSSING THE DETAILS

Please reach out to your Sales Rep or Customer Success Specialist to clarify shipping terms or best determine your location's delivery needs.

### SHIPPED WITH CARE

Freight is routinely delivered on a 53' long trailer. Urban areas, residential neighborhoods, or schools typically require transferring to a smaller delivery truck for final delivery. Depending upon the size of your order and the capabilities of your receiving location, different delivery options may be necessary. Limited Access \$75

- Volume shipments are typically contact-less, wherein you are responsibly for removing your products from the truck.
- LTL (less than truckload) shipments are typically offloaded by the driver.

*\*All shipping methods may experience unplanned delays (weather, local/government events, acts of god). The Prestwick Group will try to account for possible delays, but cannot provide guarantees and are not responsible for late deliveries.\**

### SCHEDULING DELIVERY

Our third-party carries will call to confirm their estimated delivery window. If you require a specific date and time for delivery, please notify your Sales Rep or Customer Success Specialist. **If a delivery appointment or phone notification is NOT needed, please specify receiving hours.**

- Call Ahead - Included at No Charge
- Delivery Appointment - \$75
- Liftgate (motorized platform on the back of the truck) - \$100
- Driver Assistance (includes liftgate and driver offload) - \$190

*\*Additional services, such as inside delivery, unpacking, placement, etc., may be available for an additional premium.*

### SHIPMENT & NOTIFICATION

Once your items are ready for shipment, we will provide you with tracking information. All items are dispatched from our headquarters in Sussex, WI. The estimated transit time is approximately 2-4 days, depending on the destination.

Please note any rips, holes, or damages to the packaging on the carrier's paperwork when signing for the shipment. **Report shipping damage within 48 hours** of accepting delivery to your Customer Success Team or Sales Rep.

- Postponing expressed on-site requests may result in storage fees.
- Returned orders will have associated shipping fees assessed upon reshipment.
- Addition of services after shipment or inability to reach noted contact may result in storage fees with the carrier and delayed receipt.



Scan or go to [prestwick-group.com/faq/](https://prestwick-group.com/faq/) for answers to frequently asked questions, care & maintenance recommendations, and brief shipping info. Please reach out to our Customer Success team for assistance. We're always happy to help!



QUOTE: 81166 - Phase 2 with Custom 2025 (199677)

<b>Account Name</b>	City of Monroe-NC	<b>Ship Via</b>	-	<b>Rep</b>	2
<b>Contact Name</b>	Donna OKeefe	<b>Terms</b>	Net 30	<b>Created By</b>	Kelly Fiedler
<b>Phone</b>	+17042921705	<b>PO Number</b>	-	<b>Created Date</b>	6/13/25
<b>Email</b>	dokeefe@monroenc.org	<b>Tracking Email</b>	dokeefe@monroenc.org	<b>Expiration Date</b>	7/13/25
<b>Bill To: -</b> City of Monroe-NC 300 W Crowell Street Monroe, North Carolina 28112 United States		<b>Ship To:</b> City of Monroe-NC 339 East Franklin Street Monroe, North Carolina 28112 United States		<b>Shipping Contact Information:</b> <b>Full Name</b> Donna OKeefe <b>Phone Number</b> -	

Qty.	Product	Short Description – Full details outlined on product spec sheets when applicable	Unit Price	Line Total
9	HUDSON 30" DINING TABLE	(25-1-1017) HUDSON 30" DINING TABLE - NAVY BASE WITH BRAZILIAN WALNUT TABLE TOP SLATS	\$1,421.00	\$12,789.00
6	MILANO 44" DINING TABLE	(33-1-1017) MILANO 44" DINING TABLE - NAVY BASE WITH BRAZILIAN WALNUT TABLE TOP SLATS	\$1,989.00	\$11,934.00
1	LAGUNA 36" DINING TABLE	(28-1-12-1017) LAGUNA 36" DINING TABLE - NAVY BASE WITH BRAZILIAN WALNUT TABLE TOP - SOLID TOP	\$1,150.00	\$1,150.00
2	HUDSON 60" COUNTER COCKTAIL TABLE	(26-2-1017) HUDSON 60" COUNTER COCKTAIL TABLE - NAVY BASE WITH BRAZILIAN WALNUT TABLE TOP SLATS	\$1,891.00	\$3,782.00
4	MILANO 60" COUNTER COCKTAIL TABLE	(31-2-1017) MILANO 60" COUNTER COCKTAIL TABLE - NAVY BASE WITH BRAZILIAN WALNUT TABLE TOP SLATS	\$1,986.00	\$7,944.00
5	LAGUNA 30" DINING TABLE	(27-1-1716) LAGUNA 30" DINING TABLE - BRAZILIAN WALNUT BASE AND TOP PERIMETER WITH BIRCHWOOD TABLE TOP SLATS	\$823.00	\$4,115.00
22	HUDSON SIDE CHAIR	(12-1-1010) HUDSON SIDE CHAIR - NAVY	\$546.00	\$12,012.00
15	HUDSON 42" DINING BENCH	(113-1-1010) HUDSON 42" DINING BENCH - NAVY	\$748.00	\$11,220.00
10	HUDSON SIDE CHAIR	(12-1-1616) HUDSON SIDE CHAIR - BIRCHWOOD	\$601.00	\$6,010.00
10	HUDSON 47" BAR BENCH	(19-3-1010) HUDSON 47" BAR BENCH - NAVY	\$988.00	\$9,880.00

Company Address W248N5499 Executive Drive  
Sussex, Wisconsin 53089  
USA

Phone (800) 505-7926  
Organization (Fax) 888-868-7184

2	WASTE RECYCLE	[X-192012] CUSTOM WASTE RECYCLE BIRCHWOOD DOOR, NAVY PANELS	\$2,025.00	\$4,050.00
<b>Subtotal</b>			\$84,886.00	
	SBF Disc	SISTER BAY CUSTOMER DISCOUNT - CONTINGENT ON MEETING THE PAYMENT TERMS		-\$12,732.90
	S/H-TBD	SHIPPING AND HANDLING TO BE BILLED AT TIME OF SHIPMENT		\$0.00
<b>Grand Total</b>			<b>\$72,153.10</b>	

*Per US tax law, we're required to collect sales tax in the majority of states. If applicable, sales tax will be applied upon invoice.*

**My signature on this quote verifies that I have approved this order and all information is accurate.**

SIGNATURE

DATE

\_\_\_\_\_

\_\_\_\_\_

Spec Sheet For (25-1-1017) Hudson 30" Dining Table

City of Monroe-NC | Qty: 9 | \$1,421.00 Each | \$12,789.00 Total

<b>Table Top Slats</b>	Brazilian walnut
<b>Base</b>	Navy
<b>Approximate Assembly Time</b>	15-30 minutes
<b>Product Weight</b>	45 lbs
<b>Packaged Weight</b>	50 lbs



Spec Sheet For (33-1-1017) Milano 44" Dining Table

City of Monroe-NC | Qty: 6 | \$1,989.00 Each | \$11,934.00 Total

<b>Table Top Slats</b>	Brazilian walnut
<b>Base</b>	Navy
<b>Umbrella Hole</b>	Yes
<b>Note</b>	Scene image may not correctly portray umbrella hole selection
<b>Approximate Assembly Time</b>	15-30 minutes
<b>Product Weight</b>	95 lbs
<b>Packaged Weight</b>	102 lbs



**Spec Sheet For (28-1-12-1017) Laguna 36" Dining Table**

City of Monroe-NC | Qty: 1 | \$1,150.00 Each | \$1,150.00 Total

<b>Table Top Slats</b>	Brazilian walnut
<b>Base and Top Perimeter</b>	Navy
<b>Solid Top</b>	Yes
<b>Umbrella Hole</b>	Yes
<b>Note</b>	Scene image may not correctly portray umbrella hole selection
<b>Approximate Assembly Time</b>	20-40 minutes
<b>Product Weight</b>	54 lbs
<b>Packaged Weight</b>	59 lbs



Spec Sheet For (26-2-1017) Hudson 60" Counter Cocktail Table

City of Monroe-NC | Qty: 2 | \$1,891.00 Each | \$3,782.00 Total

<b>Table Top Slats</b>	Brazilian walnut
<b>Base</b>	Navy
<b>Approximate Assembly Time</b>	20-40 minutes
<b>Product Weight</b>	75 lbs
<b>Packaged Weight</b>	80 lbs



Spec Sheet For (31-2-1017) Milano 60" Counter Cocktail Table

City of Monroe-NC | Qty: 4 | \$1,986.00 Each | \$7,944.00 Total

<b>Table Top Slats</b>	Brazilian walnut
<b>Base</b>	Navy
<b>Umbrella Hole</b>	Yes
<b>Note</b>	Scene image may not correctly portray umbrella hole selection
<b>Approximate Assembly Time</b>	25-45 minutes
<b>Product Weight</b>	120 lbs
<b>Packaged Weight</b>	125 lbs



Spec Sheet For (27-1-1716) Laguna 30" Dining Table

City of Monroe-NC | Qty: 5 | \$823.00 Each | \$4,115.00 Total

<b>Table Top Slats</b>	Birchwood
<b>Base and Top Perimeter</b>	Brazilian walnut
<b>Approximate Assembly Time</b>	15-30 minutes
<b>Product Weight</b>	40 lbs
<b>Packaged Weight</b>	45 lbs



Spec Sheet For (12-1-1010) Hudson Side Chair

City of Monroe-NC | Qty: 22 | \$546.00 Each | \$12,012.00 Total

<b>Seat/Back</b>	Navy
<b>Frame</b>	Navy
<b>Approximate Assembly Time</b>	10-20 minutes
<b>Product Weight</b>	20 lbs
<b>Packaged Weight</b>	25 lbs



Spec Sheet For (113-1-1010) Hudson 42" Dining Bench

City of Monroe-NC | Qty: 15 | \$748.00 Each | \$11,220.00 Total

<b>Seat/Back</b>	Navy
<b>Frame/Footrest</b>	Navy
<b>Approximate Assembly Time</b>	15-30 minutes



**Spec Sheet For (12-1-1616) Hudson Side Chair**

City of Monroe-NC | Qty: 10 | \$601.00 Each | \$6,010.00 Total

<b>Seat/Back</b>	Birchwood
<b>Frame</b>	Birchwood
<b>Approximate Assembly Time</b>	10-20 minutes
<b>Product Weight</b>	20 lbs
<b>Packaged Weight</b>	25 lbs



Spec Sheet For (19-3-1010) Hudson 47" Bar Bench

City of Monroe-NC | Qty: 10 | \$988.00 Each | \$9,880.00 Total

<b>Seat/Back</b>	Navy
<b>Frame/Footrest</b>	Navy
<b>Approximate Assembly Time</b>	15-30 minutes
<b>Product Weight</b>	55 lbs
<b>Packaged Weight</b>	60 lbs





# Spec Sheet For Waste and Recycling X-192012

City of Monroe-NC | Qty: 2 | \$2,025.00 Each | \$4,050.00 Total

**Custom Request: BIRCHWOOD Door, Navy Panels**

<b>Collection</b> Verde	<b>Panel Design</b> Border	<b>Loading Orientation</b> Front Load	<b>Top Style</b> Curved	<b>Header Board</b> None
<b>Material Option</b> All Plastic	<b>Trim Style</b> Enclosed Arches	<b>Door Pulls</b> None	<b>Casters</b> None	<b>Header Graphics</b> None
<b>Color Option</b> Uniform Sections	<b>Panel Color</b> Navy	<b>Trim Color</b> Birchwood	<b>Top Color</b> Navy	<b>Brand Label</b> Max R

## Section 1

<b>Capacity</b>	38
<b>Opening Shape</b>	Max Size - Short Door
<b>Opening ID: Text</b>	Trash
<b>Opening ID: Type - Color</b>	Engraved - White
<b>Front Graphic</b>	logo mark
<b>Front Graphic: Type - Color</b>	Engraved - PMS 654 C (CUST. BLUE). PMS 370 C (CUST. GREEN)



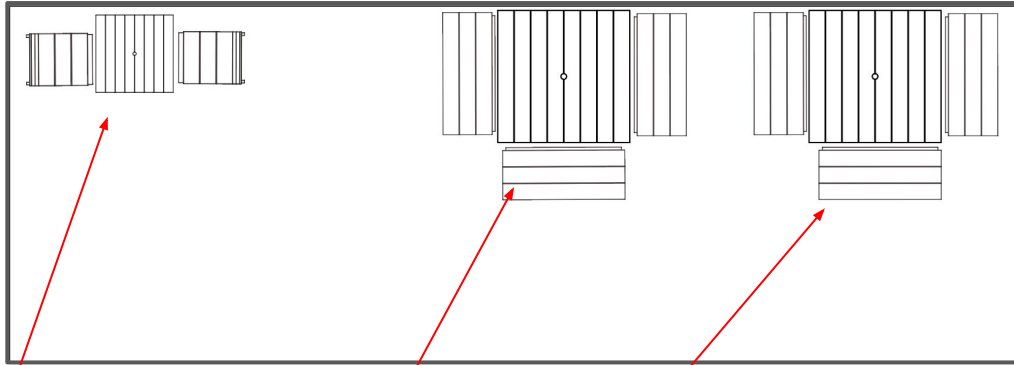
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**SISTER BAY**  
FURNITURE CO.

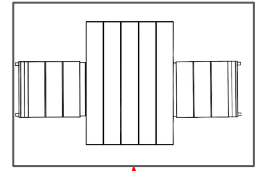
DESIGNER OUTDOOR FURNITURE BUILT FOR LONGEVITY



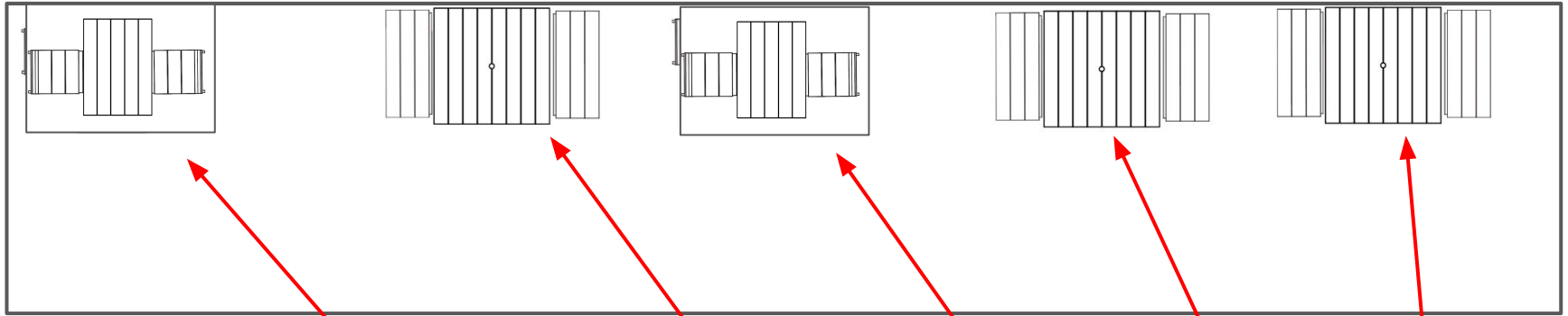
# Hayne Street approaching Franklin Street



30x36 Size



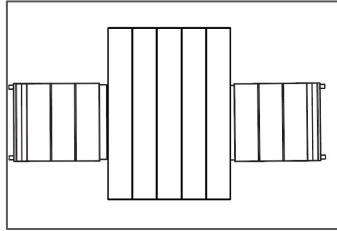
# Hayne Street approaching Franklin Street II



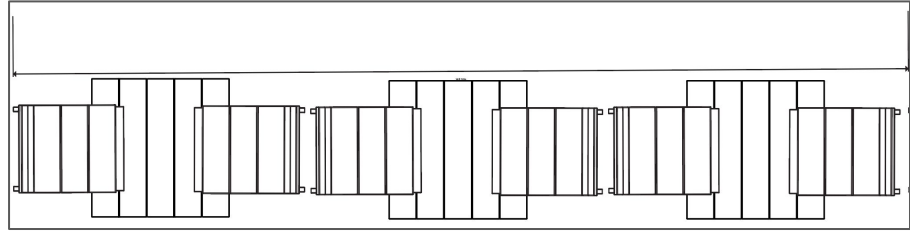
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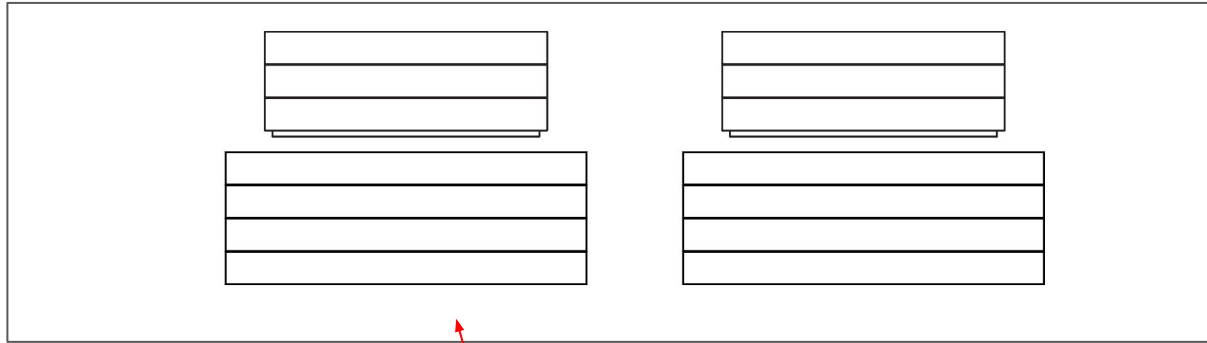
# Main Street at Oasis



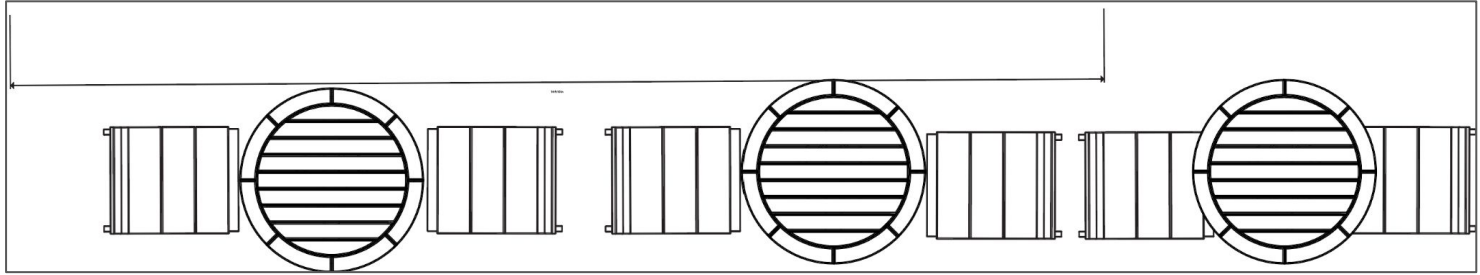
30x36 Size



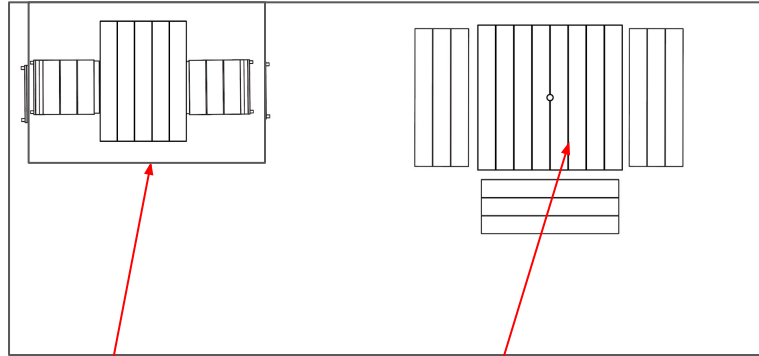
# Main Street at Jamz



# Main Street at Local Logic



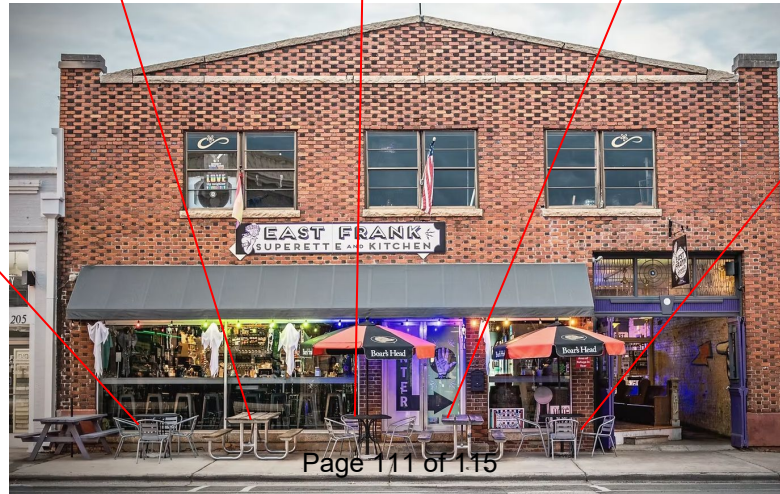
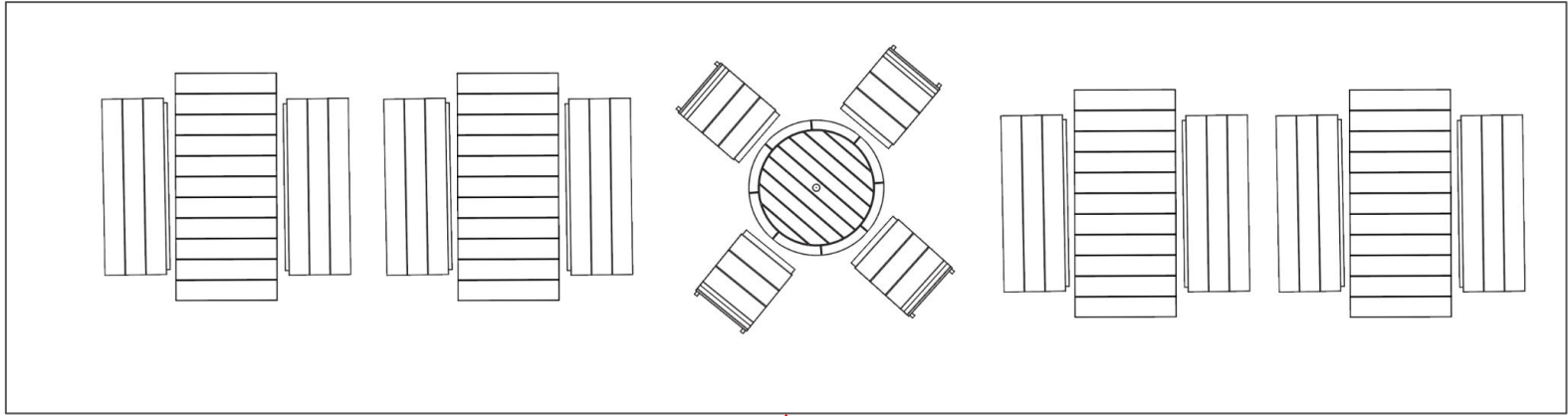
# Hayne Street at Gingham Girls/Patty & The Dogs



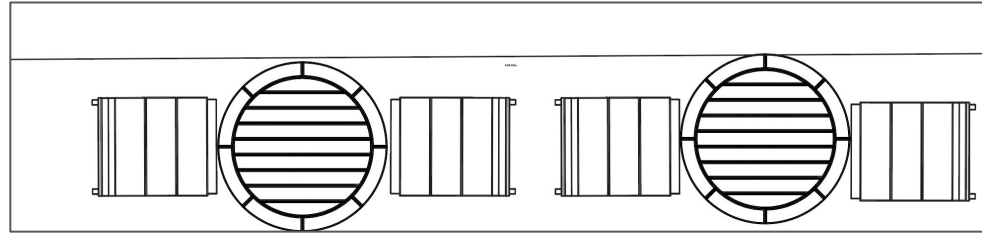
30x36 Size



East Franklin between N. Beasley & N. Church



Jin Jin  
East Franklin between N. Beasley & N. Church



**ORDINANCE TO AMEND CITY OF MONROE CODE OF ORDINANCES  
TITLE XV: LAND USAGE  
CHAPTER 160: DOWNTOWN DISTRICT  
O-2025-31**

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MONROE THAT TITLE XV OF THE MONROE ORDINANCES CREATE AND ADD CHAPTER 160:**

**TEXT AMENDMENT**

**Section 1.** Create new Section 160.10 Outdoor Furniture to read as follows:

**160.10 OUTDOOR FURNITURE.**

(A) *Definitions.* The following definitions shall apply in this Section:

***OUTDOOR FURNITURE.*** All furnishings including tables, chairs, benches, trash receptacles, etc. associated with a business, residence, or building located within the Downtown District.

***RESTRICTED AREA.*** All public sidewalks, alleys, parking lots, entries to buildings, etc. exposed to view from the public streets or sidewalks within the Downtown District.

(B) *Conforming Outdoor Furniture.* All Outdoor Furniture placed within a Restricted Area within the Downtown District must conform, match, and be constructed of the same materials and colors as those acquired and placed in public spaces by the City of Monroe. No Outdoor Furniture may be located in a Restricted Area unless it conforms to the standards required in the Section. However, any Outdoor Furniture existing in the Restricted Area at the time of the effective date of this ordinance may remain as a non-conformity (grandfathered). To maintain its non-conforming status, any such existing Outdoor Furniture must be maintained in good, functional, and orderly condition and must be replaced with Conforming Outdoor Furniture when no longer in good condition.

(C) *Location of Outdoor Furniture.* All Outdoor Furniture must be located within a Restricted Area in such a way as to not impede or restrict the intended purpose of the Restricted Area including access, pedestrian use, vehicular traffic, or other intended use.

(D) *Injuring or Damaging Outdoor Furniture.* No person shall damage, injure, destroy, paint, write, or carve on any Outdoor Furniture within the Restricted Area.

(E) *Enforcement.* The Monroe City Manager is authorized to appoint and designate one or more Enforcement Agent(s) to enforce the provisions of this ordinance. Any violation of any provision of this ordinance, upon written notice by a duly-appointed City of Monroe Enforcement Agent is subject to the following civil penalty in the following amounts:

First Citation	\$100.00
Second Citation for Same or Similar Violation	\$250.00
Third Citation for Same or Similar Violation	\$500.00

(F) Upon Notice of Violation of Subsection 160.10(B), the violator will have up to thirty (30) days to remove the violating Outdoor Furniture. Upon failure to remove within the time allowed, Monroe City Manager (or Agent) is authorized to summarily remove and abate the violation and add the cost of abatement to the amount of civil penalty assessed.

Notices of violation of this Ordinance shall be in writing and may be served by personal delivery to the violator by an Enforcement Agent duly appointed to enforce this ordinance, or served by US Mail addressed to the address of the violator. Service is complete upon personal delivery or depositing the notice by first class United States Postal Services mail.

(G) *Appeal.* A Notice of Violation of this Ordinance may be appealed for a hearing by the violator upon written notice to the City of Monroe with ten (10) days of receipt of the Notice of Violation. Upon receipt of a notice of appeal, the City Manager and/or their designed Hearing Officer shall schedule a hearing to be held within thirty (30) days of receipt of the notice of appeal. The City Manager and/or their designated Hearing Officer shall conduct the hearing during which the violator shall be given an opportunity to offer evidence or testimony regarding the violation. After conclusion of the hearing, the City Manager and/or their designed Hearing Officer shall make a written determination and provide copies to the violator. The written decision of the City Manager and/or their designed Hearing Officer is final and no additional administrative appeals are available. Appeal of any of the summary violations issued pursuant to paragraph B above stays or delays removal of the Outdoor Furniture required in paragraph B above.

**Section 2.** This Ordinance shall be effective upon adoption.

Adopted this \_\_\_\_ day of \_\_\_\_\_, 2025.

Attest:

\_\_\_\_\_  
Robert A. Burns, Mayor

Bridgette H. Robinson, City Clerk