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June 22nd, 2023

Gregg Mandsager, City Administrator
City of West Burlington
122 Broadway St
West Burlington, IA 52655

RE: Proposal to update the comprehensive plan

Dear Mr. Mandsager:

Planning for the future of a community has many benefits. Engaging in a public planning process results in a cohesive vision and strategy to guide the community for the next 10+ years. Bolton & Menk, Inc. has an experienced team that is both innovative and experienced in planning, community engagement, data collection and analysis, and technology. The proposed scope of work that follows includes a different approach to traditional comprehensive planning with a more strategic implementation approach as well as a parallel and coordinated update to the existing zoning and subdivision code regulations (separate contract). The scope includes coordination with the zoning code update to ensure that both work together seamlessly.

Comprehensive Plan Expertise – Over the past five years, our experienced planning team has worked on over 60 comprehensive plans in the upper Midwest, including many in Iowa. We have worked with many communities like West Burlington looking to shape their future proactively and strategically and look forward to working with you.

Useful and Relevant Product – Our innovative approach produces a more practical, illustrative and user friendly plan that focuses primarily on the built environment and implementation. Our team has extensive experience not just writing, but effectively implementing plans, so we are ready to make this plan work for you.

Proven and Experienced Team – Our project team has been assembled based on their direct experience with comprehensive plans and serving cities like West Burlington. They are professionals known for their practical experience, creativity, and commitment to making cities environmentally and economically sustainable. We can provide the City of West Burlington with a full in-house team of professionals for all comprehensive plan elements.

We are excited at the opportunity to complete a planning process with you. I will serve as your Project Manager. Please contact me at 507.740,0121 or by email at mojra.hauenstein@bolton-menk.com if you have any questions regarding our proposal.

Respectfully submitted,
Bolton & Menk, Inc

Mojra Hauenstein, AICP
Senior Planner

Staff Credentials

Bolton & Menk has put together an experienced team to ensure the City of West Burlington receives a comprehensive plan that will provide the blueprint for current and future growth. You have our commitment that staff highlighted in this proposal will be performing and overseeing the work they have been identified to lead.

Greg Broussard, PE

Client Service Manager

Greg will lead the project oversight and overall quality control. He will ensure the city's expectations are met and handle any executive authority requirements in the process. He will also provide the team with valuable municipal engineering insight.

Mojra Hauenstein, AICP

Project Manager

Mojra is a senior planner within our Planning and Urban Design Group who is also an architect. She will provide expertise in visioning, plan drafting and implementation. Mojra spent many years practicing as an architect in the private sector and as a planner in the public-sector. She understands the need for a custom roadmap that inspires and sets the overall goals of the community.

Robin Kaufman, AICP

Public Engagement Lead

Robin will oversee communication and public outreach and engagement to ensure broad community involvement in the process.

Harry Davis, AICP

Planner

Harry will assist the team in evaluating public outreach, data analysis, and implementation strategies for the comprehensive plan. His planning experience provides him insight toward a meaningful and usable comprehensive plan.

Frannie Nielsen

Planner

Frannie will support research, drafting of plan elements, and workshop coordination. Also, her planning experience will assist in technical coordination with the zoning update.

BACKGROUND AND APPROACH

Background

The City of West Burlington is seeking to update the current Comprehensive Plan to develop a unified vision among community members, elected officials, and partners for the community's growth. Identifying this vision of community goals and implementation strategies will position the city well to make sound funding decisions regarding future infrastructure expansion expenditures and community amenity improvements.

As city officials look to the future, the plan will provide clear, workable recommendations and serve as a framework for development policies.

The Plan should inspire, guide, and direct the growth of the community, while being sensitive to existing residents and businesses.

The Comprehensive Plan is the basis for city zoning regulations, as required by Iowa Code Chapter 414. The plan will provide a clear set of goals and objectives to guide development.

Plan Principles

As we work with the city to develop the plan, we will consider smart planning elements, focusing primarily on the built environment. Per Code of Iowa 18B.1 we will consider the integration of Iowa's *smart principles* into the plan:

1. Collaboration.

We will seek input from governmental, community, and individual stakeholders, including those outside the jurisdiction of the entity during deliberation of planning, development, and resource management decisions and during implementation of such decisions. Specifically, we discussed incorporating basic planning education to explain the comp plan purpose and structure and provide a common knowledge platform to the steering committee.

2. Efficiency, transparency, and consistency.

Planning, development, and resource management should be undertaken to provide efficient, transparent, and consistent outcomes. We will use these as guiding principles to provide clarity during points of conflict or confusion.

3. Clean, renewable, and efficient energy.

We will consider sustainable strategies that promote clean and renewable energy use and increased energy efficiency.

4. Occupational diversity and economic development.

We will check that the local economy and community prosperity are at the forefront of implementation actions that lead to diversity of employment and business opportunities, promote access to education and training, expand entrepreneurial opportunities, and the establishment of businesses in locations near existing housing, infrastructure, and transportation.

5. Revitalization.

Adaptive reuse with remediation of sites, or structures that of areas that need attention can lead to new vibrancy. We will look at strategies to revitalize established town centers and neighborhoods by promoting development that conserves land, protects historic resources, promotes pedestrian accessibility, and integrates different uses of property. As discussed, we will look at school sites for potential proadaptive housing use.

6. Housing diversity.

We will study the recent housing study and align policies for diversity in the types of available housing, support the rehabilitation of existing housing, and promote the location of housing near public transportation and employment centers. Specifically, we will look at density and lot sizes to meet emerging needs.

7. Community character.

The plan will respond to local values, identity as well as cultural and physical character of the community. Specifically, we will focus on commercial cores, education partners, housing, and quality of life.

8. Natural resources and agricultural protection.

The plan will balance the intensity and appropriateness of growth with the protection, preservation, and restoration of natural resources, agricultural land, and cultural and

historic landscapes. Specifically, we will look at park amenities and those open spaces and recreational facilities that contribute to quality of life.

9. Sustainable design.

The plan will include sustainable design and conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, air, and materials.

10. Transportation diversity.

The plan will assess and expand transportation options for residents of the community. Consideration will be given to transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality. Specifically, we discussed looking at connectivity of trails, bike lanes and sidewalks.

In consideration of the *smart planning principles*, we proposed the following planning elements, and will confirm these with city staff:

- Public Participation
- Land Use with Map
- Housing
- Public Infrastructure and Utilities with Map
- Transportation with Map
- Economic Development
- Natural Resources, Parks and Recreation with Map
- Pure Land Use Map
- Implementation with matrix

SCOPE OF WORK

Task 1: Project Initiation & Project Management

Mojra Hauenstein will be the Project Manager/Senior Planner, providing oversight and direction and will hold the role of lead planner, and serve as the primary point of contact for the Comprehensive Plan. We will:

- Meet with city staff to review the scope of work, deliverables, timeline, and stakeholders
- Meet with key stakeholders
- Conduct existing data and demographic analysis, inventory physical conditions

- Review previously adopted planning documents from various city departments
- Provide virtual monthly check-in meetings along with a project schedule noting key milestones
- Share draft chapters as the comp plan is developed to ensure alignment throughout the process
- Provide coordination with city staff GIS who will produce mapping for the comp plan
- Provide monthly invoices
- In-person and hybrid meetings will coincide with Steering committee meetings, public open houses, and other in-person public participation events.

Task 2: Data Collection & Public Participation

We will develop a public engagement process to encourage active participation and foster an environment for idea sharing that will engage all segments of the community. The data collected will then be analyzed and placed into the Comprehensive Plan.

Each level of public participation is important, but not mutually exclusive. The process planned for the City of West Burlington includes all levels of citizen participation and can be further customized to fit the needs of the community.

Residents have varying levels of need for involvement in a comprehensive plan. In order to meet the needs of all residents, the project will provide opportunities for public awareness, public education, public input, and public interaction. It is important not only to provide a variety of participation opportunities, but to ensure they are well advertised and marketed for maximum community awareness and participation. Specifically, we understand the importance of engaging with the commercial, housing and school district students and parents from the educational partners in the city.

Robin Kaufman will serve as the lead engagement specialist and will work with the city to provide a custom engagement plan after kickoff.

Task 2.1: Steering Committee Workshops

Our team will work with city staff to determine the steering committee members. We will facilitate three (3),

two-hour workshops with the steering committee to determine a direction for the planning effort.

- **Workshop #1** will be an **in-person** “Visioning Workshop” to determine a direction for the Comprehensive Planning effort. We will review the process, provide maps, data, and projections. The steering committee will complete a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis exercise to identify the most critical community elements.
- **Workshop #2** will be a **virtual** workshop completed after the conclusion of the community survey and include an analysis of the survey results and the SWOT analysis completed by the steering committee. The workshop will seek to consolidate the information gained from the public participation efforts. The steering committee will work to make recommendations on the community goals, policies, and strategic land use direction included in the Plan to achieve the community vision.
- **Workshop #3** will be **in-person** and held on the same day as the public open house. The team will present the steering committee with draft plan components and preview the land use and infrastructure elements prior to the open house.

Task 2.2: Public Open House

Our team will hold one (1) public open house after receiving direction from the steering committee and city staff. Preliminary plans and exhibits will be provided for comment. This open house will allow input on the draft Comprehensive Plan prior to the official public hearing.

Task 2.3: Public Hearing

Our team will provide two presentations for the final Comprehensive Plan: one to the Planning Commission and one to the City Council.

Task 2.4: Online Engagement

Online outreach serves to supplement traditional outreach. To support online outreach, our team will provide updates to the project that the City can post to the existing City website.

Additional services: We have discussed an additional service providing a Story Map which is an interactive website dedicated to the project, managed by us and

provided to the city with a link. This would allow for a more engaged experience and broader outreach.

We also discussed the value of Bolton & Menk's interactive survey, InputID™, with its easy navigation, highly visual platform and gamified feel as another way to augment outreach to different cohorts and technology preferences.

Task 3: Data Analysis & Plan Elements

Our team will prepare population and economic studies of the community. For each of the elements included in the Comprehensive Plan, our team will complete an analysis and provide recommendations. Connected to that effort, our team will include an evaluation of other pertinent community documents that correlate with each plan element and will incorporate or reference the documents as appropriate.

Task 3.1: Plan Elements - Land Use

Our team will review and analyze current local land use conditions and make recommendations for future land use, identifying growth and redevelopment opportunities. Specific tasks include:

- Review and analyze existing land uses, including the land use map and zoning map
- Identify forecasted growth anticipated for the city over the next 20 years in terms of population, households, and jobs
- Establish land use categories and provide designations for each parcel located within the City
- Identify appropriate future, long-term land use designations for all parcels, regardless of existing use
- Provide a Future Land Use Map showing future land use types within city limits and any defined annexation areas
- Mapping will be provided by City GIS staff with coordination from Bolton & Menk planners

Task 3.2: Plan Elements - Housing

The Comprehensive Plan will include strategies for housing that are broad and inclusive to support the development of sufficient quantity and quality of local housing for all incomes. Specific tasks include:

- Analyze the existing housing stock of West Burlington and determine what possible future

needs will arise in the community that should be planned for.

- Determine the amount of high, medium, and low-density residential zoning that should be planned to meet future growth demands.
- Identify housing policies and programs that support housing development goals

Task 3.3: Plan Elements - Public Infrastructure and Utilities

Public infrastructure and the ability to provide reliable and high-quality services is critical to the growth of the community. The team understands that the current needs must be evaluated to determine if the existing capacities can support future growth and will include general recommendations about future expansion. Specific tasks include:

- Review of existing utility plans and existing capacity analyses to determine current conditions of existing utility systems serving the city such as water, stormwater, and sewer
- High level analysis of system expansion needs, if any, to meet growth demands
- Any new or more in-depth analysis and assessments can be provided for an additional fee

Task 3.4: Plan Elements - Transportation

The Plan will include a transportation component however, we understand from our discussion that this is mostly built out and will not require major focus. We will provide policies to guide the community's transportation goals and objectives to meet the needs of the city.

Specific tasks include:

- Assess existing capacity issues and safety issues via high level review of existing traffic reports/data
- Assess presence of alternative transportation modes and make recommendations for bike and pedestrian connections, specifically to the mall
- Map potential future roadway connections to serve future growth areas
- Additional analysis and assessments can be provided for an additional fee

Task 3.5: Plan Elements - Economic Development

The Project Team will conduct an analysis of local economic factors that may influence growth and

development such as spending habits and broadband coverage. Specific tasks include:

- Identify existing and potential commercial uses, as well as industrial, development opportunities for the future.
- Explore competitive advantages that can be leveraged from within and nearby market activities
- Research market needs and opportunities
- Identify areas for new business within the city
- Recommend goals, policies, and strategies to maintain economic competitiveness

Task 3.6: Plan Elements – Parks, Open Space, Agricultural, and Natural Resources

This element is intended to identify goals, objectives and policies aimed at protection of agricultural and natural resources. Specific tasks include:

- Assist city GIS with mapping existing natural resource and agricultural areas, including wetlands and other elements that should be protected or constrain growth
- Inventory and assist city GIS with mapping existing local parks and other recreational facilities
- Recommend how green areas can be enhanced to further quality of life and recreation including walkability and connectivity to trails
- Identify potential for green corridors

We can provide a deeper dive with a Parks Master Plan as an additional service.

Task 4: Implementation Strategy

At the end of the document will be an implementation matrix that identifies the action steps necessary, and a timeline and priority for each. This will include:

- Recommended updates to the zoning code to bring it in compliance with the comprehensive plan
- Other city policy, regulatory, and program changes to reflect comprehensive plan priorities
- Future plans and projects that should be completed to implement plans

Task 5: Final Plan

We want to create a final plan for the City of West Burlington that will not just sit on a shelf but will be a

reference and guide for city officials, residents, and developers.

The final plan document will utilize tables and graphics to eliminate lengthy text as much as possible. It will be concise and easy to navigate. Required text will be written in “plain language”, so it can be easily interpreted. The scope includes the drafting of a plan with supporting appendices, and two (2) rounds of city review.

Deliverables:

Comprehensive Plan

Bolton & Menk, Inc. will provide up to 10 hard copies and a digital copy of the text in MS Word format. If the Story Map option is selected, we will post the comprehensive plan on the story map with interactive demographics. Other print or digital formats are available if desired by the City.

Schedule

Bolton & Menk, Inc. can complete the project within twelve (12) months of authorization. Factors that may impact the project schedule include the ability to schedule a steering committee project kick-off meeting, staff responsiveness to draft content and the public hearing schedule of the City Planning Commission and the City Council adoption.

Fee

Bolton & Menk, Inc. can complete the identified scope for an estimated fee of \$65,000.00. Additional fee considerations will include further refinement to the scope. Bolton & Menk, Inc. will invoice on an hourly basis following our standard fee schedule for time spent on the project. Our team looks forward to further discussion about the additional planning needs of the community and how we can continue to assist the City of West Burlington.

Optional Additional Services (examples provided to city administrator):

- 1) Storymap, interactive project website for the duration of the comprehensive plan update hosted by Bolton & Menk and provided as a link to the city to post: \$3,000
- 2) (1) one InputID™, interactive survey: \$3,500
- 3) Additional Engineering Analysis- TBD