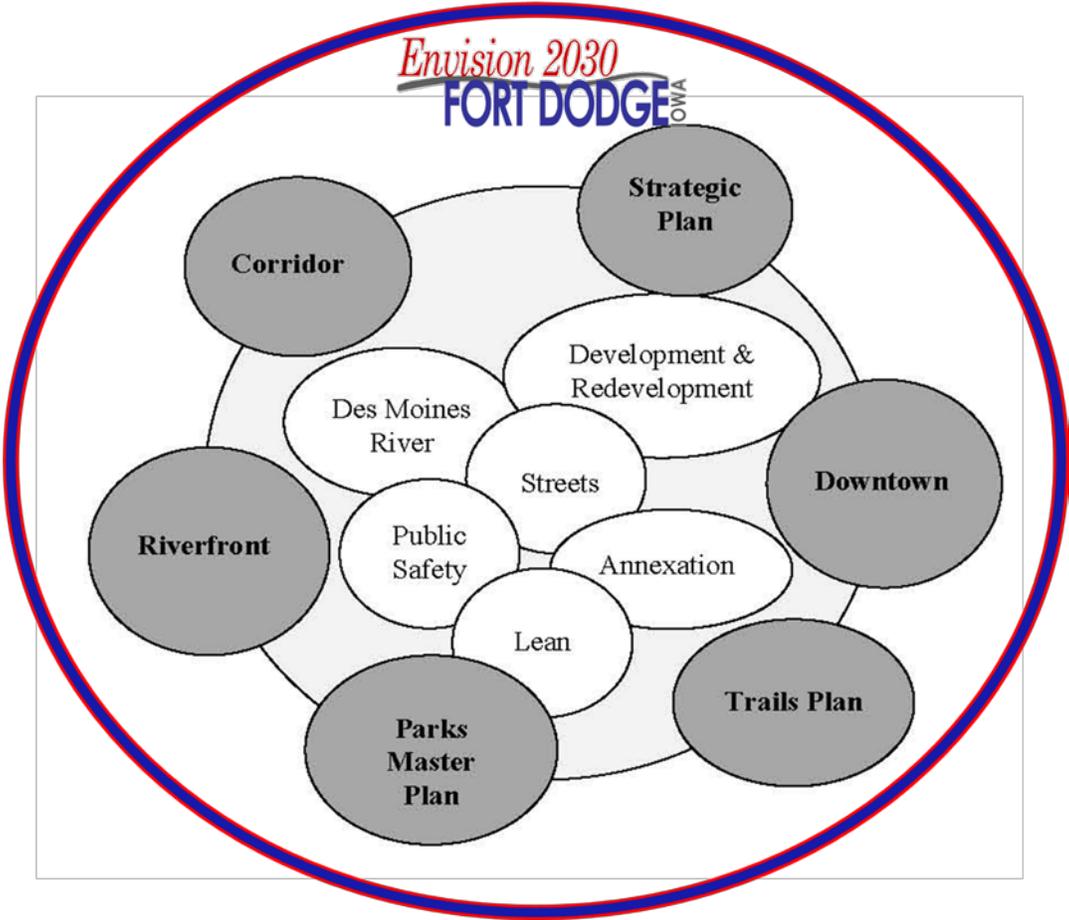


# Re-Envision 2030: Building on Community Progress to Achieve More

*A Comprehensive Plan for Fort Dodge, Iowa*



Request for Qualifications  
July 2014



## *Introduction*

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A qualified planning consultant is sought to assist the City of Fort Dodge in developing a comprehensive plan. The City's existing comprehensive plan dates back to 1970. In 2007, the City underwent an extensive public visioning and input process when its form of government changed. Envision 2030 documented that and was the impetus to much community change. City leaders complete a five-year strategic plan based on Envision 2030 that is reviewed annually. Envision 2030 needs to be revisited to be effective and stay relevant to the community's activities and goals.

The time is right to initiate a collaboration to revisit, evaluate and reestablish the community visions from Envision 2030 and develop that into a formal comprehensive plan. Such a plan will elevate Fort Dodge further in its goal to change and improve the community by integrating the visions with a land use plan, infrastructure plans, prioritization, and fiscal/market analyses.

A consultant is sought to lead the public process and develop a comprehensive plan for Fort Dodge. A skilled facilitator is desired for the public involvement process. Upon selecting a qualified consultant, the City's initial ideas on the public process will be refined to ensure discussions are framed for productive, quality dialogue. The goal is to work with the visions of Envision 2030 and build upon them, rather than start with a blank slate. The consultant will also demonstrate experience in developing new land use plans, corresponding infrastructure or other plans, fiscal impact studies for plan recommendations as well as detailed revisits of area plans. The City anticipates providing substantial assistance on administrative functions like scheduling any/all meetings, coordinating all data and information needed, reviewing draft documents, and more; all with the goal of keeping the consultant working on the technical components and development of the plan.

Funds available for this project are estimated to range from \$150,000-200,000. Not all funds have been secured at this time. Anticipating funds will be raised; this Request for Qualifications is being issued. Responses are requested by 5:00 p.m. on August 29, 2014.

## *Description of the Project*

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A qualified planning consulting firm is sought to develop a comprehensive plan for the City of Fort Dodge. The ideal qualifications include a team consisting of a trained and skilled facilitator; planning, environmental resources; architectural and engineering expertise; as well as an economic development specialist/financial analyst. The anticipated role of each area is briefly envisioned as:

- Facilitator – Lead the community engagement process.
- Planner, environmental resources, architect and engineer – A variety of activities are anticipated that would require these experts such as: developing a land use plan (in particular, attention to airport area planning and zoning), creating/identifying corresponding infrastructure plans (roads and utilities), completing detailed revisits of area plans (such as a Riverfront redevelopment, land protection and ecological resources management, and the like), developing conceptual layouts/images of new visions, as well as creating cost estimates for priority projects.

- Economic development specialist/financial analyst – The land use plan should include a market study to ensure the strategy it identifies will provide appropriate amounts of land for each use. Too much or too little of any type of use can have impacts for years to come. In addition, such analysis is anticipated to ensure proposed uses, like those along the Riverfront, are viable ideas. Discussion on the costs and benefits of redevelopment, also become an important economic consideration in land use planning. For each plan priority, a general, yet realistic financial strategy grounded in availability of funds/grants appropriate is desired.

The initial scope of work is anticipated as follows:

- Review existing plans & policies (see Attachment A for list of plans)
- Review completed pre-work
- Facilitate regular Steering Committee meetings
- Engage public throughout process
- Identify topics of importance to be addressed in Comprehensive Plan
- Develop a land use plan (incorporated area as well as 2-mile jurisdiction, including airport and riverfront planning)
- Expand Riverfront planning efforts to the entire County (provided DNR funding is provided) per project description in Attachment B. Coordinate with American Rivers. See Attachment B for description of anticipated efforts to occur by American Rivers.
- Develop recommendations
- Prioritize an action plan
- Begin implementation
  - Zoning ordinance (airport district, if funding is provided)
  - Riverfront activities
  - 1-2 other actions
- Adopt Comprehensive Plan

The Comprehensive Plan is anticipated to be a topic based plan. Rather than the traditional chapter or Ten Smart Planning Principles formatting of a written plan, the organization of Fort Dodge's Comprehensive Plan is envisioned to focus on selected priority topics. The Ten Smart Planning Principles are then integrated through the use of data or other information, as appropriate for each topic. Consideration to a unique format and layout of the final plan is also desired. A visual presentation of data and priorities, such as that done by Burlington, VT in Plan Downtown BVT, should be considered and discussed with the City (see excerpts in Attachment C).

Prior to this request for qualifications, the City of Fort Dodge's planning staff met with all City department heads to develop an initial list of key issues. External interviews were also completed with staff representing the County, Iowa Department of Natural Resources, Greater Fort Dodge Growth Alliance, Iowa Central Community College, Fort Dodge Community School District, and Iowa DNR. Attachment D is the list of potential topic areas, with preliminary subtopic components of each one. Development of a Comprehensive Plan for Fort Dodge should consider all of these areas. A couple of those topics may be required, based on funding, such as airport planning and riverfront planning. In addition the scope may expand to address riverfront planning county-wide, if DNR funding is provided. The DNR will participate in the process as well.

A variety of techniques may be used when it comes to community engagement. Attachment E provides the City's ideas on the potential process and thoughts on the number of times they should be employed during the process. Actions to date have also been noted. The City is open to suggestions the consultant may have regarding changes to this outline. Attention to approaches that effectively and productively involve a primarily blue-collar community is important. It is anticipated that community engagement will comprise 20-25% of the project budget.

Consultants are also invited to propose additional services that may provide for meaningful enhancements to the City's comprehensive plan.

### *Description of Services Required*

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A qualified consultant will be selected that demonstrates a team collaborating to identify the steps and approach to successfully complete a comprehensive plan for the City of Fort Dodge. A team comprised of experienced and skilled professionals in the areas needed to develop such a plan: facilitator, planner, environmental resources, architect and engineer, as well as economic development specialist/financial analyst is desired. The qualified team may be comprised of several consulting firms or one firm that has on-staff expertise in these areas. Responding consultants must demonstrate experience and successful completion of a comprehensive plan or master plan by that team. Emphasis will be placed on identifying a team that brings the appropriate skills/professions to the corresponding project components. The City recognizes that an experienced planner or engineer, may not necessarily be the right facilitator for public engagement or knowledgeable in completing a market study. Creating a team that involves the right professionals for the right task is of utmost importance.

The qualified consultant team should explain their experience collaboratively working with a client to refine and finalize the comprehensive plan scope and schedule. The previous section identifies preliminary work thus far on topic areas and the public engagement process. The consultant team is encouraged to provide examples of how a scope was refined, including a description of how the team may have redirected the effort from the outline initially presented and explain the outcome of the project.

The qualified consultant team should explain their experience crafting public engagement and working with local government to refine and finalize that scope in a manner that will be effective with that community. Fort Dodge is a community of 25,000 with a median household income of \$38,292. 17.3% of the community is below the poverty level. The median value of owner-occupied homes is \$79,900. 85% of the population is a high school graduate or higher. Nearly 20% of the population has a bachelor's degree or higher. A potential public engagement outline was suggested in the previous section, however the City would like to work with the selected consultant to refine and finalize the scope based on their experience of effective and economically reasonable methods.

An overall broad-brushed plan is not desired. Fort Dodge's comprehensive plan must include sufficient detail and analysis to support each recommendation. The process must include developing broad-based support for the recommendations of the plan, through public engagement of this process. The analysis and public engagement is desired so that at completion, the City can focus on implementation rather than

justifying the recommendations. It is understood that there may be one or two priorities that could require in-depth study beyond the scope of the comprehensive plan. If that is the case, anticipating these situations is helpful by setting an expectation of project process and information in the final document. This is not to imply detailed work plans for each recommendation; rather that sufficient information is available to support the purpose of the recommendation. An example of the detail and analysis desired on the land use plan is that it not only consider the land use type by observing existing uses or areas of transition (as observed through rezonings or recent redevelopments), but also the overall land use type’s economic viability and impact. Too much or too little of any type of use can have impacts for years to come. As another example, designating an area for multi-family could lead to a transition of historically large single-family homes into an area of overcrowding and subsequent disinvestment. Issues like this need to be specifically considered in development of the land use plan, with conversations as appropriate. Such level of detail is desired with any of the topics included in the plan. The consultant team is encouraged to provide examples of in-depth work in 3-4 different topic areas to demonstrate their qualifications, particularly in land use issues and riverfront planning.

A portion of this effort’s funding may come from DOT airport grant and/or the Iowa DNR. If that is the case, then particular attention to the requirements of those grants will need to be further integrated into the scope. Attachment B provides an initial outline of a vision and needs for riverfront planning, for DNR participation. Attachment F is a copy of the grant request to the DOT Office of Aviation.

The qualified consultant team is encouraged to describe various formats for which they have provided a comprehensive or master plan’s final recommendations. Initially, the City desires an end result that provides, at a minimum, the following information:

<b>Recommendation Type</b>	<b>Time Frame</b>	<b>Responsible Party</b>	<b>Fiscal Reality Check</b>
Policy action	Immediate	City dept. name	Funding source
Action strategy	0-2 yrs.	External org. name	Source’s capacity within timeframe
Project initiative	2-5 yrs. 5-10 yrs.	Other?	Bonding capacity Other?

The consultant team is encouraged to provide examples of recommendation formats and where possible explain what formats/information lend to implementation.

Teams responding to this request for qualifications should indicate the timeline necessary to complete this effort. The City anticipates approximately one year for completion. Upon selection of the qualified consultant, the project scope will be refined, a project schedule will be developed (including major project milestones such as public meetings), and a cost proposal will be developed by the consultant, all in collaboration with the City.

### *Amount Budgeted*

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The City anticipates being able to assemble up to \$200,000 for consultant services related to developing the community’s comprehensive plan. The project includes three basic components and a general percentage of the project has been identified, for the purpose of securing various grants that each desires to fund certain components of the plan.

<b>Component</b>	<b>Estimated Percentage of Project</b>
Community engagement	20-25%
Land use/infrastructure plans	40-50%
Detailed revisits to area plans (Downtown Plan, Riverfront Plan, Parks & Recreation Master Plan, Corridor Plan)	20-25%

It is possible the focus could adjust, dependent on funding. This will continue to be balanced as a project scope is refined and a project timeline confirmed.

A majority of funding sources (and amounts) should be solidified by October 1, 2014.

Statements of qualifications and proposals should include information on recent comprehensive plans the consultant has completed and how they were satisfactorily completed within the initial project budget.

### *Type of Contract*

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A fixed-price contract is anticipated. All services required to complete a comprehensive plan for Fort Dodge should be within the contract. Additional, extra-cost options may be incorporated for items like additional copies of the plan, additional meetings beyond the initial agreed-upon number/scope, or other non-traditional expenses that are tough to foresee at the onset of a project. Any of these shall be communicated in advance and shall not be communicated at the end or implied to impact the project’s successful completion as initially represented. The consultant is asked to provide a contract that includes all deliverables traditionally included in the scope of work for a comprehensive plan. If supplemental services are needed for this project, this must be discussed and justified, upon agreement they could be added to the scope without a future competitive bid process. Additional costs would need to be discussed and justified as to why they were unforeseen expenses, in advance and not to impact the project’s successful and timely completion.

### *Qualifications*

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Information demonstrating qualifications in the areas identified in the *Description of Services* section is desired. The statement of qualifications should specify who is on the primary project team, with short resumes on those specific individuals. Additional personnel that will support the project may be specified

with even briefer information. Resumes should include specific information on recent continuing education (whether by workshop or reading), certifications, and the like in the area of expertise.

Evaluation of qualified consultant teams will include, at a minimum:

- Identified team lead, for the entire project.
- Demonstrated ability to complete an innovative and realistic comprehensive plan. A plan that is visually appealing, easy to read, easy to understand for a lay-person, and motivates the community to move forward.
- Acts as a team with City and its partners to ensure local ownership of the plan, specifically:
  - Broad-based public support of the plan before official support is requested (of Council),
  - Initiating implementation of 1-2 of the most important recommendations and 1-2 of the easiest to accomplish, prior to ending the planning process. If funding is provided by the DOT and/or DNR, then actions related to those areas must be moving forward prior to or in-synch with Plan adoption, and
  - Bringing partners to the table and organizing for implementation.
- Developing/empowering steering committee and elected officials to be spokespeople for the Comprehensive Plan's goals/process. This may involve supplying them with talking points on priority recommendations or discussions during the Plan's development.
- Develop local champions that will work toward the adoption of the plan.
- Project examples and references that demonstrate the above.

If the team has experience working on projects with American Rivers, please provide information on that.

Desired characteristics include:

- A demonstrated and solid commitment to planning principals, with the ability to bring sound data and principles of land use, riverfront redevelopment, airport planning, economic development, transportation systems and utilities when analyzing community issues and opportunities to form realistic/data-supported recommendations.
- Ability to integrate land use recommendations with any of the priority topics of this Plan as well as with the State's Ten Smart Planning Principles.
- Ability to utilize existing plans as a springboard and use the public engagement process along with planning data to further those initial goals and recommendations, revisiting, evaluating and reestablishing the community vision at this point in time.
- Charismatic leader that is proven to be engaging, dynamic, and effective. The ability to gain trust of a public group and artfully lead them through a productive discussion with action outcomes.
- Creative and practical not only with recommendations but also in group discussions. For example, using a variety of techniques throughout the public engagement and planning processes.
- Strong graphic abilities, to illustrate data and recommendations. (And consider how the final plan should be provided, for example whether brochures should be created that summarize each chapter and are the main handout during the life of the Plan.)
- Professionals with experience in non-metropolitan mid-sized communities, being a regional center.
- Motivated for results.
- Highly communicative.

- Balanced, practical and effective use of technology. Accessibility to the Fort Dodge community is more important than flashy new approaches. Community-wide engagement must occur.

### *Evaluation Criteria*

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Proposals will be evaluated based on qualifications as well as the proposal’s relevance to the *Description of the Project* and *Description of Services Required*. Scoring of the proposals is generally envisioned to include:

<b>Topic</b>	<b>Points</b>
A. Statement of Understanding	5
B. Description of Project (Project Approach)	5
C. Description of Services to be Provided	5
D. Project Team	15
E. Qualifications	25
F. Experience (individuals & team, specifically for such a project as described)	25
G. Timeline	5
H. Additional Information	10
a. References	
b. Other	

The review and selection team may include: the Director of Business Affairs, Community Growth & Engineering, City Manager, Senior Planner, Mayor and Councilmember. The selection team will make a recommendation to the City Council who will be the final authority on the consultant selection.



### *Directions for Submission*

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Responses must be received by 5:00 p.m. on August 29, 2014. Six paper copies along with an electronic version should be provided to:

Chad Schaeffer, PE, Director of Business Affairs, Community Growth & Engineering  
City of Fort Dodge  
Fort Dodge, IA 50501

Proposals shall be no longer than 20 pages double sided. Appendices, maps, drawings, other back up materials may be in addition to this limit, provided they are applicable and reasonable in quantity.

To ensure a fair and objective evaluation of all proposals, all inquiries must be in writing to the Senior Planner and Chad Schaeffer, Director of Business Affairs, Community Growth and Engineering. The City will be open to meetings with consultants to discuss the Request for Qualifications. If that occurs, questions or information will be documented and an addendum will be issued with the City's responses. Such addendum will be e-mailed to all known RFP recipients as soon as possible.



*Schedule for Selection Process*

Activity	July			August				September					October				
	14-18	21-25	28-31	4-8	11-15	18-22	25-29	1-5	8-12	15-19	22-26	29-	-3	6-10	13-17	20-24	27-31
Publish Request for Qualifications	█																
Responses due							█										
Selection team review								█	█								
Interviews with 3-4 consultants										█	█						
Scope refinement (City & consultant)													█	█			
Project schedule (consultant)														█	█		
Cost proposal														█	█		
Recommendation provided at Council meeting															█	█	
Project kick off																	█



**Attachment A**  
**List of Existing Plans**

Downtown Plan (2008)  
Corridor of Commerce Action Plan (2009)  
Riverfront Master Plan (1999)  
Envision 2030 (2007)  
Recreational Needs Assessment & Master Plan (2008+/-)  
RA Smith Study (2007)  
Trail plans (2003, 2010+/-)  
Housing Assessment (2012)  
Extraterritorial Joint Land Use Study, City of Fort Dodge and Webster County (2002)  
Wayfinding Design Guidelines (2012)  
Downtown Design Guidelines (2010)  
Northwest Neighborhood Planning Initiative (2013)

**Attachment B**

**DNR Riverfront Planning Scope**

*A Collaboration between Webster County, City of Fort Dodge, Iowa DNR, and American Rivers*

Purpose: To assist Webster County citizens in developing a common vision and plan for its scenic river and stream corridors, trail corridors, and habitat corridors, and identify common elements in coordination with City of Fort Dodge, Iowa Department of Natural Resources, and other connected communities.

**Webster County  
Conservation**

<b>Task #</b>	<b>Task / Deliverable</b>	<b>Detailed Explanation</b>
<b>W1</b>	<b>Review of Data, Plans, Documents and State Water Trail / Trail / Public Lands Context and Priorities</b>	<p><b>A.</b> Review Iowa DNR Water Trail Plan, Development Manual, and current planning documents and worksheets provided by Iowa DNR and Iowa DOT statewide plans and priorities (Trails Plan 2000 and ongoing Iowa Bicycle and Pedestrian Long-Range Plan).</p> <p><b>B.</b> Conduct interviews with DNR Water Trails staff and Webster County Conservation staff regarding existing plans at the City and County levels.</p> <p><b>C.</b> Gather relevant existing local-regional plans and / or cooperative agreements among relevant entities.</p> <p><b>D.</b> Interviews: review of management approaches of all public land managers to determine opportunities and constraints for yet-to-be defined development and conservation initiatives</p> <p><b>E.</b> Order valley-to-valley corridor cultural review (Office of State Archaeologist is familiar with study area criteria) and fish / wildlife species review within same corridor from Iowa DNR. Use this data to model areas likely contain high quality resources and habitats easily avoided in development and establish conservation, interpretation, or protection priorities.</p>

**F.** Develop geodatabase similar to water trails example (provided), including parcel information, public land ownership, all trails and water trails and broad surface trail corridor possible routes, recreational use and economic spending data (ISU CARD) land-cover, special zoning river migration information, species of interest, cultural information, water access / segment data collected by WCCB staff, land acquisition priorities by any land managers. City of Fort Dodge, Iowa DNR Water Trails, and Webster County Conservation staff and other involved consultants.

**G.** Technical review of promising trail / water trail corridors and connections with focus on surface trails (hard and soft trails) that connect water access, parks, and other green spaces. Consider factors such as existing protections, technical / cost feasibility, and significance (vista points, destinations, etc.)

**H.** 2-Page summary with supporting presentation maps developed for interagency team review and next phase public outreach. Mapping should show potential broad corridors for possible trail development, water trails, trailheads intended for landowners to understand what could be considered. Mapping support provided for other consultants interacting with land managers and law enforcement.

**WC2      Public Listening**

**A.** Recruit core **Webster County River, Trail, and Green Space Steering Committee** consisting of key city and county staff, elected leaders, economic development interests, community service organizations, recreational enthusiasts (anglers, paddlers, cyclists, hikers, mountain bikers), key museum / local attraction staff, economic development and tourism officials, land managers, and others with a stake in the future of the river, trail, and greenway corridors.

**B.** Steering Committee kick-off meeting, facilitated to discuss listening efforts, ideas and goals they bring to the table.

**C.** Open house located in Fort Dodge with county-wide invitation to determine the citizenry's future demands, perceptions, ideas, and concerns related to streams, green space, and trails in Webster County.

**D.** Digital listening. Examples may include web-based survey promoted by social and traditional media, targeted phone-based polls for issues with potential for controversy, etc., Paper versions of survey made available at CCB headquarters and City Hall.

**E.** Landowner open houses -- Invited to one of 2 special open houses to hear ideas and concerns; one north of Fort Dodge, one south of Fort Dodge. Landowners adjacent to the rivers, adjacent to public areas, and adjacent to existing or within potential broad trail corridor areas will be consulted. Identify landowners (with addresses) that are willing to help solve problems for law enforcement staging on property, etc). Surveys or verbal comments collected at end of meeting.

**F.** Facilitated Steering Committee meeting presents known information about river segments, calling out challenging conditions, access spacing, hazards, and other factors affecting Water Trail Experience Classifications. Apply steering committee member input by getting their future goals for various segments if they could change elements (hazard reductions, new or improve accesses or facilities, accesses removed, maintenance increased, etc.)

**G.** Update geodatabase with public land manager and law enforcement / emergency management recommendations (from other consultant). Convene Steering Committee to review feedback. Facilitate steering committee vision.

**WC3 Existing Conditions and Recommendations Report**

**A.** Existing Conditions / Recommendations Report delivered to steering committee for review. Report should consist of recommended surface trail / bike route corridors linking parks and other public spaces, water trail usage classifications, early infrastructure project recommendations for design and construction, and potential goals, visions, and rough probable opinions of cost about project costs, funding sources for public and agency vetting. Recommended goals and strategies for conservation, protection, or other public land use strategies.

**B.** Updated geodatabase with corridor recommendations supplied to City of Fort Dodge, Iowa DNR Water Trails, and Webster County Conservation staff and other involved consultants.

**WC4 Vision & Goals**

**A.** Facilitate with Steering Committee to develop vision and goals for Trails, Water Trails, and Green Space corridors throughout Webster County. Categories may include but need not be limited to conservation, recreational facility development, management, and future marketing. Brainstorm which elements are doable in the near term, mid-range, and long term, considering permit issues, other constraints, available funding, and enthusiasm / impact for the idea.

**B.** Based on vision, facilitate brainstorming on unified naming or branding for combined Trail, Water Trail, and Green Space components that will set the area apart and can be used marketing impact well into the future.

**C.** Test vision elements with citizens, soliciting feedback via Web-based and / or paper surveys available at City Hall or Webster CCB headquarters.

**D.** Finalize Vision and Goals.

**WC5 Master Plan**

**A.** Develop a visually attractive, conceptual level master plan that supports county efforts with references and connections to City Comprehensive Plan. Plan should have probable opinion of cost for built infrastructure. Plan should address Water Trail Experience Classifications, and reference any planned conservation elements.

**B.** Solicit steering committee feedback on draft. Present plan elements to Webster County Conservation Board. Finalize plan with approval from Webster CCB.

**C.** A supply of 200 hardcopies of the Master Plan will be printed and distributed among project partners.

Purpose: As a part of the City’s Comprehensive Plan development, assist Fort Dodge citizens in developing a common vision and plan for its scenic river and stream corridors, trail corridors, and habitat corridors, and identify common elements in coordination with City of Fort Dodge, Iowa Department of Natural Resources, and other connected communities.

**City of Fort Dodge**

<b>Task #</b>	<b>Task / Deliverable</b>	<b>Detailed Explanation</b>
<b>FD1</b>	<b>Review of City Plans, Documents and Context</b>	<p><b>A.</b> Review City's 1999 Riverfront Master Plan; west-end downtown district past planning , and other items reviewed under <b>Task W1</b>.</p> <p><b>B.</b> Conduct interviews with City staff regarding existing plans at the City and County levels identifying issues, potential. Submit report to other consultants.</p> <p><b>C.</b> Inventory of city-owned lands, land cover, zoning and designations, and pollution, source water protection plans, water accesses, water features, water hazards, and other elements that may affect recreational development, open space restorations, or land protection visions. Submit data for geodatabase to other consultants.</p>

**D.** Review and documentation of current land uses and zoning. This will set the stage for considering what future land uses should be and future policy changes such as changing zoning districts. Review of permitted uses of zoning districts then considers which district is appropriate and/or if amendments to zoning policy will be needed in the future.

**E.** Interviews: Review of management approaches on city lands, and maintenance / management approaches at various facilities within the potential green space corridor to determine opportunities and constraints for yet-to-be defined development and conservation initiatives

**F.** Technical review of promising trail / water trail corridors and connections with focus on surface trails (hard and soft trails) that connect water access, parks, and other green spaces.

**G.** 2-Page summary with supporting presentation maps developed for interagency team review and next phase of public outreach. Mapping should show potential broad corridors for possible trail development, water trails, trailheads intended for landowners to understand what could be considered.

**FD2 Public Listening**

**A.** Recruiting Fort Dodge Urban Waterfront Steering Committee specific to the Fort Dodge waterfront master plan. This committee will have some members in common with the county steering committee, but also include localized business owners, neighborhood association members, park staff and others identified in City staff interviews.

**B.** Urban landowners -- Will be specifically contacted to invite them to at least one open house to hear ideas and concerns specific property owners adjacent and nearby to the city's waterfront parcels and trail corridors or possible corridors within the city limit Fort Dodge. This will be done in conjunction with the process and public meetings that will be held to develop the future land use map. Surveys or verbal comments collected at end of meeting.

**FD3 Existing Conditions and Recommendations Report**

**C.** Digital listening. Examples may include web-based survey promoted by social and traditional media, targeted phone-based polls or open houses for issues with potential for controversy, etc. Paper versions of survey made available at CCB parks and City Hall.

**D.** Analysis report identifies themes, concerns, items that need to be addressed in planning, land use and zoning, or further listening recommendations if serious threats to future projects are identified. Submit to City of Fort Dodge, Webster CCB, Iowa DNR Water Trails staff and other consultants.

**A.** Convene downtown owners (and particularly “west end” business owners) for ideas and concerns related to land use and downtown connections to the waterfront.

**B.** Meet with the Downtown Self-Supported Municipal Improvement District for ideas on land use and connections to the waterfront.

**C.** Identify extent of area outside of the River channel proper that will be included in the land use and zoning analyses recognizing that future state for land uses and zoning can have a significant impact on the success of the riverfront recommendations. (For example, if a goal is to make the riverfront a destination and hub of activity, then appropriate residential densities are needed to support that.) In addition, considering the physical connection of the Riverfront to the Downtown is important.

**D.** Facilitate three (3) Urban Waterfront Steering Committee meetings to discuss riverfront master plan elements, trail planning, land use, and open space planning within city limits. This shall be one of the focus groups to be conducted during the City’s Comprehensive Plan effort and coordinated as a chapter of the Plan. The groups should also explore connections with out-of-city limits destinations, shared facilities, land protections and management of city lands that may influence the Fort Dodge Comprehensive Plan. Use similar process described in Task WC2.F to develop vision for in-river-channel vision for the community based on Water Trail Experience Classification criteria.

**E.** Existing Conditions / Recommendations Report delivered to steering committee for review. Report should consist of recommended surface trail / bike route corridors linking parks and other public spaces, water trail usage classifications, future land uses, early infrastructure project recommendations for design and construction, and potential goals, visions, and rough probable opinions of cost about project costs, funding sources for public and agency vetting. The vetting is particularly important as a majority of the recommendations must be implementable. Therefore more than a listing of funding sources must be addressed with the plan. The ability and willingness for local funds to be allocated to recommended projects, in conjunction with grant opportunities, must be evaluated for the 20-year life of the Comprehensive Plan. Recommended goals and strategies for conservation, protection, or other public land use strategies (such as zoning policy amendments).

**F** Supply the updated geodatabase with corridor recommendations to City of Fort Dodge, Iowa DNR Water Trails, and Webster County Conservation staff and other consultants.

**FD4 Vision & Goals**

**A.** Facilitate with Steering Committee to develop vision and goals for Trails, Water Trails, land uses (including open space corridors), and other physical improvements that tie into identity concepts (such as art, building design, etc.) throughout Webster County. Categories may include but need not be limited to conservation, recreational facility development, management, and future marketing. Brainstorm which elements are doable in the near term, mid-range, and long term, considering permit issues, other constraints, available funding, and enthusiasm / impact for the idea.

**B.** Based on vision, facilitate brainstorming on unified naming or branding for combined Fort Dodge waterfront components that will set the area apart and can be used marketing impact well into the future.

**C.** Test vision elements with citizens, soliciting feedback via Web-based and / or paper surveys available at City Hall or

Webster CCB headquarters.

**D.** Finalize Vision and Goals.

**FD5 Master Plan**

**A.** Draft a visually attractive, conceptual level plan that supports city efforts with references and connections to the County plan. Plan should have probable opinion of cost for built infrastructure. Plan should address land uses, infrastructure, Water Trail Experience Classifications, and reference any planned stewardship, at a minimum.

**B.** Solicit steering committee feedback on draft. Present plan elements at City Council workshop. Finalize plan with approval from City of Fort Dodge.

**C.** Printing of either 50 hardcopies of the Comprehensive Plan or 200 hardcopies of the Riverfront chapter brochure will be desired for distribution among project partners.

Purpose: To form a cooperative agreement with Iowa DNR to assist city and county planning efforts in facilitating communication and coordination and problem solving among public land managers, law enforcement, and emergency management.

**American Rivers**

Task #	Task / Deliverable	Detailed Explanation
AR1	<b>Field Inventory of Water Accesses and Water Segments</b>	<b>A.</b> Assist with two days of water access and segment inventory field work with Webster County conservation staff.
AR2	<b>Review of Public Input.</b>	<b>A.</b> Attend stakeholder meetings, landowner and public open houses listed in other consultant tasks Review other summaries and Existing Conditions reports.

**AR3 Convene Public Land Managers**

**A.** Meet with staff of access-owning land managers to discuss maintenance programs, management, and capacities. Discuss implications of management and maintenance of various Water Trail Experience Classifications (WT Development Manual, Table 2-1) using worksheets. Send ~2-page summary to Steering Committee members and other consultants.

**B.** Develop example draft of county-wide water trail facilities and river segment maintenance plan for review and discussion by DNR Water Trails / DNR Wildlife / DNR State Parks / WCCB / City of Fort Dodge staff. Send ~2-page summary to Steering Committee members and other consultants.

**C.** Supply **Task W1.E** cultural / habitat reports to land managers in advance of meeting to discuss existing conservation and protection goals and plans. Involve museum staff or historical societies as relevant. Discuss issues related to potential for habitat restoration with joint strategies and priorities (such as prairie restoration, woodland management, streambank restorations, acquisition or conservation easement zones, etc.). Identify capacity needs and potential funding for projects.

**D.** Lead land manager review of Steering Committee Experience Classification Recommendations. Draft a conservation / habitat management recommendations report, combined with finalized future condition recommendation

**E.** Convene to discuss future management and maintenance scenarios, sharing short term on long term potential for staff and equipment sharing through agreements, trades of land, etc. with a goal of efficiently establishing clear lines of responsibility for various existing and planned water trail elements (signage, infrastructure, campsites, programming, land management, etc.) Provide assistance and bring in additional experts / funders as needed (Trees Forever, DNR district forester, local Fort Dodge Museum staff / historical societies, etc.)

**F.** Develop Webster County-level or more specific survey(s), methods, and Scope of Work, and lists of consultants to solicit that Iowa DNR can use to hire consultants to poll opinions for potentially controversial topics, including low-head dam mitigation, river corridor protections recommended by land managers, proposed new trail corridors, etc.

**AR4 Land Manager  
Recommendations**

**A.** With committee contributions, draft outline-level recommendations for combined surface and water trail maintenance plan for existing conditions, for potential future negotiations or adoption, use of GIS resources, etc.

**B.** Draft and finalize a summary report including public land manager recommendations about reasonable Water Trail Experience Classification along with suggestions for future infrastructure or management changes envisioned by Steering Committee. Recommendations should balance recreation and tourism goals from steering committee with natural resource conservation / protection, management and maintenance loads, etc. Work with consultant for related mapping to express in geodatabase.

**AR5 Convene law  
enforcement /  
emergency  
management staff**

**A.** Convene meeting with law enforcement and emergency management with open lines of communication to land managers. Focus on relevant land owner and land manager concerns outlined in other consultant listening reports.

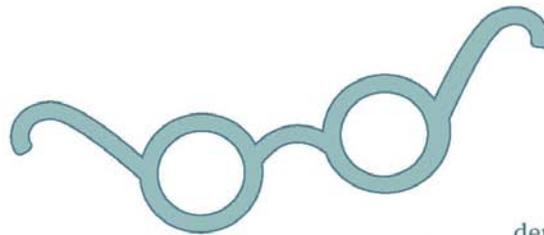
**B.** As relevant, research and introduce tactics for dealing with issues (typically illegal dumping, disorderly recreational behavior, trespass, recreational litter). Tactics may include but are not limited to infrastructure changes (closing or moving an access, adding parking, etc.) communication / coordination, links to DNR Keep it Clean / Keep it Fun, or Keep Iowa Beautiful programs, neighbor / landowner involvement, etc.



**C.** Draft and finalize a summary report including law enforcement and emergency management recommendations about reasonable Water Trail Experience Classification along with suggestions for future infrastructure or management changes envisioned by Steering Committee. Recommendations should balance recreation and tourism goals from steering committee with implications for law enforcement, emergency management, natural resource conservation / protection, potential for increase loads, etc. Work with consultant for related mapping to express in geodatabase.

**Attachment C**  
Example of Burlington, VT Downtown Master Plan Layout

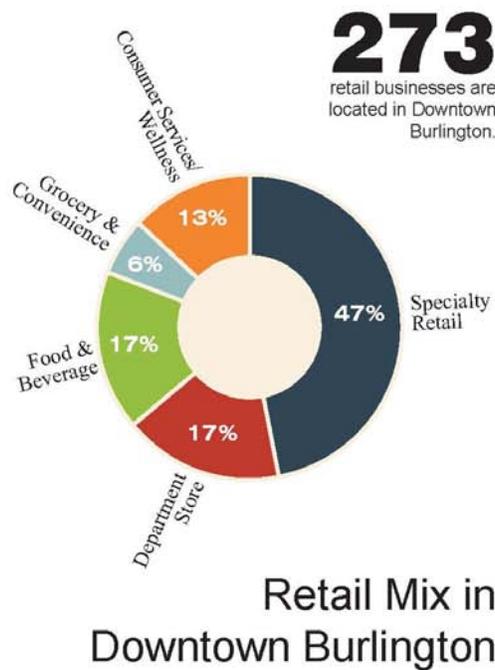
# SO, YOU THINK YOU KNOW BURLINGTON?



**... LOOK AGAIN**

Sometimes a gap exists between perception and reality. Phase 1 of planBTV studied demographics, transportation, parking, housing, and economics to clarify the facts and more accurately understand the challenges faced by the city, as a baseline for planning.

## ECONOMIC INSIGHTS



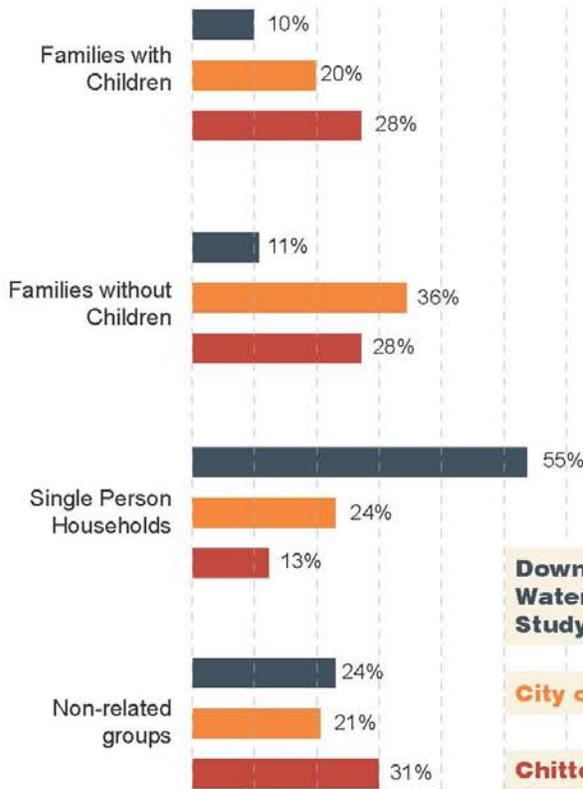
**7** The number of stores the average Downtown shopper visits after parking once.

**1** The number of stores the average shopper visits in a suburban location such as Taft's Corner after parking once.

**100,000 to 200,000 Square Feet.**  
of new retail can be supported in Downtown Burlington.

Burlington has managed to achieve a healthy majority of specialty retail shops, anchored by department and grocery stores, each benefitting from the presence of the other. This diversity of options and experiences is what sets Burlington apart and is key to its future success.

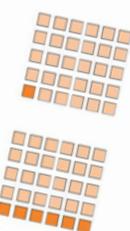
## HOUSING INSIGHTS



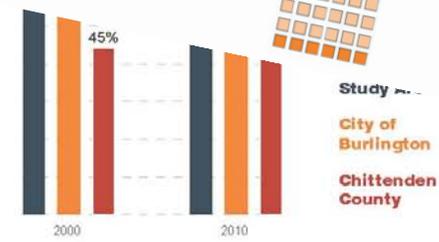
## Types of Households 2010

### Properties in the Downtown Improvement District

account for  
**2%** of the total acres of land in Burlington  
but pay  
**22%** of the taxes



For cities with a finite amount of land, it makes sense to look at the value that buildings generate by land area consumed to clarify where it makes sense to invest in infrastructure to support development.



### Population Under 35

**63%**  
of Burlingtonians are under 35 years old.

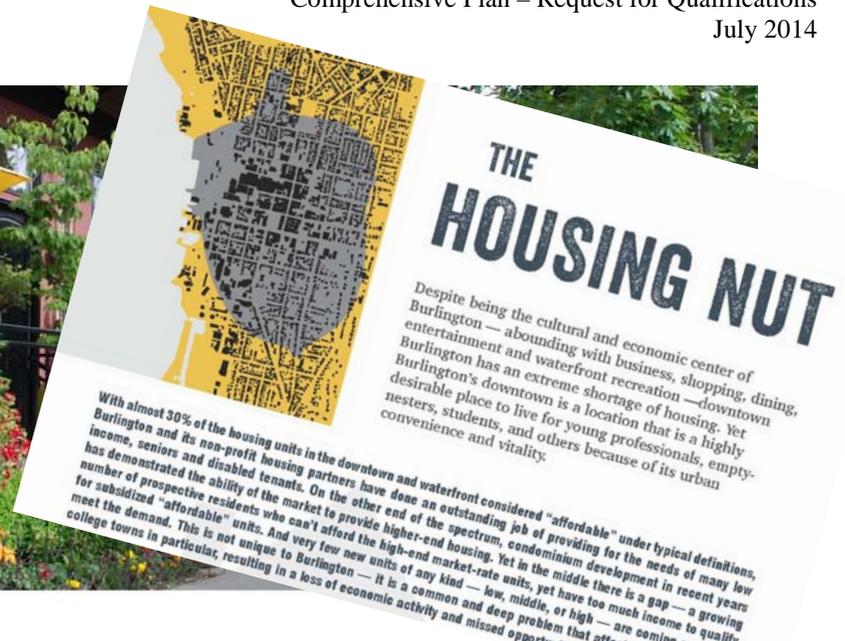
#### Downtown & Waterfront Study Area

City of Burlington

Chittenden County

### Not so old...

Aided by a healthy student population, the population of downtown Burlington is young compared to other communities in the region. Single person households make up a considerable segment of the population, reflecting a strong community of young professionals. The limited number of families living in the downtown, both with and without children, is a function of the lack of quality, affordable housing and the conversion of many of the historic single family homes to multi-unit rentals.



Amend the zoning to:

- Eliminate the 50% Gross Floor Area (GFA) limit for residential use in a downtown project
- Increase the development threshold that triggers Major Impact Review in the downtown area
- Eliminate off-street parking requirements for downtown and waterfront development
- Facilitate infill, allow for a more diverse range of unit and building types, and simplify the public approvals process by developing a form-based zoning code for the downtown.
- Increase the threshold that triggers the creation of inclusionary units
- Simplify the review process for projects creating inclusionary units
- Create meaningful incentives for projects that provide new inclusionary units
- Revise the payment-in-lieu and off-site options for the creation of new inclusionary units
- Revise the minimum unit size limits to allow for smaller inclusionary units



Plan & Zoning Department



Explore the creation of new incentives to promote shared equity and perpetually affordable housing options.



CEDO



Explore the creation of Employer Housing Assistance Programs with major employers such as FAHC, UVM, and even the City itself, to remove barriers and make it easier for employees to live closer to where they work.



CEDO



Develop financial incentives and programs to encourage and facilitate the renovation, rehabilitation, and adaptive reuse of the existing housing stock. Examples include grant and revolving loan funds, tax stabilization and abatements, and historic façade easements.



CEDO



Restore the revenue collected for the City's Housing Trust Fund to the full 1-cent dedicated tax originally approved by the voters to help support the creation of additional affordable housing.



Mayor's Office



Make enforcement of existing regulations a priority.



Code Enforcement Office

**Attachment D**  
Topics for a Comprehensive Plan  
*Internal Discussions*

<b>Community Development</b>	<b>Housing</b>
Land Use Plan	Applicability of maintenance codes (include SF?)
Zoning Ordinance Review	Zoning flexibility for modern housing options (granny flats, garages for older homes, etc)
Subdivision Ordinance Review	Design requirements?
Annexation	Integrate/update Housing Assessment study?
Infrastructure (streets)	Expand/develop landlord relationships?
Trails	Acquisition of abandoned houses
Parks Master Plan revisit	Neighborhood stabilization programs (Parkview, Lincoln)
Downtown Plan revisit	Envision 2030
Housing (entry-level)	
Airport land use plan & zoning overlay	<b>Riverfront</b>
Envision 2030	1999 Riverfront Master Plan Review
	Envision 2030-Riverfront
<b>Economic Development</b>	Trails
Aviation businesses to attract at airport	Parks
Regional police/fire service center	Land stewardship (reforestation, natural resources)
Economic impact evaluation process (TIF strategy, incentives matrix)	Envision 2030
Labor force development	
Envision 2030	<b>Downtown Plan Review</b>
<b>Infrastructure</b>	<b>Corridor Plan Review</b>
Storm sewer capacity	
Water service (fire fighting ability)	<b>Other</b>
Trails	Inclusiveness (gender, race, disability)
Subdivision ordinance: right-sized requirements	Increase library integration with community
Parks	Land stewardship (reforestation, natural resources)
Envision 2030	Trail system monitoring/response needs
	Envision 2030

## **Attachment E**

### Community Engagement Outline

- Steering Committee (12-14, once per month)
- Stakeholder groups (14)
  - Goal: Develop stakeholders around the community indicators identified in the Envision 2030 Plan. These stakeholders will review the progress that was made over the past seven years for that particular indicator. They will identify what strategies have been accomplished; what strategies are still in progress; what strategies have not been accomplished and why; what strategies are no longer valid; and what new strategies need to be addressed in the next five to ten years.
  - Actions to date: Planning staff have interviewed all City department heads, Dennis Plautz, Dan Kinney, Sheilah Lizer, and Doug Van Zyl.
- Survey target groups (3)
  - Goal: Revisit the survey work completed with Envision 2030 to evaluate how opinions have changed since 2006-2007. This can inform on how the City has been doing as well as areas for focus in the future.
  - Actions to date: Survey used during Envision 2030 is available to be reused.
- Public meetings (5)
  - Goal: Hold at least five public meetings to provide appropriate level of community-wide input into the planning process including discussion and prioritization of topics, to ensure the final plan has community support for future implementation.
    - Meeting 1 & 2: Review the findings of stakeholder groups and surveys. Verify these findings are representative of the community. Discuss any other areas and potential solutions.
    - Meeting 3: Prioritize topics.
    - Meeting 4: Prioritize objectives/recommendations.
    - Meeting 5: Review draft Comprehensive Plan
  - Actions to date: None.
- Focus groups (15)
  - Goal: Stakeholder groups reconvene following public meetings to develop new or updated strategies based on public input and their work. At least one additional group is proposed for the land use plan development.
  - Actions to date: None.
- Internet
  - Goal: Provide factual information about the comprehensive planning process. Be a resource for the process and documents: meeting results/notes, meeting notices, draft plans, and more. Offer a method for providing input. (The City would like to post comments from meetings and on-line visitors on the internet, with a map. All comments are posted spatially for community members to read and then be able to post a vote of support or non-support of that comment.)
- General Outreach
  - Goal: Public involvement only occurs when people know about a project. City staff (and the consultant) will actively work to increase awareness of the comprehensive plan effort

before, during and after it occurs. This work can be intensive and time consuming, but it is necessary. The methods will include:

- Regular articles in newspaper and/or on radio
- Approaching service clubs for informational presentation and/or discussion
- Posting information on City website: create a Comprehensive Plan page
- Notices on water bills.
- Other ideas, as budget/time allows.

Internet Input Example:

## **Attachment F**

### Excerpts from the Grant Request to DOT Office of Aviation – May 2014

#### **Project Description:**

The City of Fort Dodge is requesting funds to develop a comprehensive plan and adopt zoning regulations related to Part 77 Overlay Zones. The adoption of an Airport Overlay District hinges on first completing a comprehensive plan. Zoning controls adopted pursuant to recommendations of a comprehensive plan are consistent with Iowa Code and therefore more resistant to legal challenges. Therefore, zoning cannot occur without first completing a comprehensive plan. Attached is a brief description of the impact and opportunity developing a comprehensive plan can have for the airport.

A description of the scope of work for the overall project is attached. It first notes the internal work that has already occurred working to identify an initial list of key issues. Airport impacts and synergies have already been noted as an important opportunity in topic areas of community and economic development. The City has identified the steps that should be followed during the comprehensive planning process. Upon selection of a project consultant, the City anticipates discussing how that plan should be elaborated or adjusted. Finally, prioritized and implementable action plan is an important deliverable of the project. This will even include starting implementation, such as a zoning regulations related to the Part 77 Overlay Zones.

The project timeline is also provided in the attached scope of work.

#### **Detailed Cost Estimate:**

Office of Aviation funding is requested to support a portion of the total \$200,000-250,000 project. \$45,000 is requested, of which \$20,000 will support the comprehensive plan development and \$25,000 will support development of zoning regulations. The adoption of an Airport Overlay District hinges on first completing a comprehensive plan. Zoning controls adopted pursuant to recommendations of a Comprehensive Plan are consistent with Iowa Code and therefore more resistant to legal challenges. Therefore, both expenses are necessary.

The project timeline outlines key project components. The estimated overall cost has been identified through discussions with several planning consultants, after describing the scope of work involved in Fort Dodge's Comprehensive Plan project. A detailed cost can be provided at the time a consultant has been retained for the project.

In 2009, the City utilized a consultant to draft changes to the downtown zoning district, pursuant to the Downtown Plan. This project included two components: developing design guidelines, drafting a new section of the zoning. The total cost was \$64,300. Approximately half of that project was the zoning component equaling \$32,150. Therefore an estimate of \$25,000 to complete the airport zoning section is appropriate.

## **Attachment G (Continued)**

Excerpts from the Grant Request to DOT Office of Aviation – May 2014

### **Expenses Attributable to Airport Land Use**

#### Comprehensive Plan

The City limits of Fort Dodge, Iowa encompass 16 square miles. The City also has planning jurisdiction for unincorporated areas that are two miles beyond the city limits. This adds another 52 square miles, where the City has input on development, through subdivision review. The Fort Dodge airport is located north and west of the city limits. 39% of the City's planning area (incorporated & unincorporated) lies within the various Part 77 Overlay Zones. If the City grows, a majority of the Part 77 Overlay Zones could be within city limits some day. Attached is a map illustrating the various zones and the percentage each one comprises within Fort Dodge's planning area.

The Conical Surface zone within the City's 2 mile jurisdiction is estimated to be 1.59% developed. 92% of the developed properties are within City limits. Therefore, nearly all of the development that has occurred to date has been under City regulations. It is anticipated this trend will continue. Land within the City limits and the Conical Surface zone is only 4.5% developed, leaving 95% available for future development. Future annexations could add to this area. During the comprehensive planning effort, the City will be identifying appropriate areas and types of growth (residential, commercial, and industrial). This is a critical opportunity to consider city land uses and areas that are compatible (or not) with airports. While the County has adopted zoning controls, any part of this area developed under City regulations would not have that control. However, if a Comprehensive Plan identified the need to specify the types and methods of development that are appropriate, then City development can minimize airport conflicts just like currently occurs in the County.

A comprehensive plan will cost \$200,000-250,000 to complete. The City is requesting this grant cover approximately 10% of the total cost, even though 39% of the planning area is currently within Part 77 Overlay Zones. A grant of \$20,000 can ensure that airport-related issues are included in the City's planning efforts for the future.

#### Zoning

Zoning ordinance regulations are adopted pursuant to a comprehensive plan, per Iowa Code. Upon completion of the comprehensive plan, the City anticipates holistic changes to its zoning ordinance. This is a critical opportunity to consider an Airport Overlay District. Zoning controls adopted pursuant to recommendations of a Comprehensive Plan are consistent with Iowa Code and therefore more resistant to legal challenges. While the County has an Airport Overlay District, one should be considered that would apply to any areas developed in city limits. Current City limits stretch over 27% of the various Part 77 Overlay Zones. The City could annex additional area, potentially stretching over a majority of the Conical Surface zone. The City's developments and regulations have the potential to impact the airport.

If funding is provided, the development and adoption of an Airport Overlay District could be completed immediately following the adoption of a comprehensive plan. The cost to develop the regulations to add to Fort Dodge's Zoning Ordinance is estimated to be \$29,000. Funding is requested for 85% of this cost (\$25,000).



In total, a grant of \$45,000 is requested from the Iowa DOT Office of Aviation-Land Use Planning and Zoning Grant fund. The adoption of an Airport Overlay District hinges on first completing a comprehensive plan. Only then can the second step occur: developing and adopting zoning regulations. Therefore, both expenses are necessary.