



Real People. Real Solutions.

April 26, 2024

Proposal for

# ZONING CODE UPDATE

**Contact:**

Mojra Hauenstein, AICP, LEED AP ND, Architect  
507-740-0121 | [Mojra.Hauenstein@bolton-menk.com](mailto:Mojra.Hauenstein@bolton-menk.com)

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Peter Gansen, Planning and Zoning Administrator  
City of Breezy Point  
8319 County Road 11  
Breezy Point, MN 56472  
pgansen@cityofbreezypointmn.us

April 26, 2024

RE: Proposal for Zoning Code Update

Dear Peter:

The City of Breezy Point has initiated the Zoning Code Update project to develop a more modernized approach to the city's development. The city is looking for an innovative, user-friendly, and visual code that focuses specifically on Breezy Point's physical character shifting from the more traditional zoning approach. Bolton & Menk, Inc. understands what needs to be accomplished to successfully update your zoning code. As such, we are also including the subdivision code update in our scope of work as both should be addressed to ensure regulations align with the comprehensive plan. We believe we can do this concurrently in an efficient manner.

### MULTIDISCIPLINARY TEAM

This project will require planners that have a design focus with an understanding of how the comprehensive plan translates into zoning regulations. We have an experienced and multidisciplinary planning team that regularly works together on zoning updates. With more than 950 employees and specialists in rural planning, natural resources, sustainability, GIS data analysis, and project management, we offer the expertise of a national firm but our project leadership is local. Our in-house services allow us to better allocate resources, keep our fees in check, and spend more time creating solutions customized for you.

Our planners are part of a deep bench and will tailor our approach based on your needs. We can lead the way, fill in any gaps, review staff work, or simply act as a voice of reason, facilitating any challenges. We can offer virtual or in-person meetings—we stand ready to serve with you as one cohesive team. We are offering you a highly experienced, qualified, thoughtful, and collaborative team that can support your success in updating the zoning code.

### ZONING AND SUBDIVISION EXPERTISE

Bolton & Menk has successfully led or supported zoning and subdivision code updates for more than 100 of our client communities. Our services range from playing a technical expert role—supporting the client/land use attorney in the zoning process—to leading the development team through applications and neighborhood meetings, as well as board and city council approvals. We understand the statutory requirements of a zoning and subdivision ordinance and the need for it to be both legally defensible and user-friendly. Our experts will apply their solid understanding of local ordinances, comprehensive plans, and other guiding documents to ensure our deliverable is grounded in modern principles, yet innovative, illustrative, and easy to administer and use.

Our team is currently working on the Crow Wing County Comprehensive Plan (70 percent complete) and Becker County Comprehensive Plan and Zoning Code Update (65 percent complete), which gives us an in-depth understanding of the needs of your region, especially striking the balance between competing interests related to the preservation of natural resources and economic drivers.

## INNOVATIVE TOOLBOX

Our approach leverages state-of-the-art technologies such as our gamified INPUTiD™ engagement mapping tool and Story Map interactive project website. We combine these cutting edge tools with in-person workshops and pop-ups to reach people in a variety of ways. The approach is cooperative and interactive, and focuses on a user-centric code in a digital format. These tools can be easily modified with updates to keep the document current. In addition, we have engineers, architects, urban designers, rendering experts, and graphic designers ready to help visualize your wants and needs. These experts have strong backgrounds in illustrative deliverables, combined with technical expertise in engineering and planning to provide design suggestions that actually work in the real world.

In continued service to the City of Breezy Point, we are excited at the opportunity to complete the Zoning Code Update. I will serve as your project manager. Please contact me at [Mojra.Hauenstein@bolton-menk.com](mailto:Mojra.Hauenstein@bolton-menk.com) or 507-740-0121 if you have any questions regarding our proposal.

Respectfully submitted,  
**Bolton & Menk, Inc.**



Mojra Hauenstein, AICP, LEED AP ND, Architect  
Senior Planner | Project Manager

Our experienced group of planners and urban designers have been providing comprehensive planning and zoning expertise to hundreds of communities throughout the Midwest and Southeast for more than 30 years. We've recently provided zoning code reviews and updates to the following communities:

- Boone County, Iowa
- Chisago County, Minnesota
- City of Annandale, Minnesota
- City of Brooklyn Center, Minnesota
- City of Chisago City, Minnesota
- City of Dassel, Minnesota
- City of Heron Lake, Minnesota
- City of Landfall Village, Minnesota
- City of Lanesboro, Minnesota
- City of Mandan, North Dakota
- City of New Brighton, Minnesota
- City of Pella, Iowa
- City of Spring Valley, Minnesota
- City of Taylors Falls, Minnesota
- City of Van Meter, Iowa
- City of White Bear Lake, Minnesota
- City of Worthington, Minnesota
- Town of West Pelzer, South Carolina



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# FIRM QUALIFICATIONS

## FIRM OVERVIEW

We believe all people should live in safe, sustainable, and beautiful communities and we take pride in our ability to make that happen. It's why we get out of bed every morning.

Our commitment to communities began in 1949 with two hard working Midwesterners—John Bolton and Martin Menk. They saw people in their surrounding communities who had dreams of a bright future, a desire to grow, and a common challenge of aging infrastructure. John and Martin's goal was to help communities make progress by listening to what people want, finding the best solutions for their needs, and treating them right. Their legacy lives on. We still want to help, we work hard every day, and we always remember what got us here—we're people helping people. Today, Bolton & Menk, Inc. has more than 950 employees including a professional staff of more than 300 engineers, planners, landscape architects, and surveyors.

Our planners have prepared more than 60 comprehensive land use plans in the last six years using a highly integrated multidisciplinary approach to engineering and planning. We have expert knowledge of zoning for counties, cities, and small towns and have experience with planning highway corridors, road networks, housing, natural resources, and infrastructure as well as in engaging

diverse and difficult to reach communities. From advocating for our clients to designing their dreams to finding funding; we take pride in our work because we live in these same communities.

We promise every client two things: we'll work hard for you and we'll do a good job. We take a personal interest in the work being done around us. At the end of the day, we're **Real People** offering **Real Solutions**.



Our team is conveniently located in Baxter, Minnesota, allowing us to respond to concerns quickly, conduct in-person meetings, and address any issues in a timely manner.

## SOLUTIONS PROVIDED:

- Civil/Municipal Planning & Engineering
- Water & Wastewater Engineering
- Transportation Planning & Engineering
- Structural Services
- Aviation Services
- Planning & Urban Design
- Water Resources Engineering
- Environmental Planning & Permitting
- Construction Administration & Inspection
- Land Surveying
- Geographic Information Systems
- Project Funding Support
- Project Communication
- Creative Studio Services



## PROJECT TEAM

Bolton & Menk understands the importance of developing design solutions that can be supported by stakeholders and implemented efficiently. We have provided a brief background and description of key individual roles. These individuals have track records of successful projects and, just as importantly, are enthusiastic and committed to meeting and exceeding your expectations. We can provide detailed résumés of all personnel upon request.



**Phil Martin, PE**  
Principal-in-Charge/Client Service Manager



**Mojra Hauenstein, AICP, LEED AP ND, Architect**  
Project Manager



**Dylan Edwards**  
Planner and Engagement Lead



**David Sandberg, GISP**  
GIS Specialist



**Peter Crandall**  
Architectural Renderings and Design Advisor



**Nichole Fischer**  
Graphic Designer and Communication Lead



**MOJRA HAUENSTEIN, AICP,  
LEED AP ND, ARCHITECT**  
SENIOR PLANNER

### PROJECT MANAGER AND PLANNER

Mojra will serve as project manager and lead planner for the Zoning Code Update project.

Mojra is a senior planner at Bolton & Menk who began her career in 1998 as an architect. Her experience includes comprehensive planning, zoning, and architecture. Mojra’s expertise spans the areas of neighborhood development and architecture as a practicing architect for over a decade and as a regulator in

government for an additional decade. While she was director of planning and building for Washoe County, Nevada, she led the short-term rental ordinance currently being used as a model code in the West. Mojra has been on “both sides of the counter” and understands how development works.

### MOJRA’S WORK EXPERIENCE

- Short-Term Rental Ordinance, Washoe County, Nevada
- Zoning and Subdivision Ordinance, Chisago County, Minnesota
- Comprehensive Plan and Zoning Update, City of Chisago, Minnesota
- Planning and Zoning Administration, City of Wabasha, Minnesota
- Comprehensive Plan Update, Crow Wing County, Minnesota
- Zoning Ordinance Update, City of Spring Valley, Minnesota
- Comprehensive Plan and Zoning Code, City of St. Augusta, Minnesota
- Opportunity Site Master Plan, City of Brooklyn Center, Minnesota
- Comprehensive Plan and Zoning Code Update, Becker County
- Zoning Code Update, City of Plainview, Minnesota



**PHIL MARTIN, PE**  
PRINCIPAL ENGINEER

**PRINCIPAL-IN-CHARGE/CLIENT SERVICE MANAGER/ENGINEERING ADVISOR**

Phil will serve as principal-in-charge and engineering advisor relating to infrastructure capacities for the Zoning Code Update. Phil routinely acts on behalf of cities as a liaison with the public, residents, and other interested parties. He enjoys the relationships that are developed while helping a client solve their issues. Phil began his career in 1992, and as the Baxter civil work group leader has managed the planning and design of various civil engineering projects in the Baxter area. He has been

involved with state and federal aid projects, transportation corridor studies, trail studies, capital improvement planning, and has extensive experience as a municipal engineer with several north central Minnesota communities. He has prepared numerous assessment rolls and presented at preliminary and final assessment hearings as part of the Statute 429 process.

**PHIL'S WORK EXPERIENCE**

- Cooperative Community Enhancement Project, City of Breezy Point, Minnesota
- Comprehensive Plan Update, Crow Wing County, Minnesota
- Crosslake Pedestrian and Intersection Improvements, Crow Wing County, Minnesota



**DYLAN EDWARDS**  
PLANNER

**PLANNER AND ENGAGEMENT LEAD**

Dylan will serve as planner and engagement lead. He will support Mojra in planning efforts and community outreach.

Dylan is a planner on the Bolton & Menk team who began his professional career in 2020. He is responsible for working with a collaborative team to assist communities with their planning needs through public engagement, comprehensive and land use planning, as well as other specialized services. His expertise lies in land use and development policy, ordinance writing, and community engagement. Dylan

is dedicated to helping communities achieve their goals and making sure all voices are heard.

**DYLAN'S WORK EXPERIENCE**

- Comprehensive Plan Update, Crow Wing County, Minnesota
- Comprehensive Plan and Zoning Code, City of St. Augusta, Minnesota
- Short-Term Rental Ordinance, City of Brainerd, Minnesota\*
- Parking Ordinance, City of Brainerd, Minnesota\*

\*Completed while with previous employer



**PETER CRANDALL**  
SENIOR URBAN DESIGNER

**ARCHITECTURAL RENDERINGS AND DESIGN ADVISOR**

*Peter will contribute architectural sketches and design ideas for the Zoning Code Update.*

A senior urban designer on the Bolton & Menk team, Peter began his career in 2009. He is responsible for providing design expertise, visual communication assistance, and general support for our planning and urban design work group. His background in architecture, planning, and urban design with an emphasis on transit-oriented development, public

realm design and enhancement, small area planning, and municipal code development make him an expert and a great addition to any team. Peter’s drive stems from his love of creating spaces that help communities grow—“I am passionate about building communities through the implementation of safe, equitable, and thriving urban spaces. I believe in the ability of public space to bring people together and think that urban design can be an effective tool for community-centered visioning and equitable urban growth.”

**PETER’S WORK EXPERIENCE**

- Zoning and Subdivision Code Update, City of White Bear Lake, Minnesota
- Unified Development Code, City of Brooklyn Center, Minnesota
- Historic Preservation Design Manuals Update, City of St. Cloud, Minnesota



**DAVID SANDBERG, GISP**  
GIS SPECIALIST

**GIS SPECIALIST**

*David will lead all GIS mapping services for the project.*

As a GIS specialist, David provides GIS support on various projects, including data collection, data management, spatial analysis, and map creation. He is especially experienced with designing and creating online interactive maps. David began his GIS career in 2016. He supports Bolton & Menk’s transportation, planning, and project communication work groups. David uses new technology and researches products and software to provide the best solutions for

our work groups and clients. He excels at creating map figures, performing data analysis, and online interactive maps and applications. He is passionate about providing spatial analysis and tools to help make better decisions within the communities we serve.

**DAVID’S WORK EXPERIENCE**

- Comprehensive Plan and Zoning Update, City of Chisago, Minnesota
- Planning and Zoning Administration, City of Wabasha, Minnesota
- Comprehensive Plan Update, Crow Wing County, Minnesota
- Comprehensive Plan and Zoning Code, City of St. Augusta, Minnesota





**NICHOLE FISCHER**  
 GRAPHIC DESIGNER

**GRAPHIC DESIGNER AND COMMUNICATION LEAD**

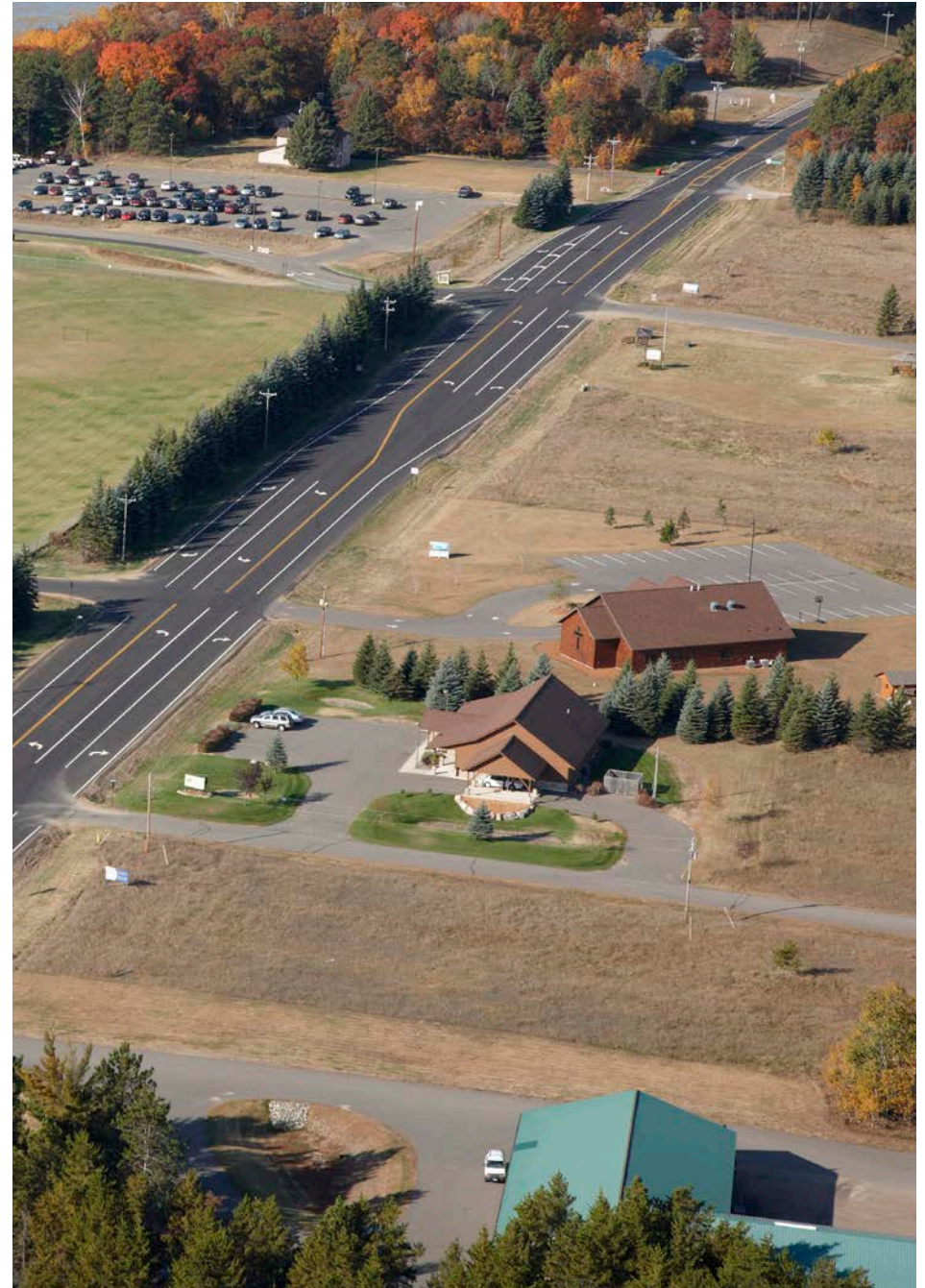
Nichole will produce graphical elements and communication material for the Zoning Code Update.

A graphic designer on Bolton & Menk’s Creative Studio team, Nichole began her career in 2005. She is an expert in all aspects of Adobe Creative Suite including Illustrator, Photoshop, InDesign, and WordPress web creation.

Nichole is responsible for developing graphic visualizations and other graphic elements for Bolton & Menk proposals, interviews, and marketing materials. Nichole loves being creative and thinks outside the box.

**NICHOLE’S WORK EXPERIENCE**

- Water Treatment Plant Asset Inventory, Brainerd Public Utilities, Minnesota
- Historic Preservation Design Manuals Update, City of St. Cloud, Minnesota
- Wastewater Treatment Facility Improvements, City of Aitkin, Minnesota



## PROJECT EXPERIENCE

Bolton & Menk has assembled an experienced and proven team to complete the project tasks required by the City of Breezy Point. Below are several examples of our recent work, highlighting the relevant experience of key team members.

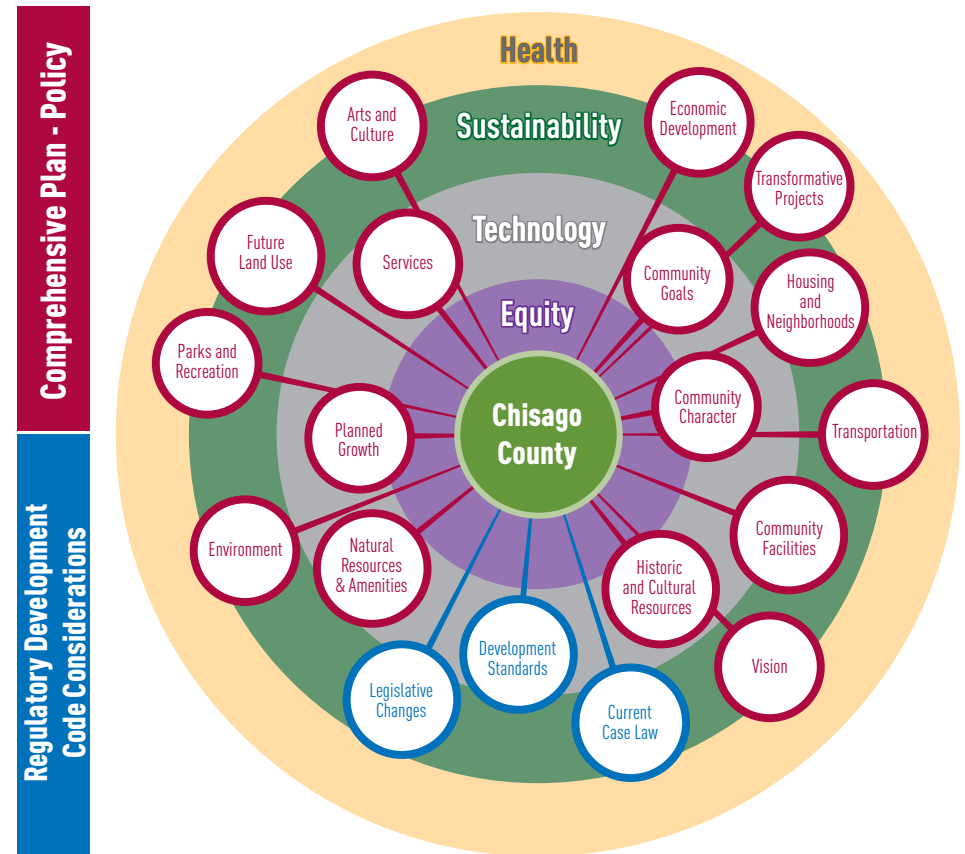
## ZONING AND SUBDIVISION ORDINANCE CHISAGO COUNTY, MINNESOTA

Chisago County wanted to update its zoning and subdivision ordinances to streamline processes and reflect current development needs. The update process was coordinated with county staff and relied on including the planning commission as a steering committee and working group. The content update was approached from a practitioner viewpoint, ensuring a usable and enforceable final product. The code is both legally defensible and user-friendly.

Bolton & Menk has a solid understanding of the process and with our in-house ordinance experts, we ensured that the ordinance is not only grounded in modern legal principles but also written in a way that can be easily administered and understood by the public.

## REFERENCE

Beth Gervais, Land Services Coordinator  
Beth.Gervais@chisagocounty.us | 651-213-8379



## ZONING CODE UPDATES, CITY OF WABASHA, MINNESOTA

Bolton & Menk has been working with the City of Wabasha since 2014, providing a full spectrum of planning consulting services. In that time, we have completed numerous zoning, subdivision, and other city code section updates as needed. In the past five to six years we assisted the city in a complete reorganization of all their city codes for inclusion in the American legal system for online accessibility. Earlier this year, we helped the city write up numerous subdivision and zoning ordinance process sheets to be included on their website to help developers and homeowners understand the process for the most common subdivision and zoning ordinance requests, timelines, applications, and fees more clearly.

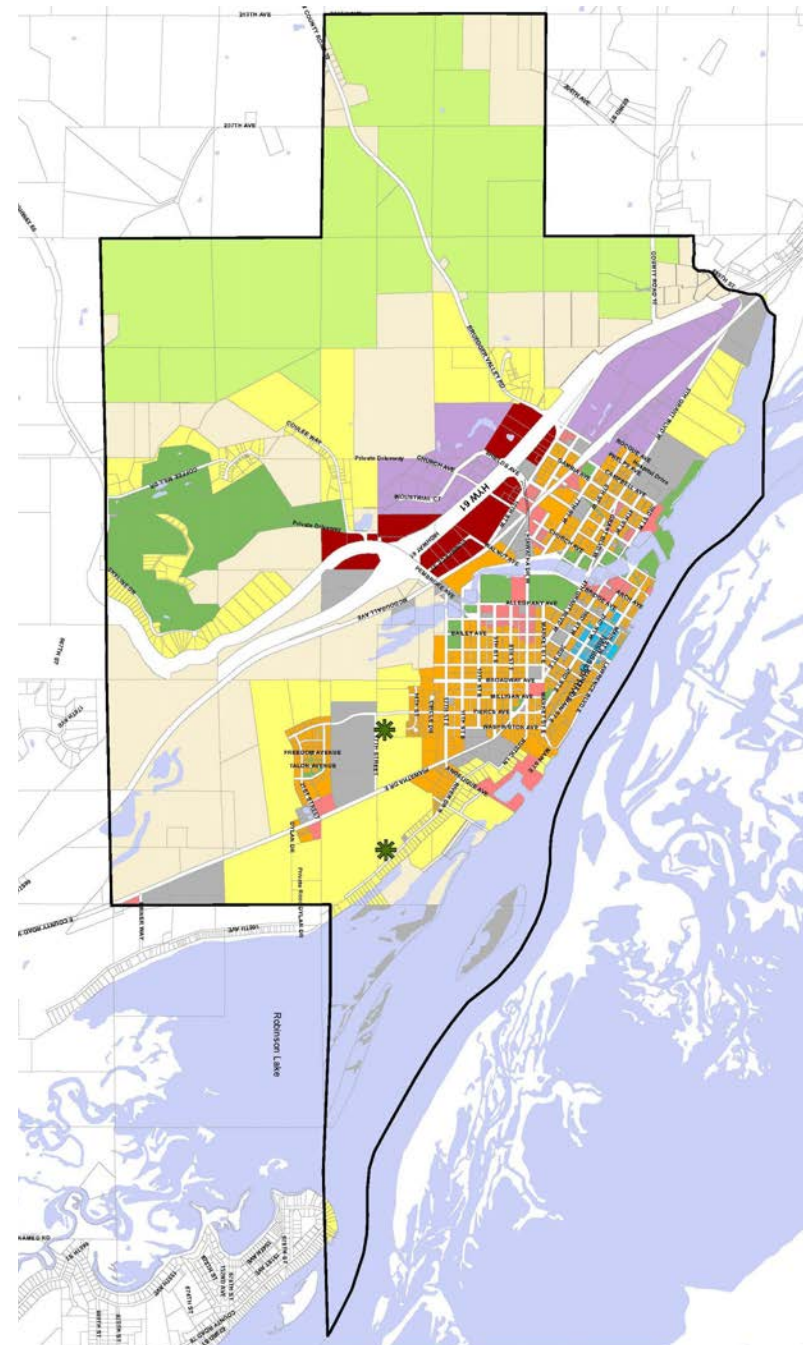
We are currently working on an updated downtown parking study and will be working on the city's first cannabis ordinance as state statute language becomes available later this year.

The following list identifies specific city code updates we have worked on for the City of Wabasha:

- Downtown parking analysis, completed in 2018
- Revisions to official zoning map and district language, numerous updates and rezoning, and a comprehensive plan update
- Zoning and subdivision code enforcement
- Assistance in preparing the entire Wabasha city code for inclusion in the American legal system
- Write-ups for website inclusion of the following processes for the City of Wabasha's Planning and Zoning website: administrative lot splits, minor, preliminary and final plats, PUD development, CUP's/IUP's, variances and zoning amendments
- Updates for the following sections of code: conditional and interim use permit process, building height analysis, shoreland overlay zone, liquor ordinance, brew pubs, hookah bars, mining and small/limited mining, subdivision ordinance, lot frontage, parkland dedication, planned unit development, signs, site visibility triangles, short-term rentals, solar gardens/farms, accessory dwelling units, and yard definitions

### REFERENCE

Wendy Busch, City Clerk/Planning Assistant  
clerk@wabasha.org | 651-565-4568



## ZONING ORDINANCE, CITY OF MARSHALLTOWN, IOWA

The City of Marshalltown undertook a corridor study of Highway 14. The Highway 14 corridor is a major piece of infrastructure that provides access to local businesses and neighborhoods.

The purpose of the study was to arrive at a redevelopment concept that would provide better pedestrian linkages, improve the safety and condition of the roadway network, and encourage redevelopment of the underutilized and/or vacated properties located adjacent. Following completion of the study, Bolton & Menk was hired to continue the implementation work identified in the study. One component of the implementation was to develop a mixed-use zoning district for use along the corridor that would still be applicable in other locations throughout the city. The project evolved once more when the city decided to adopt a new form-based code community-wide.

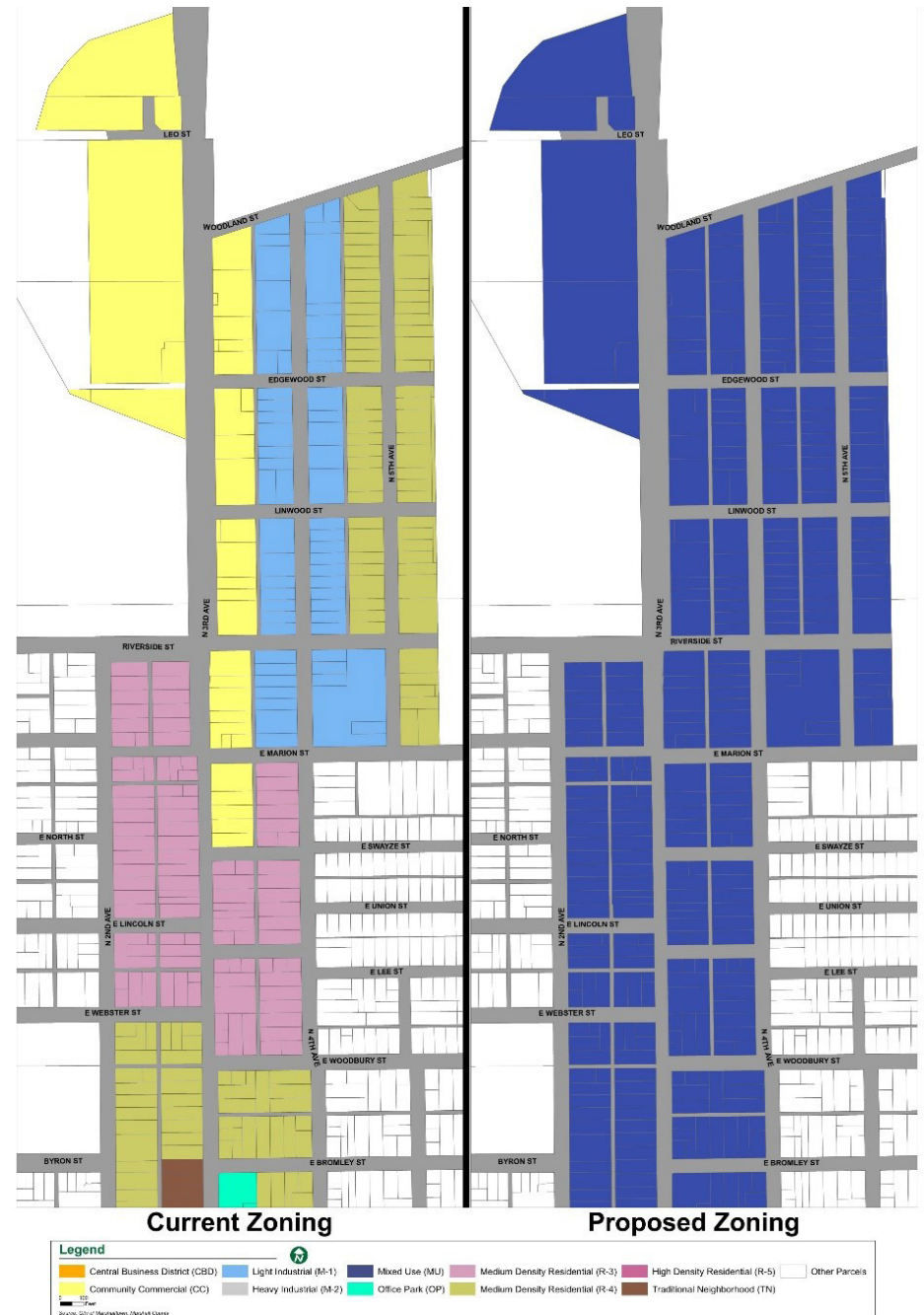
The work completed on the mixed-use district was incorporated into the newly overhauled form-based code. Bolton & Menk participated as a partner in the larger effort, providing local engagement support and further development of concepts for use in the downtown and along the Highway 14 corridor.

### REFERENCE

Jessica Kinser, City Administrator  
 jkinser@marshalltown-ia.gov | 641-754-5799

### LINK

<https://bit.ly/3HJeEr1>



## LAND USE AND ZONING CODE REVIEW, CITY OF WINDOM, MINNESOTA

The City of Windom wanted to update its subdivision and zoning codes. The previous codes and associated map were enacted in 2003 and had been amended many times. The intent was not to draft a completely new set of regulations; it was intended to modernize the existing Chapters 151 and 152 of the city code. In addition to ensuring the code was up to date and modernized as it relates to planning best practices, the updates resulted in a simplified, enforceable code.

Bolton & Menk worked with city staff to provide a series of updated changes that were presented to the planning commission incrementally for consideration and review. Each set of recommended edits built on the previous work submittal.

### REFERENCE

Andrew Spielman | Building Official, Planning and Zoning  
andrew.spielman@windommn.com | 507-831-6125



# NARRATIVE

## PROJECT UNDERSTANDING

The Zoning Code Update will revise industry standards and use types and align intensities set by the comprehensive plan. The update will be innovative with illustrations and will ensure legal compliance.

In order to do a thorough job addressing the issues you are trying to resolve, **we should update the subdivision code in tandem with the zoning code.**

We believe this is the **most efficient way to provide a real solution** to the development issues you are facing. To remedy these issues, we will

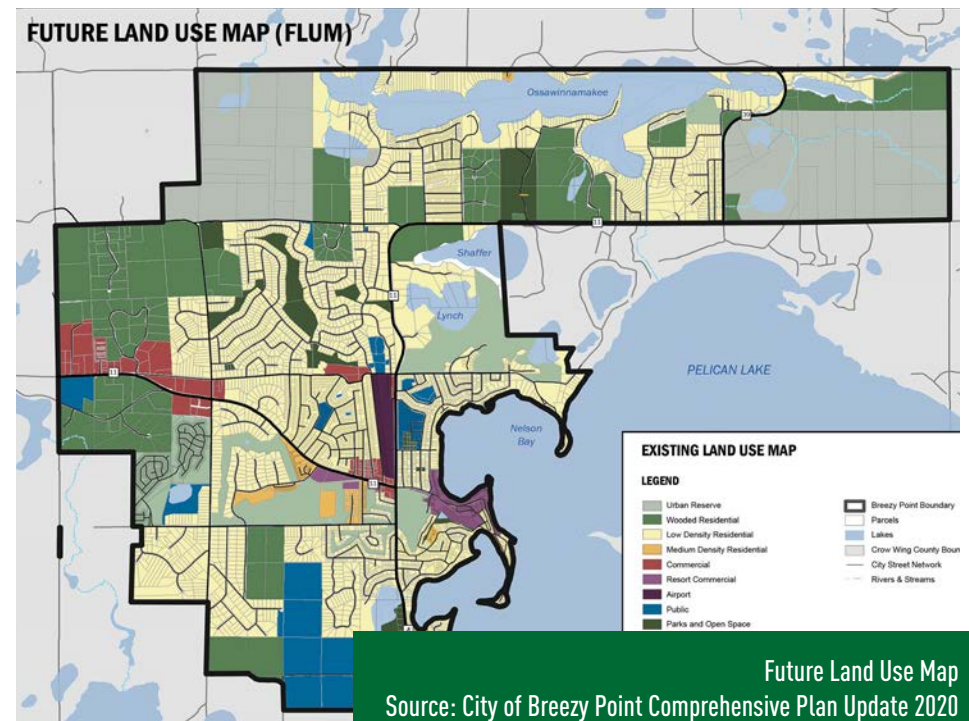
- Examine standards that no longer work well for development such as lot sizes, substandard roads, public right-of-way elements, etc.
- Remove code redundancies
- Update definitions per new uses and per statute
- Accommodate emerging uses like home-based occupations and update short-term rentals
- Consider potential for revising districts (i.e., mixed-use)
- Revise permit types and procedures by reducing CUP's and using administrative approvals
- Align the zoning and subdivision codes to the comprehensive plan

This project will modernize, simplify, and streamline the zoning and subdivision codes to accommodate the type of redevelopment, greenfield development, and land annexations the city desires. This is a highly collaborative project working very closely with city staff to produce one complete code update for adoption. The new codes will be user-friendly, well-organized, and incorporate illustrations to aid in the usability of the document. **We will also ensure the document is ADA complaint for accessibility.**

## KNOW THE COMMUNITY AND TAKE THE LEAD

Our team uses the **latest innovative data tools** to research demographics, spending habits, commute patterns, employment, and trends combined with **in-person activities** to get to know the community where they are.

Our team is prepared to take the lead from the onset. We will provide our analysis of existing conditions, recommend changes, and address any issues identified by the staff and city officials. We will be in regular communication, listen with care, and provide solutions—**we are committed to helping you complete your goals.**



## DATA ANALYSIS

### AT RISK POPULATION

 **234**  
Households with Disability  
*Total Population: 2,507*

 **547**  
Population Over 65

 **0**  
Households without Vehicle


### POPULATION AND BUSINESSES

 **2,961**  
Daytime Population

 **81**  
Total Businesses

 **1,756**  
Total Employees

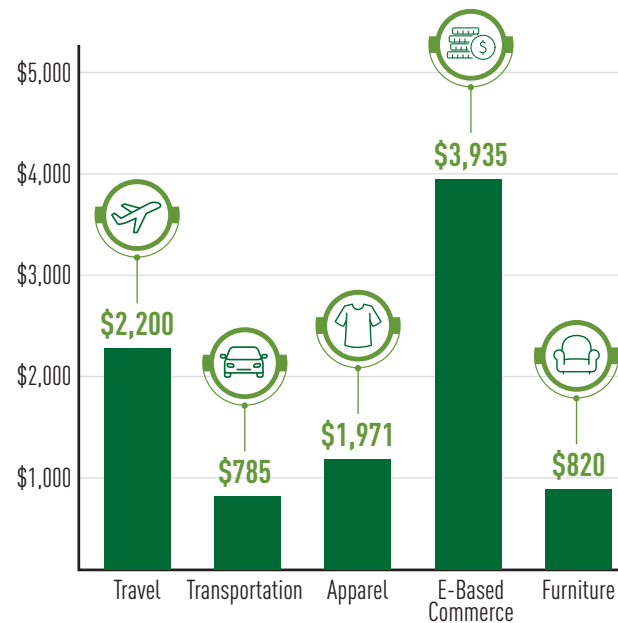
### POVERTY AND LANGUAGE

 **9%**  
Households Below the Poverty Level

 **0**  
Population Over 65 Speak Spanish and No English


Our initial research reveals that Breezy Point has an older-than-average median age of 44.4 (versus 38 for the state) indicating a need for retail, services, and local commerce tailored for this cohort. Currently, data shows a minor decrease in population growth for 2028 with a projected increase toward 2030. With nine percent of households being below the poverty level, this signals a need to provide more attainable housing, as well as goods and services aligned to accommodate this cohort. Perhaps encouraging renewable energy and efficient construction can help alleviate utility costs as a driving expense. Having 23 percent of households with a disability leads to a need to develop single-level homes in well-connected neighborhoods that are more accessible. Development standards can encourage this type of development.

A daily increase in population by more than 400 individuals suggests a significant influx of visitors, presenting both economic and cultural opportunities for the city. The spending patterns observed reflect a notable demand for goods and services in the travel and entertainment sectors, indicating avenues for commercial, residential, and public development. The zoning code update can accommodate these trends.



### KEY FACTS

 **2,507**  
Total Population


 **\$362,642**  
Median Home Value


 **2,961**  
Daytime Population

 **81**  
Businesses

 **44.4**  
Median Age

 **-0.81%**  
2020-2023 Population Growth Rate

 **\$76,455**  
Median Household Income

 **2.5**  
Average Household Size

 **\$40,937**  
Per Capita Income

## COORDINATION

We will provide monthly check-in meetings (in-person or remote) with staff to review progress and confirm direction. We will discuss the specific provision being worked on and email redline versions before the meeting for your review. We also envision some impromptu communication and meetings on specific topics to keep the project moving forward in a timely manner. **The schedule on page 23 proposes the order in which we recommend reviewing various sections of the zoning code.**

## ENGAGEMENT

We will work with you to confirm an effective engagement plan. **Our proposed engagement plan table is on page 20.**

We know that your city council and planning commission members are veterans of the zoning code and we recommend them to be the steering committee for this update. We also know that the business and development community uses the code and has valuable insights into how to improve it, so we plan on conducting focus groups to discuss specific topics of interest with them.

## SUBJECT MATTER EXPERTS

As we review the issues and prepare the update, we will involve our subject matter experts for their insights. Our planners boast decades of experience not only in Minnesota but also nationally. Drawing from this extensive background, we've developed zoning codes that address emerging trends like tiny homes, short-term rentals, pollinator gardens, and new legislative initiatives. Moreover, our in-house architects have firsthand experience in designing and executing real-world projects, providing valuable insights into the practicalities of development. With a track record of working in communities of all sizes, we'll collaborate closely with our internal experts to ensure that our solutions are tailored precisely to your requirements. Our experts can weigh in on

- Architectural and design
- Short-term rentals
- Lot standards
- Landscaping
- Sign code
- Low-salt design
- Historic preservation
- Sustainability
- Planning and zoning processes
- Code enforcement
- Best practices

## PROJECT GOALS AND OBJECTIVES



Conduct outreach to focus groups and the community to understand the issues that the zoning code can address



Keep items that work well, remove items that don't, and update items that no longer serve the community



Reinvent the current traditional zoning standards with a shift from the use of development to the physical character of development



Provide a highly-illustrative, easy-to-use document that is accessible online ("digital twin")



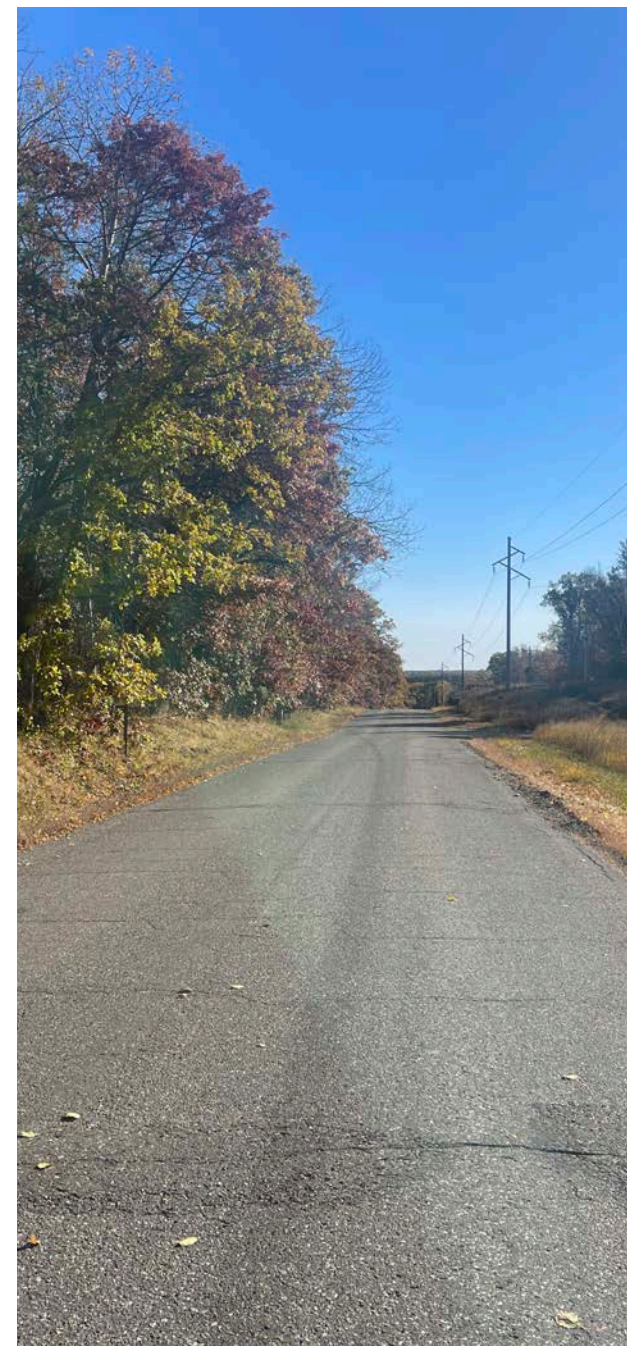
Review and suggest updates to the comprehensive plan to support a revised zoning code



## CHALLENGES

Based on a quick analysis of Breezy Point’s 2018 (2020 update) comprehensive plan, we can update the zoning code to:

- Balance population growth with housing diversity, availability, and attainability
  - Address the projected 44 percent increase in population by 2030 while avoiding a housing crunch
  - Ensure housing developments are diverse and accessible to all income levels, cohorts, and abilities
- Update districts to reflect community values and long-term growth goals
  - Update the zoning map and code to integrate community feedback
  - Provide innovation and flexible alternative options to standard base code
  - Develop form-based options to strengthen the physical aesthetic of the city
- Update standards to accommodate competing interests in development
  - Integrate commercial growth for seasonal tourism demands, while maintaining the city's walkability, amenities, and resident land uses
  - Balance between development goals and preserving the city's natural resources, water quality, and scenic views with best practices zoning standards
  - Update subdivision code lot standards
- Mitigate seasonal occupancy impacts
  - Address the strain on infrastructure caused by seasonal fluctuations in population with better standards and procedures
  - Optimize the location of uses during peak tourist seasons
  - Ensure the needs of both seasonal and permanent residents are met effectively
- Improve city planning processes
  - Revise approval procedures, shifting from conditional use permits to administrative approvals where appropriate
  - Produce an easy-to-use code for all users
  - Find common ground on procedures, districts, and standards
- Preserve and promote community identity and character
  - Incorporate community input and values into design standards and procedures
  - Provide standards that promote renewable practices and preserve heritage, while allowing flexibility for growth
  - Offer a non-traditional approach with flexible or alternative options for development that align with city development goals



# DETAILED WORK PLAN

Bolton & Menk’s approach to this project is to understand where the community issues intersect the zoning code and what opportunities can elevate your current way of developing. Our experienced staff knows the importance of ordinance language for successful implementation. We also are sensitive to budget constraints and can be flexible along the way, identifying areas where city staff can provide additional help for efficiencies. **You can find cost breakdowns per task, as well as hours per teammate in the Fee section of this proposal.**

## TASK 1: PROJECT MANAGEMENT

Bolton & Menk will manage staff, resources, and budget to successfully meet project objectives. **Mojra Hauenstein** will serve as project manager, working closely with Breezy Point staff to ensure clear and consistent communication. **Phil Martin** will serve as the principal-in-charge and will provide quality control to ensure the project meets your expectations. We are prepared to host one in-person kickoff meeting to review the project expectations, deliverables, timeline, and make budget adjustments to fit your needs. This will serve to finalize the project scope and ensure activities are focused on high-priority areas.

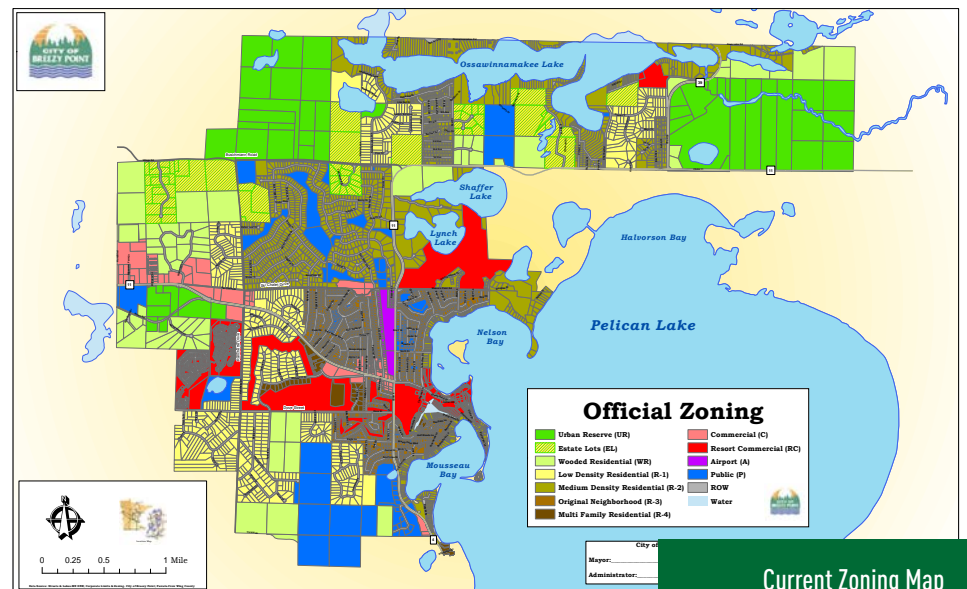
Mojra and Dylan Edwards will meet regularly behind the scenes to discuss issues and options. Our team will manage the project through scheduled monthly meetings with city staff throughout the course of the project. Mojra will attend each check-in meeting. We anticipate impromptu meetings in-between monthly meetings to address specific issues and keep the project moving forward. We will ensure any issues are identified early and addressed effectively.

## CITY STAFF EXPECTATIONS

- Attend kickoff and provide general direction
- Provide word document of current zoning ordinance and GIS zoning map layers
- Attend monthly check-in meetings and comment on redline work

## TASK 1 DELIVERABLES

- Meeting: Staff kickoff
- Monthly check-in meetings with city staff
- Meeting notes, project tracking, and invoicing



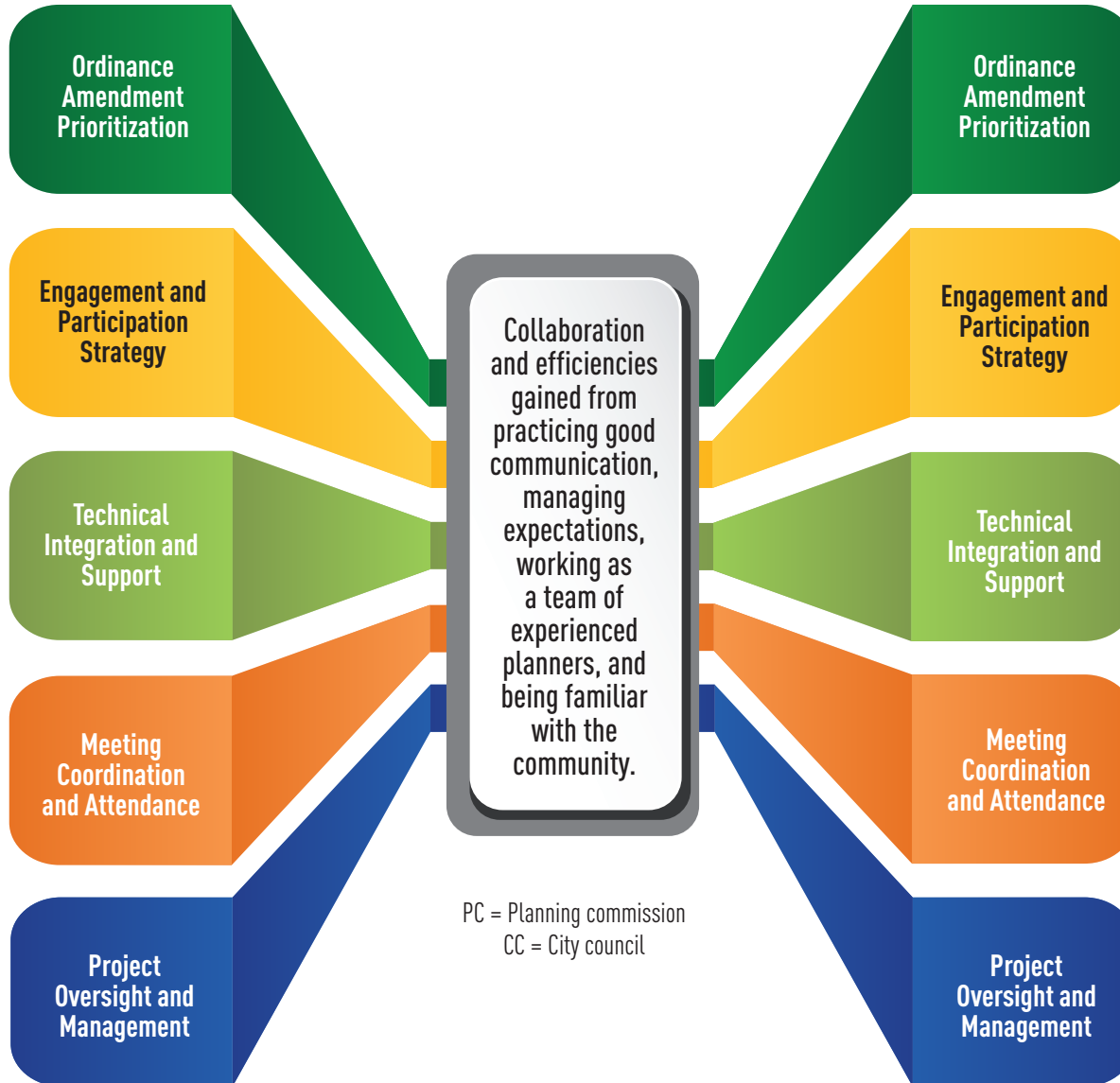
Current Zoning Map  
Source: City of Breezy Point



# ROLES AND RESPONSIBILITIES



- Provide background and priorities for ordinance updates
- Review ordinance amendments prepared by Bolton & Menk
- Implement city staff items identified in the engagement plan
- Provide support for identified engagement items
- Review and comment on our redlines
- Provide insights into administration
- Provide direction on illustrations and tables
- Assist with cross-referencing the codes
- Review notices and materials for PC and CC meetings
- Attend PC and CC meetings to support our efforts
- Project management
- Attend monthly check-in meetings



- Review and diagnose zoning and subdivision ordinance
- Prepare zoning code amendments
- Create a public engagement plan
- Prepare communication materials
- Create and maintain website
- Conduct engagement
- Summarize what we heard
- Create illustrations as needed
- Review ordinance consistent with statutes and case law
- Attend PC and CC meetings
- Project management
- Monthly check-ins with city staff

## TASK 2: COMMUNITY ENGAGEMENT

Bolton & Menk will create a community engagement plan identifying tasks that engage residents, businesses, and other key stakeholders (developers, etc). There is a presumed priority to be creative, engage underrepresented persons, and focus on areas of high public interest or impact. Dylan will work with city staff and our planning team to craft the plan.

We are prepared to meet either in-person or virtually to review the engagement expectations, options, parameters, resources available, and timeline to efficiently maximize feedback. This will serve to solidify the direction of engagement to create a plan to ensure activities are focused with the resources available.

At a minimum, and provided for within this scope of work, are two in-person community pop-up events. We are also proposing a project website called “Story Map” which can function as the main digital platform for project information, progress, feedback, and event sharing. We also recommend two online surveys to share and gain feedback on proposed zoning issues and a second survey to gain consensus on aesthetic/design preferences with visual graphics. In addition, we also have an innovative tool that gamifies community input in a very visual and interactive manner to locate issues geographically—INPUTiD™.

We believe that having conversations with subject matter users of zoning code is key to updating the code in a useful and effective manner, so we propose **four in-person workshops with three focus groups**.

- 1. Developers—Builders, contractors, and developers
- 2. Business/tourism/recreation establishments—local business owners, golf course, boating, camping, and resorts owners
- 3. Two workshops with city council/planning commissioners—this group could function as the steering committee for the update and provide direction on proposed drafts

**Our scope includes the following tools:**

### 1 ONLINE SURVEYS

Having a digital presence allows those who cannot or would not attend in person to be engaged and informed. The surveys will showcase proposed subdivision standards and zoning districts/standards with graphics for public feedback. The surveys would include illustrations to explore design standards such as lighting, streetscapes, façade treatments, and architectural design standards. We can provide visual graphics to gather community choices and develop design standards.

### 2 SOCIAL MEDIA POSTS AND PROJECT FLYER

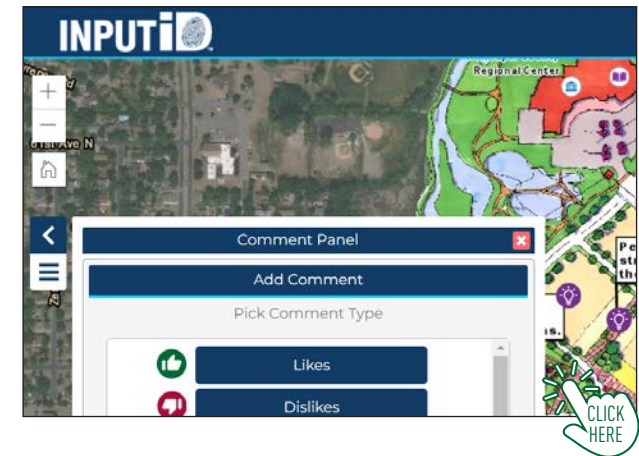
This will engage those that prefer to communicate on social media channels. We would create the content and work with staff for posting on various platforms like: Facebook, Instagram, X, YouTube, NextDoor, etc. We will promote the project website as well. We propose eight social media posts throughout the project. We will also create a one-page project informational flyer with a QR code that leads to the project web page which can be emailed or hand-delivered with paper copies at various community locations.

### 3 ONLINE ENGAGEMENT INPUTiD™

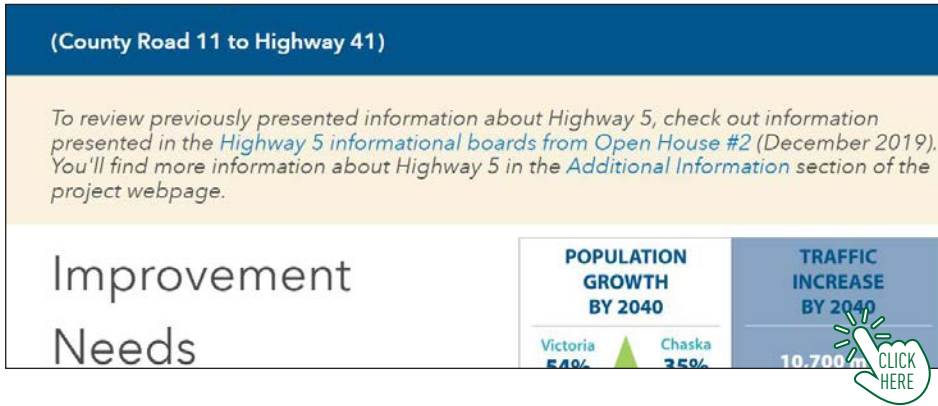
INPUTiD™ is an interactive survey created by Bolton & Menk that has been very successful in allowing community members to comment on issues in specific geographic areas while allowing participants to see others comments. This tool can harness community buy-in in a visual and easy-to-understand way. Users can upload attachments such as photos and documents, and add points, lines, or polygons as needed.

We used INPUTiD™ to collect public feedback for the Brooklyn Center Zoning Code Update:

<https://gis.bolton-menk.com/inputid/?app=opportunitiesite>



Check out this example of a Story Map our team created for Carver County: [bit.ly/3UcyAcv](https://bit.ly/3UcyAcv)



## 4 DESIGN GUIDELINES

We anticipate addressing design standards in the zoning code, but an alternative option we would like to offer is to create a separate booklet for design guidelines. As we go through this process, it's possible the site design expectations, architectural styles, and materials may be better suited for a design booklet. We can work with you to determine if this is appropriate or desired.

**As noted in the RFP, the engagement plan will be determined in collaboration with city staff at kickoff.**

### CITY STAFF EXPECTATIONS

- Attend kickoff meeting and provide general direction
- Provide calendar of meetings and community events
- Provide review and approval of engagement plan deliverables
- Collaborate to provide links of surveys and/or Story Map on city website
- Participate in identified engagement activities
- Participate in focus group/workshops

### TASK 2 DELIVERABLES

- Engagement plan
- Deliverables as listed in the engagement table and as finalized with city staff

Activity	Roles and Goals	Frequency
Project Kickoff	<ul style="list-style-type: none"> <li>• Discuss strategy and coordination</li> <li>• Confirm scope, budget, schedule, targets, and deliverables</li> </ul>	June 2024
Virtual Check-ins with Staff	<ul style="list-style-type: none"> <li>• Provide project updates</li> <li>• Review tasks and work product</li> <li>• Seek feedback on drafts</li> </ul>	Monthly
Engagement Plan	<ul style="list-style-type: none"> <li>• Identify stakeholders, key messages, schedule</li> <li>• Identify engagement goals and metrics/analytics that will be measured throughout the project</li> <li>• Detail online and in-person engagement and communication</li> <li>• Address barriers to involvement</li> </ul>	Draft within the first month of contract
Project Website Story Map	<ul style="list-style-type: none"> <li>• General project information using a graphics-based Story Map including upcoming events, and options for public comment</li> </ul>	Create website and three updates
Pop-ups (2)	<ul style="list-style-type: none"> <li>• Engage people at community events that wouldn't typically attend a public meeting</li> <li>• Gather input on issues, concerns, and feedback on plans</li> <li>• Take the visual preference survey- provide prints of design standards to gather community choices</li> </ul>	June 2024: Rhythm and Blues Cruise - Breezy Belle August 2024: Pequot Lakes - Breezy Point Lions Events
Focus Groups (3) Workshops (in-person) (4)	<ul style="list-style-type: none"> <li>• Facilitate two discussions with stakeholders such as developers and business/tourism/recreation establishments</li> <li>• Two workshops with city council/planning commission (steering committee)                             <ul style="list-style-type: none"> <li>◦ Workshop No. 1: Issues and opportunities</li> <li>◦ Workshop No. 2: Districts and uses, development standards process, definitions, and general provisions</li> </ul> </li> </ul>	Per project schedule
Open House	<ul style="list-style-type: none"> <li>• Share input and how it was used in the update</li> <li>• Share drafts for community feedback</li> <li>• Visual preference design boards to confirm design standards</li> </ul>	January/February 2025
Online Surveys (2)	<ul style="list-style-type: none"> <li>• One survey to gather input on development standards</li> <li>• Second survey as a visual preference survey to create design standards or guide by using graphics and illustrations</li> <li>• Provide paper copies to cohorts or locations where residents may have limited access to internet</li> </ul>	Per project schedule
Social Media Posts and Project Flyer	<ul style="list-style-type: none"> <li>• Promote project on social media, prepare article content</li> <li>• One-page informational project flyer with QR code</li> </ul>	Per project schedule
Online Engagement INPUTiD™	<ul style="list-style-type: none"> <li>• Use Bolton &amp; Menk's interactive, gamified, online comment and mapping tool INPUTiD™ to gather input on geographical issues</li> </ul>	June launch, updated per project schedule

## TASK 3: SUBDIVISION AND ZONING CODE DIAGNOSIS

Led by Mojra and Dylan, we will thoroughly review the city’s updated 2020 Comprehensive Plan, the current zoning and subdivision codes (with associated maps), and other planning documents for consistency and issue identification. Our team will lead a discussion with staff to review the issues and goals of any necessary updates.

Hot topics we would like to address:

- Update Subdivision code
  - Substandard lots
  - Road standards
- Resolve redundancies of current zoning code
  - Reduce repetitions
  - Reduce conditional use permits
  - Suggest administrative procedures
  - Provide alternative compliance options
- Short-term rentals - update for impacts
- Home-based occupations
- Address form, style, and design aesthetic
- Promote with code diversity of housing and increase commercial development

To understand where we are starting from, the Bolton & Menk team will

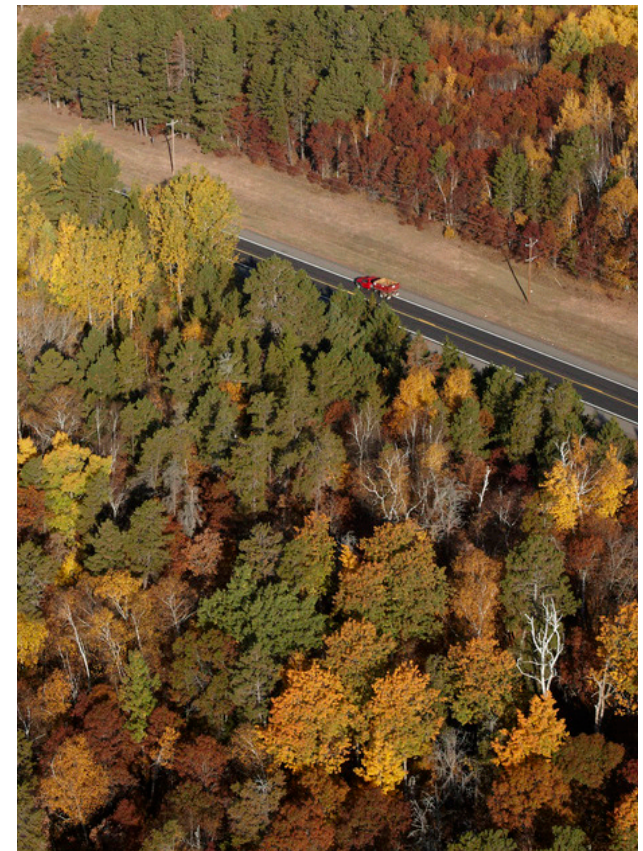
- Review the comprehensive plan for guidance on community vision, goals, land use, and densities
- Align zoning and subdivision codes with comprehensive plan
- Review the community plans, subdivision ordinance, zoning code, land uses, and districts with an eye for modernization, illustrative upgrades, and compliance with statutes and case law
- Begin engagement efforts per engagement plan to get initial stakeholder input
- Three focus groups and four workshops
  - 1.) Developers (one workshop)
  - 2.) Tourism/recreation/businesses (one workshop)
  - 3.) Steering committee (two workshops)
    - » Issues and opportunities
    - » Districts and uses
    - » Development standards
    - » Process, definitions, and general provisions

### CITY STAFF EXPECTATIONS

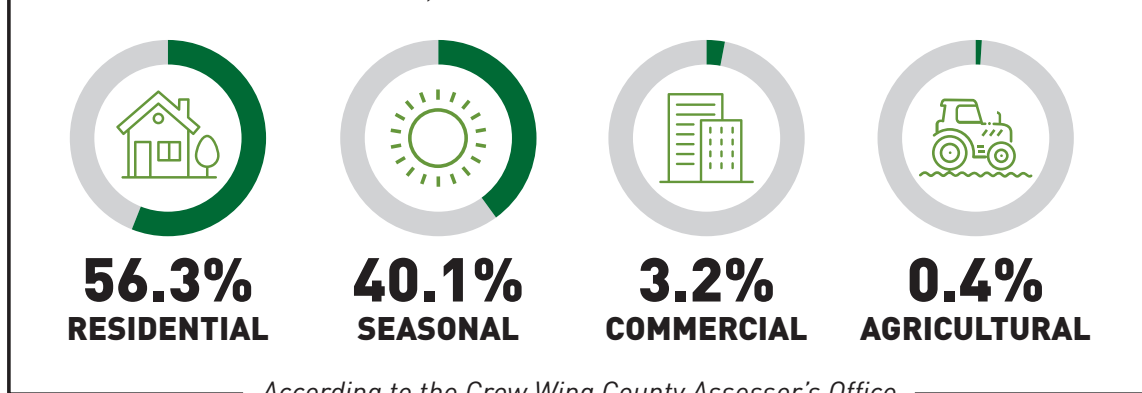
- Review diagnosis, issues report, and design standards; provide feedback
- Participate in workshops

### TASK 3 DELIVERABLES

- Diagnosis and issues report, including subdivision code
- Steering committee workshops and summaries: workshop no. 1
- Focus group workshops and summaries
- Identification of potential conflicts, gaps, or duplication from the review of other studies



### A BEDROOM COMMUNITY, TOURISM IS THE CITY’S PRIMARY INDUSTRY.



## TASK 4: INITIAL DRAFT OF ORDINANCE REVISIONS

After identifying the issues and needed updates in Task 3, our team will begin to rewrite or update code sections.

We also think it is important to update the Subdivision Code. It is most efficient to work on both subdivision and zoning codes in tandem. This will allow us to address the non-confirming lots and roads.

We will work closely with city staff throughout this process to create a redline ordinance for a completely updated zoning code. We have budgeted for specific review and updates on each high priority section to get it just right. Priority items include:

- Current zoning districts and propose changes to uses, standards, densities, and potentially reclassification and/or reorganization of zoning districts
  - Potential new and consolidations of districts like mixed-use district or overlay
- Definitions and uses to be consistent with proposed zoning districts
- Remove redundancies, duplications
- Performance standards
- Planned residential development ordinance
- Landscape provisions
- Design standards integrated into zoning code or as a separate guide booklet
- Inclusion of figures and graphics to clearly explain the code(s)

To that end we will

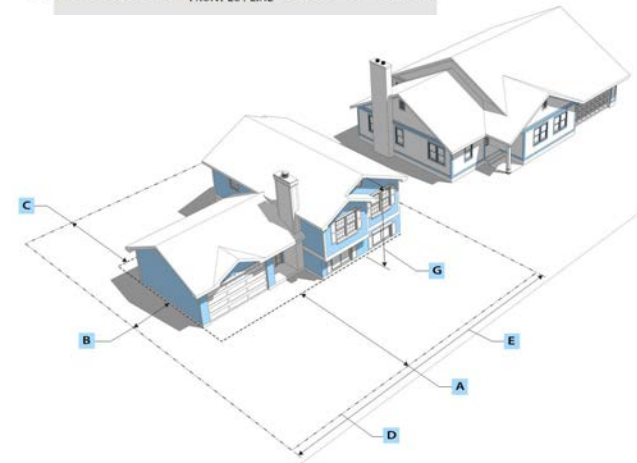
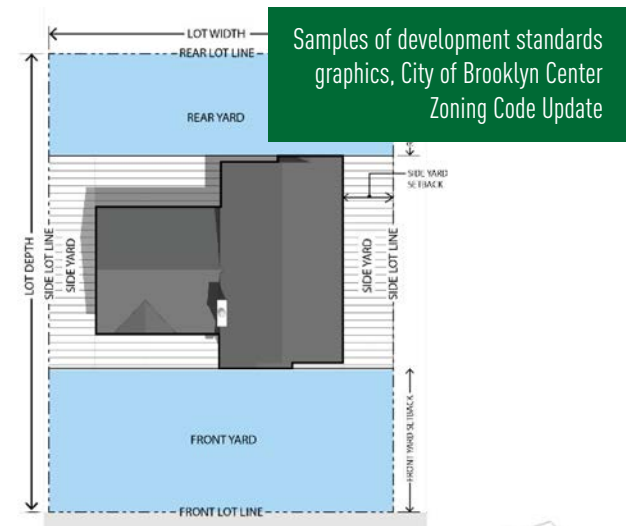
- Draft revisions to the zoning provisions
- Draft revisions to subdivision code
- Reorganize sections to be user-friendly
- Create a cohesive redline ordinance that includes city staff and our recommended updates
- Steering Committee Workshop No. 2 review:
  - Districts and uses
  - Development standards
  - Process, definitions, and general provisions
- Identify graphic or illustrations needed
- Collaborate with city staff to create a draft ready for review by the planning commission
- Develop design standards or guide
- Present drafts to the planning commission

### CITY STAFF EXPECTATIONS

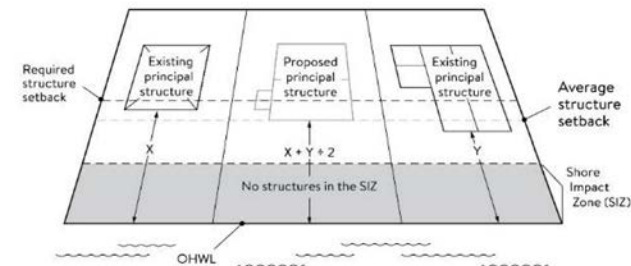
- Review and comment on our redline ordinance work
- Participate in workshops with steering committee
- Provide direction and comments on figures and illustrations and design standards
- Attend monthly check-in meetings
- Coordinate with planning commission

### TASK 4 DELIVERABLES

- Steering committee workshop no. 2 and summary
- Draft redline and final ordinance
- Figures and illustrations
- Updated zoning code
- Updated zoning map
- Updated subdivision code
- Design standards



Structure Setback Averaging



The scale and bulk of a proposed principal structure must be consistent with existing principal structures.

## TASK 5: CODE ADOPTION AND PUBLIC HEARING

We will present a final ordinance for adoption, as described below:

- Prepare the final ordinance amendments and summary ordinance for final adoption
- Assist city staff with staff report
- Prepare presentation materials
- Present at the planning commission or city council meetings

### CITY STAFF EXPECTATIONS

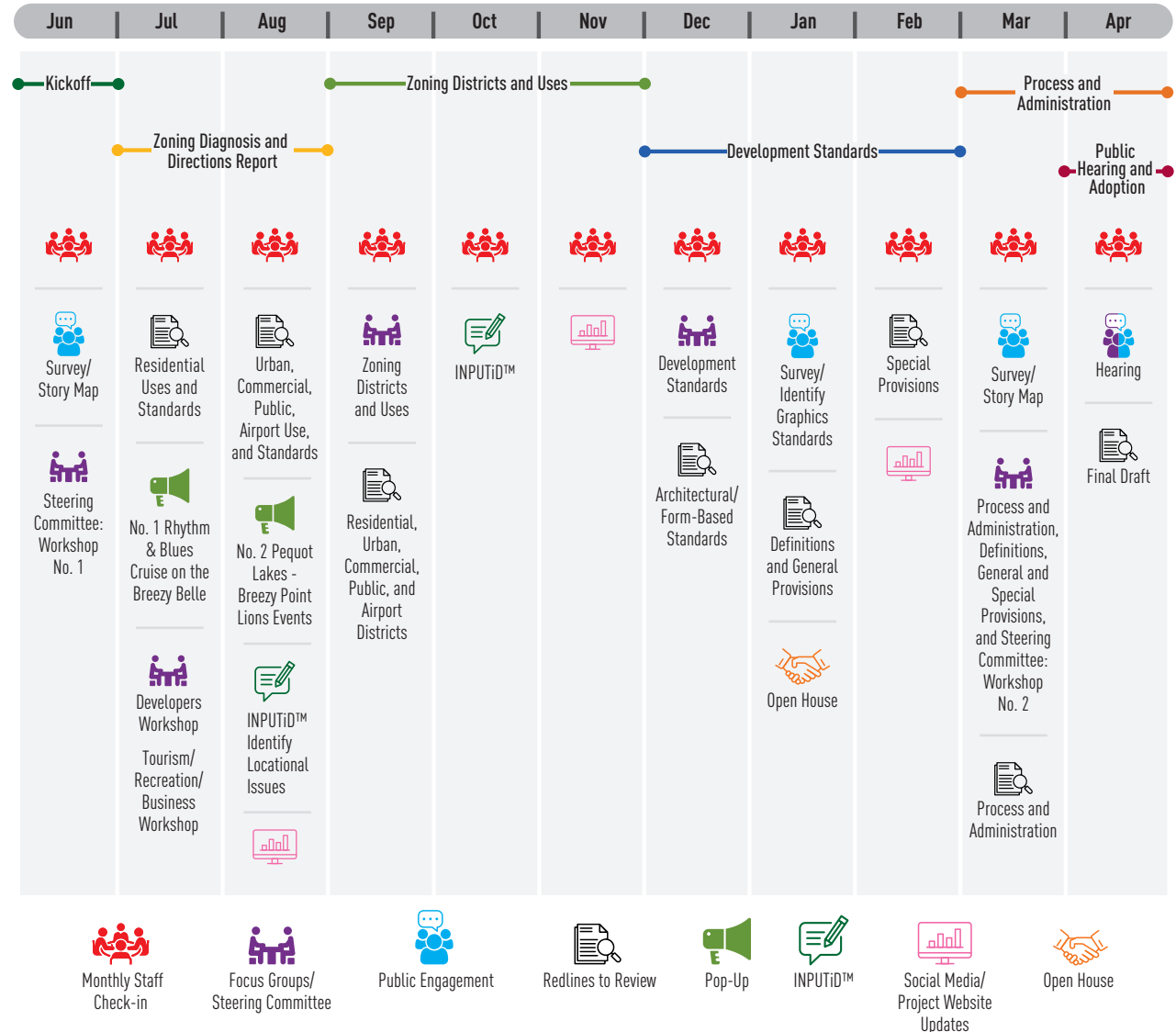
- Review final ordinance
- City attorney to provide legal review
- Prepare public hearing notice
- Review staff report materials
- Review PowerPoint for presentation
- Provide support for planning commission and city council meeting

### TASK 5 DELIVERABLES

- Final updated ordinance documents and map(s)
- Final design standards or guide
- Staff memorandum for planning commission and council review
- **Planning commission meeting presentation:** public hearing for code adoption
- **City council meeting presentation:** Ordinance review and adoption by the city council

## PROJECT SCHEDULE

We have developed a schedule detailing the anticipated work tasks and deliverable due dates. This schedule is based on our review of the project background, description, and scope of services included in the RFP and our experience on other similar projects. Upon selection, Bolton & Menk will work with city staff to revise and update this schedule as needed to ensure successful delivery of this project.





# FEE



Bolton & Menk will provide the scope of services as described for an estimated fee of \$124,971. We will bill work following our standard hourly billing rates and will not exceed our estimate without prior authorization from the city.

City of Breezy Point, Minnesota Zoning Code Update		Bolton & Menk, Inc.							
Task No.	Work Task Description	Project Manager/Senior Planner	Principal-in-Charge/Engineering Advisor	Planner/Engagement	Architectural Renderings/Design Advisor	GIS Specialist	Graphic Designer	Total Hours	Total Cost
1.0	Project Management	20	5	24	0	0	1	50	\$8,151
2.0	Community Engagement	56	9	44	34	44	37	224	\$35,917
3.0	Subdivision and Zoning Code Diagnosis	63	6	107	29	0	28	233	\$35,885
4.0	Initial Draft of Ordinance Revisions	72	8	92	16	22	20	230	\$36,206
5.0	Code Adoption and Public Hearing	12	4	20	6	6	8	56	\$8,712
<b>Total Hours</b>		223	32	287	85	72	94	793	
<b>Average Hourly Rate</b>		\$199.00	\$209.00	\$125.00	\$179.00	\$151.00	\$126.00		
<b>Subtotal</b>		\$44,377	\$6,688	\$35,875	\$15,215	\$10,872	\$11,844		
<b>Total Not-to-Exceed Fee</b>									<b>\$124,871</b>

## OPTIONAL SERVICES

We have provided our project fee above with optional tasks listed below, should Breezy Point value our proposed additional services. Once selected, we will work closely with city staff to identify a final contract of what's in and what's out. This will help us refine our cost estimate for you and provide the absolute best value for your taxpayers' hard-earned funds.

Additional pop-up	\$2,500
Additional survey	\$1,600
Additional INPUTiD™	\$4,000
Additional social media article	\$200
Additional open house/ community meeting	\$4,500
Additional focus group	\$3,600