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## **Implementation & Action Plan**

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This chapter outlines how the vision of the Plan is implemented in everyday decisions and annual goal-setting and budgeting, and how the Plan should be amended when necessary. The Chapter also provides a plan for implementing the action items described in Chapter 4, including who is responsible for each action and by approximately when it should be completed.

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Adopted on  
November 19, 2012

## City Roles & Responsibilities

Responsibility for implementing this plan lies primarily with City Council, City Planning Commission, and City Staff.

### *City Council*

City Council sets priorities, controls budgets and tax rates, and often has the final say on key aspects of public and private development projects. The value and legitimacy of this plan is directly related to the degree to which Council members are aware of the plan and expect City actions to be consistent with this plan. Each council member should have a copy of this plan and should be familiar with the major goals and objectives described herein. City Council should expect and require that staff recommendations and actions both reference and remain consistent with this plan.

### *City Planning Commission*

Land use and development recommendations are a core component of this plan, and the Planning Commission has a major role in guiding those decisions. Plan Commission members must each have a copy of this plan and must be familiar with its content, especially Chapter 5: Land Use. It is generally the responsibility of Planning Commission to determine whether proposed projects are consistent with this plan, and to make decisions and recommendations that are consistent with this plan. In cases where actions that are inconsistent with this plan are deemed to be in the best interest of the City, the Planning Commission should initiate efforts to amend the plan to better reflect City interests. This will help to reinforce the legitimacy of the plan as an important tool in City functions.

### *City Staff*

Key City staff have a significant influence on the selection and completion of all kinds of capital and operational projects. It is imperative that individuals in key roles know about, support, and actively work to implement the various strategies and actions in this plan. Specifically, the following people should consult and reference the comprehensive plan during goal-setting and budgeting processes, during planning for major public projects, and in the review of private development projects:

- City Manager
- Development and Parks Director
- Public Works Director
- Finance Director

These key staff members are expected to know and track the various goals, objectives, strategies and actions laid out in this plan, and to reference that content as appropriate in communications with residents and elected and appointed officials. All other department directors should also be aware of the plan and the connections between the plan and City projects. The purpose of this extra effort is to strengthen staff recommendations and reinforce the plan as a relevant tool integral to City functions.

The City Manager, as lead administrative official of the City, is responsible to ensure that other key staff members are actively working to implement this Comprehensive Plan.

## Education and Advocacy

Implementation of this plan also depends, to a great degree, on the actions and decisions of entities other than City government. The Action Plan (see Section 6.4) indicates responsible parties that the City of Burlington does not control or direct. These include, and are not limited to:

- Greater Burlington Partnership
- Burlington Community School District
- Southeastern Community College
- City of West Burlington
- Des Moines County
- Southeast Iowa Regional Plan Commission
- Downtown Partners Inc.
- Iowa Department of Transportation
- Army Corps of Engineers

It is necessary to persuade these entities to be active partners in the implementation of the goals, objectives, and strategies of this plan. The following City activities can support this effort:

- Share this plan with each organization, including a memo highlighting sections of the plan that anticipate collaboration between the City and the organization.
- Take the lead role in establishing a collaboration
- Know and communicate the intent of relevant objectives and strategies - partner organizations need to understand and buy in to the rationale before they will act.

## Utilizing Existing Tools

Many of the strategies identified in this plan presume the use of existing City ordinances and programs. The City's key implementation tools include:

### *Operational Tools*

- Annual Goal-Setting Process
- Annual Budget Process
- Capital Improvement Program

### *Regulatory Tools*

- Land Use Regulations (includes landscape and architectural regulations)
- Site Design Standards
- Historic Preservation Ordinance
- Building and Housing Codes

### *Funding tools*

- Tax Abatement
- Tax Incremental Financing (TIF) Districts
- Enterprise Zones
- State and Federal Grant Programs
- Storm Water Utility

## 6.2 GUIDING ANNUAL DECISIONS

### Annual Report

To provide lasting value and influence, this plan must be used and referenced regularly, especially during budgeting and goal setting processes. To inform these annual processes, City planning staff will prepare, with input from other departments and the City Manager, a concise Comprehensive Plan Annual Report with the following information:

- Action items in progress or completed during the prior 12 months (celebrate success!)
- Staff recommendations for action items to pursue during the next 12 months.
- City actions and decisions during the past 12 months not consistent with the plan (if any).
- Staff recommendations for any amendments to the adopted plan.

### Link to Annual Goals and Budget

The most important opportunity for this plan to influence the growth and improvement of the City is through the annual goal-setting, budgeting and capital planning processes. These existing annual efforts determine what projects will and will not be pursued by the City, and so it is very important to integrate this plan into those processes every year.

The compilation of actions in the next section is a resource to support decisions about how and where to invest the City's limited resources. The Annual Report should draw from these actions. Plan Commission should make formal recommendations for Council consideration, identifying those choices and commitments most likely to further the goals and objectives identified in this plan.

The following process and schedule is recommended:

July - Staff completes the Comprehensive Plan Annual Report.

August - Plan Commission considers Annual Report and makes formal recommendation to Council regarding action items to pursue and comprehensive plan amendments.

September - Department Directors consider Annual Report and Plan Commission recommendations, complete goal setting exercises.  
Council holds a public hearing and considers adoption of any comprehensive plan amendments.

October - City Council Goal Setting

November to February - Budget preparation process

March - Budget Adopted

## A note about Plan vs Budget

The following 2012 fiscal summary by City Manager Jim Ferneau reinforces the importance of this plan.

*The City of Burlington's current financial position is challenging, and has been for several years. June 30, 2012 fund balances in several categories are less than what they should be, including the General Fund's balance of approximately \$500,000, which is approximately 3% of fund expenditures (well below the goal of 10-15% balance our Council is currently targeting to attain in 10 years). Other funds are in worse financial shape, with the Road Use Tax Fund, Community Development Fund, Recreation Fund, Parking Fund, Flint Hills Golf Course, Solid Waste, Recplex, Property Maintenance, Vehicle Maintenance, and Park Capital Fund having a combined deficit balance of approximately (-\$3,500,000). The City Council for the City of Burlington is prioritizing a systematic approach to eliminating these fund balances over the next 5 to 10 years, primarily through prioritizing revenues from the General Fund.*

*These Fund Balance priorities will have a significant impact on the ability of the City of Burlington to assist in meeting community priorities; the City Council will have to take into account the fund balance position as decisions are made about financing key components of the Comprehensive Plan. Significant long-term planning efforts, including focused attention on elements of the comprehensive plan, will be paramount in ensuring a proper balance is achieved in funding priorities.*

## About the Action Plan

The following pages feature a compilation of actions identified in Chapter 4 to help the City achieve its various goals and objectives.

### **Deadlines**

The “deadlines” identified to achieve these actions are not firm - rather they are indications of when the City may choose to pursue an action based on its importance or difficulty. Where multiple deadlines are noted, this indicates an ongoing or repetitive activity.

### **Responsible Parties**

Most of these actions require leadership and effort by multiple people and organizations. These tables indicate those parties considered necessary to implementation.

### **Funding Sources**

Most of these actions come with some cost. It is presumed that most could be supported by tax revenue from the City's general fund. Where other sources of potential funding may exist, such as grant programs, these are noted.

Housing Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources	
		2013-2015	2015-2020	2020-2032			
1	Update zoning and subdivision ordinances to remove barriers to affordable housing, including allowing dwelling accessory structures and small lot housing and increasing allowed maximum lot coverages.	H3.1	X			City Staff, City Planning Commission, City Council, Low Rent Housing Agency	
2	Consider ordinances and programs that encourage the development of affordable and workforce housing integrated with market-rate housing. Inclusionary housing ordinances can provide incentives to development with certain percentages of affordable housing units (e.g. a density bonus allowing for more total units than otherwise permitted, or waiving taxes on affordable percentages of development).	H3.3	X			City Staff, City Planning Commission, City Council, Low Rent Housing Agency	
3	Maintain and promote existing Housing Enterprise Zones, particularly for redevelopment projects.	H1.2 H3.2	X	X	X	City Staff, City Planning Commission, City Council	
4	Evaluate the use of density bonuses for mixed price-points or affordable housing units.	H3.2	X			City Staff	
5	Update land development ordinances to require or at least allow components of traditional neighborhood design and consideration of existing neighborhood context. Design features to require/allow include the inclusion of compact, mixed-use components, small lots, narrow front setbacks, deeper garage setbacks, walkable street patterns, narrower streets and pedestrian amenities.	H2.2	X			City Staff, City Planning Commission, City Council	
6	Train and educate City staff to ensure proficiency in International Energy Conservation Code requirements.	H4.1		X		City Council	US Department of Energy & Housing and Urban Development Training Grants
7	Create guidance for developers on requirements of the International Energy Conservation Code.	H4.1		X		City Staff, City Planning Commission, City Council	US Department of Energy & Housing and Urban Development Training Grants
8	Ensure compliance with energy codes.	H4.1	X	X	X	City Staff	
9	Plan for continued and expanded support of the Great River Housing Trust Fund and non-profits offering transitional and emergency housing.	H3.1 H3.2		X		City Staff, City Council	

Housing Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
10	Develop and maintain affordable homeownership programs.	H3.1 H3.2			X	City Staff, City Council, Low Rent Housing Agency Housing Fund (HOME) IEDA, CDBG, Section 42 Housing Tax Credits (HUD)
11	Allow for a reduction in multifamily parking requirements when projects are located near transit lines.	H2.2	X	X	X	City Staff, City Planning Commission, City Council
12	Evaluate future needs for downtown parking structures and be open to supporting partnerships for development of such.	H1.1	X			City Staff, City Planning Commission, City Council, DPI
13	Develop a sustainable funding source to address the residential tear-down and acquisition of abandoned properties (e.g. a percentage of code violation fees).	H1.2		X		City Staff, City Council
14	Explore incentives to promote rehabilitation of existing housing, beyond current incentives.	H1.2	X			City Staff
15	Continue to evaluate tax abatement and other incentives for new housing and redevelopment of existing housing to ensure they remain effective in promoting residential development.	H1.1	X	X	X	City Staff, City Council
16	Support homeless shelter and other local agencies that provide shelter for those experiencing homelessness or in need of special housing options.	H3.2	X	X	X	City Council
17	Evaluate surrounding communities' incentive programs for residential development to ensure Burlington remains competitive in housing development.	H1.1 H3.2	X	X	X	City Staff

Mobility and Transportation Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
1	Develop and adopt regulations that require a multimodal transportation impact analysis for proposed development on a case-by-case basis as determined by the City. Impacts on traffic and street infrastructure, transit access and utilization, and bike and pedestrian connectivity should all be considered.	T1.1	X	X	X	City Staff, SEIRPC, City Planning Commission, City Council Federal Transportation and Community and System Preservation Program

## 6.3 ACTION PLAN

Mobility and Transportation Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
2	Actively participate in state-led highway improvement projects within the City to advocate for context sensitive design - streetscaping improvements should be designed with local input and should be unique to Burlington.	T5.1	X	X	X	City Staff, SEIRPC, City Planning Commission, City Council	Living Roadway Trust Fund
3	Develop a City-wide Bike and Pedestrian Plan to establish a contiguous, safe network of on-street and off-street bike and pedestrian routes.	T4.1	X			City Staff, SEIRPC, City Planning Commission, City Council	Federal Transportation Enhancement Program, Recreation Trails Program (State and Federal), RISE Grants
4	Prioritize sections of the City for sidewalk maintenance and installation and proactively react to needed improvements.	T4.1	X	X	X	City Staff, City Council	
5	Ensure annual funding for the Sidewalk Reimbursement Program.	T4.1	X	X	X	City Staff, City Council	
6	Conduct a transit study to identify barriers to bus ridership and make recommendations to increase effectiveness.	T3.1 T3.2		X		City Staff, SEIRPC	
7	Increase enforcement of sidewalk maintenance and safety violations.	T4,1	X			City Staff, City Council	
8	Evaluate transit rider needs for non-running times (nights/weekends).	T3.1		X		City Staff, SEIRPC	
9	Analyze future road extensions and connections for future development areas to maintain proper street connections.	T2.1 T5.1	X	X	X	City Staff, SEIRPC, City Planning Commission, City Council	Federal Transportation and Community and System Preservation Program
10	Require sidewalks for all new development and major redevelopment projects, whether sidewalks currently exist adjacent or not (especially near and west of Roosevelt Avenue). Encourage neighboring properties to install sidewalks.	T4.1	X	X	X	City Staff, City Planning Commission, City Council	
11	Work with DOT to ensure safe and proper crossings at Roosevelt Ave and adjacent streets (particularly Highway 34).	T4.1	X	X	X	City Staff, City Council	Traffic Safety Improvement Program (TSIP)
12	Assess need for bike racks throughout the community.	T4.1	X	X	X	Parks Advisory Board, City Staff	
13	Continue to develop trail systems and interconnectivity of parks, including Flint River Trail and RecPlex.	T3.1 T4.1	X	X	X	City Staff, Parks Advisory Committee, City Planning Commission, SEIRPC, Riverfront Advisory Committee	

Mobility and Transportation Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
14	Increase accessibility throughout the community by increased installation of ADA curb ramps.	T4.1	X	X	X	City Staff, City Planning Commission, City Council Safe Routes to School Fund , Pedestrian Curb Ramp Construction Fund

Economic Prosperity Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
1	Adopt a Vacant Building Ordinance to better manage and maintain the City's vacant building stock. The program should support the costs of inspections and maintenance enforcement, and it should both prevent and help pay for emergency actions to protect public safety, including demolition.	E5.2	X			City Staff, Downtown Partners, Inc., Greater Burlington Partnership, City Council
2	Identify and plan for infrastructure investments required to make priority development/redevelopment sites viable more competitive for economic development, especially those that serve large areas and/or multiple parcels such as a major sewer line.	E2.2	X			City Staff, City Planning Commission, Historic Preservation Commission, City Council, Greater Burlington Partnership, DPI
3	Identify funding sources and mechanisms for public realm and capital improvements to support economic development	E2.2		X		City Staff, Greater Burlington Partnership, City Council, SEIRPC
4	Identify target industries/business types and offer tax incentives to businesses in those sectors to locate or expand in Burlington.	E2.1 E3.1	X	X	X	Greater Burlington Partnership, City Council, SEIRPC
5	Work with Burlington area schools, Southeastern Community College, Greater Burlington Partnership and local businesses to develop and implement an internship and summer job programs.	E1.1	X	X	X	Great Burlington Partnership, Southeastern Community College, Regional Public and Private School Boards
6	Update development regulations to remove barriers to home-based businesses that are compatible and suitable for residential areas.	E2.3	X			City Planning Commission, City Staff, City Council

## 6.3 ACTION PLAN

Economic Prosperity Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
7	Coordinate with the Greater Burlington Partnership and local educational institutions to plan for workforce transitions from manufacturing to knowledge-based and creative industries.	E1.1	X	X	X	Greater Burlington Partnership, City Council, SEIRPC, Southeastern Community College (SCC), Regional Public and Private School Boards
8	Target downtown locations for major public cultural investments.	E5.2	X			Downtown Partners, City Council, City Staff
9	Coordinate with Des Moines County to develop a rural and eco-tourism plan that promotes recreation and tourism outside the City as well as hotel stays inside the City.	E6.2		X		Des Moines County Board of Supervisors, SEIRPC, City Council, Greater Burlington Partnership
10	Upgrade the City website to emphasize the assets of Burlington as a vibrant, modern community with a rich history and an exceptional quality of life, and evaluate the use of mobile and social media digital tools to improve access to City information and marketing materials.	E1.2	X			City Staff, City Council
11	Work with the Greater Burlington Partnership to prepare and maintain online and print promotional materials for prospective residents that shares the City's recent progress and visions for the future as identified in this plan.	E1.2				
12	Develop an easy to understand "one-stop-shop" for economic development on the City website, with links to partner resources.	E2.3	X			City Staff, City Council
13	Aggressively pursue grants and resources to improve infrastructure.	E2.2	X	X	X	City Staff, SEIRPC, Greater Burlington Partnership, Downtown Partners
14	Evaluate potential public/private partnerships for community benefit.	Many	X	X	X	City Staff, City Council, SEIRPC, Greater Burlington Partnership, Downtown Partners, Des Moines County Board of Supervisors

Economic Prosperity Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
15	Participate in monthly communications with key stakeholders to discuss the future of the area and maintain an open dialogue among entities.	E2.1	X	X	X	Greater Burlington Partnership, West Burlington, Des Moines County, SEIRPC, SCC, and Regional Public and Private School Boards	
16	Adopt a design overlay area in Downtown Burlington to promote and protect the character of the area.	E5.2	X			City Staff, City Planning Commission, Historic Preservation Commission, City Council, Downtown Partners, Inc.	
17	Promote vocational education/training to fill the needs of local employers.	E1.1	X	X	X	Greater Burlington Partnership, West Burlington, Des Moines County, SEIRPC, SCC, and Regional Public and Private School Boards	
18	Create and enhance entry features to the community and to the downtown (e.g. landscaping, signage, banners, etc.).	E1.2		X		City Staff, City Planning Commission, Historic Preservation Commission, City Council, Downtown Partners, Inc.	
19	Construct and maintain interpretive signage at key attraction locations to further promote the assets of the community.	E1.2	X	X		City Staff, City Council, Greater Burlington Partnership	
20	Evaluate and plan for venues and attractions (e.g. indoor sports complex, riverfront amenities, boutique hotel with river view rooms) to further Burlington as a year-round destination- resulting in increased year-round occupancy of local hotels.	E6.1	X	X	X	City Staff, Greater Burlington Partnership	
21	Continue to evaluate properties for listing on the National Register of Historic Places to further solidify Burlington as a historic community and to enable properties to access historic tax credits.	E6.2	X	X	X	City Staff, City Planning Commission, Historic Preservation Commission, City Council, Downtown Partners, Inc., Greater Burlington Partnership	

## 6.3 ACTION PLAN

Economic Prosperity Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
22	Complete periodic review of “business friendliness” as compared to comparable cities, including tax rate, utility rates, and regulatory processes.	E7.2	X	X	X	Greater Burlington Partnership	
23	Promote growth of tax base in all areas of the community, including infill, redevelopment and improvements in existing developed areas and continued growth in planned new development areas.	E8.2	X	X	X	City Staff, City Planning Commission, City Council, Greater Burlington Partnership	
24	The City will evaluate its property tax levels/rates to be competitive with other communities in Iowa and region and to support infrastructure/services in the community.	E7.2 E8.2	X	X	X	City Staff, County Assessor, City Council, Greater Burlington Partnership, SEIRPC	
25	The City will develop programs and policies to be competitive (top 25% in Iowa) with other similar sized communities in tax and utility rates.	E7.2 E8.2	X	X	X	City Staff, City Council, Waterworks Board	

Agriculture and Natural Resources Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
1	Evaluate the need for and benefit of a Watershed Management Plan with neighboring jurisdictions and begin implementing projects.	R3.1 R3.2 R3.3		X		City Staff, City Council, Watershed Management Authority, Parks Advisory Board, SEIRPC, Iowa DNR, Army Corps of Engineers	Watershed Improvement Review Board
2	Develop a “GreenPrint” for creating an interconnected greenway system of parks and open spaces.	R1.1 R1.2	X			City Staff, City Council, Parks Advisory Board, SEIRPC, Iowa DNR, Army Corps of Engineers	
3	Consider the adoption of best management practices (BMPs) for stormwater management and low-impact development.	R3.2 R3.3	X			City Staff, City Planning Commission, Watershed Management Authority, City Council	

Agriculture and Natural Resources Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
4	Consider the adoption of regulations for conservation and restoration of natural features during development.	R1.2		X		City Staff, City Planning Commission, City Council
5	Consider the adoption of stormwater and low-impact BMP requirements for City facilities and operations.	R3.2 R3.3		X		City Staff, City Council, Parks Advisory Board, Waterworks Board,
6	Work to identify local point and non-point source pollution and implement steps for remediation.	R3.2 R3.3		X		City Staff, Watershed Management Authority, Iowa DNR, Des Moines County, City Council
7	Develop a stormwater education program to inform citizens of BMPs including the use of rain barrels, rain gardens, green roofs, permeable paving, etc.	R3.2 R3.3		X		Watershed Management Authority, City Staff
8	Identify and remove barriers to local food production.	R2.1		X		City Staff, City Planning Commission, City Council
9	Consider the adoption of local food procurement policies for City events and facilities.	R2.1		X		City Staff, City Council
10	Develop procedures for increasing the ability to use electronic and government assistance forms of payment at local farmers markets.	R2.1	X			City Staff, Downtown Partners, Inc., Greater Burlington Partnership
11	Encourage responsible agriculture region-wide with awareness of FSA office guidelines for agricultural practices for Des Moines County.	R2.1	X	X	X	City Staff, Downtown Partners, Inc., Greater Burlington Partnership, Chamber of Commerce

Community Facilities and Services Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
1	Collaborate with the Greater Burlington Partnership and West Burlington to study long-term wastewater treatment options to enable growth, especially to the southwest.	FS1.2	X			City Staff, Greater Burlington Partnership, City Council, City Planning Commission, West Burlington Staff, Commission, and Council, SEIRPC, Des Moines County Board of Supervisors
2	Continue to facilitate and improve park and recreation facilities, programs, amenities and special events.	FS2.1	X	X	X	Parks Advisory Board, City Staff, City Council, Des Moines County Board of Supervisors, Greater Burlington Partnership, Downtown Partners
3	Study feasibility of a public indoor recreation facility opportunities for partnerships, and possibility of other public or private entities constructing such a facility.	FS2.3	X			Greater Burlington Partnership, Parks Advisory Board, City Staff, City Council, Convention and Visitors Bureau
4	Improve supply of information (interpretive signage, websites, online forms, maps, etc.) at and for community facilities and key attractions.	FS2.1		X		City Staff, City Council
5	Evaluate the need for park space in the North and Southwest areas of the community as opportunities become available.	FS2.1	X	X	X	City Staff, City Planning Commission, Parks Advisory Board, City Council, Des Moines County Board of Supervisors
6	Provide resources to form neighborhood associations to address community issues, including housing, safety and appearance.	FS4.1	X	X	X	City Staff, Planning Commission, City Council
7	Pursue grants to update community facilities.	Many	X	X	X	City Staff, City Council
8	Continue to expand local and regional trail systems.	FS2.1	X	X	X	City Staff, City Council, Parks Advisory Boards, Des Moines County Board of Supervisors, Des Moines County Conservation, SEIRPC

Community Facilities and Services Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
9	Conduct regular review of sewer/water capacities to serve future growth and development.	FS1.2	X	X	X	City Staff, Waterworks Board
10	Pursue shared services among governmental agencies as opportunities arise.	FS1.2 FS1.3	X	X	X	City Staff, City Council, SEIRPC, Des Moines County Board of Supervisors, Des Moines County Conservation
11	Evaluate parks for compliance with ADA II standards and prepare a transition plan to make necessary changes over time.	FS2.1		X		City Staff, Parks Advisory Board, City Council
12	Create Wi-Fi spots at key community facilities, including parks.	FS2.1		X		City Staff, Parks Advisory Board, Downtown Partners, Greater Burlington Partnership, City Council, Public School Boards
13	Promote shared usage of public facilities (e.g. school playgrounds for public use).		X	X	X	City Staff, Parks Advisory Board, City Council, Regional School Boards, City Council

Community Character Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
1	Establish an Arts Commission.	C1.1 C1.3	X			City Council, Southeastern Community College
3	Prepare a Burlington Cultural Plan.	C1.1 C1.2 C1.3 C1.4		X		City Staff, Historic Preservation Commission, City Council
4	Explore the designation of Cultural and Entertainment Districts.	C1.2	X			City Staff, City Planning Commission, City Council
5	Include a public arts component in development Requests for Proposal for City-owned sites.	C1.2			X	Arts Commission, City Planning Commission, City Council

Community Character Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
6	Update regulations to remove barriers to live-work studios and non-traditional venues.	C1.3		X		City Planning Commission, City Council	
7	Continue to support the Historic Preservation Commission and aid in the development of a Historic Preservation Action Plan.	C2.1	X	X	X	City Council, Arts Commission, City Staff, Historic Planning Commission	
8	Develop and maintain guidelines for development in historic districts.	C2.1	X	X	X	City Staff, City Planning Commission, Historic Preservation Commission, City Council, Downtown Partners, Inc.	
9	Develop cohesive historic wayfinding signage .	C2.2 C2.3	X	X	X	City Staff, Historic Preservation Commission, City Council, Greater Burlington Partnership	
10	Lead the drive for encouraging positive outcomes and attitudes.	C1.1	X	X	X	City Staff, City Council, Downtown Partners, Inc., Greater Burlington Partnership	
11	Encourage use of public spaces/streets for outside festivals and events.	C1.4	X	X	X	City Staff	
12	Consider adding National Register properties to Local Historic Register.	C2.1	X			Historic Preservation Commission	
13	Evaluate public activities and services that are friendly or attractive to young professionals and families.	C1.1	X	X	X	City Staff, Greater Burlington Partnership, Burlington Young Professionals, local HR managers	
14	Preserve and enhance the downtown skyline as a defining feature of the community.	C2.1	X	X	X	City Staff, City Planning Commission, Historic Preservation Commission, City Council, Downtown Partners, Inc.	
15	Sponsor an annual community-wide, or neighborhood specific, clean-up day.	X	X	X		City Staff	

Hazards Actions	Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
		2013-2015	2015-2020	2020-2032		
1	Develop a Disaster Recovery Plan.	HZ3.1 HZ3.2	X			City Staff, Des Moines County Board of Supervisors, SEIRPC, City Council, West Burlington, Army Corps of Engineers, FEMA
2	Develop and adopt a Recovery and Reconstruction Ordinance.	HZ3.1 HZ3.2		X		City Staff, City Council
3	Conduct Disaster Recovery Plan table-top exercises.	HZ3.1 HZ3.2	X			City Staff, Des Moines County Board of Supervisors, SEIRPC, City Council, West Burlington, FEMA, Army Corps of Engineers
4	Implement NFIP Community Rating System (CRS) credited activities and explore application to CRS designation.	HZ1.1		X		City Staff, City Council
5	Develop interagency agreements for aid during and after a disaster and actively participate in the Iowa Mutual Aid Assistance Compact.	All		X		City Staff, Des Moines County Board of Supervisors, SEIRPC, City Council, West Burlington, FEMA, Army Corps of Engineers
6	Coordinate with the Des Moines County Emergency Manager to develop a sustainable Community Organization Active in Disaster (COAD) to build a framework for meeting disaster victims' needs.	HZ2.1		X		City Staff, Des Moines County Board of Supervisors, SEIRPC, City Council, FEMA, Army Corps of Engineers
7	Identify a Disaster Victim Assistance Officer (as part of the recovery organization established by the Recovery and Reconstruction Ordinance) to partner with the County EMA in advocating for quick disbursement of Other Needs Assistance and Disaster Case Management Funds.	HZ3.1 HZ3.2	X			City Staff, Des Moines County Board of Supervisors, SEIRPC, City Council

Hazards Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
8	Actively participate in Flood Awareness Month, National Preparedness Month and Iowa Severe Weather Awareness Week activities.	HZ1.1	X	X	X	City Staff, City Council, Greater Burlington Partnership, Downtown Partners, Watershed Management Authority, FEMA, Army Corps of Engineers	
9	Work with the Des Moines County Emergency Management Agency to continue to update and disseminate free disaster preparedness materials for individuals and businesses.	HZ1.1	X	X	X	City Staff, Des Moines County Board of Supervisors, SEIRPC, City Council	
10	Conduct a public facilities audit for potential disaster impacts and implement mitigation strategies.	HZ1.1		X		City Staff	
11	Implement mitigation strategies outlined in the Des Moines County Pre-Disaster Mitigation Plan.	HZ1.1 HZ1.2	X	X	X	City Staff, City Council	
12	Purchase land or easements to preserve the natural floodway where feasible and appropriate.	HZ1.2	X	X	X	City Staff, City Planning Commission, City Council	
13	Evaluate redundant capabilities of water, sewer, electric, gas and other utility systems to reduce or eliminate outages in the event of a disaster.	HZ2.2		X		City Staff, Waterworks Board	
14	Encourage placement of utilities underground for redevelopment and as opportunities arise.	HZ2.2	X	X	X	City Staff, City Planning Commission, City Council,	
15	Identify areas to be protected (existing development) versus areas to be preserved (natural/open space opportunities).	HZ1.3		X		City Staff, Des Moines County Conservation, SEIRPC, City Council, City Planning Commission	
16	Examine alternative back-up strategies for necessary systems, if there are none already in place.	HZ1.3		X		City Staff, City Council, Waterworks Board	
17	Collaborate with the U.S. Army Corp of Engineers to identify and implement the most appropriate flood mitigation strategies for the Downtown, while preserving physical and visual access to the river.	HZ1.2	X	X	X	City Staff, City Council, Downtown Partners, Riverfront Board, Army Corps of Engineers, SEIRPC, Des Moines County	

Collaborations and Partnerships Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
1	Work with SEIRPC and neighboring communities to study the feasibility of an expanded regional bus system.	CP1.1 CP1.2		X		City Staff, City Council, SEIRPC	
2	Explore options for obtaining four-year programs/degrees through existing facilities or satellites with regional universities/colleges in Burlington.	CP1.1 CP1.2		X		Great Burlington Partnership, Southeastern Community College, Regional Public and Private School Boards	
3	Assemble a joint task force with West Burlington to explore the concept of shared economic development investments coupled with shared tax revenues.	CP1.3	X			City Staff, City Council	
4	Develop an official City policy on the use of public incentives to support private development.	CP2.1	X			City Staff, City Council	
5	Host monthly meetings with regional partners to explore ways in which collaboration on programs or services can improve quality, access, and efficiency.	CP1.1	X	X	X	City Staff, City Council, SEIRPC	
6	Communicate with other jurisdictions whenever service contracts or major capital improvements are up for consideration, to identify cost savings opportunities through partnerships and shared service arrangements.	CP1.1	X	X	X	City Staff, City Council, SEIRPC	
7	Seek cost efficiencies through shared services with neighboring communities.	Many	X	X	X		

Land Use Actions		Objective this Action Supports	Target Completion Year			Responsible Parties	Potential Funding Sources
			2013-2015	2015-2020	2020-2032		
1	Consider amendments to the Architectural Guidelines in the Burlington Zoning Ordinance to incorporate aspects of the design strategies identified in Section 5.2 of this plan	L2.1	X			City Staff, City Plan Commission, City Council	
2	Ensure that newly created zoning and land development ordinances are consistent with the adopted Comprehensive Plan.	L2.1	X	X	X	City Staff, City Plan Commission, City Council	
3	Consult and follow the principles of the comprehensive plan and Future Land Use Map when considering land subdivision and zoning amendment petitions.	L2.1	X	X	X	City Staff, City Plan Commission, City Council	
4	Allow landowners or other stakeholders to petition for changes to the Future Land Use Map consider the goals of the plan when evaluating any proposed change.	L1.1	X	X	X	City Staff, City Plan Commission, City Council	
5	Consider the long-term impacts of growth on existing developed areas when updating the Future Land Use Map and Comprehensive Plan document.	L1,1	X	X	X	City Staff, City Plan Commission, City Council	



## 6.4 AMENDING THE PLAN

### Plan Monitoring, Amending and Updating

Although this Plan is intended to guide decisions and actions by the City over the next 10 to 20 years, it is impossible to accurately predict future conditions in the City. Amendments may be appropriate from time to time, particularly if emerging issues or trends render aspects of the plan irrelevant or inappropriate. The City may be faced with an opportunity, such as a development proposal, that does not fit the plan but is widely viewed to be appropriate for the City. Should the City wish to approve such an opportunity, it should first amend the plan so that the decision is consistent with the plan. Such amendments should be carefully considered and should not become the standard response to proposals that do not fit the plan. Frequent amendments to meet individual development proposals threaten the integrity of the plan and the planning process and should be avoided.

Any changes to the plan text or maps constitute amendments to the plan and should follow a standard process as described in the following section. Amendments may be proposed by either the City Council or the Plan Commission, though a land owner or developer may also petition Plan Commission to introduce an amendment on their behalf.

Amendments may be made at any time using this process, however in most cases the City should not amend the plan more than once per year. A common and recommended approach is to establish a consistent annual schedule for consideration of amendments. This process can begin with a joint meeting of the Plan Commission and City Council (January), followed by Plan Commission recommendation (February), then public notice procedures leading to a public hearing and vote on adoption by City Council (March or April).

The 20-year planning horizon of this plan defines the time period used to consider potential growth and change, but the plan itself should be fully updated well before 2032. Unlike an amendment, the plan update is a major re-write of the plan document and supporting maps. The purpose of the update is to incorporate new data and to ensure, through a process of new data evaluation and new public dialogue, that the plan remains relevant to current conditions and decisions. An update every ten years is recommended, though the availability of new Census or mapping data and/or a series of significant changes in the community may justify an update after less than ten years.

## Plan Amendment Process

In the years between major plan updates it may be necessary or desirable to amend this plan. A straightforward amendment, such as a strategy or future land use map revision for which there is broad support, can be completed in about six to eight weeks through the following process.

### **Step One**

A change is proposed by City Council, Plan Commission, or staff and is placed on the Plan Commission agenda for preliminary consideration. Private individuals (landowners, developers, others) can request an amendment through the Development & Parks Director, who will forward the request to Plan Commission for consideration. Plan Commission decides if and how to proceed, and may direct staff to prepare or revise the proposed amendment.

### **Step Two**

When Plan Commission has formally recommended an amendment, a City Council public hearing is scheduled and at least two weeks public notice is published. Notice of the proposed amendment should also be transmitted as appropriate to other entities that may be affected by or interested in the change, such as the City of West Burlington or Des Moines County.

### **Step Three**

City Council hears formal comments on the proposed amendment, considers any edits to the amendment, then considers adoption of the amendment.

### **Step Four**

Staff completes the plan amendment as approved, including an entry in the plan's amendment log. A revised PDF copy of the plan is posted to the City web site and replacement or supplement pages are issued to City staff and officials who hold hard copies of the plan.