



ZONING AND SUBDIVISION ORDINANCE

CITY OF OWATONNA, MN | MAY 29, 2025



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Real People. Real Solutions.

May 29, 2025

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Greg Kruschke
Community Development Manager
City of Owatonna
540 West Hills Circle
Owatonna, MN 55060
Greg.Kruschke@owatonna.gov

**RE: ZONING AND SUBDIVISION
ORDINANCE PROPOSAL**

Dear Greg:

The City of Owatonna has initiated the Zoning and Subdivision Ordinance Update to meet current development needs, align with the 2050 Comprehensive Plan, and anticipate future trends. This project requires a firm that understands the city's ongoing growth and the necessity for a user-friendly, cohesive and contemporary code. Bolton & Menk, Inc. has a deep bench of experts with both local and national experience crafting Unified Development Codes that will effectively serve the community's needs.

CREATIVE APPROACH TO ENGAGEMENT—To ensure the success of the Zoning and Subdivision Ordinance, we are taking a creative and inclusive approach that transforms technical code into a community-driven process. By organizing focus groups around key issues, we create space for open dialogue and collaboration—bringing together both community leaders and everyday residents. This approach not only demystifies complex zoning language but also empowers the public to shape policies that reflect their ideas. The result will be a zoning ordinance that is not only technically sound but also practical, inclusive, and in service of Owatonna's constituents.

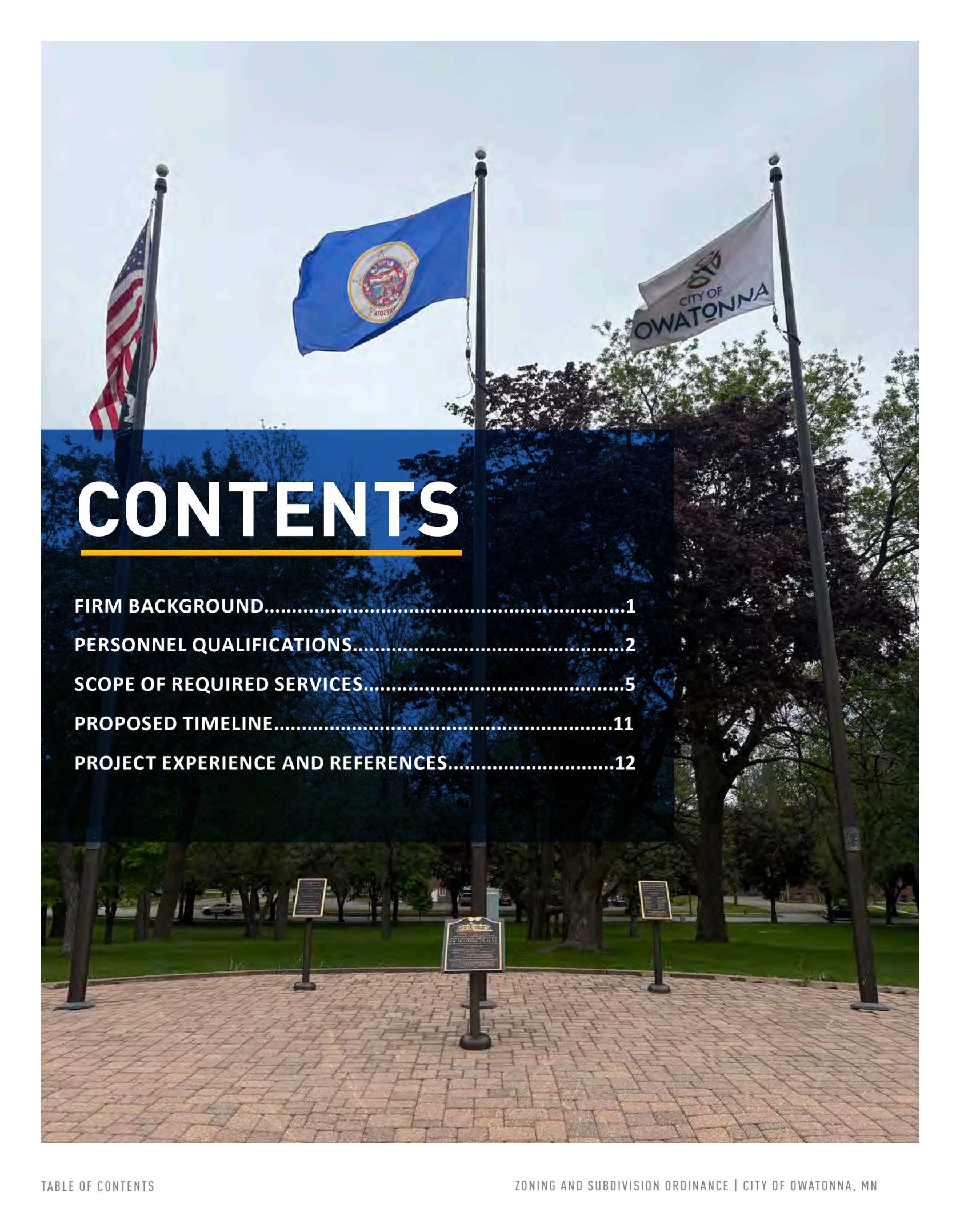
VISUAL AND INNOVATIVE TECHNOLOGY—By integrating visual and innovative technology, we can simplify the use of codes for everyone involved. Interactive maps and digital tools will provide clear, easy-to-understand visuals that illustrate zoning regulations and boundaries. This approach will enhance accessibility and comprehension, allowing business owners, developers, and the general public to navigate the zoning code effortlessly.

EXPERTS WITH CAPACITY TO SUPPORT THE CITY—Our team of experts is well-prepared to support the City of Owatonna, with hands-on experience in every stage of development. We have six specialists dedicated to Greater Minnesota land use and housing, and they understand the unique challenges in this area. While our expertise is deeply rooted locally, we also bring valuable national experience and have the capacity to support the city at every stage of the process.

In continued service to the City of Owatonna, we are excited at the opportunity to complete the Zoning and Subdivision Ordinance Update. I will serve as your lead client contact and project manager. Please contact me at 507-740-0121 or Mojra.Hauenstein@bolton-menk.com if you have any questions regarding our proposal.

Respectfully submitted,
Bolton & Menk, Inc.

Mojra Hauenstein, AICP, LEED AP ND, NCARB
Project Manager



CONTENTS

FIRM BACKGROUND.....	1
PERSONNEL QUALIFICATIONS.....	2
SCOPE OF REQUIRED SERVICES.....	5
PROPOSED TIMELINE.....	11
PROJECT EXPERIENCE AND REFERENCES.....	12

FIRM BACKGROUND



The Bolton & Menk planning and urban design team helps clients plan and design their futures. We bring a fresh perspective to complex problems, leveraging our relationship-based approach to uncovering contextually driven solutions. For 75 years, we have been committed to communities, and our firm has exceptional planning and urban design experience with dozens of municipal and county governments across the Midwest.

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, serving the needs of municipal clients. As we continue to grow in both numbers and experience, our dedication to building trust and ensuring a true partnership with our clients remains the same. Our goal is to help communities make progress by listening to what people want, finding the best solutions for their needs, and treating them right. Simply put, we're people helping people. Today, Bolton & Menk has more than 1,000 multi-regional employees including a professional staff of more than 300 engineers, planners, landscape architects, and surveyors.

Our dedication to our clients shines through in the work we provide. We are committed to cultivating and delivering exceptional community infrastructure solutions. From advocating for our communities to designing their dreams to finding funding; we take pride in our work because we live here too. We believe in the

power of face-to-face meetings, friendly conversations, and collaborative decision-making to keep your projects on schedule, within budget, and focused on real, workable solutions.

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 and do our part to build a better quality of life for all. At the end of the day, we're Real People offering Real Solutions.

Our Services

- » Planning & Urban Design
- » Civil/Municipal Planning & Engineering
- » Engagement Services
- » Water & Wastewater Engineering
- » Transportation Planning & Engineering
- » Structural Services
- » Aviation Services
- » Landscape Architecture
- » Water Resources Engineering
- » Environmental Planning & Permitting
- » Construction Administration & Inspection
- » Land Surveying
- » Geographic Information Systems
- » Project Funding Support
- » Visual Communications

PERSONNEL QUALIFICATIONS

You have our commitment that staff highlighted in this proposal will indeed be performing and overseeing the work they have been identified to lead.

Our team has extensive experience evaluating and developing successful solutions that meet the needs of our clients, can be supported by stakeholders, and effectively implemented.

The organizational chart below illustrates key personnel associated with individual tasks. Project team member bios have been included in the following pages of this section. Full resumes of all staff can be provided upon request.



Mojra Hauenstein, AICP, LEED AP ND, NCARB
Project Manager



Derek Olinger, PE
Principal-in-Charge/
Engineering Advisor

SUPPORT TEAM



Robin Caufman
Engagement Lead



Kristi Trisko, AICP, PMP
Zoning Specialist



Peter Crandall
Urban Designer



Anna Springer, PLA, ASLA
Parks Planner



David Sandberg
GIS Specialist



Other Speciality
Staff As Needed



MOJRA HAUENSTEIN, AICP, LEED AP ND, NCARB
Project Manager

Mojra will serve as your primary point of contact. She has the qualifications, experience, motivation, and work ethic to effectively manage and coordinate each project phase. Mojra will be responsible for overall team management and all schedule, cost, zoning updates, and scope management processes.

Mojra is a senior planner at Bolton & Menk who began her career in 1998 as an architect and then joined the public sector as a planner. Her experience includes comprehensive planning, architecture, code enforcement, zoning, working with developers, and submitting permits. She is passionate about providing customized and practical solutions to communities.



DEREK OLINGER, PE
Principal-in-Charge/Engineering Advisor

Derek will use his local knowledge and experience to provide project oversight and ensure the improvements fit within the City of Owatonna's vision. He will also lead all engineering needs for the project.

Derek is a municipal project manager who serves as a project manager and city engineer for multiple cities in southeastern Minnesota. He began his career in 2012 and has experience in municipal streets and utilities, utility modeling and planning, and land development from both the city and developers' perspective. Derek enjoys the public engagement piece of any project and serves as the communication liaison between various agencies and local residents. Derek has a particular interest

in city-wide infrastructure planning, whether it be pipe network modeling or helping communities prioritize their infrastructure needs over the next decade. Derek's true passion is city engineering - ensuring that the right projects are selected at the right time to meet long-term goals.



ROBIN CAUFMAN
Engagement Lead

Robin will facilitate stakeholder engagement. She has years of experience working with communities ranging from small cities to counties to regional planning organizations, navigating complex projects, and addressing shared concerns.

Since beginning her career in 1994, Robin has filled multiple roles on regional infrastructure plans and projects, including transportation corridors, wastewater plans, environmental studies, and streetscape designs. As a community planning project manager, her primary areas of expertise include community engagement, metropolitan area comprehensive planning, and land use analysis. Prior to joining Bolton & Menk, Robin spent 21 years between Metropolitan Council and Metro

Transit where she was responsible for working with local governments and communities on comprehensive planning, regional infrastructure planning, and engineering and construction of large transit projects. Robin uses her expertise in listening to project partners and community stakeholders and communicating technical information to ensure that there is clear understanding by all parties of project needs, purpose, benefits, and impacts.



KRISTI TRISKO, AICP, PMP

Zoning Specialist

Kristi will lead all zoning needs for the project.

Kristi is a senior planner who began her career in 1992. She is experienced in municipal planning, including long-range master plans and comprehensive plans, as well as city ordinance development and review, zoning administration, and public involvement. Additionally, she has experience designing, coordinating, and managing multiphased land development projects from conceptual design to final construction. Kristi is passionate about completing long-range planning efforts for her clients and assisting them in planning for their future. She is also an experienced CAD and GIS user. Prior to joining Bolton & Menk, Kristi provided planning consulting services to several communities in Minnesota and Wisconsin.



PETER CRANDALL

Urban Designer

Peter will lead all urban design efforts.

A senior urban designer on the Bolton & Menk team, Peter began his career in 2009. He provides 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, 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.



ANNA SPRINGER, PLA, ASLA

Parks Planner

Anna will support the team with all park planning efforts.

As a senior project landscape architect whose career began in 2013, Anna is responsible for the successful completion of park and recreation system master plans, trail, greenway and open space plans, and park master planning projects. Her expertise includes park system planning principles, recreational needs assessments, site inventory and analysis, community engagement, report writing, and site design from concept to documentation/implementation of park site designs. Anna uses her experience and skills to help communities develop and achieve their visions for their parks and recreation systems by uncovering needs

and outlining a clear path to implementation. She is passionate about landscape architecture as she grew up using the parks and public amenities and developed a love for shared outdoor spaces. She believes they are critical pieces of our communities that provide places where people can engage with nature and one another.



DAVID SANDBERG

GIS Specialist

David will lead GIS analysis and mapping for this 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.

SCOPE OF REQUIRED SERVICES

Bolton & Menk’s approach to this project is to be flexible and collaborative. To that end, our approach is to listen and provide our best recommendations for successful outcomes. Our experienced staff knows the importance of ordinance language for successful implementation. We are also sensitive to budget constraints and can pivot along the way, identifying areas where city staff can provide additional help for efficiencies.

The following describes our approach to the project, including specific tasks, activities, and deliverables.

TASK 1: PROJECT MANAGEMENT

Bolton & Menk will provide comprehensive project management services to ensure the successful delivery of the code update for the City of Owatonna. Our team will manage staff, resources, and budget with a focus on transparency, accountability, and alignment with the city’s goals.

Mojra Hauenstein will serve as the project manager and primary point of contact, responsible for day-to-day coordination, communication, and schedule adherence. She will work closely with city staff to ensure that all project activities are clearly communicated, efficiently executed, and aligned with the city’s expectations. Derek Olinger, serving as principal-in-charge and engineering advisor, will provide high-level oversight and technical guidance throughout the project.

At project initiation, we will facilitate a kickoff meeting with city staff to review project expectations, deliverables, and the proposed timeline. This meeting will also serve to update the project scope, confirm milestone dates, and make any necessary budget adjustments to ensure alignment with the city’s priorities.

Mojra will ensure that the project remains on schedule, on budget, and that any issues are identified early

and addressed collaboratively. Our team will maintain momentum and accountability through monthly check-in meetings with city staff and quarterly meetings with the steering committee, as outlined in the RFP.

We will use project tracking tools to monitor progress, manage deliverables, and ensure timely invoicing. All project documentation, including meeting notes and status updates, will be shared with the city to maintain transparency and facilitate informed decision-making.

TASK 1 DELIVERABLES

- » Kickoff meeting with city staff
- » Monthly check-in meetings with city staff
- » Quarterly steering committee meetings
- » Meeting notes, project tracking logs, and invoicing documentation
- » Finalized project timeline with milestones



TASK 2: STAKEHOLDER ENGAGEMENT

Bolton & Menk is committed to making the Zoning and Subdivision Ordinance Update process inclusive, engaging, and accessible to all members of the Owatonna community. Recognizing that zoning and subdivision regulations can be perceived as technical and dry, we will implement a creative and interactive engagement strategy that brings these topics to life and encourages broad participation.

Building on the city’s previous engagement efforts during the 2050 Comprehensive Plan process, we will design a public engagement plan that combines traditional outreach with innovative tools to spark interest and gather meaningful input. Our approach will ensure that residents, business owners, developers, and community leaders all have a voice in shaping the future of land use and development in Owatonna.

We propose a base approach to engagement using the services listed to the right. Please see the optional add-ons located with the Confidential Bid Sheet for additional ways to elevate the communities involvement.

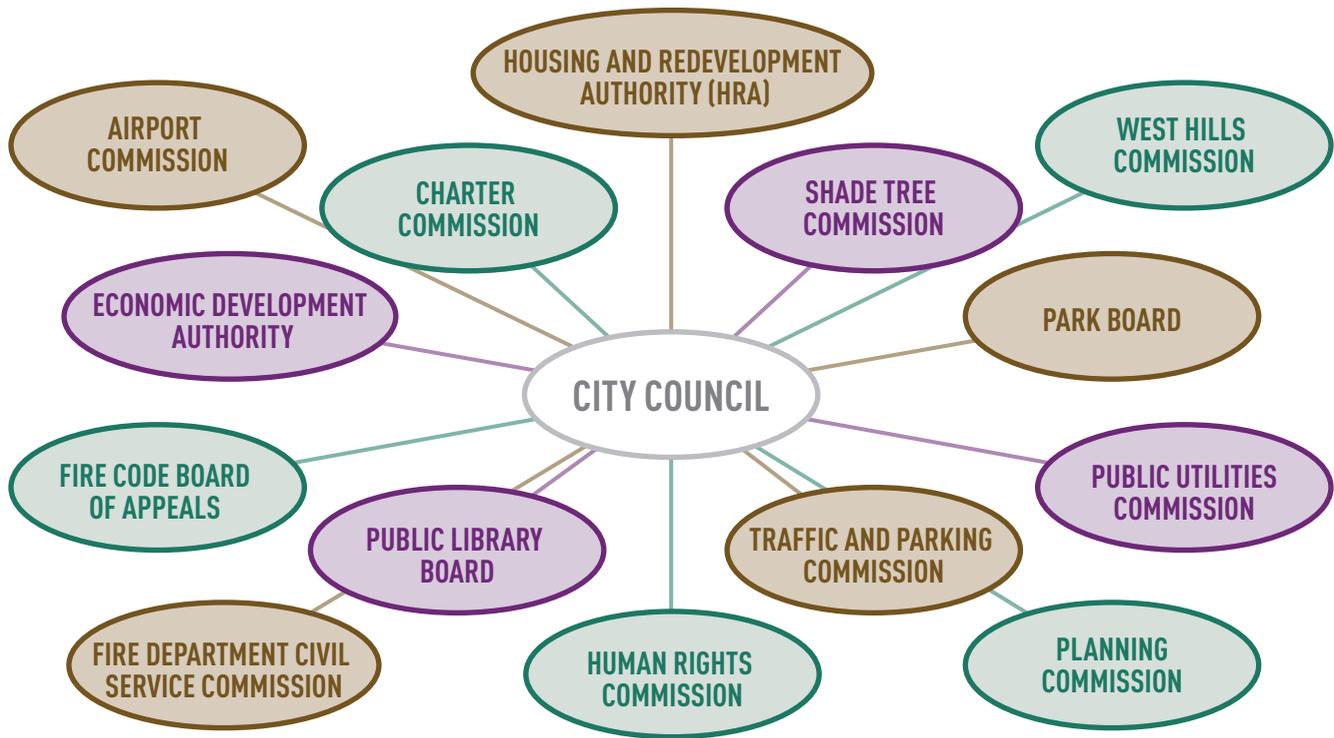
COMMUNITY SURVEY – GAMIFIED

To reach a wide audience and make participation fun and rewarding, we will launch a gamified community survey that invites residents to share their experiences and ideas related to zoning and development. The survey will use interactive elements such as

- » Visual-based questions (e.g., “What is the right setback or fence height?”)
- » Mini-quizzes with instant feedback on land uses to include
- » Interactive survey where participants see each other’s comments

This approach will help demystify zoning concepts and make it easier for residents to provide input, even if they are unfamiliar with planning terminology.

Activity	Roles and Goals
Engagement Plan	<ul style="list-style-type: none"> Identify stakeholders, key messages, and schedule Detail online and in-person engagement and communication strategies
Monthly Virtual Meetings	<ul style="list-style-type: none"> Monthly project management check-ins with city staff
Quarterly Steering Committee Meetings	<ul style="list-style-type: none"> Provide updates, review drafts, and gather strategic input
Project Website (Story Map creation and two updates)	<ul style="list-style-type: none"> Develop a graphics-based Story Map to inform people about the project, seek input, and notify them about upcoming public meetings; example: Crow Wing County Comprehensive Plan
Social Media (two posts)	<ul style="list-style-type: none"> Share updates and promote engagement opportunities
Emails/Articles (two articles)	<ul style="list-style-type: none"> Include updates in newsletters and social media
Survey (one)	<ul style="list-style-type: none"> Gather feedback through interactive, visual-based questions
Engagement Summary Report	<ul style="list-style-type: none"> Document all engagement activities and feedback
Workshop #1 (in-person)	<ul style="list-style-type: none"> 90-minute zoning code issues - Identify and prioritize issues
Workshop #2 (in-person)	<ul style="list-style-type: none"> 90-minute Zoning Map Refinement - Evaluate proposed changes
Workshop #3 (in-person)	<ul style="list-style-type: none"> 90-minute code + map integration - Review draft code and map
Focus Groups (three) For example: ag community, developers, and businesses and employers	<ul style="list-style-type: none"> Identify key stakeholder to identify issues related to their community and discuss options for improvement; schedule on same day as a workshop (AM/PM)
Story Map/Project Website (two updates)	<ul style="list-style-type: none"> Project website as central form of communication, to subscribe for updates, events, and drafts, as well as hosting INPUTiD



STEERING COMMITTEE

We recommend establishing a steering committee composed of representatives from the Owatonna City Council, Economic Development Authority (EDA), Planning Commission, and other key community members (perhaps members from your 14 boards) who can provide strategic input and support decision-making throughout the code update process. This group will meet quarterly to review draft materials, offer guidance, and serve as liaisons to their respective boards and the broader community.

In addition to quarterly meetings, we propose hosting three workshops with the steering committee at critical points in the project.

Workshop 1: Identifying Code Issues

This session will focus on reviewing the current zoning and subdivision ordinances, identifying pain points, and prioritizing issues to be addressed in the update.

Workshop 2: Zoning Map Refinement

This workshop will center on reviewing the existing zoning map in the context of the 2050 Comprehensive Plan. The committee will help evaluate proposed district changes, boundary adjustments, and the integration of new zoning districts.

Workshop 3: Code + Map Integration

In this final workshop, the steering committee will review the draft codes alongside the updated zoning map to ensure consistency, clarity, and alignment with community goals before the public hearing and adoption process begins.

These workshops will be designed to be interactive and solution-oriented, ensuring that the steering committee plays a meaningful role in shaping both the content and usability of the final ordinance.

FOCUS GROUPS

We will facilitate up to three in-person focus groups with key stakeholders with the goal of identifying issues with the current zoning and subdivision ordinances and seek input on potential improvements. Potential stakeholders will be identified based on key issues discovered.

PUBLIC PARTICIPATION

To further enhance engagement, we will explore creative outreach methods such as

- » Pop-up events at community gatherings or farmers markets
- » Short explainer videos or animations to introduce zoning concepts
- » Youth engagement activities through schools or local organizations

All public input will be documented and used to inform the drafting of the Zoning and Subdivision Code ensuring that the final product reflects the values and needs of the Owatonna community.

TASK 2 DELIVERABLES

- » Public engagement plan
- » Gamified community survey and summary of results
- » Focus group summaries
- » Three in-person steering committee workshops
- » Steering committee summaries
- » Documentation of public input and participation activities

TASK 3: SUBDIVISION AND ZONING CODE DIAGNOSIS

Led by Mojra Hauenstein and Kristi Trisko, our team will conduct a comprehensive diagnostic review of the City of Owatonna’s existing zoning and subdivision ordinances, associated maps—including the official zoning map—and relevant planning documents. This foundational step ensures that the updated Unified Development Code is grounded in a clear understanding of current conditions, community goals, and regulatory gaps.

Our review will include

- » The **2025-2027 Strategic Plan** to understand key issues that the zoning code update can address
- » The **2050 Comprehensive Plan**, with a focus on community vision, land use goals, and density targets
- » The **Comprehensive Plan Implementation Matrix**, to identify specific action items and priorities related to zoning and subdivision updates

- » The **current zoning and subdivision ordinances**, including recently adopted amendments such as cannabis regulations and updated shoreland standards
- » The **official zoning map**, to assess alignment with the future land use plan and identify inconsistencies, outdated district boundaries, or areas in need of rezoning
- » Other relevant planning documents and community plans, with attention to modernization opportunities, illustrative enhancements, and legal compliance
- » **Variances** granted over the past three to five years to identify recurring issues that may be addressed through ordinance revisions or administrative process improvements
- » An assessment for the need of a **parkland dedication ordinance**, as requested in the RFP, and provide a balanced analysis of its potential benefits and drawbacks to support city council decision-making

The findings from this diagnostic phase will be summarized in a **Zoning and Subdivision Code Diagnosis Memo**, which will outline recommended updates, areas for consolidation, and opportunities for improved clarity and usability. This memo will be reviewed with the steering committee early in the process to confirm direction before drafting begins.

TASK 3 DELIVERABLES

- » Zoning and subdivision code diagnosis memo
- » Summary of variance trends and administrative recommendations
- » Parkland dedication ordinance assessment
- » Zoning map review summary and recommendations



TASK 4: UPDATE ORDINANCES

Following the diagnostic phase, our team will begin drafting updates to the zoning and subdivision ordinances, integrating them into a single, cohesive Unified Development Code. This process will be collaborative and iterative, with regular input from city staff and the steering committee to ensure alignment with community goals and regulatory best practices.

Key updates will include

- » Creation of two or more new zoning districts, including the North Downtown mixed-use area and other mixed-use nodes identified in the comprehensive plan
- » Elimination of outdated districts such as I-P, R-B, and B-1
- » Correction of height and setbacks (currently swapped in your dimensional standards tables)
- » Incorporation of interim use permits, as authorized by state statute
- » Clarification of submittal requirements for formal applications, including plats, conditional use permits, and variances
- » Conversion of land use lists and standards into user-friendly tables

- » Reformatting and renumbering of ordinance sections for consistency and ease of navigation
- » Addition of graphics and illustrations to enhance clarity and public understanding
- » Updates to definitions and permitted uses to reflect new zoning districts and eliminate redundancies
- » Removal of discretionary approvals tied to individual positions, ensuring a more transparent and consistent review process
- » Official zoning map revisions to reflect new districts, eliminate obsolete boundaries, and ensure consistency with the future land use plan

Draft sections will be reviewed with city staff as they are completed, followed by a full draft review prior to initiating the formal adoption process.

TASK 4 DELIVERABLES

- » Cohesive redline draft of the Unified Development Code
- » Formatted land use tables, standards tables, and illustrations
- » Summary memo of code changes and rationale
- » Updated official zoning map in GIS and PDF formats

Zoning Items from the 2025-2027 Strategic Plan



Public Safety Facilities

Zoning Strategy: Designate and preserve land for civic and institutional use in central, accessible locations to support modern police and fire facilities.



Deferred Maintenance on Amenities

Zoning Strategy: Use overlay districts or incentive zoning to encourage private investment in public amenities through development bonuses.



Street Improvements

Zoning Strategy: Require connectivity standards in new developments, especially on the east side, to support a north/south corridor and improve traffic flow.



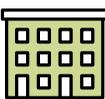
Housing Variety and Availability

Zoning Strategy: Allow mixed-use and higher-density residential zoning (e.g., duplexes, townhomes, ADUs) to diversify housing stock and affordability.



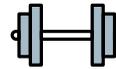
Airport as an Economic Driver

Zoning Strategy: Expand or reinforce airport business zones to attract aviation-related industries and logistics operations.



Vacant Buildings Downtown

Zoning Strategy: Implement adaptive reuse zoning and reduce parking minimums to make redevelopment of older buildings more feasible.



Recreational Facilities

Zoning Strategy: Require parkland dedication or fees-in-lieu in new developments to fund modern recreational facilities.



Trail System Gaps

Zoning Strategy: Mandate trail easements in subdivision approvals to close gaps and ensure connectivity.



Trail Amenities

Zoning Strategy: Include design standards for trails that require consistent amenities like benches, lighting, and signage.



Staffing Levels

Zoning Strategy: Align zoning updates with projected growth areas to anticipate service needs and justify staffing increases.



Technology Utilization

Zoning Strategy: Digitize zoning maps and permit processes to streamline development and improve transparency.



Ordinances

Zoning Strategy: Conduct a comprehensive zoning code update to reflect community expectations, simplify language, and improve enforceability.

TASK 5: FINALIZE CODE AND APPROVAL

As the project nears completion, Bolton & Menk will work closely with city staff and the steering committee to finalize the code and prepare it for formal adoption. This phase will include a comprehensive review of the full draft ordinance and zoning map, incorporation of final feedback, and preparation of all materials required for the public hearing and approval process.

At the third steering committee meeting, we will present the complete draft of the Unified Development Code—including all ordinance text, updated zoning map, tables, graphics, and illustrations—for final review. Feedback from this session will be used to make final refinements to ensure the document is clear, consistent, and aligned with the city’s goals and statutory requirements.

We will then prepare the final ordinance package for the planning commission public hearing and

city council adoption, including

- » Final ordinance text and zoning map
- » Staff reports, hearing notices
- » Presentations at planning commission and city council
- » Materials for public meetings, including a summary of public engagement and how input was incorporated

Our team will be available to present the final ordinance at the planning commission hearing and city council meeting, respond to questions, and support the city through the formal adoption process.

TASK 5 DELIVERABLES

- » Final updated ordinances
- » Staff memorandum of changes
- » Assistance with staff reports & notices
- » Presentation at planning commission and one (1) presentation at city council

Zoning Items from the 2050 Comprehensive Plan



Housing Diversity and Affordability

Plan Goal: Increase housing options across income levels and life stages.

Zoning Considerations:

- Allow **accessory dwelling units (ADUs)** by right in more residential zones
- Enable **duplexes, triplexes, and townhomes** in traditionally single-family zones
- Reduce **minimum lot sizes** and **setback requirements** to encourage infill



Downtown Revitalization

Plan Goal: Activate vacant buildings and encourage mixed-use development.

Zoning Considerations:

- Expand **mixed-use zoning** downtown
- Relax **parking minimums** for reuse of historic buildings
- Allow **upper-story residential** in commercial zones



Transportation and Connectivity

Plan Goal: Improve walkability and trail connectivity.

Zoning Considerations:

- Evaluate requiring **pedestrian and bike infrastructure** in new developments
- Explore requiring **trail easements** in subdivisions to close network gaps



Parks, Trails and Open Space

Plan Goal: Ensure access to quality recreational spaces.

Zoning Considerations:

- Strengthen **parkland dedication** requirements
- Create **green space overlay zones** to preserve natural areas



Economic Development and Airport Growth

Plan Goal: Leverage the airport and industrial areas for economic growth.

Zoning Considerations:

- Expand **business park and light industrial zones** near the airport
- Create **flexible zoning** for innovation and logistics hubs



Sustainability and Resilience

Plan Goal: Promote sustainable development practices.

Zoning Considerations:

- Incentivize **green building standards**
- Allow **solar panels and EV infrastructure** in all zones

PROPOSED TIMELINE

We have developed a schedule detailing the anticipated work tasks, task relationships, critical path timeline, deliverable due dates, and completion 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. Our experience indicates that we can complete the update in 13 months, as shown in the schedule below. This allows for sufficient time for input and analysis but also keeps the momentum going and the policy makers engaged.

Upon selection, Bolton & Menk will work with city staff to revise and update this schedule as needed to ensure successful delivery of this project.

	2025						2026						
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Task 1: Project Management													
1.1 Kickoff Meeting with City Staff													
1.2 Monthly Check-In Meetings with City Staff													
1.3 Quarterly Steering Committee Meetings													
Task 2: Stakeholder Engagement													
2.1 Public Engagement Plan													
2.2 Community Survey													
2.3 Focus Group #1-3													
2.4 Steering Committee Workshops #1-3													
2.5 Project Website + 2 Updates													
2.6 Articles/Social Media Posts (2 Posts Each)													
2.7 Public Engagement Survey													
2.71 Public Webinar Update													
2.72 INPUTiD™ Interactive Survey													
2.73 Pop-Up													
2.74 Open House													
Task 3: Subdivision and Zoning Code Diagnosis													
3.1 Zoning and Subdivision Code Diagnosis Memo													
3.2 Summary of Variance Trends and Administrative Recommendations													
3.3 Parkland Dedication Ordinance Assessment													
3.4 Zoning Map Review Summary and Recommendations													
Task 4: Update Ordinances													
4.1 Cohesive Redline Draft of the Unified Development Code													
4.2 Formatted Land Use Tables, Standards Tables, and Illustrations													
4.3 Summary Memo of Code Changes and Rationale													
4.4 Updated Official Zoning Map in GIS and PDF Formats													
Task 5: Adoption – Finalize Code and Approvals													
5.1 Final Updated Ordinances													
5.2 Planning Commission													
5.3 City Council													

PROJECT EXPERIENCE AND REFERENCES

Our experienced group of planners and urban designers have been providing comprehensive planning and zoning expertise to hundreds of communities throughout the Midwest, Southeast, and Southwest United States for more than 30 years.

We have highlighted several projects as examples of recent and related team experience. Client satisfaction remains a top priority for us as evidenced by quality deliverables, cost-effective rates, and timely project delivery. Please feel free to contact any of these references to evaluate our performance. Additional project information is available upon request.

ZONING CODE UPDATE CITY OF WABASHA, MN

Bolton & Menk has provided planning services for the City of Wabasha since 2014. Our regular duties include providing support and overview to city staff, including researching and updating the city code, flood plain management, development review, and preparation and presentation of reports to the planning commission and city council. As Wabasha's planning consultant, Bolton & Menk also prepared an update to the city comprehensive plan. This work included a wide-ranging analysis of population, economic, and socioeconomic trends, and a robust public engagement process, interacting with a variety of stakeholders including residents, students, and key constituents.

The final plan outlines community goals and aspirations and recommended policy for land use, transportation, parks, trails, open space, natural resources, utilities, and growth management.

Similarities to Owatonna:

- » Use of overlays
- » Environmentally sensitive zones
- » Improved permit processing and enforcement

Reference:
Tony Johnson, Public Works Director
651-565-4568

RIVER CORRIDOR OVERLAY ZONE ORONOCO TOWNSHIP, MN

Oronoco Township aimed to protect the South Fork of the Zumbro River and Lake Zumbro from over development by enhancing water quality and preserving scenic views. They planned to achieve this by implementing standards that exceeded those set by the MnDNR and Olmsted County through floodplain and shoreland ordinances. By defining a more carefully researched zoning path for zoning and subdivision entitlements, they hoped to safeguard these resources.

Bolton & Menk researched and worked with a steering committee within the township to develop a new River Corridor Overlay Zone that addressed development gaps in the Oronoco Township zoning ordinance and the Olmsted County Floodplain and Shoreland Ordinance. This was done in partnership with the DNR and Olmsted County officials.

Oronoco Township learned about the development process of Olmsted County and how to develop additional protection of land along Lake Zumbro and the Zumbro River.

Similarities to Owatonna:

- » Environmentally sensitive areas

Reference:
Paige Collins, Planning Commission Chair
507-261-4478

ZONING AND SUBDIVISION ORDINANCE

CHISAGO COUNTY, MN

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.

Similarities to Owatonna:

- » Robust public input
- » Integration of community feedback
- » Minor graphics

Reference:
Joe Triplett, Public Works Director/County Engineer
651-213-8708

COMPREHENSIVE PLAN CITY OF PLAINVIEW, MN

The City of Plainview has a strong independent rural history and yet is within 30 miles of Rochester.

Bolton & Menk began working on the city's comprehensive plan in 2018. During the course of this project, we listened to residents in a workshop, completed a community survey, talked with business owners and community services, and held a pop-up listening session during the Corn on the Cob Days to develop a plan tailored specifically to the residents of Plainview. As Plainview grows, they want to preserve their small-town charm while embracing innovation.

Similarities to Owatonna:

- » Fewer zoning districts: reduced from 22 to 15
- » Simplified land use table: cut from 36 pages and 305 uses to 8 pages and 98 uses
- » Clearer language: removed vague/conflicting terms
- » Legal compliance: updated to align with state and federal laws
- » User-friendly format

Reference:
Shane Loftus, Public Works Director
507-534-2229



COST PROPOSAL FOR SERVICES

The following table summarizes the hours and cost breakdown for each major work task item. The not-to-exceed fee includes labor, general business, and other normal and customary expenses associated with operating a professional business. Unless otherwise noted, the fees include vehicle and personal expenses, mileage, telephone, survey stakes, and routine expendable supplies; no separate charges will be made for these activities and materials. Expenses beyond the agreed scope of services and non-routine expenses, such as large quantities of prints, extra report copies, out-sourced graphics and photographic reproductions, document recording fees, outside professional and technical assistance, and other items of this general nature will be invoiced separately.

Bolton & Menk will provide the scope of services as described for a Not-to-Exceed fee of \$99,952. We will bill work according to our standard hourly billing rates and will not exceed our estimate without prior authorization from the city.

Client: City of Owatonna Project: Zoning and Subdivision Ordinance		Bolton & Menk, Inc.									
Task No.	Work Task Description	Principal-in-Charge	Project Manager	Engagement Lead	Zoning Specialist	Urban Designer	Parks Planner	GIS Specialist	Administrative	Total Hours	Total Cost
1.0	Project Management	6	24	12	8	0	0	0	5	55	\$10,910
2.0	Stakeholder Engagement	0	30	60	0	0	0	0	8	98	\$20,400
3.0	Subdivision and Zoning Code Diagnosis	2	16	12	16	0	2	0	0	48	\$9,546
4.0	Update Ordinances	2	60	32	84	16	6	24	32	256	\$46,698
5.0	Finalize Code and Approvals	2	18	18	12	6	0	0	8	64	\$12,398
Total Hours		12	148	134	120	22	8	24	53	521	
Average Hourly Rate		\$193.00	\$216.00	\$216.00	\$172.00	\$202.00	\$180.00	\$160.00	\$120.00		
Subtotal		\$2,316	\$31,968	\$28,944	\$20,640	\$4,444	\$1,440	\$3,840	\$6,360		
Not-to-Exceed Fee										\$99,952	

OPTIONAL ADD-ONS FOR COMMUNITY INVOLVEMENT

Our dynamic toolbox is a mixture of face-to-face and online services. We find a combination is the best way to gather an accurate public opinion. Below is a list of optional add-ons that you can pick and choose from if you want to elevate community involvement.

Activity	Roles and Goals
Public Webinar Update (one) +\$500	<ul style="list-style-type: none"> 60-minute webinar - share progress and gather feedback at a key milestone
Online Interactive Comment Map +\$3,500	<ul style="list-style-type: none"> Gather input using INPUTiD We use the built-in Google Translate feature to allow the public to choose their preferred language to review and comment
Open House +\$2,800	<ul style="list-style-type: none"> Two-hour open house casual forum for the community to attend to ask questions and provide feedback; this would take place after the preliminary draft of the Zoning and Subdivision Update to present it to the community for feedback
Pop-Up Events +\$800	<ul style="list-style-type: none"> Two-hour event to engage the community at local gatherings and events to raise awareness and gather input
Explainer Videos +\$1,600	<ul style="list-style-type: none"> Create short videos or animations to introduce zoning concepts and explain the project

LIST OF DELIVERABLES

TASK 1

- Kickoff meeting with city staff
- Monthly check-in meetings with city staff
- Quarterly steering committee meetings
- Meeting notes, project tracking logs, and invoicing documentation
- Finalized project timeline with milestones

TASK 2

- Public engagement plan
- Gamified community survey and summary of results
- Focus group summaries
- Three in-person steering committee workshops
- Steering committee summaries
- Documentation of public input and participation activities

TASK 3

- Zoning and subdivision code diagnosis memo
- Summary of variance trends and administrative recommendations
- Parkland dedication ordinance assessment
- Zoning map review summary and recommendations

TASK 4

- Cohesive redline draft of the Unified Development Code
- Formatted land use tables, standards tables, and illustrations
- Summary memo of code changes and rationale
- Updated official zoning map in GIS and PDF formats

TASK 5

- Final updated ordinances
- Staff memorandum of changes
- Assistance with staff reports and notices
- Presentation at planning commission and one presentation at city council

PAYMENT TERMS

PAYMENTS AND RECORDS

1. The payment to the CONSULTANT will be made by the CLIENT upon billing at intervals not more often than monthly at the herein rates and terms.
2. If CLIENT fails to make any payment due CONSULTANT for Services and expenses within 45 days after date of the CONSULTANT'S invoice, a service charge of one and one-half percent (1.5%) per month or the maximum rate permitted by law, whichever is less, will be charged on any unpaid balance.
3. In addition to the service charges described in preceding paragraph, if the CLIENT fails to make payment for Services and expenses within 60 days after the date of the invoice, the CONSULTANT may, upon giving seven days' written notice to CLIENT, suspend Services and withhold project deliverables due under this Agreement until CONSULTANT has been paid in full for all past due amounts for Services, expenses and charges, without waiving any claim or right against the CLIENT and without incurring liability whatsoever to the CLIENT.

