

premiering

BETTENDORF



• A COMPREHENSIVE PLAN FOR BETTENDORF •

ACKNOWLEDGEMENTS

The City of Bettendorf thanks the residents of Bettendorf for their thoughtful contributions to this plan.

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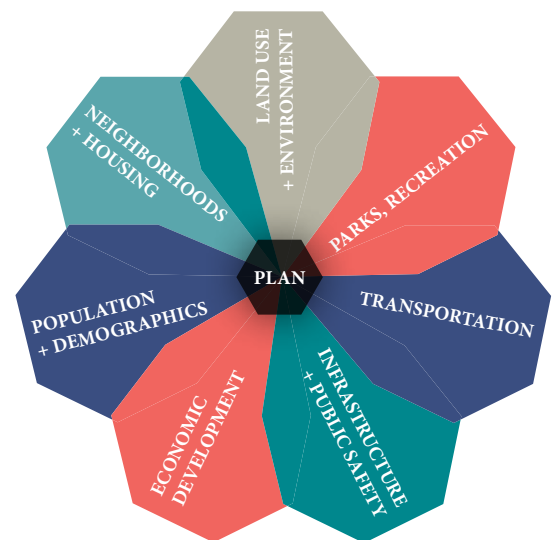
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INTRODUCTION



This is an exciting time for Bettendorf. We're a highly desirable place to be in the Quad Cities - residential growth is booming, local schools are strong, and our residents love living here, with public surveys showing excellent community ratings year after year. At the same time, we look forward to a future of continued growth and change. New development on the north side is quickly growing our city toward Interstate 80, while back in the core, our downtown and riverfront face considerable change (and opportunity) with the reconstruction of the Interstate 74 bridge.

Premiering Bettendorf is the Comprehensive Plan for Bettendorf, the foundational document that guides city decisions. The plan identifies current needs and goals for our community, presents a vision for the future, and sets priorities for new public policy and investments. The plan looks out 20 years to the future, and covers a wide variety of topics, shown at right. The following page describes the 3 primary roles of this plan.



ROLE OF A COMPREHENSIVE PLAN

“Premiering Bettendorf” is a Comprehensive Plan for Bettendorf, a guidebook for the future of our community. The plan identifies a common vision and set of goals for the community, based on a series of public discussions and an analysis of community needs. Comprehensive plans serve three primary roles:

1. A Shared Vision for the Future

Comprehensive planning provides an opportunity for residents to create a shared vision for their community. Residents and city staff identified issues and opportunities for Bettendorf’s land use, infrastructure, public facilities, natural resources, and more. These findings were used to create a vision for Bettendorf and set public priorities.



This plan is based on the vision of Bettendorf residents. Above: Residents at a Community community open house share their priorities for Bettendorf.

2. Guidance for Decision-Makers

The plan serves as a guide for City staff, the Planning & Zoning Commission, City Council, and other City boards and commissions, as they set policy, make public investments and deliberate land use decisions.



Bettendorf City Council, staff, and city commissions will use this plan as a guide for future decisions. Above: Members of the Premiering Bettendorf committee discuss community priorities.

3. Legal Basis for Land Use Regulations

The Code of Iowa allows cities to adopt land use regulations, such as zoning and subdivision ordinances, to promote the “health, safety, morals or general welfare of the community.” These regulations govern how land is developed within a municipality and its extra-territorial jurisdiction. Land use regulations recognize that people live cooperatively and have certain responsibilities to coordinate and harmonize the uses of private property. The comprehensive plan provides a legal basis for these regulations.



Decisions about zoning and future development will be based on the principles of this plan.

BETTENDORF TODAY

OUR STRENGTHS AND CHALLENGES



Family-Friendly

Bettendorf is a safe place to live, with strong schools.



Downtown & the Riverfront

These areas could be a tremendous asset, but are not in good condition and not well used.



Recreation

Bettendorf has a great system of trails and parks.



Hard To Retain/Attract Young Adults

Bettendorf youth report that there are not enough things to do in Bettendorf, while the high cost of housing makes it harder for young professionals to move to Bettendorf.



Leadership

Residents consistently rate city government and local leadership as strong.

BETTENDORF TODAY

TRENDS AND OPPORTUNITIES



Growth

Bettendorf's population is growing and the developed area of the city is reaching north toward Interstate 80. With this growth comes tremendous opportunity for economic development, new housing options, expansions to the parks system, and more.



Change in the City Core

The I-74 bridge reconstruction offers both a tremendous opportunity and a unique challenge to the Bettendorf downtown and riverfront area. This area needs a re-invention, in order to live up to its potential as a central piece of Bettendorf's identity.



A "Premier City": Enhancing Quality of Life and Community Identity

The title of this plan, "Premiering Bettendorf," is based on the city's tagline: "A Premier City." To live up to that name, Bettendorf will not only have to offer jobs, housing, and good infrastructure, but will also need that extra something special. Quality of life improvements and investments in the community's identity are needed to keep Bettendorf a "premier" place to live.

BETTENDORF TODAY

Population Projections: A Growing Community

Bettendorf is a growing community. Figure 0.2 shows population projection scenarios through 2035. The project team used the moderate growth scenario for the purposes of this plan. This scenario is higher than historical trends, but is practical given Bettendorf's development activity.

- **Historical Growth Rate:** The projected trend if Bettendorf grows at the average rate experienced from 2000-2010 (0.72%).
- **Moderate Growth Rate (1% annual growth)** and **High Growth (1.5%):** Scenarios that show Bettendorf's population potential if the growth rate is accelerated due to changes in housing demand or other economic factors.

Figure 0.1 - Historical Population Change in City of Bettendorf, 1900-2012

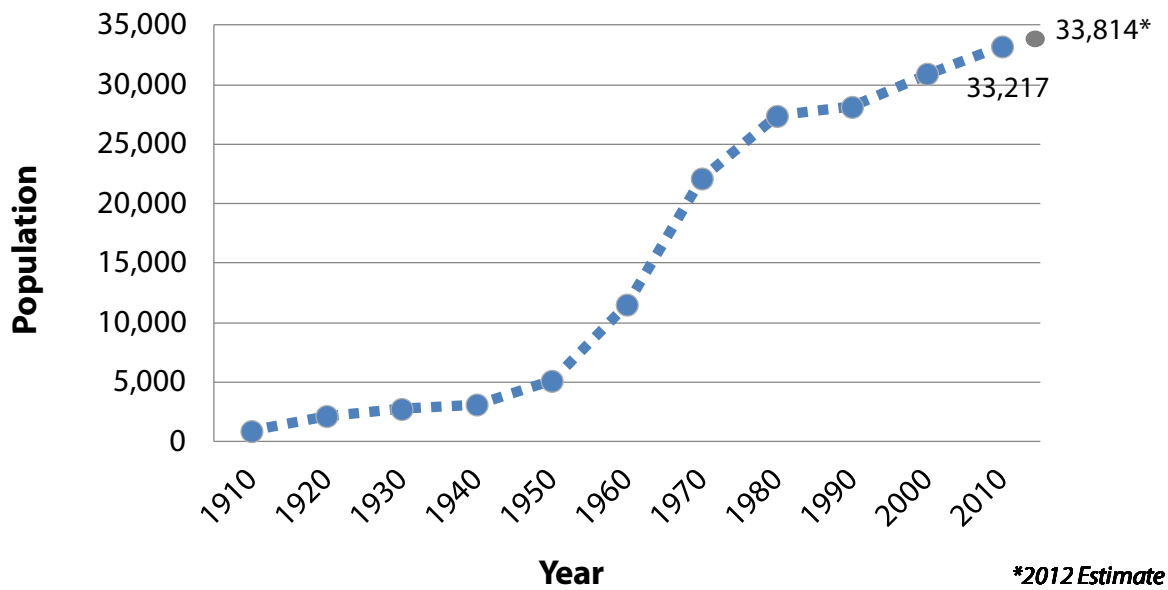
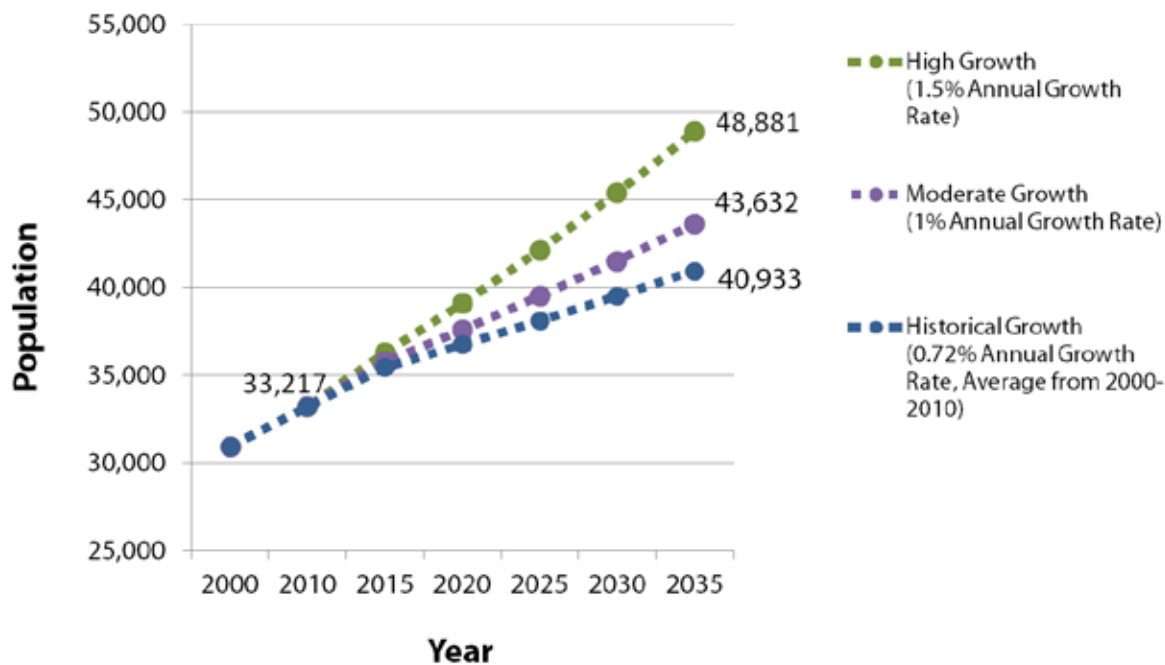


Figure 0.2 - Population Projection Scenarios for Bettendorf through 2035





GOALS AND PLAN ORGANIZATION

The public identified priority goals for Bettendorf. The plan is organized into six chapters according to these goals.

1 Land Use, Growth and Environment

Goal A: Develop New Land and Streets.

Establishes a land use plan to accommodate future growth, maintain and enhance the quality of existing development, and provide a bases for public and private decisions and investments. Provides the foundation for the city's land use regulations.

2 Downtown and the Riverfront

Goal B: Revitalize Downtown and Enhance the Riverfront.

Presents a concept for the physical redevelopment of downtown. The primary goal is to identify public investments and actions that can help create the conditions that support major private sector reinvestment.

3 Economic Development

Goal C: Attract and Retain Business and Industry.

Reviews the findings of the economic analysis. Relies heavily on the economic development recommendations of the Bettendorf Strategic Plan.

4 Housing

Goal D: Provide Housing Options and Reinvest in Existing Neighborhoods.

Establishes strategies to reinvest in existing housing and provide new housing options to help attract residents, especially young people.

5 Quality of Life

Goal E: Enhance Community Design and Character.

Goal F: Promote Recreational and Cultural Activity.

Identifies strategies to promote community identify, enhance aesthetics, and improve design of public spaces and neighborhoods. Identifies upgrades to the parks and trails system.

6 Protect and Maintain

Bettendorf provides quality city services and infrastructure. This chapter identifies basic strategies to maintain this.

Goal G, Covered in Chapters 1-5: Attract Young People

Strategies to achieve this goal are woven throughout the plan, for example, providing housing options to appeal to younger people. The plan responds to priorities of Bettendorf youth: enhancing recreational activities and the Riverfront.

1



Understanding Bettendorf Today
June - September 2014

2



Vision and Goal Setting
July 2014 - November 2014

3



Concept and Policy Development
September 2014- February 2015

4



Approval and Implementation
Starting March 2015

PLAN PROCESS

The comprehensive plan was led by a project team that included city staff, a consulting team, and a 20-person committee of Bettendorf residents, workers, and elected officials. The plan was created over a 10-month process that included 4 major phases.

PHASES

1. Understanding Bettendorf Today

The project team analyzed the existing conditions and historical trends of land use, transportation, economics, natural resources, parks, housing, population and more.

2. Vision and Goal Setting

The project team worked with the public to set goals for the next 20 years of growth and change in Bettendorf. The public input opportunities are listed in the following section.

3. Concept and Policy Development

Building on the previous 2 phases, the project team proposed concepts for land use and transportation, strategies for downtown redevelopment, designation of parks and natural areas, policies for housing and infrastructure, and more. This phase included the creation of the plan document.

4. Approval and Implementation

The plan approval process included a public open house and public hearings before the Planning & Zoning Commission and City Council. Chapter 7 proposes a process for implementation of the plan

INCORPORATING PAST PLANNING EFFORTS

Premiering Bettendorf draws on the findings of many previous planning efforts, including (but not limited to):

- Bettendorf Transportation Plan (2013)
- Interstate 74 Reconstruction Plan (IDOT)
- Bettendorf Parks and Recreation Master Plan (2008)
- Scott County Multi-Jurisdictional Hazard Mitigation Plan (2011)
- City of Bettendorf Community Listening Sessions (2012)
- Bettendorf Strategic Plan (2014)
- Downtown Master Plan Update (2009)

...Plan Process Continued

PUBLIC OUTREACH

The project team worked with the public throughout the planning process to set goals and develop content for the plan. The public input process reached 500 people and included the following:

- 5 Community Open Houses
 - July 2014 - Kickoff (~50 participants)
 - September 2014 - Future Land Use Design Studio (~40 participants)
 - October 2014 - Downtown & Riverfont Design Studio (~65 participants)
 - December 2015 - Plan Preview (~75 participants)
 - March 2015 - Plan Review (~x participants)
- Student Discussion Groups - October 2014 (~275 high school students)
- 8 Focus Groups - June 2014 (~35 participants)
- 2 three-day Design Studios - September and October 2014
- 2 joint meetings of the Planning & Zoning Commission and the City Council (open to public) - October 2014, January 2015
- Public Hearings, Planning & Zoning Commission and City Council - Spring 2015
- Online Survey - Summer & Fall of 2014 (~100 responses)
- 5 committee meetings (May 2014 - November 2015)
- Online Document Review - February and March 2015
- Presentations to Rotary Club, Bettendorf Business Network, and the Pleasant Valley School Board (Fall 2014)
- Publicizing the project through attendance at Bettendorf's 4th of July celebration and the Bettendorf High School orientation open house, distributing a flyer in the sewer bill, publicizing in the city newsletter, and providing updates to a project e-mail list with approximately 150 subscribers.



CHAPTER 1:

GROWTH: LAND USE & TRANSPORTATION



Neighborhood Street in Bettendorf

Bettendorf's Land Use Plan is a core component of the comprehensive plan document. It establishes a development vision to accommodate future growth, maintain and enhance the quality of existing development, and provide a sound basis for public and private decisions and investments. It also provides a physical framework that guides the other chapters of the plan. This chapter provides the foundation for the city's land use regulations - zoning and subdivision ordinances.



RECOMMENDED ACTIONS IN THIS CHAPTER

1. Preserve sensitive natural areas from development, using the development suitability map (Figure 1.3) as a guide.
2. Promote natural stormwater management by promoting best management practices on individual sites and subdivisions.
3. Take a density approach to land use and update the zoning code accordingly.
4. Use the future land use map (Figure 1.4) to guide all land use decisions, including subdivision review or re-zoning.
5. Use the annexation map (Figure 1.6) and the 7-point annexation strategy to guide annexation decisions.
6. Work cooperatively with Scott County, the City of Davenport, and the City of LeClaire to create annexation agreements.
7. Provide multi-modal, interconnected roads for new development, based on the proposed street network shown in Figure 1.7 and the four principles described on page 46.
8. Ensure street connectivity by identifying ROW for streets in advance of development and build as development occurs.

CHAPTER OVERVIEW

PART 1: FOUNDATIONS OF LAND USE

Bettendorf Neighborhood Principles

Describes the desired characteristics for all of Bettendorf's existing and future development.

Existing Land Use Map (Fig 1.1)

Shows land uses in Bettendorf as they are today, in 2015.

Our Growth Potential (Fig 1.2)

Projects the amount of land needed to accommodate expected population and job growth, and identifies desired geographic location for growth.

Environmental Framework (Fig 1.3)

Identifies sensitive environmental areas, such as floodplains and wetlands, that should be conserved and incorporated into a natural stormwater management system.

PART 2: THE LAND USE PLAN

Land Use Philosophy

Presents the philosophy behind the flexible land use approach presented in the Future Land Use Map.

Future Land Use (Fig 1.4)

Presents the land uses and roads in the City of Bettendorf and its growth areas, as envisioned for the long-term future. The changes represented on this map will happen gradually, over decades, as property owners voluntarily sell, develop, or change the use of their property.

Descriptions of Development Character Areas

Describes the characteristics of the development character areas (aka land use categories) shown in the Future Land Use map.

PART 3: IMPLEMENTING LAND USE

Land Use Implementation

Describes how land use strategy will be implemented, including guidelines for the creation of a new zoning code.

Annexation Map & Strategy (Fig 1.6)

Provides general guidelines for the city's approach to annexation, to help minimize unnecessary conflict and expenditures. Identifies the areas in Bettendorf to consider for annexation in the long term.

PART 4: TRANSPORTATION STRATEGY

Future Transportation Map (Fig 1.7)

Identifies locations for future streets, discusses characteristics of those streets, and establishes steps for implementation of the streets plan.



The future land use map (Figure 1.4) provides the basis for future land use decisions.

PART 1: FOUNDATIONS OF GROWTH & LAND USE

BETTENDORF NEIGHBORHOOD PRINCIPLES: DESIRED CHARACTERISTICS FOR OUR NEIGHBORHOODS



Connectivity and Walkability

A network of streets, bikeways and sidewalks promote efficient travel and walkability. Residents can reach daily destinations, such as school or shopping, on foot or by bike, and automobile travel has multiple, efficient route options. Connected, walkable transportation networks make travel and public services more efficient, accommodate diverse mobility needs, improve public health (by encouraging active transportation), enhance the recreation system, and contribute to a feeling of cohesion in the community.

Variety

A mixture of compatible uses within neighborhoods, such as different housing types, civic uses and commercial, creates dynamic neighborhoods that provide options for everyday living, reduce travel times and help improve infrastructure efficiency. Appropriate transitions are made between uses (outlined later in this chapter). By providing a range of housing options, Bettendorf will attract and retain residents at all stages of life, and allow residents to stay in their neighborhood as their housing needs change (“aging in place”).

Nature

Residents have the opportunity to connect to nature, through the parks and trails system. As Bettendorf grows to the north, it creates neighborhood amenities by preserving a network of sensitive natural areas, or “greenways.” These areas protect plant and animal habitats, increase property value for adjacent development, enhance and connect the park system, and reduce flash-flooding by allowing natural stormwater drainage. Refer to pages 24-27 for further detail.

Civic Centers

Parks, open spaces, schools, and other public places serve as neighborhood focal points that provide a space for neighbors to interact with each other, connect to the community, and develop a sense of attachment to their neighborhood. These civic centers serve as an attraction for potential residents and encourage new development around their perimeter.

Safety

Our neighborhoods are designed with public safety and hazard mitigation in mind: Preserving floodplains and natural drainage-ways manages storm-water and minimizes the risk of injury and property damage due to flooding; A well-connected, multi-modal transportation network promotes better emergency service provision and evacuation routes in case of large-scale hazards; A mixture of land uses within our neighborhoods enhances security by creating activity and “eyes on the street” throughout the day.

Character

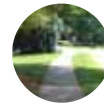
Neighborhoods are attractive, engaging, and memorable. Neighborhoods have a unique identity that promotes a sense of belonging and emotional connection among residents and visitors. This is accomplished through aesthetic elements, such as improvements to the streetscape (trees, art, signage, lighting, landscaping, etc) and by supporting community events and programming in neighborhood centers (such as parks or schools). Physical elements such as the amount of paved surfaces, and orientation of buildings in relation to the street, impact the character, determining if it feels comfortable or un-inviting.

BETTENDORF NEIGHBORHOOD PRINCIPLES (CONT): OUR NEIGHBORHOODS TODAY

Many of the characteristics listed on the previous page are embodied in Bettendorf's existing neighborhoods. Examples of a few of these neighborhoods are described below, along with an explanation of the neighborhood principles they demonstrate.



Civic Centers: Meier Park provides a community gathering space in the center of this neighborhood.



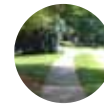
Connectivity: The street system offers good walkability, and the area is walking distance to downtown.



Nature: The River view provides a natural asset and Leach Park provides public access to the Mississippi.



Civic Centers: Hoover Elementary and the adjacent park provide a clear civic center for this neighborhood.



Connectivity: Streets are connected and this area is walkable, especially given its proximity to the learning campus and Cumberland Square.



Civic Centers: Schack Park provides a civic center and gathering place for the neighborhood.



Variety: Shopping is easily accessible on the edge of this neighborhoods, at the intersection of 53rd and 18th.



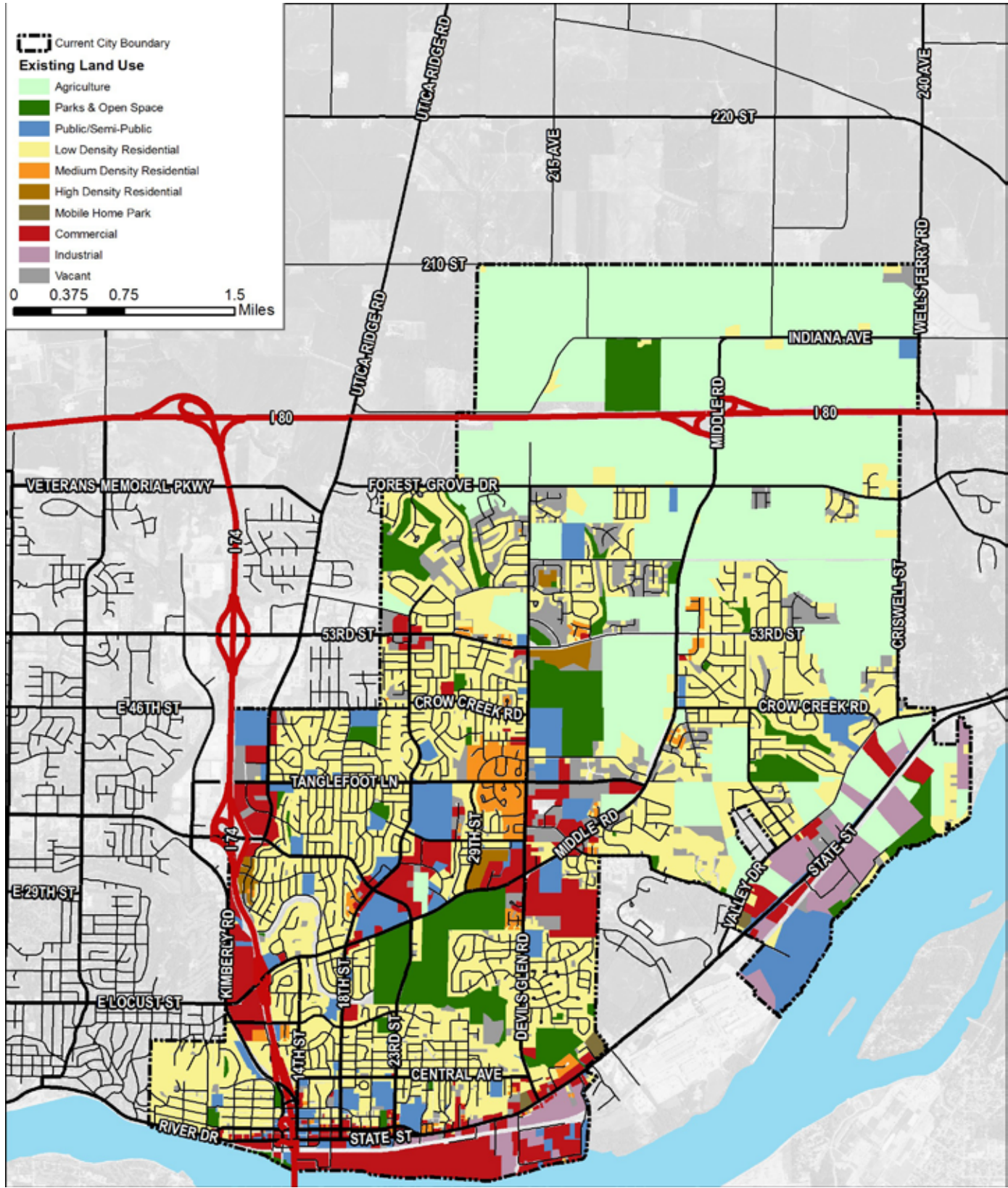
Connectivity: The streets, while not as inter-connected as older neighborhoods, are fairly well connected and provide multiple entrances and exits to the area.



EXISTING LAND USE

FIGURE 1.1. - EXISTING LAND USE MAP

The Existing Land Use Map below classifies parcels of land in Bettendorf according to their current use.



EXISTING LAND USE - PHOTO GUIDE FOR FIGURE 1.1

The Existing Land Use Map - Figure 1.1 - classifies parcels of land in Bettendorf according to their current use. A photo-guide of the land use categories is below. A table in the appendix lists the number of acres in each land use category.

Agriculture



Open Space



High Density Residential



Park



Civic (School, Church)



Low Density Residential



Commercial



Medium Density Res. (Duplex, Townhome)

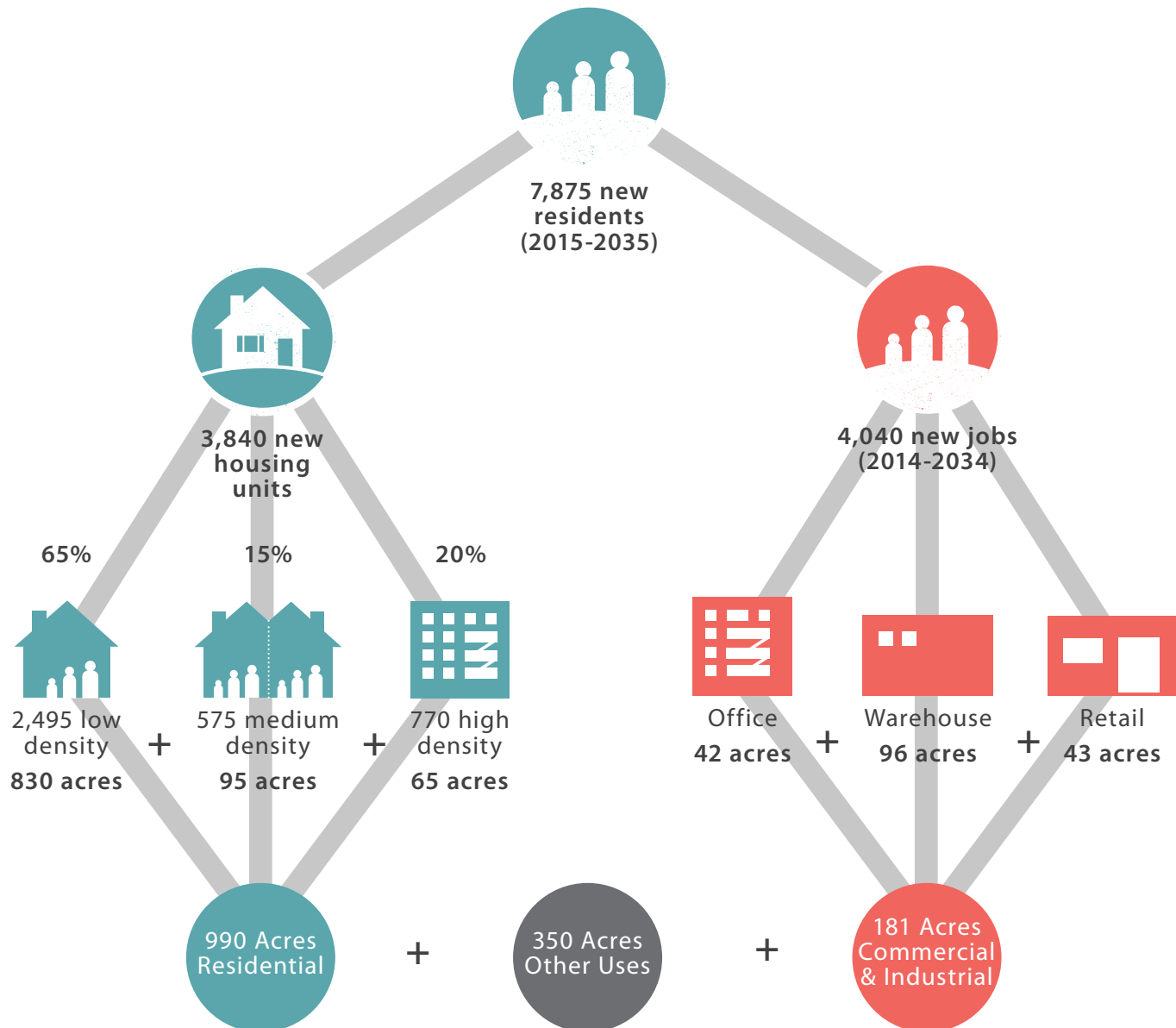


Industrial



OUR GROWTH POTENTIAL

The projected 2035 population for Bettendorf is about 43,000, approximately 8,000 more than the population today. During that time frame, Bettendorf is projected to add approximately 5,300 jobs. These projections are used to estimate the number of acres of development the city should plan.



PREDICTED LAND NEED THROUGH 2035:

~1,520 ACRES

CURRENTLY AVAILABLE IN CITY LIMITS: ~5,000 ACRES

Our Growth Potential Continued...

Residential Land Need

Estimates of future residential land needs require assumptions about housing preferences. The projected mix of new housing units for Bettendorf is:

- 65% low density (mostly single family detached)
- 15% medium density (e.g. - townhomes)
- 20% high density (apartments)

This housing mix results in a need for 990 acres of new residential land. This amount is doubled for planning purposes (to provide market flexibility), so the city should plan for 1,980 residential acres.

Commercial and Industrial Land Need

Based on regional and local trends, Bettendorf is expected to add 4,040 jobs over the next 20 years. This job growth corresponds to a need for 42 acres of Office, 96 acres of Warehouse, and 43 acres of Retail. Combined, this totals 181 acres. Again, this is doubled for planning purposes, to approximately 360 acres.

Commercial and industrial land needs are difficult to project accurately, since one large business could change the need dramatically. **The projections here are not meant to stipulate a “destiny” or provide a ceiling on growth**, but should be used as a general guideline and a metric to evaluate how Bettendorf is growing in relation to expected trends.

Other Land Needs

Assuming that the city’s land use distribution does not change dramatically, growth in other land uses through 2035 is estimated at 350 acres. This includes parks, civic uses such as churches, schools or public buildings, and environmental preservation areas.

Total Land Need: 1,520 acres

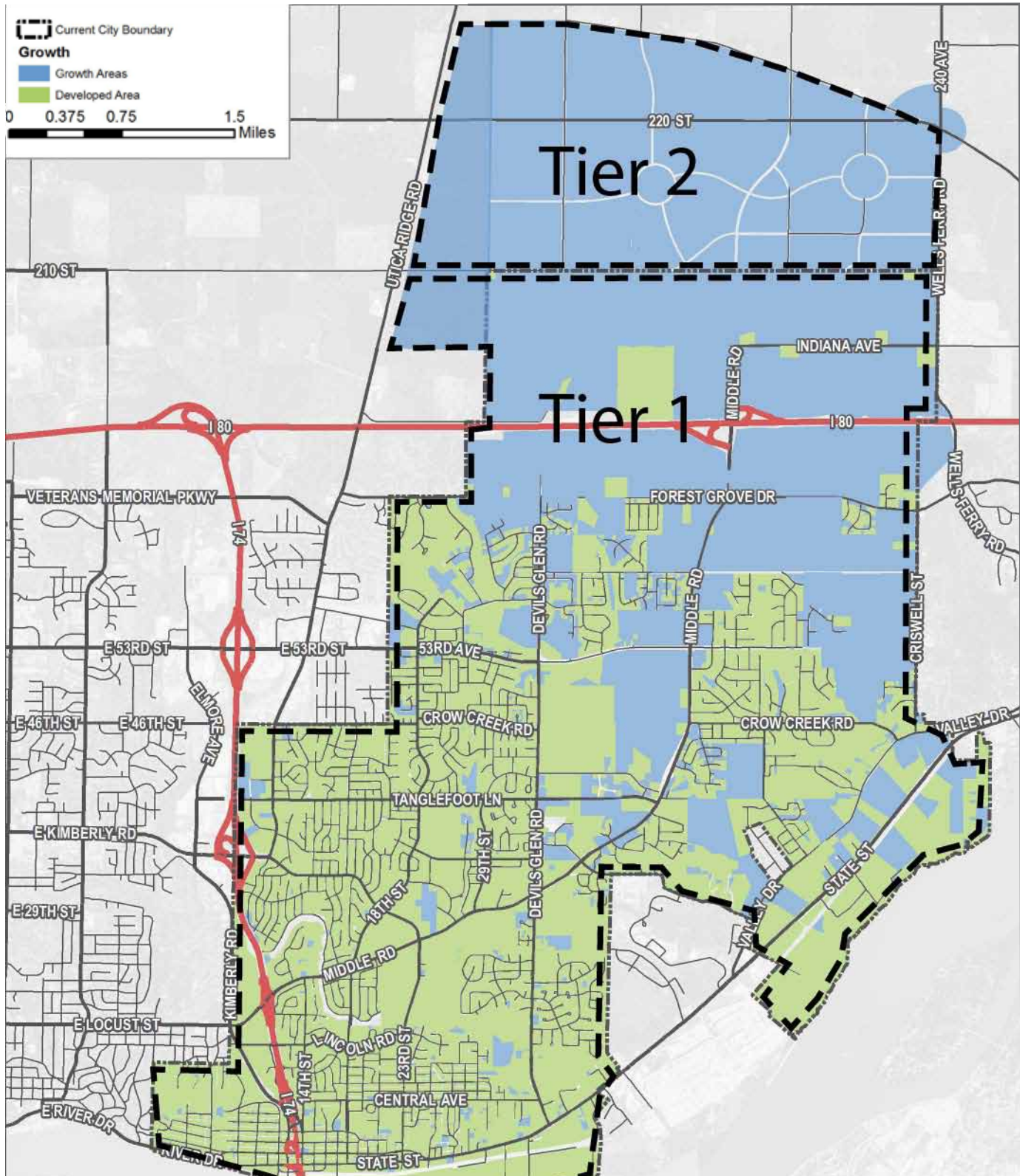
To accommodate the expected growth through 2035, Bettendorf needs approximately 1,520 acres. For planning purposes, this amount of land is doubled, to allow for market flexibility and avoid the false appearance of a land shortage. Bettendorf should therefore needs a land use concept that plans for approximately 3,000 acres of growth. Bettendorf currently has approximately 5,000 acres of undeveloped land available in its city limits.



**BETTENDORF HAS MUCH
MORE LAND IN ITS
CITY LIMITS THAN THE
EXPECTED 20-YEAR NEED.**

FIGURE 1.2 - LONG TERM GROWTH AREA (2035 AND BEYOND)

Bettendorf is expected to grow primarily to the north, to and beyond Interstate 80. Tier 1 will develop first, since it is already within city limits, is contiguous to existing growth, and is more readily serviceable by infrastructure. Tier 1 contains approximately 5,000 acres, much more than the 1,500 acres needed for the next 20 years of growth.



ENVIRONMENTAL FRAMEWORK & STORMWATER STRATEGY



ACTION 1: Preserve sensitive natural areas from development, using the development suitability map (Figure 1.3) as a guide.

Bettendorf's natural environment can be a tremendous asset for future growth, but only if development is sensitive to key environmental features, such as floodplains, wetlands, hydric soils, and steep slopes. Preserving natural areas can increase property values for adjacent development, enhance and connect the park system, protect plant and animal habitats, and reduce flood risk by providing natural stormwater drainage. For Bettendorf, environmentally-aware development is especially important, since new development will occur upstream of the existing city.

Development Suitability Map

Figure 1.3 identifies areas that should be preserved and receive special consideration during development. The map was created by weighing the significance of various environmental features, and generating an aggregated rating for the level of environmental consideration in each geographic area. The ratings are explained in the box below.

Developers, the Planning & Zoning Commission, City Staff, and City Council should use the development suitability map to determine if proposed developments adequately protect and preserve sensitive environmental features.

While the suitability map provides general guidance, each development should undergo a detailed environmental analysis to determine how to address environmental concerns. Exceptions to the preservation requirement should be limited to rare cases where the developer can show, through a detailed environmental analysis, that development will not create undue negative environmental effects.

Development Suitability Ratings (Figure 1.3)

- » **Major Considerations (Red).** Should be preserved from development - includes drainage-ways, 100-year floodplains, wetlands and the steepest slopes.
- » **Higher Considerations (Orange).** Should ideally be preserved, but could potentially allow low impact development - includes areas such as 500-year floodplains and steep slopes.
- » **Minor Considerations (Yellow).** Can be developed, but developers should be attuned to good stormwater management - includes areas with hydric soils.

Factors Used to Create Suitability Map

- » **Wetlands.** Areas of poorly drained soils characterized by permanent or temporary soil saturation and occasionally standing water. Wetlands perform an important ecological function - absorbing and slowing floodwaters, and providing a habitat for plants and animals. Wetlands are protected by state and federal law and must be preserved.
- » **Hydric Soils.** Soils that have a high capacity to detain water. Hydric soils capture and detain rainwater, releasing it more gradually into minor drainage-ways, mitigating bank erosion and flash flooding. Allowing hydric soils to perform this function is an important part of a stormwater management plan. Hydric soils should be preserved where possible to avoid flooding and water quality deterioration.
- » **Watershed.** An area of land in which all water drains to the same place. Communities which share a watershed may have an interest in collaborative efforts related to water quality and flood control.
- » **Floodplain.** An area susceptible to being inundated by a flood event. The 100-year floodplain indicates a 1% chance of flooding in any given year, while the 500-year floodplain indicates a 0.2% chance of flooding in any given year.
- » **Other Features.** Additional environmental features were considered, including slopes and land cover. All environmental features are presented in separate maps in the appendix.

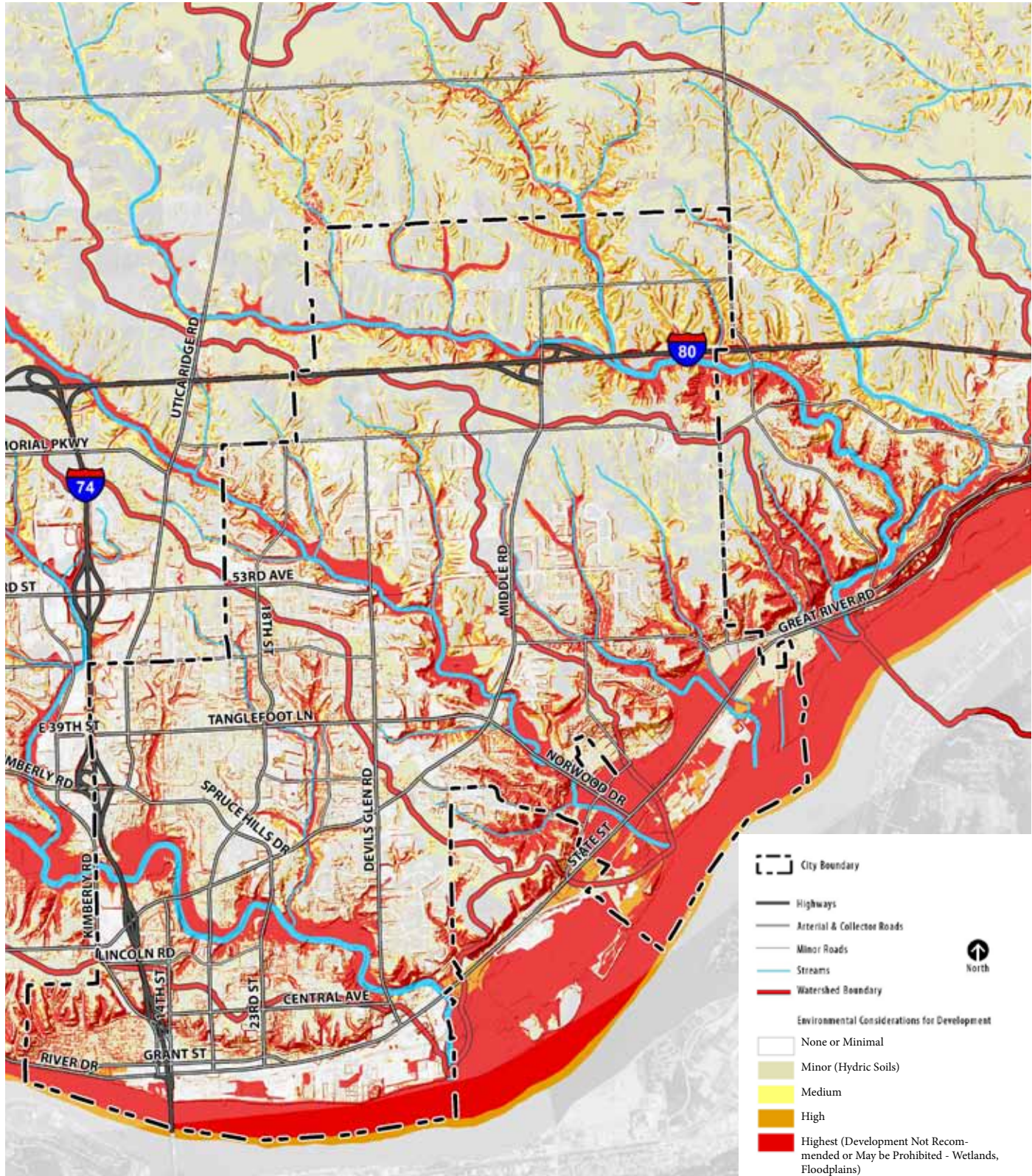
Implementation Options

The following policy options, either alone or in combination, can help implement the environmental vision. The city should consider which of these is right for Bettendorf:

- Adopt a stream buffer ordinance - specifies a distance around streams that must be preserved from development.
- Use Conservation Development Zoning to preserve natural areas.
- Ban or restrict development in the 100-year floodplain or 500-year floodplain
- Require developers to consider Stormwater Best Management Practices (See Page 27 and Appendix).

FIGURE 1.3 - DEVELOPMENT SUITABILITY MAP

Figure 1.3 identifies areas that should be preserved and/or receive special consideration during development. Major Considerations, in red, should be preserved from development and include drainage-ways, 100-year floodplains, wetlands and steep slopes.

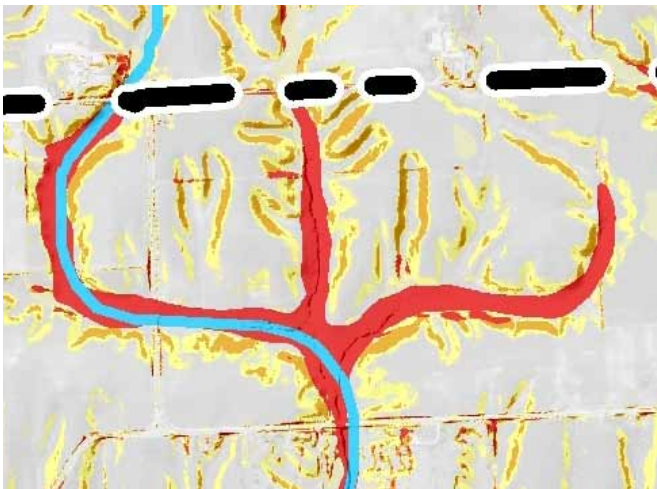


ENVIRONMENTAL APPROACH TO DEVELOPMENT: A HYPOTHETICAL EXAMPLE FROM BETTENDORF



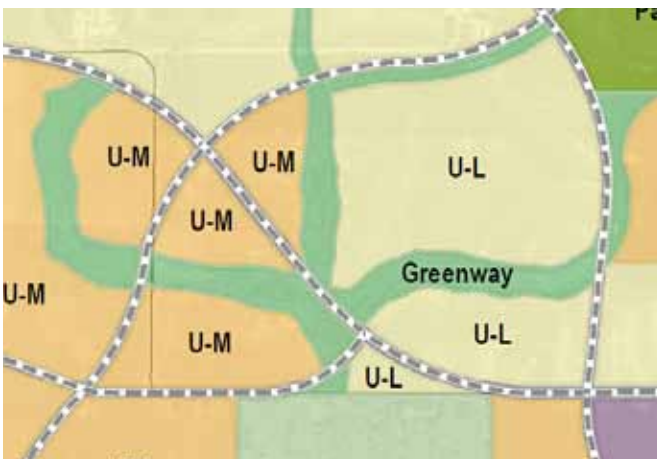
A. Assess Environment

Start with an assessment of the natural environment, including hydrology and topography. The aerial below shows a possible growth area in Bettendorf.



B. Identify Sensitive Areas

Using detailed topographic and environmental data, identify existing drainage patterns and designate sensitive natural areas that should be preserved, such as floodplains and drainage-ways. The development suitability map (Figure 1.3) for this area shows a range of environmental consideration ratings. Areas in red should be preserved from development.



C. Create a Development Plan

Create a plan for land use, transportation and stormwater that preserves the sensitive natural areas as open space. In this example, the critical natural areas are preserved as greenways (green color) to allow natural drainage that serves the existing and proposed development uses (yellow and orange colors). Street patterns should not encourage development in sensitive areas. However, the street network must balance the need for environmental preservation with the need for connectivity, and should incorporate collector and arterial streets identified in the transportation plan later in this chapter (Figure 1.7).

Stormwater Management



ACTION 2: Promote natural stormwater management by promoting best management practices on individual sites and subdivisions.

Bettendorf can consider amendments to its stormwater and subdivision regulations, and city-wide policies to require or incentivize best practices for natural stormwater management such as:

Strategies for Individual Properties

- » **Bioswales.** Infiltration trenches planted with native grasses designed to retain and temporarily store stormwater runoff.
- » **Permeable Pavement.** Porous pavement that allows water to pass through to the soil beneath.
- » **Other practices.** Green Roofs, Rain Barrels, Rain Gardens and Native Landscaping.

Strategies for Subdivisions

- » **Conservation Development.** Site design that preserves natural areas for drainage/detention.
- » **Impervious Cover Reduction.** Reducing impervious surface requirements such as streets and parking lots, through alternative site design or use of pervious pavement.
- » **Naturalized Detention/Infiltration Basins.** Basins with native vegetation on the perimeter, to improve water quality.

City-Wide Policies

- » **Updated Stormwater Management Ordinance.** The city is working on combining stormwater regulations from multiple sources into one comprehensive ordinance.
- » **Conservation Easement.** Allows land owners to place a voluntary conservation restriction on their land.
- » **Stream and Wetland Restoration.** Restore deteriorated ecosystems to their natural state to improve stormwater function and habitat.

Regional Collaboration

Stormwater does not recognize jurisdictional boundaries. These stormwater policies will be most effective if all communities in the watershed can collaborate.



Above: A stream corridor with a preserved natural buffer helps manage stormwater from an adjacent development.



Above: A stormwater detention pond with a native vegetation buffer can manage stormwater and provide an amenity.

A Natural Approach to Stormwater

Stormwater systems have traditionally focused on collecting rainwater into networks of pipes that transport water off-site quickly to detention basins and creeks (or where combined with sanitary sewer pipes, to the wastewater treatment plant). These systems can be costly to maintain and have negative side effects such as stream bank erosion and contaminated streams. Traditional development patterns, with a high degree of impervious surfaces, can result in an overwhelming amount of runoff, causing flash flooding during rain events.

Many communities are now taking a more natural approach to stormwater, by preserving natural areas that help mimic pre-development drainage patterns. These preservation areas are located where water already naturally drains. Instead of running directly into the streams or overflowing pipes, stormwater is absorbed into the soil or stored in ponds, then released gradually into waterways. A natural system requires less costly hard infrastructure, and the gradual infiltration results in less erosion and contamination in the waterways.

PART 2: THE LAND USE PLAN

LAND USE PHILOSOPHY: A FLEXIBLE APPROACH



ACTION 3: Take a density approach to land use and update the zoning code accordingly.

Contemporary growth in American cities has tended to separate different land uses through zoning. The concept of single-use zoning grew out of a need to separate people's homes from major industries, in order to protect their health. Still today, some uses can produce so much traffic, noise, smells, or other effects that separation remains the most appropriate policy. However, increasingly, mixing compatible, different uses is shown to create interesting and attractive communities. "Premiering Bettendorf" recommends a flexible land use approach that allows mixing of uses.

A development pattern that encourages a mix of land uses and activities has a variety of benefits:

- Increases the vitality and sense of security of a place (by promoting activity at various times of day), and increases the number of people using public spaces.
- Reduces the number of miles that people must travel daily by car, since homes are in close proximity to jobs and services.
- Opens opportunities to build a variety of housing types. The development of housing above office and commercial establishments adds vitality to business areas and increases the economic yield on property.
- Nationally, more communities are finding that by mixing land uses, neighborhoods are more attractive to residents.

- Plans and land development policies that provide appropriate use mixing also provide greater flexibility for developers, and avoid unnecessary regulation.

Bettendorf can achieve all these benefits by using a flexible land use framework that allows for appropriate mixing of compatible uses. The framework in "Premiering Bettendorf" establishes different "Development Character Areas" (DCAs) for different areas of the city, each with unique requirements for the following attributes:

- Compatibility (transitions between uses)
- Types of Allowable Uses
- Intensity, or density
- Form, or design

These attributes are described generally below. On the following pages, each DCA is described in terms of its purpose, form, uses, intensity, and compatibility requirements.

Development Character Areas (DCA) Definition

A geographic area in the city where land uses share common characteristics, such as density, design and types of uses. Some DCAs allow multiple types of land uses, while others will be predominantly one use.



LAND USE PHILOSOPHY CONTINUED: ATTRIBUTES OF A DCA

Compatibility

One of the most important concerns in land use planning is the relationship between different uses and their relative compatibility with each other. In areas where densities are low, compatibility is usually achieved by spacing between buildings and by congregating like uses together. This simple method is easy to administer and understand; however it can lead to some undesirable conditions such as increased commute times, an automobile dependent city, and un-walkable neighborhoods.

Compatibility in multiple-use districts can be attained in a more nuanced way by focusing more on the performance (effects) of various uses and designing regulations that allow for more integration of uses. If carefully done, the integration of uses can be achieved so that commute times become shorter, and neighborhoods become more walkable and interesting, all while preserving privacy, security and aesthetics.

The DCAs described in this plan exist on a continuum of intensity, and therefore have a continuum of compatibility methods. As DCAs become more intense and uses become more integrated, compatibility methods focus less on spacing and congregating of similar uses, and more on performance-based methods that directly address issues such as noise, traffic, air quality, privacy, and aesthetics.

It is important to remember that while the intensity-based concept proposes mixing uses, **it does not mean that every land use is appropriate everywhere**. Location standards and compatibility requirements for higher impact uses are an important part of the land use system proposed in this plan.

Use: Integration and mixing of uses

One advantage of the DCA framework is its ability to integrate different land uses. Uses may be integrated in two ways: horizontally and/or vertically. Horizontal integration keeps individual building purposes separate but relates buildings harmoniously to each other. Vertical integration puts more than one use in the same building. In the DCA framework, most of the city's land is in multiple-use categories, but certain areas, such as industrial, are still kept as single-use areas.

Intensity

The DCA framework designates how much development occurs in an area and how that development affects its neighbors. This is measured by intensity and/or density of development. In residential areas, intensity is measured by dwelling units per acre. For other uses, intensity is measured by a factor called floor area ratio or FAR, calculated by dividing building area by site area. Other factors, like the amount of traffic a project generates or how it affects its neighbors also help determine intensity.

Form

Form relates to how the area is laid out, including the street pattern, the type of infrastructure required, and how buildings relate to each other (e.g. - are buildings close together or separated?) and to the street. Form also includes the scale of the buildings - the length, width and number of stories. The degree to which the buildings in an area are similar to each other in terms of these "form" characteristics impacts the perceptions of compatibility, and therefore market value.

FIGURE 1.4 - FUTURE LAND USE MAP

ACTION 4: Use the future land use map to guide all land use decisions, including subdivision review or re-zoning. Refer to Table 1.1 on page 33 for land use category descriptions.

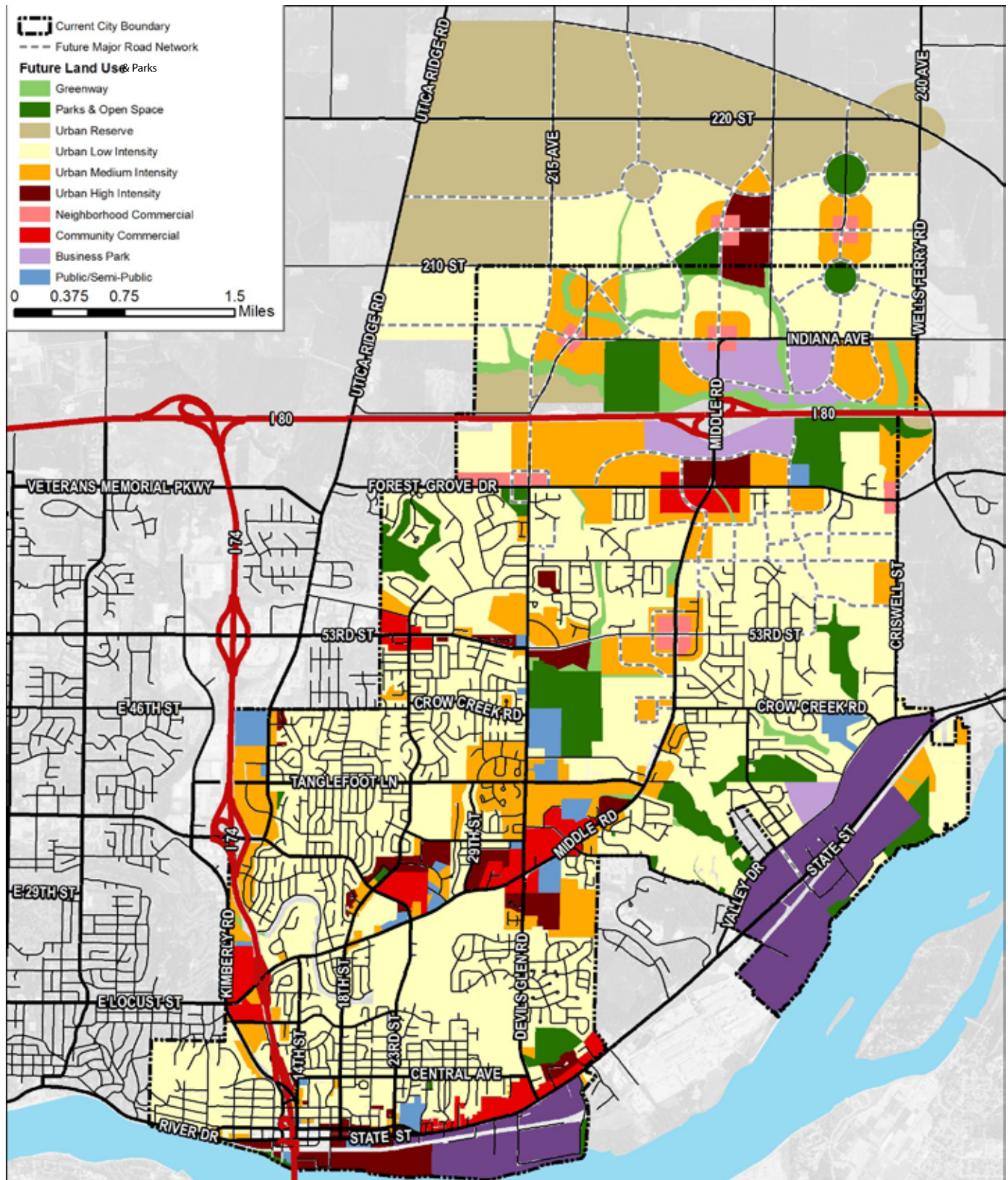
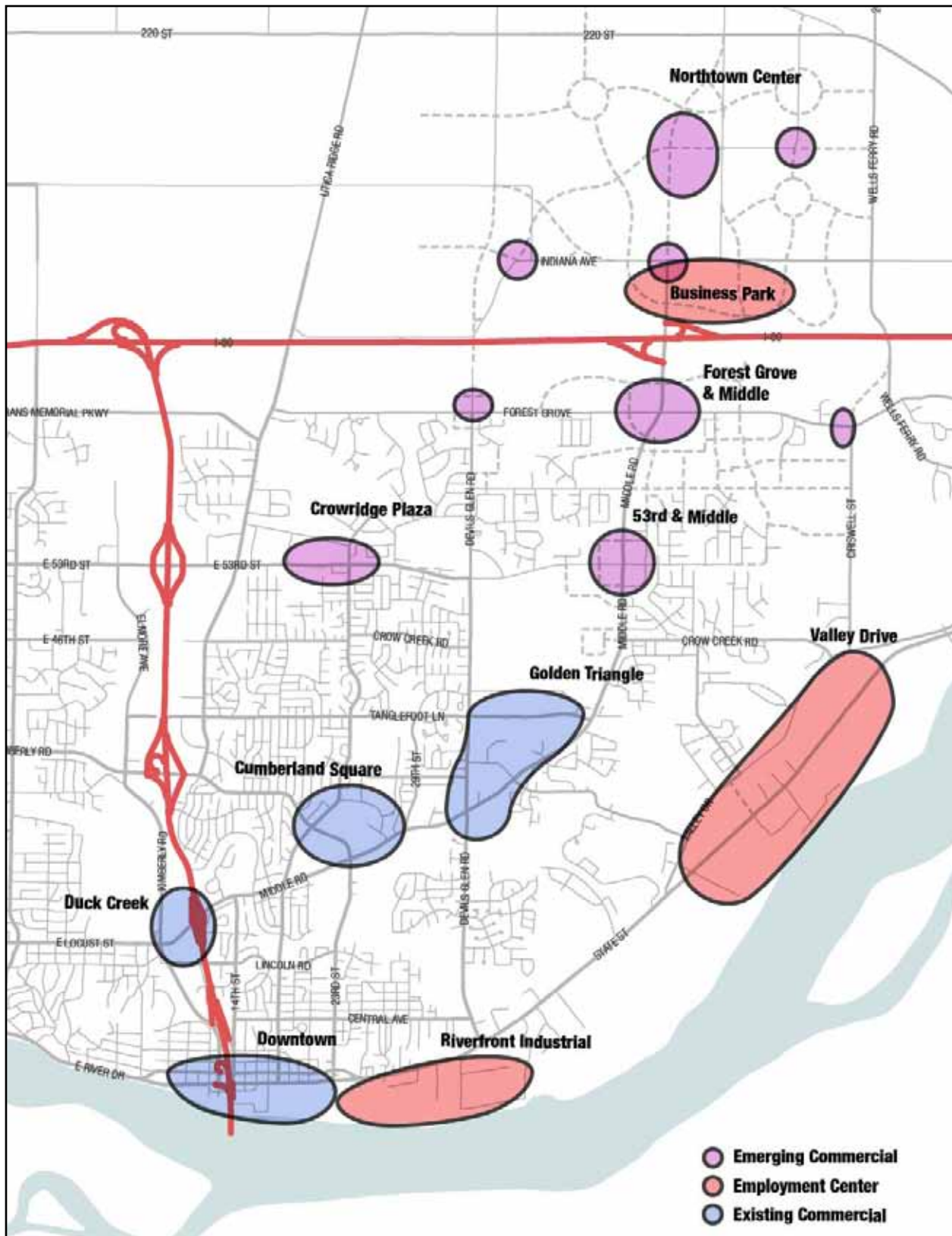


FIGURE 1.5 - COMMERCIAL AREAS

Bettendorf has a very strong residential development market, but it is important to preserve areas for commercial development, which sometimes lags behind residential development. This Figure highlights the existing and emerging commercial areas for Bettendorf (areas shown are not exact boundaries).



DESCRIPTIONS OF DEVELOPMENT CHARACTER AREAS

Overview

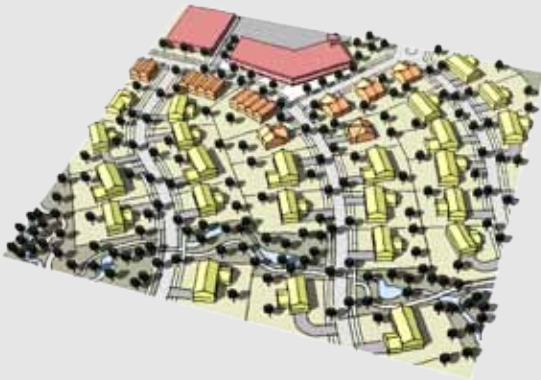
The table below displays the range of areas in the Bettendorf Future Land Use map. The majority of the city's land falls into the three multiple-use categories: U-LI, U-MI and U-HI.

TABLE 1.1: Development Character Areas (aka Land Use Categories)				
	Land Use Typology Area	Description/Purpose	Residential density range (du/A)	Non-residential intensity range (FAR)
Multiple-Use Areas	U-LI Urban-Low Intensity	Areas with urban services including relatively low-density residential and neighborhood commercial and service uses.	2-7	0.25-0.50
	U-MI Urban-Medium Intensity	Areas with urban services including medium-density residential and neighborhood and community commercial, office, and service uses.	7-12	0.30-1.0
	U-HI Urban-High Intensity	Areas with urban services including medium and high-density residential, major commercial, office, and service uses, and limited industrial in suitable locations.	12+	0.80 and up
Single Use Areas	NC Neighborhood Commercial	Areas with everyday shopping, service or entertainment needs, serving one or more neighborhoods. May also contain offices or boutique shops/restaurants that are regional draws. Typically located at intersections of collector and/or arterial streets	10-25	0.3 and up
	CC Community Commercial	Areas dominated by major community and regional commercial development that are both large in scale and have high traffic impact. May include high-density residential use. Typically located at intersections of arterial streets.	17+	0.3 and up
	I Industrial	Areas dominated by large-scale industrial uses.	NA	Varies
	BP Business Park	Areas with major employers, large office uses, and/or light industrial/warehouse.	NA	Varies
	P Civic/Public, Semi-Public	Areas with major public, semi-public, or other civic uses.	NA	Varies
	UR Urban Reserve	Areas that are unlikely to be served by urban infrastructure during the planning period but will be feasibly served and needed for urban development in the long-term.	≥40 acres per unit	NA
	EC Environmental Conservation	Areas will remain undeveloped due to sensitive environmental features and habitat.	NA	NA
	OS Open Space and Parks	Areas will be maintained as park or open space. May include accessory uses such as recreation buildings/shelters or trails.	NA	NA
	R Rural/Agriculture	Areas preserved for permanent farming and agricultural production.	≥40 acres per unit	NA

DESCRIPTIONS OF DEVELOPMENT CHARACTER AREAS CONTINUED

Visual Overview of Multi-Use Categories

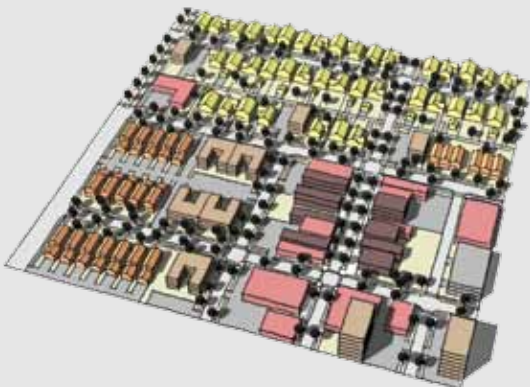
Urban—Low Intensity (ULI)



Urban—Medium Intensity (UMI)



Urban—High Intensity (UHI)



DESCRIPTIONS OF DEVELOPMENT CHARACTER AREAS CONTINUED

Detailed Description of All Categories

Development Character Area	Purpose	Uses, Intensity and Form	Compatibility
Urban Low Intensity	An efficient, walkable pattern of low density development. As compared to denser areas, ULI has more space and separation of uses, with farther distances between destinations and fewer shared amenities.	<ul style="list-style-type: none"> » Uses. A mix of complementary uses, including mostly single family housing, with some bi-attached, townhome and small multi-family projects, schools, small parks & churches, & neighborhood retail or mixed use. » Intensity. 2-7 dwelling units per acre or 0.25-0.5 FAR (non-residential) » Form. Uses are integrated so that residents can access them by walking or biking. ULI areas use a high connectivity grid street pattern to expand viable locations for low intensity commercial uses, and allow multiple access points and route choices between all uses 	<p>Compatibility will be achieved through gradual increases of intensity transitioning from one land use to another. A cross-section of this area may show large lot single family next to medium lot single family, next to small lot single family, next to townhomes, next to small commercial. Although the focus is on gradual changes in intensity, these changes should occur at a small enough scale to ensure inclusion of a range of land uses within roughly a quarter square mile (160 acres) in order to encourage walking, biking, and the reduction of auto trips.</p> <ul style="list-style-type: none"> • Different intensities of land use are positioned to create a smooth transition from lower to higher intensity uses. • Larger commercial or office uses should cluster around arterial streets. • Smaller commercial uses may be appropriate on collector streets.
Urban Medium Intensity	Vibrant, urban areas that draw customers and employees from outside the immediate area. Increased intensity (compared to ULI) improves opportunities for economic activity and social interaction.	<ul style="list-style-type: none"> » Uses. A mix of complementary uses, including single family housing, multi-family housing, schools, mid-sized parks and churches, commercial and mixed use. Amenities such as parks, plazas and quality streetscapes should be more prevalent than in ULI areas. » Intensity. 7-12 dwelling units / acres, FAR of 0.3-1.0 (non-residential) » Form. A high-connectivity grid pattern expands viable locations for commercial land uses, and allows multiple access points and route choices between uses. As compared to ULI, UMI encourages closer proximity between transportation, housing, and shopping choices. 	<p>Land uses and intensities should be integrated at a finer grain than within the Urban—Low Intensity designation. As compared to ULI areas, compatibility should be achieved through increased attention to traffic circulation and parking, site and building design, and on-site operations.</p> <ul style="list-style-type: none"> • Land uses are sometimes mixed vertically resulting in complementary and alternating times of use and the ability to share parking areas. • Different types of land use are positioned to create a smooth internal transition from lower to higher intensity uses; however, this transition happens over a shorter distance than within the ULI designation. • Larger commercial or office uses should cluster around arterial streets and rail lines. • Smaller commercial uses are appropriate on any street provided that a smooth transition in intensity of uses is maintained.

DESCRIPTIONS OF DEVELOPMENT CHARACTER AREAS

Development Character Area	Purpose	Uses, Intensity and Form	Compatibility
Urban High Intensity	These areas improve economic performance and opportunities for social interaction, by locating diverse and complementary uses in close proximity.	<ul style="list-style-type: none"> » Uses. A mix of complementary uses, including multi-family residential, large offices, medical buildings, regional commercial, limited industrial, institutional uses such as churches, schools, or hospitals, and other regional attractors. Residential uses range from townhomes/rowhouses up to apartment towers. Parking garages or public parking lots may be found in these areas. Higher levels of urban amenities are used to offset the area's intensity level. » Intensity. 12+ dwelling units / acre; FAR of 0.80 and higher » Form. Good access to freeways, highways, arterials, and transit, yet still designed around pedestrians. A high-connectivity grid pattern provides viable locations for higher intensity land uses, and allows multiple access points and routes between uses. 	<p>Land uses and intensities should be fully integrated and mixed. Compatibility should be achieved through increased attention to traffic circulation and parking, site and building design, and on-site operations.</p> <ul style="list-style-type: none"> • Different land uses can be close together because design and amenities take into account these juxtapositions and make appropriate accommodations. • Form and design rules and performance regulations address aesthetic and functional compatibility. • Limited Industrial uses may be allowed with requirements that they mitigate any anticipated negative impacts on adjacent land uses and that they are located on arterial streets or rail lines. • Land uses should be fully integrated horizontally and mixed vertically, resulting in complementary and alternating times of use and the ability to share parking areas.
Neighborhood Commercial	While Neighborhood Commercial areas are ideally integrated within Urban Low and Urban Medium Intensity DCA's, they are identified on the Future Land Use Map so that these locations can be reserved for commercial development and not developed exclusively for residential. This is necessary because Neighborhood Commercial development typically occurs after residential areas have developed.	<ul style="list-style-type: none"> » Uses. Commercial mixed development providing everyday shopping, service and entertainment needs of neighborhood residents. Townhouses and low- to moderate density multi-family uses can be mixed in with commercial, but commercial should be the dominant use. » Intensity. Approximately 10 - 25 dwelling units/acre; FAR of 0.30 and higher. » Form. Very pedestrian-oriented, with sidewalks along a grid street system providing excellent area connectivity. Buildings frame streets, with vehicle parking to the sides or rear of buildings. Horizontal and vertical mixing of uses. [See also Urban Medium Intensity] 	Same as Urban Medium Intensity
Community Commercial	While Community Commercial areas are ideally integrated within Urban Medium and Urban High Intensity DCA's, they are identified on the Future Land Use Map so that these locations can be reserved for commercial development and not developed exclusively for residential. This is necessary because Community Commercial development typically occurs after residential areas have developed.	<ul style="list-style-type: none"> » Uses. A broad range of retail services, including large-scale stores and services, as well as auto related services and large offices. Shopping and commercial uses total at least 150,000 sq. ft. Multi-family uses can be mixed in with commercial, but commercial should be the dominant use. » Intensity. 17+ dwelling units/acre; FAR of 0.30 and higher. » Form. While accommodating the automobile, planned developments also provide good pedestrian accommodation and amenities. Horizontal and vertical mixing of uses. [See also Urban High Intensity] 	Same as Urban High Intensity

DESCRIPTIONS OF DEVELOPMENT CHARACTER AREAS

Development Character Area	Purpose	Uses, Intensity and Form	Compatibility
Industrial	Allow for a broad range of industrial uses from small to large employers.	<ul style="list-style-type: none"> » Uses. All types of industrial: manufacturing, warehousing, distribution, and office/industrial flex space. Uses in this area can be smaller in size than in the Business Park areas and aesthetic standards are less stringent. » Intensity. Varies » Form. Designation of any new industrial areas should be done with consideration of the following factors: <ul style="list-style-type: none"> • Freeway and rail access; • Availability and capacity of water and sewer service; • Proximity to existing employment centers; • Environmental factors (floodplain, slope, etc.); • Compatibility of neighboring land uses; Brownfield status; • Impact of added employee/truck traffic to the level of service of roadways in the surrounding area and impact on the non-industrial uses along those roadways 	<p>Development within Industrial areas will be similar in nature, so compatibility is less difficult to manage. However, in areas where industrial abuts other land use categories, the following should be considered:</p> <ul style="list-style-type: none"> • Design standards: including land buffers, architectural and site design standards, and other appropriate standards implemented through PUDs or new codes or guidelines. • Operational standards that consider traffic, noise, lighting, and air quality.
Business Park	Preserve sites most suitable for large industrial and business development. Protection of these areas is an important part of economic stability and future growth, as they provide a competitive advantage for attracting new companies and retaining companies that need to expand. Large acreages should be maintained to maximize clustering for specialization, synergy, transportation efficiency, and knowledge exchange.	<ul style="list-style-type: none"> » Uses. Manufacturing, warehousing, distribution, office, office/industrial flex spaces. Non-industrial/non-office uses should be limited to services or commercial uses that are needed to support the primary employment generators. Fragmentation by small-scale development or incompatible uses is discouraged. » Intensity. Varies » Form. Require a higher standard for industrial infrastructure, urban design, access, and other factors. <ul style="list-style-type: none"> • Transportation improvements should enhance connectivity, efficiency, and capacity. • Do not allow subdivisions that result in inefficient street layout, poor parcel configuration, or otherwise limit future development in BP areas. • Designation of new BP areas should consider the factors listed under the Industrial category, and: Site size (include large parcels of various sizes) 	<ul style="list-style-type: none"> • Do not allow incompatible uses to locate within BP areas (e.g. – single-family residential or K-12 schools.) • Ensure development adjacent to BP areas is compatible with and will not compromise viability of employment lands. • Apply special design controls. These controls could be implemented through Planned Unit Developments (PUDs) or design guidelines. Encourage industrial park design which includes design and placement of buildings, screening or prohibiting outdoor storage, parcel sizes which allow for long term expansion for individual users, special landscaping requirements, and buffering treatments for truck access and loading facilities. Design standards should mitigate negative aesthetic, traffic, and other impacts. • Development abutting a BP boundary, whether inside or outside the boundary, should be held to higher design standards to ensure compatibility between BP uses and possible adjacent residential uses. • In cases where transportation infrastructure has been installed with the purpose of providing capacity to BP areas, any proposed rezone or subdivision outside of the BP area must not reduce the transportation capacity of the BP area below the level intended. Staff from the Utilities, Planning, and Public Works Departments will evaluate such proposals for conformance with this criterion.

DESCRIPTIONS OF DEVELOPMENT CHARACTER AREAS

Development Character Area	Purpose	Uses, Intensity and Form	Compatibility
Public/Semi-Public (P)	To provide space for educational, institutional, assembly, and other public uses, including hospitals, major campuses (high school, college, and university), cemeteries, airport, landfills, water plant, and major utilities.	<ul style="list-style-type: none"> » Uses. <ul style="list-style-type: none"> • Educational: Public, private and parochial institutions at at K-12 and post-secondary level, or trade/business schools and their accessory uses. • Institutional and Assembly: Community or cultural facilities, religious institutions, public health care or human services facilities and their accessory uses. • Other: Government or non-profit organizations and accessory uses. 	
Open Space and Parks (OS)	Areas intended to remain undeveloped and natural or recreational in character.	Limited. Primarily natural. Development is recreational and low impact in nature (such as park shelters or ball fields), while complementary to the purpose of the wider area as open natural space.	<p>These areas are valuable for their natural character and uses within them should have minimal impact. This requires minimal visual, auditory, and other pollutants that would reduce the pristine character of the areas. Aids for compatibility may include:</p> <ul style="list-style-type: none"> • Heavy landscape screening; Very large buffers; Height limitations; Zero odor emissions; Strict air quality standards; Strict ambient noise requirements
Urban Reserve (UR)	To remain working agricultural ground or large estates until urbanization occurs. UR areas are adjacent to existing urban areas will eventually be urbanized. UR will help prevent premature extension of infrastructure resulting in additional, unnecessary maintenance costs and parcelization, which encourages “leapfrog” development and makes orderly and efficient growth difficult.	<ul style="list-style-type: none"> » Uses. Agricultural or large lot estates, until urbanization occurs. UR land should not be permitted to develop until such land is designated for residential development through a comprehensive plan amendment. A small amount of commercial to serve rural residents is appropriate; however such commercial should be allowed only at nodes specified on the Land Use Map. » Intensity. Minimum lot sizes are very large (over 40 acres) to ease land assembly for future urban development » Form. Minimal infrastructure (rural arterials; no transit, water, or sewer) 	<p>Minimize the conflict between agricultural operations and new development of any kind, including residential.</p> <ul style="list-style-type: none"> • Low-impact industrial uses could be allowed only if the net impact is nearly the same as open space or farming. New traffic, noise, smells, air pollution, visual impact, etc. should be negligible. Aesthetics of new development should be consistent with the rural area to include large land buffers and appropriate architectural design. • Rural scale commercial uses may be allowed, but must take added measures to ensure compatibility with the rural character of this area. Such measures include large buffers of open space, appropriate architectural design, minimal signage, and appropriate improvements to transportation infrastructure to accommodate additional traffic.
Environmental Conservation (EC)	Areas of special environmental importance or sensitivity that are not suitable for development (e.g. – floodplains, wetlands).	<ul style="list-style-type: none"> » Uses. Natural open space. Recreational trails are permitted, as appropriate. 	

CAVEATS TO THE DEVELOPMENT CONCEPT AND FUTURE LAND USE MAP

The development concept and future land use map are based on environmental analysis, economic projections, population trends, and public input. As explained on page 23, the amount of land that is planned for is much more than the projected need, in order to provide market flexibility, avoid creating a false land shortage, and provide long-term planning. This means that **many areas shown in the maps are unlikely to develop in the 20-year time frame.**

Three important points about the Development Concept and Future Land Use Map

1. Property Owners Decide

The Development Concept and Future Land Use map depict new land uses for privately owned properties. The transition of these properties from their current use to the depicted use is expected to occur slowly over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land.



2. Generalized Map

The Future Land Use map should be interpreted generally and is not intended to provide the specificity or the rigidity of a zoning map or engineering document. The map should provide guidance for the zoning map and is meant to show:

- Generalized land use locations and transitions: The boundaries between land uses on the map are “fuzzy” lines and are meant to show approximate areas for transition, rather than rigid boundaries. The exception to this is the environmental conservation areas, which are meant to be more precise boundaries.
- Collector and Arterial Street connections: Critical arterial and collector street connections are specified on this map, though the exact routes will depend on detailed engineering studies. Local streets will be determined as development occurs.
- Natural Resource Preservation Areas: Environmental Conservation areas on the map are based on the development suitability map in Figure 1.3. The boundaries of these areas should be given significant weight in decision-making.



3. Basis for Land Use Decisions

The Future Land Use map should provide the basis for decisions of the Planning & Zoning Commission, the City Council, and private developers. The map is a critical part of the approval process for development proposals and zoning decisions.



A DEEPER UNDERSTANDING OF THE LAND USE PLAN

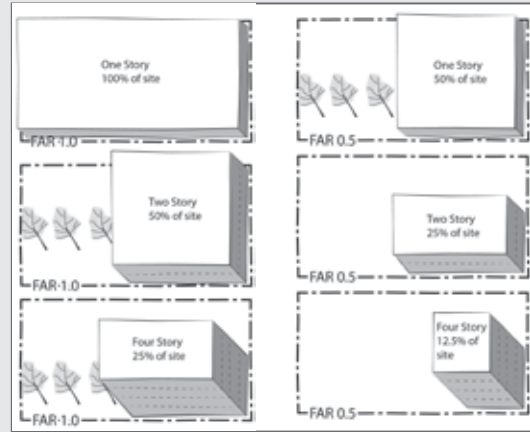
Understanding Intensity

Dwelling Units Per Acre - Residential



Above, six single-family houses are included on an acre of land. The density of this site is 6 dwelling units per acre (du/A). The higher the number of units on an acre, the more intense.

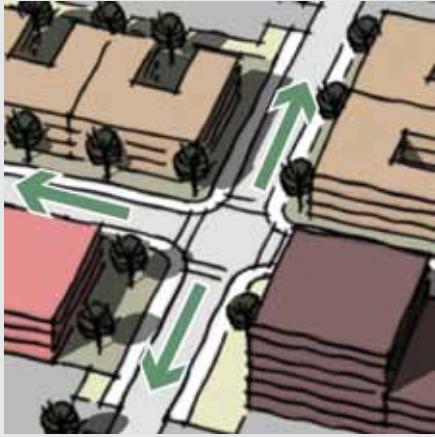
Floor Area Ratio (FAR) - Commercial & Industrial



On the right, the total building square footage is 1/2 the site area, so FAR=0.5. On the left, the total building square footage is equal to the site area, so FAR=1.0. Higher FAR ratios, such as those on the left, are more “intense” than lower FAR ratios.

	Residential	Commercial / Mixed
Lower Intensity		
Medium Intensity		
Higher Intensity		

UNDERSTANDING MIXING OF USES AND TRANSITIONS



Horizontal Integration

Horizontal integration of uses means that different uses are housed in different buildings but are related to each other.



Vertical Integration

Vertical integration of uses means that different uses are located in the same buildings.

Diagram of a Mixed Neighborhood

The diagram below shows a hypothetical neighborhood that integrates uses both horizontally and vertically, and demonstrates good land use transitions between different development intensities.



PART 3: IMPLEMENTING THE LAND USE PLAN

The Land Use Concept will be largely implemented through private decisions and public review. When a project is submitted for approval, the city's staff and approving agencies (e.g. - the Planning & Zoning Commission) determine whether the project complies with the city's comprehensive plan.

ADOPT A NEW ZONING CODE

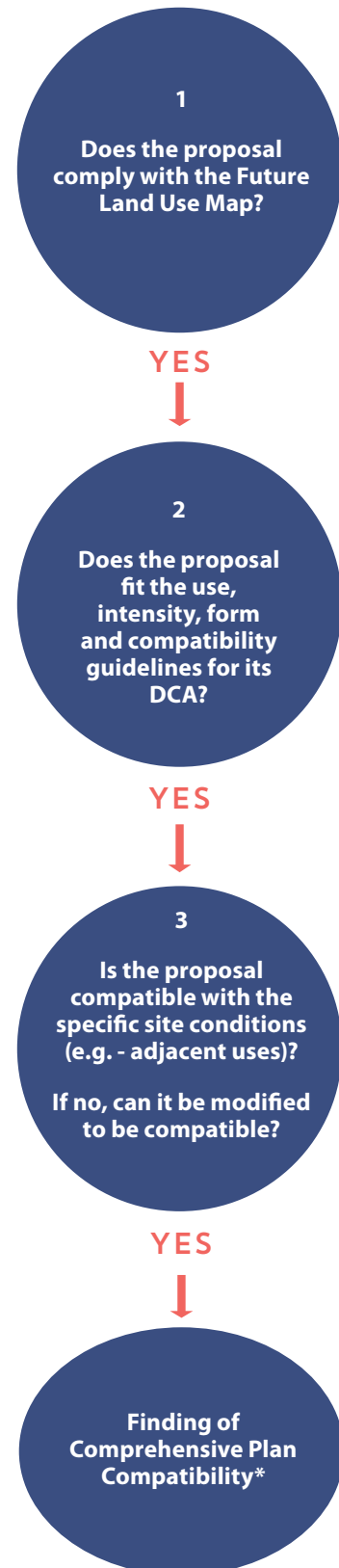
Bettendorf, like most cities, uses a Euclidean zoning ordinance that primarily designates single-use areas, such as all-residential or all-commercial zones. While this system helps separate incompatible uses, and is relatively straightforward to administer, it has significant shortcomings. A Euclidean ordinance can be inflexible, encourage decentralized development, and is often unable to accommodate mixed use development. In recent years, planners have proposed and experimented with a number of alternatives to Euclidean zoning, most of which focus more on building form and site design, and less on specific uses.

"Premiering Bettendorf" is moving our city's land use approach forward, to keep pace with the latest innovations in zoning. As described in the preceding pages, the new land use approach focuses on incorporating a variety of uses within a certain level of "intensity," or density. The primary philosophical reasons for moving to this approach include:

- When measuring impact on a property and its neighbors, intensity (or density) of a development is more influential than the specific type of use.
- It is impractical for a land use plan to anticipate specific land uses for each parcel in the city. Attempting to do so leads to comprehensive plan amendments that dilute the message of the plan and slow down the approval process.
- Nationally, there is a growing preference for neighborhoods that mix uses together. This creates better walkability and bikeability, and can create infrastructure efficiencies (such as shared parking).

To implement the new intensity-based land use approach, "Premiering Bettendorf" recommends the creation of a new zoning ordinance. The City has already initiated the zoning update process. The new ordinance should take a balanced approach that provides both the flexibility of multi-use, intensity-based zoning, and the perceived protections of use-based zoning. The ordinance should include:

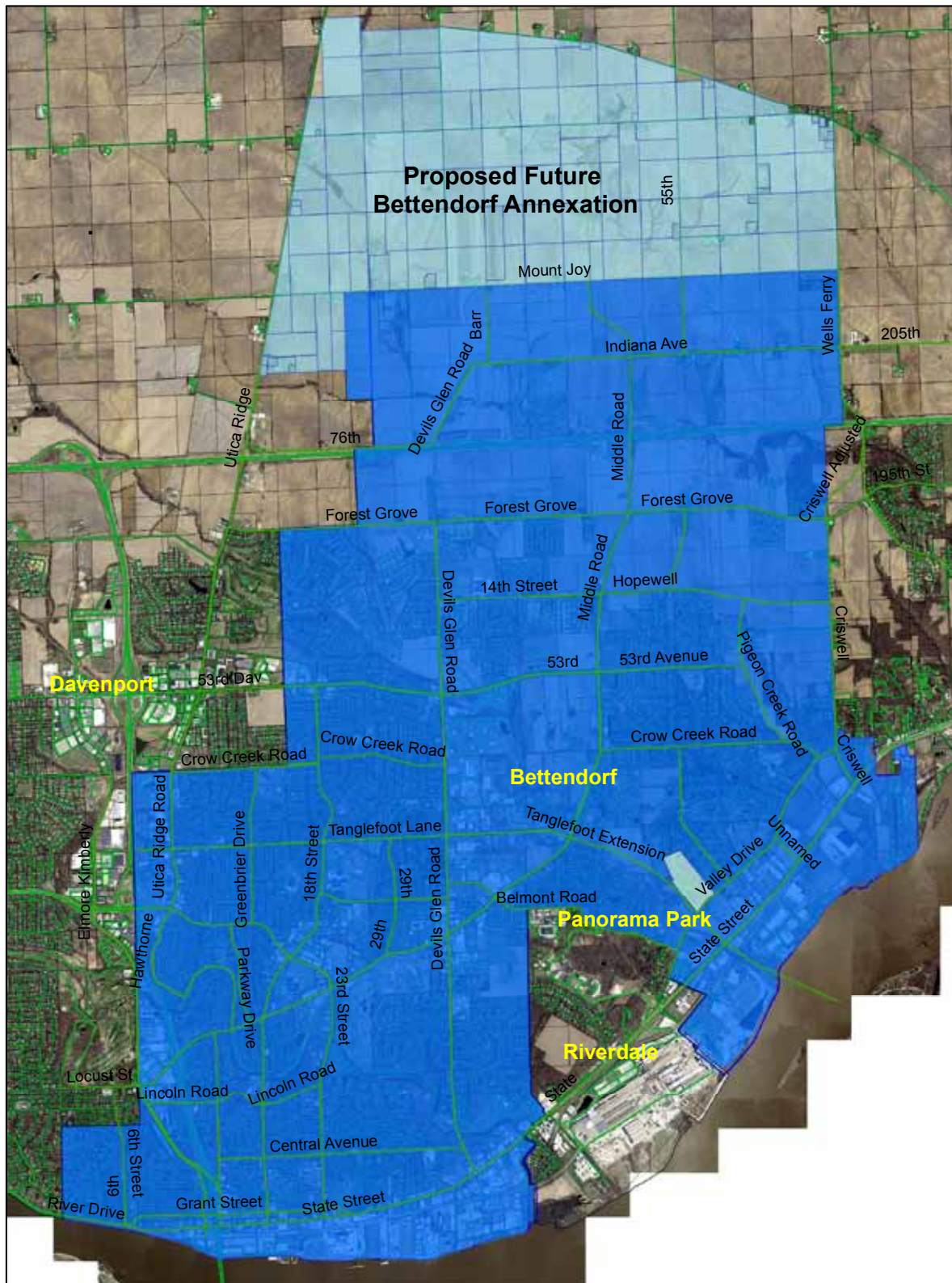
- Intensity ranges for each district, as outlined on the previous pages.
- Standards for appropriate location of uses. While the intensity-based concept proposes mixed uses, it does not mean that every land use is appropriate everywhere.
- Transitional/Compatibility Standards. When different types of uses are adjacent or close enough to each other to create potential conflicts, design standards help moderate the transition.



*Compliance with zoning ordinance must be determined independently.

FIGURE 1.6 - ANNEXATION MAP

The Annexation Map shows potential long-term future annexation areas for Bettendorf, as recently proposed by the City of Bettendorf as part of a possible annexation agreement with the City of Davenport. The City should continue to work with its neighbors, Scott County, Davenport, and LeClaire, to establish annexation agreements.



ANNEXATION STRATEGY



ACTION 5: Use the annexation map and the seven-point annexation strategy to guide annexation decisions.

Figure 1.6 identifies Bettendorf's potential long term annexation area. Bettendorf currently has more than enough land to accommodate growth in the next 10-20 years (5,000 acres are available and approximately 3,000 are needed for planning purposes). Therefore, these areas represent long term interests and should not be annexed until the need for additional land is more imminent.

When the need for additional land arises, the city should use the following annexation strategy:

1: Pursue Voluntary Annexation

Bettendorf should use the "voluntary annexation" provisions of Iowa annexation law (including the 80/20 rule, see below) and avoid annexing areas under "involuntary" procedures. The drawbacks of involuntary annexations include:

- More complex annexation process
- Confrontation with land owners
- Susceptibility to court challenges
- Costly extension of city services mandated within a short time period, even if development is not imminent

The benefits of voluntary annexation are:

- Allows city to promote areas for development without having to install costly infrastructure ahead of that development. The annexation/infrastructure extension plan becomes a negotiated process between the property owner, developer and the city.
- Does not require the city to pick "winners and losers" among potential annexation areas. Instead, the private market determines development timing and location.
- Simpler process, less controversial

To make the voluntary annexation approach work the city must:

- If necessary, use the 80/20 rule for voluntary annexation, which allows up to 20% of the total annexed area to be included without consent from property owners. This allows for the "squaring off" of annexation areas to logical boundaries to avoid the creation of unincorporated "islands", which are not permitted by state law. While

full consent from property owners is ideal, there may be situations where the 80/20 rule is necessary to follow state laws, and achieve long term city goals.

- Enact Parts 2-7 of this strategy.

2. Only Annex as Needed

Bettendorf should annex land only as the need arises. (As of the writing of this plan, Bettendorf has enough land in city limits to accommodate the next 20 years of projected land need.) By only annexing what is needed, when it is needed, the city avoids unnecessary maintenance of infrastructure and potential conflicts with land owners. This approach must be coupled with the creation of annexation agreements (see following page), in order to protect the city's long-term growth areas.

3. Initiate Outreach to Property Owners

Initiate ongoing communication with owners of properties in the long-term annexation areas (Figure 1.6). Communicate the potential benefit of annexation: The extension of city services/ infrastructure greatly enhances the development potential of the land and maximizes its sale value.

4: Negotiate Development Agreements

Development opportunities in the annexation priority areas should be pursued on a "negotiated development agreement" basis, with zoning, infrastructure extensions, and any applicable development incentives as part of the negotiation process. The Future Land Use Map should serve as the guide for uses within the annexation areas.

5. Wait to Zone

Annexation areas should not be zoned for future uses until the areas are voluntarily annexed and a negotiated development deal is accomplished. Discussion of appropriate zoning, consistent with the Future Land Use Map, should be a part of the negotiation process.

6. Prioritize Contiguous Parcels

Annexation priority should go to parcels contiguous to current city boundaries. It is not recommended to annex property that is not contiguous to current city property, and would not be permitted by state law in most circumstances.

Annexation agreements help avoid conflicts between jurisdictions and allow cities to annex land only as needed, thereby avoiding acquisition of costly infrastructure obligations prematurely.



7. Create Annexation Agreements



ACTION 6: Work cooperatively with Scott County, the City of Davenport and the City of LeClaire to establish annexation agreements.

An annexation agreement establishes future annexation boundaries between neighboring municipalities. The benefits of an annexation agreement include:

- Establishes common understanding between municipalities and avoids future conflicts
- Identifies which areas can be best served with infrastructure by each municipality.
- Discourages cities from annexing property prematurely, before development is imminent. Without an annexation agreement, cities might annex property solely to protect their long-term interests. The downfall is that the city is now required to maintain streets and land that may not experience urban development for decades to come. This results in a waste of city resources.

Annexation agreements are established as an intergovernmental agreement, as allowed in Chapter 28E of the Code of Iowa.

This strategy also requires working with the County to ensure that the County land use plan discourages inappropriate uses in the city's growth areas. The city may also wish to seek development review authority for unincorporated land in the city's long-term growth area.

PART 4: FUTURE TRANSPORTATION STRATEGY

BASIC PRINCIPLES FOR STREETS

As Bettendorf grows it will need to extend the street and trail system. Figure 1.7 shows the proposed transportation network that will accommodate Bettendorf's preferred growth areas. As the proposed streets are constructed, four basic principles should guide the process:

1. Enhance Connectivity

New streets should line up with existing streets and connect new development to existing neighborhoods using multiple entrances. Single access cul-de-sacs should be avoided unless environmental factors preclude other options.

2. Build Complete Streets

Streets should accommodate multiple modes of transportation, including public transit, walkers and bikers. While not every street will be appropriate for all features, streets should consider multi-modal features such as: sidewalks, bike lanes, bike pavement markings, bike signage, or traffic calming. All streets should provide sidewalk, on at least one side for new local streets, and on both sides of new arterial and collector streets.

The city should work with Quad Cities Transit to ensure that future streets accommodate bus service (both existing routes and potential future routes), with adequate space for bus travel and bus stops/shelters. Street design should support safe access to bus stops via sidewalks and crossings and allow space for waiting areas.

3. Promote Character

Streets are Bettendorf's largest public space, and should be designed to reflect the pride that residents feel in their community, and highlight Bettendorf's identity. Streets provide the first impression for many visitors, and have a daily impact on how residents view their community. Landscaping, street furniture, public art, green boulevards and other attractive street features should be considered an investment in community character and a tool for economic development.

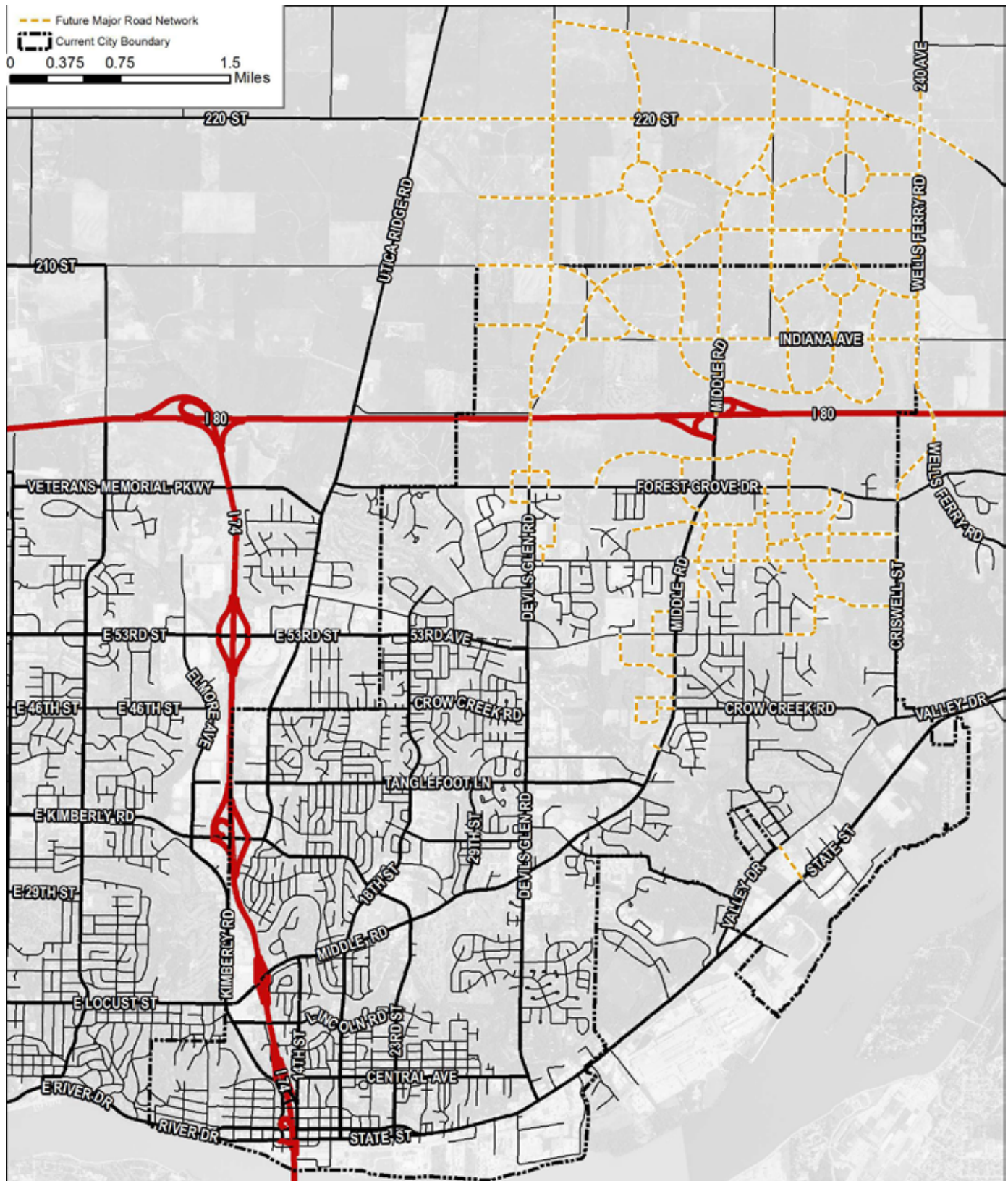
4. Context

Street design should consider the context around it (residential neighborhood or busy commercial center?) This affects things like the width of the street, landscaping or design of pedestrian features. Street design should keep traffic at a level that is appropriate, using calming devices such as landscaped islands, crosswalks, and varying paving.



FIGURE 1.7 - FUTURE TRANSPORTATION MAP

ACTION 7: Provide multi-modal, interconnected roads for new development, based on the proposed street network shown in Figure 1.7 and the four principles on the previous page.





IMPLEMENTATION OF STREETS PLAN



ACTION 8: Ensure street connectivity by following the three guidelines below.

1. Reserve Right-of-Way in advance

The city should work with developers and property owners to reserve Right-of-way for major streets in advance of development. Developers should leave room to extend streets to future adjacent development by leaving stub streets or empty lots where extensions are planned.

2. Build with Development

Bettendorf should work with developers to extend new roads as development demand arises, in conjunction with development agreements. The city can coordinate with developers to share the cost of street construction.

3. Collaboration

Bettendorf should coordinate with Davenport and Scott County on street extensions or significant changes at municipal boundaries.

UNDERSTANDING THE PROPOSED STREET MAP (FIGURE 1.7)

Big Picture

The map does not show every street that would be needed for future development, only major arterial and collector streets. The local street pattern should be determined as development occurs, using the basic principles described on p. 46.

Flexible

While the routes in Figure 1.7 have been carefully analyzed, the exact path of these streets may vary depending on the details of development as it occurs. The priority is to maintain the principle of connectivity, to provide access to the key connecting points, and to follow the general path shown in the map. Minor modifications can be made as needed on a case-by case basis. Detailed engineering studies will be needed before undertaking any new road construction.

Working with Property Owners

Many of these new roads run through property that is privately owned, and their implementation will therefore depend on the decisions of the property owners. The city should reach out to property owners in these key areas to discuss plans for the future.

Trails, bike lanes and sidewalks are more than simply recreation, they are an important part of the transportation system.

WALKING AND BIKING

Proposed Trails and Sidepaths

Proposed trails and sidepaths are covered in Chapter 5. It is important to recognize trails and bicycle lanes as an important part of the transportation system, in addition to their recreational value. Bettendorf already has a good network of trails and sidepaths, and should maintain this in new growth areas

Sidewalks

Sidewalks are the central piece of pedestrian infrastructure. Bettendorf has a fairly well connected sidewalk network, and this should be maintained as the city grows. New streets should provide sidewalks on both sides of the street, especially collectors and arterials. Bettendorf requires sidewalks in new development as part of its subdivision ordinances.

Existing streets should provide sidewalk on at least one side of the street. Bettendorf should identify existing streets for sidewalk retrofitting and construct new sidewalks over time in conjunction with other street or infrastructure improvement projects. Priority areas for retro-fitting are:

- Arterial and collector streets
- Streets within a quarter mile radius of schools and parks
- The downtown and riverfront district
- Connections to bus stops

PUBLIC TRANSPORTATION

Today

QC Transit provides 5 bus routes that serve Bettendorf, covering most major destinations, such as schools and shopping, and major apartment complexes. Service is provided Monday through Saturday.

Planning for Public Transportation

Public Transportation helps provide access to jobs, shopping, and entertainment for Bettendorf's residents and workers. Increased public transportation use could help reduce strain on Bettendorf's roads by decreasing the number of vehicles, and could help preserve our environmental quality through reduced pollution. Supporting public transportation can therefore help save money on road construction and repair, and provides a valuable service to our residents.

The City should continue to work with QC Transit to maintain and expand bus service in Bettendorf by supporting new bus stops in growing areas, providing convenient pedestrian and bicycle routes to bus stops, preserving safe waiting areas for bus users, and supporting high density residential development in areas near transit stops.



CHAPTER 2:

DOWNTOWN

+

THE RIVER FRONT



Bettendorf Marina

One of the priority goals of this plan is to “Revitalize Downtown and Enhance the Riverfront.” The concepts described in this chapter should be viewed as an opportunity list that provides the ability to react to changing conditions (as opposed to a checklist of mandated improvements).



RECOMMENDED ACTIONS IN THIS CHAPTER

9. Partner with private land-owners to promote re-use of strategic sites in the downtown.
10. Redevelop the City Square (in partnership with a private developer).
11. Encourage residential development in the downtown.
12. Improve Pedestrian Circulation in the Downtown, preferably through the creation of a Pedestrian Promenade.
13. Promote better pedestrian and bicycle connection between the River and Downtown.
14. Improve aesthetics of downtown.
15. Improve Leach Park.
16. Improve the user experience along the Riverfront Trail.
17. Form an association or other organized group to help advocate and raise funds for downtown improvements.



AN INTRODUCTION

The combination of the Mississippi River, new Isle of Capri Casino, new distinctive I-74 bridge, Quad Cities Waterfront Convention Center, and the Riverfront Trail makes Downtown Bettendorf a unique environment for working, shopping, living, and recreation. During the last decade, the City of Bettendorf has shown commitment to creating a vital city center through streetscape enhancements along State Street and the construction of a new convention center. The State of Iowa has shown its commitment by rebuilding the I-74 bridge and improving the circulation and safety to downtown. These improvements establish the momentum for Bettendorf to become a regional commercial and governmental center and a memorable destination for visitors. This chapter presents a unified concept that builds on these accomplishments, possibilities, and the city's distinctive character to create a city center for this century – a center that provides economic opportunity, urbanity, and delight for people of all ages.

The “Premiering Bettendorf” downtown and riverfront concept demonstrates the need for a nimble plan, capable of remaining relevant and maintaining a meaningful vision under changing conditions. The plan purposefully presents a wide variety of ideas to allow flexibility in how downtown redevelopment occurs. In that light, the ideas in this chapter should not be treated as a checklist of “must dos,” but rather an opportunity list that provides options and the ability to react to changing conditions. The plan's key elements include transportation and development opportunities. Sites indicated as development opportunities are dependent on market forces and political will, and require a commitment to building quality projects. This plan hopes to create the conditions that will support major private sector reinvestment.



FIGURE 2.1 - DOWNTOWN REVITALIZATION CONCEPT

KEY

- EXISTING
- DEVELOPMENT OPPORTUNITY



DEVELOPMENT OPPORTUNITIES

- | | |
|--|--|
| 1. PUBLIC ART INSTALLATION | 11. NEW ISLE OF CAPRI CASINO |
| 2. LANDSCAPING | 12. POSSIBLE EXPANDED MARINA |
| 3. CATALYST SITE - POSSIBLE HOUSING OR MIXED | 13. PEDESTRIAN PROMENADE |
| 4. LEACH PARK ENHANCEMENTS | 14. CATALYST SITE - MIXED USE AND PARK |
| 5. UNDERPASS ENHANCEMENTS | 15. POSSIBLE REDEVELOPMENT - HOUSING |
| 6. POSSIBLE REDEVELOPMENT SITE | 16. POSSIBLE NEIGHBORHOOD EXPANSION |
| 7. POSSIBLE INFILL REDEVELOPMENT | 17. POSSIBLE GATEWAY PROJECT |
| 8. POSSIBLE REDEVELOPMENT - PROMENADE CONNECTION | 18. POSSIBLE MAJOR EMPLOYER SITE |
| 9. BRIDGE ENHANCEMENTS | 19. 23RD STREET OVERPASS |
| 10. TRAIL ENHANCEMENTS | |

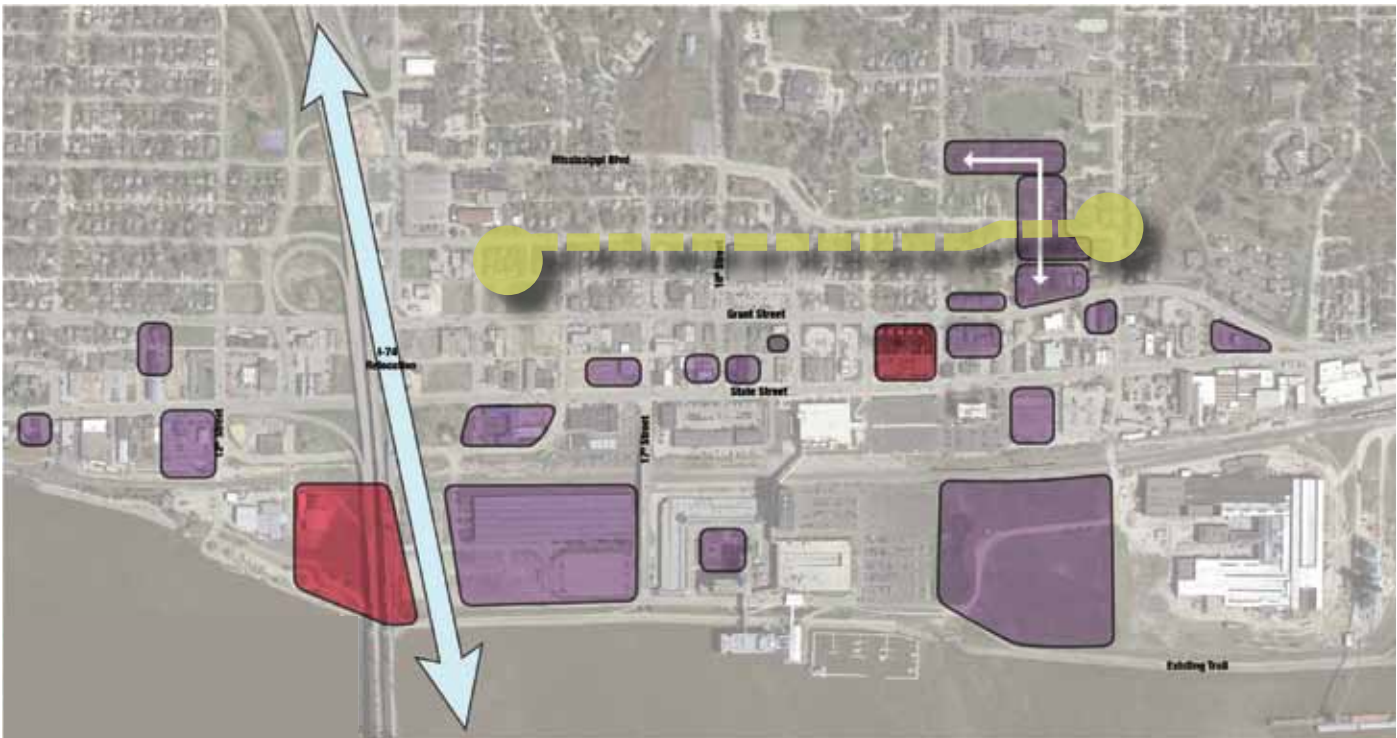


FIGURE 2.2

REDEVELOPMENT SITES



ACTION 9: Partner with private landowners to promote re-use of strategic sites in the downtown.

Figure 2.2 identifies strategic sites that could be redeveloped to maximize their potential and connect to the larger fabric of downtown Bettendorf. Sites in a downtown are not isolated parcels of land – in successful downtowns, sites connect and relate to one another to create a stronger, unified district.

This plan takes an approach that identifies possibilities, choices, and patterns, rather than mandating a specific development to a project site.

Strategic sites in Figure 2.2 fall into two categories:

- » **Catalyst Sites.** These are publicly-owned sites that, with the right investment, have potential to jump start downtown redevelopment and create a “chain reaction” - a strong and desirable private market response that leads to self-sustaining investment. Thus, the ability of initial projects to generate positive momentum is very important. The reconstruction of the one-way pairs of State and Grant Streets, particularly with care for the pedestrian environment, will be a catalyst to private investment in the form of new business interest. Adding design elements advances the streetscape from purely functional to a place that creates memories and experiences for the visitor.



Catalyst Development Opportunity Site.

Initiated by the public sector and completed through a public/private partnership.



Development Opportunity Site.

Initiated by the private sector and completed privately or through public/private partnership.

- » **Opportunity Sites.** These sites are anticipated to develop in response to projects proposed on catalyst sites. Figure 2.2 identifies several sites for probable redevelopment. Some of these are publicly-owned, others have a single owner contemplating development possibilities, and others require site assembly. The plan presents possibilities for redevelopment, but the initiative for redevelopment is deferred to the property owner.

Support Redevelopment

The city should be an active participant in offering assistance and incentives for reinvestment into downtown during the I-74 reconstruction period. The completion of the bridge will provide new access, and the schedule for reconstruction presents an opportunity to have a simultaneous “grand opening” of the bridge and downtown.



Wauwatosa, WI - Mixed use project with lower-level commercial and upper-story residential.

...Redevelopment Sites Continued

City Square



ACTION 10: Redevelop the city square - "Waterfront Commons."

Across the street from the Quad Cities Waterfront Convention Center sits an entire block owned by the City of Bettendorf. Presently used as a hub for the local transit system, the block's central location presents a significant opportunity to complement surrounding projects with an alternative use. Possibilities include green space, housing, offices, commercial, or a mix of uses. Bettendorf's ownership of the lot allows the city to control decisions for redevelopment.

Proposed components of the redevelopment process include:

- » **Branding.** Redevelopment of the space should include a marketing and branding campaign.
- » **Remove vacant homes.** The city acquired the homes along Grant Street and is currently coordinating their demolition.
- » **Alley Promenade.** Redevelopment must consider enhancements to the alley, as this section is expected to be the pilot project for the promenade. The quality and care of its design is a critical link to further expansion.
- » **Possible Redevelopment Expansion.** The redevelopment plan could include expansion into the 2100 block, depending on interest from those property owners.
- » **Mixed-Use Development.** The quality of Waterfront Commons depends on its urban edge, along Grant Street, State Street and the alley. Development should frame the streets, while engaging the park. Uses should be tiered, with commercial spaces programmed for the main level and upper-levels programmed for office or residential uses. The city could ensure desirable development by establishing an RFP process that provides performance criteria of proposals. The city should consider soliciting proposals from developers throughout the Midwest, who are accustomed to mixed-use projects.
- » **Central Green Space.** Provide public gathering space.

...Redevelopment Sites Continued

Downtown Residential Development



ACTION 11: Encourage residential development in the downtown.

Residential development can help revitalize Downtown Bettendorf, creating a growing neighborhood on both sides of the river. A stronger residential component will help support a mix of retail uses and services in the downtown, and create a more comfortable and attractive atmosphere to help attract customers from outside the district.

Population projections suggest that Bettendorf's housing demand by the year 2035 will increase for medium-density (townhomes and small-lot single family) by 575 units and high-density (apartments) by 770 units. A market share for Downtown Bettendorf at 5% (~30 units) for medium-density housing and 15% (~115 units) for high-density, results in 145 new housing units located in downtown. This projection assumes some assistance from the City through redevelopment financing, site assembly, or other incentives.

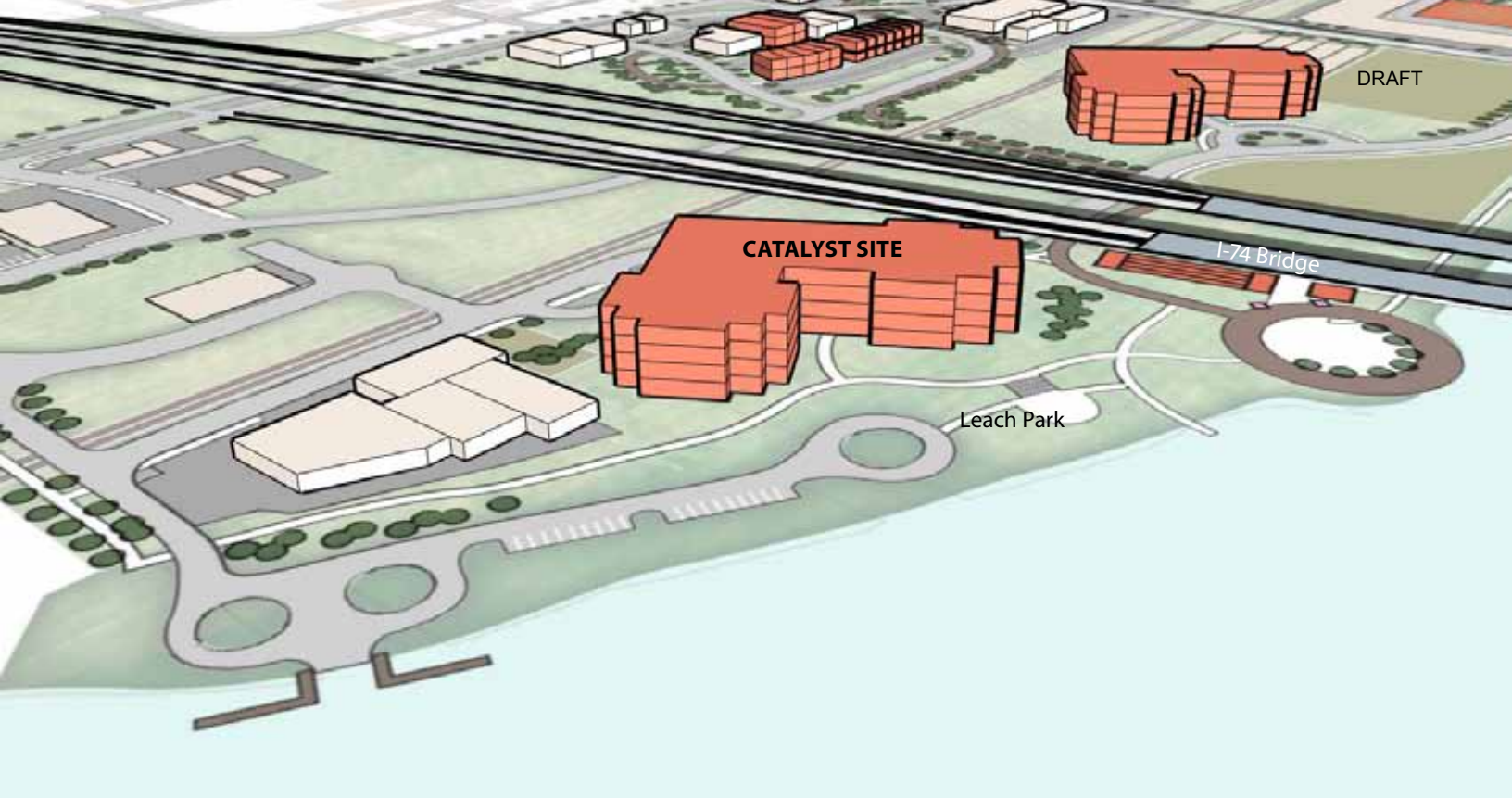
Important considerations for downtown residential development include:

- » **Amenities.** These units are most marketable if they provide river views and convenient – walkable - access to other attractions located in downtown.
- » **Demonstration Project.** Future housing developments should mix price-points and occupancy types, and fully use downtown's assets of water, culture, and convenience. Bettendorf needs to have a demonstration project for future residential development to model. The Waterfront Commons site and riverfront site by Leach Park are possible demonstration sites where the city owns the property and can establish criteria for redevelopment.

» **Design Standards.** Downtown housing projects should not be designed in a typical suburban style, but should exhibit characteristics that are common to downtown development in comparable cities. The design guidelines should include:

- Use "build-to lines," a range of minimum and maximum setbacks that encourage buildings to be located near the street, and prevent separation by large parking areas.
- Encourage parking locations and designs that limit the amount of parking directly visible to State and Grant Streets, or provide a landscaped edge along the street.
- Require a clear, safe, and defined path from public sidewalks to the primary entrance of adjacent buildings.
- Require internal parking lot landscaping and establish maximum impervious surface percentages on a site.
- Provide specific landscaping requirements for front yards between the building façade and the street property line.
- Establish downtown-scaled sign and street graphic standards.

» **Neighborhood Transition.** Unmanaged transitions can cause neighborhoods to struggle at the edges, and some homes show signs of disinvestment. Points of vulnerability include the northern edge of downtown. Clear boundaries and buffers should be established along the edges of downtown. The City or neighborhood groups should initiate programs to encourage reinvestment in these areas (see Housing Chapter) and, with neighborhood consent, protective regulations should be adopted.



Top: Omaha - Rowhouses
Bottom: Small-lot single-family.

Top: Omaha, NE - Riverfront Place multi-family project overlooking the Missouri River (by RDG).
Bottom: Kansas City, MO - City Homes Project

FIGURE 2.3 - TRANSPORTATION OPPORTUNITIES



- | | |
|---|---------------------------------------|
| # | 1. REALIGNMENT OF STATE/GRANT STREETS |
| | 2. 12TH STREET IMPROVEMENTS |
| | 3. GILBERT STREET ALIGNMENT |
| | 4. ISLE PARKWAY EXTENSION |
| | 5. INTERSTATE 74 BRIDGE |
| | 6. PEDESTRIAN QUIET CROSSING |
| | 7. 17TH STREET BRIDGE ENHANCEMENTS |
| | 8. SKYWALK ENHANCEMENTS |
| | 9. MISSISSIPPI BOULEVARD EXTENSION |
| | 10. 23RD STREET OVERPASS |



Alley Promenade in Seattle, WA

TRANSPORTATION OPPORTUNITIES

Pedestrian Circulation



ACTION 12: Improve Pedestrian Circulation in the Downtown.

Preferred Option For Improvement: Create a Pedestrian Promenade through the alleyway.

State and Grant Streets are one-way pair arterials passing through downtown. The speed and noise of their traffic create conditions that influence pedestrian's sense of safety and belonging along the corridor. This traffic may deter pedestrians from visiting downtown altogether.

The concept of the pedestrian promenade, shown in Figure 2.3, redirects the pedestrian experience from State and Grant Streets to the internal area of the block – the alley. The alley provides a refuge from the noise and presents opportunities for outdoor seating, strolling, and public gathering.

Components of the promenade concept include:

- » **Continuous path.** Defining a clear, continuous pedestrian path parallel to State and Grant Streets using the alley, with the possibility of expanding the pathway to the riverfront via 16th Street.
- » **Tourism and Economic Development.** Figure x.x shows the meandering band of materials that leads pedestrians along the path, while taking them past art installations, businesses, available parking and civic spaces. Accents to the path could represent the Mississippi River (the meandering band), while the brick pavers represent early 20th century streets. The path draws visitors from downtown to the riverfront area, past public open space, civic buildings, retail businesses, and restaurants.
- » **Safety.** The alley provides pedestrians a parallel route to State and Grant Streets, which is an intimidating corridor to walk with the frequent truck and vehicle traffic. The alley provides a safe pedestrian environment and a short-cut to available parking stalls.
- » **Lighting, landscaping, and furniture.** Enhancing the alley environment with features such as overhead lighting, landscaping, and street furnishings would identify and market the alley as a special commercial environment.
- » **Green Alley.** The alley can be redeveloped to “green alley” standards, using techniques such as bio-retention basins and permeable pavers, in combination with subsurface drainage systems to reduce the rate and quantity of stormwater runoff. The “green alley” concept could be part of the identity of this area, acting as a demonstration of sustainability practice.
- » **Mid-block Nodes.** The midblock node aligned with the alley provides landscaping and street furniture, providing a greener pedestrian environment.
- » **Art Installations.** Passageways may be adorned by features that represent community themes. Murals and sculptures could be mounted throughout the district to subtly relate downtown to the riverfront.
- » **Trail System.** Bettendorf's alleyways can become part of the citywide trail system if designed appropriately.

...Transportation Opportunities Continued

Connection Between River and Downtown



ACTION 13: Promote better pedestrian and bicycle connection between the River and Downtown.

The railroad largely separates downtown from the riverfront. Current connections for pedestrians and cyclists include the skywalk from the convention center to the casino and the 17th Street bridge. To a lesser extent, 12th Street provides access to the riverfront trailhead. Figure 2.3 identifies several possibilities for improving the connections and experience between the riverfront and downtown. Proposed improvements include:

- » **14th Street Crossing.** Upgrading way-finding to Leach Park will improve public awareness of the park and its connection to the Riverfront Trail. Resurfacing the street and marking it with bicycle lanes will alert motorists to slow down. Widening the sidewalk and introducing more landscaping and lighting will improve the overall appearance and arrival to the park.
- » **Pedestrian Promenade Link.** The at-grade railroad crossing near 15th Street has marginal use. This crossing should be closed to vehicle traffic, but retain access for pedestrians and bicyclists. Techniques, such as quiet crossing, can improve safety for people crossing the railroad.
- » **17th Street Bridge Enhancements.** The base of the bridge should convey to motorists that they have arrived to an important place in Bettendorf. The intersection could be enhanced with lighting, art, furniture, and materials that lead the visitor to the bridge. The bridge could be retrofitted with public art and creative lighting to enhance the experience or become an attraction to draw people to downtown. Lane markings could be restriped to include a painted bicycle lane on the west side of the street.
- » **Skywalk Way-Finding.** Directional way-finding in downtown will help direct people to the conference center skywalk that connects downtown to the river. The pathway leading to the skywalk, and the skywalk itself, could be enhanced with graphics, lighting, audio, and video monitors to shorten the perceived distance.
- » **23rd Street Overpass.** Redevelopment possibilities south of the railroad tracks may warrant a new overpass at 23rd Street. The overpass should be designed to accommodate pedestrians and bicyclists, as well as vehicles. Similar to recommendations for 17th Street, the bridge's design should include ornamental lighting and public art that would create it as an attraction, perhaps having an overlook at the railroad, looking toward the new I-74 bridge over the Mississippi River.



Top: High Trestle Trail, Central Iowa

Bottom: Art-in-Transit in Nashville, TN (by RDG)

AESTHETIC IMPROVEMENTS



ACTION 14: Improve aesthetics of downtown.

The planned reconstruction of State Street and Grant Street presents an opportunity to enhance downtown's landscaping, public art, benches, signage, gateways and street surfaces. Improvements should be coordinated and consistent throughout the corridor to reinforce a visual theme for downtown.

Potential aesthetic improvements include:

- » **Benches, Trash Bins and Bicycle Racks.** Benches provide space for people to sit and wonder, exchange ideas, chat or simply rest. Trash bins should accompany benches to reduce clutter along the street. Each block should have bicycle racks at corners and along the street. The sidewalk should retain an "obstruction free zone," where the placement of street furniture, lighting, and outdoor displays do not interfere with pedestrian movements.
- » **Corner Nodes.** Corner nodes calm traffic, protect the edge of diagonal parking, and make streets more crossable for pedestrians. The size and location of corner nodes are already established. The concept includes new planting beds, street furniture, interpretive graphics, and public art
- » **Public Art.** The entrance to the downtown business district should feature a major piece of public art that incorporates a three-dimensional icon and lighting.
- » **Street Trees.** Planting trees transforms a street's appearance and produces great benefits with limited funds. Trees add color and shade to the environment. They separate vehicles from pedestrian pathways, tend to calm traffic, and help the city breathe.
- » **Planter Baskets.** Attaching planter baskets to street lights add color and interest to the district. Ongoing maintenance plans must be considered before installation.
- » **Historic Interpretative Displays.** Interpretative displays tell the story of Bettendorf's development as a community born on the river, to an oasis for families and opportunities.
- » **Street lighting.** The modern fixtures used along State and Grant Streets should be repeated along the entire corridor. Poles are already designed with enough sheer strength to support banners or graphics and other attachments like flower baskets. Intersections should be supplemented with fixtures that provide additional light.



Top: Omaha, NE Streetscape

Middle: Coralville - Historic interpretation displays.

Bottom: Urbandale - Public art representing the street car.

All by RDG.



...Aesthetics Continued

- » **Street-Side Vertical Features.** Vertical features, such as lighted pillars and art, will not only improve aesthetics, but also influence motorists to slow down. The plan recommends directing investments to vertical elements, as opposed to horizontal features (paving).
- » **Street Upgrades.** The realignment of I-74 and its supporting street network provides an opportunity to resurface streets. Streets should be well-maintained throughout the year.
 - Repave/Resurface streets. Once State and Grant Streets are realigned to accommodate the new I-74 bridge, remaining sections of these streets should be repaved or resurfaced to provide continuity throughout the district. Pavement surfaces should be kept simple, as special surfaces, such as brick or stamped asphalt, often age prematurely on busy streets and are less effective than vertical elements.





PUBLIC SPACE IMPROVEMENTS

Leach Park



ACTION 15: Improve Leach Park.

The realignment of the I-74 bridge presents the possibility of strengthening the role of Leach Park in downtown by expanding its size and program.

Possible new features for Leach Park include:

- » **Art Walk.** A series of public art installations along the river and into downtown. Installations could be permanent or on consignment.
- » **Connection to Riverfront Trail and Promenade.** Leach Park is a trailhead to the Riverfront Trail. Installing wayfinding near Grant Street and State Street that directs trail users to the park's entrance will make the park's presence more known and possibly increase visitors.
- » **Programming.** The space could be organized for special events that use the view of the river and new bridge as a backdrop for public gatherings. A farmer's market, outdoor movies, weddings, or other special events are possible programming.
- » **Monuments.** Cantilevered paths over the water or a monument could memorialize the old I-74 bridge.
- » **Demolition of city-owned building north of park.** Removing the building presents an opportunity to expand programming on the building site.



Middle: Mason City - Farmer's Market

Bottom: Des Moines - Bobber Sculpture (by RDG)

...Public Space Improvements Continued

Riverfront Trail



ACTION 16: Improve the user experience along the Riverfront Trail.

The Mississippi River, trail, and its surrounding area present an opportunity for memory-building spaces where people will drive to visit, take photos, and record special moments in life – graduation, reunions, and weddings.

The Riverfront Trail through Bettendorf is an opportunity to communicate the quality of life and values shared by people in the city. Trail users arriving to Bettendorf from the west arrive to Leach Park, pass under the I-74 Bridge, pass vacant parking lots, the casino and marina, and then meander through a mix of industrial uses. Where the trail passes by parking lots or industrial sites, the user should be offered relief from the intensity of the experience.

Options to improve the user experience include:

- » **Landscaping.** Maintain the trail edge with trees, grasses, rocks, and shrubs.
- » **Lighting.** Lighting along the trail would improve visibility and sense of security.
- » **Interpretative features.** Leach Park could include interpretative features for flooding. Additional features could include memorials to the old I-74 Bridge, or overlooks and interpretative panels about the history of the Quad Cities and the importance of the Mississippi River.
- » **Public Art.** Pedestals for public art could be placed throughout the area for permanent and consignment art. Locations should be identified for permanent public art that can become a community attraction for residents and visitors alike.
- » **Directional information.** Wayfinding should direct people to attractions along the trail and connections to other areas in Bettendorf, particularly to downtown.
- » **Screening.** Natural screens and fencing are possibilities. Natural screens could include vegetation crawling on fencing to screen adjacent industrial uses and yards.
- » **Theming.** Establishing a pattern of materials for public art pedestals, kiosks, directional information, and interpretative panels along the trail, help subtly unite the trail to the downtown and convey a consistent design vocabulary.



Eau Claire, WI - Chippewa River State Trail bordered by the river and industrial uses. Trail includes buffers to adjacent properties and wayfinding to downtown and other destinations.

DOWNTOWN ORGANIZATION



ACTION 17: Form an association or other organized group to help advocate and raise funds for downtown improvements.

The downtown and riverfront plan consists of ideas, concepts, and scenarios for the improvement of the district. This redevelopment program has many moving parts – managing public improvement projects, marketing and administering redevelopment sites, coordinating transportation improvements, conducting development deals, and seeking financing. A coordinating association or group is needed to help move these recommendations forward.

“Premiering Bettendorf” recommends that the business community establish a SSMID, a Self Supporting Municipal Improvement District. The organization’s primary objectives, initially, should be (1) marketing of downtown while Interstate 74 bridge is being reconstructed; (2) maintenance of the district, above and beyond the standard provided for the rest of the City.

Businesses fronting State and Grant Streets receive the most significant benefit from the district, and should contribute more as they are receiving more direct benefit of the SSMID. Businesses along side streets or peripheral areas receive a benefit as well, although slightly less than those along State and Grant Streets.

The work of the SSMID should be supported by other organizations that are already committed to the downtown/riverfront district:

- » **City of Bettendorf.** Downtown improvements should operate under the City of Bettendorf’s Community Development Department, in association with the Economic Development Department. Day-to-day plan implementation would be carried out by the City Staff. The City will likely need to broker projects for the private sector, establishing incentive packages and working with property owners to assemble land for larger development projects.

Initially, the City can offer marketing support to the proposed Business Improvement District. However, eventually the SSMID should operate independently of the city.

- » **Bettendorf Business Network (BBN).** The BBN is an independent, not-for-profit association of businesses, organizations and individuals working together to help businesses in the greater Bettendorf area succeed, to promote a vibrant business environment and to support civic improvement projects benefitting the broader community.

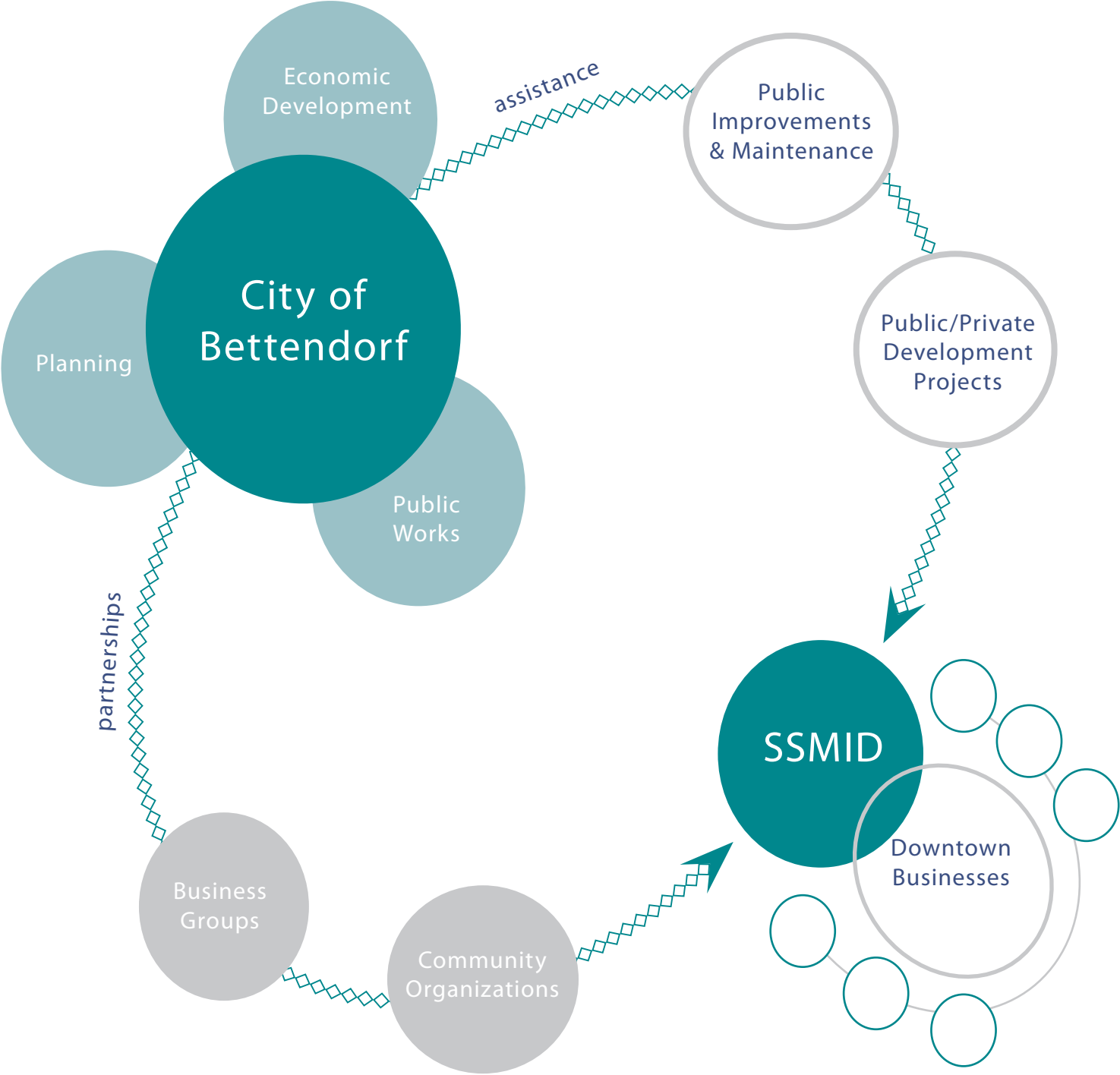
The Bettendorf Business Network formed a downtown business district council to address the problems and issues facing downtown merchants, service providers and property owners. Businesses located in the downtown area are invited to participate in the council’s discussions, planning and activities. The BBN receives annual funding from the City of Bettendorf to implement projects initiated for downtown. This group has already discussed ways to improve communication among downtown businesses, undergo joint marketing, attract and retain businesses, remove dilapidated buildings, sponsor special events, apply for grants, support beautification and encourage downtown residential development.

The Bettendorf Business Network could act as an advisory association to the SSMID. Not all businesses in the downtown area will fall in the boundaries of the SSMID, but all have a stake and interest in downtown.

- » **Other organizations.** The Quad Cities Chamber of Commerce focuses on the region, but could potentially be a source of support for downtown improvements or events that showcase Bettendorf.

Although there has been recent discussion regarding the potential to work with the Main Street program, downtown Bettendorf is unlikely to receive a Main Street designation, due to their limited historic building stock. Efforts to organize in the downtown should be focused on campaigning for SSMID designation.

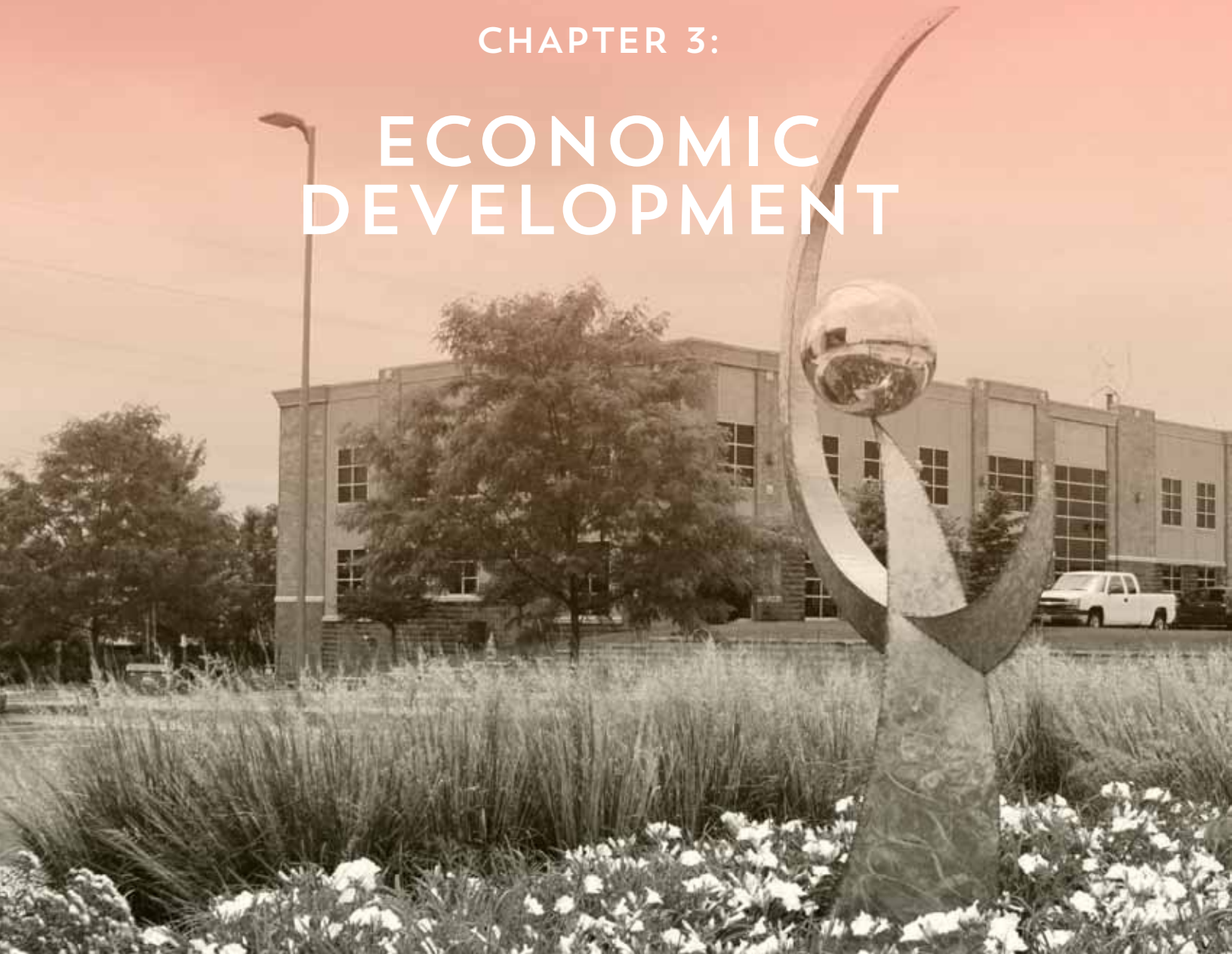
Downtown Organization Continued...





CHAPTER 3:

ECONOMIC DEVELOPMENT



Bettendorf has many economic assets and has grown steadily over the past decades. Looking to the future, Bettendorf can ensure a strong economic position by building on assets such as their positive reputation and interstate access, investing in existing and emerging commercial areas, maintaining a high quality of life, and implementing the initiatives of the Bettendorf Strategic Plan.



RECOMMENDED ACTIONS IN THIS CHAPTER

This chapter proposes a number of new ideas for promoting economic development in Bettendorf, but also relies heavily on the Bettendorf Strategic Plan (2014). “Premiering Bettendorf” supports the recommendations of the Strategic Plan and helps build on them in this chapter and other chapters of the plan. Recommendations include:

18. Implement the recommendations of the Bettendorf Strategic Plan.
19. Invest in infrastructure for Emerging Commercial Areas to provide developable land for industrial and commercial businesses (see Bettendorf Strategic Plan for specific objectives).
20. Encourage redevelopment and reinvestment in Existing Commercial Areas, drawing on the design guidelines on page 75.

ASSETS, CHALLENGES AND PROJECTIONS

The “Premiering Bettendorf” economic analysis (based on economic and demographic data, surveys and interviews with local businesses, and projection of economic trends) reveals assets, challenges, characteristics, and projections for our community:

ASSETS

- » **Positive Image.** Local businesses report that Bettendorf has a positive image, a business-friendly reputation and is seen as receptive to business and industry.
- » **Quality Workforce.** Approximately 46% of the adult population in Bettendorf holds a bachelors, graduate or professional degree. Local businesses report that labor quality and costs are one of Bettendorf’s top assets.
- » **Location.** Bettendorf has prime access to Interstate 80 and is close to several major manufacturing operations, such as Alcoa and John Deere (which contributes to a strong labor pool and helps generate spillover activity).
- » **Real estate.** Local businesses have stated that Bettendorf’s real estate costs and newer building inventory are an important draw for the business community.
- » **Good Internal Demand.** Bettendorf is a comparatively affluent community, and its positive patterns of income growth help to reinforce “internal” demand for retail, commercial, and personal services. Approximately 48 percent of Bettendorf households have annual incomes exceeding \$75,000 and average household income is approximately \$92,000. Forecasts indicate that by 2019, nearly 59 percent of households will have incomes exceeding \$75,000 and average household income will grow to \$111,000.

CHALLENGES

- » **Perceived lack of Space.** Local businesses perceive Bettendorf as having a lack of building space and a limited number of improved land sites.
- » **Air Service.** Bettendorf has limited commercial air service, which could be a drawback for some prospective companies.
- » **Aging Workforce.** Bettendorf’s population and resident workforce has become older and will continue to age. Trends predict that one-third of the Bettendorf population will be age 55 and older by 2019. This can become a challenge as a large volume of workers retire over the coming decades and businesses must find skilled replacements



Bettendorf has a positive business image, a quality workforce and a prime location on Interstate 80.

Sources on the page: Gruen, Gruen + Associates; ESRI, 2014



ADDITIONAL CHARACTERISTICS OF ECONOMIC BASE AND REAL ESTATE MARKET

- » **Professional Workforce.** Almost 50 percent of Bettendorf's resident workforce is employed in management, business, financial, and other professional-type occupations. Very few workers are employed in "industrial" occupations. The occupational mix of the workforce is reflective of Bettendorf's high educational attainment levels.
- » **Small Service Firms.** The economic base of Bettendorf is primarily characterized by small service firms. Nearly 85 percent of local business establishments contain fewer than 20 employees. Service industries comprise nearly 70 percent of employment within the community (with education and healthcare representing the predominant industry sector) and have accounted for nearly all job growth over the past decade. While the overall base of employment did not change materially over the period, the composition of the local economy has shifted strongly in favor of service industries.
- » **Small Office Users.** According to one commercial real estate broker familiar with Bettendorf, the local office market is predominately comprised by space users of less than 5,000 square feet and the typical office space user has grown smaller over time. As a result, the local office market tends to exhibit low absorption volume and velocity but relative stability.
- » **Shift Away from Manufacturing.** Industry sectors closely associated with the use of industrial building space, including construction, manufacturing, wholesale trade, and transportation and warehousing, all have experienced employment declines in Bettendorf over time. Brokers active in the local industrial market indicate that the market has continued to shift away from manufacturing-type operations and facilities, toward warehousing and distribution needs. Growth in the volume of goods and products required to be warehoused or distributed regionally has stimulated improvement in the local industrial space market. Much of the increased warehousing requirements have related to the John Deere supply chain, according to interviews.

POTENTIAL EMPLOYMENT GROWTH AND FUTURE NEEDS FOR NON-RESIDENTIAL BUILDING SPACE AND LAND

Bettendorf is expected to add 4,040 jobs by 2034 and 5,300 jobs by 2040.

Job estimates are calculated based on:

- According to a secondary forecast from Woods & Poole Economics, Inc. covering the 2014-2040 period, the Scott County employment base is expected to grow at an average annual rate of 1.0 percent. The education and health care and professional and business service sectors are forecast to comprise more than 60 percent of County-wide job growth over this period. Local employment within the Bettendorf zip code has consistently comprised approximately 17 to 20 percent of County-wide employment, indicating that patterns of local job growth and contraction have been consistent with the broader economic base.
- Assuming that future employment growth within Bettendorf is proportionate to its existing share of County-wide employment, based upon the secondary Woods & Poole forecast for Scott County, Bettendorf will add approximately 5,300 jobs by 2040. Consistent with historical trends, education and health care and professional and business services are again likely to comprise the vast majority of long-term job growth.

Table 3.1 summarizes a projection of future job growth by type of building space over the next 20 years (2014-2034).

- Of the more than 4,000 additional jobs projected to be added within Bettendorf over the next two decades, nearly 44 percent are anticipated to occupy office space.

Table 3.2 summarizes the future employment-driven building space demand in Bettendorf over the 2014-2034 period.

- Acreage estimates are determined by applying square footage estimates to standard floor-area-ratios for each building type.
- These projections explicitly reflect space demand related to future employment growth and the need to house workers. Industrial building space and land requirements increasingly relate to the volume of goods produced, stored or distributed. It is therefore prudent to allocate more land to industrial than estimated (the Land Use Plan does this).
- The projection of future retail space demand within Bettendorf, based upon the employment forecast, is comparable to an estimate based upon the potential future retail expenditure potential of local resident households.

TABLE 3.1 - PROJECTED JOB GROWTH BY TYPE OF SPACE IN BETTENDORF, 2014-2034

Type of Space	Change in Employment 2014-2034 (#)	Composition of Added Jobs 2014-2034 (%)
Office	1,827	43.7
Manufacturing	(138)	NA
Warehouse/ Distribution	599	14.3
Retail*	628	15.0
Other**	1,124	26.9
Total	4,040	100.0

* Includes Hospitality-related activities and uses (e.g. restaurants, hotels)

** Primarily includes workers that can be expected to occupy institutional-type land uses (schools, hospitals, etc.) but also includes those which typically do not require physical building space, such as construction workers.

Source: Gruen Gruen + Associates, 2014

TABLE 3.2 - FUTURE EMPLOYMENT-DRIVEN BUILDING SPACE DEMAND WITHIN BETTENDORF, 2014-2034

Type of Space	Demand in Square Feet	Demand in Acres of Land***
Office	457,000	42
Warehouse/ Distribution	1,048,000	96
Retail	471,000	43

*** To avoid the perception of land shortages and price increases, and maintain incentives for existing properties to be well maintained and upgraded, significantly more land should be available for development than the amount estimated to be needed to meet forecast space demand.

Source: Gruen Gruen + Associates, 2014

Note: The forecast of building space demand and land is not an assured destiny. Actual growth may be higher or lower depending on changes in the market and actions by the city or local businesses. However, this forecast serves as a benchmark for monitoring the progress of recruitment to and retention of businesses in Bettendorf.

BETTENDORF STRATEGIC PLAN



ACTION 18: Implement the recommendations of the Bettendorf Strategic Plan.

In the spring of 2014, the City of Bettendorf engaged a team of local residents, officials and staff to create a Strategic Plan for the community that looked out to the year 2023. The plan was based on a combination of community input sessions and previous plans and surveys. The Bettendorf Strategic Plan (2014) provides many recommendations for economic development. Rather than reinvent the wheel, “Premiering Bettendorf” supports the objectives of the Strategic Plan and helps advance them. Relevant portions of the Strategic Plan’s goals and objectives are partially summarized below, along with commentary on their connection to “Premiering Bettendorf.”

Provide fully developed land with all infrastructure in place.

- » **Objectives.** Improvements to the Spencer Creek Technology Park and identification of other potential business parks in Bettendorf.
- » **Connection to “Premiering Bettendorf.”** The land use plan in Chapter 1 shows locations for Business Park land that identifies where the city should focus investments, such as infrastructure improvements, for growing businesses.

Create a development plan and/or necessary policy to encourage existing and industries to thrive.

- » **Objectives.** Support of entrepreneurship and in-fill development. Support for existing businesses through Economic Gardening initiatives and the Business Connection Program.
- » **Connection to “Premiering Bettendorf.”** The land use plan identifies the State Street Industrial area as the primary area for industrial infill development. The land use approach encourages infill.

Implement projects from the Downtown Riverfront Plan

- » **Objectives.** Attract developers to undertake projects in the downtown area, including marina expansion, high-rise residential and shopping. Promote development of upper floors for office and residential space. Coordinate projects and business resilience efforts related to I-74 reconstruction.

- » **Connection to “Premiering Bettendorf.”** The downtown and riverfront chapter expands on ideas from the Downtown Riverfront Plan and adds new initiatives. The flexible approach to land use presented in Chapter 1 supports the ability to develop mixed use buildings with office or residential on upper floors.

Implement projects from the I-80 & Middle Road Plan

- » **Objectives.** Work with the developer to assess potential of this project and attract businesses through target recruitment and marketing.
- » **Connection to “Premiering Bettendorf.”** The I-80 & Middle Road plan is integrated into the Land Use Plan.

Continue to focus on the development and redevelopment of commercial in-fill areas minimizing sprawl demands.

- » **Objectives.** Develop/redevelop Cumberland Square, AAA Office Park, Golden Triangle, Kimberly Road Corridor, Uitca Ridge Corridor, and the 53rd Avenue Corridor.
- » **Connection to “Premiering Bettendorf.”** Page 74 of this chapter provides a concept for improvements to the Cumberland Square area. This concept can not only serve as a guide for this area, but illustrates concepts that can guide the redevelopment of all commercial in-fill areas. Page 73 provides general design principles for all commercial areas.

Increase the economic impact of tourism

- » **Objectives.** Consider developing a youth sport center along with Forest Grove Park and constructing a bike path over the Mississippi River (on new I-74 bridge), among other ideas.
- » **Connection to “Premiering Bettendorf.”** These initiatives support two primary goals of the comprehensive plan: to “Attract Young People,” and “Promote Recreational and Cultural Activity.” The downtown/riverfront chapter of this plan considers ways to increase tourism.



Bettendorf Strategic Plan Continued...

Position Bettendorf as the best choice for business due to its technology advantages, well-educated workforce, and overall community assets.

- » **Objectives.** Develop a marketing plan for business attraction, retain local graduating students, recruit technology-based industries to Bettendorf.
- » **Connection to comprehensive plan.** The comprehensive plan economic analysis (summarized on previous pages) reinforces these items as assets for Bettendorf.

Maintain necessary builder/developer support to construct housing based on current and projected needs.

- » **Objectives.** Determine need for the types of housing not currently being constructed and work with developers to make them aware of these needs.
- » **Connection to comprehensive plan.** The housing chapter highlights the types of housing that Bettendorf should encourage in order to help attract young people (one of the community's top goals). It suggests ways to partner with the development community to encourage the construction of these types of homes.

Promote housing development in areas already containing basic infrastructure.

- » **Objectives.** Inventory undeveloped areas where infrastructure is already in place.
- » **Connection to comprehensive plan.** The land use strategy outlined in chapter 1 promotes contiguous growth in areas with infrastructure capacity.

Assess and address infrastructure needs and desires of Bettendorf residents (and business/industry).

- » **Objectives.** Make improvements to fiber optic, regional sanitary sewer, and the lock and dam system. Create a city-wide Wi-Fi system.

EXISTING AND EMERGING COMMERCIAL AREAS

Figure 3.1 below shows the existing and emerging commercial areas in Bettendorf. These represent the main commercial assets in the community and identify the primary areas where the City will focus economic development initiatives and investments in infrastructure for business and industry.



ACTION 19: Invest in infrastructure for Emerging Commercial Areas to provide developable land for industrial and commercial businesses (see Bettendorf Strategic Plan for specific objectives).



ACTION 20: Encourage redevelopment and reinvestment in Existing Commercial Areas, drawing on the guidelines for commercial design on page 75.

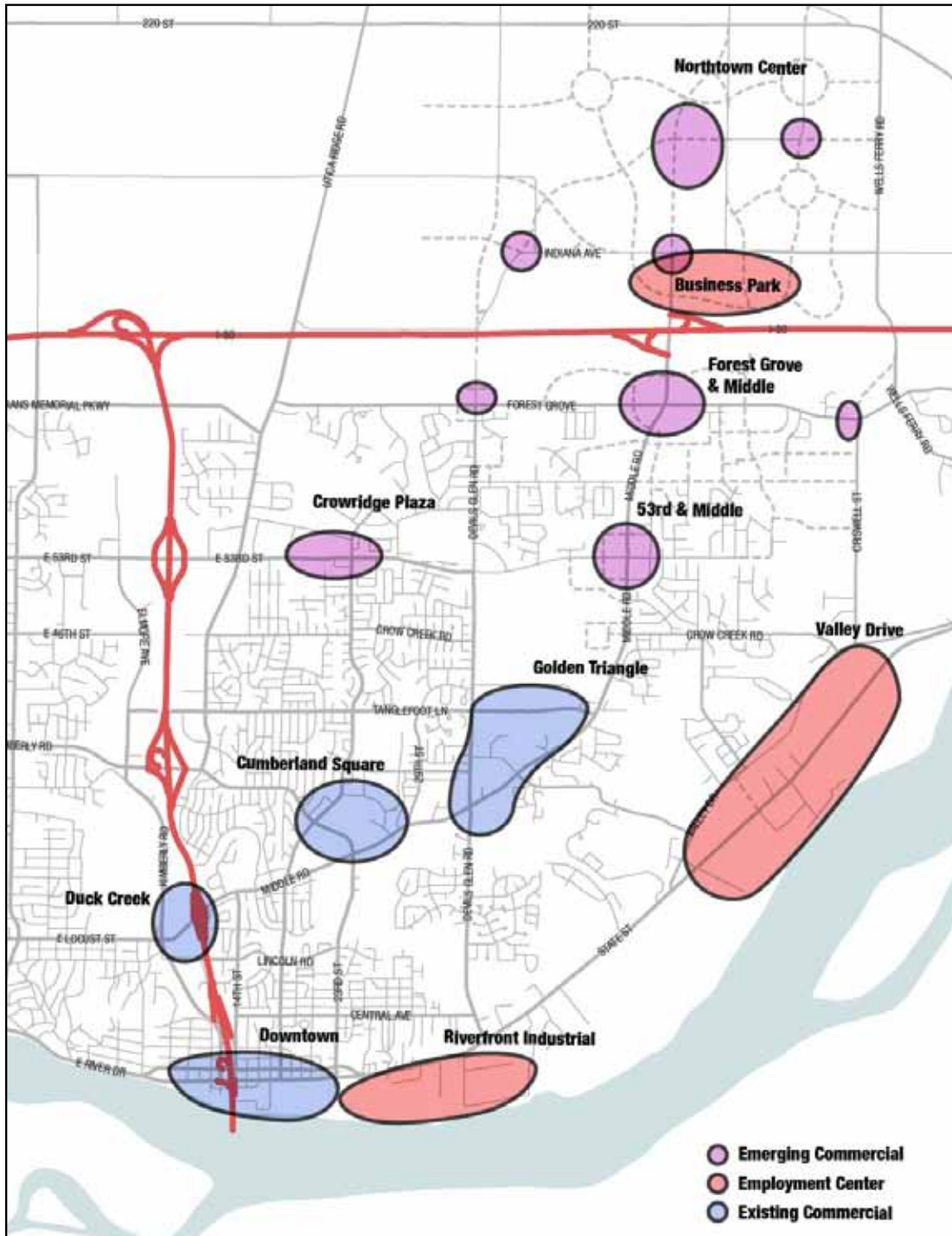


FIGURE 3.1

Existing and Emerging Commercial Areas Continued...

Design for Commercial Areas

Many successful commercial areas share common design characteristics. Investments in Bettendorf's commercial areas should consider the following design objectives:

Cluster Commercial Uses. Concentrated commercial areas increase opportunity for "spillover" traffic from one business to another. However, concentration alone is not enough - the area must also be easy to navigate with a connected street design, good way-finding, pedestrian-friendly spaces, and a mixture of commercial uses. Once in the area, visitors should be able to visit multiple locations in close proximity using internal road circulation and sidewalks. Good internal circulation promotes longer visits and spillover traffic.

Improve Pedestrian Connections. Pedestrian-friendly areas encourage visitors to park once, and then visit several locations in close proximity. This concept is similar to that of a mall, in which a larger anchor store or attraction may bring the shopper in, but smaller, neighboring shops will keep them there. Providing good pedestrian connections to surrounding neighborhoods will help attract business from nearby residents.

Install Way-Finding. Visitors to Bettendorf may be unaware of other attractions or shopping opportunities nearby, or unsure how to reach them. For example, a visitor to the Library may not be of the nearby commercial offerings at Cumberland Square. A signage system to help with way-finding could encourage visitors to go to multiple sites within Bettendorf.

Promote Mixture of Uses. Promoting a mixture of office, civic, entertainment, and high density residential uses in Bettendorf's commercial areas will draw in more potential customers. For example, a person coming to an area for work or a doctor's appointment may then visit retail, particularly if everything is well-linked. The land use plan in Chapter 1 promotes this type of mixture.

Provide Parking, But Don't Over-Provide.

Adequate parking is important to commercial areas, but over-building of parking can be detrimental since it takes up valuable land, impedes walkability, and creates a disincentive to "spillover" shopping. The city can help commercial areas strike a good parking balance by providing flexibility on the city's parking requirements, supporting alternative transportation, providing on-street parking (where appropriate), and creating design guidelines for parking lots.

Create Plazas and Public Spaces. Public plazas attract activity and encourage visitors to stay longer by providing a resting area.



Pedestrian-friendly areas encourage "spillover" traffic. (Downtown Burlington, Vermont)



Way-finding signs help visitors find new destinations. (Downtown Des Moines)



A variety of commercial uses helps promote activity levels. (Kansas City, Country Club Plaza)



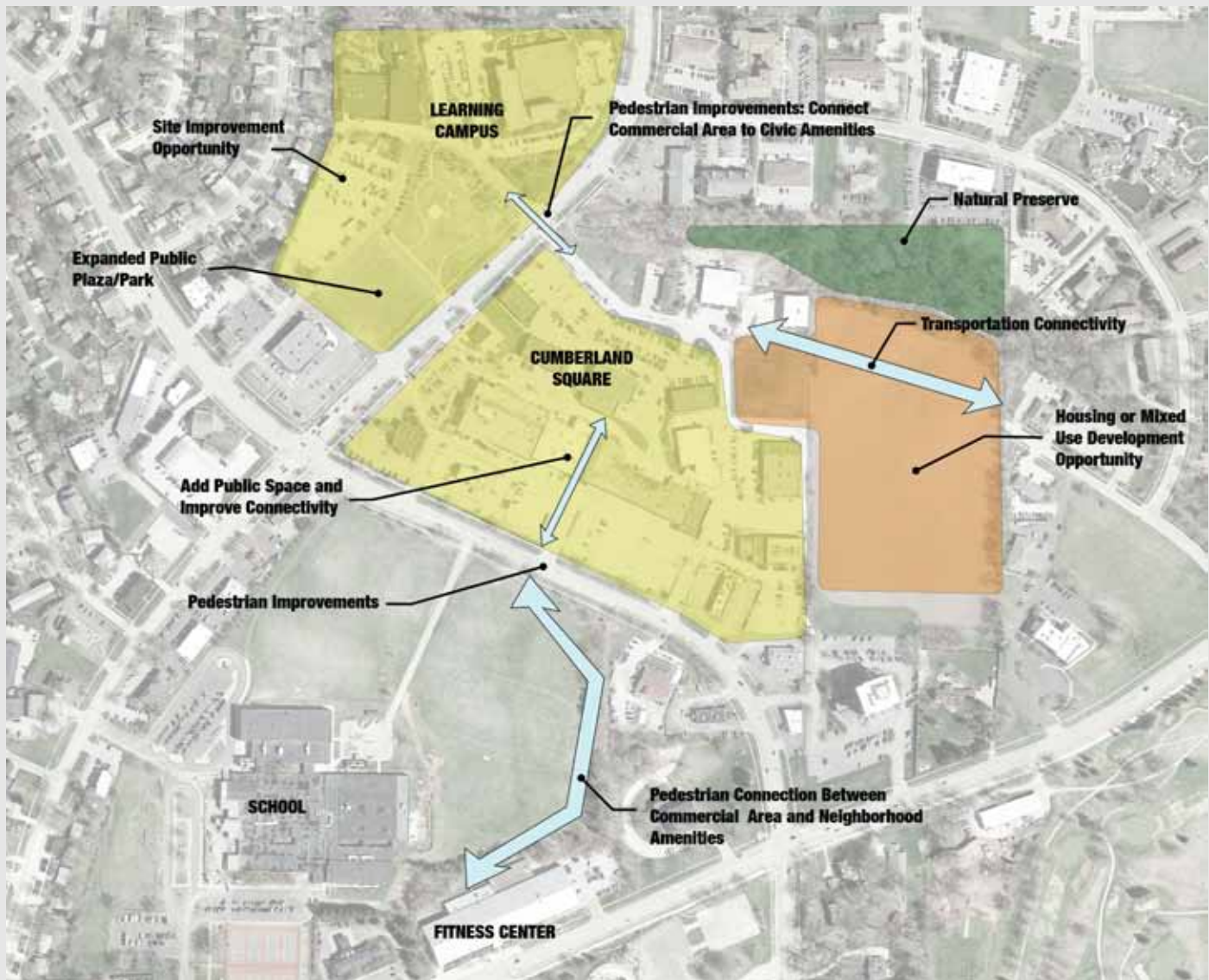
Over-built parking lots impede walkability.

ILLUSTRATION OF COMMERCIAL DESIGN PRINCIPLES

Potential Upgrades for Cumberland Square

The diagram below shows examples of how the design principles on the previous page could be applied to a commercial area in Bettendorf - Cumberland Square. Possible public upgrades include: providing better pedestrian connection to surrounding civic uses (school and learning campus) and expanding Faye's Field. Possible private upgrades that the City can encourage include: housing development and a plaza. Please note that this is for illustrative purposes and is not a formal development proposal.

FIGURE 3.2



Note: This concept is a demonstration of possibilities and general principles only, not a development plan.



Pedestrian Crossing in La Crosse, WI

Description of Proposed Improvements in Figure 3.2

Please note that the ideas below represent possibilities for discussion, not an approved development plan.

- » **Pedestrian Connections.** A new pedestrian path could connect Cumberland Square to the Life Fitness Center and Middle School. A pedestrian crossing would be needed where the path crosses Spruce Hills Drive. This connects the Fitness Center and school to Cumberland Square, and ultimately connects pedestrians to the Learning Campus. An enhanced pedestrian crossing at 18th Street and Faye's Field would provide better connection between the Learning Campus, a hub of activity and Cumberland Square. This could help promote spillover traffic.
- » **Faye's Field Extension.** The empty parking lot next to Faye's field could become an extension of the park area, and could feature park shelters, a lawn and seating terraces. This could potentially be used as an outdoor venue for library or museum programming.
- » **New Plaza.** The concept imagines the possibility of taking a vacant storefront and transforming that space into a plaza. This could provide an attractive outdoor gathering space, and would open up vehicle circulation options.
- » **New Housing.** The vacant property east of Cumberland Square could be appropriate for medium and high density housing. West of Faye's field, the Museum parking lot could be redeveloped into a parking deck with residential above. These would provide somewhat unique housing options in Bettendorf, catering to residents, such as young professionals, who want to be very close to commercial and civic amenities.



The Faye's Field extension could feature grass seating terraces and serve as a venue for library or museum programs.

Above: Frederik Meijer Gardens in Grand Rapids, Michigan
Source: FrederikMeijerGardens.org



Public plazas help generate activity and encourage potential shoppers to stay in the area longer. Above: Plaza in Papillion, NE

QUALITY OF LIFE IS AN ECONOMIC DEVELOPMENT TOOL

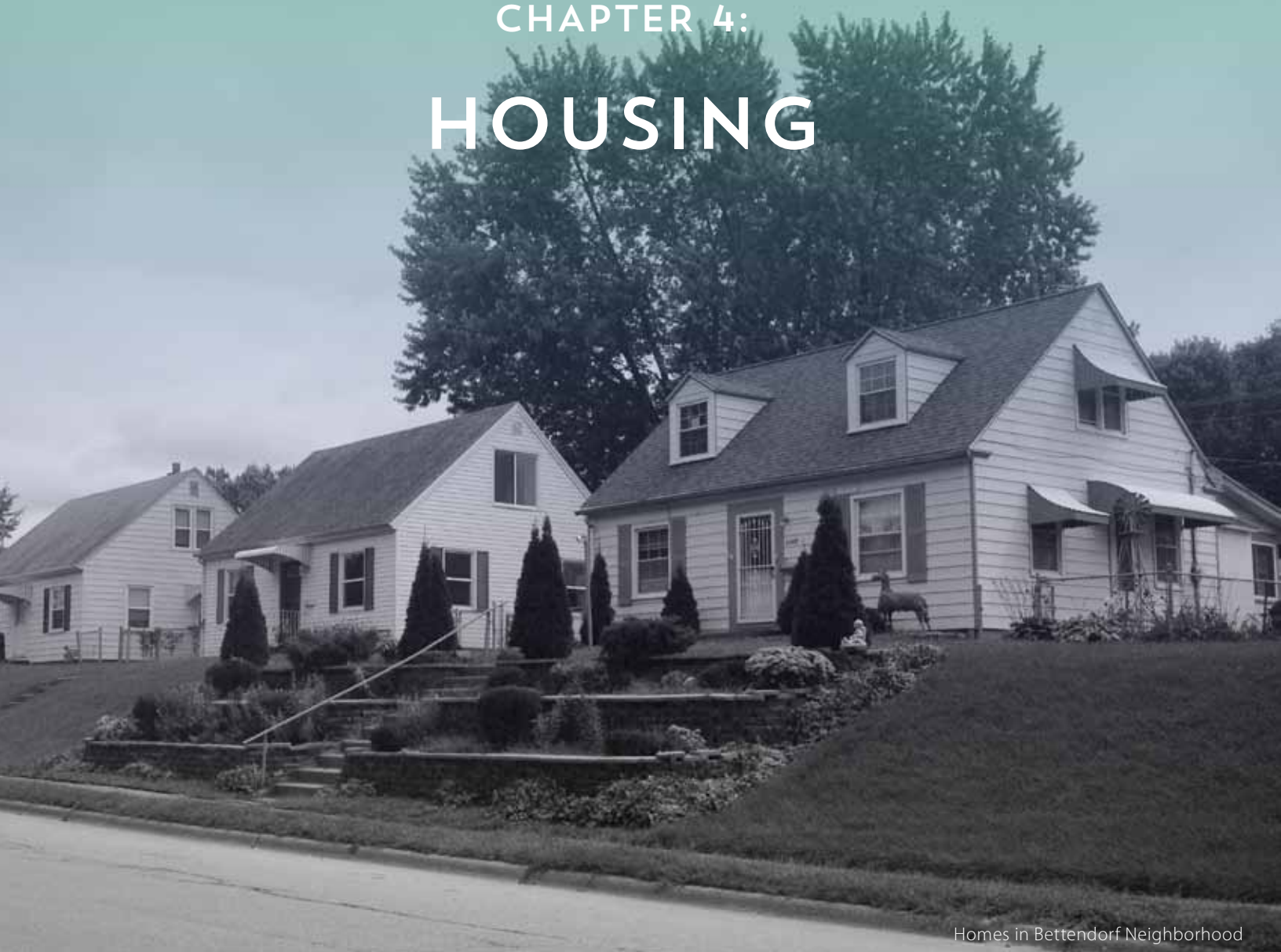
Economic development involves every facet of the community, from housing, to industry, to infrastructure, to quality of life. Bettendorf must attend to all these facets in order to support existing businesses, maintain a quality workforce, attract new residents and customers, and foster new economic ventures. In order to fully support economic development in Bettendorf, the community must implement the other components of “Premiering Bettendorf.” In particular, the following items are critical to economic development:

- » **Housing (Chapter 4).** A key component of attracting and retaining a good workforce is the availability of quality housing in a variety of types and price ranges. If Bettendorf wishes to attract more young professionals and workers, it needs to consider new housing types that may not be available in our community today, such as townhomes, smaller lot single family homes, or condos. Bettendorf must also support the continued health of its older neighborhoods.
- » **Cultural and Recreational Activities; Community Design and Character (Chapter 5).** Amenities such as parks, trails and cultural events, along with a unique community character, will help attract and retain residents, especially those who have the greatest amount of choice over where they live. Community amenities and character are part of what helps residents form an emotional bond to a community that compels them to stay in Bettendorf throughout their life.
- » **Downtown and Riverfront Development (Chapter 2).** A vibrant downtown and riverfront will help attract visitors and support commercial activity. A strong downtown district is often important and attractive to potential young professional residents.
- » **Room for Growth (Chapter 1).** The land use plan in Chapter 1 provides a guide for strategic growth areas for future commercial and industrial activity.





CHAPTER 4: HOUSING



Homes in Bettendorf Neighborhood

By 2035, Bettendorf can expect to add around 3,800 new housing units. The housing stock now and in the future will be a majority single family detached homes, but housing distribution is likely to shift in the coming years, with an increased demand for single family attached homes such as townhomes or condos. New construction in Bettendorf has been largely concentrated on very high cost homes, but Bettendorf offers many moderately-priced homes in its older neighborhoods, which should receive continued investment to remain an attractive housing option.



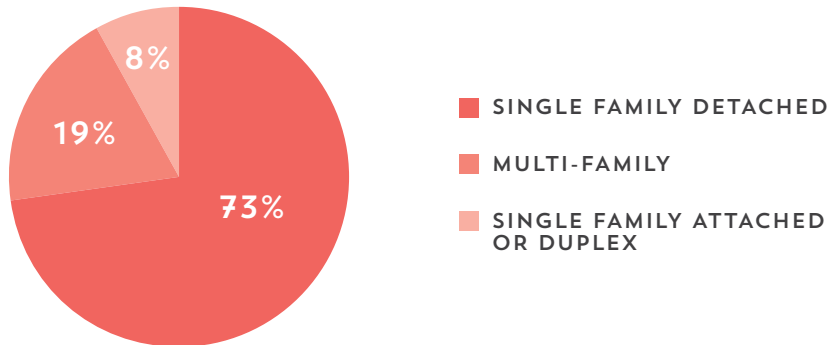
RECOMMENDED ACTIONS IN THIS CHAPTER

A priority goal of this plan is to “Provide Housing Options and Reinvest in Existing Neighborhoods.” By encouraging a greater range of housing choices and stabilizing our older neighborhoods we can also help achieve another priority goal of this plan, to “Attract Young People.” Younger residents are often looking for a lower cost, lower maintenance “starter home,” and are interested in a range of options, from single family homes to townhomes to condos. The recommendations in this chapter address these goals:

21. Help Stabilize Older Neighborhoods and Support Reinvestment in Housing Stock.
22. Revise city codes to allow developers more flexibility to provide quality housing options at reasonable prices
23. Consider incentivizing housing options that serve the unique needs of seniors.
24. To increase variety of housing options for residents, consider establishing incentives that would promote the construction of certain under-served housing types, such as townhomes or smaller lot homes

HOUSING TODAY

HOUSING MIX



HOUSING COSTS

- » **High Prices for New Homes.** Most recent housing construction in Bettendorf has been at a high-price point. As of September 2014, the average sale price of a newly constructed home in Bettendorf for 2014 was approximately \$450,000 (QC Times).
- » **High Median Home Values.** Median home values in Bettendorf (\$173,600) are about 40% higher than those in Davenport and the State of Iowa overall (US Census).
- » **Moderate Prices in Older Neighborhoods.** Bettendorf's older neighborhoods offer quality homes in a more moderate price range. About 30% of Bettendorf's owner-occupied homes are in the \$100,000-\$150,000 price range (US Census).



HOUSING BURDEN

- » **Shortage for Low Income Residents.** Bettendorf, like many communities, has a shortage of homes for its lowest income residents. While there are ~2,200 households with incomes of less than \$25,000, there are only ~900 housing units available in a price range affordable to those households (see appendix for detail).
- » **High % of Income Spent on Housing.** 37% of renter households in Bettendorf and 19% of home-owner households are considered "housing burdened," meaning they pay more than 30% of the household income for housing (US Census). This is comparable to rates for the state of Iowa, and somewhat lower than Davenport.



HOUSING PROJECTION



7,800

potential new residents
(2015-2035)



3,800

new housing units



HOUSING TOMORROW

PROVIDE A VARIETY OF OPTIONS

Bettendorf's goal to "Provide Housing Options" means that we want our community to offer a variety of quality housing, including moderately-priced single family homes, quality multi-family options, and high-end homes, to attract and retain residents at all stages of life. Bettendorf's current housing mix is shown at right.

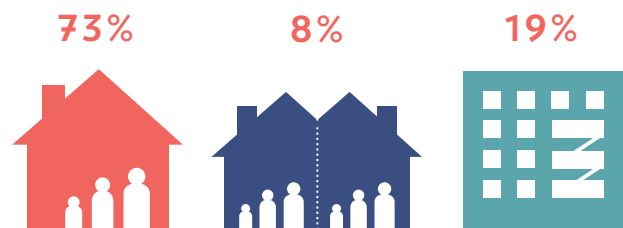
Changing Preferences. Across the country, more people, especially members of the Millennial and baby boomer generations, are looking for alternatives to large single family homes for many reasons: lower costs, reduced maintenance, and the ability to live in a neighborhood where services and entertainment are within walking distance.

Attract Young Residents and Retain Others. Additional multi-family and single-family attached housing could help Bettendorf attract more young professionals and others, and can provide housing options that allow residents to stay in Bettendorf through all phases of life. For example, a young resident or couple could live in an apartment or townhome when first starting their career, then move to a single family house while raising children, and finally transition to a four-plex in retirement, all within Bettendorf.

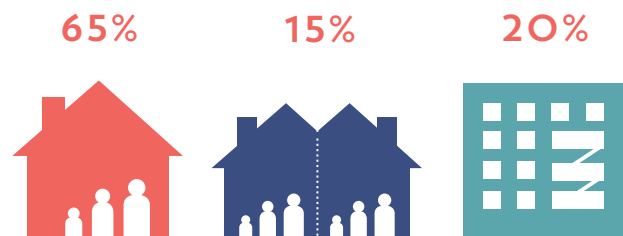
MIX DIFFERENT HOUSING TYPES

Different housing types should be connected to each other to form cohesive neighborhoods, rather than isolated by type (e.g. - avoid pods of apartment buildings with only one entrance). Chapter 1 provides the framework for mixing housing types within neighborhoods.

Today's Housing Mix



Expected Mix for New Housing



CREATE NEIGHBORHOODS

As development occurs, the community should encourage developers to create new *neighborhoods*, not just new houses. Neighborhoods have focal points such as a park or a school, are interconnected with the rest of the community through streets and trails, preserve important natural areas, and reflect the unique character of the community.

Chapter 1 explains the principles of neighborhood development in more detail.

HOUSING TYPE PHOTO GUIDE

Low Density (Single Family Detached, Some Single Family Attached)



Single Family Detached Home in Bettendorf



Duplexes in Bettendorf

Medium Density (Single Family Attached, Some Multi-Family)



Four-plex



Condos



Row-houses

High Density (Multi-Family)



The Villas Apartments in Bettendorf



Senior Apartments



RECOMMENDATIONS FOR BETTENDORF HOUSING

STABILIZE OLDER NEIGHBORHOODS

Bettendorf's older neighborhoods form the core of the community and provide a wide variety of reasonably-priced housing options. To preserve these vibrant neighborhoods as Bettendorf grows, "Premiering Bettendorf" recommends a concerted effort to maintain and improve them. While much of the investment necessary for neighborhood stabilization rests with private property owners, there are several actions that the City can use to encourage stabilization:



ACTION 21A: Encourage Formation of Neighborhood Associations.



ACTION 21B: Continue to direct CIP funds to infrastructure improvements in older neighborhoods, with consideration for how to concentrate investments to achieve maximum impact.



ACTION 21C: Consider taking advantage of available support from the Bi-State Regional commission to apply for grants or other programs that help homeowners improve their properties.



ACTION 21D: Consider incentivizing rehabilitation or infill projects in older neighborhoods by providing expedited review or tax incentives.

1. Encourage Formation of Neighborhood Associations

City officials should encourage residents to establish neighborhood associations throughout Bettendorf to promote & sponsor neighborhood improvements and serve as a liaison between city and residents. These associations are run by residents, and help improve neighborhoods without creating excessive demand for city staff time. If the City is vocal about their support of neighborhood associations, these groups will be more likely to form, knowing they know they have the "ear" of city staff and public officials.

Purpose and Form of Neighborhood Associations. A neighborhood association is a way for residents to come together to promote and enhance their neighborhood. Associations take a variety of forms. Some exist primarily to promote identity and neighborhood pride through social events, such as a street festival; others advocate or raise money for improvements to the neighborhood, such as street upgrades, park improvements, or clean-ups. Associations might organize a "neighborhood watch" program, or they make requests to public officials to enact policies or allocate funding for neighborhood projects. Neighborhood associations may also identify residential rehabilitation priorities, or promote vacant properties for redevelopment. Associations may have official elected leadership and voluntary dues payments, or they may be more informal.



2. Capital Improvement Program Funds for Neighborhood Improvements

The city's annual Capital Improvement Program allocates funding for infrastructure improvements in neighborhoods. This funding should continue, and officials should consider the following when making fund allocations:

- » **Concentration of investment.** Neighborhood improvements have the most impact if they are concentrated. Rather than scattering investments randomly, the City should consider a strategic approach, perhaps concentrating several improvements in one area at a time. This concentrated approach is more likely to catalyze private investment. The City can partner with local lending organizations and non-profit organizations to coordinate investment, to create the greatest return.

3. Use Support from Bi-State Regional Commission

The City of Bettendorf and its residents already have access to a number of State programs that can help them invest in the existing housing stock. The Bi-State Regional Commission offers grant-writing assistance for application to such programs. Bettendorf can take advantage of this assistance to gain access to grant and loan opportunities for private property owners in older neighborhoods.

4. Consider Incentives

The city can consider incentives for rehabilitation of older homes or new projects in older neighborhoods. The potential incentives below require relatively low staff time and resources to administer, but can have a big impact on encouraging private investment.

- » **Tax Abatement for rehabilitation.** The city can offer tax abatement to encourage the rehabilitation of older homes. This abatement encourages home-owners to improve their homes by helping to offset the disincentive of higher taxes that comes when improvements raise the value of a property.
- » **Expedited Review.** Bettendorf can offer expedited development review for proposals for expansions or infill projects in existing neighborhoods.



REVISE CITY CODES



ACTION 22: Revise City codes to allow developers more flexibility to provide quality housing options at reasonable prices.

In both new and existing neighborhoods, property owners are restricted in what they can build by the zoning code. While some level of restriction is desirable, the city should consider revisions that would allow greater flexibility in the types of housing options that can be provided.

An update to the zoning code is currently underway. This update should include a study of the following possible revisions:

- » **Allowing smaller lots.** Currently, R-1 zones have a minimum lot width of 75 feet, while other residential districts have a minimum of 70 feet, or 60 feet in certain circumstances. However, this minimum could be reduced

to 50 feet in some districts. In fact, many of Bettendorf's existing neighborhoods have lots of 40 or 50 feet. Many communities have had success with building quality, desirable single family homes on 50-foot lots, as shown in the images above. This smaller lot option provides a quality single family home in a more moderate price range. This option is often attractive to young people who want a lower cost option, and older adults who do not want to maintain a larger yard. Under the current zoning code, smaller lots are only permitted using a Planned Residential Overlay District.

- » **Providing greater flexibility on setbacks and other bulk regulations.** In Bettendorf's current zoning code, the R-1 zone has a minimum setback of 30 feet and other residential zones have a minimum of 25 feet. These minimums restrict flexibility for property owners to renovate their homes in older neighborhoods, where lots are generally smaller. A setback of 20 feet may be sufficient in most areas.

HOUSING FOR SENIORS



ACTION 23: Consider incentivizing housing options that serve the unique needs of seniors

- » **Changing Housing Needs.** As seniors age, their housing needs often change. They may want to move to a home that requires less maintenance, or move from a two-story to a one-story home.
- » **Hard to Find Options to “Age in Place”.** Many seniors want to stay in the same neighborhood or same area where they have lived for many years. Unfortunately, locating a new housing option in their neighborhood can be difficult. Senior-friendly options such as 3 or 4-plexes, condos, or senior housing campuses, are often very restricted in where they can locate, due to zoning and other regulations.
- » **Where to Put Senior Housing.** These types of options are appropriate in urban low intensity and urban medium intensity areas, per the land use map. More intensive uses should be located at intersections and along busier roads. Senior-oriented housing areas typically generate less traffic than other residential uses or similar intensity, making it easier for them to fit into the fabric of lower density areas.
- » **Freeing Up Older Homes for New Residents.** Serving the housing needs of seniors also serves a secondary purpose. Many seniors may be living in single family homes in older neighborhoods. While these homes may no longer serve the needs for those seniors, they may be a good, affordable option for young professionals and families looking for “starter homes.” Providing alternate housing for seniors helps free up their previous homes for new residents.



4-plex



Condos



Senior Campus - Provides independent, supported and assisted living options in one place, with common amenities and meeting spaces.



PROMOTE UNDER-PROVIDED HOUSING TYPES



ACTION 24: To increase variety of housing options, consider establishing incentives that would promote construction of under-served housing types, such as townhomes or smaller lot homes.

Why Incentivize?

Housing to Attract Young People. The residents of Bettendorf identified a goal to attract more young people. To do this, it is important to have housing options that appeal to this group, in a price range they can afford. Older homes in existing neighborhoods are one good option for this group (see previous section). However, Bettendorf should also consider ways to encourage construction of *new* housing, such as townhomes and smaller-lot single family homes, that provide high quality housing that is accessible to young professionals and others with mid-range incomes. (Currently, Bettendorf's newest homes cost about \$450,000 on average.)

Iowa's Mid-Range Housing Shortage. There is an overall shortage of mid-range housing in Iowa - that is, housing for households that are around or just below the median income. While this income group may make too much money to be eligible for state-funded affordable housing programs, they may still find it difficult to afford market prices.

How to Start the Conversation

Work With Developers and Consider Incentives. Bettendorf should work with developers to identify barriers for building mid-range housing, and explore ways to reduce those barriers. Bettendorf officials should discuss allocating resources to establish programs that encourage the construction of housing that will attract young people to Bettendorf.

Housing Development Incentives: Examples from other communities

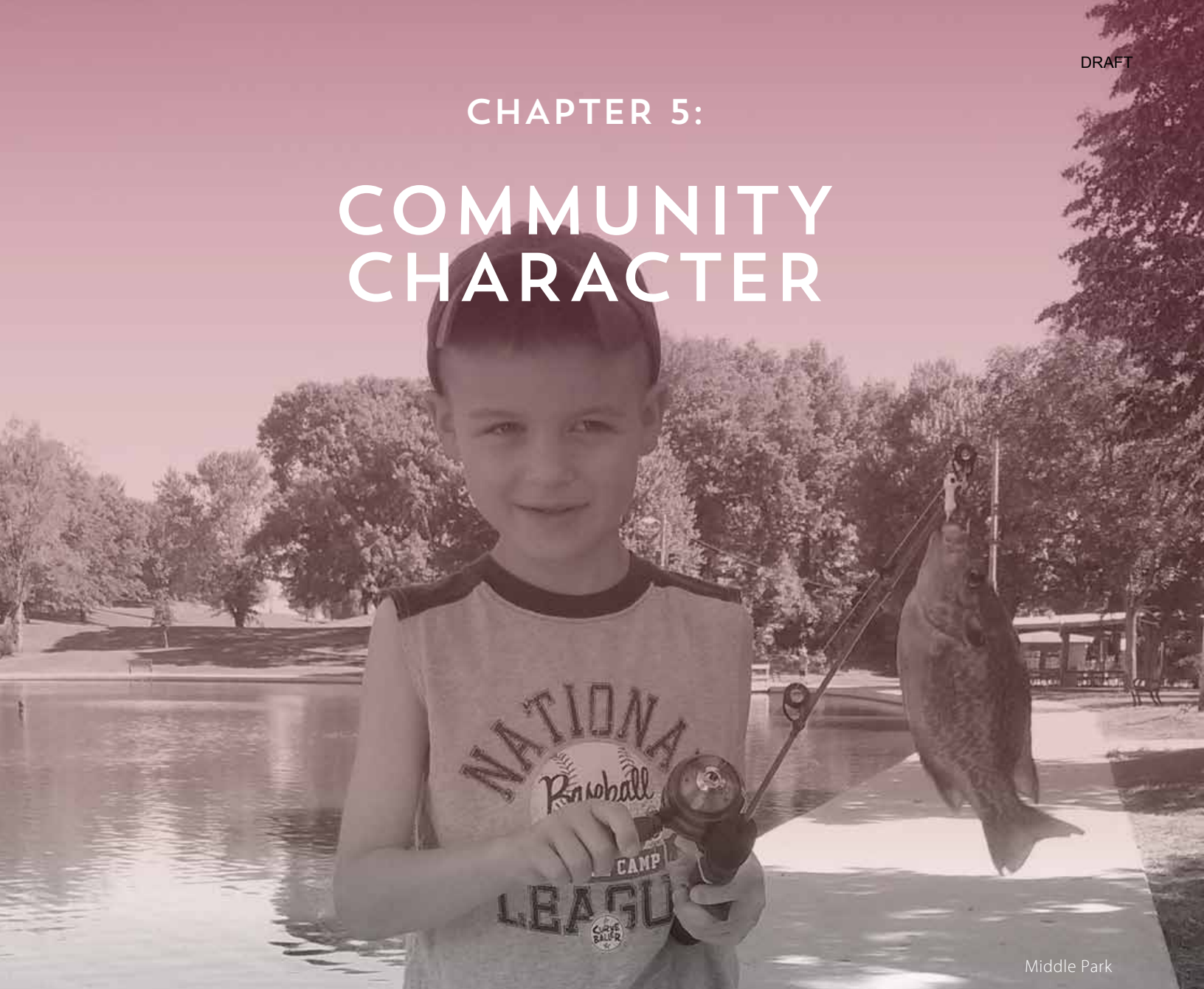
Private home-builders can find it difficult to absorb the risk involved in building an inventory of moderately-priced speculative homes. The following are examples of programs that other communities have used to off-set that higher risk, and thereby encourage construction of these desired housing types. These ideas can provide discussion points for Bettendorf public officials and staff:

- » **Infrastructure Bank.** Provides front-end financing for public improvements by reimbursing the home-builder or developer for these costs.
- » **Tax Abatement.** Provides incentive for the construction or rehabilitation of under-provided housing types.
- » **Tax Increment Financing (TIF).** Uses the increase in property tax revenue to make improvements on the land. (Should only be used in cases where development would not otherwise occur.)
- » **Expedited Development Process.** Provides "fast track" zoning and building permit processes for development projects that include under-provided housing types.
- » **Land Write-Down.** In areas where land is publicly owned, offers a reduced land cost for developers that agree to build under-provided housing types.
- » **Lender's Consortium.** Local lenders come together to share the risk of lending to higher risk or unconventional projects.
- » **Loan Guarantee.** The city partners with homebuilders to guarantee loans for projects that will develop under-provided housing types.



Any city supported development should include stipulations to ensure quality construction and neighborhood development, according to the principles in Chapter 1.

CHAPTER 5: COMMUNITY CHARACTER



Middle Park



RECOMMENDED ACTIONS IN THIS CHAPTER

The previous chapters have discussed the foundation of Bettendorf - land use, transportation, housing, business, industry. But a community is more than a collection of buildings and streets. Quality of life attributes - such as parks and trails, aesthetics, neighborhood design, and public spaces - create that “something more” that makes a community, not just a city. This chapter discusses those attributes and how to enhance them.

25. Enhance Character of City Streetcapes (“Transportation Character”)
26. Invest in place-making elements for Bettendorf’s activity centers (“Place Character”)
27. Implement the trails plan, in concert with the greenway preservation plan (“Green Character”)
28. Acquire new park land as Bettendorf grows (“Green Character”)
29. Establish a parks and trails dedication policy
30. Update the parks and recreation master plan
31. Implement Existing Parks Plans

CREATING PLACES WE CARE ABOUT

We often talk about community character or identity, but what do we mean? Places with character are places we care about - places where we form memorable experiences. They are places we want to visit, to live, to invest. When a place has a distinct character, we know it. We form a stronger emotional connection to these places - they become an important part of our lives, and we want to be there often.

Community character is created through an array of attributes - parks and trails, public events, schools, natural features, public spaces, architecture, streets, aesthetics, and of course, people. However, while some communities have a very strong sense of their character, others do not.

Throughout the comprehensive plan process, Bettendorf residents were very positive about the community and its many offerings, yet many felt that Bettendorf's character was not expressed or celebrated clearly. Some talked about needing a stronger "first impression" while others felt that Bettendorf simply did not have a clear identity.

Having a strong, unique character is not only a quality of life consideration, it is an economic necessity. As with any competitive product, conveying a good image or "brand" will help Bettendorf create a set of expectations for potential "customers," that is, residents, business and visitors.



CHAPTER OUTLINE: COMPONENTS OF COMMUNITY CHARACTER

Section 1 discusses the primary attributes of Bettendorf's unique character. Sections 2-4 address three of the primary components of community character. A fourth component of community character, Neighborhood Character, is covered in the land use chapter (Chapter 1).

- » **Transportation Character (Section 2).** Character of the City's transportation system, including major corridors and gateways.
- » **Place Character (Section 3).** Important places in Bettendorf's private and public environment, and the principles that should guide their development.
- » **Green Character (Section 4).** The City's natural and open space environment, and the connections between city and nature. This topic is also covered in Chapter 1.
- » **Neighborhood Character (In Chapter 1).** Character of the City's residential areas, their relationships to one another, and to the City as a whole.

SECTION 1: BETTENDORF'S CHARACTER TODAY

During the public participation process, Bettendorf residents talked a lot about what was special about their community. The pictures on this page represent the most common answers - the attributes and places that many residents feel define their community.

Bettendorf's Top Attributes. Bettendorf is known for being family-friendly, with two quality school districts, a safe environment, and many activities for children. The generous parks and trails system is a draw for many residents, and ranked high in importance among all ages. The Mississippi River is a unique asset, though many residents mentioned a wish to make it a more prominent part of the community (see Chapter x for discussion on the Riverfront).

Favorite Places. When residents talked about their favorite places, they often talked about the Learning Campus, which includes the public library and the Family Museum. Parks were another favorite, with the Bandshell at Veteran's Park (and associated events) coming to the top of the list, along with Crow Creek Park, which was especially popular among teenagers.



Favorite Spot: The Learning Campus



Quality Schools



Family-Friendly Community



Favorite Spot: Bandshell at Veteran's Park



Parks & Trails



Mississippi Riverfront



Favorite Spot: Crow Creek Park



Middle Road east of Kimberly Road, one of the major entrances to the City.

SECTION 2: ENHANCING TRANSPORTATION CHARACTER



ACTION 25: Enhance the character of city streetscapes with the following strategies:

- Establish a consistent visual theme for city streetscapes, and make improvements along major corridors based on this theme.
- Continue the city's regular maintenance program for streets & sidewalks

Why Invest in Streetscapes?

Streets are Bettendorf's **largest public space** and provide one of the **best opportunities to convey a positive, unique character** for Bettendorf. Whether we realize it or not, Bettendorf's streets are already projecting a certain character or "brand" of the City. But without a mindful strategy for the appearance of our streets, it may not be the brand we want.

The design and visual effect of a street, aka the "streetscape," are both a potential amenity and an important economic tool. A positive image helps Bettendorf attract and retain residents, visitors and businesses.

Elements of Good Streetscape Design

While every street is different, there are a number of common attributes of good streetscape design. These include:

- A logical use and sequence of trees and street landscaping, furniture, paving, lighting, art and other elements, that are designed for both character and as pedestrian amenities.
- Sidewalks or pedestrian paths, with clear and comfortable edges between pedestrian and motor vehicle domains.
- Attractive and functionally appropriate street lighting that reinforces a consistent image.
- Materials, street furniture & other features that consistently evoke the character of the street and/or community.
- Controlled private signage to avoid visual clutter.

- Attractive and durable materials that reflect both functional and aesthetic needs.
- A way-finding signage system that includes direction for both motorists and pedestrians.

The following page shows examples of streetscapes from other communities around the Midwest and a case study of one community's streetscape improvement program.

Important Streets in Bettendorf

Bettendorf has several key streets that are important to include as part of a streetscape upgrade strategy. These are the streets that are most well-traveled and connect to some of Bettendorf's most popular community destinations.

Figure 5.1 illustrates these key streets or "corridors." They include:

- Middle Road - Main entrance to the City from Interstate 80
- State Street - Downtown artery and a primary City entrance
- Spruce Hills to 18th St and 23rd - Entrance from I-74, connecting to the downtown via 18th and 23rd.
- 53rd Avenue - Entrance from 74
- Future: Forest Grove Road and Criswell Street. As Bettendorf grows, these corridors will gain traffic and importance.

A Theme for Bettendorf

Streetscape elements should establish a consistent theme throughout the corridor and the community. The previous section, "Bettendorf Character," provides a starting point for identifying an appropriate theme.

STREETSCAPE EXAMPLES



A new low-traffic street in Coralville IA uses interesting materials on the sidewalk and street, with trees and flower beds providing a buffer between pedestrians and vehicles.



Brick columns and landscaping provide visual interest along an arterial street south of downtown Des Moines, and also serve as a buffer between the street and adjacent properties.



Above: A lighted pillar marks the entrance onto a Bridge in Spencer, Iowa.
Below: On the same street, attractive street lights hold flower pots.



Pillars and streetlights with banners create a prominent entrance to the Iowa River Landing district in Coralville, IA



STREETSCAPE CASE STUDY

Martin Luther King Jr Parkway

Des Moines Iowa

A new streetscape design for MLK Parkway in Des Moines helped turn a utilitarian six-lane thoroughfare into an aesthetically pleasing experience and catalyst for a developing district. The parkway was of major importance to the City - Downtown Des Moines was on the verge of revitalization, and MLK Parkway formed the southern border of the downtown district. Yet the street was unattractive and difficult to cross, and the southern side was primarily lined with vacant lots and abandoned industrial buildings.

The City of Des Moines hired RDG Planning & Design to create landscaping elements to unify the corridor and establish an identity. By creating rhythmical plantings along the parkway and emphasizing key intersections with corner developments, the parkway transformed into a unique, pleasurable experience, with a more welcoming pedestrian environment.

In the years since the upgrade, vacant and abandoned lots along the Parkway have developed into downtown lofts and townhomes, with multiple mixed use projects in the works for the coming years. This street is fast becoming an integral part of the downtown, rather than the barrier it once was.





SECTION 3: ENHANCING PLACE CHARACTER

Place-Making in Activity Centers



ACTION 26: Invest in “place-making” elements for Bettendorf’s activity centers, such as public art, water features, pedestrian amenities, and community events and programming.

What is Place-Making?

“Place-making” is a general concept that relates to how we create vibrant public spaces, including their design, elements, programming, and overall feeling. Place-making helps create memorable places and provides visitors with opportunities for meaningful interaction with their surroundings and with each other. These places almost always have a pedestrian-orientation, as this allows for those direct interactions.

Priority Place-Making Locations in Bettendorf

Place-making is often most important for key areas or activity centers in a community - these are the spaces that help define the identity of a city. In Bettendorf, for example, this would include the Learning Campus, the Riverfront and Downtown, Crow Creek Park, and shopping areas like Cumberland Square. Figure 5.1 highlights the current and future activity centers in Bettendorf.

How to Invest in Place-Making

While each place is different, there are many common elements that communities use to enhance place-making. These include:

- » **Public Art.** Sculptures, Murals or Interactive Art.
- » **Pedestrian Amenities.** Street furniture, improved crosswalks, and pedestrian-scale lighting and signage.
- » **Community Events or Programs.** These are often done in partnership with local cultural organizations.
- » **Nature.** Landscaping and trees and connection to natural features or views.
- » **Lighting.** Attractive and/or unique lighting.
- » **Architectural Design.** Consistent architectural style can be established through design standards.
- » **Site Interpretation.** Signage or informational kiosks that relate to the history or cultural significance of a place.

The photos on the following page show examples of many of these elements.

A Shared Investment: Public/Private Partnerships

Many place-making investments are partnerships between the City and private entities. For example, a nearby business or group of businesses may share cost and maintenance of public art or landscaping. A local arts or historical group may host programs in the space, or design informational kiosks to interpret the site. A developer may build a public plaza or natural feature as part of a new neighborhood.

The conception and design of landmark features should be done in partnership with residents, through neighborhood groups or other avenues.

PLACE-MAKING EXAMPLES



Water. A water feature in a public plaza in Papillion NE is a popular draw for families with small children.



Community Events and Programs. A sculpture park in Des Moines IA attracts visitors of all ages and hosts special events such as the annual arts festival.



Public Art. This public plaza in Mason City IA provides a place for outdoor dining, and features public art that mimics the architecture of an adjacent historic building.



Site Interpretation. Information panels along the Iowa River in Coralville provide historic context for the site.



Lighting. A Latino neighborhood in South Omaha reflects their culture with artistic lighting and colorful mosaics inlaid into street furniture.



Nature. As part of a new residential area, a developer in Altoona IA created a central park and pond, circled by a trail. It is now one of the most iconic and well-used features of the community.



PLACE-MAKING CASE STUDY

South Omaha Historic & Cultural District Omaha, Nebraska

A historic district on the south side of Omaha used place-making to celebrate its unique cultural heritage. Although this was a festive, nurturing and welcoming neighborhood, the aesthetics of the area did not do justice to its vibrant spirit.

Representatives of the neighborhood worked with RDG Planning & Design to design streetscape improvements, a town square, and a signature public art piece that reflected the aesthetic of the many folk art traditions and major ethnic groups that had a history in that area (Latino, Czech, Polish and Croatian). The town square, Plaza de la Raza, includes water features, art and a bandshell. Colorful textile patterns are incorporated into benches, planters, lighting and sculptural features throughout the district.



BETTENDORF'S YOUTH

What Character Do They Want?

One of the goals of this plan is to "Attract Young People." To try to understand how to do this, the "Premiering Bettendorf" team met with over 250 high school students at Pleasant Valley High School and Bettendorf Community High School. The students discussed what they liked about Bettendorf, and what they would change.



What We Like

Bettendorf students were generally positive about their home town. The most popular attributes that youth participants liked included Bettendorf's Cleanliness and Safety, Crow Creek Park, and the Pedestrian and Bike Path network.



What We Want to Change

More Things to Do

By far, the number one thing that Bettendorf students wanted to change about the community was to add more things to do and places to go. There was a wide range of suggestions, but the most popular suggestions were:

- Festivals and concerts
- Entertainment complex
- Teen hang-out
- More Restaurant Variety
- Shopping
- Laser tag
- Water park



Bettendorf's Youth: What We Want to Change (Continued)

Better Use of River, Add a Riverwalk

Bettendorf teens said that Bettendorf's riverfront is tremendously underutilized. Many wanted to see more activities along the River, including boat rental and a Riverwalk with cafes and shops. Others wanted to see a River clean up.



Improve the Downtown

"Bettendorf has a downtown?" This question from one of the participants is telling of what most thought of this district. The teens wanted improvements, and several mentioned the recent transformation of LeClaire's downtown as an example.



Enhance Community Character & Aesthetics

Many felt that Bettendorf lacked an identity, and needed to do things to make the community unique and memorable. Several suggested more beautification and public art. Others lamented the lack of a defined town center.



More Recreation Options

While most participants felt that Bettendorf offered good parks and recreation options, they mentioned several things they wanted to see more of, including trails, basketball courts and a skating rink.

Growth and Land Use

While not the hottest topic for teenagers, growth and land use did come up with a few groups. Several expressed concern about the pace of growth, and the development of farm ground for subdivisions. One group mentioned that uses are too far away from each other and the town is not walkable. There was limited talk of housing, but a couple of groups mentioned a desire to see more apartments and lofts, while another group called out larger homes with big yards as their preferred option.

SECTION 4: PARKS & RECREATION - ENHANCING “GREEN CHARACTER”

PARKS AND TRAILS TODAY

Bettendorf has many high quality parks, an extensive trail system, and recreational facilities that provide a range of opportunities for Bettendorf residents (Figure 5.2). The City is continually working to maintain and improve this system.

Bettendorf’s Current Park Service and Future Needs

Types of Parks

Parks are typically categorized by their size and function, according to a standard system established by the National Recreation and Park Association (NRPA). Table 5.1 defines these classifications. A balanced park system should have a mixture of community and neighborhood parks.

Good Balance of Park Types: Bettendorf has a good balance of community and neighborhood parks, with approximately 290 acres in 5 community parks and 65 acres in 13 neighborhood parks, along with several special use parks. (See Table 5.2 for listing of parks by category and acreage)

Amount of Park Land

High Park Acreage: Bettendorf has a high number of park acres for a city of its size. The city has approximately 525 acres of park land, providing 15 acres per 1,000 residents. There is no one-size-fits-all standard for amount of park land, but a common benchmark is 10 acres per 1,000 people.

Add 115 Acres of Parks by 2035: Bettendorf’s 2035 population projection is 43,600, an addition of 8,000 from today’s population (2015 estimate). As Bettendorf grows, it should plan to add park land.

To maintain its current level of service (15 acres per 1,000 residents), Bettendorf would need to add at least 14 acres of neighborhood parks, 64 acres of community parks, and provide a total addition of 115 park acres (includes specialty parks).

The planned 100-acre Forest Grove Park will serve the community park need, while the neighborhood parks identified in Figure 5.3 will fulfill the neighborhood parks need.

Location and Distribution of Park Land

Some Neighborhoods Under-Served: A few Bettendorf lack access to a nearby park, as shown by the service areas in Figure 5.2. A good rule of thumb is that all residential areas should be within a 1/4 mile to 1/2 mile walking distance of a neighborhood park. Neighborhoods that lack a park within walking distance are:

- **Hillside Drive Neighborhood:** East of I-74, between Spruce Hills Drive and Duck Creek. A park for this neighborhood is particularly important, due to its higher residential density. However, the Grant Wood Elementary playground and open space provides some service for this neighborhood.
 - **Possible Solution:** On the southern end of this area, recent floodplain changes could cause several properties to become available. If this occurs, the city should consider assembling parcels to create a park.
- **Devils Glen Road and Middle Road:** Several residential areas around this intersection lack nearby access to a neighborhood park: to the northwest, a mixture of apartments and single family homes, to the south, two small subdivisions of medium density housing, and to the east, a small subdivision of single family homes. Access for the southern areas is constrained by their relative lack of street connectivity.
 - **Possible Solution:** There are many vacant parcels in this area. The city could consider purchasing land for a neighborhood park or mini-park, and/or requiring park land dedication from future developers as part of a park dedication policy (see p. 107).
- **Crow Creek:** Between Crow Creek & Community College, East of Middle Road. The majority of this area is large lot homes in wooded areas. While a neighborhood park is still desirable, it is less pressing than in higher density areas.
- **North of 53rd:** New Neighborhoods north of 53rd do not have neighborhood parks. While the Forest Grove Park will provide good community park service for this area, it is still important to have neighborhood parks.
 - **Possible Solution:** As this area continues to grow, the best way to ensure neighborhood parks will be to enact a park dedication policy (see p. 107).

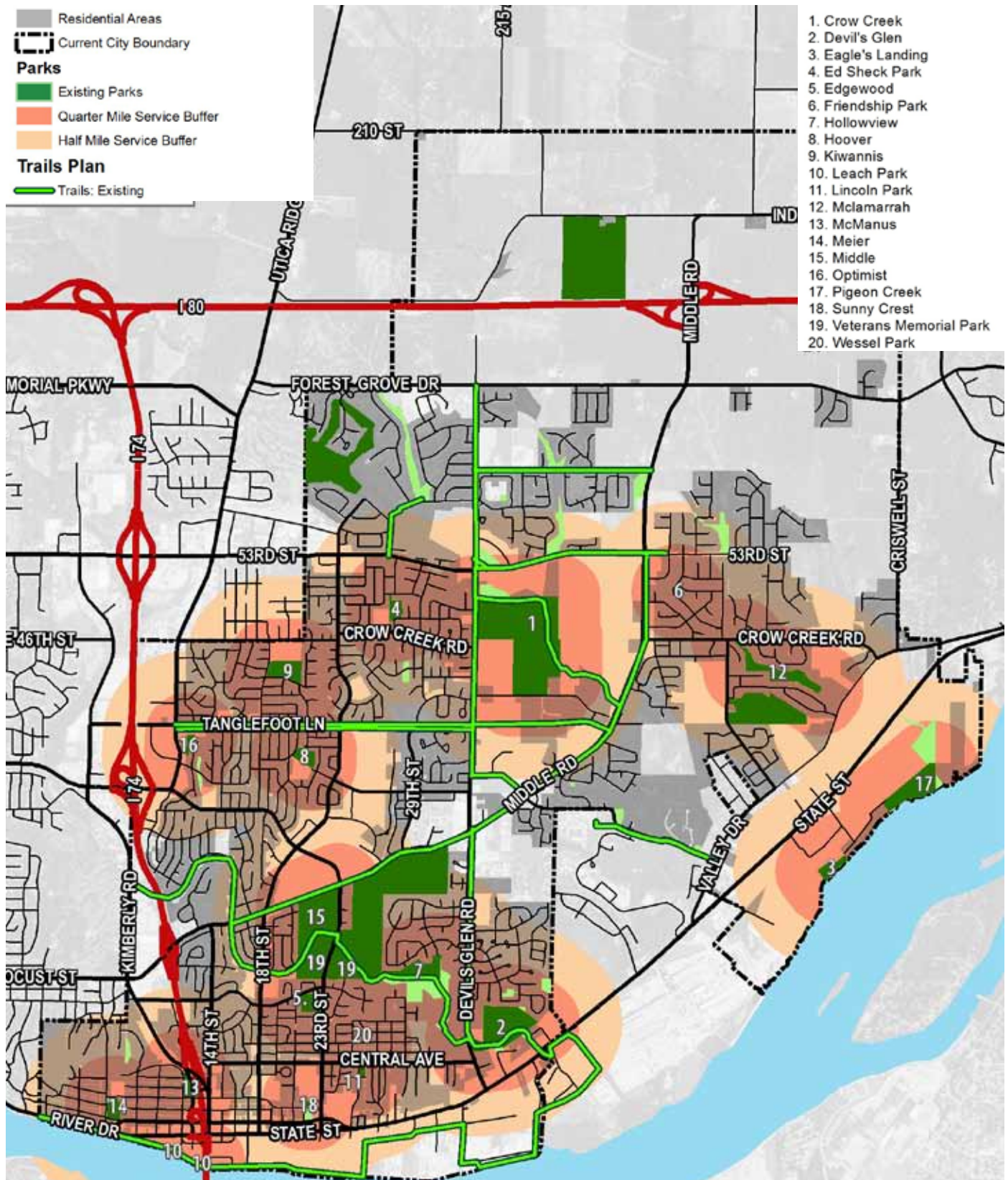


TABLE 5.1 - PARK CLASSIFICATION DESCRIPTIONS (NRPA)

Classification	Function	Size	Service Radius	Bettendorf's Level of Service	Bettendorf Examples
Neighborhood	Basic unit of a community's park system, providing a recreational and social focus for residential areas. Accommodate informal recreational activities.	5-10 acres	¼ - ½ mile (walking distance)	13 parks; 64 acres; 1.8 acres per 1,000 residents	Hoover Park, Ed Scheck Park
Community	Meet diverse community-based recreation needs, preserve significant natural areas and provide space for larger recreation facilities. May include special attraction such as a pool or trails.	30-50 acres	½ - 3 miles	5 parks; 307 acres; 8.6 acres per 1,000 residents	Crow Creek Park, Veterans Memorial Park
Specialty	Meet a niche recreational need for the community, such as a sports park or wilderness area.	Varies	Varies	NA	Duck Creek Parkway, Pigeon Creek Park

TABLE 5.2 - PARK NAME AND SIZE**ACREAGE**

Community Parks	
Crow Creek Park	134
Devils Glen Park	43
Middle Park	35
Veterans Memorial Park	35
Hollowview Park	42
TOTAL COMMUNITY PARKS	289
Neighborhood Parks	
Eagles Landing Park	5
Ed Scheck Park	6
Edgewood Park	7
Friendship Park	1
Hoover Park	6
Kiwanis Park	15
Leach Park	11
Lincoln Park	2

TABLE 5.2 - PARK NAME AND SIZE**ACREAGE**

<i>Neighborhood Parks Continued</i>	
McManus Park	3
Meier Park	5
Optimist Park	2
Sunny Crest Park	1
Wessel Park	1
TOTAL NEIGHBORHOOD PARKS	65
Special Use Parks	
Field Sike Park	18
McLamarrah Park	20
Duck Creek Parkway	88
Mississippi River Trail	3.3 miles
Pigeon Creek Park	45
TOTAL SPECIAL USE PARKS	171
TOTAL ALL PARKS	525



FUTURE PARKS & TRAILS



ACTION 27: Implement the trails plan, in concert with the greenway preservation plan

Bettendorf already has a strong trail network that should be maintained as the city grows. Figure 5.3 shows proposed new off-street trails. Many of these trails were identified as part of the City's 2013 Comprehensive Trails plan, however, several more were added as part of the "Premiering Bettendorf" process. Like Bettendorf's current network, the future network will include trails parallel to road-ways and trails that run through natural areas and along creeks.

Figure 5.3 also shows areas that should be preserved for environmental reasons, to preserve the natural storm drainage network. These environmental conservation areas, or "greenways," can provide good routes for trails.



ACTION 28: Acquire new park land as Bettendorf grows

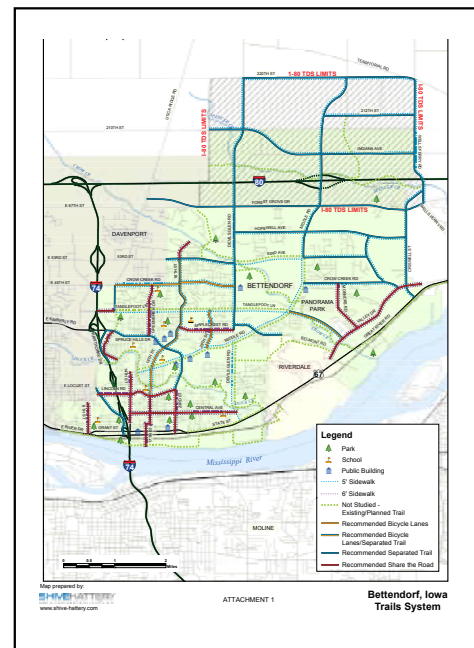
The planned 100-acre Forest Grove Park will be Bettendorf's next big community park. In addition to this feature attraction, Bettendorf must also add smaller neighborhood parks for new residential areas.

Add Neighborhood Parks with Development

Bettendorf should strive to provide neighborhood parks within a 1/4-1/2 mile walking distance of residential areas. These parks should be built with development, as part of a dedication policy (see p. 107).

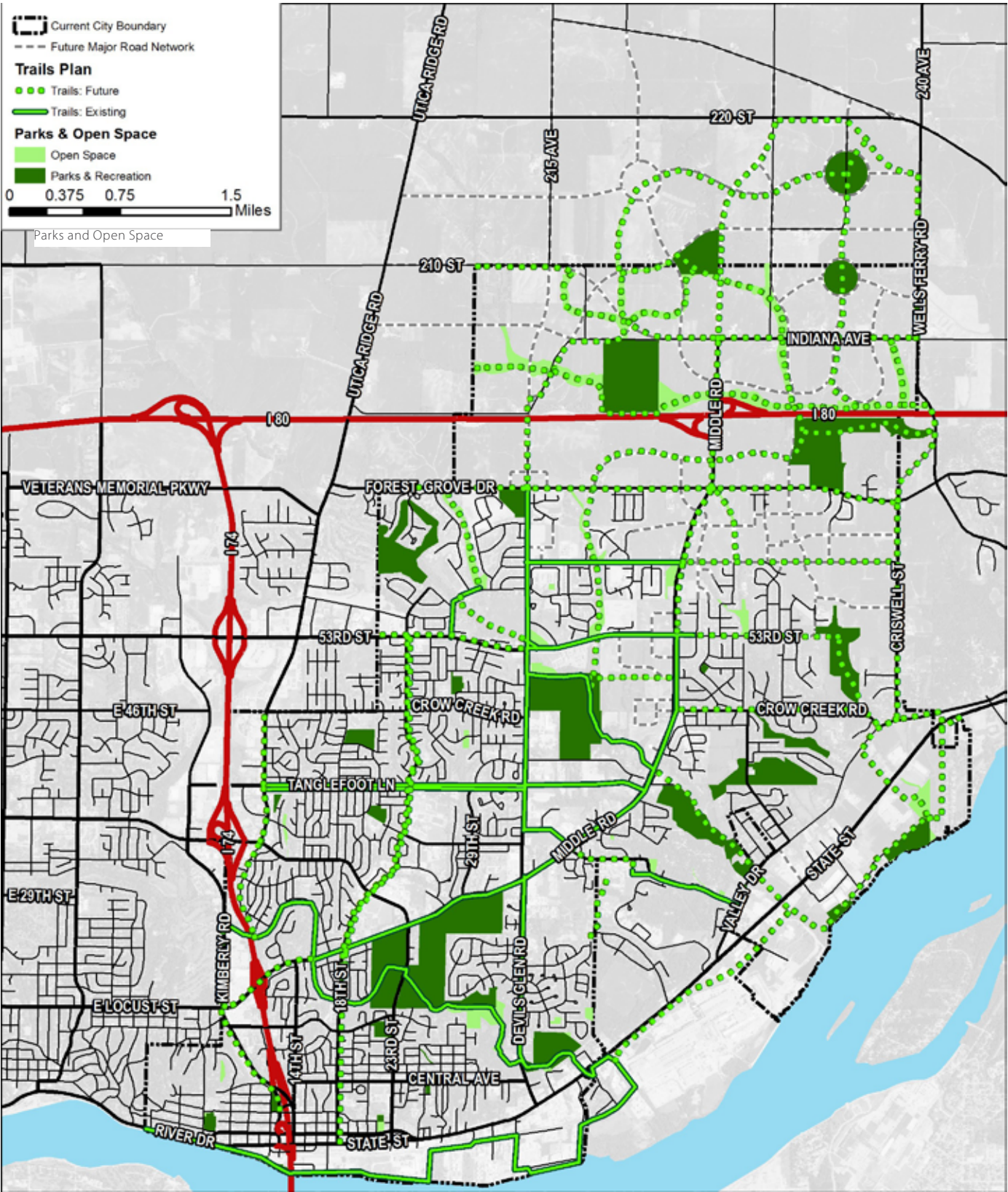
Figure 5.3 shows potential locations for these parks. While the exact locations of these parks will depend on land availability and sequence of development, these proposed locations reflect recommended spacing and relationship to other land uses and the trail system.

Table 5.1 describes the features of a neighborhood park.



Bettendorf's 2013 Comprehensive Trails Plan serves as the base for the future parks and trails map on the following page (Figure 5.3)

FIGURE 5.3 - BETTENDORF FUTURE PARKS AND TRAILS





Future Parks & Trails Continued...

Park Dedication



ACTION 29: Establish a parks and trails dedication policy.

Acquisition of land for new trails and parks can take place through required dedication by developers. Iowa law allows cities to establish policies to require dedication, through an addition to the City's land development ordinances. The obligation for land dedication/trail construction is typically a function of:

- Acres in the development
- Development density
- Number of people per housing unit
- The city's desired level of service of parks

Due to the piecemeal nature of development, the required amount of land dedication for any single development may be smaller than the ideal neighborhood park size. One strategy to assemble larger pieces of land is to request that developers locate dedicated land at the edges and corners of the development, so that adjacent developments can combine several small parcels of dedicated land to form one larger parcel.

Many Iowa cities already have park dedication policies, including Iowa City, Johnston, West Des Moines, Ankeny, Clive. There are many different approaches to establishing an ordinance - a short memo in the appendix provides several examples.

Note: Some Iowa cities also allow payment of cash in lieu of dedication of land by developers, while others prohibit such payments. The legal precedent on these policies is complex - Bettendorf should consult with the city attorney to determine the approach on this issue.

Master Plan Update



ACTION 30: Update the parks and recreation master plan.

Bettendorf's parks master plan was last updated in 2008. The City has just started the process of updating the plan, with expected completion in 2016.

In addition to park and trail upgrades and additions, the parks master plan should consider solutions for providing park service to the underserved neighborhoods identified on page 102.

Implement Existing Plans



ACTION 31: Implement Existing Parks Plans.

- Update Bettendorf's recreation facilities, as recommended in the facilities plan that is currently underway.
- Continue to implement the Forest Grove Park master plan, which is already entering its first phase of development.

CHAPTER 6: PROTECT & MAINTAIN



Spruce Hills Fire Station

Bettendorf residents are very happy with the services they receive from the City, such as public safety and infrastructure. In a 2012 survey, 93% of residents rated police and fire services as “excellent” or “good,” while 91% said the same about the overall quality of City Services. This chapter recognizes the importance of maintaining top quality services by continuing the City’s current practice of continual evaluation, improvement and strategic expansion.



RECOMMENDED ACTIONS IN THIS CHAPTER

32. Continue to evaluate needs for sanitary sewer and water expansion as Bettendorf grows, and continue the city’s regular maintenance of the sewer system.
33. Minimize risk of damage from flooding by maintaining and enhancing the stormwater system.
34. Continue to support Bettendorf’s City Services and Facilities with an annual evaluation and funding plan for short term and long term needs.
35. Partner with the local school districts to coordinate school facilities planning and site selection.
36. Consider how to address succession planning for city staff.

SANITARY SEWER AND WATER SERVICE



ACTION 32: Continue to evaluate needs for sanitary sewer and water expansion as Bettendorf grows, and continue the city's regular maintenance of the sewer system.

EXISTING SYSTEM

The City of Bettendorf maintains the sanitary sewer collection system. Sewage is treated at the Water Pollution Control Plant in Davenport. Figure 6.1 shows the existing sanitary sewer system.

Iowa American Water Company owns and maintains the water mains and storage for Quad Cities residents. Water is taken from the Mississippi River and treated at Iowa American Water's treatment facility on East River Drive in Davenport.

Bettendorf does not face any major capacity restraints or quality issues in its sewer and water systems.

UPGRADES TO SYSTEM

The City plans to do a study within 10 years to evaluate the condition of sewer mains in the older part of Bettendorf - the area roughly between the Mississippi River and Lincoln Road on the north, from the western city limits to the eastern city limits. Due to the age of these mains, there may be a number of repairs or replacements needed.

GROWTH POTENTIAL

The City is well poised to expand the sewer and water systems into Bettendorf's growth areas - the Land Use Plan in Chapter 1 shows new development in areas that Bettendorf can serve with existing infrastructure or with feasible expansions to the system. The City expects to extend sanitary sewer service north of Interstate 80 within the next 5 years (roughly by 2019), depending on the rate of new development. Figure 6.1 shows the planned extension.





SAFETY AND HAZARD MITIGATION



ACTION 33: Minimize risk of damage from flooding by maintaining and enhancing the stormwater system.

Safety is not only provided by our police and fire departments, but also by protecting against flooding and other natural or man-made hazards.

STORMWATER

The City of Bettendorf maintains a system to manage quantity and quality of stormwater runoff. Stormwater runoff requires effective management in order to mitigate flooding and preserve water quality. The City is guided by a Comprehensive Storm Water study that created a long-term plan for Capital Improvement Projects to improve water quality and decrease flooding, including repair of roadside pipes and ditches, replacement of culverts, and routine inspection and maintenance.

Enhancing the Stormwater System

The City can multiply the effectiveness of its Stormwater Management by supplementing its current efforts with an environmentally-oriented approach. This approach, introduced in Chapter 1, identifies and preserves natural drainage areas, such as creeks. The Land Use Plan in Chapter 1 preserves these areas from development. Refer to chapter 1 for full discussion of the natural stormwater system. Chapter 1 recommends the following strategies:

- Preserve sensitive natural areas from development, using the development suitability map (Figure 1.3) as a guide.
- Promote natural stormwater management by promoting best management practices on individual sites and subdivisions.

PUBLIC SAFETY - AN INTEGRATED GOAL

In addition to the above stormwater recommendations that protect against flooding, many other recommendations in “Premiering Bettendorf” support public safety, even if they are not explicitly oriented for that purpose. A summary of these goals, and how they relate to public safety, is below:

- Provide multi-modal, interconnected roads for new development (Chapter 1)
 - A connected system allows more efficient provision of emergency services and increases options for evacuation in case of emergency. Sidewalks, trails and bike routes keep pedestrians and bicyclists safe.
- Partner with private land-owners and developers to promote re-use of sites in the downtown (Chapter 2)
 - Vacant or abandoned buildings can draw crime or may be structurally unsafe or create a fire hazard.
- Improve Pedestrian Circulation in the Downtown.
 - Better pedestrian options enhance safety.
- Help Stabilize Older Neighborhoods and Support Reinvestment in Housing Stock (Chapter 4)
 - Reinvestment in housing stock can help make structures safer for inhabitants.
- Continue to evaluate needs for sanitary sewer and water expansion as Bettendorf grows, and continue the city’s regular maintenance of the sewer system (Chapter 6)
 - Protects water sources from contamination.

The following section addresses how to continue support of public safety services in Bettendorf, such as police and fire.

OTHER CITY SERVICES & FACILITIES



ACTION 34: Continue to support Bettendorf's City Services and Facilities with an annual evaluation and funding plan for short and long term needs.

Some potential needs of a few key services and facilities are below: these represent general impressions of staff and can be evaluated as part of the aforementioned annual review.

Police. The Bettendorf police department has 44 officers that respond to emergency calls, and run programs for crime prevention and public education.

As the city grows, the department expects to need more officers to patrol the larger area, but does not expect a need for new facilities in the near term.

Fire. Bettendorf has a combination volunteer and full time fire department that serves 45 square miles and has 4 stations.

The department has a protection rating of 3 on the ISO scale (10 to 1 scale with 1 being the best) and is a member of the inter-state mutual aid organization, MABAS. The department responds to calls and promotes fire safety through a school program, property inspections and other education.

As the city grows, the department expects to need additional staff, upgrades to existing stations, and possibly a new station somewhere in the growth area near Interstate 80.

Learning Campus: Library & Family Museum.

In addition to traditional library services, the Bettendorf library offers extensive public programming and special events, offers public meeting space, and serves as a community gathering place. The Family Museum offers educational experiences for families, including traveling exhibits and special events.

The library recently finished a \$1.5 million renovation project. Library staff expect that the City's growth will ultimately create a need for future expansion and additional staff, and discussions for how to address this are on-going.

Solid Waste. The City of Bettendorf offers garbage collection and disposal, recycling collection and processing, and collection for special items. No significant deficits or immediate needs for solid waste are noted at this time.

City Hall. City of Bettendorf employees are rated high above the national benchmark, according to a 2012 Citizen Survey, with an "overall impression" rating of 83% "excellent" or good." City hall is an anchor of the downtown. No major updates are planned for the City Hall facility in the near future.



SCHOOLS



ACTION 35: Partner with the local school districts to coordinate school facilities planning and site selection.

Bettendorf is home to two school districts, Bettendorf Community and Pleasant Valley Community. As Bettendorf grows, the schools are expanding along with it - a number of upgrades and new facilities are expected for the schools within the time frame of this plan.

The schools and the City both benefit when school district planning and city-wide planning are coordinated. In particular, new school facilities and site selection planning should be coordinated with the city's plans for neighborhood development (Chapter 1) and extension of services and infrastructure.



CITY STAFF

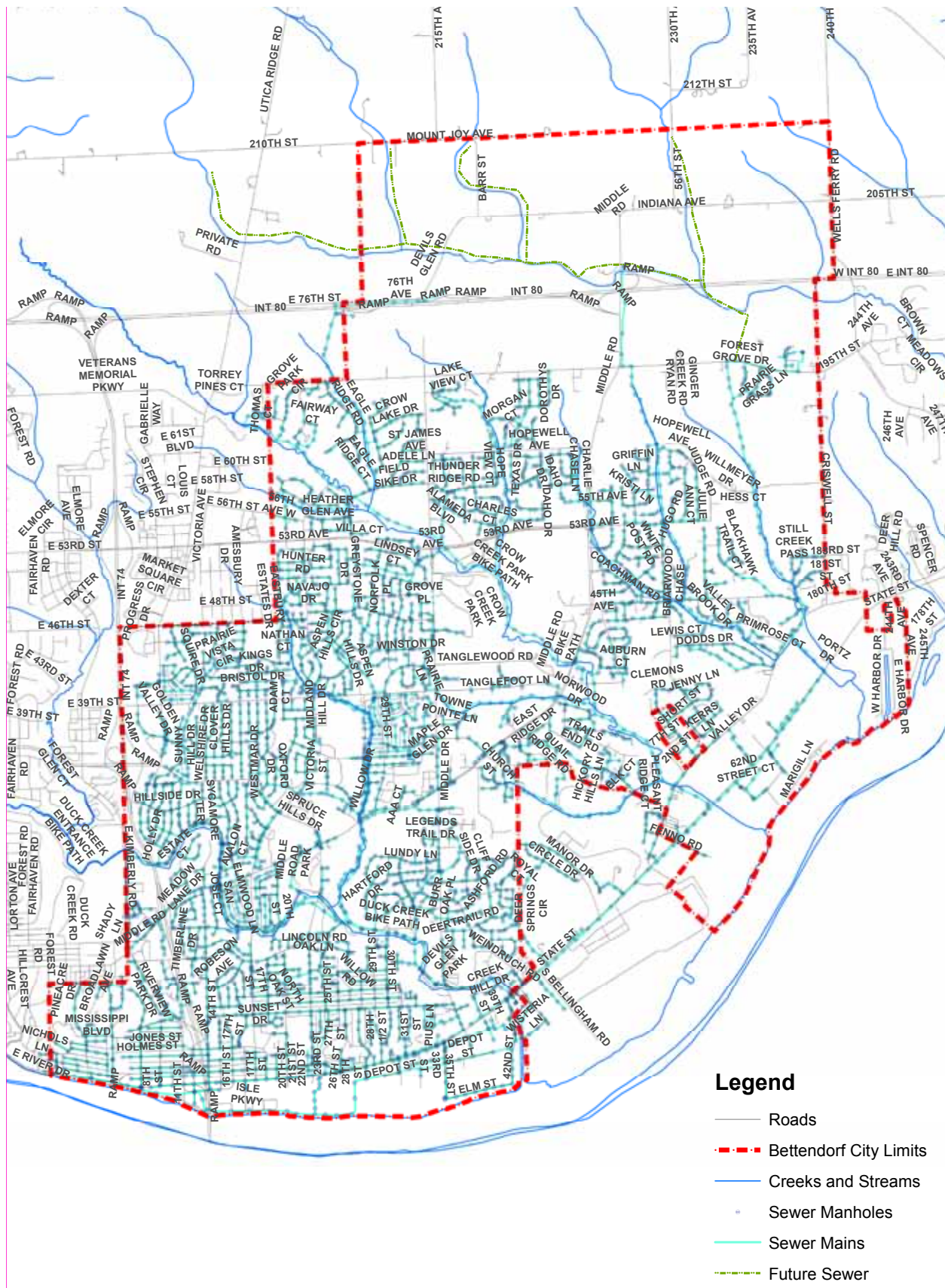


ACTION 36: Consider how to address succession planning for city staff.

As the baby boomer generation moves into retirement, organizations and businesses across the country are preparing for how to make the transition. The City of Bettendorf is no exception, and has a number of long-time staff members that may be reaching retirement in the time frame of this plan. The City should consider how they will address this challenge, to ensure that City services continue to operate at their current high level.




FIGURE 6.1 - SANITARY SEWER NETWORK, EXISTING AND PROPOSED



CHAPTER 7:

IMPLEMENTATION



Edgewood Park

“Premiering Bettendorf” is a comprehensive guide for future city decisions, but this document by itself does not implement any policies or actions. Additional action is needed to implement the recommendations of this plan. Implementation will require partnerships among city entities, the development community, private property owners and Bettendorf residents.



RECOMMENDED ACTIONS IN THIS CHAPTER

This chapter provides guidance for implementation of “Premiering Bettendorf,” including how to maintain and evaluate the plan, an implementation schedule, preliminary definition of leadership and priority for each recommendation in this plan, and a list of potential funding sources. Recommendations in this chapter are:

37. Define an annual action and capital improvement program that implements the recommendations of this plan.
38. Undertake an annual evaluation of this plan, with a full update every 6-8 years.

ANNUAL ACTION PROGRAM



ACTION: Define an annual action and capital improvement program that implements the recommendations of this plan.

“Premiering Bettendorf” is an ambitious and long-range Comprehensive Plan, and its recommendations will require funding and other continuous support.

City staff should work with the Planning and Zoning Commission and City Council to define an annual action and capital improvement program that implements the recommendations of this plan.

This program should be coordinated with Bettendorf’s existing capital improvement planning and budgeting process, even though many of the plan’s recommendations are not capital items. This annual process should be completed before the beginning of each budget year and should include:

- A 1-year work program for the upcoming year that is specific and related to the City’s financial resources. The work program will establish which plan recommendations the City will address during that year.
- A 3-year strategic program that provides for a multi-year perspective, aiding the preparation of the annual work program.
- A 6-year capital improvement program that is merged into Bettendorf’s current capital improvement program.

ANNUAL EVALUATION



ACTION: Undertake an annual evaluation of this plan, with a full update every 6-8 years.

City staff should undertake an annual evaluation of the comprehensive plan. This evaluation should include a written report that:

- Summarizes key land use developments and decisions during the past year and relates them to “Premiering Bettendorf.”
- Reviews actions taken by the City during the past year to implement the plan’s recommendations.
- Defines any changes that should be made in “Premiering Bettendorf.”

The City should undertake a full update of this plan in 6-8 years.

CHANGES TO THE PLAN

This Plan should be viewed as a dynamic document that can adapt in response to changing conditions, resources, and opportunities. This plan was created through a public process, and therefore, any official changes to the plan should be made through a public process. The City has an established amendment process for its comprehensive plans. Approval of an amendment should be based on whether the amendment complies with the spirit of the goals and principles of this plan, as articulated in the Introduction and in Chapter 1.



Define an annual action and capital improvement program that implements the recommendations of this plan.

IMPLEMENTATION SCHEDULE

Table 7.1 presents a summary of the recommendations of “Premiering Bettendorf.” Recommendations are categorized by their place in the plan. Each recommendation is characterized according to several categories:

TYPE

- » **Policy.** Continuing efforts over a long time period. In some cases, policies include specific regulatory or administrative actions.
- » **Action.** Specific efforts or accomplishments by the city or community.
- » **Capital.** Investments and public capital projects that will implement features of the Plan.

TIMING

- » **On-going.** Most of the recommendations fit into this category. These are matters related to general policy and operations, and have no completion date.
- » **Short Term.** Implementation within 5 years
- » **Medium Term.** Implementation in 5-10 years

PRIORITY

- » **Priority 1: Core Commitments.** Priority 1 recommendations are those that the City is committing to through the adoption of this plan. This includes items like the Land Use map, which will be used as presented in this plan, to review development proposals. It also includes recommendations that are already in progress as part of existing city policies.
- » **Priority 2: Priority Ideas for Consideration.** Priority 2 recommendations are those that will require additional discussion, consideration, and action. The comprehensive plan presents these ideas as priorities for the community that the City should address, however, these ideas are not a mandate.

LEADERSHIP & PARTNERS

The primary groups that will implement this plan are the City Council, City Staff, the Planning & Zoning Commission, and the Park Board. However, it is important for these groups to partner with other entities who have an interest in implementing the recommendations of the plan. Columns in Table 7.1 recommend which group should take the lead in carrying out the recommendation and who the potential partners are. This designation of “leadership” is not an exhaustive list, and is not intended to exclude any group that would like to take the lead on a project or policy.

The entities named in Table 7.1 are listed below, followed by the abbreviated name used in the table.

ENTITY	ABBREVIATION
Bettendorf City Council	Council
Bettendorf Planning & Zoning Commission	P&Z
Bettendorf Parks Board	Parks
Bettendorf City Staff (Any Department)	Staff
Scott County - Staff or Officials	County
Bettendorf Residents or Resident Groups	Residents
Private Land Developers	Developers
Private Property Owners	Owners
Chamber of Commerce, Bettendorf Business Network, and/or other Business and Industry Leaders	Business
Community School Districts	Schools
Proposed Downtown Organization	Downtown

TABLE 7.1: Implementation Schedule						
		Type	Timing	Leadership	Partners	Priority
CHAPTER 1 - LAND USE AND ENVIRONMENT (P. 16)						
1	Preserve sensitive natural areas from development, using the development suitability map (Figure 1.3) as a guide.	Policy Action	On-going	P&Z	Staff, Council, Developers	1
2	Promote natural stormwater management by promoting best management practices on individual sites and subdivisions.	Policy	On-going	P&Z	Staff, Developers	2
3	Take a density approach to land use and update the zoning code accordingly.	Policy Action	Short On-going	P&Z	Staff, Council	1
4	Use the future land use map (Figure 1.4) to guide all land use decisions, including subdivision review or re-zoning.	Policy	On-going	P&Z	Staff, Council, Developers	1
5	Use the annexation map (Figure 1.6) and the 7-point annexation strategy to guide annexation decisions.	Policy	On-going	Council	Staff, Owners, Developers, County	1
6	Work cooperatively with Scott County, the City of Davenport, and the City of LeClaire to create annexation agreements.	Action	Short	Council	Staff, County	1
7	Provide multi-modal, interconnected roads for new development, based on the proposed street network shown in Figure 1.7 and the four principles described on page 46.	Capital Policy	On-going	Staff	P&Z, Developers, Council	1
8	Ensure street connectivity by identifying ROW for streets in advance of development and build as development occurs, in partnership with developers.	Policy	On-going	P&Z, Staff	Developers	1
CHAPTER 2 - DOWNTOWN & THE RIVERFRONT (P. 50)						
9	Partner with private land-owners and developers to promote re-use of strategic sites in the downtown.	Action	Long	Staff	Developers, Owners, Business	1
10	Redevelop the City Square (in partnership with a private developer)	Action	Short	Staff	Developers, Business	2
11	Encourage residential development in the downtown.	Action	Long	Staff	Developers	2
12	Improve Pedestrian Circulation in the Downtown, preferably through the creation of a Pedestrian Promenade.	Capital Action	Short	Staff	Council, Downtown, Business	2
13	Promote better pedestrian and bicycle connection between the River and Downtown.	Capital Action	Medium	Staff	Council, Parks	2
14	Improve aesthetics of downtown.	Capital Action	Short	Downtown	Business, Staff	2
15	Improve Leach Park.	Capital Action	Medium	Parks	Staff	2
16	Improve the user experience along the Riverfront Trail.	Capital Action	Medium	Parks	Staff	2
17	Form an association or other organized group to help advocate and raise funds for downtown improvements.	Action	Short	Business/ Downtown	Staff	2
CHAPTER 3 - ECONOMIC DEVELOPMENT (P. 68)						
18	Implement the recommendations of the Bettendorf Strategic Plan.	Varies	Varies	Staff	Business, Council	2
19	Invest in infrastructure for Emerging Commercial Areas to provide developable land for industrial and commercial businesses (see Bettendorf Strategic Plan for specific objectives).	Capital	On-going	Staff	Council	2
20	Encourage redevelopment and reinvestment in Existing Commercial Areas, drawing on the guidelines for commercial design on page 75.	Capital Action	On-going	Staff	Business, Developers	2

TABLE 7.1: Implementation Schedule

		Type	Timing	Leadership	Partners	Priority
CHAPTER 4 - HOUSING (P. 80)						
21	Help Stabilize Older Neighborhoods and Support Reinvestment in Housing Stock (see subgoals 21a, 21b, 21c and 21d)	Policy Capital	On-going	Staff	Residents, Developers	2
21a	<i>Encourage Formation of Neighborhood Associations</i>	Action	Short to Medium	Residents	Staff	2
21b	<i>Continue to direct CIP funds to infrastructure improvements in older neighborhoods, with consideration for how to concentrate investments to achieve maximum impact.</i>	Action	On-going	Council	Staff	2
21c	<i>Consider taking advantage of available support from the Bi-State Regional Commission to apply for grants and other programs that help homeowners improve their properties.</i>	Action	Short	Staff	Residents	2
21d	<i>Consider incentivizing rehabilitation or infill projects in older neighborhoods by providing expedited review or tax incentives.</i>	Action Policy	Short	Council	Staff	2
22	Revise city codes to allow developers more flexibility to provide quality housing options at reasonable prices (part of zoning code update).	Policy	Short	Staff	Developers	2
23	Consider incentivizing housing options that serve the unique needs of seniors.	Action Policy	Short	Staff	Developers	2
24	To increase variety of housing options, consider establishing incentives that would promote construction of under-served housing types, such as townhomes or smaller lot homes.	Action Policy	Short	Staff	Developers	2
CHAPTER 5 - COMMUNITY CHARACTER (P. 90)						
25	Enhance Character of City Streetscapes.	Capital	Short to Medium	Staff	Council, Residents, Business	2
26	Invest in place-making elements for Bettendorf's activity centers	Capital	On-going	Staff	Council, Residents, Business, Parks	2
27	Implement the trails plan, in coordination with the greenway preservation plan	Capital Policy	On-going	Parks	Staff, Developers	2
28	Acquire new park land as Bettendorf grows	Capital Policy	On-going	Parks	Staff, Developers	1
29	Establish a parks and trails dedication policy	Policy	Short	Parks	Staff, Developers, P&Z	2
30	Update the parks and recreation master plan	Action	Short	Parks	Residents, Staff	1
31	Implement Existing Parks Plans (Forest Grove Park Master Plan and Recreational Facilities Plan)	Action	Varies	Parks	Staff	1
CHAPTER 6 - MAINTAIN & PROTECT (P. 108)						
32	Continue to evaluate needs for sanitary sewer and water expansion as Bettendorf grows, and continue the city's regular maintenance of the sewer system.	Action Capital	On-going	Staff	--	1
33	Minimize risk of damage from flooding by maintaining and enhancing the stormwater system.	Action Policy	On-going	Staff	P&Z, Parks, Developers	2
34	Continue to support Bettendorf's City Services and Facilities with an annual evaluation and funding plan for short term and long term needs.	Policy	On-going	Staff	--	1
35	Partner with the local school districts to coordinate school facilities planning and site selection.	Policy	On-going	Staff	Schools	2
36	Consider how to address succession planning for city staff.	Action	Short	Staff	Council	2
CHAPTER 7 - IMPLEMENTATION (P. 114)						
37	Define an annual action and capital improvement program that implements the recommendations of this plan.	Action	On-going	Staff	Council, P&Z	1
38	Undertake an annual evaluation of this plan, with a full update every 6-8 years.	Action	On-going	Staff	Council, P&Z	1

FUNDING SOURCES

In order to implement many of the objectives described in the Plan, the City will need to consider outside funding sources. Table 7.2 presents possible funding sources available to the City of Bettendorf for projects recommended in the Comprehensive Plan. This list is not exhaustive and should be reviewed and modified each fiscal year.

Table 7.2 uses the following acronyms: Department of Natural Resources - DNR ; Federal Department of Housing and Economic Development - HUD ; Iowa Economic Development Authority - IEDA ; Iowa Department of Transportation - IDOT ; United States Environmental Protection Agency – EPA ; Bi-State Commission (BSC)

TABLE 7.2 POTENTIAL FUNDING SOURCES					
SOURCE AND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINE	AVAILABLE FUNDS	REQUIRED MATCH
Federal Transportation Enhancement Program; IDOT through BSC	Funding for enhancement or preservation activities of transportation related projects.	The following projects are funded: facilities for pedestrians and bicyclists; safety and educational activities for pedestrians and bicyclists; scenic or historic highway programs; acquisition of scenic or historic sites; landscaping and scenic beautification; historic preservation; rehabilitation and operation of historic transportation facilities; preservation of abandoned railway corridors; control and removal of outdoor advertising; archaeological planning and research; mitigation of water pollution due to highway runoff; or transportation museums.	Typically October 1 for statewide applications; Check with local BSC for regional deadlines.	Dependent on allocation as part of reauthorization of TEA-21. Funding has historically been \$4.5 million annually statewide. Funds available vary by region.	Varies by region; Contact BSC.
Recreational Trails Program (Federal); IDOT through BSC	Funding for creation and maintenance of motorized and non-motorized recreational trails and trail related projects.	Recreational trail extension.	Typically October 1	Varies each year	20%
Recreational Trails Program (State); IDOT	Funding for public recreational trails.	Trail projects that are part of a local, area-wide, regional, or statewide trail plan.	Typically July 1	Varies each year	25%
Highway Bridge Program; IDOT	Funds for replacement or rehabilitation of structurally deficient or functionally obsolete public roadway bridges.	Bridge rehabilitation or replacement.	Typically October 1	\$ 1 Million per bridge (one bridge per city per year)	20%
Housing Fund (HOME); IEDA, Iowa Finance Authority	Funds to develop and support affordable housing.	Rehabilitation of rental and owner-occupied homes; new construction of rental housing; assistance to home buyers; assistance to tenants; administrative costs. HOME funds may be used in conjunction with Section 42 Low Income Housing Tax Credits. They may also be used for innovative project approaches, such as rent-to-own development.	Varies – Usually January	Varies annually	NA
Iowa Clean Air Attainment Program (ICAAP); IDOT	Funding for highway/street, transit, bicycle/pedestrian or freight projects or programs which help maintain Iowa's clean air quality by reducing transportation related emissions.	Projects which will reduce vehicle miles traveled or single-occupant vehicle trips; Transportation improvements to improve air quality.	Typically October 1	Approximately \$4 million annually; Minimum \$20,000 total project cost	20%

TABLE 7.2 POTENTIAL FUNDING SOURCES

SOURCE AND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINE	AVAILABLE FUNDS	REQUIRED MATCH
Land and Water Conservation Fund; Iowa DNR	Federal funding for outdoor recreation area development and acquisition.	Improvements to existing recreation facilities and development of new facilities.	March 15, or closest working day	Varies annually	50%
Living Roadway Trust Fund; IDOT	Implement integrated Roadside Vegetation Management programs (IRVM) on city, county, or state rights-of-way or areas adjacent to traveled roads.	Roadside inventories, gateways, education, research, roadside enhancement, seed propagation, and special equipment.	Typically June 1	Varies	No
Pedestrian Curb Ramp Construction; IDOT	To assist cities in complying with the Americans with Disabilities Action primary roads.	Construct curb ramps to ADA standards.	Accepted all year	Maximum of \$250,000 per city per year	45%
Public Facilities Set-Aside Program (PFSA); IEDA	Financial assistance to cities and counties to provide infrastructure improvements for businesses which require such improvements in order to create new job opportunities.	Provision or improvement to sanitary sewer systems, water systems, streets, storm sewers, rail lines, and airports. For Iowa Cities under 50,000 populations. 51% of persons benefitting must be low or moderate income.	Accepted all year	Varies	50%; Additional points for higher percentage
Transportation and Community and System Preservation Program (TCSP); IDOT	Funding for planning and implementing strategies that improve the efficiency of the transportation system, reduce the environmental impacts of transportation, reduce the need for costly future public infrastructure investments, ensure efficient access to jobs, services and centers of trade, and examine private sector development patterns and investments that support these goals.	Innovative transportation improvements that address stated goals.	Established yearly	Varies annually (have awarded \$50-\$60 million in prior years)	No
Urban-State Traffic Engineering Program (U-STEP); IDOT	Funding to solve traffic operation and safety problems on primary roads.	Extension of a primary road; spot improvements or linear improvements.	Accepted all year	\$200,000 for spot improvements \$400,000 for linear improvements	45%
Watershed Planning Grant; IDNR for EPA (Clean Water Act Section 319)	Watershed planning grants for impaired waters in <50,000-acre watersheds.	Watershed management plan (for addressing TMDLs).	April	\$10,000 to \$50,000 per project	50% local match, with at least 20% in cash

TABLE 7.2 POTENTIAL FUNDING SOURCES					
SOURCE AND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINE	AVAILABLE FUNDS	REQUIRED MATCH
Watershed Implementation Grant; IDNR for EPA (Clean Water Act Section 319)	Funding to put a watershed management plan into action.	Stream improvement projects; natural stormwater system improvements	Typically October	Varies, \$1.7 million for 2013	Not required but encouraged
Five-Star Restoration Program; EPA	Focuses on partnerships to provide environmental education and training through restoration projects; the goal is to engage 5 or more partners	Wetland and stream restoration.	Late fall	Typically \$10,000 to \$40,000 per project	Minimum 50% match
Wetland Program Development Grants (WPDG); EPA	Assists with implementing and accelerating water pollution reduction projects.	Research, investigations, experiments, training, demonstrations, surveys, and studies relating to the causes, effects, extent, prevention, reduction, and elimination of water pollution.	Available every 2 years, starting in 2013; Check with EPA Region 7 office for deadline	Varies according to project needs	Check with EPA, Region 7 office
Historical Resource Development Program; State Historical Society of Iowa	Assists with enhancement of local historical resources	Acquisition and development of historical resources; preservation and conservation of historical resources; interpretation of historical resources; professional training and educational programs regarding any of the above	Typically Spring	\$50,000 maximum request recommended (up to \$100,000 permissible)	For government entities – \$0.50 match per \$1 requested
State Historic Preservation and Cultural and Entertainment District Tax Credit Program; State Historical Society of Iowa	Provides state income tax credit for the rehabilitation of historic buildings	Rehabilitation of properties listed or eligible to be listed on the National Register; rehabilitation of properties designated as a local landmark by city or county ordinance; rehabilitation of barns constructed prior to 1937	Small Projects Fund applications accepted year-round; Other fund applications: Early July	Income tax credit of 25% of qualified rehabilitation costs	NA
General Obligation Bonds ; City of Bettendorf	Allows the City to secure funding by pledging future tax revenues to repay the bond.	Capital improvements, such as street projects	NA	Varies	NA
State Revolving Fund Loan ; Iowa Finance Authority, Iowa DNR	State funding source for low-interest loans for water, wastewater, and stormwater projects	Water, Sewer and Stormwater improvements and planning	Applications taken year-round	NA	NA

TABLE 7.2 POTENTIAL FUNDING SOURCES					
SOURCE AND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINE	AVAILABLE FUNDS	REQUIRED MATCH
Resource Enhancement and Protection (REAP); Iowa DNR	Funding for projects that enhance and protect natural and cultural resources. Grants available in categories such as: City Parks and Open Space, County Conservation and Roadside Vegetation	Parkland expansion, multi-purpose recreation developments, management of roadside vegetation.	Varies by grant category	Varies; authorized for up to \$20 million annually until 2021	Varies by grant category; many require no match
Revitalize Iowa's Sound Economy (RISE); IDOT	Funding to promote economic development through construction or improvement of roads and streets.	Construction or improvement of roadways that will facilitate job creation or retention, such as a street system for additional business or industrial development.	Typically Feb 1 and Sept 1 for local projects; Immediate opportunities accepted all year	\$11 million for cities and \$5.5 million for counties (annually)	Local Development: 50% Immediate Opportunity: 20%
Safe Routes to Schools; IDOT	Funding for infrastructure and non-infrastructure improvements that will result in more students walking or bicycling to school.	Sidewalk installation and improvements, pedestrian safety improvements.	Typically Oct 1	Varies: In 2013, awarded approximately \$800,000	No
Section 42 Low Income Housing Tax Credit; HUD	Tax credits for affordable housing developers through the State. Developments can utilize either a 4% or 9% credit, depending on the mix of low-income residents.	Multi-family housing development for low and moderate-income families.	NA	NA	NA
Self-Supported Municipal Improvement District (SSMID); Local Business/Downtown Association	Contributions by business owners used for various business district enhancements.	Physical improvements to business district, upper-story restoration of downtown buildings.	NA	NA	NA
Surface Transportation Program (STP); BSC	Funding for road or bridge projects on the federal aid system.	Road or bridge projects. Trails improvements. Bicycle facilities.	Check with BSC	Check with BSC	Check with BSC

TABLE 7.2 POTENTIAL FUNDING SOURCES					
SOURCE AND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINE	AVAILABLE FUNDS	REQUIRED MATCH
Tax Abatement; City of Bettendorf	Reduction or elimination of property taxes for set period of time on new improvements to property granted as an incentive to do such projects.	Available for commercial, industrial, or residential developments.	NA	NA	NA
Tax Increment Financing (TIF); City of Bettendorf	Use added property tax revenues created by growth and development to finance improvements within the boundaries of a redevelopment district.	New residential, commercial, or industrial developments, including public improvement, land acquisition, and some development costs.	NA	NA	NA
Traffic Safety Improvement Program (TSIP); IDOT	Traffic safety improvements or studies on any public road.	Traffic safety and operations at specific site with an accident history. New traffic control devices. Research, studies or public information initiatives.	Typically summer	\$500,000 maximum per project (Total available annually: 0.5% of Road Use Tax Fund, Approximately \$6 million)	No
Federal Transportation Bill, Federal Highway Administration, through BSC	Federal transportation funding, including matching grants for major street improvements, enhancements funding for corridor design, streetscape, trail development, and transit.	Improvements to arterial and major collector streets and trail development.	TBD	TBD	TBD