



Agenda

City Council Work Session

Oelwein City Hall, 20 Second Avenue SW, Oelwein, Iowa

6:45 PM

May 09, 2022

Oelwein, Iowa

Mayor: Brett DeVore

Mayor Pro Tem: Lynda Payne

Council Members: Karen Seeders, Tom Stewart, Matt Weber, Dave Garrigus, Dave Lenz

Pledge of Allegiance

Discussions

- [1.](#) Presentation by MSA.
- [2.](#) Presentation by Upper Explorerland Regional Planning Commission.
- [3.](#) Presentation by McClure.

Adjournment

In compliance with the Americans with Disabilities Act, those requiring accommodation for Council meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 319-283-5440



PROPOSAL TO PROVIDE A New Comprehensive Plan

Prepared for:
Oelwein, IA | April 6, 2022

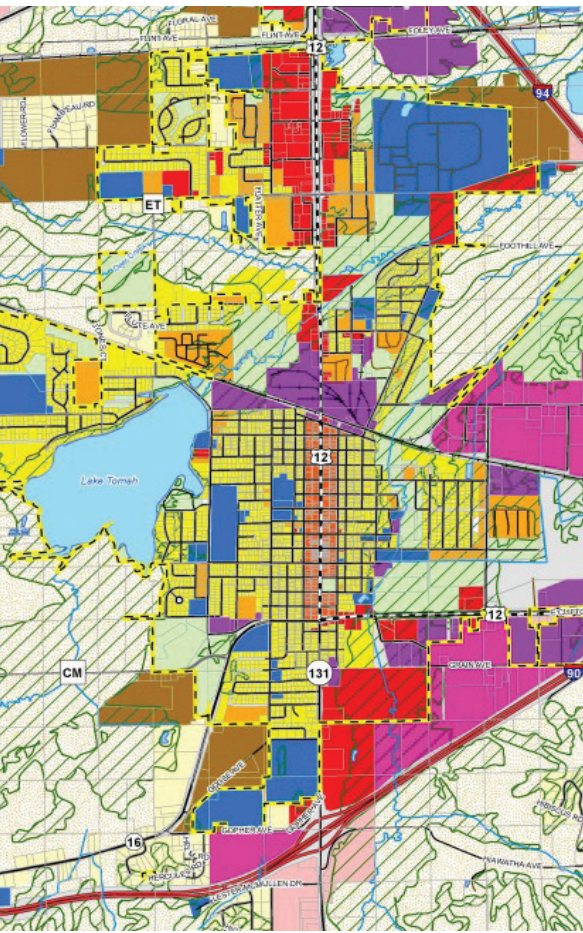


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Proposal to Provide:
**A NEW
 COMPREHENSIVE
 PLAN**

April 6, 2022

Dylan Mulfinger
City Administrator
City of Oelwein
City Hall
 20 2nd Avenue SW
 Oelwein, Iowa 50662

Christopher Janson,
AICP, Project
Manager
MSA's Planning +
Design Studio Studio

(515) 635-3401
 cjanson@msa-ps.com

MSA Professional
 Services, Inc.
 1555 SE Delaware
 Avenue, Suite F,
 Ankeny, IA 50021

Dear Mr. Mulfinger,

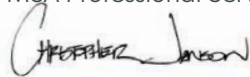
As Oelwein faces new challenges to reinvest, you have recognized the need to create a new comprehensive plan, as well as take a close look at economic opportunities for infill development across the community and a renewed focus in the downtown. We understand the desire for the plan and the process to provide the community with a continuing guide for attracting reinvestment and community pride.

MSA's Planning and Design Studio's success in completing similar projects shows that we will effectively manage our resources, formulate innovative yet practical strategies, and maintain consistent communication throughout the project. We understand that comprehensive plans present unique challenges, and we will collaborate with necessary stakeholders to ensure that the resulting plan suits Oelwein's needs. MSA will lead the development of a new guide for the City, with the goal of crafting a final plan and facilitating a planning process that:

- Executes a diverse level of participation that interactively engages the community, identifies critical issues, and utilizes traditional and innovative methods, including customized engagement activities.
- Analyzes demographic, economic and physical conditions.
- Examines reinvestment opportunities and infill growth.
- Results in an all-encompassing plan that examines potential opportunities and challenges, then makes recommendations for action that will improve quality of life in Oelwein by promoting and guiding economic development.
- Coordinates with the stakeholders, City staff and officials to develop an impactful new Comprehensive Plan that will guide and encourage reinvestment while protecting and promoting community character.

As multidisciplinary municipal consultants, we constantly work with boards, supervisors, officials, councils, commissions, planners, engineers, administrators, public works directors, staff and residents to share and present information clearly, as well as provide purposeful planning products that meet future needs. Our team is committed to making this project a success.

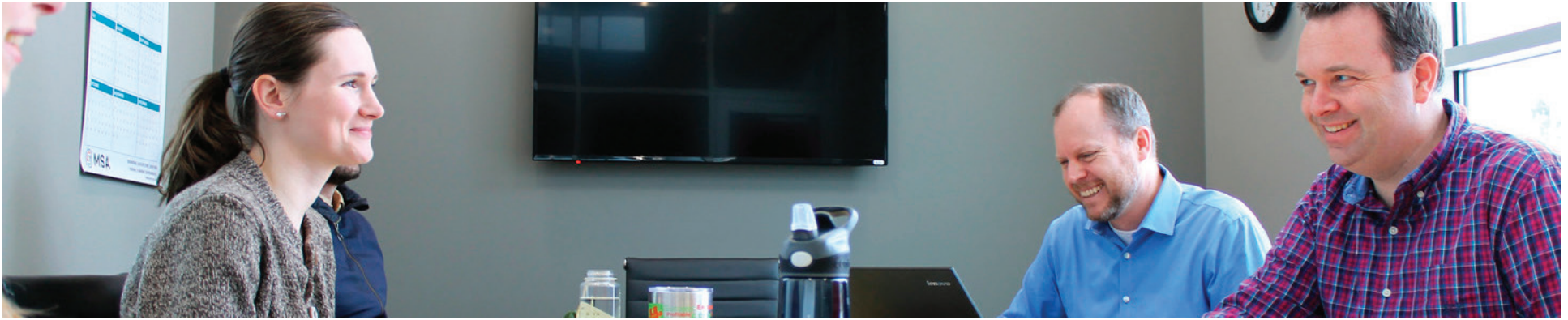
Sincerely,
 MSA Professional Services, Inc.



Christopher Janson, AICP
Project Manager



COMPANY BACKGROUND



PLANNING AND DESIGN STUDIO

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning and Design Studio features certified planners, licensed landscape architects, housing experts, and funding specialists. Our passion is helping communities thrive through creative visioning and practical implementation. We value equity, inclusion and sustainability.

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

CORE SERVICES

Below is a sample of the services that MSA's Planning + Design Studio can offer.

- **Comprehensive Plans**
- Capital Improvement and Strategic Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Public Engagement
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle and Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards

FIRM-SPECIFIC INFORMATION

Contact

Christopher Janson, AICP
cjanson@msa-ps.com
(515) 635-3401

Main Office Where Work Will Be Conducted

1555 SE Delaware Ave., Suite F
Ankeny, IA 50021
P: (515) 964-1920 F: (515) 608-4571

Company Headquarters

1230 South Boulevard
Baraboo WI 53913
P: (608) 356-2771 F: (608) 356-2770

Website

www.msa-ps.com



PLANNING EXPERIENCE

URBAN DESIGN | COMPREHENSIVE PLANNING | NEIGHBORHOOD PLANNING

MSA's Planning and Design Studio is an award-winning team with expertise in market analysis, stakeholder engagement and urban design. We help our clients identify opportunities and resolve barriers to positive change - this includes large to small communities and private developers.

ADDITIONAL RECENT PROJECT EXPERIENCE

COMPREHENSIVE PLANNING

- City of Burlington, IA
- City of Central City, IA
- City of Dassell, MN
- City of David City, NE
- City of Durant, IA
- City of Gilbert, MN
- City of Hastings, MN
- City of Hiawatha, IA
- City of La Crescent, MN
- City of Lexington, MN
- City of McGregor, IA**
- City of Newton, IA**
- City of Norwalk, IA**
- City of Oak Grove, MN
- City of Riverdale, IA
- City of Solon, IA
- City of Waverly, IA **
- City of Williamsburg, IA
- Clay County, KS*
- Ellis County, KS*
- Ellsworth County, KS*
- Harvey County, KS*
- Lincoln County, KS*
- Story County, IA
- Washington County, IA
- Whiteside County, IL

HOUSING STUDIES AND PLANS

- City of Central City, IA
- City of Green Bay, WI
- City of Monticello, MN
- City of Marshfield, WI
- City of Newton, IA**
- City of Sheboygan, WI
- City of Springville, IA
- City of Stevens Point, WI

NEIGHBORHOOD/CORRIDOR PLANNING

- City of Baraboo, WI
- City of Des Moines, IA
- City of Fitchburg, WI
- City of River Falls, WI
- City of Sun Prairie, WI
- City of Wilton, IA

DOWNTOWN PLANS

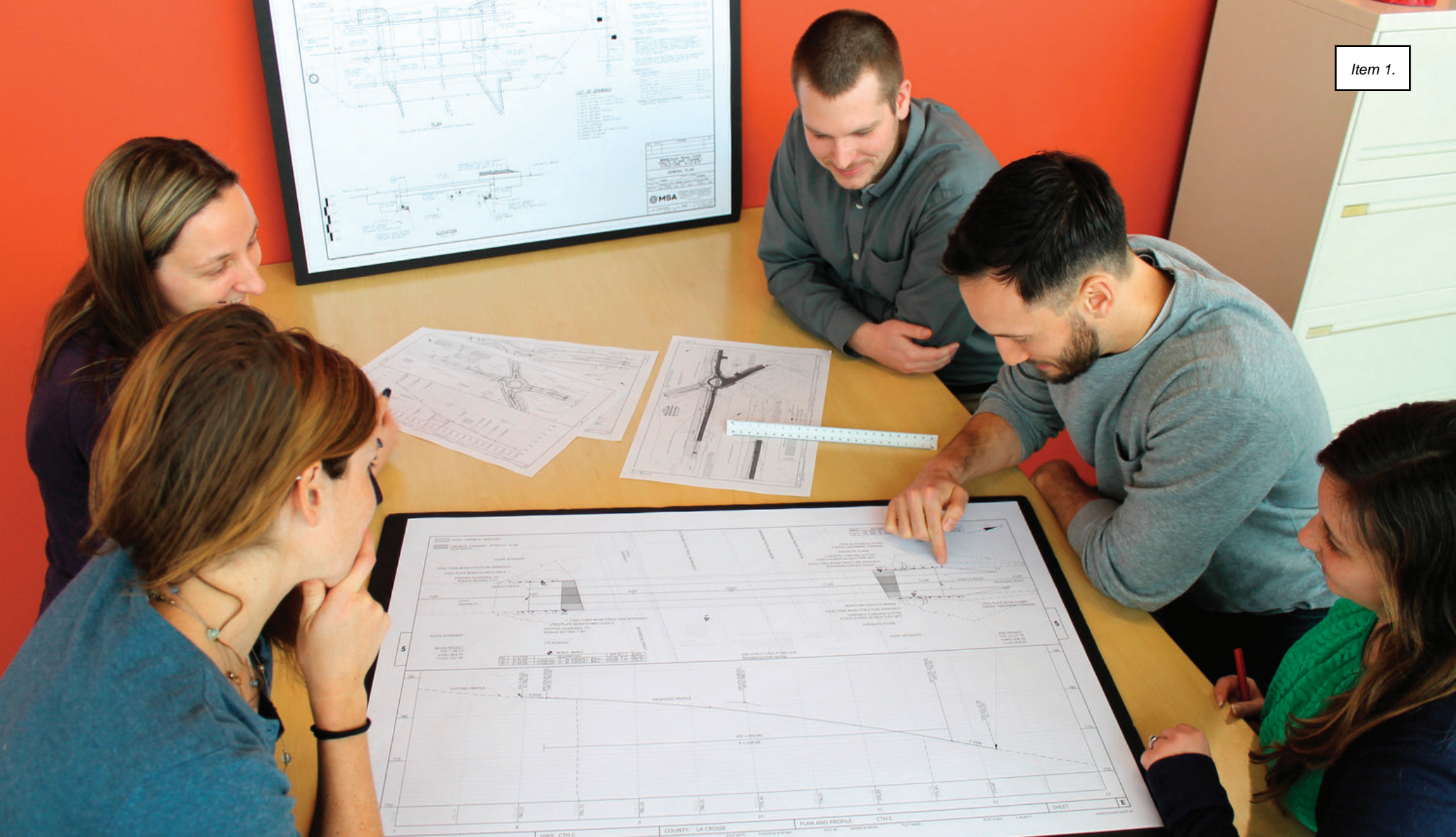
- City of Durant, IA
- City of Clinton, IA
- City of Guthrie Center, IA
- City of Independence, IA
- City of LaPorte City, IA
- City of Wilton, IA

ON-GOING PLANNING SERVICES

- Florence Township, MN
- City of Lexington, MN
- City of Oak Grove, MN
- City of Pine City, MN
- City of Shafer, MN

* indicates project experience as sub-consultant

** denotes work-in-progress

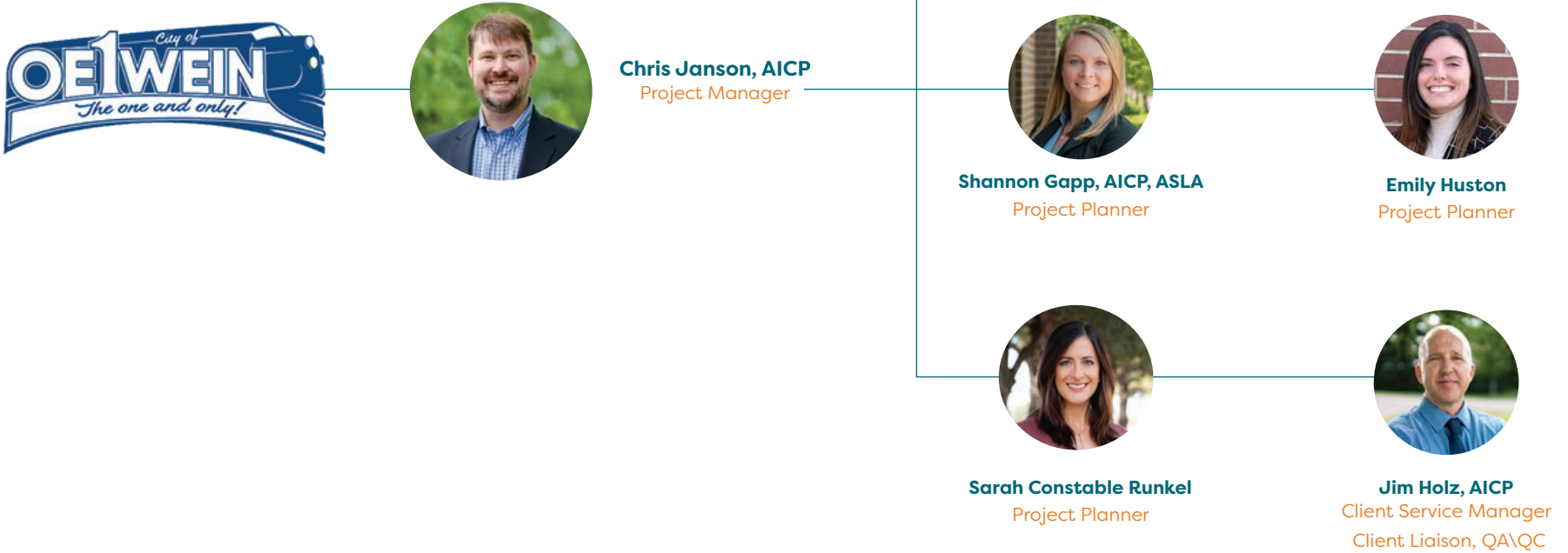


PROJECT TEAM

ORGANIZATIONAL CHART

Item 1.

Our team is staffed to handle the needs of your project. We are a group of experienced planners backed by more than 380 other technical specialists who are accustomed to working together on similar projects. Our familiarity with each other will enable us to meet your workload and timeline requirements. **Specifically for this project, we have chosen a team that reflects the needs for this project, including familiarity with similar-sized projects, and the expertise to explore all viable alternatives.**





Christopher Janson, AICP

PROJECT MANAGER | PLANNING TEAM LEADER

Chris will manage all aspects of the development of Oelwein's new Comprehensive Plan.

Chris serves as Team Leader for MSA's Planning + Design Studio. In this role, he focuses on serving municipal clients in the areas of project management, comprehensive planning, zoning administration, development review, funding administration, GIS mapping, and plan implementation. Chris has more than 18 years of experience as a land use planner working with clients in Iowa, Illinois, Wisconsin, Nebraska, Minnesota, and Kansas.

EDUCATION

B.S., Community and Regional Planning, Iowa State University

CERTIFICATIONS

- American Institute of Certified Planners
- Certified Iowa CDBG Grant Administrator

AREAS OF EXPERTISE

- Project Management and Coordination
- Comprehensive Planning
- Community Development and Financing
- Neighborhood Planning
- Grant and Funding Administration
- Community Economic Analysis

SELECTED PROJECT EXPERTISE

Comprehensive Plan | Story County, IA | APA-IA Award Recipient 2015

Led the consultant team and public engagement process for the development of the Story County Cornerstone to Capstone Plan.

Hastings Comprehensive Plan | Hastings, MN

Managed the creation and all elements of the 2040 Hastings Comprehensive Plan.

Comprehensive Plan Update | Waverly, IA

Leading the development of the 2042 Waverly Comprehensive Plan.

Downtown Master Plan | Clinton, IA

Led the creation of a Downtown Master Plan for Clinton.

Zoning Ordinance Update | St. Croix County, WI

Assisted in the overhaul of St. Croix County's (MSP Metro Area) zoning ordinance and conversion to online code.

Comprehensive Plan Update | Burlington, IA

Led public engagement for Burlington's Comprehensive Plan update.

Comprehensive Plan Update | Norwalk, IA

Leading the development of the 2042 Norwalk Comprehensive Plan.



Lauren Dietz , AICP Candidate

Project Planner

Lauren is an experienced government administrator, and community, regional, and multimodal transportation planner. She has extensive professional and research experience in municipal zoning policy and administration, parks and recreation, sustainability and resilience, long-term and short-term planning for communities and organizations. Lauren also has particular interests and expertise in physical and cultural accessibility, as well as stakeholder engagement strategy and design that is sensitive to local communities and their experiences.

Registration

M.B.A., Management and Strategy, Iowa State University
M.C.R.P., Community and Regional Planning, Iowa State University

M.P.P., Public Policy, University of Northern Iowa
B.A., History, Italian, University of Wisconsin-Madison

Certifications

- American Institute of Certified Planners-Candidate

Selected Project Experience

- Hike & Bike WC Master Plan, Webster County, IA
- Highway 14 Corridor Plan, Marion County, IA
- Planning & Zoning 101, Iowa Communities, Zoning Administrator*
- Dallas County Conservation Board Strategic Plan, Dallas County, IA*
- Zoning Ordinance Updates, Bettendorf, IA

*Denotes experience prior to MSA.



Shawn O'Shea, AICP, ASEL, sUAS

Project Planner, Client Services

Shawn has been involved in an array of planning projects in Iowa and Illinois for MSA. His experience includes grant writing and administration, comprehensive planning, public engagement, community design, GIS analysis and mapping, and land use planning.

Education

B.A., Political Science, University of Iowa
MCRP, Community and Regional Planning, Iowa State University

Certifications

- American Institute of Certified Planners
- Remote Pilot - Small Unmanned Aircraft Systems, sUAS

Selected Project Experience

- Washington County Regional Trails and Recreation Plan, Washington County, IA
- Comprehensive Plan Update, Hiawatha, IA *APA-IA Award Recipient 2018*
- West Ridgeway Corridor Study, Waterloo, IA
- Wilton HWY38 Corridor Plan, Wilton, IA
- Downtown Revitalization Plan, La Porte City, IA
- Downtown Revitalization Plan, Independence, IA
- Downtown Revitalization Plan, Wilton, IA
- Lowe Park South End Project, Marion, IA
- Washington Wellness Park Plan, Washington, IA
- Solon Downtown Vision Plan, Solon, IA
- Comprehensive Plan, Story County, IA *APA-IA Award Recipient 2016*



Item 1.

Shannon Gapp, AICP, ASLA

Project Planner

Shannon is dedicated to creating equitable, healthy, sustainable and resilient communities. As both a project planner and landscape designer, she understands how planning principles inform the built environment. Her experience in urban design, parks and community master planning, public engagement, GIS analysis and mapping, community visioning, land use planning, construction documentation, digital rendering, and more. With exposure to both the public and private sector has allowed her to see first-hand the importance of community involvement in planning and design.

Education

MLA, Landscape Architecture
B.S., Community and Regional Planning

Iowa State University

Certification

AICP (American Institute of Certified Planners)
American Society of Landscape Architects, Iowa Chapter

Selected Project Experience

- Downtown Master Planning and Street Reconstruction Preliminary Engineering, Ely, IA
- 2040 Comprehensive Plan, Norwalk, IA
- Comprehensive Plan, Story County, IA*
- Comprehensive Plan Update, Newton, IA



Emily Huston

Project Planner

Emily is a planner and urban designer with experience in comprehensive planning, community master plans, downtown planning, and housing assessments.

Education:

B.S., Architecture, Iowa State University
Candidate for Master of Urban Design, Iowa State University

Selected Project Experience:

- Comprehensive Plan, Newton, IA
- Housing Needs Assessment, Newton, IA
- Community Master Plan, McGregor, IA
- Parks and Open Space Plan, Waverly, IA
- Comprehensive Plan, Waverly, IA



Sarah L.C. Runkel

Project Planner

Sarah is passionate about creating healthy, accessible, sustainable communities through people-centered planning. Sarah has eight years of experience in community planning and transportation - focused on community engagement and accessibility. Sarah's background provides her proficiency in community involvement, document design and grant writing. She also has ample experience in land use and zoning law and ADA compliance.

Education

MCRP, Community & Regional Planning, Iowa State University
B.A., Communication Studies, Iowa State University

Selected Project Experience

- Comprehensive Plan Update, Norwalk, IA
- Lincoln, Ellsworth, and Clay County Comprehensive Plans, KS
- Coastal Resiliency Planning Outreach Programs, Duluth, MN
- Regional Long Range Transportation Plan Update, Region 6, IA*
- National Learning Academy for the Public's Health, Dallas County, IA*
- Adel Downtown Plan, Adel, IA*
- Economic Development – COVID Response, Iowa Falls, IA*
- Event Center Façade Restoration, Iowa Falls, IA*

**Denotes experience prior to MSA.*



Jim Holz, AICP

Client Liaison

Jim has been involved in all aspects of community development projects, including the conception, financing and implementation of planning efforts. While at MSA, he has secured more than \$14 million in grant funding for our community clients.

Education

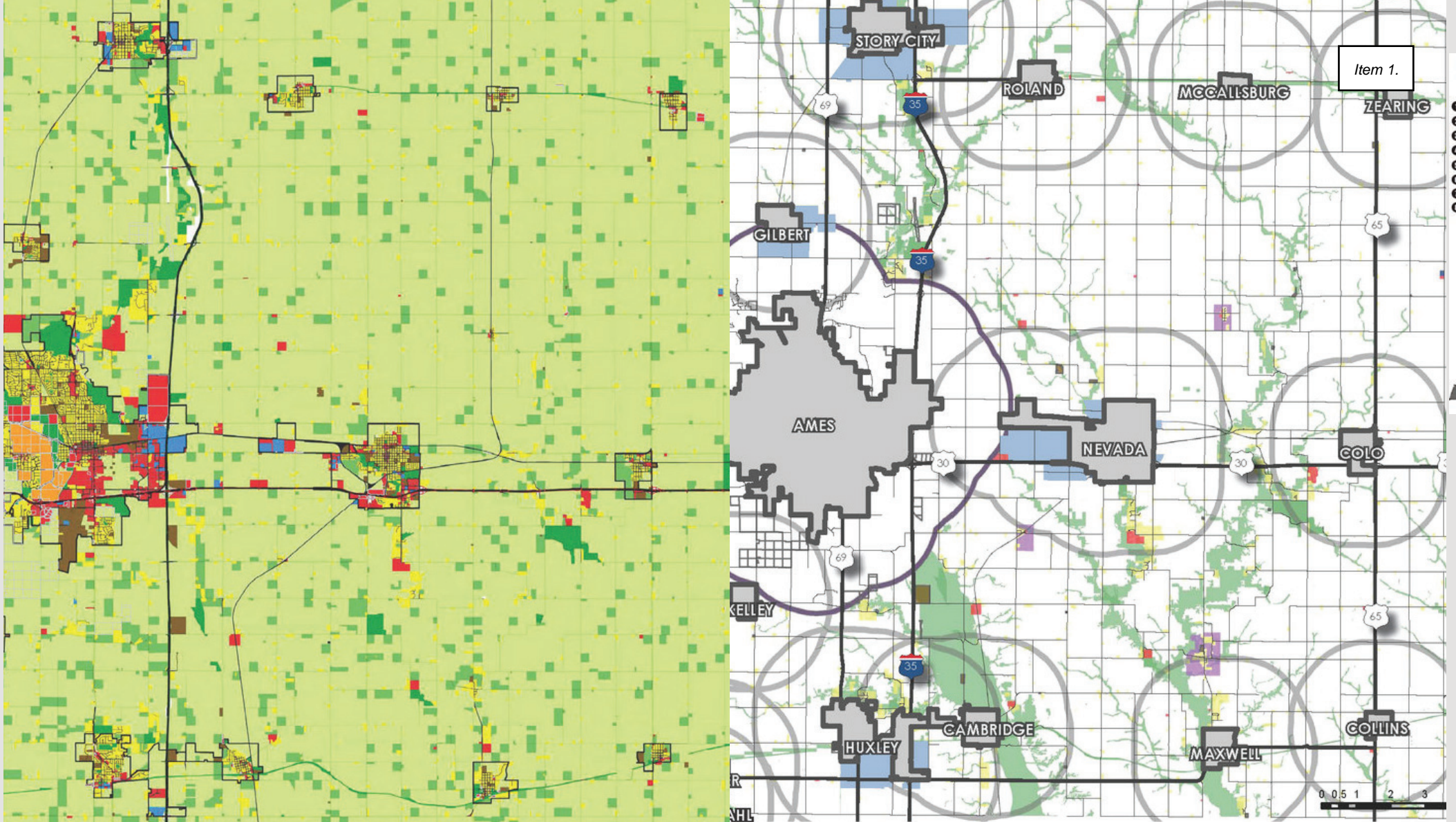
B.S., Geography/Land Use Planning
Northern Arizona University-Flagstaff, AZ

Certifications:

American Institute of Certified Planners (AICP)

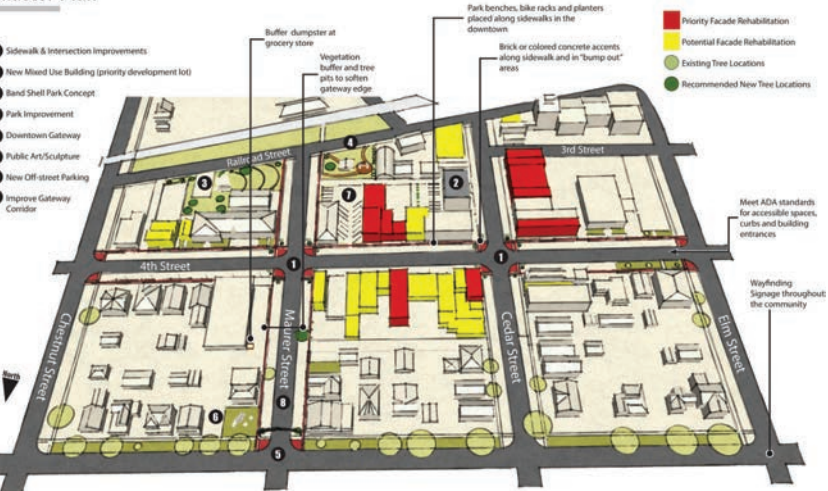
Selected Project Experience

- Comprehensive Plan, Solon, IA *APA-IA Award Recipient 2016*
- Comprehensive Plan, Welton, IA
- Community-Wide Survey, Strawberry Point, IA
- Community Survey and Mapping, Oxford Junction, IA
- Comprehensive Plan, Keota, IA
- Community-Wide Survey, Wheatland, IA
- Comprehensive Plan, Elgin, IA
- Downtown Master Plan, Dubuque, IA
- Urban Renewal Plan, Donahue, IA
- Comprehensive Plan, Donahue, IA
- Urban Renewal Plan, Asbury, IA
- Strategic Planning, Albany, IL
- Strategic Planning, Grand Mound, IA
- Strategic Planning, Keithsburg, IL
- Comprehensive Plan, Central City, IA
- Neighborhood Stabilization Plan, Oelwein, IA



FIRM EXPERIENCE AND REFERENCES

Master Plan



DOWNTOWN REVITALIZATION PLAN WILTON, IA

KEY PERSONNEL

- Chris Janson
- Shawn O'Shea
- Jim Holz

REFERENCE CONTACT

Jeff Horne, City Administrator

104 East 4th Street

Wilton, IA 52778

P: (563) 732-2115

E: jhorne@wiltoniowa.org

The City of Wilton, Iowa (pop. 2,839) is located three miles south of Interstate 80 and within easy driving distance of Muscatine, the Quad Cities and Iowa City. The City is bisected by Historic U.S. Route 6 and the downtown is located just south of this historic highway that runs coast to coast.

Wilton's downtown central business district is located in the heart of the community and has historically been the economic hub of the community. Downtown Wilton is changing and has seen recent investments from both public and private sources. Some of the buildings in the downtown have revitalized facades because of a local facade program. However, the downtown was not meeting the potential that it could due to the loss of anchor businesses, conflicting land uses (i.e. residential use in commercial space), deteriorating infrastructure, aging or functionally obsolete buildings and an insufficient focus on pedestrians.

City officials knew they needed a plan to revitalize historic downtown Wilton. They hired MSA in December 2014 to start the downtown revitalization planning process. The City wanted MSA to provide a plan that helped create an identity for the downtown by building on the strengths and finding

opportunities to address deficiencies. The intent of the plan is to assist the City of Wilton in the future development and revitalization of the downtown, strengthening the core of the community.

Three overarching themes emerged from this process. The first was to create a unique district in the downtown, one that draws on the rich history and connection to the railroad and creates a sense of place through the use of unique landscaping, streetscaping, art and lighting elements that are seen only in Wilton's downtown district, along with a Gateway concept. Another theme was to improve access through increased parking availability and ADA compliance, along with the addition of pedestrian amenities such as benches and bike racks to make the downtown more inviting and accessible to all. The third theme was to make the downtown available. The success of the downtown is dependent on the success of the business environment. Promoting new buildings on vacant lots and ensuring prime street level commercial space is used for commercial activity will cultivate a vibrant business environment for new and existing businesses in downtown Wilton.



MAIN STREET AND DOWNTOWN REVITALIZATION

LA PORTE CITY, IA

KEY PERSONNEL

- Chris Janson
- Shawn O'Shea

REFERENCE CONTACT

Jane Whittlesey, City Clerk

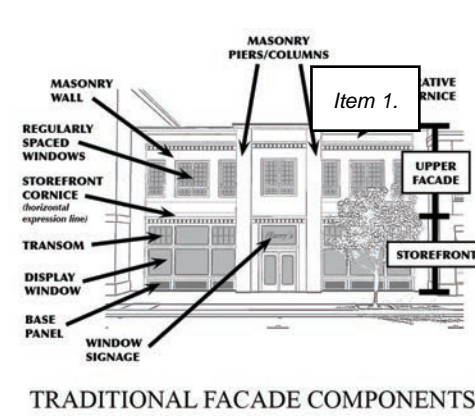
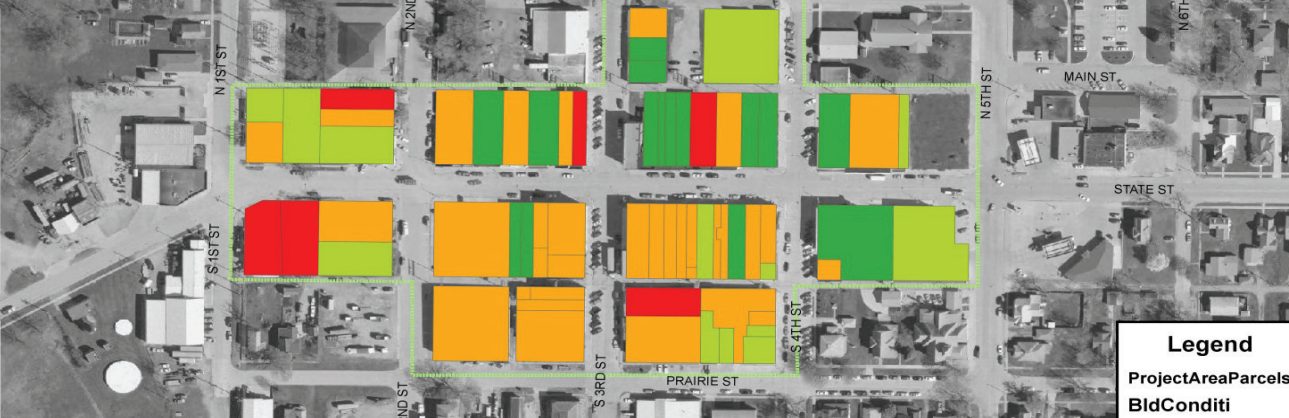
City of La Porte City
202 Main Street
La Porte City, IA 50651-1234
P: (319) 342-3396
E: lpcclerk@lpctel.net

The City of La Porte City is facing challenges common to emerging urban communities across the country. The downtown is struggling due to the loss of businesses, including traditional retail business to the I-380 interstate corridor and to the greater Cedar Rapids and greater Waterloo metro areas. Downtown La Porte is redefining its place in the lives of a citizenry and market that is now operating at the regional level. Furthermore, the downtown needs a sense of place, and many of the buildings, utilities and streetscape features are in need of improvement.

The City needed a plan that addressed revitalizing downtown La Porte and hired MSA in 2012 to create a Downtown Revitalization Plan. The plan started by analyzing the City's urban conditions, which included property inventory, existing land use, road hierarchy, building conditions, property values, a parking occupancy study, and a retail market analysis. Facilitation of public meetings with an emphasis on participation was essential to the success of this planning process, which included a design charrette and a project booth at the City's annual Festival of Trails. From this process, MSA created a Downtown Revitalization

Plan that includes a master plan for the downtown, a comprehensive streetscape plan, building and site design standards, a redevelopment opportunities map, a future land use map, and a suggested zoning changes map. The plan also incorporates specific implementation strategies and offers a series of funding resources to ensure the successful revitalization of downtown La Porte City.

MSA continues to work with La Porte City as it moves forward on the implementation of the Downtown Revitalization Plan. Many elements and action steps from the revitalization plan will be used as the City begins preparing for the replacement of water, sewer and storm water utilities in the downtown area. MSA will also be assisting the City in applying for funding for a Façade Rehabilitation Grant, utilizing the plan as a vital piece of a CDBG application. MSA assisted the City in applying for CDBG Downtown Revitalization funding and the City was awarded a grant for facade rehab in 2015.



DOWNTOWN REVITALIZATION PLAN

GUTHRIE CENTER, IA

KEY PERSONNEL

- Chris Janson
- Shawn O'Shea

REFERENCE CONTACT

Laura Wolfe, City Administrator

City of Guthrie Center
102 North 1st Street
Guthrie Center, IA 50115
P: (641) 332-2190
E: cityutil@netins.net

Guthrie Center's downtown was plagued by vacant storefronts, deteriorating buildings and failing infrastructure. City leaders knew something needed to be done and hired MSA to assist the community's businesses and residents in taking action to revitalize their downtown. The City's primary goals, leading the revitalization process, were to improve public infrastructure, encourage private reinvestment and create a more vibrant and sustainable downtown. They have done exactly that with MSA's help, from plan through construction.

The City initiated the effort by developing a Downtown Development Plan, followed by downtown streetscape improvements. Subsequently, a collective of business owners founded the non-profit Guthrie Center Revitalization Corporation (GCRC), which has renovated several downtown buildings, facilitating business growth. Due to this fortified business and community support, Guthrie Center was awarded Main Street Iowa status by the Iowa Economic Development Authority—an honor given to communities who show an exceptionally high level of commitment to downtown economic development.

Additionally, the City led a Community Development Block Grant (CDBG)-funded façade rehabilitation project, which included the rehabilitation of 17 buildings throughout downtown. The result was an amazing transformation of downtown Guthrie Center. These actions, along with diligent efforts by private businesses, acted as a catalyst to kick off the downtown revitalization project.

The City Council continues to lead the community and businesses in the implementation of the Downtown Development Plan. Guthrie Center is proud of what it has accomplished in a three-year period.



Item 1.

DOWNTOWN REVITALIZATION MASTER PLAN

INDEPENDENCE, IA

KEY PERSONNEL

- Chris Janson
- Shawn O'Shea
- Jim Holz

REFERENCE CONTACT

Al Roder, City Manager

331 1st Street E

Independence, IA 50644

P: (319) 334-2780

E: citymgr@independenceia.org

This project established a strategic revitalization plan for downtown Independence. The resulting plan provided the necessary resources to effectively guide future decision making to positively impact the community. The plan also included the necessary resources to apply for funding assistance for downtown improvements identified in the plan over the next 10 years.





CLINTON, IA

DOWNTOWN MASTER PLAN

KEY PERSONNEL

- Chris Janson

REFERENCE CONTACT

Karen Rowell, Director

Downtown Clinton Alliance

611 South 3rd Street

Clinton, IA 52732

P: (563) 321-2165

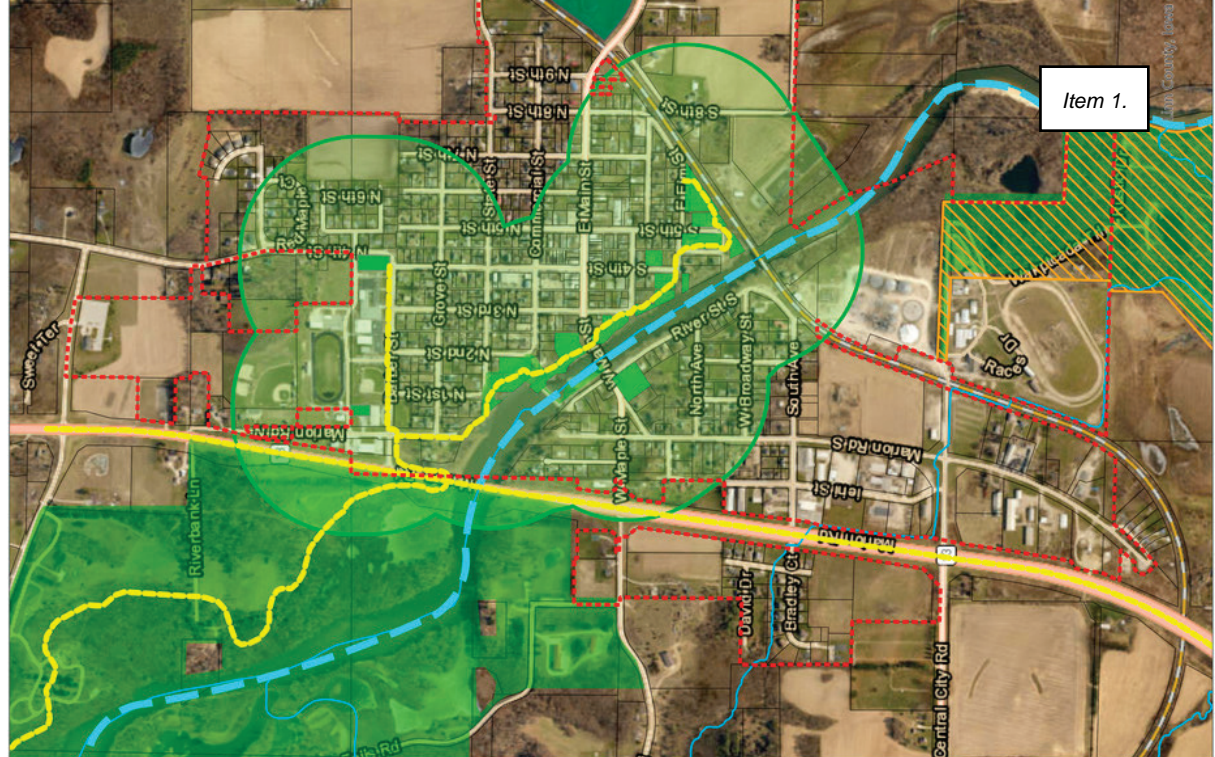
E: downtownclintonia@gmail.com

Clinton, Iowa, is a City of about 27,000 people located along the Mississippi River. The City was founded in 1857 and is the county seat of Clinton County. Clinton is in close proximity to the Quad Cities Metro Area as well as the Iowa City/Cedar Rapids Metro Area. Downtown Clinton faces many of the challenges that are common to other historical downtown areas of similar size up and down the Mississippi River: Commercial relocation, retail decline, industrial decline, aging infrastructure, challenges with reuse of structures, and changing demographics. Downtown Clinton has many historical structures and areas for redevelopment available and has made great strides in attracting new housing to offset commercial relocation and consumer preference changes. However, the community also recognized that a better and more comprehensive plan for downtown revitalization was needed. In 2018 the Downtown Clinton Alliance and the City of Clinton selected MSA to assist the community with the development of the Clinton Downtown Master Plan.

The process of creating the now adopted Clinton Downtown Master Plan focused on the downtown and incorporating the

passion for revitalization from business owners, managers, stakeholders, City representatives, and the community. The planning process included stakeholder and public input, an existing conditions analysis and rendered scenario examples to illustrate some of the opportunities that came out of the public/stakeholder engagement. Facilitation of public meetings, with an emphasis on active participation, was essential to the success of the plan. The process included a well-attended design charrette with area residents, City officials, and business owners. The process also included the involvement of a Plan Steering Committee that worked closely with MSA and several sub-consultants to identify strategies, goals, redevelopment opportunities, and champions for revitalization.

The MSA-led team developed a Master Plan document that included the following elements: Existing Conditions, Public Engagement, Downtown Character, Master Plan, and Implementation Plan. The plan was accepted by the Downtown Clinton Alliance and adopted by the Clinton City Council in July of 2019.



2040 COMPREHENSIVE PLAN

CENTRAL CITY, IA

KEY PERSONNEL

- Chris Janson
- Jim Holz

REFERENCE CONTACT

Shelley Annis, City Administrator

137 4th Street North, Suite 1

Central City, IA 52214

P: (319) 438-1713

E: administrator@centralcityia.gov

In early 2020, the City selected MSA to help them prepare a full update to the Central City Comprehensive Plan. During the start of the planning process the COVID-19 public health emergency immediately placed challenges on the process. The City and MSA came together despite the challenges of public interaction during a public health emergency to facilitate meaningful public engagement activities. Good plans thrive on public engagement as it is sorely needed for effective plan development and successful implementation.

MSA began the planning process with a great combination of online public engagement activities including online surveys, crowdsourcing mapping and online SWOT analysis. The community also moved a planned Pop-Up Meeting from a canceled summer festival, to a socially distanced homecoming football game, and received great feedback from those attending the game. Together, the community and MSA adjusted to facilitating hybrid community workshops and steering committee meetings, allowing people to attend in person or online. Central City's 2040 Comprehensive Plan is expected to be completed in 2022 along with a Housing Study lead by MSA and Iowa State Extension that will provide great guidance for Central City's continued success!



COMPREHENSIVE PARK AND RECREATION PLAN

HIAWATHA, IA

KEY PERSONNEL

- Chris Janson
- Shawn O'Shea

REFERENCE CONTACT

**Kelly Willadsen, Park and Recreation
Recreation Director**

City of Hiawatha
101 Emmons Street
Hiawatha, IA
P: (319) 393-1515
E: parkdirect@hiawatha-iowa.com

In 2010, the City's Parks Department had a number of challenges to address. The City's population had increased by 3.2% since 2000, and growth was expected to continue. In 2009, the City completed a voluntary annexation of 350 acres, in hopes of developing the area primarily as residential neighborhoods. To supplement these newly planned residential areas and to satisfy current residents, the City needed to plan and develop new parks and recreation areas.

The City's Parks Department knew the community was interested in new facilities, including a recreation center, community pool, dog park or skate park. A recent community survey indicated strong satisfaction with local parks, but there was disagreement about the priorities for the development of new facilities. Adding to these challenges was the fact that the previous Parks Master Plan was outdated. The City adopted the previous Plan, which served as the primary guiding directive governing park development, in 1998. While it had served the community well, a new plan was necessary to address current and future challenges and opportunities.

The City hired MSA to develop a new Comprehensive Park and Recreation Plan. MSA's planning team facilitated several meetings with the City's Parks Department to analyze and discuss park and recreation needs. Additionally, MSA facilitated a community open house to obtain public feedback from City residents concerning desired park and recreation improvements. Using this feedback, MSA created a new 10-year Park and Recreation Plan that includes:

- An inventory of existing park facilities, recreational programs and community natural resources
- An analysis of park needs and demands using National Recreation and Park Association standards
- Identification of goals and policies for park and recreational planning
- Recommendations for existing and planned park and recreational facilities



HASTINGS, MN

COMPREHENSIVE PLAN UPDATE

KEY PERSONNEL

- Chris Janson

REFERENCE CONTACT

Justin Fortney | City Planner

City of Hastings | City Hall

101 4th Street East

Hastings, MN 55033

P: (651) 480-2381

E: Jfortney@hastingsmn.gov

https://issuu.com/msaprofessionalservices/docs/hastings_2040_comprehensive_plan

The City of Hastings, Minnesota, (pop.22,700) is located in Dakota County, southeast of Saint Paul in the Minneapolis Saint Paul Metropolitan Statistical Area. The City is along the Mississippi River and a Metropolitan Council-designated emerging suburban edge community that provides convenience for residents to easily commute to Minneapolis and Saint Paul and enjoy the community feel in Hastings.

From 2000 to 2010, the City of Hastings population grew over 19 percent. The area surrounding Hastings is mostly rural townships, which allows for opportunity for future growth, development and annexation for the City. Although the Metropolitan Council requires comprehensive plan updates due to the fast-changing metropolitan environment in the Twin Cities and surrounding areas, it was important to Hastings to update its comprehensive plan, which hadn't been updated since 2009/2010. In 2018, the City issued a Request for Proposals for planning services and MSA was selected over other qualified firms to assist the City with their comprehensive plan update.

Hastings officials had specific areas they wanted to focus on for the update of their plan with an emphasis on future development and growth. Through the planning process, MSA updated demographics and community stats, revised goals, created an implementation strategy, readdressed future land use and future growth areas, and assisted Hastings as they defined their community character and identified opportunities to thrive as a growing community.

The comprehensive plan process emphasized 10 priority areas in which the community sought to focus future efforts: population and growth, transportation, housing, community design, economic competitiveness, public infrastructure and utilities, heritage preservation, parks, open space and trail, hazards and the Mississippi River Corridor critical area. Within these specific chapters are individual goals and strategies based on citizen feedback and existing conditions, for the City to focus on and implement. This project began in 2018 and was approved by the Metropolitan Council and adopted by the City of Hastings in December 2020.

Issues & Opportunities

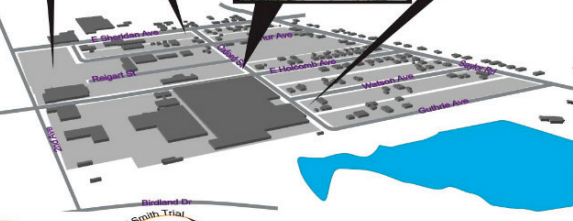
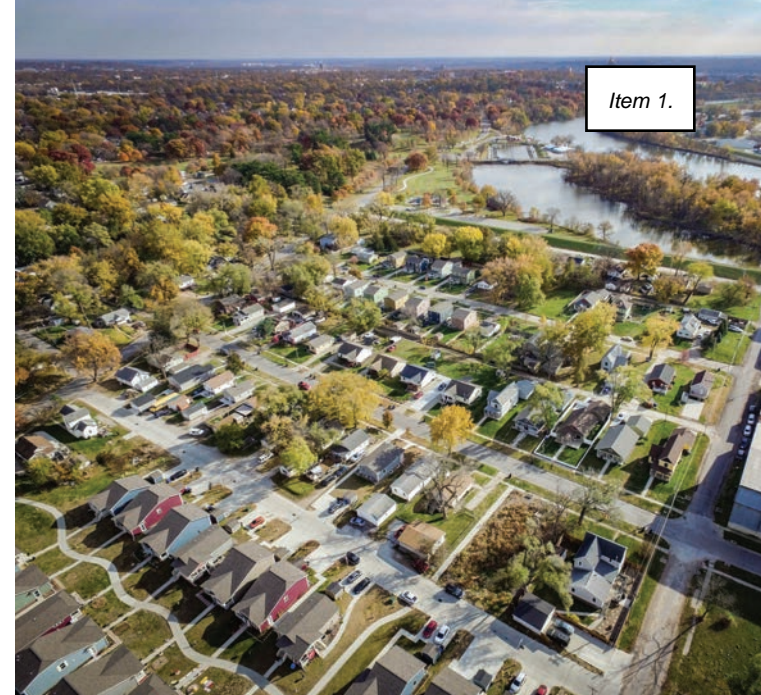
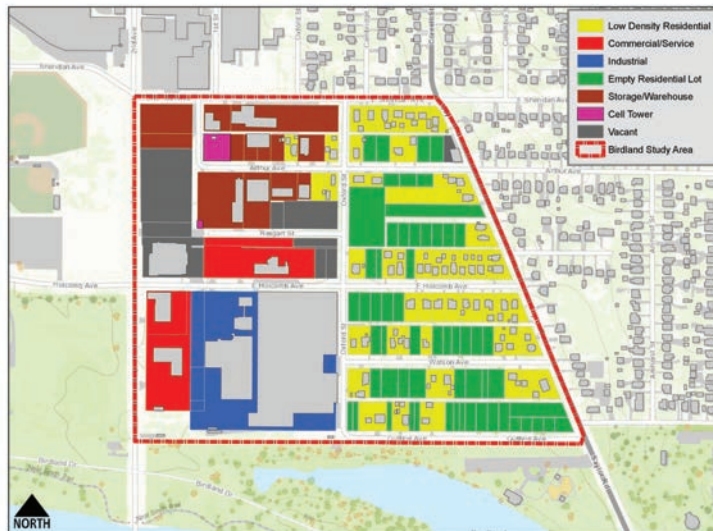


Figure 1. Plan Area Conditions



16 | Existing Conditions

The existing conditions of the Birdland Plan Area encompass many issues and opportunities. These issues and opportunities were established through observations of the area, steering committee input, and input from residents and local business owners. The illustrations below are examples of issues in a particular location. These issues are not limited to that area alone. Many of these issues are present throughout the Birdland Plan Area.



Item 1.

BIRDLAND AREA REDEVELOPMENT PLAN DES MOINES, IA

KEY PERSONNEL

- Chris Janson
- Shawn O'Shea
- Jim Holz

REFERENCE CONTACT

Kyle Larson, Senior Planner

City of Des Moines
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Des Moines, IA 50309-1891
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The Birdland Area, a subset of the Union Park Neighborhood in Des Moines, sustained significant flood damage during the 1993 and 2008 floods. The majority of the damage occurred in the area on account of levee breaches along the Des Moines River. The levee has recently been rebuilt to current standards, and the area is seeking reinvestment. In the spring of 2014, the City of Des Moines selected MSA Professional Services to assist with a Redevelopment Area Plan for Birdland.

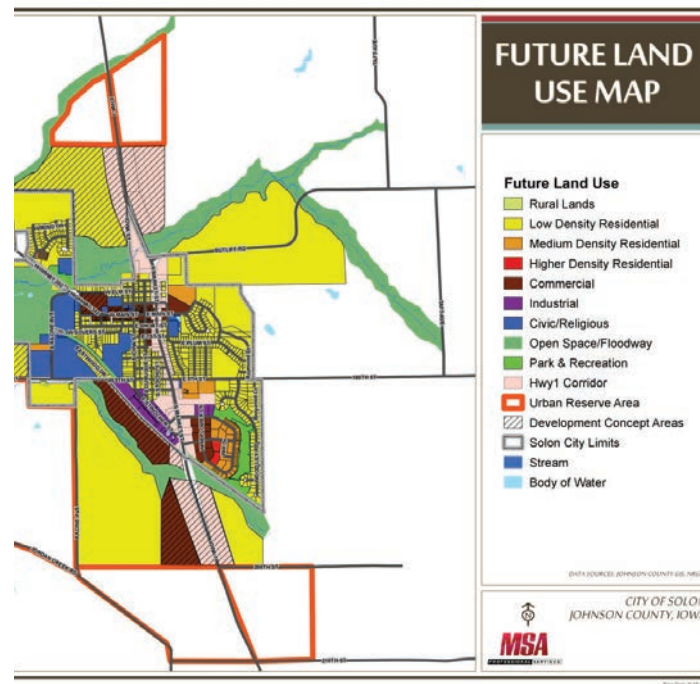
The Redevelopment Plan provides a vision for the area, identifies issues of concern and unites stakeholders and residents in creating a plan for infill housing growth and public and private reinvestment. The area has a unique mix of residential and industrial properties, and there was a great amount of involvement from the steering committee and residents even at the early stages of plan development. MSA completed the planning process in January 2015.

Many stakeholders participated in the planning process, outlining their goals for infill development and infrastructure

improvements. In October 2015, the City obtained bids from two developers. As a result, 16 vacant lots were developed into 17 single-family homes and two duplexes by the end of 2017. This action was one of the plan's first priorities.

As recommended in the plan, other neighborhood areas are designed for commercial use and planned unit development. The planning area encompasses 60 acres and the inclusionary grassroots effort to create the plan will bring new families, encourage business growth and guide public reinvestment in the plan area. It is also expected that the City will extend the Birdland Trail, another plan recommendation.

The process involved many community stakeholders from adjacent areas. Through the 10-month process, the PAF and UPNA invited community leaders to become more familiar with the area. The plan educates readers on the history, conditions and the collective redevelopment vision. This successful effort allowed the Council to start implementing the plan upon adoption.



COMPREHENSIVE PLAN AND DOWNTOWN VISION

SOLON, IA

KEY PERSONNEL

- Chris Janson
- Shawn O'Shea
- Jim Holz

REFERENCE CONTACT

Cami Rasmussen, Administrator

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The City of Solon is located in Big Grove Township, Johnson County, Iowa. Solon is in close proximity to two larger communities—Iowa City/Coralville and Cedar Rapids. Solon provides a good location for residents to live in a smaller community and easily commute to work in the nearby larger cities. The University of Iowa is also located in Iowa City, offering excellent employment and education opportunities to residents in Solon. From the 2000 to 2010 census, the City of Solon grew by 73%. Due to this high rate of growth, the City of Solon has seen an extraordinary demand on housing, infrastructure, public amenities and the transportation network.

Because of the fast-changing environment, the City needed to renew its comprehensive plan, which hadn't been updated since 2008. The City selected MSA to help them prepare a full update. The planning process focused on growth strategies, future land use with development concepts and an action/implementation plan. The Comprehensive Plan included a Concept Development Plan for Downtown Solon. The primary goal of this concept was to assist the City with the continued redevelopment and growth of the heart of the community. This project began in March 2015, was adopted in March 2016, and won an Iowa American Planning Association Award that same year.

The success of the Comprehensive Plan and the follow-up investment in the downtown sparked a need for a downtown-focused vision that could be shared with citizens and potential investors to help shed light on opportunities in and around downtown Solon. In January, 2018, the Solon Downtown Vision was adopted. This planning process included stakeholder and public input, an existing conditions analysis and some rendered scenario examples to illustrate some of the opportunities that came out of the public/stakeholder engagement. Since completion, downtown Solon has continued to grow with the addition new multifamily residential developments and commercial business opportunities.



PROJECT UNDERSTANDING AND APPROACH



PROJECT UNDERSTANDING

MSA's primary goal is to "create better places to live and work." It is our commitment to you to bring our expertise together with your needs and assist Oelwein in developing the best and most appropriate solutions. We truly believe in making partners and not just completing projects.

Oelwein has a goal of being more effective in serving its residents, more efficient in using its resources, and striving to meet the standard of living and quality of life that every individual desires. MSA is excited for the opportunity to assist Oelwein in updating its comprehensive plan to help the City thrive in these goals. Our mission is to help identify opportunities, build on strengths, and overcome challenges. The final plan will establish a clear vision for the future of Oelwein, complete with analyses, goals, and action items to help achieve this vision. The document will serve as a blueprint for reinvestment and focused community growth. We understand the need for practicality and viability in planning. Our planning process will develop a final product of a high-quality planning document derived from relevant data and built on sound planning principles.

MSA's approach to planning focuses on communication, research and transparency. Our methods involve community engagement, stakeholder inclusion and continuous review of information to ensure that the vision we help you create will serve Oelwein for years to come. This communication strategy will begin by working with the City staff and City Council. We are excited to be working with the Council, City staff, agency and business stakeholders, and local community representatives. We will also engage the community through a combination of online and traditional outreach activities such as crowdsource mapping, surveys and public meetings. Anyone interested in improving Oelwein will have an opportunity to contribute their voices to establishing a common vision, set of goals and action steps to achieve that vision over the next 20 years. As part of the process, we will also assist the community in developing a five year strategic plan.

The feedback we receive through our thorough engagement strategy will guide the development of the Oelwein Comprehensive Plan, in tandem with meticulous community research including, but not limited to, demographic assessments, reinvestment opportunities and strategic planning needs. The community feedback and existing conditions will provide a framework for establishing a vision for Oelwein, which will in turn serve as a foundation on which to build goals and strategies - a process that we will guide the community through. Our firm will then utilize these goals and strategies to develop action items for implementation, as well as a five year strategic plan, along with recommended partners and funding strategies. This straight-forward approach to

implementation will provide Oelwein, local businesses and developers an uncomplicated layout of what the community wants and how it can be achieved.

During this process we will also take a closer look at downtown Oelwein. We understand that the City has seen a dip in population growth and continues to see reinvestment in the existing urban areas, particularly downtown. We will create a separate chapter of the comprehensive plan that is focused on the reinvestment needs and opportunities in downtown Oelwein.

The Oelwein Comprehensive Plan is a unique opportunity for the City to more fully explore the relationship and impact of downtown reinvestment, economic development, public infrastructure, conservation and land use considerations. This planning effort is an opportunity to energize the citizenry, and to provide a collaborative and inclusive environment to evaluate alternative ideas and to decide the most appropriate course of action. A planning effort like this requires a team that understands this important dynamic - one that is prepared to uniquely craft a plan that identifies and addresses these issues. An approach that is simply a formulaic update to previous planning efforts will not provide the City with the results it needs and deserves. Our team is committed to providing the City with a uniquely tailored planning process that allows the plan to be appropriately influenced by those participating. Community and City leadership involvement is an inherent component of our team's planning process, and we look forward to the opportunity of bringing a fresh perspective for Oelwein plan's public engagement process which will be reflected in the Oelwein Comprehensive Plan.



COMPREHENSIVE PLAN APPROACH

The comprehensive planning process is composed of three primary elements, each of which encompasses several actions to help achieve the final plan. The three elements are:

1. COMMUNITY ENGAGEMENT
2. EXISTING CONDITIONS ANALYSIS
3. PLAN DEVELOPMENT

The components of these elements are detailed below.

1. COMMUNITY ENGAGEMENT

A transparent public participation process is the foundation to a successful plan and development regulations update. We will approach this work with diligence, creativity, open-mindedness, and respect for the input of all participants. We believe that our role as your consultant is to work hard, introduce fresh ideas, listen carefully and deliver a plan that accurately represents the consensus of City officials, staff, employers, business owners, property owners and residents.

We understand the importance of a genuine, multi-faceted approach to engage stakeholders in this important planning process. We will facilitate a thorough, inclusive, and effective community engagement process that will both improve the plan and build support for adoption and implementation. An effective community engagement strategy will help residents envision and understand a good balance of physical, social, economic, and aesthetic values.

1.1: Project Team Formation

Before actual work begins, a Project Initiation Meeting will be held to set the foundation for the planning program and to review and discuss the overall direction and policy issues facing Oelwein's long-term growth and development plans. Potential participants in the project initiation meeting would include members of City staff and other key stakeholders. The purpose of this meeting will be to: (a) review overall project objectives; (b) refine the work program for the project; (c) review and establish the roles and responsibilities for all parties involved throughout the process; and (d) establish a schedule for the project. The participants in the Project Initiation Meeting will continue working throughout the planning process as the project team.

1.2: Consultant City Tour

Around the same time as the Project Initiation Meeting, key members of the consultant team will tour Oelwein to review key planning issues.



1.3: Project Team Meetings

After the initial meeting, we recommend planning for brief monthly check-in meetings to ensure the consultant team and City are on the same page. These meetings will be conducted online or by conference call depending on need, schedules, tasks and content.

1.4: Steering Committee Meetings

MSA will attend five meetings with the Steering Committee during the course of creating Oelwein's new Comprehensive Plan. The Steering Committee will be the primary review body throughout the planning process. Meeting presentation materials will be emailed prior to the meetings and posted on the project website for public access. The City may decide to ask the Planning and Zoning Commission or City Council serve as the Steering Committee for plan development, which would work as well.

1.5: Custom Plan Website

We will develop a customized project website focused on facilitating online interaction and providing updates regarding the Oelwein Comprehensive Plan. The project website will be used to post the overall project schedule, share draft materials, and solicit comments throughout the planning process. This aspect of the community engagement strategy is important for transparency, and for sharing information with stakeholders who are unable to attend meetings.

1.6: Crowdsourcing Mapping

Our project website will feature a scalable ArcGIS Online map of Oelwein and the surrounding region that can be used by the public to identify opportunities or areas of concern related to future land use. Users can contribute to the community map using a computer or mobile device, adding descriptions and photos to further explain their thoughts.

Crowdsourcing mapping is a great visual way to get citizens involved with the planning process and address their concerns and opportunities for the new comprehensive plan.

1.7: Online Community Survey

MSA will lead, with assistance from City staff and the Steering Committee, the development of an online community survey. Paper copies will also be available for those who would prefer to complete a printed survey. We will summarize the results of all surveys for the planning process and incorporate trends into the vision, goals and strategies of the new comprehensive plan for Oelwein.

1.8: Branding and Promotion

MSA will utilize flyers, public notices and social media postings to make stakeholders aware of the process and direct them to the project website for more information. Examples include designing meeting flyers, providing the text for published notices of public meetings, and working with the City's existing social media accounts to notify stakeholders about upcoming planning activities. MSA will also provide notices that can be used by the City for direct mailings to all residents.

1.9: Stakeholder Interviews and Focus Groups

Our team proposes to facilitate online interviews with stakeholders and focus groups near the beginning of the planning process. We are primarily interested in speaking with City staff, community leaders, members of organizations, business leaders and other stakeholders or small groups from across the City – especially stakeholders and groups with growth interests. MSA will consult with City Staff and the Steering Committee to identify interviewees and focus groups.

The objective of the interviews will be to gain a better understanding of the growth plans and preferences of the City's officials, departments, institutions, organizations and businesses. We always gain valuable insight into future growth through these interviews, information we can't get through a survey, in a public setting, or from static data.

1.10: Pop-up Meeting

An exciting method of public engagement that reaches people not likely to attend traditional meetings is for our team to facilitate a Pop-Up Meeting during a planning process to solicit public input at a planned community event. We have found that many individuals and families who may be too busy to attend a traditional evening meeting have a great opportunity to participate in the planning process by providing input by visiting with us at a Pop-Up Meeting. We will set up a booth at a community event and people can stop by the booth at their convenience. They can browse draft materials and we will engage them in the process at any level they feel comfortable without taking up an evening of their time. We have planned for one Pop-up Meeting as part of this process at an event chosen by the City.

1.11: Public Meetings

We propose two public meetings as part of the process of updating the Oelwein Comprehensive Plan. The first meeting will be a Community Input Workshop. At this workshop we will provide background on the planning process and existing comprehensive plan. We then discuss and explore the City's expectations for the new comprehensive plan.

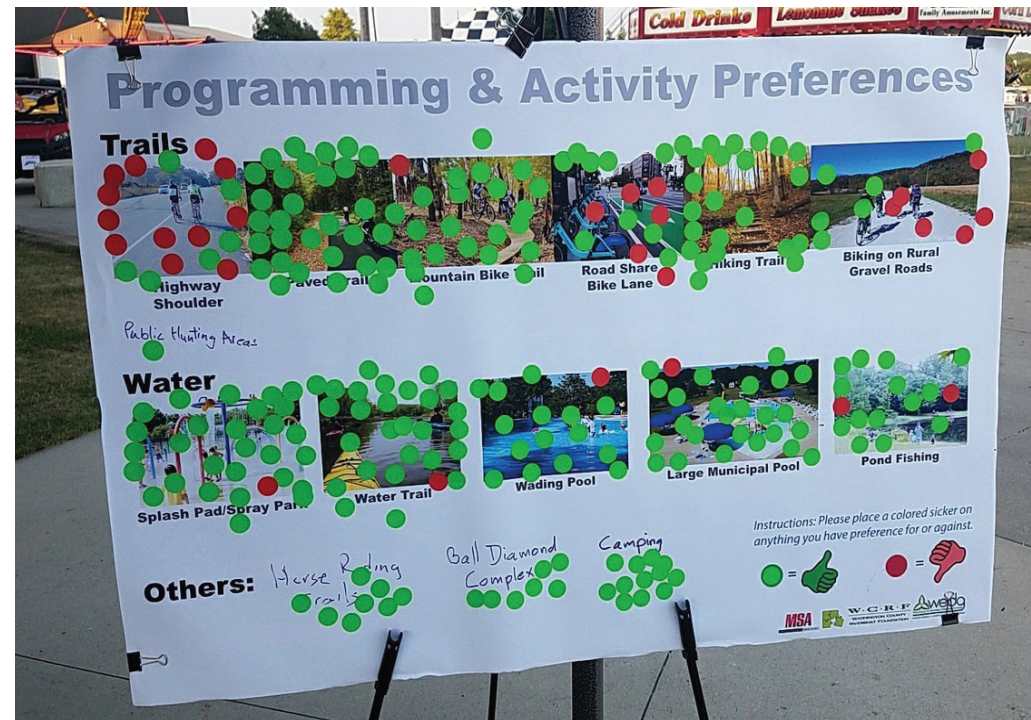
The second public meeting will be an Open House near the end of the planning process. At the Open House we'll present the draft updated comprehensive plan. Participants will have an opportunity to walk through the proposed changes and provide feedback for further review by the Steering Committee.

2. EXISTING CONDITIONS ANALYSIS + CITY PROFILE

Planning for the future of a community begins by understanding the present characteristics, culture and conditions. We work with various sources of data and existing plans to develop a deep understanding of the community and region. This analysis acts as a starting line from which the planning process can take off.

2.1: City Profile

Understanding resident demographics, economic trends and geographic information is vital to producing a plan that serves the City. We will utilize current data, as well as long-term trends to illustrate the past and present of Oelwein which will help cultivate a resilient future.



2.2: Zoning Regulation Analysis

As we develop the City profile, we will concurrently dissect the existing City Zoning Regulations. Potential Zoning Regulation updates will be at the forefront of plan development, so that adjustments may be recommended that will help Oelwein achieve the goals established within the new comprehensive plan.

2.3: Plan Coordination

Oelwein is a crucial component to Fayette County, the region, and the State of Iowa. We will review each of the existing local and regional plans to ensure that the goals and recommended actions for Oelwein harmonize with other local and regional plans.

3. COMPREHENSIVE PLAN DEVELOPMENT

The comprehensive plan document will serve as a blueprint for the future development of Oelwein. The elements of the plan will be focused on addressing relevant planning topics and issues mentioned in the RFP including:

- Examines and incorporates Iowa's Smart Planning Elements.
- Addresses economic development goals, strategies with special attention to reinvestment in Oelwein's growing downtown.
- Discusses demographic information and trends, including projections to 2040.
- Examines and provides guidance on community character - including Identity, marketing and community aesthetics.
- Examines infrastructure, mobility and existing use to help guide the development of a new future land use plan that focuses on guidance for the management of sound, realistic, and sustainable infill and growth.
- Provides guidance on plan implementation for the City government and opportunities for increased collaboration with intergovernmental agencies for plan implementation.
- Provides guidance on improving quality of life in Oelwein by analyzing housing, health and environmental, social and economic sustainability efforts and future actions.

3.1: Comprehensive Plan Draft

The plan and process will adhere to Iowa Smart Planning principles. We propose the following outline for the plan:

Element 1: Introduction, Community History and Plan Overview

Element 2: Engagement and Process

Element 3: City Profile

Element 4: Community Elements - Goals and Development Principles

- Community Vision
- Community Character
- Community Facilities
- Housing
- Transportation
- Parks and Recreation
- Economic Development
- Agricultural and Natural Resources
- Resiliency
- Intergovernmental Collaboration

Element 5: Downtown Oelwein

- Existing Resources
- Reinvestment and Growth Opportunities
- Design Guidelines for Buildings and Sites

Element 6: Land Use and Growth Management

- Existing Land Use
- Goals and Strategies
- Future land Use and Classifications
- Design Recommendations

Element 7: Implementation & Strategic Plan

- Guiding Daily Decisions
- Guiding Annual Decisions
- Summary of Suggested Zoning -Amendments to Support Plan Implementation
- Strategic Plan for Implementation*

Element 7: Implementation and Strategic Plan

- Guiding Daily Decisions
- Guiding Annual Decisions
- Summary of Suggested Zoning -Amendments to Support Plan Implementation
- Strategic Plan for Implementation*

**Element 7 of the plan will include an Strategic Plan for Implementation that translates the process, vision, goals and development principles into specific action steps for the community. The completed plan will serve as a guidebook for the community for the next five years and beyond.*

3.2 Official Zoning Ordinance Review

As the draft comprehensive plan is in review, we will assess the zoning regulation updates identified in task 2.2 to determine the most beneficial means of coordinating the comprehensive plan and the zoning regulation update.

3.3 Final Comprehensive Plan

The final comprehensive plan will be reviewed by the Planning and Zoning Commission and City Council. The plan and all maps created will be provided to the City after adoption.

LEVEL OF EFFORT AND DEGREE OF DETAIL

Our Planning and Design Studio's success completing similar projects shows that we will effectively manage our resources, formulate innovative yet practical solutions, and maintain consistent communication throughout the project. We understand that the City's comprehensive plan presents unique challenges; we will collaborate with necessary stakeholders to ensure that the resulting updates suits Oelwein's needs.

We propose a process and have outlined a document format, which is included in this proposal, to serve as a basis for collaborating with Oelwein to develop a plan that will meet the City's expectations outlined in the Request for Proposal. We will lead the development of these updates for Oelwein, with the goal of crafting an updated comprehensive plan and facilitating a roughly 10-month planning process that:

- Executes a diverse level of participation that engages the community, identifies critical issues, and utilizes traditional and innovative methods, including customized engagement activities.
- Analyzes demographic, economic and physical conditions.
- Examines community land use and promotes reinvestment.

- Results in an all-encompassing plan that examines potential opportunities and challenges, then makes recommendations for action that will improve quality of life in Oelwein by addressing land use, housing, downtown, sustainability, community character, health, mobility, parks, recreation, infrastructure, economic development, and government.
- Coordinates with the community to develop a strategic plan for immediate and long-term success, recommending an annual, City-wide review process that allows the community to adapt to changing conditions while implementing the plan.

We are committed to making these projects a success. The proposed level of effort and degree of detail outlined in this proposal will achieve Oelwein's desired outcomes.

CITY-REQUIRED ASSISTANCE

We anticipate requesting the following assistance from Oelwein's staff:

- Steering Committee selection if the Planning and Zoning Commission or City Council will not be the lead reviewer during the process of developing the new Comprehensive Plan
- Assistance with meeting coordination and scheduling
- Assistance identifying and securing contact information for Stakeholder/Focus Group Interviews
- Assistance reviewing consultant produced documents and exhibits
- PDF copies of previous plans for review
- GIS data including current land use designation and current zoning
- Assistance with the distribution of flyers, publish/post Public Notices and post consultant generated content to City's social media accounts
- Occasional legal consultation/ input from the City Attorney



PROJECT SCHEDULE AND PROPOSED FEE

PROPOSED TIMELINE

MSA anticipates the following estimated project schedule:

MONTH 1	<ul style="list-style-type: none"> Kickoff Community Engagement and Existing Conditions Analysis Project Team Meeting Steering Committee Meeting #1
MONTH 2	<ul style="list-style-type: none"> Project Team Meeting Open Project Website Community Survey + Crowdsourcing Map Community Input Workshop
MONTH 3	<ul style="list-style-type: none"> Project Team Meeting Stakeholder and Focus Group Interviews Steering Committee Meeting #2
MONTH 4	<ul style="list-style-type: none"> Project Team Meeting Complete Draft City Profile, Goals, and Strategies
MONTH 5	<ul style="list-style-type: none"> Project Team Meeting Steering Committee Meeting #3 - Discuss Future Land Use and Downtown Reinvestment Concept
MONTH 6	<ul style="list-style-type: none"> Project Team Meeting Complete Draft Future Land Use Map and Downtown Reinvestment Concept Complete Draft Strategic Plan
MONTH 7	<ul style="list-style-type: none"> Project Team Meeting Steering Committee Meeting #4 - Review Draft Strategic Plan
MONTH 8	<ul style="list-style-type: none"> Project Team Meeting Complete Full Draft Plan Open House

MONTH 9

- Project Team Meeting
- Steering Committee Meeting #5 - Final Review
- Planning and Zoning Commission Review
- City Council Adoption

MONTH 10

- Planning and Zoning Commission Review
- City Council Adoption

LUMP SUM FEE

Our team is very excited about the opportunity to work with Oelwein on the creation of its new comprehensive plan, with particular focus on Downtown Oelwein and a 5-Year Strategic Plan. We know we can provide the necessary tools and the desired community engagement within the City's budget. We look forward to working on developing a final scope of work, prior to contracting, that aligns our experience and efforts with the City's needs and desires. Based on the timeline and detailed project approach included in this proposal, we anticipate a lump sum fee of \$47,900. A breakdown of project costs by phase is provided below. All expenses have been included in our lump sum fee proposal.

WORK ELEMENTS	NOT TO EXCEED FEE
Community Engagement	\$16,765
Existing Conditions Analysis and City Profile	\$7,185
Comprehensive Plan, Downtown Element, Strategic Plan	\$19,160
Project Administration and QA/QC	\$4,790
TOTAL:	\$47,900



IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.

COMPREHENSIVE PLAN UPDATE | OELWEIN, IA | APRIL 6, 2022



Serving Allamakee, Clayton, Fayette, Howard and Winneshiek Counties

Oelwein, IA
April 2022

Comprehensive Planning Proposal



**An overview of planning and facilitation
services for the completion of a
Comprehensive Plan**

Prepared by Michelle Barness
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UERPC Organizational Information

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Upper Explorerland Regional Planning Commission (UERPC) is a council of governments that delivers a wide range of customized planning, advisory and resource development services to the incorporated and unincorporated areas of Northeast Iowa. Our service area includes the counties of Allamakee, Clayton, Fayette, Howard and Winneshiek. The Commission was formed in 1972 by the cities and counties in the region under Iowa Code Chapter 28H. Since that time, UERPC has successfully obtained over \$265 million in grant funds for the area and have facilitated many planning projects throughout the region.

The Commission's goal has always been to provide our cities and counties with creative and practical consulting services at the most reasonable cost possible to enable our local governments to efficiently and effectively meet their goals and objectives. Because we are a governmental entity, we do not have to operate at a profit, compared to a private consulting firm. The goal of the Commission can be summarized by the text in Chapter 28H: "The Commission shall be the coordinating body for all units of government in the service area, an organization directed toward challenging problems of mutual interest and concern and providing a platform of information and coordination towards the solution of these problems."

UERPC is managed by Executive Director Rachelle Howe and governed by a board of directors representative of the five-county region. Board members include:

Board Member:	Affiliation:	Board Member:	Affiliation:
Larry Schellhammer*	Allamakee County Sup.	Alison Holten	Howard County
Mary Koopman	Allamakee County Res	Pat Murray*	Howard County Sup.
Jack Knight	Allamakee County - USDA	Shirley Vermace*	Winneshiek County Sup.
Barb Collins	Monona Administrator	Alison Holten	Winneshiek County Res.
Patti Ruff*	Clayton Co. Zoning	Peggy Lensing	Winneshiek County Res.
Ray Peterson*	Clayton County Sup.	Nina Taylor	Winneshiek County Res.
Bonnie Basemann	Oelwein Clerk	Mark Vick	Winneshiek County Sup.
Marty Stanbrough*	Fayette County Sup.	Tim Lecander	Winneshiek County Res.
Roger Arthur	Fayette County		
Leon Griebenow	Fayette County Res.		
Dylan Mulfinger	Oelwein City Administrator		
Brett Devore	Oelwein Mayor		

*Executive Board

Comprehensive Planning Approach

Experience

UERPc has a long history of comprehensive planning, having completed plans for several communities in the region (e.g. Cresco, Waukon, Decorah, Guttenberg, etc.), as well as countywide plans for Winneshiek, Fayette, Allamakee, and Clayton Counties. Please visit the UERPc website to view a full list of communities and plans the organization has assisted with: <http://uerpc.org/comprehensive-planning.html>.

References

The following contacts can speak to strategic and comprehensive planning services Upper Explorerland has provided in the last year:

- Allamakee County – We recently oversaw and developed a complete comprehensive plan update for the County.
 - Larry Schellhammer, County Supervisor, 563-568-3522 lschellhammer@co.allamakee.ia.us
 - Val Reinke, Economic Development and Tourism Director, 563-419-0908 allamakeecountyedt@gmail.com
- City of Decorah – We recently facilitated a strategic goal setting process with the City Council, including a final report.
 - Travis Goedken, City Manager, 563-382-3651 citymanager@decorahia.org
 - Lorraine Borowski, Mayor, 563-382-3452 or 563-379-9909 mayor@decorahia.org
- City of Marquette – We are currently assisting the community with an update to their comprehensive plan.
 - Bonnie Basemann, City Clerk, 563-873-3735, marqcity@alpinecom.net

Planning Philosophy

UERPc's planning philosophy is based on the importance of **a clearly defined planning need and process, stakeholder input, the sharing of knowledge and information to assist with priority setting, and attention to plan implementation**. Understanding the unique challenges and opportunities of each community is essential, and we make a point of engaging diverse and representative stakeholder groups to ensure a relevant product. Each plan should be a useful tool specifically designed to guide the city's decision-making processes and ensure implementation of the goals, strategies and actions identified.

Planning Methods

Smart Planning Framework

A Comprehensive Plan is a broad document that studies and inventories the current and projected conditions within the community. It is a long-term document, typically looking out 10 – 20 years. UERPc follows Iowa's Smart Planning Guidelines for comprehensive planning, which incorporate ten principles intended to produce economic opportunity, enhance environmental integrity, improve public health outcomes, safeguard quality of life and provide equitable decision-making. They include:

- Collaboration
- Efficiency, transparency and consistency
- Clean, renewable and efficient energy
- Occupational diversity
- Revitalization
- Housing diversity
- Community character
- Natural resource and agricultural protection
- Sustainable design
- Transportation diversity

Smart Planning Guidelines also identify 13 elements that may be included in a comprehensive plan. These elements serve as the basis for each chapter in the plan:

- Public Participation
- Issues and Opportunities
- Land Use
- Housing
- Public Infrastructure and Utilities
- Transportation
- Economic Development
- Agriculture and Natural Resources
- Community Facilities
- Community Character and Culture
- Hazards
- Intergovernmental Collaboration
- Implementation

Collaboration and Engagement

Collaboration is key to the comprehensive planning process. UERPC staff anticipates working in conjunction with a Steering Committee, Focus Groups, and city staff, officials and commissions:

Steering Committee – The planning process begins with the formation of a steering committee designed to engage representatives with diverse backgrounds and experience in local or regional social, political, financial, or cultural spheres. Active community members with a keen interest in the future of your community are also encouraged to get involved. And city staff and official representation on the committee is common as well. Steering committee members will provide ideas, information, and assistance to facilitate a robust planning process, give feedback on plan data and strategies, and participate in meetings in support of plan objectives.

Focus Groups – Focus groups comprised of Steering Committee members and knowledge experts meet in two-day, back-to-back sessions to review and discuss plan data. Focus groups help draw out key issues and opportunities based on their review of the research and community input, and their specific background or interest. This provides an essential step in moving from the data gathering phase to the goal setting phase of the planning process.

Comprehensive plans also require meaningful public input, which provides an opportunity to assess community needs and priorities, get the community buy-in essential to plan implementation, and to form partnerships and support for plan strategies. UERPC provides numerous public engagement opportunities, including:

Public Visioning Sessions – Two public visioning sessions are devoted to creating a community vision statement for the future, as well as focused vision statements for each smart planning element (e.g. economic development, housing, transportation). These sessions are interactive and fun, encouraging participants to complete an “appreciative inquiry” process to discover values and assets in their community, and dream of (create a vision for) the future.

Community Survey – A community survey will be created with the assistance of the Steering Committee and city staff. The survey will be electronic, with hard copy option, and designed to gather general information about the community (e.g. demographics, residency, etc.), as well as preferences and opinions relevant to the smart plan process. Survey Monkey or ArcGIS Survey123 survey tools will be employed in the creation of the survey. These platforms create simple, user-friendly surveys, and a means for easily summarizing and visualizing survey results.

Think Tank Sessions - Two public think tank sessions will be held to design goals, strategies and actions that will help the community work toward their vision for each plan element. Applicable data and information will be shared with participants so that they can make informed suggestions and plans for the future. These sessions are intensive, and typically involve small and large group work to draft and finalize recommendations for community strategies.

Public Open House – A public open house will be provided to present final plan information, including vision statements, community survey results, synthesis of relevant data, goals and actions, and other visual aids. The open house will be an opportunity for city staff and officials, Steering Committee members, and planners to chat with public attendees about the plan process and outcome. Public feedback forms or posters will be provided and assessed prior to plan finalization. A draft of the plan will also be noticed and provided for public review.

Based on the scope of services solidified with the City of Oelwein, planning services could be further expanded to serve community needs, such as designing opportunities to engage specific community groups (e.g. schools, business and development groups, etc.), or to provide additional engagement mechanisms, such as brainstorming tours, stakeholder interviews, and design-oriented planning assistance.

Technology and Presentation

UERP planners employ a variety of tools to gather, analyze and communicate plan information. In addition to basic spreadsheet and word processing programs, UERP employs Geographic Information Systems (ArcGIS Pro) for mapping and data analysis, Adobe Photoshop and Illustrator for visualization of information and creation of graphics, and Microsoft Power Point for final plan formatting and sharing. All meetings will provide a virtual attendance and engagement option.

UERP is moving towards the creation of succinct, visual-heavy, and user-friendly plan formats. To avoid the “plan on the shelf” phenomenon, we encourage communities to create a targeted, versus sprawling, plan, that can be easily shared and discussed with city representatives and community stakeholders.

Based on local desire, the scope of work for planning services can be expanded to include further visual analysis or concept design, such as plans, elevations, sections and illustrative graphics. These can serve to communicate desired best practices or identify concepts for treatments of downtown areas, community parks and facilities, neighborhood areas, and more. These additional design services are in addition to the basic plan proposal.

Communication and Outreach

Outreach and communication about the planning project occur via a plan webpage (hosted on the UERP website and shared via partner websites), social media outreach in coordination with plan partners, email list serves and communications, press releases and public notices, and hard copy materials and distribution (e.g. posters, flyers, newsletters/bill distribution, postcards, etc.). Public input methods are noticed and provided on the plan webpage. Public outreach strategies are discussed with

city staff and Steering Committee members at the outset of the project to establish best mechanisms for local outreach, which varies by community.

Deliverables

UERPC works with the community to produce a Comprehensive Plan. Standard deliverables include printed and electronic copies of the Final Comprehensive Plan and a large-scale future land use map. UERPC provides all necessary materials and copies for meetings. Additional small or large scale printed materials can be arranged upon request of the community.

Technical Qualifications for Professional Personnel

Employees who will be assisting with the comprehensive planning project include Michelle Barness, Regional Planner and Aaron Detter AICP, Senior Transportation Planner. These individuals have combined educational credentials and practical expertise in many areas including community and regional planning, economic development, transportation planning, hazard mitigation planning, strategic planning, GIS applications, landscape architecture, and grant writing. Bios follow:

Michelle Barness (Project Lead) has a Bachelor of Arts degree in Environmental Studies from Luther College and a Master of Landscape Architecture degree from the University of Minnesota. She has worked for UERPC since May of 2016 as a Regional Planner. Michelle's responsibilities include community smart planning, strategic planning, regional planning projects, transportation planning, hazard mitigation planning, city code updates, GIS mapping and analysis, landscape architecture site planning and concept design, and grant writing. Prior to her employment at UERPC Michelle worked as a Community Planner and Graduate Landscape Architect for NAC, Inc., a planning consulting firm in the Twin Cities Area, served as an Adjunct Assistant Professor of Landscape Architecture at the University of Minnesota, and was a Research Fellow with the University of Minnesota's Metropolitan Design Center.

Aaron Detter, AICP, has a Bachelor of Art degree from the University of Nebraska at Omaha and a Master of Regional Planning degree from the University at Albany – State University of New York. He is certified by the American Institute of Certified Planners (AICP) and has nine years of professional planning experience. He worked as an Urban and Regional Planner – Advanced for the New Mexico Department of Transportation for more than three years, where he performed diverse transportation planning functions related to all modes of transportation, with a particular focus on bicycle and pedestrian safety and planning. He then worked as a Community Planner for Santa Fe County before coming to Iowa, where he has five years of COG planning experience. At UERPC, Aaron is involved with multi-county regional transportation planning, comprehensive planning, housing studies, geographic information systems (GIS) mapping and analysis, as well as other diverse planning services that meet the needs of the region's communities.

Planning Schedule and Fees

The **Scope of Services** identifying planning phases, activities and estimated fees are attached. In addition, the attached **Planning Toolkit** provides descriptions of planning methods and additional planning tools for consideration. Fee estimates can be further amended to reflect each community's desired planning objectives and financial ability.

COMPREHENSIVE PLAN SCOPE OF SERVICES

Phase One: Organization and Community Visioning (May – June 2022)

A meeting will be held with a community **Steering Committee** to develop community outreach methodology and logistics for the planning process, and to establish Focus Groups that will later assist in gathering and reviewing plan information. A **Community survey** will be developed and distributed. Two public **Visioning Sessions** will be devoted to identifying strengths and values within the community and creating a community vision statement for the future. Focused vision statements will also be created for each plan element.

Phase Two: Collection of Background Data (July – August 2022)

Data and background information for each element will be collected for inclusion in the plan. GIS mapping will begin for land use maps and others as required. **Focus group** meetings will be held to review and discuss plan data.

Phase Three: Setting Goals and Actions (September 2022)

Two **Public Think Tanks** will be held to design goals, strategies and actions that will help the community work toward their vision for each plan element. Applicable data and information will be shared with participants so that they can make informed suggestions and plans for the future.

Phase Four: Plan Finalization (October 2022)

UERPC will compile data, maps and other background information and the goals, strategies and actions into a draft document. A final meeting with the steering committee will be held to review the draft for needed adjustments. A **Public Open House** will be provided to share final plan information and provide an opportunity for questions and conversations from the public.

Phase Five: Final Public Review and Adoption (November – Dec. 2022)

Plan will be placed on UERPC and the City's website for final comment opportunities from the public. The plan will be reviewed with the Planning Commission, and a public hearing/adoption will be held with the Council.

Cost for full plan: \$16,050

Work Activity:	Cost per Activity:
2 Admin meetings w/staff (2 hr. mtgs, 1 staff - 1 kick-off, 1 check-in)	\$220
2 Public Visioning Sessions (2 hr. session, 2 staff)	\$440
Meeting Prep, Data and Information Collection, Surveys, Mapping, Writing	\$12,000
Printing - maps and documents	\$300
2 Public Think Tank Meetings (2 hr. each mtg, 2 staff per mtg)	\$440
6 Focus Group Meetings (2 hr. per mtg, 2 staff per mtg, 2 trips w/3 consecutive meetings per trip)	\$1,320
2 Steering Committee Meetings (2 hr. sessions, 1 staff per mtg)	\$220
1 Public Open House (2 hr. session, 2 staff)	\$440
1 Planning and Zoning Commission Review Meeting (2 hrs., 1 staff)	\$110
1 Final Public Hearing and Council Adoption (2 hrs., 1 staff)	\$110
Travel time and mileage (10 trips)	\$450
Total:	\$16,050

A fee estimate can be provided for staff time and resources to include additional planning options as requested based on an hourly technical rate (see attached "Planning Toolkit" for examples)

Visioning Sessions

Brainstorming sessions to ID issues & aspirations from the public. Participants complete exercises to provide insight on where a community should be headed, what values its citizens find important, & what kind of future they hope to create.



Community Surveys

Online, user-friendly surveys are targeted to a diverse set of stakeholders & distributed via printed postcards & electronic means.

They assist in obtaining input from a broad cross-section of the community, require less time commitment than a meeting, & can provide cities & planners with clarity regarding gathered data.

Special Event Booths

Tables at public events to help disseminate a community survey or get input on a community's vision & goals; another method for obtaining input from a broad cross-section of the community.



Think Tank Meetings

Public participants discuss & provide recommendations on draft goals, strategies & actions designed to guide a community in attaining its vision. Plan data is provided for review.

Steering Committees

Committees tasked with guiding the planning process, comprised of individuals whose background, expertise or interest assist in developing a well-rounded plan. They are diverse groups including a variety of stakeholders and community leaders.



Focus Groups

Groups formed by geographic area or by interest group affiliation. They participate in small group meetings aimed at generating discussion, goals and consensus. By grouping persons with like interests it is possible to gain accumulated knowledge and perspective for plan themes.

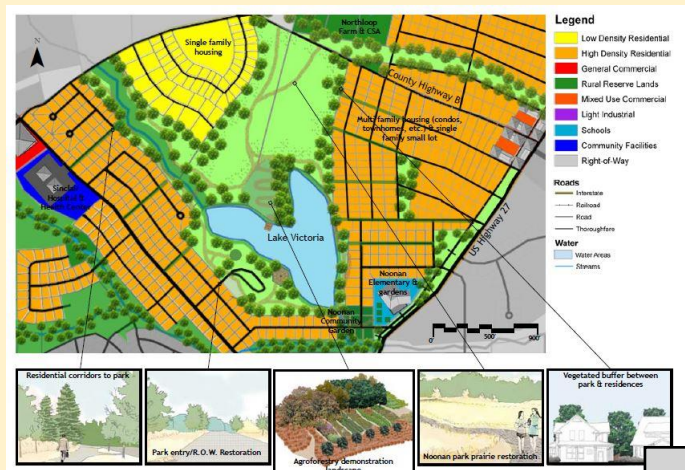


Brainstorming Tours

Engage plan partners or participants in a tour of successful development sites, buildings, commercial districts, public facilities, redevelopment projects, public amenities & more to inform action setting.

Site Planning & Design

Analysis, planning and design for targeted areas of a community (e.g. downtown plans, park & trail plans, redevelopment sites, streetscape design, etc.). Related graphics and plans.



PROPOSAL FOR PROFESSIONAL SERVICES

NEW COMPREHENSIVE PLAN

CITY OF OELWEIN, IOWA

APRIL 5, 2022



M^CCLURE™

Your vision. Engineered here.

April 5, 2022

MR. DYLAN MULFINGER

City Administrator
City of Oelwein City Hall
20 2nd Avenue SW
Oelwein, IA 50662



RE: REQUEST FOR PROPOSALS | NEW COMPREHENSIVE PLAN

Dear Mr. Mulfinger and Selection Committee:

How do you define the successful outcome of a comprehensive planning process? Some may describe success as growing the population while others might focus on the resurgence of your downtown or establishing new parks to improve the overall quality of life of your residents. As a result of hard work and our combined efforts, the City of Oelwein and McClure will establish your definition of success by listening to residents and business leaders with a final plan that will include a set of goals, strategies and action steps to help Oelwein achieve this envisioned outcome.

While few would argue about the need to plan for Oelwein's future, the City needs assistance in defining a shared vision and defining a path forward for the community. This iterative process is complex and requires expertise in data analysis, economics, environmental concerns, land use, transportation, housing, infrastructure, and, most importantly, public engagement.

OUR APPROACH

To that end, we will launch our planning process by working with City leaders to establish a project steering committee. This group will help ensure all community voices are represented and heard throughout the planning process. As this group is being formed, our team will review adopted plans and existing conditions data, which together will provide a guide for public engagement efforts. We will develop an overview booklet with key data and existing plan highlights for the steering committee kickoff meeting. Additionally, we will confirm our initial engagement strategy and begin setting dates for those engagement activities.

We then will present this baseline information with past and current patterns and trends to the community, collect input on how residents would like to see Oelwein grow, and determine what is most important to them in terms of community character, amenities, etc. With this information in hand, our team will prepare a land use scenario and collect additional feedback from the community before recommending a preferred scenario to the steering committee, City staff, and leadership.

Once the preferred growth scenario is defined, our team will work alongside community stakeholders to craft specific goals, policies, and strategies within each of the plan focus areas. These elements will be based on best practices from around the country but will be Oelwein-based; no other community has the unique set of opportunities and challenges Oelwein is experiencing.

While the Covid-19 pandemic is more under control, we still plan to incorporate engagement methods that will help mitigate the spread of the virus. We intend to achieve this by holding socially distanced input sessions in large, open meeting spaces or even outdoor, pop-up events during the weekly Farmer's Market or the Party in the Park series throughout the summer. Regardless of the medium, our iterative approach will bring various segments of the community together, with the ultimate goal being to ensure they all see themselves within the final comprehensive plan and, as a result, take ownership in its implementation.

A vibrant downtown is important to any community and as part of this effort our team wants to pay extra attention to Oelwein's commercial core. During the public engagement phase property owners and anyone interested in the resurgence of downtown will have the opportunity to participate in a workshop led by architect Steve Wilke-Shapiro. This workshop will be focused on revitalizing downtown through historic tax credits and state and federal resources. The goal of this exercise will be to identify which properties have the most potential for funding and become a catalyst for further downtown investment.

To move Oelwein towards implementation, our team will work with the steering committee to help identify specific action steps for implementation. The outcome will be an implementation strategy that includes potential capital stacks, project champions, and, as appropriate, identification of development partners for the City, ultimately positioning Oelwein to act on its new comprehensive plan immediately upon adoption.

IN SUMMARY

This action-oriented approach to implementation is a hallmark of our firm. Our team of planners, engineers, finance experts, former city staffers, developers, and elected officials understands that the comprehensive plan is the bedrock of a community's development and must be acted upon with intention. Early implementation successes set the stage for additional development and let the community know they were heard – the key to furthering civic pride and confidence in local leaders.

Since the time our firm was formed in 1956, McClure has consistently helped communities develop a vision and then take that vision to reality. We have accomplished this through our multi-disciplinary approach that combines our technical skills with our management, outreach, finance, and private sector expertise. This diverse skill set has allowed us to support communities like Oelwein working toward further growth and development; we look forward to doing the same with your community.

On behalf of McClure,



BETHANY WILCOXON, AICP

PROJECT MANAGER + PRIMARY CONTACT

P 515.964.1229

C 712.249.9788

bwilcoxon@mcclurevision.com



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PROJECT MANAGER + PRIMARY CONTACT
BETHANY WILCOXON, AICP
1360 NW 121st Street, Clive, Iowa 50325
E bwilcoxon@mcclurevision.com **P** 515.964.1229 ext. 2075 **C** 712.249.9788

SECTION 1

01. COMPANY BACKGROUND INFORMATION



YOUR VISION. ENGINEERED HERE.

We're engineers, yes – but also visioneers, driven to make lives better. We think like owners. We do whatever it takes to get your job from concept to completion. We help you navigate opportunities like funding and building public support for a project. Always adding value and imagining what's possible. Our engineering and planning expertise includes transportation, aviation, structures, water, wastewater, stormwater management, land development, landscape architecture, construction observation, administration, surveying, and community development.

Since 1956, McClure has grown to a firm of **200** professionals in **ten** offices located in Ankeny, Carroll, Clive (Headquarters), North Liberty, Fort Dodge, Carroll, and Sioux City, Iowa; North Kansas City, Macon, and Columbia, Missouri; and Lenexa, Kansas. McClure has **60** Registered Professional Engineers, **12** Registered Land Surveyors, **one** Registered Landscape Architect, **four** LEED Accredited Professionals, **two** Certified Envision Sustainability Professional, and **one** AICP Certified Planners.

We are an employee-owned firm with at least one shareholder in each of our offices. Our team members embrace our core values — integrity, kindness, innovation, commitment, and fun and fulfilling. We are committed to providing outstanding project delivery services, personal communication, and innovative and cost-effective design.

PEOPLE DRIVEN APPROACHES + INNOVATIVE SOLUTIONS + TRUSTED ADVISORS

We are a team of highly-qualified engineering professionals dedicated to serving the City of Oelwein. Each team member brings a unique set of skills and experience related to your project. The McClure team will focus on achieving the goals of the City in a timely manner. Key “success factors” will be identified and prioritized at the beginning of the project, which will properly align our work with your desired outcomes. Key personnel for this project are presented below. The following pages contain individual resumes, indicating each person’s qualifications and relevant project experience.

With this submission, we hope to make clear that we have the capacity and expertise to deliver a profession process and product, but perhaps most important, we are ready to begin immediately with a Notice to Proceed.



BETHANY WILCOXON, AICP
PROJECT MANAGER + PRIMARY CONTACT



CLINT SLOSS
ECONOMIC
DEVELOPMENT STRATEGIST



ADAM THOMPSON
LOCAL LIAISON



JEFF SCHUG, PE
COMMUNITY
INFRASTRUCTURE LEAD



**JIM SCHUESSLER,
FASLA, PLA**
LANDSCAPE ARCHITECT



STEVE WILKE-SHAPRIO, AIA
LOCAL
ARCHITECTURAL SUPPORT



BETHANY WILCOXON, AICP

PROJECT MANAGER + PRIMARY CONTACT



REGISTRATION

American Institute of
Certified Planners

EDUCATION

Graduate Certificate,
Geographic Information
Systems

Iowa State University

BS, Community and
Regional Planning
Iowa State University

With McClure since August 2017, Bethany currently serves as Senior Advisor at the firm. In this role, she leads the community development team, developing and guiding cross-discipline planning opportunities that enhance the quality of life in Upper Midwest communities. Throughout her career, Bethany has conceptualized, designed, and facilitated dozens of cross-sector efforts aimed at enhancing community well-being. These efforts have ranged in scale from towns of a few hundred people to the entirety of Central Iowa and have spanned the full spectrum of topics, ranging from walkability to housing to water quality to mental health. Bethany honed her ability to navigate complex political situations to drive community development during her time as Capital Crossroads Director and as a transportation planner at the Des Moines Area MPO. She is skilled in working with technical experts to define project solutions, with elected officials to develop and adopt public policy, and with the business community to rally support and financial resources to implement projects.

RELATED PROJECT EXPERIENCE

- Imagine Iowa Great Lakes, Okoboji, IA
- Creative Placemaking Strategy, Stanton, IA
- Placemaking Action Plan, Hardin County, IA
- Iowa's Soil and Water Future Task Force, Des Moines, IA*
- Central Iowa Community Health Needs Assessment, Des Moines, IA*
- The Tomorrow Plan, Des Moines, IA*

**Project completed prior to joining McClure.*



CLINT SLOSS

ECONOMIC DEVELOPMENT STRATEGIST



EDUCATION

MS, Community and City
Planning

Iowa State University

BS, Community and
Regional Planning
Iowa State University

With McClure since May 2019, Clint is the team's expert for planning projects with experience both as a nonprofit community and economic development service provider and a city planner for a private firm. His knowledge and expertise lends itself to identifying and applying for a variety of state and federal funding opportunities. With over ten years of experience, Clint offers a diverse skillset including comprehensive plan development, public engagement, and GIS mapping. Additional unique skills include strategic planning, downtown redevelopment, historic preservation, community and economic development, and development incentives/strategies.

RELATED PROJECT EXPERIENCE

- Marshalltown Housing Initiative, Marshalltown, IA
- Placemaking Action Plan, Manchester, IA
- Placemaking Action Plan, Murphysboro, IL
- Heartland 2050, Omaha, NE*
- Comprehensive Plan, Knoxville, IA*
- Comprehensive Plan, Johnson County, IA*

**Project completed prior to joining McClure.*



ADAM THOMPSON

LOCAL LIAISON



Adam recently joined McClure as our Local Liaison in the North Liberty, Iowa office. In conjunction with his role at McClure, Adam currently serves as the City Administrator with the City of Ely, Iowa. Adam brings 9 years of experience and knowledge in housing and economic development, strategic planning, municipal finances, and the development of tax incentives. Adam's background with municipalities is a strong asset to our team and he can offer valuable insight. He can also provide expertise in project management, strategic planning, goal setting and organizational planning.

EDUCATION

MS, Urban and Regional Planning

University of Iowa

BS, Civil Engineering

University of Iowa

RELATED PROJECT EXPERIENCE

- CDBG Downtown Revitalization Project, Muscatine IA*
- Housing Demand Study, Muscatine IA*
- Capital Improvement Plan Development, Muscatine IA*
- Economic Development Incentive Program, Muscatine IA*
- Capital Improvement Plan Development, Ely IA*
- Downtown Master Plan, Ely IA*
- Zoning Code Update, Ely IA*
- Economic Development Incentive Program, Ely IA*

**Project completed prior to joining McClure.*



JEFF SCHUG, PE

COMMUNITY INFRASTRUCTURE LEAD



Jeff has been with McClure since 1996 and previously gained civil engineering experience with the City of Cedar Rapids and the City of Ames. Jeff's focus has been transportation and municipal infrastructure, and he has assisted many cities with capital improvement planning, including infrastructure needs assessment, funding, public relations, design, and construction. Jeff's people skills enable him to effectively communicate engineering concepts and designs to the public. Over the years, this has helped dozens of communities win support from the people directly impacted by the infrastructure improvements.

REGISTRATION(S)

PE: IA, MO

EDUCATION

BS, Civil Engineering

Iowa State University

RELATED PROJECT EXPERIENCE:

- Carlisle Nature Trail, Carlisle, IA
- Plywood Trail Master Planning, Multiple Cities, IA
- Capital Improvements Plan, Carlisle, IA
- Ingersoll Avenue Reconstruction, Des Moines, IA
- 60th Street Widening, West Des Moines, IA
- Sycamore Roundabout and Improvements, Iowa City, IA
- Brick Streets Project, Adel, IA



JIM SCHUESSLER, FASLA, ENV SP, LEED AP

LANDSCAPE ARCHITECT



As an industry leader, Jim is dedicated to transforming sites and communities throughout the Midwest and beyond inspiring designers, clients and contractors to be both thoughtful and transformative. He consistently works to develop new and progressive ways of solving design challenges. He is a versatile leader with project responsibilities ranging from site programming and analysis to master planning and design leadership. His expertise includes stormwater best management practices (BMPs), urban planning and design of environmentally sustainable landscapes. Over the past few years, Jim has been providing project management and project design for various parks and recreation departments and school districts.

REGISTRATION(S)

PLA: KS, MO

Envision Sustainability
Professional

LEED Accredited Professional
CLARB

EDUCATION

Masters of Architecture
University of Kansas

BA, Landscape Architecture
Kansas State University

**Project completed under
previous employment*

PROJECT EXPERIENCE:

- 43rd Street Corridor Plan, Shawnee, KS
- City of Leavenworth Comprehensive Plan, Leavenworth, KS*
- City of Lindsborg Comprehensive Plan, Lindsborg, KS*
- City of Bolivar Comprehensive Plan, Bolivar, KS*
- University District Master Plan, Kansas City, KS*
- Fairmount Business District Master Plan, Independence, MO*
- Spirit of 76 Master Plan, Branson, MO*
- Coffey County CIP Plan, Coffey County, KS*
- Downtown Redevelopment Coordination, Independence, MO*
- Route 9 Planning Sustainable Place Program, Parkville, MO*



STEVE WILKE-SHAPRIO, AIA

LOCAL ARCHITECTURAL SUPPORT



Complementary Master's Degrees in Architecture and Social Work with a focus on community and economic development have helped Steve established a unique approach to historic preservation: he uses preservation as a tool for revitalization, community building, and sensitive design solutions.

Over the past 20 years of historic preservation and rehabilitation practice, he has led more than 150 rehabilitation projects, including more than 50 utilizing historic tax credits. His architectural experience also includes adaptive reuse, historic district consulting, mixed-use infill, and apartments. He regularly consults on development planning, tax credits, project feasibility, and building evaluation.

REGISTRATION(S)

AIA: IA, MN

NCARB

EDUCATION

Masters of Architecture
Washington University, St. Louis

Masters of Social Work,
Community and Economic
Development
Washington University, St. Louis

BA, Architecture
Washington University, St. Louis

RELATED PROJECT EXPERIENCE:

- Stone House Building Assessment
- Waverly Theater Building Assessment
- Luther Memorial Church Addition/Rehabilitation
- Temple B'nai Jeshurun Rehabilitation
- McCleery Calendar Factory
- Masonic Temple Lofts
- Surety Hotel Historic Tax Credit Strategy Coordination
- Gilcrest Home Rehabilitation and Historic Tax Credits

SECTION 2

02. DESCRIPTION OF SIMILAR WORK



ADEL COMPREHENSIVE SERVICES

ADEL, IOWA

OVERVIEW

Situated just west of the Des Moines metro, the City of Adel has grown tremendously over the last decade. McClure has worked alongside the City to leverage that growth for long-term success, leading various projects along the way. We have developed loan and grant applications on the City's behalf, assisted with Capital Improvement Planning, and managed subdivision design and review as well as construction inspection. We have guided the community in its land and easement acquisition efforts and its future land use planning. Additionally, the community's population growth has required significant infrastructure investments. We oversaw the brick street reconstruction effort in Adel's historic downtown as well as roadway construction and reconstruction projects. We supported the City in establishing a stormwater utility, ordinance, and rate structure. We evaluated both the water and wastewater systems, developing master plans for both. To date, we have completed \$25 million of water utility infrastructure planning, design, and construction engineering services and \$24 million of similar services for the sewer utility.

REFERENCE

Anthony Brown, City Administrator
City of Adel, Iowa
P 515.993.4525

SCOPE OF SERVICES

Housing

- Subdivision Design and Review
- Subdivision Construction Inspection

Transportation

- Brick Street Reconstruction in Historic Downtown
- New Street Construction
- Neighborhood Street and Utilities Reconstruction
- Annual HMA Overlay Projects

Stormwater Utility

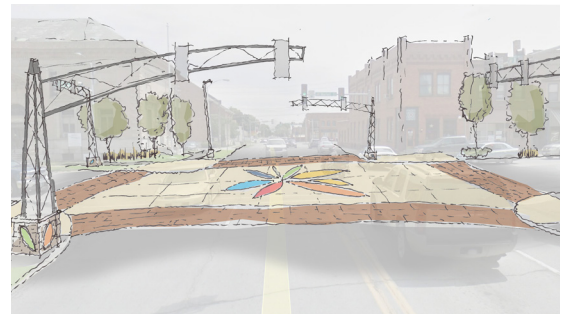
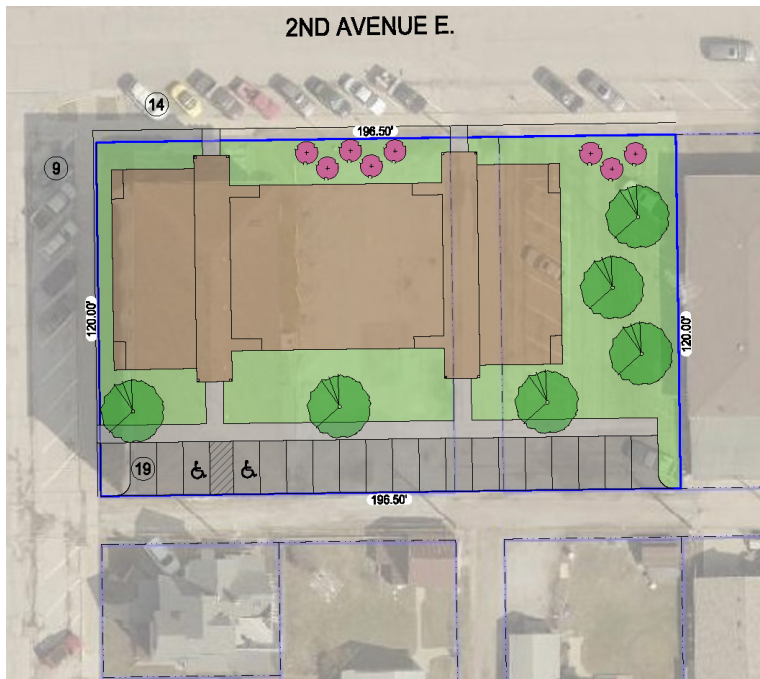
- Stormwater Utility Development
- Stormwater System Evaluation and Plan of Action

Water Utility

- Water System Evaluation and Master Plan (\$25M of Water Utility Infrastructure Planning, Design, and Construction Phase Engineering Services)

Sewer Utility

- Wastewater System Evaluation, Nutrient Reduction Study, and Master Plan (\$24M of Sewer Utility Infrastructure Planning, Design, and Construction Phase Engineering Services)



COMMUNITY WIDE PLACEMAKING ACTION PLAN

OSKALOOSA, IOWA

PROJECT OVERVIEW

Oskaloosa is home to William Penn University, several large employers, retail outlets, and arts and entertainment amenities. However, visioning sessions revealed a lack of community connectivity, downtown dining options, and a significant lack of housing options. McClure crafted an action plan with three overarching themes: Downtown revitalization, connectivity, and quality of life.

Specific projects focused on:

- Activating a vacant downtown building with the creation of a new barbecue restaurant;
- Elevating the Oskaloosa Art Center through new programming and revamped space to include a makerspace and ceramics studio, flexible classroom space, restrooms, a concession space, a rentable multi-use space, and accommodations for an artist-in-residence;
- Connecting William Penn University students to the rest of the community and strengthening their ties to Oskaloosa; and,
- Creating a complete streets strategy, including gateway beautification and a transfer of jurisdiction to make downtown more pedestrian friendly.

COMPLETION DATE

2019

SCOPE OF SERVICES

Public Engagement
Master Planning
Landscape Architecture
Mixed-Use Revitalization
Housing
Complete Streets

REFERENCE

Shawn Christ, AICP, CFM
Development Services
City of Oskaloosa
P 641.673.9431



HOUSING INITIATIVE

MARSHALLTOWN, IOWA

PROJECT OVERVIEW

The Marshalltown Area Chamber of Commerce solicited the services of McClure to help better understand the challenges facing housing development in Marshalltown and determine a strategy to overcome these barriers to growth. As part of this process the McClure team reviewed past studies and various datasets, distributed a workforce housing needs survey, and conducted focus groups and one-on-one interviews with key stakeholders to frame our strategy. The team also reviewed successful housing programs in other communities to highlight potential strategies to apply in Marshalltown.

The resulting strategy outlines the use of tax increment financing (TIF) to help develop new single-family homes targeting the \$180,000 to \$240,000 price range. The use of TIF also requires a portion of funds to be allocated to low to moderate income (LMI) initiatives. Marshalltown will use these LMI funds to help renovate homes in existing neighborhoods to rebuild the community from within.

PROJECT UPDATE

Our team was able to attract an investor to develop a 42-lot single family subdivision utilizing residential TIF. These new lots will be available Spring 2022 and are expected to collect \$750,000 in LMI funds over a 10-year period.



COMPLETION DATE

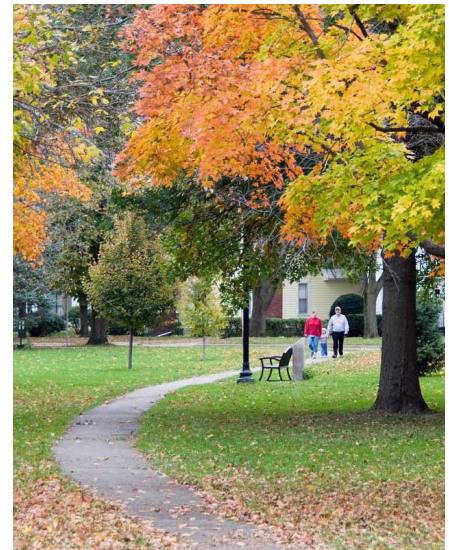
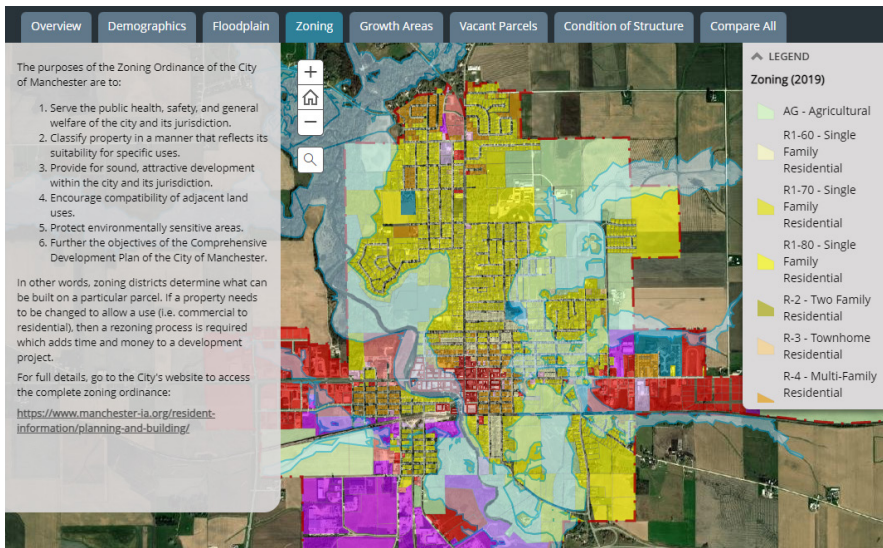
August 2020

CATEGORIES

Housing Needs Assessment
Development Incentive/Strategy Creation
Implementation Liaison

REFERENCE

Jessica Kinser, City Administrator
City of Marshalltown
jkinser@marshalltown-ia.gov
P 641.754.5799



PLACEMAKING STRATEGY

MANCHESTER, IOWA

PROJECT OVERVIEW

Manchester (population: 5,179) is truly one of Iowa's best kept secrets. Main street businesses are full of retail shops and restaurants, the school is top notch, employers continue to see growth, and they are home to a whitewater park. With all this success, they identified the need to create people-focused strategies to see continued growth.

McClure identified four catalytic projects: a housing project that included the creation of a revolving loan fund to support developers, a marketing and brand strategy to attract new residents and visitors, an entrepreneurship center to encourage innovation and collaboration, and the redevelopment and expansion of the Delaware County Recreation Center.

PROJECT AT-A-GLANCE

- Downtown: Creation of entrepreneurship and makerspace in vacant/underutilized space
- City-wide: Housing development tools and policies including creation of a revolving loan fund, housing analysis mapping (see image above), and strategies to enhance existing incentives and resources
- Delaware County Recreation Center: Indoor recreation enhancements, strategy for new additions
- Branding: Updating Manchester's branding and developing a marketing strategy for tourism

COMPLETION DATE

2020

CATEGORIES

Branding
 Entrepreneurship
 Housing
 Parks, Trails, and Recreation

REFERENCE

Donna Boss Paxton
 Executive Director
 Delaware County Economic Development
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ACCESS THE FULL PLAN

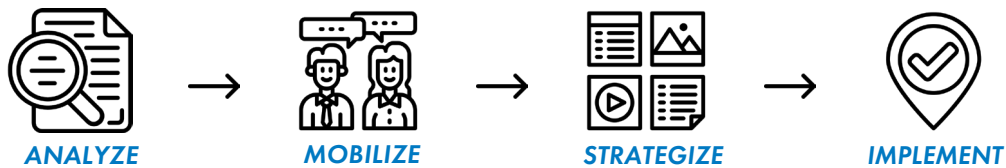
manchesterplacemaking.com

SECTION 3

03. GENERAL APPROACH TO THE PROJECT

OUR APPROACH TO YOUR PROJECT

If we want to see improvements, we can't be afraid of to try new policies or different ways of thinking. Our team is ready to work with the community to chart a path for future success to ensure Oelwein is a great place to raise a family and start a business. However, the pandemic has perhaps reprioritized what is most important to community members. Developing a new comprehensive plan over the next year will allow the community to understand these preferences and ensure it is positioned for success. To support future development opportunities, our team will deploy a four-phase planning process:



Our strategy for each of these phases is explained in further detail in the following sections, but it is important to note our work will begin with forming a project steering committee. This group will be a cross-section of the community, ensuring our team captures the breadth of perspectives across Oelwein. At different points in the process, the steering committee will take on the role of advisor, educator, cheerleader, and connector. This group will work closely with our team, the City, and the broader community, guiding us to deliver an equitable, inclusive, and sustainable plan that serves the community for decades.



SECTION 4

04. PROPOSED WORK PROGRAM



PHASE 1: ANALYZE – DATA COLLECTION | MAY – JULY

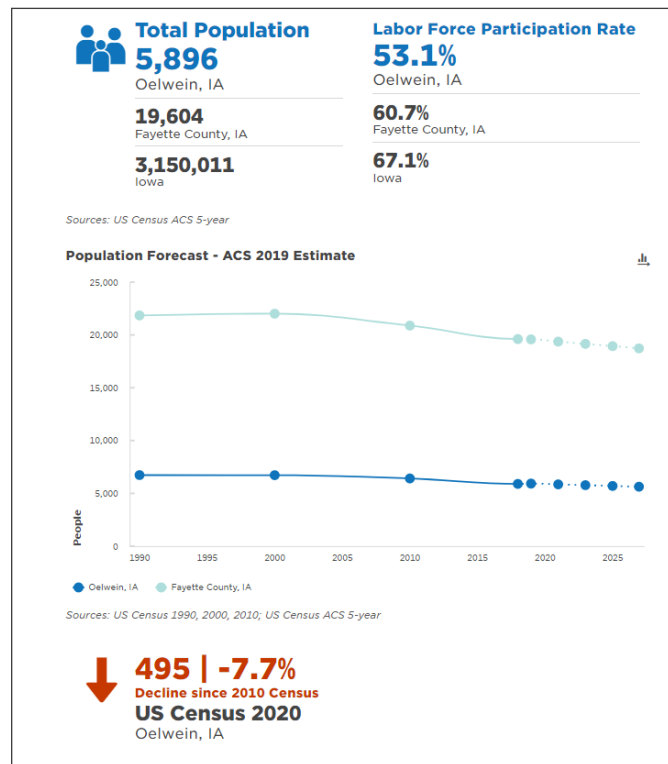
The community's ambition to thrive while continuing to lose population has spurred the need to establish a new comprehensive plan. To begin this process, our team will conduct a deep dive into existing studies and reports to understand previously identified priorities and focus areas as well as areas of concern from community stakeholders. We lead off with this step as we recognize that civically engaged community members do not want to answer the same questions or have the same conversations repeatedly. We will assess what the community has previously been asked and their responses to mitigate this situation and refine our public participation process accordingly.

Our assessment of past efforts will allow us to identify reoccurring themes from past efforts and couple these insights with existing conditions data from the MySidewalk platform. An online data dashboard has already been created to highlight key demographic trends for Oelwein; it is accessible at <https://bit.ly/OelweinDataDashboard>.

Together, the insights from past efforts and existing conditions data will paint a picture – through imagery and data – that highlights current challenges and opportunities in Oelwein. This information will be presented in a summary report that includes an overview of data trends and identifies recurring themes – both good and bad. The report will be supplemented with the finalized public engagement strategy, where we will lay out key milestones and input opportunities. The steering committee and City leadership will inform this strategy. Collectively, this information will create a baseline for the plan.

DELIVERABLES:

- Population and demographic data dashboard highlighting past trends and existing conditions
- Summary booklet outlining key themes and issues from past studies and existing conditions data
- Finalized public engagement strategy
- Draft plan introduction



This image is an example of the information presented on the interactive Data Dashboard available at <https://bit.ly/OelweinDataDashboard>.



PHASE 2: MOBILIZE – PUBLIC PARTICIPATION PROCESS | JULY – SEPTEMBER

Hearing from the community is an integral part of any project's success. For the comprehensive plan, it is imperative to recognize that the term 'community' includes more than those who call Oelwein home; it includes people who work and access goods and services in town and those who may consider calling Oelwein home.

To achieve broad engagement, we will deploy a multi-pronged approach to our public participation process. We will begin with the development of a brand. With this brand confirmed and a complementary logo approved, we will develop a detailed social media strategy and calendar. We will look to weave the comprehensive plan updates into other content through the City's Facebook page to connect with its 1,800+ followers. By tapping into this audience, we will be able to maximize engagement and input. As the project unfolds, the Facebook page will continue to be a resource linking the public with draft documents, graphics, and presentations developed to support other tactics described in the following paragraphs.

To kick off the public participation process, we will launch an online survey that participants can complete at their convenience. It will be structured to build on any existing conditions data and input received in more recent planning initiatives. It is essential to recognize those ideas, reaffirm them, and expand or modify them as input dictates. In the same survey, we will ask participants about their specific hopes for Oelwein's future to establish a vision statement for the plan.

We will partner with Oelwein Chamber and Area Development of Commerce and other civic organizations to reach people through their employers and community-based organizations. Customer-facing businesses will be critical in reaching even more people. A partnership with the Oelwein Community School District will also help us connect with younger generations; this plan and its outcomes will undoubtedly impact their choice to call Oelwein home in the future. We will leverage these partnerships to create overall awareness about this planning process and specifically look to these partners to distribute information about the online survey and upcoming events.

Using this initial input, our team will develop a draft project vision statement concept with a specific growth strategy concept. Existing conditions data, including an assessment of existing land uses and an understanding of the infrastructure that would support this growth, will inform this proposed concept. The concept will lay out future land use possibilities and be vetted from a holistic sustainability lens, considering economic, environmental, and equity outcomes. This information will guide our discussion with the steering committee, providing them with a robust picture and allowing for the refinement of the vision statement and growth strategy concept before taking them to the community for further input.

We will utilize our multi-pronged engagement process to tap into a number of events such as the weekly Farmer's Markets activities and the Party in the Park series every second Thursday as well as annual events like Italian Heritage Day and Railroad Heritage Day. Promotion. The City's Facebook page will help us promote these activities where we will debut the draft vision statement and growth scenarios. The content – to include infographics and short videos – will point out key elements of each the item. Additionally, we will arm the steering committee and City leadership with talking points to be well-positioned to share the work with the larger community.



Public input sessions will be organized in an open forum format with voting stations to help collect feedback from community members. These meetings are typically held indoors; however, the timing of this engagement presents us with the opportunity to take advantage of the summer weather to host socially distanced and/or pop-up events outdoors. We expect to work with the City and its partners to plan and execute these events and encourage participation.

It is during this phase of the project that our team will host a walking tour of downtown to identify redevelopment opportunity to spur revitalization of the business district. Drawing on years of experience in field of preservation, Steve Wilke-Shapiro of Sequel Architecture will lead the discussion and highlight opportunities where state and federal tax credits could be utilized to offset costly renovation. After the tour, he will host a forum for those participants interested learn the steps necessary to apply for these tax credits and other funding resources. While this event will be especially useful for current owners of retail or mixed-use properties, it will also serve as a way to encourage further entrepreneurship for those members of the community looking to start a business in the downtown area.

This input will guide our team in identifying the preferred growth strategy for Oelwein's next twenty years. The vision statement and growth strategy will be confirmed with the steering committee and City leadership, ultimately setting the stage for the next phase of work: Strategize.

DELIVERABLES:

- Project brand and logo
- Social media calendar and content
- Summary of public input
- Vision statement
- Downtown funding guide
- Preferred growth strategy concept with future land uses and high-level growth management strategy



Downtown Oelwein is full of opportunity to start a new business next to long-standing businesses such as Leo's Italian Restaurant.



PHASE 3: STRATEGIZE – GOALS, POLICIES, STRATEGIES, + RECOMMENDATIONS | SEPTEMBER – NOVEMBER

As work on the Strategize phase begins, it is critical to recognize that there are competing interests within every community. This phase will seek to balance those interests and define a path forward that the community as a whole can embrace.

To begin this work, we will synthesize the multitude of elements considered in the first two phases of the project - Analyze and Mobilize phases. These ideas and input from the public will be further refined with the steering committee and City staff's help, resulting in the goals and action steps that make up the final plan.

It is important to note that we will initiate this phase with an additional wave of online information followed by a second online survey. This survey will be framed with draft goals based on previous input and developed in partnership with the steering committee. We will refine the goals based on the survey results. Once finalized, they will provide the framework for the rest of the plan.

With these goals finalized, we will engage local and regional experts on the various topics in one-on-one or small group conversations to uncover additional challenges, ideas, and solutions. We will rely on these experts to help our team craft specific policies, strategies, and project recommendations within the various topic areas:

Economic Development

Our team will analyze current industries and economic activity, working in tandem with the City and the Oelwein Chamber and Area Development to identify opportunities to grow existing businesses and attract new entities. Similarly, we anticipate exploring remote working and how Oelwein can take advantage of its small-town feel and proximity to the Waterloo -Cedar Falls metro.

We will leverage our experience and lessons learned with other similar sized communities, such as Adel and Oskaloosa, to support the City in developing pro-growth policies in a sustainable manner that ensures long-term success in Oelwein. These policies will be rooted in an infrastructure analysis and noted in the land use and government sections of the plan.



Downtown business district.

Identity & Marketing

Oelwein has done a great job utilizing gateway markers to make patrons know where the central business district begins and ends. We also understand the city is completing the installation of new wayfinding signage that will further contribute to the identity of downtown and the greater community. McClure's team will build out these successes and enhance these efforts to further market the Oelwein to travelers and attract new residents.

Community Aesthetics

As with other key focus areas, the community already has made key investments in its community aesthetics. Our team will look to build on these artistic efforts and further support these initiatives by identifying strategies to market these improvements, such as the creation of a walking art tour. We'll seek to further improve the aesthetics of the community by mapping out areas with existing improvements and determine locations where further enhancements are needed.

Sustainability

Sustainability will be an underlying theme of the entire plan. We will seek to ensure the recommendations are economically prudent, environmentally sensitive, and lead to a more equitable future for all. Within each topic area, our team will work to find the proper balance among those three elements.

Health

Our mental and physical health have been heavily impacted by the Covid-19 pandemic. This phase will consider the diversity of health perspectives, from the availability of healthcare services to parks and other outdoors amenities that improve physical health outcomes. Our team of engineers, landscape architects, and public infrastructure professionals understand the importance of safe multi-modal paths and will help to identify strategies to improve existing systems and build new connections to expand the networks of trails and sidewalks.

Education

A strong education system is key to the viability of any community. These institutions of higher learning are anchors and help retain and attract new residents to a community. Further engagement with students and their parents will help us better understand the challenges and opportunities facing the school district from new facilities to expanding daycare services with Pre-K learning experiences. The presence of Northeast Iowa Community College's RAMS facility also provides post-secondary opportunities that help build a strong local workforce and support retention of young adults as they begin looking to start settle down and start a family.

Housing

Housing accounts for the highest share of land use in any given community. In a community like Oelwein, ensuring a mix of products is vital, and planning for the future of housing is just as important. We will assess current housing inventory and analyze the local housing stock, taking into account attributes such as age, condition, type, market value, occupancy, and historical characteristics.

We will work with area employers to understand specific challenges their employees face in securing housing in town and will assess how employers may be able to help address any housing-related issues. As a follow-up to these discussions, we will compare area incomes with price points to determine what gaps, if any, exist. If gaps exist, we will craft policies and recommendations to address them in a systematic, proactive manner.

We will leverage our land development expertise to identify and prioritize locations for various housing products with an emphasis on infill development. This work will be enhanced thanks to our connections of regional developers and homebuilders, thereby ensuring that housing is not a hindrance to continued community prosperity.

Land Use & Growth Management

The land use section will look at the big picture of past development trends and identify areas for future development and revitalization. Different parts of the community will require different strategies and guiding principles. For instance, downtown is filled with century old structures with the opportunity to add new retail and services, while the Highway 150 corridor also presents an opportunity for additional commercial and industrial use. It is our goal to work with the City and its partners to strike a balance between these competing commercial districts and promote further redevelopment versus extensive greenfield growth. With that said, new growth areas will be identified where infrastructure extensions are most advantageous.

Parks and trails will also be examined in this section with a comprehensive inventory and evaluation of existing parks, trails, and recreational opportunities. The resulting assessment will provide a foundation for how well the City is providing for its residents' health, wellness, and well-being. We will build upon past studies and work with the City to better understand what amenities should be added or enhanced to accommodate recreational needs for all ages.



Aerial view of Lakeshore RV Resort and Campground with Oelwein Lake in the distance.

Natural Resources

This section of the plan will review the natural elements of the community – bodies of water, woodlands/forest, and other unique terrain – and its impact on future development. Best practices will be explored to enhance these open space areas by incorporating green practices like bioswales and rain gardens.

Depending on community and steering committee feedback, we will define strategies and policies that emphasize educational resources and programs to engage the community and City partners. We expect this potential outreach, should it be included in the plan, will further align the City and its residents in bettering the community and benefit natural resources over time.

Transportation and Mobility

Our team will review existing transportation policy and planned projects and learn from area stakeholders, including RPA-1 via Upper Explorerland Regional Planning Commission and the Iowa Department of Transportation. The policy review will guide our team in assessing impediments, whether political, financial, or technical, to achieving Oelwein's connectivity and accessibility goals.

This understanding will enable us to devise strategies in conjunction with local stakeholders that result in a more robust transportation network for all modes of traffic – vehicles, bicycles, and pedestrians. These general strategies then will support our work in developing specific recommendations and projects that connect Oelwein internally and with other communities. We anticipate addressing gaps in the existing transportation network and enhancing multi-modal transportation options, among other elements.

Hazard Mitigation

Floods, tornadoes, and other natural disasters do not recognize one city's jurisdiction over the other, and plans to prevent harm and react appropriately should reflect that. We will work with Fayette County Emergency Management to incorporate initiatives outlined in the current Fayette County Multi-Jurisdiction (MJ-14) Multi-Hazard Mitigation Plan to establish proactive strategies that mitigate the impacts of these hazards. A number of these practices will overlap with other sections, such as Natural Resources and Agriculture and Land Use.

Government

The final component of the comprehensive plan underlies all the others. Community facilities and infrastructure are often overlooked but provide the basic services and amenities foundational in a city. As with other sections of the plan, we will begin with existing conditions and seek to understand where gaps exist in the current system. We also will look to growth trajectories to ensure that there are sufficient facilities to serve Oelwein's population well into the future.

In a similar vein, we will develop high-level strategies, based on existing engineering analyses, for future infrastructure needs. Naturally, the primary goal will be to ensure sufficient capacity in the various systems. However, we will also assess how the City can best use its existing infrastructure and ensure that different roadways are designed to prioritize different travel modes. This section, in particular, will help inform the City's future budget needs.



With the help of the steering committee, our team will establish the policies and strategies to accomplish the goals of to the community based on the public engagement efforts from the previous phases. The community will have the opportunity to weigh in on these policies, strategies, and projects during this phase to assure we are headed in the right direction. This will be completed using a hybrid approach of virtual and in-person activities during the month of October.

At the in-person event, we will collect feedback using live polling via smartphone or tablet, or through texting using a basic cell phone service. This approach will allow us to balance safety with the critical need to confirm the direction of the plan from a cross-section of community members. By using live instant polling, both vocal advocates and the quieter voices in the community will be given the opportunity to share their opinions on the community's collective future.

Regardless of the setting, our team will explain how ideas were developed and refined to further community buy-in. We know from experience that it is much easier to garner support for a project or strategy when someone hears why a neighbor or local businessperson supports it. This seemingly small strategy will enable people to see themselves in the plan and, ultimately, take ownership of its success.

DELIVERABLES:

- Specific goals, policies, strategies, and project recommendations for each topic area
- Summary of community input collected throughout this phase
- Draft chapters for each topic area noted above



PHASE 4: IMPLEMENT – FIRST FIVE IMPLEMENTATION PLAN | NOVEMBER – FEBRUARY 2023

A plan without action is just an idea. The Oelwein comprehensive plan will be made actionable by outlining the steps to make this 20-year vision a reality. This matrix will be organized by topic area then incorporate the goals with specific strategies and policies to enact change. We will work alongside local and regional stakeholders to identify potential capital stacks to support these initiatives. These may include public and private funding resources at the local, state, and federal levels, although we anticipate these projects likely will require a mix of both sources, not one or the other.

At the same time, we will curate champions to lead the way. Identifying a small group to push each project forward is critical to both the project's success and, ultimately, the community's success. These assigned groups and individuals must have both the passion to promote these ideas as well as the political and social capital to move the implementation plan forward while ensuring the community has bought into them. Our team will support these project champions and will coach them through this phase of the project and help assure implementation of the plan gets off to a great start.

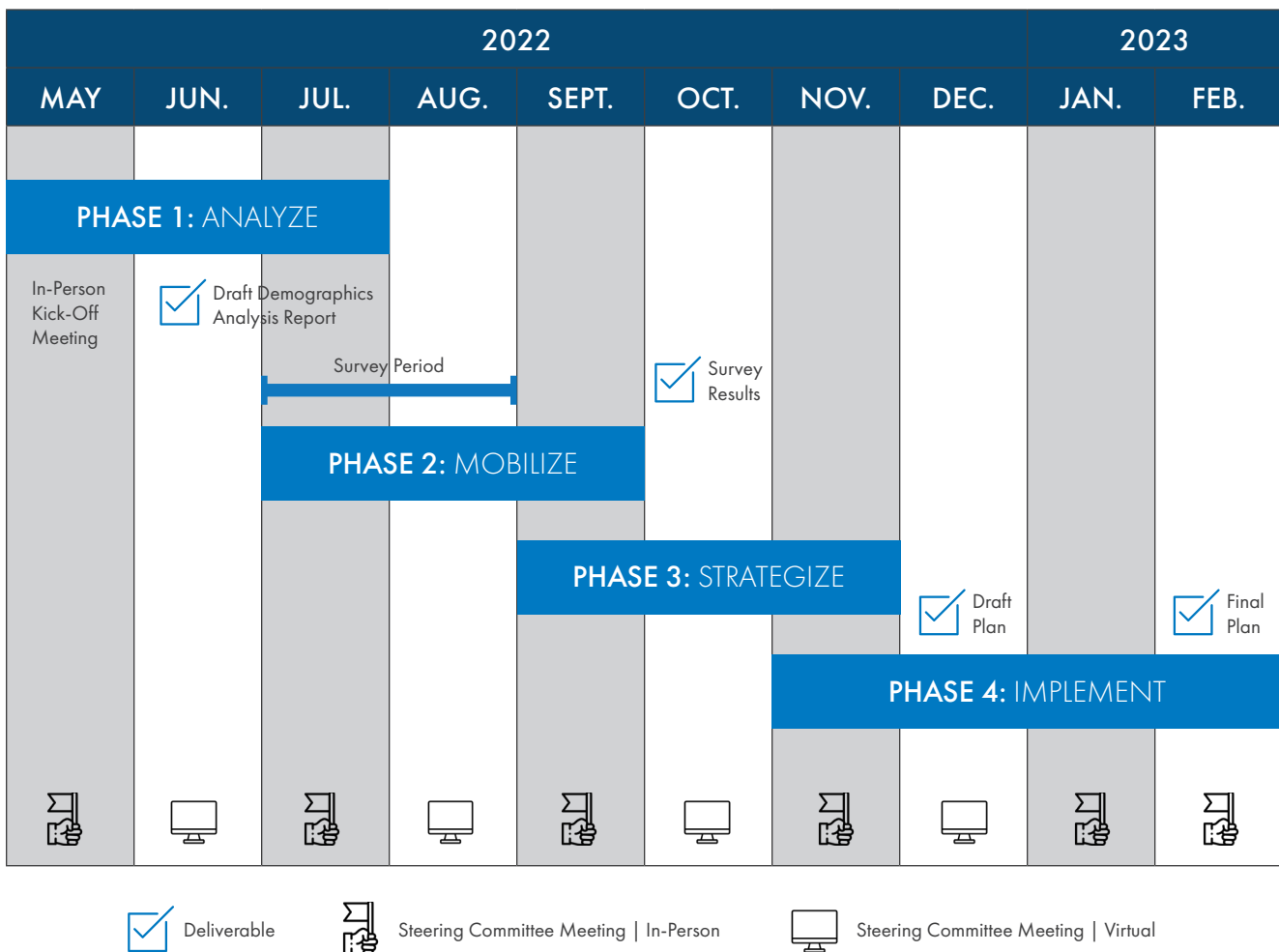
DELIVERABLES:

- Implementation plan matrix outlining goals with strategies and policies as well as identified funding resources and assigned champions to lead the initiatives
- Final comprehensive plan document

PROPOSED SCHEDULE

ABILITY TO MEET SCHEDULES

McClure understands the importance of meeting project deadlines. To that end, each project begins with a commitment of the appropriate time and resources to deliver services as scheduled, throughout the project. McClure looks at the “big picture” of each project, breaking it down into planned stages that help identify how long each phase will take, with a quantitative indication of the hours required to complete the entire project. This assessment establishes a realistic schedule that incorporates the expectations and needs of our clients and their critical stakeholders. This commitment is particularly important with publicly funded projects since funding agencies have strict timelines that must be met to succeed in a competitive application environment. Particularly small communities, neighborhood associations and subdivisions often benefit from McClure’s expertise in keeping projects on track.



SECTION 5

05. SUMMARY OF TECHNICAL CAPABILITIES



COMMUNITY DEVELOPMENT

IMAGINING POSSIBILITIES. BUILDING COMMUNITY.

Where others see a declining community, we see a town with potential. A town where you can shape the future. A place to raise your family and launch a career. A home for the business you've only dreamed about until now. And a place where looking out for your neighbors is the norm.

But if these communities are to reach their potential, they need to look beyond their presumed destination and re-envision their collective future. That's where we come in. With our small town roots and technical expertise, we'll work alongside you to imagine your town's future and chart the path to make it a reality. Whether you need more housing, a refreshed downtown, or an overall vision for your community, we can't wait to help you realize your future.

WHERE WE MAKE AN IMPACT:

- Comprehensive Planning
- Neighborhood Planning
- Downtown Revitalization
- Community Outreach and Engagement
- Housing Needs Assessments and Action Planning
- Housing Feasibility/Proforma Development
- Owner's Representation Services
- Economic Development Strategy
- Market Analysis
- GIS Analysis and Interactive Tools
- Marketing and Branding
- Community Relations
- Capital Stack Development

SECTION 6

06. COST ESTIMATE

The following is the projected lump sum fee for each phase of the project. Please note all expenses, including travel and printing, are included in these assessed fees. Any change in the scope during the final agreement negotiations may result in additional fees.

PHASING	LUMP SUM FEE
PHASE 1: Analyze	\$7,950
PHASE 2: Mobilize	\$11,700
PHASE 3: Strategize	\$13,600
PHASE 4: Implement	\$6,600
TOTAL	\$39,850