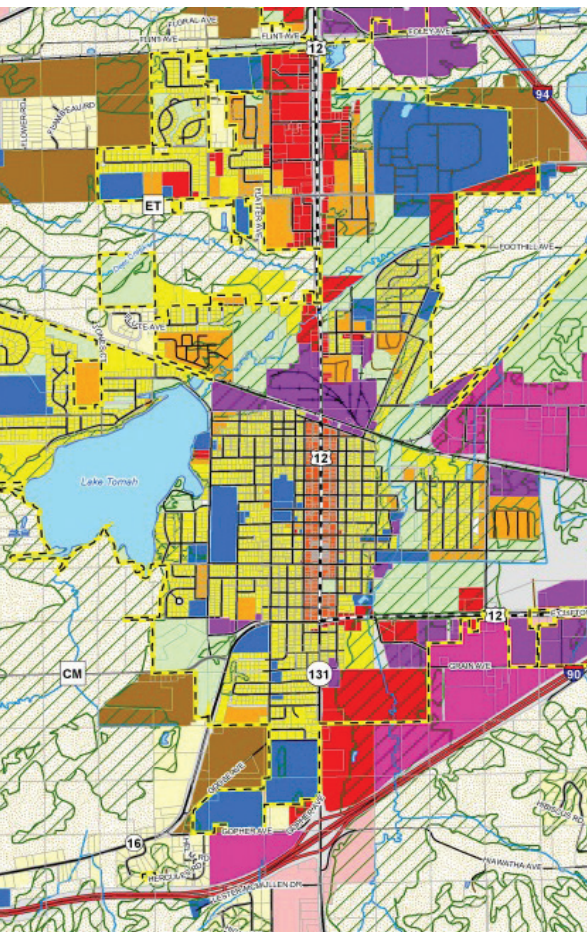




# PROPOSAL TO PROVIDE A New Comprehensive Plan

Prepared for:  
Oelwein, IA | April 6, 2022



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An introduction to our team and qualifications

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Proposal to Provide:

**A NEW  
COMPREHENSIVE  
PLAN**

**April 6, 2022**

**Dylan Mulfinger  
City Administrator  
City of Oelwein  
City Hall**

20 2<sup>nd</sup> 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,**

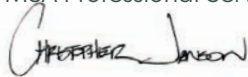
As Oelwein faces new challenges to reinvest, you have recognized the need to create a new comprehensive plan, as well as take a close look at economic opportunities for infill development across the community and a renewed focus in the downtown. We understand the desire for the plan and the process to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

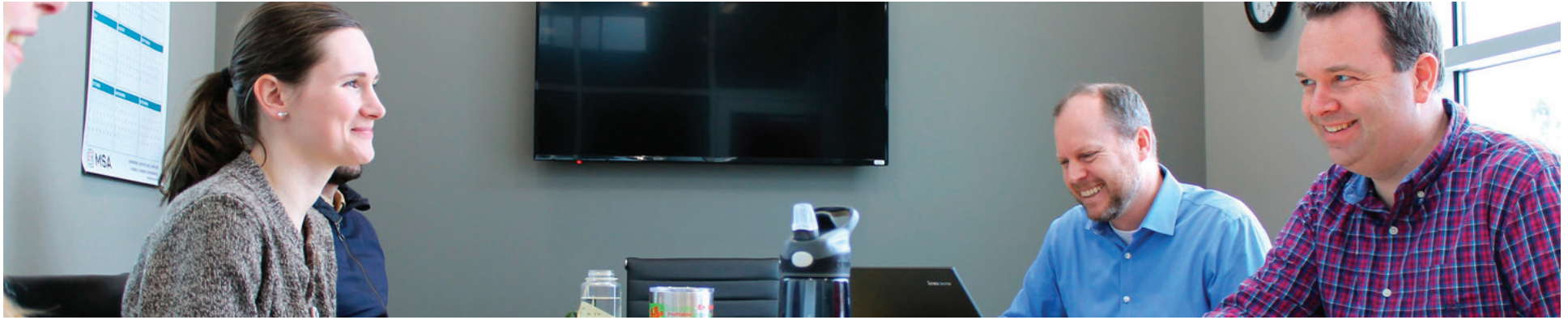
Sincerely,  
MSA Professional Services, Inc.



**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](http://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

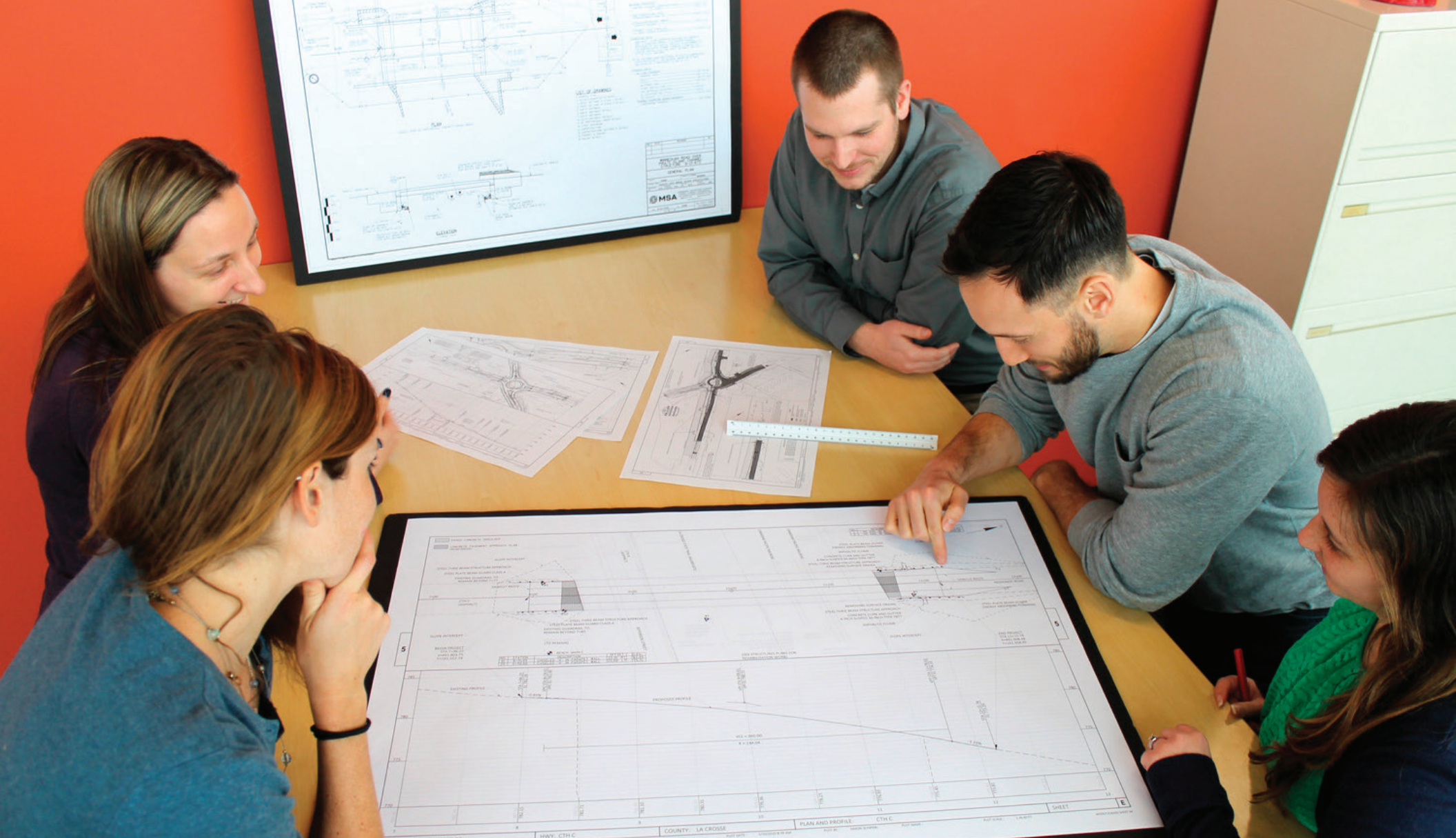
- City of Durant, IA
- City of Clinton, IA
- City of Guthrie Center, IA
- City of Independence, IA
- City of LaPorte City, IA
- City of Wilton, IA

### 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

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.**



**Chris Janson, AICP**  
Project Manager



**Lauren Dietz, AICP Candidate**  
Project Planner



**Shawn O'Shea, AICP, ASEL, sUAS**  
Project Planner, Client Service Manager



**Shannon Gapp, AICP, ASLA**  
Project Planner



**Emily Huston**  
Project Planner



**Sarah Constable Runkel**  
Project Planner



**Jim Holz, AICP**  
Client Service Manager  
Client Liaison, QA/QC





# 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*



## 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

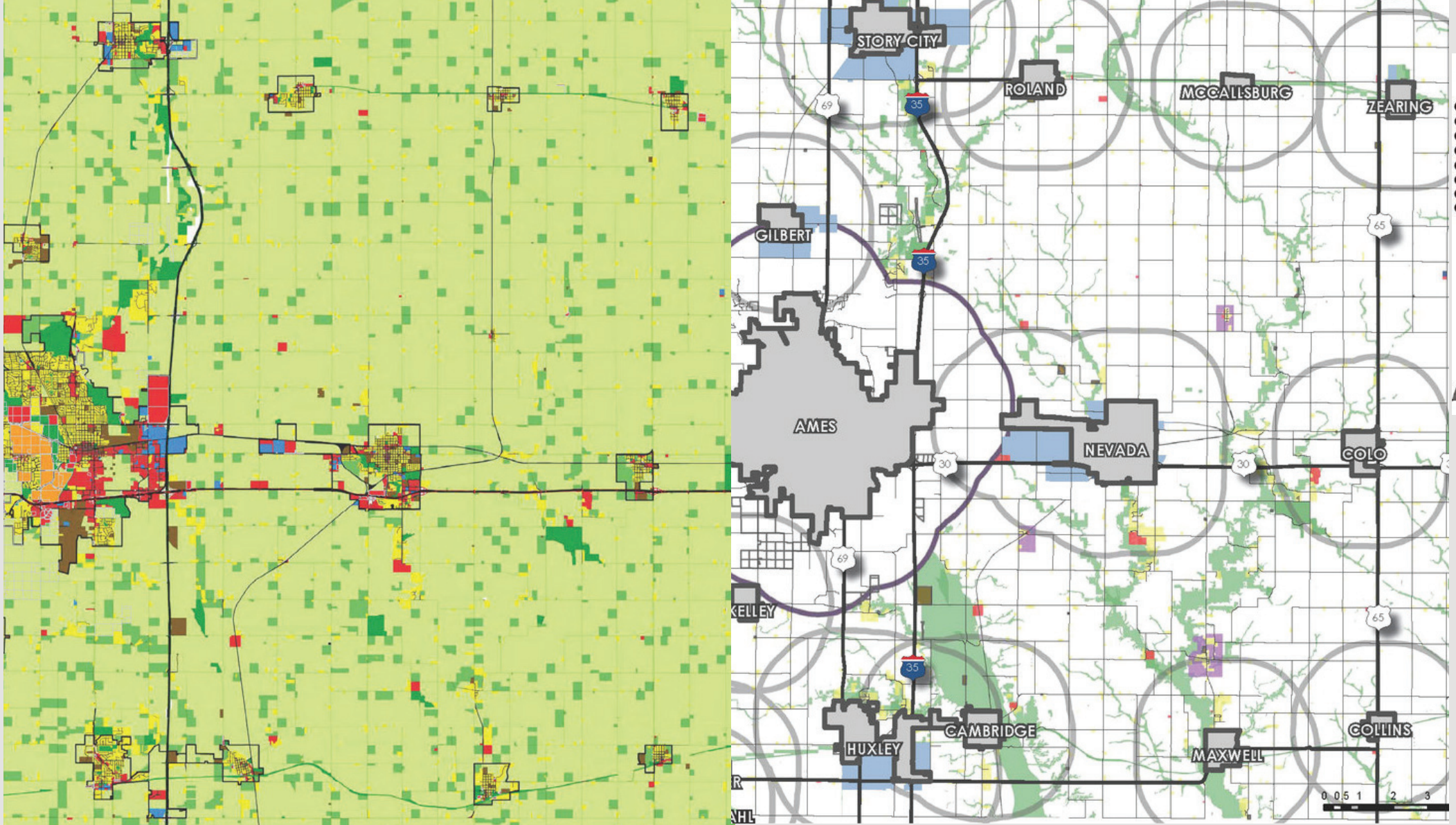
B.S., Geography/Land Use Planning  
Northern Arizona University-Flagstaff, AZ

### Certifications:

American Institute of Certified Planners (AICP)

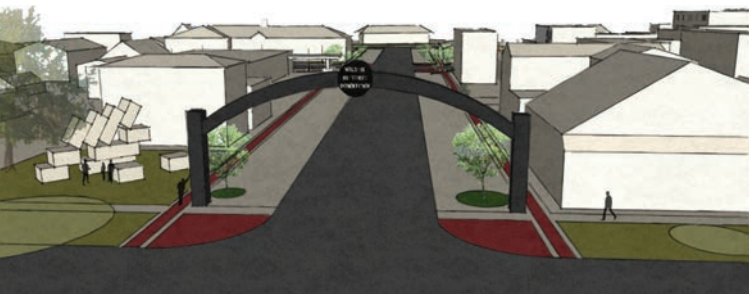
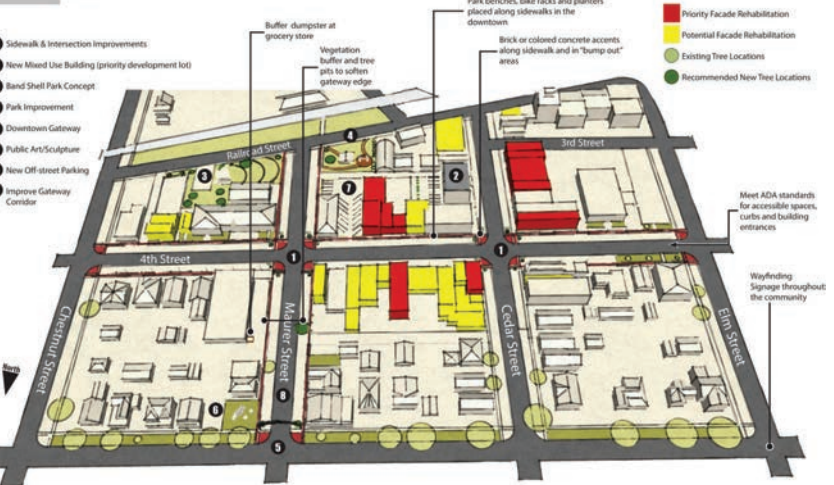
### Selected Project Experience

- 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 4<sup>th</sup> 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**

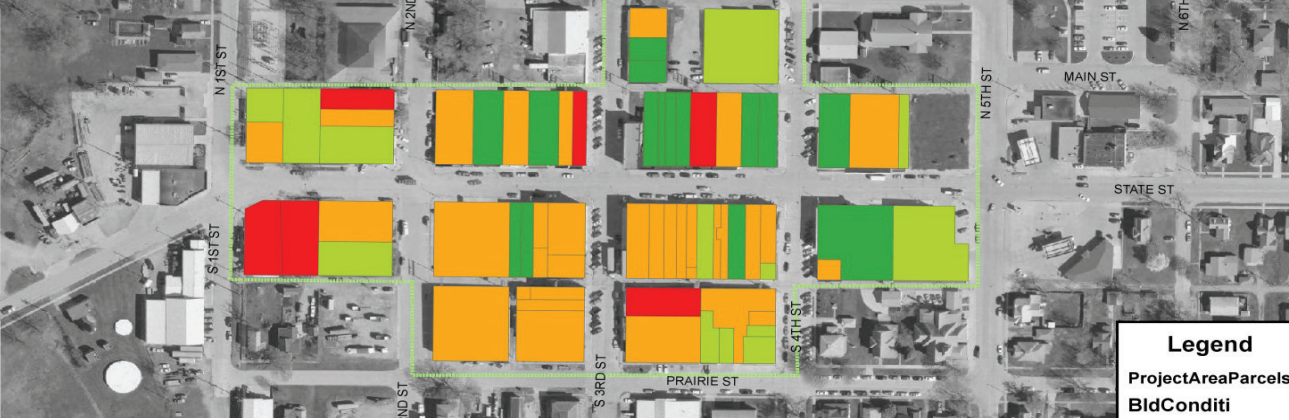
City of La Porte City  
202 Main Street  
La Porte City, IA 50651-1234  
P: (319) 342-3396  
E: lpcclerk@lpctel.net

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.

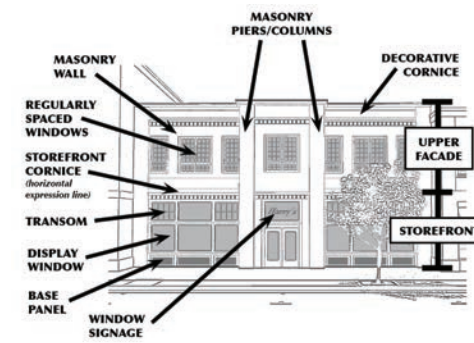
The City needed a plan that addressed revitalizing downtown La Porte and hired MSA in 2012 to create a Downtown Revitalization Plan. The plan started by analyzing the City's urban conditions, which included property inventory, existing land use, road hierarchy, building conditions, property values, a 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.



RESTORATION EXAMPLE  
(generalized to show 1st floor renovation and stucco removal)



TRADITIONAL FACADE COMPONENTS



## 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 1<sup>st</sup> 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.



## DOWNTOWN REVITALIZATION MASTER PLAN

INDEPENDENCE, IA

### KEY PERSONNEL

- Chris Janson
- Shawn O'Shea
- Jim Holz

### REFERENCE CONTACT

**Al Roder, City Manager**

331 1<sup>st</sup> Street E

Independence, IA 50644

P: (319) 334-2780

E: [citymgr@independenceia.org](mailto: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 3<sup>rd</sup> Street

Clinton, IA 52732

P: (563) 321-2165

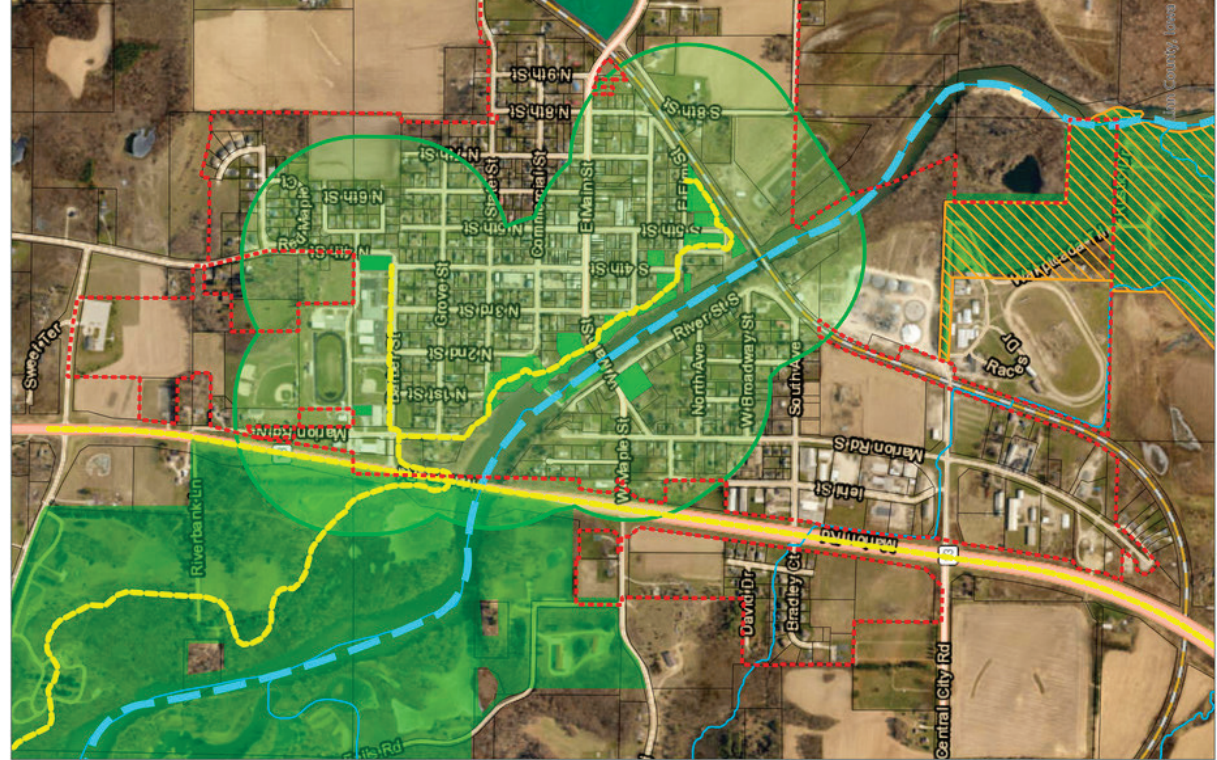
E: downtownclintonia@gmail.com

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 4<sup>th</sup> 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, crowdsource 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 4<sup>th</sup> Street East  
 Hastings, MN 55033  
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 E: Jfortney@hastingsmn.gov

[https://issuu.com/msaprofessionalservices/docs/hastings\\_2040\\_comprehensive\\_plan](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

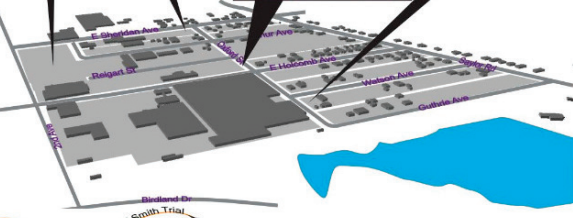
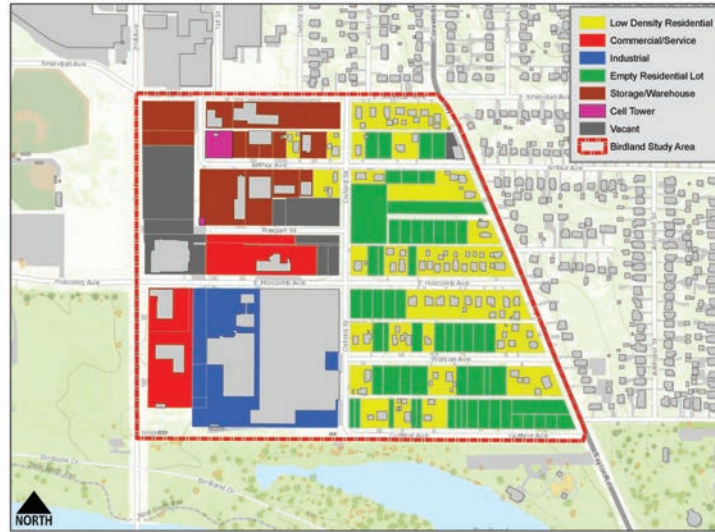


Figure 1. Plan Area Conditions



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.



## BIRDLAND AREA REDEVELOPMENT PLAN DES MOINES, IA

### KEY PERSONNEL

- Chris Janson
- Shawn O'Shea
- Jim Holz

### REFERENCE CONTACT

#### Kyle Larson, Senior Planner

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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.

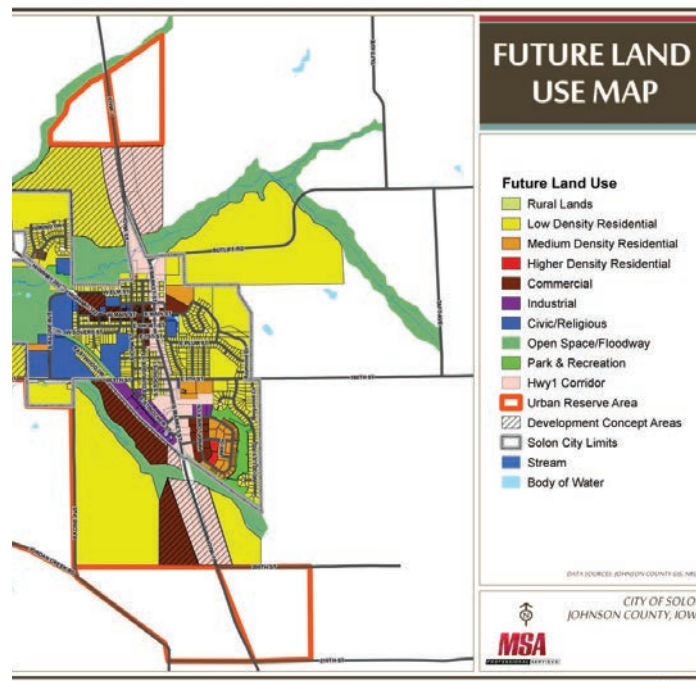
The Redevelopment Plan provides a vision for the area, identifies issues of concern and unites stakeholders and residents in creating a plan for infill housing growth and public and private reinvestment. The area has a unique mix of residential and industrial properties, and there was a great amount 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.

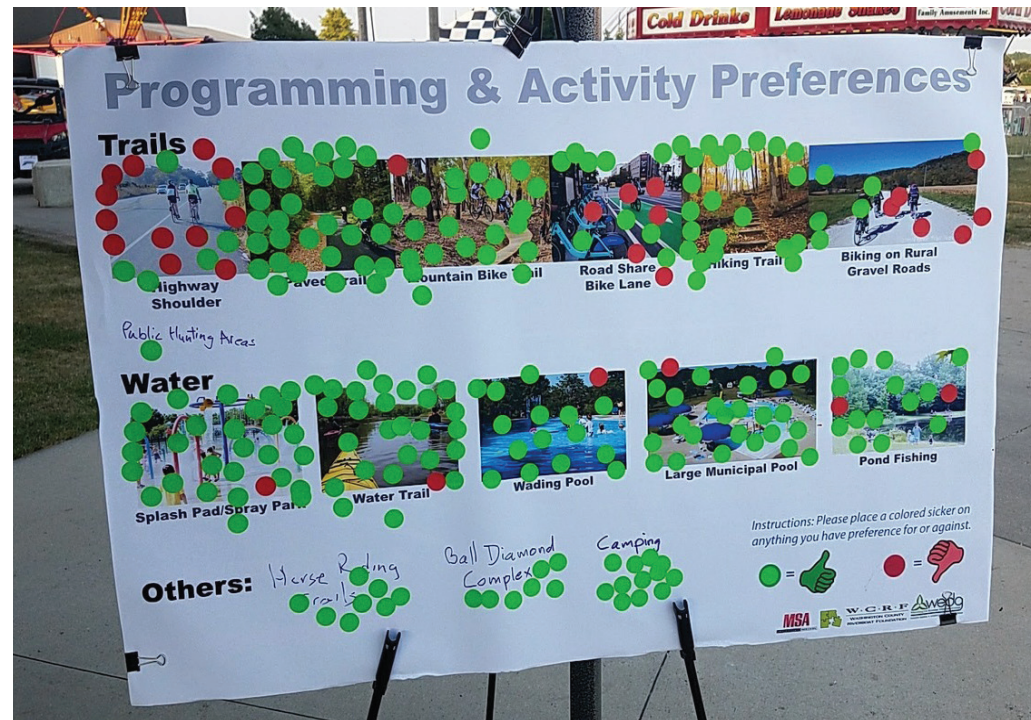
The second public meeting will be an Open House near the end of the planning process. At the Open House we'll present the draft updated comprehensive plan. Participants will have an opportunity to walk through the proposed changes and provide feedback for further review by the Steering Committee.

## 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

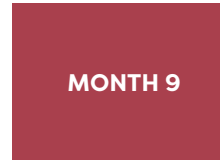


## PROJECT SCHEDULE AND PROPOSED FEE

## PROPOSED TIMELINE

MSA anticipates the following estimated project schedule:

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



**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
<b>TOTAL:</b>	<b>\$47,900</b>



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

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