

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-SHAPIRO, AIA
LOCAL
ARCHITECTURAL SUPPORT



BETHANY WILCOXON, AICP
PROJECT MANAGER + PRIMARY CONTACT



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.

REGISTRATION

American Institute of Certified Planners

EDUCATION

Graduate Certificate, Geographic Information Systems
Iowa State University
BS, Community and Regional Planning
Iowa State University

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



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.

EDUCATION

MS, Community and City Planning
Iowa State University
BS, Community and Regional Planning
Iowa State University

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 Bollivar 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

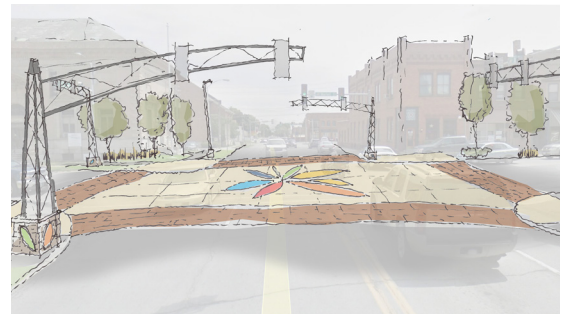
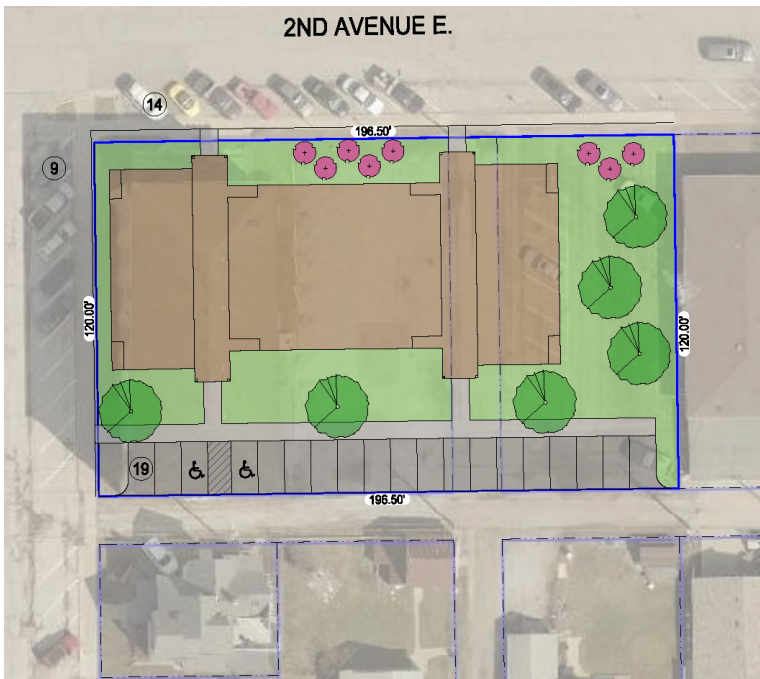
- Stormwater Utility Development
- Stormwater System Evaluation and Plan of Action

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

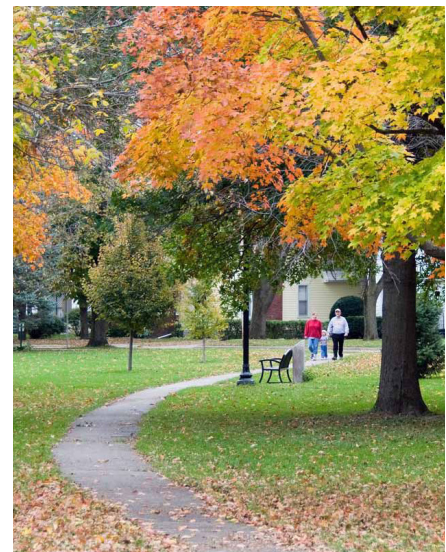
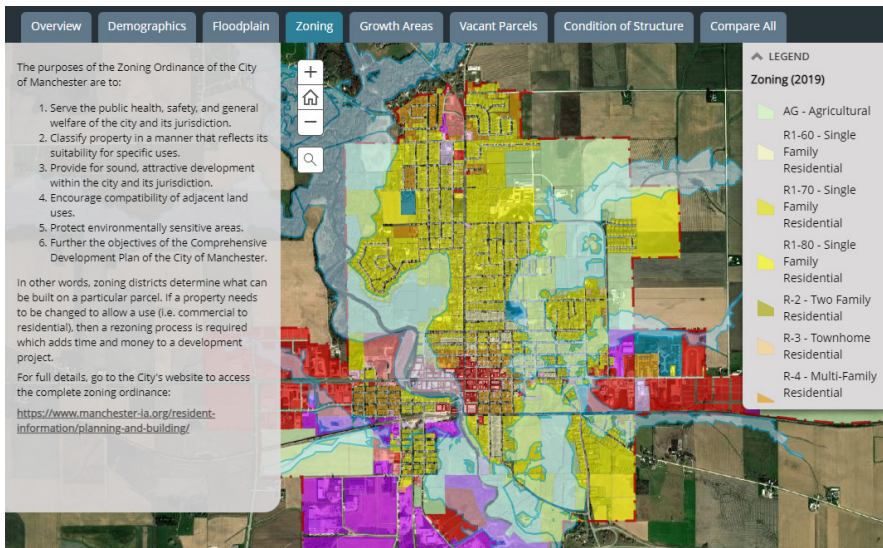
August 2020

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

COMPLETION DATE
2020

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.

CATEGORIES

Branding
 Entrepreneurship
 Housing
 Parks, Trails, and Recreation

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.

REFERENCE

Donna Boss Paxton
 Executive Director
 Delaware County Economic Development
 dboss@delawarecountyia.com
 P 563.927.3325

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

ACCESS THE FULL PLAN

manchesterplacemaking.com



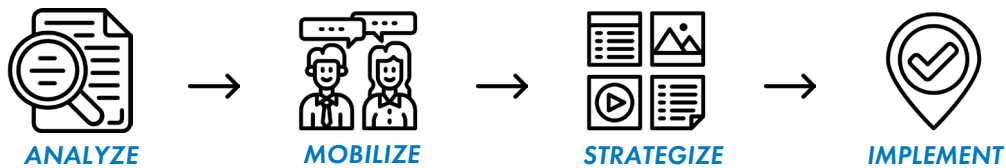
SECTION 3



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

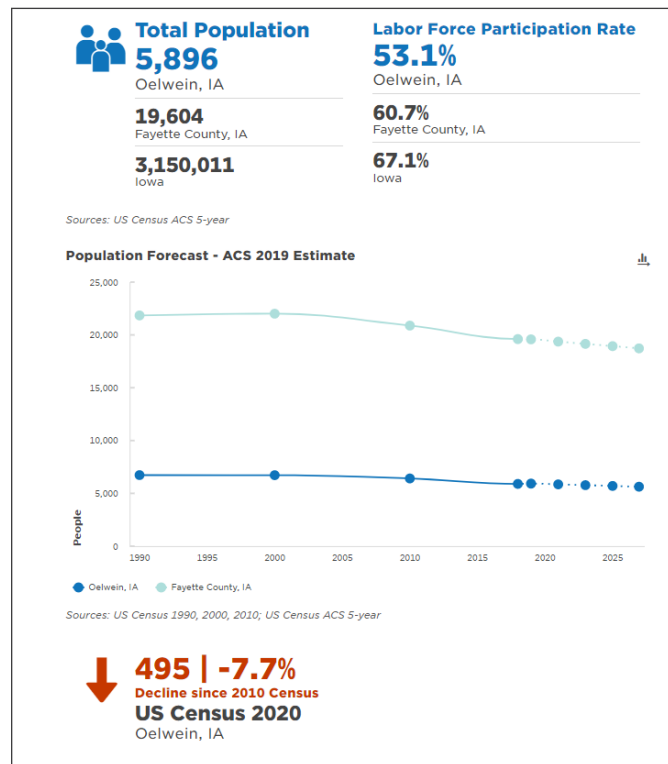
The community’s ambition to thrive while continuing to lose population has spurred the need to establish a new comprehensive plan. To begin this process, our team will conduct a deep dive into existing studies and reports to understand previously identified priorities and focus areas as well as areas 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.

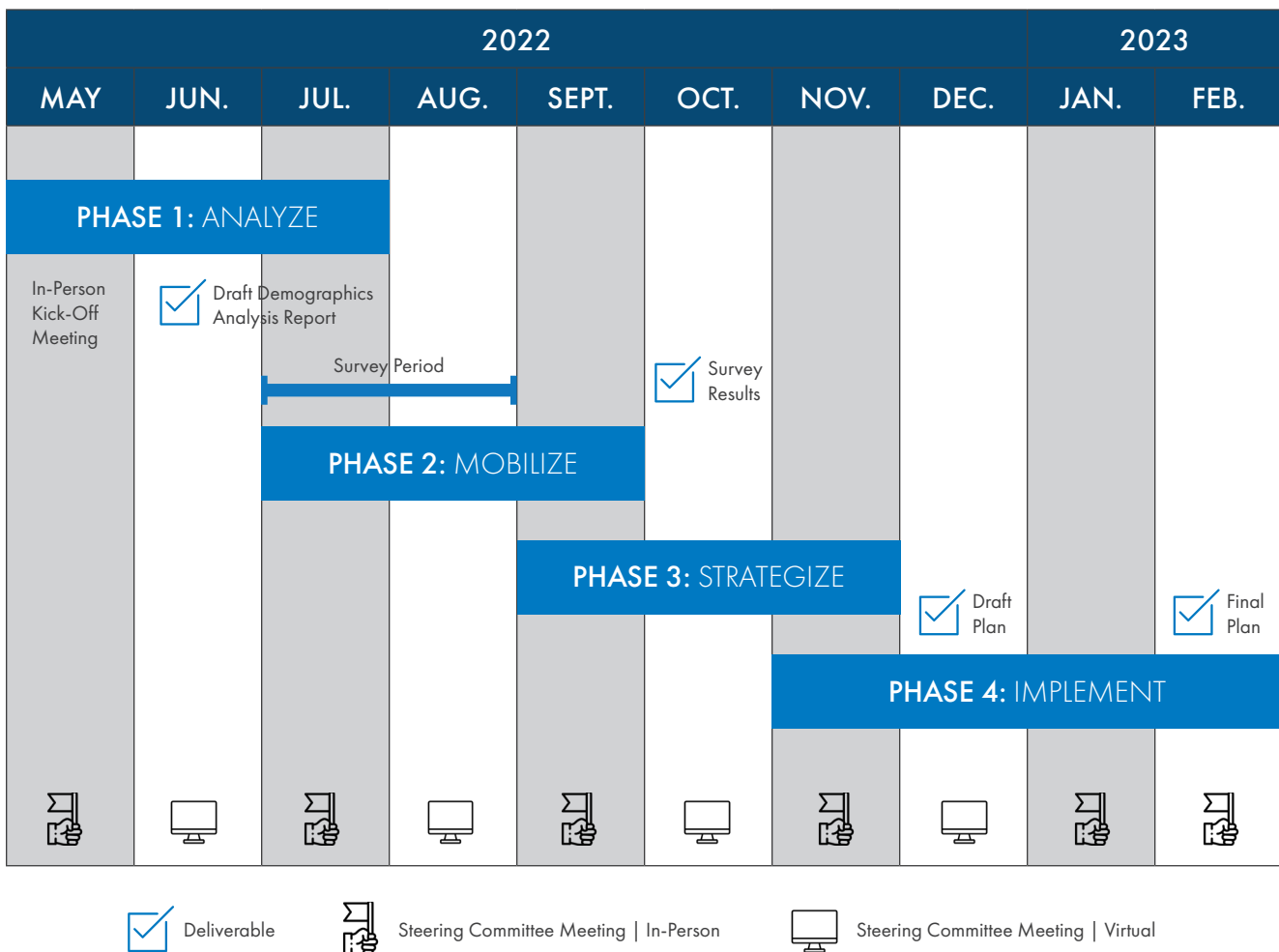
DELIVERABLES:

- 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