

**CITY OF APPLETON**

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# **COMPREHENSIVE PLAN UPDATE & SUBAREA PLANNING PROPOSAL**

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**SMITHGROUP**

May 10, 2024



**UNIQUE ENTITY IDENTIFIER**  
MQBTC2LPJQ37

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**SUB-CONSULTANTS**  
SmithGroup is not  
proposing any sub-  
consultants



WATERTOWN TOWN SQUARE  
WATERTOWN, WISCONSIN

May 10, 2024

Re: City of Appleton, Comprehensive Plan Update & Subarea Planning Proposal

## LINDSEY SMITH

Principal Planner  
100 North Appleton Street  
Appleton, Wisconsin 54911

Dear Ms. Smith and the Selection Committee:

It is a pleasure to present SmithGroup's proposal for the City of Appleton's Comprehensive Plan Update and Subarea Planning project. We recognize that this is a critical juncture to help Appleton align and enhance its vision on land use, housing elements, and key subarea plans. The SmithGroup team we have assembled is eager to work toward a refreshed approach to your comprehensive plan. We are committed to collaborating every step of the way.

### HELPING APPLETON PLAN FOR THE FUTURE

Delivering a successful citywide plan that builds upon existing systems while adopting future-focused initiatives is complex. Our nationally recognized, Wisconsin-based interdisciplinary planning team has a legacy of innovative and action-focused planning for urban communities in Wisconsin and across the Midwest and the United States. Please refer to "[Section Two: Project Understanding & Approach](#)" for a discussion on connecting previous plans; land use and redevelopment; housing; corridor subarea plans; and corridor market analyses.

### IMPLEMENTATION-FOCUSED PLAN FOR CREATING POSITIVE OUTCOMES IN APPLETON

A proven, consensus-driven process will guide Appleton to a visionary and implementable plan. The outcome will enhance the community through a unified vision, policy, actions, and metrics that launch the plan into its next digital iteration for tracking progress. This is essential for creating resilient redevelopment, housing, and land use strategies for Appleton's future generations.

We understand that the decisions you make now will resonate with the community for decades. We will tap into our diverse expertise to work with you and develop an effective and implementable vision that enhances the vitality of Appleton for the future. Please refer to "[Section Three: Project Work Plan & Timeline](#)" for our plan to build a strong framework for action; engage the Appleton community in their own success story; and enact proactive communication and accountable teamwork.

Thank you for your thoughtful consideration. Please feel free to contact me at any time if you have questions or require additional information. We look forward to discussing our proposal with you in greater detail.

Sincerely,



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Principal, Urban Studio Leader  
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**SECTION 1**

**COMPANY INFORMATION**



# SMITHGROUP BACKGROUND

SmithGroup is an award-winning, national design and planning firm that utilizes research, data, advanced technologies, and thoughtful design to help clients and communities solve their greatest challenges.

Based in Madison and Milwaukee, Wisconsin, our expert team is committed to excellence in strategy, design, and delivery—giving rise to new, innovative, and equitable processes and methodologies that redefine the way we work as teams and support the communities we serve. Our specialists—from artists and planners to data analysts and beyond—develop beautiful, sustainable, future-focused solutions for urban environments, mixed-use and waterfront developments, parks and open spaces, healthcare providers, science and technology organizations, higher education and cultural institutions, and diverse workplaces.

## COMPREHENSIVE & SUBAREA PLANNING EXPERIENCE

Over the past several decades, SmithGroup has had a legacy of great planning projects throughout Wisconsin and beyond.

- De Pere, WI Comprehensive, Downtown, and SE Area Plan
- Dane County, WI Circular Campus Vision
- Oshkosh, WI Lakeshore Park Master Plan & Park Pavilion
- Racine, WI Lincoln King Neighborhood Plan
- Kenosha, WI Innovation Neighborhood Master Plan
- Kane County, IL District Comprehensive Plan
- Mahomet, IL Downtown Comprehensive Plan
- Danville, VA City-Wide Comprehensive Plan
- Meridian Group, East Boro Comprehensive Plan
- Rocky Mount, NC Mill Master Plan
- Ann Arbor, MI Comprehensive Plan
- Detroit, MI Comprehensive Plan
- Ferndale, MI Comprehensive Plan
- Lexington, MI Comprehensive Plan
- Las Vegas, NV Comprehensive Plan
- La Porte, IN Clear Lake Sub Area Plan
- Burns Harbor, IN Westport Development Area Visioning & Concept Plan
- Blue Island, IL Riverfront Plan
- Rock Creek, DC West Corridors Planning
- Alexandria, VA Landmark Mall Replanning Services
- Pittsburgh, PA District Vision Plan
- Innovate Pittsburgh Craig Street Innovation District Planning
- Sandusky, OH Southside Neighborhood Plan
- Columbus, OH West Broad Study
- Toledo, OH Strategy Framework Plan Exploratory Assessment
- Grand Rapids, MI Southtown Corridor Improvement District Plan
- California High-Speed Rail Delivery Support & Technical Planning
- Cleveland, OH Euclid Corridor Plan
- Ann Arbor/Ypsilanti, MI, Reimagine Washtenaw Corridor Plan

## FAST FACTS

### YEARS IN SERVICE

171 years

### STAFF SIZE

1,400 employees

### OFFICE LOCATIONS

Ann Arbor, Atlanta, Boston, Chicago, Cleveland, Dallas, Denver, Detroit, Houston, Los Angeles, Madison, Milwaukee, Phoenix, Pittsburgh, Portland, Sacramento, San Diego, San Francisco, Shanghai, Washington DC

### SERVICE OFFERINGS

Architecture; Building Enclosure Consulting; Campus Planning; Civil Engineering; Coastal Engineering; Energy & Environmental Modeling; Facility Condition Assessment; Fire Protection & Life Safety Engineering; Historic Preservation; Interiors; Lab Planning; Landscape Architecture; Lighting Design; Medical Planning; MEP Engineering; Programming; Strategy; Space Utilization; Structural Engineering; Sustainable Design; Urban Design; Urban Planning

# URBAN PLANNING & DESIGN

## AREAS OF EXPERTISE



### IMPLEMENTATION-FOCUSED PLANNING

As a multi-disciplinary firm, we do everything from long-range planning to zoning ordinance amendments and detailed construction drawings. An understanding of the challenges that come after the plan informs our designs. This begins at the creative idea generation phase and leads to informed implementation phases that optimize time and budget to bring the plan to life.



### COMMUNITY & CITY PLANNING

Our work is client-focused and based on building an understanding and deep appreciation for community context. We analyze existing conditions and rapidly iterate future opportunities, including the physical form and relationship of buildings, streets, and open spaces in the context of historical patterns, existing situations, and future needs. We improve cities through design guidelines, development projects, and refined details that strengthen and identify values and a unique sense of place.



COMPREHENSIVE PLANNING APPROACH

## CONNECTING ASPIRATION & OPPORTUNITY

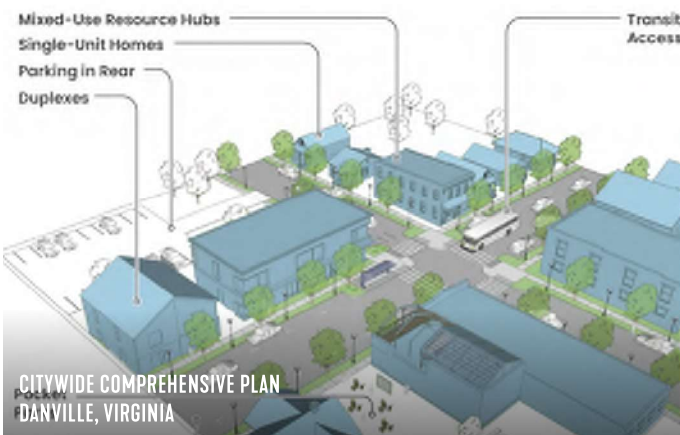
Urban developments depend on collaborative networks for success: forging local partnerships and building community coalitions, drawing on multiple funding sources, and securing agency support and regulatory approvals, to name just a few. SmithGroup helps navigate this process. We listen first: gathering information and diverse stakeholder perspectives. Then we help shape a shared vision for future priorities and outcomes, building a broad coalition of support. The result is planning and design that authentically reflects your community, and that connects your aspirations and assets with genuine opportunities.



INCLUSIVE COMMUNITY ENGAGEMENT

## EQUITY MATTERS

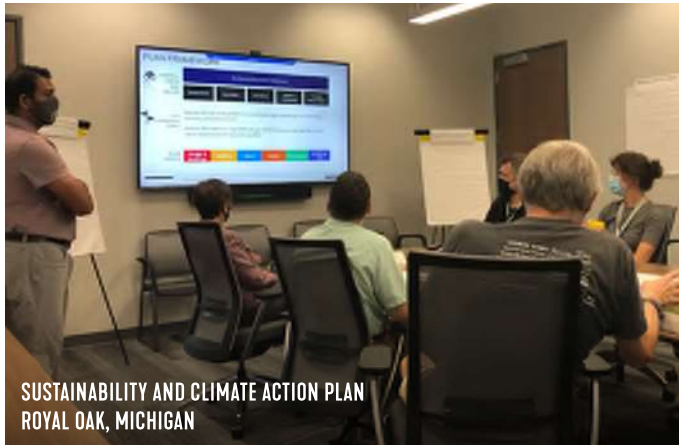
Our team is built on the philosophy that equitable public engagement has the power to shape the design of our communities more inclusively. We believe in engaging the broadest range of perspectives and values. Transparent engagement and decision-making processes require in-person and virtual engagement methods that are thorough, enticing, sustained, nimble, and self-reflecting. We must break down rather than reinforce the digital divide. We must build trust through the planning processes, and always ask, “Whose voice is missing?”



## LAND USE & REDEVELOPMENT

SmithGroup’s urban planners craft land use plans that build off local context, incorporating form-based techniques to realize a plan’s vision. Our visioning strategies make land use approachable and help residents visualize what development could look like in their neighborhoods.





SUSTAINABILITY AND CLIMATE ACTION PLAN  
ROYAL OAK, MICHIGAN

## REDEFINING RESILIENCY

Resiliency in Appleton goes beyond climate strategy. Our team will weave resilient practices into every aspect of the plan through economic planning, housing design, open spaces, and mobility. We will work with the Advisory Committee and Resiliency, Climate Mitigation and Adaptation Task Force to integrate resilience throughout the plan.



CLICK TO LEARN ABOUT OUR AWARD-WINNING [MEDC RESILIENCY TOOLKIT](#).



CITY OF ANN ARBOR, DOWNTOWN STREETSCAPES  
ANN ARBOR, MICHIGAN

## MOBILITY & STREET DESIGN

Mobility forges the connections essential for growth, economic prosperity, and neighborhood vitality. Resilient streets support civic activities, promote stronger economic environments, and uplift communities through greater interaction. We focus on integrated systems rather than individual modes of transportation, balancing the needs of pedestrians, motorists, bicyclists, and transit users, and providing flexibility to adapt to future demands and needs. Connecting people to their community assets is the key to urban revitalization and sustainability.



UNIVERSITY OF WISCONSIN, ALUMNI PARK  
MADISON, WISCONSIN

## PUBLIC REALM & PLACEMAKING

Successful urban spaces anticipate and accommodate a diverse range of users and uses, creating vital public destinations. Our team is dedicated to creating great places, streets, waterfronts, and vibrant, sustainable cities. We understand the key elements of creating active, people-focused places, and how to employ them in each part of a city. Our firm has designed signature public places for over 60 years and continues to be a leader in place creation for the public realm.

# EXPERTISE IN FEDERAL & ARPA-FUNDED PROJECTS

SmithGroup’s experience with projects that comply with federal contracting standards and grant funding programs spans decades. This includes 450 federal projects completed over the past 20 years alone for clients such as the General Services Administration, Social Security Administration, Environmental Protection Agency, National Park Service, Department of State, National Institutes of Health, and many other U.S. agencies.

This expertise includes projects since 2021 that utilize American Rescue Plan Act (ARPA) funding. Additionally, our firm regularly assists a variety of clients with grant preparation and identifying appropriate government funding sources. As such, our firm is accustomed to the cost principles, procurement standards, and reporting obligations set forth by these programs.

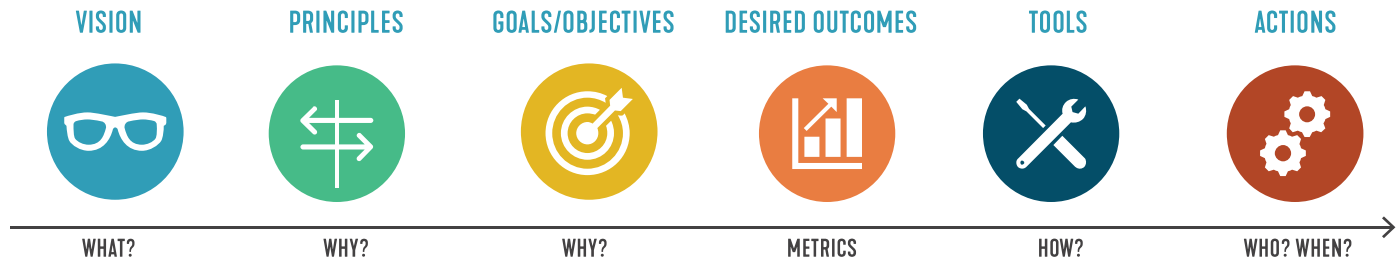


## SECTION 2

# PROJECT UNDERSTANDING & APPROACH



# HELPING THE CITY OF APPLETON PLAN FOR THE FUTURE



## CONNECT PREVIOUS PLANS

Appleton’s Comprehensive Plan is an opportunity to step back and appraise the current set of plan elements and studies considering community values, changing demographic and economic conditions, and potential future conditions.

Through a thorough review and summary of the prior plans—as well as the integration of other reports and ongoing planning efforts (such as West College Avenue Corridor Planning, Complete Streets Study, College North Neighborhood Plan, and Housing Development Policy Guide)—we will document revised issues and opportunities as a whole to guide updates to the land use, housing and neighborhoods, and corridor plan elements.

We will audit past plans, find commonalities, shape a vision framework that links them all, and use it to vet priorities and strategies with the Appleton community. We will work to create a common framework language of **vision, principles, goals, and metrics**. **This will result in an actionable set of strategies to monitor via an online data dashboard** to celebrate achievements, listen to constituents’ priorities, and prioritize budgets and capital improvements.

## USEFUL PLANS

Our team has an extensive history of creating and streamlining comprehensive and subarea plans for communities across the U.S. We recently aligned and consolidated goals for the draft City of De Pere Comprehensive Plan Update and are in the process of building a unified framework from the City of Detroit’s dozens of plans.



[CLICK HERE TO VIEW A CURRENT DRAFT OF THE DE PERE COMPREHENSIVE PLAN UPDATE.](#)



DESIGN LANSING PLACE TYPES  
LANSING, MICHIGAN



## LAND USE & REDEVELOPMENT

The Appleton Comprehensive Plan will play a crucial role in identifying key properties for development and revitalization citywide and within the three subareas. We will evaluate current zoning to ensure alignment with the plan's vision, leveraging our expertise in land use and housing policy to encourage a variety of mixed-use and housing typologies that meet the needs of residents.

We specialize in preparing context-specific series of land use place types that articulate combinations of density, neighborhood/district type, and building form/function that translate to desired place types throughout communities. Determining these typologies through the engagement process and analysis of previous plans and existing character will build a **future land use plan that can translate to zoning amendments and redevelopment strategies that tie land use recommendations to transportation, infrastructure, and open space.**

## PREPARING FOR REDEVELOPMENT

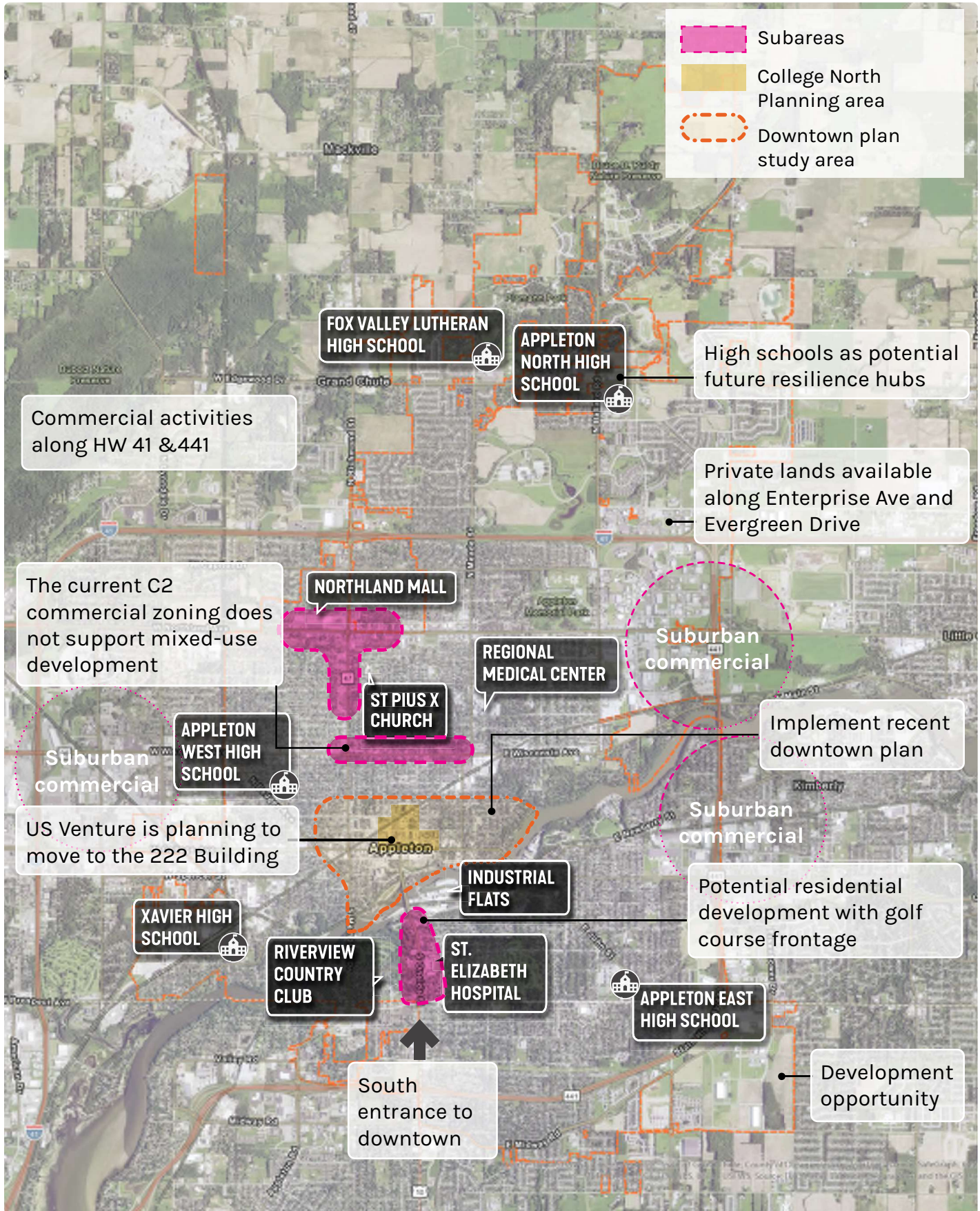
We are experts in every phase of the development process—from vision to implementation. Our design, market, and planning team sets the stage early in the process for identifying key projects that can begin implementation before the plan is finished.

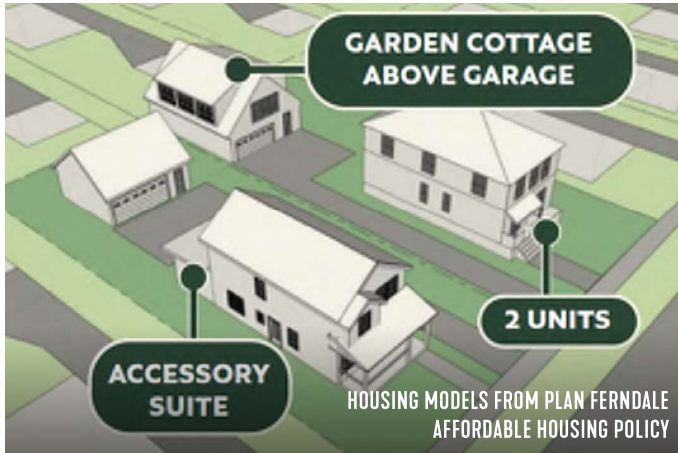
We look forward to exploring redevelopment sites or public realm interventions to add a set of concrete recommendations and design inspiration to the subarea plans. As part of our land use place types analysis, we will develop a set of **site-specific recommendations for the three corridors to flesh out catalytic opportunities to spur future investment.**



CLICK HERE TO LEARN ABOUT OUR RECENT MEDC REDEVELOPMENTS IN [MUSKOGON](#) AND [JACKSON](#).

# PRELIMINARY OPPORTUNITIES ASSESSMENT





 [CLICK HERE TO SEE A SIMILAR EXAMPLE IN THE \*\*BIG RAPIDS HOUSING STUDY.\*\*](#)

## HOUSING

Appleton is built on strong, desirable, and livable neighborhoods. We will use our understanding of land use and housing policy to encourage **a diverse range of housing typologies and policies that fit the needs of residents.**

The College Avenue North Neighborhood Plan market analysis, conducted in 2022, revealed a pressing need for 3,000 new residential housing units in Appleton over the next decade. The city needs to deliver 300 units annually to accommodate this demand. However, the 2022 Growth Report indicates that only 179 housing units were constructed in 2022, highlighting a significant deficit. The 2024 Housing Development Policy Guide includes strategies for strengthening housing priorities and actions that can be better integrated into the comprehensive plan and supplemented by a housing assessment data update to the 2022 report.

The Comprehensive Plan will aim to align these recent studies with a revised housing vision and strategies to promote housing development. The planning process will identify barriers and evaluate opportunities for housing-centric development. The final plan will feature policies to address the housing shortage and affordability challenges, ensuring a more sustainable and inclusive housing landscape.

## CORRIDOR SUBAREA PLANS

The goal of updating the corridor plans for Wisconsin Avenue, Richmond Street, and South Oneida Street is to **leverage connections with neighborhoods, enhance the vibrancy of each area by strengthening the sense of a district, enhancing pedestrian spaces and connectivity, and promoting infill development and growth of local businesses.**

Our approach to corridor planning will involve documenting and analyzing the existing urban form while defining the Appleton community’s vision for each subarea’s future. Through a collaborative visioning process, we will create inspirational plans and drawings that capture the essence of this vision. These visual representations could potentially serve as a basis for the creation of a form-based code, ensuring that physical developments align with community goals.

Visualization is key to fostering a common understanding of the desired community vision. Therefore, we will test design scenarios in opportunity sites using a combination of hand-drawn sketches and computer-generated 3D renderings. This approach offers a hands-on, immersive experience for community members, resulting in a plan that authentically reflects their input and aspirations.



CITY OF ANN ARBOR, COMPREHENSIVE PLAN UPDATE  
ANN ARBOR, MICHIGAN

## MARKET SNAPSHOT & FEASIBILITY

Our team integrates market-based (re)development strategies into all of our comprehensive plans. We identify opportunities and build site-specific visions and feasibility considerations for housing, commercial, and mixed-use. We will develop a market snapshot, with a particular emphasis on **future housing and employment drivers and frame our recommendations to emphasize flexibility to respond to evolving market forces and expected future mixed-use demand.**

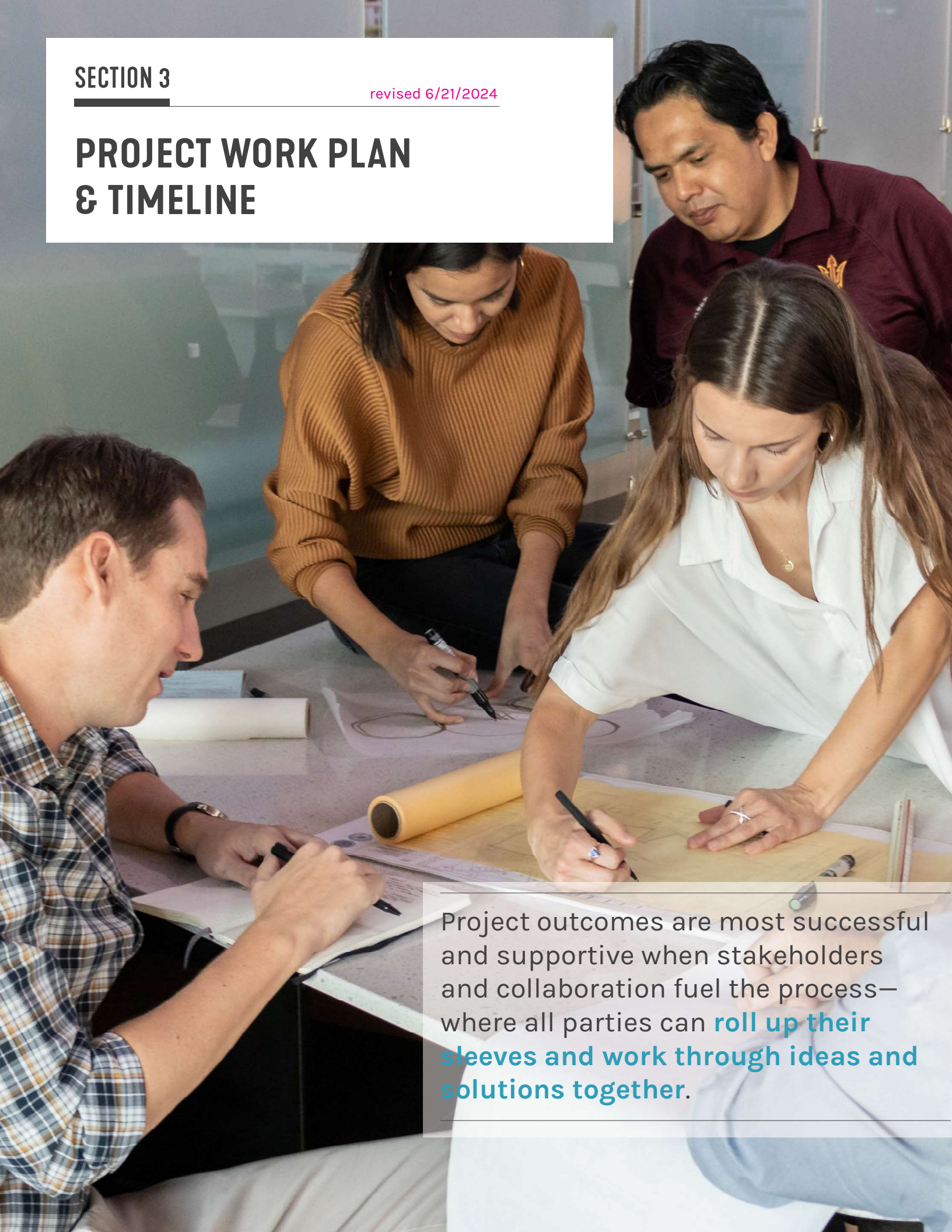
Our team will develop a retail, office, and housing market analysis, and an economic impact and leakage analysis summary for the three major corridor subareas (Wisconsin Avenue, Northland Avenue/ Richmond Street, and South Oneida Street). As part of the market analysis, we will quantify new and supported retail square footage, average store size, and number of new stores by retail type, as well as quantify the number of new unit infill housing front doors and expected population growth for a 10-year horizon. If the three market areas draw from each other's market demand, we will perform an analysis that identifies the market overlap that exists between the three areas.



## SECTION 3

revised 6/21/2024

# PROJECT WORK PLAN & TIMELINE



Project outcomes are most successful and supportive when stakeholders and collaboration fuel the process—where all parties can **roll up their sleeves and work through ideas and solutions together.**

# WORK PLAN: A PLAN FOR APPLETON

## COLLABORATIVE STRUCTURE & ROLES

Project outcomes are most successful and supportive when stakeholders and collaboration fuel the process—where all parties can roll up their sleeves and work through ideas and solutions together. While land use planning is complex and technical—it is imperative that the community keeps ownership over the ideas and their outcomes.

Our present reality has granted us the opportunity to elevate our equitable approach to engagement. No longer dependent on a select few who regularly attend public meetings, we strive to provide live and on-demand virtual options for people to participate as often as they can throughout the process.

For your project, we propose to deploy remote virtual collaboration tools and processes for transparent engagement and decision-making that are sound, defensible, and inclusive. **The goal will be to break down the digital divide and ensure that everyone is heard while maintaining the fundamentals that make engagement successful.** Coupling our virtual web portal exercises with paper DIY Workshop kits has worked well to bridge the digital divide and we have found an increase in participation from traditional open houses and workshops.

For the Appleton Comprehensive Plan Update and Corridor Subarea Plans, the following groups are identified and referenced in this work plan:

- **Consultant Team:** SmithGroup will have prime responsibility for developing graphic and written materials throughout the process, data collection and analysis, meeting facilitation and summaries, and drafting plans and recommendations.
- **City Staff:** We feel that project outcomes are best when we work closely and collaboratively in partnership with key city staff. We anticipate that city staff will play an essential role in the following:
  - Regular planning team coordination calls.
  - Identification and coordination of stakeholders.
  - Assisting with meeting logistics (finding spaces, invites, contacting groups, etc.).
  - Preparing communications, notices, and gathering/entering DIY paper kits.
  - Leading breakout room exercises (and additional focus groups not identified in the scope, if warranted).
  - Assist in gathering applicable city data, plans, and resources for the Consultant Team.
  - Collaborate with SmithGroup on GIS mapping and Hub site crafting.
  - Timely review of deliverables and providing comments back to the SmithGroup Team.
- **Advisory Committee:** An inclusive and motivated advisory committee is also important for guiding the direction of the plan. The Advisory Committee should include a broad range of stakeholders from Appleton and represent key constituencies and expertise. They will play an important role in vetting strategies and ideas, reviewing materials, informing process decisions, and advocating on behalf of the process. We anticipate seven advisory committee meetings throughout the project.
- **Corridor Subarea Plans Focus Groups:** Each corridor will have a group of key local stakeholders to provide key leadership and direction for each of the three Corridor Subarea Plans. They will be engaged four strategic times: in Phase 1 during the kickoff tour and a follow-up virtual online brainstorming meeting utilizing an online whiteboard tool (in person option \$5000); vetting alternatives during our Phase 2 in-person visit; and reviewing draft documents in Phase 3.

# REVISED VISION & GOALS

>> PLACE A STICKY NOTE ON THE BOARD TO COMMENT ON EACH GOAL, VALUE AND VISION STATEMENT.

The following goals were inspired through past planning efforts and community engagement conducted during the Imagine De Pere planning process.



**OVERARCHING VISION STATEMENT**  
De Pere will foster an engaged community spirit and encourage forward thinking to seize on opportunities for education, business, recreation, and culture – with steadfast support for the city's history and character.



GOALS

## 1 PEOPLE

*Vision: De Pere's unwavering focus on quality of life supports a vibrant and expanding community.*

- Encourage the **growth of business** and support **diverse employment and entrepreneurship** opportunities
- Increase and coordinate unique activities that enliven the city and **increase the sense of community**

## 2 PLACE

*Vision: De Pere's thriving downtown and neighborhoods are the cornerstone to its success as a community with accessible amenities and a strong culture.*

- Manage the future growth and redevelopment within the city to ensure orderly, balanced, **sustainable development** that integrates a **mixture of uses**
- Develop new neighborhoods and **maintain** older neighborhoods which offer a **variety of quality housing opportunities** for all De Pere residents to attract and retain residents of **all ages and income levels**
- Enhance the quality of agricultural resources to provide **sustainable land stewardship, economic opportunity, and local food options**

## 3 SYSTEMS

*Vision: De Pere provides high quality services and sustainable infrastructure that preserves and utilizes the community's environmental assets.*

- Develop a **safe and efficient multi-modal transportation system** and culture that enables people of all ages and physical abilities to **safely and conveniently travel** throughout the community
- Embrace, enhance, connect and activate the **open space networks** throughout the City
- Promote a **quality living environment** through the timely provision of adequate and efficient recreation, utility, emergency, and other public facilities and services affecting the health, safety, and well-being of De Pere residents and businesses



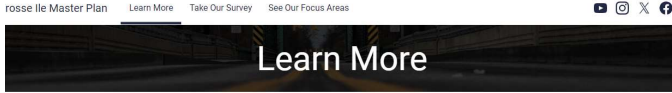
IMAGINE DE PERE COMPREHENSIVE PLAN & WEST DOWNTOWN VISION PLAN

### TESTING A UNIFIED PLAN FRAMEWORK WITH THE PUBLIC FOR THE CITY OF DE PERE'S COMBINED PLANS

- **In-Person Visits:** We plan to schedule at least one in-person set of meetings per phase and can flexibly adapt for those unable to join us. We anticipate these workshop days to be focused engagement sessions that combine on-site tours, structured break out activities, collaboration, and reporting out. They provide opportunities for stakeholders to sit down one-on-one with the planning team to talk through specific challenges or opportunities and build toward consensus. Our kick off visit will be corridor tours, stakeholder interviews, and the first Advisory Committee meeting. The Phase 1 visit will be a public launch of the project to gain input on the plan audits, share existing conditions, and vision and goals. Phase 2 will combine corridor subareas workshop breakouts and public input on the comprehensive plan elements over the course of 2-3 days. Phase 3 will be adoption meetings at the Plan

Commission and Common Council or an additional public meeting on the draft (additional services).

- **Public:** We feel—and our experiences have demonstrated—that the most successful engagement happens when you **go directly to where the people are**. We look forward to partnering with city staff and the Advisory Committee to get out the word for our in-person input sessions by tapping existing networks. We suggest reaching out to neighborhood, resident, and business associations by attending their regularly scheduled meetings and sharing links and DIY packets.
- **Pop-up Boards and DIY Survey Kits:** These kits will connect with people in the spaces they use, from parks to shopping centers to carry-out restaurants to book clubs and after-school pickups.



**What is a master plan?**

A master plan is a living document that serves as a framework for growth, redevelopment, and change in the Township, guided by a collective community vision. It also serves as a strategic document that identifies goals, objectives, and needs of the community that can be accomplished over time. The plan is used by local governments to help produce the best outcomes for the community it serves.

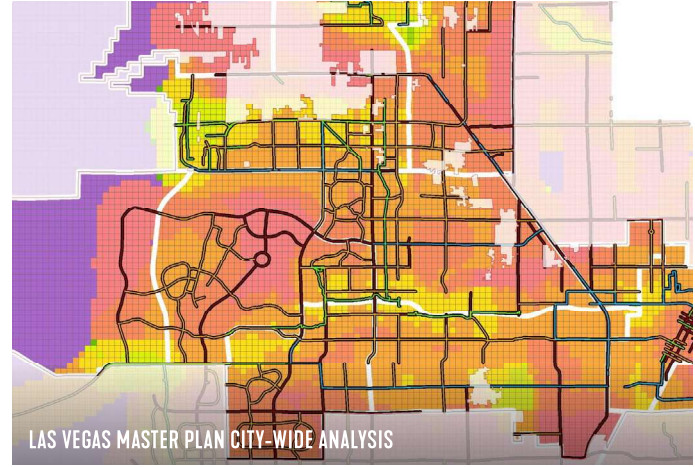
**How does the master plan impact me?**

From the homes where you live to the parks where you play and the roads you take to get there, Grosse Ile's Master Plan will tell Township leaders how to make decisions about the future of Grosse Ile so it best meets your wants and needs.

**The master plan impacts things you do every day!**



 [CLICK TO VIEW THE GROSSE ILE HUB SITE](#) CREATED BY SMITHGROUP



 [CLICK HERE TO SEE A SIMILAR EXAMPLE IN THE LAS VEGAS MASTER PLAN.](#)

## ANALYZING DATA

We believe in community-driven design backed by accurate data analysis. Our team of Geographic Information Systems (GIS) specialists uses place-based data, census information, and other metric factors to create highly specific, location-based suggestions. **We believe in making this information understandable and accessible to the public. It will be included on the Hub website and in engagement materials.**

## A LIVING, DIGITAL PLATFORM TO TELL THE STORY

SmithGroup proposes the creation of a GIS-based digital platform that incorporates and expands upon the city's GIS web platform already in operation. This platform will serve as a hub for input, analysis, and sharing of the plan, harnessing the latest Environmental Services Research Institute (Esri) technology and leveraging Appleton's existing geospatial infrastructure. We will collaborate with city staff seamlessly via an ArcGIS Online group to organize the apps, maps, and data that can be operated, managed, and updated by city staff in the future. Beyond data management, this platform also enables public engagement and spatial input.

	HOUSING	ECONOMY	TRANSPORTATION	GREEN SPACE & PUBLIC PLACES	INFRASTRUCTURE & SYSTEMS
<b>EQUITY</b> Recognition that some residents may need more assistance than others to achieve a just and fair social balance	<b>EHI1 AFFORDABLE HOUSING ACCESS</b> Number and % of housing units priced for low and middle income households <b>EHI2 BALANCED HOMEOWNERSHIP AND RENTAL OPTIONS</b> Ratio of ownership to rental units <b>EHI3 DIVERSITY OF HOUSING LOCATION AND TYPES</b> Distribution of housing types across neighborhoods; average housing density by district	<b>EET1 EQUITABLE EDUCATIONAL OUTCOMES</b> Graduation rates by demographic; educational attainment by neighborhood <b>EET2 SUPPORT FOR LOCALLY-OWNED BUSINESSES</b> % of business licenses issued to Danville residents <b>EET3 INCOME EQUITY</b> Ratio of highest to lowest median household income by neighborhood	<b>ET1 ACCESSIBILITY TO PUBLIC TRANSPORTATION</b> % and distribution of homes with access to public transit <b>ET2 AFFORDABILITY OF PUBLIC TRANSPORTATION</b> % of household income spent on public transportation <b>ET3 SAFE AND ACCESSIBLE ROUTES</b> Safety along major pedestrian and bike routes to and from employment and education, healthcare, bike, infrastructure	<b>EP1 INCLUSIVE ACCESS TO PARKS AND OPEN SPACE</b> % households within 10-minute walk to park; access to parks by neighborhood; ParkScore <b>EP2 HIGH QUALITY PARKS IN ALL COMMUNITIES</b> Park maintenance; park amenities by neighborhood <b>EP3 EQUITABLE ENHANCEMENT OF PROPERTY VALUES</b> % increase in property value near parks; by neighborhood income levels	<b>ESI1 AFFORDABLE UTILITY SERVICES</b> Average utility costs as % of household income <b>ESI2 EQUITABLE DISTRIBUTION OF INFRASTRUCTURE INVESTMENTS</b> Infrastructure spending by neighborhood and investment type <b>ESI3 DIGITAL INCLUSION</b> % of households with internet access
<b>RESILIENCE</b> Prepared for unanticipated events now and in the future	<b>RH1 WEATHERIZED AND ENERGY EFFICIENT HOMES</b> % homes adequately weatherized; % change in average household energy consumption <b>RH2 HOME MAINTENANCE &amp; REPAIRS</b> % of homes identified for major repairs <b>RH3 FLOOD INSURANCE COVERAGE IN HIGH-RISK AREAS</b> % of homes in flood risk areas with flood insurance	<b>RE1 ECONOMIC SECTOR DIVERSITY</b> % employment by sector <b>RE2 BALANCE IN COMMERCIAL AND INDUSTRIAL LAND USES</b> Ratio of commercial to industrial land use <b>RE3 FOSTERING ENTREPRENEURSHIP</b> Number of co-working spaces and business incubators	<b>RT1 MULTI-MODAL TRANSPORTATION</b> Mode share (% travelers by mode); transit ridership; non-motorized infrastructure <b>RT2 QUALITY ROAD INFRASTRUCTURE</b> Road condition score <b>RT3 SUSTAINABLE URBAN DESIGN</b> % impervious areas; % area with green infrastructure	<b>RP1 CLIMATE RESILIENT GREEN SPACES</b> Incidents of climate-related park closures <b>RP2 BIODIVERSITY IN PUBLIC SPACES</b> % area covered by native species <b>RP3 RECREATION-FRIENDLY RIVERS AND WATERWAYS</b> Safety of rivers and waterways for recreation; water quality	<b>RS1 DECARBONIZED POWER SUPPLY</b> % renewable energy used for power supply <b>RS2 WATER CONSERVATION AND EFFICIENCY</b> Per capita water use; leakage rate in water distribution system <b>RS3 CLIMATE RESILIENT INFRASTRUCTURE</b> % infrastructure in floodplains assessed for risk; number of essential service disruptions during floods
<b>HEALTH</b> Supportive of mental and physical health (includes acute, chronic, and preventative care)	<b>HH1 REVITALIZATION OF VACANT LAND AND BUILDINGS</b> Number and % of vacant housing and parcels rehabilitated <b>HH2 SAFE DISTANCE FROM POLLUTION SOURCES</b> % of homes set safe distance from identified pollution sources <b>HH3 SAFE AND COMFORTABLE NEIGHBORHOODS</b> Crime rates by type, by neighborhood	<b>HE1 QUALITY HEALTHCARE FACILITIES</b> Age and condition of healthcare facilities <b>HE2 ACCESSIBLE RECREATIONAL AND FITNESS AMENITIES</b> Number and distribution of recreational and fitness amenities <b>HE3 COMPREHENSIVE HEALTHCARE SERVICES</b> Number, type, and distribution of healthcare facilities	<b>HT1 ACTIVE MOBILITY</b> Total length of bike lanes and pedestrian paths, by neighborhood <b>HT2 SAFE AND ACCESSIBLE PUBLIC TRANSPORTATION</b> Accessibility to public transport; incidents of transport-related accidents <b>HT3 IMPACT OF TRANSPORT ON AIR QUALITY</b> Average Air Quality Index (AQI) near major transportation routes	<b>HP1 SAFE PUBLIC SPACES</b> Crime rates in public spaces <b>HP2 SUPPORT FOR LOCAL AND COMMUNITY AGRICULTURE</b> % public land used for agriculture; number of community gardens <b>HP3 CONNECTED NON-MOTORIZED SYSTEM</b> Length of trail systems and bike infrastructure	<b>HS1 LEAD PIPE REPLACEMENT</b> % lead pipes replaced <b>HS2 INDOOR AND OUTDOOR AIR QUALITY</b> AQI CSDEPM <b>HS3 ENHANCED EMERGENCY SERVICES INFRASTRUCTURE</b> Emergency services power reliability; Emergency response plan

### CONNECTING VALUES TO STRATEGIES TO METRICS TO TRACK IMPLEMENTATION IN DANVILLE, VIRGINIA

Our team will work with you to understand what information should be displayed publicly for each plan element. The public-facing Hub will provide the community with opportunities to interact with maps, take surveys, and comment on draft plan components. The overarching concept is to establish and maintain an online platform with the following key capabilities:

- Integration of relevant city data into a consolidated database and dashboard for effective planning and decision-making.
- Facilitation of online engagement to share the plan update with stakeholders and the public through user-friendly tools.

To realize these goals, our team will configure and implement a suite of tools within the platform:

- **Hub Site:** A dedicated online portal serving as a hub for accessing data, maps, documents, and other communication tools to keep stakeholders informed and engaged.
- **Survey 123:** Online input gathering via surveys, comment boards, and collaborative mapping.

- **Dashboard:** An interactive platform for analyzing spatial and non-spatial data, tracking key indicators, and understanding how indicators vary geographically.
- **Story Map:** An intuitive tool that allows users to navigate through different aspects of the comprehensive plan, especially spatial data, with ease.

The Hub Site will display all completed or ongoing work related to comprehensive plan updates. Furthermore, the data dashboard will integrate with the plan's strategies, enabling Appleton to update and track plan implementation while also sharing progress with stakeholders.

We recognize that the long-term success of a digital platform depends upon empowering city staff to update and manage the underlying data and system. We will provide training sessions and documentation tailored to city staff's needs to equip them with the skills to utilize the tools, ensuring the continued effectiveness of the digital platform.

# PROPOSED SCOPE OF WORK

## PHASE 1: UNDERSTAND

### INTENT

The Understand phase provides a solid foundation to build consensus around a set of community values and goals across the city and stakeholders. For both the Comprehensive Plan and Subarea Plans, we will review past plans, gain understanding into key opportunities and challenges, update existing conditions data, and begin engagement. After this phase’s input, we will draft a vision and goals framework for the plan, which will be translated into measurable objectives for making decisions.

### KEY COMPREHENSIVE PLAN TASKS

We will audit the existing Comprehensive Plan and Housing Development Policy Guide and create a proposed framework for edits and alignment. We will share updated existing conditions and work with city staff and the Advisory Committee through a prioritization exercise of the issues and opportunities. We will follow with a Retain/Revise/Remove exercise for the housing and land use elements across two virtual AC meetings, evaluating what has been completed, what are still priorities, and what latest planning best practices should be included. The results of the audit and existing conditions will be shared during the launch of the project website and first public meeting. Online and in-person exercises will focus on confirming the vision and goals.

### KEY SUBAREA CORRIDOR PLAN TASKS

We will kick off with a tour of each corridor, a market assessment, and a follow-up Focus Group virtual meeting for each corridor to outline key opportunities and challenges and preliminary goals that will be used for garnering input during Public Meeting #1.

### CITY STAFF SUPPORT

- Coordinate tour logistics.
- Provide consultant team with existing plans/studies and markups.
- Share GIS data and coordinate on online map delivery/Hub website.
- Review/endorse public participation plan, draft website, and input activities.
- Meeting notices, social media posts, and email blasts.
- Biweekly calls with Consultant Team.

### ★ KEY CONSULTANT DELIVERABLES

- Public participation plan.
- Map atlas.
- Plan audit and framework.
- ArcGIS Hub Website and input activities (digital and DIY paper).
- Meeting agendas, materials, and summaries.

		MONTHS	JUL	AUG	SEP	OCT	NOV
<b>PHASE 1: UNDERSTAND TASKS, ROLES, &amp; SCHEDULE</b>							
1.1	Kick-off Call with City Staff		●				
1.2	AC #1 /Stakeholder Interviews & Tour			▲ ◆			
1.3	Existing Conditions (Census Demographic)			→	★		
1.4	Public Participation Plan			→	★		
1.5	Base Map Atlas/coordination with city GIS		●	→	★		
1.6	Build Hub Website			→	→	★	
1.7	Past Plans Audits		→	→	→		
1.8	Land Use and Housing Assessments		→	→	→		
1.9	AC #2, #3, #4 Plan Audit Calls (3 main chapters)				▲	▲	▲
1.10	Corridors City Staff Call		●				
1.11	Corridors Focus Groups #1 (3)				◆		
1.12	Public Launch: DIY Engagement/Online Survey #1				●	→	
1.13	Public Meeting #1: Plan Vision & Framework					■	

### KEY

- Comprehensive Plan Task
- Subarea Plan Task
- City Staff
- ▲ Advisory Committee
- ◆ Corridors Focus Groups
- Public Meeting
- ★ Key Consultant Deliverable

## PHASE 2: EXPLORE

### INTENT

The Exploration phase is about digging deeper into different plan alternatives and options with the community and stakeholders. This phase will be an interactive process of evaluating and refining different alternatives for each plan through a series of consensus-building exercises.

### KEY COMPREHENSIVE PLAN TASKS

Plan revisions based on the feedback from Phase 1 will be drafted for review with city staff and the Steering Committee at a series of three virtual meetings. During the drafting of the plan, we will identify key questions or concepts for consideration, evaluation, and/or prioritization by the public during Public Meeting #2.

### KEY SUBAREA CORRIDOR PLANS TASKS

Based on input from Phase 1, we will prepare a set of design, land use, economic analyses, and preliminary ideas for each corridor. Visit #2 will start with focus groups where stakeholders will provide input on different public and private realm alternatives for key opportunities and catalytic projects in each corridor. SmithGroup’s design team will craft concepts and alternatives for public input during an evening Public Meeting #2. We will broadcast live or record the presentation and upload meeting materials/draft concepts onto the project website for continued input following the in-person meeting for those unable to attend in person.

### CITY STAFF SUPPORT

- Review draft comprehensive plan revisions.
- Coordinate logistics for Corridor Plans Workshop and Public Meeting #2.
- Meeting notices, social media posts, and email blasts.
- Biweekly calls with Consultant Team.

### ★ KEY CONSULTANT DELIVERABLES

- Comprehensive plan draft chapters.
- Corridor plan assessment/analyses and meeting materials.
- ArcGIS Hub website and input activities.
- Corridor plan public and private realm alternative concepts.
- Website draft review/survey.
- Meeting agendas, materials, and summaries.

		MONTHS	NOV	DEC	JAN	FEB
<b>PHASE 2: EXPLORE TASKS, ROLES, &amp; SCHEDULE</b>						
2.1	Draft Issues/Opportunities & Housing Chapters				★	★
2.2	Land Use Approach					→
2.3	Compile Data/Actions for Other Elements			→		
2.4	AC # 5,6,7 on Comp Plan Drafts			▲	▲	▲
2.5	Corridors Physical Assessment			→	★	
2.6	Corridors Base Mapping			→	★	
2.7	Corridors Precedents/Design Ideas			→	★	
2.8	Corridors Market Analysis			→	★	
2.9	Corridors Focus Groups #2 (as part of Workshop #2)				◆	
2.10	Joint Draft Concept/alts Public 2-3-day Workshop #2				■	
2.11	Corridors Public/Private Realm Alternatives/Design Ideas					→
2.12	Online Draft Alternatives Review/survey #2				★	→
2.13	PC Virtual Meeting on Draft Approach					■

### KEY

- Comprehensive Plan Task
- Subarea Plan Task
- City Staff
- ▲ Advisory Committee
- ◆ Corridors Focus Groups
- Public Meeting
- ★ Key Consultant Deliverable

# PHASE 3: REALIZE

## INTENT

The Realization phase takes the preferred plan direction and breaks it down into actionable tasks in the short term to see the plan implemented. This includes the assembly of the final report documents and digital dashboard. This phase also includes ushering the plan through formal approval processes. Upon completion of draft documents, we will convert policies, actions, and metrics to the project dashboard for review and comment followed by adoption meetings at the Plan Commission and Common Council.

## KEY COMPREHENSIVE PLAN TASKS

One set of revisions will be completed to reflect the input gained during Phase 2. This phase will include coordination with the implementation strategy for the Subarea Corridor Plan, recent Downtown Plan, and Housing Development Policy Guide, adding measurable benchmarks to an online version of the plan.

## KEY SUBAREA CORRIDOR PLANS TASKS

Following Public Meeting #2, we will refine the draft public and private realm alternatives into refined strategies for different areas throughout each corridor. The corridor vision strategies will be accompanied by a summary of the physical and economic analysis and public input. Implementation strategies will be incorporated into the revised Comprehensive Plan for a seamless set of action steps.

## CITY STAFF SUPPORT

- Review draft plan revisions.
- Meeting notices, social media posts, and email blasts.
- Lead plan adoption process.
- Monthly calls with Consultant Team.

## ★ KEY CONSULTANT DELIVERABLES

- Draft Corridor Plan chapters.
- Final revisions to the Comprehensive Plan with a unified implementation strategy for recent plans.
- Digital dashboard of plan policies, actions, and metrics.
- Executive summary presentation slide decks.
- Final document PDFs, Word files, and transfer of GIS mapping.

		MONTHS	MAR	APR	MAY	JUN	JUL
<b>PHASE 3: REALIZE TASKS, ROLES, &amp; SCHEDULE</b>							
3.1	Corridor Plans Land Use/Character + Public Realm Vision and Strategy		→★				
3.2	Corridors Implementation strategy		→★				
3.3	Corridors Focus Group on draft alternatives (virtual)		→◆				
3.4	Future land use place types		→★				
3.5	Future land use map		→★				
3.6	Dashboard update with final actions, metrics				★		
3.7	Draft input survey #3				★→	●▲	
3.8	Document revisions editing/formatting					◆■	
3.9	PC + CC adoption meetings (2 in person, 1 virtual)						★●■
3.10	Final packaging of materials						★

## KEY

- Comprehensive Plan Task
- Subarea Plan Task
- City Staff
- ▲ Advisory Committee
- ◆ Corridors Focus Groups
- Public Meeting
- ★ Key Consultant Deliverable



# COMPLETE SCHEDULE

**KEY** ● City Staff    ◆ Corridors Focus Groups    ★ Key Consultant Deliverable  
 ▲ Advisory Committee    ■ Public Meeting    ■ Comp Plan    ■ Subareas

		MONTHS:	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
<b>PHASE 1: UNDERSTAND</b>															
1.1	Kick-off Call with City Staff		●												
1.2	Visit #1: AC #1 /Stakeholder Interviews & Tour		▲ ◆												
1.3	Existing Conditions (Census Demographics)		→	→	★										
1.4	Public Participation Plan		→	→	★										
1.5	Base Map Atlas/coordination with city GIS		● →	→	★										
1.6	Build Hub Website		→	→	→	★									
1.7	Past Plans Audits		→	→											
1.8	Land Use and Housing Assessments		→	→	→										
1.9	AC #2, #3, #4 Plan Audit Calls (Issues/Opps, Housing, LU)				▲	▲	▲								
1.10	Corridors City Staff Call		●												
1.11	Corridors Virtual Focus Groups #1			◆											
1.12	Public Launch: DIY Engagement/Online Survey #1			● →	→										
1.13	Public Meeting #1: Plan Vision & Framework				■										
<b>PHASE 2: EXPLORE</b>															
2.1	Draft Issues/Opportunities and Housing Chapters								★	★					
2.2	Land Use Approach					→	→	→	→						
2.3	Compile Data/Actions for Other Elements					→	→								
2.4	AC # 5,6,7 on Comprehensive Plan Draft Sections							▲	▲	▲					
2.5	Corridors Physical Assessment					→	→	→	★						
2.6	Corridors Base Mapping					→	→	→	★						
2.7	Corridors Precedents/Design Ideas					→	→	→	★						
2.8	Corridors Market Analysis					→	→	→	★						
2.9	Corridors Stakeholder Focus Groups #2 Visit #2 Workshop								◆						
2.10	Joint Draft Concept/alts Public 2-3-day Workshop #2								■						
2.11	Corridors Public/Private Realm Alternatives/Design Ideas								→	→					
2.12	Online Draft Alternatives Review/survey #2								★	→					
2.13	PC Virtual Meeting on Draft Approach									■					
<b>PHASE 3: REALIZE</b>															
3.1	Corridor Land Use/Char. & Public Realm Vision & Strategy										→	→	★		
3.2	Corridors Implementation Strategy										→	→	★		
3.3	Corridors Focus Groups #3 on Draft Alternatives (Virtual) x3										→	→	◆		
3.4	Future Land Use Place Types										→				
3.5	Future Land Use Map												★		
3.6	Dashboard Update with Final Actions, Metrics													★	
3.7	Draft Input Survey #3												★	→	● ▲
3.8	Document Revisions Editing/formatting														◆ ■
3.9	PC & CC Adoption Meetings (2 in person, 1 Virtual) Visits #3,4														★ ● ■
3.10	Final Packaging of Materials														★

## SECTION 4

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# FIRM EXPERIENCE & REFERENCES

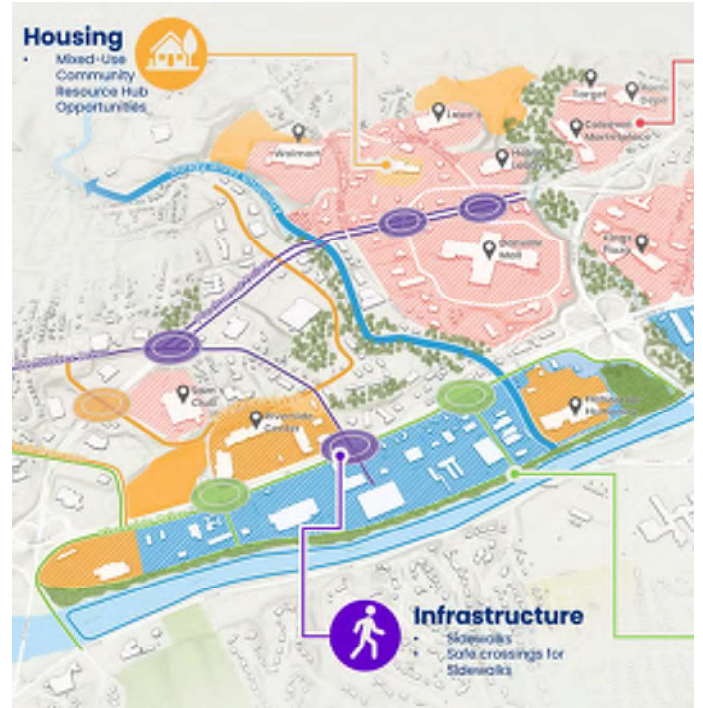


# CITYWIDE COMPREHENSIVE PLAN

Land Use Place Types

## Neighborhood Mixed-Use Center

- 1 Businesses and homes can co-exist using similar massing and materials to match the neighborhood
- 2 Activated ground floors through first floor retail, outdoor plazas and cafes, and lighting create a more welcoming space
- 3



Located in southern Virginia, Danville is a former mill town and tobacco trading hub with a long-standing history of divisive politics and inequitable division of resources. This has created numerous challenges for the city, whose population is racially and economically divided. The city is eager to move forward from its past and build a new legacy.

With recent economic investments infused into the city, in the form of a new multi-million-dollar Caesars Palace Casino and two major employers relocating to the area, Danville is revisiting its comprehensive plan to build upon its unique urban fabric and southern charm. SmithGroup’s planning effort, concluding this spring, includes a robust, year-long engagement process placing the community at the center of the work. A grant from the Commonwealth of Virginia supplements the work for SmithGroup to prepare a resilience plan and the Community Foundation granted funding for robust community engagement.

LOCATION

Danville, Virginia

PROFESSIONAL SERVICES

Urban Planning, Urban Design, Master Planning, Area District Planning

REFERENCE/CONTACT

Renee Burton  
Division Director of Planning & Zoning  
434.799.5260, extension 2502  
burtotr@danvilleva.gov

# COMPREHENSIVE PLAN, CLIMATE ACTION PLAN, & PARKS & RECREATION PLAN



Plan Ferndale updated the citywide master plan and parks and recreation plan, incorporating a new climate action plan and stronger emphasis on sustainability and equity. It was built on the recent Ferndale Moves Mobility Strategy and Equitable Housing Action Plan to lay the groundwork for residential zoning amendments to complement our previous mixed-use and downtown form-based amendments. A stronger policy to permit up to three housing units citywide is one step to begin to repair for decades of discriminatory zoning practices.

Plan Ferndale included a robust set of conversations with officials and residents on recent redevelopment and the future of growth, scale, character, and density. The result was an overarching master plan framework that incorporates goals and values from recent plans into a unified set of strategies for decision making. The latest Capital Improvements Plan incorporates the new values-driven decision making checklist from the master plan into its prioritization process.

The American Planning Association, Michigan Chapter recently recognized the project with a Daniel Burnham Award for comprehensive planning.

**LOCATION**

Ferndale, Michigan

**PROFESSIONAL SERVICES**

Urban Planning, Community Planning

**CLIENT REFERENCE/CONTACT**

Justin Lyons, MUP, CNU-A  
Former City Planning Manager  
810.577.2050  
justinlyons@jsarealtors.com

# COMPREHENSIVE PLAN



Ann Arbor Comprehensive Plan  
Project information & engagement hub

**Ann Arbor Comprehensive Plan  
OPEN HOUSES!**

A process is underway for a new **Comprehensive Plan** that will guide public and private investment to...

- Smart housing solutions
- Transportation solutions
- Open job opportunities

**Come share ideas for your neighborhood!**

The Open Houses will include information about the city and activities to get your opinion on how it should change in the future. Each event will have the same material – choose the day and location that works best for you. Snacks and light refreshments will be available.

[CLICK TO VIEW THE ANN ARBOR HUB SITE](#)  
CREATED BY SMITHGROUP

**LOCATION**

Ann Arbor, Michigan

**PROFESSIONAL SERVICES**

Urban Planning, Urban Design, Master Planning, Community Planning, Public Engagement, Area District Planning

**CLIENT REFERENCE/CONTACT**

Brett Lenart, AICP  
Planning Manager  
734.794.6000, extension 42606  
blenart@a2gov.org

Ann Arbor is updating its Comprehensive Plan for the first time since 2009, looking to modernize its land use policies to further the values of Equity, Affordability, and Sustainability. The city is encountering a housing affordability crisis and is ranked as one of the least affordable in Michigan. City leadership supports the need for increased density to address housing diversity but is unsure of exactly where and how.

SmithGroup is part of a team working to frame the trade-offs and constraints inherent in a community that has little remaining developable land. After performing an initial analysis, our team will distill critical information into engaging, digestible forms so that conversations with the steering committee, technical advisory committee, and the public can begin. The plan is expected to be completed by the end of 2025.

# 2040 COMPREHENSIVE PLAN UPDATE WITH DOWNTOWN VISION



This effort was part of an update to the citywide comprehensive plan, which built an exhaustive framework upon several recent planning efforts like the recent branding initiative. The resulting plan is vibrant and approachable, providing a new set of united guiding principles and concise strategies. SmithGroup also prepared a subarea plan for the Southeast Area, a largely undeveloped area expected to develop upon the completion of the new southern bridge crossing. This smart growth plan outlines strategies to build complete, walkable neighborhoods, mixed-use centers, and a network of green connections and natural preserves.

While the Fox River is one of De Pere’s greatest assets and amenities, it splits the city and downtown in two, challenging the community’s notion of unity and a shared identity. Having completed the east downtown’s Cultural District Plan, SmithGroup embarked on a process to create a complementary set of recommendations for the west downtown. The recommendations included identifying key redevelopment site strategies, installing improved crossings and streetscape, and implementing results from a recent parking study.

**LOCATION**  
De Pere, Wisconsin

**PROFESSIONAL SERVICES**  
Urban Design, Comprehensive Planning

**REFERENCE/CONTACT**  
Daniel Lindstrom  
Development Services Director  
920.339.4043  
dlindstrom@deperewi.gov

# DE PERE CULTURAL DISTRICT MASTER PLAN



The City of De Pere, Wisconsin hired SmithGroup to conduct a three-day charrette to explore the potential for a downtown cultural district to make De Pere a distinguished hub of culture and arts in the Greater Green Bay metropolitan area.

The resulting plan provides guidelines for riverfront activation, trail connections, and development patterns in the downtown. The cultural district will be anchored by the proposed Mulva Cultural Center, and include high-quality dining and entertainment businesses amidst extraordinary views of the Fox River, public art of many forms, and superior public realm and open spaces.

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**LOCATION**

De Pere, Wisconsin

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**PROFESSIONAL SERVICES**

Urban Design, Comprehensive Planning

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**REFERENCE/CONTACT**

Daniel Lindstrom  
Development Services Director  
920.339.4043  
dlindstrom@deperewi.gov

# KENOSHA INNOVATION NEIGHBORHOOD MASTER PLAN



The Kenosha Innovation Neighborhood Master Plan provides a vision for redeveloping the 107-acre former Chrysler Assembly Plant in downtown Kenosha. The plan is for an innovation district that will bring new industry-leading technologies and businesses to the region, as well as retain and attract young professionals.

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## LOCATION

Kenosha, Wisconsin

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## PROFESSIONAL SERVICES

Community Planning, Land Planning,  
Architecture, Civil Engineering,  
Landscape Architecture

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## REFERENCE/CONTACT

Tim Casey  
Director of Community Development  
262.653.4030  
tcasey@kenosha.org

Unlike other innovation districts, this plan seeks to make the redevelopment a neighborhood. It will be nested in and be an extension of existing surrounding neighborhoods and will include new housing, a commercial district, and a high school.

The development will be inclusive of all individuals, the surrounding neighborhoods, and the broader community by being respectful of existing neighborhood history and character, blurring boundaries between development and neighborhood, and responding to the scale and density of the community. It will also support the recovery and development of sustainable and resilient surrounding neighborhoods by providing support for individuals with varying degrees of skills and creating flexibility for growth over time.



## REDEVELOPMENT READY COMMUNITIES PROGRAM

### LOCATIONS

Various communities across Michigan

### PROFESSIONAL SERVICES

Urban Planning, Urban Design, Master Planning

### CLIENT REFERENCE/CONTACT

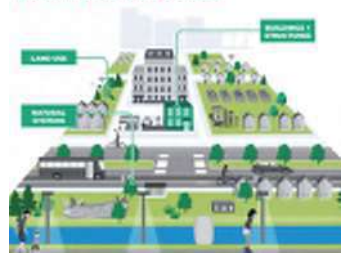
Michelle Parkkonen, AICP  
Managing Director  
517.599.8796  
parkkonenm@michigan.org



CREATE RESILIENT COMMUNITIES



CREATE RESILIENT PLACES



CLICK HERE TO VIEW THE [RESILIENCY TOOLKIT GUIDE](#)

### TECHNICAL ASSISTANCE

SmithGroup has advised the Michigan Economic Development Corporation (MEDC) through its Redevelopment Ready Community program. It is a certification program through which the MEDC audits the community's plans, codes, and procedures. We have spent the last decade serving as the primary point of contact for RRC staff to help fill the gaps in the communities' redevelopment programs. Kathleen Duffy led the "planning and participation" training for over five years. Our assistance has included the following practices:

- Downtown, corridor, comprehensive plans, and redevelopment strategies
- Zoning ordinances and form-based codes
- Site prioritization and redevelopment strategies
- Economic development and marketing strategies
- Delivery of training programs for staff and officials
- Development review process evaluation and recommendations

### RESILIENCY TOOLKIT

As part of our ongoing work with the MEDC Redevelopment Ready Communities program, SmithGroup prepared a resiliency toolkit to assist communities in planning for shocks and stresses. The toolkit includes a self-evaluation and set of goals, metrics, and actions that communities can use to incorporate resilient strategies for people, places, infrastructure, and the economy.

SmithGroup provides quarterly recommendations and resources for the MEDC Resiliency Toolkit to ensure it remains a relevant and useful tool for communities in the years to come. Updates include graphics for social media posts, website enhancements, best practices for their virtual resiliency library, and new tools for the kit.

SmithGroup also partnered with the MEDC and the cities of Midland and Marquette, to implement the toolkit in their communities. Collaborating with local leaders, business associations, FEMA, EGLE, and more, we helped these two cities identify implementable next steps to become more socially, economically, physically, and environmentally resilient communities.

# LINCOLN KING NEIGHBORHOOD PLAN



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## LOCATION

Racine, Wisconsin

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## PROFESSIONAL SERVICES

Urban Planning, Urban Design,  
Community Planning, Landscape  
Architecture, Streetscape Design,  
Conceptual Design

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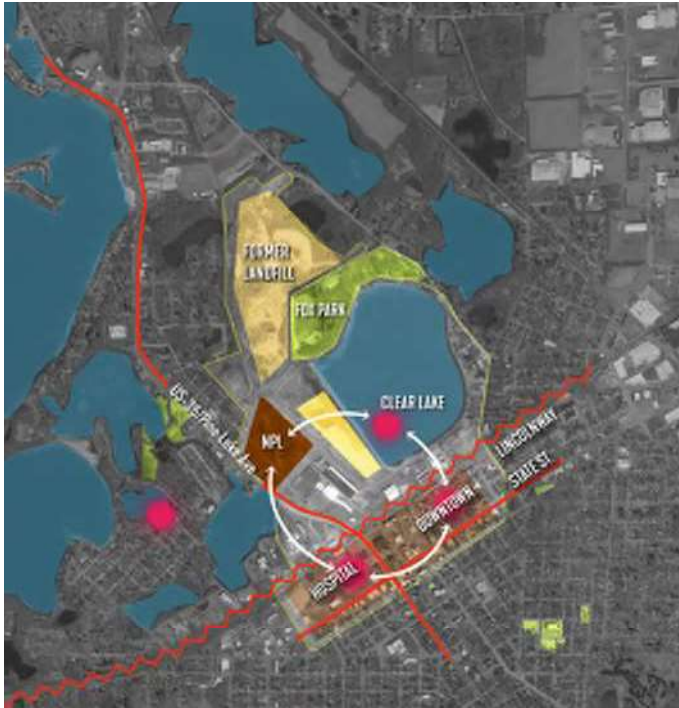
## REFERENCE/CONTACT

Cathy Anderson  
Neighborhood Investment Manager  
Department of City Development  
262.636.9476  
cathy.anderson@cityofracine.org

Propelled forward by a \$15 million neighborhood investment grant from the State of Wisconsin, the City of Racine began planning improvements to the Lincoln-King Neighborhood. The added neighborhood investment grant represents a significant opportunity to leverage that catalytic project and extend the City’s investment to a broader area for lasting impact.

SmithGroup worked closely with the city assisting them to guide funding and create a long-term vision for neighborhood infrastructure improvements. In addition, the neighborhood master plan helped inform the design decisions made for the proposed King Center and Racine Community Health Center (RCHC) adjacent to Julian-Thomas Elementary School. The new King Center and RCHC is an exciting catalytic investment by the city in a neighborhood that has not seen significant investment for generations.

# CLEAR LAKE SUB AREA PLAN



La Porte, an aging rustbelt community in northwest Indiana, has among the lowest health metrics in Indiana. The City partnered with the Healthcare Foundation to undertake a district plan for a remediated industrial site, park, downtown, and hospital district built on improving connectivity, a sense of place, and opportunities for mixed-use and recreation uses to support healthy lifestyle choices. The Heart of La Porte is a long-term vision that identifies short-term redevelopment, placemaking, environmental stewardship, and recreation opportunities to create a holistic vision for healthy living. A multi-day charrette included walking tours, stakeholder meetings, and evening public sessions to vet placemaking and land use alternatives.

Beyond a long-range vision, the plan identifies several catalytic projects that will be developed up to a 30% level of design. The selected projects include downtown streetscape renovations, a greenway, ecological shoreline enhancements, and a new communal greenspace downtown. The next step for the city will be to seek funding and partnerships for implementation to put the vision into reality.

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**LOCATION**

La Porte La Porte, Indiana

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**PROFESSIONAL SERVICES**

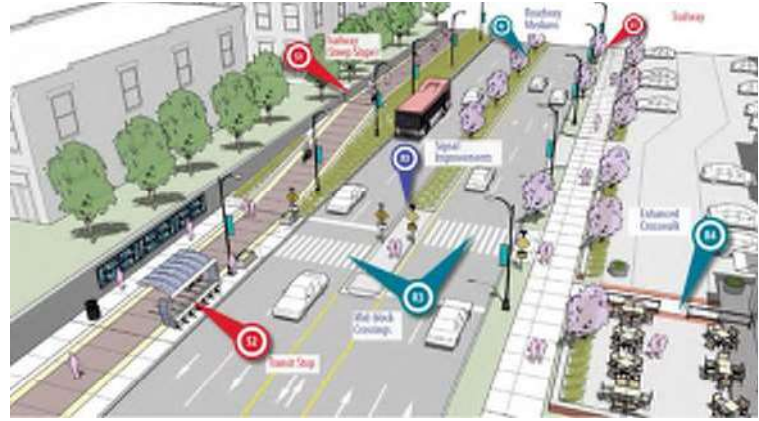
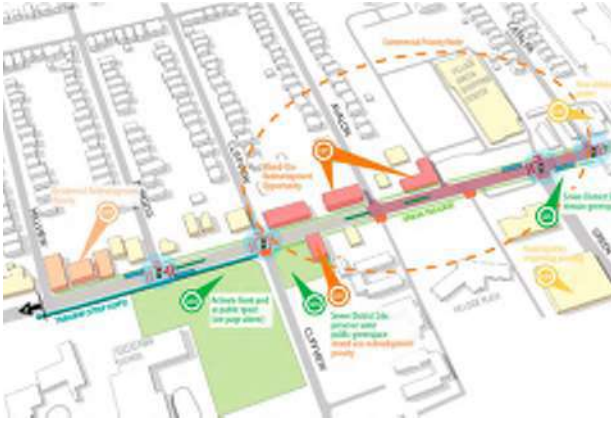
Community Planning, Civil Engineering,  
Landscape Architecture

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**REFERENCE/CONTACT**

Nick Minich  
City Engineer  
219.362.2327  
nminich@cityoflaportein.gov

# EUCLID AVENUE REDEVELOPMENT STUDY



The City of Cleveland sought to transform Euclid Avenue from a vehicle-dominated corridor into a vibrant and comfortable place for residential neighborhoods and local businesses. Euclid Avenue suffers from a legacy of disinvestment, and this project mobilized resources toward creating an equitable outcome for the community.

SmithGroup led a comprehensive corridor study that examined the following key items and goals:

- Transportation and mobility design that makes the corridor accessible to people of all ages and abilities.
- Roadway design that manages vehicle speeds and improves safety and comfort for all people.
- Urban railway incorporation with integrated transit stops, safer crossings, streetscape, and lighting.
- Land use opportunities for reinvestment that support local businesses and wealth building.
- Economic impact assessment of how changes in, and adjacent to, the corridor can support the vitality of the corridor for residents.

SmithGroup engaged local partners, agencies, political leaders, businesses, residents, and schools in a collaborative process to meet the goals above. An illustrative report showcased potential changes that could be advanced using a phased approach. Recommendations were prioritized, costs estimated, and implementation-focused action items identified.

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**LOCATION**  
Cleveland, Ohio

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**PROFESSIONAL SERVICES**  
Urban Planning, Urban Design

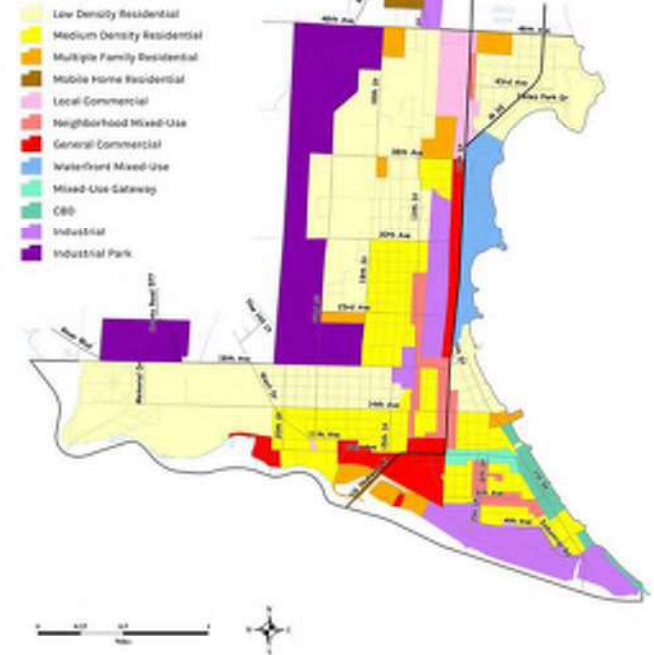
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**CLIENT REFERENCE**  
Calley Mersmann  
Senior Strategist, Transit & Mobility  
216.664.2952  
cmersmann@city.cleveland.oh.us

# COMPREHENSIVE PLAN UPDATE



City of Menominee  
**FUTURE LAND USE**  
DRAFT August 2018



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**LOCATION**

Menominee, Michigan

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**PROFESSIONAL SERVICES**

Urban Planning, Urban Design,  
Community Planning

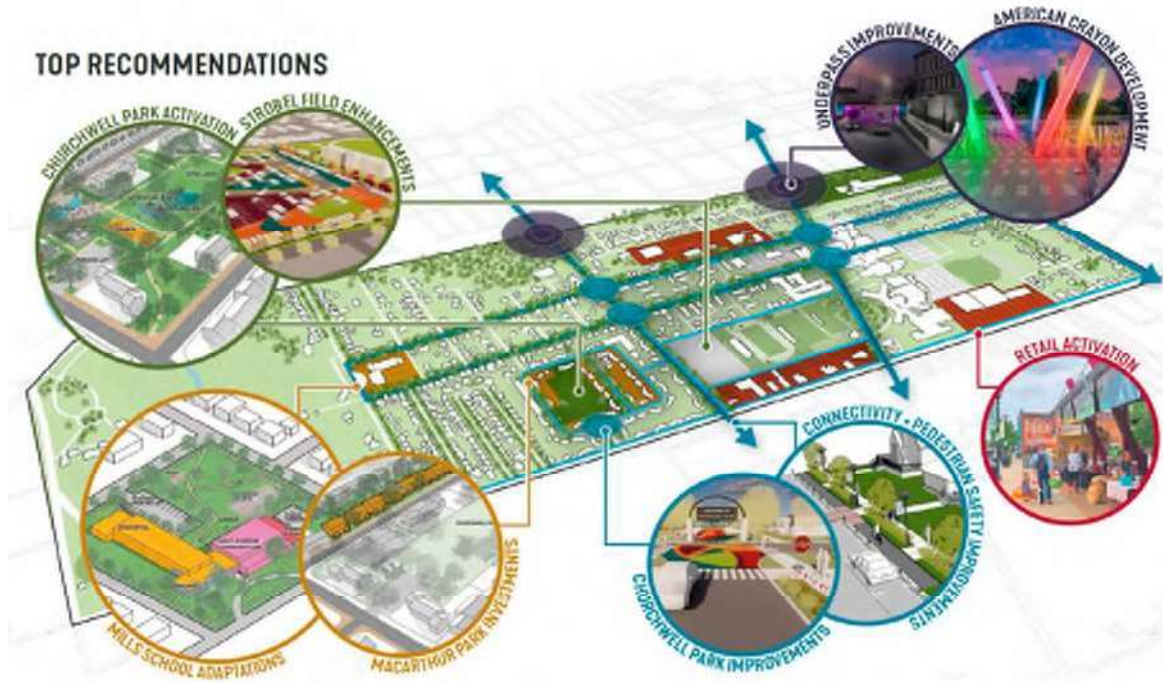
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**REFERENCE/CONTACT**

Brett Botbyl  
City Manager  
906.863.1747  
bbotbyl@menomineemi.gov

Menominee’s Highway 41 corridor, as a gateway to Michigan’s upper peninsula, lacks the charm and history of its historic downtown and bayfront. Rethinking this corridor and its views of Green Bay were the cornerstone of SmithGroup’s efforts to redefine the city’s land use and redevelopment opportunities for a draft master plan update. Through stakeholder workshops, the team strategized around economic development possibilities for several key sites, including the Highway 41 corridor, a former school site, an office park, and a gateway big box node. This refreshed land use approach, coupled with a streamlined set of goals and actions, will set up Menominee for future zoning amendments to make redevelopment more feasible.

# SANDUSKY SOUTHSIDE NEIGHBORHOOD PLAN



Improvements to the Sandusky Southside Neighborhood were identified as part of a previous study completed in 2016. In 2022, SmithGroup was engaged to plan for and implement sustainability strategies while also creating environments that attract and support private investment in the community.

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**LOCATION**

Sandusky, Ohio

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**PROFESSIONAL SERVICES**

Urban Planning, Urban Design, Master Planning, Neighborhood Planning, Community Planning

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**REFERENCE/CONTACT**

Arin Blair  
Chief Planner  
419.627.5873  
ablair@cityofsandusky.com

The process began with thoughtful and creative community engagement—identifying needs and prioritizing implementation items. Virtual and in-person forums engaged a broad range of community stakeholders, leaders, and partners to gain valuable feedback.

The resulting plan focuses on the development of major city corridors adjacent to residential neighborhoods. It addresses parks, greenspaces, and increased bike and walking paths as well as public transit. It looks at the neighborhood as a whole—analyzing existing infrastructure and areas such as affordable housing, neighborhood stabilization, and opportunities for mixed-use development to further create a walkable, connected community.

# OSHKOSH LAKESHORE PARK MASTER PLAN & PARK PAVILION



## LAKESHORE PARK MASTER PLAN

The Oshkosh Common Council desired to transform 70 acres of a former golf course into a new community park. SmithGroup was hired and initiated a three-part planning process including data collection, meetings with city staff, site analysis, and public outreach. A plan was completed in 2019 that reimagines the former golf course as a community destination with two distinct parkland halves.

## LAKESHORE PARK PAVILION

As the catalytic first project of this new community park, the 3,700 sf pavilion designed in 2021 embodies the master plan's sustainability ethos. It functions as a landmark and year-round community living room for events, blending seamlessly with the surrounding waterfront site. Its waterside deck, plazas, and native landscape are designed as the heart of Lakeshore Park and serve as a regional trailhead for the adjacent riverwalk and future water trails.

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### LOCATION

Oshkosh, Wisconsin

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### PROFESSIONAL SERVICES

Master Planning, Architecture, Civil Engineering, Landscape Architecture, HVAC Design, Plumbing Design, Electrical Engineering, Structural Engineering

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### REFERENCE/CONTACT

Raymond Maurer  
Parks Director  
920.236.5080  
rmaurer@ci.oshkosh.wi.us

## SECTION 5

# PROPOSED PROJECT TEAM





# TEAM ORGANIZATION

SmithGroup, under the leadership of **Kathleen Duffy** and **Xu Zhang**, will direct the team effort as indicated in the organization chart below.

We have assembled a passionate team that brings significant expertise to deliver the comprehensive and subarea plans successfully. When we decide to pursue

a project, we carefully consider the time commitment necessary by all the team members to ensure a full commitment to the project from beginning to end. We have the depth of resources and staff available that will support our leadership team and cover a wide variety of services beneficial to the City of Appleton.



## PRINCIPAL-IN-CHARGE/URBAN PLANNER

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# KATHLEEN DUFFY

AICP



**Kathleen Duffy grew up in Oshkosh, Wisconsin and regularly visits Appleton with her family.** This, along with the creation of over 30 comprehensive plans for similar communities, makes her qualified to help the city with its upcoming planning efforts. She is a passionate expert on land use, character, and placemaking, helping communities create intelligent redevelopment and economic development strategies for corridors, downtowns, and districts. Her creative problem-solving, unique design skills, and big-picture thinking result in inclusive and implementable comprehensive plans.

- City of DePere, 2040 Comprehensive Master Plan Update & West Downtown Vision Plan, DePere, Wisconsin
- City of La Porte, Clear Lake Sub Area Plan, La Porte, Indiana
- City of Cleveland, Euclid Avenue Redevelopment Study, Cleveland, Ohio
- MEDC, Redevelopment Ready Communities Technical Assistance Program & Master Plans, Mason, Grosse Ile Township, Owosso, Newaygo, Melvindale, Wyandotte, Lexington, & Swartz Creek, Michigan
- City of Danville, Comprehensive Plan, Danville, Virginia
- City of Ferndale, Master Plan, Parks & Recreation Plan Update, Climate Action Plan & Downtown Form-based Code, Ferndale, Michigan
- City of Ann Arbor, Comprehensive Plan, Ann Arbor, Michigan
- City of Lansing, Comprehensive Plan & Form-Based Code, Lansing, Michigan
- City of Birmingham, Woodward Southern Gateway Corridor Plan, Birmingham, Michigan\*
- City of Rochester Hills, Auburn Road Corridor Plan, Rochester Hills, Michigan\*
- City of Muskegon Heights, Downtown Plan, Muskegon Heights, Michigan
- City of Las Vegas, 2050 Master Plan, Las Vegas, Nevada
- City of Las Vegas, East & Northwest Area Plans, Las Vegas, Nevada
- City of Charleston, Comprehensive Plan, Charleston, West Virginia\*
- Washtenaw County, ReImagine Washtenaw Plan, Ann Arbor & Ypsilanti, Michigan\*

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### EDUCATION

Master of Urban and Regional Planning,  
University of Illinois

Bachelor of Science in Architecture with  
a Minor in Art History,  
University of Michigan

Urban Land Institute Larson Center for  
Leadership

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### REGISTRATIONS

American Institute of Certified Planners

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### PROFESSIONAL AFFILIATIONS

American Planning Association

Urban Land Institute—Michigan  
Advisory Board and Women's  
Leadership Committee Co-Chair

ULI Michigan's Housing and Community  
Development Local Product Council

Form-Based Code Institute

National Charrette Institute

\* Completed prior to SmithGroup

# XU ZHANG



Xu Zhang's work is inspired by her passion for people's stories and community development. She is an experienced urban planner who specializes in designing communities that support safe, equitable, innovative, and sustainable development. Her goal is to create beautiful urban community environments that are sensitive and engaging for all living things. Xu's leadership, expertise, engagement, and partnering acumen will enable her to deliver a successful program for Appleton.

- Envision Montgomery 2040 Comprehensive Plan, Montgomery, Alabama\*
- Neptune Beach Community Vision Plan 2040, Neptune Beach, Florida\*
- The Onward Alameda Corridor Plan, El Paso, Texas\*
- City of El Paso, Historic Mission Trail Comprehensive Plan Update, El Paso, Texas\*
- Citywide Master Plan, Punta Gorda, Florida\*
- City of Racine, Lincoln King Neighborhood Plan, Racine, Wisconsin
- City of Sheboygan, Deland Park and Waterfront Reuse Master Plan, Sheboygan, Wisconsin
- New Mexico State University, Campus Design Guidelines, Las Cruces, New Mexico\*
- Kane County, Forest Preserve District Master Plan, Geneva, Illinois
- Comprehensive Plan: Blueprint 2028, Thomasville Georgia\*
- Form-based Unified Development Code, Thomasville Georgia\*
- Bedrock, East Riverfront Master Planning, Detroit, Michigan
- La Madre Foothills & Kyle Canyon Special Area Plans, Las Vegas, Nevada
- City of Muskegon, Lakefront Master Plan, Muskegon, Michigan
- City of Clive, Linnan Park Improvements, Clive, Iowa
- City of Oakland, Downtown Specific Plan, Oakland, California
- North Miami Beach West Lots Plan, Miami, Florida
- City of Missoula, Downtown Master Plan, Missoula, Montana\*
- City of Missoula, North Riverside Parks & Trails Plan, Missoula, Montana\*

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### EDUCATION

Master of Data Analytics, Georgia Institute of Technology

Master of Landscape Architecture, Pennsylvania State University

Bachelor Degree of Urban Planning, Jiangnan University

\* Completed prior to SmithGroup

# TOM ROGERS

## PLA



With 23 years of urban design experience, Tom Rogers is well known in Wisconsin for understanding the challenges facing communities like the City of Appleton. He is a creative and passionate community development expert adept at working with multiple stakeholders to form beautiful, sustainable solutions that present opportunities for positive growth. Tom's knowledge augments the greater team, serving as a valuable partner in helping the City of Appleton plan for the future.

- City of De Pere, Cultural District Master Plan, De Pere, Wisconsin
- City of DePere, 2040 Comprehensive Master Plan Update & West Downtown Vision Plan, DePere, Wisconsin
- City of Kenosha, Innovation Neighborhood Master Plan, Kenosha, Wisconsin
- City of Milwaukee, Harbor District Riverwalk, Milwaukee, Wisconsin
- City of Milwaukee, South 13th Street Streetscape Improvements, Milwaukee, Wisconsin
- City of Watertown, Town Square Civic Hub, Watertown, Wisconsin
- City of Wauwatosa, Downtown 69th Street Center Pocket Park, Wauwatosa, Wisconsin
- Hovde Properties, Reston Heights Mixed-use Development Planning Study, Madison, Wisconsin
- City of Madison, Garver Feed Mill Mixed-use Redevelopment, Madison, Wisconsin
- City of Green Bay, City-wide Park Paving Analysis, Green Bay, Wisconsin\*
- City of Green Bay, Leight Park Waterfront Festival Grounds, Green Bay, Wisconsin\*
- City of East Moline, Illinois, Downtown Streetscape & Riverfront Master Plan Vision, East Moline, Illinois
- City of Burlington, Tiger Grant Complete Streets & Riverfront-Roadway, Burlington, Iowa
- City of Euclid, Waterfront Plan, Euclid, Ohio
- City of Sault Ste Marie, Waterfront Study, Sault Ste Marie, Michigan

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### EDUCATION

Bachelor of Science in Landscape Architecture, University of Wisconsin-Madison

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### REGISTRATIONS

Professional Landscape Architect:  
Colorado  
Iowa  
Wisconsin

\* Completed prior to SmithGroup

## URBAN DESIGNER/PLANNER/GIS SPECIALIST

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# JAKE JENKINS

PLA, ASLA, LEED GA



As SmithGroup's computational design expert, Jake Jenkins stays on the cutting edge of parametric modeling and big data visualization for community planning and development. His approach is focused on technical site and context exploration, unearthing parameters to develop the design, and investigating innovative delivery techniques. His expertise includes a diverse range of project types from greenways, waterfronts, and campuses to complex spatial studies and ecological analysis.

- City of De Pere, Cultural District Master Plan, De Pere, Wisconsin
- City of DePere, 2040 Comprehensive Master Plan Update & West Downtown Vision Plan, DePere, Wisconsin
- City of Oshkosh, Wisconsin, Lakeshore Park Master Plan, Oshkosh, Wisconsin
- City of Kenosha, Innovation Neighborhood Master Plan, Kenosha, Wisconsin
- City of La Porte, Clear Lake Sub Area Plan, La Porte, Indiana
- Dane County, Circular Campus Vision, Madison, Wisconsin
- Villard Avenue Business Improvement District, Streetscape Charrette, Milwaukee, Wisconsin
- City of Milwaukee, South 13th Street Streetscape Improvements, Milwaukee, Wisconsin
- Milwaukee County, South Shore Park Beach, Milwaukee, Wisconsin
- Milwaukee Metropolitan Sewerage District, Kinnickinnic River 6th to 16th Street, Milwaukee, Wisconsin
- Milwaukee Metropolitan Sewerage District, Kinnickinnic River Jackson Park, Milwaukee, Wisconsin
- City of Portage, Downtown Master Plan, Portage, Indiana
- City of Clinton, Riverfront Development Study, Clinton, Iowa
- City of Burlington, Tiger Grant Complete Streets and Riverfront-Roadway, Burlington, Iowa
- City of Rocky River, Bradstreet's Landing Pier Renovations, Rocky River, Ohio
- Cuyahoga County, Lakefront Public Access Plan, Cleveland, Ohio

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### EDUCATION

Master of Landscape Architecture, with Honors, Kansas State University

Bachelor of Science in Community and Regional Planning, Minor in Sociology, Iowa State University

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### REGISTRATIONS

Landscape Architect:  
Wisconsin

LEED Green Associate

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### PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects

# GIZEM DEMIRKOL CAKAL



Gizem Demirkol Cakal is a dynamic and forward-thinking urban planner, specializing in environmental design, a distinct sense of place, and spatial planning. With a profound understanding of place theories, environmental behavior, and robust community engagement, Gizem is dedicated to crafting sustainable and vibrant urban environment solutions that prioritize the well-being of residents. She will apply her expertise to help the city develop a plan that reflects the needs and vision of the Appleton community.

- City of Racine, Lincoln King Neighborhood Plan, Racine, Wisconsin
- Milwaukee Metropolitan Sewerage District, Kinnickinnic River Jackson Park, Milwaukee, Wisconsin
- City of Clinton, Riverfront Development Study, Clinton, Iowa
- Bedrock, East Riverfront Master Planning, Detroit, Michigan
- Bookworm Botanical Gardens, River Site Master Plan, Sheboygan, Wisconsin
- Kane County, Forest Preserve District Master Plan, Geneva, Illinois
- City of Willoughby, Amphitheater and Chagrin River Trail, Willoughby, Ohio
- City of Clive, Linnan Park Improvements, Clive, Iowa
- Lincoln Park Conservancy, North Pond at Lincoln Park, Master Plan Update, Chicago, Illinois
- University of Wisconsin-Madison, New Engineering Building, Madison, Wisconsin
- University of Wisconsin-Stout, Long Range Plan, Menomonie, Wisconsin
- University of Cincinnati, Campus Master Plan Update, Cincinnati, Ohio
- University of Toledo, Campus Plan Update, Toledo, Ohio

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### EDUCATION

Master of Urban Design, University of Wisconsin-Milwaukee

Master of City Planning & Urban Design, Orta Dogu Technical University, Turkey

Bachelor of Science, City & Regional Planning, Orta Dogu Technical University, Turkey

# RACHEL SMITH

## AICP



Affordable housing and economic development are hallmarks of Rachel Smith's urban planning and design expertise. She is an expert on regulatory tools that support these efforts and uses creative, research-driven solutions and innovative programs to bring investment and housing development to communities like the City of Appleton. Rachel keeps current with global housing and community development advancements, trends, and research. She enjoys engaging communities to create strategies that meet housing demand, align with community values, and empower and protect vulnerable populations.

- City of Detroit, Master Plan, Detroit, Michigan
- City of Detroit, ARPA Industrial & Commercial Site Identification Scoping, Detroit, Michigan
- MEDC, Redevelopment Ready Communities Technical Assistance Program, multiple Michigan communities
- City of Danville, Comprehensive Plan, Danville, North Carolina
- City of Sandusky, Southside Neighborhood Master Plan, Sandusky, Ohio
- City of Adrian, Zoning Ordinance, Adrian, Michigan
- City of Mason, Master Plan & Ordinance Update, Mason Michigan
- Bedrock, East Riverfront Master Planning, Detroit, Michigan
- DC Office of Planning, Rock Creek Corridor Planning, Washington DC
- Cuyahoga County, Lakefront Public Access Plan, Cleveland, Ohio
- City of Ferndale, Master Plan, Parks & Recreation Plan Update, Climate Action Plan & Downtown Form-based Code, Ferndale, Michigan
- Ann Arbor Housing Commission, 415 Washington Area Plan Review, Ann Arbor, Michigan
- City of Ann Arbor, Comprehensive Plan, Ann Arbor, Michigan
- City of Muskegon Heights, Downtown Vision Plan, Muskegon Heights, Michigan
- City of Detroit, Design Guidelines for Commercial Corridors, Detroit, Michigan

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### EDUCATION

Master of Science, Planning, University of Arizona

Bachelors, Fine and Studio Arts, Drury University

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### REGISTRATIONS

American Institute of Certified Planners

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### PROFESSIONAL AFFILIATIONS

American Planning Association,  
National Housing & Community  
Development, Committee Treasurer

Michigan Association of Planning,  
Housing Policy Subcommittee

# MICHELLE JOHNSON



Michelle Johnson has over 20 years of experience in economic development, comprehensive planning, complete streets, and corridor planning and design. Her portfolio includes 10+ complete street corridor planning and detailed design projects, five of which were federally funded, and 15+ economic development studies with components such as commercial, housing, office, and industrial market analyses and assessments, highest and best-use analyses, Tax Increment Financing (TIF) analyses and projections, retail gap and leakage analysis, development strategies and forecasting, development proformas, and travel time analysis. Her previous experience has also given her strong knowledge of federal funding processes and grant administration, writing, and reporting.

- City of Kenosha, Innovation Neighborhood (KIN) Eda Grant Administrator, Kenosha, Wisconsin
- City of Bakersfield, SR 204 Highway to Boulevard Planning Study, Market Analysis, and Economic Impact Assessment, California High-Speed Rail Authority, Bakersfield, California
- Township of Grosse Ile, Master Plan, Market Analysis & Future Economic Impact Study, Grosse Ile, Michigan
- City of Akron, North Main Street Complete Street Corridor Study Master Plan & Market Analysis, Akron, Ohio\*
- City of Willowick, Lakefront & Lakeshore Boulevard Connectivity Plan & Market Analysis, Willowick, Ohio\*
- City of Akron, Broadway Avenue & Main Street Market Analysis and Master Plan, Akron, Ohio\*
- City of Aurora, Housing & Density Study, Aurora, Ohio\*
- Laketran and Cities of Willowick, Eastlake & Willoughby, Vine Street Corridor Plan, Market Analysis & Tax Increment Financing Analyses, Multiple cities, Ohio\*
- City of Sylvania, Downtown Master Plan, Market & TIF Analysis, Sylvania, Ohio\*
- City of Akron, Firestone Industrial Market Analysis, Akron, Ohio\*

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### EDUCATION

Master of Urban Planning, Design and Development, Cleveland State University

Bachelor of Arts, Urban and Regional Planning, Minor, Landscape Architecture, Miami University

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### PROFESSIONAL AFFILIATIONS

Cleveland Leadership Academy, 20th Class, Fellow

American Planning Association, Cleveland Chapter, Member, Executive Board Member 2006–2018

Member, Association of Pedestrian and Bicycle Professionals

Member, International Council of Shopping Centers

\* Completed prior to SmithGroup



# ETHAN WISSLER



With a background in landscape architecture and urban design, Ethan Wissler works at the intersection of planning and design. He is an expert in the use of GIS and computational data science in the planning process and develops new tools and applications to enhance overall data analysis in the built environment. Since joining SmithGroup, Ethan has played a key role in the planning, design, and implementation of public spaces on many projects in the Midwest.

- University of Wisconsin-Stout, Long Range Plan, Menomonie, Wisconsin
- City of St. Louis, Citywide Transportation & Mobility Plan, St. Louis, Missouri
- City of Ann Arbor, State & Hill Street Improvements, Ann Arbor, Michigan
- City of Detroit, Joe Louis Greenway, Detroit, Michigan
- City of Ferndale, Park District Wilson Park Design, Ferndale, Michigan
- City of Oak Park, Parks and Recreation Master Plan Update, Oak Park, Michigan
- Greektown Neighborhood Partnership, Monroe Street Streetscape Improvements, Detroit, Michigan
- Bedrock, East Riverfront Landscape & Streetscape, Detroit, Michigan
- Davey Tree, East Campus Design, Research & Training Center Building, Kent, Ohio
- Old Dominion University, Comprehensive Campus Master Plan, Norfolk, Virginia
- University of Texas at Arlington, Campus Master Plan, Arlington, Texas
- Bowling Green State University, Campus Master Plan Update, Bowling Green, Ohio
- DTE Energy, Second Avenue Greenway & Concept Design, Detroit, Michigan
- DTE Energy, Roxbury Broadway Site, Ann Arbor, Michigan
- Huron Waterloo Pathways Initiative, Title IX Plaza, Ann Arbor, Michigan

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### EDUCATION

Master of Landscape Architecture,  
University of Arizona

Master of Science in Planning,  
University of Arizona

Graduate Studies in Design & Planning,  
Cornell University

Bachelor of Science, Natural Resources  
Economics, University of Arizona

# COST PROPOSAL



# COST PROPOSAL

	<b>Costs</b>
1: Understand	\$102,000
2: Explore	\$140,000
3: Realize	\$117,000
<b>Total Project Cost</b>	<b>\$359,000</b>

Comprehensive Plan Project Cost	\$236,000
Subarea Plans Project Cost	\$123,000

Shared tasks like past plan review, regular staff coordination, implementation, executive summaries, dashboard, and adoption are included in the comprehensive plan subtotal.

<b>Team Member</b>	<b>Role</b>	<b>Anticipated Hours</b>	<b>Billing Rate</b>
Kathleen Duffy	Principal-in-Charge/Planner	210	\$185
Xu Zhang	Project Manager/Urban Designer	565	\$150
Jake Jenkins	Urban Designer	370	\$120
Gizem Demirkol Cakal	Urban Planner	990	\$100
Rachel Smith	Housing Planner	190	\$130
Michelle Johnson	Market Strategist	60	\$220
Tom Rogers	Urban Design/Quality	15	\$220
Ethan Wissler	GIS/Data	135	\$100
Contingency	Average Staff Rate	210	\$150