

proposal to prepare the
COLLEGE AVENUE NORTH NEIGHBORHOOD PLAN



June 4, 2021

Submitted by

RDG Planning & Design

Des Moines | Madison | Omaha | Denver | St. Louis



TABLE OF CONTENTS

Executive Summary Tab 1

Firm Profile Tab 2

Personnel Tab 3

Experience Tab 4

Approach Tab 5

Cost and Schedule Tab 6



TAB 1

Executive Summary

June 2, 2021

City of Appleton
Karen Harkness
Community & Economic Development
100 N. Appleton Street
Appleton, WI 54911

RE:
College Avenue North
Neighborhood Plan

Dear Members of the Selection Committee:

RDG Planning & Design is pleased to submit this proposal to prepare the College Avenue North Neighborhood Plan for the City of Appleton. We have designed a scope and process that we believe meets the needs of the neighborhood and relates to some of our award-winning planning in Omaha, Des Moines, Oklahoma City, Kansas City, and St. Louis. It will help the city and its residents define a unified vision of its future, capitalize on its special qualities, and address strategic issues. These features will make this plan a dynamic and flexible tool that guides the future initiatives of the area.

As you review our proposal, consider the following highlights that provide a distinct value:

Actionable Plans: Our philosophy is based on a view that the best planning produces a strong vision; desirable, measurable results; and maximum positive private investment response. This approach underlines all our planning work, and has led to plans that serve local champions in the neighborhood and administrators.

Authority on Neighborhood Planning: Our team has prepared plans and spoken at conferences around the country on the topic of neighborhood development, helping position communities for the future. The neighborhood will benefit from learning about the best practices implemented in Wauwatosa and other communities.

Regional Familiarity: In recent years, we have been working on plans for nearby communities in Neenah (2020 South Commercial Street Plan), Oshkosh (2020 Jackson Street Corridor Plan, 2021 Housing Study and Pioneer Island Market Study), and De Pere (2010 Downtown Plan). While working in Neenah, we were fortunate to tour the study area in anticipation for future planning initiatives.

Our work is mission-driven, based on a commitment to improve the quality and viability of communities. We look forward to playing an important role in Appleton's future, and hope you find our proposal compelling for selection.

Sincerely,

RDG Planning & Design



Cory Scott, AICP
Senior Partner, Project Manager
515.473.6394 | cscott@rdgusa.com



Ryan Peterson, PLA, ASLA, LEED
Senior Partner
Madison, Wisconsin



TAB 2

Firm Profile



301 Grand Avenue, Des Moines, Iowa 50309 | 515.288.3141
1302 Howard Street Omaha, Nebraska 68102 | 402.392.0133
www.rdgusa.com

ABOUT RDG PLANNING & DESIGN

RDG Planning & Design is a network of design and planning professionals dedicated to applying our talents in extraordinary ways. We're architects, landscape architects, engineers, artists, and planners with a passion for design and a drive to make a difference. Beyond creating a vibrant community, we want you to enjoy the process of getting there. With offices in Des Moines (IA), Omaha (NE), St. Louis (MO), Denver (CO), **and a remote location in Madison (WI).** We are employee-owned with more than 70% of our employees own stock in the company.

From our newest staff to the founding fathers that began their practices in the 1960's, we are dedicated to the collaborative planning process. Officially formed in 1989 as the Renaissance Design Group and crafted to bring well-established firms together into practice, our organization provides the right people for integrated solutions.

The Community & Regional Planning group provides a wide variety of design and planning services. With a growing national practice, we are a regional leader in urban design, downtown planning, housing studies, comprehensive planning, and enhancement of transportation corridors. Since our formation in 1989, we have worked in more than 300 large and small communities throughout the Midwest.

We believe in applying new ways of thinking and innovative approaches to the preparation of plans that address community and regional issues. At the same time, plan recommendations must be based upon a realistic assessment of the practicality of implementation. The resulting product, as evidenced by our numerous successful planning efforts and awards, is an innovative plan with

72 LICENSED PROFESSIONALS	171 EMPLOYEES
71% OF STAFF ARE STOCKHOLDERS	32 LEED APs

RDG SERVICES

PLANNING

Our core team of planners have over 20 years of working together, and have solved complex challenges for hundreds of communities throughout the country.



LANDSCAPE ARCHITECTURE

We respectfully integrate the built and natural environments to create special and memorable experiences for our clients and their communities.

ARCHITECTURE

Great architecture is more than what you see – it's how it makes you feel. We collaborate with clients to create the best solutions for those who will ultimately use the spaces we design.



ARTISTRY

Our art studio thoughtfully creates both structural and ornamental artworks, integrating them into public and private spaces as well as the landscape.

ENGINEERING

Staying on top of industry requirements allows us to incorporate the best engineering opportunities into your facilities.



GRAPHIC DESIGN & MULTIMEDIA

Whether creating environmental graphics, wayfinding signage, branding, promotional materials, videos, websites, or more, our skilled designers will tell your story and add dimension to your project.

INTERIOR DESIGN

Our imaginative solutions are inspired by our client and project types. With the design team, we create solutions that function, are aesthetically pleasing, and are in harmony with the entire project.



LIGHTING DESIGN

From the start, our lighting designers are involved with every project to find your best lighting solutions. The right lighting adds ambiance to your space, saves energy, and saves maintenance costs.



TAB 3

Personnel



CORY SCOTT AICP

Project Manager | 515.288.3141 | cscott@rdgusa.com

EDUCATION

2010, University of Nebraska at Omaha, Master of Science, Urban Studies

2000, Iowa State University, Bachelor of Science, Community and Regional Planning

REGISTRATIONS

American Institute of Certified Planners

National Charrette Institute - Management and Facilitation

Since joining RDG in 2000, Cory has been involved in all phases of project development, including conducting research and focus groups to producing graphics and publications. Cory has been published in numerous articles, cited in academic studies, and spoken at conferences about market-based planning. His plans and passion for communities have resulted in millions of dollars of new investment - both public and private funds, and honored by numerous awards.

Downtown Planning

Illinois: Mount Vernon

Iowa: Belle Plaine, Burlington, Clear Lake, Council Bluffs, Dyersville, Marshalltown, Mason City

Kansas: DeSoto, Fort Scott, Olathe

Minnesota: Bemidji, Detroit Lakes, Park Rapids

Missouri: Trenton, Milan

Nebraska: Auburn, Beatrice, Columbus, Falls City, Gothenburg, Kearney, Laurel, Lexington, McCook, Nebraska City, Ogallala, Plattsmouth, Schuyler, Wayne

North Dakota: Grand Forks, Mandan, Williston

South Dakota: Deadwood, Sturgis, Yankton

Wisconsin: De Pere, La Crosse, Waupaca, Wauwatosa

Wyoming: Buffalo, Gillette, Rawlins

Neighborhood & Corridor Planning

- South Commercial Street Corridor - Neenah, WI
- Wauwatosa MidTown North Avenue Plan - WI
- Wauwatosa East Tosa North Avenue Plan - WI
- Wichita South Central Neighborhood Plan - KS
- 71B Corridor Plan - Fayetteville, AR
- Bluff Street Redevelopment Plan - Council Bluffs, IA
- 6th Avenue Corridor Plan - Des Moines, IA
- Douglas Avenue Corridor Study - Des Moines, IA
- Ingersoll Avenue Improvement Study - Des Moines, IA
- Southside Revitalization Plan - Des Moines, IA
- West Lake Drive - Detroit Lakes - MN
- Stocktrail Neighborhood Plan - Gillette, WY
- South Locust Corridor Plan - Grand Island, NE
- Courthouse Avenue - Auburn, NE
- Academy Arts District Plan - Maize, KS





MARTIN SHUKERT FAICP

Principal Planner and Designer

Martin is a city planner/urban designer with over 45 years of experience. He served as Omaha's Planning and Community Development Director in the 1980s. Since 1989, he has continued his commitment to planning excellence and innovation in a variety of areas including transportation, transit and trails, downtown, housing, land use, redevelopment, corridor design, wayfinding, architecture, and more.

EDUCATION

1974, University of California at Berkeley, Master of Architecture

1971, Yale University, Bachelor in Division IV Studies (City Planning) - Magna Cum Laude

REGISTRATIONS

2004, Fellow of the American Institute of Certified Planners

1984, American Institute of Certified Planners

SELECT AFFILIATIONS

- Leadership Committee - Live Well Omaha
- Board Member, 75 North Community Development Corporation
- Board Member, Nebraska Bicycling Alliance

Neighborhood Redevelopment Plans

- College Avenue - Fayetteville, AR
- Oklahoma City Core to Shore - Oklahoma City, OK
- East Tosa Neighborhood Plan - Wauwatosa, WI
- North Omaha Development Plan - Omaha, NE
- Park Avenue Redevelopment Plan - Omaha, NE

Innovative Housing Planning Programs

- Iowa: Ames/Story County, Iowa Falls, Marshalltown, State of Iowa Housing Study, Webster City
- Nebraska: Columbus, Gering, Hall County Housing Authority

Major Omaha Public Sector Redevelopment

- Riverfront Redevelopment Area
- Northeast Downtown Redevelopment Plan
- Omaha Downtown Housing Program
- Boys Town Urban Program Redevelopment
- 24-Vinton Redevelopment Area
- Business Improvement Districts in Benson, Vinton Street, Dundee, South Omaha

Wayfinding & Community Graphics

- Iowa: Des Moines Downtown, Clear Lake, Mason City
- Nebraska: Nebraska City
- South Dakota: Yankton

Select Comprehensive Plans

- Iowa: Altoona, Bettendorf, Cedar Rapids, Clear Lake, Denison, Mason City, Mount Vernon, Oskaloosa, Ottumwa, Pella
- Kansas: Hays, Junction City, Ellis County
- Minnesota: Detroit Lakes
- Missouri: Camdenton, Excelsior Springs, Maryville
- Nebraska: Beatrice, Columbus, Chadron, Fremont, Kearney, Norfolk, Papillion, Plattsmouth, Ralston, Wayne
- North Dakota: Dickinson, Jamestown
- Oklahoma: Guthrie, Oklahoma City
- South Dakota: Brookings, Yankton
- Texas: Midland
- Wyoming: Gillette





RYAN PETERSON PLA, ASLA, LEED AP

Landscape Architect

Based in Madison, Ryan has led innovative designs for transforming landscapes that make up our cities, parks, campuses, and watersheds. His work has led to building consensus for complex and politically-challenging projects, helping communities and colleges accomplish hard-to-achieve concepts.

EDUCATION

2006, Iowa State University,
Bachelor of Landscape Architecture
Secondary Major of Environmental
Studies

REGISTRATIONS

Wisconsin #648-14
Iowa #570

City of Waupaca - WI

- Downtown Master Plan
- Main Street Redevelopment

City of La Crosse - WI

- Downtown Plan
- Traffic Calming and Green Streets

Western Technical College - La Crosse, WI

- 8th Street Complete Street
- 6-7th Streets
- Campus MP, Design Guidelines
- Western Technical College - Signage and Wayfinding Master Plan - La Crosse, WI

City of Grand Forks - ND

- University Avenue - Streetscape and Traffic Calming - Grand Forks, ND
- Downtown Action Plan
- University of North Dakota - Signage and Wayfinding Master Plan - Grand Forks, ND

City of Dubuque - IA

- Central Avenue Streetscape
- Southwest Arterial
- Grandview Delhi Roundabout Landscape Enhancements
- Clarke & Locust Street Landscape Enhancements

City of Coralville - IA

- U.S. Highway 6 Landscape Enhancements
- Holiday Road Roundabout
- 12th Avenue & Forevergreen Road Roundabout
- Iowa River Landing - Low-Impact Development MP

City of Maquoketa - IA

- Downtown Plan

Signage and Wayfinding

- Casper Wayfinding - Signage - Casper, WY
- City of Davenport - Riverfront Signage - Davenport, IA



**CHARLIE
COWELL, AICP**



**ANNE
MACHIAN, PLA**



**LEA
SCHUSTER**

Planner

Charlie has experience across many fields of urban planning and implementation including historic preservation, code writing, and active transportation. As a former planner with the City of Sioux City, he worked one-on-one with developers on site plan proposals, downtown greenspace improvements, code reviews, and drafting recommendations to local officials. Charlie's experience translates into his success as a consultant creating realistic and functional plans.

PROJECTS

- La Crosse Downtown Plan - WI
- Grand Forks Downtown Form-based Code - ND
- Waupaca Downtown Plan - WI
- MidTown Tosa Plan - WI
- Jackson Street Corridor Plan - Oshkosh, WI
- Oshkosh Housing Study - WI
- Neighborhood Design Standards - Marion, IA
- Bettendorf Zoning Rewrite - IA
- Mandan Downtown Plan - ND
- Academy Arts District Plan - Maize, KS

Illustration

As a member of the RDG landscape architecture studio, Anne has worked on various project types ranging from community master planning, urban design, parks and recreation, campus planning, and streetscape revitalization efforts.

PROJECTS

- Kearney Downtown Plan Update – Kearney, NE
- Nieman Road Streetscape – Shawnee, KS
- Braasch Avenue Streetscape – Norfolk, NE
- Spencer Riverfront Plan – Spencer, IA
- Iowa's Living Roadways Community Visioning
- Avoca Community Vision - Avoca, IA
- Pocahontas Community Vision - Pocahontas, IA
- Akron Community Vision - Akron, IA
- Trestle Park - Manning, IA
- Meridian Bridge Plaza – Yankton, SD
- Pracht Wetlands Park – Wichita, KS
- Bayliss Park Landscape Plan – Council Bluffs, IA
- Rails to Trails Master Plan – Spencer, IA
- Community Events Center – Sheldon, IA

Graphic Designer

Lea leads graphic design for RDG. Her project experience includes environmental graphics, wayfinding signage, information design, logo development, print promotional materials, document design, and website design.

PROJECTS

- Envision CR – Cedar Rapids, IA
- Publication design, information graphics, community engagement collateral
- Plan Dyersville: Comprehensive Plan – Dyersville, IA
- Project branding, plan document deliverable design, website branding
- North Omaha Redevelopment Plan – Omaha, NE
- Community engagement collateral, publication design, website branding
- Grand Forks Downtown Plan – Grand Forks, ND
- Branding, plan document deliverable design
- Brookings Comprehensive Plan – Brookings, SD
- Publication design, information graphics
- Comprehensive Plan – Derby, KS
- Branding, plan document deliverable design



TAB 4

Experiences



NEIGHBORHOOD EXPERIENCE

At RDG Planning & Design, we believe in applying innovative approaches to the preparation of neighborhood and downtown district master planning. Our work is based on a deep understanding of the people, character, patterns, history, and values of a community. This philosophy, combined with the continued success of the communities where we have had the privilege of working, has resulted in our expertise in neighborhood planning stretching from Wyoming to Wisconsin and Minnesota to Alabama.

The results, evidenced by our numerous successful planning efforts, are innovative and visionary plans that are within the reach of communities. Many of the following projects had to address development scenarios, TIF financing and Opportunity Zones, which is an important attribute to the College Avenue North Neighborhood Plan.

Cory Scott, AICP and Marty Shukert, FAICP have spoken at many state and national conferences about market-based planning for downtowns and neighborhoods.

AWARD-WINNING DISTRICT PLANS

- 2019 Grand Forks Downtown Action Plan – ASLA Nebraska-Dakotas
- 2019 Grays Station Neighborhood Plan - APA Iowa
- 2019 Dyersville Downtown Plan – APA Iowa Economic Development Award
- 2017 Clear Lake Downtown Plan - APA Iowa Implementation Award
- 2017 Deadwood Alive! Plan – ASLA Great Plains Chapter
- 2016 Marshalltown City Center Plan - APA Iowa Implementation Award
- 2014 Downtown Bayliss Park in Council Bluffs, IA – APA National Great Places
- 2013 Federal Avenue & Mason City Downtown – APA National Great Places in America
- 2013 Gillette Urban Design - Wyoming APA Best Planning Project
- 2009 Downtown Council Bluffs - APA Iowa Chapter Implementation Award

OTHER NOTABLE HONORS

- planOKC - Oklahoma City, OK (National APA Award)
- Omaha's South 24th Street - NE (National APA Great Places Honor)
- Council Bluffs' Downtown Bayliss Park - Iowa (National APA Great Places Honor)
- Des Moines' Grays Lake Park - Iowa (National APA Great Places Honor)
- Mason City's Downtown - IA (National APA Great Places Honor)



WICHITA, KANSAS

South Central Neighborhood Plan



The South Central Neighborhood is a first-ring neighborhood to downtown Wichita that has mixed housing conditions, older commercial corridors with used car lots and obsolete motels, and nefarious activity. While the neighborhood has been subject to planning since the 1990s, these plans had a traditional structure that was well-suited for administration by city staff. In light of limited city funding for future implementation, the new plan pivots the target user from city staff to empowering residents and businesses to partner with the broader community. Momentum is in progress and the plan helps align residents to target improvements that can be a catalyst for change.

REFERENCE:

Matthew Williams, Associate Planner
Wichita-Sedgwick County Metropolitan Area Planning Department
MAWilliams@wichita.gov | 316.352.4864





WAUWATOSA, WISCONSIN

Village Plan, MidTown Plan, and EastTosa Plan

Plans are largely implemented and has led to the city retaining RDG for many planning projects including, Village Downtown Plan, MidTown Plan and EastTosa Plan. All districts have experienced new housing, store openings, customer activity, streetscape improvements, and branding/marketing campaigns.

The Village is the historic town center of the City of Wauwatosa, a first-tier suburb of Milwaukee. The study area includes a major city park, a linear commercial and industrial district, residential neighborhoods, a railroad, and a portion of the Menomonee River Parkway. The primary goals of the plan were to unify these major community assets; identify and conceptualize development opportunities; and improve functional systems such as parking, wayfinding, and circulation. The Village Plan used a highly-collaborative process to develop the plan.

The MidTown (2019) and EastTosa (2010) areas have significantly transformed since their plans were adopted.

REFERENCE

Kathy Ehley
Former Mayor
City of Wauwatosa
414.559.3771
kaehley@gmail.com

Ed Haydin
Planning Committee Chair
414.688.4368





GRAND FORKS, NORTH DAKOTA

Downtown Action Plan

The City of Grand Forks initiated the Downtown Action Plan following the Mayor's Vibrancy Initiative, which focused on making downtown a greater destination for people to visit, work, and live.

The plan and process took a unique approach, which is still being realized, by focusing on creating a compendium of action plans that are tailored to specific audiences.

These compendiums include: (1) development strategies, which focuses on targeted redevelopment of certain sites and design guidelines; (2) streetscape, which focuses on designing and rebuilding Demers Avenue, and (3) parks, which focuses on completely redesigning the city's signature downtown gathering space. The streetscape compendium has been implemented for Demers Avenue and more applications are in progress.

REFERENCE

Meredith Richards
Deputy Director
Community Development
City of Grand Forks
mrichards@grandforksgov.com
701-792-2864





DES MOINES, IOWA

Douglas Avenue Corridor Plan

The Douglas Avenue Corridor is an older corridor that hosts many locally-owned businesses, single-family homes, multi-family residential properties, retail centers, and a hospital. The project emerged as a grassroots effort by the Douglas Avenue Coalition and its affiliate neighborhood associations. The function and appearance of the corridor influence thousands of people daily who drive, walk, bike, shop, and live near the corridor. The plan presents scenarios for improving circulation, connections to businesses, redevelopment opportunities, neighborhood stabilization, streetscape possibilities, and leveraging the river as a resource for stimulating investment.

“Remarkably, the early ideas of the plan launched partnership discussions with the Iowa DOT to retrofit the corridor.” - Abbey Gilroy, Neighborhood Dev’t Corporation

REFERENCE:

Laura Peters, Planner, City of Des Moines
LAPeters@dmgov.org | 515.283.4182





LA CROSSE, WISCONSIN

Imagine 2040

Imagine 2040 identifies initiatives for the next 20 years in Downtown and its adjacent neighborhoods. The project launched during the Covid-19 pandemic, resulting in the public engagement process to be entirely reimagined from centralized events to decentralized activities, mixing low-tech and high-tech techniques. The innovations have reached audiences that may not otherwise participate in a planning process and likely transform the approach to future planning processes.

The plan is balanced on five themes, including:

- **A Connected City.** Improving mobility options and pathways.
- **Network of Strong Neighborhoods.** Exploring new housing options.
- **Destination for All People.** Creating memorable experiences.
- **Confluence of Nature.** Celebrating the outdoors and sustainability.
- **Market for Development.** Attracting investment to the community.



REFERENCE

Andrea (Schnick) Trane
Director of Planning, Development and Assessment
City of La Crosse
400 La Crosse Street
La Crosse, WI 54601
608.789.8321
tranea@cityoflacrosse.org
www.cityoflacrosse.org

www.rdgusa.com/pano/imagine2040



OSHKOSH, WISCONSIN

Envisioning North Jackson

Envisioning North Jackson Street was a corridor land use plan as part of a larger Jackson Street Corridor Plan. This plan considers the future of the next segment of this important corridor, from Murdock to Interstate 41, and presents an environment very different from the historic neighborhood to the south.

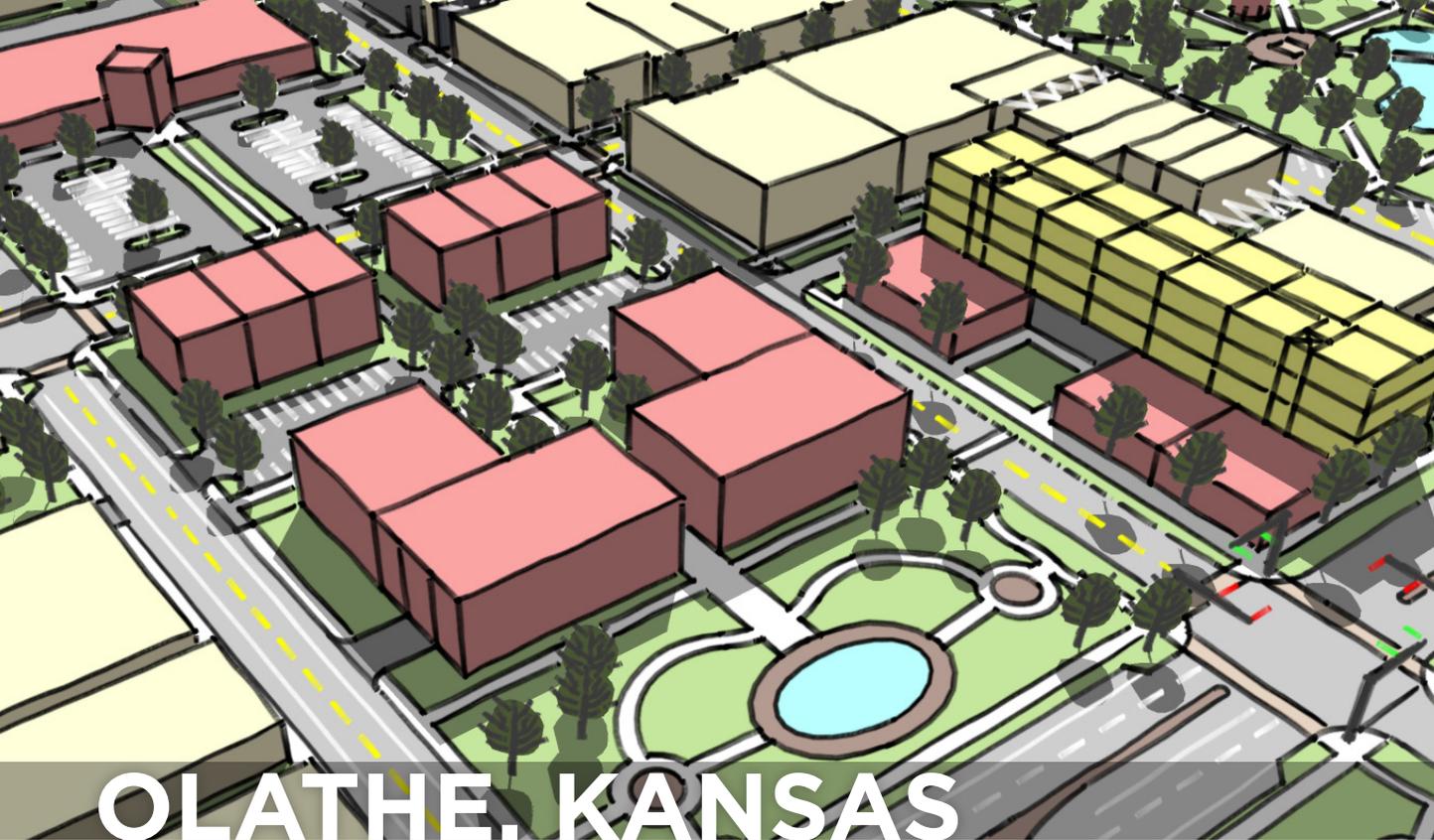
The plan is designed to provide a realistic, market-based development program for North Jackson. Corridor Urbanism applied to the Jackson Street study area between Murdock and I-41 ultimately incorporates appropriately mixed land uses, connectivity, street quality, density, and civic life articulated in New Urbanism and the concept of understanding and planning/building within a community context and economy.

The plan was completed in Spring 2020 and has since resulted in the City to retain RDG to complete a community wide housing assessment in 2021.



REFERENCE:

Mark Lyons
Planning Services Manager - Community Development
City of Oshkosh
920.236.5059
mlyons@ci.oshkosh.wi.us



OLATHE, KANSAS

Envision Olathe

The Envision Olathe Plan, a downtown plan for a community of 132,000, demonstrates a need for a nimble plan that is capable of maintaining a meaningful vision while presenting multiple development scenarios for private market response. This flexibility allows policy makers to negotiate for desirable development, and allows developers flexibility and creativity in a changing marketplace.

At the plan's core is the goal of building memories for all and stimulating interest in private investment. Also, the plan responds to the county's intent for building a new \$200 million courthouse, and leveraging the project to strengthen downtown into a new neighborhood for the city.

REFERENCE

Emily Carrillo
Neighborhood Planning Coordinator
City of Olathe
100 E. Santa Fe Street
Olathe, KS 66061
913.971.8917
ecarrillo@olatheks.org

Aimee Nassif
Chief Planning & Development Officer
City of Olathe





MARKET STUDIES

MARKET STUDIES

These projects include housing studies or design plans for specific projects. Most of our corridor and downtown plans include a market analysis to understand performance of the market. Some examples include:

Downtown Neighborhood Norfolk Housing Study – Norfolk, NE. A comprehensive market analysis and redevelopment plan for Downtown Norfolk.

Aurora Downtown Neighborhood Housing Assessment – Aurora, NE. A market analysis and strategy plan for Aurora’s vibrant downtown square.

State of Iowa Housing Study - Iowa Finance Authority. A statewide study that used public outreach and rigorous economic analysis to identify the most critical housing needs for Iowans.

Beloit Market Study - Beloit, WI. A commercial market study to understand market opportunities and development scenarios.

Live Salina – Salina KS. A strategic housing and neighborhood plan that built on detailed analysis of the city at both the community and neighborhood level. In addition to a policy framework to produce a greater balance of new development and redevelopment, the plan included strategies for infill and neighborhood stabilization.

McKinley Commons – Great Bend, KS. A project design and comprehensive development program for an innovative subdivision developed by a consortium of community interests in Great Bend.

Northeast Kansas City, Kansas Land Use & Development Plan – Kansas City, KS. An urban design and land use plan for a major redevelopment area in Kansas City including the redevelopment of the Juniper Gardens public housing project.

A Place Downtown: A Downtown Housing Plan – Lincoln, NE. A comprehensive market study and development program for housing in Downtown Lincoln.



OMAHA, NEBRASKA

North Omaha Neighborhood Plan

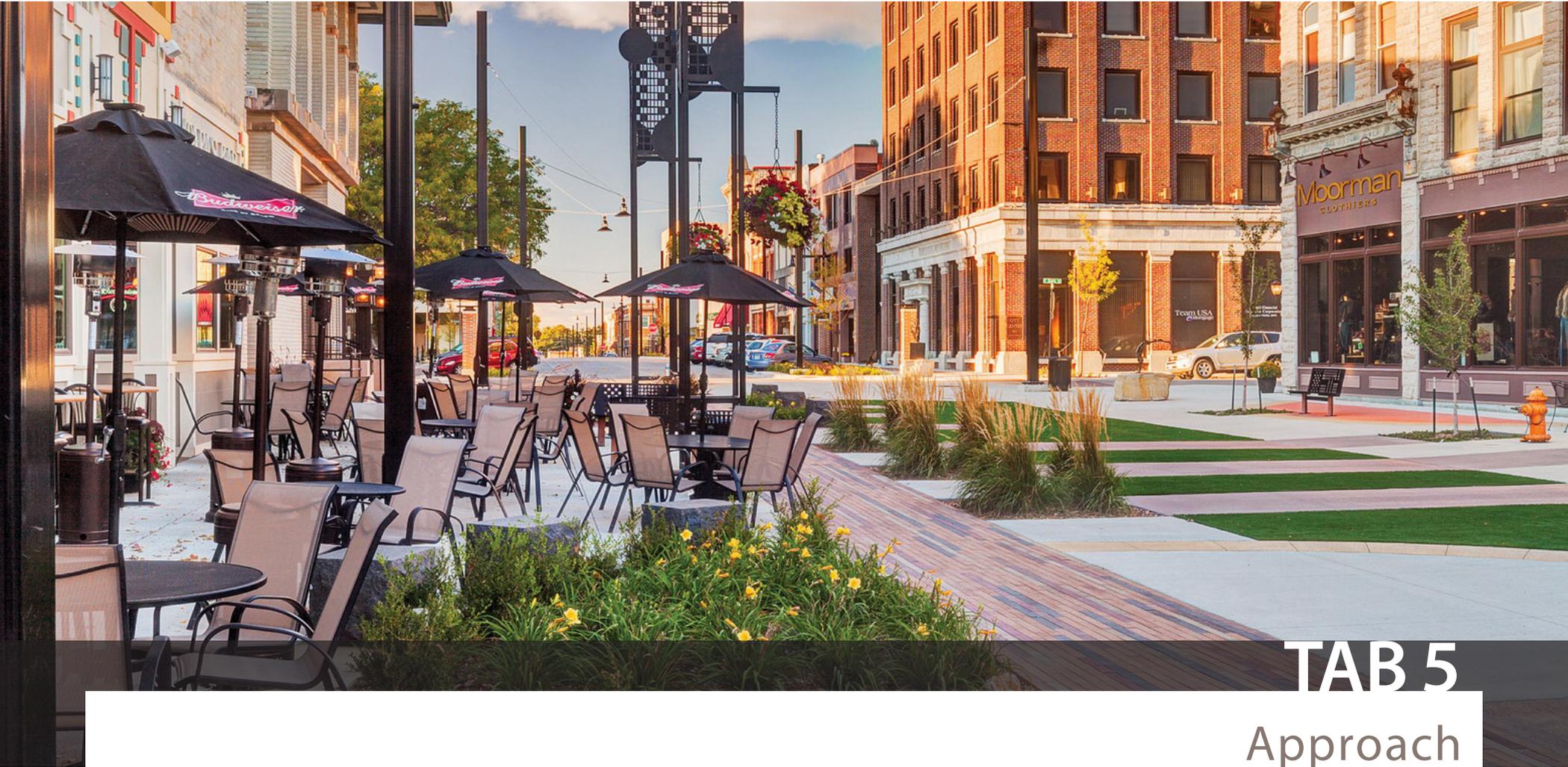


Funded through the Greater Omaha Chamber of Commerce, this study presents a highly strategic investment and development program for North Omaha, a six square mile area that includes areas of both serious poverty and great opportunity. The plan's primary objective is to create conditions that will establish a self-sustaining economy in this largely African-American community. The process was unprecedented for its private and public sector support and the number of people who participated. Utilizing techniques that ranged from neighborhood design studios to interactive surveys the final document provides a strategic framework for economic development based on employment, health care as a development strategy; housing diversity; retail growth; and image and culture.

REFERENCE:

Shannon Snow, Past Project Manager for Omaha Chamber of Commerce
Current: Executive Director of Omaha Land Bank
shannons@omlb.org | 402.800.1235





TAB 5

Approach

TASK 1: MOBILIZATION

1.1 COMMUNITY ENGAGEMENT PLAN

RDG will tailor the community engagement plan with city staff before the start of the project. Elements of the communications plan must be considered carefully to design an effective process that maximizes the city's resources and community participation. The process includes a spectrum of tools:

- **Project Management Team (PMT)** . The PMT includes the project managers from the city and RDG. We will meet every two weeks by Zoom for the first two months then meet when necessary.
- **Steering Committee.** The committee is a representative group of stakeholders that will meet to offer input and feedback on the plan's emerging elements.
- **Online Tools.** Email blasts, social media, surveys, and discussion forums contribute to sharing ideas, concepts, and receiving feedback. Task 1.2 identifies specific online techniques, yet we have several other tools that can be added or substituted from our toolbox.
- **On-site Tools.** More traditional methods of attracting the public to meetings such as fliers, posters, and newsletters can be used.
- **Project Logo and Branding.** A project logo will be developed to use as the brand for the project.

1.2 ONLINE TOOLS

Online tools can engage people from their home, office, or cafe. We will brand a website through Social Pinpoint, Possible elements include:

- **City Website.** RDG will supply the city with content to be placed on the city's website.
- **Social Pinpoint Features.** A landing site will be prepared to orient people to the planning process and its goals. The site will have an online survey to gauge people's perspective about the study area. Also, the survey will include a visual listening feature that asks participants to score images and interactive mapping that asks participants to identify specific ideas and concerns.



1.3 ON-SITE MEETINGS

The schedule in Tab 6 includes a comprehensive list of meetings. Currently, the planning process leans on input/feedback from the steering committee and stakeholders. Broader public engagement is more strategic, managing events to maximize participation and balancing in-person and virtual activities. We are keenly familiar with running a project mostly virtual, if necessary. The downtown plan for La Crosse was mostly through online activities.

- **Steering Committee Kick-off.** The initial meeting will establish principles and objectives for the study area and help refine the specific objectives of this plan.
- **Stakeholder Group Interviews.** Working with the PMT, RDG will identify stakeholders and conduct a two-day program of focus group discussions by Zoom to address the project area, its dynamics, potential, and future directions. Since the pandemic, we've discovered that Zoom platform has increased attendance rates and allowed screen-sharing. Interviews are uniformly indispensable in helping us know the people and understand the special issues and challenges that they experience.
- **PUBLIC EVENT #2: Design Studio Open House.** See Task 3.1.
- **PUBLIC EVENT #3: Open House Gallery.** See Task 6.
- **PUBLIC MEETINGS #1-7: Formal Public Meetings.** See Task 6.

TASK 2: CONDITIONS & OPPORTUNITIES

2.1 BASE MAPPING & REVIEW OF EXISTING PLANS/CODES

RDG will compile existing maps and plans from various local, state, and federal agencies. This includes the materials listed in the RFP.

2.2 TOUR AND DOCUMENTATION

The project team will tour the district with staff and stakeholders to understand the state of the neighborhood and region. This includes a review of land use, building use, environmental features, parking, mobility, and facilities.

- Coordinate on on-going projects.
- Diagram circulation patterns for pedestrians, cyclists, and motor vehicles, including wayfinding. The team will lend special attention to circulation barriers (real or perceived).
- Vehicles: Evaluate traffic patterns, access issues, and truck circulation.
- Pedestrians: Inventory and evaluate key pedestrian patterns and challenges.
- Bicyclists: Evaluate bicycle movements throughout the district and linkages to neighborhoods.
- Identify any known infrastructure and facility issues or opportunities.

2.3 DESIGN INVENTORY AND SUSTAINABLE DESIGN ISSUES

Ryan (landscape) and Marty (architecture, land use) will lead the design inventory:

- Building character and setbacks
- Patterns in the streetscape
- Green infrastructure and drainage
- Historic quality
- Art
- Neighborhood connections
- Graphic communication
- Parks and open spaces
- Sustainability issues and stormwater
- Gateways, graphics, and themes

2.4 OPPORTUNITY ANALYSIS MAP

Development opportunities will be identified and categorized based upon the physical inventory. Potential opportunities will include:

- Specific redevelopment sites for detailed study.
- Adaptive reuse opportunities.
- Circulation improvements for pedestrians, bicyclists, and vehicles.
- Open space enhancements.
- Connections to parks, neighborhoods, gathering places, and natural features.
- Placemaking.



TASK 3: MARKET ANALYSIS

The market analysis includes a qualitative and quantitative review of markets influencing the city, including housing trends and consumer data. Translating the information is an artform that must go beyond graphs and charts. Our reports include infographics that engage the reader and help them understand the important influences into the future.

Housing is a challenge for all communities but the solutions and strategies are unique to each community. RDG has extensive experience in housing market studies throughout the country.

3.1 DATA COLLECTION & ANALYSIS

This step includes a market analysis based on available census and community information. It examines:

- ESRI Consumer data and US Bureau of Labor Statistics
- Population history of the city
- Population growth analysis
- Ten-year population forecast
- Housing occupancy and development analysis (The city should provide housing development data by housing type and units)
- Analysis of housing affordability
- Analysis of regional housing demand
- Overall housing demand projections
- Housing development program by occupancy and price point
- Analysis of employment, wage, and job data (if available)

Community Responsibilities. We ask that you provide the following information:

- Building Permit Data
- Mapping or recently completed plats
- Additional economic development, job, housing (including regional), and planning studies that are relevant to the work
- Multiple listing service (MLS) or other sales information for the last three to five years, if available

3.2 LISTENING SESSIONS

RDG will conduct a field tour of the entire community and important housing related sites in the study area

Listening Sessions. This includes a program of focus groups of specific disciplines to discuss housing issues and needs in the city.

Listening sessions typically include the following interests:

- Lenders; builders and developers; employers; public sector – city and community representatives; realtors and property managers; development corporations, service providers, and nonprofit organizations; representatives from target markets; housing and social service providers; and economic development agencies

Community responsibilities:

- Guide us on the field tour
- Organize logistics for listening session meetings
- Identify listening session participants and invite them to the applicable session

3.3 MARKET ANALYSIS COMPENDIUM REPORT

- Market analysis (see Task 3.1)
- Overview of housing challenges and assets
- Directions forward, summarizing the programs and policies that will address the city's challenges and opportunities.

3.4 PRESENTATION OF HOUSING STRATEGY

A final presentation to the PMT. RDG can present to the Steering Committee and community on request

Community responsibilities:

- Arranging time and place for presentation
- Notifying stakeholders of presentation
- Managing any desired publicity

TASK 4: PLAN CONCEPTS

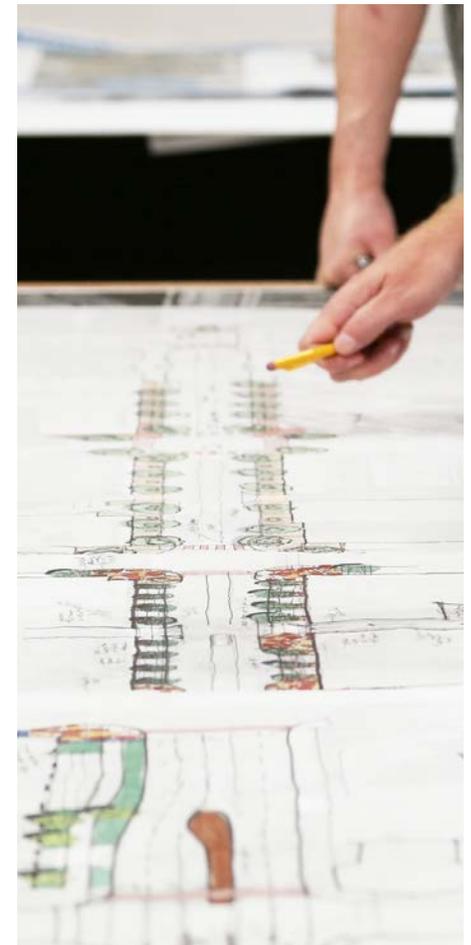
4.1 PUBLIC WORKSHOP #4: DESIGN STUDIO

The planning team will make extensive use of design studios in most of our urban design work. During the three-day studio, we work on-location with stakeholders, developers, and other interested parties to develop concepts for the plan. Open sessions encourage the public to work alongside the project team to illustrate and test their own ideas. Stations will be set up, focusing on the various subject areas, like development, urban design, and parks. Sessions are sometimes in coffee shops or other public spaces. Quick results and high energy are a fundamental part of the process. The studio will use the information gathered in previous parts of the process and will address:

- The guiding vision for the anchor district.
- Key market focuses and opportunities.
- Major functional/infrastructure issues and public investment needs.
- Sub-districts, or “community nodes.”
- Scenarios for redevelopment, including test fits for housing options and commercial development.
- Housing strategy, a speciality for RDG.
- Possible reuse of parking areas and under-used buildings.
- Transportation concept showing circulation patterns and wayfinding for pedestrians, bicyclists, and motorists. This will align with the Downtown Streets Design Guide being prepared by Alta, who we’ve affiliated with on numerous past projects (Iowa City, Wichita, and Des Moines).
- Connections to adjacent neighborhoods, natural spaces, and parks.
- Program and design concepts for gathering spaces and art.

4.2 STUDIO PRESENTATION

Following the design studio, the consultants will meet with the PMT to review the initial concepts and suggestions developed during the week’s events. We approach these as working sessions rather than public hearings, and always view plans as “works in progress.”



TASK 5: PLAN ELEMENTS

Following the design studio, the RDG team refines the concept sketches and graphics to illustrate key concepts. These interim and refined concepts are presented to the PMT in preparation for public release. Major elements can be reviewed in detail and may include development sites, transportation, parks, transportation, infrastructure, and more. Often, scenarios are advanced for the plan to adapt to shifting market demands.

5.1 FRAMEWORK

This task is the preparation of the plan document, creating the graphics and narrative associated with concepts and strategies for the district. The framework includes:

- **Discovery.** Background information that incorporates qualitative information from public input and our observations, and quantitative information from field research and data collection.
- **Vision.** A summary of themes and goals that guide the concepts.
- **Concepts.** Graphics will be developed to describe proposed projects in an inspiring way that can be used for funding support. These will include plan view maps, elevation sketches, perspective illustrations, or 3D models.
- **Supporting Narrative.** Language that accompanies the graphics, describing the concept and steps for implementation. The plan will include demonstration projects from other **benchmark communities** and case studies of comparable projects that help illustrate desirable outcomes.
- **Implementation Strategies.** Concepts will outline a framework of implementation steps and are discussed in Task 6. This includes the feasibility analysis as identified in the RFP.

5.2 COMMITTEE REVIEWS

The project team will meet with the steering committee to understand course corrections, ensuring that the plan creates buy-in when the plan is presented for public approval. Often, we will need to meet one to three times to ensure comprehensive feedback.





TASK 6: IMPLEMENTATION STRATEGIES

RDG's fundamental goal is to provide Appleton with a strategic vision that has lasting effects. Many of our team members have taken projects from concept to implementation, which is possibly one of the most valuable characteristics of the RDG team.

6.1 IMPLEMENTATION WORKSHOP

This workshop includes city staff and our team to review concepts presented in the plan. This meeting may include members of the steering committee and other stakeholders. The task incorporates the results from Tasks 6.1-6.3.

6.2 PRIORITY CRITERIA & PHASING

During the implementation workshop, the our team works with participants to establish a set of criteria for determining the priority level of recommendations. These criteria will be matched with the vision established in the engagement process and used to recommend phasing for projects, policies, programs, and regulatory changes.

5.4 REGULATORY & FEASIBILITY REVIEW

RDG will conduct a review of the city's code that impacts the recommendations of the plan. Task 4 includes test fits for feasibility and will be further reviewed during the Implementation Workshop.



TASK 7: APPROVAL PROCESS

7.1 PUBLICATION

RDG will deliver the final document in PDF, GIS shapefiles, and copyright-free files. RDG will coordinate reproduction of the plan with the city's preferred printer. Digital copies of the PowerPoint and display boards will be submitted, as well.

7.2 OPEN HOUSE

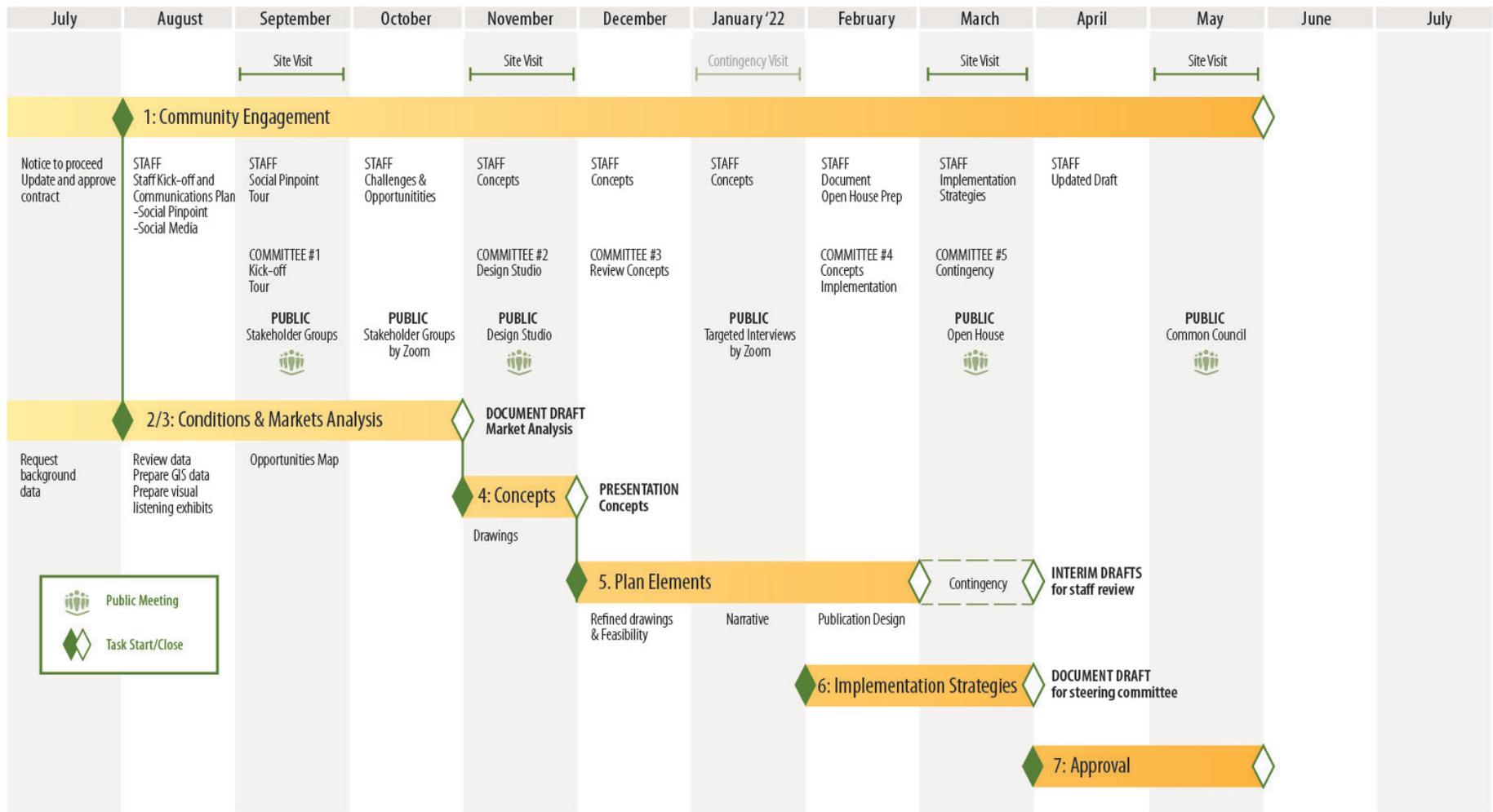
The Open House is setup as a series of galleries.

- **Onsite Gallery.** The Open House Gallery is a self-supporting display system that can be posted in a physical space for a week or weeks. People can tour the material at their convenience and offer their feedback. The kick-off event to the gallery will include a presentation of the plan's concepts.
- **Virtual Gallery.** Material will also be posted in a virtual room that offers people a simulated experience of attending an event in-person from their home or office.

VISIT www.rdgusa.com/pano/imagine2040

6.4 FORMAL APPROVAL

RDG will present the report to the Common Council.



SCHEDULE

The timeline may be refined to adapt to project demands, and anticipated to be **completed in the first quarter of 2022**.

Generally, we recommend a 9+ month process to allow the public to (1) learn about the project, (2) offer ample time to offering input/feedback, and (3) gain greater buy-in on the plan's concepts. We have completed neighborhood plans in 3 months to respond to immediate issues in the study area.

AVAILABILITY

The Neighborhood Plan comes a timely moment for our collective workload. RDG is completing a number of plans in Spring 2021, including the Carroll Corridor Commerce Plan (IA), Story County Housing Study (IA), La Crosse Downtown Plan (WI), Valley Center Strategic Plan (KS), Dothan Downtown Charrette (AL), and Great Bend Housing Workshop (KS).

To that end, the completion of several projects and high-expertise in project management ensure timeliness for achieving milestones in the process.