

proposal to prepare the NEENAH DOWNTOWN MASTER PLAN



December 17, 2021

Submitted by

RDG Planning & Design

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

and

Neighborhood Planners

Appleton



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TAB 1

Letter / Executive Summary

December 17, 2021

City of Neenah
Brad Schmidt
Community Development & Assessment
211 Walnut Street
Neenah, WI 54956

RE:
Neenah Downtown Master Plan

Dear Members of the Selection Committee:

RDG Planning & Design, in association with Neighborhood Planners, is pleased to submit this proposal to prepare the Downtown Master Plan for the City of Neenah. We have designed a scope and process that leverages our past experiences working in the area, including the South Commercial Street Corridor Plan. We believe that our approach complements some of our award-winning planning in Omaha, Des Moines, Oklahoma City, Kansas City, and St. Louis. And the result will help the city and its people 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 downtown and administrators.

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

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), Appleton (2022 North College Neighborhood Plan), and De Pere (2010 Downtown Plan). While working in Appleton, we were fortunate to tour the study area in anticipation for this planning initiative.

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 Neenah's future, and hope you find our proposal compelling for selection.

Sincerely,

RDG Planning & Design



Cory Scott, AICP
Project Manager - RDG Planning & Design
515.473.6394 | cscott@rdgusa.com



Andrew Dane
Principal - Neighborhood Planners
Appleton, Wisconsin



TAB 2

Firm Profile



301 Grand Avenue, Des Moines, Iowa 50309 | 515.288.3141
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.





602 N. Lawe Street, Appleton, WI 54911 | 902.585.3593
www.neighborhoodplanners.org

ABOUT NEIGHBORHOOD PLANNERS

Andrew Dane, Principal, founded Neighborhood Planners LLC in 2018 after over 20 years of community planning and development experience in both the public and private sectors.

Neighborhood Planners' passion is helping build great neighborhoods and communities. We help communities achieve their vision through thoughtful community engagement, technical problem-solving, strategy development and implementation.

Andrew is highly active in his neighborhood, having formed the Lawrence City Park Neighborhood Association. He is currently serving on the Appleton City Plan Commission and as a board member for the Northeast Wisconsin Land Trust.

"Andrew has helped WiRED identify and pursue unique real estate opportunities outside the greater Milwaukee market. Andrew looks at real estate the same way we do: it's not about buildings that take up space - it's about spaces that structure lives. While I deeply appreciate his technical expertise, it is his total commitment to community building that I find so compelling. Working with Andrew has helped me evolve WiRED's approach to real estate development and the critical role that neighborhoods play in meeting the social demands of the people that live in them."

Blair Williams, President, WiRED Properties

OUR SERVICES

SERVICES INCLUDE:

- Downtown Planning
- Market Analysis
- Feasibility Studies
- Economic Development Planning
- Urban Design
- Waterfront Planning
- Park and Trails Plans
- Public Engagement
- Corridor Plans
- Bike and Pedestrian Plans
- Redevelopment Plans
- Neighborhood Planning
- Economic Development Planning





TAB 3

Experience



PHILOSOPHY 4 DOWNTOWNS

At RDG Planning & Design, we believe in applying innovative approaches to the preparation of neighborhood and commercial 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 Texas. Cory Scott, AICP and Marty Shukert, FAICP have spoken at many state and national conferences about market-based planning for communities.

Our processes includes:

- **A high level of community participation.** We believe in developing personal relationships in communities to empower champions and build partnerships to realize their future.
- **An orientation toward vision, strategy, and implementation.** Our extensive experience in project design and financing produces specific strategies to help communities implement the plan's concepts. Their success has led to magnificent transformation and a portfolio of best practices.

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 using TIF financing, Opportunity Zones, and philanthropy.

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

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)
- Omaha's Dundee Neighborhood (National APA Great Places Honor)



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





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
701-792-2864
mrichards@grandforksgov.com





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





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



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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
316.352.4864





WAUWATOSA, WISCONSIN

Downtown Plan, MidTown and EastTosa Plans

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





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
402.800.1235 | shannons@omlb.org





HOUSING STUDIES

COMMERCIAL 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:

Appleton Downtown Market Study - WI

Andrew Dane researched and authored the previous market study for downtown.

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.

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.

Wintergreen Area Plan – Omaha, NE

A design, financing, and implementation program for a major neighborhood housing redevelopment project in North Omaha.

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.

A Place Downtown: A Downtown Housing Plan – Lincoln, NE

A comprehensive market study and development program for housing in Downtown Lincoln.



TAB 4

Work Plan

TASK 1: PROJECT INVOLVEMENT PHASE

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 Media.** RDG will schedule and coordinate announcements for existing social media.
- **Social Pinpoint Features.** A landing site will be prepared to orient people to the planning process and its goals. The site will include an interactive mapping tool that asks participants to identify specific ideas and concerns by placing pins on sites.

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 and Project Assessment.** 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.

Community responsibilities:

- Arranging time and place for events
- Notifying stakeholders and steering committee members.
- Managing correspondence with stakeholders.
- Managing any desired publicity and public notices.
- City's project manager committing to bi-weekly meetings with RDG's project manager, Cory Scott.

TASK 2: INFORMATION COLLECTION PHASE

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

Design inventory includes:

- Building character and setbacks
- Patterns in the streetscape
- Green infrastructure and drainage
- Historic quality
- Art
- Sign code and zoning code
- 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/riverfront enhancements.
- Connections to parks, neighborhoods, gathering places, and natural features.
- Placemaking.



TASK 3: MARKET ANALYSIS PHASE

The market analysis includes 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, including surplus/leakage analysis
- Population history of the city
- Population growth analysis in the trade area
- 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 building off our work in Oshkosh and Appleton
- Overall housing demand projections and segment share for downtown
- Analysis of employment, wage, and job data (if available)
- Identify existing business niches in downtown
- Benchmarking Neenah to comparable communities

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

- Building Permit Data (see above)
- 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 qualitative review of the market through discussions and tour of the community.

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

3.3 MEMORANDUM

- Market analysis (see Task 1)
- Overview of housing challenges and assets
- Directions forward, summarizing the programs and policies that will address the city's challenges and opportunities.
- Redevelopment opportunities

3.4 PRESENTATION OF HOUSING STRATEGY

RDG can present findings to the Project Management Team and Steering Committee.

Community responsibilities:

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

TASK 4: PLAN CONCEPTS

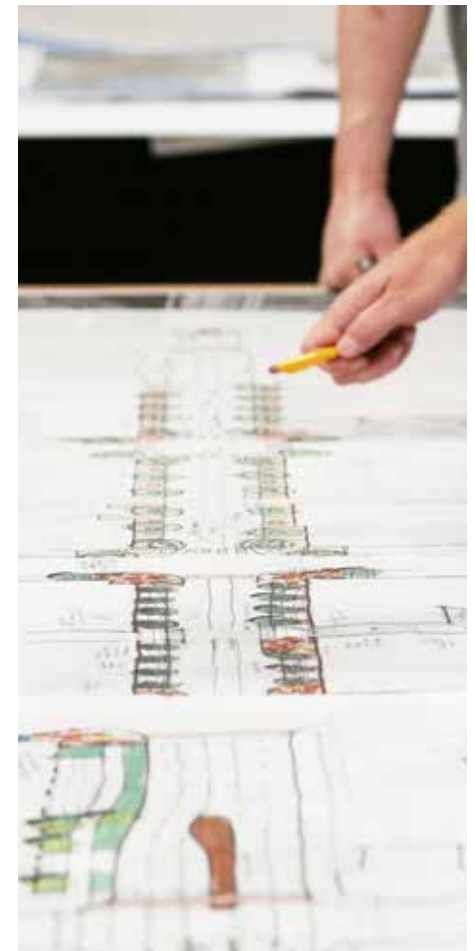
4.1 PUBLIC WORKSHOP #4: DESIGN STUDIO

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 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:

- List of items identified in the RFP.
- The guiding vision for downtown.
- 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.
- Possible reuse of parking areas and under-used buildings.
- Transportation concept showing circulation patterns and wayfinding for pedestrians, bicyclists, and motorists.
- 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 Steering Committee 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 DOCUMENTATION PHASE

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 5.

5.2 COMMITTEE REVIEW

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 Neenah 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 the PMT 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 6.2-6.3.

6.2 PRIORITY CRITERIA & PHASING

During the implementation workshop, 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, particularly for improving opportunities in the city's C-2 district..



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.

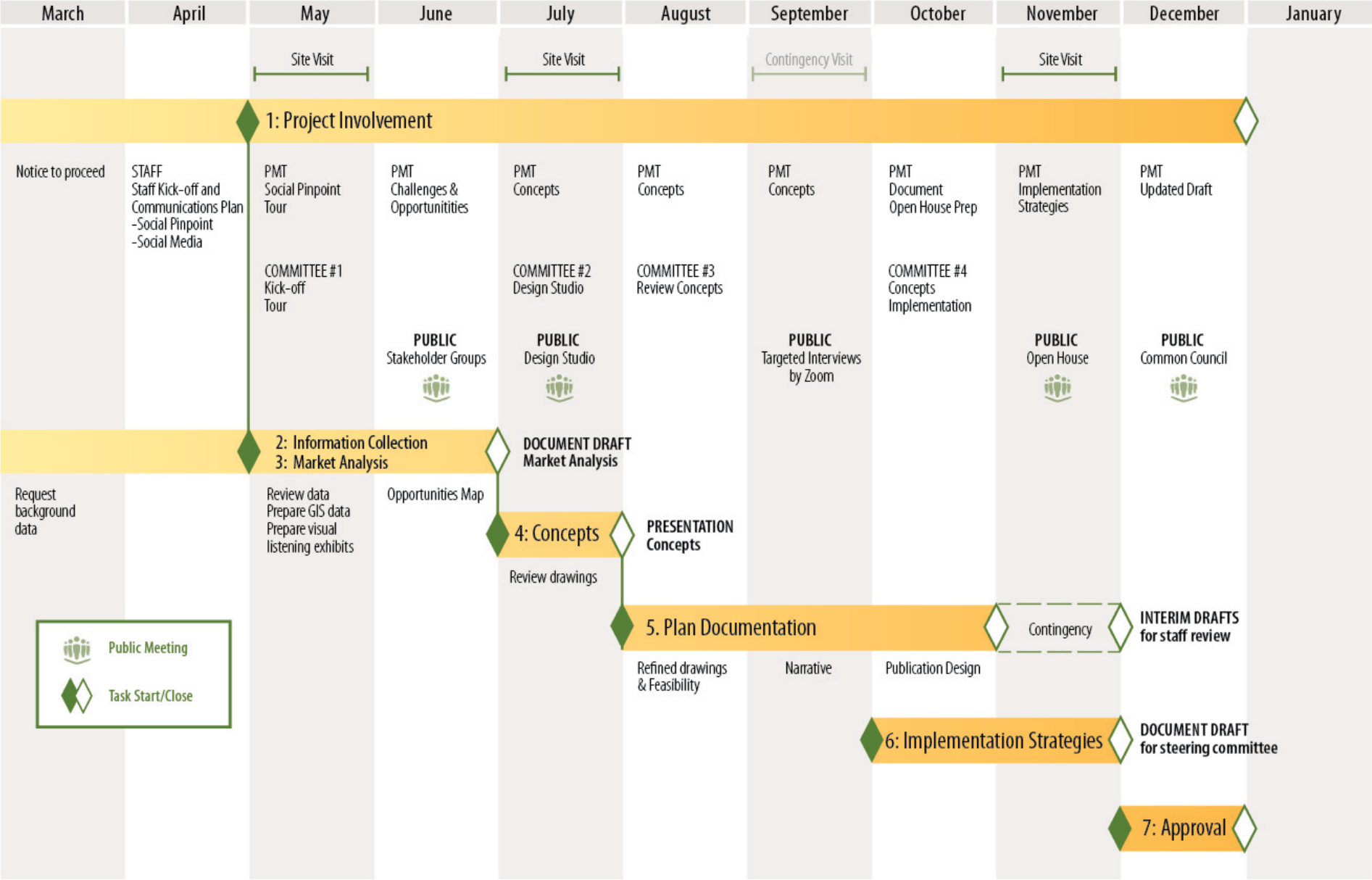
- **Onsite Gallery.** The Open House Gallery is a self-supporting display system that can be posted in a physical space for a week or weeks. People can tour the material at their convenience and offer their feedback. The kick-off event to the gallery will include a presentation of the plan's concepts.
- **ELECTIVE: 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

7.3 FORMAL APPROVAL

Andrew Dane from Neighborhood Planners will present the report to the Common Council.

SCHEDULE





TAB 5

Development Team Information & Management



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

Alabama	Dothan
Illinois:	Mount Vernon
Iowa:	Belle Plaine, Burlington, Clear Lake, Council Bluffs, Des Moines, 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

Special District Planning

- South Commercial Street Corridor - Neenah, WI
- College North Neighborhood Plan - Appleton, 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

- 71B Corridor Plan - 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
- South Commercial Street Plan - Neenah, WI

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**

Landscape Architect Wisconsin #648-14

Ryan's passion is to elevate the vision and expectation of the places we create, impact, or develop through innovation and design. His work recreates the landscapes that make up our watersheds, cities, parks and campuses. He regularly engages the public to build consensus while navigating the complex political pressures and regulatory requirements to create meaningful projects.

PROJECTS

- La Crosse Downtown Plan - WI
- Grand Forks Downtown Form-based Code - ND
- Waupaca Downtown Plan - WI
- City of Dubuque, IA
 - Central Avenue Streetscape
 - Southwest Arterial
 - Grandview Delhi Roundabout Landscape Enhancements
 - Clarke & Locust Street Landscape Enhancements



**LILIAN
ALHADDAD**

Urban Design and Architecture

Lilian has 13 years of experience in planning, urban design, architecture, and SMART city implementation for cities throughout the Gulf, Africa, Europe, and the Middle East. Lilian is a vivid communicator and a highly driven and proactive individual with a passion for planning that enriches the lives of people. She has an active research agenda on SMART Cities, supported by engaging in multiple global SMART City conferences in different countries.

RDG PROJECTS

- Des Moines Downtown Plan – IA
- Dothan Downtown City Center Block - AL

PREVIOUS EXPERIENCE

- American University of Beirut Campus Master Plan - Beirut, Lebanon
- Master Planning and Partial Infrastructure Design Services for Park Dounya - Dely Ibrahim, Algeria
- Knowledge Economic City - Medina, Kingdom of Saudi Arabia
- Real Estate Master Plan for Airport Cities - Muscat and Salalah, Oman
- Tripoli Land Reclamation - Tripoli, Lebanon



**LEA
SCHUSTER**

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



ANDREW DANE AICP, ENV SP, NCI, LEED ND

EDUCATION

2002, University of Arizona - Tulsa,
Master of Science, Urban & Regional
Planning

1994, University of Wisconsin -
Madison, Bachelor of Science,
Conservation Biology

AFFILIATIONS

American Planning Association,
Wisconsin Chapter

Wisconsin Downtown Action Council
Institute for Sustainable Infrastructure

U.S. Green Building Council

The Natural Step, Member

Market Analysis & Engagement | 920.585.3593 | andrew@neighborhoodplanners.org

Andrew is an urban planner and economic development specialist with over 25 years experience working with small to medium sized communities and private developers. His passion is advancing economic development and land use planning, with a strong interest in neighborhood and downtown mixed-use commercial districts. In addition to consulting, he is a managing member of Neighborhood Investments LLC and works part-time as a contract employee for the City of Waupaca. Currently serving on City of Appleton Plan Commission.

Project-Specific Experience

- South Riverfront Master Plan - *Wausau, WI*
- Water Street Corridor Plan - *Menasha, WI*
- Retail Market Study - *Columbus, OH*
- Corridor Revitalization Plan - *Tulsa, OK*
- Pocket Neighborhood Development - *Eau Claire, WI*
- Neighborhood Revitalization - *Appleton, WI*
- Market Analysis/Downtown Plan - *Elm Grove, WI*
- Parking & Pedestrian Plan - *Egg Harbor, WI*
- Downtown Master Plan - *East Stroudsburg, PA*
- Business Service Center & Development - *Eureka, CA*
- Interim CD Director Services - *Waupaca, WI*

Business Districts & Redevelopment

- South Commercial Street Corridor - *Neenah, WI*
- La Crosse Downtown Plan - *WI*
- Downtown Master Plan - *Appleton, WI*
- Downtown Revitalization Plan - *Clintonville, WI*
- Downtown Master Plan - *Marshfield, WI*
- Main Street Strategic Plan - *Chippewa Falls, WI*
- Downtown Plan - *Porter, IN*
- Downtown Revitalization Plan - *Gering, IN*
- Downtown Redevelopment Plan - *Elm Grove, WI*

Land Use & Transportation

- Bicycle & Pedestrian Plan - *Fish Creek, WI*
- Transportation Plan - *Sherwood, WI*
- 54th Street Preliminary Design - *Edina, MN*
- Miller's Bay Neighborhood Plan - *Oshkosh, WI*
- Downtown Parking Study - *Fish Creek, WI*
- Comprehensive Plan Workshop - *Marshfield, WI*
- Comprehensive Plan - *Stevens Point, WI*
- Comprehensive Plan - *Appleton, WI*
- Comprehensive Plan - *Barron County, WI*

Economic Development

- Brownfields Historic Fill Permit - *Neenah, WI*
- Riverside North Redevelopment - *La Crosse, WI*
- Housing Plan - *City of South Tucson, AZ*
- Economic Development Plan - *Vernon County, WI*
- Economic Impact Study - *North Wisconsin State Fair*
- Economic Impact of Crafts/Arts - *NW Wisconsin*
- Water System Capacity Study - *Eau Claire, WI*
- IMPLAN Impact Studies - *Barron County, WI*
- IMPLAN Impact Studies - *Chippewa County, WI*



PROJECT MANAGEMENT & AVAILABILITY

RDG is pleased to have Cory Scott managing the Neenah Downtown Plan. He specializes in preparing downtown plans and his team has worked together for 5 (Andrew Dane) to over 20 years (Marty), bringing consistency and a shared portfolio that represents the work completed by the people in this proposal..

Cory will be completing numerous plans in the first quarter of 2022, including the Des Moines Downtown Plan and the College North Neighborhood Plan in Appleton. The project team can complete some of the initial fieldwork and meet with the PMT as early as February during planned visits to Appleton. However, the bulk of the tasks will commence in May.

Keeping the plan on track is managed through bi-weekly meetings with the city's project manager, Brad Schmidt. Other city responsibilities are identified in the work plan by phase and task for your convenience.

STATEMENT OF CONFLICTING ASSIGNMENTS

(1) LAUNCHING IN MAY

We recommend launching the project in May instead of March.

We've witnessed higher engagement in pandemic conditions during warmer months, starting in May. Also, we want to tailor the schedule to maximize the project manager's time towards other commitment.

(2) EXTENDING THE SCHEDULE

We recommend a 8+ month process to (1) allow the public to have more time to learn about the project, (2) offer ample time to give input, (3) offer ample time to offer feedback on concepts, and (4) gain greater buy-in on the plan's concepts. With that, we anticipate the complete draft to be submitted for staff review in early December.

We have completed several downtown plans in 12 weeks to respond to local issues like grant funding requirements. Also, we have advanced tasks to respond to immediate intent for implementation, such as a streetscape reconstruction in Grand Forks. While these projects were successful, feedback from the public was a desire to have a greater window of time to promote the awareness of the project and reflect on planning concepts.

(3) OTHER CONFLICTS

The project team is unaware of any conflict of interest.



REFERENCE LETTERS



PLANNING AND DEVELOPMENT

400 LA CROSSE STREET | LA CROSSE, WI 54601 | P: (608) 789-7512



**CITY OF WAUWATOSA
DEVELOPMENT DEPARTMENT**
7725 W. North Avenue
Wauwatosa, Wisconsin 53213
Telephone: (414) 479-8957

Jen Ferguson
414.479.3520
jferguson@wauwatosa.ni

May 14th, 2018

To Whom It May Concern:

I highly recommend RDG Planning & Design. The City of Wauwatosa hired RDG Planning & Design three times, first in 2011 to complete the East Tosa North Avenue Plan, second in 2012 to complete the Village Plan, and most recently in 2017 to complete the MidTown Neighborhood Plan.

Wauwatosa is an inner-ring suburb of Milwaukee with a population near 50,000. East Tosa North Avenue, an older commercial corridor, and the Village, our historic town center, are loved by many in the metro area. Back in 2010, the residents and businesses felt these districts fell short of their potential. They understood the fragility of a diverse, stable business base and the critical need to maintain a safe, comfortable, and viable environment. They believed long-term success could be achieved in the districts by creating destinations – a place that people go to, rather than move through. Launching planning projects for these distinctive areas and using the plans to initiate, inspire, and invest for future betterment, has resulted in astonishing success.

North Avenue in the East Tosa Neighborhood is now a remarkable community street – notable for the variety of goods, services, food, and experiences that it offers. This sixteen-block corridor has transformed from an auto-oriented culture to a walkable and bikeable corridor. Its lively atmosphere is a must-visit experience for visitors to the Milwaukee area.

The Village is a thriving business district offering more than 100 stores, restaurants, and businesses in a setting reminiscent of the great villages of Europe. The plan provided a coordinated approach to continued enhancement based on the insights and participation of people with the greatest stake in its future – its businesses and residents. The plan recognized progress is based on both small actions and ambitious projects. In a district like the Village, small projects that make the experience more pleasurable for customers are enormously important and can create momentum for very large public and private initiatives. We're proud to say that both small and ambitious transformative projects are all nearly complete in less than a decade.

As a result of the remarkable change from the first two planning efforts, the plan for MidTown was shaped by concepts and ideas that people believe will happen. Development pressure and circulation changes are inevitable as the neighborhood's popularity grows because of its walkability and urban density, and the plan positions the city to be proactive rather than reactive.

True credit for the success of these projects rests with the many local champions and partnerships that committed to realizing the vision of these plans. We celebrate these achievements with RDG and are pleased to recommend their services.

Sincerely,

Jen Ferguson, Economic Development Manager

December 8, 2021

To whom it may concern:

It is with great confidence that I recommend RDG for master planning services based on the process and product for the City of La Crosse's Imagine 2040 La Crosse Downtown Plan. The team at RDG was thorough, thoughtful, and produced a document that we will proudly use as a guide for the next 20 years.

One of the highlights of the work done by RDG was their exemplary ability to engage with the community. This was one of the important guiding principles of our document and felt it would be a challenge since the planning process began at the beginning of the COVID-19 pandemic in 2020. However, RDG did a great job of reaching out to a very diverse group of community members and exceeded our expectations with community engagement.

I highly recommend RDG and hope to have the opportunity to work with them again in the future.

Regards,

Andrea Trane
Director of Planning, Development and Assessment

ANDREA TRANE, DIRECTOR OF PLANNING, DEVELOPMENT AND ASSESSMENT
TIM ACKLIN, AICP, PLANNING ADMINISTRATOR
JULIE EMSLIE, ECONOMIC DEVELOPMENT ADMINISTRATOR
LEWIS KUHLMAN, AICP, ENVIRONMENTAL PLANNER
JACK ZABROWSKI, ASSOCIATE PLANNER
LINZI WASHTOCK, PLANNING & DEVELOPMENT ASSISTANT

DIANE MCGINNIS, COMMUNITY DEVELOPMENT ADMINISTRATOR
DAWN REINHART, NEIGHBORHOOD HOUSING DEVELOPMENT ASSOCIATE
TARA FITZGERALD, EDFP, PROGRAM COORDINATOR
KEVIN CLEMENTS, HOUSING SPECIALIST
KEVIN CONROY, HOUSING REHABILITATION SPECIALIST
BRIAN SAMPSON, HOMELESS SERVICES COORDINATOR

REFERENCE LETTERS

255 N. 4th St.
PO Box 5200
Grand Forks, ND 58206-5200



Community Development
Department
(701) 746-2661

January 24, 2020

To Whom it May Concern:

In 2018, the City of Grand Forks, ND, selected RDG Planning & Design to develop a "Downtown Action Plan." This was meant to provide the technical elements needed to support and implement a downtown vision that was developed through a locally staffed initiative. The scope of work was long and varied: a downtown parks and open space plan; a downtown streetscape and wayfinding plan; updated downtown design standards; coordination with separate transportation planning efforts; and a downtown redevelopment strategy that would identify opportunities in general as well as focus on a specific City-owned site.

RDG assembled an extraordinary team that addressed this array of elements through a very personalized and integrated approach. Across a wide range of disciplines, RDG brought world-class expertise, yet the process always felt tailored to our specific local conditions and quirks. RDG team members responded with skill and aplomb to some serious curveballs that we threw at them, and were generally just a fun group to work with.

It was a pleasure working with RDG and I am happy to offer this recommendation.

Sincerely,

Meredith Richards
Director



Neighboring Movement

Strengthening Communities through Neighboring

417 E. Gilbert, Wichita, KS 67213 | neighboringmovement.org

To Whom it May Concern,

I am writing to recommend RDG Planning and Design for communities hoping to receive thoughtful and innovative leadership. In 2019 I participated in crafting a neighborhood plan for the South Central Neighborhood in Wichita, KS. RDG lead the process and crafted a beautiful plan that was accessible and energizing for our community.

The team that RDG sent to work with our community was responsive to the community's desires and communicated well their role as facilitator. Our plan was passed by our city council in January of 2020 and has been received across the city as an example of a positive and innovative process for mobilizing a community. RDG did an excellent job of spotting influential leaders within the community and including their vision of the neighborhood within the plan.

Their team is creative and dynamic which allowed our residents to expand their vision of what is possible in the community. As a community is considering hiring outside perspective RDG does an excellent job of blending their expertise with the contextual knowledge of a community.

Sincerely,

Adam Barlow-Thompson
Executive Director

adam@neighboringmovement.org

REFERENCE LETTERS



COMMUNITY AND ECONOMIC DEVELOPMENT

111 South Main Street
Waupaca, Wisconsin
54981

T: 715-942-9904
F: 715-258-4426
bkane@cityofwaupaca.org

www.cityofwaupaca.org

May 22, 2018

RE: LETTER OF RECOMMENDATION | RDG PLANNING & DESIGN

To Whom This May Concern:

On behalf of the City of Waupaca, I am proud and honored to write the follow Letter of Recommendation for RDG Planning & Design. Over the past three years, the City of Waupaca has retained the professional services of RDG Planning & Design to complete multiple planning, landscape, architectural, streetscape, and branding initiatives for our community and region. As the project manager for all of these projects, RDG Planning & Design has continuously shown professionalism throughout each project, answered the call many of times for “extras,” but most importantly have fostered many positive and rewarding relationships with the community, key stakeholders, and staff members.

Waupaca is located in East Central Wisconsin, situated between Appleton and Stevens Point. As the largest city in Waupaca County, Waupaca is home to 6,000 residents year round but becomes a bustling destination spot in the summer when the population count triples. Although the City's population itself is small, Waupaca services a population of 15,000 people from surrounding communities on a daily basis. In the mid 1800's the City of Waupaca started to attract settlers due to its proximity to the Waupaca River and potential for waterpower. With the large influx of Danish immigrants, the city became the seat of Waupaca County. Today Waupaca is known for the Waupaca Foundry, the historic downtown, and the many natural parks.

The City first engaged the professional services of RDG Planning & Design in 2016 to complete a Downtown Redevelopment + Streetscape Plan for our community. The City's Main Street has infrastructure well over 100 years old and working with the Wisconsin Department of Transportation (WisDOT) the City of Waupaca and RDG were successful in obtaining \$1.9 million dollars of funding for the reconstruction and streetscape improvements. Most importantly was RDG's continuous work on maintaining the City's historic angle parking throughout the downtown corridor. From the onset of the project, representatives from RDG understood the importance to the business community to maintain as much parking in downtown as possible. The City was looking at a reduction of over half of the current stalls to meet “today's preferred design standards.” RDG worked vigorously with staff, the community, and WisDOT to create a plan that minimized the loss of parking but maintained the historic angle parking throughout the downtown corridor.

Throughout the entire planning process, staff worked with representatives to utilize “outside the box” techniques to gather critical data and input from residents, key stakeholders, and the business community alike but RDG still stood true to their values and understanding of who we are and the “Waupaca way of life.” As a young professional not only do I challenge the community on a daily basis, I challenged RDG to create a “place” and they delivered. After 14 months of working with RDG on the Downtown Redevelopment + Streetscape Plan, the community wholeheartedly accepted the “vision” that was created and have become excited for the future of Waupaca and our downtown corridor. The City is currently in the design phase of the reconstruction project and have retained the services of RDG for the landscape design. Construction of the project is to commence in 2021.

Following the successfulness of the downtown plan the City retained the services of RDG Planning & Design to prepare a Riverfront Corridor Study along the Waupaca River that traverses the downtown and is directly located behind many business on Main Street. As one of the key “low hanging fruits”, the Waupaca Riverfront is just as vital in the redevelopment of the downtown as is the reconstruction of Main Street. Working with a diversity of stakeholders, which included residents, local and state natural resource employees, business owners, and the City's Park and Recreation Department, the plan created complements the vision established by the Downtown Redevelopment Plan and enhances the riverfront to be an attraction and destination for many years to come.

More recently, the City of Waupaca and the Waupaca Area Convention and Visitor Bureau (WACVB) has hired and engaged the joint services of CivicBrand, a branding and wayfinding firm located in Texas, and RDG Planning & Design to prepare a branding and wayfinding system for the City and surrounding region. RDG's extensive knowledge with our community and surrounding region coupled with bringing forth a firm that specializes in place based branding further showcases the value RDG and their team bring to any community. Not only does RDG have many qualified and talented individuals within the firm, but also they align themselves with individuals and firms who compliment their vision and mission for communities.

Over the past three years I have has the fortunate pleasure to work with many team members within the firm of RDG and each have showcased their knowledge, expertise, and understanding of our community. The City of Waupaca is not unique or different than many other small towns, however with an aging population, desire to attract young professionals to the region, and the fluctuation of residents and visitors throughout the year, the challenge to encompass all of those different ideas into one cohesive vision can be a challenge. RDG Planning & Design stood up to the challenge and excelled in so many facets of each project and exceeded not only my expectations, but also the expectations of the City Council and community as a whole. Trustfully, many people call RDG family, and I am the first to admit to that.

Again, on behalf of the City of Waupaca, I unconditionally recommend the services of RDG Planning & Design for your community. Whether you are seeking a vision for a downtown, or enhancements to a riverfront corridor, or need help designing a gateway for your town square, the multidisciplinary firm of RDG Planning & Design is a tremendous choice that will serve you and your community well, now and into the future.

I am happy to follow-up with any questions you may have about a specific project we have completed, or the services and experience we have had from RDG Planning & Design

Sincerely

Brennan P. Kane

Brennan P. Kane
Director of Community & Economic Development

REFERENCE LETTERS



Whom It May Concern:

I am writing to highly commend the services of RDG Planning & Design and their amazing team of experienced professionals

Olathe is located 20 miles southwest of Downtown Kansas City, Missouri and is the seat of Johnson County, Kansas. Covering 60+ square miles, Olathe is the fifth largest city in Kansas with a population just approaching 140,000. Not only is Olathe one of the fastest growing communities in the region, historically it is also one of the oldest communities in Kansas.

RDG has a plethora of knowledge and experience when it comes to engaging the community, and provided a clear plan of well thought recommendations to achieve the desired vision.

For this specific project, the timeline was approximately 12 months and included a robust plan for community engagement and input opportunities to establish the community's vision for the future of downtown Olathe. RDG effectively utilized our project steering committee and technical committees to assist them with guiding the project and establish consistency with the governing body, city administration and community stakeholders.

This was a unique process for us due to numerous factors out of our control, including staff changes with a new project lead/coordinator and a new Planning Division Manager shortly after the project got off the ground. RDG adapted and moved forward seamlessly.

Another unique factor included political and developmental changes occurring concurrently with our project including voter approval to relocate the existing Johnson County Courthouse across the street from its existing location. Also, adding to the interest of the project was an existing RFP recently published for the redevelopment of public property in downtown.

Throughout the process, RDG was in continuous communication with the City to better understand the fluctuating elements and expectations. We even slowed the process in the middle of our project to ensure that the most accurate information would be included and considered in the plan update.

RDG exceeded our expectations, going above and beyond to collaborate and accommodate the transitional environment and scope of this project. They are exceptionally knowledgeable, professional, personable, and extremely capable. I highly recommend RDG Planning & Design team for your future planning needs.

I would be happy to address any questions you may have regarding the specific project or our amazing experience with RDG Planning & Design.

Sincerely,

Emily Carrillo
Neighborhood Planning Coordinator
Public Works, Planning Division
City of Olathe, Kansas
ecarrillo@olatheks.org