

La Crosse, Wisconsin

# Housing Study & Needs Assessment



July 18th, 2023 | Submitted by



1302 Howard Street | Omaha, NE

402.392.0133 | [rdgusa.com](http://rdgusa.com) | [ahaase@rdgusa.com](mailto:ahaase@rdgusa.com)

July 18, 2023

City of La Crosse  
Attn: Community Development Manager, Diane McGinnis Casey  
400 La Crosse Street  
La Crosse, WI 54601  
[mcginniscaseyd@cityoflacrosse.org](mailto:mcginniscaseyd@cityoflacrosse.org)

RE: La Crosse Housing Study and Needs Assessment

Dear Selection Committee,

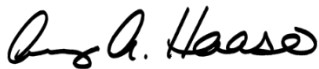
RDG Planning & Design is pleased to submit the following proposal for the La Crosse Housing Study & Needs Assessment. We strongly believe our skill sets and experience completing housing studies across the Midwest will be of great value to the City of La Crosse. Our work has included hundreds of housing studies around the Midwest and specifically with cities and counties with large student populations such as Bloomington, IN; Lincoln, NE; West Lafayette/Lafayette, IN, Kearney, NE; Maryville, MO; Emporia, KS; and Ames, IA. Additionally, our team gained deep knowledge and appreciation for La Crosse through our work on the Image La Crosse Plan.

We also believe that as a multidisciplinary planning team, we bring a broader understanding of how housing fits into the larger economy of a community and region. As regional leaders in comprehensive planning, downtown planning, and the growing field of community health, we understand the importance of how housing choice, affordability, and quality are closely tied to land use, transportation, and urban design policies and programs. Our knowledge in these areas along with our experience as implementers will bring unique perspectives to the opportunities and challenges facing La Crosse. Our team includes familiar faces from the Image La Crosse process (Marty Shukert) and new perspectives (myself and Laura Peters) but most importantly we've put together a team of regional leaders in housing assessments and strategies, urban design, and policy and regulation development.

Addressing affordable and workforce housing issues has been a growing concern across communities nationwide, and the last three years have turned this into near-emergency status. Traditional tactics continue to have a role, but new strategies must be identified to address the changing economic forces. Each community is unique, and RDG believes that every housing study should be carefully tailored to the needs of the community. Therefore, the final report will be highly dependent on the specific housing needs identified during the planning process.

Our work is mission-driven and based on a commitment to improving the quality and viability of communities. We believe no one will work harder or with a greater commitment to the good of La Crosse. Furthermore, our experience and capabilities in planning, economic development, and technical design are well-matched to the tasks at hand. We are excited about the prospect of working with La Crosse and believe our team is superbly equipped to take on these important challenges with you.

Sincerely,  
RDG Planning & Design



Amy Haase, AICP – Project Manager  
D: 402.449.0840 | C: 402.616.5505  
[ahaase@rdgusa.com](mailto:ahaase@rdgusa.com)



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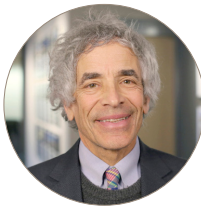
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**Amy A. Haase, AICP**  
PROJECT MANAGER  
ahaase@rdgusa.com  
402-449-0840



**Marty Shukert, FAICP**  
REDEVELOPMENT SPECIALIST



**Laura Peters, PLA, ASLA**  
URBAN DESIGN



**Maya Struhar**  
PROJECT PLANNER





**PROJECT MANAGER**

Since joining RDG in 1999, Amy has managed numerous projects including comprehensive plans, housing market studies, downtown and corridor redevelopment, neighborhood revitalization, park master plans, and transportation studies. Amy is a trusted leader in developing plans and leading public engagement processes that fit the needs of communities of all sizes throughout the Midwest.

**EDUCATION:**

1999  
 University of Nebraska-Omaha,  
 Masters of Science, Urban  
 Studies

1995  
 Wayne State College,  
 Bachelor of Arts, Social  
 Science Field Endorsement

**REGISTRATIONS:**

American Institute of  
 Certified Planners, 2003  
 Certified Public Facilitator,  
 International Association of  
 Public Participation (IAP2)

**Housing Market Studies (Selection)**

One of Amy's specialties is project management on housing market studies. She's served as a leader in numerous studies throughout the region:

- Georgia:** DeKalb County Comprehensive Plan
- Indiana:** Bloomington\* Neighborhood and Housing Strategy and Indiana Uplands Regional Housing Study (Dubois, Lawrence, Monroe\* Daviess, Owen, Martin, Orange, Brown, Crawford, Greene & Washington counties)  
 Greater Lafayette Regional Housing Study\* (Benton, Carroll, Fountain, Tippecanoe\*, Warren, White)
- Iowa:** Clarinda, Muscatine, Ottumwa, Winterset and Calhoun, Carroll, Hamilton, Jasper, Mitchell, Pocahontas, Story (Ames\*) & Washington Counties
- Kansas:** Kansas Statewide Housing Study  
 Chanute, Derby, De Soto, Dodge City, Garden City, Great Bend, Hays\*, Liberal, Russell, Salina Ford, Finney, Dickinson, Johnson, Scott and Lyon\* Counties
- Missouri:** Lake of the Ozarks Regional Study (Benton, Camden, Miller, Morgan)  
 Maryville\*, Rolla\*, Saint Joseph  
 Benton, Laclede and Taney Counties
- Nebraska:** Aurora, Columbus, Lincoln\*, Kearney\*, Nebraska City, Norfolk, Omaha, Plattsmouth, Schuyler, Sidney, Wayne\*, and Valentine  
 Transitional and Permanent Supportive Housing Market Studies for the Siena Francis Housing, Open Door Mission, and the Stephen Center in Omaha
- Oklahoma:** Enid

**Land Use and Strategic Planning (selection)**

<i>Nebraska</i>	<i>Iowa</i>	<i>Missouri</i>	<i>Oklahoma</i>	<i>Texas</i>
Papillion	Grimes	Camdenton	Oklahoma City	Kermit
Plattsmouth	Pella	Excelsior Springs	Shawnee	Midland
Seward		Maryville*		
Sidney	<i>Kansas</i>	Riverside	<i>South Dakota</i>	
Superior	Hays*	St. Joseph	Brookings*	
Wayne*	Ellis County	<i>North Dakota</i>	Sioux Falls	
Valentine	Junction City	Bismarck	Sturgis	
Douglas Counties	Geary County		Yankton	
	Valley Center			

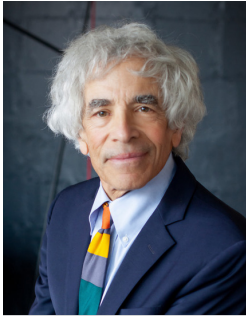
\*City's with significant student to total population ratio

**CONTACT:**

Amy Haase, AICP  
 402.392.0133  
 ahaase@rdgusa.com



# Martin H. Shukert, FAICP



## REDEVELOPMENT SPECIALIST

Martin is a city planner/urban designer with over 40 years of experience. He served as Omaha's Planning and Community Development Director in the 1980s, leading major downtown/neighborhood reinvestment programs, writing comprehensive plan elements, developing/implementing the city's zoning ordinance, and beginning the process of trail development. Since 1989, he has continued his commitment to planning excellence and innovation in a variety of areas including transportation, transit and trails; downtown; housing; large scale land use; redevelopment planning and implementation; corridor design; wayfinding; and more.

### EDUCATION:

1974  
 University of California-Berkeley,  
 Masters 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

### PAST EXPERIENCE:

Planning and Community  
 Development Director  
 City of Omaha, NE

### HONORS:

Fellow, American Institute  
 of Certified Planners  
 (inducted in 2004)

Placemaker/Historymaker  
 Award, Nebraska State Historical  
 Society (2017 Inaugral Award)

Nebraska Housing Hall  
 of Fame (2010)

Metropolitan Commercial Real  
 Estate Hall of Fame (2016)

Member, Phi Beta Kappa  
 Central High School Hall of  
 Fame

### Urban Design, Town Center, and Corridor Plans

<i>Nebraska</i>	<i>Iowa</i>	<i>Illinois</i>	<i>Minnesota</i>	<i>Wisconsin</i>
Grand Island	Burlington	Macomb	Bemidji	Appleton
Hastings	Clear Lake	Mount Vernon	Detroit Lakes	De Pere
Lincoln	Council Bluffs*		Park Rapids	Neenah
Kearney	Marshalltown*	<i>Kansas</i>		La Crosse
Nebraska City	Mason City*	De Soto	<i>Missouri</i>	Oshkosh
Papillion	Oskaloosa	Fort Scott	Excelsior Springs	Wauwatosa
South Omaha	Pella	Hays	Saint Louis	Waupaca
	Perry	Olathe	Trenton	
	Shenandoah*	Shawnee	<i>South Dakota</i>	<i>Wyoming</i>
		Topeka	Deadwood	Buffalo
			Rapid City	Gillette
				Rawlins

### Comprehensive Plans

<i>Iowa</i>	Mount Vernon	<i>Missouri</i>	Norfolk	<i>Oklahoma</i>
Altoona	Oskaloosa	Excelsior Springs	Papillion	planOKC
Ankeny	Ottumwa		Plattsmouth	Oklahoma City
Bettendorf	Pella	<i>Nebraska</i>	Ralston	
Cedar Rapids		Beatrice	Wayne	<i>Texas</i>
Clear Lake	<i>Kansas</i>	Columbus		Midland
Denison	Hays	Chadron	<i>North Dakota</i>	
Mason City	Junction City	Fremont	Dickinson	<i>Wyoming</i>
		Kearney	Jamestown	Gillette

### Housing Studies

<i>Indiana:</i>	Bloomington
<i>Iowa:</i>	Webster City, Dyersville
<i>Kansas:</i>	Lansing, Salina, Dodge City, Desoto, McPherson
<i>Missouri:</i>	Lake of the Ozark, Blue Springs
<i>Nebraska:</i>	Lincoln
<i>Wisconsin:</i>	Oshkosh

### CONTACT:

Marty Shukert, FAICP  
 402.392.0133  
 mshukert@rdgusa.com



## Laura Peters, PLA, ASLA



### PROJECT PLANNER

Laura is an urban planner and licensed landscape architect. She joins RDG with a decade of experience in the non-profit and public sector, where she specialized in stakeholder engagement and facilitation of community meetings. In her role as a planner with the City of Des Moines Neighborhood Development Division, Laura led outreach to residents, neighborhood associations, business owners, nonprofit partners, and other stakeholder groups to build consensus and establish a shared vision for each project. With her experience in local government, Laura also understands the realities of project budgets, timelines, and challenges to implementation.

#### EDUCATION:

2021, Iowa State University,  
Master of Real Estate  
Development

1998, Iowa State University,  
Bachelor of Landscape  
Architecture

#### REGISTRATIONS:

State of Iowa, Professional  
Licensed Landscape Architect,  
No. 00836

State of Iowa, Professional Real  
Estate Salesperson, No. 97038

**O'Fallon Great Streets** - O'Fallon, IL

**Riverside Comprehensive Plan** - Riverside, MO

**Development Services Department, City of Des Moines** - Des Moines, IA\*

**Community Development Department, City of Des Moines** - Des Moines, IA\*

**6th Avenue Corridor** - Des Moines, IA\*

**University Avenue Streetscape Project** - Des Moines, IA\*

**Franklin Area Special Investment District Neighborhood Revitalization Plan** - Des Moines, IA\*

**Drake Area Special Investment District Neighborhood Revitalization Plan** - Des Moines, IA\*

**Douglas Avenue Corridor Plan** - Des Moines, IA

**Sherman Hill Neighborhood Plan** - Des Moines, IA\*

**Viva East Bank Neighborhood Initiative**  
- Des Moines, IA

**SW 9th Corridor Plan** - Des Moines, IA\*

\*Prior work from previous firm.

#### CONTACT:

Laura Peters, PLA, ASLA  
515.309.3227  
lpeters@rdgusa.com





## Maya Struhar



### PLANNER

An urban planner based out of RDG's Des Moines, Iowa office, Maya Struhar brings a focus on environmental planning, hazard mitigation and community resilience to her work for the firm's urban design market. She earned her master's degree in Urban and Regional Planning from the University of New Orleans and a Bachelor of Arts in Organizational Leadership from Cottey College. Her decision to pursue urban planning was fueled by her study abroad program in Liverpool, England, where she witnessed the resilience of communities in the face of natural disasters.

#### EDUCATION:

2023, University of New Orleans, Master of Urban and Regional Planning

2021, Cottey College

Bachelor of Arts in Organizational Leadership, Magna Cum Laude

#### Planner I - St. Bernard Parish Government - St. Bernard Parish, LA\*

*Prepare and present detailed reports on developmental proposals and plans. Assist in the evaluation of zoning ordinance amendments, site plans, and permits.*

#### Professional Assistant - University Office of Academic Affairs - New Orleans, LA\*

*Work with the Provost and Assistant Provosts to complete complex projects. Assist with project planning and management from inception of idea to final product*

\*Indicates work completed while employed with another firm.

#### CONTACT:

Maya Struhar  
515.309.3272  
mstruhar@rdgusa.com

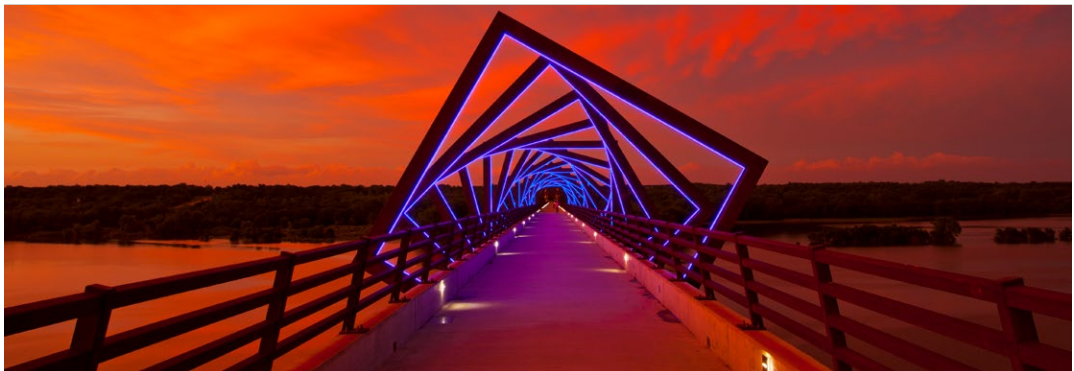




**CONTACT:**

Amy Haase, AICP  
Project Manager

1302 Howard Street  
Omaha, NE 68102  
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www.rdgusa.com



**RDG Planning & Design** is a network of design and planning professionals, dedicated to applying our talents in extraordinary ways. **We're planners, architects, landscape architects, engineers and artists** 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. RDG Planning & Design (RDG) is employee-owned with a diverse staff to assist where any issue or unique problems arise with 53 architects, 12 architectural interns, six graphic designers, 25 interior designers, 17 landscape architects, five urban planners, and two engineers, as well as dedicated administrative, construction administration, urban artists and technical staff.

From our newest staff to the founding fathers that began their practices in the 1960s, RDG is dedicated to the collaborative planning process and providing the right people for integrated solutions.

RDG's Community and Regional Planning group provides a wide variety of design and planning services. With a growing national practice, RDG is a regional leader in urban design, downtown and housing planning, comprehensive planning, and enhancement of transportation corridors. Since the formation of the Community and Regional Planning Studio in 1989, we have worked with 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 resultant product, as evidenced by our numerous successful planning efforts and awards, is an innovative plan with an emphasis on implementation.

**Recognized Projects:**

- 2020 Nebraska APA - Transportation Planning Award; Grand Island Bicycle & Pedestrian Master Plan
- 2020 Nebraska APA - Grassroots Initiative; Historic South 10th St. Neighborhood Plan
- 2020 Iowa APA Advancing Diversity & Social Change Award; Des Moines Comprehensive Parks & Recreation Plan
- 2019 Iowa APA - Economic Development Planning Award; Dyersville Downtown Plan
- 2018 National APA Daniel Burnham Award; plan**okc**
- 2017 Nebraska APA Implementation Award; Plattsmouth Downtown Revitalization
- 2016 Iowa APA Implementation Award; Marshalltown City Center Plan
- 2015 Iowa APA for Daniel Burnham Award; EnvisionCR

**215** EMPLOYEES | **88** LICENSED PROFESSIONALS | **44** LEED & WELL APs | **61%** OF STAFF ARE STOCKHOLDERS

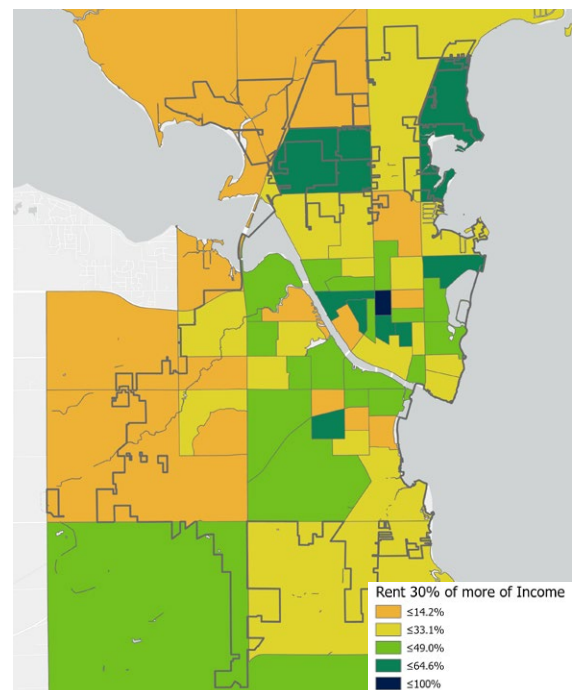
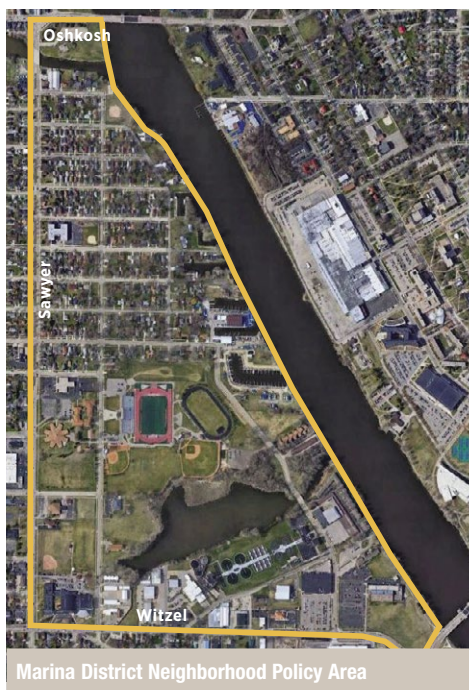
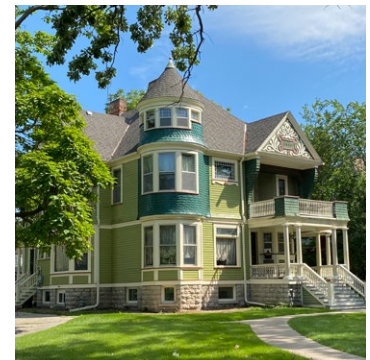


## housing study experience

### A Place in Oshkosh

#### OSHKOSH, WI

A Place in Oshkosh, a housing assessment and strategy plan for this Fox Valley city of 70,000, examined all aspects of the community's housing needs and market dynamics, but provided a special focus on priority issues. These included development of affordable housing, introduction of new housing types, evaluation of neighborhood-based strategies, and determination of demand and feasibility of high-end housing proposals. The process started with extensive community engagement that included a community survey and in-depth consultation with such stakeholders as developers and builders, economic development professionals, and neighborhood associations. It also included a comprehensive field investigation of each part of the city to understand facts on the ground, development patterns, and individual neighborhood conditions. The study concluded with a detailed housing framework, identifying policies paired with delivering products for a range of specific price points.



**REFERENCE:**

Mark Lyons  
 City of Oshkosh  
 920.236.5059  
 mlyons@ci.oshkosh.wi.us

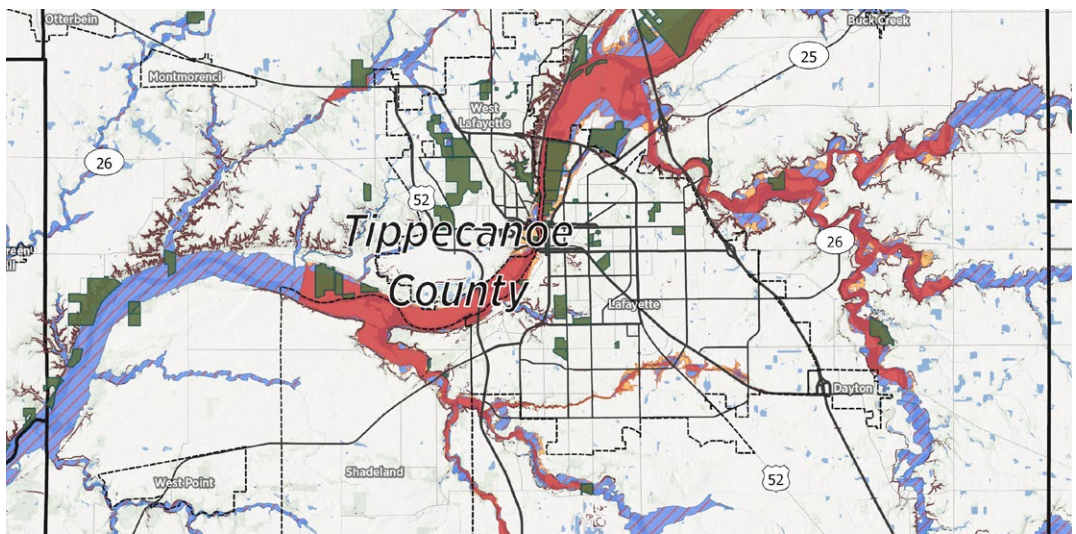




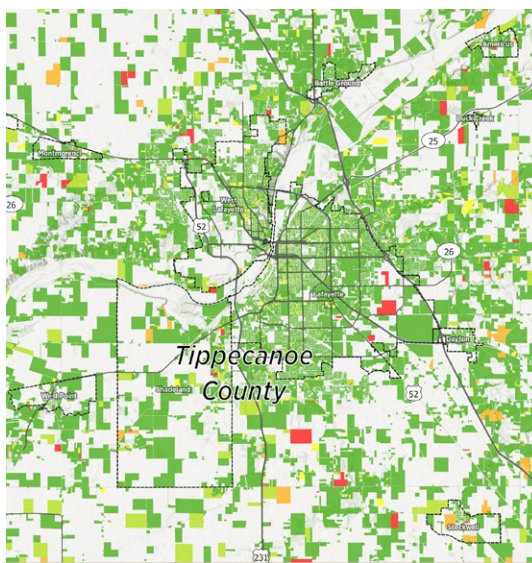
## housing study experience

### Greater Lafayette Regional Housing Study LAFAYETTE, IN

The Greater Lafayette Region includes six counties: Benton, Carroll, Fountain, Tippecanoe, Warren and White. The region is varied, from Tippecanoe County with over 180,000 residents and home to Purdue University to Warren County at 8,400. In 2023, Realtor.com identified the Lafayette/West Lafayette market as the top emerging housing market in the nation. Through the market analysis and public engagement, the need for housing was reinforced and documented for the entire region. The final report not only identified those needs but provided county specific strategies to move the needle and fill the housing gaps.



Development Constraints



Building Conditions



**REFERENCE:**  
 Scott Walker  
 President & CEO  
 Greater Lafayette Commerce  
 765.742.4044  
 swalker@greaterlafayettecommerce.com



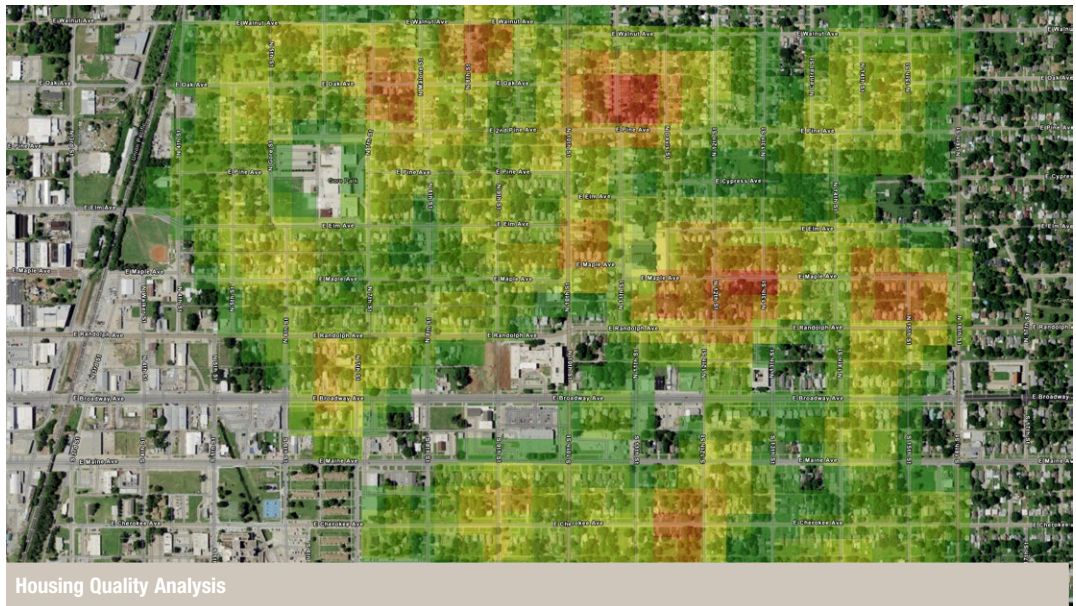


## housing study experience

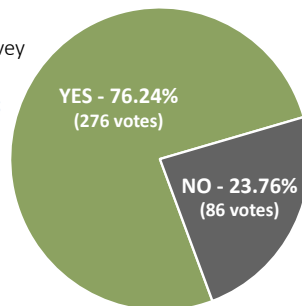
### Enid Housing Study

ENID, OK

In 2022 Enid Regional Development Alliance (ERDA) brought on RDG to assist with the development of a community-wide housing assessment and strategy. As part of this process they also charged RDG with looking closer at the City's most distressed neighborhood. RDG worked with ERDA to facilitate neighborhood outreach and broader community discussion. The final plan included detailed strategies for the focus neighborhood and overall strategies for developing housing. This included strategies by price point to help community leaders identify where they were comfortable in sharing the risk in meeting the city's housing demand.



**76%** of survey respondents support **public funding** for **housing rehabilitation programs**



**REFERENCE:**  
 Debbie Moore, Talent  
 Attraction Director  
 Enid Regional Development Alliance  
 580.233.4232  
 debbie@growenid.com

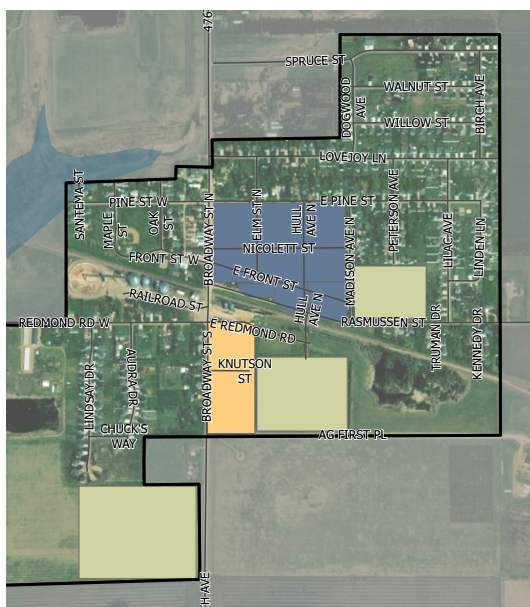
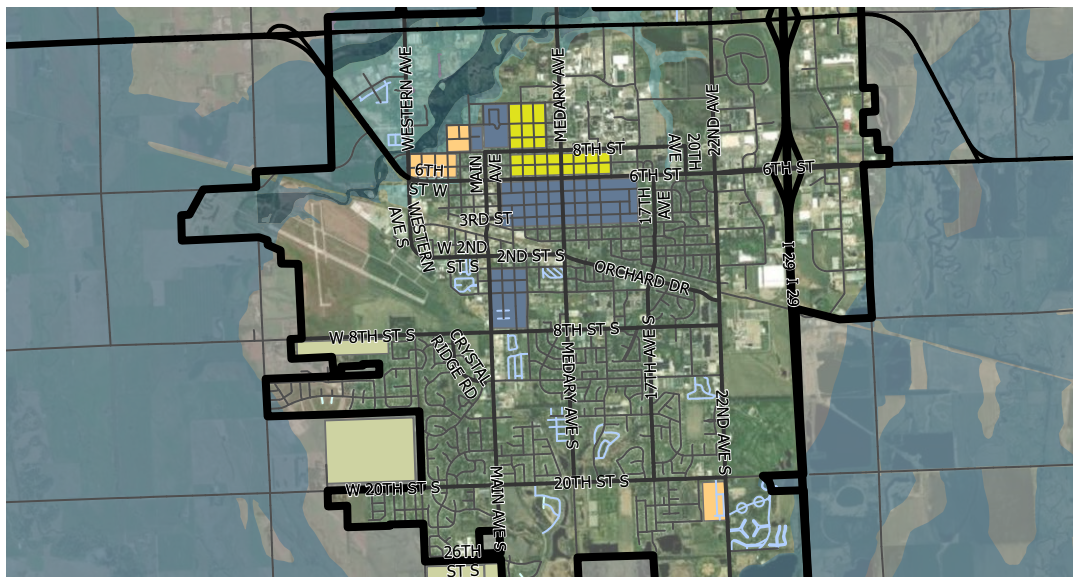


## housing study experience

### Brookings County Housing Study

#### BROOKINGS, SD

Home to South Dakota State University, Brookings County needs to balance the housing demands of a student population along with a vibrant and varied workforce. Over the past decade construction activity has been focused on student oriented housing or single-family detached units. In many areas development is limited by floodplains and the ability to extend infrastructure. The study provided an in depth market analysis for the county's communities and the strategies and policies to help address demands and create greater housing variety for the next generation. Specifically, for the City of Brookings strategies addressed strategies for efficient use of infrastructure and construction of greater housing variety.



<https://www.brookingsdc.com/news-resource-center/reports/p/item/17459/2022-brookings-county-housing-study>

**REFERENCE:**

Paul M. Briseno  
 Brookings City Manager  
 605-692-6281  
 pbriseno@cityofbrookings-sd.gov



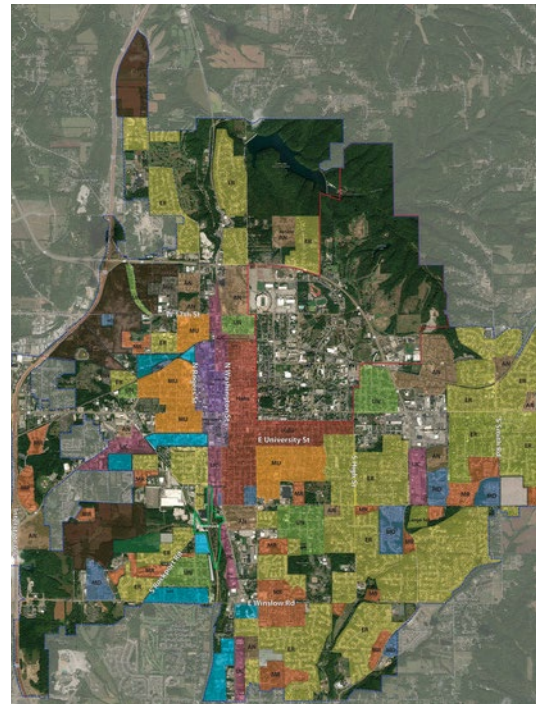
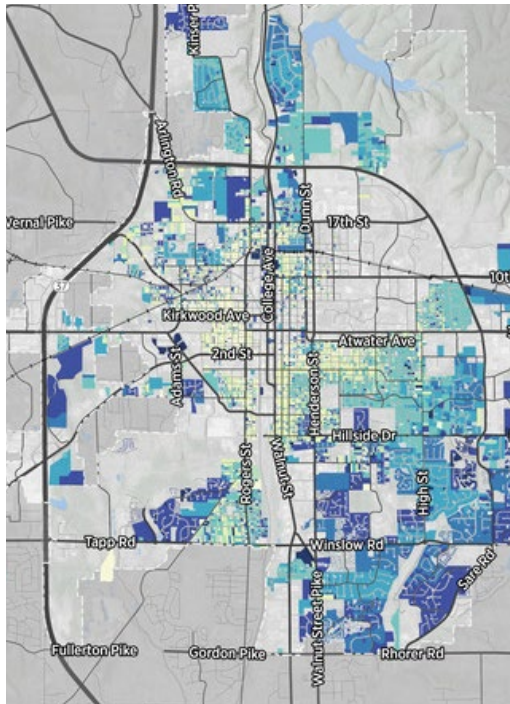


## housing study experience

### Bloomington Housing Study

#### BLOOMINGTON, IN

Expanding on the regional analysis of housing RDG completed for the Indiana Uplands Housing study, the Bloomington Housing Study developed both city-wide and neighborhood-level strategies. The plan was built upon community outreach and market analysis to help understand the vision and needs of the city's neighborhoods. Development pressures, concerns about maintaining community character, and the growing need to offer housing for the region's workforce were key priorities addressed in the study. The study identifies strategies for addressing these priorities and applies them to specific neighborhood theme areas.



<https://bloomington.in.gov/sites/default/files/2020-08/>

**REFERENCE:**

Lisa Abbott  
VP of Economic Development  
Regional Opportunity Initiatives  
812.287.8116  
lisaabbott@regionalloppportunityinc.org



## University Cities

RDG has had the pleasure of working with a number of communities with large student populations. These communities have a unique mix of housing demands. Beyond housing students, university/college communities must also accommodate a diverse workforce and growing interest from retirees. The vibrancy and energy of college communities is unique and we especially enjoy this energy and collaboration.

In the last several years RDG has completed housing and community comprehensive plans in the following communities:

- Lafayette/West Lafayette, IN (Purdue University) - Greater Lafayette Regional Housing Study
- Story County, IA (Iowa State University) - Housing Strategy
- Ames, IA (Iowa State University) - Comprehensive Plan
- Lincoln, NE (University of Nebraska - Lincoln) - Housing Action Plan
- Bloomington, IN (Indiana University) - Neighborhood and Housing Plan
- Oshkosh, WI (University of Wisconsin - Oshkosh) - Housing Strategy
- Brookings, SD (South Dakota State University) - Comprehensive Plan; Housing Strategy
- Maryville, MO (Northwest Missouri State University) - Comprehensive Plan; Housing Strategy
- Emporia, KS (Emporia State University) - Lyon County Housing Strategy
- Kearney, NE (University of Nebraska - Kearney) - Housing Strategy
- Hays, KS (Fort Hays State University) - Comprehensive Plan; Housing Strategy
- Wayne, NE (Wayne State College) - Housing Study
- Fayetteville, AR (University of Arkansas) - 71B Corridor Study
- Grand Fork, ND (University of North Dakota) - Grand Forks Downtown Action Plan

## Wisconsin

RDG has also had the pleasure of working with a number of Wisconsin communities on a variety of planning projects. These have included:

- La Crosse - Downtown Plan: Imagine 2040
- Neenah - Downtown Plan
- Oshkosh - Housing Study & Needs Assessment; Jackson Street Corridor Plan
- Appleton - College Avenue North Neighborhood Plan
- Wauwaosa - Midtown North Avenue Plan
- Waupaca - Downtown Plan & Streetscape Design
- De Pere - Historic District Plan
- Howard - Comprehensive Plan









The following section provides an overview of our approach based on the scope of services outlined in the RFP and our decades of experience completing housing studies in communities across the Midwest and Great Plains. However, this is only a starting point in a partnership we look to develop with La Crosse. A detailed scope can be adjusted according to the priorities of the Management Team. Traditionally, the planning process focuses on three key components:

- Discovery - studying, listening and learning
- Defining gaps and establishing strategic goals
- Establishing the strategies and actions to move forward

## Project Management

For this housing study to be successful, effective project management is essential.

- **Management Team.** This may be one individual or a group from the City that will be the point of contact for our team. We recommend biweekly meetings for regular check-ins on the progress of the plan, to confirm materials for presentation to the Technical Committee, and to ensure milestones are reached. These meetings may be short touch points and all will be done by video conference.
- **Technical Committee.** RDG will meet monthly with a Technical Committee to review progress, findings, and recommendations. The committee should consist of the project management team from the City and a small number of housing stakeholders. The meetings will allow the team to plan upcoming events, ensure data collection, and review output from meetings and content development.

### Deliverables:

- Meeting minutes



## approach & timeline



### City Resources:

- Identification of Technical Committee Members
- Initial communication with Technical Committee Members (If desired, RDG can lead communication following the first meeting)

### Task 1: Discovery

The Discovery process includes both quantitative and qualitative analysis. Data that is collected will be tested and confirmed against community input to identify the biggest challenges and opportunities facing the community.

### CITIZEN PARTICIPATION/STAKEHOLDER OUTREACH

Our team strongly believes in a community engagement process that supplements the data collection and market analysis to create a holistic picture of housing in the entire study area. Additionally, we understand a community engagement process must educate our team on the community's issues and priorities and help residents understand the role different partners must play to create a strong housing market. The three most important components will include:

- 1. Listening Sessions.** We have found the best way to fully understand a community is to talk with the people who know it best. RDG proposes a series of targeted listening sessions to be conducted at the beginning of the process, similar to those conducted during the downtown plan. Each session should include up to 10 people per session with up to eight sessions held over a two day period. Invited stakeholders should include:
  - » Builders and developers
  - » Real estate agents and the lending community
  - » Major employers
  - » Public sector – city and community representatives
  - » Economic development agencies
  - » Social Service agencies



## approach & timeline

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- » Neighborhood representatives
- » College students
- » Young professionals
- » Senior citizens

Traditionally, the sessions are held in person, but since April 2020 we have also successfully conducted them via Zoom. However, spending time in the community is important to our process. These visits and tours can be easily combined with listening sessions.

Additional targeted outreach we have done has included:

- » Meetings with neighborhood groups (Lincoln, NE, and Maryville, MO) to discuss perspectives on neighborhood reinvestment and housing opportunities.
- » Joining the English language class at an Adult Learning Center to discuss their unique experience with housing as immigrants to the area.
- » Joining planning and public policy classes - University of Nebraska-Lincoln, Indiana University, University of Nebraska Kearney and many other college campuses. At these meetings, we learn about the students' experience in the housing market but also take the opportunity to share the role urban planning plays in a community.

**2. Market Surveys.** There are many questions Census numbers and other data sources cannot answer that can best be understood through surveys of residents and employees. We would propose a general market survey built upon our understanding of similar markets and items identified in the RFP. The survey will be designed for email distribution with paper versions provided where appropriate. This survey will be broad, gathering information on the current market, local/regional financing and support for potential policy directions. Residential and work zip codes will be tracked, and if appropriate, targets for the individual city/communities can be set at the kick-off meeting.

RDG has also developed other housing survey tools that may be beneficial to the process. These include:

- » **Workforce Housing Survey.** This is a short survey that can be distributed to the city's largest employers. This can be done online, but paper copies should also be available in break rooms. The survey focuses on employees' desired living location, what they pay for housing, their current income to assess what they can afford, and, if they are over 55, the type of housing they would like in retirement.
- » **Landlord Survey.** To provide a fuller understanding of the rental market, specifically occupancy and rental rates, we have conducted landlord surveys. For these surveys, questions include the number of units, rental rates, vacancy rates, and general comments on the market. The need for these types of surveys is frequently identified following the listening sessions and responds to reoccurring themes in those sessions.



# approach & timeline

Figure 134: support greater enforcement of property maintenance codes...



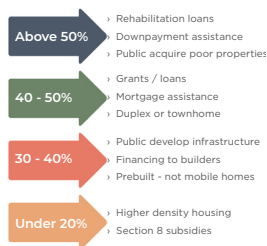
Figure 135: support the use of public funding to remove dilapidated housing...



Figure 136: support for the use of public funding for housing rehabilitation or renovations...



Figure 137: Support for Housing Programs to reduce the cost of housing...



Above: Survey questions to gauge the demographics in an area.

## Deliverables:

- Summary of findings/themes from listening sessions
- Draft surveys for review, final surveys for distribution, and reports on survey results
- Meeting minutes
- Copy of the final stakeholder presentation

## City Resources:

- Identification of meeting locations
- Identification of listening session participants (Technical Committee should assist with this)
- Invitations to participate in listening sessions
- Assistance with distribution and advertisement of surveys

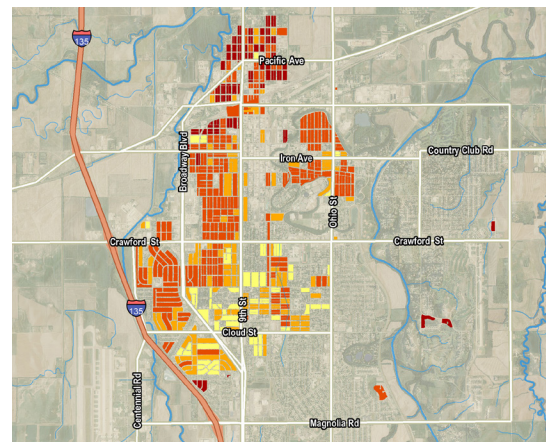
## POPULATION & MARKET ANALYSIS

RDG will begin with a review of previously completed studies, as well as existing state and local ordinances and policies. This will include the comprehensive plan, neighborhood plans and any other market studies, and other assistance programs and policies. This work will be reviewed with committee members to validate and identify gaps. For additional examination of the market, we will use several different data sources, including:

- American Community Survey and 2020 Census data
- ESRI Community Analyst
- Local building permit data provided by the city
- County Assessor and Community Development data
- MLS reports for the past three to five years

## CITY ATLAS

We are especially intrigued by the idea of looking at the city through a series of atlases. Understanding where development has been occurring, what that development looks like, and how that matches the demographic and economics of the city will help to define specific policies and strategies at a city-wide and neighborhood level. If detailed data is available for existing housing types, we will map units by type and size to gain a better understanding of the current supply and illustrate where product types, like medium-density units, are occurring already. The objective of this section is to assemble and analyze basic data related to population trends, product types, and the economic health of the city. Components of this data that can be illustrated in an



Live Salina - Salina, KS: Mean Appraised Value by Block under \$100,000

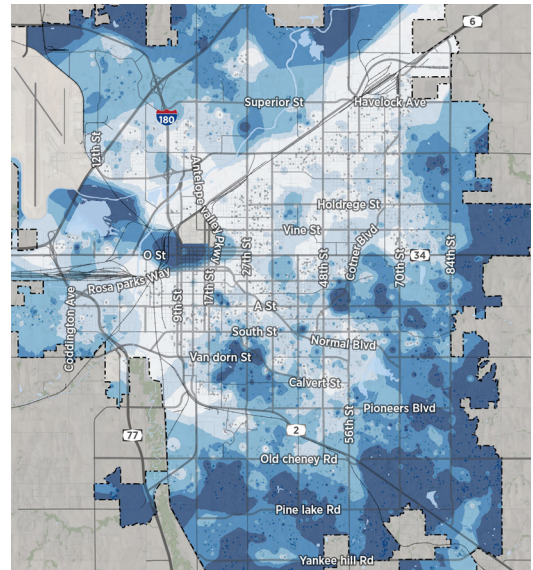




# approach & timeline

atlas format or as informative graphics include:

- Population change
- Migration patterns, including migration and population change by age cohort
- Age composition
- Income distribution
- Employment characteristics
- Social statistics and family composition
- Property values, including relationships of land and improvement value
- Housing characteristics including occupancy, unit density, values, affordability, and condition
- Transit routes and job centers



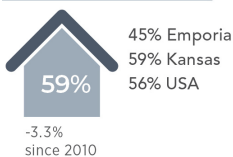
**City of Lincoln, NE Affordable Housing Coordinated Action Plan - Housing Sales**

## MARKET ASSESSMENT

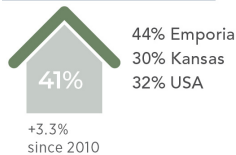
Following the review of demographic and housing data and discussions with stakeholders, we will determine gaps in data that need to be collected or clarified. Traditionally, we use locally-provided data, national data sources and our own projection modeling to complete housing and economic inventories and forecasts. In communities that have not completed an assessment, variables we use and develop include:

- Population and development forecasts based on demographic trends and development activity
- Development history and construction activity by price and type
- Housing cost trends using the Multiple Listing Service information, sales information, and assessment trends
- Affordability analysis based on the set standard of housing costs should account for only 30% of any household's income
- Projected housing demand for all types of housing with a specific emphasis on affordable cost ranges for the city and region's workforce
- Review of existing housing incentive programs for affordable housing
- Housing demand by occupancy type
- Housing demand by price point, pinpointing affordable housing needs at present and projected
- Land demand by density classification and potentially by site analysis
- Special population demands, including senior housing demand by price and occupancy
  - » We have also completed housing studies for special populations, including transitional and permanent support housing for the unhoused.

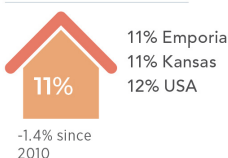
### OWNER-OCCUPIED 2018



### RENTER-OCCUPIED 2018

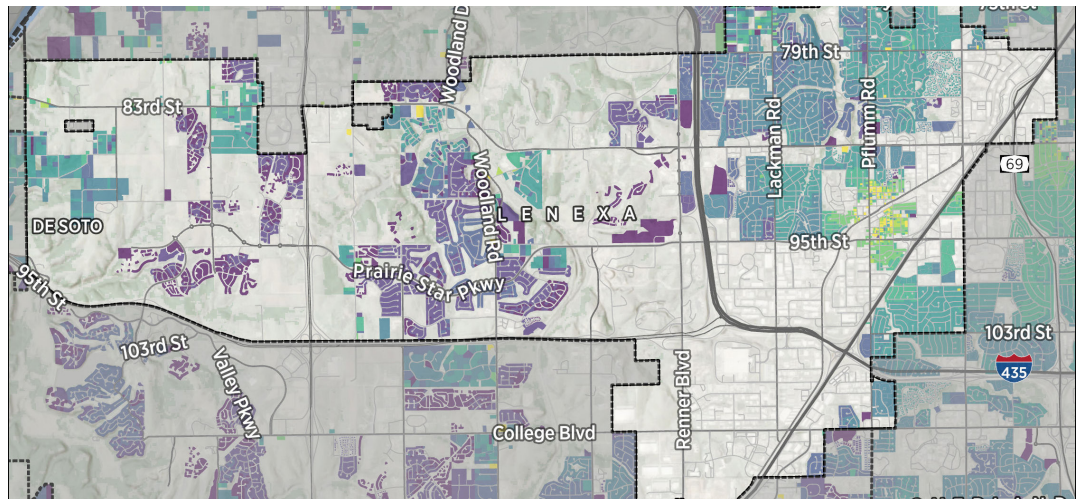


### VACANT 2018





## approach & timeline



Johnson County, KS Community Housing Study - Lenexa Year Built

- Employment composition and change within the market area, identifying factors that could influence demand generated by predictable population change
- Review of the existing organizational structures in the city relative to provisions for housing services
- Review of regulatory environment related to housing construction and affordable housing including zoning and subdivision regulations

### Deliverables:

- Draft report that includes all demographic, housing and economic items identified above or during the community engagement process

### City Resources:

- Assistance with identifying sources and necessary data releases related to the MLS, assessor data and local building permits.
- Review draft sections within 30 days of receiving

## Task 2: Opportunity Mapping

During this step, RDG will complete an on-site field review of housing across the city and analysis of the atlas data. This will include the identification of distressed areas, opportunity sites, and new development areas. Ultimately, the purpose of this review is to identify potential development and redevelopment areas in the city and opportunities for policies and regulations that will support the development of more appropriate housing. Findings will be combined with citizen feedback to create an Opportunity Map.

### Deliverables:

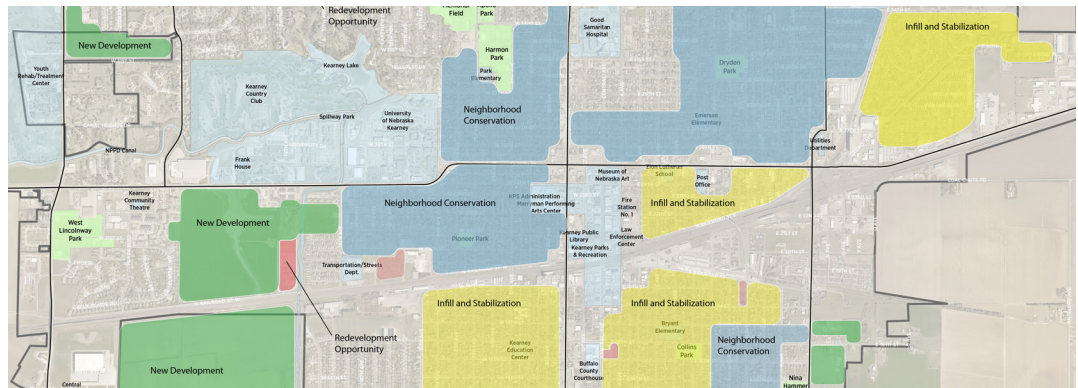
- Opportunity maps

### City Resources:



# approach & timeline

Right: An opportunity map created for Kearney, NE.



- Review of maps within 30 days of receiving

## Task 3: Establishing Strategic Goals

Based on community input, market analysis, and physical assessment of the city, themes and goals will be established. These themes will be organized around opportunities, gaps and issues.

- **Opportunities.** Identify the opportunities that influence the market, the ability to attract and retain households and support new housing growth.
- **Issues or Gaps.** This section will identify certain gaps or issues at play in the market today that make the delivery of necessary housing products more difficult and begin to lay the groundwork for addressing those issues.

**Strategic Housing Goals.** Based on the identified opportunities and gaps, strategic housing goals will be established that will be addressed through the programs, policies, and partnerships identified in the final phase of the process. These goals should be clearly stated and measurable.

### Deliverables:

- Draft chapter summarizing opportunities, issues, and housing goals

### City Resources:

- Review of the draft section within 30 days of receiving

## Task 4: Housing Strategies

The life of the plan exists within the strategies, approaches, and recommendations for satisfying the identified housing needs. Our experience as implementers of housing and community development programs makes us impatient with generic studies and recommendations. We pride ourselves on creating housing studies that provide a road map for the variety of settings existing within La Crosse.

Traditionally, our strategies address:

- Gaps in the market
- Organizational and housing delivery systems
- Program approaches



## approach & timeline

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- Strategies for affordable housing
- Rehabilitation and neighborhood development
- Regulatory approaches and strategies
- Supporting services and other issues

The final report will outline strategies and policies with an implementation schedule that identifies:

- Timeline for implementation
- Responsible parties
- Key partners
- Funding sources

**Stakeholder Presentation.** Following the completion of a draft plan and review by the Technical Committee, RDG will present study results to stakeholders in addition to the City Plan Commission and City Council. They are open to participants in the stakeholder groups, city officials and other interested members of the public.

### **Deliverables:**

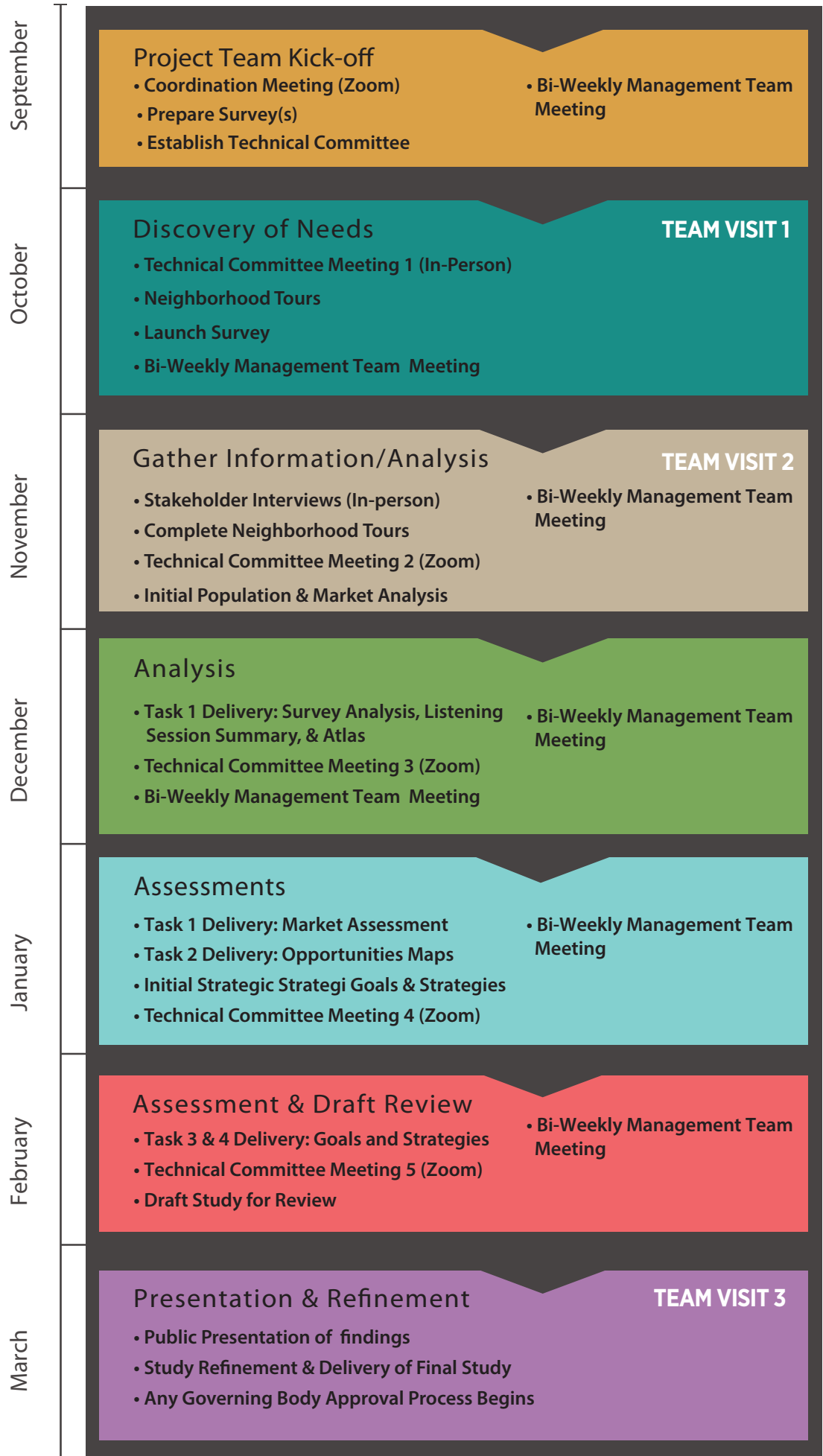
- Draft recommendations for review by committee members
- Final report for review and approval

### **City Resources:**

- Review of draft section within 30 days of receiving



# approach & timeline







## Budget

We pride ourselves on working closely with our clients to create projects that are designed to meet their unique needs. The fee below is based on our traditional study tasks and is the beginning of this process, and therefore may be negotiated to better match the needs of La Crosse.

Tasks	Fee
Discovery	\$22,000
Opportunities	\$10,000
Goals & Strategies	\$15,000
Travel & Printing Expenses - not to exceed	\$3,000
Total	\$50,000





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