



PROPOSAL TO PREPARE THE LA CROSSE DOWNTOWN MASTER PLAN

February 14, 2020

Submitted by RDG Planning & Design
in association with Economic & Planning Systems + Neighborhood Planners



February 14, 2020

City of La Crosse
Andrea Schnick
Planning & Development Department
400 La Crosse Street, Third Floor
La Cross, WI 54601

RE:
Downtown Master Plan

Dear Ms. Schnick & Members of the Selection Committee:

RDG Planning & Design is pleased to submit this proposal to prepare a downtown plan for the City of La Crosse. First of all, we want to thank Downtown Mainstreet for visiting with us in 2017 about the planning initiative, and the numerous discussions with various stakeholders with our team members throughout the years in anticipation of your RFP.

Downtown planning is an extremely important and rewarding challenge for contemporary American urbanism. Downtowns that once grew and flourished continue to evolve as conditions and consumer preferences have changed. While they remain active centers for commercial enterprise, they face competition from new development areas and different types of retailing. Downtowns require a new and practical vision that combines urban design, economics, customer experience, and deep community involvement. No problem in planning is more exciting to us, and we are privileged to be considered for this work.

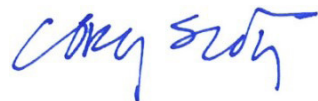
Planning a downtown is a passion for RDG and an important focus of our practice. Our work in cities of all sizes has provided detailed and complete roadmaps for real development and helped communities view their downtown in new ways. Our plans have received considerable recognition, receiving numerous awards for Best Plan and (most importantly) Plan Implementation by state chapters of the APA. In recent years, five projects that have resulted from our work have been honored as Great Places in America by the National American Planning Association (APA). Another of our notable plans was planOKC for Oklahoma City, which was recognized with the Daniel Burnham Award by National APA. We are eager to apply our experiences and perspectives to La Crosse, including our local experience working at Western Technical College, and other Wisconsin communities like Wauwatosa and De Pere.

We are pleased to be joined in this effort by Economic & Planning Systems (EPS) and Neighborhood Planning. EPS is a recognized leader in urban economic analysis, while Andrew Dane with Neighborhood Planning provides continuity from our other planning initiatives in Wisconsin. We believe no one will work harder than our team in both collaborating with the community and helping to create a downtown that attracts more consumers, residents, and businesses.

Everything we do is suffused with the idea of both teaching and learning from stakeholders in the communities that we serve. We look forward to helping to play this important role in your community as well. We appreciate the opportunity to submit this proposal and hope to have the chance to contribute to the future of La Crosse.

Sincerely,

RDG Schutte Wilscam Birge, Inc.



Cory Scott, AICP

515.288.3141 | cscott@rdgusa.com

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TAB 1

FIRM PROFILES



1302 Howard Street Omaha, Nebraska 68102 | 402.392.0133

ABOUT RDG PLANNING & DESIGN

We are a network of design and planning professional 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 Omaha (NE), St. Louis (MO), and Des Moines (IA), we are employee-owned. More than 60% 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 resultant product, as evidenced by our numerous successful planning efforts and awards, is an innovative plan with an emphasis upon implementation.

70 LICENSED PROFESSIONALS

180 EMPLOYEES

66% OF STAFF ARE STOCKHOLDERS

32 LEED APs

RDG SERVICES

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.



LANDSCAPE ARCHITECTURE

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

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 maintenance costs.



PLANNING

Our process is rooted in our clients' vision. We help align your facilities with your mission, achieve your business goals, earn employee support, strengthen your competitive edge, and enhance business performance.



730 17th Street, Ste 630
Denver, CO 80202
303-623-3557

ABOUT EPS

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

GUIDING PRINCIPLE

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

AREAS OF EXPERTISE

- ▶ Public Finance
- ▶ Land Use and Transportation
- ▶ Economic Development and Revitalization
- ▶ Fiscal and Economic Impact Analysis
- ▶ Housing Policy
- ▶ Public-Private Partnership (P3)
- ▶ Parks and Open Space Economics

CLIENTS SERVED

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

STAFF CAPABILITIES

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

Cities are complex systems, subject to cycles of growth, stability, decline, and regeneration. EPS has addressed real estate development and land use issues in all phases of the urban life cycle for public and private sector clients throughout the western United States for more than 30 years.

EPS excels in collaborating with our clients to create and maintain places that are economically, socially, and ecologically sustainable. Every day, our assignments require us to creatively solve complex challenges in real estate development, land use policy, and local government finance.



We offer a wealth of experience in all facets of real estate economics, a robust tool kit of technical expertise, and the ability to think creatively to address the challenges and opportunities of urban development.

NEIGHBORHOOD PLANNERS

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

Our 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. Through Neighborhood Investments, he has also created a platform for neighbors to invest in residential and commercial property rehabilitation.

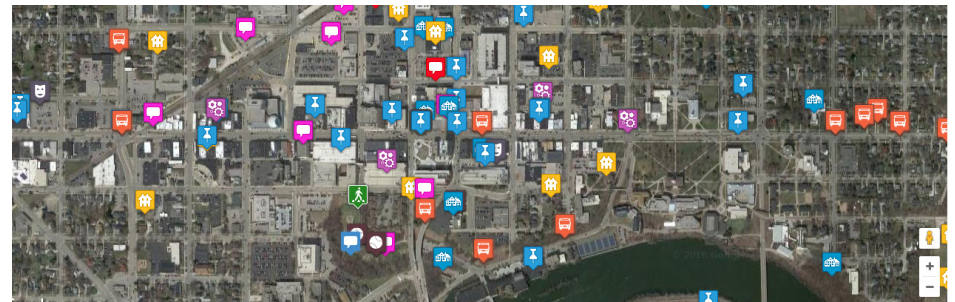
“Andrew has helped WiRED identify and pursue unique real estate opportunities outside the greater Milwaukee market. Andrew looks at real estate the same way we do: it’s not about buildings that take up space - it’s about spaces that structure lives. While I deeply appreciate his technical expertise, 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

NP SERVICES

SERVICES INCLUDE:

- ▶ Urban Design
- ▶ Waterfront Planning
- ▶ Park system plans
- ▶ Park and trail planning and design
- ▶ Public engagement
- ▶ Corridor planning
- ▶ Downtown Planning
- ▶ Bike and Pedestrian Plans
- ▶ Redevelopment Planning
- ▶ Neighborhood Planning
- ▶ Market Analysis
- ▶ Feasibility Studies
- ▶ Economic Development Planning



TAB 2

PROJECT OVERVIEW

TASK 1: PUBLIC 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. This includes a strategy to involve vulnerable groups or under-represented populations. The process includes a spectrum of tools:

- ▶ **Steering Committee.** The steering committee meets at strategic milestones of the project to provide direction, mid-course correction, and review deliverables. A preliminary timeline is indicated on the schedule following this scope.
- ▶ **Technical Committee.** The technical committee, or management group, includes the project managers from the city and RDG. We will meet on a regular basis via phone or webcast, often starting with weekly meetings, then meeting on alternate weeks. Additional participants are pulled in when necessary.
- ▶ **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, postcards, business cards, letters, and ads can be used.
- ▶ **Logo and Branding.** A project logo will be developed to use as the brand for the project. Buttons, stickers, shirts, and magnets add interest to the project and add fun to the process.

1.2 ONLINE INTERACTIVE FORUMS

Online tools can engage people from their home, office, or cafe. We will use **PublicInput.com** as the portal for online engagement. Possible elements include:

- ▶ **Project Website.** RDG, in association with PublicInput.com, will develop a website that will provide updates on the planning process.
- ▶ **Social Media.** RDG will schedule and coordinate announcements for existing social media.
- ▶ **Interactive Features.** RDG will create an online survey through to gauge people's perspective about downtown and possible issues. Also, it will include a visual listening feature that asks participants to score images, interactive mapping that asks participants to identify specific ideas and concerns.

1.3 ON-SITE MEETINGS

- ▶ **Committee Kick-off Meeting.** This initial meeting will establish principles and objectives for the study area and help refine the specific objectives of this plan. The project may have multiple committees that focus on specific topics, like development, parks, urban design, transportation, and regulations.
- ▶ **PUBLIC WORKSHOP #1: Kick-off Meeting.** The kick-off meeting is an opportunity for the public to understand the value of planning for Downtown La Crosse. Displays at the event encourage people to identify priorities for the study. Also, the event will include visual listening stations that engage people to respond to images of improvement. This survey will be adapted to an online platform. Past events have been paired with a community social (beverages/ice cream), community fair, existing celebration, movie, and panel discussion.
- ▶ **Focus Group Interviews.** Working with the Steering Committee and the city, RDG will identify stakeholders and conduct a two-day program of focus group discussions to address the project area, its dynamics, potential, and future directions. We approach focus groups as an open conversation, allowing people to freely share their opinions. We frequently use this technique on a variety of projects and find it uniformly indispensable by helping us know the people and understand the special issues and challenges that they experience.
- ▶ **PUBLIC WORKSHOP #2: Community Roundtable.** RDG will host a community workshop to understand goals and issues, inviting the public to participate in roundtable discussions with their peers to identify aspirations for downtown.
- ▶ **PUBLIC WORKSHOP #3: Student Program.** The program must be tailored for students; could possibly be a one-hour classroom session, stakeholder meeting with government student body, or half-day event for a large group of students that becomes an educational opportunity about planning and design.
- ▶ **Other Meetings & Educational Speaker Series.** RDG prides itself on maximizing community involvement throughout the process. During planned visits, RDG will meet with other regulatory and advisory groups, such as student groups, business associations, and clubs. Presentations may be 10 minutes to describe the project and process, or one hour discussions that describe the history of planning, Downtown La Crosse's trends, and the need to think about the future.
- ▶ **Steering Committee Debrief.** RDG will meet with the Steering Committee to review emerging themes from public meetings and documentation of results.
- ▶ **Concept to Implementation.** Subsequent tasks identify techniques to engage the public in the planning process, including the **design studio**, **implementation workshop**, and **open house** described in Tasks IV-VII.

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 all of the reports listed in the RFP.

2.2 DOWNTOWN PROGRAMMING

RDG will collect and review all relevant events and programs that occur in downtown. This includes discussions with various stakeholder groups to understand the operation and performance of activities.

2.3 LAND USE, BUILDING USE, & ENVIRONMENTAL REVIEW

The project team will inventory the project area and present the results in graphic format. As available, team members will visit with property owners while touring the area.

2.4 PARKING, TRANSPORTATION, RECREATION, & FACILITIES

RDG will collaborate with city staff to understand the state of Downtown La Crosse's transportation system and possibilities.

- ▶ 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 infrastructure and facility issues or opportunities.
- ▶ Provide recommendations for modification of the current streetscape design.



2.5 DESIGN INVENTORY AND SUSTAINABLE DESIGN ISSUES

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

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

2.6 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 across the waterway.
- ▶ Placemaking.

TASK 3: MARKET REVIEW

While this task is part of Task 2, this task is called out separately as the task is split into two parts - pre/post design studio. RDG and EPS will evaluate the existing strategic market position of the city to identify the market potential for downtown.

3.1 MARKET UNDERSTANDING (PRE DESIGN STUDIO)

The market assessment includes understanding past performance and forecasts. Tasks include:

- ▶ Identify current trends through discussions with real estate agents and brokers. Determine the implications for target development sites.
- ▶ Evaluate current business mix and identify potential niches and opportunities.
- ▶ Identify current gaps in the market.
- ▶ Clarify retention and growth opportunities for competitive position.
- ▶ Discuss the redevelopment area's competitive position in relation to other business clusters.

3.2 DEVELOPMENT STRATEGY (POST DESIGN STUDIO)

Much like developing an architectural program before designing a building, the market analysis becomes the development program for targeted redevelopment sites. This task will place special attention on a few target sites. The results of the study will include:

- ▶ Recommendations for target markets and segments appropriate to strategic sites.
- ▶ Identifying market strategies to pursue developers and tenants.
- ▶ Providing preliminary market evidence of commercial viability for target markets.
- ▶ Identifying obstacles to development, relating to policy, infrastructure, transportation, or market forces.
- ▶ Identifying methods to retain and grow existing business.
- ▶ Prioritizing redevelopment of existing sites.
- ▶ Recommending roles of key stakeholders.
- ▶ Identifying financing tools to implement projects.
- ▶ Recommendations for ensuring attainable housing and managing gentrification.
- ▶ Creating a proforma for project viability and possible incentive arrangements.



3.3 MARKET REVIEW REPORT

The consultant team will make a presentation of the market review findings to the Technical Committee. The report will include recommendations for the city's Tax Increment Finance District.

TASK 4: Plan Concepts

4.1 PUBLIC WORKSHOP #4: DESIGN STUDIO

The planning team will make extensive use of design studios in most of our urban design work. During the three-day studio, we work on-location with stakeholders, developers, and other interested parties to develop concepts for the action plan. Open sessions encourage the public to work alongside the project team to illustrate and test their own ideas. Numerous 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 (as was done in Downtown Yankton and Downtown Deadwood). Quick results and high energy are a fundamental part of the process. The studio will use the information gathered in previous parts of the process and will address:

- ▶ The guiding vision for downtown.
- ▶ Key market focuses and opportunities.
- ▶ Major functional/infrastructure issues and public investment needs.
- ▶ Sub-districts, or “community nodes.”
- ▶ Redevelopment opportunities, including test fits for housing and commercial development. Completing this task marks the start of reviewing the design standards.
- ▶ Possible reuse of parking areas and under-used buildings for new development.
- ▶ Transportation concept showing circulation patterns and wayfinding for pedestrians, bicyclists, and motorists.
- ▶ Climate element, highlighting benefits of proposed improvements.
- ▶ Connections to adjacent neighborhoods, river, and parks.
- ▶ Program and design concepts for parks, gathering spaces, and art.

4.2 STUDIO PRESENTATION

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



TASK 5: PLAN ELEMENTS

Following the design studio, the RDG team refines the concept sketches and graphics to illustrate key concepts. These interim and refined plans are presented to the Steering Committee in preparation for the public open house. Major elements can be reviewed in detail and may include development sites, transportation, parks, transportation, infrastructure, and more.

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 communities and case studies of comparable projects that help illustrate desirable outcomes.
- ▶ **Implementation Strategies.** Concepts will outline a framework of implementation steps and are discussed in Task 6.



TASK 6: IMPLEMENTATION STRATEGIES

RDG's fundamental goal is to provide La Crosse with a strategic vision that has lasting effects. Marty Shukert, the former planning director for the City of Omaha, and other team members have taken projects from concept to implementation, which is possibly one of the most valuable characteristics of the RDG team.

6.1 PUBLIC WORKSHOP #5: IMPLEMENTATION WORKSHOP

This workshop invites city staff, key stakeholders, and the public to review concepts presented in the plan. The event includes an educational symposium, which includes a series of displays and short presentations. Participants organize themselves into small groups by topic to discuss roles, challenges, and milestones.

6.2 PRIORITY CRITERIA & PHASING

During the implementation workshop, the consultant team works with participants to establish a set of criteria for determining the priority level of proposed recommendations. These priority criteria will be matched with the vision established in the public engagement process and used to recommend phasing for projects, policies, programs, and regulatory changes. Projects will include a magnitude of costs to inform the city's Capital Improvements Program.

6.3 REGULATORY FRAMEWORK

RDG will conduct a review of the city's code that impacts downtown development. Illustrations and narrative will describe the recommended changes. This task is combined with the market recommendations (including TIF policy) from Task 3.3. Notable elements, include:

- ▶ Housing Policy
- ▶ Climate Policy
- ▶ Financing Policy - Tax Increment Policy

6.4 ORGANIZATION STRUCTURE

Emerging from the results of the Implementation Workshop (6.1) and Policy Review (6.3), the project team will identify leading and supporting agencies/departments to oversee implementation. This will include the role and operations for the Downtown La Crosse, Inc., partners, and the city.

TASK 7: APPROVAL PROCESS

Objective: To provide full public review, comment, and "buy in" of the plan.

7.1 ENABLING DOCUMENT

While Task 5 results in a draft document and refinements, RDG will deliver the final document in PDF and in native file formats in InDesign, GIS shapefiles, and copyright-free files

7.2 PUBLIC WORKSHOP #6: PUBLIC OPEN HOUSE & PRESENTATION

RDG will conduct a community open house in October, consisting of a presentation and numerous display boards of the entire action plan. The plan will be posted online for public review. In past RDG projects, some communities have elected to host the open house as an organized public celebration with vendors, food, and community groups.

7.3 PRESENTATION AND EVENT COLLATERAL

Digital copies of the PowerPoint and display boards will be available for community groups to share with their membership.

7.4 FORMAL APPROVAL

RDG believes in empowering the community to take ownership of the plan. To that end, RDG will aid the Steering Committee to present the plan at formal meetings. Alternatively, a representative of the project team can present at formal hearings.

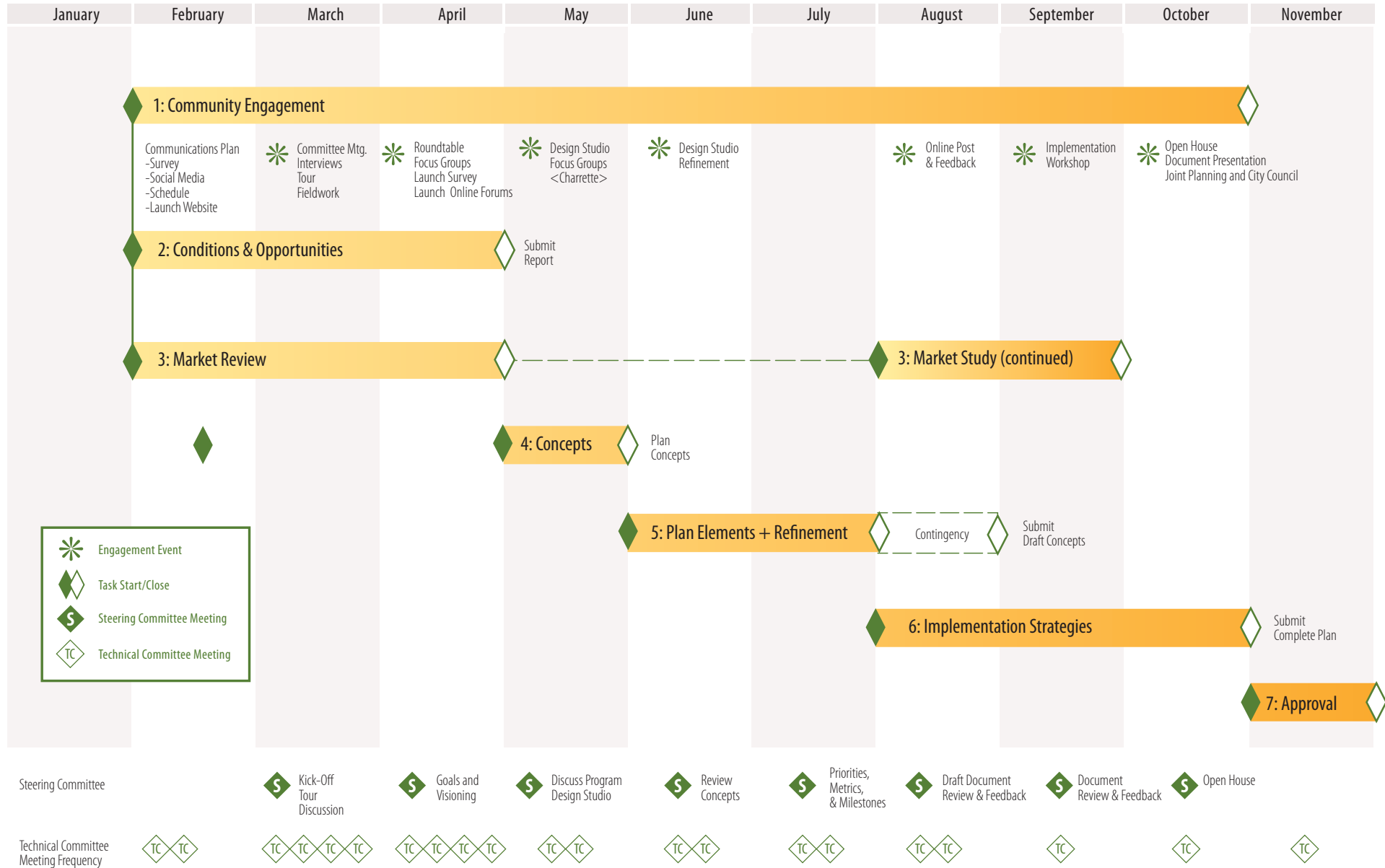
TAB 3

SCHEDULE

SCHEDULE

Timeline may be refined to adapt to project demands.

Issue: February 14, 2020



- Engagement Event
- Task Start/Close
- Steering Committee Meeting
- Technical Committee Meeting

TAB 4

BUDGET

FEE ESTIMATE

We pride ourselves on working closely with our clients to create projects that are designed to meet their unique needs. The approach and fee laid out in this proposal is the beginning of this process, and therefore may be negotiated to better match the needs of La Crosse.

PAYMENT PROCESS

We bill our projects monthly in proportion to the percent of total project work completed. Total amount billed will not exceed the agreed-upon fee as outlined in the contract at the start of the project. No additional hourly or other fees will be added without prior written consent by the City and only if additional services are requested.

LA CROSSE DOWNTOWN MASTER PLAN	RDG	EPS	NP	TOTAL
1. Community Engagement				
<ul style="list-style-type: none"> › Listening Sessions › Design Workshop › Monthly Technical Committee Meetings 	\$20,000	\$4,000	\$2,000	\$26,000
2. Conditions & Opportunities	\$12,000		\$4,000	\$16,000
3. Market Review	\$2,000	\$45,000		\$47,000
4. Plan Concepts	\$30,000		\$1,000	\$31,000
5. Plan Elements	\$40,000			\$40,000
6. Implementation Strategies	\$12,000	\$2,000	\$3,000	\$17,000
7. Approval Process	\$4,000			\$4,000
FEE	\$120,000	\$51,000	\$10,000	\$181,000
Expenses (Travel, Lodging, Document Printing) Not to Exceed				
PublicInput.com Online Portal (\$12,000 separate service to city)	\$16,500	\$2,000	\$500	\$19,000

TAB 5

PROJECT QUALIFICATIONS

Understanding Downtown Planning & La Crosse

Downtown La Crosse is a distinctive urban district that behaves more like a series of interconnected corridors, but it is not an isolated commercial area. Its context and relationship to adjacent residential neighborhoods are intrinsic to its special character. Special districts and their neighborhoods cannot remain static. They must continue to adapt to economic and development pressures, market changes, building repair and preservation needs, and other challenges. All components of La Crosse's traditional central district must be healthy for the whole community to remain vital and generate the energy to attract creative energy and investment.

As we toured downtown during our visit, we admired its accomplishments, and the feel and quality that the district and neighborhood exude. We also observed a number of opportunities and potential issues that could benefit from the strengths and perspectives that we bring to urban district planning. Based on our initial observations, these opportunities include:

- ▶ Connectivity among the study area's parts
- ▶ Neighborhood reinvestment
- ▶ Public improvements and private market response
- ▶ Development opportunities
- ▶ Community participation and shared future
- ▶ Green spaces and waterfronts
- ▶ Mobility: walkability and bicycle friendliness
- ▶ Competitive districts
- ▶ Cultural entrepreneurship
- ▶ Adaptive reuse



Connectivity among the study area's parts. The downtown study area may be viewed in multiple layers: the business clusters, the corridors, its surrounding neighborhood, and greenspace network that connect the neighborhood to other parts of the city and region.

The plan will provide an opportunity to improve connectivity by creating and improving connections throughout La Crosse, better linking people to centers of employment (e.g. downtown La Crosse), educational institutions, and essential governmental services. It is particularly important to enhance internal networks, establish themes and logical character, and use transitions among these layers. These enhancements also can strengthen economic activity at strategic locations along neighborhood edges.

RDG's work in settings like Detroit Lakes (MN), De Pere (WI), Bemidji (MN), Pella (IA), Council Bluffs (IA), Clear Lake (IA), Omaha (Dundee, South Omaha, Benson), Oklahoma City (Core to Shore), and Des Moines (6th Avenue, East Grand) and countless other settings demonstrates expertise and sensitivity in the importance of the connections between commercial districts and their residential contexts.

Neighborhood Reinvestment. The best neighborhoods maintain their vitality through generational change, and their housing stock must meet the needs of households at different stages of life. Downtown's residential areas provide solid housing, but have some properties needing repair. This plan should provide strategies that address housing priorities such as rehabilitation and conservation, encouraging an appropriate balance of owner and renter occupancy, and maintaining a neighborhood environment friendly to all, from seniors aging in place to young professionals and families establishing themselves in the neighborhood. We understand this is particularly important for La Crosse, as we sat in on the planning director's presentation at the Wisconsin APA conference.

New projects and housing types should enhance downtown's character, created with sensitivity to scale and the interplay of land use, buildings, people, and the public environment. Our plan will define the patterns that determine the district's character and create effective and implementable guidelines that people can follow as they invest, ensuring that the district can evolve while remaining true to itself.

RDG is a regional leader in housing planning, and has completed over 100 studies of strategic housing needs and strategies in Midwestern communities. These studies have ranged from Colorado to Michigan,

and from North Dakota to Texas. We have developed realistic design standards for neighborhood development (De Pere and Pleasant Hill), overall city development (Sioux Falls), special development districts (Oklahoma City), and the public environment (Omaha).

Public Improvements & Private Market Response - the Streetscape.

The public realm contributes to the quality and customer experience of downtown, but should never overwhelm it by calling too much attention to itself. The plan will evaluate the current concepts for La Crosse's streetscape design and recommend strategic improvements that encourage a positive and desirable response in the private market. A significant opportunity for downtown is establishing a consistent brand and messaging that can be articulated along the roads.

RDG has designed numerous award-winning streetscapes that have been recognized nationally for Best Places in America by the American Planning Association.

Development Opportunities. Downtown La Crosse is highly capable of attracting new development, and has been experiencing it. The plan will evaluate underused land and sites, showing how they can be developed productively while reinforcing district character.

RDG and EPS will identify the market for development, possible challenges, and strategies to accomplish a desirable outcome. A key component of our team's downtown and corridor planning is developing specific test fits that are consistent with market projections, which lead to implementation.

Community participation & shared future. Neighborhood property owners, businesses, neighbors, costumers, and citizens of La Crosse care passionately about the continuing health of this district and its role in the city and region. The master plan process must establish credibility through creative community engagement and accomplishing this level of engagement characterizes RDG's planning efforts.

RDG has many trained facilitators who are often retained by clients to assist in strategic planning for small projects and complex engagement efforts for large communities and regions. Cory Scott is a certified member of the National Charrette Institute, and has been participating in charrettes for nearly 19 years.

Green Spaces & Riverfront. Green spaces, riverfront, parks, and plazas help create memory making spaces and contribute to the identity of the community. The design of these spaces, particularly in and near downtown, should compel people to return and share the story of La Crosse. These spaces can serve as a catalyst for development and stitch the parts of the community together, rather than be barriers.

RDG's experience has led to the transformation of several riverfronts with improvements for active/passive recreation and new development for places in De Pere, Waupaca (WI), Bemidji (MN), Des Moines, Iowa City (IA), Omaha (NE), Grand Forks (ND), Sioux Falls, and Yankton (SD).

Mobility: Walkability & Bicycle Friendliness. People of all generations increasingly seek walkable and bicycle Friendly neighborhoods. Continued improvement of the neighborhood's sidewalk system provides mobility options and incorporates physical activity as an enjoyable part of daily routines. We are confident that our experience in pedestrian and bicycle planning throughout the Midwest will help La Crosse realize the benefits of an active transportation environment. Our experience working locally with both active transportation public transit systems in La Crosse will assist in forging a multi-modal strategy to support downtown. The planning process will include recommendations for improved connectedness, identification and removal of barriers, better wayfinding, on-street systems, and enhanced street crossings.

RDG regional leadership in active transportation planning includes comprehensive bicycle/pedestrian plans in Mason City (IA), Sioux Falls, Vermillion (SD), Leawood, Topeka, Hays (KS), and North Avenue in Wauwatosa (WI).

Competitive Districts. As a special destination, La Crosse competes with other quality urban districts in the region and nearby auto-oriented commercial corridors. The product that the district offers its customers must be constantly enhanced, and marketing and quality of the experience is a critical strategic element to retaining and attracting business to the area. The desire for urban style developments continues to open up new investment in downtown La Crosse. Now, more than ever, the opportunity is exposed for La Crosse to truly build a competitive downtown district.

EPS specializes in market studies as their specialization brings impressive and reliable results.

Cultural Entrepreneurship. La Crosse has used the arts economy and its cultural assets to build community and develop creativity. Continuing and strengthening these processes requires specific research and outreach to local leaders, a deep knowledge of what comprises the building blocks of a successful arts economy, and first-hand experience necessary to take these resources and leverage them to create something special.

RDG, led by David Dahlquist, will conduct a cultural assessment of La Crosse's current offerings, how they can be developed, what ingredients are missing, and how recommendations can be implemented. This assessment will be a key building block to attract a new residents, businesses, and customers over the next 30 years of economic development.

Adaptive Reuse & Preservation (upper-story). The story of La Crosse and the quality and scale of its historic structures are critical to the essence of the district. Yet economic success and popularity produce pressures that can threaten the qualities that generate demand. New development and real estate markets can lead to the modification or loss of smaller historic buildings that contribute to the chemistry of the district.

In public sector roles, our project staff has initiated downtown housing efforts that have created thousands of housing units (Omaha). We have also completed downtown housing studies (Lincoln (NE), Norfolk (NE)) that integrated design and market analysis.





DOWNTOWN EXPERIENCE

At RDG Planning & Design, we believe in applying innovative approaches to the preparation of downtown 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 a growing practice in downtown planning stretching from Wyoming to Wisconsin and Minnesota to Texas. Marty Shukert, FAICP and Cory Scott, AICP have spoken at many state and national conferences about market-based planning for downtown 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 downtown planning efforts, are innovative and visionary plans that are within the reach of communities.

AWARD-WINNING DOWNTOWN PLANS

- ▶ 2019 Grand Forks Downtown Action Plan – *ASLA Nebraska-Dakotas*
- ▶ 2019 Dyersville Downtown Plan – *APA Iowa 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 in America*
- ▶ 2013 Federal Avenue & Mason City Downtown – *APA National Great Places in America*
- ▶ 2013 Gillette Downtown Urban Design and Facade Manual – *Wyoming APA Best Planning Project*
- ▶ 2009 Downtown Council Bluffs – *APA Iowa Chapter Outstanding Implementation Award*

SELECT NOTABLE PLANS

- ▶ planOKC – Oklahoma City, OK (National APA Award)
- ▶ Omaha's South 24th Street – NE*
- ▶ Council Bluffs' Downtown Bayliss Park – Iowa*
- ▶ Des Moines' Grays Lake Park – Iowa*
- ▶ Mason City's Downtown – IA*
- ▶ Wauwatosa Village (Downtown) Strategic Plan – WI
- ▶ Detroit Lakes Downtown Plan – MN
- ▶ Envision Olathe Downtown Plan – KS

** Now designated as National APA Great Places*



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 is being implemented before the plan's completion.

REFERENCE

Meredith Richards
Deputy Director
Community Development
City of Grand Forks
701.792.2864



WAUWATOSA, WISCONSIN

Village Strategic Development Plan

The Village of Wauwatosa 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. Implementation is well underway, resulting in significant transformation of the district with new housing, stores, streetscape, and improved safety.

REFERENCE

Kathy Ehley
Mayor
City of Wauwatosa
7725 W. North Ave.
Wauwatosa, WI 53213
414.479.8900
mayor@wauwatosa.net



WAUWATOSA, WISCONSIN

East Town North Avenue Plan

North Avenue in Wauwatosa, a first-tier suburb of Milwaukee, is a mixed use community street, remarkable for the variety of goods, services, food, and experiences. Its offerings include fast food and fine dining; friendly neighborhood pubs and iconic neighborhood bakeries and coffee shops; clothes, bikes, Milwaukee's best malts and best pizza; fine guitars; African art; and much more - all on the district's sixteen blocks. North Avenue is truly a street of pleasant surprises and great diversity. Despite these distinctive characteristics, though, many people who love North Avenue and are its natural supporters believe that it falls short of its potential.

REFERENCE

Ed Haydin
Planning Committee Chair
414.688.4368



OLATHE, KANSAS

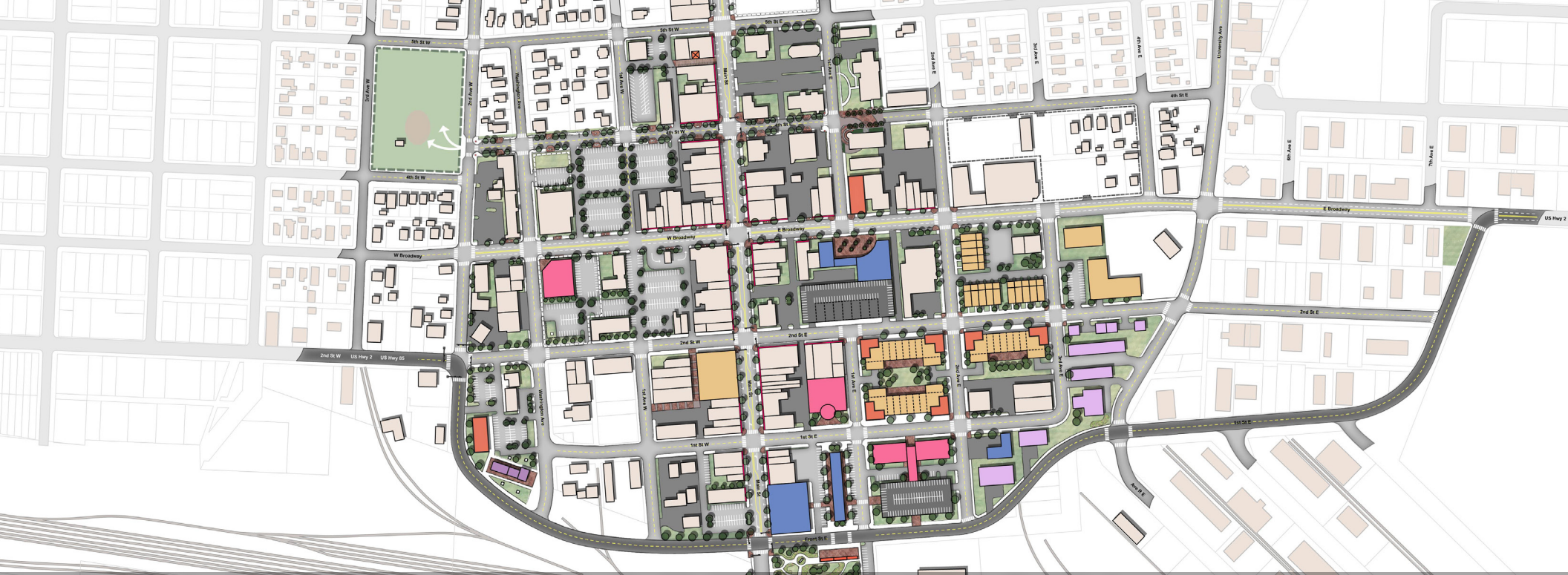
Envision Olathe

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 options 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



WILLISTON, NORTH DAKOTA

Downtown Plan & Unified Development Code

The City of Williston takes center stage in America's latest energy boom. As development continues to push outward, the downtown core of Williston has never been more important. The plan establishes flexible development scenarios to establish downtown as a premier destination and attraction for residents and visitors. Concepts focus on making public investments that help stimulate a private market reaction. RDG also rewrote the city's zoning regulations and subdivision code to create a Unified Development Code. The results incorporate form-based zoning provisions, overlay districts for corridors, and mixed-use standards for residential and commercial into a modernized code format that is easier to understand and administer.

REFERENCE

Kent Jarcik
Community Development Director
City of Williston
2nd Floor City Hall
22 East Broadway
Williston, ND 58802
701.577.8104
kentj@ci.williston.nd.us



GILLETTE, WYOMING

Downtown Urban Design Plan

The Gillette Downtown Plan provides an innovative development program for the town center of a growing city of almost 30,000 people. Downtown developed when the city was much smaller, and the plan establishes new directions for the natural growth of this urban district. Important elements include concepts for new urban mixed-use projects that combine needed parking with retail and residential development; an open space and hotel concept for adjacent railroad corridor that unifies downtown with other parts of the city; enhanced streetscape and transportation facilities; and important public and event spaces. The reconstruction of Gillette Avenue began construction in 2015.

REFERENCE

Michael Surface
Former Senior Planner & Project Manager
307.686.8436
surfacemichael@yahoo.com

Dustin Hamilton
Development Services
201 E 5th Street
Gillette, WY 82717
307.686.5281
cityeng@gillettewy.gov



SPRINGFIELD, ILLINOIS

Capitol Avenue Streetscape

An effective community visioning and input process framed the need to integrate the culture and community of Springfield and the State of Illinois into the Capitol Avenue area. This integration was achieved through the use of contextually derived public art and the planning of the street and its surroundings as a venue for public events that further encourages peripheral development. Updated infrastructure, reduced energy consumption, modified building facades, and landscape elements were incorporated and parking and pedestrian issues were addressed. Public art throughout the historic streetscape speaks to the local culture of Springfield and the greater history of Illinois and its counties.

REFERENCE

Jim Moll, PE
Vice President
Hanson Engineering
217.788.2450
jmoll@hanson-inc.com



LA CROSSE, WISCONSIN

Western Technical College - Cleary Plaza

Utilizing the urban context and the surrounding environmental beauty of the Mississippi River Valley, the Cleary Courtyard is both a destination and a transition space located at the center of campus. This courtyard provides an amphitheater, an outdoor café, and an informal gathering space utilizing sustainable stormwater management practices, green infrastructure, native plants and locally sourced materials. This urban plaza embraces biomimicry, designed to mimic the layers of the surrounding strata as one passes through the valley in the Driftless Region of southwest Wisconsin. A linear path through the primary corridor of campus features a pavement constellation honoring the donors who provided for this place of ambiance.

REFERENCE

Paul Amborn
Western Technical College
505 9th Street N
La Crosse, WI 54601
608.304.0639
ambornp@westerntc.edu



DES MOINES, IOWA

Cowles Commons

For more than 30 years, the 2.25 acre Cowles Commons, formerly known as Nollen Plaza, has served as a front door to the Des Moines Civic Center and a venue for multiple civic events of varying scales. In 2008, Des Moines Performing Arts hired Ken Smith Workshop - Landscape Architecture (New York, NY) to envision a new future for Cowles Commons through a public charrette process. Through multiple public work sessions and user group interviews the design team developed an early concept for a renovated civic space. In 2010, Ken Smith invited RDG Planning & Design to assist with the articulation of this new vision.

REFERENCE

Laura Sweet
Des Moines Performing Arts
221 Walnut Street
Des Moines, IA 50309
515.246.2300



OMAHA, NEBRASKA

Downtown Wayfinding

This signage system is designed to serve both pedestrian and vehicle traffic. Wayfinding for vehicles meets MUTCD standards and cohesively directs visitors to attractions in and around the downtown corridor. The color-coded pedestrian signage directs foot traffic along safe and pleasant streets and connects the Old Market to walkable nearby destinations. This system design delivers information at crucial decision points in a functional and visually appealing solution.

REFERENCE

Jed Moulton
City of Omaha
1819 Farnam Street, Suite 1100
Omaha, NE 68183
402.444.5150 ext. 2064
jmoulton@ci.omaha.ne.us



APPLETON, WISCONSIN

Downtown Plan

Andrew served as the project manager responsible for leading public involvement efforts and integrating market analysis and planning recommendations into the final plan. The Downtown Plan and Comprehensive Plan update included urban design concepts, downtown business retention and expansion recommendations, public art and creative placemaking, riverfront analysis and linkages, land use, and streetscape recommendations.

Following completion of the study, the city moved forward with the following initiatives identified in the study:

- ▶ Downtown mixed-use library
- ▶ Reconstruction of Jones Park
- ▶ Ellen Korte Peace Park
- ▶ New riverfront trails and pedestrian bridges
- ▶ Multi-family adaptive reuse of the Zuelke Building
- ▶ Wayfinding signage
- ▶ Public Arts Commission

REFERENCE

Jennifer Stephany
Executive Director
Appleton Downtown Incorporated
jennifer@appleatondowntown.org
920.954.9112





ARLINGTON, TEXAS

Downtown Master Plan

Arlington is a city of nearly 400,000 people with a strong local identity and pride of community. A city this size has more than adequate population density to support a vibrant downtown, yet downtown Arlington has struggled to gain a critical mass of businesses and housing. The previous Master Plan is approximately 10 years old and needed to be updated in the context of improving market conditions, changing demographics and consumer preferences, the growth of the UT Arlington Campus, and current practices in downtown urban design. In particular, the City Council was interested in attracting well capitalized real estate development teams to assemble larger blocks of property to support a major catalyst project.

EPS prepared a housing and commercial market analysis that was used to inform the plan, and the identification of potential development sites and project concepts. The market analysis found opportunities to expand and diversify the mix of retail and food and beverage to reflect the trends in modern experiential food and beverage, more upscale than the current fast food and student-oriented retail mix. It also demonstrated gaps in the housing market to serve young professionals and empty-nesters, both core market segments for any downtown.

REFERENCE

Lyndsay Mitchell, AICP
Strategic Planning Manager
Community Development & Planning
City of Arlington
817.459.6653
lyndsay.mitchell@arlingtontx.gov





SAN ANTONIO, TEXAS

Comprehensive Plan

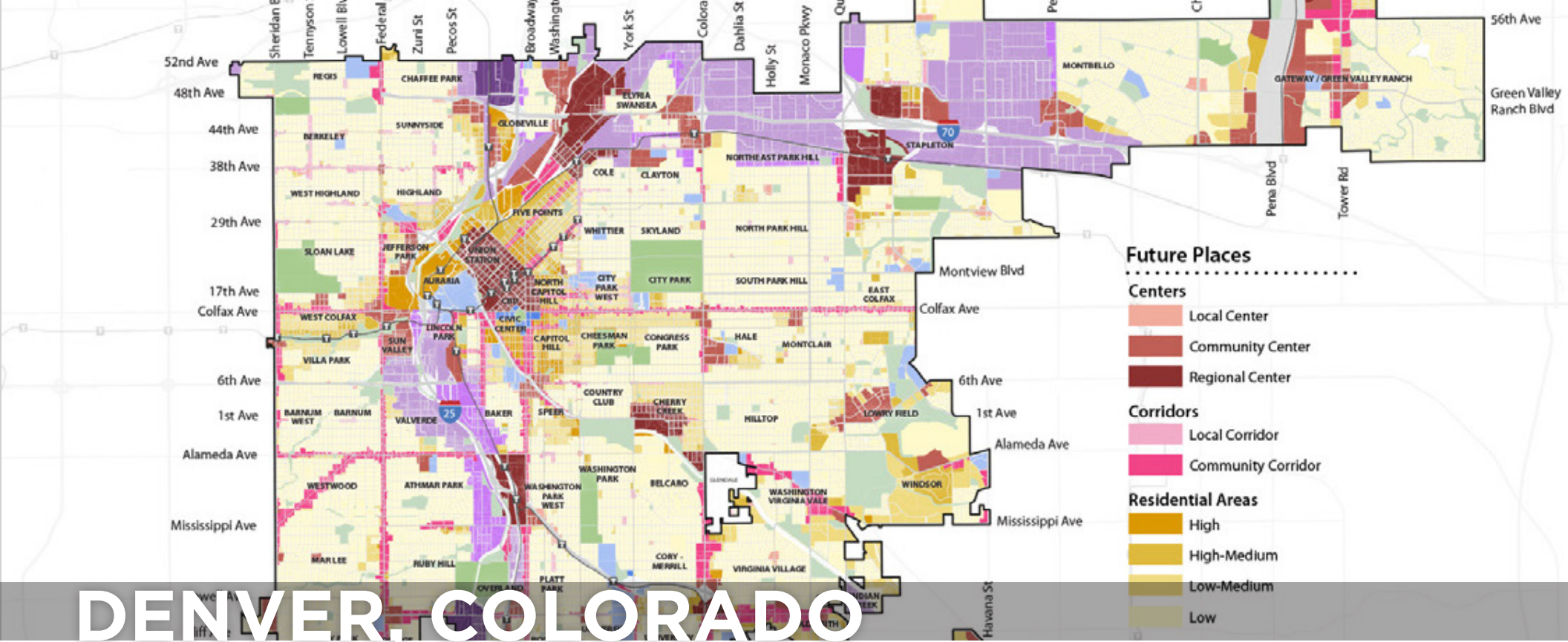
Prior to the development of the Comprehensive Plan, the City hired EPS to complete three initial studies to inform its comprehensive planning effort. The three components of the project included an infill development capacity study (component 1), a future economic opportunities analysis and jobs and housing market demand study (component 2), and a fiscal impact analysis of growth scenarios (component 3). The Initial Studies served as the background technical analysis used to develop policy directives within the Comprehensive Plan. EPS was subsequently hired as part of a multidisciplinary team to complete the City's comprehensive plan, SA Tomorrow.

The focus of EPS's work was the development of policy direction papers related to economic competitiveness, growth and urban form and housing. In addition, EPS assisted with development of center, corridor and neighborhood types that provide the land use planning framework for future planning efforts within the city. The City's main focus in the comprehensive plan was ways to accommodate and incent future development within the regional activity centers EPS identified as well as create connectivity between them.

REFERENCE

Rudy Nino
Assistant Planning Director
City of San Antonio
210.207.8389
rudy.nino@sanantonio.gov





DENVER, COLORADO

Blueprint Denver Plan Update

The City and County of Denver has been experiencing significant growth in both housing and employment since 2010. This rapid growth and economic expansion is putting a strain on the city's ability to adequately accommodate new growth. Major changes in the transit network in the region is having an impact on how new residents are moving around. The original Blueprint Denver, completed in 2002, provided a growth framework for connecting land use and transportation using Areas of Change and Areas of Stability to address what at the time was a large increase of new residents and to better plan for a new but growing transit network. Given the increase in the rate of growth and the build-out of regional transit network, the City and County of Denver decided to reexamine Blueprint Denver and update the plan to address the modern issues facing the City.

The plan is focused on how to accommodate the forecasted new development in the city. Building on the Areas of Change and Areas of Stability framework, a revamped approach to directing new development was developed.

REFERENCE

David Gaspers
 Principal City Planner
 City & County of Denver
 720.865.2936
david.gaspers@denvergov.org



TAB 6

KEY STAFF

PROJECT TEAM



Martin Shukert, RDG | Principal Planner

Marty will lead the overall design concept for each project segment. Marty is fluent in all aspects of community development. Prior to joining RDG, Marty was the Planning Director for the City of Omaha and set the momentum for the billions of dollars in new investment in their downtown.



David Dahlquist, RDG | Placemaker

David leads RDG's artisan studio, where he designs and fabricates installations for places across the country. In 2009, David received the Alumni Award from the University of Wisconsin-Madison, and he spoke at the International Downtown Association Conference in Milwaukee.



Cory Scott, RDG | Project Manager

Cory will manage the planning process and production. He is one of the Midwest's leading planners in downtown and corridor planning, having presented at numerous conferences (including the National Planning Conference in Wisconsin) and has received numerous awards.



Greg Pierce, RDG | Water Resources Engineer

Greg will contribute to the environmental aspects of the downtown plan, focusing primarily on stormwater management practices.



Amy Haase, RDG | Housing Expert

Amy is one of the Midwest's leading experts in housing planning, having led studies from Minnesota to Texas and Kansas to Indiana. While her focus will target downtown, she will explore strategies for improving downtown's fringe neighborhoods.



Stephanie Rouse, RDG | Planner

Prior to joining RDG, Stephanie worked as a planner for the city of Minneapolis. Her contributions there led to presenting at the National APA conference.



Charlie Cowell, RDG | Planner

Charlie will provide daily support on the project. Charlie has been a major contributor to a range of projects, from downtown and corridor plans to housing studies and cost/benefit analysis.



Andrew Knudtsen, EPS | Economics

Andrew will lead the market analysis and oversee the findings and recommendations that emerge from the process.



Ryan Peterson, RDG | Landscape Architect

Ryan's work, in association with his studio, has branded the covers of many magazines and has been recognized as Great Places in America by the American Planning Association. Ryan has led many of the campus improvements at Western Technical College.



Rachel Shindman, EPS | Economics

Rachel will be the principal author of the market analysis.



Patrick Dunn, RDG | Landscape Architect

Pat will provide the "look" of the plan and will be involved in the design aspects.



Andrew Dane, Neighborhood Planners | Planner

RDG and Andrew began their affiliation in 2015 with the launch of the Waupaca downtown plan. Andrew brings local insight to programs and development strategies in Wisconsin through his downtown planning of Appleton, Marshfield, and others.



Project Management & Credentials

RDG is pleased to have Cory managing the downtown plan for the City of La Crosse with Marty Shukert as the Principal Planner. Cory will be responsible for day-to-day tasks, monitoring progress of the plan, and accomplishing project milestones. Charlie Cowell will provide additional support.

Role of the City. We see ourselves as an extension of city staff. At the beginning of the process we want to meet on a weekly-basis to build trust and guide everyone through individual steps to ensure that milestones are met. We will need the city to make initial contact with all stakeholders, reserve meeting spaces and send notifications. As an extension of staff, we want you to work side-by-side with us at public meetings and offer regular feedback on emerging deliverables. One of our favorite things about private-sector planning is building new friendships across the country and celebrating the results. We want the same with you.

Recognized Leader in Planning. Cory is one of the Midwest's leading planners for downtown redevelopment. In association with Marty Shukert, they have completed projects spanning from Wyoming to Wisconsin, and Minnesota to Arkansas. Cory has been published in numerous articles, cited in academic studies, and spoken at state/regional/national conferences about downtown planning. Similarly, Marty has spoken at many national conferences. Their plans and passion for communities have resulted in millions of dollars of new investment with both public and private funds and honored by numerous awards. Marty has been involved in five places that have received APA Great Places Designations.

Downtown Planning Management Experience. Cory directs RDG's downtown planning projects with communities ranging in population from 800 to 130,000. His project experience includes: Mount Vernon, IL; Belle Plaine, Burlington, Clear Lake, Council Bluffs, Marshalltown, and Mason City, IA; DeSoto and Olathe, KS; Bemidji, Detroit Lakes, and Park Rapids, MN; Trenton and Milan, MO; Grand Forks, Jamestown, and Mandan, ND; Auburn, Beatrice, Columbus, Falls City, Gothenburg, Kearney Laurel, Lexington, Nebraska City, Norfolk, Ogallala, Plattsmouth, Schuyler, and Wayne, NE; Deadwood, Sturgis, and Yankton, SD; De Pere, Wapaca, and Wauwatosa, WI; Buffalo, Gillette, and Rawlins, WY.

Public Involvement Expertise. Cory and RDG pride themselves on adapting to the client's needs, allowing the process with the public to direct objectives and desirable outcomes. The process should be fun, inspiring, and attract more people to the process. Cory is a Certified Facilitator from the National Charrette Institute and has managed hundreds of small and large group discussions.

Innovation and Adaptability. Each plan is unique, with each community having a significantly different strategic focus. Some projects may hinge on transportation movements and accessibility (Beatrice and Falls City, NE), while other communities target redevelopment (De Pere, WI and Council Bluffs, IA), building improvements (Plattsmouth, NE and Belle Plaine, IA), or streetscape (Wapaca, WI and the Dundee neighborhood in Omaha, NE), or bond initiatives (Marshalltown, IA). Each plan is unique, and services must be adaptable for each community.



CORY SCOTT AICP

Downtown Specialist | 515.288.3141 | cscott@rdgusa.com

EDUCATION

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

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

REGISTRATIONS

American Institute of Certified Planners

National Charrette Institute - Management and Facilitation)

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

Downtown Planning

Illinois: Mount Vernon

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

Kansas: DeSoto, Fort Scott, Olathe

Minnesota: Bemidji, Detroit Lakes, Park Rapids

Missouri: Trenton, Milan

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

North Dakota: Grand Forks, Mandan, Williston

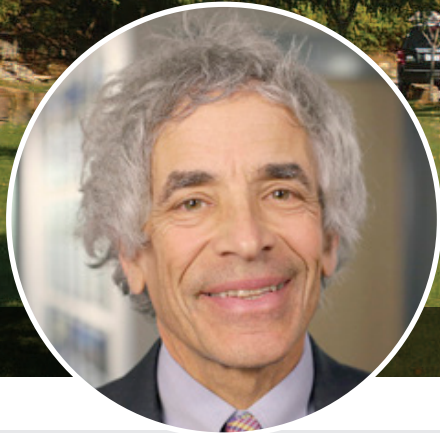
South Dakota: Deadwood, Sturgis, Yankton

Wisconsin: De Pere, Waupaca, Wauwatosa

Wyoming: Buffalo, Gillette, Rawlins

Neighborhood & Corridor Planning

- ▶ Courthouse Avenue - *Auburn, NE*
- ▶ Hwy 100 Corridor Study - *Cedar Rapids, IA*
- ▶ 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*
- ▶ Highway 169 Study - *Fort Scott, KS*
- ▶ Stocktrail Neighborhood - *Gillette, WY*
- ▶ South Locust Corridor Plan - *Grand Island, NE*
- ▶ Courthouse Avenue - *Auburn, NE*
- ▶ Hwy 100 Corridor Study - *Cedar Rapids, IA*
- ▶ 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*
- ▶ Academy Arts District Plan - *Maize, KS*
- ▶ MidTown & East Tosa Avenue - *Wauwatosa, WI*



MARTIN SHUKERT FAICP

Principal Planner | 402.392.0133 | mshukert@rdgusa.com

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 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, 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

AFFILIATIONS

Past Chair - Mayor's Bicycle and Pedestrian Advisory Committee

Past Executive Committee - Live Well Omaha Kids

Leadership Committee - Live Well Omaha

Certified Instructor - League of American Bicyclists

Board Member, 75 North Community Development Corporation

Board Member, Nebraska Bicycling Alliance

Neighborhood Redevelopment Plans

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

Innovative Housing Planning Programs

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

Major Omaha Public Sector Redevelopment

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

Wayfinding & Community Graphics

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

Comprehensive Plans (selected)

- ▶ *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



AMY HAASE AICP

Housing Expert | 402.392.0133 | ahaase@rdgusa.com

EDUCATION

1999, University of Nebraska at Omaha, Master of Science, Urban Studies

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

REGISTRATIONS

American Institute of Certified Planners

Certified Public Facilitator, International Association of Public Participation (IAP2)

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 for communities of all sizes throughout the Midwest.

Housing Market Studies (selected)

Nebraska: Nebraska City, Norfolk, Plattsmouth, Schuyler, South Sioux City, Wayne,

Indiana: Indiana Uplands Regional Housing Study

Kansas: Caldwell, DeSoto, Dodge City, Garden City, Great Bend, Hays, Lawrence, Leoti, Liberal, Russell, Ford, Finney, and Dickinson Counties

Minnesota: Ada, Appleton, Bemidji, Cannon Falls, Lake City, Mabel-Canton-Spring Grove, Plainview, Proctor, Roseau, Wadena, Wells, Zumbrota, Becker, Pine, Dodge, and Clearwater Counties

Neighborhood Planning

- ▶ Live Salina: A Strategic Housing and Neighborhood Plan - *Salina, KS*
- ▶ North Omaha Development Project - *Omaha, NE*
- ▶ Park Avenue Redevelopment Study - *Omaha, NE*
- ▶ Wintergreen Area Redevelopment Plan - *Omaha, NE*
- ▶ Neighborhood Redevelopment Plan - *Grand Island, NE*
- ▶ Downtown Revitalization Plan - *Norfolk, NE*
- ▶ Downtown Plan - *Seward, NE*

Land Use & Comprehensive Planning

Iowa: Grimes, Pella

Kansas: Hays, Ellis County, Junction City, Geary County

Missouri: Excelsior Springs, Maryville, Camdenton

Nebraska: Beatrice, Norfolk, Plattsmouth, Ravenna, Schuyler, Seward, Superior, Wayne, Waverly, Valentine; Douglas, Cuming, and Sarpy Counties

N. Dakota: Bismarck

Oklahoma: Oklahoma City, Shawnee

S. Dakota: Sturgis, Yankton

Texas: Kermit, Midland



RYAN PETERSON PLA, ASLA, LEED AP

EDUCATION

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

REGISTRATIONS

Iowa #570

Wisconsin #648-14

Landscape Architect | 515.288.3141 | rpeterson@rdgusa.com

Ryan focuses on connecting people to places through ecological processes and the built environment. Ryan's experience includes the design of complete streets, parks, campus projects, green roof design, urban infill, and green infrastructure design. Ryan has worked with Western Technical College, having completed numerous projects for Western Technical College. Ryan will also lead all environmental and climate elements of the plan.

Western Technical College - La Crosse, WI

- ▶ Campus Master Plan
- ▶ College Cleary Courtyard
- ▶ Integrated Tech Courtyard
- ▶ 8th Street Complete Street
- ▶ Urban Greenhouse Planning
- ▶ Campus Signage & Wayfinding
- ▶ Sustainable demonstration project, outdoor classrooms
- ▶ Lot B site improvements - Green infrastructure, photovoltaic array, geothermal, LEED Platinum

Western Technical College Viroqua Learning Center - Viroqua, WI

- ▶ Low-impact development

City of Dubuque - Central Avenue - Dubuque, IA

Waupaca Downtown - Master Plan - Waupaca, WI

- ▶ Downtown riverfront planning, streetscape

Waupaca Main Street - Redevelopment - Waupaca, WI

- ▶ Streetscape preliminary design

City of Maquoketa - Downtown Master Plan - Maquoketa, IA

City of Dubuque - Dubuque, IA

- ▶ Clark & Locust Streets landscape enhancements
- ▶ Southwest Arterial
- ▶ Grandview Delhi Roundabout



PATRICK DUNN PLA, ASLA, LEED AP

EDUCATION

1989, Iowa State University, Bachelor of Landscape Architecture

REGISTRATIONS

Florida #LA6667081

Iowa #300

Illinois #157.001205

Louisiana #134715

North Dakota #24

South Dakota #8991

Texas #2731

Wisconsin #539-014

Wyoming #LA-0159C

Leed Accredited Professional

Landscape Architect | 515.288.3141 | pdunn@rdgusa.com

Pat is a Landscape Architect. He has nine years of experience designing and overseeing the implementation of a wide range of project types, including both public and private. He has managed projects for a number of clients in the areas of urban design, streetscapes, commercial, recreation design, education, and transportation.

City of Dubuque - Central Avenue - *Dubuque, IA*

Downtown Master Plan - *De Pere, WI*

Western Technical College - Multiple Projects - *La Crosse, WI*

City of Guttenberg - Schiller Street Master Plan - *Guttenberg, IA*

Federal Avenue Streetscape & Plaza - *Mason City, IA*

Capitol Avenue - *Springfield, IL*

Washington Streetscape - *Bismarck, ND*

Campustown - Public Involvement - *Ames, IA*

City of Waupaca - Wayfinding & Branding - *Waupaca, WI*

City of Oskaloosa - Corridor Enhancement & Wayfinding - *Oskaloosa, IA*

City of Grand Forks - Downtown Plan - *Grand Forks, ND*

Spencer Riverfront Plan - *Spencer, IA*

Mercy Central Campus - *Des Moines, IA*

Iowa State University - South Campus Gateway Phase II - *Ames, IA*

Omaha South 24th Streetscape - *Omaha, NE*

Mississippi Drive Corridor Study - *Muscatine, IA*

City of Jefferson - Wayfinding - *Jefferson, IA*



DAVID DAHLQUIST

EDUCATION

1983, Master of Fine Arts, New York State College of Ceramics at Alfred University

1980, Bachelor of Science in Art (Ceramics), Honors Graduate, University of Wisconsin - Madison

CREDENTIALS

2017, Donald F. Lamberti Hometown Pride Vision Award

2016, Iowa Governor's Arts Award, Excellence & Innovation in the Arts

2009, School of Education Alumni Award, University of Wisconsin - Madison

AFFILIATIONS

2002-2012, Greater Des Moines Public Art Foundation Executive Committee, Co-Chair

1981 - Present, National Council for the Education of Ceramic Arts (NCECA), Member

Placemaker & Artist | 515.284.1675 | ddahlquist@rdgusa.com

David is a nationally-recognized public artist and teacher. He is the Creative Director of RDG Dahlquist Art Studio, a comprehensive design and fabrication facility within RDG Planning & Design, specializing in the integration of artwork within building architecture and the landscape. David has received many alumni honors from his home state of Wisconsin - both his High School and University of Wisconsin-Madison.

CityCentre Public Art Project - Travelers - *Huntsville, AL*

Public art integrated into three sites including Big Spring Park, CityCentre Plaza, and Redstone Park

Streetscape Roundabout - Intersection of Cherry Street & Manhattan Boulevard - *Toledo, OH*

Public art installation on roundabout

Streetscape/Plaza Art Integration - Both/And: State Street Confluence - *Madison, WI*

Art Integration into plaza/streetscape

Davenport Riverfront - Master Plan - *Davenport, IA*

KCPD East Patrol Station & Crime Lab - "We are a Bowl - Empty Earthen Vessels Waiting to be Filled" - *Kansas City, MO*

Integration & community engagement installation for entrance to new police facility

Capitol Avenue Streetscape - Artwork Integration - *Springfield, IL*

Design & fabrication of artwork integrated into a 16-block streetscape

Streetscape Art Integration - "Tree of Life" - *Omaha, NE*

Artwork integration & transformation to five-block historic district

Bridge & Bus Shelters Art Integration - "Needle & Thread" - *Nashville, TN*

Metro connector bridge and bus shelter based on community engagement

Martindale Light Rail Transit Station Public Art - "Confluence" - *Calgary, Alberta, Canada*

Art-in-Transit integration to sound barrier walls based on community engagement

High Trestle Trail Bridge - "From Here to There" - *Madrid, IA*

Artwork integration into the fifth longest pedestrian & bicycle bridge in the United States



GREG PIERCE PE

Water Resources
515.309.3277
gpierce@rdgusa.com

Greg has over 19 years of experience in Civil Engineering - planning, designing, and providing bid assistance/construction administration for both public and private projects.

Western Technical College - Campus Site Improvements
- La Crosse, WI

Stormwater Management Study & Master Plan -
Ankeny, IA

Gray's Station - Des Moines, IA

Jester Park Nature Center - Polk County, IA

Watershed Assessment & Stormwater Management Plan - Johnston, IA

Big Bull Creek Park - Johnson County, KS

Walnut Creek Management Plan - Polk & Dallas Counties, IA

Central Park - Grinnell, IA

Forest Grove Park - Bettendorf, IA

Prairie Trail - Ankeny, IA



STEPHANIE ROUSE, AICP

Planner
402.392.0133
srouse@rdgusa.com

Stephanie brings valuable experience and knowledge of the workings and processes of city development and preservation. She is an urban planner with six years of experience working within and for municipalities. Her experience working in historic preservation in Minnesota, Texas, and Nebraska has led her to the designation as an architectural historian.

Park Avenue Neighborhood Plan - Omaha, NE

Wakefield Downtown Plan - Nebraska

Minneapolis Music History Context Study - Minnesota

Downtown Historic District National Register (NR) Nomination - North Platte, NE

Indiana Uplands Regional Housing Strategy - IN

3030 Upland Parkway Redevelopment Strategies - Omaha, NE

Olathe Downtown Active Transportation Plan - Kansas

Minneapolis 2040 Comprehensive Plan - Minnesota*

**indicates work completed outside RDG*



CHARLIE COWELL, AICP

Planner
515.288.3141
ccowell@rdgusa.com

Charlie has experience across many field of urban planning and implementation. Charlie's experience assisting developers and implementing plans translates into his success as a consultant creating realistic and sustainable recommendations for communities of all sizes.

MidTown Tosa Plan - Wauwatosa, WI

Waupaca Downtown Plan - Wisconsin

West Lake Drive Corridor Plan - Detroit Lakes, MN

Mandan Downtown Plan - North Dakota

Pella Downtown Streetscape - Iowa

Academy Arts District Plan - Maize, KS

Dyersville Downtown Plan - Iowa

Detroit Lakes Comprehensive Plan Update - Minnesota

Grand Forks Downtown Form Based Code - North Dakota

Plan Dyersville: Comprehensive Plan - Iowa



ANDREW KNUDTSEN CCIM

Economics | 303.623.3557 | aknudtsen@epsdenver.com

EDUCATION

University of Colorado, Bachelor of Environmental Design, Summa Cum Laude

AFFILIATIONS

Certified Commercial Investment Manager (CCIM), Certificate No. 18731

ULI, National Product Council, Urban Revitalization

State of Colorado Governor's Blue Ribbon Affordable Housing Panel

Andrew Knudtsen is a planner and economist with 20 years of experience addressing real estate development opportunities, with areas of expertise in market assessment, feasibility analysis, and public financing strategies. His experience includes working with developers and public agencies to evaluate redevelopment potentials for arterial corridors, first-ring suburbs, and downtown core areas. His work balances market conditions and public policy goals to catalyze redevelopment.

Downtown Policy Incentive Analysis - Portland, OR

Evaluated the current incentive program for downtown Portland and documented degree of effectiveness by program. Constructed development pro forma, based on market research and interviews with local developers and brokers. Loaded pro forma model to test options under consideration by the City. Quantified the market value of different incentives, such as bonus floor area, to quantify the value that could be monetized by developers. Calibrated policy to provide sufficient financial incentive to enable the City to achieve its public policy goals related to open spaces, the public realm, and affordable housing.

Arlington Downtown Master Plan - Arlington, TX

Conducted market analysis of the downtown area to understand development opportunities for an area that had seen little investment over the previous 50 years. Provided a detailed evaluate of the housing supply and demand by tenure and income level, addressing both the need and opportunity represented by the adjacent University of Texas, Arlington campus. Also studied the market demand for hotel, retail, entertainment, and market rate ownership and rental housing. Provided an implementation strategy that prioritized nodes and corridors for public investment and public financing tools.

Upper Downtown - Denver, CO

Addressed the differentials between the accelerating market conditions in "Lower Downtown" and recommended ways to address civic enhancements in "Upper Downtown" to strengthen its competitive position. Evaluated overall market trends and the relative pressure on a number of submarkets in the downtown area. Developed strategies for public and private investment, ranging from popup activity nodes, repurposing right-of-way, first floor activation, as well as requirements for the remaining redevelopment sites in the district.





RACHEL SHINDMAN AICP

Economics | 303.623.3557 | rshindman@epsdenver.com

Rachel's specializations at EPS include fiscal and economic impact analysis, economic development and revitalization, and real estate economics. She has a strong skill set for addressing urban economic and policy issues, and her experience in public, private, and non-profit organizations enables her to work successfully with a diverse set of clients.

Far Northeast Neighborhood Planning Initiative - Denver, CO

Working on a multidisciplinary team developing a neighborhood plan for the Far Northeast area of Denver, encompassing Montbello, Green Valley Ranch, and the Denver International Airport areas. Tasks include existing conditions analysis, a market study for the area focused on housing development, retail development, and job creation, and a feasibility analysis based on the market study to assess project feasibility of potential development and redevelopment.

Rosedale Master Plan - Kansas City, KS

Real estate and economic consultant on a master plan for the Rosedale neighborhood in Kansas City, KS. Developed strategies to leverage the growth of the KU Medical Center and Medical School; evaluated retail demand opportunities, and options for the re-use or redevelopment of obsolete commercial space. Recommended an incentives strategy that adjusts to need as pioneering projects are completed and the market matures.

SA Tomorrow Area Plans - San Antonio, TX

Working on a multidisciplinary team to develop area plans for the Downtown area, Regional Centers and Community Plan Areas identified in the SA Tomorrow Comprehensive Plan. Tasks include existing conditions analysis, growth allocation for plan areas based on projected capture of overall growth, and development potential and strategies for these identified areas based on their characteristics.

East End Action Plan - Idaho Springs, CO

Conducted economic analysis for an action plan for the east end of Idaho Springs. Evaluated market demand for residential, commercial, and hotel space, and identified potential locations for new development within the east end, based on parcel-level land analysis.

Robert Thompson Transit Station Area Vision Plan - San Antonio, TX

Performed market demand and feasibility analysis for both short and long term planning horizons to guide land use planning and illustrative visioning diagrams for a planned multi-modal transit center on the east end of downtown San Antonio. Identified key parcels in the area that VIA Metropolitan Transit could take an active role in promoting transit oriented development through purchasing of sites, infrastructure investment, and joint development partnerships.

EDUCATION

Cornell University, Master of Regional Planning

Queen's University, Bachelor of Arts

Queen's University, Bachelor of Education

Queen's University, Certificate in GIS

AFFILIATIONS

American Planning Association





ANDREW DANE

AICP, ENV SP, NCI, LEED ND

Planner | 920.585.3593 | andrew@neighborhoodplanners.org

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

Andrew is an urban planner with extensive experience assisting both rural and urban communities as well as private industry. Andrew is a highly skilled and confident group process leader and facilitator, with extensive experience designing and leading public participation and community engagement processes. He specializes in project planning and implementation assistance for complex projects including parks, waterfronts, trails, land use, transportation, redevelopment, historic preservation, and downtown revitalization.

Project-Specific Experience

- ▶ South Riverfront Master Plan - *Wausau, WI*
- ▶ Towers Area 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

- ▶ Master Plan - *Sherwood, 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*
- ▶ Bicycle & Pedestrian Wayfinding Plan - *Wisconsin*
- ▶ 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*



TAB 7

AVAILABILITY



Availability

RDG is pleased to have Cory Scott managing the Downtown Plan with Marty Shukert as the Project Principal. Marty will be involved in all steps of the planning process, while Cory will be responsible for the day-to-day tasks, monitoring the progress of the plan and accomplishing project milestones.

The La Crosse Downtown Plan comes at a timely moment for Cory. He is completing (or recently completed) several projects by Spring 2020, including the Olathe Downtown Connectivity Plan, Fargo Northwest Growth Area Plan, Fayetteville 71B Corridor Plan, Wichita South Central Neighborhood Plan, Corridor Plan in Oshkosh, Des Moines' Douglas Avenue Corridor Plan, and the Grand Forks Downtown Design Guidelines. Similarly, EPS and Neighborhood Planners are completing a number of projects.

Cory has nearly 20 years of experience in downtown planning. Clients often compliment his ability to adapt to unforeseen circumstances and finding a path that provides mutual benefits for everyone.

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