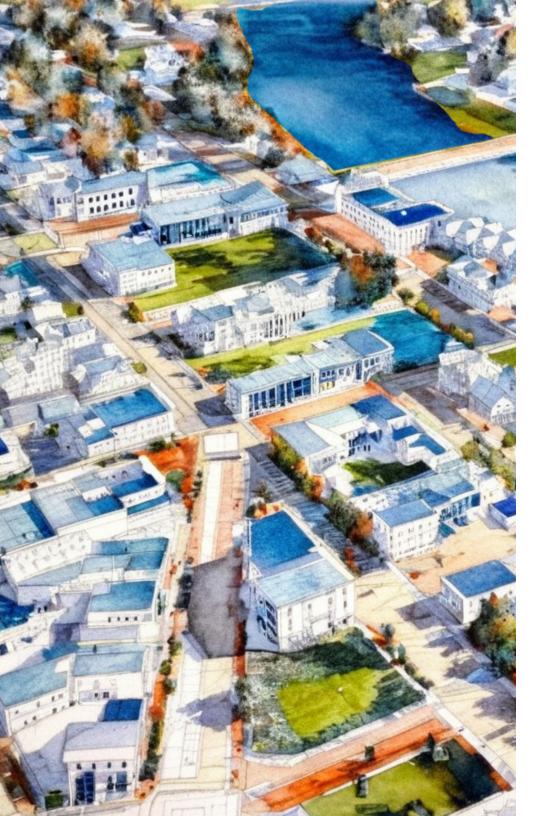


**Proposal to Provide** 

# WHITEWATER COMPREHENSIVE PLAN UPDATE

August 29, 2025





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**RE:** Request for Proposals

Whitewater Comprehensive Plan Update

August 29, 2025

25 West Main Suite 140 Madison, WI 53703 608.673.4971 rdgusa.com

### **Betsy Swenson**

City Administrator 312 W. Whitewater St. Whitewater, WI 53190 262-473-0148 bswenson@whitewater-wi.gov

Dear Members of the Selection Committee:

RDG Planning & Design is pleased to submit this proposal to update the City of Whitewater's Comprehensive Plan. RDG is recognized as a regional leader in planning, urban design, transportation, and the growing fields that connect community culture and physical form. A rewarding aspect of our professional practice is helping Wisconsin communities - like Appleton, Neenah, Wauwatosa, Oshkosh, and more – who continue to collaborate with us over the years. Through our preparation of this proposal, we see several opportunities to explore that will comply with Wisconsin Statutes Section 66.1001 for comprehensive planning and Section 66.10013 for housing affordability. Based on our initial observations, these opportunities include:

### **Housing and Neighborhood Investment**

Whitewater's housing situation is unique. The University is a great economic driver for the community but creates challenges in keeping housing affordable, especially for first time home buyers. This creates resistance by some in the community to new higher-density multi-family development. Competition for rental units by students is not new to RDG. We will develop a plan that balances the needs of renters while respecting neighborhood character. Our approach will:

- Develop neighborhood-specific strategies for housing rehabilitation, conservation, and infill development.
- Promote a context sensitive mix of owner- and renter-occupied housing.
- Foster inclusive neighborhoods for all residents, from seniors aging in place to young professionals, students, and families.

**Qualifications:** RDG is a Midwest leader in housing planning, with over 100 studies completed and many in town-gown cities. This includes Wisconsin studies in La Crosse (UW-La Crosse, Western Tech) and Oshkosh (UW-Oshkosh), and others such as Maryville, MO (NW Missouri State), West Lafayette, IN (Purdue University), Bloomington, IN (Indiana University), and Emporia, KS (Emporia State University).

### **Community Participation and a Shared Future**

Whitewater's residents, businesses, and civic groups are deeply invested in the city's future. Our engagement process will build trust through a tailored and multi-lingual communications strategy, leveraging technology and in-person outreach to meet people where they are—whether at local businesses or community facilities. We understand the Whitewater is visionary, but also that residents are practical people, therefore, the work needs to be realistically visionary.

**Qualifications:** RDG's decades of community engagement experience include innovative approaches that evolve with public preferences. Our Team becomes a recognizable, trusted presence, fostering lasting relationships beyond the planning process. This includes Spanish-speaking team members for the growing diversity in the community. We use services like Placer.ai to know where people visit and at what times so that we can meet them where they are.



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### **Economic Diversity**

The business park/tech park and its potential for expansion is important to support in planning policies for the future health of the community. But other commercial markets are changing and downtown districts are evolving. We evaluate underused land and sites, showing how they can be redeveloped or reused productively while reinforcing their context and history. We know how important downtown is to Whitewater. It is a place to create first impressions of the community. Using tools like Placer.ai, we will analyze visitor patterns to optimize policies to attract visitors to critical economic centers in Whitewater.

**Qualifications:** RDG's experience in downtown planning, such as Wauwatosa and Neenah, informs our approach. We leverage technologies like Urban Footprint and Placer.ai to create market-driven test fits for business districts and housing redevelopment. Test fits are not isolated to business districts, housing redevelopment in older neighborhoods is critical as well. However, we also leverage our historic preservation experts at RDG to develop policies and design guidelines that respect historic contexts.

### **Corridor Placemaking**

Main Street is a prime east/west corridor opportunity for enhanced placemaking through branded wayfinding, decorative lighting, and streetscape improvements. We will respect previous efforts and look for policies and ideas to bring the aesthetic quality of corridors to the next level, while identifying sites that may be subject to change.

**Qualifications:** RDG's placemaking and corridor planning expertise, seen in Oshkosh and Wauwatosa, translates community stories into design concepts within the streetscape and redevelopment sites.

### **Environmental Assets**

Just as the plan must be based on market reality, it must also recognize the environmental constraints and how natural resources assets and might change. Whitewater has historically put a significant emphasis on parks and sustainability. Flooding and stormwater management are just a few factors evolving with new climates that will influence Whitewater in the future.

**Qualifications:** RDG has experts who have literally written the book on environmental topics (i.e., the State of Iowa Stormwater Management Manual). We use natural resource planning as a core element of land use plans in partnership with our park master planning work (examples are Norman, OK, Peosta, IA, and Dubuque County, IA).

### **Implementation Focus**

Our Team has little tolerance for plans that cannot be implemented, and we feel you agree. To that end, each plan is tailored to the target user, resulting in each of RDG's plans being custom and unique. We will use our collective public sector experience to create a plan that provides a path to reality by evaluating steps to ultimate outcomes (short- to long-term actions) and efforts that must be accomplished jointly.

Sincerely,

**Charlie Cowell** 

Partner ccowell@rdgusa.com

515.309.3265



# O1 COMPANY INFORMATION



### About RDG

RDG Planning & Design is a nationally recognized, multidisciplinary firm offering professional services in architecture, landscape architecture, interior design, lighting design, strategic planning, urban and comprehensive planning and design, graphic design, engineering and integrated and public art.

Diverse in knowledge and experience, we are united in our pursuit to create meaning together with our clients and in our communities, and by our drive to live life responsibly and do it well. Decades of dedication to success have taken us around the world, and today, our commitment to communication and technology allows us to engage clients anywhere from our offices in Colorado, Iowa, Missouri, Nebraska and Wisconsin.

2024 BD+C



TOP 100 A/E FIRMS



230+ Employees



**700+** Design Awards



**99** Licensed Professionals



70% of Staff are Stockholders

### Create.

Creation is a result of every interaction with our clients and those they serve. Ultimately, we help create lasting relationships between people and the places they live and love.

### Meaning.

We find meaning in relationships, and in people and the deep connections they have to their environments. When we find meaning, we achieve a deeper understanding of how to create the very best spaces to work, live, and play.

### Together.

The most important member of our team is you. You know your needs better than anyone else, and you're the advocate for the effort because you'll love and care for your space long after we celebrate its completion.

### **Markets**

College & University

Commercial

Community & Regional Planning

Education

Healthcare

**Health Science** 

Education

Hospitality

Multifamily

Parks & Open Space

Public Art

**Public Safety** 

Restoration

Senior Living

Sports

Urban Design

### **Services**

Architecture

Civil Engineering & Water Resources

**Experiential Design** 

FF&E Services

Interior Design

Landscape Architecture

Lighting Design

Sustainability

**Urban Planning** 

### **Office Locations**

Denver, CO

Des Moines, IA

Iowa City, IA

Madison, WI

Omaha, NE

St. Louis. MO

### Company Information: Project Team

The Whitewater Comprehensive Plan Update comes at a good time for our team. We are transitioning out of several planning projects in the fall of 2025 as cities enter new budget years.



Charlie Cowell, Partner, AICP Project Manager + Housing

**Capacity:** 50%; finishing up projects in Grand Chute, Marion (IA), and Plattsmouth (NE) in 2025.

**Recent Related Experience:** La Crosse Housing Study, Norman, OK Housing Strategy and Comp Plan, Grand Chute Housing Study (in progress)

Charlie will lead the day-to-day coordination of the project and production. He has been the project manager for many housing and district plans in Wisconsin and town gown communities such as Oshkosh, La Crosse, Neenah, Norman (OK) and currently Grand Chute.



### Maya Struhar, AICP Planner + Engagement

**Capacity:** 50%; finishing up projects in Grand Chute, Bellevue (NE), and Papillion (NE) in 2025.

Recent Related Experience: La Crosse Housing Study, Norman, OK Housing Strategy and Comp Plan, Grand Chute Housing Study (in progress)

Maya will manage the public engagement elements of the plans and provide planning support. She brings experience in floodplain management as well, as a former employee in the New Orleans planning department.



Cory Scott, Senior Partner, AICP Land Use + Mobility + Districts

**Capacity:** 50%; finishing up projects in Muscatine (IA), Mulvane (KS), and Tulsa (OK) in 2025.

Recent Related Experience: La Crosse Downtown Plan. Appleton College Avenue Neighborhood Plan, Neenah Downtown Plan.

Cory will lead the design concepts for the land use plan and special districts. He has led numerous district and comprehensive plans that have received both state and national awards.



### Megan Grochal GIS Specialist/Data Analyst

Capacity: 50%

**Recent Related Experience:** Maryville (MO) Comp Plan, La Crosse Housing Study.

Megan plays a key role in collecting, analyzing, managing, and presenting spatial or geographic data. Her work combines elements of geography, data science, urban planning, and cartography.

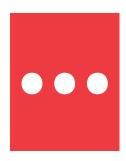


Ryan Peterson, Senior Partner PLA, ASLA, LEED® AP Madison Liaison + Environments and Urban Design

**Capacity: 30%;** finishing up a large project in Rapid City, SD in early 2026.

**Recent Related Experience:** La Crosse Downtown Plan, Grand Forks, ND Placemaking.

Ryan, based in Madison, has extensive experience working in Wisconsin, particularly in parks and environmental implementation. He will assist with natural resource components of the plan.



### **Other Team Members**

RDG is a multi-disciplinary firm with many experts who will assist at various points of the project. These include experts in stormwater management, art, architecture, and infrastructure.



# **Education**University of Iowa, Master of Urban and Regional Planning

University of Northern Iowa, Bachelor of Economics

### Registrations

American Institute of Certified Planners

## Affiliations & Awards

American Planning Association, National and Iowa Chapter -Board Member

Adjunct Instructor in Economics, Western Iowa Tech Community College

### Charlie Cowell, AICP

### Project Manager + Housing and Design Standards | Des Moines, IA

RDg...

Charlie has experience across many fields of urban planning and implementation, including historic preservation, code writing, and active transportation. As a former planner with the City of Sioux City, he worked one-on-one with developers on site plan proposals, downtown greenspace improvements, code reviews, and drafting recommendations. Charlie's experience translates into success in creating realistic and sustainable recommendations for communities of all sizes.

## Land Use and Comprehensive Planning

- Marion 2045 IA
- Norman Comprehensive Plan - OK
- Osceola Comprehensive Plan - IA
- Bettendorf Comprehensive Plan - IA
- Riverside Comprehensive Plan - MO
- PlanOsky Oskaloosa, IA
- North Liberty Plan IA
- Peosta Comprehensive Plan
   IA
- Vision Derby 2040 KS
- Ames 2040 Plan IA
- Yankton Plan SD
- St. Joseph Comprehensive Plan - MO

### **Housing Market Studies**

- Oshkosh Housing Needs Assessment - WI
- Grand Chute Housing Study -WI (in progress)
- La Crosse Housing Study WI
- Appleton Housing Study WI
- Kansas Statewide Housing Study
- Johnson County Housing Study - KS

- Story County Housing Study
   IA
- Indiana Uplands Regional Housing Study - IN
- Greater Lafayette READI Region Housing Study - IN
- West Lafayette Short-Term Rental Analysis - IN
- Ottumwa Housing Study IA
- Columbus Housing Study IN

## **Development Ordinance and Guidelines**

Charlie provides ordinance review on all planning projects and specializes in ordinance drafting and development.

- Oskaloosa Zoning Ordinance Rewrite - IA
- College + Metcalf Overlay District Standards - Overland Park, KS
- Grand Forks Downtown Form-based Code - ND
- Dyersville Zoning Ordinance Rewrite - IA
- Bettendorf Zoning Rewrite
   IA
- Highway 141 Overlay Design Manual - Grimes, IA
- The Neighborhood at Indian Creek Design Standards -Marion, IA

### Special District & Downtown Plans

- Neenah Next: Downtown Reimagined - WI
- Jackson Street Corridor Plan
   Oshkosh, WI
- Derby Walkable Development Plan - KS
- La Crosse Imagine 2040 Downtown Plan - WI
- Academy Arts District Plan -Maize, KS
- Dyersville Downtown Plan -Dyersville, IA
- Corridor of Commerce Plan -Carroll, IA
- MidTown Tosa Plan -Wauwatosa, WI
- Waupaca Downtown Plan
   WI
- College Avenue North Avenue Neighborhood -Appleton, WI
- West Lake Drive Corridor Plan - Detroit Lakes, MN
- Surf District Clear Lake, IA





# Cory Scott, AICP Land Use + Mobility + Districts | Des Moines, IA

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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 State and National APA 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.

### **Education**

University of Nebraska Omaha, Master of Science, Urban Studies

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

### Registrations

American Institute of Certified Planners

National Charrette
Institute - Management
and Facilitation

## Land Use, Neighborhood and Corridor Planning (selected)

- Ames 2040 Plan IA
- Cedar Rapids Comprehensive Plan IA
- EastTosa and Midtown Tosa Corridor Plan -Wauwatosa, WI
- Northwest Land Use & Transportation Plan -Fargo, ND
- Mt. Rushmore Corridor Master Plan Rapid City, SD
- Twin Cities Main to MIssissippi Festus, MO
- · Corridor Commerce Plan Carroll, IA
- Highway 100 Corridor Study Cedar Rapids, IA
- · Bluff Street Plan Council Bluffs, IA
- 6th Avenue Corridor Plan Des Moines, IA
- · Douglas Ave. Corridor Study Des Moines, IA
- Ingersoll Avenue Improvement Study Des Moines, IA
- The Avenue Urban Recreation Plan Des Moines, IA
- Southside Revitalization Plan Des Moines,
- Academy Arts District Plan Maize, KS
- South Central Neighborhood Plan Wichita, KS
- Transportation Connectivity Plan Olathe, KS

### **Downtown Planning (selected)**

- Alabama: Dothan
- Iowa: Belle Plaine, Burlington, Clear Lake, Council Bluffs, Dyersville, Marshalltown, Mason City
- Illinois: Mount Vernon
- · Kansas: DeSoto, Fort Scott, Olathe
- Minnesota: Bemidji, Detroit Lakes, Park Rapids
- Missouri: Trenton, Mllan
- Nebraska: Auburn, Beatrice, Columbus, Falls City, Gothenburg, Kearney, Laurel, Lexington, McCook, Nebraska City
- North Dakota: Grand Forks, Mandan, Williston
- South Dakota: Deadwood, Sturgis, Yankton
- Wisconsin: Appleton, Neenah, DePere, La Crosse, Waupaca, Wauwatosa
- Wyoming: Buffalo Gillette, Rawlins

### **Master Planning and Urban Design**

- City Center Block Plan Dothan, AL
- Marion Active Living Guidelines Marion, IA
- South Omaha Plan Omaha, NE
- Grays Station Plan Des Moines, IA





# Ryan Peterson, PLA, ASLA, LEED® AP Madison Liaison + Environments and Urban Design I Madison, WI

RDg...

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

### Education Iowa State University, Bachelor of Landscape Architecture

Secondary Major of Environmental Studies

Rome, International Study Abroad, 2005

University of Alaska Southeast. 2005

### Registrations IA, WI

#### **Affiliations**

- RDG Planning & Design Board of Directors
- Unity Point Hospital Board of Directors, Dubugue, 2019-2023
- Unity Point Hospital, Executive Committee of the Board, 2019 -2023
- Polk County Soil and Water Conservation District, Assistant Commissioner (Des Moines, IA, 2010-2016)
- Catfish Creek Watershed Management Authority (Dubuque, IA, 2019-2022)

### **Parks and Greenways Master Plans**

- Casper Area Parks and Recreation Master Plan Casper, WY
- Comprehensive Parks, Trails & Open Spaces Plan -Dubuque County, IA
- Waupaca Riverfront Park Plan Waupaca, WI
- · Valley View Park West Des Moines, IA
- City of Peosta Parks Master Plan Peosta, IA
- · City of Peosta Water's Edge Park Peosta, IA
- Forest Grove Park Great Lawn Bettendorf, IA
- City of Clive Community Center and Lawn Redevelopment - Clive, IA
- · Campbell Park Trail Bridge Clive, IA
- Lower Cedar Valley Master Plan The Nature Conservancy - Eastern Iowa
- Walnut Creek Watershed Master Plan West Des Moines, IA
- Four Mile Creek Watershed Master Plan Des Moines, IA
- Mud Camp Spring Watershed Master Plan Polk County, IA
- Clive Greenbelt Master Plan Clive, IA

### **Placemaking Plans and Projects**

- Natrona County Park Signage Casper, WY
- Western Technical College La Crosse, WI
- Cowles Commons Des Moines. IA
- Iowa Amphitheater at Schmitt Island Dubuque, IA
- Capitol Avenue Streetscape Springfield, IL
- Peace Plaza Renovations Rochester, MN
- Marion Active Living Design Guidelines IA

### **Corridor, District and Site Master Planning**

- Chaplain Schmitt Island Development Plan -Dubuque, IA
- Field of Dreams Youth Sports Complex Dyersville, IA
- Imagine 2040 Downtown Plan La Crosse, WI
- Mt. Rushmore Road Corridor Plan Rapid City, SD
- Riverfront Master Plan Design Guidelines -Davenport, IA
- University Avenue Streetscape Grand Forks, ND
- Western Technical College La Crosse, WI
- Waupaca Downtown Plan Waupaca, WI
- Interstate 35 Corridor Bluebelt Action Plan IA
- MercyOne Medical Center Des Moines. IA
- Highway 6 Improvements Coralville, IA
- Aldo Leopold Interpretative Center Feasibility and Study and Master Plan - Burlington, IA





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**Megan Grochal** GIS Specialist + Data Analyst | Remote

An urban planner based out of RDG's Des Moines, Iowa office, Maya 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.

Maya Struhar, AICP Planner + Engagement | Des Moines. IA

#### Education

University of New Orleans, Master of Urban and Regional Planning Cottey College, Bachelor of Organizational Leadership

**Norman Comprehensive Plan -**OK

**Yankton Comprehensive Plan** SD

**Mulvane Comprehensive Plan** KS

**Muscatine Comprehensive Plan** IA

**Marion Comprehensive Plan** 

**Riverside Comprehensive Plan** MO

**Uptown Creston Revitalization Plan** IA

**College Hill Neighborhood Plan** Wichita, KS

**Grand Island Housing Study** NE

La Crosse Housing Study

**Columbus Housing Study** 

NE

**Salina Housing Assessment** 

KS

**Lafayette Regional Housing Study** 

**Grand Island Housing Study** 

Milford Housing Study

IA

**Blue Springs Downtown Plan** 

MO

O'Fallon Great Streets Plan

Megan has been involved with master plans, transportation, land use, and corridor projects. Megan specializes in GIS, data management & analysis, and cartography. She supports clients to make data-driven decisions, helping planners, architects and developers.

### Education

University of Nebraska, Bachelor of Science in Geography

Forward 50 Great Streets

O'Fallon, IL

**Loyola University Chicago Campus** 

Master Plan

Chicago, IL

**Grinnell Comprehensive Plan** 

**Merrillville Comprehensive Master** 

Plan

**Indiana Uplands Regional Housing** Study Update

Bloomington, IN

**Bettendorf Comprehensive Plan** 

**Update** IA

**Riverside Comprehensive Plan** 

**Schuyler Community Development Housing Study** 

NE

**Columbus Blight Study Update** 

NE

**North Iowa Corridor Plan** 

Mason City, IA

**Iowa River Corridor Destination Iowa** 

**Grant Support** Iowa City, IA

**Kansas Housing Resource Center Corporation - QAP Data Project** 

Topeka, KS

**Columbus Downtown Revitalization** 

Plan NE

**College Avenue North Neighborhood** 

Plan

Appleton, WI



### **Comprehensive Planning**

**Relevant Experience** 

Red: Community heavily influenced by a College/University

### **Wisconsin Planning**

RDG opened their Madison office in 2024. Over the decades. RDG has completed numerous planning projects in Wisconsin, including:

- Beloit Market Study
- · De Pere Downtown Plan and Neighborhood Design Guidelines
- Goodman Sports Complex in Madison
- Howard Comprehensive Plan
- La Crosse Downtown Plan
- La Crosse Housing Study
- Neenah Downtown Plan
- Neenah Arrowhead Park Master Plan
- Neenah South Commercial Street
- Oshkosh Housing Study
- Oshkosh North Jackson Corridor Plan
- Waupaca Downtown Plan
- Waupaca Wayfinding Plan
- Wauwatosa EastTosa Plan
- Wauwatosa Village Plan
- · Wauwatosa Midtown Plan
- Western Tech College Campus Plan

### **Comprehensive Planning**

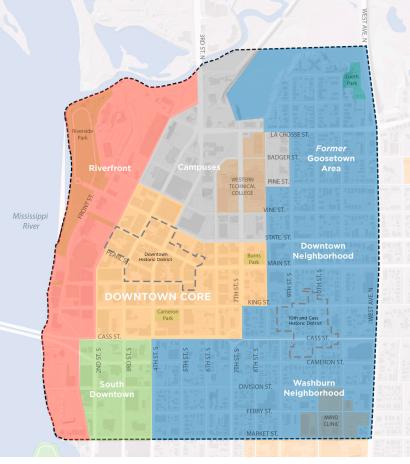
- IOWA. Altoona, Ames, Ankeny, Atlantic, Bettendorf, Carlisle, Cass County, Cedar Rapids, Clear Lake, Denison, Dyersville, Fort Madison, Glenwood, Grimes, Grinnell, Kalona, LeMars, Manchester, Marion, Mason City, Mills County, Monticello, Mount Vernon, Nevada, North Liberty, Oskaloosa, Ottumwa, Pella, Peosta, Polk City, Riverside, Storm Lake
- KANSAS. Derby, Ellis County, Hays, Mulvane
- MINNESOTA. Detroit Lakes
- MISSOURI. Excelsior Springs, Maryville, Riverside, St. Joseph
- NEBRASKA. Atkinson. Beatrice.

Benedict, Bradshaw, Brownville, Chadron, Columbus, Cozad, Douglas County, Fremont, Gothenburg, Henderson, Johnson, Kearney, Keith County, La Vista, Madison County, Nemaha County, Norfolk, Ogallala, Papillion, Peru, Plattsmouth, Osmond, Stromsburg, Ralston, Ravenna, Red Cloud, Sargent, Sarpy County, Schuyler, Seward, Springfield, Waverly, Wayne

- NORTH DAKOTA. Dickinson, Jamestown, Fargo NW Area, Valley City
- OKLAHOMA. Guthrie, Norman, Oklahoma City, Shawnee
- SOUTH DAKOTA. Brookings, Huron, Yankton
- TEXAS. Kermit
- WYOMING. Gillette

### **Selected Awards:**

- 2024 Ames Comprehensive Plan IA
- 2024 La Crosse Downtown Plan WI
- 2023 PlanOsky IA
- 2023 Des Moines Downtown Plan IA
- 2022 Dothan City Center Block AL
- 2022 Marion Uptown Plan IA
- 2021 Douglas Avenue Plan IA
- 2021 Peosta Comprehensive Plan IA
- 2020 Des Moines Parks Plan IA
- 2019 Davenport Multi-modal Plan IA
- 2018 National APA for Daniel Burnham Award; planOKC
- 2017 Clive Greenbelt Master Plan IA
- 2015 Cedar Rapids Comp Plan IA
- 2015 Omaha's Park Avenue Plan NE
- 2014 Mason City Bicycle and Pedestrian Plan
- 2013 Tomorrow Plan IA
- 2012 Federal Avenue Plaza Mason City
- 2011 Ankeny Iowa Comprehensive Plan





## **Wisconsin Project - Last Five Years Imagine 2040 and Housing Study**

La Crosse, WI

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

Imagine 2040 was adopted in 2021.

The plan is balanced on five themes, including:

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

RDG was retained after the downtown plan to prepare a Housing Study. The Mississippi River, steep slopes, and adjacent jurisdictions create a nearly landlocked situation for the city. With a growing need for employees, a strong student housing market, and several opportunities for infill development, RDG created a study that provide a path to meeting unit needs if the City wants to attract more workers, school enrollment, and stimulate movement in the housing market. The strategies for moving forward have a heavy focus on updating zoning codes with fourteen specific sections to update for housing growth and attainability.

The housing study was adopted in 2024.

### **Awards**

Imagine 2040 - APA WI Award

### Reference

Andrea Trane Director of Planning, Development and Assessment City of La Crosse 608.789.8321 tranea@cityoflacrosse.org

https://assets.rdgusa.com/pano/ imagine2040/

### **Key Staff - Imagine 2040**

Cory Scott - Project Manager Charlie Cowell - Housing Ryan Peterson - Streetscaping

### **Key Staff - Housing Study**

Charlie Cowell - Project Manager Maya Struhar - Planning and Engagement Megan Grochal - GIS and Mapping





## **Wisconsin Project - Last Five Years College North Neighborhood Plan & Housing Market Study**

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Appleton, WI

The College North Neighborhood Plan provides a framework for future development for the area north of College Avenue (serving as a hub connecting neighborhoods, downtown and Lawrence University) that facilitates greater connectivity between the City, adjacent neighborhoods, existing businesses, and not-for-profits while recognizing the influences between buildings, social settings, and the surrounding environment.

Additionally, this plan builds upon the vision and goals of the City's Comprehensive Plan, identified and responded to current conditions and issues, and provided a market analysis, redevelopment alternatives, implementation plans and strategies. Numerous projects have been built following the plan's completion, including a major update to the City's downtown public library.

The plan was adopted in 2023.

### Reference

**David Kress Deputy Director of Planning** City of Appleton 920.832.6428 david.kress@appleton.org

### Staff

Cory Scott - Project Manager Charlie Cowell - Housing and Market Study Megan Grochal - GIS and Mapping





## **Wisconsin Project - Last Five Years Neenah Next: Downtown Reimagined**

Neenah, WI

Neenah (pop. 27,000) is located in the Fox Valley between Milwaukee and Green Bay and along the shores of the Fox River and Lake Winnebago. Downtown's current success of transiting from a manufacturing hub to a full-service office, retail and residential market is a case study of best practices in the country. That success is largely attributed to the collaboration and the success of a strong public-private partnership.

RDG, having previously worked on Neenah's South Commercial Street Corridor Plan. was retained to prepare the downtown plan, aptly named Neenah Next. The Plan creates a well-defined vision supported by scenarios for actionable implementation. oriented around four signature themes: Connectivity, Development, Waterfront, and Neighborhood. The approach of the planning process aligned ongoing initiatives and introduced transformation concepts to make Neenah an even stronger regional destination.

Spurred by strong public enthusiasm and philanthropic support, RDG also developed a more detailed study for Arrowhead Park—a former industrial site along the waterfront. The anticipated implementation of this project plays a pivotal role in elevating Neenah's regional identity. Ultimately, the plan is designed with enough flexibility to adapt as markets and community needs evolve.

The plan was adopted in 2024.

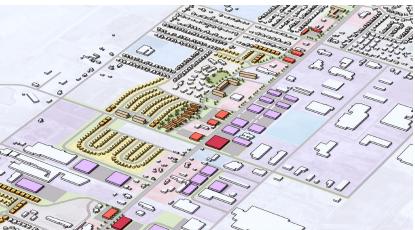
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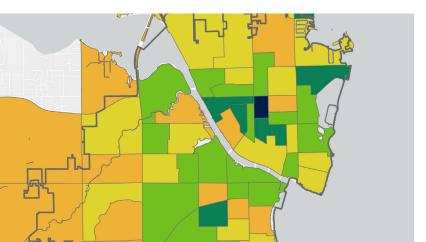
Brad Schmidt, City of Neenah 920.886.6125 bschmidt@neenahwi.gov

### Staff

Cory Scott - Project Manager Charlie Cowell - Housing and Market Study Megan Grochal - GIS and Mapping







## **Wisconsin Project - Last Five Years Envisioning North Jackson & Housing** Study

Oshkosh, WI

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

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

The plan was adopted in 2020.

A Place in Oshkosh, a housing assessment and strategy plan, 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 indepth 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.

The housing study was adopted in 2021.

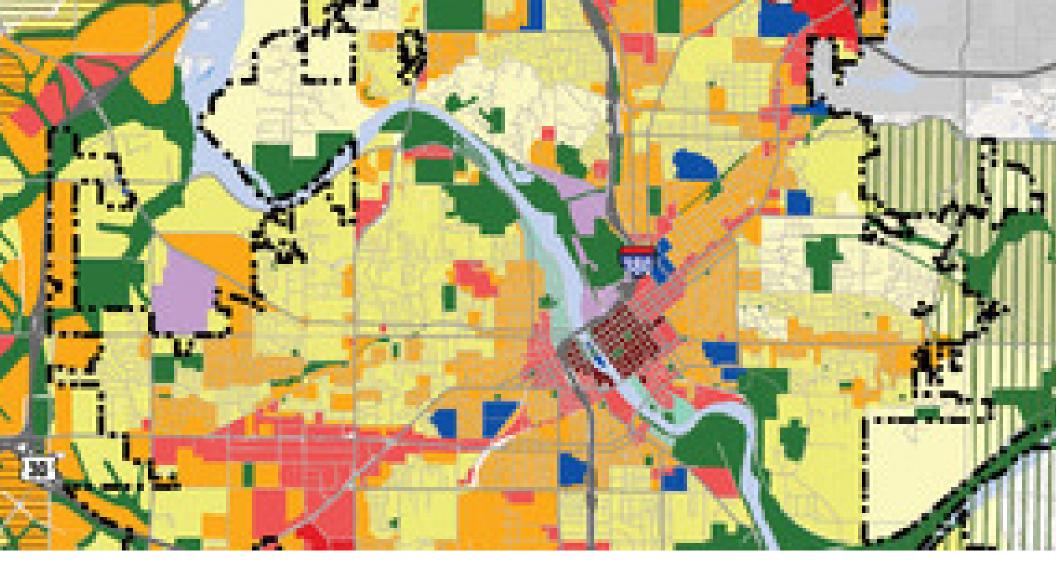
### Reference

Kelly Nieforth, Community Development Director (former) knieforth@neenahwi.gov 920.886.6125

### **Key Staff**

Cory Scott - Project Manager Charlie Cowell - Housing

RDg...



# 02 PROJECT APPROACH

### Project Approach

Our approach focuses on creating the document through community involvement. While there are standard requirements to meet for a comprehensive plan in Wisconsin, Whitewater's plan should focus on key challenges and strengths. Our approach falls into three core elements:

- Where are we now?
- Where do we want to go?
- How do we get there?

We propose confirming the detailed scope of work at the start to meet milestones, create expectations, and advance the project on time.

### **TASK 1: Public Engagement**

Our overriding approach is listening: Listening to the desires of residents and making those come to life in a plan residents can own.

### 1.1 PROJECT MANAGEMENT COMMITTEE (PMT)

The day-to-day work will be completed in close partnership with the City, understanding staff has limited capacity. We see the need for bi-weekly meetings with staff at the beginning of the process. The meetings with staff (mostly held by video conference) allow the team to plan upcoming events, ensure data collection, review meeting output, and develop content. Meetings will shift to monthly after the Design Studio.

### 1.2 ADVISORY COMMITTEE (AC)

The Advisory Committee should bring a broad representation to the process and include representation from elected officials, the Plan Commission, economic development, schools, major employers, and youth. The Committee will meet at key milestones to provide direction, course correction, and review deliverables. The schedule is set at the beginning to establish expectations and allow members to plan schedules accordingly. The schedule identifies key meetings in the process.

### 1.3 ACTIVITIES

Our public engagement process is an iterative process that builds on each event to expand understanding, set goals, establish a vision, and create momentum for implementation. These activities can have translators and be multilingual:

- Project Website. We will launch a project website through Social Pinpoint. The platform provides many tools for online participants.
- Online Interactive Mapping. The process begins with developing an online interactive map using Social Pinpoint so that participants can identify their ideas and concerns by dropping pins on a map. Other users can "like" submissions to reinforce their opinion.
- Online Survey. We will work with the PMT to create a survey for public distribution. The survey can be used at the beginning of the process to establish a baseline perception of the community or be adapted to polling emerging concepts later in the process.
- Listening Sessions. Our team will conduct a twoday program of small group listening sessions, both in-person and virtual, to learn more about the community and further explore the opportunities identified in the interactive map. This includes all the groups identified in the RFP, at a minimum.
- Community Roundtable. The Community Roundtable offers residents the first larger-scale opportunity to learn more about the importance of the plan and share insights on the community's opportunities and challenges. We organize participants into small groups and ask them to talk about goals and aspirations.
- Design Workshop. Our team will advance the ideas heard throughout our meetings and research to design strategies for the future. This hands-on event includes two public sessions for people to work alongside planners and designers to imagine the City's future land use, transportation and park systems.
- Implementation Workshop. We will host a workshop with the Advisory Committee to review key concepts in the plan and recommendations before the formal approval process begins. The workshop will have an educational and input component.





- Open House. With a draft comprehensive plan complete, we will host an open house to share a draft of the plan. The open house should be an event that allows people to learn more about the plan, have time with their neighbors, and celebrate the next steps.
- Approval Meetings. To maximize the limited budget, we recommend that City staff represent the plan at approval meetings to ensure local ownership. RDG welcomes the opportunity to present on staff's behalf if that's desired.
- Expanded Opportunities. Our team will be available to meet with groups via Zoom or during planned trips.

### **RDG** Responsibilities

- · Prepare meeting agendas and minutes
- Lead committee presentations
- Create project website and content
- Lead listening sessions
- Lead all public events
- · Assist with social media content

### City Responsibilities

- Invite Committee members
- Reserve space for in-person meetings
- Review materials before posting or events
- · Advertise the project website
- Help create list of listening session participants, reserve meeting space, and invite participants

### **Deliverables**

- Monthly progress reports
- Public presentations
- Public engagement summary report

## TASK 2: Whitewater Issues and Opportunities Today

This component identifies existing facts and trends that form the Issues and Opportunities Element.

### 2.1 BACKGROUND REPORT

We will review current planning documents to inform our process and provide efficiency to avoid duplicating work that is still relevant. Other parts of the Issues and Opportunities Element inform other elements in the update.

## 2.2 ECONOMIC, HOUSING & DEMOGRAPHIC TRENDS

Understanding the population, demographic, and economic factors in a city is essential to understand where we are going. Data will be gathered, assembled, and shared in easily communicated ways, including infographics and an atlas to identify neighborhood trends and opportunities. We strongly believe all planning should be based in market realities, thus developing plans that are visionary and realistic.

### 2.3 LAND USE INVENTORY

We will complete a land use inventory using existing assessor data and on-site verification. This task includes additional fieldwork by bike and on foot to inventory the city's character, appearance, and identity.

### 2.4 NATURAL RESOURCES

The plan will recognize the environmental constraints and assets that have changed since the 2017 plan based on available reports, including the influence of water on the community.





### 2.5 TRANSPORTATION

We believe the land use and transportation are closely tied. We will confirm which goals and policies from the 2017 plan are still relevant.

- Define and map existing street system and proposed changes (GIS).
- Review traffic volumes per existing data.
- Review bike and pedestrian network.
- Identify opportunities to support energy conservation and sustainable growth.
- Identify problem areas, including safety hazards and obstacles to transportation.
- Using Placer.ai, we will provide data for targeted locations in the community. The data offers insight to people visiting certain locations in the community.

### 2.6 ECONOMIC DEVELOPMENT

We will review existing incentive programs and visitorship to the community with Placer.ai. This will provide a deeper analysis into Whitewater's economic strengths and weaknesses to inform the broader comprehensive plan elements.

### 2.7 UTILITIES AND COMMUNITY FACILITIES

We will interview facility managers to understand current issues and needs for the future. The interviews will help identify which goals and policies from the 2017 plan are still relevant.

### **RDG** Responsibilities

- · Create all background report deliverables
- Present findings to the AC

### City Responsibilities

 Provide all public data, or contacts to obtain data, such as MLS, assessor, and GIS files.

### **Deliverables**

Whitewater Today Report with technical and specific background data

## TASK 3: Whitewater Tomorrow – Vision & Land Use

The analysis from Task 2 and the public engagement will drive the level of land use evolution by type of residential, commercial, industrial, and public land, along with transportation improvements and alternatives. Combined with the input of residents regarding community issues and quality of life, a unified Land Use Concept for the community is developed through the design process outlined in the Public Engagement Task.

- Future Land Use/Transportation Concept
- A Development Concept for growth
- Any determined Special Subarea Concepts

### **RDG** Responsibilities

- Develop draft plans and present to Advisory Committee and stakeholders
- · Make refinements based on feedback

### **City Responsibilities**

Review draft concepts and deliverables

### **Deliverables**

· Draft Land Use and Mobility Plan and Maps

## TASK 4: Whitewater Tomorrow - Plan Elements

The plan elements translate to updated goals, objectives, and policies to actions. We suspect there will be updates for every section of the 2017 Plan because of how each are interconnected to land use.





### **4.1 LAND USE ELEMENT**

The land use plan includes:

- Policy Areas. A big-picture perspective with the goal of balancing neighborhoods, new development, public spaces, and redevelopment.
- Future Land Use Map. The future land use plan will indicate the community-wide plan and identify any specific areas of change.
- Interactive Map. The Future Land Use Map can be published online through ESRI for review and comment.

### **4.2 TRANSPORTATION ELEMENT**

We view this as a key formative system that will address the street network and alternative modes, including pedestrian, bicycle, and transit. This will include:

- Improvements to the existing street system.
- Proposed additions to the street system in the Development Concept that provides continuous access to future residential and commercial areas. The plan will identify missing links within the system and corridors for alternative forms of transportation.
- Standards and concepts for the design of high-quality streets that serve as public spaces that unite the city.
- Policies and infrastructure to enhance pedestrian and bicycle travel options. This includes emerging technologies such as autonomous vehicles, drone technology, and sustainability.

### 4.3 HOUSING AND NEIGHBORHOODS ELEMENT

This section begins with a review of recent housing studies. Expanding on the studies, the housing element will be paired with the city's land use strategy to identify housing strategies. We will:

- Review recent and current housing activity.
- Assess neighborhood conditions, including a general review of neighborhood conditions based on

- perceptions of housing conditions, site maintenance issues, streets, sidewalks, infrastructure, physical design, and appearance.
- Determine needs to achieve overall housing objectives and needs.
- Create a tailored neighborhood implementation program that might address sites subject to change, mix of housing types, and rehabilitation needs.
- Ensure there is robust language to address the diversity and affordability of housing.
- Update policies for rental housing and short-term rentals related to the student population.
- Integrate Housing Affordability Report data.

## 4.4 AGRICULTURAL, NATURAL, AND CULTURAL RESOURCES ELEMENT

We will identify gaps in the system related to future change areas and new environmental risks to develop goals and policies around. Policies from the 2017 plan will be reviewed with the Advisory Committee to confirm their relevance for the future, especially related to sustainability efforts.

### 4.5 ECONOMIC DEVELOPMENT ELEMENT

We will use the Issues and Opportunities analysis, along with the public engagement, to develop policies for business parks, corridors, and downtown. This may include high level design guides. RDG can provide a more detailed market analysis as an additional service.

## 4.6 UTILITIES AND COMMUNITY FACILITIES ELEMENT

We will interview facility managers to develop recommendations for future changes. Policies from the 2017 plan will be reviewed with the Advisory Committee to confirm their relevancy, especially related to fiscal responsibility and capacity.





## 4.7 INTERGOVERNMENTAL COOPERATION ELEMENT

Information from public input, discussions with staff, and Advisory Committee meetings will determine whether the policies from the 2017 Plan are relevant in the future.

### **RDG** Responsibilities

- Develop policies and present to Advisory Committee and stakeholders
- · Make refinements based on feedback

### City Responsibilities

• Review draft plan elements and deliverables

### **Deliverables**

- · Draft Plan Elements report
- · Online GIS for staff to offer feedback

### **| TASK 5: Implementation Element**

The implementation element begins with the Implementation Workshop outlined in Task 1. The task summarizes each recommendation and first steps for implementation.

### 5.1 IMPLEMENTATION WORKSHOP

During the workshop, the team works with participants to establish criteria for determining the priority of proposed projects. These criteria will be matched with the vision established in the engagement process to recommend phasing.

• Implementation Table. The process will update the implementation plan presenting the recommendations, sequencing, leaders, partners, and potential funding sources for capital items. Capital items will be presented in zero-to-5-year, 5-to-10-year, and 10-to-20-year increments.

### **5.2 PUBLICATION**

Ultimately, the organization of the final document needs to be tailored to its target audience(s) so that the plan remains relevant and actionable. As our references will cite, our plans are recognized for being user-friendly and visually appealing.

### **5.3 ZONING REVIEW MEMO**

RDG will annotate the existing zoning code, providing comments to reconcile conflicts with the comprehensive plan.

### **5.4 OPEN HOUSE**

The Open House allows the public to learn about the plan's recommendations before formal approval.

### **5.5 FINAL APPROVAL**

Most communities we work with prefer to have local staff represent the approval as a sign of local ownership. This is your plan, not the consultant's plan.

### **RDG** Responsibilities

- · Lead the implementation workshop and open house
- Develop plan document in your desired format
- · Assist in approval meetings if desired
- · Submit all necessary state submittals after adoption

### City Responsibilities

- Review deliverables
- Lead approval meetings

### **Deliverables**

- Implementation plan and timetables
- Executive summary
- Plan Document (web-based and PDF)
- · Packaged InDesign file with graphics and maps.
- GIS files and official maps

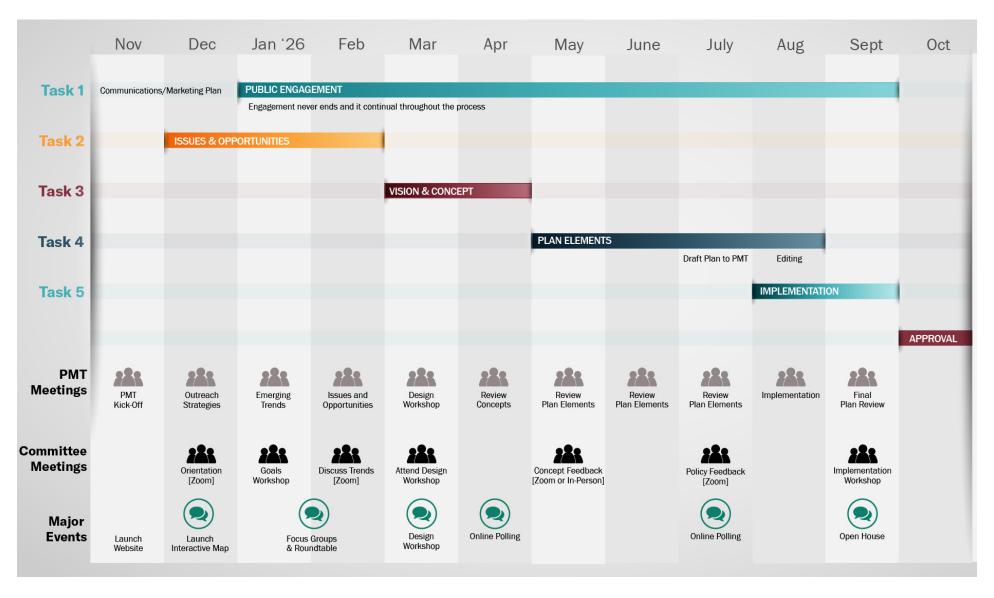






O3 PROJECT TIMELINE

### **Project Timeline**



Our schedule includes 30 days of contingency time during Task 4 to ensure that we can respond to pivots in the process and remain on schedule.

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# 04 PROJECT GOST

### **Proposed Project Cost**

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

Typically, projects are billed monthly based on a percent complete by phase. This ensures cost management for you and accountability to us for completing services and milestones.

### **■ Comprehensive Plan Update**

Task	Fee Breakdown	Labor Hour Breakdown				
		Charlie	Cory	Ryan	Maya	Megan/ Support
<b>Task 1:</b> Public Engagement/Management	\$32,000	57	42	12	80	32
Task 2: Issues and Opportunities	\$14,000	24	12	8	40	34
Task 3: Vision and Land Use	\$16,000	12	42	12	10	24
<b>Task 4:</b> Plan Elements	\$6,000	14	10	8	12	0
Task 5: Implementation	\$15,000	40	8	8	40	24
Reimbursable Expenses	\$2,400					
Rental Cars + Gas	\$400					
Lodging + Meals	\$1,500					
Printing	\$500					
Total Not-to-Exceed	\$85,400	147	114	48	182	114

