



Village of
Elm Grove



PROPOSAL FOR:
VILLAGE OF ELM GROVE
**INTEGRATED COMPREHENSIVE &
DOWNTOWN MASTER PLAN**

NOVEMBER 3, 2025



**VANDEWALLE &
ASSOCIATES INC.**
Shaping places, shaping change

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COVER LETTER

Ethan Sowl, Assistant Village Manager / Zoning and Planning Administrator
Village of Elm Grove | 13600 Juneau Blvd | Elm Grove, WI 53122
esowl@elmgrovewi.org

RFP Response: Village of Elm Grove Integrated Comprehensive and Downtown Master Plan

Dear Mr. Sowl:

Vandewalle & Associates is pleased to submit our proposal for the Village of Elm Grove's Integrated Comprehensive and Downtown Master Plan. Our firm's recent work with the Village completing the 2025 Comprehensive Outdoor Recreation Plan (CORP), has reintroduced us to the Village's vibrant culture of community spirit, engagement, and commitment to its residents. We are excited about the opportunity to partner with the Village in shaping a forward-looking, community-driven vision that builds upon the strong foundation of the 2007 Comprehensive Plan while addressing important emerging priorities and opportunities. The RFP already highlights the pragmatic yet impactful approach to planning that the Village is taking by creating a modern, streamlined Comprehensive Plan appropriate for a built-out, primarily residential community, while focusing and investing in value-added elements like the Downtown Master Plan, land use, housing, and transportation chapters.

Our team brings deep expertise in municipal planning, community engagement, and downtown revitalization. We have completed both Comprehensive Plans and Downtown Master Plans and we prioritize implementable plans and market-based strategies as well as a planning process that integrates broad community input and vision. We understand that in some cases the greatest recommendation for a community like Elm Grove is to maintain and preserve what makes it great rather than focusing on growth strategies that do not align with Village's values and desires.

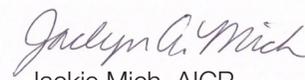
We understand Elm Grove's unique character as a built-out, high-quality residential community with a vibrant downtown core. As outlined in our proposal and Project Understanding graphic, our approach is tailored to the Village's scale, values, and budget-conscious priorities, and we are committed to delivering a streamlined, visually engaging, and actionable plan that supports both public and private investment.

We appreciate the Village's emphasis on clarity, inclusivity, and strategic alignment with existing initiatives such as the CORP and building on past initiatives like the Downtown Design Guidelines. Our proposal outlines a 12-month work plan that integrates statutory requirements with a context-sensitive Downtown Master Plan, ensuring that the final product is both compliant and visionary.

Thank you for considering our proposal. We look forward to the opportunity to collaborate with the Village of Elm Grove and contribute to its continued success.

Sincerely,


Meredith Perks
Project Manager


Jackie Mich, AICP
Principal-in-Charge

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Project Understanding

Elm Grove, Wisconsin

Legend

- Existing Sidewalk
- Existing Off-Street Path
- Existing On-Street Path
- Recommended Off-Street Path
- Recommended On-Street Path
- Designated Bike Route/Blvd

- Public Parks & Recreation
- Public School Facility

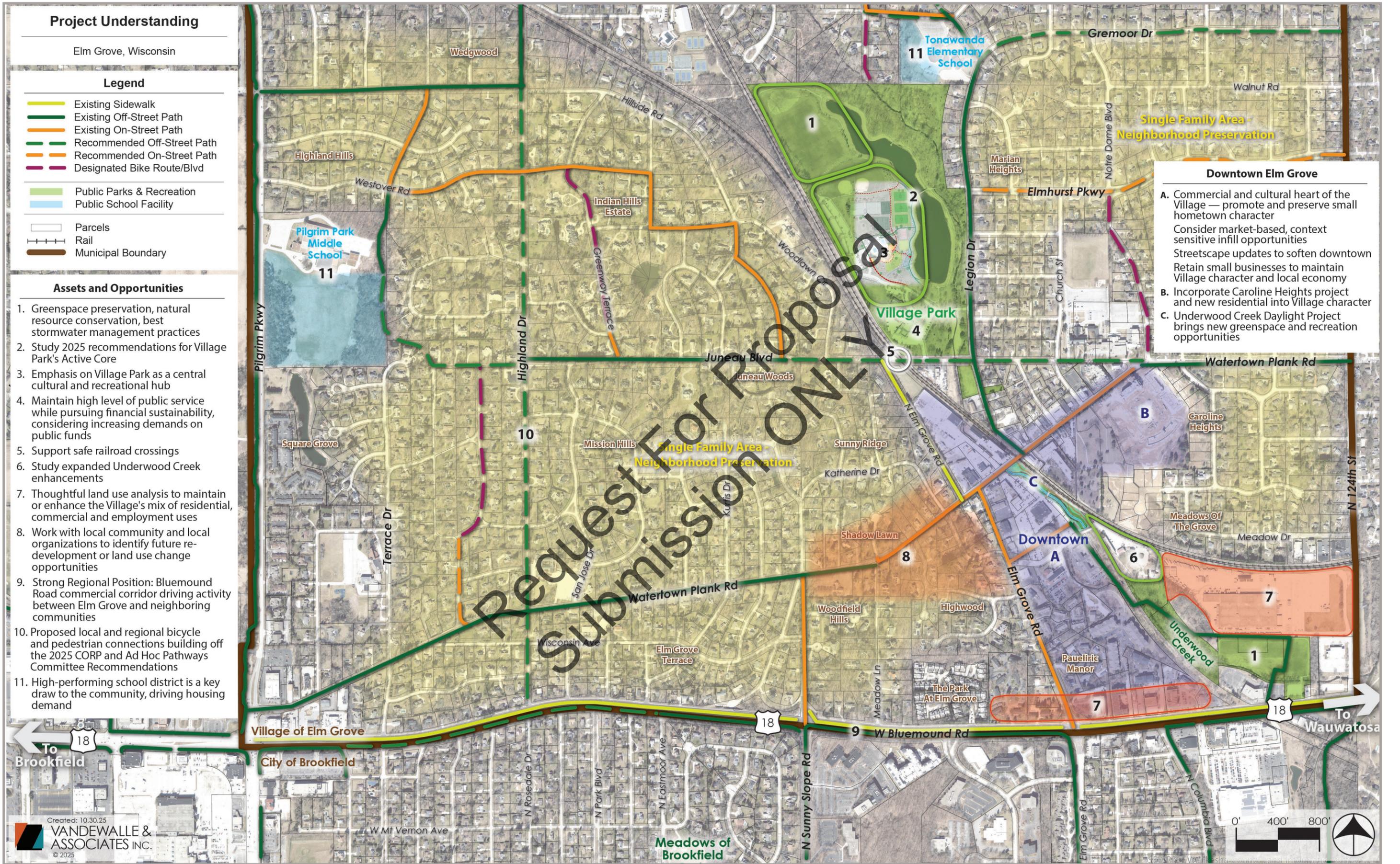
- Parcels
- Rail
- Municipal Boundary

Assets and Opportunities

1. Greenspace preservation, natural resource conservation, best stormwater management practices
2. Study 2025 recommendations for Village Park's Active Core
3. Emphasis on Village Park as a central cultural and recreational hub
4. Maintain high level of public service while pursuing financial sustainability, considering increasing demands on public funds
5. Support safe railroad crossings
6. Study expanded Underwood Creek enhancements
7. Thoughtful land use analysis to maintain or enhance the Village's mix of residential, commercial and employment uses
8. Work with local community and local organizations to identify future re-development or land use change opportunities
9. Strong Regional Position: Bluemound Road commercial corridor driving activity between Elm Grove and neighboring communities
10. Proposed local and regional bicycle and pedestrian connections building off the 2025 CORP and Ad Hoc Pathways Committee Recommendations
11. High-performing school district is a key draw to the community, driving housing demand

Downtown Elm Grove

- A.** Commercial and cultural heart of the Village — promote and preserve small hometown character
Consider market-based, context sensitive infill opportunities
Streetscape updates to soften downtown
Retain small businesses to maintain Village character and local economy
- B.** Incorporate Caroline Heights project and new residential into Village character
- C.** Underwood Creek Daylight Project brings new greenspace and recreation opportunities



To Brookfield

To Wauwatosa

Created: 10.30.25
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PROJECT UNDERSTANDING

As a landlocked, primarily residential community, we understand the importance and necessity of future-oriented planning that is pragmatic in addressing the priorities and evolving needs of the communities, complies with state statutes but does not spend excessive resources on less relevant elements, and is visionary in the areas that can enhance the Village while celebrating and preserving its community character. We pride ourselves on creating plans that offer a vision for the future that is dynamic, yet achievable, through the development of strategy-based action items that are grounded in implementation and market realities.

As described below and illustrated in the Understanding Graphic, we understand the key objectives and challenges with this integrated Comprehensive Plan and Downtown Master Plan. Our custom approach, as highlighted in our past experience, scope of work, and planning process, will help the Village not only meet, but exceed the desired outcomes outlined in this RFP. In putting this proposal together, we have drawn on our deep familiarity with the community to develop a thorough and unique proposal tailored to Elm Grove's specific needs.



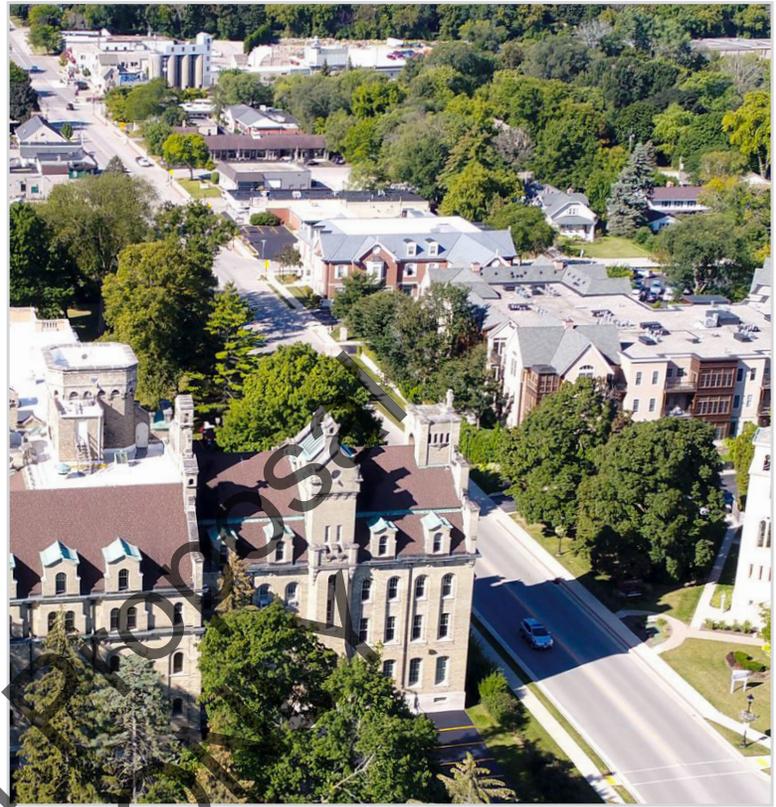
Key Project Objectives:

- Build upon the 2007 Comprehensive Plan's enduring principles to create an integrated Comprehensive Plan that meets statutory compliance while being realistic regarding Elm Grove's size, character, and context.
- Align land use, infrastructure, and Downtown strategies with the CORP and other Village initiatives as well as with publicly informed community priorities.
- Address emerging challenges such as service equity, housing pressures, and Downtown turnover in light of regional and national economic and regulatory forces and trends.
- Integrate a Downtown Master Plan with strategies that support small business retention and enhance Downtown's role as a cultural and economic hub, creating a document that not only fits in the Comprehensive Plan but serves as a stand-alone master plan.
- Develop an integrated Plan that guides implementation and investment in the Village, recommending phased and actionable steps that pursue a market-based solution.

PROJECT UNDERSTANDING

Key Challenges:

- **Built-Out Environment:** Limited space for expansion requires creative infill and redevelopment strategies that preserve character without stagnating progress.
- **Downtown Dynamics:** Modest in size but central to community identity, Downtown needs proactive planning grounded in market realities to balance growth and maintain vibrancy.
- **Infrastructure Equity:** Expansion of municipal services must be balanced with fiscal and logistical constraints, including managing impacts on volunteer and on call services like EMT and fire. Consider innovate partnership opportunities to maximize resources, manpower, and impact.
- **Community Engagement:** Facilitate diverse stakeholders to achieve high civic involvement through inclusive and cost-effective outreach.



Integrated Project Schedule Overview:



PROJECT UNDERSTANDING

Vandewalle & Associates Expertise and Efficiency

Our team does not employ one-size-fits-all solutions. The Vandewalle & Associates team consists of seasoned experts matched with young talent that will approach this integrated project from a unique position as true “regional thinkers” who have crafted strategies, influenced development, hosted big ideas and plans, and implemented visionary work at a variety of levels throughout Wisconsin and across the Midwest. We will utilize this proven approach and local knowledge and apply it to the specific tasks as outlined in the RFP and as described in our scope of work.

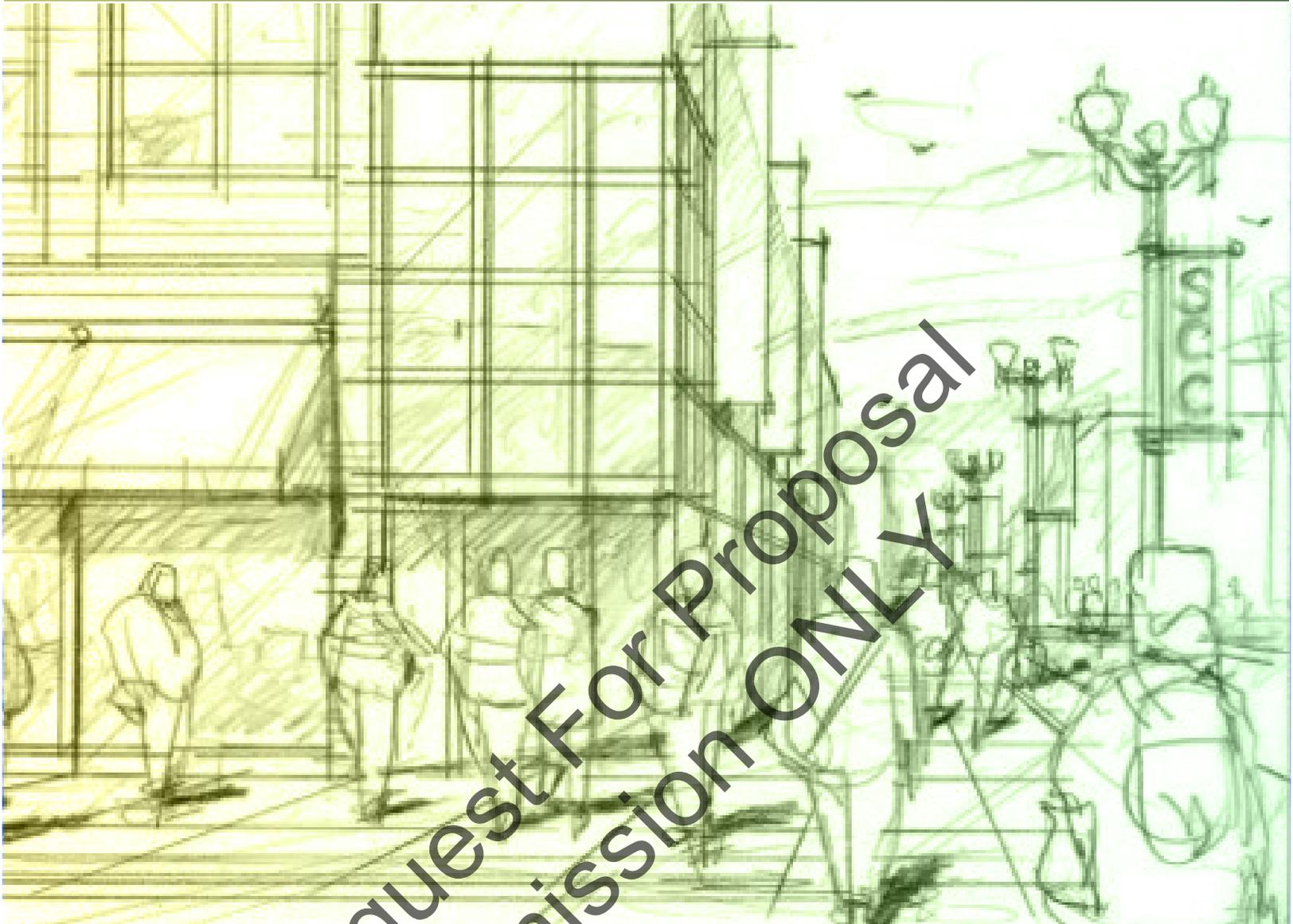
To meet the Village’s goals and the challenges presented by this project, we will bring:

- **Proven success in comprehensive and downtown planning** for communities of similar size and complexity.
- **Familiarity with Wisconsin** planning statutes and local governance.
- **An integrated and combined planning processes**, including leveraging opportunities to combine data and existing conditions analysis, mapping, and public participation events, to provide an efficient and cost-effective process.
- **A thoughtful, inclusive, dynamic, and accessible public engagement strategy** that centers resident’s and business owners’ experiences and aspirations for the future to develop a grounding vision for the plan and inform recommendations and desired outcomes.
- **Experience working with a variety of clients and stakeholders**, including community residents, elected officials, department heads, subject matter experts, developers, real estate professionals and more, to develop actionable, market-based recommendations.
- **A collaborative, transparent project management style** that collaborates with Village staff through regular updates and clear project milestones.
- A core team with **designated project management and leadership** that provides consistent client management but also brings deep bench of expertise through other team members.
- A **commitment to cost control and responsiveness** to scope adjustments throughout the planning process.
- Experience with project and plan implementation that drives our **commitment to creating a plan focused on achievable actions and strategies**.



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RELEVANT PROJECT EXPERIENCE



V&A: FIRM BACKGROUND

VISION-DRIVEN PLANNING FOR PEOPLE, PLACE, AND PROSPERITY

Vandewalle & Associates is a collection of passionate professionals with expertise in disciplines that converge to best impact change and make places work better for people.

Established in 1976, V&A has been a Midwest leader in community planning, zoning, public participation, place-based analysis, economic strategies, visioning, and implementation for more than 40 years. We work in partnership with our clients to identify core, place-based opportunities and translate them into strategic plans, innovative projects, and custom regulations.

Vandewalle & Associates stands as a premier leader in Wisconsin for delivering exceptional, cost-effective municipal planning services tailored to the unique needs of each community we serve. Our municipal planning practice is built on a foundation of deep expertise, proven experience, and a commitment to providing customized teams and solutions that directly address our clients' evolving challenges. Our approach to municipal planning is comprehensive and collaborative. Having served many communities as their trusted on-call planner for years – even decades – we offer unmatched consistency, institutional knowledge, and a genuine connection to the local context. This long-term presence allows us to deliver high-quality, responsive service that truly understands community priorities. Please visit our website for more information on our firm: www.vandewalle.com.



2 offices
40+ years

► **Who we are:**

Transforming places, shaping communities, building economies, and creating lasting impact since 1976

► **Areas of Expertise:**

- Community planning & zoning
- Comprehensive planning
- Downtown + Corridor planning
- Park & open space facility planning
- Land use & neighborhood design
- Intergovernmental relations & grant assistance
- Economic strategy & market analysis
- Asset, demographic & economic data analysis
- Redevelopment, design & architecture
- Marketing, branding & real estate
- Public-private partnerships

► **Our Approach:**

Collaborative partnerships to identify place-based opportunities, delivering strategic plans, innovative projects, and customized regulations

► **Leadership:**

Over 40 years as a Midwest leader in community planning, public participation, economic strategies, and implementation

► **Website:**

Visit our website at vandewalle.com to see some of our highlighted projects



VANDEWALLE & ASSOCIATES: WHAT SETS US APART

At Vandewalle & Associates, we bring a unique blend of vision, expertise, and hands-on experience to every project. Our approach goes beyond planning—we create strategies that are deeply rooted in community engagement, design innovation, and actionable results. Here's why communities trust us:

- **Extensive Regional Experience:** Proven track record across a wide range of communities—from small townships to major urban centers throughout Wisconsin, Illinois, and Indiana.
- **Integrated Planning Approach:** Combines comprehensive planning with targeted downtown revitalization strategies, scenario planning, and economic development analysis.
- **Public Engagement Expertise:** Robust, inclusive public involvement strategies including workshops, surveys, stakeholder interviews, and bilingual materials.
- **Visionary Yet Actionable Plans:** Plans are not only forward-thinking but also include clear implementation strategies, timelines, and measurable outcomes.
- **Design-Driven Solutions:** Use of conceptual renderings, urban design analysis, and visual storytelling to communicate ideas and inspire community support.
- **Multidisciplinary Team:** Expertise in planning, urban design, economic development, sustainability, and community engagement.
- **Follow-Through and Continuity:** Many projects lead to follow-up plans and implementation efforts, demonstrating long-term commitment and results.

► *Relevant Experience Highlights:*

- **City of Beloit:** Comprehensive Plan with 12 public engagement events and bilingual outreach; led to a follow-up corridor plan.
- **City of Altoona:** Integrated Comprehensive and East Neighborhood Plan with a focus on equity, sustainability, and climate action.
- **City of Glendale:** Comprehensive Plan for a built-out inner-ring suburb, followed by a Bicycle and Pedestrian Plan.
- **City of Marshfield:** Downtown redevelopment vision including adaptive reuse, housing, and public realm improvements.
- **Village of Slinger:** Downtown Vision and Strategy with catalytic site planning and public realm enhancements.
- **City of Stevens Point:** Downtown and Division Street Master Plans focused on redevelopment, placemaking, and connectivity.
- **Village of Kewaskum:** Downtown Revitalization Plan addressing brownfields, zoning, and redevelopment opportunities.

COMPREHENSIVE PLANNING EXPERIENCE

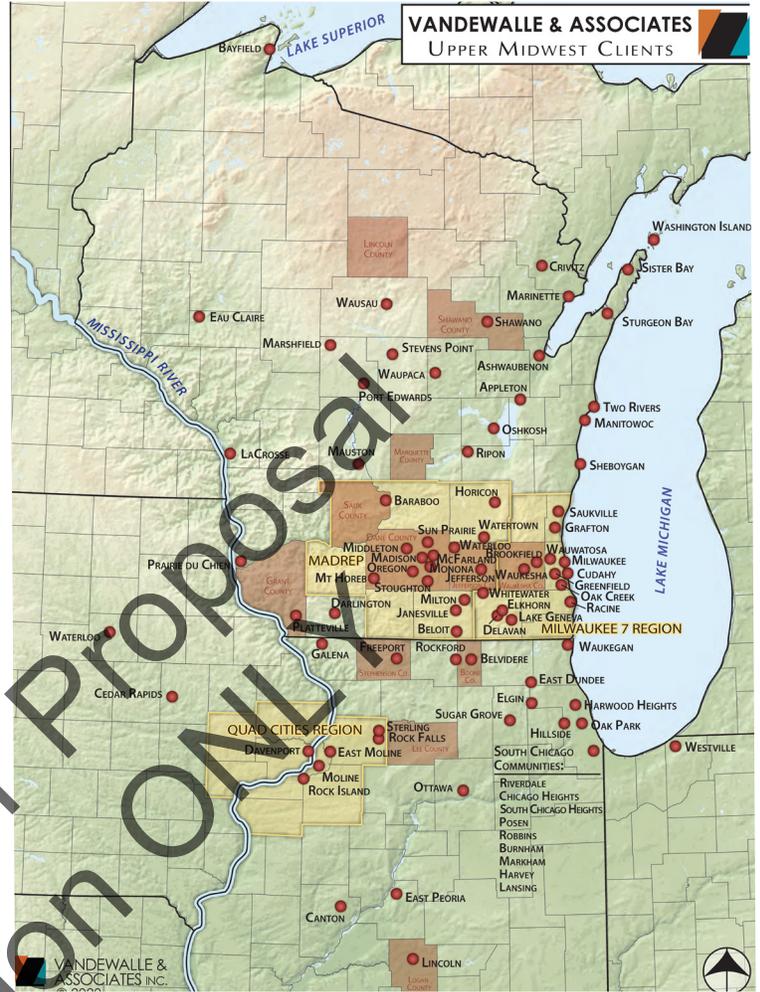
VISIONARY, INNOVATIVE, ACTIONABLE PLANS

We have experience ranging from small townships to some of the most densely populated cities in the Midwest.

Below is a map of Vandewalle & Associates' client communities and a list of our past comprehensive planning clients.

Comprehensive Plans

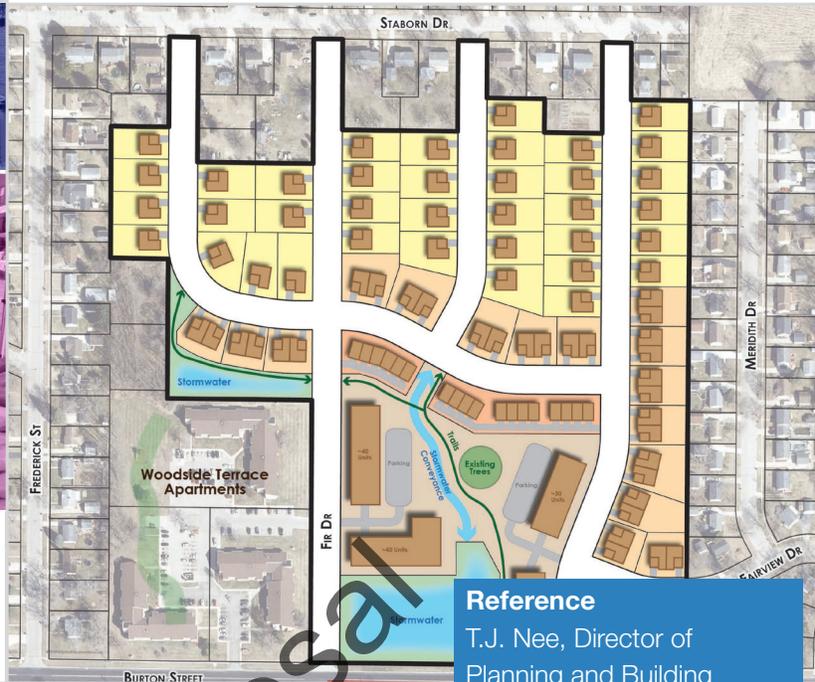
- | | |
|------------------------------|------------------------------|
| Town of Almon, WI | Town of Harding, WI |
| City of Altoona, WI | Town of Harris, WI |
| Town of Angelica, WI | Town of Harrison, WI |
| Town of Aztalan, WI | Town of Herman, WI |
| City of Baraboo, WI | City of Horicon, WI |
| Village of Bayside, WI | Town of Hutchins, WI |
| Town of Belle Plaine, WI | City of Janesville, WI |
| City of Beloit, WI | City of Jefferson, WI |
| City of Berlin, WI | Village of Johnson Creek, WI |
| Town of Berry, WI | City of Juneau, WI |
| Town of Birnamwood, WI | Town of King, WI |
| Village of Bowler, WI | City of La Crosse, WI |
| Town of Bradley, WI | City of Lake Geneva, WI |
| City of Brookfield, WI | City of Lake Mills, WI |
| Village of Brooklyn, WI | Lincoln County, WI |
| Town of Caledonia, WI | Town of Lowville, WI |
| Village of Cecil, WI | City of Manitowoc, WI |
| Town of Cedarburg, WI | Town of Maple Grove, WI |
| Village of Clinton, WI | Marquette County, WI |
| Town of Corning, WI | City of Mauston, WI |
| Village of Cottage Grove, WI | Town of Mazomanie, WI |
| Village of Cross Plains, WI | Village of McFarland, WI |
| Town of Crystal Lake, WI | Town of Menasha, WI |
| City of Cudahy, WI | City of Merrill, WI |
| Town of Dane, WI | Town of Merrimac, WI |
| Village of Darien, WI | City of Milton, WI |
| City of Darlington, WI | City of Montello, WI |
| Town of Deerfield, WI | Town of Montello, WI |
| Village of Deerfield, WI | Town of Morris, WI |
| Village of DeForest, WI | Town of Moundville, WI |
| Town of Dekorra, WI | Village of Mount Horeb, WI |
| City of Delavan, WI | Town of Navarino, WI |
| Town of Douglas, WI | Village of Neshkoro, WI |
| City of Edgerton, WI | Village of Newburg, WI |
| Village of Eland, WI | Town of Newton, WI |
| Village of Endeavor, WI | City of Oak Creek, WI |
| City of Fitchburg, WI | City of Oconomowoc, WI |
| Village of Fontana, WI | Town of Oregon, WI |
| City of Fort Atkinson, WI | Village of Oregon, WI |
| Town of Germania, WI | Town of Oxford, WI |
| Town of Grant, WI | Town of Packwaukee, WI |
| City of Greenfield, WI | Village of Paddock Lake, WI |
| Hancock County, IN | Town of Pella, WI |



- | | |
|-------------------------------|---------------------------------|
| Town of Pine River, WI | Village of Tigerton, WI |
| City of Plymouth, WI | City of Tomah, WI |
| Village of Poynette, WI | Town of Tomahawk, WI |
| City of Prairie du Chien, WI | Town of Vienna, WI |
| Town of Prairie du Sac, WI | Village of Walworth, WI |
| Village of Prairie du Sac, WI | Town of Washington, WI |
| Town of Red Springs, WI | City of Waterloo, WI |
| City of Reedsburg, WI | City of Watertown, WI |
| Town of Rock, WI | Town of Waukechon, WI |
| Town of Roxbury, WI | City of Waukesha, WI |
| Town of Russell, WI | Village of Waunakee, WI |
| Village of Sauk City, WI | City of Wauwatosa, WI |
| Town of Schley, WI | Village of Westfield, WI |
| Town of Seneca, WI | Town of Westport, WI |
| Shawano County, WI | City of Whitewater, WI |
| City of Shawano, WI | Village of Williams Bay, WI |
| City of Sheboygan, WI | Town of Wilson, WI |
| Village of Sherwood, WI | Town of Windsor, WI |
| Town of Shields, WI | Town of Wittenberg, WI |
| Town of Skanawan, WI | Village of Wittenberg, WI |
| Village of Slinger, WI | Boone County, IL |
| Town of Somo, WI | Harwood Heights, Village of, IL |
| Town of Springfield, WI | Lee County, IL |
| Stockbridge-Munsee, WI | Rockton, Village of, IL |
| City of Stoughton, WI | Sterling, City of, IL |



VANDEWALLE & ASSOCIATES INC.



Reference
 T.J. Nee, Director of
 Planning and Building
 Services | City of Beloit
 P: (608) 364-6711
 E: neet@beloitwi.gov

BELOIT COMPREHENSIVE PLAN 2045
 ADOPTED: AUGUST 19, 2024



City of Beloit Comprehensive Plan

Public involvement-focused comprehensive process

NEED: The City of Beloit desired a plan rewrite that featured robust and inclusive public engagement, a reimagined and progressive land use approach, and a user-friendly, inviting, and succinct plan document.

COMPONENTS:

- **12 different public engagement events** with nearly 1,500 responses were gathered through a wide range of activities including stakeholder interviews, in-person workshops, online text and map surveys, project website updates and video summaries, in-person attendance at community events, and more.
- **Identification and engagement of diverse stakeholders** through specific listening sessions, the steering committee, and materials prepared and provided in both English and Spanish.
- **Flexible infill and redevelopment-focused categories** that enable mixing of uses and densities, missing middle housing, multi-modal transportation, and more.
- **A residential scenario planning exercise** to help show the quantitative and qualitative impacts of housing growth policy decisions on an example infill development site owned by the City. This helped inform and illustrate key plan ideas.
- **An engaging plan document** with graphical examples, charts and tables, local photographs highlighting key areas of the community and its residents, and easy to find sections, recommendations, and maps.



IMPACT AND OUTCOMES: This dynamic [new Comprehensive Plan](#) was unanimously supported and approved by the project's Steering Committee, City Plan Commission, and City Council. It also led to the follow up [Pleasant Street Corridor Plan](#) that V&A and the City worked together to complete in 2025.

2022

CITY OF ALTOONA, WISCONSIN COMPREHENSIVE PLAN

ADOPTED: 7.14.22

VANDEWALLE & ASSOCIATES INC.



City of Altoona Comprehensive Plan + East Neighborhood Plan

Public involvement-focused comprehensive planning process

NEED: As one of the fastest growing communities in the state, this 9,000-resident community was a bedroom community within the greater Eau Claire metropolitan area. The community needed a proactive, community-led approach to encourage significant mixed-use redevelopment to take place to help boost higher-density housing options.

COMPONENTS:

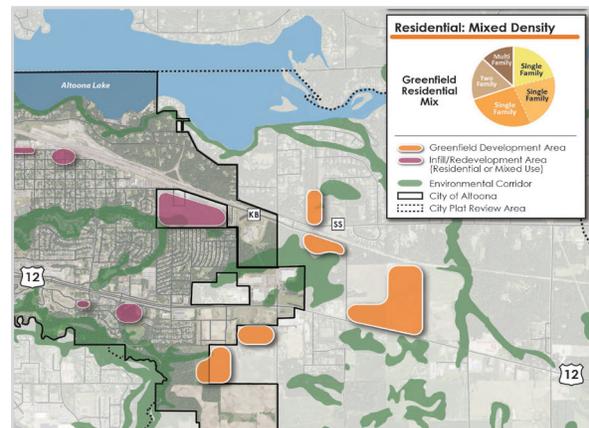
- **Three lenses to inform the plan.** At the forefront of the process, the City established the Comprehensive Plan's three key lenses to inform the planning process: social equity, fiscal sustainability, and climate action. Each lens influenced and was integrated within the plan's vision, goals, and strategies.
- **Robust public input opportunities.** To generate public feedback, the team offered diverse events and media, including:
 - Three different online surveys
 - Multiple virtual and in-person workshops
 - Ten different focus group interview sessions
 - A summer concert series informational booth
 - Project website creation and social media updates, and more.
 - A scenario planning exercise exploring residential, commercial, and industrial growth scenarios, land consumption, and fiscal impacts
 - An economic opportunity analysis that explored and highlighted the interconnections between the local and regional economies.
- **The concurrent East Neighborhood Plan:** On 80+ acres of City-owned greenfield land, this conceptual traditional neighborhood layout and design featured a diverse mix of housing. It also integrated nonresidential land uses, parks and open space, natural resource preservation, multi-modal/active transportation options, stormwater management, and alternative energy strategies.

RESULTS & IMPACT: In total, over 700 people engaged in the planning process. Both plans were [adopted in July 2022](#).

Reference

Josh Clements, Planning Director
City of Sun Prairie | (608) 825-0854
jcclements@cityofsunprairie.com

**Formerly, City of Altoona
Planning Director*



Residential Mixed Density Development Scenario

Glendale 2040 Vision



The North Shore's established hub of commerce, employment and entertainment that's rich with diversity and offers a bright and sustainable future of friendly neighborhoods, high quality education and recreation opportunities.

DRAFT



Build a unified Glendale identity

- Create an accessible, mixed-use gathering place for all Glendale neighborhoods and residents
- Connect all neighborhoods to the Glendale identity
- Emphasize consistent branding and connection to Glendale's values and vision in communications
- Build community events that distinguish Glendale and show community pride



Capitalize on Glendale's central location and grow its role in the region

- Continue to grow and enhance the greenway system in Glendale and its connection to the regional system
- Continue partnerships with North Shore communities to collaborate, share resources and build efficiencies
- Promote Glendale as a community of choice as a diverse, active, and sustainable place to live, work, and locate a business
- Maximize transportation and regional infrastructure connectivity by maintaining high-quality roads, intersections, trails, and transit



Cultivate strong, connected neighborhoods

- Promote strong housing maintenance and rehabilitation standards
- Encourage neighborhood-based events and celebrations to bring other parts of the community to the neighborhood
- Find ways to remove boundaries and help Glendale neighbors get to know each other across neighborhoods
- Review road and infrastructure between neighborhoods and live

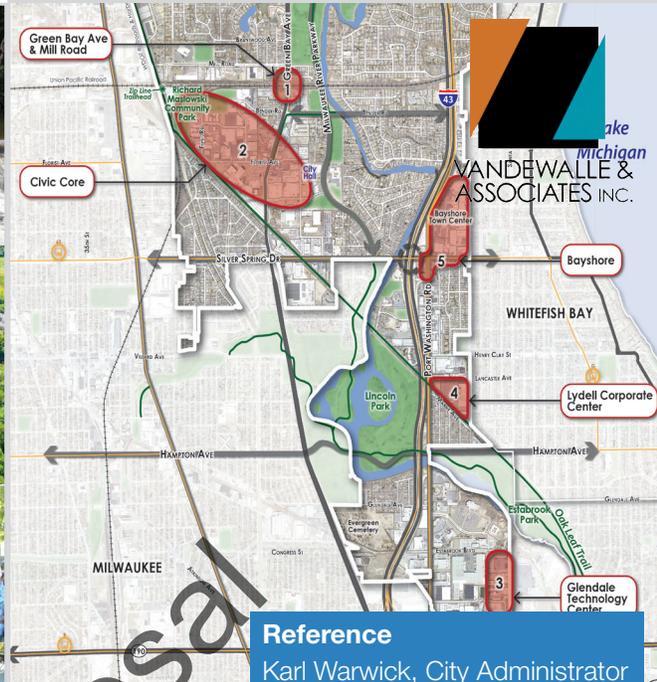
Be a regional leader in sustainability and resiliency

- Engage community stakeholders in collaborative decision-making and implementation of environmental quality plans
- Accelerate efforts to replace impervious surfaces with green spaces and green infrastructure
- Recruit new businesses and employers focused on environmental sustainability and water quality
- Establish a policy and critical infrastructure review and response mechanism
- Partner with North Shore communities to advance best practices in stormwater management, energy efficiency, and community resiliency
- Prepare for and respond to potential future economic, housing, infrastructure, and natural resource demands due to environmental changes and future community growth



Promote inclusion, diversity, and high quality of life

- Celebrate Glendale's cultural diversity through community events and opportunities for arts and culture
- Focus on growing local businesses by supporting local entrepreneurs and connecting residents with small businesses
- Engage residents and community stakeholders through transparent communication and accountability
- Create housing opportunities that provide life-cycle housing options for residents at all price points and life stages and that promote wealth generation
- Utilize context sensitive, environmental design to create



Reference
 Karl Warwick, City Administrator
 P: (414) 228-1714
 E: K.Warwick@glendalewi.gov

City of Glendale Comprehensive Plan

Built-out community within a larger metropolitan area

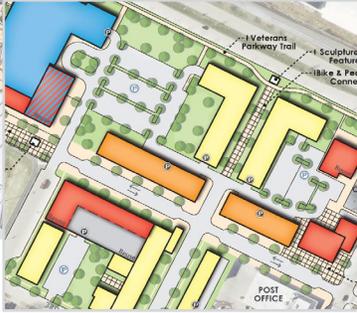
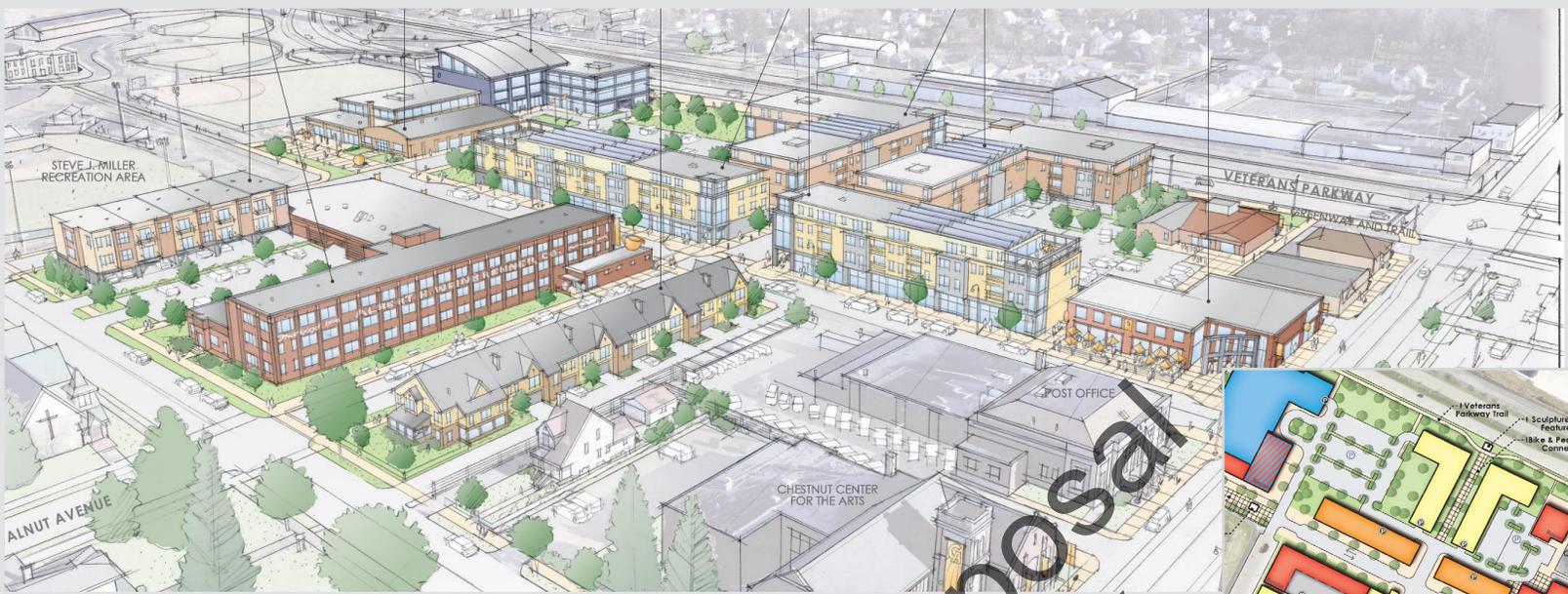
NEED: In 2019, the City of Glendale selected Vandewalle & Associates to facilitate a full update of the City's Comprehensive Plan. Glendale is an inner-ring suburb of Milwaukee which is completely built-out. As one of the few inner-suburbs on the north side of Milwaukee with a substantial industrial base, the City wanted to utilize the Comprehensive Plan to help identify infill redevelopment and economic development opportunities.

ROLE: Prior to onset of the pandemic and meeting restrictions, high-quality public input and feedback was generated throughout the process with in-person workshops, Plan Commission and City Council meetings, and a public open house. This feedback helped guide the development of the various goals, objectives, policies, and recommendations throughout the plan. A vision summary graphic was also developed by Vandewalle & Associates to highlight the plan's key goals, recommendations, and action items.

OUTCOMES: in addition to weaving sustainability, inclusivity, and support for diverse housing opportunities into the planning process and recommendations. The Plan featured targeted redevelopment planning and an economic opportunity analysis to best fit the City's objectives and reach intended outcomes for the continued strengthening and diversification of its economy.

Following the [adoption of the Comprehensive Plan](#), Vandewalle & Associates led the development of the City's first Bicycle and Pedestrian Plan designed to improve walkability and bikeability for both transportation and recreation. This process featured an online map-based survey using Map.Social and other virtual forms of public engagement to gather public feedback during the pandemic. The plan was adopted in February 2021.

DOWNTOWN PLANNING EXPERIENCE



Marshfield West Second Street District Plan

Growing + Enhancing Downtown

Vandewalle & Associates answered Marshfield's call to develop a [vision and redevelopment plan](#) for their downtown's Second Street District, an underutilized core district of the community. V&A utilized interviews, urban design analysis, redevelopment site analysis, opportunity analysis, public input, staff and local stakeholder assessments, the area's heritage, and existing district assets to develop recommendations for near and short-term redevelopment, public improvements, and thematic programming.

The vision includes the renovation and reuse of an historic factory, creative reuse of a city garage, multiple types of new housing, a new community health facility, entertainment venues, street extensions and enhancements, and pedestrian connections to recreation and community facilities creating a revitalized downtown "hub" for community gathering, living, working, and playing.



REFERENCE:

Steve Barg, City Administrator
 P: (715) 486-2003
 E: Steve.Barg@ci.marshfield.wi.us

DATES: 2021-2022

PROJECT MANAGER: Jackie Mich, AICP





Slinger Downtown Plan

Opportunity Analysis + Downtown Vision

Despite the economic recovery of the 2010s and the strong appeal of the Slinger School District, the Village of Slinger had not seen a high level of economic activity and investment in recent years. The Village contracted with Vandewalle & Associates to develop an economic development strategy for the Village, including new and existing business parks, the languishing downtown, and the busy Highway 60 corridor.

Beginning with an Economic Opportunity Analysis adopted in 2016, which uncovered Slinger's unique economic assets and opportunities, Vandewalle & Associates has guided Village of Slinger's economic development and revitalization planning for the past five years. This has included the development of the [Downtown Vision and Strategy](#) to craft a future vision for the downtown, advance downtown revitalization through catalytic site identification and reuse planning, make recommendations for improvements to the public realm, and provide a detailed and actionable implementation strategy. This plan was adopted in conjunction with other ongoing efforts led by Vandewalle & Associates to promote economic development in the downtown and Village as a whole.

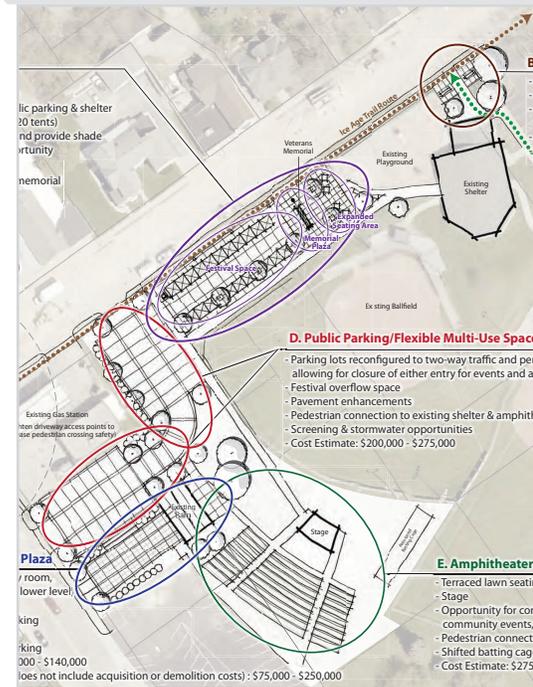
REFERENCE:

Margaret Wilber, Village Administrator
 P: (262) 644-5265, ext 118
 E: mwilber@vi.slinger.wi.gov

DATES: 2016 - Present

PROJECT MANAGER:

Jackie Mich, AICP





Stevens Point Downtown & Division Street Targeted Area Master Plan

Because of the increasing costs of land and utilities, there are fewer opportunities for new or greenfield real estate development that makes financial sense in Stevens Point. Development and growth opportunities in the city now focus more on redevelopment, placemaking, adaptive reuse, and ensuring connections among the established plans and projects of large property owners, including Sentry Insurance and the University of Wisconsin-Stevens Point.

Vandewalle & Associates worked with the Redevelopment Authority of the City of Stevens Point to develop master plans for the [Downtown](#) and [Division Street corridor](#). While the resulting analysis, strategies, and action items are separated into a distinct plan document for each targeted area, both plans share a common long-term vision and many high-level recommendations. These recommendations provide a framework under which additional planning and decision-making may occur, as well as a logical sequence of actions that ultimately serve to implement the community's long-term economic development and quality of life goals.

In addition to establishing priorities for the city's future land use, transportation network, park and open spaces, and major development projects, the plan guides near-term implementation of real estate and infrastructure investments and planning and economic development activities. It builds on prior plans and modern trends, along with recent and ongoing development activity. Further, it was developed with input from the local and broader community, reflecting the needs and desires of the populace and enlisting their support for the resulting recommendations.

The City is currently working with V&A to update and adopt the Downtown Master Plan and redevelopment planning for a former Shopko site.

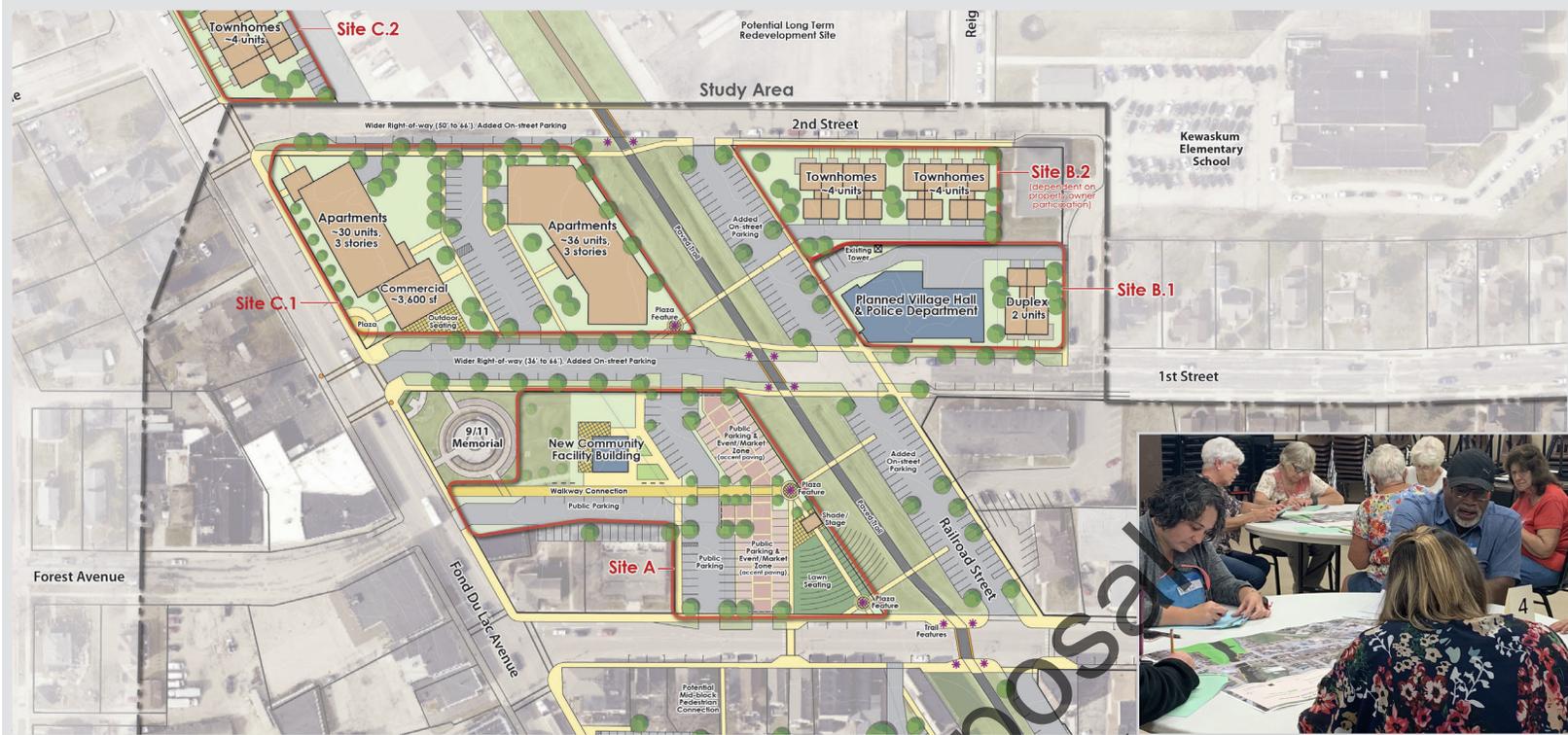
REFERENCE:
 Ryan Kernosky, MPA, Director of Community Development
 P: (715) 346-1568
 E: rkernosky@stevenspoint.com

DATES: 2019 and 2024

PROJECT MANAGER:
 Jackie Mich, AICP



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Kewaskum Downtown Revitalization Plan

Capitalize on Community Assets

Between 2022-2023, Vandewalle and Associates worked with the Village of Kewaskum to create a [Redevelopment Plan](#) to address the community's stagnant historic downtown and riverfront district. Initiated in conjunction with the redevelopment of the Village's municipal building and police department, the vision for the planning process was to capitalize on the momentum created by this major investment to proactively create a framework for making additional improvements to downtown Kewaskum.

Vandewalle & Associates worked closely with the Village to prepare a Revitalization Plan for downtown Kewaskum that identified priority redevelopment sites, open brownfields, resident needs and desires, local and regional economic development opportunities to diversify the downtown business mix, and zoning policies that would be needed to revitalize the historic downtown core located on the Milwaukee River. The final plan included detailed recommendations and conceptual renderings for three priority sites recommended for redevelopment and an implementation strategy and timeline.

REFERENCE:

Adam Gitter, Village Administrator
 P: (262) 626-3623
 E: agitter@village.kewaskum.wi.us

DATES: 2022-2023

PROJECT MANAGER:

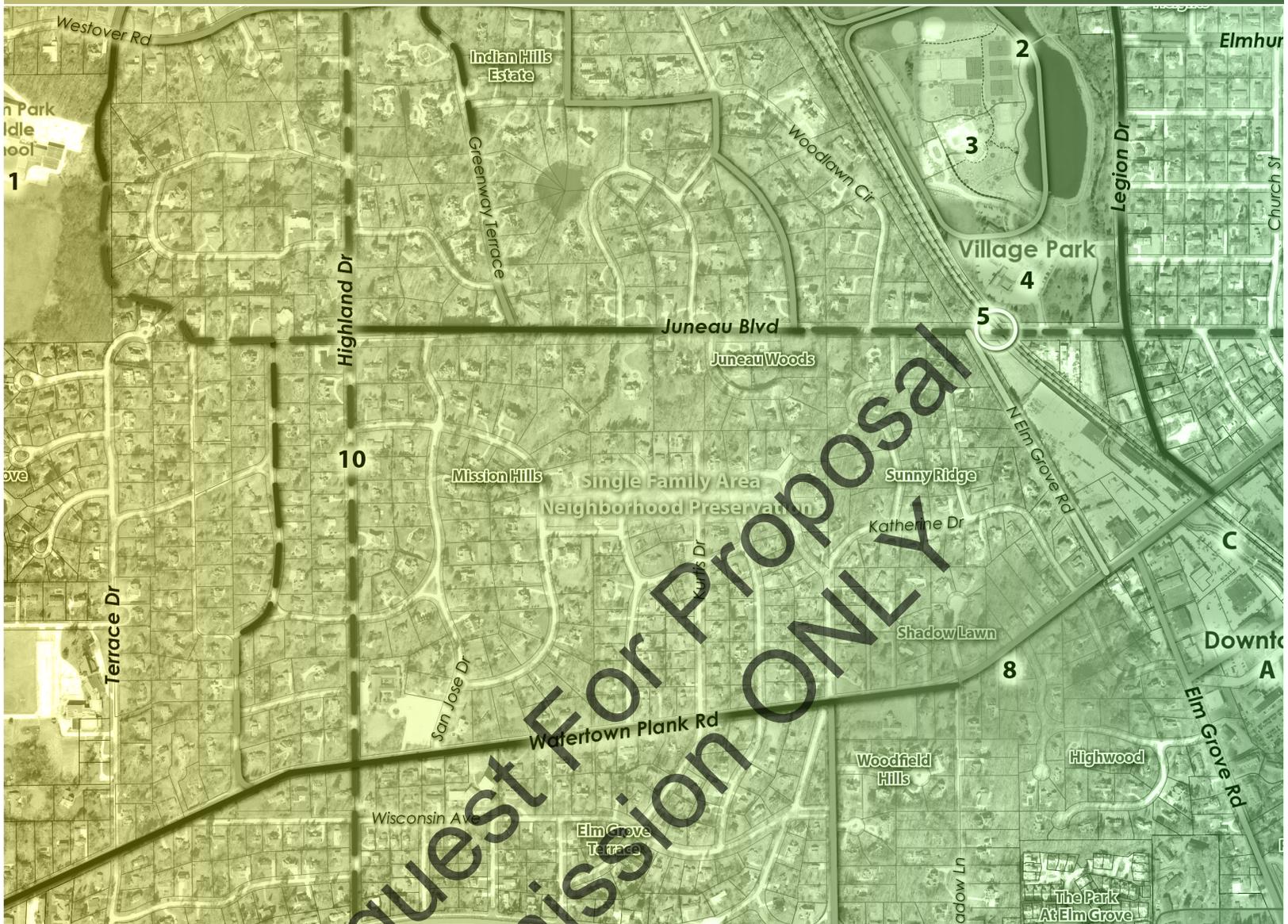
Jackie Mich, AICP



VANDEWALLE & ASSOCIATES INC.

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SCOPE OF WORK

SCOPE OF WORK

Our team’s approach incorporates the values and principles detailed above to create an aspirational, achievable, and dynamic long-term plan with defined goals and strategies – and crafts an implementation program to make it all happen. The following Scope of Work outlines our recommended approach to establishing and advancing Elm Grove’s vision and delivering an action-oriented Comprehensive Plan and Downtown Master Plan.

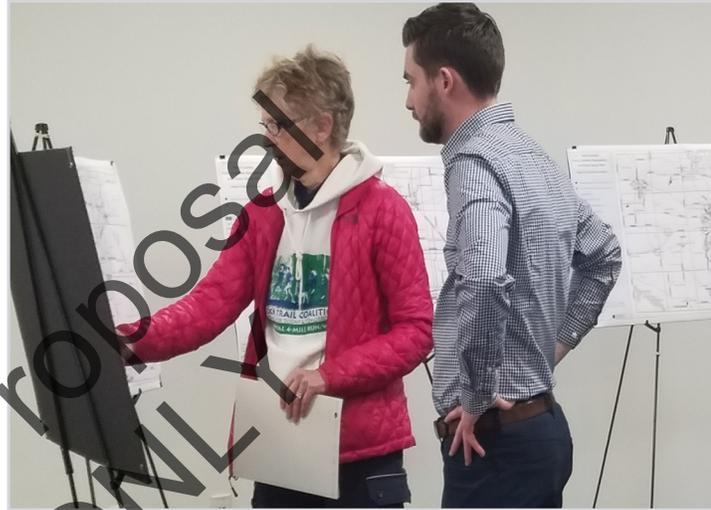
PHASE 1. PUBLIC PARTICIPATION + OUTREACH (JOINT COMP PLAN + DOWNTOWN PLAN)

WORK ELEMENT 1: UPFRONT PUBLIC INPUT

Vandewalle & Associates (V&A) will keep Village staff involved and informed with regular correspondence, project tracking, and document review, while also maximizing meeting time. We see the Village staff playing essential roles in providing key input, knowledge, and local expertise to help guide the development of the plan, helping to move the project forward with supporting materials and guidance from Vandewalle & Associates. Additionally, assistance from Village staff will be sought in scheduling and publicizing public events, while V&A will handle all content and materials generation as well as facilitation of these input opportunities.

The following public engagement meetings will guide and shape both the development of the Comprehensive Plan and the Downtown Plan. All meetings are in-person unless noted otherwise. All in-person public meetings will include an online participation option. We are committed to working closely with the Village to tailor the public engagement tasks in a way that aligns with the Village’s goals and budget.

- **Public Participation Plan:** The Public Participation Plan will satisfy state comprehensive planning requirements by documenting the Village’s public engagement opportunities for the project. The Public Participation Plan will be adopted by the Village Plan Commission and Village Board by resolution at the forefront of the planning process.
- **Community Visioning Workshop + Online Option:** As the public kickoff to the project, V&A will lead a Community Visioning Workshop for residents, property owners, and business owners to share their thoughts about the future of downtown. The visioning session will go beyond a simple open house; it will be a facilitated, highly-interactive workshop in which ideas can be exchanged and where participants will help determine the future role and character of the downtown within the community as a whole. This workshop will incorporate small-group sessions and larger group discussions divided into sections that build on one another. Additional interactive components could include visual preference surveys, special places photos submissions, facilitated mapping exercises, or live keypad polling – which allows participants to see real-time polling results. The ultimate meeting format and topics will be finalized through further discussion with Village staff.
- **Project Update Materials for Website:** Project schedules, status updates, and associated update materials will be produced and provided to Village staff for posting on the Village’s website and social media channels.



SCOPE OF WORK

- **Virtual Stakeholder Focus Groups (4):** We use focus groups to gather insights directly from the subject matter experts in the community. Participants in stakeholder focus groups will be selected in consultation with staff, but are likely to include outside public agencies such as the school district and adjoining municipalities, area realtors and developers, civic leaders and organizations, local and regional employers, economic development organizations, and representatives from key committees, among others. Up to four interview sessions will be held at the start of the project to gather key upfront insight.
- **Virtual Property Owner and Developer Interviews (4):** We will conduct specific interview sessions with key property owners and developers in the downtown to understand more detailed future plans for key sites and opportunities for future redevelopment.
- **Pop-ups at Community Events (2):** To broaden community engagement over the yearlong planning period, increase awareness of the project, and gather targeted public input, V&A will attend up to two community events. Events will be selected in consultation with Village staff.
- **Online Community Survey:** V&A will create, host, and summarize an online survey. This survey aims to gather broad community input to inform the development of the Comprehensive Plan. It will include a variety of question formats to assess residents' priorities, values, and aspirations for the future of the community and downtown. It will include Visual Preference Survey (VPS) elements, which present images representing various design and development options. Participants will rate these visuals to help identify preferred aesthetic and functional characteristics for public spaces, streetscapes, housing, commercial areas, etc. V&A will prepare up to 3 drafts of the survey, reflecting input from Village staff, Plan Commission, and the Village Board. V&A will work the Village on techniques to reach as many households as possible.
- **Online Interactive Map Survey:** In addition to the survey, community members will have an opportunity to provide input by adding features and comments to an online map, on a simple to use, digital platform. This opportunity allows residents and stakeholders to provide geographic input on areas of concern or areas for redevelopment as well as highlighting community assets and preservation priorities.

WORK ELEMENT 2: PROJECT MANAGEMENT + COMMUNICATION

- **Virtual Staff Kickoff Meeting:** Established at the outset of the process, V&A will meet with Village staff to discuss initial data gathering efforts, upfront public engagement, and project schedule.
- **Virtual Staff Meetings (9):** Regular virtual meetings with Village staff will be an opportunity for V&A to provide updates to Village staff and gather staff input.

ROLE OF VILLAGE STAFF

To meet the Village's desired timeline and maximize efficiency and cost effectiveness, Village staff shall undertake the following responsibilities throughout the project:

- Provide V&A with copies of all existing plans and ordinances, research, inventory information, and digital mapping data relevant to this process, as needed.
- Review and provide V&A with professional feedback on all draft documents.
- Print/copy and distribute all documents and meeting materials, except as otherwise specified in the Scope of Services.
- Post, mail and publish all required meeting notices (drafts to be provided by V&A)
- Where needed, update the Plan Commission and Village Board (based on reports provided by V&A) at meetings not included in the Scope of Services.
- Identify and reserve adequate meeting facilities, finalize meeting dates and times, and provide all accommodations for disabled participants as may be required by law.
- Arrange for any refreshments to be provided at public meetings.
- Co-lead public participation events, where appropriate.
- Provide a parcel-based ArcView shapefile including existing zoning, property ownership, and addresses for each parcel.

SCOPE OF WORK

- **Joint Plan Commission and Village Board Kickoff Meeting:** Following initial due diligence, V&A will participate in a project kickoff meeting to review project schedule, provide an overview of upfront public engagement, review Community Survey design and questions, and discuss issues and opportunities.
- **Plan Commission Meeting to Approve Survey Design and Questions:** V&A will attend a Plan Commission meeting to finalize the Community Survey.



Visioning Workshop, Beloit Comprehensive Plan

WORK ELEMENT 3: PUBLIC REVIEW OF DRAFT PLANS

- **Plan Commission Meeting to Review Draft Plans (2):** V&A will attend two Plan Commission meetings to review the draft Comprehensive Plan and draft Downtown Plan (Draft #2) and discuss policy questions.
- **Open House + Online Option:** V&A will facilitate an open house presenting the draft Comprehensive Plan and Downtown Plan (Draft #3) to the public. V&A will prepare materials for the public to review, evaluate and refine the draft plans. Specific public engagement techniques will be finalized through further discussion with Village staff. Materials for review and comment will also be made available on the project website, providing an online participation option.
- **Joint Plan Commission and Village Board Meeting to Review Draft #3 and Open House Results:** To help facilitate the review of the draft Plan, V&A will participate in a joint meeting of the Plan Commission and Village Board to review the draft Comprehensive Plan and Downtown Plan (Draft #3) and open house results.



Stakeholder Focus Group, Beloit Comprehensive Plan

PHASE 2. COMPREHENSIVE PLAN STATUTORY ELEMENTS

WORK ELEMENT 1: BACKGROUND INFORMATION AND DUE DILIGENCE

V&A approaches all Comprehensive Plan updates through the lens of holistically understanding the community's needs, desires, issues, and opportunities. This understanding is formed through our assessment of key data and trends, understanding of existing conditions as well as recent community planning efforts, graphical depiction of ideas and information, and geographical analysis within the region and the Village's boundaries. As the Village of Elm Grove, the state of Wisconsin, and the nation have evolved and changed over the years, this baseline understanding provides the framework for establishing existing conditions and how they could be influenced by the actions of the Village over the next 20 years. Work Element 1 will include the following tasks.

SCOPE OF WORK

- **Staff Kickoff Meeting and Village Tour:** In-person kickoff meetings with Village staff and community tour.
- **Review Past Plans and Relevant Studies:** Detailed research and review of existing adopted plans, achievements, and ongoing projects to identify relevant findings, goals, values, and recommendations for incorporation into the Comprehensive Plan to ensure its harmony with other community planning efforts.
- **Data Collection and Projections:** Data collection to form an understanding of existing conditions and trends, forming the basis for population, jobs, housing, and land use projections in the future. This information and analysis will be communicated through graphics, charts, tables, as well as geospatial demographic mapping.
- **Base Mapping and GIS Analysis:** Collection of GIS and any other relevant digital mapping data sets provided by the Village, County, or regional jurisdictions. V&A will work with Village staff to acquire necessary data files.
- **Review of Village Ordinances:** Review of the Village's Zoning Ordinance, Zoning Map, and relevant policies and provide recommendations for implementing the draft Comprehensive Plan Update.
- **Background Report:** Compile a summary report of the data and analysis collected in Work Element 1 as a Background Report placed in an Appendix of the Comprehensive Plan. This report will meet the requirements of state statutes while enabling a streamlined, user-friendly Comprehensive Plan document. V&A will prepare one draft for staff review and a final report.

WORK ELEMENT 2: DRAFT COMPREHENSIVE PLAN DEVELOPMENT

Building on the framework of the existing Comprehensive Plan and other recent planning efforts, V&A will develop the new Village of Elm Grove Comprehensive Plan. Our approach to creating the new plan will integrate the information and feedback gathered through the other work elements into a comprehensive guide for the next 20 years. A full review and update of the Village's vision, goals, objectives, and policies will be conducted through this work element – with an emphasis on clarity, brevity, and actionable content. The Plan will be a highly graphic document that are useful to Village staff and officials while being accessible and readable to the public. It will feature user-friendly call out boxes, graphical summaries, tables and charts, photographs, concept plans, as well as narrative, while meeting Wisconsin state statute requirements for comprehensive plans.

The plan will also incorporate the community priorities – such as character of development, fiscal sustainability, and preservation and enhancement of green space. The following deliverables will be prepared as part of this work element:

- **Draft Comprehensive Plan Document:** During the process, iterations of the draft plan will be produced, reviewed, and refined by V&A, Village staff, the Plan Commission, elected officials, and the public. Draft iterations of the Plan will include:
 - Draft #1: Staff Review Draft
 - Draft #2: Plan Committee Review Draft
 - Draft #3: Open House Review Draft

Approach to the New & Modern Comprehensive Plan Document

- Assembled document elements that can be consumed as a whole or in parts depending on the reader's interests. Document elements might include the Community Vision, Opportunities and Critical Issues Analysis, Goals, Objectives, Policies, and Recommendations, Implementation Action Plan, and Background Report.
- Highly graphic documents featuring call-out boxes, informative graphics, concept plans, tables and charts, and photographs.
- Narrative sections will be concise and plainly written to be accessible and readable to the public.
- Draft and final materials are integrated into the project website and include digital versions of plan documents and key maps, including the Future Land Use Map.
- The updated plan will also meet all state statute requirements for comprehensive plans in a modern way.

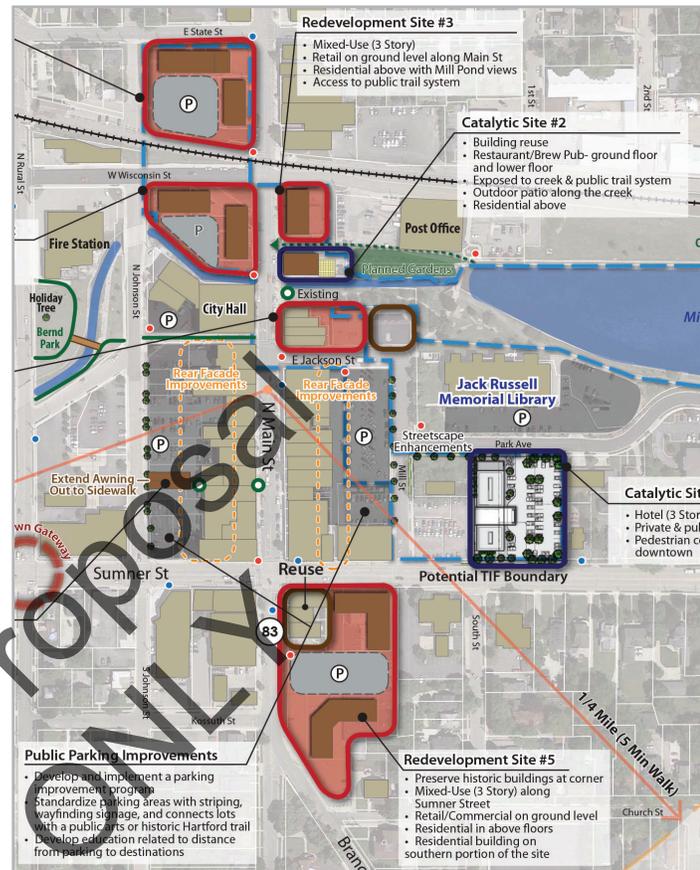
SCOPE OF WORK

WORK ELEMENT 2: DRAFT DOWNTOWN MASTER PLAN DEVELOPMENT

The Downtown Plan will address crucial topics such as gathering/open spaces, third spaces, retail mix, visitor attraction, reuse/redevelopment potential of specific properties, methods of driving redevelopment on private properties, public realm improvements, improved parking, bicycle/pedestrian connectivity to other destinations in Village, and economic benefit for the Village.

The Downtown Plan will include the following components:

- **Summary of Work Element 1:** Including Market Assessment and Existing Conditions Map.
- **Goals, Strategies, and Key Projects:** Outlining overall downtown goals as well as specific strategies for business retention and strategies for context-sensitive infill and adaptive reuse, including images depicting compatible building scale, massing, setbacks, etc.
- **Downtown Vision Concept:** A visual depiction of the desired future for the downtown, with supporting images and bulleted text, including the role of the downtown in the community, the predominate land uses, the scale of development, the character of development and public realm.
- **Downtown Concept Plan:** Graphic and supporting brief text that address:
 - Overall development goals consistent with the Vision;
 - Mix of land uses
 - Redevelopment opportunities
 - Renovation and façade enhancement opportunities
 - General building arrangements/orientation
 - Bicycle, pedestrian, vehicular and parking access
 - General building design considerations
 - Placemaking and streetscape enhancements
 - Location and function of open spaces
 - Supporting infrastructure and public facilities
 - Development tabulations and potential tax base creation



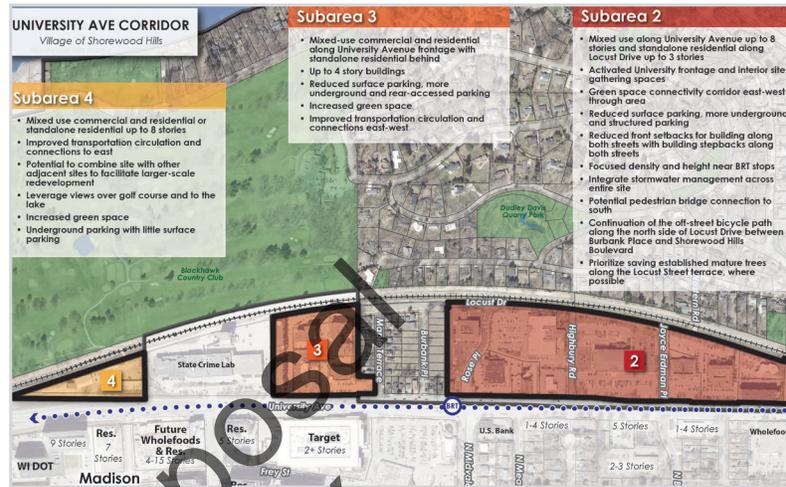
Village Center Concept Analysis



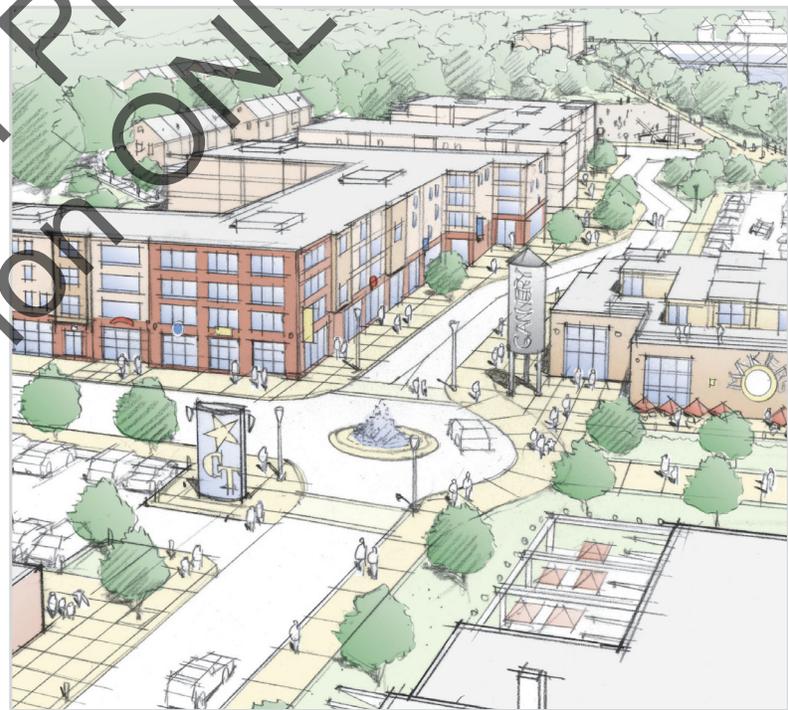
Mount Horeb Downtown Plan Rehabilitation & Development Opportunities

SCOPE OF WORK

- Revitalization Objectives and Downtown Enhancement Projects:** 6 downtown projects will be identified for further planning. This will include 4 priority redevelopment or renovation sites, 1 priority street redesign, and 1 priority public space area. For each, V&A will prepare a list of Revitalization Objectives such as preferred land uses, vehicular and pedestrian access, significant site features to be preserved, screening from adjoining development, building orientation, scale of development (height, lot coverage, overall size of buildings), character of development (basic design, preferred materials), open space and landscaping, screening of parking, loading, utilities, etc., and development phasing. Revitalization Objectives will establish the Village's goals for downtown projects, clearly articulating desired development ideas and goals, and guiding future investment. Concepts for redevelopment sites will focus on the character of development, overall building scale, massing, and setbacks rather than highly specific development plans. V&A will prepare 1 draft and 1 final concept site plan consistent with the Revitalization Objectives established for each site.



University Avenue Corridor-Wide Recommendations



Bird's-Eye Perspective - Eau Claire Cannery District

- Parking Analysis Map:** Quantifying existing on-street and off-street parking spaces in the downtown and describing potential changes to parking.
- Bird's-Eye Perspective Drawing:** One hand-drawn, colored bird's-eye perspectives illustrating a Downtown Enhancement Project.
- Implementation and Funding Strategy:**
 - Zoning and policy upgrades to support desired reinvestment
 - Prioritized action items with timeframes
 - Recommended project phasing based on site readiness and market conditions
 - Roles and responsibilities of the Village, other Village committees, and outside partners
 - Potential funding opportunities, such as TIF and grants
- Draft Downtown Master Plan Document:** During the process, iterations of the draft plan will be produced, reviewed, and refined by V&A, Village staff, the Plan Commission, Village Board, and the public. Draft iterations of the Plan will include.
 - Draft #1: Staff Review Draft
 - Draft #2: Plan Committee Review Draft
 - Draft #3: Open House Review Draft

SCOPE OF WORK

PHASE 3. PLAN FINALIZATION + ADOPTION

- **Final Drafts of Comprehensive Plan and Downtown Master Plan:** V&A will incorporate recommended changes and input from the Village Board, Plan Commission, and Public Open House into a final draft to be used for the public hearing.
- **Joint Plan Commission and Village Board Public Hearings & Adoption:** For maximum efficiency, we suggest a Joint Plan Commission and Village Board Public Hearing, followed by adoption in a single meeting – for both plans. A joint public hearing held before both the Plan Commission and Village Board will ensure that all voices are heard before action is taken on the plans. Following the public hearing, the Plan Commission will consider a formal recommendation for each plan, and the Village Board will consider formal adoption of each.
- **Public Participation Analysis & Summary Report:** V&A will prepare a report documenting all public input from all phases of the project, analyzing, and noting key findings.
- **Adopted Comprehensive Plan and Downtown Master Plan:** Following adoption, the final documents will be produced and provided in Word and PDF, inclusive of all maps and graphics.



OPTIONAL TASKS

If selected by the Village. These tasks are not included in the lump sum project budget.

- **Additional Virtual Stakeholder Meeting:** V&A will conduct an additional stakeholder meeting.
- **Additional Plan Commission or Village Board Meeting:** V&A will attend an additional meeting.
- **Meeting in a Box Materials:** V&A will prepare materials for Village staff to host outreach tables at community events throughout the project. These materials will provide information about the planning process and simple ways to provide input quickly and easily.
- **Walk Audit of Downtown:** V&A will lead a downtown walk audit, a guided walk with residents and local officials, observing actual conditions in real time. Elements to be evaluated include sidewalk quality, bike facilities, crosswalk visibility, lighting, signage, traffic patterns, and access to public spaces.



Oscar Mayer Area Walking Tour

PUBLIC ENGAGEMENT STRATEGY



GIVING EACH VOICE POWER & A PLACE IN A COLLECTIVE VISION

A thoughtful, inclusive, and accessible approach to Public Engagement is the most direct and transparent way to ensure all voices in the community are valued with ample chance to be heard.

REACHING DIVERSE VOICES RIGHT WHERE THEY ARE. For each community, we design a thoughtful strategy to engage as many voices as needed to create a balanced, relevant, and dynamic conversation.

It is vital that these constituents are not just heard but are part of the process with ownership in the collective vision:

- Local leaders
- Cultural groups
- Grassroots organizations
- Residents and neighbors

DYNAMIC ENGAGEMENT: We tailor the project's engagement platform specifically to the unique needs, goals, and makeup of the community.

We also constantly tailor the mix to align with the preferences and realities of the people who live in the community. Some of the tools we use:

- Interactive workshops
- Online surveys and other digital platforms
- Pop-up events
- One-on-one conversations

RELEVANT AND EMPOWERING RESULTS

THE KEY IS TO CREATE MULTIPLE OPPORTUNITIES FOR PEOPLE TO SHARE their ideas, concerns, and aspirations. To listen to what is said, and what is not. To create a dynamic feedback loop to guide the process and inspire new ideas.

This ensures the process and results are not only relevant, but also empowering, fostering trust and creating spaces that reflect the true needs and desires of the community.

PUBLIC ENGAGEMENT STRATEGY

DIVERSE PUBLIC ENGAGEMENT TOOLS: TAILORED TO THE GOALS AND REALITIES OF THE COMMUNITY

Sample Community-Based Public Engagement Strategies

As unique as each community, this list may include:

- **Pop-up event examples**
 - Guided Site Tour
 - Tent or Table at Community Events and Farmers Market
 - Culturally & Historically Relevant Music Events
 - School & Youth Events
 - Potlucks in the Park
- **Interactive community design workshops**
- **Updates at existing community meetings**
- **Live polling exercises**
- **Mapping exercises**
- **Stakeholder interviews/focus groups**
- **Steering committee meetings**
- **In-person meetings coupled with online engagement opportunities (two ways for people to engage)**
- **Appointed and elected officials workshops**
- **Public open house**



Pop-Up Event



Interactive Map Engagement

Sample Online and Alternative Media Public Engagement

In addition to in-person meetings, we provide interactive virtual options to help meet more people where they are. These tools include:

- **Social media engagement with a Plan Update hashtag**
- **Targeted social media posts**
- **Regular updates on community website**
- **Newsletter updates**
- **Leverage mailing lists of partner agencies**
- **Live & recorded educational presentation series**
- **Online surveys / Questions of the Week** on the Client Website and social media utilizing SurveyMonkey or Polco
 - Interactive map-based online surveys
 - Interactive workshops/visual preference surveys ([virtual polling](#))
- **Email blast announcements**
- **Project website**
- **Branding materials**
- **Video summaries**



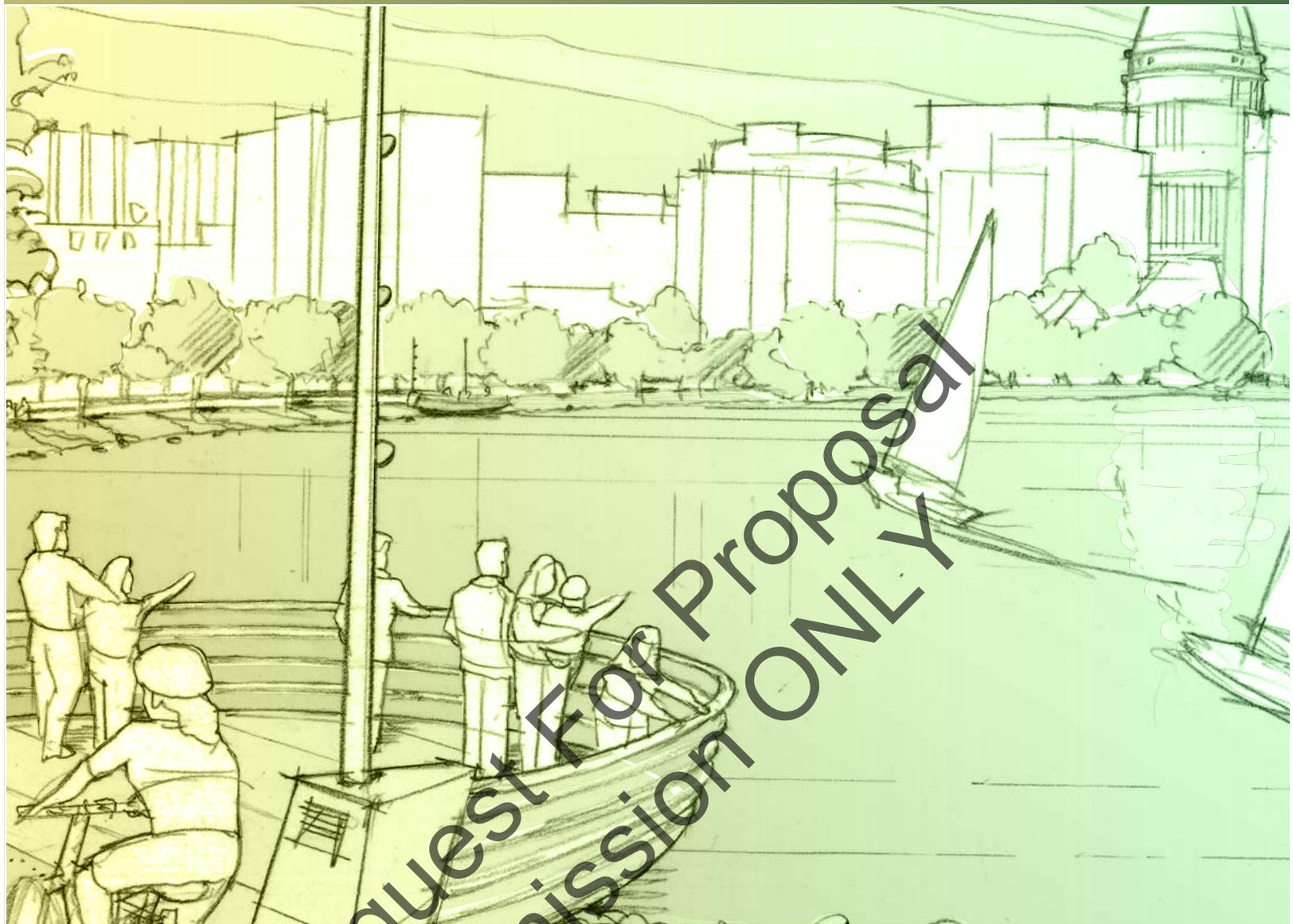
Project Website



Online Survey

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SCHEDULE

SCHEDULE

To best illustrate our proposed combined approach to this project, we have created a proposed project schedule that illustrates the tasks associated with each plan and how they could be done together as part of one unified effort. This approach yields great efficiencies, saving both time and costs. It also offers the opportunity to ensure that both plans are highly interconnected and in alignment, which will be key to driving meaningful, long-term implementation of each. We are happy to discuss the timeline and modify as needed to meet the Village's needs.



★ Milestone Meeting Dates (Estimated)



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PROJECT BUDGET

PROJECT FEES

Vandewalle & Associates is focused on providing the Village of Elm Grove with a project that provides excellent value and clear direction.

The standalone cost for Comprehensive Plan includes all tasks within Phase 1, Phase 2, and Phase 3; however, the scope and budget of certain tasks would be reduced if only the Comprehensive Plan is pursued. These reduced tasks are marked with an asterisk (*) on the budget table. **The resulting cost for a standalone Comprehensive Plan is \$83,000.** The final scope and budget for the Comprehensive Plan could be further adjusted to align with available funding resources.

Completing both plans concurrently provides approximately 20% in cost savings compared to completing each plan separately. These savings are primarily realized in the data gathering and background information stages and through the reduced number of meetings made possible through an integrated process. Additionally, we have reduced the number of meetings by holding joint meetings of the Plan Commission and Village Board to reach consensus more efficiently and by facilitating dual-purpose meetings that cover both plans.

If desired, additional savings may be achieved by further streamlining the meeting schedule within the scope of services. We are committed to maintaining cost control and will remain responsive to scope adjustments throughout the planning process. The cost provided for Phase 2a does not reflect a standalone cost for the Downtown Master Plan.

The budget table on the following page aligns exactly with our proposed scope of services, and our proposed scope of services incorporates the project scope and deliverables outlined in the Village's RFP.

Time and materials for completing the work described in the **Scope of Work to complete both the Comprehensive Plan and Downtown Master Plan will not exceed a total cost of \$145,600.**

Costs quoted in this proposal will be honored for a minimum of 120 days from the date of submission.

Tasks beyond those identified in the final contract can be completed through a separate Work Order.

FEE SCHEDULE

Project Team Hourly Rates			
Meredith Perks, Associate Planner / PM	\$150	Jackie Mich, AICP, Principal Planner / PIC	\$200
Kyle Estrada, Assistant Planner	\$110	Dan Eckberg, AICP, GIS Planner	\$125
Jeff Maloney, Principal Designer	\$225	Dean Proctor, AIA, Principal Designer	\$225
Elona Bartnick, Lead Associate Designer	\$160	Neng Lor, Assistant Designer	\$110

Billing Rates by Position			
Principal	\$200 to \$325	Other Charges: Invoice charges to the client consist of (1) Professional fees rendered at current billing rates (2) Reimbursable expenses billed at cost multiplied by 1.1 (3) Technology/Software expenses billed at \$50/month	
Associate	\$150 to \$180		
Assistant	\$110 to \$135		
GIS Technician/Specialist	\$110 to \$135	Expense	Cost
Communications Specialist	\$90 to \$125	Mileage	IRS Rate
Project Assistant	\$65 to \$100	Printing and Postage	Cost plus 10%

Village of Elm Grove Comprehensive Plan & Downtown Master Plan Proposed Cost of Services		Total V&A Hours	Total V&A Labor	Printing Costs	Travel Costs	TOTAL COSTS
PHASES & TASKS:						
Phase 1: Public Participation & Outreach		325	\$40,180	\$750	\$120	\$41,050
Work Element 1: Upfront Public Input						
Public Participation Plan	3	\$370				\$370
Project Update Materials for Website	14	\$1,620				\$1,620
Virtual Stakeholder Groups	24	\$2,820				\$2,820
Virtual Property Owner and Developer Interviews*	24	\$2,820				\$2,820
Community Visioning Workshop + Online Option	44	\$5,560	\$300	\$15		\$5,875
Pop-ups at Community Events*	24	\$2,680	\$150	\$15		\$2,845
Online Community Survey*	58	\$7,190				\$7,190
Online Interactive Map Survey	24	\$2,620				\$2,620
Work Element 2: Project Management and Communication						
Virtual Staff Kickoff Meeting	10	\$1,520				\$1,520
Virtual Staff Meetings*	30	\$3,900				\$3,900
Joint Plan Commission and Village Board Kickoff Meeting	10	\$1,300		\$15		\$1,315
Plan Commission Meeting to Approve Survey Design	8	\$1,040		\$15		\$1,055
Work Element 3: Public Review of Final Drafts						
Plan Commission Meetings to Review Draft #2, Both Plans (2)*	20	\$2,600		\$30		\$2,630
Open House + Online Option	20	\$2,580	\$300	\$15		\$2,895
Joint Plan Commission and Village Board Meeting to Review Draft #3 & Open House	12	\$1,560		\$15		\$1,575
Phase 2: Comprehensive Plan Statutory Elements		331	\$41,940	\$0	\$30	\$41,970
Work Element 1: Background Information and Due Diligence						
Staff Kickoff Meeting and Village Tour	24	\$3,400		\$30		\$3,430
Review Past Plans and Relevant Studies	15	\$2,130				\$2,130
Data Collections and Projections	19	\$2,320				\$2,320
Base Mapping and GIS Analysis	30	\$3,680				\$3,680
Review of Village Ordinances	12	\$1,580				\$1,580
Background Report	42	\$4,850				\$4,850
Work Element 2: Draft Comprehensive Plan Development						
Draft Comprehensive Plan Document (3 Drafts)	137	\$16,850				\$16,850
Future Land Use and Other Required Maps	34	\$4,560				\$4,560
Areas of Change and Preservation Map	18	\$2,570				\$2,570
Phase 2a: Downtown Master Plan		364	\$55,145	\$0	\$0	\$55,145
Work Element 1: Data Gathering						
Existing Conditions Analysis	17	\$2,380				\$2,380
Evaluation of Existing Plans	13	\$1,680				\$1,680
Market Inventory and Assessment	16	\$2,055				\$2,055
Establish Downtown Subareas	3	\$520				\$520
Mapping	30	\$4,010				\$4,010
Work Element 2: Draft Downtown Master Plan Development						
Summary of Work Element 1	4	\$520				\$520
Goals, Strategies, and Key Projects	8	\$1,220				\$1,220
Downtown Vision Concept	26	\$4,390				\$4,390
Downtown Concept Plan Graphic	22	\$2,890				\$2,890
Revitalization Objectives & Downtown Enhancement Projects (6)	144	\$22,830				\$22,830
Parking Analysis Map	16	\$2,140				\$2,140
Bird's-Eye Perspective Drawing	28	\$5,760				\$5,760
Implementation and Funding Strategy	16	\$2,100				\$2,100
Draft Downtown Master Plan Document (3 Drafts)	21	\$2,650				\$2,650
Phase 3: Plan Finalization & Adoption		63	\$7,420	\$0	\$15	\$7,435
Final Drafts of Comprehensive Plan and Downtown Master Plan *	21	\$2,440				\$2,440
Joint Plan Commission and Village Board Public Hearings and Adoption *	18	\$2,230		\$15		\$2,245
Public Participation Analysis & Summary Report	18	\$2,070				\$2,070
Adopted Comprehensive Plan and Downtown Master Plan *	6	\$680				\$680
TOTAL PROJECT COSTS						\$145,600
OPTIONAL TASKS						
Additional Virtual Stakeholder Meeting	4	\$520				\$520
Additional Plan Commission or Village Board Meeting	12	\$1,560		\$15		\$1,575
Meeting in a Box Materials		\$820				\$820
Walk Audit of Downtown		\$3,120	\$15	\$15		\$3,150

Request For Proposal
Submission ONLY

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KEY PERSONNEL

PROJECT TEAM ORGANIZATION

Vandewalle & Associates. With offices in Madison and Milwaukee, our firm is comprised of nearly 20 talented professionals including community and regional planners; urban designers; housing, economic development, land use, and real estate specialists; and redevelopment experts. Our team brings a depth and breadth of experience, knowledge, skills, and perspective to the Village of Elm Grove Comprehensive Plan Update and Downtown Master Plan project.

Our firm's approach to overall management and integration of all activities in our scope of services is guided through the designation of a project manager to oversee all aspects of the project - within the firm and directly with the client. Meredith Perks will serve as the Project Manager for the Comprehensive Plan Update and Downtown Master Plan and be the face of the project and Jackie Mich will serve as the Principal-in-Charge. We pride ourselves on our ability to provide cost effective, just-in-time solutions that are responsive to constantly evolving project needs and deadlines, which may arise on a moment's notice. All Project Team members will be available and have the capacity to complete the project.

PROJECT ORGANIZATION

CORE PROJECT TEAM



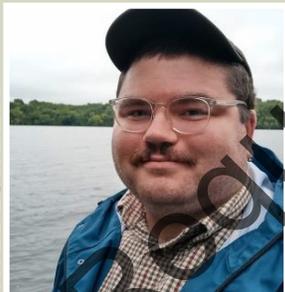
MEREDITH PERKS

ROLE: Project Manager, Client Communication, and Document Author



JACKIE MICH, AICP

ROLE: Principal-in-Charge, Economic Development, Visioning, Quality Control



KYLE ESTRADA

ROLE: Assistant Planner, Comprehensive Plan Document Author



JEFF MALONEY

ROLE: Design Lead

KEY STAFF



ELONA BARTNICK

ROLE: Graphic Management



NENG LOR

ROLE: Assistant Designer



DEAN PROCTOR, AIA

ROLE: Concept Alternative Design



DAN ECKBERG, AICP

ROLE: GIS Data Analysis



V&A PROJECT TEAM



Meredith Perks, Associate Planner | Project Manager

Phone: 574.904.3119 | Email: mperks@vandewalle.com

Meredith Perks brings a unique combination of professional experience along with an avid interest in planning, public service, local community and economic development, downtown redevelopment, active transportation plans, and a deep love of her city. Meredith works on a variety of projects as a project manager, document author, and public input leader. Meredith leads the current planning teams for the City of Glendale, WI and Village of Thiensville, WI, leading development review, zoning code updates, plan implementation, TIF development and implementation and other community planning efforts. Meredith also leads numerous longterm economic and urban revitalization implementation projects.

Applying her experience with community outreach and public speaking, Meredith is skilled at effectively facilitating an inclusive planning process that is meaningful to a wide range of stakeholders and clients, including elected officials, non-profit advocacy groups, and community residents. She is excited by opportunities to engage with communities in a variety of innovative ways that foster communication, dialogue, and understanding.

EDUCATION

- M.U.P. Urban Planning
University of Wisconsin - Milwaukee
- B.S. Geography
Minor in Urban and Area Development
University of Wisconsin - Whitewater

PROFESSIONAL LICENSES & MEMBERSHIPS

- American Planning Association AICP Accreditation
- Member, American Planning Association, State and National Chapters



Jackie Mich, AICP, Principal Planner | Principal-in-Charge

Phone: 608.772.0132 | Email: jmich@vandewalle.com

As Director of V&A's Milwaukee office, Principal Planner Jackie Mich leads a diverse portfolio of redevelopment and implementation projects across the Greater Milwaukee area. She heads the Milwaukee team in redevelopment planning, community planning, and bicycle and pedestrian planning, bringing deep expertise and strategic insight to each of her projects.

Over her decade-plus with the firm, Jackie's work spans community planning, zoning assistance, economic development implementation, transportation planning, and project management. She has managed a wide range of economic development efforts including the Downtown Slinger Vision & Strategy. Jackie has led over 15 ten-year Comprehensive Plan updates for communities across Wisconsin, including Greenfield, Brookfield, Manitowoc, Lake Geneva, Shorewood, Bayside, and Altoona. Her experience also includes numerous park and open space plans.

EDUCATION

- M.S. Urban and Regional Planning
University of Wisconsin - Madison, Wisconsin
- B.A. History / Spanish
University of Wisconsin - Madison, Wisconsin

PROFESSIONAL LICENSES & MEMBERSHIPS

- American Planning Association AICP Accreditation
- Member, American Planning Association, State and National Chapters

V&A PROJECT TEAM



Kyle Estrada, Assistant Planner | Vandewalle & Associates

Phone: 414.988.8631 | Email: kestrada@vandewalle.com

Kyle is an Assistant Planner working with the V&A team out of the Milwaukee office. As a young, community-oriented practitioner, he has dedicated himself to the field of urban planning and community development - particularly as it shapes neighborhoods and impacts diverse populations in the city.

From an undergraduate background of geography and social sciences, Kyle has shaped both his post-graduate urban planning studies and career around the belief that access to affordable housing, vibrant public spaces, and reliable transportation are keys to a thriving community.

Kyle has facilitated group discussions on race and diversity, and led students of diverse backgrounds through difficult conversations and complex topics. Kyle is also experienced in intergovernmental collaborations, fielding zoning questions, and service as point of contact for residents working through the complexities of the development process.

EDUCATION

- M.S. Urban and Regional Planning
University of Wisconsin - Madison
School of Architecture & Urban Planning
- B.S. Geography / Social Sciences
Florida State University - Tallahassee

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Planning Association National and Wisconsin Chapters



Jeff Maloney, Principal Designer | Design Lead

Phone: 608.255.3988 | Email: jmaloney@vandewalle.com

Jeff Maloney is a Principal Urban Designer specializing in urban redevelopment, mixed-use neighborhood design, and streetscape/riverwalk design. Jeff has over two decades of experience leading design and public processes for redevelopment projects by envisioning site reinvestment opportunities through place-based assets. Working with public and private sector clients throughout the Midwest, Jeff prepares site plans, and recommends and designs associated public improvements. He leads diverse public engagement efforts, and works closely with municipal staff to implement projects including development recruitment, TIF District establishment, and grant funding procurement. He further expertly guides private projects through the entitlement process, focusing on site design, landscape architecture, and site rezoning.

EDUCATION

- B.S. Landscape Architecture
University of Wisconsin - Madison, Wisconsin

PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of Landscape Architects National and State Chapters
- Member, University of Wisconsin Landscape Architecture Department Alumni Committee



V&A PROJECT TEAM



Elona Bartnick, Lead Associate Designer | Vandewalle & Associates

Phone: 608.255.3988 | Email: ebartnick@vandewalle.com

Elona Bartnick is a Lead Associate Urban Designer involved in a broad range of projects involving site analysis, site planning and design, neighborhood design, landscape design, urban open space and park design. These skills are utilized and communicated through a variety of graphic styles, CAD design, and SketchUp modeling.

In her 20 years with Vandewalle & Associates, Elona has contributed to a diverse range of projects including land and development plans for mixed-use and traditional neighborhood projects. She has worked on numerous redevelopment and downtown master plans, identifying areas that would benefit from reinvestment, and revitalization and developing guidelines and site designs for

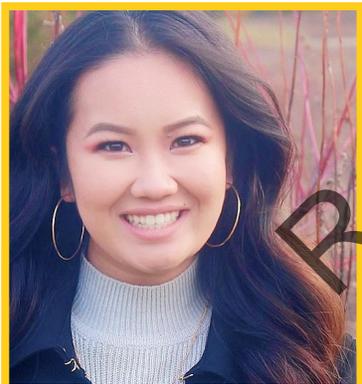
future redevelopment. Her involvement in comprehensive plan development includes creating regional and local asset and opportunity analysis maps, future growth or redevelopment scenarios and site designs, and additional graphics specific to each plan. She often leads the design component of comprehensive plans.

EDUCATION

- B.S. Landscape Architecture
University of Wisconsin - Madison

PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of Landscape Architects
National and State Chapters



Neng Lor, Assistant Designer | Graphic Assistance

Phone: 608.255.3988 | Email: nlor@vandewalle.com

Neng is an Assistant Designer with Vandewalle & Associates. Neng believes strongly in the value of places designed to support equality and positive connection to their environment. Her work with people from many different backgrounds, identities, and values in both her internship and her volunteerism has helped deepen her understanding of human needs and potential solutions for creating inclusive spaces for people.

Skilled with AutoCAD, Adobe Creative Suite (Illustrator, Photoshop, and InDesign), SketchUp and Lumion, Neng is also trained in using computer and hand skills to create evidence-based designs, site analysis, maps, and renderings. Neng is multi-lingual; fluent in both English and Hmong.

EDUCATION

- B.S. Landscape Architecture
University of Wisconsin - Madison
- Certificate - Asian American Studies
University of Wisconsin - Madison

PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of Landscape Architects
National and State Chapters

V&A PROJECT TEAM



Dean Proctor, AIA, Principal Designer | Visual Graphic Development

Phone: 608.255.3988 | Email: dproctor@vandewalle.com

Dean is an architect, urban designer, and graphic communicator with more than 30 years of professional experience in design and management positions with architectural, urban design, and planning consulting firms. As a principal at Vandewalle & Associates, Dean helps shape the direction of the firm and serves as co-leader of the urban design and communications teams. His unique perspective illustrations and renderings bring plans and concepts to life and help clients envision the recommendations of the Vandewalle & Associates team.

EDUCATION

- M.A. Landscape Architecture
University of Wisconsin - Madison
- B.Arch. Architecture, Six-Year Professional Practice Program
University of Cincinnati - Cincinnati, OH

PROFESSIONAL LICENSES & MEMBERSHIPS

- Registered Architect, Indiana #4304
- NCARB Certification #85919
- Member, American Institute of Architects
- Member, American Society of Landscape Architects



Dan Eckberg, AICP, GIS Planner | Mapping and Data Analysis

Phone: 608.255.3988 | Email: deckberg@vandewalle.com

Dan Eckberg is a GIS Planner whose primary responsibilities include map creation and spatial data acquisition, organization, manipulation, and analysis. Dan has led multiple enrollment projection projects for the Monona Grove School District, which involved detailed review of City of Monona adopted plans, and mapping of planned and potential development sites within the City. Dan utilizes extensive experience with ESRI's ArcDesktop GIS software, including Python scripting, to apply cartographic techniques to a range of planning projects. Dan is a licensed commercial Unmanned Aircraft System (drone) pilot registered with the FAA and is able to provide clients with high quality aerial video footage.

Previously Dan held an internship with U-PLAN, a community planning group for the Frogtown/Rondo neighborhood of St. Paul, MN where he helped design a traffic impact analysis for the neighborhood using the CommunityViz extension of ArcGIS.

EDUCATION

- B.A. Geography (City Systems)
Minor - Geographic Information Systems
University of Minnesota - Minneapolis, Minnesota

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of Certified Planners
- Excellence in Planning Award, "Madison Metropolitan School District Enrollment Projections: 2017-2037 - APA-WI Chapter, 2017