



Proposal for Planning and Urban Design Services

2018 Downtown Master Plan

Village of Elm Grove, Wisconsin | April 13, 2018



Building a Better World
for All of Us®

Engineers | Architects | Planners | Scientists



Building a Better World
for All of Us®

April 13, 2018

Mr. Dave De Angelis, Village Manager
Village of Elm Grove
13600 Juneau Blvd.
Elm Grove, WI 53122

RE: Request for Proposal
2018 Downtown Master Plan
SEH No. ELMGR 145586

Dear Mr. De Angelis:

Thank you for the opportunity to submit a proposal for a Downtown Master Plan for the Village of Elm Grove.

I have assembled a team of experts to help you create a shared vision for downtown which will guide future public and private investments. Our team includes veterans skilled at leading public and stakeholder outreach efforts that result in plans that identify shared priorities for downtowns including private development and the public realm.

Our team will work with Village staff and leaders collaboratively to identify strategies to enhance downtown by building upon the community's existing character and tradition, with a focus on improving residents' quality of life, supporting existing businesses and leveraging the Village's substantial investment in the daylighting of Underwood Creek.

Thank you for the opportunity to share this proposal. We would be delighted to meet with staff and Village leaders in person to discuss this exciting project and determine if our team is a good fit for Elm Grove.

Respectfully submitted,

A handwritten signature in blue ink that reads "Andrew Dane".

Andrew Dane AICP, ENV SP, NCI, LEED ND
Project Manager
adane@sehinc.com
920.380.2815



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SEH may use one or more of its subsidiaries to provide the services:
SEH Design|Build, Inc.
SEH of Indiana, LLC
SEH of Michigan, LLC



Qualifications

Qualifications

SHORT ELLIOTT HENDRICKSON INC. (SEH®)



We partner with communities to help envision what could be, while fostering long-term relationships that bring vision to life as new infrastructure, parks, trails and development.

Prime Consultant

Our 800 employee-owners share a common goal: Building a Better World for All of Us®. This approach reflects a company-wide commitment to improving the quality of life by designing safer, more sustainable infrastructure for local, state and federal units of government and helping industrial and commercial clients achieve their business goals. You will find our clients spread out across the United States—with evidence of our work in 42 states.

About Us

We're a team of planners, engineers, architects and community development and funding experts specializing in urban planning and development, economic development, parks and trails, lakefront and marinas, landscape architecture, environmental engineering and assessments, transportation and municipal engineering. We work in partnership with our clients and their communities to explore opportunities for renewing existing assets and planning new, sustainable development through a participatory problem-solving process.

Company History

SEH was founded in 1927 under the name of P.R. Banister, Consulting Engineer, with an office in North St. Paul, Minnesota. In 1934 the office was moved to St. Paul, Minnesota, and our name changed to Banister Engineering Company. Through a series of partnerships, office expansions, new principal additions and client growth, the company became Banister, Short, Elliott, Hendrickson, & Associates. In 1971, the company changed its name to Short, Elliott, Hendrickson, & Associates, Inc. As talented professionals continued to join the firm and services and capabilities expanded, the large group of principals, associates and partners became Short Elliott Hendrickson, Inc. in 1975.

91

the number of years SEH has been working together—with communities like the Village of Elm Grove—toward progress.

Short Elliott Hendrickson Inc:

Founded
1927

Has grown to

31
locations

Who work together to serve

6 Markets:
Buildings, Energy, Environmental
Infrastructure, Transportation and Water



Employing

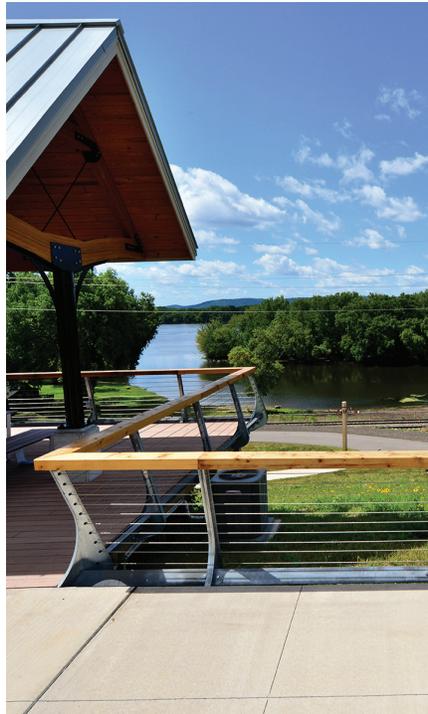
800+
engineers, architects, planners,
scientists and talented professionals

An impressive

80%
of our clients are repeat customers



Downtown Improvements – Delafield, WI



Great River Landing Waterfront Development Plan – Onalaska, WI



Arrowhead Park – Neenah, WI



Downtown Central Park Plaza – Valparaiso, IN



Downtown Improvements – Delafield, WI

An Integrated Downtown Approach

Our multidisciplinary planning approach helps communities make decisions about shaping their future. We bring together planners, engineers, urban designers and graphics experts to analyze issues and develop plans that help communities visualize and achieve their short- and long-term goals. Our community planning team understands how the mix of land uses can work together to create an exciting, attractive and sustainable downtown.

Our professionals are experienced facilitators trained in public participation using both the International Association for Public Participation methodology as well as the NCI Charrette System™. This experience helps us bring diverse stakeholders with divergent opinions together to find areas of mutual understanding and address community needs.

Revitalizing Community Corridors

Our team includes experts in mobility planning and design, with extensive experience helping communities revitalize urban corridors. For example, our team members led the transformation of Hastings Way corridor in Eau Claire, Wisconsin.

Reconnecting Communities to their Waterfronts

From the Missouri River to the shores of Lake Michigan, SEH has been breaking new ground everyday with innovative waterfront design and planning services, customized to meet the needs of each individual community and location. From small towns to major metropolitan areas, SEH helps communities across the Midwest to tap the full potential of their most cherished natural resources, often recovering what was lost for generations through past development patterns and practices. Through your daylighting project for Underwood Creek, you've literally uncovered a true gem for your downtown. We look forward to exploring how we can best draw from this tremendous natural asset to benefit downtown Elm Grove.

Primary planning and urban design services provided by SEH include:

- Downtown revitalization
- Public engagement
- Site analysis
- Urban design
- Zoning and design standards
- Corridor revitalization
- Public realm, streetscape planning and design
- Redevelopment planning and design
- Comprehensive planning
- Transportation planning and design
- Design visualization
- Park and trail planning and design
- Parking analysis

Subconsultants

Place Dynamics

Place Dynamics was formed in 2005 with the idea of bringing places to life through insight and strategy. As experts in economic and market research they understood how important it was to base decisions on good information. They simply saw too many failed plans because they did not gain a good understanding of conditions and markets on which to build their strategies. They wanted to change that.

In the years since they started they have come to be known as a go-to source for detailed analysis and strategy to support economic development, land use planning and real estate development. They have completed projects for state governments, local governments and organizations and private developers in over half of the states and in 2012 they entered the Canadian market.

Their preferred project is one that seeks to turn good information into actionable strategy. Place Dynamics excels at gathering and analyzing the information needed to understand conditions, trends, opportunities and challenges. They use this knowledge to craft effective and original responses designed to get results.

WiRED Properties

WiRED has become a leading mixed-use development firm in Southeastern Wisconsin. Recent developments include the multiple award-winning Cornerstone and Ravenna in Shorewood and Mequon Town Center in Mequon. Current developments include Drexel Town Square in Oak Creek, Lilly Preserve in Brookfield, Stitchweld in Bay View and the Hardware Headquarters in Milwaukee. Owner Blair Williams also acts as Managing Director of Real Estate for the Milwaukee Bucks and quarterbackes the ancillary development on ~13 acres of land around the new arena.

WiRED has partnered with municipalities in the execution of dynamic P3 developments, and with other developers, to ensure positive outcomes. This collaborative approach has facilitated WiRED's participation in, and contribution to, quality developments that help to reshape their communities. WiRED's consulting platform also includes the WiRED Millennial Action Plan ("MAP") which, in partnership with Ian Abston, provides targeted solutions for Millennial recruitment and retention and community programming.





Project Team

Project Team

The diverse, multidisciplinary make-up of the SEH team allows us to efficiently guide the Village of Elm Grove in realizing its vision. Our core urban design team of Andrew Dane, Ed Freer and Bob Kost of SEH simplifies logistics and maximizes input from all disciplines in a cost-effective way and maximizes cross-functional collaboration throughout the process. This in turn will help to compress work sessions, maximize multidisciplinary feedback loops and minimize the potential for late process changes or reworks. In addition, our core team is supported by a wealth of technical resources to address any issues that may arise during the process.



Dave De Angelis
VILLAGE MANAGER

Andrew Dane AICP,
ENV SP, NCI, LEED AP® ND
PROJECT MANAGER AND
PUBLIC ENGAGEMENT LEAD
Office: Appleton, WI
Level of Commitment: 50%

URBAN DESIGN

Bob Kost
AICP, RLA, NCI, LEED AP®
LEAD URBAN PLANNER -
REDEVELOPMENT AND
LAND USE CONCEPTS
Office: Minnetonka, MN
Level of Commitment: 25%

OPEN SPACE AND PUBLIC REALM

Ed Freer RLA
LEAD URBAN DESIGNER -
STREETSCAPE AND PUBLIC
REALM
Office: Madison, WI
Level of Commitment: 20%

ENVIRONMENTAL

Heidi Kennedy
LEAD ENVIRONMENTAL
SCIENTIST
Office: Delafield, WI
Level of Commitment: 10%

TRAFFIC, PARKING AND MULTIMODAL TRANSPORTATION

Mike Court PE
CIVIL ENGINEER
Office: Delafield, WI
Level of Commitment: 10%

Josh Woller PE
TRAFFIC ENGINEER
Office: Madison, WI
Level of Commitment: 10%

REDEVELOPMENT PLANNING

Blair Williams
WIRED PROPERTIES
Office: Milwaukee, WI
Level of Commitment: 5%

REAL ESTATE MARKET STUDY

Michael Stumpf
PLACE DYNAMICS
Office: New Berlin, WI
Level of Commitment: 10%



Andrew Dane AICP, ENV SP, NCI, LEED AP® ND

Project Manager and Public Engagement Lead | SEH

Mr. Dane is a national charrette institute (NCI) certified urban planner with extensive experience assisting smaller communities. Andrew is a highly skilled and confident group process leader and facilitator, with extensive experience designing and leading public participation and community engagement processes. He specializes in project planning, design and implementation of complex projects including downtown and neighborhood revitalization; waterfronts and trails; community planning; and economic development.



EDUCATION

Master of Science
Urban and Regional Planning
University of Arizona-Tucson

Bachelor of Science
Conservation Biology
University of Wisconsin-Madison

Certificate
Environmental Studies
University of Wisconsin-Madison



REGISTRATIONS/CERTIFICATIONS

LEED AP® Neighborhood Development
(2017), U.S. Green Building Council

Charrette Facilitator (2014), National
Charrette Institute

ENVISION Sustainability Professional
(ENV SP) (2012), Institute for
Sustainable Infrastructure

Certified Planner (2011), American
Institute of Certified Planners

Integrated Community Sustainability
Planning Certification (2010), The
Natural Step



PROFESSIONAL ASSOCIATIONS

- Institute for Sustainable Infrastructure, Member (2012–present)
- American Planning Association, Member (2010–present)
- The Natural Step (TNS), Member (2010–present)
- Wisconsin Downtown Action Council (WDAC), Member (2014–present)
- Heating the Midwest with Biomass Steering Committee, Member (2014–present)

EXPERIENCE

- Downtown Master Plan and Comprehensive Plan Update – City of Appleton, WI
- Downtown Revitalization Plan – City of Clintonville, WI
- Downtown Revitalization Plan – City of Gering, NE
- Downtown Waterfront Master Plan (Town of Gibraltar) – Fish Creek, WI
- Downtown Master Plan – Village of Sherwood, WI
- Tax Increment Financing Creation – Village of Sherwood, WI
- Arrowhead Park Conceptual Design and Master Plan – City of Neenah, WI
- Marshfield Downtown Master Plan Update – Marshfield, WI
- Menasha Downtown Vision Plan – Menasha, WI
- Wayfinding, Streetscape and Parking Design (Town of Gibraltar) – Fish Creek, WI
- Waupaca Downtown Redevelopment (RDG Planning & Design) – Waupaca, WI
- Comprehensive Plan Update – City of Stevens Point, WI
- Comprehensive Plan Workshop – City of Marshfield, WI
- Community Revitalization Plan – Village of Suring, WI
- Downtown Porter Master Plan – Town of Porter, IN
- Comprehensive Plan – City of Whitehall, WI

“People still talk about those meetings and what a great process it was. Everyone felt involved and had a sense of ownership. They really felt like they were listened to.”

- Barb McKesson, President of Gibraltar
Historical Association, Fish Creek, WI

Featured Project: Village of Sherwood Downtown Master Plan



Andrew served as project manager who led public involvement activities as well as the SEH team including transportation engineers, architects and community development specialists.

In an effort to revitalize its historic downtown and connection to the surrounding community, the Village of Sherwood hired SEH to create a master plan to establish a framework for future development and investment. This

multi-dimensional plan, developed through extensive community engagement, contained implementable strategies for immediate and future redevelopment goals.

Outcomes of the plan thus far include a new grocery store and child care facility, safety improvements to the transportation network, design of a new Village logo to enhance identity and formation of a downtown business group.



Downtown Master Plan – Sherwood, WI.



Downtown Revitalization Plan – City of Gering, NE.



Downtown Master Plan – Sherwood, WI.



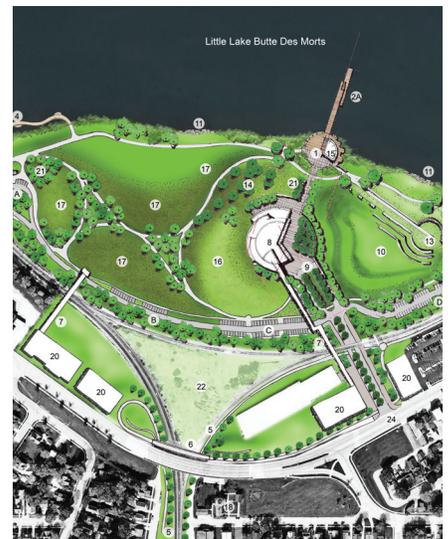
Waupaca Downtown Redevelopment – Waupaca, WI.



Downtown Plan – Appleton, WI.



Downtown Waterfront Master Plan – Fish Creek, WI.



Arrowhead Park Conceptual Design and Master Plan – City of Neenah, WI.



EDUCATION

Bachelor of Landscape Architecture
State University of New York/Syracuse
University - Syracuse, NY

Bachelor of Science
Environmental Science
State University of New York/Syracuse
University - Syracuse, NY



REGISTRATIONS/CERTIFICATIONS

Landscape Architect in WI and ME



PROFESSIONAL ASSOCIATIONS

- Lakeshore State Park, Board Member - Building Committee (2016-present)
- Waterfront Center, Advisory Board Member - Washington, D.C.
- Landscape Forms, Design Advisory Board Member - Kalamazoo, MI
- Kanopy Dance Company, Board Member - Madison, WI

By prioritizing inclusive and public access, protecting and elevating water quality and leveraging the ecology of rivers as an economic driver, open space is becoming one of the most regarded and important assets in communities.

Ed Freer RLA

Lead Urban Designer - Streetscape and Public Realm | SEH

Over the course of his decades-long professional career, Mr. Freer has built a significant and award-winning portfolio in urban waterfront design and community-based planning throughout the U.S. He is highly accomplished at facilitating a consensus vision and broad community support for urban design and redevelopment initiatives. Ed has served as a resource member to many civic task forces and professional panels and as a member of national design juries. He has been an urban design resource for the Mayors Institute on City Design, Urban Land Institute and AIA Community by Design.

EXPERIENCE

- Downtown Master Plan and Comprehensive Plan Update – City of Appleton, WI
- Dunlap Island Park and Broadway Streetscape Improvements – City of Cloquet, MN
- Riverfront Park Phase II Implementation – City of Chippewa Falls, WI
- Riverside Park Master Plan – City of Muscatine, IA
- Harbor District Water and Land Use Plan (Redevelopment Authority of the City of Milwaukee) – Milwaukee, WI
- Riverfront Vision Plan – City of Hudson, WI
- Milwaukee Shoreline Master Plan and Veteran's Park Master Plan – Milwaukee, WI
- Printworks Mixed Use Historic Mill Renovation – Greensboro, NC

EXPERIENCE PRIOR TO JOINING SEH

- The Marquette Plan, The Lakeshore Reinvestment Strategy (Indiana DNR and 18 Lakeshore Communities in Northwest Indiana) – Northwest Indiana
- Agate Bay Marina – Two Harbors, MN
- Beer Line “B” Redevelopment Project – Milwaukee, WI
- Riverside North Development – La Crosse, WI
- Detroit Harbor Master Plan – Washington Island, WI
- Downtown Cedar River Corridor Master Plan – Cedar Rapids, IA
- Waterfront Plan – Cleveland, OH
- Lake Vista Bluff Park Area Plan – Oak Creek, WI
- Riverfront Redevelopment Plan – Red Wing, MN
- Downtown South Pier District Redevelopment – Sheboygan, WI
- Downtown Lakefront Development Plan and Lakeshore State Park – Milwaukee, WI
- East Detroit RiverWalk – Detroit, MI
- Port of Dubuque Riverwalk – Dubuque, IA

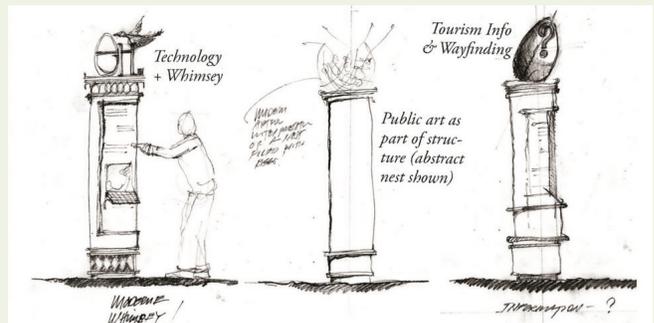
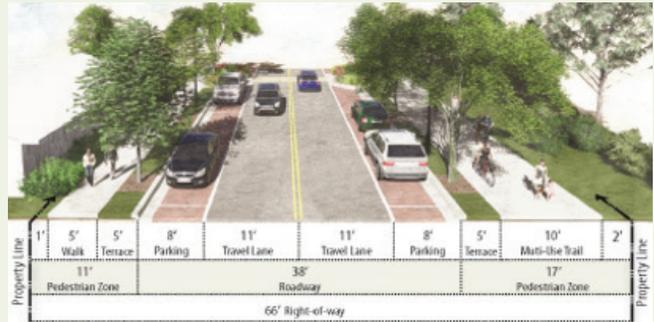
Featured Project: Egg Harbor Public Enhancements

This project included a public engagement process and urban concepts to redevelop the downtown core with mixed use options that will enhance and reconnect this Door County community to their Lake Michigan waterfront. By suggesting reconstruction and modification of the street cross section, the concepts are changing the character of a state highway corridor to a village center.

Features

- Lighting
- Reconstruction of Highway 42
- Unified streetscape design incorporating traffic calming measures and enhanced pedestrian safety
- Enhanced parking
- Incorporation of regional bike paths and routes

This project was completed by Ed Freer prior to joining SEH.



Harbor District Water and Land Use Plan – Milwaukee, WI.



Waterfront Park Planning – Hudson, WI.



Riverside North Redevelopment – La Crosse, WI.



Riverside Park Master Plan Update – Muscatine, IA.



Bob Kost AICP, RLA, NCI, LEED AP®

Lead Urban Planner - Redevelopment and Land Use Concepts | SEH

Mr. Kost is a certified community planner, registered landscape architect and LEED accredited professional with extensive experience in the planning, design and development of places for people to live, work and play. He routinely collaborates with community members and allied professionals to provide integrated, sustainable solutions on a wide range of projects from comprehensive plans, downtown and riverfront master plans to the final design and construction of streetscapes, plazas and parks. His commitment to design integrity and developing sustainable solutions based on community values has resulted in numerous planning and design awards.



EDUCATION

Bachelor of Landscape Architecture
Landscape Architecture
University of Illinois at Urbana
- Champaign



REGISTRATIONS/CERTIFICATIONS

Landscape Architect in MN, CO, IN
and WY

LEED AP® (2009), U.S. Green Building
Council

Charrette Facilitator (2007), National
Charrette Institute

Form Based Codes Certification (2007),
Form Based Codes Institute

Certified Planner (1999), American
Institute of Certified Planners



PROFESSIONAL ASSOCIATIONS

- American Society of Landscape Architects, Member (1981-present)
- American Planning Association, Member (1998-present)
- Congress for New Urbanism, Member (1999-present)
- Forecast Public Art, Board Member (2012-present)
- American Institute of Certified Planners, Member (1999-present)
- Lambda Alpha International (2013-present)

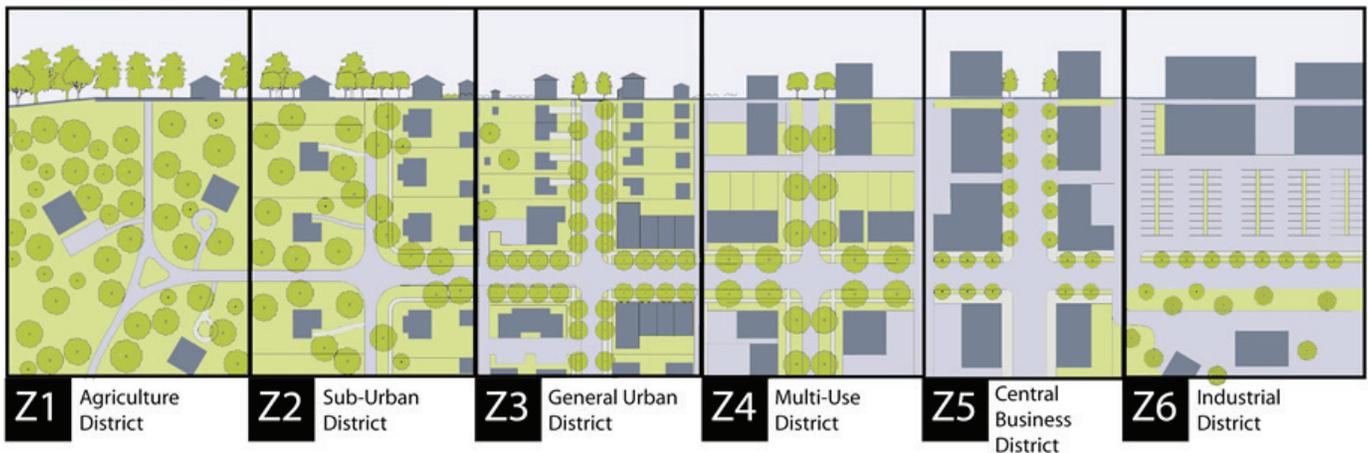
EXPERIENCE

- Downtown Master Plan and Comprehensive Plan Update – City of Appleton, WI
- Riverside North Redevelopment – City of La Crosse, WI
- Marshfield Downtown Master Plan Update – Marshfield, WI
- Kinnickinnic River Corridor Plan – City of River Falls, WI
- Comprehensive Plan Update – City of Onalaska, WI
- 2030 Comprehensive Plan – Bayfield County, WI
- Downtown Master Plan – Village of Sherwood, WI
- Downtown Urban Design Plan – River Falls, WI
- Downtown Urban Design and Streetscape – Osceola, WI
- Comprehensive Plan Update – City of Austin, MN
- Fargo-Moorhead Downtown Plan Update – Fargo, ND and Moorhead, MN
- Riverforks Downtown Plan – Grand Forks, ND and East Grand Forks, MN
- Linden Hills Neighborhood Small Area Plan – City of Minneapolis, MN
- Riverfront Revitalization Plan (Brainerd Housing and Redevelopment Authority) – Brainerd, MN
- Comprehensive Plan and Downtown Plan – City of Becker, MN
- Comprehensive Plan – City of Virginia, MN
- Downtown Vision Plan – Rush City, MN
- Downtown Plan and Streetscape – Gaylord, MN
- Form-based Zoning Code – City of Mason City, IA
- Comprehensive Plan – City of Lincoln, ND
- Comprehensive Plan, Town Center Master Plan and Form-Based Code – Burns Harbor, IN
- Downtown Central Park Plaza – Valparaiso, IN
- Downtown Revitalization Plan – Gering, NE

Featured Project: City of Marshfield Downtown Plan

Bob assisted with community engagement and led the urban design and sustainable landscape architecture aspects for Marshfield's downtown plan. Bob's work included analysis of physical site conditions, facilitation of stakeholder input sessions and illustration of public realm enhancements and redevelopment concepts.

Project recommendations built upon the comprehensive market assessment prepared by Place Dynamics together with stakeholder input. Enhancement and redevelopment recommendations included modifications to parking regulations, establishment of greenway corridors, a new town square, creation of a pocket neighborhood, infill residential and identification of strategic commercial, professional service and office uses for strengthening the downtown business district.



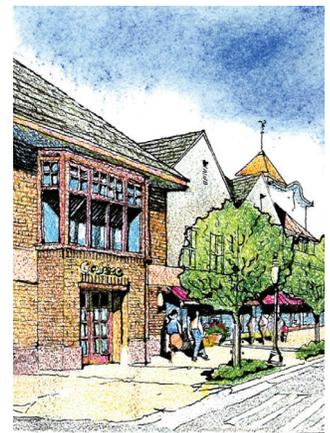
Mason City Transect, IA.



2nd St. Corridor redevelopment concept, introducing townhomes as a buffer to existing single family houses – Virginia Comprehensive Plan, MN.



Design visualization illustrating how a new riverside promenade could activate backs of existing commercial buildings. Kinnickinnic River Corridor – City of River Falls, WI.



Infill redevelopment option portraying a more village-like character – Sherwood, WI.



EDUCATION

Master of Science
Urban/Economic Geography

Bachelor of Science
Public Administration



REGISTRATIONS/CERTIFICATIONS

American Institute of Certified Planners
(AICP)

Certified Economic Developer(CEcD)

Michael Stumpf

Real Estate Market Study | Place Dynamics

Mr. Stumpf is a community strategist with more than 25 years of experience in government and as a private consultant. Michael is an expert in applying market intelligence to craft effective community and economic development strategies. Through more than 130 projects in 27 states and provinces, Michael has gained extensive knowledge of the alternative approaches employed in various regions of the country and in differing types of urban and rural communities. His work in economic development has received several professional awards. Michael's planning work has focused on market-driven approaches and development or redevelopment plans such as business districts, neighborhoods, development sites and waterfronts, in addition to related activities such as impact fees, impact analysis and demographic or economic studies.

EXPERIENCE

- Downtown Revitalization Plan – Clintonville, WI
- 28th and Jay Mixed Use Development Analysis – Boulder, CO
- Downtown Riverfront Redevelopment – Janesville, WI
- Best Use Analysis – Little Chute, WI
- Development Opportunities Analysis – Holmen, WI
- Downtown Strategy – Jamestown, ND
- Downtown Market Analysis and Leasing Strategy – Ripon, WI
- Economic Impact Analysis – Monroe, WI
- Economic Impact Analysis – Stoughton, WI
- Downtown Economic Analysis – Sioux City, IA
- Hotel Development Analysis – Ripon, WI
- Hotel Feasibility Analysis – Pointe Coupee Parish, LA
- Hotel Feasibility Analysis – West Feliciana Parish, LA
- Housing Development Site Analysis – Munsing, MI
- Market Analysis and Retail Strategy – Whitewater, WI
- Market Analysis and Development Strategy – Mazomanie, WI
- Market Analysis and Development Strategy, Layton Boulevard Neighborhoods – Milwaukee, WI
- Northside Market Analysis – Madison, WI
- Market Analysis and Development Strategy – Alamogordo, NM
- Market Analysis and Development Strategy – Gallup, NM

Blair Williams

Redevelopment Planning | WiRED Properties

Mr. Williams founded WiRED Properties in August 2005. Blair is a native Milwaukeean and is passionate about Milwaukee, community and the built environment. A graduate of the University of Wisconsin – Madison with a B.A. in History, a J.D., an M.B.A. and an M.S. in Real Estate and Urban Land Use Economics, Blair is also a dedicated Badger.

WiRED has become a leading mixed-use development firm in Southeastern Wisconsin. Recent developments include the multiple award-winning Cornerstone and Ravenna in Shorewood and Mequon Town Center in Mequon. Current developments include Drexel Town Square in Oak Creek, Lilly Preserve in Brookfield, Stitchweld in Bay View and the Hardware Headquarters in Milwaukee. Blair also acts as Managing Director of Real Estate for the Milwaukee Bucks and quarterbackes the ancillary development on ~13 acres of land around the new arena.

Blair has consistently approached real estate development from a collaborative platform. WiRED has partnered with municipalities in the execution of dynamic P3 developments, and with other developers, to ensure positive outcomes. This collaborative approach has facilitated WiRED's participation in, and contribution to, large scale developments that help to reshape their communities. WiRED's consulting platform also includes the WiRED Millennial Action Plan ("MAP") which, in partnership with Ian Abston, provides targeted solutions for Millennial recruitment and retention and community programming.

EXPERIENCE

- The Cornerstone + Ravenna – Shorewood, WI
- Mequon Town Center – Mequon, WI
- Drexel Town Square – Oak Creek, WI
- Milwaukee Bucks – Milwaukee, WI
- Lilly Preserve – Brookfield, WI
- National Ace Hardware – Milwaukee, WI
- Stitchweld – Milwaukee, WI
- Vim & Vigor – Milwaukee, WI
- Ballpark Commons – Franklin, WI
- Milwaukee Institute of Art & Design – Milwaukee, WI



EDUCATION

Juris Doctor
Real Estate and Urban Land Use
Economics
University of Wisconsin-Madison

Master of Business Administration
Real Estate and Urban Land Use
Economics
University of Wisconsin-Madison

Master of Science
Real Estate and Urban Land Use
Economics
University of Wisconsin-Madison

Bachelor of Arts
History
University of Wisconsin-Madison



REGISTRATIONS/CERTIFICATIONS

Wisconsin Real Estate Broker



Josh Woller PE

Traffic Engineer | SEH

Mr. Woller is professional engineer specializing in traffic signal design and traffic analysis. Josh has extensive experience working on a variety of traffic engineering projects including traffic signal design, signal investigation studies, traffic impact analyses, corridor modeling using Synchro/SimTraffic and data collection. Josh has worked with multiple government entities including city, county and state agencies.



EDUCATION

Bachelor of Science
Civil Engineering
University of
Wisconsin-Platteville



REGISTRATIONS/ CERTIFICATIONS

Professional Engineer
in WI and IN



PROFESSIONAL ASSOCIATIONS

- Institute of Transportation Engineers, Member (2016 to present)

EXPERIENCE

- Main Street Traffic Study – City of Onalaska, WI
- Fort McCoy Bike/Multi-Use Path (US Army - Fort McCoy) – Sparta, WI
- Downtown Beautification Project - Main and Center Streets (Hobart Sanitary and Stormwater District) – Hobart, IN
- Downtown Riverfront Traffic Impact Analysis and Final Design – City of Chippewa Falls, WI
- Downtown Pathways Municipal Design – Village of West Salem, WI
- Main Street Traffic Analysis – City of Waupaca, WI
- Zoo Interchange (Forward 45 LLC) – Milwaukee, Wauwatosa and West Allis, WI
- Post Road Reconstruction (Wisconsin Department of Transportation North Central Region) – Portage County, WI



Michael Court PE

Civil Engineer | SEH

Mr. Court is a principal and project manager, specializing in civil engineering, overseeing the production of all municipal projects for the SEH Delafield office. Mike's experience and regular responsibilities include municipal engineering, stormwater management and construction management. He is also City Engineer for the cities of Delafield and Summit, Wisconsin and currently serves as the office manager for the SEH Delafield office.



EDUCATION

Bachelor of Science
Civil Engineering
University of
Wisconsin-Platteville



REGISTRATIONS/ CERTIFICATIONS

Professional Engineer
in WI



PROFESSIONAL ASSOCIATIONS

- American Public Works Association, Member

EXPERIENCE

- Milwaukee Street Stormwater Basin Repair – City of Delafield, WI
- Cushing Park Road and Path Improvements – City of Delafield, WI
- Mill Road Bridge Replacement (Waukesha County Highway Department) – Summit, WI
- Paving and Drainage Program – Village of Wales, WI
- Linfield Crossing Infill Redevelopment and Sustainable Site Design (Neumann Companies Inc) – Brookfield, WI
- Village Square Sanitary Sewer Extension – City of Delafield, WI
- Wales Park Grading and Stormwater Management Basin – Village of Wales, WI
- Fish Hatchery Parking Lot Rain Gardens – City of Delafield, WI
- Merton View Properties Phase I Environmental Site Assessment (Auburn Homes LTD) – Merton, WI

Heidi Kennedy

Lead Environmental Specialist | SEH

Ms. Kennedy is a natural resources scientist with more than 15 years of experience working for the Wisconsin Department of Natural Resources (DNR) prior to joining SEH. Heidi has extensive experience in water resource policies working with federal, state and local agencies on natural resources issues. As a former policy coordinator for the Wisconsin DNR and during her time as a water management specialist, Heidi developed and maintained effective working relationships with other regulatory agencies and stakeholders across Wisconsin.

EXPERIENCE

- Arrowhead Park Conceptual Design and Master Plan – City of Neenah, WI
- Wolf Lake Pedestrian Bridge, Multi-Use Trail and Site Improvements (Beam Longest and Neff LLC) – Hammond, IN
- Milwaukee Shoreline Master Plan and Veteran's Park Master Plan (The Sigma Group) – Milwaukee, WI
- Harbor District Water and Land Use Plan (Redevelopment Authority of the City of Milwaukee) – Milwaukee, WI
- Fort McCoy Bike/Multi-Use Path (US Army - Fort McCoy) – Sparta, WI



EDUCATION

Juris Doctor
Marquette University
Law School -
Milwaukee, WI

Bachelor of Arts
International Relations
and Scandinavian
Studies
University of
Wisconsin-Madison



REGISTRATIONS/ CERTIFICATIONS

Attorney in WI



Experience

Experience

The three key team leads—Andrew Dane, Ed Freer and Bob Kost—have worked on dozens of planning efforts over the years that have resulted in nationally-recognized and award winning projects.

The team proposed for this work has a portfolio that spans decades and combined, the three key team leads—Andrew Dane, Ed Freer and Bob Kost—have worked on dozens of planning efforts over the years that have resulted in nationally-recognized and award winning projects. The table below provides a sampling of projects completed while the subsequent pages provide details of highlighted plans that have stood the test of time and have provided a roadmap for communities, bringing vision to reality.



Conceptual design for a new public space and adaptively reused building for downtown housing in Marshfield, Wisconsin.

Comprehensive Plans

- Appleton, WI
- Austin, MN
- Bayfield County, WI
- Becker, MN
- Bloomer, WI
- Bois Forte Tribe, MN
- Boyd, WI
- Burns Harbor, IN
- Burnsville, MN
- Casper, WY
- Chippewa County, WI
- Deerwood, MN
- Delafield, WI
- Douglas County, MN
- Eagle Point, WI
- Gem Lake, MN
- Hayward, WI
- Hudson, WI
- Hutchinson, MN
- Ironton, MN
- Kronenwetter, WI
- Ladysmith, WI
- Lake Hallie, WI
- Lead, SD
- Long Lake, MN
- New Auburn, MN
- New Trier, MN
- Onalaska, WI
- Portage, IN

- Randolph, MN
- Rushford Village, MN
- Rushford, MN
- Savage, MN
- Sibley County, MN
- Stevens Point, WI
- Town of Pines, IN
- Wheaton, WI
- Whitehall, WI

Downtown and Corridor Plans

- Appleton, WI
- Austin, MN
- Becker, MN
- Burns Harbor, IN
- Chippewa Falls, WI
- Clintonville, WI
- Dubuque, IA
- Eau Claire, WI
- Gaylord, MN
- Grand Forks, SD
- Hammond, IN
- Ironton, MN
- Linden Hills, MN
- Madison, WI
- Marshfield, WI
- Menasha, WI
- Osceola, WI
- Porter, IN

- Rush City, MN
- Schererville, IN
- Sherwood, WI
- Tower, MN

Parks, Trails, Open Space and Riverfront Plans

- Altoona, WI
- Appleton, WI
- Benton County, MN
- Blair, WI
- Brainerd, MN
- Burns Harbor, IN
- Burnsville, MN
- Chippewa Falls, WI
- Cloquet, MN
- Dubuque, IA
- Duluth, MN
- East Chicago, IN
- Eden Prairie, MN
- Ely, MN
- Fish Creek, WI
- Glencoe, MN
- Golden Valley, MN
- Hammond, IN
- Hudson, WI
- Inver Grove Heights, MN
- La Crosse, WI
- Ladysmith, WI

- Lake City, MN
- Lake Elmo, MN
- LaPointe, WI
- Lincoln, ND
- Little Canada, MN
- Madison, WI
- Menasha, WI
- Milwaukee, WI
- Minneapolis, MN
- Neenah, WI
- North Shore, MN
- Northwest, IN
- Onalaska, WI
- Portage, IN
- Red Wing, MN
- Rochester, MN
- Roseville, MN
- Sartell, MN
- Sauk Rapids, MN
- Sheboygan, WI
- Sherburne County, MN
- St. Cloud, MN
- St. Joseph, MN
- Stanley, WI
- Stearns County, MN
- Stevens Point, WI
- Virginia, MN
- Waite Park, MN
- White, MN
- Whiting, IN

Comprehensive Plan, Downtown Plan and Parks and Recreation Master Plan

APPLETON, WISCONSIN



SEH's collaborative placemaking served as the foundation for successfully updating the City of Appleton's Comprehensive Plan including a full re-write of their Downtown Plan (Chapter 14) and an update of the City's Park and Recreation Master Plan (Chapter 18).

The Downtown Plan identifies eight broad initiatives to guide downtown investments. The initiatives are:

- Urban form and design
- Tourism/arts/entertainment/education
- Neighborhood and residential development
- Downtown development and business retention
- Mobility and parking
- Downtown management
- Public spaces and riverfront

An extensive community engagement plan was developed in concert with City staff. Elements of the engagement plan included workshops, downtown-specific charrette, tours, social media, surveys, topical lectures and education, focus groups and interviews with private sector stakeholders as well as those involved in arts, history, culture and sustainability. In addition to wide-ranging community engagement efforts, work included data gathering and analysis, land use demand projections, alternatives development, implementation planning and plan adoption. The final plan crafts a practical roadmap to help guide the next phase of public and private investment within the City and within the downtown study area.

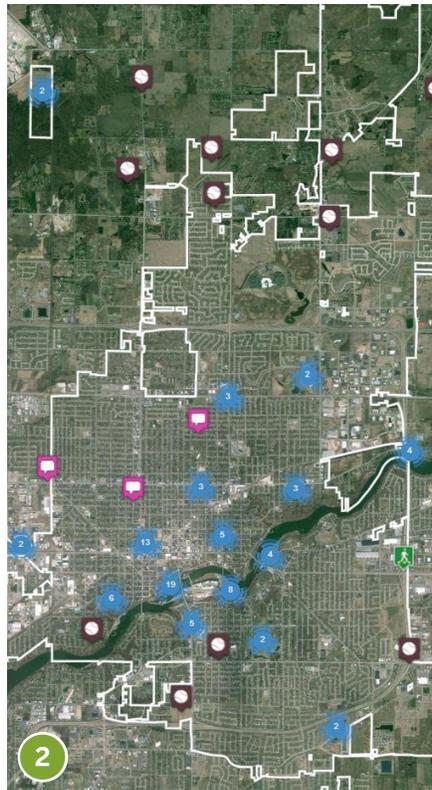
For the Downtown Plan re-write, of critical importance, is seamlessly connecting downtown to the river. One focus area related to this connection is in the area surrounding the exhibition center and successfully integrating it with Jones

Reference

Jennifer Stephany, Executive Director
Appleton Downtown Incorporated (ADI)
920.954.9112 | www.appletondowntown.org

Link to More

<http://www.envisionappleton.org/>

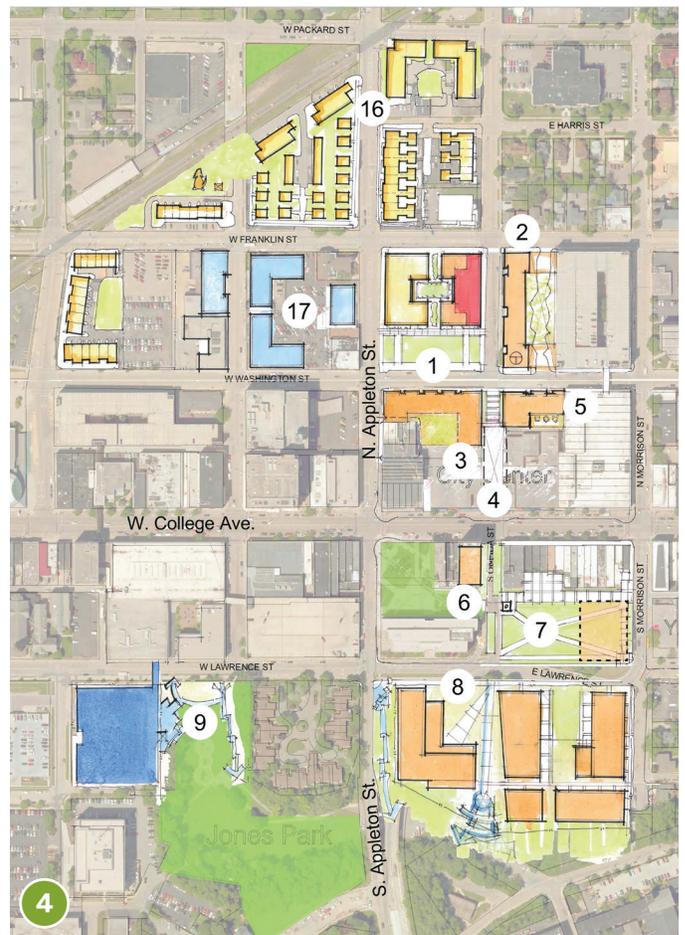


Park, which is a critical link between downtown and the river. Creating a strong public realm interface with the exhibition center will draw residents and visitors to the area year round, maximizing the exhibition center's local economic impact as well as encouraging visitors to explore downtown, the park and the river.

Implementation steps taken since the plan was finalized include:

- The City issued RFP for Mixed Use Library and has selected a preferred development team for the project
- The City implemented riverfront connectivity recommendations including redesign of Jones Park (under construction) and a master plan for Ellen Korte Peace Park, which will be constructed in 2019
- Appleton Downtown Inc and the City hosted their 1st Annual State of the Downtown Summit to share plans and updates with the entire community

- 1 Focus group discussing land use
- 2 Opportunity to post comments via online tools like Community Remarks
- 3 Issues and opportunities workshop
- 4 Redevelopment concepts identified during the planning charrette



Riverside North Development

LA CROSSE, WISCONSIN



Illustration of potential mixed use development along a renovated Copeland Avenue.

SEH worked with the City of La Crosse Redevelopment Authority on the Riverside North Development project to revitalize a former 65-acre brownfield site at the internationally significant confluence of the Mississippi, Black and La Crosse Rivers. The design was developed using the innovative National Charrette Institute (NCI) process culminating in an intense, seven-day interactive public workshop.

The resulting plan reflects the history and character of the riverfront city as well as the community's vision for its future. The final plan provides strategies to reclaim and transform the riverfront property into a livable, walkable neighborhood with a mix of residential and commercial buildings, and increased recreational, economic and tourism-related attractions.

One of the key drivers for the layout of the proposed neighborhood is the 30+ acres of open and forested wetlands and extensive riverfront shorelines. This is achieved through a multimodal parkway and three linear ecological extensions or "green fingers" up into the new redevelopment.

Proposed development intensity is expected to range between approximately 400-500 homes and 27,000 to 40,000 sq. ft. of commercial space, all to be built in phases over a seven to ten year period.

The new infill development is a key gateway into the downtown entering from Copeland Avenue. The riverfront and public multi-recreational trails will also connect the neighborhood to the downtown for work, shopping or recreational needs.

Reference

Jason Gilman
608.789.7362 | gilmanj@cityoflacrosse.org

Link to More

<https://www.cityoflacrosse.org/riversidenorthproject>



- 1 Locating new commercial and mixed uses at Copeland takes advantage of the corridor's high auto, bike and pedestrian traffic
- 2 Final product signed by participants and developed through the seven-day interactive workshop
- 3 Interactive "Mixopoly" game helps participants visualize land use, block patterns and urban form

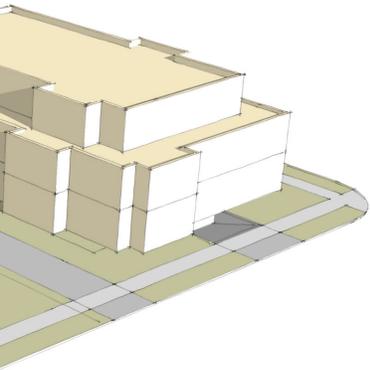
Environmental Priority Node

Areas of concentrated development such as existing Neighborhood Commercial nodes possess enough critical mass to support more environmentally responsive development using programs such as LEED Certification and techniques such as techniques, such as:

- Linear Raingarden
- Subsurface Biofilter
- 🌿 Vegetative Green Roofs
- ☁️ On-Site Rainwater Management
- 🔋 Green Energy Production
 - Geothermal
 - Solar
 - Small Wind

This Plan illustrates areas within the public realm that could be used to provide ecological services such as treating and reducing rainwater runoff, increasing habitat for pollinators and reducing the effect of urban heat island.

- 1 Stepping back upper stories and articulating the rear facade can reduce the overall mass and scale of new development. This is especially important in transition areas.
- 2 Future use land map developed for plan.



Downtown Planning and Implementation

CHIPPEWA FALLS, WISCONSIN



Services

- Community engagement/public involvement
- Landscape architecture and design
- Park planning and design
- Urban planning and design
- Water engineering
- Water resources engineering
- Waterfront planning and design
- Trail planning and design
- Transportation planning
- Highway design

SEH has been diligently working with the City to reconnect the downtown to the Chippewa River, spurring private investment in the City. Over the past 15 years, SEH has helped the City obtain nearly \$4 million in state and federal grant funds for this work. Grant monies were directed toward building relocation, trails, riverfront planning, environmental remediation, water treatment, blighted property acquisition and brownfields clean-up. SEH's planning and extensive public involvement services helped the City develop a final design plan for the downtown riverfront area, supporting the City's master planning process which is focused on revitalizing the gateway to downtown, creating jobs and economic development opportunities and expanding the recreational opportunities along the riverfront. Two of the most recent projects are:

Redesign of the Bridge and River Streets intersection into a roundabout, creating an iconic gateway into downtown. The intersection design comprised a single-lane concrete roundabout with two bypass lanes. Special design elements include decorative concrete and pedestrian scale lighting that strengthens the visual entrance into downtown. The project also included storm sewer design and extensive utility coordination and relocation for aesthetic purposes.

The creation of a park that connects downtown to the Chippewa River.

Park amenities include passive quiet areas along the river, spaces to accommodate community festivals and events and amenities for pedestrians, bicycles, river users, boaters, anglers and more. The new park will build on the annual spring traditions associated with Duncan Creek and Allen Park, reinforces regional connections with the Old Abe and Chippewa River State Trails and strengthens local access on the Duncan Creek Trail. Phase I construction is complete and Phase 2 started this fall.

Fargo Moorhead Downtown Plan

FARGO, NORTH DAKOTA AND MOORHEAD, MINNESOTA



SEH worked with the cities of Fargo and Moorhead on developing a downtown framework plan that will help focus downtown development over the coming decade. Key elements included creating a plan that strives to bring the two downtowns closer together by focusing on the riverfront. The framework plan highlights 15 specific projects that will maintain the momentum of a successful downtown. Features of the plan include:

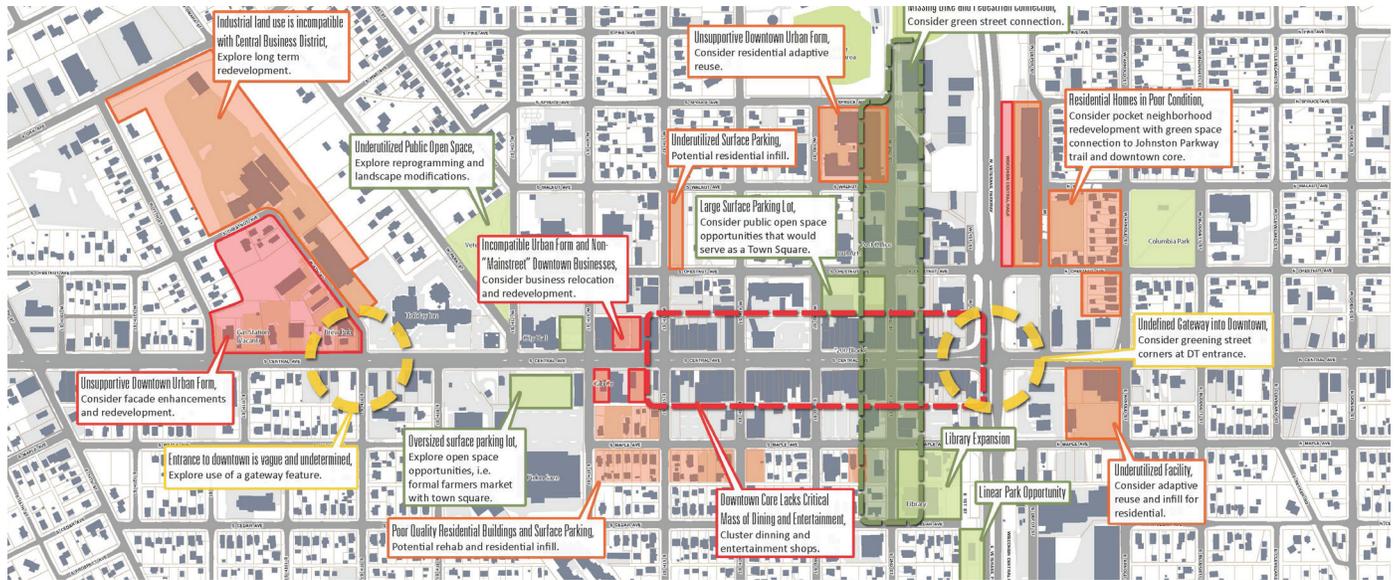
- Robust public engagement with numerous focus groups, design workshops and open houses
- Land use modification recommendations and changes
- Extensive transportation and parking analyses and recommendations
- Comprehensive set of land goals, policies, plans and projects
- Market overview, analyses and draft proforma for sample projects
- Implementation strategies to help facilitate downtown development
- Illustrative plans and sketches highlighting priority projects



New mixed-use investment resulting from SEH's Fargo-Moorhead Downtown Plan.

Downtown Master Plan

MARSHFIELD, WISCONSIN



SEH teamed with Place Dynamics to update the City's Downtown Master Plan. The updated Plan focused on key redevelopment opportunities for downtown Marshfield, including a downtown plaza, a mix of in-fill housing products, hotel, office and concentrated retail and restaurant opportunities. Strategies and an implementation plan were grounded in a custom market analysis and review of key downtown strengths and weaknesses. The Plan update included extensive public participation including a visioning workshop, two open houses, a community survey and online public involvement through use of Mind Mixer.

Services

- Community engagement
- Site analysis
- Redevelopment planning
- Urban design
- Landscape architecture



One of the recommendations in the Marshfield Downtown Master Plan are the notion of Pocket Neighborhoods – a way to increase residential density by clustering homes around a shared green space, encouraging neighbors to share and care for common ground.



Sherwood Master Plan and Market Study

SHERWOOD, WISCONSIN



The Village of Sherwood is the gateway to High Cliff State Park for thousands of visitors each year and also serves as a regional cultural and tourist destination with many recreational attractions. To build upon the recreational nature of the Village, SEH planners prepared a master plan to establish a framework for future development and investment.

Community engagement was at the center of the master planning process for the Village. Through a series of community meetings, focus groups, community tours and working with the Community Development Authority (CDA), SEH developed a master plan that analyzed land use opportunities along with multimodal transportation improvements, stormwater management and urban design standards to create alternative scenarios for the enhancement and redevelopment of the two TIDs. The master plan also addressed branding strategies for the community as well as wayfinding and signage solutions.

Services

- Community engagement
- Master planning
- Market study
- Action plan/implementation strategies



Mammoth Springs Development

SUSSEX, WISCONSIN



SEH worked with a private land developer, the Village of Sussex, Waukesha County and WisDOT on the redevelopment of a 10-acre brownfield, a former limestone quarry along Main Street in Downtown Sussex. The design was developed over several years of crafting a plan that balanced the needs of Village/County/WisDOT while being conscious of the cost to develop to ensure the project would ultimately be constructed. Contamination, bedrock, floodplain, a creek within a box culvert and the opening of a County-owned trail through the site were a few of the challenges that SEH staff had to consider.

The site plan came to fruition based on SEH's guidance within the following areas:

- Revisions to WisDOT reconstruction of STH 74 to realign floodplain with existing creek to increase property redevelopment potential
- Coordinate Village, Waukesha County and community groups to temporarily open the Bugline Trail through the site
- Realign architectural site plans to coincide with bedrock to ensure costs are reduced



Learn More

For more information on the success of this project, please go to: <https://www.youtube.com/watch?v=VqIUOnn5b8I>



- Work with the WDNR to ensure stormwater measures for the site are within reason based on bedrock limitations
- Realign the Bugline Trail along Spring Creek and the removed box culvert

The construction of the Mammoth Springs redevelopment began in 2013. The project has resulted in 153 apartments and 32,000 sq. ft. of commercial space in 2 two-story buildings which forms the gateway to Downtown Sussex. The opening of the Bugline Trail through the site completes a 17-mile segment which connects the neighborhood to shops, work and recreational options in several communities. The project has resulted in over \$20 million in additional tax base for the Village.



Downtown Planning and Development

DELAFIELD, WISCONSIN



Serving as the City of Delafield's consultant for the past 25 years has allowed SEH to execute the planning and redevelopment of the City of Delafield's downtown. The refurbishing of City-owned buildings, the streetscape, parking and trail connections have been vital to the continued success of the City's quality of life and attraction.

Work within the downtown corridor over the past 5 years includes:

- Grant funding and plans for a park and public access canoe launch to the Bark River
- Reconstruction of Milwaukee Street, with both urban and rural cross-sections
- Creation of the Delafield Civic Plaza, which includes the City Hall, Library and outdoor learning areas
- Fish Hatchery parking lot improvements with rain gardens
- Lake Country Trail extension through downtown Delafield

One of the most recent key public engagement projects was the reconstruction of Milwaukee Street into downtown Delafield. After public informational meetings, SEH redeveloped plans for areas leading into the downtown utilizing a rural cross-section and a sidewalk pattern to avoid removal of a significant number of trees that have lined the street for decades.



Old Town Fort Collins

FORT COLLINS, COLORADO



Prior to joining SEH, Ed Freer was the lead urban designer for the redevelopment of a central commercial block in downtown Fort Collins, Colorado. The goal was to revitalize what was the historic critical commercial center during the early pioneering and railroad days of the west, serving northern Colorado as well as portions of southern Wyoming.

The consultant team worked directly with the private developers/property owners to develop the redevelopment strategies, which included applying new infill fabric, preserving listed historic structures and creating a civic/ pedestrian environment that attracted both locals and tourists as a major public destination.

The public realm served seasonal events, weekday evening concerts, sidewalk cafes and is a pleasant place to be as an individual. Many pedestrian amenities—planters, public art, a civic fountain and intuitive signage—increased visitation and created the address of where people wanted to be!

Old Town's success is also defined by where people wanted to invest. Its success spread and started to affect this portion of downtown at a district scale of four by five blocks.

The overall success of the project is the ability serve as a truly mixed use development, with integrated office space, residential units and retail all addressed as a civic destination. The public realm played a huge role, designed to provide a human scale environment rich with pedestrian amenities. The end result is not just a tourist post card but exemplifies pride of place for community.



Mashpee Commons

MASHPEE, MASSACHUSETTS



Prior to joining SEH, Ed was the lead urban designer for the redevelopment of a 1950's regional shopping center in Mashpee, Massachusetts. The goal was to take a typical cluster of four medium sized big box retail surrounded by a sea of asphalt and create a village center.

The redevelopment strategies included applying traditional urban planning principals of small New England villages. These included everything from parallel parking, improved connected street patterns, pedestrian and storefront friendly sidewalks, traditional setbacks, placing large parking lots behind the buildings and addressing the street with permeable building fronts and addressed front doors.

The project was a private development with the goal of providing a rural community with the Village Center it never had. This bold reinvestment quickly developed momentum, yielding a stronger tax base and employment. The consultant team worked directly with the private developers/property owners.

The project being located in a popular seasonal tourist destination area now serves the local population on a year round basis with community retail needs.

The overall success of the project is the ability serve as a truly mixed use development, with integrated office space, nearby residential blocks, institutional destinations and civic buildings incorporated as part of the fabric. A streetscape was designed to provide a human scale environment rich with pedestrian amenities.



The Cornerstone + Ravenna – Village of Shorewood, WI



Mequon Town Center – Mequon, WI.



Drexel Town Square – Oak Creek, WI.



Milwaukee Bucks – Milwaukee, WI.

WiRED PROJECT EXPERIENCE

The Cornerstone + Ravenna

SHOREWOOD, WISCONSIN

WiRED Properties won a competition by the Village of Shorewood to develop a site on Oakland Ave. Ravenna is a four-story mixed-use building comprised of 8,100 sq. ft. of ground floor retail space and 20 units of luxury apartments above. The retail is 100% leased and the apartments have met remarkable success with empty-nester North Shore residents.

Mequon Town Center

MEQUON, WISCONSIN

The City of Mequon has long prided itself on its low-density community. Mequon Town Center is the City's first, and perhaps only, urban-density development. Located on three acres adjacent to the civic campus, the development resulted from the assemblage of five parcels and required the decommissioning of an existing gas station. The community includes approximately 36,000 sq. ft. of retail, 33,000 sq. ft. of luxury apartments and a new American Legion post. The community opened at 89% retail occupancy. This project was a P3 development.

Drexel Town Square

OAK CREEK, WISCONSIN

The City of Oak Creek and WISPARK (WE Energies' real estate development firm) teamed together in this remarkable redevelopment of an 85-acre former manufacturing site. Oak Creek has built a new \$28+ million city hall and library as the anchor of a new town square development. WiRED Properties was selected to act as the lead development design consultant and at-risk developer of the new Main Street. WiRED's portion of the development includes two dynamic mixed-use buildings and three additional commercial buildings. The retail continues WiRED's focus on local brands and includes several of Milwaukee's top restaurants and retailers. WiRED started construction on its second phase in late 2016. This project was a P3 development.

Milwaukee Bucks

MILWAUKEE, WISCONSIN

Blair Williams was engaged by the Milwaukee Bucks to act as Managing Director of Real Estate for all the land surrounding the new Milwaukee Bucks arena in downtown Milwaukee. The scope of work includes master planning and development of up to four city blocks in the Park East corridor. The first phase, including the Live Block, is under construction now and will be delivered in 2018.

PLACE DYNAMICS PROJECT EXPERIENCE

Place Dynamics has a great deal of experience in planning for downtown and neighborhood business districts. Their work typically reflects an economic focus addressing market analysis, financial viability, business development and real estate reuse. Where they engage in design, their recommendations are tailored to targeted market- supported uses, seeking to create the conditions leading to their success through patterns of land uses, circulation, public amenities and streetscape and building design.

Downtown Market Analysis and Leasing Plan

RIPON, WISCONSIN

Ripon's historic downtown has a very strong business community consisting of long time businesses such as a hardware store and pharmacy, restaurants and a large number of specialty retail stores. These include several selling women's apparel and accessories, supported by steady visitor traffic and the adjacent Ripon College.

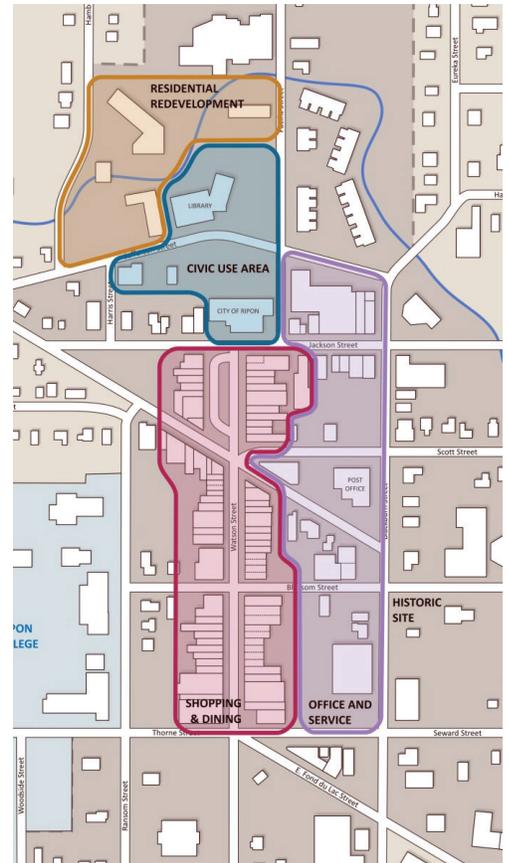
The market analysis segmented potential from residents, college students and tourist traffic. In addition to retail and dining, Place Dynamics documented demand for new housing and office uses. Because of a declining trade area population, growing the tourism sector is essential to sustaining existing downtown businesses and attracting new ones. Several retail categories were identified in which new businesses could be supported, identifying the range of floor area (square feet) that could be supported in each category. Place Dynamics also advised the Main Street program on strategies for business recruitment and on the siting of retail, dining, office and residential uses.

Downtown Strategy

JAMESTOWN, NORTH DAKOTA

Jamestown is one of the largest communities in North Dakota and the largest city on Interstate 94 between Fargo and Bismarck. The downtown was plagued by several long term vacancies and recently experienced two shocks. Three historic buildings were lost to a fire, and a new bypass routed traffic around the city.

The market analysis found potential for uses such as sporting goods, office supplies and restaurants. More importantly, it found that potential customers were leaving town because the city lacked the kinds of basic retail usually found at the edge of town. When these residents shopped in Fargo they made retail and dining purchases that might have otherwise been captured downtown. Expanding the Walmart to a supercenter, attracting Home Depot and filling vacant space in the mall became central to downtown's success. Downtown has attracted several new businesses including a restaurant that has become one of the district's anchors.



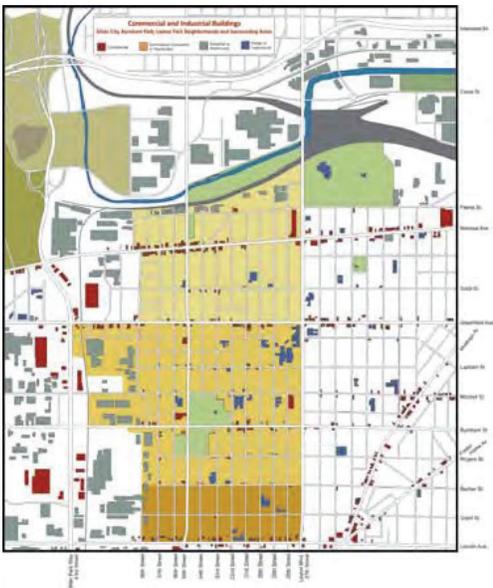


Downtown Riverfront Redevelopment

JANESVILLE, WISCONSIN

Place Dynamics conducted a market analysis for residential, retail, dining and office uses in Janesville's downtown and advised the City concerning six redevelopment sites along the Rock River. The analysis considered demand from the resident market and a large number of workers in the downtown area. Recommendations for the redevelopment sites addressed potential uses, target markets, design character, infrastructure and amenities to encourage private investment.

Housing is the most immediate demand from market rate renters and buyers seeking upscale, unique living spaces. Catalytic restoration of the riverfront will support housing development and create a draw to encourage new retail and dining businesses to locate in the district. Aside from tenants seeking new "boutique" space (attorneys, upscale restaurants, etc.), these businesses will primarily locate in existing space. Mixed use buildings will need to be supported by residential leases or City contributions until a market for the commercial space evolves.



Development Strategy for the Layton Boulevard Neighborhoods

MILWAUKEE, WISCONSIN

The commercial corridors in these three neighborhoods developed along streetcar lines starting in the late 1800s. Until the decline of Milwaukee's adjacent manufacturing core, the neighborhoods were populated by workers who largely walked to nearby factories. In the auto era it has been hard for these districts to compete with larger centers on the edge of the trade area. The strategy for National Avenue is to develop a multi-cultural ethnic dining and retail district drawing visitors to Miller Park and residents from redeveloping neighborhoods along the river. Lincoln Avenue can serve neighborhood uses along with employees and traffic generated by a large regional hospital located nearby. Greenfield Avenue will develop more slowly. Some parts of the street should be allowed to convert to residential uses while retail can concentrate around nodes such as a popular Mexican grocery store.

The plan contained numerous strategies for business recruitment, design and development and marketing of the commercial districts. It also addresses the opportunity to create a sustainable business niche bordering the Menominee Valley.



Project Understanding, Approach and Fee

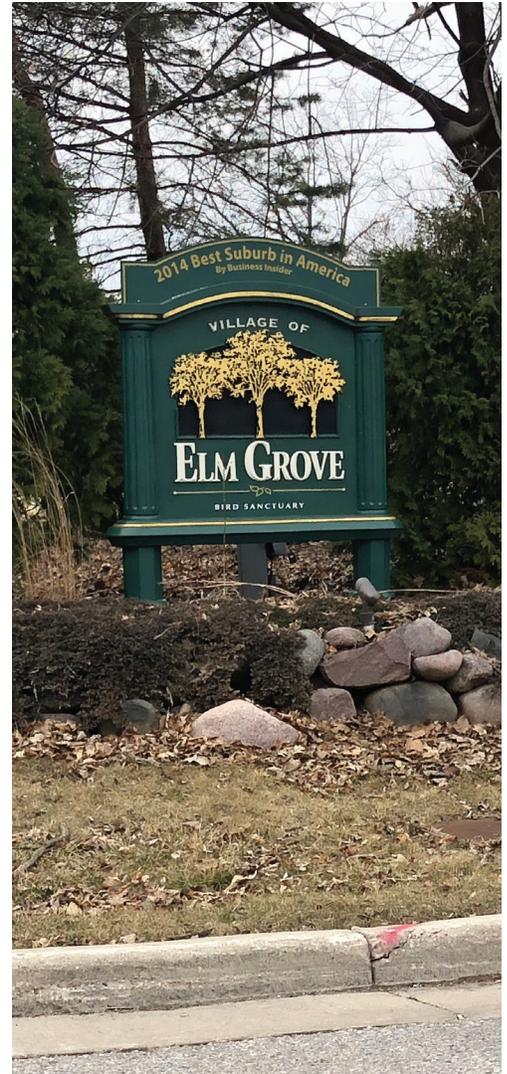
Project Understanding, Approach and Fee

The Downtown Master Plan process for the Village of Elm Grove will result in a shared vision for downtown to guide future public and private investments.

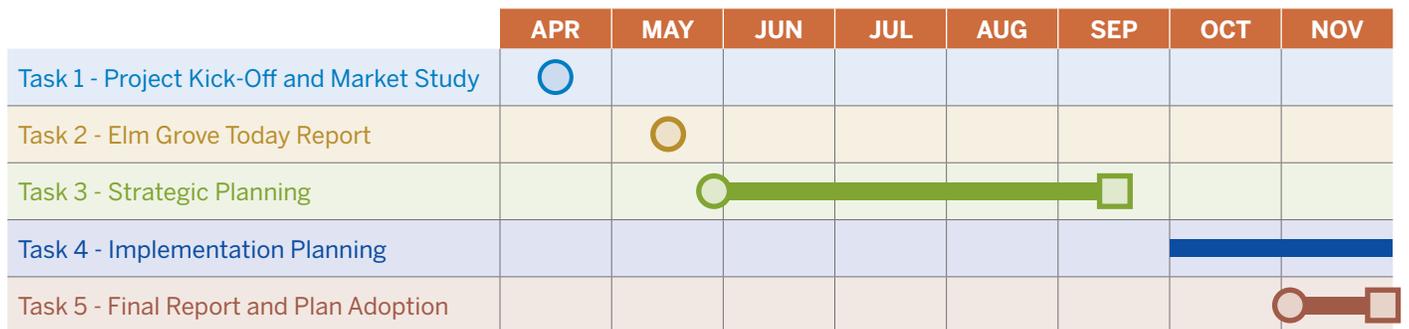
Through engaging the community and various public and stakeholder outreach efforts, the plan will identify strategies to enhance downtown by building upon the community’s existing character and tradition, with a focus on improving residents’ quality of life, supporting existing businesses and leveraging the Village’s substantial investment in the daylighting of Underwood Creek. District-wide recommendations will reflect Elm Grove’s uniqueness through place-based approaches to gateway definition, mobility, parking, public space and streetscape.

The plan will also identify specific infill and redevelopment opportunities, both short- and long-term. These opportunities will effectively balance community aspirations with market realities in order to maximize public benefit of future development. Finally, the plan will establish a clear implementation strategy, including roles and responsibilities, timelines and financing strategies.

Our true measure of success is what happens when the plan is done. Therefore, throughout the planning process, we will direct activities focused on building public support for the plan recommendations. As a result, we anticipate that the Village, as well as neighborhood and business coalitions, will sustain community involvement to move redevelopment forward and achieve the overall vision identified by and for the community.

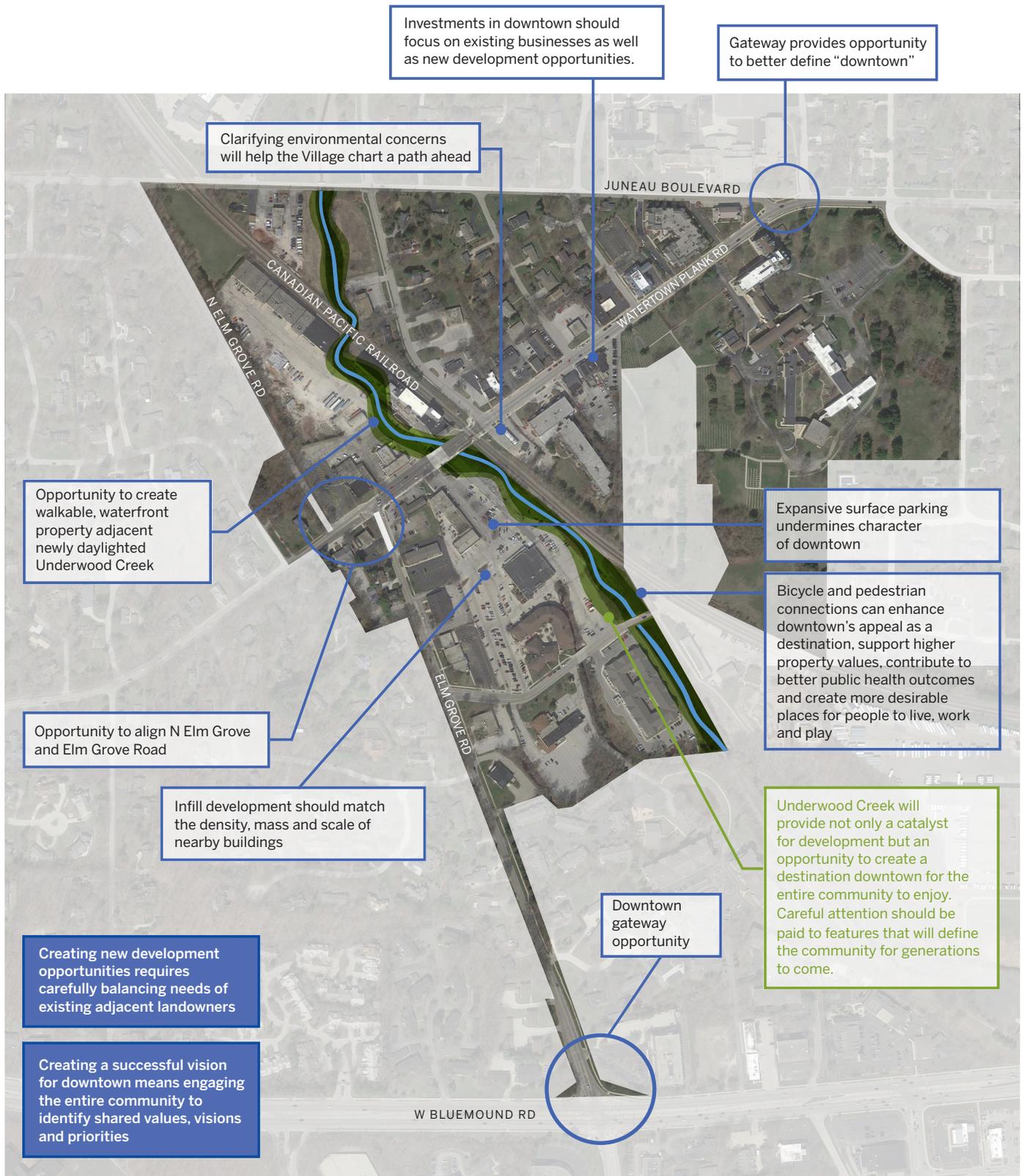


Schedule



- Project kick-off
- Kick-off meeting and downtown tour
- 3-day charrette
- Finalize preferred concept
- Open house
- Plan adoption

Issues and Opportunities



Task 1: Project Kick-Off and Market Study

SEH and Place Dynamics have successfully partnered on multiple projects. Place Dynamics will lead the preparation of a stand-alone market study for this project. Sub-tasks include:

Site Visit

The site visit is designed to accomplish two tasks:

- 1 Place Dynamics will conduct an in-depth reconnaissance of the community and its business districts, noting patterns of use along with physical conditions such as infrastructure, access, visibility, site development patterns and the condition of existing properties. During this visit we will prepare an inventory of businesses in the district and observe them in order to estimate sales and market share.
- 2 Place Dynamics will conduct interviews with business representatives, commercial brokers, property owners and other individuals to provide insight concerning the Village's commercial businesses and real estate. We will seek the assistance of Village staff in helping to identify key participants and arranging logistics for the interviews. In addition to formal interviews, we will have many informal conversations with business representatives and customers as we conduct our site work.

Market Analysis

Our approach to the market analysis builds a model specific to Elm Grove, addressing current conditions and potential across all commercial and retail industry groups including the dining sector. The analysis will consist of the following elements:

TASK 1 DELIVERABLES

- Market Analysis Report
- Public engagement plan



Site Visit/
Downtown
Assessment

Market Analysis

Community
Dialogue

Development Plan

Place Dynamics is unique in that an actual market analysis will be conducted instead of simply downloading automated reports from sites like ESRI Business Analyst.

- **Trade Area Delineation.** The trade area(s) will be defined based on several factors, including interviews with retailers, observations of traffic patterns and physical barriers, and commuting patterns.
- **Demographic Analysis.** Our model is built from census data, projecting population change at five and ten year intervals. Significant demographic variables can be examined in detail, as they relate to demand for retail goods and dining.
- **Housing Analysis.** The model we have developed has an additional benefit in that it also forecasts demand for housing in the community over the next ten years. Demand is broken out by type (single family, attached, condominium), rental or owner household and demand by price point (purchase or rental). This analysis will help to inform the Downtown Master Plan and may also be of use in the other commercial areas.
- **Market Potential.** Market potential is developed in two stages. The first step is to break out consumer spending

by product line, providing a useful set of data that can be used by businesses to help them manage their product mix. The second stage involves allocating product line sales among various retail business types and summing the amounts to determine the level of demand for each retail business type. (Dining is included and is broken out into snack and beverage establishments, limited service restaurants and full-service restaurants.)

- **Existing Sales/Market Share.** Existing sales are estimated using a variety of techniques, based on what is most appropriate for each business. The aggregated sales of all stores in each retail category is compared with market potential to determine market share.
- **Competitive Analysis.** Businesses in Elm Grove are competing in a very large market, with businesses in communities like Wauwatosa, Brookfield and elsewhere. We will examine the competitive environment to understand the roles played by Elm Grove's businesses and opportunities to overcome competition from elsewhere.





Development Plan

To be effective, a development plan must be shaped not only by local market conditions, but also by trends within the industry. Some of these include:

- **Americans are spending less.** Adjusted for inflation and population growth, per capita spending on retail goods is still \$543 less than at the peak prior to the recession. Factor in the growth of online spending and the gap in spending at physical retail stores increases to \$715 per person.
- **Half of all new retail stores that open are located in just 10% of counties – usually those with the largest population.** Most counties are seeing a net annual growth of only one or two stores.
- **Over the last three years, the number of chain stores and restaurants that have opened annually has been less than the number being closed.** The trend is likely longer, but the data only

goes back to 2013. This calls for a strategy for that builds up the existing business community at the same time that it seeks new entrants. The strategy must also have a strong focus on local businesses and startups, as they are the most likely opportunities for a community like Elm Grove. The resulting strategy will have several elements:

- **Retail and Dining Targets.** Based on the market analysis, Place Dynamics will identify the most likely kinds of retail businesses and restaurants that can be successfully developed within the Village. We will discuss the number of each type of business that may be supported, the square footage that can be supported, potential sales volume and conditions under which development might occur. Examples could include siting, requirements for store and site development and any unique operational considerations.

- **Development Opportunities.** The consultant team will examine potential development sites within the Central Business District (CBD). We will identify those locations that, based on our experience, are most conducive to attracting new stores. Development opportunities may include existing buildings, development sites and redevelopment sites. We will discuss the needs for these locations to be viable, such as infrastructure, site preparation, access, etc.
- **Regulatory and Process Review.** As part of the strategy to expand the community's commercial sector, the consultant team will review existing plans, subdivision and zoning regulations, related codes and the development review process. We will recommend any appropriate changes to ease the development process.



- **Development Strategies.** It is generally the case that improvements to sites or districts can improve the attractiveness of the community for new retail and dining businesses. Our team will provide guidance concerning investments that can accomplish this task. In addition to physical enhancements, this may include programming such as marketing campaigns to promote awareness.
- **Business Support.** Keeping the businesses already in the community and helping them to capture a greater market share is an important element of any strategy. Ultimately, nothing is more effective at attracting retail than an existing concentration of successful retailers. Support may include education (such as about the market, or e-commerce), assistance in developing web presence, marketing, business planning, ownership transition and more.

TASK 2 DELIVERABLES

- Elm Grove Today Report

Task 2: Elm Grove Today

The purpose of this task is for the project team to review and evaluate land use, building conditions, circulation and urban design conditions pertaining to downtown Elm Grove. The culmination of this task will be a short, highly graphical stand-alone report titled “Elm Grove Today.” This report will be used to inform the community and establish a common understanding of key issues prior to public engagement activities described in this task.

Kick-Off Meeting and Downtown Tour

The SEH team will facilitate a partnering and planning meeting to kick-start the project. The focus is to collaborate with the Village staff team in clarifying all project team roles, responsibilities and deliverables, establishing communication protocols and refining the scope of work. The team will participate in a tour of the CBD with Village Staff and interested elected officials. Findings will be documented through maps and photos of the location of existing buildings, major vegetation areas, waterways and features, public facilities, transportation systems, utilities and installations, landmarks, underutilized lands and potential opportunities for redevelopment or additional development.

Existing Land Use and Buildings Analysis

The SEH team will gather and assemble available mapping and background data (e.g. GIS shapefiles, AutoCAD drawing files, digital orthoquads, etc). The SEH team will then conduct an inventory that includes existing land use conditions, building utilization, general property conditions and occupancy/vacancy status for the study area.





Land Use Demand Projections

The SEH team will provide future land use projections based on the market analysis results, parking/ transportation studies and realistic options for land use and redevelopment under different development scenarios. The team will prepare preliminary conclusions of the various land uses and development intensity opportunities and challenges, including key considerations that will drive developer interest in residential, office, retail/service commercial and mixed-use development.

Mobility and Parking

The SEH team will develop a comprehensive understanding of the strengths and weaknesses of the existing multimodal and vehicular transportation system through review of existing facilities, available traffic counts and observation. A parking inventory will also be conducted to identify existing supply of public and private parking in the study area.

Urban Design and Placemaking Analysis

The project team will assess the study area to identify:

- Opportunities for public art and community branding
- Locations for key urban/ riverfront amenities
- Historic resources
- Opportunities to accommodate downtown events such as parades, festivals, farmers markets, concerts, art shows and other outdoor special events
- Opportunities for public spaces including waterfronts, parks and open space

Utilities and Community Services and Facilities

The SEH team will assess infrastructure and community facilities including a review of existing facility plans and needs assessments to

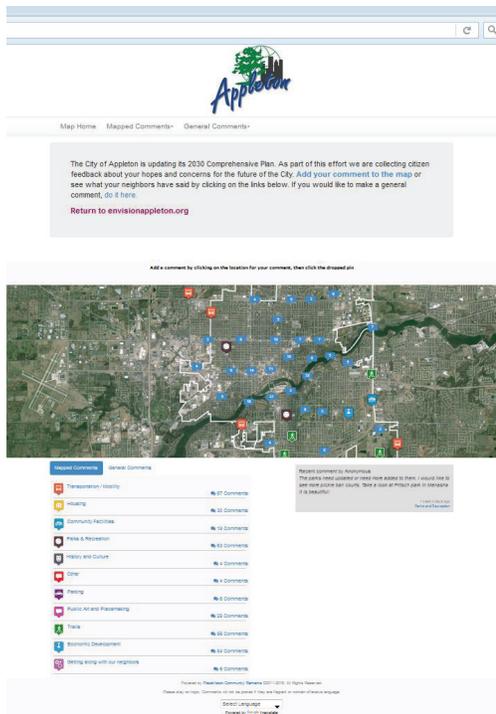
ensure both are adequate to support ongoing and future development of the area.

Elm Grove Today Downtown Report

- A highly graphical report will be compiled synthesizing results of tasks one and two, including:
 - Introduction including purpose of current study
 - Context including physical boundary of study area, past successes and history of planning for study area including relevant plans, key findings and lessons learned
 - Assessment of market, walkability, infrastructure, urban design, land use, districts, natural resources/open space and boundaries including inventory of existing buildings and uses, property conditions and current occupancy status

TASK 3 DELIVERABLES

- Charrette Report
- Catalyst site concepts
- Online survey administration and summary
- Meeting summaries
- Three e-newsletters – content and layout



SEH designed an online process that received over 3,000 comments through use of Community Remarks. This tool will be available for the Elm Grove project to solicit input from those unable to attend face to face meetings.

Task 3: Strategic Planning

The first two tasks form the baseline from which to engage the public. This approach ensures that whatever vision comes, engaging the community will be grounded in market realities and data on existing conditions. As such, the research, fieldwork and analyses will be used as a foundation for working with stakeholders in preparing and refining alternative future scenarios (overall and site specific) for downtown enhancement and redevelopment. The following outlines the various ways we plan to engage the public in the planning process.

Online Survey

The SEH team, with input from the Village staff, will develop a set of brief survey questions and post them online using Survey Gizmo or other equivalent provider to obtain a broad level of citizen input regarding community-wide and downtown issues and opportunities. Content analysis will be conducted to develop key themes based on qualitative feedback.

E-Newsletter

The SEH team will produce content for three electronic newsletters (with review/input by Village staff) prepared for distribution. Content will include progress of the study and information regarding time, location and topic of public engagement opportunities. Documents will be distributed during strategic points of the planning process as determined in the kick-off meeting.

Online Engagement Services

Using an interactive online public engagement service such as engagingplans.com or mysidewalk.com greatly expands the degree and type of public dialogue and interaction between participants and project team members – beyond simply posting open house documents. SEH has found this to be a useful means for expanding outreach. A recent project in Sherwood, Wisconsin garnered over 3,000 citizen comments.

Engaging the community will be grounded in market realities and data on existing conditions.

Downtown Charrette

The SEH team includes staff trained in the National Charrette Institute (NCI) with extensive experience leading recent charrettes throughout Wisconsin. Design charrettes build consensus around priority action items by aligning stakeholders around a common vision for the study area.

We propose to organize a three-day charrette as described below, with the focus of the charrette on targeted development and redevelopment areas and aesthetics, walkability, streetscapes, public art and public gathering spaces.

Day One

Three-person project team (consultants and Village) orientation and site analysis briefing; project update meetings with downtown stakeholders; introductory community and downtown stakeholder meeting to validate project goals, issues, opportunities and analysis findings to establish a vision. This may include map markups, simulation-redevelopment game play and other interactive small group activities.

Day Two

Morning consultant team work planning meeting; development of initial design concepts; full project team design review session with downtown stakeholders; evening refinement work session. Work products will include hand written charts/lists, a range of hand drawings from plan diagrams, illustrative plans, cross sections and perspective sketches.

Catalyst concepts and associated development programs will be prepared and tested with regard to: potential land uses and product types; block patterns, building footprints, parking and connection points; needed infrastructure and mobility improvements; and financial feasibility.

Day Three

Morning two-person consultant team work planning meeting; continued refinement of design concepts; lunch hour two-person project team work product review; completion of charrette work products; early evening presentation with community and downtown stakeholders. Final work products will include digital summary (PowerPoint) of summary information as well as hand drawn graphics, original hand-drawn diagrams, illustrative plans cross sections and perspective sketches.



Downtown Riverfront Park Charrette – Chippewa Falls, WI

The outcome of the charrette will include alternatives related to private development concepts, public art, streetscapes, gathering spaces and other strategies to encourage visitors and residents to enjoy downtown, including:

- Elm Grove Road realignment
- Underwood Creek public realm opportunities
- Vehicular circulation
- Lighting
- Downtown gateways
- Seating
- Streetscape
- Green infrastructure
- Trails and multimodal connections
- Identification of Specific Redevelopment Opportunities
- Building placement (setbacks, build-to lines)
- Landscape concepts
- Building height, massing and density
- Building materials
- Awnings
- Signs
- Exterior building and site lighting

The SEH team will refine these alternatives into more detailed design recommendations including conceptual block-level site plans, massing and development data for redeveloping and or enhancing specific site areas (infill housing, mixed use, office and entertainment uses, streetscape, multimodal transportation and parking, green infrastructure, open space, etc.) This information will be provided to Village staff for them to vet against existing regulatory controls and to generate preliminary economic analyses. Up to three designs will be prepared for selected detailed redevelopment opportunity sites.



TASK 4 DELIVERABLES

- Implementation Strategy
- Implementation Spreadsheet
- Funding summary

Village Board Meetings to Discuss Charrette Results

This task includes two working sessions with Project Manager Andrew Dane and Blair Williams of WiRED and the Village Board and staff to review and discuss results of the charrette and identify a preferred alternative. The meeting(s) will also include discussion of evaluation criteria to be used in selection of a preferred alternative.

SEH Project Manager Andrew Dane and consulting developer Blair Williams will facilitate a positive dialogue with the Village Board, staff and residents to identify preferred public realm and infill development opportunities for downtown Elm Grove. The overall goal will be to create a shared vision for downtown development that maximizes public benefit while creating economically viable development opportunities which are compatible with adjacent neighborhoods and community values.

Refinement of Redevelopment Concepts

SEH team members will prepare final design concepts including preparation of up to three renderings of downtown/waterfront housing, commercial or mixed-use developments and up to two public space renderings illustrations. This task includes:

- Development concepts illustrating desired massing, density, style of desired development
- Market-based development programs for catalyst sites
- Development economic analyses (pro formas) for each catalyst site/area
- Fiscal impact assessment for catalyst sites
- Evaluation of potential public-private funding mechanisms for catalytic (re)development
- Narrative summarizing project vision and design principles

Task 4: Implementation Planning

Incentives

The team will identify preferred development incentives to support specific redevelopment and development opportunities in the downtown study area. Identify incentive options and possible public-private deal structures for key redevelopment sites including potential for privately funded public open spaces in the downtown study area

Sample Pro Forma

Though not identified specifically in the RFP, the SEH team (with input from Village) will prepare a set of assumptions for use in the preparation of economic analyses for downtown catalyst sites addressing project revenues, development costs, operating expenses and economic return targets (both public and private). Using these assumptions, the SEH team will prepare development proforma designed to quantify the magnitude of “gaps” in the financial feasibility of the preferred alternatives.

Implementation Strategies and Action Matrix

A series of specific action steps tied to goals and objectives will be developed and supported with the assignment of the responsible party or parties, a timeline for implementation and potential financial and technical resources to facilitate success. Private public partnerships will be drawn upon in most instances. The action steps and subsequent outcomes will be prioritized based on our team's knowledge of the flow and availability of resources and the timing of possible grants.

Priorities For Investment

Our team will identify public improvements that support desired outcomes for the study area as well as an action plan with priority capital projects and programs, policy and regulatory changes, financial resources and investment priorities identified along with the implementing entity.

Policies

- Recommend proposed zoning changes
- A spreadsheet formatted implementation strategy/action plan including the following components:
 - Key Objectives
 - Action Steps
 - Responsible parties for Plan implementation
 - Performance Indicators and Program Monitoring
 - Schedule
 - Funding

Task 5: Final Report and Plan Adoption

Open House Presentation

The draft final plan will be presented to community members in an open house format with the opportunity for questions, comments and feedback. Materials will be presented in a manner that's easy to understand and graphical in nature.

Final Downtown Master Plan

After any feedback from the open house is incorporated into the draft final plan, the Village will distribute it to desired review parties and compile a single set of review comments which will be provided to the SEH team to facilitate the final Downtown Master Plan. The SEH team will participate in up to three additional review and approval conference calls to facilitate approvals. The team will review comments and recommended edits will be incorporated into the final plans for approval and distribution.



TASK 5 DELIVERABLES

- Final Downtown Master Plan Report

FEE

Task 1 — Market Study.....	\$10,000
Task 2 — Elm Grove Today Report.....	\$15,000
Task 3 — Strategic Planning.....	\$18,000
Task 4 — Implementation Planning	\$7,000
Task 5 — Final Report and Plan Adoption	\$3,000
Total Fee	\$53,000

HOURLY BILLABLE RATES – 2018

Classification—Office Staff	Billable Rate ⁽¹⁾
Principal	\$155.00–\$250.00
Project Manager	\$140.00–\$225.00
Senior Project Specialist	\$135.00–\$210.00
Senior Project Engineer	\$125.00–\$210.00
Project Engineer	\$100.00–\$165.00
Staff Engineer	\$80.00–\$125.00
Senior Project Architect	\$110.00–\$199.00
Project Architect	\$95.00–\$150.00
Staff Architect	\$80.00–\$110.00
Senior Project Scientist	\$130.00–\$165.00
Project Scientist	\$85.00–\$120.00
Staff Scientist	\$70.00–\$95.00
Senior Project Planner	\$125.00–\$195.00
Project Planner	\$85.00–\$135.00
Staff Planner	\$75.00–\$95.00
Project GIS Analyst	\$85.00–\$150.00
Lead Technician	\$95.00–\$155.00
Senior Technician	\$80.00–\$130.00
Technician	\$60.00–\$110.00
Word Processor	\$55.00–\$95.00
General Clerical	\$55.00–\$95.00
Graphic Designers	\$80.00–\$120.00

Classification—Field Staff	Billable Rate ⁽¹⁾
Licensed Land Surveyor	\$110.00–\$150.00
Lead Project Representative	\$95.00–\$145.00
Sr. Project Representative	\$80.00–\$125.00
Project Representative	\$70.00–\$120.00
Survey Crew Chief	\$85.00–\$120.00
Survey Instrument Operator	\$60.00–\$95.00

(1) The actual rate charged is dependent upon the hourly rate of the employee assigned to the project.

The rates shown are subject to change.

Effective: January 1, 2018

Expires: December 31, 2018

SCHEDULE OF EXPENSES – 2018

Vehicle Mileage Rates

Current IRS rate if IRS rate is whole cents, otherwise rounded down to nearest whole cent.

Vehicle Allowance Costs

Resident Project Representative \$16.00/day
 Survey and Field Vehicle \$4.50/hour + mileage as referenced above

Survey Equipment

Robotic Total Station \$30.00/hour
 Global Positioning System (GPS) \$30.00/hour

Computer Equipment

Computer Charges per Direct Hour of Labor \$3.00/hour

Other Equipment Expenses

SEH uses many different types of equipment, such as traffic counters; flow meters; air, water and soil sampling kits; inspection cameras; density meters; and many others. Our equipment is frequently upgraded to utilize current technology. You will be charged for equipment usage per your agreement with SEH.

Rates are subject to change.

Identifiable Reproduction and Reprographic Costs – 2018⁽¹⁾⁽²⁾

Item	8½ x 11	11 x 17	Large Format	Per Item
Black/White Copy ⁽³⁾	0.07	0.24	0.95 + 0.50/sq. ft.	
Color Copy ⁽³⁾	0.46	1.02	0.95 + 2.55/sq. ft.	
Mylar			5.00	
CD Copy				3.00
Lamination	2.00	3.50	3.50/sq. ft.	
Laminated Foamcore – up to 30" x 42" – larger than 40" x 60"			40.00 75.00	
3-Ring Binder <i>size</i>	1"	2"	3"	4"
<i>cost</i>	3.20	4.80	5.60	7.24
Machine Folding				0.02
Binding				
– wire				3.60
– comb				3.20
Covers				
– custom				0.15
– blank				0.03
Tabs (white)				0.20
Mailing/Processing				UPS or USPS rates

(1) prices include operator time

(2) prices denote single-sided printing

(3) standard stock, white paper used for pricing

Prices are subject to change and may not be accompanied by immediate notification.



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