



**Proposal for:**  
**CITY OF COLUMBUS**  
**ZONING &**  
**SUBDIVISION**  
**ORDINANCE REWRITE**

**February 21, 2025**



**VANDEWALLE & ASSOCIATES, INC.**  
Madison: 120 East Lakeside Street | Madison, WI 53715 | [www.vandewalle.com](http://www.vandewalle.com)  
Milwaukee: 247 Freshwater Way | Milwaukee, WI 53204  
Contact: Sonja Kruesel, AICP | C. (920) 988-2327 | [skruesel@vandewalle.com](mailto:skruesel@vandewalle.com)

# TABLE OF CONTENTS



<b>Letter of Transmittal</b>	<b>1</b>
<b>Project Statement</b>	<b>2</b>
<b>Project Approach</b>	<b>3</b>
<b>Data Needs</b>	<b>8</b>
<b>Scope of Services</b>	<b>9</b>
<b>Project Time Schedule</b>	<b>15</b>
<b>Firm Profile and Qualifications</b>	<b>17</b>
<b>Firm Overview</b>	<b>18</b>
<b>Areas of Expertise</b>	<b>19</b>
<b>Previous Work and References</b>	<b>25</b>
<b>Key Personnel Qualifications</b>	<b>32</b>
<b>Staffing Plan and Roles</b>	<b>33</b>
<b>Project Team Resumes</b>	<b>34</b>
<b>Proposed Project Budget</b>	<b>39</b>



## CONTACT INFORMATION

### **Project Manager**

Sonja Kruesel, AICP | [skruesel@vandewalle.com](mailto:skruesel@vandewalle.com)

### **Principal-in-Charge**

Brian Munson | [bmunson@vandewalle.com](mailto:bmunson@vandewalle.com)

### **Madison Office:**

120 E. Lakeside Street  
Madison, WI 53715  
(608) 255-3988 Phone  
(608) 255-0814 Fax

### **Milwaukee Office:**

247 W Freshwater Way  
Milwaukee, WI 53715  
(414) 988-8654  
[www.vandewalle.com](http://www.vandewalle.com)

# LETTER OF TRANSMITTAL

Dear Mr. Kornmann:

On behalf of the Vandewalle & Associates' team, we are pleased to present our proposal for the Zoning and Subdivision Ordinance Rewrite project. We have thoroughly reviewed the RFP and have prepared a detailed proposal to address all of the City's requirements to deliver a comprehensive rewrite of the Zoning and Subdivision Code that enables Columbus to implement the goals, recommendations, and vision laid out in its Comprehensive Plan and which reflects the stated goals of the Request for Proposal.

While our proposed scope of work, approach, and project timeline are specific to Columbus, they are based on a successful approach that we have used in crafting hybrid use-based/form-based development codes for more than 40 years throughout Wisconsin. We will provide a Code update process that offers meaningful input from staff, elected officials, businesses, neighborhoods, property owners, and interested residents. The result will be a new Zoning Code that is thoroughly customized to forward the City's plans and facilitate the type of development that Columbus desires.

Our Project Team offers an unmatched wealth of experience in rewriting and administering Zoning Ordinances across Wisconsin, coupled with decades of local and regional knowledge to provide:

- A deep knowledge of the connections between planning, zoning, land division, economic development, and redevelopment. We will leverage Vandewalle & Associate's experience in revitalizing central downtown areas, older neighborhoods, and aging commercial corridors to craft zoning provisions that respond to market conditions, stimulate reinvestment, and encourage high quality, well-designed development.
- The ability to craft zoning standards and procedures that not only serve to protect and enhance existing community character and neighborhoods, but also provide flexibility and encourage well-planned new development, infill development, and redevelopment in appropriate locations.
- Dynamic public participation strategies and processes integrated into all elements of the project that are designed to build consensus and deliver a practical product for the City to implement and administer.
- User-friendly documents with graphics, tables, and figures that explain zoning regulations. Our Zoning Codes also provide long-term consistency and flexibility in both application and administration.
- A product that increases opportunities for diversity in housing formats and densities, redevelopment and infill projects, dynamic multi-modal transportation and mixed-use development, and the protection and enhancement of neighborhood, corridor, and gateway character, utilizing context-sensitive design standards.
- Protection of valuable natural features and integration of sustainable development components.
- Enhancement and preservation of historic development character.
- A team of planning professionals with a long history of addressing the practicalities of developing and administering zoning regulations, with expertise in the unique statutes and case law governing land use controls in the state of Wisconsin.

Beyond our expertise in Zoning Ordinance rewrites, we also have an existing working relationship with staff that we value and would like to continue through this work. We hope that our detailed proposal clearly demonstrates how our team's experience and expertise qualify us for this project. Thank you for your consideration of our services. Please do not hesitate to contact us with any questions.

Sincerely,



Sonja Kruesel, AICP  
Project Manager



Brian Munson  
Principal-in-Charge



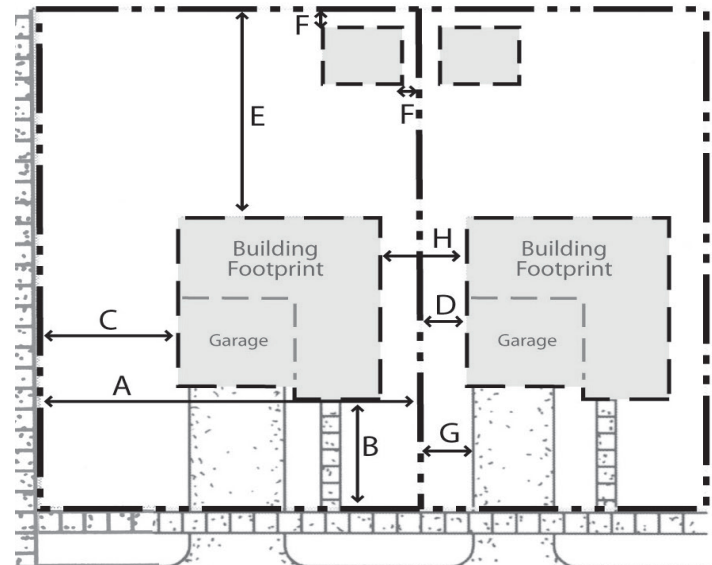
## PROJECT STATEMENT

# PROJECT APPROACH

Vandewalle & Associates' extensive experience working in similar communities throughout Wisconsin provides us with an unparalleled perspective on the issues, concerns, and opportunities that will drive this process to comprehensively rewrite the City's Zoning and Subdivision Code. We will draft requirements that are context-sensitive and physically appropriate for the community, and which reflect Columbus's people and culture. Following a thorough review of the City's Comprehensive Plan, current Zoning Code and Land Division regulations, we will have an even greater understanding of the City's goals, objectives, and priorities. We will put this knowledge to work in modernizing Columbus's land use regulations to best implement the City's vision and nation-wide best practices.

The City's Comprehensive Plan includes several recommendations specific to the Zoning Code update, including several of the items listed in the RFP and other areas of the plan as shown below:

- Create mixed neighborhoods that provide a range of housing types, densities, and costs.
- Encourage new development that supports a range of transportation options, including biking and walking.
- Reserve areas along key transportation corridors for high-quality economic development.
- In the downtown, new development will complement and reinforce the existing downtown development format, with emphasis on multistory buildings located close to the street and side lot lines.
- Consider other design elements in the downtown area that will enhance the small town feel of Columbus.
- Require high quality and coordinated site design, landscaping, signage, and building materials within neighborhood commercial districts.
- Update and monitor the city's zoning and sign code to enhance the design of future development.

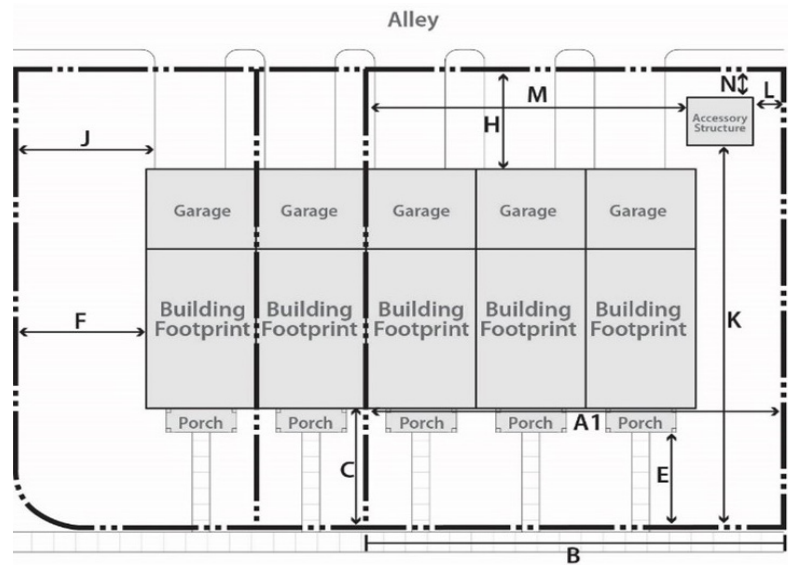


Based on the objectives in the City's Request for Proposals, we understand Columbus seeks a consultant team to prepare a complete rewrite of its current Zoning and Subdivision Code that better reflects the City's development, preservation, and community character objectives. More specifically, we understand the City is interested in preparing a Zoning Ordinance that:

- Implements the goals and objectives of the Comprehensive Plan and the Future Land Use Map through enforceable regulations.
- Addresses zoning reform opportunities that improve diversity and availability of housing stock, including changes in bulk requirements like lot size and required open space, as well as incorporation of allowance for missing middle housing types.
- Includes mixed use districts that accommodate a complementary mix of neighborhood-scale retail, office, service, multi-family residential, institutional, and open space uses.
- Create flexible yet predictable standards that match modern development expectations which can contribute to reducing the need for Planned Development zoning.
- Crafts zoning districts tailored to Columbus's unique areas, neighborhoods, gateways, and corridors, such as the historic downtown, strategic infill and redevelopment sites, and new greenfield development opportunities.
- Create an ideal mix of zoning districts that works for Columbus, including consolidation of zoning districts and avoidance of excessive overlay districts.

# PROJECT APPROACH

- Integrates updated urban design standards into the Zoning Code in a way that is easy to administer and flexible enough to ensure high-quality development while still allowing for and promoting creativity.
- Creates a zoning code that carefully blends traditional zoning regulations with strategic form-based elements to achieve the development recommendations in the Comprehensive Plan. See the call out box for more information.
- Incorporates principles of multi-modal development that supports bicyclists and pedestrians and acknowledges the connection between land use and transportation throughout Columbus.
- Facilitates historic preservation and rehabilitation of old structures including production of an ordinance that retains the City's Certified Local Government status.
- Clearly spells out the steps, review criteria, and approvals for administrative procedures to ensure complete applications and predictable steps for all zoning-related processes, particularly in response to recent Statutory changes, such as 2017 Wisconsin Act 67 and its impact on conditional use permits.
- A refreshed sign code in response to the 2015 Reed v. Gilbert case and which is also modern and creative to allow revitalization of key areas like the City's downtown.
- Eliminate guess work for city staff, the public, and developers by making the code easier to use through incorporation of user-friendly graphics and tables, while also reducing the need to make interpretations of code language.
- Coordinates revisions to the City's subdivision ordinance with the new zoning regulations.
- Reviews and corrects any existing inconsistencies within the City's Zoning Code.
- Research, review, and integrate zoning best practices and innovative ideas that have proven successful in Wisconsin and around the country.



Zoning codes tend to follow one of four strategies to define and arrange zoning districts:

- 1. Zoning Districts based on Land Use (Euclidean Zoning).** This oldest form of zoning is primarily designed to segregate different land uses and to arrange them based on a rigid set of dimension requirements for lot area, setbacks, and lot coverage. Euclidean zoning began with the New York City zoning code of 1916, and zoning districts using a letter-number format such as “R-1”, “B-2”, and “M-3” are a *field mark* of such codes. The high levels of noise, waste, odor, and air and water pollution associated with development in the first half of the 20th Century were at the root of this desire to segregate residential, commercial, and industrial land uses from one-another. In establishing residential districts, Euclidean zoning was also used to segregate people based on wealth, and thus the racial and ethnicity characteristics associated with differences in wealth.

In the second half of the 20th Century, Euclidean zoning expanded its scope to require development to accommodate (and ultimately perpetuate) the growing dependence of the automobile and on-site parking requirements, which peaked in the 1980s. The City’s current zoning code is comprised mainly of Euclidean districts, as are most zoning codes around the country.

- 2. Zoning Districts based on Community Character (Performance Zoning).** Performance Zoning arose in high growth metropolitan fringe counties around Philadelphia, New York, Montreal, and Chicago in the 1970s and 1980s. Zoning districts are arranged along a “Community Character Continuum” focused on the density of residential development and the intensity (lot coverage or floor area ratio) of nonresidential development. A *field mark* is the resulting zoning district names incorporate characters along a continuum ranging from “Wilderness”, “Rural”, and “Countryside”, to “Exurban”, “Estate”, and “Suburban” and “Transition”, to “Urban”, “Central”, and “Core”. The districts focus on segregating densities and intensities, with a few narrow zoning districts for high impact industrial and large-scale commercial uses. Diverse land uses are permitted within each district, so long as multi-family and nonresidential development is of a consistent intensity with the residential development in the same district.

Performance zoning introduced the practice of landscape point systems, formula-based sign area requirements, and infrastructure capacity analysis as common development analysis practice – which have often been retrofitted into older Euclidean codes.

- 3. Zoning Districts based on Building and Public Realm Design (Form Based Zoning).** Form Based Zoning originated in resort community development in the 1980s but found a second home in gentrifying suburbs in high growth metropolitan areas often transitioning from highway-oriented suburban and transition development areas to a more urban level of intensity. Zoning Districts are also arranged along a community character continuum (called a “Transect”), but the focus of the ordinance is on exterior building form, streetscape, and public space design rather than density, intensity, or building height. A *field mark* is the resulting district names T1 (most rural) through T6 (most urban). Diverse land uses are permitted within each district, so long as the development is consistent with the design standards of the district.

Although many Euclidean and Performance zoning codes included form-based standards for downtown development and basic requirements prohibiting low-quality building exterior materials, Form Based Zoning introduced detailed exterior building and public space design requirements for development throughout a community. Many components of Form Based zoning codes have often been retrofitted into older Euclidean and Performance zoning codes.

- 4. Hybrid Zoning.** Hybrid Zoning incorporates elements of Euclidean, Performance, and Form Based codes, recognizing that each of the three systems has its own strengths and weaknesses. For example, in our experience in the Upper Midwest, communities increasingly support mixed use development. Additionally, most also want to retain essential Plan Commission and Elected Body controls over land use – particularly in Wisconsin in the post Act 67 era where the ability to deny conditional uses has been severely restrained, while the power to determine the most appropriate zoning district and the timing of zoning map amendments are still at the discretion of the Elected Body as advised by the Plan Commission.

However, at the same time, communities want their new zoning code to result in predictable community character, and in more humane building, streetscape, and public space designs.

Hybrid codes offer the strongest ability to customize a code to the realities and aspirations of a community because they are not subject to the more rigid constraints of a Euclidean, Performance, or Form Based zoning system, and thus can capture the best aspects of each, while avoiding the most troubling weaknesses.

**Vandewalle & Associates strongly recommends using the more flexible and more responsive Hybrid Zoning approach.**

# PROJECT APPROACH

As zoning best practices evolve and change, we continue to adapt, modernize, and integrate new ideas and policy approaches into each Zoning Ordinance rewrite process we complete. One of the most prevalent topics at the top of mind today across Wisconsin is - how zoning can impact housing affordability and availability.

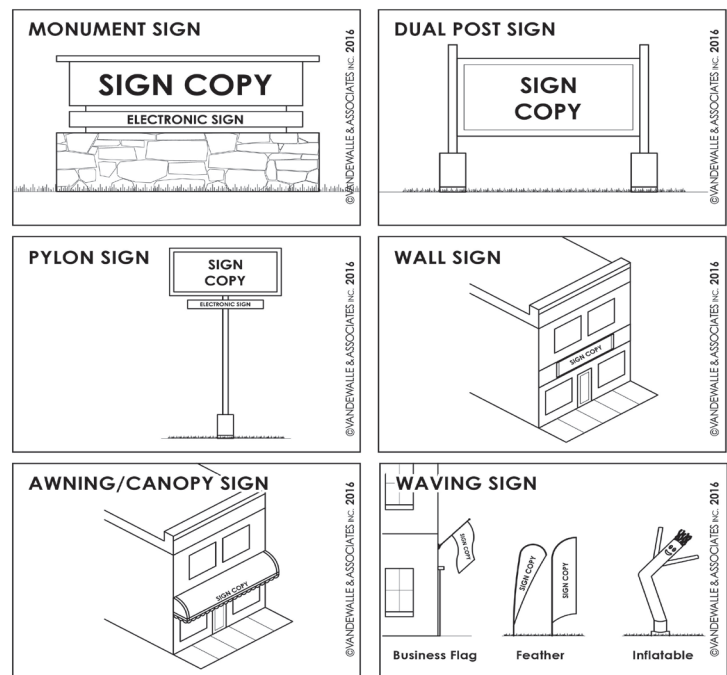
Wisconsin is projected to need 140,000 more housing units between 2020-2030 to keep up with current demand (Source: Forward Analytics, A Housing Hurdle: Demographics Drive Need for More Homes, 2022).

In response, the Wisconsin League of Municipalities published, “A User’s Guide to Wisconsin Neighborhood Affordability.” Several of the reports key recommendations included zoning reform ideas such as allowing missing middle housing, removing density maximums and instead using a form-based approach, reducing or eliminating parking minimums, and streamlining development review processes.

Further, the Wisconsin League of Municipalities has been publishing monthly summary document guides and videos over the past year called “More Housing”. Many of the recommendations reflected in these publications are reflective of our zoning rewrite approach and will be explored and integrated into the City’s new Zoning Code.

We aim to provide a collection of strategic zoning approaches aimed at providing the community with new opportunities for diverse housing formats. These include:

- Allowing residential land uses to be integrated within commercial zoning districts through mixed-use opportunities.
- Utilizing form-based principles for residential zoning districts where there are no unit or density maximums. Instead, the setbacks, height, impervious surface, and lot dimensions dictate density and allow for developments to be well-integrated into neighborhood context.
- Reduction or elimination of parking standards, which reduces development costs, reduces surface parking, and promotes multi-modal transportation options.
- Allow accessory dwelling units and in-family suites in all residential districts by-right with defined site requirements to enable alternative housing formats within existing neighborhoods.
- Develop bulk dimensional standards that promote traditional neighborhood design principles such as reduced front setbacks for structures that integrate front porches, reduction in minimum lot sizes, front-loaded garage setback and percentage requirements, and impervious surface standards in replacement of building lot coverages to promote greater use of lots within existing developed neighborhoods.
- Create zoning districts specifically to enable missing middle housing formats including small-lot and alley-loaded single-family, different forms of two-family unit configurations, small and mid-scale multi-family units, condominium or rental opportunities through options for zero lot lines or multiple units on the same lot, and higher-density multi-family in appropriate locations.





# PROJECT APPROACH

Beyond housing, the City has several other defined goals it seeks to accomplish through this process. We have developed several new Zoning Ordinances which utilize the following strategies to further advance those ideas in helping the community move toward its goals. These include:

- Create new zoning districts and land uses that allow diversity in building configurations, mixing of uses by-right, and combine common land use types together into overarching land use categories.
- Incentivize green infrastructure and sustainable development through alternative energy production permitted in all zoning districts, raingarden and landscaping standards that integrate native plantings, inclusion of on-site recreational space in new multi-family development, EV charging opportunities, bicycle parking standards, and the use of maximum impervious surface standards.
- Address “hot button” topics head on leveraging our experience writing and administering Zoning Ordinances across Southern Wisconsin. This provides our team with the ability to figure out what works for each community and develop models that address community needs and align with all statutory requirements. Topics often include: short-term rentals, accessory dwelling units, parking, upzoning, and more.
- Promote active transportation options through bicycle and pedestrian access standards, allowing increased height, density, and mixed-use options in appropriate locations and along community corridors, reducing setbacks or creating maximum front setbacks to create a pedestrian-oriented experience, and reducing or eliminating minimum parking standards and integrating maximum parking standards.
- Protecting and promoting reinvestment in community assets such as downtown and the riverfront utilizing unique design standards and bulk dimensional standards for key areas.
- Staying up to date and current with land use case law and statutory changes. Because we complete so many zoning code rewrites across the state and administer many of them following adoption through development review, we are always tracking law changes and addressing them within our client community’s codes. This unmatched level of expertise and continuing knowledge base can be vital to the long-term success of the code and the community avoiding future legal challenges post-adoption.

The City’s RFP makes clear that the City is committed to supporting quality development that respects the past and strategically positions itself as it transitions into the future. With Vandewalle & Associates, we offer a team of professionals with a depth of experience in designing for community character, progressive neighborhood design, and strategic development, along with the ability to craft development regulations that advance these community goals.

# DATA NEEDS

We would anticipate there would be data requested from the City as part of this project. In order to complete several of the upfront steps in respect to changes that have occurred recently to resolve particular issues, identify areas of the existing code that need to be retained, and complete an analysis of where there are existing code deficiencies, we would request recent data (as available) related to the following (last 10 years):

- Variances
- Zoning Text and Map Amendments
- Planned Developments
- Project-Specific Data/Plans (good development examples that we want to enable within the new code)

As part of the Zoning Map process, we will be requesting available GIS data that can assist us with this effort. V&A already has some of this data from our past work with the City, but we would foresee needing other GIS data too, including:

- Existing Zoning
- Parcels
- Land Use

There may be additional data requested through this process and this list may not be exhaustive. We would also encourage any other ideas City staff may have related to data you have already collected or have access to that may be beneficial to this process.

# SCOPE OF SERVICES

In response to the RFP's Outlined Scope of Services, the following pages feature a summary of how each of those elements identified by the City within the RFP are proposed to be incorporated, addressed, and reflected within our Team's proposed Scope of Work. The Scope of Work below is a process and approach V&A has successfully employed in six different Zoning Ordinance Rewrite projects over the past seven years.

## Work Element 1: Project Management and Communication

**Virtual Monthly Staff Meetings (18):** Established at the forefront of the process, regularly scheduled virtual update meetings throughout the process with City staff.

**In-Person City Staff Working Sessions (4):** In-Person 2-hour working sessions throughout the project to review and discuss key draft deliverables as they are produced.

*Deliverables: Facilitated discussions, meeting agendas and review materials, and follow up materials*

## Work Element 2: Public Participation and Outreach

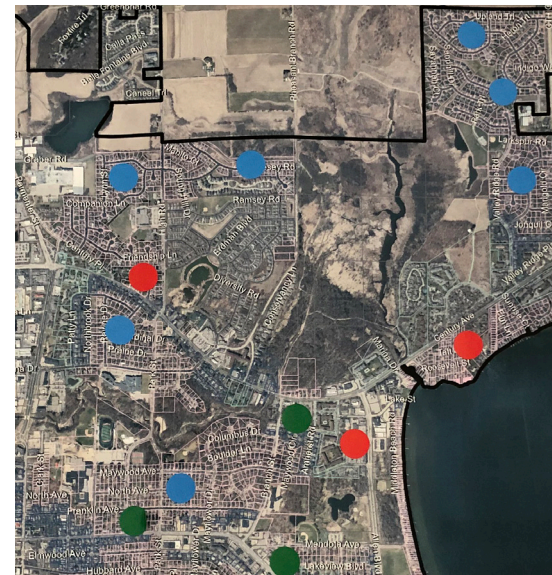
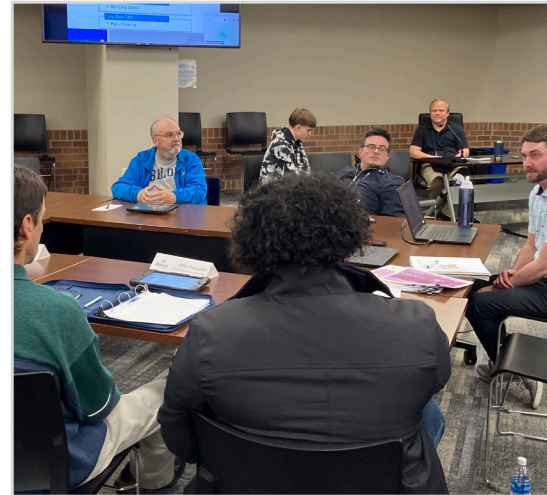
**In-Person Steering Committee Review and Input Meetings (8):** Regular updates and milestone project deliverables review meetings in a workshop format with the Plan Commission. This will occur throughout each Work Element.

**In-Person City Council Review and Input Meetings (3):** Regular updates and milestone project deliverables review meetings with the City Council. This will occur throughout each Work Element.

*Deliverables: Facilitated discussions, meeting agendas, review materials, and presentations, and follow up materials*

## Work Element 3: Issues Identification and Existing Zoning Code Evaluation

**Research, Data Gathering, and Best Practice Evaluation:** Review existing plans, ordinances, and City data to identify and understand areas where recommended changes are needed in the new Zoning Ordinance. This will include the City's current Zoning Code, Subdivision Ordinance, Comprehensive Plan, and relevant planning document. It will also include zoning data related to past Variances, Planned Developments, Zoning Amendments, and GIS data. City staff will assist in providing all relevant plans and data, as available. Finally, it will include research and data gathering related to zoning best practices to be integrated into the new code's development related to key topic areas and existing issues the City is looking to resolve (ex. housing, mixed use, etc.).



Middleton Zoning Issues and Opportunities Workshop

# SCOPE OF SERVICES

## Issues Identification Report and Code Evaluation Report:

Using the feedback gathered throughout Work Element 2, an Issues Identification and Existing Code Evaluation Report will be produced to detail the performance of the code and map today, in addition to best practice ways to resolve these issues through the new Zoning Code and Map and Subdivision Code.

*Deliverables: Summary of research and data collection, issues identification report, and existing zoning ordinance evaluation report*

## Work Element 4: Draft Zoning Districts, Land Uses, and Bulk Dimensions

**Prepare Draft #1 Zoning Districts and Land Use Tables:** Creation of draft new

Zoning Districts, their associated bulk dimensions, land uses, and permitted and conditional land uses within each district.

**Prepare Draft #2 Zoning Districts and Land Use Tables:** Revisions to the Draft Zoning Districts and Land Use Tables based on the feedback provided by City staff and the Plan Commission.

*Deliverables: Draft zoning district translation table (existing vs. proposed), draft zoning district details breakdown, draft bulk dimension and land use tables (2 iterations), facilitated discussion, and meeting materials*

## Work Element 5: Draft Zoning Map

### Testing Draft Zoning Districts on Initial Draft Zoning Map:

Vandewalle & Associates will work with City staff in testing the draft Zoning Districts on a preliminary draft Zoning Map. V&A will produce the preliminary draft Zoning Map, develop questions and potential text revisions needed based on the map, provide it to staff for review, and work with staff to go through key questions areas and identify potential zoning district, land use, or bulk dimensional changes needed. Vandewalle & Associates will facilitate a meeting with City staff to review the preliminary Draft Zoning Map and discuss the changes needed.

**Prepare Draft(s) and Adopted Zoning Map:** Consultant-led development and creation of the new Zoning Map utilizing our time-tested approach in association with the preparation of the draft Zoning Code. This will include multiple iterations of the map to be reviewed and revised based on City staff, Plan Commission, City Council, and public feedback gathered throughout the process. Data will be provided for use in updating the City's existing online interactive zoning map.

*Deliverables: Initial test draft zoning map, draft zoning ordinance translation map (existing vs. proposed), draft zoning maps (3 iterations), adopted zoning map (1)*

Figure 1: Existing Allowed Residential Uses, Mount Horeb

	Single Family	Two-Family	Attached Single-Family Townhouse	Small Multi-Unit (max 8 units)	Medium Multi-Unit (max 12 units)	Large multi-unit (over 12 units)
R-1 Single Family Residential	Allowed	Not allowed	Not allowed	Not allowed	Not allowed	Not allowed
R-2 Two-Family Residential	Allowed	Allowed	Not allowed	Not allowed	Not allowed	Not allowed
R-3 Multifamily Residential	Allowed	Conditional	Allowed	Allowed	Allowed	Not allowed
R-4 Elderly Housing Residential	Not allowed	Not allowed	Not allowed	Allowed	Allowed	Allowed (up to 24 units)
NB Neighborhood Business	Allowed	Conditional	Not allowed	Conditional	Not allowed	Not allowed
PB Planned Business	Not allowed	Not allowed	Not allowed	Conditional	Not allowed	Not allowed
CB Central Business	Not allowed	Not allowed	Not allowed	Conditional	Not allowed	Not allowed
MSB Main Street Business	Allowed	Conditional	Not allowed	Conditional	Not allowed	Not allowed

Village of Mount Horeb Allowed Residential Units by District



City of Jefferson, Parcel by Parcel Analysis

# SCOPE OF SERVICES

## Work Element 6: Draft Zoning Code Development

**Prepare Part 1 of Draft Zoning Code:** Using our recently completed codes as a starting point (which are current with statutory and case law directives), a highly customized Draft Zoning Code text will be prepared including:

- Definitions
- Zoning Districts (purpose of each district and overlay districts)
- Land Use Regulations (land use table by zoning district, all land use definitions and standards)
- Bulk Regulations (bulk dimensions table by zoning district, unique bulk standards situations)
- Nonconforming Situations (uses, lots, structures, etc.)

**Part 1 Policy Decision Guide:** Key policy questions will be identified, and a policy decision guide will be produced for use during City staff working sessions and Plan Commission review and input meetings.

**Revised Part 1 of Draft Zoning Code:** Based on feedback from City staff and the Plan Commission, Part 1 will be revised to reflect policy decision guide determinations.

**Prepare Part 2 of Draft Zoning Code:** Using our recently completed codes as a starting point (which are current with statutory and case law directives), a highly customized Draft Zoning Code text will be prepared including:

- Performance Standards (access, visibility, parking, parking lots, noise, lighting, etc.)
- Points-based Landscaping and Bufferyard Regulations (lots, buildings, parking, etc.)
- Exterior Building Design Requirements (design standards for new development, additions, etc.)
- Sign Code (all sign regulations)
- Procedures and Administration (notices, amendments, CUPs/PUDs, site plan review, etc.)

**Part 2 Policy Decision Guide:** Key policy questions will be identified, and a policy decision guide will be produced for use during City staff working sessions and Plan Commission review and input meetings.

**Revised Part 2 of Draft Zoning Code:** Based on feedback from City staff and the Plan Commission, Part 2 will be revised to reflect policy decision guide determinations.

*Deliverables: Draft zoning code part 1 and 2 (2 iterations), policy decision guides, internal review documents and guides*

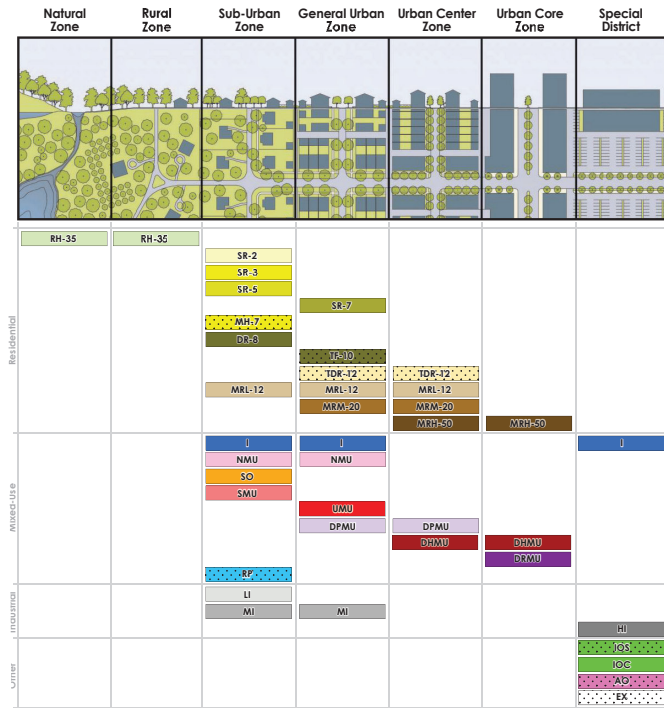
## Work Element 7: Draft Subdivision Code Development

**Prepare Draft Subdivision Code:** Using our recently completed codes as a starting point (which are current with statutory and case law directives), a customized Draft Subdivision Code text will be prepared.

**Subdivision Code Policy Decision Guide:** Key policy questions will be identified, and a policy decision guide will be produced for use during City staff working sessions and Plan Commission review and input meetings.

**Revised Subdivision Code:** Based on feedback from City staff and the Plan Commission, prepare a revised Draft 2 of the Subdivision Code to reflect policy decision guide determinations.

*Deliverables: Draft subdivision code (2 iterations), policy decision guides*



City of Wausau Zoning District Transect Example

# SCOPE OF SERVICES

## Work Element 8: Zoning Code, Map, and Subdivision Code Review and Adoption

**Prepare Public Draft of Zoning Code:** Combining the revised versions of Part 1 and 2, the Public Draft Zoning Code will be produced. This draft will be reviewed by City staff, other City Committees, the public, Plan Commission, and City Council.

**Prepare Executive Summary of the Draft Zoning Code and Map:** Create an Executive Summary document to explain and illustrate a simplified and easy to digest list of key changes and overall user-guide for the Draft New Zoning Ordinance and Map.

**Prepare Public Draft of Subdivision Code:** Prepare the Public Draft Subdivision Code based on revisions and feedback received on Draft 1. This draft will be reviewed by City staff, other City Committees, the public, Plan Commission, and City Council.

**Prepare Executive Summary of the Draft Subdivision Code:** Create an Executive Summary document to explain and illustrate a simplified and easy to digest list of key changes and overall user-guide for the Draft Subdivision Code.

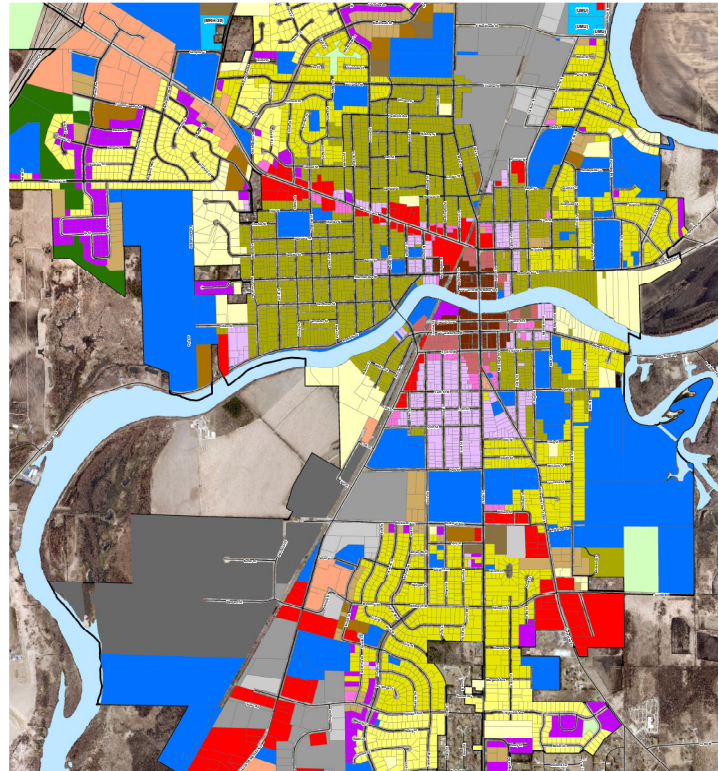
### In-Person Plan Commission Public Hearing and Recommend

**Meeting:** Presentation and attendance at the Plan Commission public hearing to gather public feedback on the Final Draft Zoning Code and seek a recommendation for adoption.

**In-Person City Council Adoption Meeting:** Presentation and attendance at a City Council meeting to seek formal adoption of the Final Draft Zoning Code.

**Prepare Adopted Zoning Code, Map, and Subdivision Code:** Provide City staff with the adopted version of the Zoning Code and Map in all required City formats requested and any associated data from the process.

*Deliverables: Public and final draft zoning codes (2 iterations), public and final draft subdivision code, executive summary of new zoning code, map and subdivision code, facilitated discussions, meeting agendas, review materials, and presentations, and follow up materials*



Fort Atkinson Zoning Map

# SCOPE OF SERVICES

## Public Input Optional Tasks

In further customizing this Scope of Services to best fit Columbus, Vandewalle & Associates is willing and open to make strategic changes to best fit desired roles, responsibilities, and budgetary constraints. The following optional tasks can be added to the proposed baseline scope of services included above, at the discretion of City staff. The optional tasks may be selected on an a la carte basis.

**Stakeholder Listening Sessions (2):** We use listening sessions 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 key stakeholders and interest groups such as local developers, City Department Heads, neighborhood or area associations, local businesses, etc.

**Public Zoning Workshop and Online Follow Up Survey:** Featuring both virtual and in-person input opportunities, this event will generate the feedback needed to understand key issues, opportunities, and locations that require special attention as part of the project. The Workshop will be facilitated by V&A's experienced team members and will be highly interactive with numerous activities to solicit a wide variety of input. Workshop materials will also be posted to the project website for individuals unable to attend in person to contribute feedback. Directly following the in-person event, an online survey will be hosted on the Project Website in both text and interactive map-formats that mirror the questions asked during the in-person event. This will provide an opportunity for interested individuals who were unable to attend the event to give feedback.

**Prepare Zoning Map Mailing Notices:** Create and mail notice letters to individual property owners where a substantial zoning change is proposed (downzoning or upzoning). In addition to preparing the mailers, V&A can also field questions and comments from property owners in response to the notices to inform changes to the Draft Zoning Map prior to seeking adoption.

**Prepare Post-Adoption Summary Guides and Applications:** Around the time of adoption, V&A will develop a set of summary guide materials that explain and summarize the most common and standard components of the Zoning Code such as requirements for fences, certain signs, ADUs, landscaping, etc. Additionally, model application materials for the processes associated with the new Zoning Code will be developed and provided to City staff for use directly following the adoption process.

*Deliverables: Public meeting advertising materials, facilitated discussions, meeting agendas, meeting materials, review materials, presentations, online surveys using Survey Monkey, follow up materials, zoning change mailing notice letters and mailing list, fielding calls and emails in response to notice letters, summary of mailing notice feedback received, summary guide materials, and application process templates*



# TOOLS FOR INFUSING DIVERSE PUBLIC VOICES INTO THE PROJECT

## Community-Based Public Engagement Strategies

- **Pop-Up Outreach at Community Events/Locations**
  - Farmer's Markets
  - School Events
  - Music Events and Festivals
  - Grocery Stores
  - Parks
  - Local Businesses
- **Public Vision Workshop**
- **Community Art / Self-Expression** for residents to freely communicate what they love and what is important to them
- **Youth Engagement**
- **Brown Bag Discussion Events**
- **Pitches and Updates at Existing Community Meetings**
- **Empowering Plan Champions** including Working Group Members, Plan Commission Members, Municipal Staff, Business Owners and Community Leaders
- **Meetings in a Box**



Pop-Up Event



Community Art/Expression

## Online and Alternative Media Public Engagement Strategies

**Online Public Engagement.** Vandewalle & Associates provides a wide variety of interactive virtual nonparticipating options. We use tools like:

- **Project websites with sign-ups for project updates** ([example](#))
- **Social Media Engagement with a Plan Update Hashtag**
- **Online Surveys / Questions of the Week** on the Client Website and Social Media utilizing SurveyMonkey or Polco
  - Interactive map-based online surveys ([example](#))
  - Interactive online workshops/visual preference surveys ([virtual polling](#))
- **PowerPoint presentations recorded with full audio or as videos** and the option to auto advance, which can be distributed electronically
- **Idea Boards** posted on the community website to generate feedback on key topics in an interactive format ([example](#))
- **Email blast announcements**

For virtual meetings of all kinds we have the following technologies available: Microsoft Teams, GoToMeeting, Zoom, Zoom Webinars, Webex, Adobe Connect



Project Website



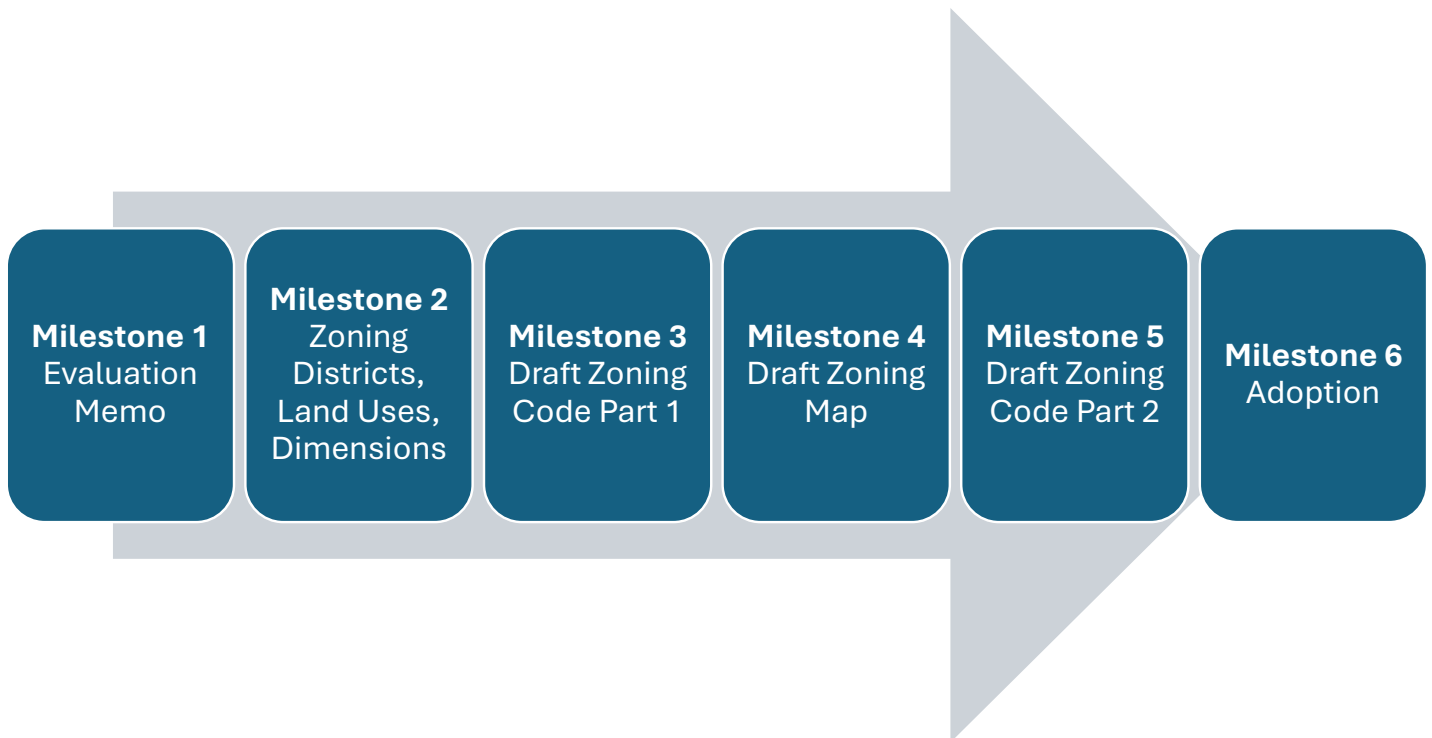
Online Survey



# PROJECT TIME SCHEDULE

We appreciate the City's desire for this project to be done quickly and efficiently. That is also our goal with a project like this. However, in completing Zoning Ordinance Rewrite projects for the past several decades, we have found that it typically takes a minimum of 12-18 months to complete. This provides adequate time for City staff, the public, committee members, and elected officials to feel comfortable with the new ordinance prior to seeking and completing adoption. It's not prudent to rush this type of process because it is very detailed-oriented and mistakes must be avoided to the extent possible. We believe that our project time schedule builds in the adequate time needed to complete each of the tasks outlined within our Scope of Work.

Overall, we feel that we can deliver the intended outcomes as desired by the City within the timeframes indicated on the following page.



City of Columbus Zoning Code Rewrite Recommended Project Schedule		2025						2026													
		May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
<b>1. Project Management and Communication</b>																					
Task 1-1	Virtual Monthly Staff Meetings (18)																				
Task 1-2	In-Person City Staff Working Sessions (4)																				
<b>2. Public Participation and Outreach</b>																					
Task 2-1	In-Person Plan Commission Review and Input Meetings (8)																				
Task 2-2	In-Person City Council Review and Input Meetings (3)																				
<b>3. Issues Identification and Existing Code Analysis</b>																					
Task 3-1	Research, Data Gathering, and Best Practice Evaluation																				
Task 3-2	Issues Identification and Code Evaluation Report																				
<b>4. Draft Zoning Districts, Land Uses, and Bulk Dimensions</b>																					
Task 4-1	Prepare Draft #1 Zoning Districts and Land Use Tables																				
Task 4-2	Prepare Draft #2 Zoning Districts and Land Use Tables																				
<b>5. Zoning Map</b>																					
Task 5-1	Testing Draft Zoning Districts on Initial Draft Zoning Map																				
Task 5-2	Prepare Draft(s) and Adopted Zoning Map																				
<b>6. Draft Zoning Code Development</b>																					
Task 6-1	Prepare Part 1 of Draft Zoning Code																				
Task 6-2	Part 1 Policy Decision Guide																				
Task 6-3	Revised Part 1 of Draft Zoning Code																				
Task 6-4	Prepare Part 2 of Draft Zoning Code																				
Task 6-5	Part 2 Policy Decision Guide																				
Task 6-6	Revised Part 2 of Draft Zoning Code																				
<b>7. Draft Subdivision Code Development</b>																					
Task 7-1	Prepare Draft Subdivision Code																				
Task 7-2	Subdivision Code Policy Decision Guide																				
Task 7-3	Revised Draft Subdivision Code																				
<b>8. Zoning Code, Map, and Subdivision Code Review and Adoption</b>																					
Task 8-1	Prepare Public Draft of Zoning Code																				
Task 8-2	Prepare Executive Summary of the Draft Zoning Code and Map																				
Task 8-3	Prepare Public Draft of Subdivision Code																				
Task 8-4	Prepare Executive Summary of the Draft Subdivision Code																				
Task 8-5	In-Person Plan Commission Public Hearing to Recommend Adoption																				
Task 8-6	In-Person City Council Adoption Meeting																				
Task 8-7	Prepare and Provide Adopted New Zoning Ordinance and Map, and Subdivision Code																				
<b>Optional Tasks (a la carte)</b>																					
Optional 1	Stakeholder Listening Sessions (2)																				
Optional 2	Public Zoning Workshop and Online Follow Up Survey (1)																				
Optional 3	Prepare Zoning Map Mailing Notices																				
Optional 4	Prepare Post-Adoption Summary Guides and Applications																				

● Milestone Meeting Dates (estimated)



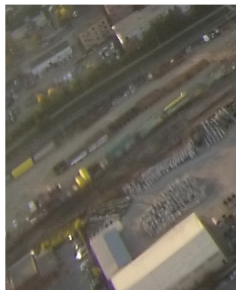
Capital East District Eye-Level Perspective



## FIRM PROFILE & QUALIFICATIONS

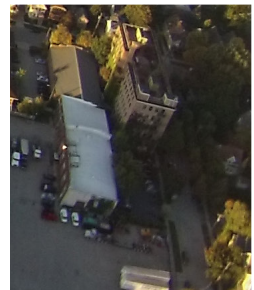


# VANDEWALLE & ASSOCIATES



## WHO WE ARE

**Top-level teams turning assets into economic opportunities, transformational projects, and impactful solutions**



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:

- Community planning and zoning
- Sign regulations
- Comprehensive planning
- Intergovernmental relations
- Development review
- Multi-layered asset analysis
- Economic strategy
- Market analysis
- Redevelopment
- Design and Architecture
- Marketing
- Real estate
- Public-private partnerships



**2 offices  
40+ years**



Established in 1976, V&A has been a Midwest leader in community planning, zoning, public participation, place-based analysis, economic strategies, visioning, planning, 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.

# V&A AREAS OF EXPERTISE

Vandewalle & Associates is a Wisconsin leader in providing outstanding and cost-effective community planning services.

Our objective with our municipal planning services practice is to provide our municipal clients with carefully customized personnel and services to best meet their needs.

**Municipal Planning.** Our approach for municipal planning services has several components:

- Working in many communities as their on-call planner for years and even decades has provided our firm with unparalleled consistency in service, institutional knowledge, and a true connection to the community.
- Ongoing work is allocated between the local team to be as cost-effective as possible – providing a best-fit or blend between experience and billing rates.
- When specialized assignments arise, our local team is able to call on Vandewalle & Associates' team of more than twenty professional planners and designers. These include our company core of eight principals and president – each of whom has been with us for more than twenty years, and have a combination of almost 200 years of professional experience. This approach gives our municipal clients immediate access to the most experienced and diversely-skilled planning firm in the Midwest.

Our service model works well. We have been serving many of our municipal clients for more than 15 to 25 years. These clients include Fontana, Lake Geneva, Delavan, Edgerton, Cross Plains, Jefferson, Johnson Creek, Watertown, Oregon, Mount Horeb, Fort Atkinson, Franklin, Middleton, Monroe, and Shawano. In growing communities where planning needs are expanding, we are often the last on-call planning consultant before a community hires in-house planning staff.

**Recognized for Excellence.** Vandewalle & Associates has received both state and national recognition for developing a system of planning and development for small and mid-sized communities. In 2004, the firm was recognized by the Wisconsin Chapter of the American Planning Association (APA-WI) for Outstanding Contribution to Planning in Wisconsin. Vandewalle & Associates' approach to community planning services is based on this award-winning approach. In 2017, Vandewalle & Associates was recognized by APA-WI for two projects – the Village of Oregon Sign Code and the Madison Metropolitan School District Enrollment Projections Study – that both received the Excellence in Planning Award from the Wisconsin Chapter of the American Planning Association. In 2020, Vandewalle & Associates received the Excellence in Planning Award from APA-Wisconsin for the City of Wausau Zoning Code and Zoning Map. In 2024, Vandewalle & Associates received the Excellence in Planning Award from APA-WI for the City of Middleton Zoning Code rewrite. We also regularly present at the APA-Wisconsin Planning Conference - which we did twice in 2022 and twice again in 2024.



# V&A PLANNING EFFORTS AND AREAS OF EXPERTISE

**Development Review.** We provide outstanding on-call development review services. Typically, these services include attending monthly development review staff meetings and plan commission meetings, preparing and presenting reports and recommendations on development proposals, and site inspections to ensure compliance with approved site plans, architectural details, landscaping, lighting, signage, and conditions of operation. Where development activity is sporadic, we reserve dates for all the above, and then attend as requested by the municipality.

Our firm prides itself on a tradition of building and sustaining the confidence of the plan commission, elected officials, zoning board of appeals, and other municipal bodies to review development in an effective and predictable manner, with an efficient process that yields improved results for the community, nearby properties, and the applicant.

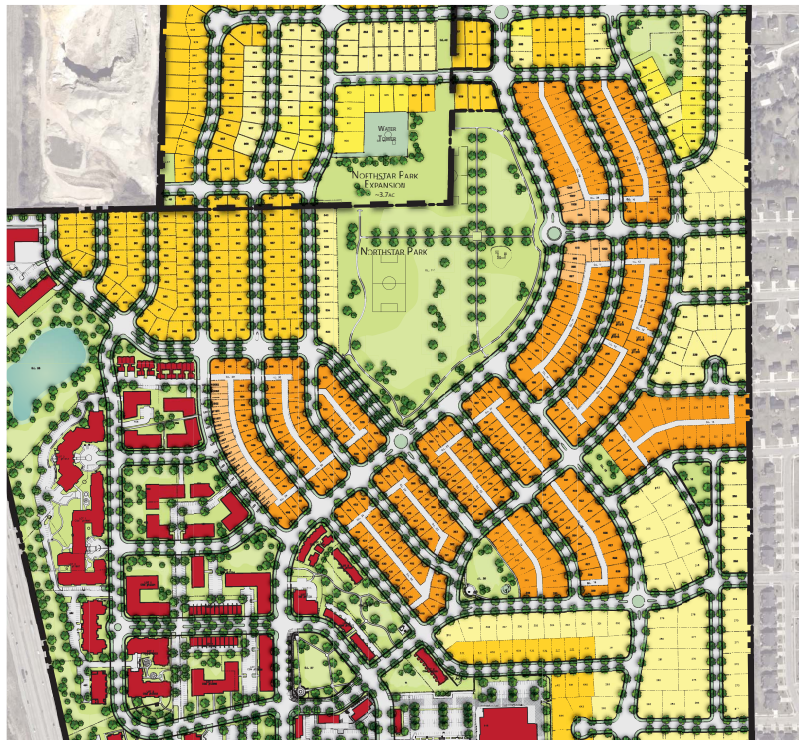
Our experience is particularly deep in communities where redevelopment is predominant, and projects must achieve a win-win balance on tight sites with challenging economics and where the preservation and enhancement of community and neighborhood character is a high priority.

**Local Regulations.** Vandewalle & Associates is Wisconsin's leader in customizing zoning, subdivision, official mapping, urban design, landscaping, and sign regulations to effectively implement local objectives.

Our ordinances are carefully designed to work in communities that have limited staff resources by providing:

- Regulations that are crafted to attain community objectives while responding to the economics of development specific to the municipality
- Zoning districts that are fully customized for each community, with clear relationship to municipal plans
- Complete descriptions of all procedures
- Detailed application checklists
- Complete code definitions, including effective land use descriptions which can accommodate evolving and new forms of development and commerce, and specific examples of such uses
- Effective graphics to convey information
- Tables to enable quick reference
- Clear cross-relationships between zoning, subdivision, and official mapping requirements.

See our proposed Zoning and Sign Ordinance Rewrite Scope of Work for more details below.



**Grandview Commons Compiled Plan - Madison, WI**

# V&A PLANNING EFFORTS AND AREAS OF EXPERTISE

**Comprehensive & Neighborhood Plans.** Vandewalle & Associates has more than 40 years of experience in preparing comprehensive plans that are designed to become a reality.

Because of our broad range of expertise, our comprehensive and neighborhood plans are firmly grounded in the specific economic realities of the community, and seek to leverage each community's unique assets to accomplish municipal priorities and community benefits. We firmly believe that a strong vision for the planning area is essential to enhance community character, economic development, environmental protection, and the quality of life.

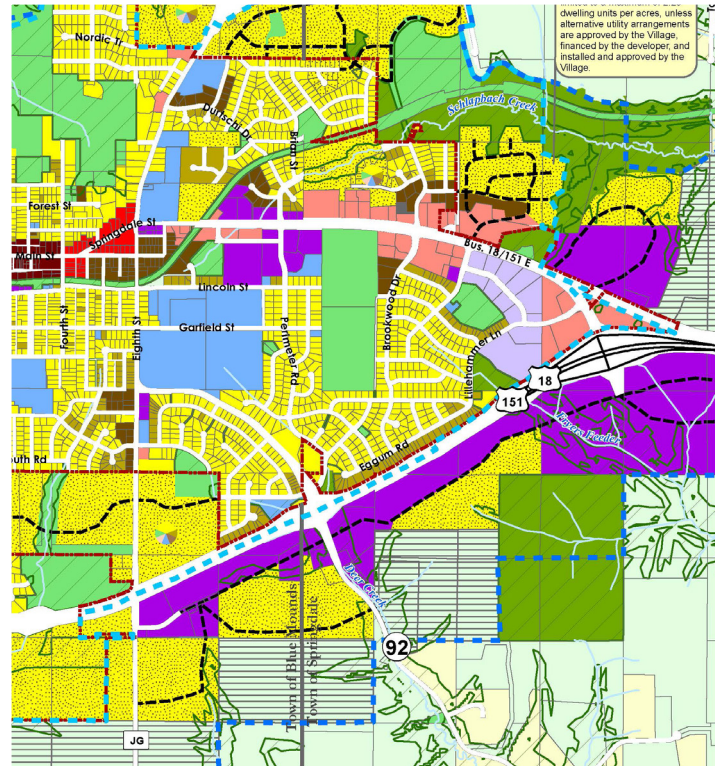
Our plans guide future growth and redevelopment to create vibrant neighborhoods and downtowns, expand the mix of community services and housing choices, address long-term public safety and environmental objectives, and enhance the community's ability to attract a more diverse and sustainable tax base.

Our plans are committed to meaningful public participation. Our planning processes use diverse cost-effective participation techniques to prioritize public input at the beginning of the planning effort, and clear communication to shepherd the plan through adoption.

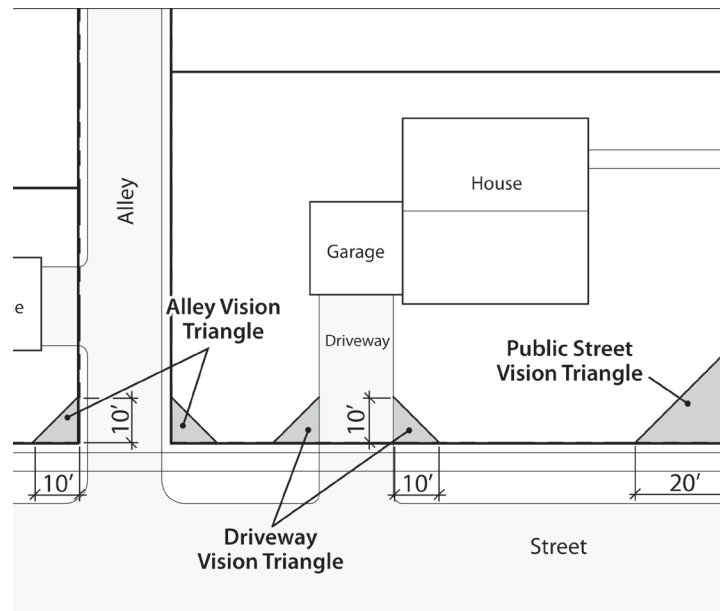
Finally, our plans are often designed to assist with subsequent grant applications and fundraising efforts by communicating key concepts with visually-compelling graphics and maps.

## Zoning & Subdivision Ordinance Preparation.

Vandewalle & Associates staff takes great pride in our ability to implement our client communities' goals and objectives through ordinance preparation. More directly, our firm includes regionally recognized experts in zoning and subdivision regulations. Our expertise and knowledge in both time-tested and cutting edge regulatory techniques enables us to create ordinances to both be easily administered and match changing development trends. Zoning and subdivision regulation can be complicated and controversial. Without proper project management, a sound working strategy, and ongoing local involvement, regulatory rewrites by consultants often fail and local officials are left to deal with the mess. Our experience has taught us that the most effective approach arranges the process in a series of steps, organized around working sessions with local officials and other interested parties. Our proven approach builds strong working relationships with key local staff and officials who have been and will be on the "front lines" of zoning and subdivision decisions. See our Project Approach section below for more details.



**Mount Horeb Comprehensive Plan Future Land Use Map**



# V&A PLANNING EFFORTS AND AREAS OF EXPERTISE

## Redevelopment & Revitalization Planning.

Vandewalle & Associates prides itself on getting projects built. Our success in the field has been our ability to balance creative and visionary planning with pragmatic attention to project execution. Our projects are designed to be ‘market driven’ and based on an in-depth understanding of the local economic as well as physical landscape. Most of our principal staff, in addition to having solid city planning and design credentials, have additional training in urban economics, economic-geography, or real estate.

Most of our large redevelopment projects have involved upfront market analysis to determine the depth and direction of the local real estate market, and the absorption potential of various types of space. This work provides an early “reality check” to help provide direction to the planning process, and can help identify any unfulfilled market niches within the locality or region. Vandewalle & Associates’ success in the redevelopment arena is also attributed to our ability to identify specialized niches for urban sites for which no historic market may be known to exist. In real estate parlance, this is known as “making the market” or “positioning” a site through a careful selection of mutually supporting land uses or economic activities that have the potential to take advantage of unusual land use synergies and/or local/regional economic development initiatives. In all of our projects we seek to leverage local economic development opportunities to capitalize on a community’s unique assets.



South River Loop Revitalization - Racine, WI

**Zoning & Subdivision Ordinance Preparation.** Vandewalle & Associates staff takes great pride in our ability to implement our client communities’ goals and objectives through ordinance preparation. More directly, our firm includes regionally recognized experts in zoning and subdivision regulations. Our expertise and knowledge in both time-tested and cutting edge regulatory techniques enables us to create ordinances to both be easily administered and match changing development trends. Zoning and subdivision regulation can be complicated and controversial. Without proper project management, a sound working strategy, and ongoing local involvement, regulatory rewrites by consultants often fail and local officials are left to deal with the mess. Our experience has taught us that the most effective approach arranges the process in a series of steps, organized around working sessions with local officials and other interested parties. Our proven approach builds strong working relationships with key local staff and officials who have been and will be on the “front lines” of zoning and subdivision decisions. See our Project Approach section below for more details.

**Housing.** Planning and building cities and townscapes that are both functional and exciting lies at the heart of Vandewalle & Associates’ professional practice. We excel in designing timeless and memorable urban environments that are tailored to local conditions and are rich in local character. We bring our skills to a variety of complex challenges, including comprehensive planning; downtowns, special districts, transit-oriented, mixed-use developments; urban corridor redevelopment plans; brownfield site reuse planning; neighborhood redevelopment projects; market and economic impact analysis; and architectural design guidelines. Within all of this work, housing is often a cornerstone component. We utilize the following practices, on a regular basis, for client communities across Wisconsin. See below for more details.



# BE PROACTIVE ABOUT YOUR COMMUNITY'S HOUSING SUPPLY.

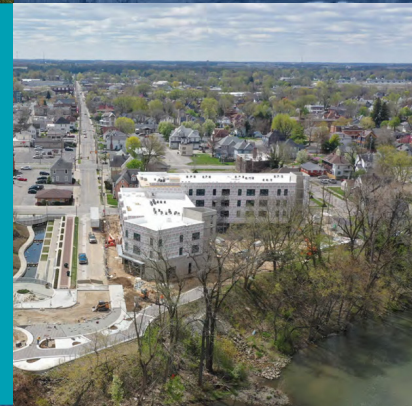


VANDEWALLE & ASSOCIATES INC.  
Shaping places, shaping change

A COMPREHENSIVE APPROACH TO HOUSING AFFORDABILITY, SUSTAINABILITY, EQUITY, AND MIX



IN THE 1950S THE AVERAGE NEW HOME IN WISCONSIN WAS 2X THE AVERAGE INCOME. TODAY A NEW HOME COSTS NEARLY 9X THE AVERAGE INCOME.



**FROM SMALL TOWNS TO MAJOR METROPOLITAN CITIES**, housing challenges consistently rank as one of the top concerns of Midwestern communities today. The housing crisis may not look quite the same everywhere, but the crunch poses very real challenges in varying proportion and order of urgency:

- Shortage of attainable housing for workforce attraction
- Lack of affordable single-family homes for first-time buyers
- Gentrification and displacement of low-income residents
- Lack of housing options from rental to single family to senior housing
- Zoning code restrictions
- Balancing rural character with need for new development



A SUCCESSFUL STRATEGY FOR THE COMPLEX HOUSING PROBLEM REQUIRES A FIVE-SIDED APPROACH.

1. COMPREHENSIVE PLANNING AND ZONING
2. NEEDS ANALYSIS
3. SUBDIVISION AND LAND PLANNING
4. FINANCING STRATEGY
5. DEVELOPMENT MANAGEMENT

**A STRATEGIC PLAN TAILORED FOR EACH COMMUNITY.** Consider that Vandewalle & Associates is the only Midwest planning partner with deep experience assisting with all five angles on housing success. V&A offers the most comprehensive package of housing planning tools and services available. From urban centers to rural communities, we can help assess and address a complex set of issues with a strategic housing plan that answers your community's unique needs, helps bring needed development and financing, and minimizes development risks.

## 1. COMPREHENSIVE PLANNING AND ZONING:

- Comprehensive Planning Framework
  - Setting up housing goals and needs
  - Development of flexible land use policies
  - Planning for public facilities and infrastructure
- Aligning zoning and subdivision standards
  - Ensuring zoning regulations align with housing needs and that it can facilitate development in areas most appropriate
  - Facilitating housing diversity and encouraging an appropriate mix of unit types
  - Boundary agreements, urban service area amendments

## 2. HOUSING NEEDS ANALYSIS

- Market studies and detailed needs analysis of number of housing units and households served
- Updating the comprehensive plan to establish housing needs and goals and identify sites
- Site opportunity identification to fill housing gaps and needs

## 3. SUBDIVISION AND LAND PLANNING:

- Site identification and acquisition
  - Proactively talking to landowners within or adjacent to municipal boundary to understand site availability
  - Evaluate existing needs including utilities and infrastructure capacity
  - Identify fiscal gaps, needs, and constraints
- Concept planning for greenfield, infill, or redevelopment site with cost estimating
- Rehab and neighborhood improvement and infill

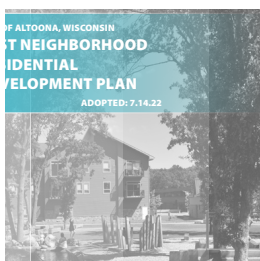
## 4. FINANCING STRATEGIES:

- Tax Incremental Financing (TIF)
  - Creation of mixed-use TID
  - Affordable housing TIF extension
- Identify funding sources to alleviate burden for creating new units
- Tax credits
- Bipartisan Infrastructure Legislation (BIL) funds and programs
- Private/corporate partnerships and contributions
- CDIs and non-profits
- Federal and state grants
- Special assessments

## 5. DEVELOPMENT MANAGEMENT:

- Developer RFPs and recruitment
- Project review and negotiations
  - Zoning and design
  - Financial assistance
- Project management
  - Phasing and coordinating public improvements with private development
  - Ongoing housing implementation and monitoring
  - Regional collaboration

## THREE MORE REASONS OUR HOUSING APPROACH BUILDS POSITIVE IMPACT



**PROVEN RESULTS CREATING A MIX OF HOUSING OPTIONS WHERE MARKET FORCES ARE NOT.** Our expertise has been hard at work shaping

a new wave of welcome neighborhood development in communities such as Eau Claire, Waupaca, and Altoona.



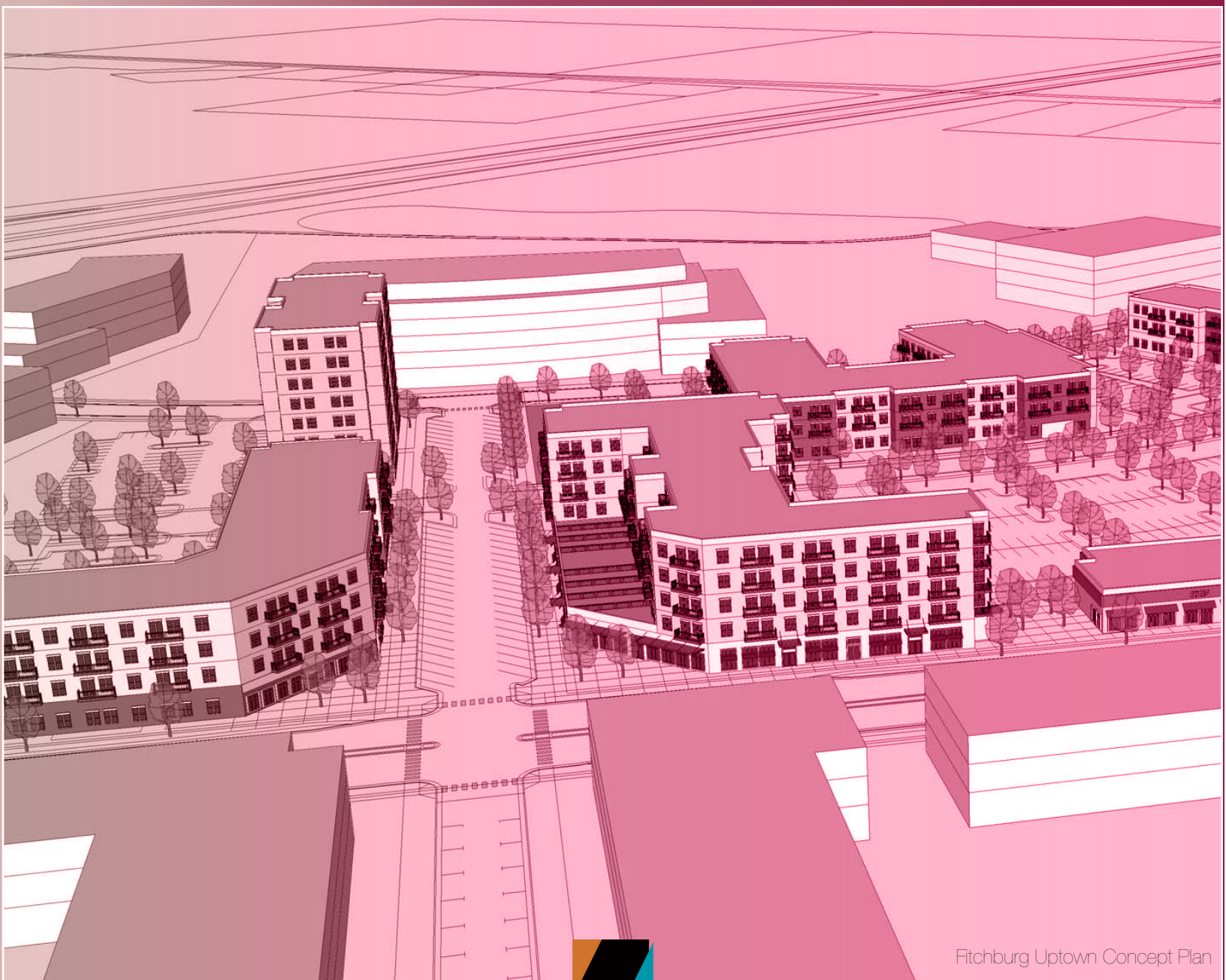
**THE ORIGINAL ZONING EXPERTS.** We work throughout Wisconsin and the Midwest on comprehensive zoning rewrites

that help add needed flexibility and address housing challenges. We have created zoning codes like these for places like Middleton, Wisconsin utilize some of the most progressive zoning codes in the state.



**PARTNERS WITH ONE OF WISCONSIN'S MAJOR HOME-BUILDERS.** With decades of experience designing housing

developments for some of Wisconsin's most successful and innovative home builders, we can help bring the right developer for the project. This includes traditional neighborhood designs with features like small lots, alleys, front porches, wetlands, trails, and walkable mixed-use hubs.



Fitchburg Uptown Concept Plan



## PREVIOUS WORK AND REFERENCES

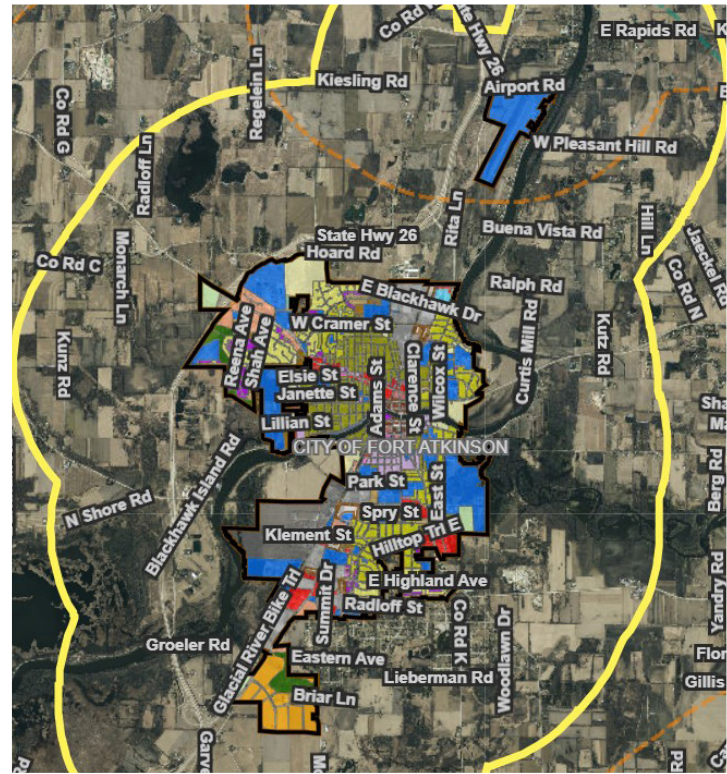
# ZONING EXPERIENCE

Vandewalle & Associates' staff takes great pride in its ability to implement our client communities' goals and objectives through ordinance preparation. Our team includes nationally recognized experts in zoning and subdivision regulations. Our expertise and knowledge in both time-tested and cutting edge regulatory techniques enable us to craft ordinances that are easy to administer and match changing development trends. Since Vandewalle & Associates' founding more than 40 years ago, we have consistently been leaders in providing codes that are designed to implement local plans by carefully responding to local economies, local resources, and local leadership. Vandewalle & Associates typically works on one or two of these major projects each year. Our efforts focus extensively on exploring the latest national best practices in form-based codes and sustainability.

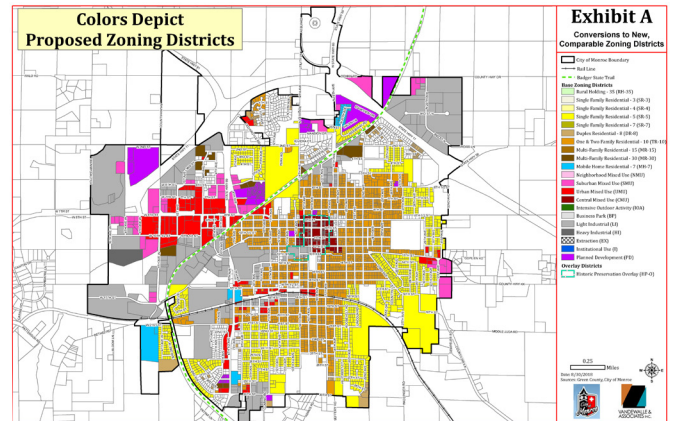
The table below shows a sampling of the ordinances that we have completed.

## Zoning Ordinances

Village of Cross Plains, WI	City of New London, WI
Village of Darien, WI	City of Oconomowoc, WI
City of Darlington, WI	Village of Oregon, WI
City of Delavan, WI	City of Oshkosh, WI
Village of East Troy, WI	City of Portage, WI
City of Edgerton, WI	City of Prairie du Chien, WI
City of Evansville, WI	Town of Rib Mountain, WI
Village of Fontana, WI	City of Shawano, WI
City of Fort Atkinson, WI	City of Sheboygan, WI
Town of Germantown, WI	Village of Spring Green, WI
City of Janesville, WI	City of Stoughton, WI
City of Jefferson, WI	City of Sun Prairie, WI
Village of Johnson Creek, WI	City of Verona, WI
Village of Kohler, WI	Village of Walworth, WI
City of Lake Geneva, WI	City of Watertown, WI
Lincoln County, WI	City of Wausau, WI
Village of Maple Bluff, WI	Town of West Bend, WI
City of Marshfield, WI	City of Whitewater, WI
City of Middleton, WI	Village of Williams Bay, WI
City of Milton, WI	City of Belvidere, IL
City of Monroe, WI	Lee County, IL
Village of Mount Horeb, WI	City of Moline, IL
	Village of Rockton, IL



Fort Atkinson Interactive Zoning Map, 2023



# PREVIOUS WORK SAMPLES AND REFERENCES

Vandewalle & Associates has been a leader in Zoning Ordinance rewrites and updates throughout the Midwest. Below are just a few of our recent municipal clients for whom we have completed full Zoning Ordinance rewrites.

## ZONING ORDINANCE PROJECTS.

### **City of Middleton, Wisconsin**

**Type of Project:** Zoning Code Rewrite and Zoning Map

**Duration of Scope:** 2022 - 2024

**Abby Attoun, Director of Planning & Community Development**

7426 Hubbard Ave | Middleton, WI 53562

P: 608.821.8343 | E: aattoun@cityofmiddleton.us

Digital Copy: [City of Middleton Zoning Ordinance](#)

### **City of Fort Atkinson, Wisconsin**

**Type of Project:** Zoning Ordinance Rewrite and Zoning Map

**Duration of Scope:** 2018 - 2020

**Rebecca Houseman, City Manager**

101 N Main Street | Fort Atkinson, WI 53538

P: 920.397.9901 | E: rhouseman@fortatkinsonwi.net

Digital Copy: [City of Fort Atkinson Zoning Ordinance](#)

### **City of Wausau, Wisconsin**

**Type of Project:** Zoning Code Rewrite and Zoning Map

**Duration of Scope:** 2018 - 2019

**Brad Lenz, Director of Planning, Community & Economic Development**

407 Grant Street | Wausau, WI 54403

P: 715.261.6753 | E: brad.lenz@ci.wausau.wi.us

Digital Copy: [City of Wausau Zoning Ordinance](#)

### **City of Jefferson, Wisconsin**

**Type of Project:** Zoning Ordinance Rewrite, Zoning Map, and Interactive Zoning Map

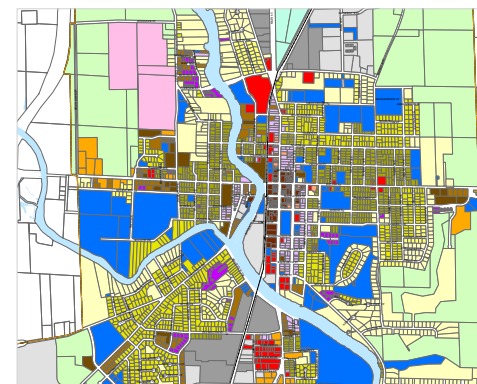
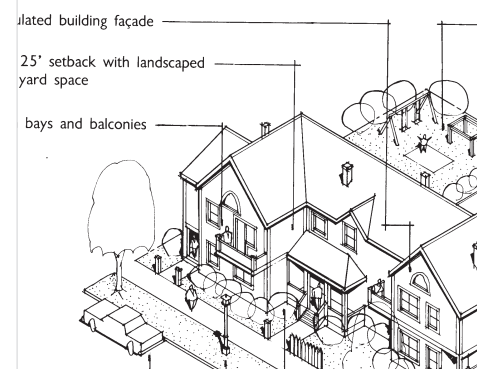
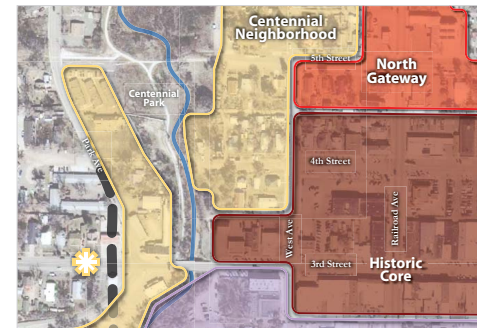
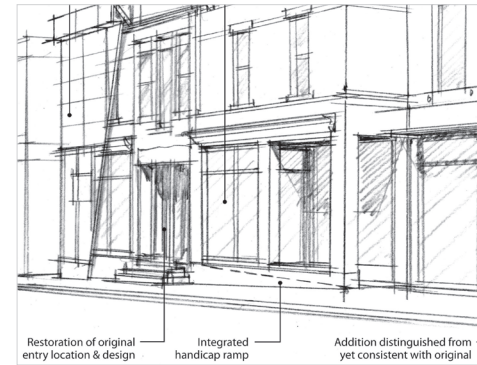
**Duration of Scope:** 2020 - 2021

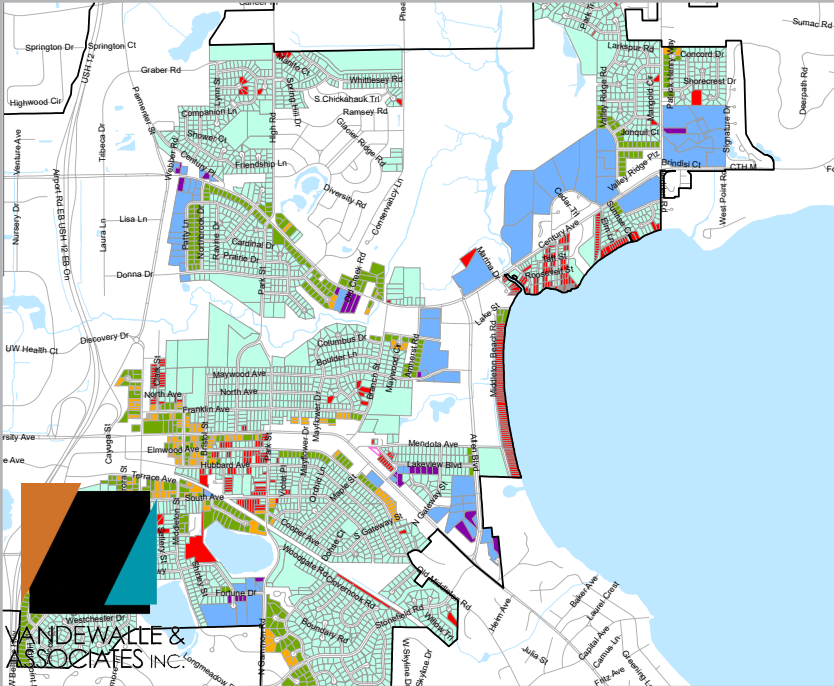
**Tim Freitag, City Administrator**

317 South Main Street | Jefferson, WI 53549-1772

P: 920.674.7700 | E: TFreitag@jeffersonwis.com

Digital Copy: [City of Jefferson Zoning Ordinance](#)





## Zoning Code and Map - City of Middleton, WI

**Population:** 22,328

**Dates:** Adoption - January 2024

Building on a strong existing relationship, the City of Middleton hired Vandewalle & Associates to complete a full rewrite of the City's Zoning Ordinance starting in the fall of 2021. Middleton has grown, evolved, and changed dramatically over the past 20 years, leveraging its strategic location adjacent to Madison and the Beltline within Dane County. However, the City's Zoning Ordinance hadn't been rewritten in over 40 years. This led to 20 years' worth of all new development and redevelopment projects having to use a customized Planned Development each time a new project was proposed.

Realizing the long-term administrative issues this approach presents, Middleton identified a full rewrite of the City's Zoning Ordinance within its 2021 Comprehensive Plan. The plan also identified several strategic objectives of the rewrite process including:

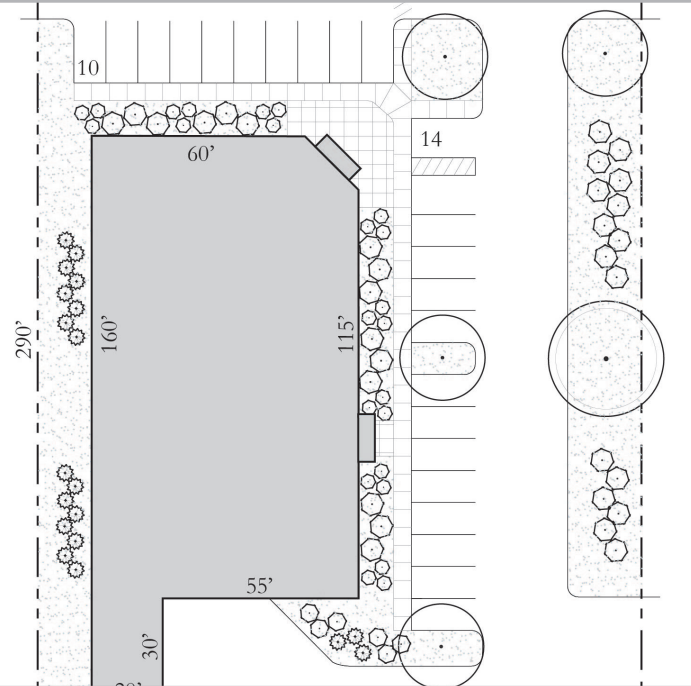
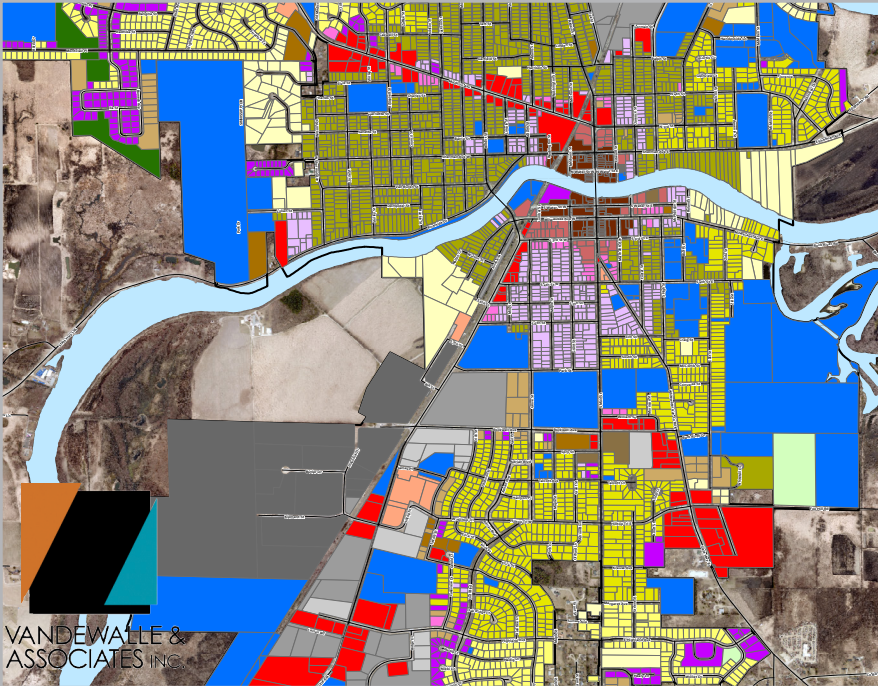
- Enabling diverse, attainable, and affordable housing types
- Integrating sustainability best practices
- Addressing state and federal law changes
- Incorporating context-sensitive design principles
- Increasing predictability and user-friendliness through modernized standards and procedures

The new Zoning Ordinance and Map accomplish these objectives and more by:

- Establishing new zoning districts that allow diversity in modern building formats, reduced setbacks and lot sizes, and mixing of land uses
- Providing opportunities for missing middle housing
- Increasing height and density along major community corridors
- Reducing parking standards and establishing bicycle parking standards
- Utilizing a form-based approach to provide flexibility for infill and redevelopment lots
- Establishing design standards by land use type
- Integrating sustainable best practices such as the use of native plantings, rain gardens, impervious surface standards, alternative energy production land uses, EV charging, and incentives for stormwater management and affordable housing

The new Zoning Ordinance and Map were adopted in 2024 and awarded Excellence in Planning from APA-WI in 2024.





## Zoning Code and Map - City of Fort Atkinson, WI

**Population:** 12,412

**Dates:** Adopted - 10/20/2020 | Effective - 11/1/2020

Since the Great Recession, Fort Atkinson has struggled to attract any kind of new construction, however the community has seen recent signs of recovery over the past few years. The City is only a 40-minute commute to the fastest growing metro area in state, Dane County. As the cost of living continues to increase in Dane County, communities like Fort Atkinson have significant growth potential as the cost of living is much lower.

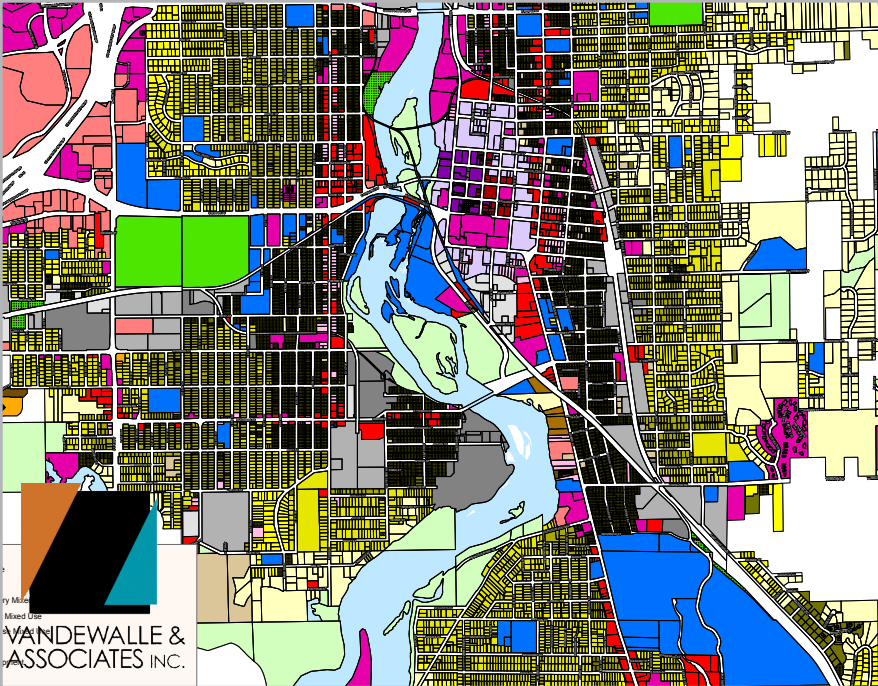
Building on the recommendations of the 2019 Comprehensive Plan and 2018 TID Feasibility Study, Vandewalle & Associates began the full rewrite of the Zoning Code in late 2018. The rewrite addresses several key community priorities and issues identified through these two planning processes, including generating new commercial and industrial development, redeveloping key corridors, increasing residential opportunities, and retaining community character, especially in and around downtown.

The new Zoning Code directly addresses these issues by:

- Codifying the community's historic downtown Main Street corridor design standards
- Offering increased opportunities for mixed-use development throughout the City
- Establishing density-based tiers of single-family, two-family, and multi-family zoning districts to provide options for a wide-variety of building types and price points
- Facilitating high-quality new development at the STH 26 Bypass interchange through new building design guidelines for commercial, industrial, and institutional development
- Providing flexibility for infill and redevelopment through new form-based regulations



In 2019, Vandewalle & Associates worked with City Staff and the project working group to complete a new draft Zoning Code and Map. In 2020, Vandewalle & Associates facilitated a series of public participation events to gather community input and foster resident, Plan Commission, and elected official buy-in prior to the public hearings. The process was completed in Summer of 2020 with the successfully adoption of a new Zoning Code and Map.



## Zoning Code and Map - City of Wausau, WI

**Population:** 39,833

**Dates:** Adopted - 1/26/2019 | Effective - 1/1/2020

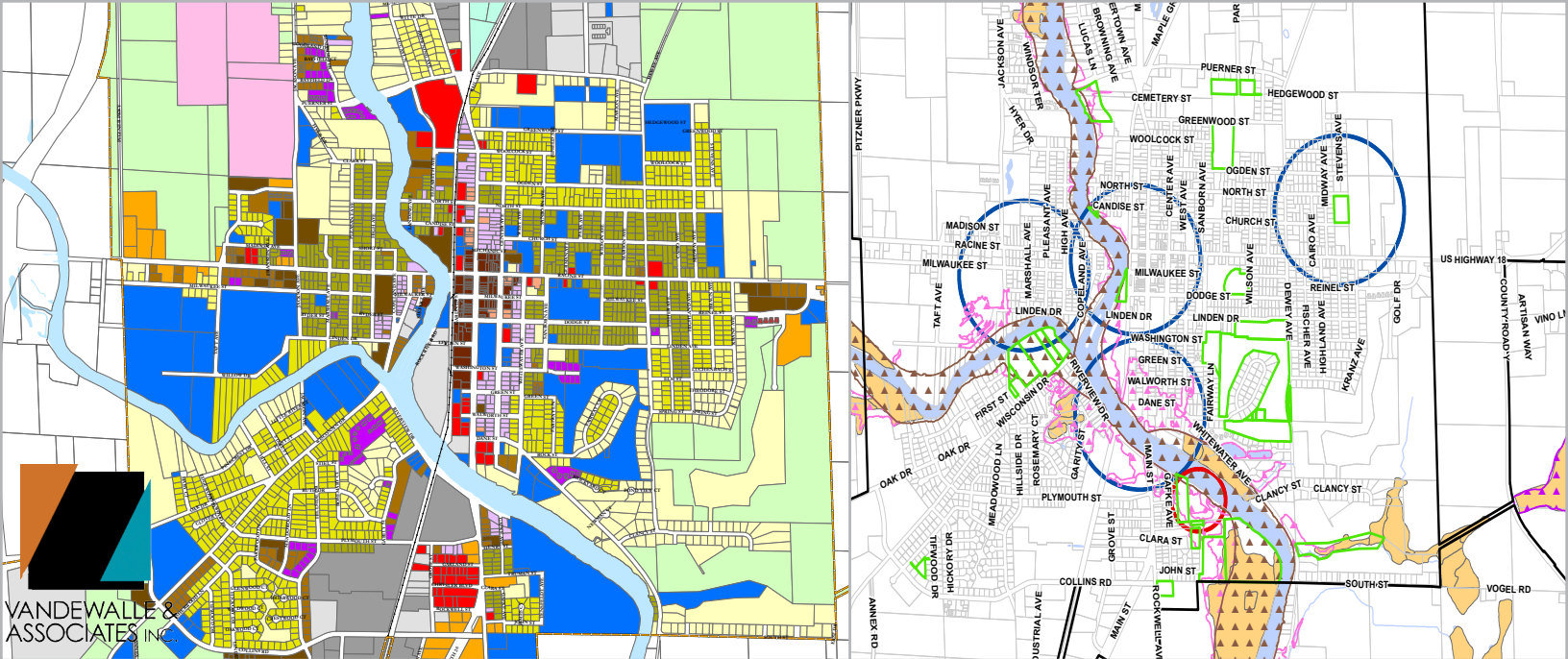
The City of Wausau is limited in its ability to physically grow. Boxed-in due to town incorporation over the past 20 years, the City of Wausau worked with Vandewalle & Associates to capitalize on the Zoning Code as a tool for growing tax base without substantial annexation. The City of Wausau's hybrid zoning ordinance – adopted in 2019 – incorporates zoning districts tailored to Wausau's unique neighborhoods and corridors. The highly customized ordinance includes multiple “missing middle” districts designed for small-scale multi-family and townhomes. These districts blend well with both single-family neighborhoods and higher-density residential areas. The ordinance promotes new infill housing by enabling varied unit types and tenure in existing neighborhoods, while protecting neighborhood character. The ordinance also introduces three distinct downtown districts tailored to specific development forms, character, and uses, including a high-rise development district, a historic Main Street district, and a downtown-fringe district.

Once the new zoning districts were drafted, V&A led multiple work sessions with City staff to “test drive” the new districts. This helped the project team confirm the correct mix of districts on the ground, identify opportunities to combine, refine, or add new districts, and allowed a draft zoning map to be presented to the public early in the process. This approach helped City staff, public officials, and the public recognize the significance of the new zoning map changes early on, which led to better input all around.

The rewrite featured extensive public involvement through stakeholder interviews, a public workshop, meetings with the Plan Commission and City Council, and a public review open house. Together, this input helped shape the initiative, implement and address strategies outlined in the City's Comprehensive Plan, and provide a smooth transition from draft to adoption.

The Zoning Ordinance and Map won the Wisconsin APA Excellence in Planning Award in 2020 for the innovative approaches taken and the direct implementation of the Comprehensive Plan's core community goals.





VANDEWALLE & ASSOCIATES, INC.

## Zoning Code and Map - City of Jefferson, WI

**Population:** 7,649

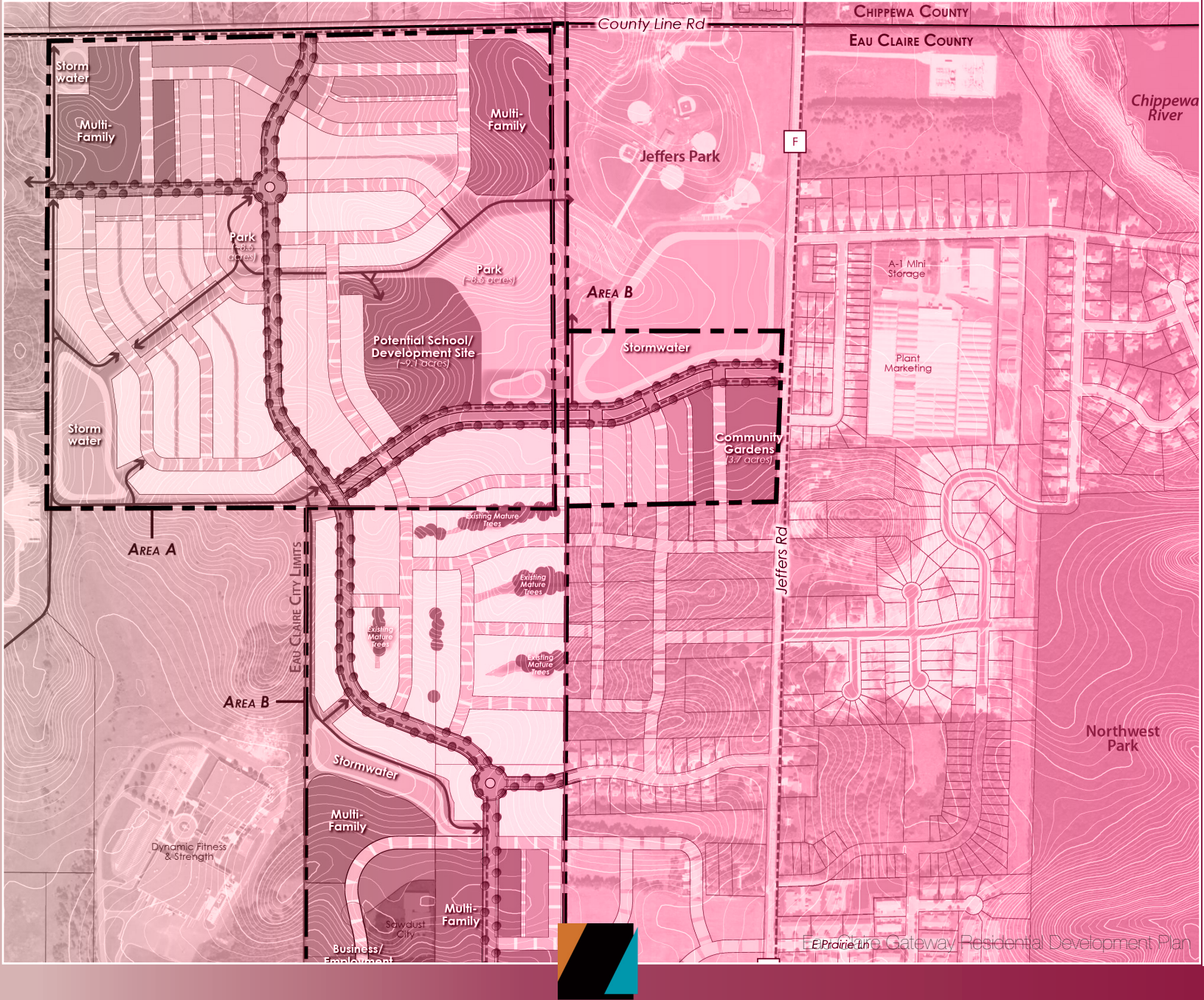
**Dates:** Adopted - 7/20/2021 | Effective - 8/1/2021

Directly following the completion of 2020 Comprehensive Plan, Vandewalle & Associates began the City's first full Zoning Ordinance rewrite in over 30 years. Not only was the existing ordinance out of date in terms of modern development formats, but it also presented inconsistencies that led to issues in interpretation and administration. Building on the community's goals and recommendations outlined in the new Comprehensive Plan, Jefferson aimed to establish a contemporary Zoning Ordinance and Map that increased user-friendliness, provided consistent application procedures, matched modern building practices, and promoted diverse housing formats, economic development opportunities, and flexibility in redevelopment scenarios.

The rewrite process featured six different Plan Commission working sessions, a public open house review, and several City Council meetings. Additionally, Jefferson's direct neighbor to the south, the City of Fort Atkinson, also adopted a new Zoning Ordinance in 2020 that was led by Vandewalle & Associates. Several local builders, developers, and businesses overlap between the two communities and now have the ability to understand and utilize the same Zoning Ordinance format, procedures, and general approach in each.

Since the adoption of the new Zoning Ordinance and Map, the City has experienced several new housing, commercial, and industrial projects that were permitted by-right and provided a streamlined development review process. This offered the community a competitive edge over other more lengthy processes that may have occurred with the past ordinance or in other Jefferson County communities.





## KEY PERSONNEL QUALIFICATIONS

# STAFFING PLAN

**Vandewalle & Associates.** With offices in Madison and Milwaukee, our firm is comprised of over 20 talented professionals including community and regional planners; urban designers; TIF and financial analysts; housing, economic development, zoning, land use, and real estate specialists; and redevelopment experts. Our team brings a depth and breadth of experience, knowledge, skills, and perspective to the Zoning Ordinance Update project. 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.

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. Sonja Kruesel will serve as Project Manager for project and be the face of the project.

**Project Manager Expertise.** Vandewalle & Associates includes a collection of experienced staff in zoning. The proposed project manager for the Columbus Zoning & Subdivision Ordinance Rewrite is Sonja Kruesel. Sonja completes minor and substantial zoning and subdivision ordinance amendments for more than 10 client cities and villages on a regular basis. Her approach applies a blend of technical expertise in zoning best practices, along with the art of developing and communicating a customized policy best suited for the client's needs.

**Project Team Capacity.** All Project Team members will be available and have the capacity to complete the Zoning and Subdivision Ordinance Rewrite.

## PROJECT TEAM MEMBERS & ROLES

SONJA KRUESEL



**ROLE:** Project Manager, Primary Contact, Zoning Expertise, Document Author

BRIAN MUNSON



**ROLE:** Housing and Neighborhood Planning Expertise, Project Facilitation and Development Expertise

SCOTT HEACOCK



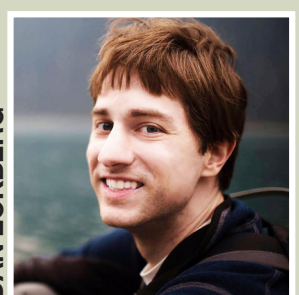
**ROLE:** Project Assistant, Data Analysis & Research

ELONA BARTNICK



**ROLE:** Design Associate, Graphic Management and Coordination

DAN ECKBERG



**ROLE:** GIS Data Analysis, Graphic Coordination



## PROJECT TEAM

Sonja brings 10 years of professional leadership in municipal planning and zoning, along with a passion for community development and Midwest places. Having served previously as City Planner / Planning Director for both the cities of Monona and Fitchburg, WI, she has experience in comprehensive planning, project leadership and management, and strategic planning across a variety of geographies and socio-economic contexts. She also brings technical expertise in TIF, environmental issues, municipal zoning, subdivision regulations, housing, real estate, greenfield development, urban redevelopment/ revitalization, and form-based regulation, and farmland preservation zoning. **Sonja has firsthand experience implementing and administering Form-Based Codes through her work with the Fitchburg SmartCode, using the transect-based model developed by Andrés Duany.**

Working as Planning Director for both cities, Sonja served alongside the Vandewalle & Associates team on Comprehensive Plans and key projects such as the catalytic Monona Waterfront Redevelopment.

In her current role as an Associate Planner at Vandewalle & Associates she enjoys guiding projects from concept to occupancy and facilitating communication with developers, elected officials, and the public. She currently serves as the on-call planner for over 5 communities across Southern Wisconsin administering Zoning Codes and working with applicants on development review.

### AWARDS AND RECOGNITION

- Plenary Panel Speaker “Forwarding Equity” APA Upper Midwest Planning Conference (2019)
- Speaker “Strategies for Market-Ready Redevelopment” APA Upper Midwest Planning Conf (2015)
- Fitchburg Mayoral Award for Outstanding City Department (2020)
- Wisconsin County Code Administrators Scholarship Recipient (2012)



**Sonja Kruesel, AICP**  
**Associate Planner**

Phone: 608.255.3988  
skruesel@vandewalle.com

### EDUCATION

- M.S. Urban and Regional Planning  
University of Wisconsin - Madison,  
Wisconsin
- B.A. Geography, History, Environmental  
Studies  
University of Wisconsin - Madison,  
Wisconsin

### PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of Certified Planners
- Member, American Planning Association (APA) & Wisconsin Chapter (APA-WI)
- Secretary, Market Leadership Advisory Board - WI United States Green Building Council



## PROJECT TEAM

Brian Munson leads the Neighborhood Design, Project Facilitation, and Bicycle/Pedestrian Planning initiatives for Vandewalle & Associates. Focused on building strong sustainable communities, this team specializes in creating vibrant and unique projects from concept through construction. Brian has led multi-disciplinary design teams on projects ranging from mixed-use infill/redevelopment projects to large-scale traditional neighborhoods and small-scale village downtowns to community wide bicycle & pedestrian networks. These projects feature a unique blend of land uses, residential options, open spaces, and people focused environments; all of which, are combined to create projects that are grounded in sustainable smart growth principles that balance community character with development potential and enhanced mobility.

Brian's experience in neighborhood design, entitlement and implementation enables him to facilitate the creation of a wide range of diverse projects from greenfield sites to Main Street. He is currently engaged in the implementation and project management of The Grandview Commons Neighborhood and Smith's Crossing on behalf of Veridian Homes, a 2016 National Housing Quality Award Gold Standard developer. Brian is leading the Gateway Master Residential Development Plan for the City of Eau Claire and recently completed the Downtown Area Master Plan for the City of Stevens Point. He is also involved with implementing several redevelopment projects within Madison, Wisconsin, Cedar Falls, Iowa, and Seattle, Washington with challenges ranging from brownfields and levees to multi-jurisdictional review and approvals.



**Brian Munson**

**Principal Planner**

Phone: 608.255.3988

[bmunson@vandewalle.com](mailto:bmunson@vandewalle.com)

### **EDUCATION**

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

### **PROFESSIONAL LICENSES & MEMBERSHIPS**

- Associate, American Society of  
Landscape Architects
- Member, Congress for New  
Urbanism
- Licensed Realtor



## PROJECT TEAM

Assistant Planner Scott Heacock has developed some key passions and interests early in his career. He has put a lot of energy into advancing issues of housing equality, as well as equity inclusion through his work.

He is also passionate about helping local governments identify unique opportunities to make their community a better place for everyone.

Scott has a range of work experience that aligns well with the client needs at Vandewalle & Associates. During his graduate degree studies, Scott worked as a Teaching Assistant with the UW-Madison Department of Political Science and as a Summer Planning Assistant with the City of Middleton. He also worked as a Housing & Resident Relations Specialist at Commonwealth Development, a Madison based non-profit, where he assisted residents with recertification applications to qualify for affordable housing.

Prior to graduate school, he worked as Legislative Aide for the Wisconsin State Legislature Assembly Minority Caucus Chair. He regularly met with constituents and interest groups to listen to their thoughts on how state level issues affected them locally. In that role he also managed criminal justice and LGBTQ+ policy portfolios, developed press strategies, and reviewed bill proposals for co-sponsorship.

Additionally, he has worked on many political campaigns that gave him the opportunity to travel across Wisconsin and meet with local elected officials and community members. His favorite part of that time was hearing about what made their community unique and the challenges they've overcome.



**Scott Heacock**

**Assistant Planner**

Phone: 608.255.3988

sheacock@vandewalle.com

### EDUCATION

- M.S. Urban and Regional Planning  
University of Wisconsin - Madison,  
Wisconsin  
Specialization: Community  
Development and Affordable  
Housing
- B.S. Political Science, Certificate  
Environmental Studies  
University of Wisconsin - Madison,  
Wisconsin

### PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Planning  
Association National  
and Wisconsin Chapters

## PROJECT TEAM

Elona Bartnick is an Associate Urban Designer involved in a broad range of projects at Vandewalle & Associates. She is skilled in the areas of site analysis, site planning and design, neighborhood design, landscape architecture, and graphic communication. These skills are utilized and communicated through computer graphics, CAD design, SketchUp modeling, GIS analysis, and hand illustration.

In her time at Vandewalle & Associates, Elona has contributed to a diverse range of projects, including assisting in land and development plans for mixed-use and traditional neighborhood projects. She has worked on a number of redevelopment and downtown master plans identifying areas that would benefit from reinvestment and revitalization and developing guidelines and site design for future redevelopment. Her involvement in comprehensive plan development includes creating regional and local asset and opportunity analysis, future growth or redevelopment scenarios and site designs, and additional graphics specific to each plan. Elona's landscape architecture experience focuses on design and construction documents for hardscape and planting plans for parks, streetscapes, naturalized areas, roadway planting schemes, riverfronts, and urban design elements.

Projects that Elona has been and continues to be involved in include: Grandview Commons Neighborhood in Madison, Wisconsin; Fitchburg Technology Campus in Fitchburg, Wisconsin; Brookfield, Wisconsin and Lake Geneva, Wisconsin Comprehensive Plans; Marshfield Zoning Ordinance; Harwood Heights, Illinois Streetscape; Ripon, Wisconsin Downtown Master Plan; Thrive-Madison Region and Quad Cities Region Assets and Opportunities Analysis; and Middleton, Racine, and Sturgeon Bay, Wisconsin; and Waterloo, Iowa Redevelopment and Implementation.



**Elona Bartnick:**  
**Lead Associate Designer**  
Phone: 608.255.3988  
ebartnick@vandewalle.com

### EDUCATION

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

### PROFESSIONAL LICENSES & MEMBERSHIPS

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

## PROJECT TEAM



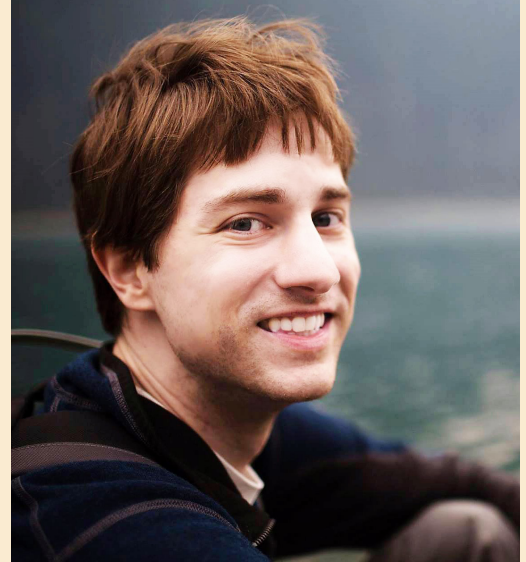
Dan Eckberg is a GIS Planner whose primary responsibilities include map creation and spatial data acquisition, organization, manipulation, and analysis.

Dan utilizes extensive experience with ESRI's ArcDesktop GIS software, including Python scripting, to apply cartographic techniques to a range of planning projects. These include conducting and writing a formal analysis of potential Fire Station sites for the City of Watertown, mapping Environmental Justice populations and developing novel approaches for ensuring NEPA compliance for WisDOT highway studies, evaluating bike trail routes for the Village of Oregon, analyzing demographics of food deserts in Freeport, IL, geo-coding survey results for city development projects, designing and creating a database of possible Brownfield sites for the City of Janesville, managing Urban Service Area applications, producing numerous Comprehensive Plan maps, and preparing Official Zoning Maps for nearly a dozen Wisconsin communities.

Dan has also worked on several large-scale highway corridor impact analysis studies with Vandewalle & Associates. These include the US 14 project in Rock County, the Wis 23 project in Fond du Lac County, the Wis 29 project in Marathon County, the US 51 project in Dane County, and the US 41 Interstate conversion between Green Bay and Milwaukee. Dan's work on these projects has focused on preparing mosaics of local and regional maps from a broad variety of sources into corridor-wide maps which compile data depicting soils, natural resources, existing land use and adopted land use plans from towns, villages, cities, counties, and regional and federal agencies. These maps are the focus of the Expert Panel analysis of highway alternatives for the Indirect and Cumulative Effects portion of the DEIS and EIS phases of WisDOT's analysis under NEPA and WEPA.

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.



**Dan Eckberg, AICP:  
GIS Planner**

Phone: 608.255.3988

[deckberg@vandewalle.com](mailto:deckberg@vandewalle.com)

### EDUCATION

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

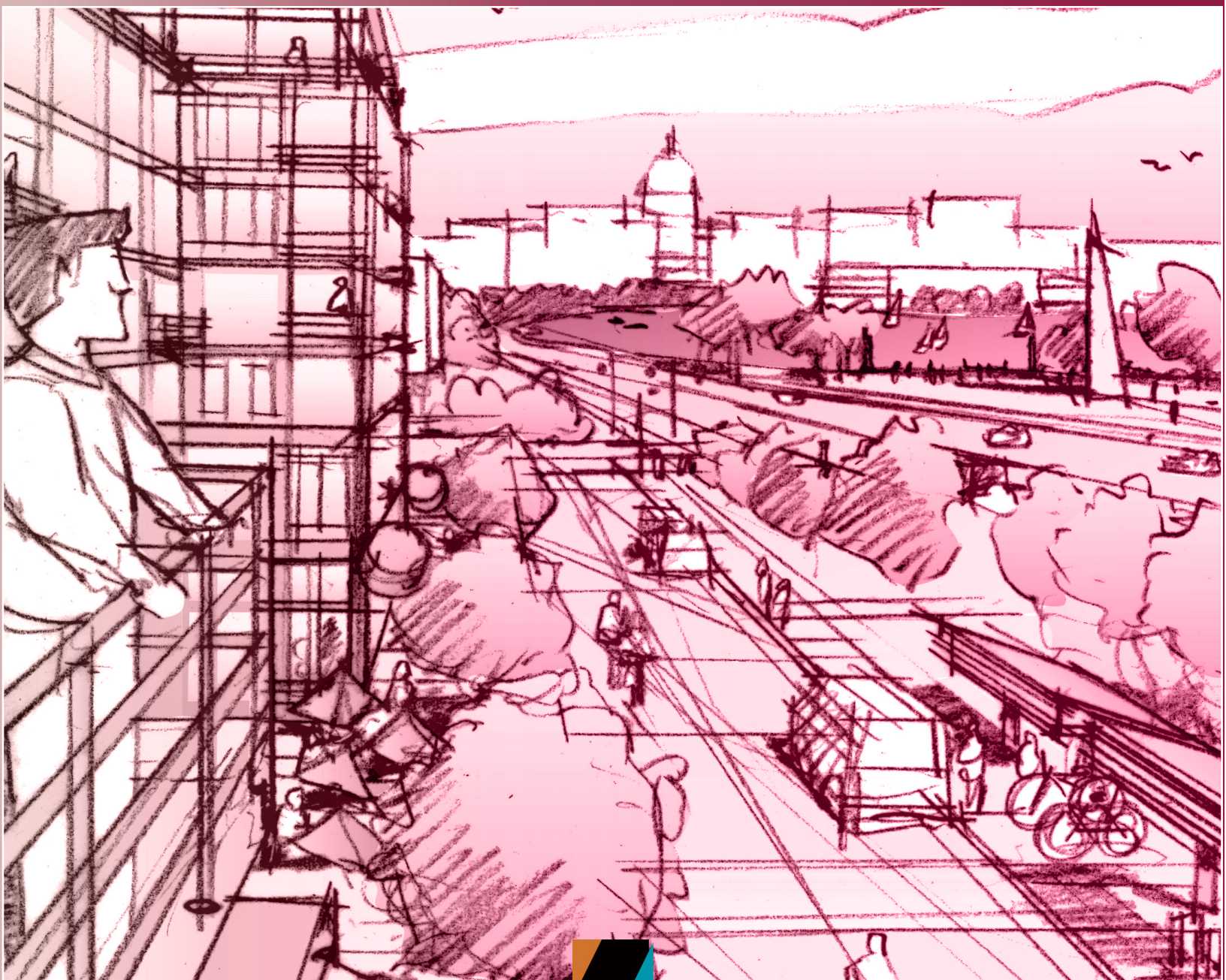
### PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of Certified Planners

### AWARDS AND RECOGNITION

- Excellence in Planning Award, "Madison Metropolitan School District Enrollment Projections: 2017-2037 - APA-WI Chapter, 2017
- Guest Lecturer (Applications of GIS in Planning) – University of Wisconsin-Madison, 2012





## PROPOSED COST OF SERVICES

# PROPOSED COST OF SERVICES

**Vandewalle & Associates is focused on providing the City of Columbus with a project that provides excellent value and clear direction.** This will be accomplished through expert project management and reliance on City staff to complete certain tasks as described in the RFP.

Vandewalle & Associates has a consistent track record of completing projects on time and in budget. As much as we enjoy putting plans together and the excitement they can generate, our real passion is in getting things built and helping our clients reach their goals. In fact, it's the only measure of success that we use in evaluating our own work and the one we urge our clients to use as well in determining the level of value we provide to them. This is perhaps best exemplified by the fact that two-thirds of our current clients are repeat customers and one-third are long-term clients of more than ten years and have had more than one project within a year. In the last twenty years, we have never failed to complete a project nor have we been in litigation with a client.

The table below provides a breakdown of proposed cost by Work Element. A cost breakdown by Work Element and Scope Tasks is outlined on the following page with estimated budget for each. **Time and materials for completing the work described in the Scope of Services for a not-to-exceed fee of \$110,750 (not including any optional tasks).**

Costs quoted in this proposal will be honored for a minimum of 90 days from the date of submission. Tasks beyond those identified in the final contract will be completed through a Work Order and billed on a time and materials basis.

## Zoning Code Rewrite Project Cost Breakdown.

Tasks from Scope of Services	Hours by Task	Total Cost by Task
Work Element 1: Project Management and Communication	54	\$7,970
Work Element 2: Public Participation and Outreach	78	\$11,610
Work Element 3: Issues Identification and Existing Code Analysis	78	\$10,650
Work Element 4: Draft Zoning Districts, Land Uses, and Bulk Dimensions	49	\$6,765
Work Element 5: Draft Zoning Map	142	\$10,570
Work Element 6: Draft Zoning Code Development	216	\$30,620
Work Element 7: Draft Subdivision Code Development	113	\$15,790
Work Element 8: Zoning Code, Map, & Subdivision Ordinance Review and Adoption	111	\$15,475
<b>Total All-Inclusive Cost, including fees and reimbursable expenses</b>		<b>\$110,750</b>
<b>Total Cost, including all optional tasks</b>		<b>\$129,090</b>

## V&A 2025 Fee Schedule.

Principal	\$200 to \$300	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	\$115 to \$175		
Assistant	\$105 to \$115		
GIS Technician/Specialist	\$105 to \$125	<b>Expense</b>	<b>Cost</b>
Communications Specialist	\$70 to \$190	Mileage	IRS Rate
Project Assistant	\$65 to \$90	Printing and Postage	Cost plus 10%

# PROPOSED COST OF SERVICES

City of Columbus Zoning & Subdivision Ordinance Rewrite Project Cost Estimate		Team Members and Billing Rates						Expenses	Total
		\$225	\$160	\$110	\$125	\$160	\$75		
		Brian Munson Development Expert	Sonja Kruesel Project Manager	Scott Heacock Assistant Planner	Dan Eckberg GIS Planner	Elona Bartnick Associate Designer	Administration/ Communication		
<b>1. Project Management and Communication</b>									<b>\$7,970</b>
Task 1.1	Virtual Monthly Staff Meetings (18)		22	10				\$4,620	
Task 1.2	In-Person City Staff Working Sessions (4)		12	8			2 \$ 400	\$3,350	
<b>2. Public Participation and Outreach</b>									<b>\$11,610</b>
Task 2.1	In-Person Plan Commission Review and Input Meetings (8)	2	28	24			\$ 400	\$7,970	
Task 2.2	In-Person City Council Review and Input Meetings (3)		14	10			\$ 300	\$3,640	
<b>3. Issues Identification and Existing Code Analysis</b>									<b>\$10,650</b>
Task 3.1	Research, Data Gathering, and Best Practice Evaluation		16	14	16			\$6,100	
Task 3.3	Issues Identification and Code Evaluation Report	2	16	14				\$4,550	
<b>4. Draft Zoning Districts, Land Uses, and Bulk Dimensions</b>									<b>\$6,765</b>
Task 4.1	Prepare Draft #1 Zoning Districts and Land Use Tables	1	18	16	4			\$5,365	
Task 4.2	Prepare Draft #2 Zoning Districts and Land Use Tables		6	4				\$1,400	
<b>5. Zoning Map</b>									<b>\$10,570</b>
Task 5.1	Testing Draft Zoning Districts on Initial Draft Zoning Map		20	20	20			\$7,900	
Task 5.2	Prepare Draft(s) and Adopted Zoning Map		16	16	50			\$10,570	
<b>6. Draft Zoning Code Development</b>									<b>\$30,620</b>
Task 6.1	Prepare Part 1 of Draft Zoning Code	2	40	24		6		\$10,450	
Task 6.2	Part 1 Policy Decision Guide		4	8				\$1,520	
Task 6.3	Revised Part 1 of Draft Zoning Code		14	10				\$3,340	
Task 6.4	Prepare Part 2 of Draft Zoning Code	2	40	24		6		\$10,450	
Task 6.5	Part 2 Policy Decision Guide		4	8				\$1,520	
Task 6.6	Revised Part 2 of Draft Zoning Code		14	10				\$3,340	
<b>7. Draft Subdivision Code Development</b>									<b>\$15,790</b>
Task 7.1	Prepare Draft Subdivision Code	2	40	25		6		\$10,560	
Task 7.2	Subdivision Code Policy Decision Guide	2	8	10				\$2,830	
Task 7.3	Revised Draft Subdivision Code		4	16				\$2,400	
<b>8. Zoning Code, Map, and Subdivision Code Review and Adoption</b>									<b>\$15,475</b>
Task 8.1	Prepare Public Draft of Zoning Code		10	8				\$2,480	
Task 8.2	Prepare Executive Summary of the Draft Zoning Code and Map	1	8	10			4	\$2,905	
Task 8.3	Prepare Public Draft of Subdivision Code		10	8				\$2,480	
Task 8.4	Prepare Executive Summary of the Draft Subdivision Code	1	8	10			4	\$2,905	
Task 8.5	In-Person Plan Commission Public Hearing to Recommend Adoption	1	8				\$ 100	\$1,605	
Task 8.6	In-Person City Council Adoption Meeting		8				\$ 100	\$1,380	
Task 8.7	Prepare and Provide Adopted New Zoning Ordinance and Map, and Subdivision Code		8	4				\$1,720	
<b>Optional Tasks (a la carte)</b>									<b>\$15,940</b>
Optional 1	Stakeholder Listening Sessions (2)		8	10			\$ 100	\$2,480	
Optional 2	Public Zoning Workshop and Online Follow Up Survey (1)		14	14			\$ 800	\$4,580	
Optional 3	Prepare Zoning Map Mailing Notices		12	12			6 \$ 200	\$3,890	
Optional 4	Prepare Post-Adoption Summary Guides and Applications		8	18		8	6	\$4,990	
<b>Total Estimated Project Cost (No Optional Tasks)</b>		16	376	291	70	18	10 \$ 1,300	<b>\$110,750</b>	
<b>Total Estimated Project Cost (All Optional Tasks)</b>		16	418	345	70	26	22 \$ 2,400	<b>\$129,090</b>	