AGENDA OF THE REDEVELOPMENT AUTHORITY OF THE CITY OF GREEN BAY

TUESDAY, OCTOBER 11, 2022, 1:30 PM
CITY HALL, ROOM 604 - THE HARRY MAIER ROOM

A. Roll Call.

1. Members: Gary Delveaux, Chair; Matt Schueller, Vice-Chair; Ald. Randy Scannell, Deby Dehn, Kathy Hinkfuss, Melanie Parma, and Jessica Ganther.

   Liaisons: Jeff Mirkes, Leah Weycker, and Brooke Hafs.

B. Approval of the Agenda.

1. Approval of the agenda for the October 11, 2022, meeting of the Redevelopment Authority.

C. Approval of Minutes.

1. Approval of the minutes from the September 13, 2022 and September 27, 2022, meetings of the Redevelopment Authority.

D. Regular Business.

1. Consideration with possible action to approve a 90-day extension to the planning option for Journey to Adult Success (JAS) for the development of housing for foster and at-risk young adults at 100 S and 110 S Baird Street and 1368 E Walnut Street.

2. Consideration with possible action to grant a 90-day extension to the planning option with MF Housing Partners, LLC for the 1100 Block of East Walnut Street.

3. Consideration with possible action to select a consultant for Conceptual Site Planning Services for the Redevelopment of the JBS Site.

E. Informational.

1. Financial report and check register.

2. Director's report and project updates.

3. Next Regular Meeting: November 8, 2022 at 1:30 PM

F. Adjournment.

1) THIS MEETING IS RECORDED: THE VIDEO OF THIS MEETING AND MINUTES ARE AVAILABLE ONLINE AT www.greenbaywi.gov
2) ACCESSIBILITY: Any person wishing to attend who requires special accommodation because of a disability, should contact the City Safety Manager at 920-448-3125 at least 48 hours before the scheduled meeting time so that arrangements can be made.
3) QUORUM: Please take notice that a majority or quorum of the Common Council will attend this Redevelopment Authority meeting and will constitute a meeting of the Common Council for purposes of discussion and information gathering relative to this agenda.
4) REPRESENTATION: The party requesting the communication, or their representative, should be present at this meeting.

Report to the
Redevelopment Authority of the City of Green Bay

MEETING DATE	PREPARED BY
October 11, 2022	Ronda Bitney

AGENDA ITEM # D.1

Consideration with possible action to approve a 90-day extension to the planning option for Journey to Adult Success (JAS) for the development of housing for foster and at-risk young adults at 100 S and 110 S Baird Street and 1368 E Walnut Street.

BACKGROUND

On April 12, 2022, the RDA awarded a six-month planning option to Journey to Adult Success (JAS) for the development of housing for foster and at-risk young adults at the site located at 100 S and 110 S Baird Street and 1368 E Walnut Street.

The developers recently met with staff regarding the progress of their capital campaign, additional funding that may be available and preliminary design provided by their builder. The development of the three townhomes will require a conditional use permit and JAS has begun that process.

The developers are requesting a 90-day extension to their planning option to complete their capital campaign, explore additional funding and finalize their building plans.

Staff is recommending the approval of a 90-day planning option extension to JAS to complete their funding and building needs.

RECOMMENDATION

To approve a 90-day extension to the planning option for Journey to Adult Success (JAS) for the development of the site located at 100 S and 110 S Baird Street and 1368 E Walnut Street.

FISCAL IMPACT

ATTACHMENTS

1. Extension Request
2. GIS Map
3. Conceptual Plan

Journey to Adult SUCCESS

PO Box 11301
Green Bay, WI 54307

w: journeytoadultsuccess.org
e: ewhite@journeytoadultsuccess.com
p: 920.609.5071

Board of Directors

Rachel Cloud, *pres*
Barb Hoffman, v.pres
Katie McCarty, treas.
Cody Mares , Sec.
Laurie Murphy
Thomas Verbrick

September 22, 2022

Ronda Bitney
City of Green Bay
Community and Economic Development Department

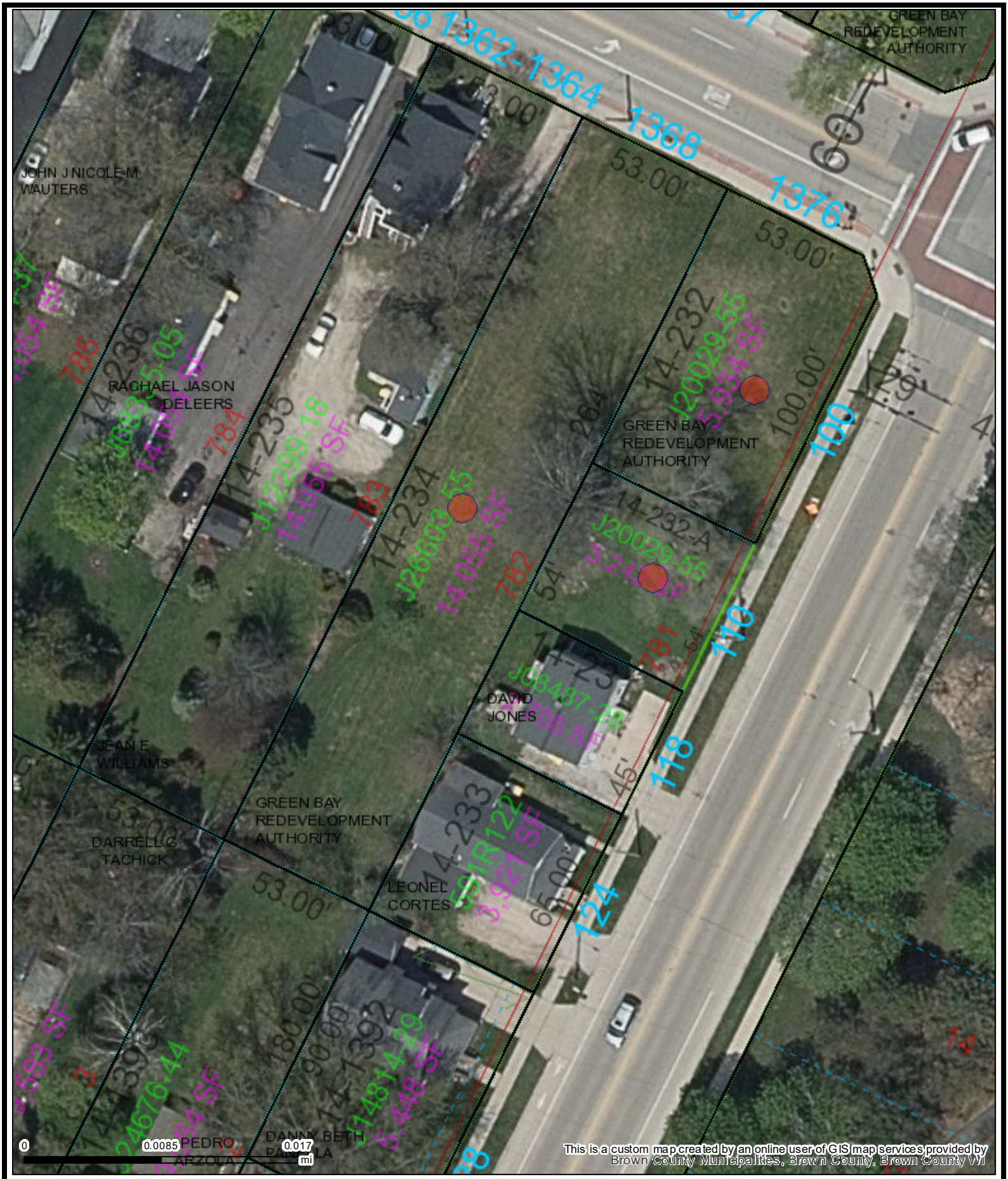
Dear Ms. Bitney ,

On behalf of Journey to Adult Success we would like to request a three month extension on our planning option that was awarded to us in April 2022. This option was for three parcels of land at Baird and Walnut Streets.
Our goal is to raise 1.2 million for the proposed townhomes and currently we have received committed pledges of $775,000. We are also waiting for responses from several other foundations. We will be going public with our campaign in October and feel confident that we will meet our goal by the end of the year.

Sincerely,

Eunice White

Eunice White – Executive Director



This is a custom map created by an online user of GIS map services provided by Brown County Municipalities, Brown County, Brown County WI

Part of Brown County WI

Map printed on 10/4/2022

1:480
1 inch = 40 feet*
1 inch = 0.00758 miles*
original page size: 8.5"x11"
Appropriate format depends on zoom level

Parcel ownership key

- Parcel Boundary
- Condominium
- Gap or Overlap

"hooks" indicate parcel ownership crosses a line

- Parcel line
- Right of Way line
- Meander line
- Lines between deeds or lots
- Historic Parcel Line
- Vacated Right of Way

A complete key (legend) is available at:
tinyurl.com/BrownDogLegend

Brown County Planning & Land Services
(920) 448-6480
www.browncountywi.gov

Inspiration Photo

Report to the
Redevelopment Authority of the City of Green Bay

MEETING DATE	PREPARED BY
October 11, 2022	Will Peters

AGENDA ITEM # D.2

Consideration with possible action to grant a 90-day extension to the planning option with MF Housing Partners, LLC for the 1100 Block of East Walnut Street.

BACKGROUND

On August 9, 2022, RDA granted a 90-day extension to MF Housing Partners' planning option for the 1100 block of East Walnut Street. During this time, the staff, the Developer, and an additional partner have been working together to identify additional funding sources and develop a proforma. The Developer was recently notified WHEDA will be funding their 9% credit request. The Developer would like additional time to adjust and secure their financing.

RECOMMENDATION

Staff recommends granting a 90-day extension (January 31, 2023) to the planning option with MF Housing Partners, LLC for the 1100 Block of East Walnut Street.

FISCAL IMPACT

ATTACHMENTS

1. MF Extenstion Request

HOUSING PARTNERS LLC

October 5, 2022

Will J. Peters Jr.
Neighborhood Development Specialist
Department of Community and Economic Development

Re: Request to Extend Option to Purchase

Mr. Peters:

MF Housing Partners would like to request the RDA consider another extension of the Planning Option for the 1100 E. Walnut Street site until January 31, 2023. We were notified that WHEDA is funding our 9% credit request and this extension will allow us to secure our financing and continue to move forward to closing.

Sincerely,

Marissa Downs

Report to the
Redevelopment Authority of the City of Green Bay

MEETING DATE	PREPARED BY
October 11, 2022	Neil Stechschulte, Director

AGENDA ITEM # D.3

Consideration with possible action to select a consultant for Conceptual Site Planning Services for the Redevelopment of the JBS Site.

BACKGROUND

On July 11, 2022, staff issued a request for proposals for consultants to provide "Conceptual Site Planning Services for the Redevelopment of the JBS Site." A total of nine proposals were received. They were reviewed and scored by a staff team consisting of the Community and Economic Development Department and the Parks Department. Four firms were then selected for interviews, which were conducted and evaluated by five members of the collaboration team (in addition to staff) on October 3, 2022. After scoring the interviews, the team of GRAEF + MUSE scored the highest, with MSA being ranked second. Both proposals are attached for your information.

RECOMMENDATION

Direct staff to proceed with a formal contract with GRAEF + MUSE for Conceptual Site Planning Services for the Redevelopment of the JBS Site in the amount of $79,380, subject to approval of the final contract language by the City Attorney.

FISCAL IMPACT

Funds for this planning project will be covered by either the $500,000 financial donation provided by JBS and/or the $5 million Neighborhood Investment Grant from the State of Wisconsin.

ATTACHMENTS

1. GRAEF JBS Site Redevelopment_final
2. MSA Green Bay RDS Site Redev. Final
3. JBS Proposal Scoring and Recommendation to RDA
4. 071122 JBS Site RFP Final
5. Questions on JBS RFP 072922
6. JBS RFP Scoring Blank

PROPOSAL | August 15, 2022

CONCEPTUAL SITE PLANNING SERVICES FOR THE REDEVELOPMENT OF THE JBS SITE

Prepared for:
City of Green Bay, Wisconsin

GRAEF

920 / 592 9440 www.graef-usa.com

116 S. Adams Street Suite 200
Green Bay, WI 53401

Project Manager: Patrick Skalecki
patrick.skalecki@graef-usa.com
d: 920 / 405 3814

MUSE

312 / 416 2816 musecommunitydesign.com

1212 North Ashland Ave, Floor 2
Chicago, IL 60622

116 S. Adams Street Suite 200
Green Bay, WI 53401
920 / 592 9440
www.graef-usa.com

GRAEF

collaborāte / formulāte / innovāte

Neil Stechschulte
Department of Community & Economic Development
City of Green Bay
100 N Jefferson St, Room 608
Green Bay, WI 54301

August 15, 2022

Dear Mr. Stechschulte,

Imagine a bright summer day: kids running through the park, families with blankets and chairs spread out across the grass with music playing, all set against a backdrop of quality, safe homes with front porches and gardens. Green Bay is poised to continue its successful investments for redevelopment and urban design within the JBS Redevelopment Site. Over the coming months, the GRAEF Team is eager to become trusted partners with the City to make this dream a reality.

GRAEF + MUSE (GRAEF Team) can provide assistance that goes beyond physical development to include a broad array of cultural, environmental, economic, social, and political issues and considerations. The GRAEF Team will work side-by-side with Green Bay staff, officials, neighbors, and other stakeholders to create successful short-term and long-term solutions for the JBS Redevelopment Site.

- For decades our planning team has created bold visions and won peer-reviewed awards, proving a relentless desire to do the best work in our communities, for our communities.
- Our core philosophy is to bring together the vision of the community with the opportunities in the market. About half of our work is with private developers—we know them, work with them, and actively make connections on projects.
- One of the most important factors in attracting and retaining talent is creating amenity-rich districts and authentic, activated social spaces in our community. We actively work with our community partners to seek out the best opportunities at the block level and in the neighborhood.
- Our team has the qualifications for effective bicultural and bilingual engagement. We have native and fluent Spanish speakers on our team who have experience building and brokering trust in divided communities. Our approach is truly bilingual, meaning it goes beyond simply translating materials into Spanish and instead has a culturally specific engagement strategy..
- Our market analysis lead has deep experience in housing. Additionally, as an equity-centered team, we bring this lens to our analysis work for a seamless approach between the quantitative and the qualitative. This means market- and development-ready framework plans that remain flexible.

The GRAEF Team is pleased to present this proposal showcasing our examples of our work, and illustrations of our talent and expertise. We look forward to working collaboratively with city staff, neighbors, and key stakeholders in the JBS Redevelopment Area. Thank you for this opportunity.

Patrick J. Skalecki, P.E., LEED AP
Project Manager
Office Leader – Green Bay | Vice President | Principal

Patrick Kressin, PLA, LEED AP
Principal-In-Charge
Vice President | Principal

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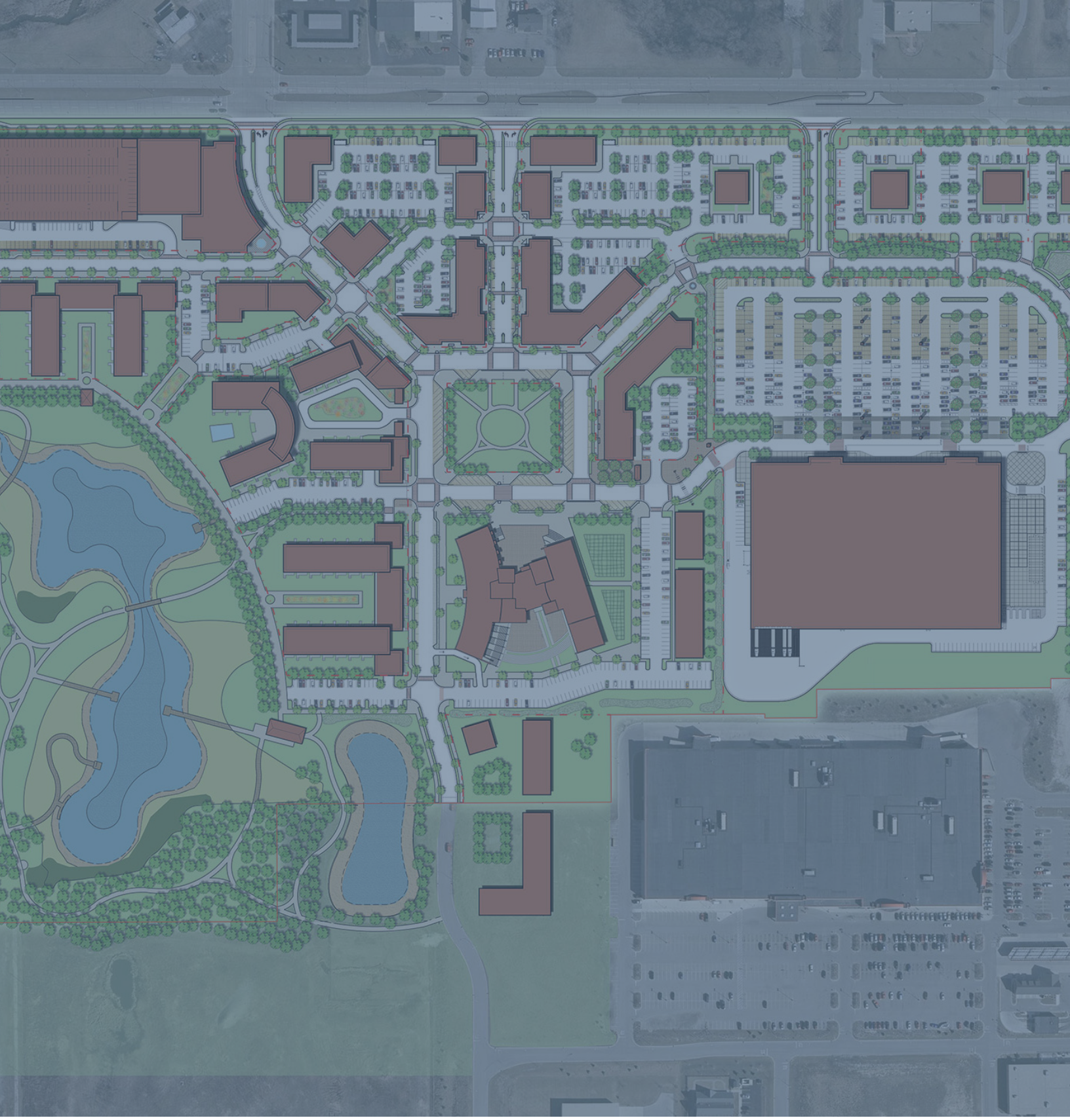


Section 2

Capacity and Experience

GRAEF

collaborate / formulate / innovate

our core purpose

To improve the physical environment for the benefit of society in a sustainable manner.

GRAEF is a multi-discipline, planning, design, and engineering firm dedicated to serving public and private clients throughout the United States. For over 60 years, our ability to excel has been driven by integrity, quality, and our commitment to customer service. GRAEF began as an individual partnership structural engineering firm in 1961. Today, with more than 290 employees in ten offices in the Midwest, Florida and Turks and Caicos, GRAEF offers our clients a full range of consulting services.

GRAEF is ranked in Engineering News-Record (ENR) Top 500 Largest Design Firms and is ranked 28th in Building Design + Construction's (BD+C) list of the nation's Top Engineering-Architecture firms.

WE PROVIDE QUALITY CONSULTING SERVICES IN:

- Planning + Urban Design
- Environmental Engineering
- Field Services + Survey
- Industrial Architecture
- Landscape Architecture
- Mechanical, Electrical, Plumbing Engineering & Commissioning
- Civil Engineering
- Structural Engineering
- Traffic/Transportation Engineering

Milwaukee
Madison
Green Bay
Minneapolis
Chicago
Miami
Orlando
Sarasota
Turks and Caicos Islands

CONTACT US

920 / 592 9440 www.graef-usa.com

116 S. Adams Street Suite 200
Green Bay, WI 53401

MUSE

COMMUNITY + EQUITY + STRATEGY + MOBILITY

Working with communities to create inclusive, vibrant, and prosperous places.

MUSE Community + Design is a Chicago-based, woman-owned planning firm that brings inspired, collaborative change to communities.

Our team of planners and communicators center equity in all we do creating engaging, participatory experiences along the way. We believe building relationships is essential to creating thriving, inclusive places for all.

MUSE
COMMUNITY + DESIGN

MUSE Community + Design
1212 North Ashland Ave, Floor 2, Chicago, Illinois 60622
musecommunitydesign.com

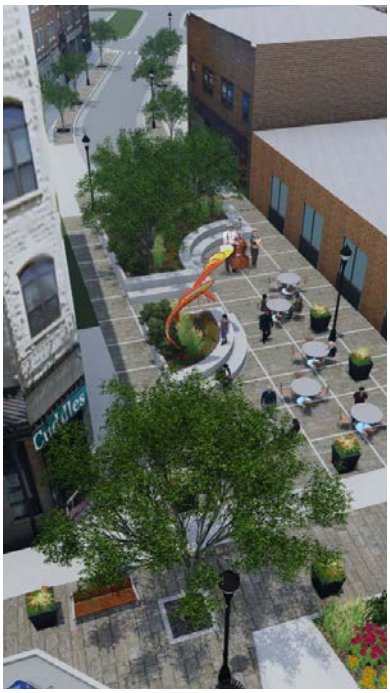
SELECTED CLIENTS

City of Chicago (DPD, CDOT, CDPH)
Chicago Park District
City of Evanston
City of West Chicago
CMAP
CNT
Cook County
Lyft/Divvy
Village of Forest Park
Village of Glen Ellyn
Village of LaGrange
Village of Riverside
Chicago United for Equity
Metropolitan Planning Council
NACTO

PLANNING SERVICES

Strategic Planning
Comprehensive Plans
Market Analysis
Zoning and Land Use
Neighborhood Studies
DEI Consulting and Training
Digital Communications
Outreach Strategies
Public Engagement

Planning + Urban Design



Redevelopment for Urban "Livability"

Our designers view effective physical growth and conservation of existing communities as the hallmark of urban design. We integrate new development with existing neighborhoods, districts, and corridors creating livable, walkable, sustainable public places tailored to fit the social, economic, and cultural activities of the community.

Social & Economic Impact

Urban design integrates aesthetic expertise while adding social and economic value. Our plans include diverse land uses and increase long-term value for a community. We offer an interdisciplinary approach that generates desirable, feasible land use outcomes and development opportunities.

Property Development

Successful development must include both public and private land. Design concepts must address the rights (and value) of the community, as well as those of private property owners. Our designs respond to both — respecting property owners while creating opportunities for a community's future.

Streets & Public Places

Our plans interconnect public places. Streetscape and landscape design must respect the context, accept constraints, function effectively, generate positive activity, look attractive, and allow for efficient operation and maintenance. Our interdisciplinary approach provides sustainable, effective and aesthetically pleasing circulation systems.

Public Participation

A key to the success of any urban design is strong public support. GRAEF has considerable expertise in developing concepts that achieve enthusiastic and enduring public support.

Fitting the Form to the Context

We begin with a thorough understanding of the site and surrounding's past and present conditions. Urban design projects rarely occur with neat boundaries, and local social and economic patterns also vary. We view new urban designs as simultaneously building on the community's historic traditions and affording new socioeconomic directions for change.

Achieve a Vision

The community vision created by an urban design should be matched by a strong strategy for implementation. Few urban design visions can be achieved simply because their proponents do not acknowledge market constraints, regulatory procedures, or political values. GRAEF planners have demonstrated the skill and talent needed to achieve desirable visions that balance pragmatism with long-term aspirations.

REDEVELOPMENT

A livable community provides diverse paths for cultural, financial, and ecological fulfillment. A livable community balances conservation of the old with development of the new. A livable community adapts to the ever-changing economic, social, and environmental winds. GRAEF designs livable communities that expand opportunity and well-being while responding to the great variety of life's needs.

Purposeful connections create integrated networks of live, work, and play opportunities. Purposeful connections create meaningful places for people to interact, as opposed to vacant plazas and symbolic green spaces. Streetscape and landscape design must respect the context, function effectively, and generate positive activity. GRAEF designs circulation systems that fulfill needed links, foster socialization, and nurture communities.

PARKS & REC

Capital and operating expenses for parks and public places have always been a primary issue. Many parks go through cycles of improvement and decline. A successful park or public place is able to establish a strong underlying concept that can be sustained at a base level during times of limited resources, while also achieve higher levels of quality and value during times when funds and other resources become available.

In this regard, the key variable is the careful consideration of materials and design concepts with respect to ongoing maintenance costs, sustainable strategies, and targeted user preferences. Parks and open space derive their value from public use. Oftentimes these uses are categorized simply into "active" versus "passive" uses. In practice, there is a much wider range of uses that rely on social, economic, or cultural lenses.

SUSTAINABLE COMMUNITIES

Multi-Disciplinary Approach

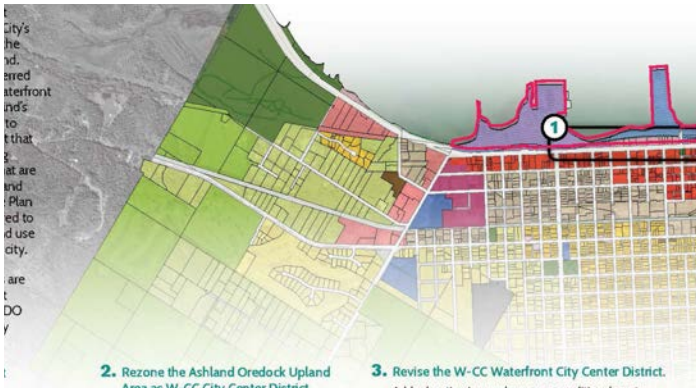
GRAEF has LEED Accredited professionals on staff across disciplines including site/civil engineering, stormwater management, planning, landscape architecture, structural engineering, industrial architecture, and mechanical, electrical and plumbing engineering. GRAEF's work in the area of sustainability includes: energy management and renewable energy; sustainability regulations and infrastructure; and audits of existing facilities (infrastructure and buildings) detailed concepts for environmental improvements.

Sustainability and Costs

GRAEF emphasizes the most sensible sustainable design services and practices including those outlined in the U.S. Green Building Council's LEED® Green Building Rating System. In addition to conserving natural resources and reducing solid wastes, there are economic and community benefits to building "green". These include reducing operating costs, enhancing asset value, improving air quality and enhancing community health, aesthetics and vitality.

BICYCLE AND PEDESTRIAN TRAILS

GRAEF's offers significant skills and experience in the planning and design of bicycle paths, trails, and pedestrian pathways. GRAEF has completed a number of different trail, bike paths, and walkway projects. Projects have been successfully designed for state, county, and local governments. The process begins by gathering public input and stakeholder concerns and results in an exciting new community asset that offers wide-ranging recreational opportunities. Safety, aesthetics, maintenance, and maximizing usefulness are always considered and results in outstanding design.



COMMUNITY PLANNING

A community is best understood by where it has been and where it plans to go. GRAEF begins all planning processes by looking backwards — uncovering the influences of the past to understand the conditions of the present. Looking forward, GRAEF taps into the goals of a community — engaging its residents to understand and create harmony from the myriad futures envisioned.

GRAEF honors its values. Every GRAEF plan is fueled by four equally-important goals: (1) Foster Community Citizenship and Pride; (2) Honor Local Heritage and Tradition; (3) Protect, Respect, and Appreciate the Environment; and (4) Expand Social and Economic Well-Being

PUBLIC OUTREACH & CONSENSUS BUILDING

A successful project must incorporate a public outreach and consensus building element. The ultimate goal of the public involvement in a project is to involve project stakeholders in the project development process from planning through final construction. At GRAEF, we strive to develop a preferred project alternative that reflects the needs and expectations of the project stakeholders.

The public involvement process begins by working with the client to develop an outreach and communications plan. It is always our goal to develop a plan that will reduce and potentially eliminate controversy, which is sometimes inherent in a community projects.

LANDSCAPE ARCHITECTURE

A successful landscape design must incorporate a full understanding of context, desired program elements, attainable design opportunities, potential constraints, attention to site composition and functional requirements in order to truly develop something special and unique. At GRAEF, we strive to create landscapes that blend aesthetics, functional process, accessibility, and creativity in a way that best responds to the needs of our clients.

We specialize in design services for project visioning, master planning, trail development on conservation lands, streetscapes, urban plazas, sustainable site design, LEED services, land restoration, community identity, waterfronts, parks and open spaces, project signage and branding, educational campuses, passive and active water theme parks, retail developments, industrial parks, civic facilities, as well as full construction administration.

Our cumulative understanding of key sustainable site design techniques for storm water management, improved water quality, green building materials, and self-sustaining natural systems is a valuable asset to our clients and the projects we cultivate for them.

In the next pages of our submittal, we detail some of our experience as requested in the RFP:

- Challenging infill sites
- Unique housing projects
- Park design
- Urban agriculture
- Engagement of disenfranchised populations
- Recruitment of developers

These projects were successfully completed and have proven to be assets to the communities for which they were undertaken.

Lumberyard Site Redevelopment Plan and Value Analysis

Client: Village of Grafton | Location: Grafton, WI

In 2009, GRAEF designed a series of 10 infill strategies for redeveloping this complex former industrial site. Constraints included traffic circulation patterns, complex property ownership patterns, limited market opportunities, and integration with other district plans. In 2014, GRAEF updated the concepts plans to reflect the current market.

Property Development Options | Development options were created to fit 15 land divisions. Real estate options included various multiple residential types and different retail and commercial projects, as well as a series of circulation and parking options.

Downtown Continuity and Public Places | The site design includes integrated public places, a variety of streetscapes, landscape features, and integrated pedestrian areas. The site design also extends existing concepts for expansion of Grafton's downtown.

Revenue and Value | As part of the Village's Tax Incremental Financing strategy, the site is planned to include the minimum value needed to achieve the necessary tax revenue. GRAEF interviewed a series of brokers and investors to develop options that would achieve this goal and yet still present feasible development concepts.

Drexel Town Square

Client: City of Oak Creek | Oak Creek, WI

The City of Oak Creek, in partnership with WisPark, completed the development of a new Town Center on former industrial land. GRAEF helped plan the project, gain public support, development successful grants for funding, and initiate design for sustainable infrastructure.

Planning: City Hall and Library | GRAEF developed a series of different design options for redevelopment of the former Delphi site, now known as Drexel Town Square. This work included several public workshops, economic analysis, and the creation of plan alternatives to address multiple visions for the City's future City Hall and Library. GRAEF also analyzed the public costs and revenues associated with development options. GRAEF's work helped support or creation of a new Town Square featuring the City Hall and Library as a primary destination place.

Funding Support | GRAEF prepared and helped win approval for the largest grant awarded as part of Wisconsin's Blight Elimination and Brownfield Redevelopment (BEBR) program. This $1.1 million award is being used to clean up the site and prepare it for new development.

Sustainable Infrastructure | GRAEF was also instrumental in conceiving and preparing a proposal to the Milwaukee Metropolitan Sewerage District for the planning and implementation of best-management-practices for stormwater infrastructure and related sustainability measures for the Town Center redevelopment.

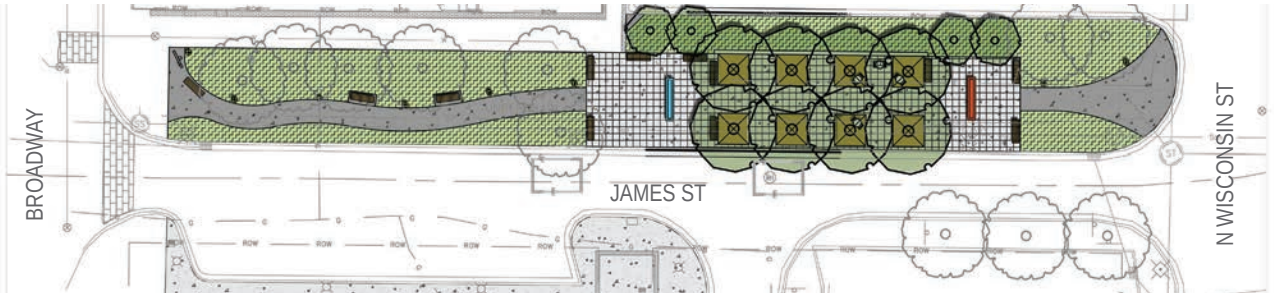
Awards

Sustainable Development Guide: 2013 APA-WI Award for Innovations in Planning

2015 Eureka Award – *The Business Journal*

Michael J Walsch Plaza

Client: City of De Pere | Location: De Pere, WI



Services

Public Space Design
Streetscape Amenities
Public & Stakeholder Engagement
Landscape Design
Fountain Design
Public Kinetic Art Feature
Street and Specialty Lighting
Topographic Survey
Public Utilities
Civil Engineering
Street and Parking Design

Awards:

American Planning Associate WI Chapter 2021 Planning Excellence Award for Urban Design

The James Street project involved design of a new public space and the reconstruction of one block of roadway through the central business district of De Pere. The project goals were to create a special place that could be used by visitors and downtown employees; improve the quality of the pedestrian amenities; provide improved pedestrian and vehicular circulation; and reconstruct the public utilities, roadway, and sidewalk.

The site of a memorable fountain that was past repair, the project involved stakeholder and public engagement to plan for the future use and goals of this space. The direction for the design was to create a space for use by individuals and small groups, for things like a lunch break, cup of coffee, or small musical performance.

The existing mature honey locust trees created beautiful dappled shade and the intent was to retain the trees and provide seating against the backdrop of the historic landmark Union Hotel. A more activated space at the east end of the site is connected by an allée of trees in grates and flexible seating. The east end plaza contains a custom water wall-style fountain at one end and a custom kinetic wind wall sculpture at the other, both with coordinated color-changing LED lights.

Design and engineering tasks included: topographic survey, design presentations and summaries, coordination with utilities, public and stakeholder meetings. Project scope included the public space design and a full street reconstruction: conceptual design and public engagement through construction documents.

Lakefront Gateway Plaza

City of Milwaukee | Milwaukee, WI

Services

Planning

Associate Landscape Architecture

Structural Engineering

Site/Civil Engineering

Traffic Engineering

Mechanical Engineering

Electrical Engineering

Plumbing Engineering

Data

$34 Million

National Design Competition

The GRAEF team was recently awarded the design of Milwaukee's Lakefront Gateway Plaza after a national design competition in which 24 firms vied for the opportunity to design a signature public plaza at the lakefront. There are three central themes that underpin the GRAEF team's design. Together, they inform a multi-dimensional design and create an iconic, richly detailed and layered urban space that will become the City of Milwaukee's waterfront jewel. The design intention is to ensure that this site becomes a primary civic space in the City in addition to its role as the Gateway to many of Milwaukee's lakefront institutions and attractions and to Lake Michigan itself.

Reconnect

Reconnection of Milwaukee's urban core and the lakefront with experiential and a more abstracted reconnection to some of Milwaukee's formative history.

Celebrate

This design celebrates many aspects of Milwaukee, which include water (a lifeblood of the city); safe harbor (along the western shores of Lake Michigan); and a celebration of the city and its connection to Lake Michigan.

Activate

The Gateway Plaza will be active, urban, fun, and compelling. The design intent is to achieve a year-round experience for users of all ages and develop a framework for well programmed, memorable and highly enjoyable experiences, as well as the incorporation of social and cultural aspects of Milwaukee.

Jaycee (Quarry) Park Master Plan

Client: City of Sheboygan | Location: Sheboygan, WI

Awards
2021 WIASLA Merit Award
for Unbuilt Works

Conceptual design of a 37 acre park that provides recommendations to meet the needs of the community and surrounding region while being flexible enough to accommodate for change.

The design process included a comprehensive inventory and analysis of existing conditions, public engagement, design alternatives, cost estimating and 3D illustrations to help the client and the community visualize proposed improvements, foster consensus and generate enthusiasm moving forward with phased implementation.

The plan includes a multi-purpose park building, beach house, tiki hut, picnic shelter, council ring, perched beach, lake loop trail, ropes course, frisbee golf course, enhanced natural landscape areas, flexible lawn space and improved access to both Quarry Lake and the Pigeon River. The final plan not only reflects the needs and desires of the City's Department of Public Works, but the community as a whole.

FC Milwaukee Nationals Soccer Complex

Client: FC Milwaukee Nationals, Inc. | Location: Germantown, WI

Services

Site/Civil Engineering

Landscape Architecture

Environmental Engineering

Transportation Engineering

Parking Services

Surveying

Data

60 Acres

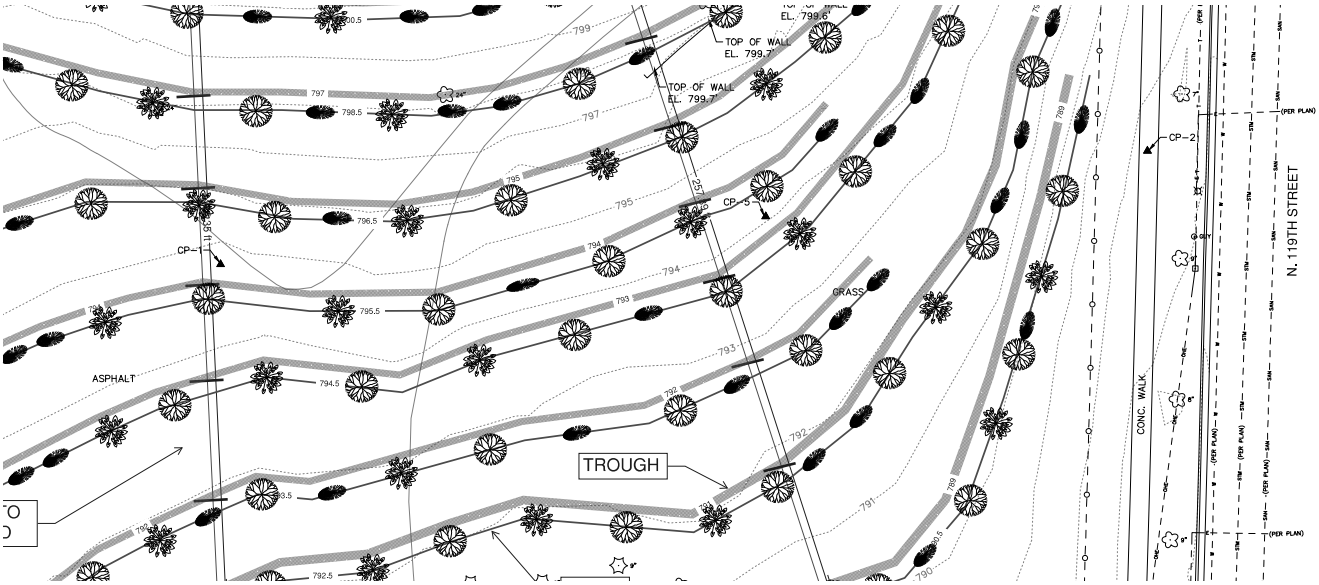
Phase 1 - $1.2 Million Project Cost

GRAEF was retained to design a soccer complex located on a 60-acre site in Germantown, WI. The new FC Milwaukee Nationals' Soccer Complex incorporates nine soccer fields with parking and site amenities interspersed between wetlands, woodlands, navigable waterways and challenging topography. GRAEF provided site analysis, master planning, site planning, civil engineering, natural resource assessment, landscape design, and transportation design services.

The project included design for two synthetic turf soccer fields along with seven grass fields, parking for more than 400 vehicles, storm water management basins and bio-infiltration swales, roadway and intersection improvements, lighting, wetland buffer mitigation and native landscaping design. This project was extremely challenging due a demanding project schedule, design challenges and the multiple permit processes required for approvals.

River Trail School Urban Agriculture & Stormwater Management

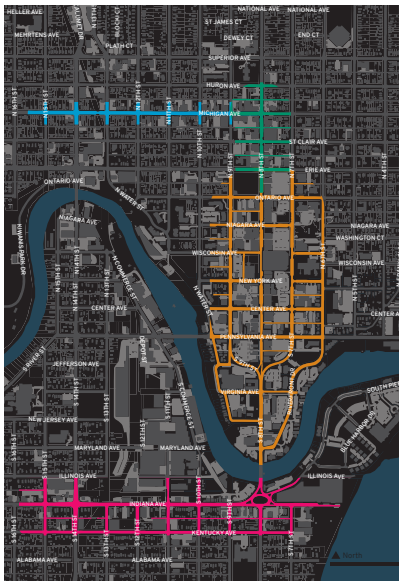
Client: Milwaukee Public Schools | Location: Milwaukee, WI

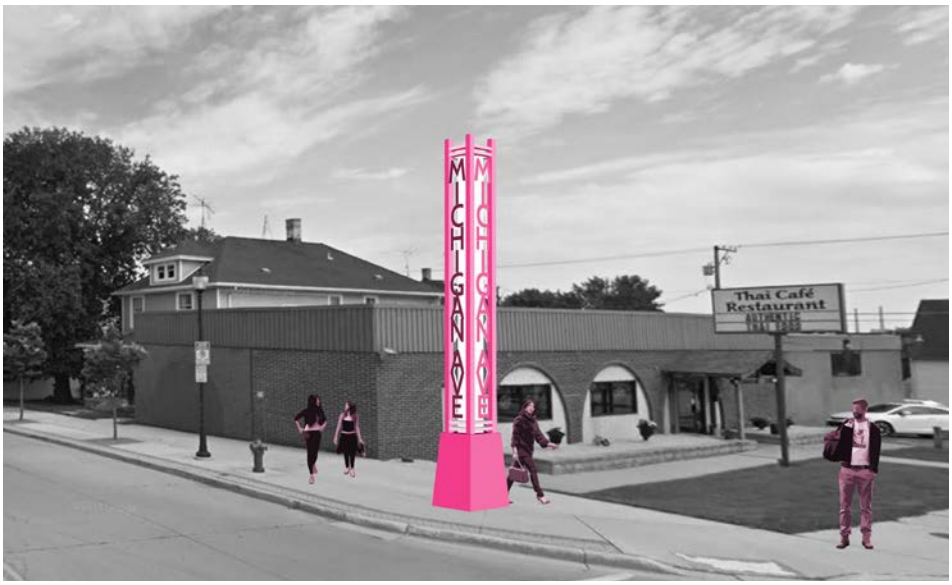


GRAEF collaborated with Black & Veatch to develop a site, landscape, and stormwater management plan for River Trail School. The design included a system of berms and swales that could capture roughly 200,000 gallons of stormwater on-site. Additionally, the berms were planted with a variety of chestnut, hazelnut, and Asian pear trees in order to allow students to harvest and learn about urban agriculture and stormwater management. This unique project was primarily funded through the Fresh Coast Partnership Program and was a first-of-its-kind in the State of Wisconsin. This project is currently under construction.

Harbor Centre District Master Plan Update + Activation Strategies

Client: City of Sheboygan | Location: Sheboygan, WI





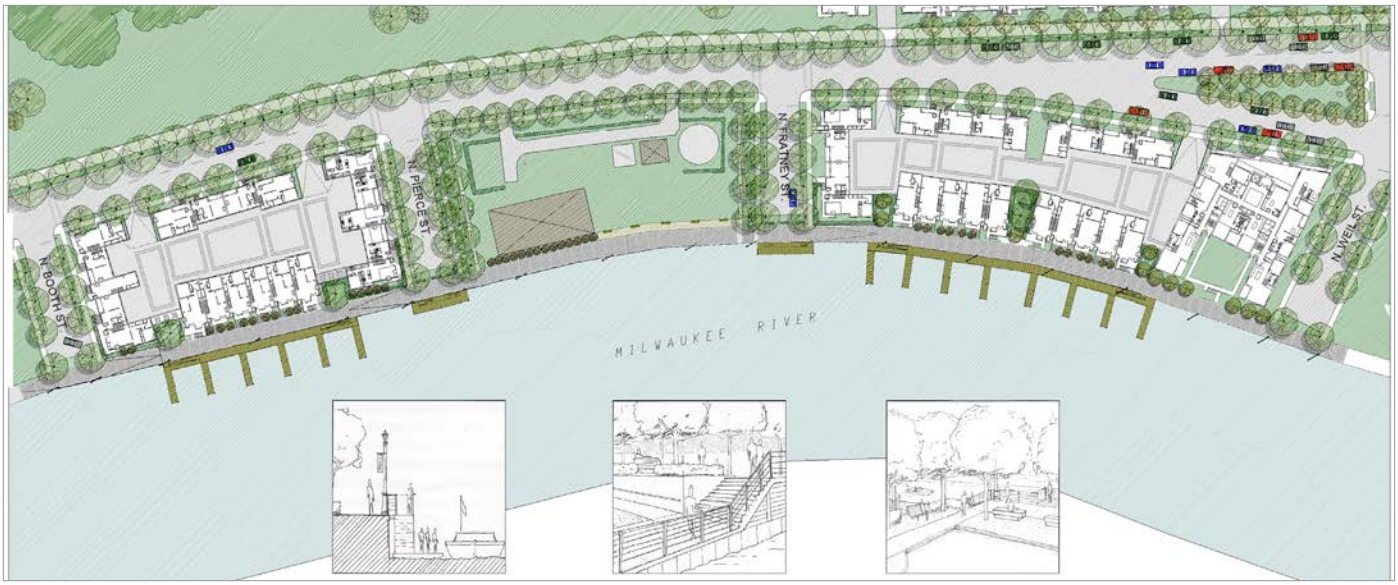
Downtown Sheboygan is steeped in cultural richness. A long-standing collaboration with the John Michael Kohler Arts Center (JMKAC) and other local organizations has resulted in the emergence of an arts and cultural district, the new City Green public gathering space, M.I.K.E. performance space, the Night Market, public art and murals, and new streetscape furniture. With this master plan update and activation project, the City's goal was to focus on placemaking, activation, improving mobility, and supporting new investment in the downtown neighborhoods.

A key part of the process was looking at the subareas within the downtown and the brand identity of each of those areas. Specific placemaking and activation strategies were developed around each of these branded subareas. Examples include: gateway markers at key multi-modal intersections, Michigan Avenue corridor analysis and rightsizing recommendation that includes pavement painting for traffic calming and to articulate intersections; introduction of tech-focused street furniture in the neighborhood off Indiana Avenue near the tech incubator; and in the downtown core closest to the JMKAC introducing sculptural art lighting at key nodes to connect areas of activated open space.

To create these subareas and brand identities, the team created economic profiles, met with businesses one-on-one, and conducted stakeholder discussions. The resulting deliverable focused on a user-friendly tool that could be used by both the City and its partners—businesses and property owners. The City is actively working on implementation of several of the recommendations.

Beerline Neighborhood Urban Design

Client: River Homes Partners, LLC | Milwaukee, WI



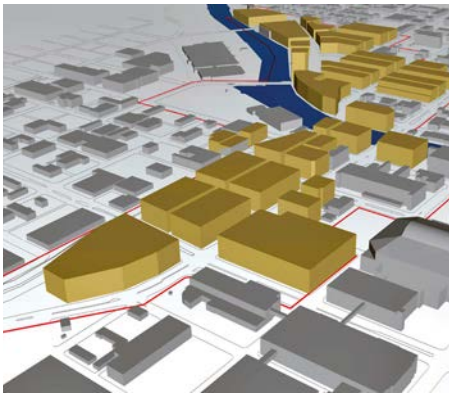
GRAEF Planners developed an overall urban design concept that maximizes the density of this narrow site, while creating a city block pattern out of an interconnected system of streets and walkways.

As part of the planning process, GRAEF Planners developed a series of pedestrian-friendly concepts that emphasizes public places, mixed uses, pedestrian connections, and building forms that agree with the scale and texture of the surrounding neighborhood. The plan is a key component of the City's larger vision for riverfront housing and public places in the Beerline area.

This project was developed in conjunction with Vetter Denk Architects and the developer, Legacy Real Estate Partners.

Park East Urban Design

Client: Department of City Development | Milwaukee, WI



The unprecedented removal of an elevated freeway spur in Downtown Milwaukee opened up an 85-block area for redevelopment. GRAEF planners prepared a Master Plan and Form-Based Development Code to guide new mixed-use developments in this area.

Reconnected Neighborhoods | The Park East Freeway was a physical barrier separating Milwaukee's Downtown from adjacent neighborhoods. The design work reconnects existing neighborhoods with new streets, and replaces the freeway spur with a new boulevard.

Distinct Districts | The Master Plan and Form-Based Code identify three distinct districts, each with a unique character and design approach.

Pedestrian Friendly | Standards are provided to produce quality architecture, walkable streets, and active urban spaces. In addition to mixed-use opportunities, the plans provide for landmarks, public spaces, and pedestrian-friendly amenities.

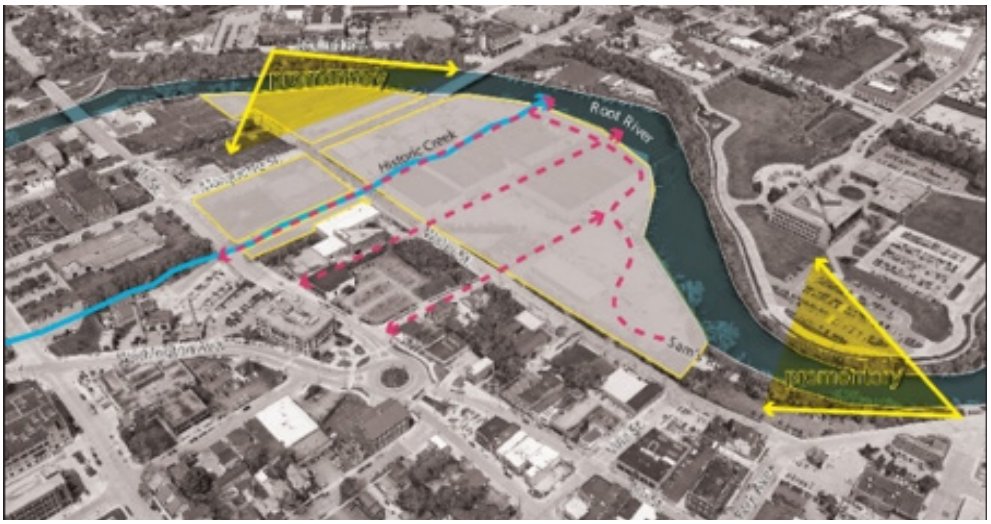
Code Fosters Good Urban Design | The Form-Based Code regulates land uses, building placement and height, parking, and a variety of building details. The Code requires a percentage of storefront uses on certain streets, and forms a foundation for good urban design and investor confidence.

New development began shortly after the Code was adopted and has continued at a rapid pace.

GRAEF Planners' work on this project won a national award from the Congress for the New Urbanism (CNU).

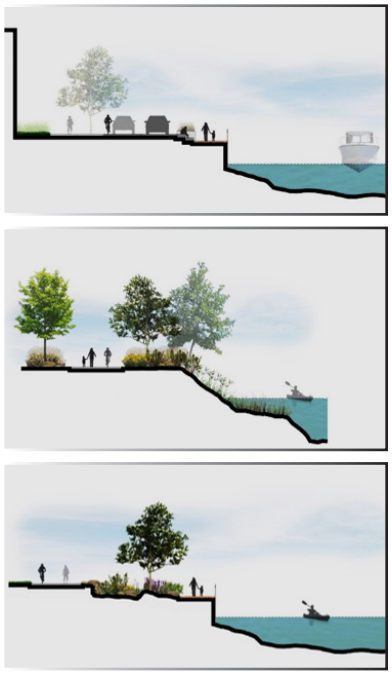
Water Street Redevelopment | A Resilient Urban Neighborhood

Client: City of Racine | Location: Racine, WI



ECONOMIC STRENGTH: The proposed infrastructure system specifies the street network, riverwalk, public places and utilities. This simple infrastructure fits multiple market scenarios thereby creating a stronger robust profile for investments

SOCIAL DIVERSITY & LINKED PLACES: Housing types range from rentals to ownership units, from apartments to townhouses, from two stories to ten stories. Different housing types create diverse neighborhoods. Public places, especially along a waterfront, increase the value property and link to the Sixth Street district with arts, entertainment, and other amenities along the loop



ENVIRONMENTAL CONSERVATION AND ACTIVITY: Shoreline designs to encourage use, fit into water-based recreation, protect the riverbank, and provide natural plantings and stormwater treatment.

The fresh coast of Lake Michigan and its waterways are increasingly in global demand. The Water Street area, owned by the City of Racine, offers developers, investors, and future occupants a chance to capture this demand – a chance to catalyze a new riverfront neighborhood in Lake Michigan's economic, environmental, and social sweet spot. Key features include:

- 3600 feet of shoreline and riverwalk
- Walkable access to the Riverwalk and downtown shops
- The viewsheds align on the streets extending to the shoreline
- Green infrastructure with biofiltration, permeable pavers and district stormwater
- Housing diverse in terms of demographics, cost, and lifestyle
- Multiple investment opportunities that encourage economic diversity
- Opportunities for smaller businesses and start-ups
- Consumer support for expanded business in downtown and surrounding areas.

Marshes of Meadow Woods

Meadow Woods Residential Development | Minnetonka, MN

The original site was the old Meadow Woods Golf Course and consisted of unpermitted wetland fills and in violation of the Army Corp of Engineers. This project blended 17 urban lots with wetland remediation, stormwater treatment, and extensive soil correction to produce high end luxury homes surrounded in a created natural setting. The project used a unique disconnected stormwater system using ribbon curbs swales and raingardens.

The Meadowwoods Residential Development was approved as a Planned Unit Development consisting of fifteen single-family homes and two attached affordable homes. The design approach integrate the project within the surrounding neighborhood environment through the appropriate architectural design of the homes, as well as the creation of an extensive dedicated open space system. The single-family residential homes were all designed as single story, and or 1 ½ story, slab on grade homes, with a mechanical room crawl space.

The intent continues to create a semi-rural, native woodland and wetland landscape, which provides the context within which the homes are set. The new modest size homes, with decks and extended outdoor living areas, are intended to sit within the proposed forested framework and look out onto a beautifully restored wetland environment. The project is intended to blend with adjacent open space and neighborhood homes in a seamless composition.

*Roger Humphrey worked on this project while working for his own firm.

Village Pattern Book

Client: A.N. Ansay Real Estate | New Luxembourg, WI

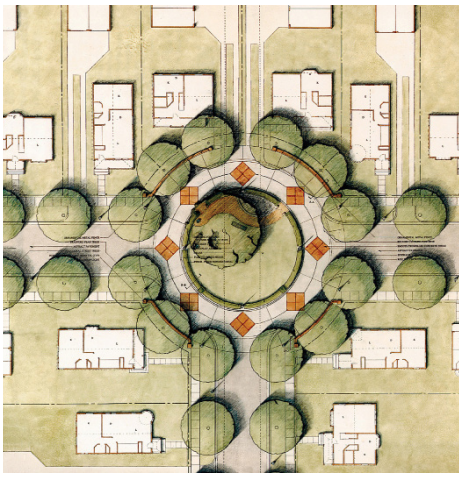
GRAEF prepared a unique pattern book for the Village of New Luxembourg in collaboration with the country of Luxembourg and local residents. The book is a collection of diagrams and photographs meant to guide housing and landscape designs for a 130-acre development using traditional Luxembourgian styles.

The resulting $60 million mixed-use development will include a commercial district, grocery store, and the Luxembourg American Cultural Center. The country of Luxembourg provided partial funding for the Center, which features an historic 130-year-old stone barn built by early Luxembourg settlers. The development is proposed to be built just north of the Village of Belgium on Highway LL in Ozaukee County, and will serve as a national destination.

The pattern book earned an award from the Wisconsin Chapter of the American Planning Association in 2006.

Milwaukee City Homes Residential Development

Client: City of Milwaukee | Milwaukee, WI



City Homes began as a one-block initiative by the City of Milwaukee to promote the revitalization of a central city neighborhood. Today, City Homes stands out as a major success. It is credited with being the catalyst for a housing renaissance in this low income area.

GRAEF Planners designed the pedestrian-friendly development with a public square. This public green space provides a local gathering place, as well as adds value to the surrounding development. GRAEF Planners also prepared design elements of the square, including an ornamental fence, landscaping, and lighting.

GRAEF Planners' work on this project won a national award from the Congress for the New Urbanism (CNU).

Milwaukee Highland Gardens

Client: City of Milwaukee Housing Authority | Milwaukee, WI

GRAEF Planners assisted the Housing Authority of the City of Milwaukee (HACM) in securing a $19 million HOPE VI grant from the U.S. Department of Housing and Urban Development (HUD). The grant was used to create Milwaukee's first public housing project with a "green" roof, as well as other sustainable features. Highland Gardens now provides 114 affordable units for residents requiring living quarters that are handicapped accessible.

Sustainable Design

The project features one of the nation's largest modular green roofs, which helps absorb rain water that would otherwise enter the City's overloaded storm and sanitary sewers. In addition, rain gardens and landscaping reduce the storm water runoff.

Milwaukee Lindsay Heights Revitalization

Client: City of Milwaukee | Milwaukee, WI

GRAEF Planners assisted a collaborative effort between the City of Milwaukee and the Wisconsin Housing and Economic Development Authority (WHEDA) to create a new clustered home development in a Milwaukee central city neighborhood. Designing and building new homes in clusters increases the value of surrounding properties, in addition to fostering a sense of community.

Implementation and Success

Implementation of the plan resulted in 120 new homes being built, and the renovation of 100 existing homes. The new homes are affordable and designed to complement the architecture of existing homes.

GRAEF Planners' work was instrumental in developing market investment opportunities and in supporting the establishment of a tax incremental financing (TIF) district.

MUSE

West Chicago Forward/Adelante Comprehensive Plan

CLIENT: City of West Chicago
PROJECT: West Chicago Comprehensive Plan

TIMELINE
November 2020-April 2022

LOCATION
West Chicago, IL

SERVICES
Comprehensive Planning
Community Engagement

PROJECT CONTACT
Tom Dabareiner
tdabareiner@westchicago.org
360-293-2200

MUSE led a bicultural and bilingual engagement process in suburban West Chicago, going above and beyond simply translating materials.

MUSE led West Chicago through a collective visioning process to define the future of their city, where more than half of the population identifies as Latino and primarily speaks Spanish at home. Community engagement was a cornerstone of this project.

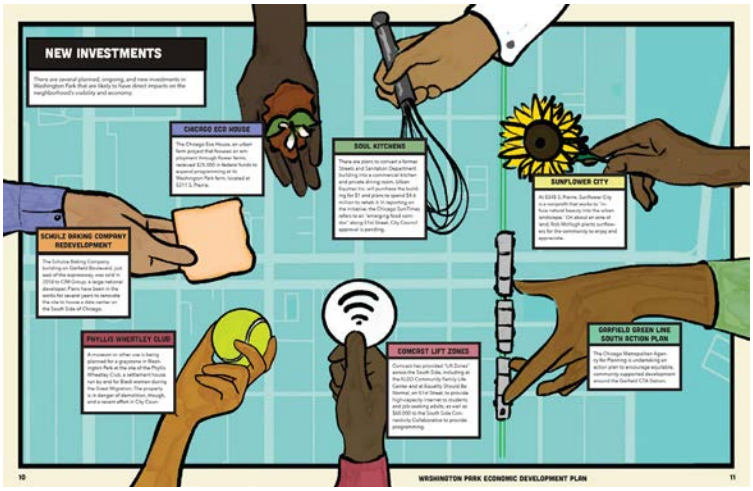
We met West Chicagoans where they already were – Sunday church service, volunteering in a school, the food pantry, a youth summer arts camp, and popular local businesses. Our outreach was carefully and thoughtfully catered to West Chicago neighbors.

In addition to creating a citizen-focused Action Kit alongside the West Chicago Comprehensive Plan, we designed a “Champions Workshop” as the final phase of our work. Following the plan’s adoption by City Council, we will convene leaders and residents of West Chicago and equip them to become ambassadors of the plan and to do the work to move their city forward.

MUSE
COMMUNITY + DESIGN

MUSE

Washington Park Economic Development Action Plan



CLIENT: Regional Transit Authority (RTA)
PROJECT: Washington Park Economic Development Action Plan

TIMELINE
2022-Present

LOCATION
Chicago, IL

SERVICES
Market Analysis
Community Engagement

PROJECT CONTACT
Michael Horsting
horstingm@rtachicago.org
312-913-3159

MUSE is leading an asset-based approach to develop a resident-centered, neighborhood-level economic development plan.

Building on Elevated Chicago's Green Line South Action Plan efforts, MUSE is leading the development of an equitable and inclusive economic development strategy in the Washington Park community. Working alongside project partners like CMAP and Elevated Chicago, as well as local business owners, youth, and longtime residents, the team's work celebrates local culture.

In this process, community members are co-designers and the primary audience for a living document that plans for expanding on existing economic activity and bringing in new opportunities. The deliverable includes tools, resources, and recommended programs to empower the community to advance the goals and ideas laid out. In that spirit, the action plan can and will be flexible and amended to remain relevant to the ever-changing times.

MUSE
COMMUNITY + DESIGN

MUSE

City of Evanston Climate Impact Conversations

CLIENT: City of Evanston
PROJECT: City of Evanston Partners in Place

TIMELINE
March 2020 - April 2021

LOCATION
Evanston, IL

SERVICES
Bilingual Stakeholder Engagement
Meeting Facilitation

PROJECT CONTACT
Bob Dean, CNT
bobdean@cnt.org
773-278-4800

MUSE led equity-centered outreach to understand the impacts of housing & energy affordability and climate change on renters and homeowners in Evanston.

MUSE worked with Center for Neighborhood Technology (CNT) to design a series of community conversations for the City of Evanston to better understand how climate change and utility bills directly impact the lives of renters and homeowners. These conversations engaged low-income residents and residents most impacted by climate change.

Our approach included partnering with Evanston-based organizations who recruited participants for one of four conversations. Both the organizations and individual participants were provided stipends for their time, a new practice for the City of Evanston.

We worked with the co-host organization to review questions and co-design activities to provide the best outcomes. We created a website and sent out materials and activity summaries ahead of time to prepare participants. Our sessions informed future program prototyping and next steps as the City develops an affordable housing renovation service program.

MUSE
COMMUNITY + DESIGN

The greatest asset that GRAEF can offer to the City of Green Bay is the experience and expertise of our employees. They range in years of experience from a few years to many decades, creating the perfect combination of new ideas and tried and true success stories. These men and women are enthusiastic about their areas of expertise and look forward to applying these skills to this Green Bay project.

Staffing Plan

GRAEF

MUSE Community Design

City of Green Bay

PROJECT MANAGER

Patrick Skalecki

PRINCIPAL-IN-CHARGE

Patrick Kressin

COMMUNITY ENGAGEMENT

ENGAGEMENT STRATEGIES

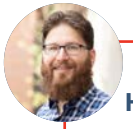
Romina Castillo

FRAMEWORK PLAN

FRAMEWORK PLAN

Monica Richart

MARKET



DEVELOPMENT MIX & HOUSING TYPOLOGIES

Uri Pachter

OPEN SPACES TYPOLOGIES

Alex Thill

PARK DESIGN

Joe Pepitone

SOCIAL SPACES & PLACEMAKING

Kristan Sanchez

INFRASTRUCTURE PLANNING

Roger Humphrey

URBAN AGRICULTURE

Chris Lybeck

STORMWATER

Lisa Breu

920 / 405 3814 patrick.skalecki@graef-usa.com

Professional Registration:

Professional Engineer – IA, ID, IL, IN, MI, MN, WI

Construction Documents Technologist – The Construction Specifications Institute

LEED Accredited Professional

Education

B.S., Civil Engineering, 1992, University of Wisconsin-Platteville, Platteville, WI

Professional Affiliations

American Society of Civil Engineers (ASCE)

American Water Works Association (AWWA)

American Public Works Association (APWA)

Wisconsin Rural Water Association – Society of Water Professionals (WRWA)

Over the past 28 years in the engineering industry, Pat has developed extensive knowledge along with technical and managerial skills in public infrastructure and site engineering. He has been involved in projects from idea to grand openings. This depth of knowledge and experience helps clients evaluate project scope and budget early on in the process. He is skilled in public presentation and delivery needed to build consensus among stakeholders. During design, he uses his abilities in hydraulic modeling, hydrologic studies, municipal utility design, stormwater management and system design, roadway design, complete site development, parking lot design and associated construction engineering to realize the vision of the clients into a successful project.

Patrick Skalecki *PE, LEED AP*

Project Manager

P.H. Glatfelter Mill Site Redevelopment – Site Master Plan, Neenah, WI - Project Manager and Civil Engineer: Completed engineering analysis for all components of the Master Plan developed in conjunction with Planning and Design Institute (PDI). A former paper mill was located on the 7-acre site in downtown Neenah. The community desired to redevelop the area for mixed-uses such as commercial, retail and office. GRAEF completed engineering analysis of the existing internal site and surrounding utilities, reviewed stormwater management concerns, investigated permitting requirements, and reviewed existing environmental reports. A conceptual site plan was developed incorporating proposed buildings, parking areas, fire lanes, and pedestrian pathways and gathering areas. Specific attention was made to incorporate ADA features into the travel routes and provide safe access to nearby waterways and future parks. Recommendations and opportunities were addressed for utility replacements, emergency corridors, and vehicular and pedestrian movements.

Little Lake Butte des Morts Park Properties – Master Plan, Neenah, WI - Project Manager: Several City owned parcels in and nearby downtown Neenah are currently undeveloped. As part of the redevelopment of the P.H. Glatfelter Mill site, the City wanted to have a master plan for three park areas. Two of the parcels are on historical fill areas and one parcel is on a former landfill that has been capped.

Loop the Lake Trail and Bridges, Neenah & Menasha, WI - Project Manager: Full detailed design, bidding, and construction management of two separate boardwalk bridges. One bridge is in the City of Neenah spanning the Neenah channel. This bridge is 768-feet long with twelve 64-foot spans. The other bridge is in the City of Menasha spanning the Menasha channel and is 715 feet long with ten 63-foot spans and one 84-foot span. Both bridges were steel girder structures supported on steel pipe pile bents and concrete piers. Timber under-decking supported a 14-foot clear width composite deck boardwalk with aluminum and cable railings. Mid-span of both bridges includes and observation bumpout with covered canopy allowing pedestrians and bikers to enjoy view while not impeding the through traffic.

Resch Expo Center, Ashwaubenon, WI – Principal-in-Charge: Site design for a 300,000-square-foot multi-use facility and new outdoor, public plaza. The $93 million facility includes space for exposition, entertainment, indoor and outdoor sports, commerce and private and public community events, as well as a public plaza space that will accommodate multiple user groups and uses throughout the year.

414 / 266 9122 pat.kressin@graef-usa.com

Professional Registration:

Registered Landscape Architect – WI

Education

B.S., Landscape Architecture, 1995, University of Wisconsin-Madison, Madison, WI

Professional Certifications

LEED® Accredited Professional
CLARB Certified – National

Professional Affiliations

American Society of Landscape Architects

U.S. Green Building Council

Wisconsin Green Building Alliance

International Council of Shopping Centers

Commercial Association of Realtors

NAIOP, Commercial Real Estate Development Association – Wisconsin Chapter

Urban Land Institute

Pat combines his experience and design expertise with knowledge of social, natural, and behavioral sciences to create functional, aesthetically pleasing and unique master plans and landscape architectural design solutions to meet project budgets and accentuate the building architecture. His design expertise includes developing large-scale spatial plans and designs that integrate active and passive functions within the natural landscape while using the existing landscape as an amenity. He has significant knowledge and experience with the creation of large landmarks and sustainable developments.

Patrick Kressin *PLA, LEED AP*

Principal-in-Charge

Drexel Town Square, Oak Creek, WI – Principal-in-Charge: Managing the multi-discipline design team for this large 85-acre redevelopment on the former industrial Delphi site. GRAEF has helped plan the project, gain public support, develop successful grants for funding, initiate design for sustainable infrastructure and design the infrastructure. The Wisconsin Economic Development Corporation (WEDC) awarded $1.1 million in BEBR funds to clean up the site and prepare it for new development. GRAEF has been at the hub of this complex process, ensuring that site development is coordinated with all applicable federal, state, and local requirements. Drexel Town Square serves as Oak Creek's new town center and a focal point for economic activity, environmental practices, and social stimulation. The mixed-use development includes retail, commercial, residential and civic spaces.

Lakefront Gateway Plaza, Milwaukee County, WI – Principal-in-Charge: Led the landscape architecture design for the winning concept for the Milwaukee Lakefront Gateway Plaza design competition. Streetscape designs include pervious pavers in the terrace and parking areas; planters; decorative stone mulch; biofiltration areas; and landscaped medians to highlight the boulevards along each roadway. Landscape design includes shade trees, ornamental trees, limestone boulders, ornamental grasses and perennials.

Bayshore Town Center, Glendale, WI – Project Landscape Architect: This project was for the redevelopment of the interior mall into a life-style center. Worked with the project team to develop the master plan and provided detailed site design for the project, which included the design of the streetscape, parking lots, signage, courtyards, entrances and the town square. The town square is located at the heart of the development and includes and interactive pop-jet fountain, performance stage, specialty paving, seating, planting and site lighting. The town square has been programmed and designed to be used year round.

Lumberyard Redevelopment, Grafton, WI – Principal-in-Charge: Led the multi-disciplinary team to assist the Village of Grafton in the redevelopment of a 14-acre Village owned parcel. Our assistance included site due diligence, master planning, project Proforma, TIF analysis and Invitation to Developers.

Franklin Redevelopment, Franklin, WI – Principal-in-Charge: Directed the multi-disciplinary team to evaluate opportunities for development and redevelopment in two +/- 450-acre redevelopment areas. We provided site due diligence, master planning, TIF analysis, and key engineering studies. One area is in the process of being developed as Ballpark Commons, and the other is a housing development.

Monica Richart *LEED AP*
Framework Plan

Education
Master of Landscape Architecture, University of TX - Austin

B.A. Geography, DePaul University in Chicago

Professional Certifications
U.S. Green Building Council Accredited Professional

Awards
1st Place, Architecture and Urbanism Award, University of TX

1st Place Kathy Geiselmann Memorial Design Competition, Austin Park Department

Monica is an Urban Designer and Planner with more than 10 years of experience in the field of sustainable design. Her focus is on empowering communities to create places that are beautiful, functional and provide lasting value. She has worked in urban design and environmental planning on projects throughout the US and the world, most recently focused on green infrastructure and resilience planning.

Monica takes a multidisciplinary approach to design with a background in urban design, GIS, plant ecology and landscape architecture. Her experience includes comprehensive planning, neighborhood master planning, brownfield redevelopment, streetscape design, and land development regulations and ordinances. Her focus on place-based design celebrates unique site characteristics that foster community connection and enjoyment.

Monica is former adjunct faculty at UIC's Department of Urban Planning and Policy where she helped developed their certificate program in Geospatial Analysis and Visualization (GSAV). She is currently adjunct faculty at DePaul University in Chicago where for many years she has taught courses in environmental design and sustainable urbanism.

Site Planning
With a background in landscape architecture, Monica understands the components of functional and beautiful site design. Monica has experience with neighborhood site planning as well as parcel redevelopment.

Land Development Regulations
Monica has worked with communities across a range of sizes to guide and direct development to meet their needs for sustainable growth and quality of life. Monica works with communities to utilized the range of land planning tools available to merge natural conservation and economic development in sustainable planning strategies.

Comprehensive and Master Planning: Monica has served as an urban designer and project manager for multiple successful plans of various scales – from comprehensive community-wide plans to specific neighborhood area plans and new planned developments. The process includes engaging the public, community stakeholders, elected officials and professional staff to understand both the vision and the realities of the project to best set the framework to meet future needs for the community.

Brownfield Redevelopment: Monica has experience working on formerly contaminated sites with tiered levels of remediation and has close familiarity with the impacts this has on site development. Projects have included former heavy manufacturing sites, landfills, factories and urban infill sites with implications for both land and surface water contamination. Monica understands the high value of invigorating communities through the development of underutilized areas already well served by existing infrastructure.

South Chicago LEED Assessment and Master Plan, Chicago, IL: Served as urban designer to create a sustainable masterplan for the South Chicago neighborhood and to score the site as part of the LEED for Neighborhood Development (LEED-ND) program. The west half of the site is part of the existing South Chicago community area, and the east half of the site, once the US Steel manufacturing plant, is now a large brownfield site ready for development. The masterplan worked to combine the two halves to create one sustainable neighborhood. The masterplan incorporated increased density, walkability, high performance infrastructure and other aspects of sustainable urbanism. *With another firm.

MUSE

Romina Costillo
Community Engagement

Education

University of Illinois at Chicago Masters in Urban Planning, 2014

University of Illinois at Chicago B.S. in Architecture, 2011

Professional Affiliations

Chicago United for Equity Fellow, 2020

American Planning Association, Illinois Chapter Placemaking

Board Member, Friends of the Bloomingdale Trail Board Member, Territory NFP

A Mexico City native, Romina Castillo has always been fascinated by urban communities and their relationship with the built environment. For the past eight years, Romina has worked closely with communities focusing on equitable mobility, coalition-building, inclusive community engagement practices, and neighborhood revitalization. Her work includes developing engagement processes for Chicago's Vision Zero initiative in West Side and South Side communities; designing and facilitating engagement strategies for Chicago's Divvy bike share expansion across the City; and co-developing and conducting equity trainings. Romina volunteered for Slow Roll Chicago and, for a time, was its Interim Executive Director. Currently, she sits in the board of Territory NFP, a youth-focused design and planning organization.

West Chicago Forward/Adelante, West Chicago, IL: Romina led bilingual and bicultural engagement for the Comprehensive Plan of the City of West Chicago. She coordinated and implemented a people-focused engagement plan, conducted stakeholder interviews, facilitated community conversations, and worked closely with the City and community partners to develop relevant and culturally appropriate outreach activities to engage hard-to-reach groups.

Health in All Policies, Chicago, IL: Romina is the engagement lead for MUSE's work on the Chicago Department of Public Health's Health in All Policies initiative. The engagement strategy involves collaborating with community-based organizations and partner agencies to create a Health and Racial Equity Impact Assessment (HREIA) toolkit and training.

Evanston Church Street Corridor Study, Evanston, IL: Romina manages engagement strategies for a Pedestrian and Bicycle Improvements Study in the City of Evanston. As part of a consultant team and in close coordination with the city's project manager, she develops bilingual engagement plans, facilitates activities, conducts stakeholder interviews, develops reports and analysis of feedback.

Vision Zero South Side, Chicago, IL: Romina manages community engagement for the City of Chicago's Vision Zero South Side initiative in communities identified as High Crash Areas. She builds coalitions amongst stakeholders, leads engagement efforts, coordinates and recommends implementation strategies. In partnership with community leaders, she led a planning process in 2018 to cocreate actionable and community-focused crash reduction plans in three communities in the West Side of Chicago.

Lyft/Divvy Community Engagement, Chicago, IL: Romina manages inclusive strategies to engage with stakeholders and collect feedback about Divvy bike share network expansion. She develops partnerships, maintains consistent communication, and organizes events to facilitate meaningful conversations about mobility and the benefits of the bike share network across Chicago. She coordinates data collection, drafts recommendations and creates materials in partnership with the Divvy Expansion team that consists of consultants and the Chicago Department of Transportation staff.

MUSE

Uri Pachter

Development Mix & Housing Typologies

Education

University of North Carolina Masters in City and Regional Planning, 2012

Columbia University Bachelor of Arts in Psychology, 2006

Jewish Theological Seminary Bachelor of Arts in Bible and Ancient Semitic Languages, 2006

Professional Affiliations

Evanston Affordable Housing Plan Steering Committee

Advanced Tax Preparer, Volunteer Income Tax Assistance Program

ONE Northside Economic Justice Team

Co-President, Planner's Forum, Carolina Planning 2010 - 2012

Uri has worked on place-based issues in the public, nonprofit and private sectors for 15 years. He is dedicated to increasing equity and improving people's lives through relationship building, data analysis, and amplifying the voices that often go unheard. Uri has extensive experience in market analyses for affordable and market rate housing, retail, industrial and office projects for developers, municipalities and regional planning agencies.

Prior to joining MUSE, Uri was the Assistant Vice President at Kretchmer Associates, where he honed his market analysis skills. He was a project manager at Greenbelt Alliance, the Bay Area's preeminent smart growth organization, where he led their eTOD endorsement program and directed an innovative online civic engagement initiative. Uri has also worked as a community organizer for Metro Seniors in Action, a consultant at MindMixer and in the planning department at the Town of Carrboro, NC.

West Chicago Forward/Adelante Comprehensive Plan, West Chicago, IL: MUSE led the City of West Chicago's comprehensive plan update, which included recommendations on land use, mobility, and economic development. The plan was unanimously adopted and featured a bilingual, bicultural process. Uri led in-person and virtual engagement activities and contributed to the writing and editing of the plan.

Workforce Housing Market Study, Somers, IL*: Uri led a workforce housing market study for an 88-acre parcel, looking to capitalize on the regional employment boom. Uri performed data collection, site visits, key person interviews, analysis, and recommendations.

Jefferson Park Station Area Master Plan, Chicago, IL*: Uri managed the economic development and housing components of the plan, including identifying existing conditions, gathering insights from business and resident advisory groups, and leading discussions at community meetings. The plan was approved by the Chicago Plan Commission.

Independence and Northtown Branch Library and Apartments, Chicago, IL*: Uri conducted market analyses for the award-winning mixed-use developments, helping to secure key project approvals and funding. Each building includes 44 affordable senior apartments built above a state-of-the-art neighborhood library.

Downtown/East Side Choice Neighborhoods Plan, Chicago Heights, IL*: Uri analyzed the residential, retail, office, and industrial markets for this federally funded planning process, creating a joint vision for the people, housing, and neighborhood. Uri also conducted the market study for a 100-unit low-income, veterans housing development, the first project to emerge from the planning effort.

*Projects completed while in previous positions

Education

Master of Landscape Architecture, 2016, University of Minnesota-Twin Cities, Minneapolis, MN
Bachelor of Environmental Design, 2014, University of Minnesota-Twin Cities, Minneapolis, MN

Professional Affiliations

American Society of Landscape Architecture (ASLA)
Wisconsin Chapter of the American Society of Landscape Architecture (WI ASLA)

Earning his Master of Landscape Architecture in 2016, Alex brings a collection of site design and planning experience to the project team. He has been involved in a large breadth of design projects ranging from both urban and rural spaces, waterfront design, mixed use development, public park design, and master planning. Additionally, Alex has extensive experience in community visioning workshops; targeted at formulating strategic plans for both local and regional municipalities. Alex's technical experience includes the development of design plans from concept to construction documentation, 3D modeling, as well as artistic rendering through a combination of hand and computer-generated techniques. Currently, Alex serves as the Chapter President for the Wisconsin Chapter of the American Society of Landscape Architects.

Jaycee Park Master Plan, Sheboygan, WI – Landscape/Site Designer: Conceptual design of a 37 acre park that provides recommendations to meet the needs of the community and surrounding region while being flexible enough to accommodate for change. The design process included a comprehensive inventory and analysis of existing conditions, public engagement, design alternatives, cost estimating and 3D illustrations to help the client and the community visualize proposed improvements, foster consensus and generate enthusiasm moving forward with phased implementation. The plan includes a multi-purpose park building, beach house, tiki hut, picnic shelter, council ring, perched beach, lake loop trail, ropes course, frisbee golf course, enhanced natural landscape areas, flexible lawn space and improved access to both Quarry Lake and the Pigeon River. The final plan not only reflects the needs and desires of the City's Department of Public Works, but the community as a whole.

Drexel Avenue Streetscape Plan, Oak Creek, WI – Landscape/Site Designer: This project charged the team with designing the concept and schematic design for approximately 1.5 miles of Drexel Avenue. The challenge from the City was to create something that was iconic and symbolized the City of Oak Creek. During the process, it was evident that movement should be the focus of the design. The site contains many different types of moment, from vehicles on the road, to the wind off Lake Michigan. With movement in mind, the design reflects lush plantings of quaking aspen that rustle in the wind, undulating planters that create topographic movement within the medians, and lighting elements that dance and illuminate the corridor at night. Overall, this design transformed Drexel Avenue from a traditional street to a must-see attraction. Techniques to realize this vision included sketching, 3D modeling and other computer-generated methods of creating design.

Park Falls City Center Redevelopment, Park Falls, WI – Landscape/Site Designer: This redevelopment project focused on the development and reconstruction of two city blocks in downtown Park Falls. The City wanted to explore opportunities to develop a new downtown park space to coincide with the new development. The design process included a community wide survey that developed concept alternatives for the park. Program ideas for the new park included a sloped lawn for events and performances, activation rooms for games and seating, and extensive plantings to replicate the northwoods aesthetic of the town. This new park will serve as a catalyst for future development in the city and act as a gateway for all the tourists traveling north.

Joseph Pepitone *PLA, LEED AP*

Park Design

Education

B.S., Landscape Architecture, 1986, University of Wisconsin-Madison, Madison, WI

Professional Registration

Registered Landscape Architect – CA, MN, WI
CLARB National Certification

Professional Certifications

LEED Accredited Professional

Professional Affiliations

American Society of Landscape Architecture (ASLA)

Council of Landscape Architects Review Board (CLARB)

Society for College and University Planning (SCUP)

American Sports Builders Association (ASBA)

Joe is a licensed landscape architect who brings 30 years of professional experience in project management and landscape architectural design and planning. During his tenure at GRAEF, Joe's projects have won numerous design awards. Joe has been involved in master planning and design for corporate office, industrial, commercial/retail, recreational facilities, urban design, multi-family residential, senior housing, healthcare and educational campuses of all sizes. His expertise includes master planning to incorporate building(s) and site program elements in a functional and cohesive manner. His thorough knowledge of all aspects of site development allow him to provide complete and thorough documentation which includes site planning, detailed design, landscape design and details, planting design, construction documentation, specifications and on-site construction administration.

Hart Park Athletic Field, Wauwatosa, WI – Project Manager: GRAEF prepared a detailed report of different alternatives for renovations including a comparison of similar, local athletic facilities, preliminary design of five alternatives, a preliminary estimate of design and construction costs, and a financial analysis for possible revenue generation of the improved venue. The City used the report to move forward with a full reconstruction of the athletic field complex. GRAEF designed the complete renovation of the athletic complex. Improvements include the replacement of eight tennis courts, reconstruction of the existing six lane track with an eight-lane track and associated field event areas, the replacement of the natural grass football field with a synthetic turf multi-sport field, bleachers for 5,000 spectators with a new press box, new sports lighting, and water main and storm sewer infrastructure improvements.

River Trail School (Part of Milwaukee Public School System), Milwaukee, WI – Landscape Designer: GRAEF collaborated with Black & Veatch to develop a site, landscape, and stormwater management plan for River Trail School. The design included a system of berms and swales that could capture roughly 200,000 gallons of stormwater on-site. Additionally, the berms were planted with a variety of chestnut, hazelnut, and Asian pear trees in order to allow students to harvest and learn about urban agriculture and stormwater management. This unique project was primarily funded through the Fresh Coast Partnership Program and was a first-of-its-kind in the State of Wisconsin. Chris assisted in the planting selection and design, construction documentation of the final design, and the construction administration of the project.

North Shore Soccer Club, Mequon, WI – Project Manager: Responsible for the design, engineering and permitting for the renovation of a natural grass soccer field to synthetic turf. The soccer field was designed and installed to meet FIFA 2 design standards. This project was on a very fast timeline with documents, permitting and construction needing to be completed and operational within 6 weeks to host a weekend long soccer tournament.

Riverfront Park Master Plan, Village of Waterford, WI – Landscape Architect: Provided master planning and landscape architecture design services for the development of a new riverfront park in downtown Waterford. The project consisted of developing undeveloped riverfront open space as well as specific outdoor activity areas and improved connectivity with the adjacent downtown historic business district. The plan is intended to provide the Village with a roadmap for development in phases to improve not only the aesthetics of the area but better access to the river and to also facilitate additional economic growth for the downtown to help make it a place where residents and visitors will want to come and spend quality time.

Kristan Sanchez *AICP, Assoc. AIA*

Social Spaces & Placemaking

Education

Master of Urban Planning, University of Wisconsin-Milwaukee

Master of Architecture, University of Wisconsin-Milwaukee

B.S. Architectural Studies, University of Wisconsin-Milwaukee

Professional Certifications

American Institute of Certified Planners (AICP)

Kristan is a planner and project manager with over 25 years of experience in the public and private sectors. She has worked in planning, economic development, urban design, and architecture on projects throughout the US, most recently focused on economic development, placemaking, and redevelopment projects.

Kristan's specialties center on urban re/development and strategies for communities to maximize both community value and economic value, combining the community vision with market opportunities. She bases her work in the community values and vision, sets goals, and works to establish a path to maximize opportunities. Kristan believes that good planning – the combination of vision and appropriate development standards – sets the framework for economic development success.

Kristan has successfully led projects to redefine and plan downtown areas and has written zoning ordinances and procedures. She has served as planner and project manager on both sides of the table: as the client while development director for a municipality, and while working as a consultant hired by a community. Keeping the community goals at the center of the process is the key to a successful outcome of any project.

Urban Design

Kristan has designed public spaces, developed property test fits, designed streetscapes and wayfinding systems, and led area plans centered on mixed-use developments and transit. A background in both architecture and planning gives her the skills and expertise to work at multiple scales to consider how buildings fit on sites and how those buildings interact with the surrounding street context. While with Ashwaubenon, she generated multiple site development plans for a 6-acre multi-family residential redevelopment area, taking into account the necessary valuation goals of the area (approximately $40 million), the costs in the land, and the building parameters of developers to come to two viable options and, ultimately, a chosen alternative that met both the village's vision with the developer's proforma needs.

Sheboygan River Bend Neighborhood Plan – Project Manager and Planner: The former Mayline facility on Commerce Street ceased operations and became a site of potential interest to the development world. N 14th Street is one of the most highly trafficked corridors in the city and splits the neighborhood in two. These changes and conditions set the stage for dialog with constituents to better understand the concerns of the neighborhood and what techniques and strategies could be employed to keep the neighborhood stable and provide opportunities for growth along the highly desired riverfront property.

Michael J Walsch Plaza Streetscape and Street Reconstruction, De Pere, WI – Project Manager: The City of De Pere engaged GRAEF to provide public participation, design, and engineering for a block-long street adjacent to the primary downtown street in their historic downtown. Anchored by one of the most iconic landmark buildings in the city, the project goal was to create a special place that could be used by visitors and downtown employees; improve the quality of the pedestrian amenities; provide improved pedestrian and vehicular circulation; and reconstruct the public utilities, roadway, and sidewalk.

Sheboygan Harbor Centre District Master Plan, Sheboygan, WI – Project Manager: Update to the Harbor Centre District (downtown) Master Plan, focusing on creating district identities and public placemaking, interventions and connectivity elements for subdistricts including the Harbor District, Michigan Ave, Uptown, and Indiana Ave ("Fresh Tech" tech incubator area).

Chris Lybeck
Urban Agriculture

Education

Master of Landscape Architecture, University of Minnesota
B.S., Horticultural Science, University of Minnesota

Chris received his Master of Landscape Architecture from the University of Minnesota in 2016. He specializes in creating high-quality conceptual renderings for landscape designs. Chris is experienced in a wide variety of architectural visualization programs, including 3D modeling and Virtual Reality (VR) rendering. He is currently in training to become a professional landscape architect.

River Trail School (Part of Milwaukee Public School System), Milwaukee, WI – Landscape Designer: GRAEF collaborated with Black & Veatch to develop a site, landscape, and stormwater management plan for River Trail School. The design included a system of berms and swales that could capture roughly 200,000 gallons of stormwater on-site. Additionally, the berms were planted with a variety of chestnut, hazelnut, and Asian pear trees in order to allow students to harvest and learn about urban agriculture and stormwater management. This unique project was primarily funded through the Fresh Coast Partnership Program and was a first-of-its-kind in the State of Wisconsin. Chris assisted in the planting selection and design, construction documentation of the final design, and the construction administration of the project.

Mount Pleasant Campus Park, Mount Pleasant, WI – Graphic Designer: GRAEF was responsible for the master planning and creation of color renderings for this campus park. Chris created the linework of the campus park in AutoCAD and Sketchup, and used Lumion to create a 3D model and video fly-through of the project.

Pulaski Park, Milwaukee, WI – Graphic Designer: As part of a larger project in the Kinnickinnic River Watershed, GRAEF conducted a redesign of Pulaski Park. Chris assisted in the design of the pathway layout for the park, and created graphic visualizations for project presentations using CAD linework, Sketchup, Lumion, and Photoshop.

Lakefront Gateway Project, Milwaukee, WI – Graphic Designer: GRAEF conducted the design of the Lakefront Gateway Project. Chris combined existing files of the Lakefront Gateway design in Sketchup, adjusted/fine-tuned the model, and used Lumion to make a VR model of the project.

The Couture, Milwaukee, WI – Graphic Designer: GRAEF worked with Rinka Chung Architecture on the design of this keynote residential building. Chris used AutoCAD and Sketchup to create a model of the 3rd floor park that was incorporated into the existing model of the building. He finished rendering the model in Lumion.

Roger Humphrey *PE*
Infrastructure Planning

Education
B.S., Civil Engineering, 1985, University of Minnesota, Minneapolis, MN

Professional Registrations
Professional Engineer- WI, MN

Roger is a Registered Professional Engineer with more than 30 years of experience managing a variety of civil engineering project types with a focus on community development, housing, transportation, municipal, commercial, and industrial design. Roger has been the lead design engineer and project manager for numerous residential projects ranging from small infill developments to several hundred-acre master planned communities. He has been instrumental in the development and design of thousands of lots and has worked with some of the smartest and creative minds in the housing industry. As a Project Manager and Project Engineer Roger has worked with 5 out of the top ten residential home builders in the Twin City Metro. He is passionate about small details and treats every development as his home. His projects typically have a sense of place. Either by themed amenities, restored landscape, or enhancing existing ecological systems Roger has created some of the most unique projects in the Metro region. In 2004 he developed a disconnected stormwater design system for urban housing developments. These systems have operated efficiently for over 15 years.

He has also worked with major senior housing developers, architects, and sits on the local government board with Housing First Minnesota. He currently sits on the Finance committee with the City of Mahtomedi, MN and was a founding member and Past President of the St Croix Economic Development corporation WI.

Grand Central Lofts, Columbia Heights, MN – Site/Civil Engineer: 230-unit housing and commercial mixed-use redevelopment. The City expanded its redevelopment goals and looked to private developers to redevelop the aging Kmart store. The project involved working directly with private development groups, architects, and landscape designers to design the condominium and town-home development, including the retail and parking facility. (while working for his own firm)

Marshes of Meadow Woods - 17 Lot Urban Subdivision, Minnetonka, Minnesota – Site/Civil Engineer: The original site was the old Meadow Woods Golf Course. The site consisted of unpermitted wetland fills and in violation of the Army Corp of Engineers. This project blended 17 urban lots with wetland remediation, stormwater treatment, and extensive soil correction to produce high end luxury homes surrounded in a created natural setting. The project used a unique disconnected stormwater system using ribbon curbs swales and raingardens. (while with his own firm)

Fairhill Mixed Use Planned Unit Development, Farmington, Minnesota, 2014-2019 – Site/Civil Engineer: While at another firm Roger was the lead designer and project manager who helped reawaken a stalled 900-acre residential master planned development. Roger assisted in the AUAR update and provided early on design scoping assistance. The project proposed a unique disconnected stormwater system and attempted water reuse utility. The project showed the challenges of combining water quality management and water reuse. Roger was the lead engineer and project manager, providing the overall site design, cost controls, and entitlement assistance to a truly unique rural aesthetic neighborhood. The project was ultimately sold to M/I homes a premier national builder. Ground breaking occurred the spring of 2019.

Lisa Breu
Stormwater

Education
University of Minnesota – Twin Cities, 2012, Civil Engineering – Emphasis in Environmental Engineering

Minors: Sustainability Studies, Ecological Engineering

Professional Registrations
Professional Engineer- MN

Lisa has 10 years of experience in hydrologic and hydraulic modeling, water quality modeling, rural and urban drainage design, green infrastructure, and stormwater reuse. Her projects have ranged from feasibility and conceptual design to final design and construction administration. Lisa excels at complex problem solving and collaborating with multi-disciplinary teams to develop sustainable solutions that are cost-effective and maintainable. She has a particular interest in solving complex problems with simple and efficient solutions. Lisa received her bachelor's degree in Civil Engineering with an Environmental Emphasis and minors in Sustainability Studies and Ecological Engineering from the University of Minnesota. Lisa also served as the Outreach Director for the MN Section of the American Society of Civil Engineers from 2013-2019 and has participated in the ASCE MN Infrastructure Report Card Committee.

St Hubert School Green Infrastructure, Chanhassen, Minnesota- Technical Advisor*: Worked with project team to develop green stormwater infrastructure and learning spaces that could be incorporated into parking lot reconstruction. Design included tree trenches, stormwater prairie, rain garden, and although not constructed, rainwater reuse was designed for the site.

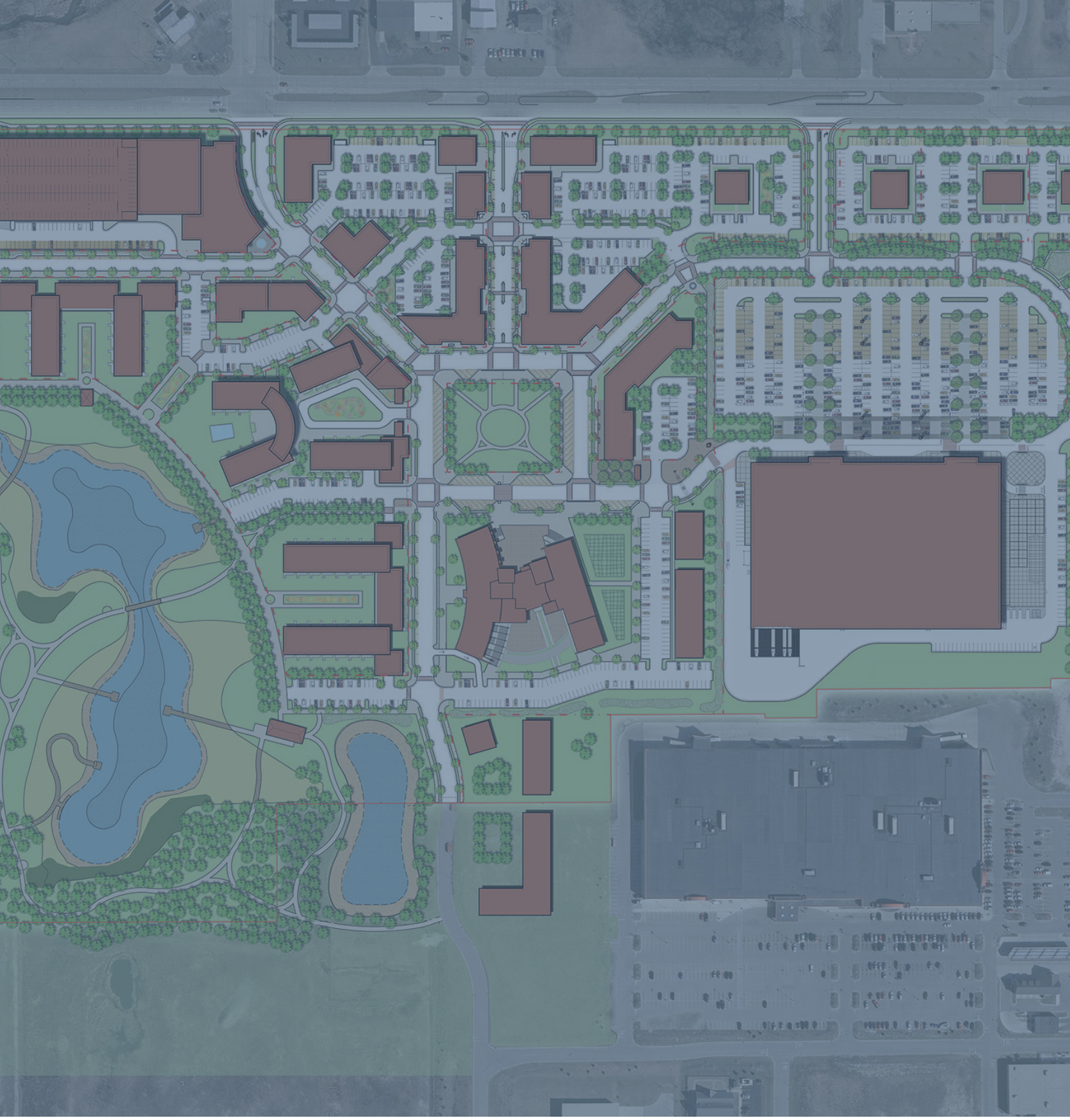
CSAH 36 and 37/University Avenue and 4th Avenue, Hennepin County, Minnesota - Lead stormwater designer*: Lead stormwater designer working to meet new Minneapolis Chapter 54 stormwater ordinance requirements for linear projects for reconstructed areas along University Avenue and 4th Ave. Right-of-way was limited and BMPs consisted of small bio-retention basins with curb cut surface inlets, tree trenches that served existing trees, and sumped manholes. Plans were delivered in OpenRoads Designer.

Brooklyn Park Subarea Stormwater Master Plan*: Lisa led the XP-SWMM modeling of BMP alternatives and completed high level preliminary design. This area needed to tie in with future light rail infrastructure and incorporate stormwater amenities as well a great deal of rate and volume control for transforming this open sandy area with intermittent streams to dense mixed-use development.

City of Saint Paul Central Corridor Stormwater/Shared Stacked Green Infrastructure Design Development, Minnesota*: Lisa worked with landscape architects and planners to design and assess stormwater BMP alternatives for future developments. Analysis of the BMPs included construction cost effectiveness and lifecycle cost analysis in order to create a framework for the selection of most beneficial solutions for a variety of sites.

Capitol Region Watershed District Snelling Midway Redevelopment Site Stormwater Workshop, Saint Paul, Minnesota*: Assisted in workshop with Capitol Region Watershed District and a variety of stakeholders to explore potential stormwater alternatives for the future Minnesota United soccer stadium site. Completed feasibility analysis and preliminary design of shared rainwater and stormwater harvesting systems for 36-acre superblock and design of tree trenches to ring stadium.

*Projects completed while in previous positions



Section 3

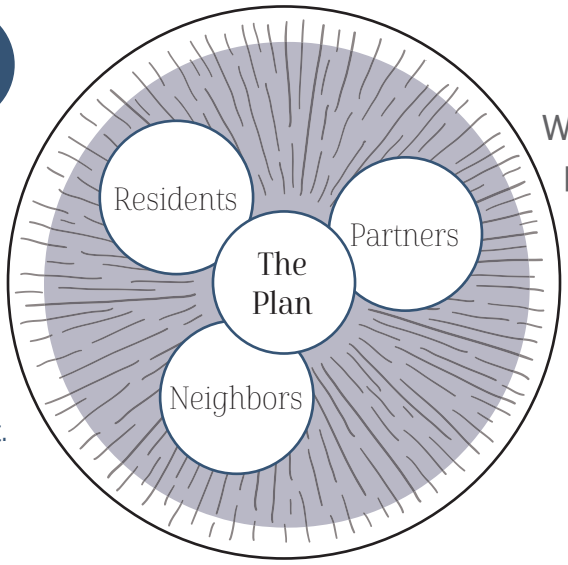
Alignment with Strategy

Alignment of Strategy

The Community's goals for this project include the following:

1

Maximize the benefits of developing this site to the surrounding neighborhoods and the community, especially for local community partners, the Imperial Pride neighborhood, and the prospective residents of the development.



We value the importance of people-centered projects. We will work towards developing a site that benefits all surrounding neighborhoods, residents, and local community partners.

2

Use the site as an innovative "housing laboratory" that creates new, diverse, culturally inclusive urban housing that serves employers and employees working in the Greater Green Bay area with options that meet current and future market demand and do not necessarily readily exist within the City.

At the heart of all our planning projects, we create space that invites innovative and diverse solutions to serve the current and future needs of the rapidly changing market and community.

3

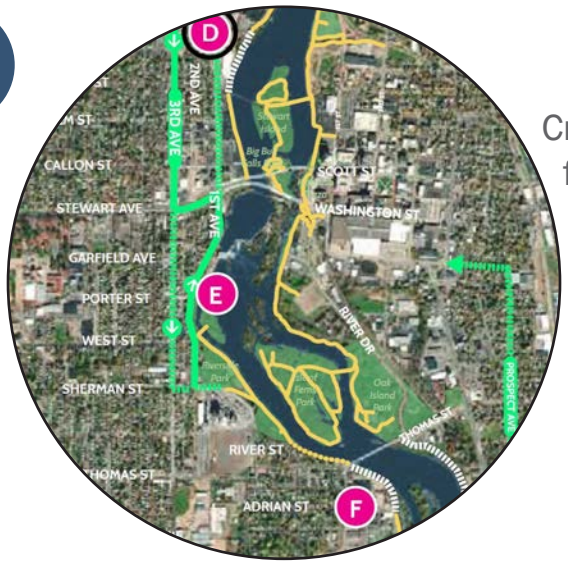
Build a significant culturally and economically diverse inclusive park that would be an asset to the neighborhood but also a destination level facility that serves the City and potentially the region. Utilize artistic elements and design as a means to define this area as a unique location and attraction in the City.

Designing inclusive destination spaces is what we do best. From art to landscape architecture and beyond, we dive deep to understand the neighborhood and create a meaningful attraction for the community.

Alignment of Strategy

4

Establish a plan that ensures interconnectedness of the proposed uses planned for the site, as well as with the adjacent neighborhood.



Creating multimodal connections for neighboring communities is important to us. We aim to accomplish this goal by adding various methods of connectivity to and through the site for the community and visitors alike.

5

Positively impact the conditions of the Imperial Pride Neighborhood through improved access and other public investment in and adjacent to the neighborhood.

Planning for improved spaces that welcome future investment and resources is a priority for us. The spaces we create are filled with energy and enthusiasm for advancement now and in the future.

6

Employ a comprehensive engagement strategy to maximize meaningful communication on and about the project for a diverse group of stakeholders and citizens (e.g. multilingual approaches encouraged).

We are committed to open and diverse communication to ensure meaningful connection with stakeholders and community members, using native speakers for translation and in-person events.

Alignment of Strategy

7

Focus on implementation of strategies that will facilitate the successful development of the site and will make measurable impacts to the surrounding neighborhood. (Includes the identification of potential barriers to successful implementation and recommended potential actions by stakeholders that can mitigate those barriers.)

Starting with an informed plan is priority for successful development and implementation. We dive into the research first to ensure we are aware of the opportunities and constraints of the site. As the vision framework evolves, it's done hand in hand with engineering to ensure successful implementation.

CITY PLANS

We understand that the City is poised for an update to the city-wide comprehensive plan, and therefore this planning process can provide clarity to the neighborhood planning and future land use for that neighborhood in the new comprehensive plan. The existing comprehensive plan identifies the project site and it's immediate surrounding are to be light industrial. While that use may no longer represent the City's vision for the site, other guiding principles from the plan are still relevant.

District Issues:

- Opportunities for infill housing
- Manage conflicts between residential and industrial uses

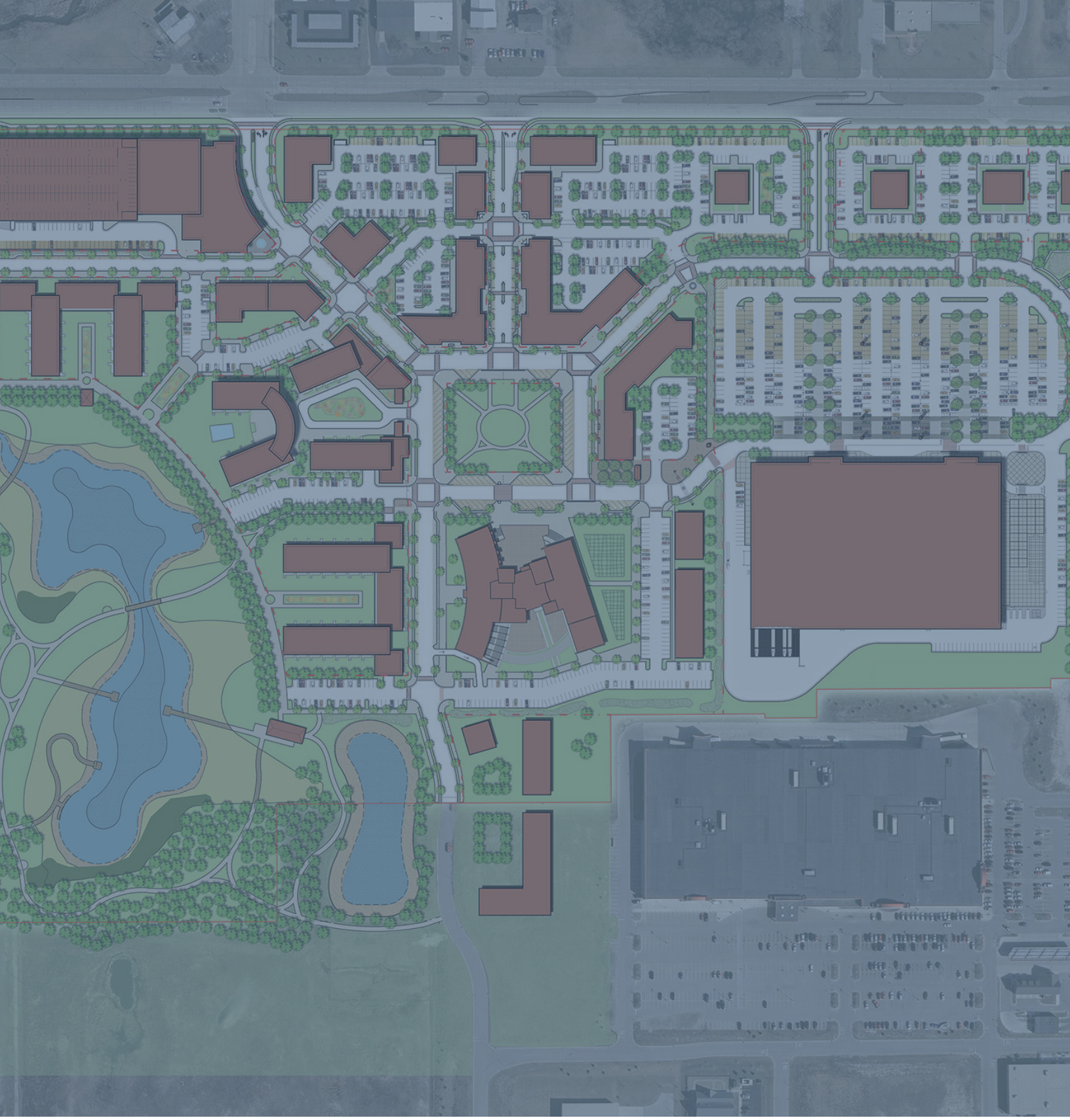
District Recommendations:

- This area of the city has the highest concentration of multi-family residential uses in the city. New residential and redeveloped sites should be designed with well-defined private and public outdoor spaces, high quality building facades, and multi-modal connectivity.
- Plan for connectivity—Mason Street is a major east-west connection and envisioned as a part of a greater greenway system. Additionally, greater connectivity can be planned for to link neighborhood and district assets, such as the Kroc Center and East Town Mall.

CITY GOALS

- Build community
- Provide innovative solutions to community challenges
- Retain and attract skilled people

The GRAEF team believes that great neighborhoods are built around people. In our professional work, we strive to bring great urban design to the communities we serve, as a framework to build great neighborhoods for people. We combine the right community fit, identify ways to expand value, and provide a guide for successful implementation.



Section 4

Scope of Work and Process

Scope of Work

UNDERSTANDING

The redevelopment of the JBS site is an opportunity to put Green Bay on the map when it comes to innovative, diverse, affordable, and sustainable housing projects. Our team brings the technical expertise and creative processes needed to develop a bold and impactful solution with and for Imperial Pride residents and stakeholders. The benefits of a successful process and project don't end at the site boundaries. The infrastructure improvements and addition of public amenities like a park and urban farm will serve to better connect Green Bay and Bellevue, a worthy down payment on a prosperous future for the region.

In a time when it seems like no industry is untouched by workforce shortages, investment in safe, modern, and culturally relevant housing for staff is a shrewd move. Increased housing density supports local economic development that will be catalytic for the area.

APPROACH

Working at the Speed of Trust

For our team, engagement is not just a project phase, it's a philosophy. MUSE Community + Design brings a bilingual and bicultural approach to our engagement work, and an investment in the up-front work needed to build trust among stakeholders. Going beyond simply translating materials, our bilingual team will strive to meet residents and stakeholders where they are literally and figuratively. This means doing away with jargon whether in English or Spanish, holding engagement meetings and stakeholder interviews in venues and at times that are culturally appropriate, and responding to the feedback we receive.

Our team leads with humility, positioning the stakeholders and residents as the experts they are. For this project in the Imperial Pride community, we will get to know community leaders at anchor institutions like the Kroc Center, Casa ALBA Melanie, St. Willebrord, and Green Bay Public Schools to understand the best way to connect and engage with residents. To make the most of the project timeline, we will concentrate our outreach efforts and couple public meetings with focus groups, as outlined in the project schedule.

In addition to cultural competency, our team is dedicated to incorporating equitable practices into all we do. For this project, that will include compensating individuals for their time and participation in focus groups in the form of gift cards. Providing stipends to residents and stakeholders is a baseline best practice for equitable engagement, as it acknowledges the systemic challenges that make civic engagement challenging for certain populations and it makes clear that their experiences and time are valuable to the greater process of the work.

Data-driven Decision Making

Designing a plan for an innovative "housing laboratory" requires a nuanced approach to incorporating quantitative data about existing conditions and trends with qualitative data gathered from local stakeholders, residents, and leaders in the housing market. Particularly interesting about this neighborhood is the trend of residents moving to other parts of the city

only to return in search of cultural connections and community. This presents an exciting opportunity to reimagine what desirable mixed-income housing can look like in Imperial Pride. Our team will ask questions like: what does an intentionally multi-generational residential unit need to best accommodate its residents? What shared amenities can contribute to culturally relevant communal spaces? How can this "laboratory" inspire future developers re: financing, sustainability, housing typologies?

Building off the October 2020 Housing Market Study, the consultant team will perform a distilled housing assessment for the site and associated market area. We will combine these findings with community desires and needs that are uncovered through public and stakeholder engagement.

The consultant team will work with community members and City stakeholders to develop alternatives for housing typologies and site design that meet community needs and desires and work toward the goal of safe housing available to individuals with a range of income levels.

Creating a New Model

The City of Green Bay has the opportunity to provide a new model for 21st century living uniquely catered to the needs and desires of the Imperial Pride Neighborhood. The principals of this design, organized around robust and authentic community engagement, will provide flexible housing that serve a range of community needs and integrate diverse landscapes types into the urban environment.

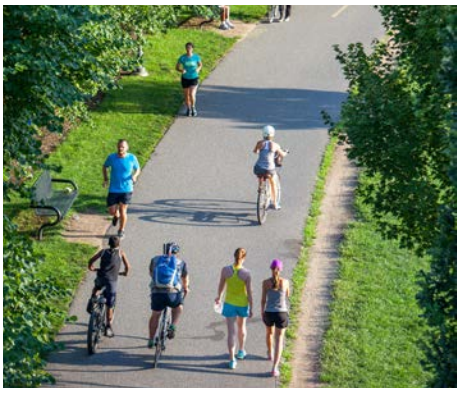
Provide flexible development lots for the "housing lab" keyed to an organizational framework.

Provide culturally inclusive and flexible house types that serve diverse community needs and are adaptable as family and population needs change over time. Retain a diverse range of options for individual lots to fit resident needs, balanced by an overarching framework for the site that ensures an appropriate mix of housing types and community cohesion is maintained, as well as access and proximity to open space. Increase density without sacrificing outdoor access through high quality public and private open space. The inherent variety of housing typologies will seek to accommodate range of affordability options and design preferences, providing a gateway to ownership for historically disenfranchised populations. Both 'urban' and suburban' housing typologies will be included within a pedestrian friendly and walkable community design. The design will be directly informed and generated from community engagement and close assessment of existing housing needs in Green Bay, including the needs of area employees. Additional flexibility will be built into each typology to allow for evolving community and individual family needs over time and through different stages of life.

Create multifunctional landscapes that integrate pleasure, food production and ecosystem services into the public realm.

Provide programming options and appropriate sizing for the destination community park and urban farm that are economically and socially integrated with the community and partner organizations.

Consider options to extend productive landscapes into the public realm in park space, rights-of-way and small-scale community open space. Such strategies might look beyond traditional farming to include potager gardens, food forests (a type of low maintenance, sustainable agroforestry) orchards, and even demonstration landscapes for non-edible crops, such as hardwood forestry and biofuel crops. GRAEF has experience integrating edible landscapes and ecological landscapes with green infrastructure and stormwater management practices. Many landscapes can perform multiple uses in the community by combining recreation, aesthetics, food production and stormwater management. Long term management plans for parks can include agroforestry tree stands or biofuel production as wetland buffers. (For example, fast growing switchgrass is suitable for biofuel production, yet sturdy enough to disperse runoff flow and protect sensitive areas such as wetlands.)



Establish multi-modal connectivity to assets and resources in the community and neighborhood.

The Imperial Pride Neighborhood is already well situated with proximity to amenities and shopping such as the Kroc center, Walmart and East Town Mall, as well as an employment center via the JBS and surrounding facilities. Transportation design will connect residents with these and other important resources, providing the missing link between surrounding neighborhoods, and seamlessly integrating development into the cultural and economic life of the city. Streets are the primary form of public space experienced on a daily basis and the experience of moving through the city is not merely a practical need, but integral to quality of life and community. As such, we pay close attention to the physical experience of circulation design and how it fits with overall open space, infrastructural and cultural considerations.

Incorporate implementation needs for start-up infrastructure along with long-term capital investments for circulation, environmental improvements and public places.

Most urban design firms are not fully integrated with experts in landscape architecture, civil, transportation, and environmental engineering. When urban design is separated from engineering, the realistic needs of implementation can become afterthoughts. In our work, we connect these issues from the beginning. Whether it is a residential building, tree species, permeable pavers, or edible forest, our experts know what makes a project buildable and implementation issues that may arise. We undertake multiple design iterations - each iteration improves both the vision and use of resources. This method combines pragmatism with talent, and accounts for our high rate of successful projects. This Team understands which details and dimensions must be addressed at the outset, and which become critical during final construction.

Protect and improve the natural environment, increase social appreciation of these assets, and reduce long term energy use.

Our Team has a central focus on sustainability and approaches every project from a triple bottom line perspective by elevating sustainability for people, the planet and community prosperity. Our resilience team works hand in hand with planning, providing expertise

explicitly addressing resilient neighborhood development. Our Team has developed Climate Action Plans for other municipalities and understands the components of carbon neutral urban development. These components will be given high priority in the development of proposed density, type of housing, type of open space and proposed building materials for the JBS Site Redevelopment. This Team will also consider achieving key land use outcomes that have become critical for environmental resiliency. We will protect and maintain natural hydrology and integrate agriculture and stormwater management into everyday uses through high performance infrastructure and recreational landscapes. Integrated best management practices (BMPs) for green infrastructure will help mitigate stormwater, control against flooding, and provide habitat. We design to maximize natural conditions and resources providing the economic and social amenities of urban life alongside access to high quality open space.

WORK PLAN

1. Discovery

a. City Stakeholder kick-off and SWAT analysis

- Finalize schedule and project goals
- City to provide 2020 market analysis and other materials to consultant team
- Results of October 2020 community engagement

b. Data collection and review

- Utility Review
- Zoning Review
- Market Data Review

c. Community Engagement

Stakeholder database

The consultant team will create a database of JBS site and Imperial Pride neighborhood stakeholders, in collaboration with City staff.

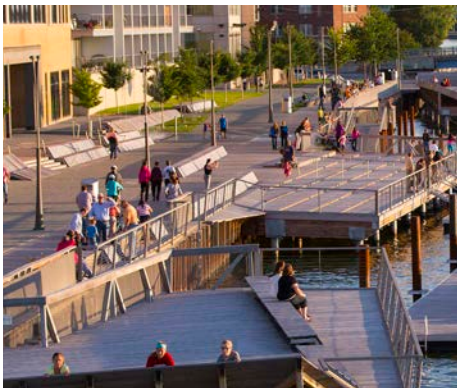
Key person interviews

The consultant team will conduct up to six key person interviews as part of the distilled market assessment. These will include residential brokers, community leaders, Green Bay Housing Authority staff, and major employers.

Community meeting

The consultant team will host a meeting for stakeholders and residents at a location where community members are comfortable gathering (ex: Kroc Center or local house of worship). The purpose of this meeting will be to introduce the project and project team to the community and to begin to develop a shared community vision for the site.

The meeting will include a brief presentation and Q&A, along with open house elements including interactive boards and tables that will allow residents and stakeholders to indicate their preferences and needs.



Focus groups

The consultant team will conduct up to three focus group meetings with 8-10 stakeholders each to deepen our understanding of the issues and opportunities surrounding this project. At least one focus group session will be facilitated in Spanish and the consultant team will make needed accommodations for other locally represented cultures, including Hmong and other South Asian populations. Focus groups may be categorized according to the following: local employers, current and former Imperial Pride residents, and local social service providers.

Participants in the resident focus group will receive a stipend in the form of a cash gift card for their time, not to exceed a total cost of $500 in total stipend expense.

Meetings

- City Stakeholder Group kick-off meeting
- Up to two City staff check in meetings

Deliverables

- Stakeholder database
- Engagement summary, providing overview of insights from community meeting and focus groups
- Distilled housing assessment

2: Visioning

a. Identify key organizing principles

b. Conceptual designs and land use recommendations

Meetings

- Up to one City staff check in meeting

Deliverables

- Three conceptual land use diagrams with circulation.

3: Three Alternatives

a. Development of public spaces, street and block layout, and housing typologies

b. Plan alternative development

Meetings

- City Stakeholder Group review of alternatives
- Public engagement review of alternatives

Deliverables

- Three conceptual plan alternatives with buildings, land use, open space, farm, circulation and stormwater management
- Development table outlining data for the three alternatives

4: Final Plan

a. Final plan development

The final plan will include a conceptual plan layout with streets, parking, development parcels, access and circulation, trail connectivity, stormwater and building footprints.

b. Pattern book development

The pattern book includes precedent and inspirational imagery describing housing and open space typologies that work within the final framework plan. The housing typologies are not just flexible for developers today, but are also modular in concept allowing home owners to scale up or down according to changing family needs while staying true to the vision of the community. Housing and open space typologies will work together to meet framework criteria for sustainability and quality of life while preserving access to community resources. Landscape typologies provide the option to extend open space design themes from the farm and destination park throughout the community including edible, multi-generational, economic, cultural and ecological components.

Meetings

- City Stakeholder Group review of final plan

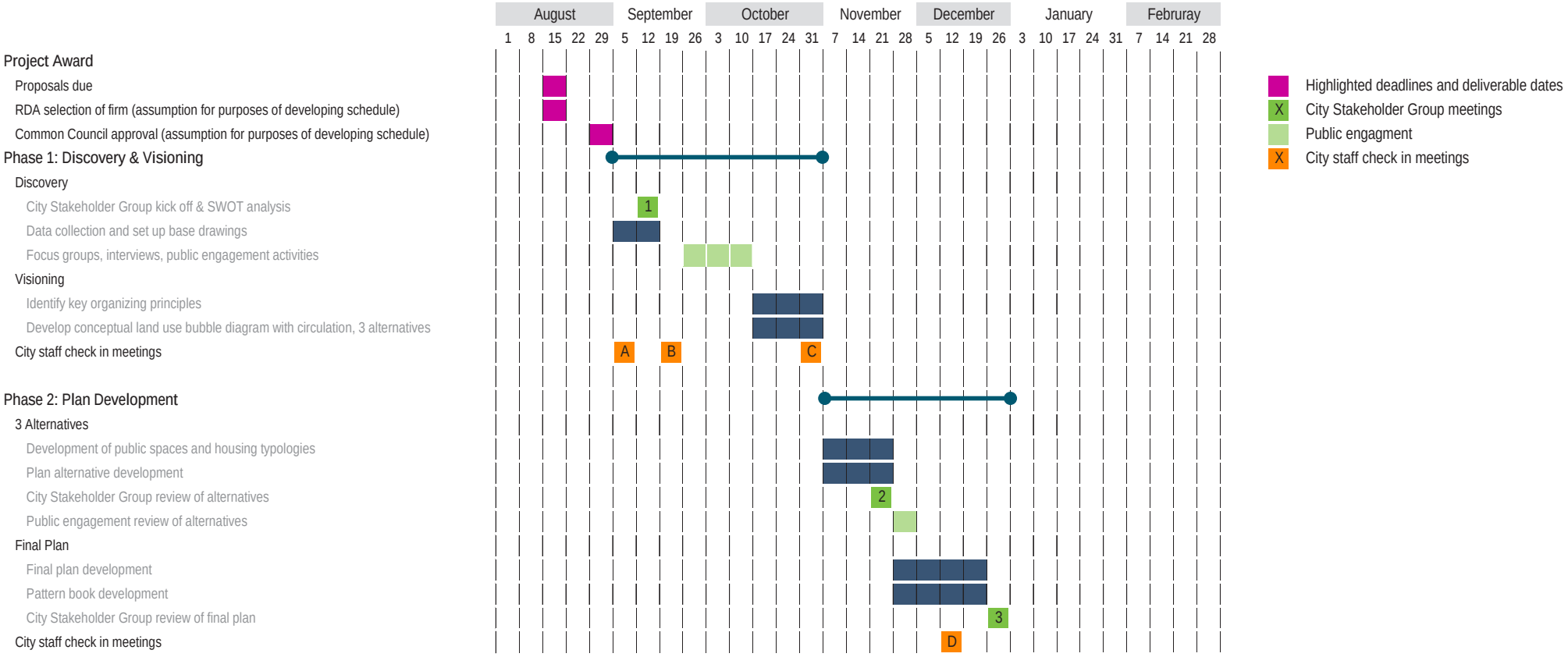
Deliverables

- “Pattern book” of housing and open space typologies
- Poster plan of the selected plan

Schedule

The GRAEF Team proposes the following schedule for the project. This represents a four month timeline, which allows for moving at the speed of trust and meaningful engagement during discovery and alternative development. Our team welcomes a discussion to amend this schedule to meet the needs of the City.

JBS Redevelopment Site, Green Bay
PROPOSED PROJECT SCHEDULE



CITY STAFF CHECK IN MEETINGS:

A: Soft kick of to finalize schedule and identify key meeting dates for calendar holds; data swap with City

B: Review and sign off of public engagement materials

C: Review engagment summary, kick off visioning and guiding principles

D: Review of final plan

Fee

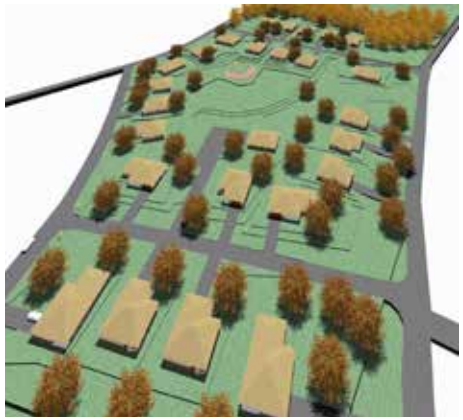
WORK PLAN	FEE
Phase 1: Discovery & Visioning	
Discovery	$22,380
Visioning	$15,280
Phase 2: Plan Development	
3 Alternatives	$26,420
Final Plan	$15,300
TOTAL	$79,380

The GRAEF team proposes a lump sum fee of $79,380, including expenses.

PROPOSAL TO PROVIDE

CONCEPTUAL SITE PLANNING SERVICES

FOR THE REDEVELOPMENT OF THE JBS SITE



PREPARED FOR:
CITY OF GREEN BAY, WI
AUGUST 15, 2022

MSA planning + design studio

Project Manager
Jason Valerius, AICP
(608) 242-6629
jvalerius@msa-ps.com

MSA Professional Services, Inc.,
1702 Pankratz Street,
Madison, WI 53704

Project Team

Mike Lamb: Urban Designer
Brad Vowels-Katter: Site Designer | Urban Farm Specialist
Becky Binz: Housing Specialist
Diane Wessel: Community Engagement Specialist
Dan Williams: Park Designer
Eric Thompson: Stormwater Specialist
Dan Rammer: Civil Engineer
Greg Rosenberg: Developer of Affordable, Sustainable Housing

Proposal to Provide:
CONCEPTUAL SITE PLANNING SERVICES FOR THE JBS SITE REDEVELOPMENT

August 15, 2022

Neil Stechschulte,
Economic & Community Development Director
City of Green Bay
100 N. Jefferson St,
Room 608
Green Bay, WI 54301

Jason Valerius, AICP
Project Manager
Team Leader & MSA's Planning + Design Studio Lead

MSA Professional Services, Inc.
1702 Pankratz Street
Madison, WI 53704

Dear Neil,

The City of Green Bay has a wonderful opportunity to address a variety of neighborhood and community needs in a single, groundbreaking project. With the generosity of JBS and support from other private and public funding, and with the attention and commitment of key City leaders, this project and site are primed for success. MSA has assembled a diverse team with highly relevant expertise and we are excited by the chance to help set the course for the future of this site.

Our team features urban designers, landscape architects with experience in parks and urban agriculture, housing experts, and specialists in stormwater and urban infrastructure. Through our extensive work in housing needs analysis, including the recent Housing Study completed for the City of Green Bay, we can start this process already well-informed about housing gaps in the Green Bay market and strategies to help close those gaps. We note that this project appears to have strong similarities to Troy Gardens, a well-known affordable housing and urban agriculture development in the City of Madison. The Troy Gardens model, and more broadly the community land trust tool, deserve a close look in this design process. With that in mind, we have included on our team Greg Rosenberg, an expert in land trusts and sustainable development, who led the creation of Troy Gardens. Our team also includes Dan Williams, landscape architect responsible for the design of the Troy Gardens project, and Lead Urban Designer Mike Lamb, a talented expert in urban infill projects with experience across the Midwest. Mike is a frequent partner of the MSA team.

We recognize the importance of stakeholder engagement in this design process and we are ready to begin working with institutions and individuals in the area. We see JBS, the Salvation Army, the School District and the Village of Bellevue as critical institutional stakeholders. We also see Casa ALBA Melanie as a critical partner in this process, just as they were during the housing study in 2020, to help us connect and communicate with Hispanic residents effectively. Inclusive design has been identified as a priority, and that starts with including people in the design process.

Our proposal is crafted with a baseline set of essential activities and some optional tasks to enhance stakeholder engagement and prime the project for rapid implementation. We look forward to an opportunity to negotiate the final scope and budget based on discussion about how best to advance the project. Please do not hesitate to contact me directly via email at jvalerius@msa-ps.com, or by phone at (608) 242-6629, should you have any questions.

Sincerely,
MSA Professional Services, Inc.

Jason Valerius, AICP
Project Manager | Team Leader & MSA's Planning + Design Studio Lead

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A summary of who we are and what we do

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Our understanding of the project narrative, and alignment with the City's goals

SCOPE OF WORK AND PROCESS 23
Our plan to complete your project including preliminary concepts and a final conceptual site plan, neighborhood engagement, and projected timeline and costs

WE BELIEVE:

Diverse housing options are essential to healthy, thriving neighborhoods, and local government plays an important role in planning for and guiding investment.

WE CAN:

Help you design a complementary mix of uses to create a thriving, social place while addressing community housing needs and modeling new approaches to neighborhood revitalization.

FIRM PROFILE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

MSA's roots reach back to the 1930s. Once a rural land survey company, our firm now consists of nearly 400 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high quality, cost-effective solutions.

63
INDUSTRY AWARDS EARNED SINCE 2010

380+
TEAM MEMBERS

17 OFFICE LOCATIONS

WE'RE PROUD TO BE 100%
EMPLOYEE-OWNED

$500+ MILLION
GRANTS & LOW-INTEREST LOANS
We've helped our clients secure to help offset the cost of infrastructure projects

ENABLING PEOPLE TO **POSITIVELY IMPACT** THE LIVES OF OTHERS SINCE 1962

FIRM-SPECIFIC INFORMATION

Contact
Jason Valerius, AICP
jvalerius@msa-ps.com
(608) 242-6629

Main Office Where Work Will Be Conducted
1702 Pankratz Street
Madison, WI 53704
P: (608) 242-7779 | TF: (800) 446-0679
F: (608) 242-5664

Local Branch Office
1500 N. Casaloma Drive, Suite 100
Appleton, WI 54913
P: (920) 545-2083
F: (920) 757-2401

Website
www.msa-ps.com

CLIENT EXPERIENCE

To the right, you'll find the percentage of clients who say MSA met or exceeded their expectations based on the following categories. As part of our ongoing quality assurance program, we periodically request feedback from clients and project stakeholders to create better project outcomes for you.

These easy-to-complete surveys offer you the opportunity to comment on several areas of our performance throughout the duration of your project, which in turn helps us adapt our processes to your unique needs. Your feedback is specific to your project, and is returned directly to the people working with you. We pledge to respond to any issues you identify as the project proceeds.

ACCURACY 98%

HELPFULNESS 96%

QUALITY 99%

RESPONSIVENESS 98%

SCHEDULE 98%

SCOPE and FEES 97%

PLANNING AND DESIGN STUDIO

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning + Design Studio is 18 strong consisting of:

- 9 American Institute of Certified Planners (AICP)
- 3 Professional Landscape Architects (PLA)
- 2 Housing Specialists
- 1 Funding Expert
- 3 Planning Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

CORE SERVICES

Below is a sample of the services that MSA's Planning + Design Studio can offer. The bold items are what we feel are the key services that will benefit your project:

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- **Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration**
- Community Blight Studies
- Cooperative Boundary Agreements
- **Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies**
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- **Public Engagement**
- **Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning**
- **Transportation Planning: Bicycle and Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies**
- **Urban Design: Wayfinding, Streetscaping, and Design Standards**

MSA | planning + design studio

Awards & Recognition

APA State Chapter Awards:
Minnesota, {5}, Wisconsin {2}, Iowa{1}, Kansas {1}

Neighborhoods USA, Madison, WI
Stoughton Road Revitalization Plan

Main Street Dubuque 1000 Friends of Iowa IA Chapter APA
Millwork Warehouse District Master Plan

Saint Paul, MN River Balcony Competition Entry Selected/Implemented

Rochester, MN Prototyping Festival Entry Selected/Implemented

Honorable Mention - Old Colorado City Design Competition/Colorado Springs, CO
Honorable Mention - Clarendon New Town International Design Competition/Jamaica, W.I.

MICHAEL LAMB *CONSULTING, LLC*

Michael Lamb Consulting, LLC, is focused on the design and planning of cities, corridors, districts and neighborhoods grounded in a community-based and multi-disciplinary approach. This approach has fundamentally addressed issues of change and redevelopment resulting in urban infill, transit-oriented development, zoning code updates, affordable housing, and community reinvestment for over 30 years.

Core Services

- Major Redevelopment & Small Area Plans
- Transit Oriented & Station Area Planning
- Zoning Code & Design Guideline Experience
- Campus, Corporate & Installation
- Master Planning

Office Location

Michael Lamb Consulting, LLC
4309 Ewing Avenue South
Minneapolis, Minnesota 55410
(612) 817-4816 | mlambnet@gmail.com

Image Credits: LHB, Inc., Cunningham Group, Perkins & Will

Qualifications of Personnel

Michael Lamb | Master of Architecture in Urban Design, University of Colorado/Denver | Bachelor of Arts (Urban Studies), University of Alabama/Birmingham

ORGANIZATIONAL CHART

The team we have organized includes experienced planners and technical service leads who bring an efficient blend of skills that will assist the City of Green Bay with the upcoming projects. What you may not see, however, is that this team is backed by more than 380 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. **Rest assured, you will always have the support necessary to achieve a successful project.**

PROJECT MANAGEMENT: At MSA, our client service approach is simple: We strive to be our clients' trusted partner. We proactively communicate opportunities and identify potential issues early on so small concerns do not grow into big problems. To do this, you need a trusted planner who is well versed in managing a full range of projects and can effectively communicate back to all vested stakeholders. Jason Valerius is just that. He believes that effective, efficient communication is critical to project success. Jason will serve at the City's main point of contact throughout the project.

AVAILABILITY: Based on our honest commitment to our clients, we immediately establish accountability of all personnel involved in a project's completion. When our team starts a project, we analyze the proposed schedule and compare it to each team member's potential workload. We then obtain commitments from all individuals on the project team to complete the work as identified within the proposed schedule. This approach helps to foster a team mentality and results in personal accountability of all team members involved.

In addition, MSA utilizes a client liaison system, in which a single professional is responsible for all communication with a particular client. This "single-point-of-contact" approach ensures that your community will receive consistent, personalized communication throughout the duration of your project, and well into the future.

Jason Valerius, AICP
Project Manager
Jason will be the designated project manager for this work, and will be heavily involved in developing the conceptual plan.

Mike Lamb, AICP, CNU-A
Lead Urban Designer

Greg Rosenberg, LEED® AP
Developer of Affordable, Sustainable Housing

Becky Binz, AICP
Housing Specialist

Brad Vowels-Katter
Site Designer, Urban Farm Specialist

Diane Wessel, AICP, ICMA-CM
Community Engagement Specialist

Dan Williams, PLA, ASLA, AHLP
Park Designer

Eric Thompson, PE
Stormwater Specialist

Dan Rammer, PE
Civil Engineer

Jason Valerius, AICP

PROJECT MANAGER | PLANNING TEAM LEADER

Jason has more than 20 years of community planning and design experience across the Midwest. He has led the development of housing plans and studies, comprehensive plans, neighborhood plans, redevelopment plans, and zoning ordinances. As team leader for the Madison-based Planning and Design team, Jason manages a talented staff with expertise ranging from comprehensive planning and transportation planning to park and recreation plans, landscape architecture, and urban design. Jason serves as the Past President of the Wisconsin Chapter of the American Planning Association.

EDUCATION

M.S., Architecture & Urban Planning
University of Wisconsin-Milwaukee

B.A., Government/Psychology
Lawrence University

CERTIFICATIONS

American Institute of Certified Planners

AREAS OF EXPERTISE

- Urban Design and Sustainable Design
- **Development and Redevelopment Planning**
- Comprehensive Planning
- Housing and Fair Housing Studies
- Multijurisdictional Planning and Agreements
- **Public Involvement and Deliberative Processes**

Jason will be responsible for overall management of the planning process and deliverables

SELECTED PROJECT EXPERTISE

Hoyt Park Area Neighborhood Plan, Madison, WI

Co-chair and meeting facilitator for the neighborhood-based steering committee for the plan. Utilized consensus-building techniques to identify, explore, and find common ground on challenging topics such as infill redevelopment and new sidewalk construction.

Multifamily Design Standards, La Crosse, WI

Lead planner and project manager in the development of building and site design standards to guide the appearance and performance of multifamily housing throughout the City.

Vilas Park Master Plan, Madison, WI

Involved in the design and implementation of the community engagement process for this plan, including methods for working with highly engaged adjacent neighborhoods and also typically underrepresented groups and neighborhoods.

Long Range 2050 City Facilities Plan, Columbus, WI

Led a team of planners and architects to evaluate the condition and replacement needs of key municipal facilities. Developed projections of municipal debt and the City's tax rate to aid the scheduling of major capital projects over a 30-year period, with a goal of fiscal and political feasibility.

Arsenal Gateway Revitalization Plan, Rock Island, IL

Led the plan creation to revitalize a diverse area near the City's downtown. Plan featured strategies to attract investment and jobs, improve bike and pedestrian safety, enhance connections with surrounding neighborhoods, and establish a stronger, more positive place identity.

Comprehensive Housing Studies and Plans

- Green Bay, WI
- Stevens Point, WI
- Marshfield, WI
- Arcadia, WI
- Price County Region, WI
- Lake Delton, WI
- Monticello, MN
- Central City, IA
- Springville, IA

Mike Lamb, AICP, CNU-A

LEAD URBAN DESIGNER

Michael Lamb, AICP, CNU-A, has led major redevelopment, transit corridor and code updates including the City of Madison Zoning Code Rewrite. He has completed Small Area Plans and Development Master Plans for a variety of clients, many which have included design standards, guidelines and implementation strategies. He has operated as Michael Lamb Consulting at various times during his career. This includes managing projects in every major transit corridor in the Twin Cities including recent TOD zoning updates for four cities in the Bottineau LRT Corridor; station area wayfind-ing in the Green LRT Corridor (SW); and small area plans for the Red Rock BRT Corridor.

EDUCATION

Master of Architecture in Urban Design
University of Colorado/Denver

Bachelor of Arts (Urban Studies)
University of Alabama/Birmingham

CERTIFICATIONS

Member, American Planning Association

American Institute of Certified Planners (AICP #078598}

Member, Congress for the New Urbanism Accredited, CNU-A

Graduate, Form Based Code Institute (FBCI)

Mike will be our lead site designer, collaborating with MSA staff to prepare design concepts for the site that blend the various uses effectively.

SELECTED PROJECT EXPERTISE

- Historic Millwork Warehouse District Master Plan, Dubuque, IA
- Grandview District Redevelopment Framework, Edina, MN
- Uptown Small Area Plan/Guidelines, Minneapolis, MN
- Central Avenue Small Area Plan, Minneapolis, MN
- West Broadway Alive Small Area Plan, Minneapolis
- Target North Campus & Oak Grove Station Area Plan, Brooklyn Park, MN
- Ford Site Design Standards, Saint Paul, MN
- Park Commons Town Center (Excelsior & Grand), St. Louis Park, MN
- The Shops at West End, St. Louis Park, MN
- West Side Flats Master Plan, Saint Paul, MN
- SE Waterfront Small Area Plan, Rochester, MN
- NE Riverfront/Grain Belt Riverfront Redevelopment Plan, Minneapolis, MN
- Town Center Master Plan, City of Blaine, MN
- Greater Lowertown Master Plan, Saint Paul, MN
- Stoughton Road Revitalization, Madison, WI
- Greenbush Vilas Neighborhood Plan, Madison, WI
- SE Waterfront Small Area Plan, Rochester, MN
- Economic Recovery Plan, Village of Readstown, WI
- Zoning Code Rewrite, City of Madison, WI
- Commercial Area Master Plan, Red Cliff Band of Lake Superior Chippewa, WI
- Williamson Street BUILD Plan, Madison, WI
- TND Model Ordinance, Dane County, WI
- Downtown Riverfront Plan, Chippewa Falls, WI

Greg Rosenberg, LEED® AP

OWNER/PRINCIPAL ROSENBERG AND ASSOCIATES LLC

Greg's consulting practice in the areas of affordable and sustainable housing development, Cohousing, Community land trusts, Organization assessment and strategic planning, Urban agriculture, and Web development and distance learning. He also serves as the coordinator of the Center for Community Land Trust Innovation, whose mission is to support the work of CLTs through documenting the history of the movement, conducting and supporting research, as well as providing assistance to innovative efforts around the world. Greg has developed curriculum and taught workshops on community land trusts, sustainable development, fair housing, property taxation, universal design, and urban agriculture.

EDUCATION

J.D., University of Wisconsin Law School

M.S.W., Boston University School of Social Work

B.G.S., University of Michigan

CERTIFICATIONS

LEED® AP (Accredited Professional)

CONTACT INFORMATION

3146 Buena Vista Street
Madison, WI 53704

(608) 347-5687
greg@gregrosenberg.com

SELECTED PROJECT EXPERTISE

HOUSING DEVELOPMENT

Linden Cohousing

Project manager of CohoMadison, a 46-unit mixed-income cohousing project incorporating permanently affordable artist studio spaces.

Troy Gardens

Lead developer of Troy Gardens, an award-winning 31-acre urban infill project that includes a working farm, community gardens, a restored prairie, and a 30-unit mixed-income cohousing community. Awards/honors received include:

- Home Depot Foundation Award for Affordable Housing Built Responsibly
- AARP/National Association of Home Builders Livable Communities Award (2007)
- Lincoln Institute of Land Policy Case Study (2006)

Camino del Sol

Lead developer green built subdivision of nine single-family homes and two zero-lot-line duplex units. All homes were Energy Star certified and were visitable for persons who use wheelchairs. Duplex units honored by Homes Across America for their energy efficiency, affordability, and barrier-free design.

WEBSITE DEVELOPMENT

Center for Community Land Trust Innovation

Development and maintenance of website for the Center for CLT Innovation and Terra Nostra Press: www.cltweb.org

CohoMadison

Development and content creation for the marketing website of Linden Cohousing in Madison, WI. Website no longer active.

Land Tenure for Urban Farming

Development of a companion website for publication by the University of Iowa Press
https://cltweb.org/resources/land-tenure-for-urban-farming/

Roots and Branches

A Gardener's Guide to the Origins and Evolution of the Community Land Trust: Development of the digital archive of historical materials tracing the origins and evolution of the community land trust, as both a model and a movement : www.cltroots.org

National Community Land Trust Network

Overall coordination of CLT Network website from 2006 – 2010, along with development of all distance learning platforms.

Madison Area Community Land Trust

Webmaster from 2001 to 2011.

Brad Vowels-Katter

Site Designer | Urban Farm Specialist

Brad will be part of our site design team, with particular focus on the design and function of the agricultural components. Brad specializes in spatial analysis, community planning, and landscape design across a variety of project types and scales. Brad combines his experience of landscape architecture, planning, and social science into an interdisciplinary approach toward planning, design, and research projects. Brad has worked as a landscape designer and project manager to plan, design, and implement a variety of urban agriculture projects. He collaborated with local officials, community organizations, stakeholders, and volunteers to develop a unique approach to each project. Brad has also practiced landscape architecture at small design firms, coordinated community grant programs, and managed park development for a rural municipality.

Education

M.S., Water Resources Management, University of Wisconsin-Madison

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

B.S., Landscape Architecture, University of Kentucky

Selected Project Experience

- Troy Gardens Permaculture and Food Forest, Madison, WI*
- Union County Community Garden Coalition/Grow Appalachia, Morganfield, KY*
- Black Earth Creek Corridor Restoration and Recreational Enhancement, Mazomanie, WI*

*Denotes experience prior to MSA.

Becky Binz, AICP

Housing Specialist

Becky will bring her knowledge of housing needs in the Green Bay market to help us demonstrate market demand and evaluate unique housing solutions appropriate to the site and market. Becky brings a wide variety of planning experience, with a focus primarily on housing and park/recreation planning. She has led a number of planning studies that have helped communities understand existing conditions and community needs through a combination of data analysis and conversations with stakeholders. Each community has a unique story to tell, she helps figure out what that narrative is and craft strategies to achieve your goals.

Education

M.S., Urban and Regional Planning, University of Wisconsin-Madison

B.A., Economics and Spanish, University of Wisconsin-Eau Claire

Certification

American Institute of Certified Planners (AICP)

Selected Project Experience

- Housing Study, Green Bay, WI
- Consolidated Plan, Superior, WI
- Village Housing Study, Grantsburg, WI
- Madison Darbo-Worthington-Starkweather Neighborhood Plan Health Impact Analysis, Madison, WI

Diane Wessel, AICP, ICMA-CM

Community Engagement Specialist

Diane will help us connect with and learn from key local stakeholders organizations and resident groups. Diane is dedicated to creating equitable, healthy, sustainable, and resilient communities. As both a planner and public administration professional, she understands the needs of both the built environmental and organizational operations of local communities and their governing bodies. This understanding helps Diane forecast needs and connect needs with funding sources.

Education

M.S. Public Administration, University of Wisconsin-Oshkosh

B.S., Forest Management, University of Wisconsin-Stevens Point

Certification

American Institute of Certified Planners (AICP)

International City County Administrators (ICMA) – Credentialed Manager (CM)

Selected Project Experience

- Wisconsin Neighborhood Investment Program Grant Application, Park Falls, WI
- Tax Increment Districts, Hortonville, WI*
- USGS National Geospatial Program, Lincoln County, WI*
- Wisconsin Department of Agriculture, Trade, and Consumer Protection (DATCP) Conservation Grants. Lincoln County, WI*

Dan Williams, PLA, ASLA, AHLP

Park Designer

Dan will be part of our site design team, focused on the park and recreation uses. With 30 years of landscape architectural experience, Dan takes pride in his ability to make every project, large or small, something special. He is energized by the challenges offered by each new site. Dan's design philosophy is uncomplicated and based on two foundational factors: understanding and vision. Understanding involves developing a solid comprehension of the environmental, social and economic factors related to a project. This knowledge provides a framework for building an inspiring vision for the landscape.

Education

B.S., Landscape Architecture, University of Kentucky

Registration

Professional Landscape Architect, WI, CO, IA
American Society of Landscape Architects (ASLA)
Alliance for Historic Landscape Preservation (AHLP)

Selected Project Experience

- Troy Gardens Master Plan, Madison, WI
- Vilas Park Master Plan, Madison, WI
- Recreation Complex, Wisconsin Rapids, WI
- Lake County Ohio Port and Economic Development Authority Fairport Harbor Transient Marina Study, Fairport Harbor, OH
- Riverfront Park, Sauk City, WI
- Fireman's Park, Verona, WI

Eric Thompson, PE

Stormwater Specialist

Eric will support our site design effort by guiding stormwater management needs and options. Eric leads MSA's water resources team of eight professionals. He has been involved in a wide range of stormwater management activities, including drainage design, flood reduction, water quality improvements, and stream, lake and wetland restoration. He has completed stormwater planning and design projects throughout the U.S., including Iowa, Wisconsin, Minnesota, Illinois, Ohio, Pennsylvania, Georgia and Texas. Eric is expert in the use of all the common hydrologic, hydraulic and water quality models used for stormwater design. In addition, he is very proficient in ArcMap and uses GIS daily in his regular duties.

Education

M.S., Civil Engineering & B.S., Civil Engineering
University of Minnesota

Registration

Professional Engineer, WI, MN, IA, IL

Selected Project Experience

- Riverfront Revitalization, Elkader, IA
- Cannonball Path and Military Ridge Trail Culvert Design, Fitchburg, WI
- Hawks Landing Flood Reduction, Madison, WI
- Sanitary Sewer Master Plan & Sewer Hydraulic Modeling, Stockton, IL

Dan Rammer, PE

Civil Engineer

Dan will support our site design team by evaluating route options and offering design guidance for new roads and trails. Dan is a municipal engineer who specializes in design and construction of general municipal projects. He also been on the design and construction team of several parks and recreation projects. He has several years of experience in designing sanitary sewer, storm sewer, water main, roadway roadway and civil site plans that he lends to each project. Along with design, he has been a resident project representative, working closely with clients and contractors on site to ensure the project is built in accordance to the project plans and specifications. Dan has worked with several WiDNR permits such as NOI, wetland, water main extension and sanitary sewer permits.

Education

B.S., Civil Engineering, University of Wisconsin-Platteville

Registration

Professional Engineer, WI

Selected Project Experience

- Riverfront and Greenspace Construction, Wisconsin Rapids, WI
- Lower Miller Park Reconstruction & Boat Launch Project, Omro, WI
- Street and Utility Improvements, Stratford, WI

RECENT PROJECT EXPERIENCE

HOUSING STUDIES

- City of Monona, Wisconsin
- City of Janesville, Wisconsin
- City of Beloit, Wisconsin
- City of Superior, Wisconsin
- City of Eau Claire, Wisconsin
- City of Oshkosh, Wisconsin
- City of Madison, Wisconsin
- City of Green Bay, Wisconsin

COMPREHENSIVE PLANS

- City of Sun Prairie, Wisconsin
- Village of Fox Crossing, Wisconsin
- City of Brodhead, Wisconsin
- City of Hiawatha, Iowa
- Village of Waunakee, Wisconsin
- Village of Holmen, Wisconsin
- City of La Crescent, Minnesota
- City of Le Roy, Illinois
- City of Sparta, Wisconsin
- Story County, Iowa
- City of Tuscola, Illinois
- City of Williamsburg, Iowa
- City of Monticello, Illinois
- City of Solon, Iowa
- City of Eureka, Illinois
- City of Tomah, Wisconsin
- City of Burlington, Iowa

COMPREHENSIVE OUTDOOR RECREATION PLANS

- City of Middleton, Wisconsin
- Marathon County, Wisconsin
- City of Hartford, Wisconsin
- Village of North Freedom, Wisconsin
- Village of West Baraboo, Wisconsin
- Village of Mukwonago, Wisconsin
- Village of Waunakee/Town of Westport, Wisconsin
- City of Waupun, Wisconsin
- City of Verona, Wisconsin
- City of Beaver Dam, Wisconsin
- Village of Lake Delton, Wisconsin
- City of Wisconsin Dells, Wisconsin
- City of Port Washington, Wisconsin
- Village of Biron, Wisconsin
- Village of Belleville, Wisconsin
- City of Brodhead, Wisconsin
- City of Hiawatha, Iowa
- Village of Palmyra, Wisconsin

PRIVATE CLIENT NEIGHBORHOOD DEVELOPMENT

- Highlands of Ridgestone (Lodi, WI)
- Fieldstone Subdivision (Prairie du Sac, WI)
- Western Sunset Estates (Sun Prairie, WI)
- Stoneridge Commons (Sun Prairie, WI)
- 51 West Mixed Use District (Stoughton, WI)
- Pumpkin Patch Shopping District (Sun Prairie, WI)
- Mixed-use Subdivision Concept (Rice Lake, WI)
- City of Fitchburg, WI
- City of Park Falls, WI

AREA PLANS/CONCEPTS

- City of Abbotsford, WI
- Village of Pardeeville, WI
- Village of Somerset, WI

NEIGHBORHOOD/CORRIDOR PLANNING

- City of Baraboo, WI
- City of Des Moines, IA
- City of Fitchburg, WI
- City of River Falls, WI
- City of Sun Prairie, WI
- City of Wilton, IA

Photo courtesy of Zillow - https://www.zillow.com/homedetails/1047-Kellogg-St-Green-Bay-WI-54303/60809648_zpid/?mmlb=g,0

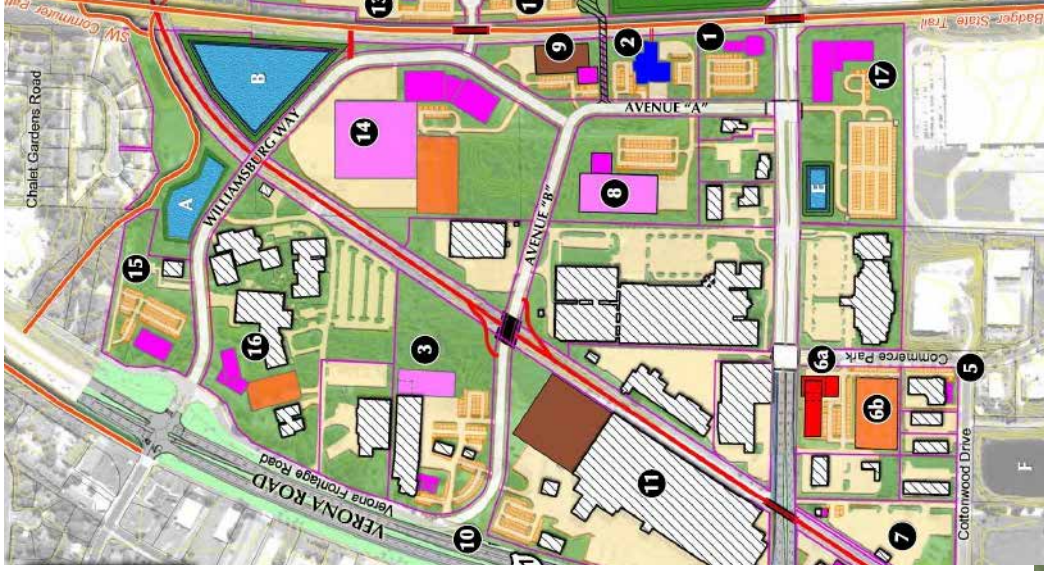
HOUSING STUDY
GREEN BAY, WI

KEY STAFF
Becky Binz, Project Manager
Jason Valerius, Principal in Charge

The City of Green Bay partnered with MSA to identify imbalances in its housing market and craft strategies to bring the market to equilibrium. The City is working with an aging housing stock and the corresponding cost advantages and quality concerns. At the same time, new construction had not yet rebounded to levels seen before the Great Recession. The City was particularly interested in strategies to bring more housing downtown to piggy-back on the momentum and enthusiasm of recent downtown redevelopment. Other issues explored in the plan included the impact of University of Wisconsin-Green Bay students living in off-campus rental housing and the housing needs of the aging population.

The plan identified gaps in the housing market by unit type, price point and location and suggested strategies to fill those gaps in terms of funding, regulations, communication initiatives and partnerships. Using data and the analysis from the plan to demonstrate concrete need, Green Bay is moving forward on implementation. The Common Council has adopted the study and housing continues to be a frequent topic and focus of the City's Redevelopment Authority.

See this Housing Study at:
https://issuu.com/msaprofessionalservices/docs/green_20bay_20housing_20market_20study_2010052020



FITCHBURG, WI

ANTON DRIVE REDEVELOPMENT PLAN

ARROWHEAD INDUSTRIAL PARK REDEVELOPMENT PLAN

REFERENCE CONTACT

Mike Zimmerman, Economic Development Director
michael.zimmerman@fitchburgwi.gov
(608) 270-4245

LINK TO FINISHED PRODUCT:

https://issuu.com/msaprofessionalservices/docs/fitchburg_anton_drive_plan

https://issuu.com/msaprofessionalservices/docs/7729015_fitchburgarrowhead_adoptedp

In preparation for major improvement of US 18/151 through the City, Fitchburg leaders sought planning assistance to ready the surrounding areas for infill land development and improved local roadway infrastructure. The northeast and northwest quadrants of the highway's intersections with County Highway PD were each targeted for a mix of land use planning and urban design guidance, informed by detailed stormwater and traffic analyses and supported by engagement with property owners and neighboring residents.

MSA was selected first for the Arrowhead Redevelopment Plan. This process included an innovative traffic impact analysis to identify the amount and type of infill development to be permitted. Stakeholder engagement features interviews with all property owners and meetings with an adjoining neighborhood. This plan was adopted in 2012 and MSA subsequently helped design and fund the new local road infrastructure through the planning area.

MSA was then selected to prepare the Anton Drive Redevelopment Plan. This process was similar to the Arrowhead effort, but with more extensive public engagement to understand and address the concerns of the adjoining neighborhood, and more extensive urban design guidance and illustrations. This plan was adopted in 2016.

The highway project was completed in 2020 and redevelopment projects have been approved in each planning consistent with the adopted plans.

MADISON, WI
VILAS PARK MASTER PLAN

REFERENCE CONTACT

Kate Kane, Project Manager
City of Madison Parks Division
210 Martin Luther King Jr. Blvd
Madison, WI 53703
(608) 261-9671
KKane@cityofmadison.com

Ann Freiwald, Planning Manager
210 Martin Luther King Jr. Blvd
Madison, WI 53703
(608) 243-2848
AFreiwald@cityofmadison.com

LINK TO FINISHED PRODUCT:

www.cityofmadison.com/parks/documents/VilasParkMPReportExecSummaryupdate5102021.pdf

Vilas Park is one of Madison's oldest and well-loved parks. MSA embarked upon the master planning process in 2019 — **a multi-phased effort** that included a site inventory and space analysis, robust public engagement program and creation of conceptual designs to guide future park improvements. Working in partnership with Quinn Evans Architects and Urban Assets, MSA worked closely with the City to define a clear and inspiring vision for the future of the park.

Internal transportation and traffic flow was a topic of great importance in the creation of the Master Plan. Vilas Park sees a large number of visitors in every season, so it was important to address traffic circulation and efficient, safe movement throughout. The MSA team conducted reviews of intersection operations and traffic volume at critical park entry and exit points, utilizing Miovision to track traffic patterns and prepare a traffic impact analysis to assess how park upgrades might affect flow.

Key to a successful community park is how welcoming and accessible it is to pedestrian, bicycle and multi-modal use. Vilas Park and the Henry Vilas Zoo are regional destinations. The park is also a favorite shortcut route for many people due to the lack of east-west transportation routes in this part of the City. The project team reviewed all existing pedestrian and bicycle facilities within the park, and within connector trails to the park. This included an audit of ADA compliance of all ramps, crosswalks, paths and sidewalks in the vicinity.

The planning process included **a robust public engagement and input program** to ensure the residents of Madison had a say in the future of the park. Multiple community input meetings, focus group sessions, in-person interviews, youth workshops, meetings with community partners and resident resource groups took place, along with general outreach via an online survey. These sessions captured the wants and needs, and informed the creation of conceptual designs for public consideration.

Three preliminary concepts and a draft final master plan were presented to citizens and stakeholders at two public information meetings. Participants were able to share their opinions and insights about the draft concepts and participate in the evolution of the process though a custom ArcGIS StoryMap which detailed the project process, timeline, opportunities, a review of existing and future amenities and virtual site tour. MSA presented the Final Master Plan for Vilas Park to the community in early 2021, and all are looking excitedly forward to watching the transformation unfold.

LEGEND
Maintained Open Space
Natural Areas/Woodlands
Wetlands Landscape
Open Water
Existing Trees
Potential Trees
Boardwalk
Bike Parking
Picnic Tables
Groomed Ice Skating
Old Woman in a Shoe
ID FEATURE
A Open Space
B Basketball
C Playground
D Main Shelter w/Restroo
E Edible Landscape
F Beach House (Renovate
G Park Gateway
H Hockey Rink
I Fore-bays/Wetlands
J Accessible Fishing Piers
K Accessible Swimming P
L Nature-based Play Area
M Multi-use Path (Existing
N Multi-use Path (Propos
O Viewing Nodes/Overloo
P Parking Lot
Q Canoe/Kayak Launch
R Bus Drop-off
S Open Air Shelter
T Tennis Courts
U Pickle Ball Courts
V Metro Bus Stop
W Compassionate Friends
X Sledding Hill
Y Wall Ball/Bounding Bo
Drake Street
Open Space for Active/Passive Recreation
Pedestrian Bridge
Henry Vilas Zoo
Lagoon
Lagoon
Pedestrian Bridge
Speed Skating Oval
Vilas Park Drive
Beach
Existing Pier
Lake Wingra

Greenbush Vilas Neighborhood Revitalization Plan

Madison, WI

The Greenbush-Vilas Housing Revitalization Strategy is a bold vision to realize the potential of the neighborhoods. In particular, the Revitalization Strategy aims to:

- Increase the affordability and desirability of the neighborhood for University and hospital employees, graduate students, and young families.
- Introduce a range of housing options that allow residents to live responsibly and simply.
- Enhance the qualities that make the neighborhoods unique: public spaces, tree-lined streets, and variety of established homes.
- Create the Greenbush-Vilas Partnership, a community-based organization charged with the task of implementing the Strategy.

Status: Plan was adopted by the City of Madison; The Greenbush-Vilas Partnership was created with the support of Meriter and St. Marys Hospitals.

WI APA Award Winner

Graphic credits: Cuningham Group Architecture and Michael Lamb Consulting

Project Examples

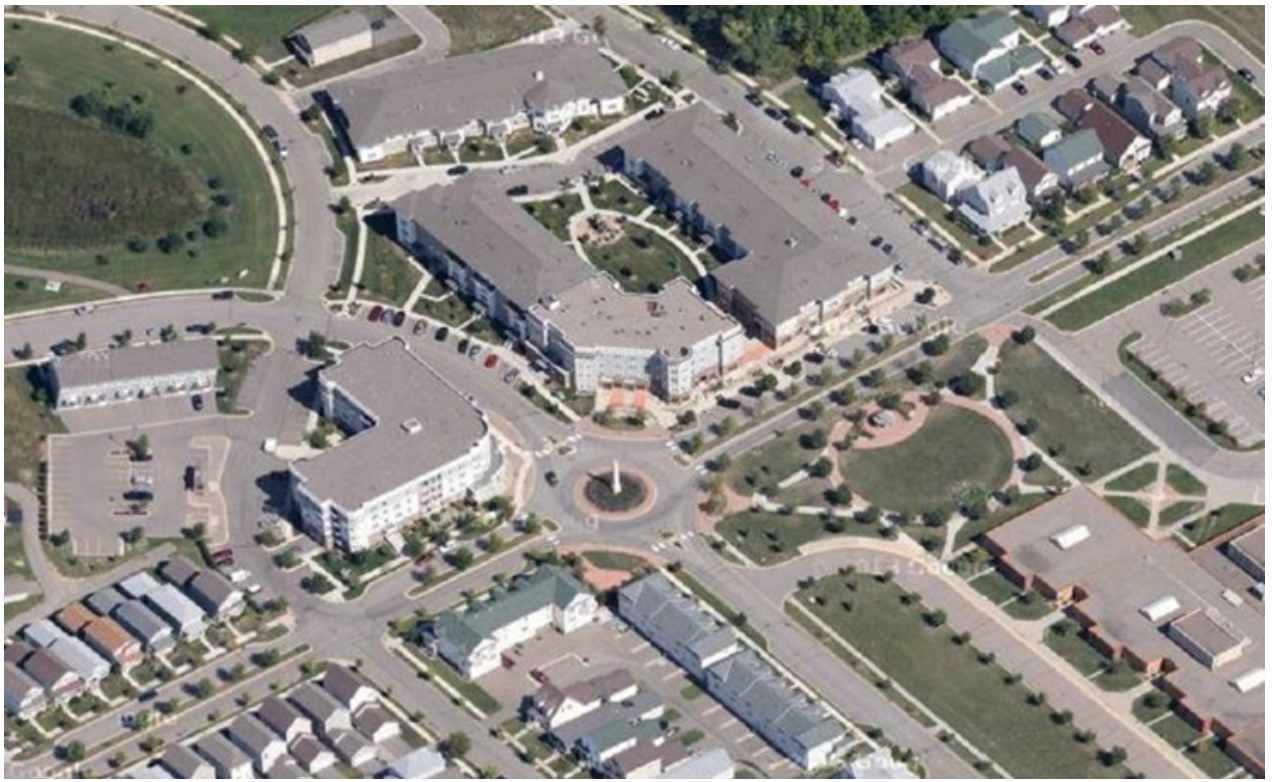
Clover Field New Urban Neighborhood

Chaska, MN

This new urban neighborhood was planned and designed on 45 acres as the mixed use center of the part of the larger Clover Ridge development. The neighborhood was planned to provide range of workforce housing using modular (stick-built) construction that was assembled in Wisconsin, trucked to the site and installed on pre-poured basement foundations.

The plan featured alley loaded units, permitted accessory units and the first roundabouts in any suburban location in the Twin Cities.

Status: 95% complete



Graphic credits: HGA Architects and Michael Lamb Consulting

Project Examples

Rice Larpenteur Gateway Vision Community Gardens Neighborhood

Maplewood, Roseville and Saint Paul, MN

A unique collaborative plan equally shared by three municipalities resulted in the Rice Larpenteur Gateway Vision. The Rice Street Gardens Site, owned by the Saint Paul Regional Water Services, s the current location of the Rice Street Community Garden. The development concept for the site focuses on creating a new mixed-income neighborhood with a community garden as the central feature. The community garden would be structured and oriented towards Rice Street and offer the opportunity to create an active urban market along the street frontage. This would allow for more a more organized farmers market and future programming focused on the garden and related activities. The proposed housing would provide a mix of income and residential types ranging from mid-density, multifamily housing and low density townhomes/single-family housing. A trail system would connect the neighborhood; green infrastructure would address stormwater. The plan would extend Trout Brook Regional trail north to connect into the Rice Street Garden site.

Status: Plan adopted by all three municipalities and Ramsey County

https://www.riceandlarpenteur.com/vision-2019

Graphic credits: Perkins & Will and Michael Lamb Consulting

PRIVATE DEVELOPMENT WORK

VARIOUS CLIENTS

LINK TO FINISHED PRODUCT:

Pumpkin Patch Shopping District GDP:
https://issuu.com/msaprofessionalservices/docs/final_pumpkinpatch_gdp_amendment1__full_doc_ssappr

Savannah Brooks Mixed Neighborhood:
https://www.vi.deforest.wi.us/vertical/Sites/%7B5DDB5418-8268-440CBD18-45CB7768531A%7D/uploads/Savannah_Brooks_FDP_amended_11.30.15_APPROVED.pdf

Stoneridge Commons Development (Sun Prairie, WI)

MSA's Planning + Design Studio has led many development projects through the entitlement process, and understand and practice the principles of healthy neighborhood design with a focus on walkability, social interaction and placemaking design strategies.

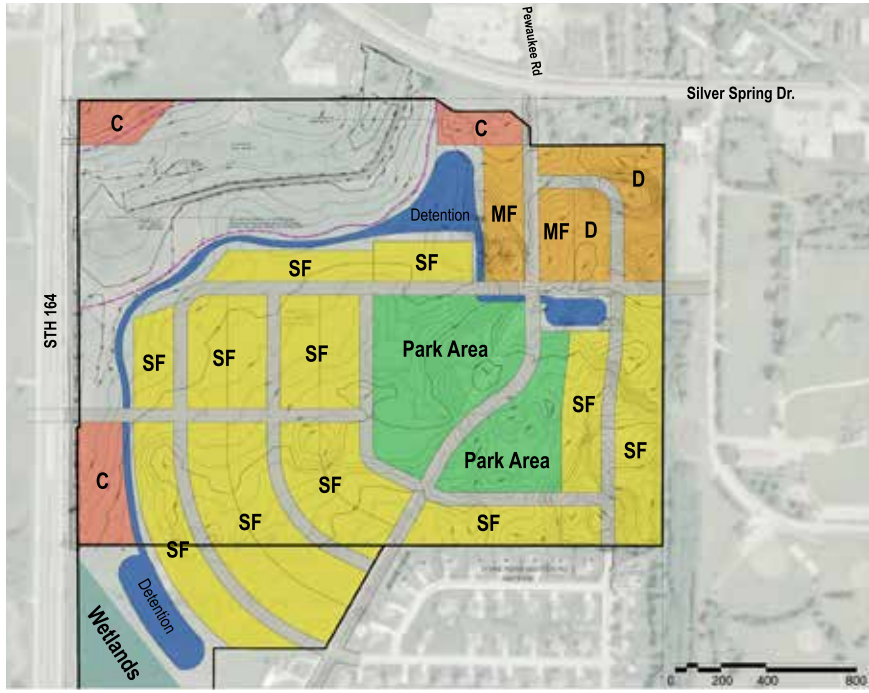
Our land planning services include:

- Conceptual plans and illustrations for developer and municipal discussion;
- Preparation of submittal packages in support of zoning/land division requests;
- Project presentations to committees, boards and the public;
- Process facilitation and project management, representing the project in communications with municipal staff;
- Ongoing involvement through engineering and construction to provide project continuity.

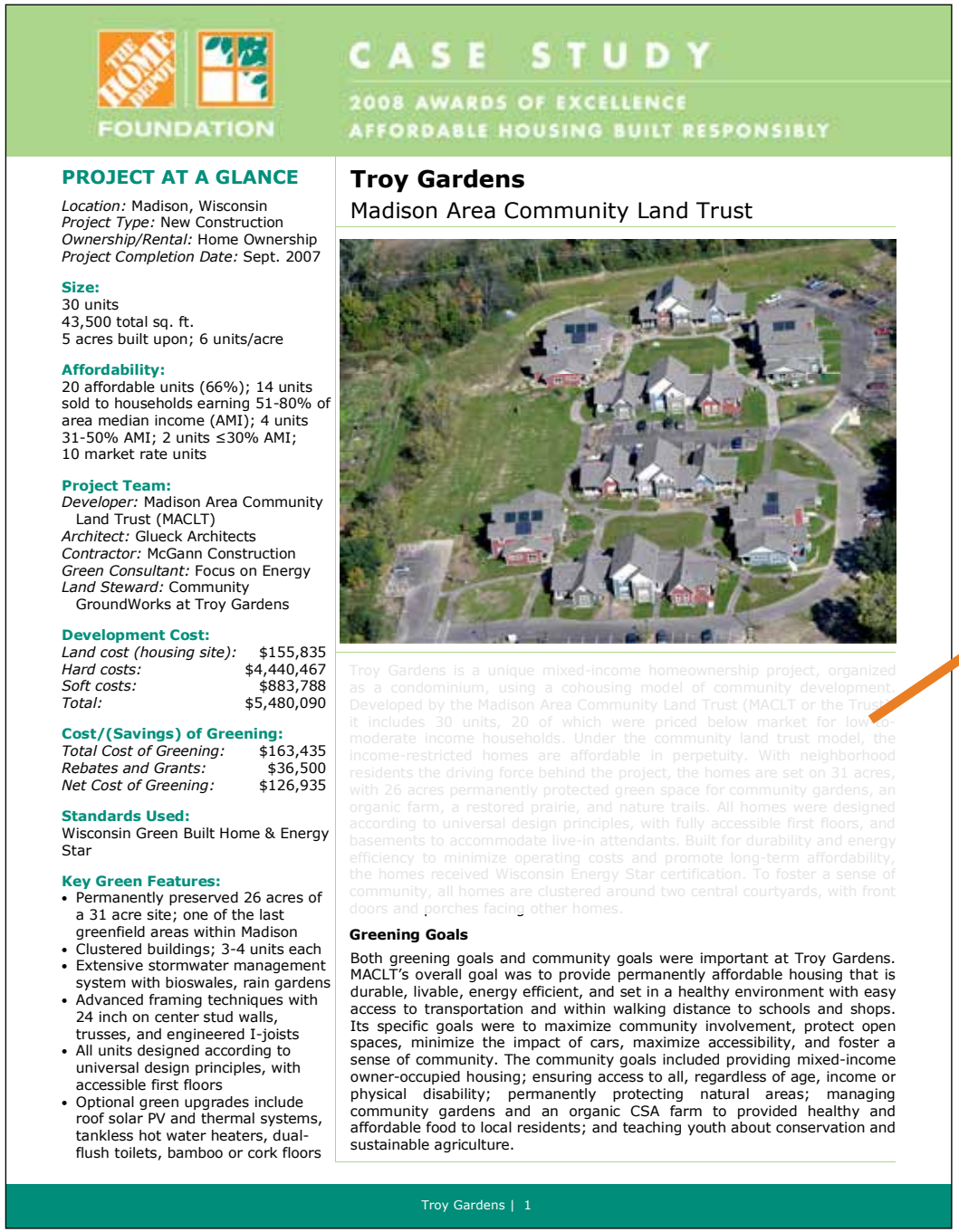
As a multi-disciplinary firm, we can provide land planning services from entitlements to the final engineered design to implement through the following efforts:

- Land Planning
- Surveying
- Stormwater and Grading
- Streets, Sewer and Water Systems Design
- Landscape Architecture
- Construction Documents, Bid Letting, and Observation

As shown in the table on the next page, we have worked on a variety of private development projects throughout Wisconsin. This understanding and knowledge show MSA's ability to not only craft a vision, but to produce an implementable plan.



Wildflower Subdivision Concept (Sussex, WI)



CASE STUDY

2008 AWARDS OF EXCELLENCE
AFFORDABLE HOUSING BUILT RESPONSIBLY

FOUNDATION

PROJECT AT A GLANCE

Location: Madison, Wisconsin
Project Type: New Construction
Ownership/Rental: Home Ownership
Project Completion Date: Sept. 2007

Size:
30 units
43,500 total sq. ft.
5 acres built upon; 6 units/acre

Affordability:
20 affordable units (66%); 14 units sold to households earning 51-80% of area median income (AMI); 4 units 31-50% AMI; 2 units ≤30% AMI; 10 market rate units

Project Team:
Developer: Madison Area Community Land Trust (MACLT)
Architect: Glueck Architects
Contractor: McGann Construction
Green Consultant: Focus on Energy
Land Steward: Community GroundWorks at Troy Gardens

Development Cost:

Land cost (housing site):	$155,835
Hard costs:	$4,440,467
Soft costs:	$883,788
Total:	$5,480,090

Cost/(Savings) of Greening:

Total Cost of Greening:	$163,435
Rebates and Grants:	$36,500
Net Cost of Greening:	$126,935

Standards Used:
Wisconsin Green Built Home & Energy Star

Key Green Features:
- Permanently preserved 26 acres of a 31 acre site; one of the last greenfield areas within Madison
- Clustered buildings; 3-4 units each
- Extensive stormwater management system with bioswales, rain gardens
- Advanced framing techniques with 24 inch on center stud walls, trusses, and engineered I-joists
- All units designed according to universal design principles, with accessible first floors
- Optional green upgrades include roof solar PV and thermal systems, tankless hot water heaters, dual-flush toilets, bamboo or cork floors

Troy Gardens

Madison Area Community Land Trust

Troy Gardens is a unique mixed-income homeownership project, organized as a condominium, using a cohousing model of community development. Developed by the Madison Area Community Land Trust (MACLT or the Trust), it includes 30 units, 20 of which were priced below market for low-to-moderate income households. Under the community land trust model, the income-restricted homes are affordable in perpetuity. With neighborhood residents the driving force behind the project, the homes are set on 31 acres, with 26 acres permanently protected green space for community gardens, an organic farm, a restored prairie, and nature trails. All homes were designed according to universal design principles, with fully accessible first floors, and basements to accommodate live-in attendants. Built for durability and energy efficiency to minimize operating costs and promote long-term affordability, the homes received Wisconsin Energy Star certification. To foster a sense of community, all homes are clustered around two central courtyards, with front doors and porches facing other homes.

Greening Goals

Both greening goals and community goals were important at Troy Gardens. MACLT's overall goal was to provide permanently affordable housing that is durable, livable, energy efficient, and set in a healthy environment with easy access to transportation and within walking distance to schools and shops. Its specific goals were to maximize community involvement, protect open spaces, minimize the impact of cars, maximize accessibility, and foster a sense of community. The community goals included providing mixed-income owner-occupied housing; ensuring access to all, regardless of age, income or physical disability; permanently protecting natural areas; managing community gardens and an organic CSA farm to provided healthy and affordable food to local residents; and teaching youth about conservation and sustainable agriculture.

Troy Gardens | 1

TROY GARDENS

MADISON AREA COMMUNITY LAND TRUST

Troy Gardens is a unique, mixed-income homeownership project, organized as a condominium, using a cohousing model of community development, Developed by the Madison Area Community Land Trust (MACLT or the Trust). It includes 30 units, 20 of which were priced below market for low-to-moderate income households. Under the community land trust model, the income-restricted homes are affordable in perpetuity. With neighborhood residents the driving force behind the project, the homes are set on 31 acres, with 26 acres permanently protected green space for community gardens, an organic farm, a restored prairie, and nature trails. All homes were designed according to universal design principles, with fully accessible first floors, and basements to accommodate live·in attendants. Built for durability and energy efficiency to minimize operating costs and promote long term affordability, the homes received Wisconsin Energy Star certification. To foster a sense of community, all homes are clustered around two central court yards, with front doors and porches facing other homes.

https://gregrosenberg.com/troy-gardens/

ALIGNMENT WITH STRATEGY

PROJECT UNDERSTANDING

We understand the RFP is focused on building and enhancing neighborhoods through infill development that includes park, agriculture, and housing investments.

Housing is at crisis levels nationally and locally. For example:

- Nationally, there is a shortage of more than 7 million affordable homes for our nation's 10.8 million plus extremely low-income families (shortage of more than 3,700 homes for these households in Green Bay).
- There is no state or county where a renter working full time at minimum wage can afford a two-bedroom apartment (that would be a rental budget of $377 in Wisconsin, while the median rent is now over $1,100 in Green Bay).
- 70% of all extremely low-income families are severely cost-burdened, paying more than half their income on rent (73% in Green Bay).

Sources: National Low Income Housing Coalition, Green Bay Housing Study, American Community Survey

Efforts like this are required to address the housing demand in our communities, but it's not just about building units – it's about improving neighborhoods. As described in the Green Bay Housing Market Study (MSA, Oct 2020) a core goal for the City is to Build Healthy Neighborhoods that have:

- Varied housing types, sizes and price points,
- Walkable neighborhood design,
- Convenient access to public transit and daily needs retail and services,
- Quality parks and open space,
- Community gathering places,
- And supporting Active neighborhood association with places to meet.

This project has the potential to do all of those things, not only within the site but as a connecting resource that serves and improves the neighborhoods around it. The City's RFP smartly places a focus on the idea of connecting diverse new housing with nearby employers such as JBS, Walmart, Salvation Army and the School District. This approach is not unlike our initiative and plan for the Greenbush Vilas Neighborhoods (Madison) where we created the Greenbush-Vilas Partnership with Meriter Hospital, St. Marys Hospital and the University of Wisconsin to support a 'live and work in the neighborhood' model. Key to this approach is understanding local market demand by tapping into the employee base of these organizations using scheduled, on-site interviews and virtual surveys (as needed).

SITE UNDERSTANDING

The project site is an agricultural remnant in an area that lacks cohesion and connection. There is a variety of owner and rental housing types in the vicinity but each was developed in isolation from the other types. Retail and employment uses are similarly disjointed from the neighborhoods around them, with spotty bike/pedestrian connectivity. Per the 2003 Comprehensive Plan, the site is planned and zoned for industrial use, although this city-wide plan is headed for a major update in the next year or two.

Reviewing a set of 'at-a-glance' diagrams we can better understand the conditions of and around the site:

A. The building figure ground diagram clearly shows the variety of large-scale non-residential buildings and sites and small-scale residential uses, including the single family, detached residential located mostly north and east of the site. Due north of the site are underdeveloped or undeveloped parcels, some of which is wet and undevelopable. Just south of the site is an electric substation connected to the large overhead transmission lines that cut north south through the site. An active railroad corridor defines the southern border of the site.

B. Environmentally, this site demonstrates floodplain and wetlands that are a function of the larger watershed associated with the East River. In some cases, further east of the site, these environmental features have been enhanced as linear parks and open spaces (between Heather Road and Mary Jo Drive or the Willow Creek Parkway).

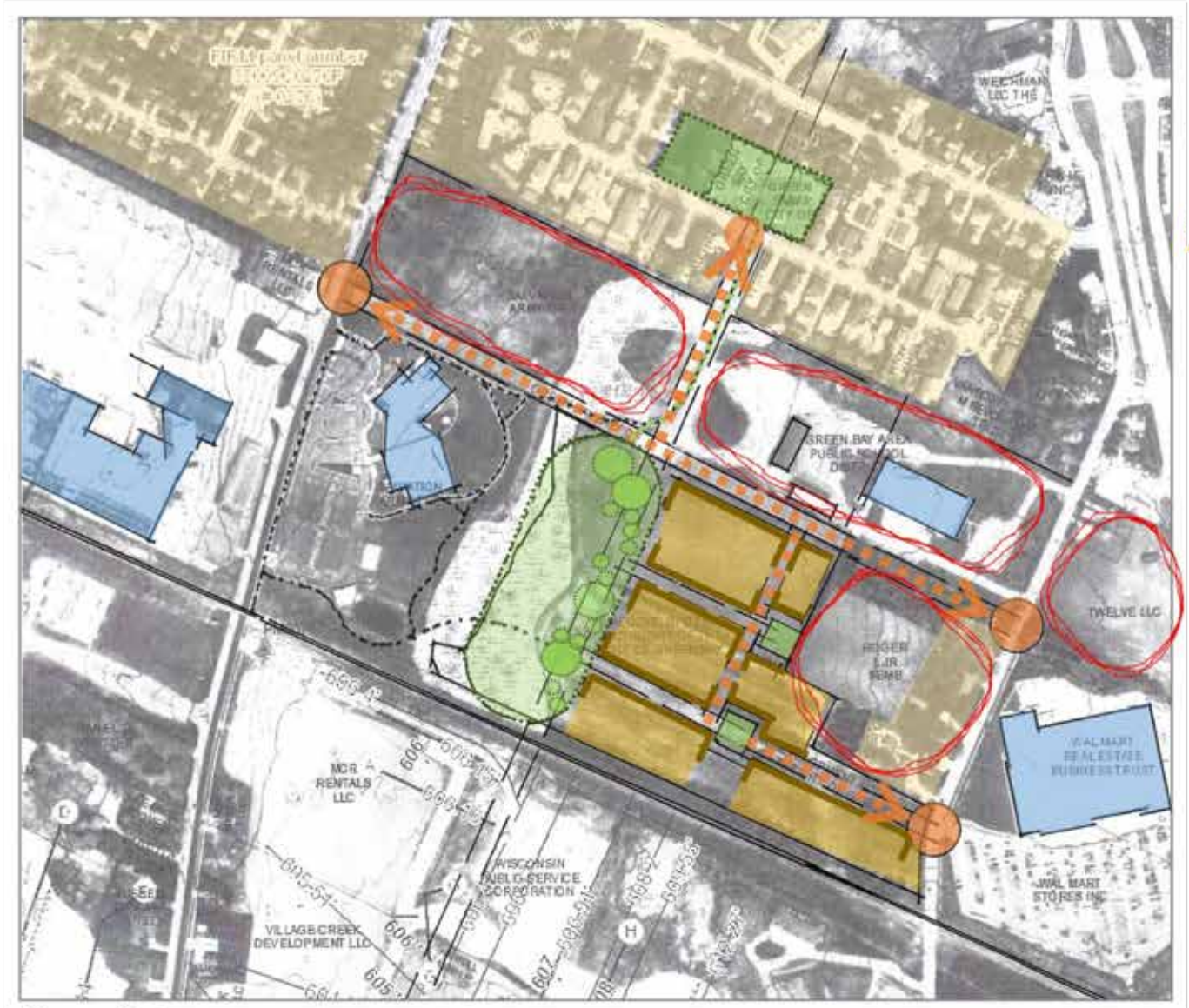
C. The mobility network includes Lime Kiln Road to the west and Guns Road to the east (both with bus service). The regional Hwy 141/Main Street is just east of Guns Road. Two other local streets are located north (Manitowoc Rd.) and south (Verline Rd.) but do not provide access to the project site. Otherwise the street network is a collection of isolated subdivision roads that provide local access only; sidewalk connections are incomplete. Today, only Guns Road provides direct access to the site. This project is an opportunity to improve the street grid and walking/biking routes for new and existing residents.

GOALS AND PROGRAM

We understand the goals of the project include:

- Provide new housing choices using an innovative “housing laboratory” approach that meet the needs of a diverse population including housing that is attractive and accessible to employees of local businesses;
- Build an inclusive public realm framework that includes a culturally diverse park, community garden/urban farm and supplemental features that are part of the connected whole;
- Invest in and improve overall neighborhood conditions;
- Reconnect the Imperial Park neighborhood with the surrounding area,
- Improve street and utility connections to and through this site and improve service levels to the entire neighborhood and surrounding area.

Alignment with Strategy



Area of wetlands, floodplain, overhead lines that may support park, open space and farm uses

Promote development that fronts streets and is sited perpendicular to the overhead transmission lines

Potential to connect the site and local streets with multi-modal movement

VT Pride Park

Adjacent undeveloped or under-utilized sites and parcels that could be included in the site planning process

Employers that have employees who may benefit with housing and amenities using the 'live-near-work' model

Existing neighborhoods and residential development

Site Analysis. The site analysis is intended to show major features, constraints and opportunities as well as fundamental principles that should guide the planning and design process.

Sun Prairie - Land Use Scenario Planning

Madison - Vilas Park Master Plan

SCOPE OF WORK AND PROCESS

MSA will work with the City to craft a final scope, work plan and budget; the following approach is our starting point for that discussion.

PHASE 1: BACKGROUND ANALYSIS + SITE RECONNAISSANCE

1. **Review Relevant Studies/Plans/Ordinances.** We will review the City's comprehensive plan and zoning ordinance and plans or studies specific to adjacent neighborhoods, and any documentation of the Bloomberg Harvard City Leadership Initiative Process. We will also review planned land use and zoning for the Village of Bellevue.
2. **Existing Conditions Review/Analysis.** We will walk and inventory the property, as well as use available digital resources to document the existing conditions (e.g., surrounding character, viewsheds, unique features, development limitations, topography, utilities, etc.).
3. **Housing Market Review.** We will highlight relevant findings and recommendations from our 2020 housing study.

Phase 1 Deliverable: Existing Conditions Summary

PHASE 2: STAKEHOLDER INVOLVEMENT

Providing opportunities for City staff, institutional stakeholders and area residents to get involved in and influence this planning process is critical to its success. Key stakeholder groups and methods are described here. A proposed schedule follows in the next section.

1. **City Staff** – we anticipate a total of 4 meetings with City staff, including Kickoff, Preliminary Findings and Ideas Discussion, Conceptual Plan Review, and Final Plan Review. For budgeting purposes we have assumed that the first meeting is virtual and other meetings are in person. As a cost-savings measure, the preliminary and final meetings could be conducted remotely.
2. **Institutional Stakeholders*** – we propose individual meetings with several key entities at two points in the process: during an initial site visit and when seeking feedback on the three conceptual site plans. Key entities include the Kroc Center, the School District and the Village of Bellevue.
3. **Employment Stakeholders*** – we would like to meet with human resources staff or others at key nearby employers to discuss their interests in the development of the site, especially for income-qualified housing. We intend to clearly identify the housing types and price points desired by these employers' workforce. We would do this during our initial site visit.

4. **Stakeholder Group** – we recognize that some of the above stakeholders are represented as part of a larger stakeholder group already assembled to support the Bloomberg Initiative process. We propose to meet with that group three (3) times – during our initial site visit, after preparing the three conceptual site plans, and after preparing the final site plan.
5. **Redevelopment Authority and Council** – we will plan to meet with each entity to present the final concept plan.
6. **General Public** – it may be helpful to host a public information meeting during the process, though we are more interested in the nuanced feedback possible through other means. One entity that we would like to work with again is Casa ALBA. Casa ALBA helped MSA translate a community survey to Spanish during the housing study and is a connecting resource to help promote surveys and events.
7. **Preliminary Workshop Visit** - We propose to spend two days on site early in the process to explore the site, meet with stakeholders, and begin the design process. We envision a series of stakeholder meetings and interviews interspersed with initial sketching and discussion among our team. This visit would conclude with a staff meeting to discuss our preliminary findings and ideas.

Optional Stakeholder Involvement Activities The following activities are not included in our base fee but could be added if their value is recognized. We are enthusiastic about implementing some of these activities.

- **Resident Survey** *(Additional Cost)***-** We would like to implement a brief survey targeted to folks who live or work near this site, with the goal of better understanding their needs and interests related to housing, park amenities and gardening or farming. We would offer this survey online, both in Spanish and English, and we would also prepare and distribute paper copies for distribution by key local partners
- **Co-Design Process** *Additional Cost)***-** We would like to involve a group of residents directly in the project, in a process known as co-design. The co-design process refers to a participatory approach to designing solutions where community members are equal collaborators in the design process. Members leverage their unique perspectives and existing relationships to facilitate engagement with a larger audience and collect feedback from members of their communities. The successful co-design process typically is organized around a specific number of community members invited to join project staff and meet in person, and virtually, to shape the project's outcomes. The process is organized around a compensation model to recruit the representative group for their time spent in meetings with project staff and community outreach efforts.

Phase 2 Deliverables – The final document will include a summary of findings from our community involvement effort.

PHASE 3: CONCEPT PLANS AND REPORTS

1. **Conceptual Development Scenarios.** Based on the analysis in Phase 1 and preliminary stakeholder engagement in Phase 2, MSA can prepare three development scenarios illustrating variations in the mix and configuration of site uses. These will be in plan view only, though supplemented with representative photos to convey the design intent of novel development approaches.
2. **Preferred Vision Concept w/ Design Policies.** A preferred concept will be developed per stakeholder and City feedback. Design policies and standards for all elements of the development will be established based on this vision concept (e.g., land use, design standards, roads/trail connections, open space, stormwater management, placemaking, etc.).
3. **Implementation Plan.** We will describe next steps to realize each aspect of the Final Concept Plan for the site, including suggested timing and responsible party designation for each step. The Implementation Plan will feature detailed, practical tasks related to the establishment of all elements, and especially the housing components.
4. **Final Report.** We will assemble a concise mix of graphics and text to document the process and highlight the final master plan.

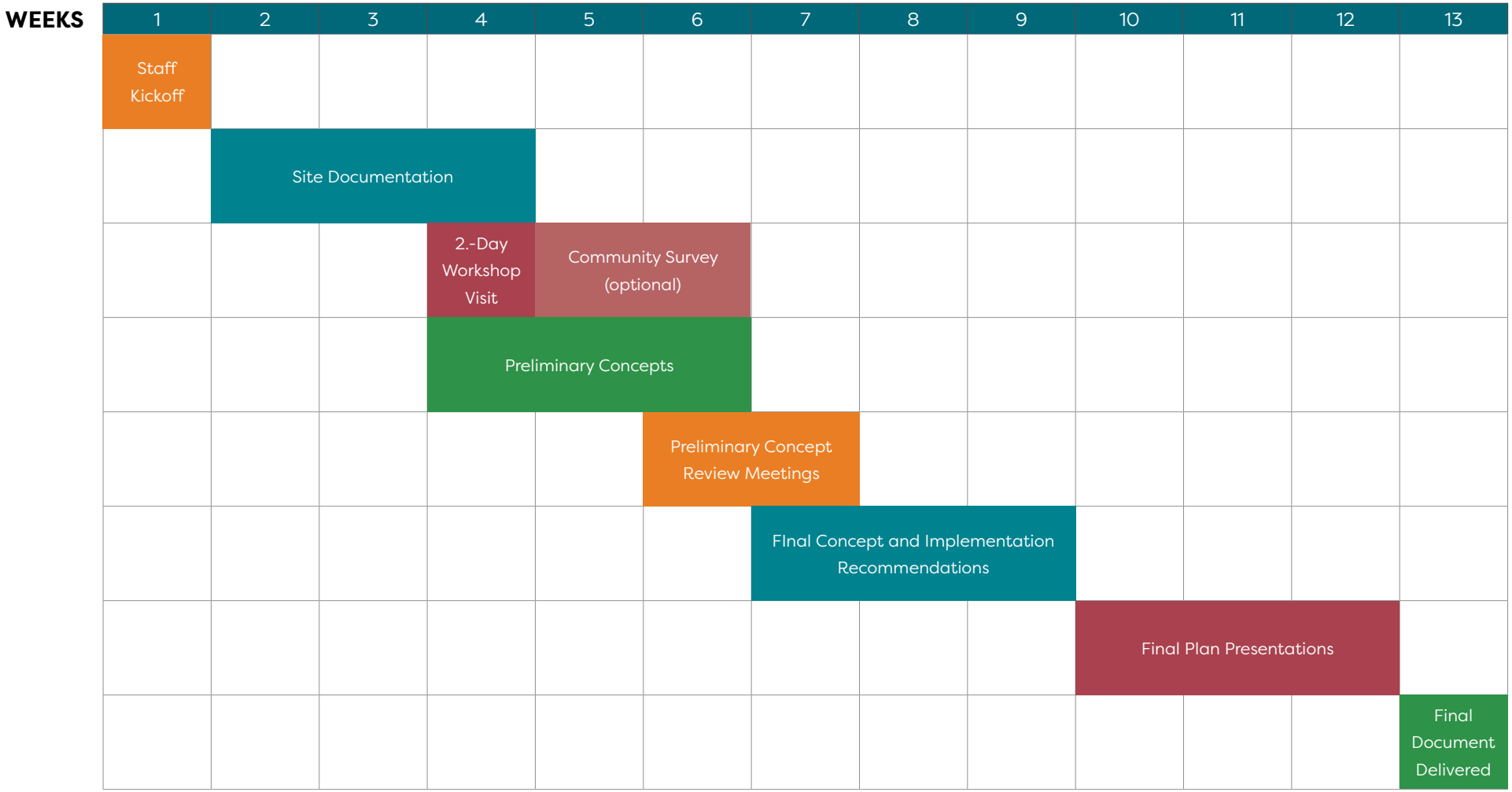
Optional Concept Plan Task - The following task is not included in our base fee but could be added if its value is recognized.

- **3D Massing Model/Images** *(Additional Cost)***-** 3D computer-generated massing models can be created to verify intent and to explain the varying policies and strategies drafted. These images can be included in the final plan, adding visual benefit within context.

Verona - Downtown Visioning Workshop

PROPOSED TIMELINE

MSA anticipates that the study will take about 12 weeks to complete, enabling project completion in 2022. We look forward to collaborating with you to further refine this scope and schedule.



BUDGET PROPOSAL

TASKS	COST
Background Analysis and Site Reconnaissance	$5,100
Stakeholder Involvement	$18,400
Design Deliverables and Reports	$39,760
Total	**$63,260**

***with add-ons** **$75,600**

ADDITIONAL ENGAGEMENT OPTIONS

We believe that the proposed process can result in a strong evaluation and well-informed recommendations, but we recognize that the process may benefit from additional stakeholder engagement and graphic illustration effort. We've reserved budget for these purposes and can work with City staff and the Steering Committee to supplement the proposed process. Some of the options for additional effort are described here with estimated costs, and we are open to consider other suggestions you may have based on your knowledge of local stakeholders.

Resident Survey **$5,180**
Co-Design Process **$3,740**
Additional Illustrations **$3,420**

IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.

CONCEPTUAL SITE PLANNING SERVICES

REDEVELOPMENT OF THE JBS SITE | GREEN BAY, WI | AUGUST 15, 2022

MSA planning + design studio

JBS Site Redevelopment Proposals

Proposal Review

	Kaurie's Score	Dan's Score	Dave's Score	Will 's Score
Cardo	1.65	1.80	1.60	1.90
Enberg Anderson	1.90	2.05	1.95	2.20
Farr	2.00	1.75	1.95	2.05
GRAEF	1.90	2.40	2.35	2.15
ISG	1.95	2.30	1.75	1.95
Lakota	1.85	1.90	1.95	1.90
McMahon	1.55	1.55	1.15	1.30
MSA	1.95	1.95	2.20	2.10
Stantec	1.85	2.05	1.85	2.15

Interview + Proposal Review

	Noel's Score	Jeff's Score	Amanda's Score	Bryan's Score
Enberg Anderson	1.85	1.8	2.15	1.95
GRAEF	***2.35***	***2.25***	***2.85***	***2.46***
ISG	1.9	2.15	2.6	2.29
MSA	2.3	2.35	2.8	2.35

Scoring Definitions

3 = Exceeds Requirements, Creativity

2 = Meets Requirements

1 = Meest Some Requirements

0 = Does Not Meet Requirements

Neil's Score	Average
2.10	1.81
2.05	2.03
2.10	1.97
2.10	2.18
2.00	1.99
2.10	1.94
1.35	1.38
2.10	2.06
2.05	1.99

Amaad's Score	Average		
1.90	1.93	$	76,000.00
2.45	***2.47***	***$***	***79,380.00***
2.05	2.20	$	76,800.00
2.15	2.39	$	75,600.00

City of Green Bay
Department of Community and Economic Development

Request for Proposals

Conceptual Site Planning Services for the Redevelopment of the JBS Site

Redevelopment Authority of the City of Green Bay, Wisconsin

July 11, 2022

100 North Jefferson Street, Room 608, Green Bay, Wisconsin 54301-5026
(p) 920.448.3400 (f) 920.448.3426 greenbaywi.gov

Request for Proposals:
Conceptual Redevelopment Site Plan
for the JBS Site in Green Bay, Wisconsin

Introduction

A. *Project Overview*

The Redevelopment Authority of the City of Green Bay (RDA) is seeking proposals from national and regional qualified urban planning firms and/or consulting teams for the creation of conceptual redevelopment site plans for a 25.6-acre site recently acquired by the City of Green Bay.

The site includes the following parcels:

Parcel# 23-243-1 (22.98 acres) City of Green Bay, Wisconsin (Click parcel number for info)
Parcel# B-243-4 (2.63 acres) Village of Bellevue, Wisconsin (Click parcel number for info)

Maps of the site, including a parcel map are available at: https://www.greenbaywi.gov/JBS

The City of Green Bay is receiving support from the Bloomberg Harvard City Leadership Initiative to bring disparate community voices together on this project to in a collaborative manner. The Bloomberg Harvard City Leadership Initiative is a program that aims to advance leadership, management, and innovation in cities by equipping mayors and senior city officials with skills, tools, and techniques to tackle municipal challenges. In addition to attending the Initiative's core programming, representatives from city hall applied for and were accepted into a specialized part of this program that focuses on team building and cross-sector collaboration as mechanisms for addressing complex city issues. Feedback from this effort will be made available to the selected consultant team.

The City has received a $5 million neighborhood Investment Grant from the State of Wisconsin to assist in the planning and construction of this project.

Specifically, the project will include but is not limited to the following:

1. **New Housing Opportunities** – This should include unique urban housing designs with higher density and a range of affordability and have options for both rental and ownership. Sustainable designs and practices are required. Specific efforts to identify and address the housing needs of culturally diverse populations in Green Bay are strongly encouraged, especially those working for local employers.

2. **New Destination Community Park** – The City seeks to design and build a new destination community park facility that is culturally and ecologically inclusive, has ADA accessibility throughout , and provides active and passive recreational opportunities for seniors, adults and children with varying physical and cognitive abilities. There is a desire to have unique multi-generational play equipment within the park. There is also interest an interest to explore dispersing different elements of the park areas throughout the development instead of having one exclusive park site. The Park should include programmable space available to all Green Bay residents and visitors. Spatial requirements along with vehicular and pedestrian access to the park area(s) should be evaluated as part of the conceptual design.

3. **Urban Farm** – The area must include an urban farming concept that uses otherwise unbuildable areas of the site. The farm should be scaled to focus on family sustaining levels of production, with potential training and support facilities (e.g. a commercial kitchen) that could help scale up levels of

production to serve farmers markets, restaurants or institutional markets. This farm should include a public gathering area (building or exterior space) that potentially could be a shared use with the park.

4. **Improved Public Infrastructure Connections** – The City intends to improve street and utility connections to and through this site and improve service levels to the entire neighborhood and the surrounding area. This likely includes public streets, pedestrian and bike access, parking, utilities and stormwater management. The primary connection points for this infrastructure should be the Imperial Pride neighborhood, Guns Road, with potential connections to Lime Kiln Road and Manitowoc Road.

5. **Leverage Adjacent Development Opportunities to Maximize the Impact of the Project** – Both the City and several of our community partners may have additional land in proximity to the primary 26.5 acre development site that could potentially be incorporated to address specific objectives of this RFP. These include but is not limited to the following:

   Parcel# 23-237-1 - City of Green Bay
   Parcel# 21-462-1 – Green Bay Area Public School District
   Parcel# 23-244-3 – Salvation Army
   Parcel# 21-462 – Salvation Army
   Parcel# 21-3381 – Green Bay Redevelopment Authority
   Parcel# 21-3380 - Green Bay Redevelopment Authority
   Parcel# 21-3380-1 – City of Green Bay (VT Pride Park)
   Parcel# 21-3379 – City of Green Bay (VT Pride Park)

   Maps of the site, including a parcel map are available at: https://www.greenbaywi.gov/JBS

   Additional nearby properties may be considered as suggested by the consultant team or as identified through the public engagement process.

B. ***Project Goals***

The Community's goals for this property include the following:

1. Maximize the benefits of developing this site to the surrounding neighborhoods and the community, especially for local community partners (Green Bay Area School District, Salvation Army, JBS, etc.), the Imperial Pride neighborhood, and the prospective residents of the development.

2. Use the site as an innovative "housing laboratory" that creates new, diverse, culturally inclusive urban housing that serves employers and employees working in the Greater Green Bay area with options that meet current and future market demand and do not necessarily readily exist within the City (affordability, design, lot size, bedroom count, ownership, etc.).

3. Build a significant culturally and economically diverse inclusive park that would be an asset to the neighborhood but also a destination level facility that serves the City and potentially the region. Utilize artistic elements and design as a means to define this area as a unique location and attraction in the City.

4. Establish a plan that ensures interconnectedness of the proposed uses planned for the site, as well as with the adjacent neighborhood.

5. Positively impact the conditions of the Imperial Pride Neighborhood through improved access and other public investment in and adjacent to the neighborhood.

6. Employ a comprehensive engagement strategy to maximize meaningful communication on and about the project for a diverse group of stakeholders and citizens (e.g. multilingual approaches encouraged).

7. Focus on implementation of strategies that will facilitate the successful development of the site and will make measurable impacts to the surrounding neighborhood. (Includes the identification of potential barriers to successful implementation and recommended potential actions by stakeholders that can mitigate those barriers.)

C. Property Description

The 25.6-acre site is owned by the Redevelopment Authority of the City of Green Bay and is currently undeveloped. It has been actively farmed with crops over the past several years. There is no defined public access to the site in its current condition. The site is bounded by transmission power lines and wetlands to the west, a railroad line to the south, and fronts Guns Road to the east. There are no known environmental concerns on the site. A majority of this site is located within the City of Green Bay (23 acres), however a portion of this site in located in the Village of Bellevue (2.6 acres).

D. *Deliverables*

The intent of this contract is to develop one final site plan concept showing the spatial needs along with interconnections of the various elements incorporated in the development. Items to incorporate, but not limited to include, a destination park, public gathering area, housing, urban farm, stormwater facilities, roads and pedestrian access.

General housing information such as number of dwelling units and type of housing, stormwater management locations, the park, and the urban farm should be clearly identified on each of the three preliminary concepts, as well as the final concept. General utility information will have to be researched to determine that conceptual design is feasible to construct. Conceptual renderings should be submitted to show how buildings and uses relate to one another and the neighboring area. Proposed building materials should also be identified. Unique stormwater management techniques and/or other green infrastructure may have to be researched and proposed as part of this conceptual phase due to the compact nature of the site. Identify any changes in adopted plans, zoning codes, land division regulations, or other regulations that may need to be amended to implement a successful concept.

The City will provide existing utility information along with a contour/wetland delineation/ALTA survey of the JBS site for parcels 23-243-1 and B-243-4. The development of detailed engineered plans are not part of the scope of work.

There is a desire by the City to complete this process on an accelerated timeline, but not at the cost of a less effective process. A potential process should include the following at a minimum:

1. Meeting 1 - Meet with City, Kroc Center and School District staff at the beginning of the project to review the scope of work, deliverables and schedule.
2. Develop 3 conceptual site plans for staff review.
3. Meeting 2 - Meet with City staff and stakeholder group to review the 3 conceptual site plans.
4. Develop 1 final conceptual site plan based on feedback from City staff and stakeholder group.
5. Meeting 3 – Present final rendered, conceptual site plan to City staff, stakeholder group, and Redevelopment Authority, and potentially the City Council.
6. Furnish the City with one full size print and digital copy of each preliminary and the final concept in PDF, CAD or other digital format agreeable to the City.

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Proposal Requirements

A. Content and Organization

To achieve a uniform review process and a degree of comparability, the proposals should be organized in the following order and contain all of the following information:

1. Title Page

Show the proposal title, the name of firm, address, telephone number(s), name and email address of contact person, the date, and other relevant company information. If a team is responding, all team participants should be identified.

2. Capacity and Experience

Provide a detailed list of qualifications and related experience in urban planning for challenging infill sites, especially those that included unique housing projects, park design, urban agriculture, engagement of disenfranchised populations, and recruitment of developers. If a team of firms is submitting a proposal, please include this information for all participating firms. *If a prospective developer is part of your team, please provide similar information for the developer.*

Provide résumés of project team members, any examples of previous projects that may relate to this type of development, and a list of contractors/ subcontractors to be used for this project.

Identify the primary project manager, and an alternative project manager if the primary is not available for any reason.

3. Alignment with Strategy

Please provide a narrative of the project that shows how it aligns with the goals of this RFP, adopted City plans, as well as the City's community and economic development goals to build community, provide innovative solutions to community challenges, and retain and attract skilled people.

4. Scope of Work and Process

Describe the project and provide a scope of work for the creation of least three preliminary conceptual site plans and one final conceptual site plan with the proposed uses, building footprints, parking, and circulation.

Discuss the occupancy of the completed project. Provide a detailed explanation of the end user(s) for this property. Offer an idea of the target market for the proposed concepts and how the property will be developed. Provide a timeline for developer recruitment, planning and design, construction occupancy, and any potential challenges that may be perceived.

Include how your process will engage the neighborhood, as well as the community partners identified by the City.

Provide an estimated timetable for your planning process, the proposed number of meetings, and proposed deliverables.

Lastly, provide a detailed cost estimate to perform the scope of work as defined in your proposal.

B. Submittal Requirements

Proposals must be received by the RDA by August 1, 2022, no later than 2:00 p.m. CDT. If sending through mail, submissions must include one (1) original copy, and one (1) digital copy via flash drive).

Please send proposals to:

City of Green Bay
Department of Community & Economic Development
Attn: Neil Stechschulte
100 N Jefferson St, Room 608
Green Bay, WI 54301
OR
Email to: neil.stechschulte@greenbaywi.gov

The staff recommendation will be presented to RDA on Monday August 9th, 2022, at 1:30 p.m. CDT (subject to confirmation of quorum). Virtual meeting instructions will be posted on the City website and sent to the Developer.

Selection Process and Criteria

A. Selection Criteria

City staff will review and score proposals according to the following criteria:

Capacity and Experience	
Diversity and Qualifications of Project Team (General)	10%
Urban/Infill Housing Design Experience	5%
Park Design Experience	5%
Public Engagement Experience	5%
Creativity and Quality of Graphic Design Capabilities	5%
Dedication of Sufficient Resources to Complete the Project on Time and on Budget	5%
Project Approach/Scope of Work	
Demostrated Understanding of the Project/Meest RFP Objectives (General)	20%
Project Schedule	5%
Creative and Effective Public Engagement Strategy	5%
Amount and Quality of Project Deliverables	5%
Incorporation of Diversity, Equity and Inclusion Efforts	5%
Incorporation of Sustainability Principles	5%
Creativity and Quality of Recommended Implementation Strategy	10%
Project Cost	10%
Total	**100%**

B. Questions and Comments

All questions shall be submitted in written form to the contact information provided below by 2:00 p.m. CDT Thursday July 14th, 2022. Answers will then be provided, via the City website (www.greenbaywi.gov), as a part of an addendum to this RFP.

Mail to: City of Green Bay
Department of Community & Economic Development
Attn: Neil Stechschulte
100 N Jefferson St, Room 608
Green Bay, WI 54301
OR
Email to: neil.stechschulte@greenbaywi.gov

C. Additional Information

Additional information and maps related to this project are available at:

https://www.greenbaywi.gov/JBS

D. Selection Process

The developer selection process will involve the following primary steps:

1. *Proposal review*
2. *Staff Recommendation of selected developer*
3. *RDA approval of selected developer*
4. *Finalize / execute contract*

E. Timeline

- Questions due: 2:00 pm, Wednesday, July 27, 2022
- Addendum posted: 2:00 pm, Friday, July 29, 2022
- Proposals due: 2:00 pm, Monday, August 1, 2022
- RDA selection: Tuesday, August 9, 2022
- City Council Approval: Tuesday, August 30, 2022

F. Rules Governing Competitive Evaluation

1. Examination of Request for Proposals

Applicants should carefully examine the entire RFP, any addenda, and all related materials and data referenced in the RFP. Applicants should become fully aware of the nature of the work and the conditions while performing the work.

2. Contract Negotiations

The highest-ranked proposer will enter into negotiations with the RDA. If an agreement cannot be met, the RDA will notify the Proposer and stop negotiations. Then the second highest Proposer will enter into negotiations. This process may continue until a successful negotiation(s) occurs. The RDA reserves the right to cease any negotiations with any Proposer should it be in the RDA's best interest.

3. Completeness, Addenda, Rejection, Cancellation, Preparation Cost

This Request for Proposals (RFP) has been prepared by the RDA and does not purport to be all-inclusive or to contain all of the information a prospective purchaser or proposer may desire. No legal liability is assumed or shall be implied with respect to the accuracy or completeness of this RFP.

The RDA reserves the right to revise any part of this RFP by issuing an addendum at any time prior to the submittal deadline. The RDA reserves the right to accept or reject, in whole or part, all proposals submitted and/or to cancel this announcement if any such action is determined to be in the RDA's or the City's best interest. All materials submitted in response to this RFP become the property of the RDA.

The RDA will not be responsible for costs associated with preparing proposals. By submitting a proposal, each Proposer agrees to be bound in this respect and waives all claims regarding such costs and fees.

Received Questions on JBS RFP
City of Green Bay, Wisconsin
July 29, 2022

Can the deadline to respond to the RFP be extended?

- The deadline is being extended to **2:00 pm, Monday, August 15, 2022.**

What is the budget for this project?

- A specific budget has not been designated for the development of the concept plan. City Staff is estimating that this could be between $40,000 and $80,000 depending on the level of effort and detail put into the overall scope of work.

Will there be an interview component to the selection process?

- Yes. Staff will be recommending one or more proposals to be selected for follow up interviews by the City's Redevelopment Authority (RDA). These interviews will most likely be the week of August 22nd subject to availability.

Is there a clear expectation for how the street connections should work?

- A primary objective of this project will be to utilize the planning and development of the site to improve the connectivity of Imperial Lane to the surrounding neighborhood. Some form of street network is assumed, but not in any particular location. Connections to either Lime Kiln Road or Guns Road for vehicular traffic, pedestrians, and alternative transportation should be given consideration. The City is looking for creative, effective ways to improve the interconnectedness of this site and the surrounding neighborhood.

How has the Bloomberg-Harvard collaboration process impacted this project to date?

- The collaboration has significantly expanded the number of stakeholders involved in the project, widened the potential scope of work of the future development,

Who has been on the small group team and the larger group team as part of the Bloomberg-Harvard collaboration process?

- *Small Group (8 people):*
  - David Buck (City of Green Bay, Principal Planner)
  - Will Peters (City of Green Bay, Neighborhood Development Specialist)
  - Amaad Rivera-Wagner (City of Green Bay, Chief of Staff)
  - Noel Halvorsen (NeighborWorks Green Bay, President & CEO))
  - Rashad Cobb (Green Bay Community Foundation, Community Engagement Program Officer)
  - Amanda Chu (Northeast Wisconsin Technical College, Urban Farm Consultant)
  - Brian Cayabyab (JBS USA, Human Resources Director)
  - Jeffrey Flynt (Brown County, Deputy County Executive)

- *The Large Group roster will be available on the City Website early next week.*

What is the overall project timeline?

- The City's objective is to get a redevelopment project selected, designed and under construction as quickly as possible. A potential schedule for the overall project could look something like:

• Concept Planning:	September 2022 - November 2022
• Destination Park Design:	November 2022 – January 2023
• Destination Park Construction Bidding:	January 2023 - February 2023
• Destination Park Construction:	June 2023 – Fall 2023
• Housing Development RFP:	Early Winter 2022-2023
• Housing Developer Selection:	Later Winter 2023
• Housing Development Construction Begins:	Spring 2023
• Housing Development Construction Ends:	Fall 2024
• Urban Farm Design:	January 2023 – March 2023
• Urban Farm Site Work:	April 2023 – May 2023
• Urban Farm Initial Planting:	May 2023
• Initial Harvest at Urban Farm:	Fall 2023

Is there a specific area where the Urban Farm is being considered?

- No specific area has yet been formally designated for the urban farm, however City staff is hoping that at least some portion of the land that is under the power lines owned and operated by American Transmission Company (ATC) could be utilized for at least some of this purpose. Permanent building structures will not be permitted in this area.

Has anyone been identified to operate the urban farm?

- The City has not entered into any formal agreement to manage and operate the urban farm. The City is having ongoing discussion with Northeast Wisconsin Technical College (NWTC) and the University of Wisconsin Extension Service about how they might be able and willing to contribute to this aspect of this project.

Any additional information on this project will be shared on the City's website at:

https://greenbaywi.gov/JBS

Additional questions can be sent to:

Neil Stechschulte
Development Director
Community & Economic Development Department
City of Green Bay, Wisconsin, USA
Phone: (920) 448-3395
Email: neil.stechschulte@greenbaywi.gov

JBS Site Prop

Proposal Team:

ɔosal Scoring

Date:

	Scoring Weight
Capacity and Experience	
Diversity and Qualifications of Project Team (General)	10%
Urban/Infill Housing Design Experience	5%
Park Design Experience	5%
Public Engagement Experience	5%
Creativity and Quality of Graphic Design Capabilities	5%
Dedication of Sufficient Resources to Complete the Project on Time and on Budget	5%
Project Approach/Scope of Work	
Demostrated Understanding of the Project/Meest RFP Objectives (General)	20%
Project Schedule	5%
Creative and Effective Public Engagement Strategy	5%
Amount and Quality of Project Deliverables	5%
Incorporation of Diversity, Equity and Inclusion Efforts	5%
Incorporation of Sustainability Principles	5%
Creativity and Quality of Recommended Implementation Strategy	10%
Project Cost	10%
Total	**100%**

Scoring Definitions

3 = Exceeds Requirements, Creativity

2 = Meets Requirements

1 = Meest Some Requirements

0 = Does Not Meet Requirements

Purpose of this evaluation of proposals is to select firms for interviewing.

8/26/2022

Score	Weighted Score
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
0	0.00

Report to the
Redevelopment Authority of the City of Green Bay

MEETING DATE	PREPARED BY
October 11, 2022	Krista Cisneroz, Staff

AGENDA ITEM # E.1

Financial report and check register.

BACKGROUND

RECOMMENDATION

FISCAL IMPACT

ATTACHMENTS

1. Check Report
2. RDA Financial Report 2022

City of Green Bay RDA
Check Register
September 30, 2022

CHECK #	CHECK DATE	VENDOR NAME	AMOUNT
21621	09/20/2022	COLE DUCTAN	3,150.00
21622	09/20/2022	CITY OF GREEN BAY	24,656.39
21623	09/20/2022	NEIGHBORHOOD HOUSING SERVICE	400.00
21624	09/27/2022	FIRST AMERICAN TITLE INSURANCE (	108.00
21625	09/27/2022	HOUSE OF HOPE GREEN BAY, INC.	4,834.77
21626	09/27/2022	THE LEGACY GREEN BAY, LLC	150,000.00
21627	09/27/2022	NEIGHBOR-WORKS GREEN BAY	2,990.00
21628	09/27/2022	ON BROADWAY, INC	28,294.22
			214,433.38

Redevelopment Authority
Financial Report
HOME
09/30/2022

	2022 Budget	2021 Carry Over	Program Income	Expenses	Obligated	Remaining Balance
Single Family Rehab Loan Program	100,000.00	657,323.60	215,574.92	96,557.00	162,564.70	713,776.82
CHDO Projects	87,000.00	201,000.00	-	-	-	288,000.00
Downpayment Closing Cost Assistance	-	53,500.00	-	53,500.00	-	-
Housing Development Projects	332,449.00	758,943.03	-	23,500.00	-	1,067,892.03
Administration	57,716.00	88,234.97	23,952.77	29,577.66		140,326.08
HOME-ARP Admin	-	97,410.80	-	-	-	97,410.80
	$ 577,165.00	**$ 1,856,412.40**	**$ 239,527.69**	**$ 203,134.66**	**$ 162,564.70**	**$ 2,307,405.73**

Redevelopment Authority
Financial Report
CDBG
09/30/2022

CDBG Entitlement Funds	2022 Budget	2021 Carry Over	Program Income	Expenses	Obligated	Remaining Balance
Public Works Improvements	-	14,471.86	-	-	14,471.86	-
Fair Housing	20,000.00	29,695.00	-	15,895.00		33,800.00
Public Services	129,915.00	156,243.67	-	50,203.77		235,954.90
CDBG Eligible Areas HILP Program	150,000.00	89,973.00	57,127.49	53,225.00	-	243,875.49
CDBG Eligible Areas Public Facilieities and Infrastructure	192,985.00	407,736.98	-	-	-	600,721.98
CDBG Eligible Areas-Beautificatio/Art	50,000.00	87,054.77	-	-	-	137,054.77
Economic Development	120,000.00	438,819.12	203,971.18	439,834.77		322,955.53
ED Façade & Demo Loans	-	134,123.12		63,599.20		70,523.92
Administration	243,000.00	169,086.79	-	167,596.45		244,490.34
	$ 905,900.00	**$ 1,527,204.31**	**$ 261,098.67**	**$ 790,354.19**	**$ 14,471.86**	**$ 1,889,376.93**

CARES CDBG-CV Funds	2022 Budget	2021 Carry Over	Program Income	Expenses	Obligated	Remaining Balance
Administration	-	16,270.14	-	16,270.14	-	-
Businesss Improvement Districts	-	29,750.00	-	28,294.22	-	1,455.78
Homlessness Assistance Programs	-	55,909.66	-	-	-	55,909.66
Economic Development Business Relief	-	16,500.00	-	10,000.00	-	6,500.00
Essential Frontline Employyee Relief Program	-	35,981.40	-	18,697.67	-	17,283.73
Rental/Mortgage Assistance Program LMI	-	155,518.06	-	40,570.02	-	114,948.04
Urgent Need-Business Relief and Rental.Mortgage	-	50,000.00	-	5,000.00	-	45,000.00
	$ -	**$ 359,929.26**	**$ -**	**$ 118,832.05**	**$ -**	**$ 241,097.21**