

MEETING: REGULAR MEETING OF THE PLAN COMMISSION
DATE & TIME: Monday, January 12, 2026 at 6:30 PM
LOCATION: Germantown Village Hall Board Room
N112 W17001 Mequon Road

Any member of the body and/or citizen also attend the meeting virtually through the WebEx platform, Meeting #: **2553 216 2843** Password: **qRNIkJrY345** which can be accessed by phone at **408-418-9388** or by logging on at <https://villageofgermantown.my.webex.com/villageofgermantown.my/j.php?MTID=m3e60c9657945a5ad89155bdbfd3c356f>

Citizens not wishing to attend the meeting personally or virtually may submit any public comments by sending an email to comments@germantownwi.gov by 4 p.m. on the day of the meeting so that it can be provided to the members of the body for their consideration. Previously recorded Village Board Meeting Videos can be viewed at https://www.youtube.com/channel/UCOYp0EgELzTCa9X_iCohyhQ.

AGENDA

- I. **CALL TO ORDER:** *This meeting has been given public notice in accordance with Section 19.83 and 19.84, Wis. Stats, in such form that will apprise the general public and news media of subject matter that is intended for consideration and action.*
- II. **ROLL CALL:**
- III. **CITIZEN INPUT/PUBLIC APPEARANCE:** *(Please be advised per 19.84(2) that information and comment will be received from the public. It is the policy of this municipality that public input be limited to a four (4) minute period per person with a time extension granted at the discretion of the Chairperson. Be advised that there may be limited discussion of the information received but no action will be taken under public comments.) Comments that may be injurious to village personnel or other individuals will not be allowed.*
- IV. **MEETING MINUTES:**
 - A. PC Minutes 12-8-25
- V. **NEW BUSINESS:**
 - A. Jorden Rauch, Daniel Llanas, and Olivia Tatlock, Agents for Hack House Performance, LLC and Techplex, LLC, Property Owner. Conditional Use Permit (CUP) for an approximate 6,000 sqft indoor baseball training and athletic development facility located at N115W19150 Edison Drive in the Germantown Industrial Park. (PUBLIC HEARING & ACTION)
 - B. FastSigns, Agent for Interplastic Corp., Property Owner. Sign Review Application for North American Composites at W194N11756 McCormick Drive. (ACTION)
 - C. Flamingo Marine, Agent for TI Investors of Germantown V LLC, Property Owner. Sign Review Application for Flamingo Marine at W210N12995 Gateway Crossing. (ACTION)
 - D. Community Development Department - Holy Hill Gateway District Master Plan: Consultant Proposal Review and Recommendation. (ACTION)
- VI. **ANNOUNCEMENTS:**
- VII. **ADJOURNMENT:**

PLAN COMMISSION AGENDA

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UPON REASONABLE NOTICE, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, please contact the Village Clerk at (262)250-4745 at least 2 days prior to the meeting.

Notice is hereby given that a possible quorum of other boards, committees, and/or commissions may attend this meeting to gather information about an item over which they have decision-making responsibility. This may constitute a meeting of these bodies per State ex rel. Badke v Greendale Village Board, even though these bodies will not take formal action at this meeting.

MEETING:	REGULAR MEETING OF THE PLAN COMMISSION
DATE AND TIME:	Monday, December 8, 2025 6:30 PM
LOCATION:	Germantown Village Hall Board Room N112 W17001 Mequon Road

MINUTES

- I. **CALL TO ORDER:** *This meeting has been given public notice in accordance with Section 19.83 and 19.84, Wis. Stats, in such form that will apprise the general public and news media of subject matter that is intended for consideration and action.*
Chairman Soderberg called the meeting to order at 6:30pm.

- II. **ROLL CALL:**
Chairman Soderberg and Committee Members Warren, Shadid, Tarantino, Williams, Henk and Ewert were all present. Also present were Community Development Director Retzlaff, Associate Planner Yanke and Administrative Coordinator Remich (via Webex).

- III. **CITIZEN INPUT/PUBLIC APPEARANCE:** *(Please be advised per 19.84(2) that information and comment will be received from the public. It is the policy of this municipality that public input be limited to a four (4) minute period per person with a time extension granted at the discretion of the Chairperson. Be advised that there may be limited discussion of the information received but no action will be taken under public comments.) Comments that may be injurious to village personnel or other individuals will not be allowed.*
Citizens that spoke included:
Melanie Smythe who lives on Cedar Lane.
Lynn Bednarz who lives on Pawnee Court.
Mike Gariepy who lives on Wagon Trail.
Scott Hefle who lives on Old Farm Road
Tammy Schneider who lives on Lannon Road.

- IV. **MEETING MINUTES:**
 - A. PC Minutes 11/10/25
Motion: Approve as presented
Motioned By: Robert Warren
Seconded By: Russ Ewert
Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino, Russ Ewert
No: None
Abstain: None
Motion Passed (Yes 6, No 0, Abstained 0)

- V. **NEW BUSINESS:**

- A. Cirrus Property Group, LLC, Agent for Faith Lutheran Church, Property Owner. Rezoning application to create the "Carillon at Germantown" Planned Development District (PDD) and Rezone 5.4 acres from the Institutional (I) Zoning District into the Carillon at Germantown PDD; and a Certified Survey Map (CSM) for a 5.4-acre residential development comprised of 36 multi-family dwelling units located at W172N11187 Division Road in the Lannon-Mequon Road Corridor. (PUBLIC HEARING & ACTION)

Associate Planner Yanke stated that the project site is 10.4 acres in size which includes the existing church, parking lot/driveways, and a parsonage to the south of the church. This proposal will contain 11 buildings with a total of 36 rental units. The development will be served by a private U-shaped drive with two (2) access points to Division Road. Overall density proposed is 6.7 du/acre with each unit having a private front entrance and enclosed yard. The existing parsonage on the property would be demolished as part of the project. Yanke gave a brief overview of the proposal and introduced Daniel Hasbani with Cirrus Property Group who gave a full presentation.

Commissioners were concerned about the 10' landscape buffering on the north & west sides and whether it was necessary or not. Drainage under the fenced-in back yards and lawn care questions were addressed, the private yards will have large gates for rider mowers and the fencing doesn't go all the way to the ground. There are inches underneath the fence for drainage per applicant. Hasbani stated that they have studied surveys and market results and found that general open space had no value for their renters, but a private outdoor space was highly desired, which is the reason they propose the fenced-in private yards for their residents. Director Retzlaff stated that Cirrus is asking for some relaxing of standards for their PDD and in exchange staff feels that some buffering and landscaping around the perimeter would be desired, or a fence of 6'-8' would possibly be acceptable.

Chairman Soderberg opened the public hearing at 7:33pm.

Residents that spoke included:

Lynn Bednarz who lives on Pawnee Court felt that the Village needs to protect itself against proposals like this and wants the commission to look into every detail.

Tanner Hahn who is a Trustee at Grace Lutheran Church spoke on behalf of the church and stated that this project has been in development for over 2 years, and he feels that they have done a great job and it will benefit both the church and the community.

Carole Waskow who is a member of the church and a resident stated that she feels this will bring a wide variety of residents into the community and wants this proposal to move forward.

Melanie Smythe who lives on Cedar Lane is glad that the developer is not asking for Village money and has no qualms about a residential development on this property but feels we should stick with our design standards.

Chairman Soderberg closed the public hearing at 7:49pm

Staff recommends approval of the proposed 2-lot Certified Survey Map (CSM) for the Faith Lutheran Church property located at W172 N11187 Division Road, subject to the following conditions:

1. All technical issues and corrections identified by the Village Surveyor (see November 16, 2025, memo from Bob Beilfuss, PLC) shall be addressed and reflected in a revised CSM reviewed and approved by Village staff prior to recording.
2. Approval of the CSM is subject to approval being granted by the Village for the “Carillon at Germantown” Planned Development District (PDD).

Motion 1: Approve CSM and include a revision for the North property line to maintain a 5' buffer

Motioned By: Josh Tarantino

Seconded By: Robert Warren

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino, Russell Ewert

No: None

Abstain: None

Motion Passed (Yes 7, No 0, Abstained 0)

Staff recommends approval to create a planned Development District (PDD) based on the underlying Rm-2: Multi-Family Zoning District to be known as the “Carillon at Germantown” PDD for the 5.4-acre property and rezoning said 5.4 acres from the I: Institutional District into the “Carillon at Germantown” PDD, subject to the following requirements and conditions:

1. The Rm-2: Multi-Family Zoning District regulations shall constitute the underlying conditions and restrictions for the PDD subject to the Developer proposed modifications and Village staff provisions summarized herein. A complete “conditions & restrictions” resolution establishing all use and development allowances, requirements, and restrictions shall be drafted for review and approval by the Village Board concurrent with review and approval of an ordinance creating the Carillon at Germantown Planned Development District (PDD).
2. The Site Illustrative Plan revised dated November 24, 2025, and any subsequent revisions necessary as a result of satisfying Village approval shall constitute the General Development Plan (GDP) required under Section 17.27 of the Zoning Code.
3. The General Development Plan (GDP) and PDD conditions and restrictions shall include the following:
 - a. All items, issues, and technical requirements identified in the November 13, 2025, memo from the Village Engineer and Public Works Department shall be addressed and reflected in additional information and/or revised plans submitted to Village staff for further review prior to final approval of construction plans for all public and private improvements.
 - b. The visitor parking currently shown along the southern boundary shall be relocated to be positioned next to the visitor parking spaces shown along the drive on the western portion of the site.
 - c. The 4-foot fence to enclose each yard behind the residential units shall be modified

to an open-style "picket" or "garden" fence for aesthetic purposes and to allow better drainage flow through the site.

d. The pre-existing driveway to/from Division Road serving the church (Lot 1 of CSM) shall be modified during site plan implementation of the residential development site (Lot 2 of CSM) to ensure it complies with the required 5-foot setback from the southern property line per Zoning Code.

e. The developer shall be required to install sidewalk along the west side of Division Road from Mequon Road to the southern end of the subject 5.4-acre parcel. Size of sidewalk and construction method to be in compliance with the Village of Germantown Development Handbook design standards.

f. The developer shall provide additional landscape buffering along the west and north property lines in the vicinity of Buildings 3, 4, 6, 7, 9, and 11. Said buffer shall include a minimum 10-foot setback (i.e. width) between the property line and proposed fencing with plantings sufficient in type, size, and quantity to provide visual screening to a height of 6 feet within 3 years after plant installation. A revised landscape plan including said landscape buffer shall be submitted to the Village Forester and Plan Commission for review and approval prior to or concurrent with Site Plan review and approval.

Motion 2: Approve PDD with 3 conditions

Motioned By: Robert Warren

Seconded By: Bridget Henk

Retzlaff asked Village Engineer Driscoll if he thought it would be prudent of us to require the developer to install a sidewalk along the west side of Division Road for access to this development and continuity or to ask that they pitch in financially when it eventually gets installed? Driscoll thought that would be advantageous, especially for the drainage improvements that might be required and costly. Driscoll also stated that it would not be too late to redesign Phase 1 of the Division Road reconstruction project to account for a future sidewalk including grading and base but that would have to happen very soon. They could potentially plan for additional asphalt sidewalks in 2027 during Phase 2. Discussion followed. Hasbani came back up to discuss condition 3d to increase the setback from the northern lot line to the driveway, which requires a change to the requested PDD side setback reduction request on the north only so that would need to be reduced to 18'. He also asked if the 10' requirement in condition 3f from the fence to the property line could be removed and discussed as part of the site plan process later on, along with what the landscaping could look like? Retzlaff suggested leaving F in there and modifying the language so we have something in the PDD that speaks to this issue.

Motion 3: Amend PDD wording for Condition 3F: Sentence 2 should read: "Said buffer shall include a minimum 10-foot setback (i.e. width) between the property line and proposed fencing with plantings sufficient in type, size, and quantity to provide visual screening to a height of 6 feet within 3 years after plant installation, or a mutually acceptable alternative determined and approved at the site plan approval stage."

Motioned By: Russell Ewert

Seconded By: Robert Warren

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk,

Josh Tarantino, Russell Ewert

No: None

Abstain: None

Motion Passed (Yes 7, No 0, Abstained 0)

Condition 3e was discussed further: Retzlaff feels that we should require the developer to either build the sidewalk along the west side of Division Road to access this development or contribute financially to the installation of an 8' wide standard asphalt sidewalk, as he feels the church/developer should contribute because we are willing to relax our development standards. We can work out an estimate and set the actual dollar amount for the agreement at the Village Board level.

Results of Motion 2: Approve PDD with 3 conditions

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino, Russell Ewert

No: None

Abstain: None

Motion Passed Yes 7, No 0, Abstained 0

- B. Community Development Department - Amendments to the Floodplain Zoning Ordinance (Germantown Municipal Code Chapter 23) and Adoption of revised Flood Insurance Rate Maps (FIRMs) and Flood Insurance Study (FIS).
(PUBLIC HEARING & ACTION)

Director Retzlaff presented the amended Floodplain Zoning Ordinance (Chapter 23 of the Germantown Municipal Code) and updated Flood Insurance Study (FIS) and Flood Insurance Rate Maps (FIRMs) for review and adoption to comply with federal and state floodplain management requirements and maintain the Village's eligibility in the Federal National Flood Insurance Program (NFIP).

Although Staff recommends that the updated FIS and FIRMs be adopted to ensure the Village retains its status as a participating community and eligibility in the NFIP, it is not without some degree of hesitancy. It is critical that the Village retain its eligibility in the NFIP and the only way to do that is to adopt the new FIS, FIRMs, and floodplain zoning ordinance put forth by FEMA and the DNR before the February 20, 2026 deadline. However, Staff is aware that the updated FIS and FIRMs are not without flaws. The recent 1,000-year flood event in August provided evidence observed by Staff that many locations in the Village that the new FIRMs indicate should have been flooded were only slightly impacted if not entirely untouched by the flood water. Unfortunately, despite regular attempts to point out these obvious flaws in the FIS and FIRM development process, nothing short of significant and comprehensive hydrologic and hydraulic engineering analysis that proves the FIS and FIRMs to be wrong is enough for the Village to be successful in getting FEMA to revise the FIRMs.

That is not to say that the FIRMs cannot be changed. There is a process that individual property and business owners can follow to request that FEMA consider approving a site or property-specific change to the flood zone for their particular property. This process involves submitting an application to FEMA for a formal determination of the property's location and elevation relative to the 100-year flood zone (a.k.a. the SFHA or "special flood hazard area"). This process is called a Letter of

Map Change (LOMC) request. After FEMA reviews the LOMC request, it will issue a determination letter either approving or denying the map change. With either determination, if FEMA grants the map amendment or revision request, property owner(s) may no longer be required to pay flood insurance by providing the FEMA determination document to their lender and request that any federal flood insurance requirement be removed.

Staff recommends approval of the proposed Floodplain Zoning Ordinance as drafted which includes updated references to the updated Flood Insurance Study (FIS) and Flood Insurance Rate Map panels (FIRMs) having an effective date of February 20, 2026.

Discussion Followed.

- Committee members wanted to know at what point the Village should step in to assist property owners with this. Retzlaff asked whether it would be cost effective for the Village to get involved, which would be expensive and replicate what contractors for FEMA have already been doing since 2013, collecting data along navigable waterways throughout the county? And there are only a couple of dozen property owners that carry flood insurance currently.
- Soderberg stated that Mequon is going down that path now, and it is costing them over \$100,000 and he wondered if we will need to go down the same path?
- How does this affect property owners that are now in a flood plain? They might get a letter from their mortgage company stating that they now have to purchase flood insurance. As far as being located in a floodplain, we are going to prohibit you from making improvements.
- Do we have documents and photographs to prove that the recent flood didn't affect these areas? We do, and we would have to provide those along with the technical data to start that process.
- How do we communicate this to residents so they know they are now in a floodplain and may need additional insurance? Retzlaff stated that the county sent different colored postcards to property owners that were going to be affected by the new maps in some way. They also held a public meeting for that process, so we could do something similar to inform the public that there are new floodplain maps in effect if that is what the Village Board wants to do.

Chairman Soderberg opened the public hearing at 8:46pm.

No residents came forward to speak.

Chairman Soderberg closed the public hearing at 8:48pm.

Motion: Approve as presented

Motioned By: Robert Warren

Seconded By: Bridget Henk

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino

No: Russell Ewert

Abstain: None

Motion Passed (Yes 6, No 1, Abstained 0)

- C. Dan Braatz, Agent for Burgers & Braatz Properties, LLC, and Blackstone Creek, LLC, Property Owner. Site Plan application for a new 4,403 sqft drive-through restaurant (Culver's) on property located at N112 W17300 Mequon Road in the Village Center District. (ACTION)

Associate Planner Yanke stated that this case was heard by the Plan Commission at its October 13 meeting where the Plan Commission recommended the applicant work with staff on the building design and submit revised renderings incorporating a pitched-roof (non-flat roof) and reducing the amount of metal materials used. The Plan Commission decided to table/postpone the Culver's site plan review until the Village Board acted on the Blackstone Creek PDD amendments and Certified Survey Map (CSM) that simultaneously submitted at the time, as the site plan for Culver's was contingent on the PDD amendments and CSM being passed. While the Village Board initially denied the changes proposed to the PDD, the case was reconsidered and the Village Board recently decided to pass only those PDD changes and the CSM that allows the Culver's proposal to move on.

Discussion Followed. The driveway design is complete and will be submitted after this site plan is approved.

Staff recommends approval of the site development and building plans as submitted, subject to the following list of conditions to be incorporated into the motion:

1. This approval is for the various plan sheets that comprise the site development plan set as noted below and is subject to compliance with all the conditions and requirements set forth herein and subsequently adopted and/or revised by the Plan Commission. Approval is granted for the following unless superseded by subsequent plan sheets approved by Village Staff pursuant to revisions required herein and/or by the Plan Commission: a. Civil engineering plans dated October 30, 2025. b. Landscape plan dated October 1, 2025. c. Photometric lighting plan dated October 3, 2025. d. Architectural rendering set dated October 30, 2025.

If revised plan sheets are necessary, each revised sheet shall contain the date of said revision clearly stamped in the lower right corner.

2. The Landscape Plan shall be subject to final acceptance by the Village Forester and Community Development staff prior to commencement of construction activities.
3. The dumpster enclosure shall be constructed with the same brick/stone as the building and have the same/similar architectural design.
4. Applicant shall modify the west elevation of the building to add a larger façade feature, similar to the east elevation, to complete a four-sided architecture look.
5. The technical issues and plan revisions identified in the August 27, 2025, memo from the Village Engineer shall be addressed in revised plan sheets and/or supplemental documents as necessary prior to commencing construction activities (excluding site demolition, early start site preparation, and footing & foundation installation).
6. Applicant shall revise the Culver's site development plan to incorporate pathway or sidewalk connection to/from Mequon Road, the prospective commercial site to the

west, and to the prospective residential area to the north (in addition to the sidewalk proposed along Division Road).

7. Approval of the Site Plan application is subject to final approval/acceptance of the submitted Traffic Impact Analysis and any recommendations/modifications contained therein, by the Village Engineer.

8. Driveway entrances shown on the site development plan but not technically on the subject parcel shall be constructed pursuant to this site development plan submittal and be constructed as part of site plan implementation.

9. State agency (DSPS) approved plans and a \$20,000 occupancy bond are required by Inspection Services. The Village of Germantown is an authorized delegated agent of DSPS and may be used as an alternative to provide all commercial plan review and inspection services through SAFEBuilt of WI and the Village of Germantown.

10. All temporary and permanent exterior signs require a permit and shall comply with all current Village sign regulations and requires a permit if/when allowed. New signage shall be subject to review and approval by the Plan Commission. The proposed "mural" signage shall not be allowed unless the proper temporary and/or permanent sign permit(s) is granted by the Village.

11. Pursuant to Section 17.47 of the Zoning Code, if the Village observes and/or receives complaints regarding negative impacts associated with and/or created by construction activities or the facility's day-to-day operation on the property, including but not limited to glare, noise, or dust, among other things, the Property Owner/Operator shall work with the Village to identify the source of such impact(s), evaluate alternative mitigation measures, and implement a mutually-agreeable solution to mitigating the impact(s).

Motion: Approve as presented

Motioned By: Robert Warren

Seconded By: William Shadid

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino, Russell Ewert

No: None

Abstain: None

Motion Passed (Yes 7, No 0, Abstained 0)

D. Home Path Financial, LP, Agent for Mohrhusen Family Farm, LLC, Property Owner. Application for minor amendments to the Sutton Farm Planned Development District (PDD) and Preliminary Subdivision Plat located at the northeast corner of Lannon Road (CTH Y) @ County Line Road (CTH Q) in the Lannon Gateway Neighborhood. (ACTION)

Associate Planner Yanke stated that in July 2025, the Village approved a rezoning application to create a Planned Development District (PDD) and a Preliminary Subdivision Plat for an 88.3-acre residential neighborhood known as "Sutton Farm". A condition of approval specified that prior to recording of the preliminary plat, the proposed access/intersection locations, recommended turn-lane, and traffic control improvements as detailed in the Traffic Impact Analysis (TIA) submitted by the developer, shall be approved/accepted by the appropriate jurisdiction governing each roadway. Since approval was granted by the Village, the applicant has worked with the Washington County Highway Department based on a concern they had related to site distance applicable to the proposed access road from the development to Lannon

Road. To alleviate this concern, the applicant has proposed a shift of the access road where it intersects Lannon Road approximately 200 feet north. Due to this change, an amendment to the Planned Development District (PDD) and Preliminary Subdivision Plat is required and was submitted by the applicant for review and approval.

Staff recommends approval of the proposed Planned Development District (PDD) amendment and considers the proposed PDD changes to be "minor", meaning that a Plan Commission recommendation of this can be considered by the Village Board without a public hearing.

Staff recommends approval of the proposed Planned Development District (PDD) amendment by Home Path Financial, LP, to the "Sutton Farm" PDD, subject to the following condition:

1. The proposed amendment shall be codified into an appropriate resolution amending the current list of conditions and restrictions contained in Resolution No. 11-2025 (A Resolution Adopting Conditions and Restrictions for the Sutton Farm PDD) to be considered for approval by the Village Board.

Staff recommends approval of the Preliminary Subdivision Plat amendment for "Sutton Farm", subject to the following condition:

1. The proposed amendment shall be codified into an appropriate resolution amending the current list of conditions contained in Resolution No. 12-2025 (A Resolution Approving a Preliminary Subdivision Plat "Sutton Farm") to be considered for approval by the Village Board.

Motion: Approve all 3 recommendations as stated

Motioned By: William Shadid

Seconded By: Russell Ewert

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino, Russell Ewert

No: None

Abstain: None

Motion Passed (Yes 7, No 0, Abstained 0)

E. Finishing Touch Signs, Agent for Furlong Industrial Systems and the Michael Furlong Revocable Trust, Property Owner - W194 N11221 McCormick Drive. Sign Permit Application. (ACTION)

Director Retzlaff stated that In 2024, Furlong Industrial Systems was granted zoning permit approval for exterior renovations to the building. The owner is now seeking approval of a wall sign for the building.

Staff recommends approval of the proposed wall sign for Furlong Industrial Systems located at W194 N11221 McCormick Drive.

Motion: Approve as presented

Motioned By: Robert Warren

Seconded By: Josh Tarantino

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino, Russell Ewert

No: None

Abstain: None

Motion Passed (Yes 7, No 0, Abstained 0)

F. Community Development Department - Village Center District Community Engagement Program: Consultant Proposal Review and Recommendation.
(ACTION)

Director Retzlaff stated that earlier this year the Village Board paused the re-development effort for the area located near the Pilgrim @ Mequon Road intersection. Following the “pause”, the Village Board decided to set aside the visioning and master planning work that had been completed by the RINKA Group and embark on a different course of action. To gather more public opinion and input regarding potential re-development of this and possibly other properties within the larger “Village Center District” as defined in the 2050 Comprehensive Plan, the Board directed Staff to initiate a comprehensive community engagement program to identify community issues, priorities, needs, and desires that will, in turn, be used to develop specific development regulations and design guidelines for potential re-development.

Staff prepared a request for proposals outlining the intended purpose and desired outcomes for what is intended to be a consultant-assisted community engagement process involving the Plan Commission and Village Board over the next 6 months into the spring of 2026.

Five (5) consultant proposals have been submitted. At this time, the role of the Plan Commission is to review the proposals and make a recommendation to the Village Board who will make a final consultant/proposal selection.
Discussion Followed.

Motion: Recommend SRF Consulting to the Village Board

Motioned By: Robert Warren

Seconded By: William Shadid

Yes: Bob Soderberg, Robert Warren, William Shadid, Robert Williams, Bridget Henk, Josh Tarantino, Russell Ewert

No: None

Abstain: None

Motion Passed (Yes 7, No 0, Abstained 0)

VI. ANNOUNCEMENTS:

None.

VII. ADJOURNMENT:

Chairman Soderberg adjourned the meeting at 9:29pm.

CONDITIONAL USE PERMIT (CUP)

01/12/26 Plan Commission Meeting

Hack House Performance, LLC / Techplex, LLC

Village Staff Report & Recommendation

Germantown, Wisconsin

SUMMARY

Jorden Rauch, Daniel Llanas, and Olivia Tatlock, Agents for Hack House Performance, LLC and Techplex, LLC, Property Owner. Conditional Use Permit (CUP) for an approximate 6,000 sqft indoor baseball training and athletic development facility located at N115 W19150 Edison Drive in the Germantown Industrial Park.

Property Location: N115 W19150 Edison Drive

Applicant/

Owner: Hack House Performance, LLC Techplex, LLC
N115 W19150 Edison Drive N115 W19150 Edison Drive
Germantown, WI 53022 Germantown, WI 53022

Zoning: M-1: Limited Industrial District

Adjacent Land Uses		Zoning
North	Industrial	M-1
South	Industrial	M-1
East	Industrial	M-1
West	Industrial	M-1



Background/Proposal

Jorden Rauch, Daniel Llanas, and Olivia Tatlock, Agents for Hack House Performance, LLC and Techplex, LLC, Property Owner. Conditional Use Permit (CUP) for an approximate 6,000 sqft indoor baseball training and athletic development facility located at N115 W19150 Edison Drive in the Germantown Industrial Park.

As shown in the application materials, Hack House Performance will provide indoor baseball training and athletic development including strength and conditioning. The proposed use will occupy approximately 6,000 square feet of an existing warehouse building for the training facility/gym. Note the following list of details associated with the proposal:

- Hours of Operation
 - M-F (9:00am – 9:00pm)
 - Saturday and Sunday (7:00am – 9:00pm)
- Appointment-based and small group lessons, and scheduled team sessions
- Number of Employees
 - 3 owners
- (3) batting cages
- Turf training surface area
- Office space
- Front desk for check-in
- Storage room
- Restrooms

Additionally, the application states no significant exterior site/building alterations will be made. There is no signage proposed outside of a 1 sqft adhesive door sign on the entry door for identification purposes. Existing driveway access to the site will remain as is, with two (2) driveway entrances off Edison Drive. The eastern driveway will mostly serve the training facility, as parking (12-15 spaces) for the use will be provided mainly on the east side of the building by the facility's primary building entrance. Additional parking will be available in front of and on the west side of the building when needed. Please see the attached plat of survey and site plan for reference.

Staff Comments**Community Development: Planning and Zoning**

Although an "indoor baseball training and athletic development facility" is not specifically listed as a permitted use in any of the Village zoning districts, the proposed use could be allowed in the property's M-1: Limited Industrial District with a conditional use permit. As set forth in the Zoning Code, the list of CUP uses that may be allowed in the M-1 District includes **"Commercial activities allowed in the B-2 Community Business District when the Plan Commission finds that the activity directly supports the businesses in the Industrial Park and can be integrated into an overall plan..."** [see Code Sec. 17.33(3)(g)]. Based on previous discussion and action by the Village to approve other "unclassified" uses such as martial arts and health training/recreation operations, including a soccer training facility (Elite Soccer) in this same tenant space a few years prior, as well as other dog-related daycare-type establishments, this "unclassified" use is likely suited in this multi-tenant business setting in the Industrial Park. As a matter of procedure, the PC needs to consider and determine if the proposed use is the type of business or activity that

is similar to and compatible with other uses in the Industrial Park. Staff is of the opinion that it is.

Community Development: Building Inspection Services & Fire Department

The Fire Department and Building Inspection Services (SAFEBuilt) will perform a health/safety inspection with the owner/operator prior to granting occupancy for the new use. This has been reflected in the conditions of approval, and if required by the Fire Department or Building Inspection Services, the owner/operator shall install and/or update necessary fire safety measures, emergency management, and/or other improvements to ensure fire and building code compliance for the type of occupancy/use proposed.

VILLAGE STAFF RECOMMENDATION

APPROVE a Conditional Use Permit for a 6,000 square foot indoor baseball training and athletic development facility located at N115 W19150 Edison Drive, subject to the following conditions:

1. The uses and activities allowed on the property shall be limited to those uses and activities specified in the Conditional Use Permit (CUP) application and supporting documents received November 17, 2025. Days and hours of operation shall be limited to those specified in the CUP supporting documents submitted to the Village.
2. The owner/operator is responsible for reporting any significant changes in the type, intensity, amount, or location of the land uses and activities, days and hours of operation, size or location or other operational characteristics of said uses and activities authorized under this CUP to the Village Zoning Administrator.
3. If the use, activities and/or operation subject of this permit falls out of conformity with the conditions herein, or, where there is a change in the nature, character, intensity or extent of the activities or uses which causes problems or harmful effects that were not anticipated at the time of approval of this CUP, the Conditional Use Permit (CUP) may be modified or terminated by the Village Board by the amendment to or addition of conditions after public hearing thereon.
4. Prior to occupancy and commencement of any uses, a health/safety inspection is required and shall be conducted in coordination with Building Inspection Services (SAFEBuilt) and the Fire Department. If required by Building Inspection Services or the Fire Department, the owner/operator shall install and/or update necessary fire safety measures, emergency management, and/or other improvements to ensure fire and building code compliance for the type of occupancy/use proposed.
5. All temporary and permanent exterior signs require a permit and shall comply with all current sign regulations. Off-premises advertising and directional signage is regulated by the Village and requires a permit if/when allowed.
6. All future site improvements, including all building, parking area, landscaping, storm water management facilities, signage, exterior lighting, and any other improvements made to or on the property that are necessary for the land uses and activities authorized under this CUP shall be submitted for review and approval by the Village through the Zoning Permit or Site Plan application process

as determined by the Village Zoning Administrator. If required, Site Plan review and approval will include Plan Commission review and approval.

7. This Conditional Use Permit (CUP) shall be non-transferable. In the event there is a change in the owner/operator of the indoor baseball training and athletic development facility for which this CUP was issued, this CUP shall become null and void. If a new business owner/operator wants to operate a business that provides indoor baseball training and athletic development, a new CUP would have to be obtained pursuant to Sections 17.33 and 17.42 of the Zoning Code in order for the new owner/operator to operate said business from this property.



Village of
Germantown
Willkommen

Fee must accompany application

X \$1460

Paid

DR Date 11/17/20
pdw/cc

CONDITIONAL USE PERMIT APPLICATION

Pursuant to Section 17.42 of the Municipal Code

Please read and complete this application carefully. All applications must be signed and dated.

1 APPLICANT OR AGENT

Jordan Rauch
Daniel Llanas
Olivia Tatlock

Phone (414) 458-8221

Fax ()

E-Mail Rauch.Jordan21@gmail.com

PROPERTY OWNER

John, Keefe
Techplex LLC
1115 W19150 Edison Dr.
Germantown, WI 53022

Phone (262) 893-9518

email: KJohn@ethoplex.com

2 TO WHOM SHOULD THE PERMIT BE ISSUED?

Hack House Performance, LLC

3 PROPERTY ADDRESS

1115 W19150 Edison Dr. Germantown, WI 53022-

TAX KEY NUMBER

4 DESCRIPTION OF EXISTING OPERATION

Briefly describe the use as it exists today, including use, size, number of employees, hours of operation, etc. If this permit involves new construction, describe the current status of the property, e.g. "vacant." Use additional pages as necessary.

The Building is currently vacant, but was most recently used by The Elite Soccer Academy. (See attached pages.)

5 DESCRIPTION OF PROPOSED OPERATION

Write the name of the proposed conditional use exactly as it appears in the Municipal Code.

Describe the proposed use, including size, number of employees, hours of operation and extent of any new construction/alterations.

Indoor Athletic Performance Facility focused on baseball and strength + conditioning. (See attached pages.)



6 METES AND BOUNDS LEGAL DESCRIPTION OF PROPERTY – REQUIRED

Attach pages as necessary

↓
Attached photos + info pages

7 SUPPORTING DOCUMENTATION:

- ☐ Site Plan and elevations for new construction (can be conceptual)
- ☐ Photos of existing use and/or proposed use operating elsewhere
- ☐ _____
- ☐ _____

8 READ AND INITIAL THE FOLLOWING:

JR I understand that the Village is under no obligation to issue a Conditional Use Permit and will do so only if the applicant successfully demonstrates that the proposed use is harmonious with the neighborhood and the long range goals of the Village.

JR I will notify the Village if any aspects of the conditional use changes. I understand that failure to do so may result in the revocation of the CUP.

JR I understand that a Conditional Use Permit is valid only if the conditions and restrictions of the permit are met. I understand that failure to comply with any aspect of the permit may result in revocation.

JR I understand that Village Staff is required to post one or more signs along the street frontage of and/or on the property subject of this application that indicate to nearby property owners and the general public that a public hearing of my application will be held before the Village Plan Commission and/or Village Board prior to action being taken on this application; I hereby grant Village Staff permission to enter onto the property for the expressed purpose of installing said sign(s) provided Village Staff is responsible for installing, maintaining and removing said signs in a reasonable manner and timeframe.

9 SIGNATURES – ALL APPLICATIONS MUST BE SIGNED BY OWNER!

[Signature] 11-17-25
Applicant Date

[Signature] 11-17-25
Owner Date

Hack House Performance LLC – CUP Supporting Document

1. Business Overview

Business Name: Hack House Performance

Business Type: Athletic Training Facility

Business Description:

Hack House Performance is a private baseball and athletic development facility offering high-quality training, instruction, and rentable cage space for athletes of all ages. The facility provides baseball and softball lessons, memberships, cage rentals, classes, day passes, strength training, speed and agility sessions, and team development programs. All training is structured, supervised, and designed to support long-term athletic improvement.

2. Operations Plan

Hours of Operation

- Monday–Friday: 9:00 AM – 9:00 PM
- Saturday–Sunday: 7:00 AM – 9:00 PM

Daily Customer Volume

Estimated 15–40 athletes per day, depending on season and scheduled sessions.

- Max Occupancy: 40 people (athletes + parents + staff)

Staffing

The facility is operated by the three owners

Services Offered

- Baseball & softball hitting, pitching, and fielding lessons
 - Indoor batting cage rentals
 - Strength & conditioning area
 - Speed/agility training
 - Team rentals & team development
 - Memberships, classes, and day-pass training
 - Seasonal camps and clinics
-

3. Property Information

Facility Address: N115W19150 EDISON DR

GERMANTOWN, WI 53022 -3026

Square Footage: Approx. 6000sq ft

4. Site Plan & Interior Layout

The facility includes:

1. 3 batting cages
2. Turf training surface
3. Strength & conditioning area
4. Office/check-in desk

5. 2 Restrooms
6. Storage space
7. Clearly marked emergency exits

Exterior Improvements:

8. No major exterior changes are proposed for the property. The only planned exterior modification is the installation of a 1ft. x 1ft business identification adhesive door sign on the entry door of the facility. The sign will display the Hack House Performance logo and name for visibility and identification purposes.
9. Parking for Hack House Performance will be provided primarily on the east side of the existing industrial building owned by Techplex LLC.

5. Noise, Traffic & Neighborhood Impact

Noise:

All training activities occur indoors. No outdoor training or amplified noise that would affect neighboring properties.

Traffic:

Traffic is minimal and spread throughout the day due to appointment-based lessons, small groups, and scheduled team sessions.

Community Benefit

Hack House Performance provides:

- Safe, structured athletic environment for the community
 - Skill development for baseball, softball, and other athletic programs
 - Positive local employment opportunities in the future
 - Community engagement through classes ,camps/clinics and team programs
-

6. Facility & Safety Plans

- Floor Plan: Layout includes batting cages, weight room, office, and lobby.
- Emergency Exits & Fire Safety: All exits clearly marked; fire extinguishers located at key points. Facility meets all fire safety requirements
- Maximum Estimated Occupancy: 40 people at a time.
- Staffing: All athletes supervised during training hours; no unsupervised minors.
- Security: 4 indoor cameras and 1 outdoor camera for safety monitoring.
- Cleaning & Sanitation: Facility cleaned daily; equipment sanitized regularly.
- Noise Control: All training is indoors; doors remain closed during sessions; no exterior speakers.
- Equipment Safety: Only electric-powered equipment used; no gas machinery.
- Waste Management: Only normal commercial trash generated; no hazardous materials.
- ADA Compliance: Facility is accessible and compliant with ADA entry requirements.
- No hazardous materials stored on-site
- Netting, L-screens, padding, and professional equipment used for injury prevention

- First-aid kits on site; staff trained in safety procedures
 - Forms , Waivers , Emergency action plan , and Facility rules
-

7. Ownership / Authorization

Jorden Rauch – Co-Owner

- Associate's Degree in Business
- NASM Certified Personal Trainer (CPT)
- 4 years of college baseball playing experience
- 2 years of baseball training experience
- 1 year of personal training experience

Danny – Co-Owner

- Associate's Degree in Business
- 4 years of college baseball playing experience
- Baseball coach at Bryant & Stratton College

Olivia Tatlock – Co-Owner / Director of Operations

- Associate's Degree in Business
- Currently pursuing Bachelor's Degree in Business administration at Arizona State University (Online)
- 2 years of college softball experience
- 2 years softball coaching experience
- 2 years volleyball coaching experience

8. Insurance & Liability

General liability + everything required from lease for insurance coverage will be active prior to opening day. Proof of coverage can be provided upon request.

9. Attachments Included

- Floor plan / facility layout
- Exterior site map
- Parking layout

Parcel Three (3) of Certified Survey Map No. 1825, recorded in the office of the Register of Deeds for Washington County on January 17, 1978, in Volume 9 of Certified Survey Maps, on Pages 263 through 266, as Document No. 398687, and being a part of the North One-half (1/2) of the Southeast One-quarter (1/4) of Section Twenty (20), in Township Nine (9) North, Range Twenty (20) East, in the Village of Germantown, County of Washington, State of Wisconsin.

East Quarter corner
Sec. 20-9-20
conc./mon. brass cap found

1015.26'

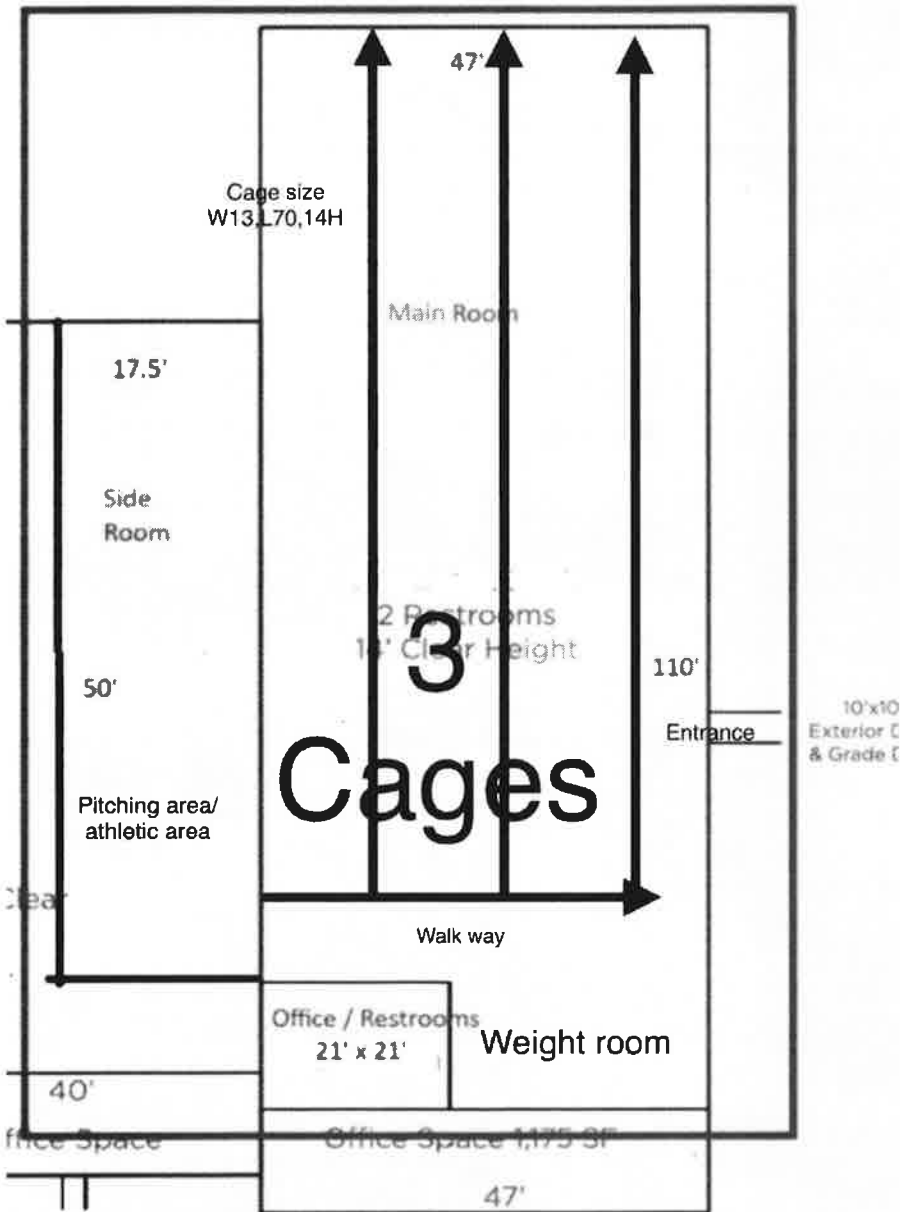
115.6

existing asphalt drive

Page 25 of 200

HACK HOUSE PERFORMANCE, LLC – SITE PLAN





NOTICE OF PUBLIC HEARING VILLAGE OF GERMANTOWN

NOTICE is hereby given that a Public Hearing will be held before the Village of Germantown Plan Commission at the Germantown Village Hall located at N112W17001 Mequon Road, Germantown, Wisconsin and virtually through the WebEx platform on the following date and at the time noted below (or soon thereafter):

DATE: Monday, January 12th, 2026
TIME: 6:30 pm or later

The purpose of said hearing will be to hear any and all parties, their attorneys or agents, for or against the following application for a Conditional Use Permit for an “Indoor Health or Recreation Establishment” from the property described below pursuant to Section 17.33(3)(g) and Section 17.29(1)(kk) of the Village Zoning Code.

Applicant: Jorden Rauch, Daniel Llanas, and Olivia Tatlock, Agents for Techplex, LLC, Property Owner
Property Address: N115W19150 Edison Drive (GTNV_204959)

Property Description:

LOT 3 OF CERTIFIED SURVEY MAP (CSM) 1825, A 1.579 ACRE PARCEL IN SECTION 20, TOWNSHIP 9 NORTH, RANGE 20 EAST, IN THE VILLAGE OF GERMANTOWN, WASHINGTON COUNTY, WISCONSIN.

A copy of the application and a map showing the property described above are on file at the Community Development Department-Planning & Zoning Services office in the Germantown Village Hall and can be viewed on the Village's website by following this link:

Website: <https://www.germantownwi.gov/589/Proposed-Development-Projects>

Citizens wishing to submit any public comments should do so by sending them by email to: comments@germantownwi.gov no later than 4:00pm on the meeting date listed above.

Donna Ott, Village Clerk

Dated this 3rd day of December 2025

To Be Published On: December 10th and December 17th, 2025

SIGN REVIEW APPLICATION

01/12/26 Plan Commission Meeting

FastSigns / Interplastic Corp. / North American Composites

Village Staff Report & Recommendation

Germantown, Wisconsin

SUMMARY

FastSigns, Agent for Interplastic Corp., Property Owner. Sign Review Application for North American Composites at W194 N11756 McCormick Drive.

Property Location: W194 N11756 McCormick Drive

Applicant/

Owner:

FastSigns

W173 N8788 St. Francis Dr, #1

Menomonee Falls, WI 53051

Interplastic Corp.

1225 Willow Lake Blvd

St. Paul, MN 55110

Zoning:

M-1: Limited Industrial District

Adjacent Land Uses		Zoning
North	Industrial	M-1
South	Industrial	M-1
East	Industrial	M-1
West	Industrial	M-1



Background/Proposal

FastSigns, Agent for Interplastic Corp., Property Owner. Sign Review Application for North American Composites at W194 N11756 McCormick Drive.

North American Composites (NAC) is a national distributor of composite raw materials and equipment from leading suppliers to the composites industry. NAC provides its customers with local service through its distribution centers in the United States and Canada, with the subject location being one of them. Details of the proposed sign are listed as follows:

- (1) Wall Sign – (Western façade/building front)
16 square feet, single-sided pan face wall sign with laminated vinyl print installed flush to wall. The proposed sign is non-illuminated.

Staff Comments

The proposed sign complies with applicable standards per the Village's Sign Code.

VILLAGE STAFF RECOMMENDATION

APPROVE the proposed sign for North American Composites for property located at W194 N11756 McCormick Drive.



Village of



Germantown

Willkommen

Fee must accompany application

\$275 Sign Review Fee

\$ 75 Sign Face Replacement

Paid QR Date 12/3/25
chk # 3683

SIGN REVIEW APPLICATION

Pursuant to Section 17.46 of the Municipal Code

Please read and complete this application carefully. All applications must be signed and dated.

1 APPLICANT OR AGENT

FASTSIGNS of Menomonee Falls

W173N8788 St. Francis Dr. #1

Menomonee Falls, WI 53051

Phone (262) 253-0799

Fax ()

E-Mail danielle.spitza@fastsigns.com

PROPERTY OWNER

NORTH AMERICAN COMPOSITES

W194 N11756 McCormick DRIVE

GERMANTOWN WI 53022

Phone (262) 253-9772

CMURRAY@NACOMPOSITES.COM

2 PROPERTY ADDRESS OR GENERAL LOCATION

W194N11756 McCormick Dr, Germantown, WI 53022

Sign will be installed on West Side of Building facing McCormick Dr.

3 SIGN INFORMATION

Sign Dimensions 24" height x 96" width

Number of Sides 1

Total Square Footage of Sign (include all sides) 16

Total height of the Sign 24"

Is the Sign to be illuminated yes x no

Type of Sign Construction Materials Aluminum Composite

Distance to Closest Property Line _____

☒ Single / Multi Tenant (circle one)

Building Frontage SF 840 sq.ft.

Are there any existing signs on the property No

If yes, what is the total Square Footage of existing signs _____

What are the intentions for the existing signs: Take down _____ Remain _____

4 SIGNATURES -- ALL APPLICATIONS MUST BE SIGNED BY OWNER!

Danielle Spitza 11-26-25
Applicant Date

[Signature] 11-26-25
Owner Date



SIGN SPECS

DESCRIPTION

Single-Sided Pan Face Wall Sign

MATERIALS 3mm Max Metal Pan
w/laminated vinyl print

SIGN SIZE

96" wide x 24" tall x 1.5" deep

INSTALLATION INFO

Pan sign will be installed flush to wall with L-brackets.

OTHER NOTES



96" wide

Side View - 1.5" deep

24" tall



FASTSIGNS
Make Your Statement™

W173N9170 St. Francis Drive, Suite 1
Menomonee Falls, WI 53051
262-253-0799
www.FASTSIGNS.com/452

SIGN REVIEW APPLICATION

01/12/26 Plan Commission Meeting

Flamingo Marine / TI Investors of Germantown V, LLC

Village Staff Report & Recommendation

Germantown, Wisconsin

SUMMARY

Flamingo Marine, Agent for TI Investors of Germantown V LLC, Property Owner. Sign Review Application for Flamingo Marine at W210 N12995 Gateway Crossing.

Location: W210 N12995 Gateway Crossing

Applicants/

Owner:

Flamingo Marine
1234 10TH Avenue
Grafton, WI 53024

TI Investors of Germantown V, LLC
710 N Plankinton Ave, Suite 1200
Milwaukee, WI 53203

Zoning: M-1: Limited Industrial/Planned Development District (PDD-46)

Adjacent Land Uses		Zoning
North	Industrial (Future)	M-1/PDD
South	Industrial	M-1/PDD
East	Industrial	M-1
West	Industrial	M-1



Background/Proposal

Flamingo Marine, Agent for TI Investors of Germantown V LLC, Property Owner. Sign Review Application for Flamingo Marine at W210 N12995 Gateway Crossing.

In August 2025, Flamingo Marine received zoning permit approval to occupy approximately 146,000 square feet of an existing industrial building (Zilber 6) in the Holy Hill Gateway District. Flamingo Marine specializes in pontoon boat manufacturing and will manufacture boats from the subject location. The overall size of the building is approximately 204,000 square feet, which gives the company a possibility of expansion in the future. At this time, Flamingo Marine is seeking approval of signage for the site. Details of the proposed signs are listed as follows:

- (2) Wall Signs – (Northern building façade)
3.25 square feet, single-sided vinyl print logo on pantone cool gray above main entrance and employee entrance. The signs are non-illuminated.
- (1) Monument Sign Insert
3.25 square feet, two-sided monument sign insert with vinyl print logo on aluminum. The sign is non-illuminated.
- (1) Directional Wall Sign – (Southern building façade)
3.25 square feet, single-side directional sign denoting shipping/receiving on building. The sign is non-illuminated.
- (14) Directional Door Signs
1 square foot, single-sided directional signs denoting dock doors. The signs are non-illuminated.

Staff Comments

The proposed wall signs and directional signs comply with applicable size (i.e. sqft) and locational standards per the Village's Sign Code.

VILLAGE STAFF RECOMMENDATION

APPROVE the proposed sign package for Flamingo Marine for property located at W210 N12995 Gateway Crossing.



Village of



Germantown

Willkommen

Fee must accompany application

☒ \$320 Sign Review Fee

☐ \$90 Sign Face Replacement

Paid On: 12/16/25 # 1322

Check/CC

RB

SIGN REVIEW APPLICATION

Pursuant to Section 17.46 of the Municipal Code

Please read and complete this application carefully. All applications must be signed and dated.

1

APPLICANT/AGENT:

PROPERTY OWNER:

FLAMINGO MARINE
1234 10TH AVE
GRAFTON, WI 53024
Phone (262) 228-8627
Email jdilling@flamingo-marine.com

T1 INVESTORS OF GERMANTOWN V LLC
710 N. PLANKINTON AVE
MILWAUKEE WI 53203
Phone (414) 397-3297
Email ryan.mcilwee@zilber.com

2

PROPERTY ADDRESS OR GENERAL LOCATION

TAX KEY NUMBER

W210 N1299S GATEWAY KING

GTNV-073982

3

SIGN INFORMATION SEE ATTACHED SHEET FOR SIGN INFORMATION

Sign Dimensions ____ height x ____ width Single/Multi Tenant (circle one)
Number of Sides ____ Building Frontage SF ____
Total Square Footage of Sign (include all sides) ____
Total height of the Sign ____
Is the Sign to be illuminated ____ yes ____ no
Type of Sign Construction Materials ____
Distance to Closest Property Line ____

Are there any existing signs on the property No
If yes, what is the total Square Footage of existing signs ____

What are the intentions for the existing signs: Take down ____ Remain ____

4

SIGNATURES -- ALL APPLICATIONS MUST BE SIGNED BY OWNER!

[Signature]
Applicant

12/15/25
Date

[Signature]
Owner

12/15/2025
Date





Main Entrance (Vinyl on Pantone Cool Gray 11)
Employee Entrance



Front Signpost (Vinyl on Aluminum)



Shipping and Receiving (Vinyl on Aluminum)



Dock Doors (Vinyl on Aluminum)

To Scale - 1:1

Main Entrance

Employee
Entrance

Front Sign

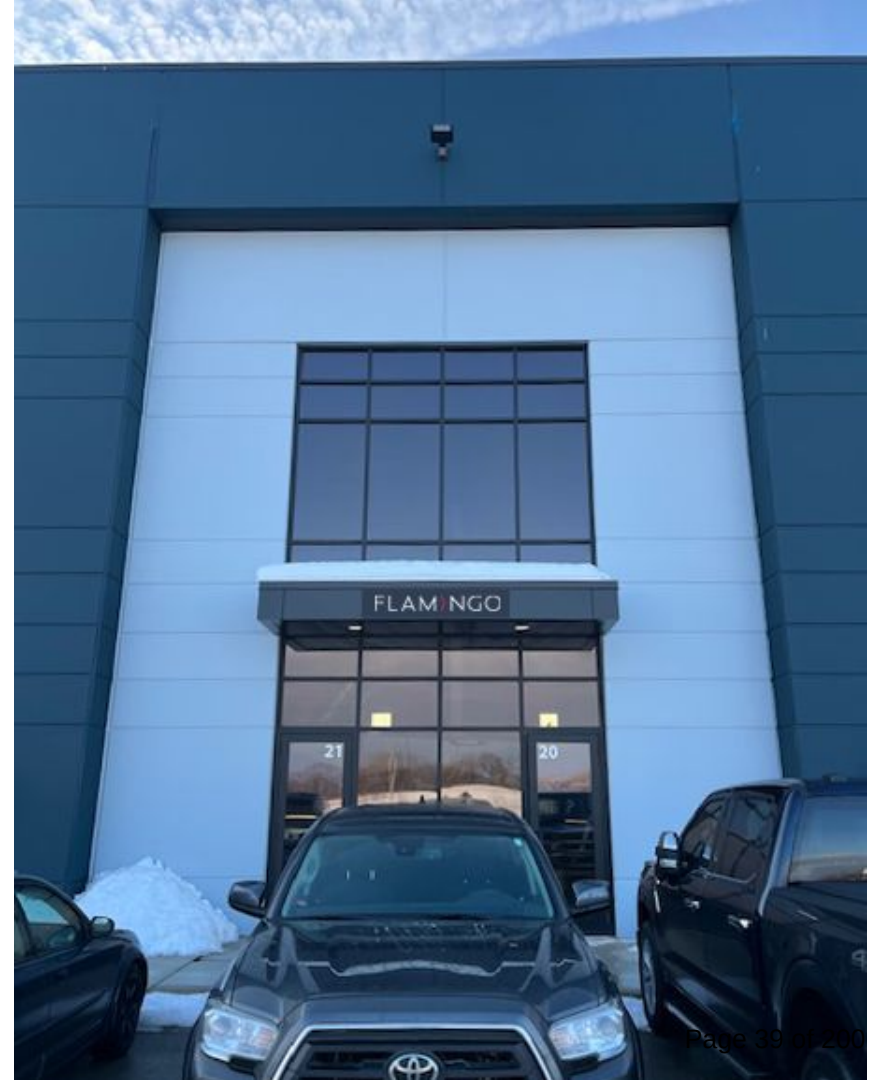


Shipping & Receiving

Main Entrance



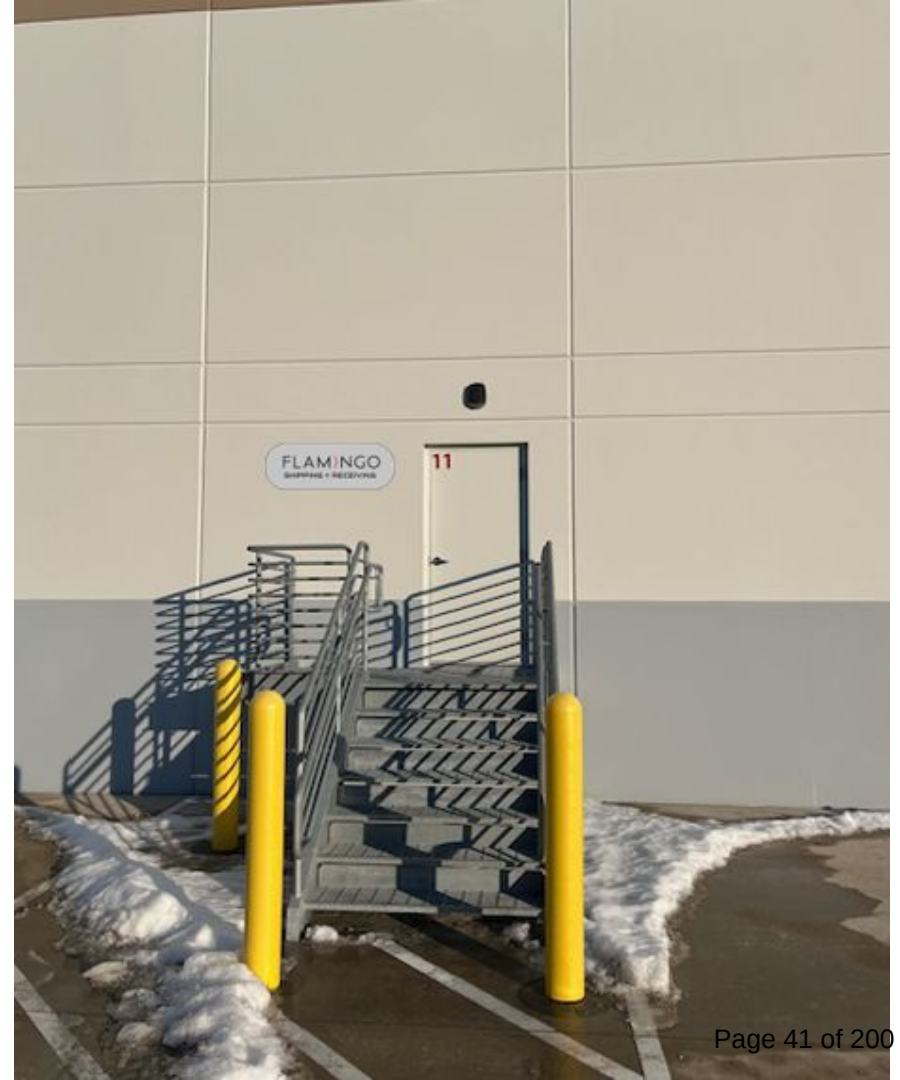
Employee Entrance



Front Sign



Shipping & Receiving



Dock Doors



2050 COMPREHENSIVE PLAN IMPLEMENTATION:

Holy Hill Gateway District Master Plan

1/12/26 Plan Commission Meeting

Germantown Community Development Department

Village Staff Report & Recommendation

Germantown, Wisconsin

As we discussed at various meetings last fall, the Plan Commission will resume work on preparing the priority neighborhood “master plans” specified in the Implementation Chapter of the 2050 Comprehensive Plan. The Plan Commission agreed to revise the short list of priorities (see below) and to issue a revised request for proposals (RFP) to begin/complete work on the Holy Hill Gateway District master plan in 2026:

1. Holy Hill Gateway District
2. Village Center District
3. Freistadt District (previously #2)

At the November 10 meeting, the Plan Commission discussed and approved various (and mostly minor) revisions to the RFP including those recommended by the Village President/Plan Commission Chairman, Bob Soderberg. The revised RFP (copy attached) was released in late November with a submittal deadline of December 19.

The following five (5) consultant proposals have been submitted (in alphabetical order).

 [CHASTAIN-Holy Hill Master Plan Proposal.pdf](#)

 [CONFLUENCE-Holy Hill Gateway District Master Plan.pdf](#)

 [GRAEF-Holy Hill Gateway District Master Plan Proposal.pdf](#)

 [MSA-Holy Hill Master Plan Proposal.pdf](#)

 [VANDEWALLE-raSMITH--Holy Hill Gateway Master Plan Proposal.pdf](#)

At this time, the role of the Plan Commission is to review the proposals and make a recommendation to the Village Board who, in turn, will make a final consultant/proposal selection.

As set forth in the RFP, while there is no prescribed scoring or ranking system, the Plan Commission and Village Board should evaluate each proposal using the following criteria (but may consider other criteria it deems relevant to make a selection):

1. Qualifications and demonstrated experience of the consultant and key personnel assigned to the project
2. Appropriateness and uniqueness of the proposed project approach, methods, techniques, and tools to be used, including a demonstrated understanding of the project objectives and scope of work
3. The proposed public engagement plan
4. Proposed project schedule and cost

Staff will provide a staff recommendation summarizing the thoughts and recommendation of the “evaluation team” comprised of the Village Administrator, Community Development Director, Public Works Director, and Village Engineer.

Request for Proposals

Holy Hill Gateway District Master Plan

RELEASE DATE: NOVEMBER 12, 2025

SECTION I. Introduction & Purpose

This request for proposals (RFP) is issued by the Village of Germantown for the purpose of securing a qualified planning or design consultant to prepare a master plan to guide future development and land use with the outcome being the reflective vision for the Village in the following area:

1. **Holy Hill Gateway District.** A rapidly developing highway interchange area with warehousing/distribution, light industrial and undeveloped agricultural land that includes approximately 930 acres located east of the I-41 @ Holy Hill Road interchange in the northwest part of the Village.

The goal is to develop and adopt a master plan for the Holy Hill Gateway District that presents in general terms the preferred type, density, relative location, format, architectural design, and timing of future development and land use consistent with the Village's 2050 Comprehensive Plan. Further, the master plan is expected to address the need for and location of potential public improvements, e.g. new and/or extended roads, park & recreation facilities, storm water management facilities. The master plan should also address measures necessary to protect and enhance existing environmentally sensitive features and land use compatibility within the District and between the District and abutting neighborhoods, districts and corridors as defined in the 2050 Plan.

The master plan will be developed as a refinement to and adopted as a component of the Village's 2050 Comprehensive Plan. The master plan will form the basis for developing and/or revising the Village's zoning, land division and other development regulations that apply to future development and land use in the District.

Given ongoing and significant development pressure in the Holy Hill Gateway District, development of a master plan for the district is a high priority and must be mindful that residents are a critical stakeholder in the development of the plan. Consequently, the Village prefers that the master plan process be conducted and be completed within a nine (9) month time period.

SECTION II. Background

2050 Comprehensive Plan

The "Village of Germantown 2050 Comprehensive Plan" (the "2050 Plan") was adopted in September, 2022 with the primary purpose *"to act as a roadmap for the Village of Germantown as it navigates upcoming change, growth, and development. Realizing the vision and goals presented in this plan will require that the Village face challenging decisions about where and how to grow and what services will best serve the residents of today and tomorrow."*

With that in mind, future land use planning for the Village under the 2050 Plan is intended to follow a "Neighborhood/District/Corridor" place-based approach with two components: a Future Land Use Plan Map and a Future Land Use Table.

The 2050 Future Land Use Plan Map (see Exhibit 1) shows the Village as a series of thirty-two (32) places or neighborhoods, districts, and corridors (hereafter "NDCs") that have or are intended to have the same or a similar pattern and type of land use, cultural, environmental, and economic character, and identity.

Unlike a typical land use planning approach, the 2050 Future Land Use Table (see Exhibit 2) does not assign a single acceptable land use to a particular parcel. Rather, the Future Land Use Table identifies a list of eleven preferred land uses, preferred design criteria and maximum density allowances. For each NDC, each of the preferred land uses is assigned a degree of desirability:

- "Desirable" uses should be encouraged because they are consistent with, support, and enhance the desired character of the NDC
- "Allowable" uses are generally considered appropriate for the area but may require additional consideration and/or specific modification or developed features to be compatible with other uses in the NDC
- "Undesirable" uses should not be encouraged but may still be acceptable for the NDC under special circumstances

This approach gives the Village staff, Plan Commission and Village Board an adaptable and flexible framework to discuss, evaluate and respond to unique development proposals in the village including residential proposals.

In addition to the 2050 Future Land Use Plan Map and Table, an objective of the 2050 Plan is to develop individual "master" or "neighborhood" plans for each of the 32 NDCs in the Village. It is intended that each master plan will provide a greater level of detail in terms of guiding the preferred type, amount, density, relative location and timing of future development, public improvements and environmental protection than presented in the 2050 Plan.

Depending on the specific conditions, character and needs of each NDC, each master plan is intended to address additional implementation objectives identified in the Implementation Chapter of the 2050 Plan to one degree or another, including:

- Design Guidelines for Industrial & Commercial Sites & Buildings
- Land use compatibility & buffer requirements
- Environmental protection requirements
- Residential housing opportunities & affordability
- Park & recreational trails & facilities
- Public improvement needs, timing & financing alternatives

Holy Hill Gateway District

The Holy Hill Gateway District is approximately 930 acres in area and lies adjacent to and east of I-41 near the Holy Hill Road interchange (see Exhibit 3). This District has had a significant amount of light industrial, warehousing & distribution development along the Holy Hill Road corridor as a direct result of the Village creating Tax Increment District No. 8 (TID#8) north of Holy Hill Road and expanding Tax Increment District No. 7 (TID#7) south of Holy Hill Road. Since 2018, approximately 2.1 million sqft of industrial building space has been developed in the Holy Hill Gateway District for warehousing & distribution, light manufacturing & assembly uses. As set forth in the 2050 Plan, the Holy Hill Gateway District is intended to continue developing as an industrial and mixed-use commercial district with light industrial, warehouse/distribution, and corporate office uses with highway-oriented hospitality & retail uses located near the Holy Hill Road interchange and mixed-use commercial retail and high/medium-density residential uses adjacent to and along the I-41 corridor.

Public investment and improvements include a new 177' high, 500,000-gal elevated water storage tank (Tower #4) and a 420' deep well (Well #12) that became operational in 2024. Holy Hill Road was also recently widened to a 4-lane divided cross-section with signalized intersections at Gateway Crossing and Goldendale Road. Existing development is served by municipal water and sewer south of Rockfield Road and west of Goldendale Road. Ongoing public improvements include the phased construction of a frontage road (High Point Pass) east of and parallel to I-41 from Bonniwell Road south through the Holy Hill Gateway District across Holy Hill Road and the WSOR railroad to the south. Other local and collector road needs within the Holy Hill District are expected to be identified as part of the master plan process.

The Holy Hill Gateway District abuts the Village's "Rural Preservation District" and "Woodside Neighborhood" to the north and the "Isabelle Farms Neighborhood" and "Dheinsville Neighborhood" to the south and east. All these areas surrounding the Holy Hill Gateway district contain low-density, single-family residential and/or undeveloped agricultural land. An objective of the master plan process is to address the transition between these areas, potentially incompatible land uses, and alternative buffering and setback requirements along the common boundaries for the Holy Hill Gateway District and the abutting district and neighborhoods.

Opportunity Areas

The Holy Hill Gateway District is identified in the 2050 Plan as one of two critical "opportunity areas" in the Village that present the greatest potential for change in the Village over the next 30 years. As part of the 2050 Plan process, the Village determined that land in these districts should be reserved for development comprised of light industrial, commercial warehousing & distribution, commercial and high/medium-density residential land uses.

The 2050 Plan includes a conceptual land use plan or "vision" for the Holy Hill Gateway District (see Exhibit 4) that presents a plan for the type and relative location of the preferred land uses and major public road and recreational trail improvements within the Holy Hill Gateway. It is intended that this conceptual "vision" will guide future development and land use in the interim until a detailed master plan is developed and adopted for the district.

It is intended that this "vision" will be the starting point for discussing the type, amount, density, relative location of future development in the Holy Hill Gateway District. To that end, it is expected that a general evaluation of market demand and other economic considerations affecting preferred land uses within the district will be conducted by the consultant as part of the planning effort to ensure the preferred development and land uses included in the master plan are realistic, reasonably attainable, and mindful of neighboring residents.

SECTION III. Master Plan Objectives

The master plan process is intended to evaluate and address several objectives, including but not limited to the following:

1. Evaluate and reaffirm (or revise as necessary) the preferred land uses for the District as set forth in the 2050 Future Land Use Plan Map and Table and in the conceptual “vision” plan in Exhibit 4 (including the preferred land use categories, preferred site design, and maximum residential density).
2. Prepare detailed maps, tables, renderings, and other graphics indicating the appropriate type, amount, location, mix, density/intensity, format, architectural design, and timing of development and land uses (light industrial, warehouse & distribution, retail, hospitality & service-oriented commercial, office, residential, mixed-use, open space, utilities, roads, trails, etc.) that are appropriate for and likely to succeed within the District.
3. Identify opportunities and adopt specific strategies, including but not limited to zoning and subdivision code revisions, to implement one or more objectives and tasks identified in the 2050 Plan Implementation Chapter, including, but not limited to:
 - a. Developing & adopting specific design guidelines for industrial & commercial sites & buildings
 - b. Identifying potential land use incompatibility issues with abutting neighborhoods and developing specific buffering & setback requirements
 - c. Identifying environmentally sensitive features and adopting specific protection requirements
 - d. Address the opportunity for owner-occupied and rental residential housing, mixed-use developments
4. Identify existing developed properties and land uses within the District that may be inconsistent with the preferred land uses set forth in 2050 Plan, properties that may be underused relative to the potential value of the property or importance to achieving the 2050 Plan “vision”, or otherwise have the potential for redevelopment.
5. Identify the location of future transportation infrastructure, including the location and design characteristics of future local, collector, and arterials roadways, off-road recreational trails, and appropriate streetscaping enhancements, e.g. lighting, sidewalks, terraces, crosswalks, benches, receptacles, bike racks, etc. .
6. Identify specific strategies, e.g. plan policies, zoning and subdivision code revisions, public and private infrastructure improvements, land acquisition, alternative public and private funding sources, etc., to implement the master plan and to ensure future land use and development occurs in a cost-effective and sustainable manner.
7. Develop and adopt the master plan based in part on public input obtained from a broad set of community stakeholders including the residents, Village Board, Plan Commission, property and business owners, real estate and development professionals, and typically unrepresented stakeholders and silent supporters or objectors.

SECTION IV. Scope of Work

It is expected that the consultant will provide the Village specific recommendations regarding the final scope of the project and overall planning process, as well as, specific tasks and deliverables based on their expertise and experience completing similar district, neighborhood and corridor scale land use & development planning projects. The final project scope, as well as, the specific elements to be included in and the organization and format of the master plan document will be determined by the consultant in cooperation with the Village once the consultant is selected. However, the master plans should address or otherwise incorporate the following:

Planning Area Identification & Background

Identification of the recommended planning area boundary. A description of the planning area, including a summary of prior planning activities and relevant planning documents and studies, existing natural resources and infrastructure, issues & opportunities within the districts, etc. This includes both Village plans and any relevant plans adopted by regional or other entities such as SEWRPC, MMSD, and Washington County. While the goal is to develop a master plan for the Holy Hill Gateway District, given the need to evaluate potential land use incompatibilities and develop appropriate buffering and setback requirements between the Holy Hill Gateway District and the abutting areas to the north, east and south, the planning area may need to extend beyond the District boundaries in certain locations.

Existing Conditions & Property Redevelopment Analysis

The consultant shall perform a combination of land use, zoning, demographic, economic development and market analyses and assessments to evaluate and document existing conditions within the Districts including the identification of existing developed properties and land uses within the Districts that may be inconsistent with the 2050 Plan preferred land uses, are currently underused relative to the potential value of the property, or otherwise have the potential for redevelopment.

2050 Plan Consistency

The master plan should discuss how it is consistent with and furthers the 2050 Plan and other existing plans adopted by the Village, including the Comprehensive Outdoor Recreation Plan and reflects the desires of Village residents and taxpayers.

Intergovernmental Cooperation

The planning process should include an opportunity for other local governments to participate, particularly Germantown School District, the Village of Richfield, Washington County, the Southeast Wisconsin Regional Planning Commission (SEWRPC), the Milwaukee Metropolitan Sewerage District (MMSD), and the Department of Natural Resources (DNR). The master plan should document how it furthers intergovernmental cooperation, addresses any intergovernmental issues raised through the planning process, and how those issues were resolved.

Natural Resources

The plan should evaluate existing natural resources, environmental corridors, any known threatened or endangered species, heritage trees, high quality woodlands, topography and steep slopes, floodplains, wetlands, high groundwater areas that may be limiting factors to or affected by development, soils, prairies or meadows. The plan should identify any environmental corridors (as defined by SEWRPC) and identify required and recommended protection and preservation regulations these resources and environmental corridors.

Market and Economic Development Analysis

Development of the master plan should consider the market and economic conditions of the recommended preferred land uses to ensure the land uses are realistically attainable and likely to be successful.

Transportation Network Analysis

The master plan should include a general analysis of the suitability and capacity of the existing and proposed future transportation and pedestrian networks and include a proposed road, sidewalk, recreational trail network (and any realistic alternative modes of travel) necessary to provide efficient and cost-effective circulation and connectivity within District, to adjacent districts and neighborhoods in the Village, and to the surrounding regional transportation network. The proposed network should include street design principles to follow for any new streets proposed, including recommendations for street width, bicycle and pedestrian facilities, and streetscaping.

Preferred Land Use Plan, Conceptual Renderings and Site Plans

The consultant shall develop a preferred land use plan as part of the master plan for the District. The Preferred Land Use Plan should include more detail regarding land use categories, maps, concepts, policies, and recommendations that in the 2050 Plan and District profile. Village residents and taxpayer wishes must be represented and taken into account. This may include recommendations regarding the location of preferred land uses, development density and intensity, preferred building materials or styles, recommended building height, floor area ratios, principal building setbacks, minimum or maximum parking requirements, and other typical zoning code requirements. The master plan should include the use of representative images, conceptual renderings, and scaled site plans for specific properties or land use categories. The creation of roadway conceptual cross sections should also be included. It is expected that the preferred land use plan will be developed after evaluating several alternative development and transportation network scenarios, preferred land use maps, and conceptual renderings and site plans for review and consideration by the Village as part of an iterative planning process.

Specific properties or areas in the Holy Hill Gateway District that should have conceptual renderings and site plans prepared include, but are not limited to:

1. Holy Hill Storage & MLG properties in the southeast quadrants of the Holy Hill Road @ I-41 interchange;
2. Properties east of Goldendale Road and north of Holy Hill Road;
3. The recommended cross-section(s) around the perimeter of the Holy Hill Gateway District depicting the recommended setback depth, berming, and landscape buffering requirements along the common boundary with the abutting neighborhoods

Design Guidelines

The consultant shall prepare zoning code level site, building and landscaping design principles & guidelines for the preferred land uses and (re)development in the Districts. This should include representative renderings, photos and dimensioned illustrations to adequately convey the design principles & principles. The consultant should also identify recommended street and streetscaping enhancements within the District.

Implementation Strategies.

Describe implementation strategies including amendments to the Village's existing zoning and subdivision codes, capital improvement plan, outdoor recreation plan, etc., that will be necessary to implement the master plan. Identify strategies for addressing affordable housing, sustainability, or transportation related recommendations. Identify potential implementation, timelines, and marketing strategies to redevelop the potential redevelopment sites identified earlier in the planning process. Provide preliminary cost estimates for proposed recommendations and where applicable estimated impacts to future property values and tax increment generation. Identify specific funding programs or potential partners, including public or private, that would be applicable to Germantown.

Mapping

The master plan should contain multiple maps to clearly and adequately present the preferred land uses and development within the District including, but not limited to, the following:

- Project/Planning Area Boundary
- Location Map within Germantown and relative to abutting Neighborhoods, Districts & Corridors
- Existing Land Use & Zoning Map
- Natural Resources Map including wetlands, floodplains, steep slopes, hydric soils, surface water, woodlands, SEWRPC defined environmental corridors, etc.
- Existing and Future Public Facilities Map including public roads, utilities, e.g. sewer, water, etc., facilities, stormwater management areas, park & recreation facilities, landscaping, buffering and streetscaping improvements
- Potential Redevelopment Site/Property Map
- Future Land Use Map showing the locations of the preferred land uses including conceptual locations for road improvements, bike and pedestrian facilities, park expansions, drainage areas and stormwater management facilities, etc.

SECTION V. Deliverables

The consultant shall prepare a final master plan document that contains those items described in the final Scope of Services. The master plan document shall be user friendly, incorporating graphics, tables, maps, renderings and other visual components while minimizing text to present a clear and concise document. The final master plan documents should be completed in a manner that can be integrated with and/or appended to the 2050 Plan and other master plans.

The consultant shall provide the Village with one (1) digital copy of the final master plan document and all supporting documents created during the planning process in both the original format (Microsoft Word or compatible) and PDF format, including all maps, GIS data and GIS maps, graphics, or tables used to create the master plan documents. The consultant shall provide the Village with one (1) hard copy of the final master plan document. Preliminary or draft versions of all documents, including surveys, maps, renderings, may be provided in PDF format provided they are reproducible on standard paper in color or black & white at a size not to exceed 11" x 17". The consultant is responsible for printing any/all hard copy presentation and public engagement materials unless mutually agreed to with the Village.

SECTION VI. Minimum Consulting Services Required

The consultant selected for the project will be expected to provide a range of municipal land use planning and development-related services to complete the project including, but not necessarily limited to:

1. Demonstrated experience in the development of neighborhood plans for municipalities of a similar size, population, and (ideally) with similar development pressures and challenges, including experience conducting economic development and commercial retail market analysis and studies, residential housing analysis and studies, and transportation network analysis. To meet these expectations, a consultant may consist of a multidisciplinary team of planners, housing professionals, economic development professionals, commercial broker and real estate professionals, landscape architects, and/or civil engineers.
2. Understanding of and ability to incorporate relevant requirements into the planning process in conformance with the Wis. Stats. 62.23 pertaining to comprehensive planning, including the incorporation of necessary background information and trends, and the preparation and conduct of a statute-compliant public participation process.
3. Demonstrated experience preparing and conducting in-person, virtual and web-based presentations, public hearings, workshops, charettes, surveys and other public engagement opportunities and tools that may be needed or proposed in the planning process. Ability to provide innovative and cost-effective approaches to educating and obtaining input from residents, stakeholders, property owners, business owners/operators, and typically unrepresented stakeholders and “silent” supporters or objectors.

The above are minimum requirements for the project and are not intended to be a complete list of the services, skills and experiences that may be necessary to complete the project or used to evaluate consultant proposals.

SECTION VII. Proposal Format, Submittal & Content Requirements

All proposals should adhere to or reflect the content and sequence of information described in this RFP document. The proposal shall not exceed 25 pages. If the proposal is too large to submit via email, please submit via Drop Box or other filesharing service mutually agreed to with the Village. Alternatively, a proposal may be submitted in an electronic format via a USB flash drive provided it is received at the Planning & Zoning Services counter in Village Hall before the submittal deadline.

Submit a complete electronic version of the consultant’s proposal in PDF format via email to the Village of Germantown, Director of Community Development at the email address listed below:

Jeffrey W. Retzlaff, AICP, Director, Community Development Department
N112 W17001 Mequon Road
Germantown, WI 53022
262-250-4735
Email address: jretzlaff@germantownwi.gov

Submittal Deadline Date

Proposals in response to this RFP must be received before 4:00pm CST on or before the deadline date specified in Section VIII. Proposals received after this date/time will not be accepted. The consultant is responsible for verifying that their proposal has been received before the submittal deadline date.

Proposal Content

The proposal should include all the information necessary for the Village to evaluate and the proposal and make a decision. Failure of the consultant to provide specific, detailed information may result in its proposal being rejected in favor of a sufficiently detailed proposal. Any necessary exhibits or other information, including information not specifically requested in this RFP that the consultant feels would be helpful to the evaluation and decision-making process should be attached at the end of the proposal. At a minimum, the proposal shall include the following components:

1. Qualification Details

- a. Cover Letter – Including, but not limited to a statement of understanding and approach to the project. Consultants shall clearly identify whether they are submitting a proposal for completion of only one master plan or both. The cover letter should include the address, telephone number, and e- mail address of the contact person(s) and each person authorized to represent the consultant in negotiations. Unless the consultant is an individual, all proposals must be signed with a firm/company/partnership/entity name and by a responsible officer or employee indicating that officer or employee's authorization to commit the consultant to the terms of the proposal.
- b. Experience – A summary of at least five similar or relevant neighborhood, district, or corridor master plan projects for a comparable municipality that the consultant has completed within the last seven years. Website links to or digital attachments of copies of project documents can be provided and are encouraged (digital attachments will not count against the proposal 25-page limit).
- c. References – Provide at least three municipal client references for which the consultant has provided similar planning services within the last seven years. Include the municipality name, contact person name, email address and telephone number, and a brief description of the services provided.

2. Project Details

- a. Scope of Work – A complete and concise description of the approach to be taken to complete the project and address the items listed in Sections III. And IV. above, including any draft and final deliverables. An explanation of any variances from the proposed Scope of Work outlined in Section IV. and any insights into the project gained as a result of preparing the proposal or from past project experiences.

3. Project Management Details

- a. Key Personnel – A list or organization chart of personnel directly assigned to the project, including any sub-consultants, along with their responsibilities for this project and resumes. Clearly illustrate the responsibilities and lines of communication and authority relative to your project management team. Describe your plan to interface with Village staff. The Consultant's Project Manager, who will be responsible for planning, coordinating, and conducting the majority of the work, including meeting

attendance with Village Staff and Plan Commission must be identified and committed to the project. The Village reserves the right to approve Consultant's Project Manager and any requested personnel and subcontractor changes during the project.

- b. Quality Control – Describe quality control measures and processes to ensure the project requirements are achieved within the project budget and schedule.
- c. Village Staff Commitments – Identification of those items within the Scope of Work for which the consultant anticipates assistance by Village Staff. Village Staff will serve as the point of contact for public inquires during the planning process, will attend all public meetings, will maintain a project website, and provide public outreach of planning activities through existing Village social media outlets, electronic and community newsletters (if any are employed for the project). Village Staff can also assist in providing existing GIS data as available.
- d. Project Schedule – A proposed schedule that indicates project meetings, milestones by phases or tasks, delivery of draft and final project deliverables, and overall timeline for completion of the master plan.

4. Public Engagement Plan

- a. Engagement Plan - The proposal should include a preliminary public engagement plan with recommended methods and strategies to disseminate information and obtain public input as part of the overall planning process, including, but not limited to, any in-person, virtual, social media, and/or web-based presentations, public hearings, workshops, charettes, surveys and other public participation events, opportunities and tools that may be needed as part of the planning process. The engagement plan should be designed to provide innovative and cost-effective approaches to sharing informing and obtaining input from residents, stakeholders, property owners, business owners/operators, and typically unrepresented stakeholders and "silent" supporters or objectors. The engagement plan will be finalized through discussions between the consultant and the Village. The overall process, techniques, technology, social media, meetings, workshops, charettes, etc. to be employed as part of the public engagement process must be addressed in the consultant proposal. All surveys will match prior question and be open ended. Resident and taxpayer responses will have high priority for considering changes.

5. Meetings & Communication

- a. Meetings - It is anticipated that a minimum of five (5) public meetings led by the consultant will be included in the planning process, although the consultant has the flexibility to provide an engagement plan and meeting schedule it feels is appropriate for the project. The consultant is expected to prepare any/all materials required for any public meetings and be responsible for setting up and testing any technology beyond that available for use through the Village. Village staff will post agendas and minutes using our agenda management software as needed.
- b. Communication with Village - The proposal should also build in appropriate contact meetings with Village staff and the Plan Commission which will serve as the "steering" committee for the project. The consultant is expected to coordinate and communicate with Village Staff on an ongoing basis throughout the planning process.

6. Project Cost and Labor Hours

- a. Cost – the proposal should include a “not to exceed” cost estimate to complete the project. The anticipated budget range is \$65-\$90,000 (pending final approval). This budget range reflects what the Village believes is appropriate for the type and scale of the project. The consultant may submit a proposal with a total cost that is outside of this range but must give information explaining why the proposed cost is outside the range. Innovative approaches, techniques, tools or additional tasks that exceed the intent of the Master Plan Objectives and Scope of Work set forth herein are acceptable if the consultant feels the benefits are justified or considered necessary to complete the project. If the scope and/or cost for such innovations or additional tasks increase the overall cost of the project beyond the project budget range, such innovations and tasks should be broken out and presented as additional services or alternatives with separate cost estimates in the proposal to be discussed with and considered by the Village.
- b. The Village will withhold a minimum 10% of the estimated contract value until all work has been satisfactorily completed.
- c. Estimated Labor Hours – A summary of estimated labor hours by task, or phase, that clearly identifies the project team members, their hourly rate, and the number of hours performed by each participant organized by task or phase.
- d. Additional Scope/Fees – The proposal should include the total cost, hours per employee, and hourly rates, etc. for any additional services not identified as needed to complete the basic scope of work.

7. Supplemental Information

- a. Any other information deemed necessary by the consultant to respond to the requirements of this RFP.

SECTION VIII. Proposal Evaluation and Consultant Selection

Evaluation Process

All proposals received before the submittal deadline date will be evaluated by the “RFP Evaluation Team” comprised of the Village Administrator, Community Development Director, Public Works Director, Village Engineer, and Village President. The RFP Evaluation Team will make a recommendation to the Plan Commission who will, in turn, make a recommendation to the Village Board for final selection of a consultant.

The RFP Evaluation Team is free to make any recommendations it determines to be in the best interest of the Village. Any inaccuracies in or misrepresentations of the information contained in a proposal or other errors may result in the rejection of a proposal.

The Village may select up to three (3) consultants for a pre-selection interview (in-person or virtual). Consultant must agree to appear at the pre-selection interview if required. The Village will not reimburse a consultant for any costs incurred for the preparation of a proposal or attending the pre-selection interview.

Proposal Evaluation Criteria

During the evaluation process, the RFP Evaluation Team may require a consultant to answer specific questions orally or in writing regarding their proposal. Selection of a consultant will be based on the overall strength and responsiveness of each proposal and not on any single factor such as cost. The RFP Evaluation Team, Plan Commission and Village Board will evaluate each proposal using the following criteria (but may consider other criteria it deems relevant to make their recommendation or selection):

- Qualifications and demonstrated experience of the consultant providing the same or similar planning consulting services for comparable master plan projects, including the qualifications, capability, and experience of the key personnel to be assigned to the project
- Proposed approach to the project, including the consultants demonstrated understanding of the master plan objectives, scope of work, proposed project schedule, appropriateness and uniqueness of the proposed approach, methods, techniques, and tools to be used for the project
- The proposed public engagement plan
- Proposed schedule and cost to provide the services necessary to complete the project

Timeline

The following timeline is anticipated with respect to the release of this RFP, proposal submittal, proposal review & evaluation, and consultant selection (but subject to change at the Village's discretion):

Request for Proposal Release Date	Nov 12, 2025
Deadline for submittal of consultant questions	Dec 1, 2025
Village response to consultant questions	Dec 5, 2025
Proposal Submittal Deadline Date	Dec 19, 2025
RFP Evaluation Team Proposal Review & Recommendation	Dec 29, 2025
Plan Commission Proposal Review & Recommendation	Jan 12, 2026
Village Board Consideration and Consultant Selection	Jan 19, 2026
Negotiate & Finalize Project Contract	Jan 20-23, 2026
Project Commencement & Kick-Off Meeting (tentative)	February 1, 2026

The Village reserves the right to adjust the timeline as necessary for any reason.

SECTION IX. Consultant Questions

The Village will only accept written questions concerning the RFP and master plan project(s). Questions should be submitted via email on or before 4:00pm on the deadline date specified in Section VIII above. Include "Holy Hill Gateway District Master Plan RFP Questions" in the subject line to ensure Village staff receives your question(s). Email all questions to the Community Development Director at the email address provided in Section VIII above.

The Village will respond in writing to all questions received. A copy of all consultant questions received AND the Village's responses will be posted on the Village's website on or before 4:00pm on the date specified in Section VIII above. In addition, a copy of the Village's responses will be emailed to all consultants who submit questions or who request a copy of the Village's responses by email prior to the question submittal deadline date.

SECTION X. Additional Terms and Conditions

There is no expressed or implied obligation that the Village will reimburse consultants for any expenses incurred in preparing proposals or participating in the selection process in response to this RFP. Materials submitted by consultants are subject to public inspection under Wisconsin law and any language purporting to render the entire proposal confidential or proprietary will be ineffective and will be disregarded.

The Village will not discriminate against individuals due to sex, race, religion, creed, color, national origin, age, disability, sexual orientation, ancestry, marital status, arrest or conviction record, military service, or any other characteristics protected by law. This applies to all consultants submitting proposals to this project and their sub-consultants.

The Village reserves the right to retain all proposals submitted and to use any idea in a proposal regardless of whether the proposal and consultant were selected. Submission of a proposal indicates acceptance by the consultant of all terms and conditions in this RFP unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the Village and the consultant.

All property rights, including publication rights of all reports produced by the consultant selected in connection with services performed for this project shall be vested in the Village.

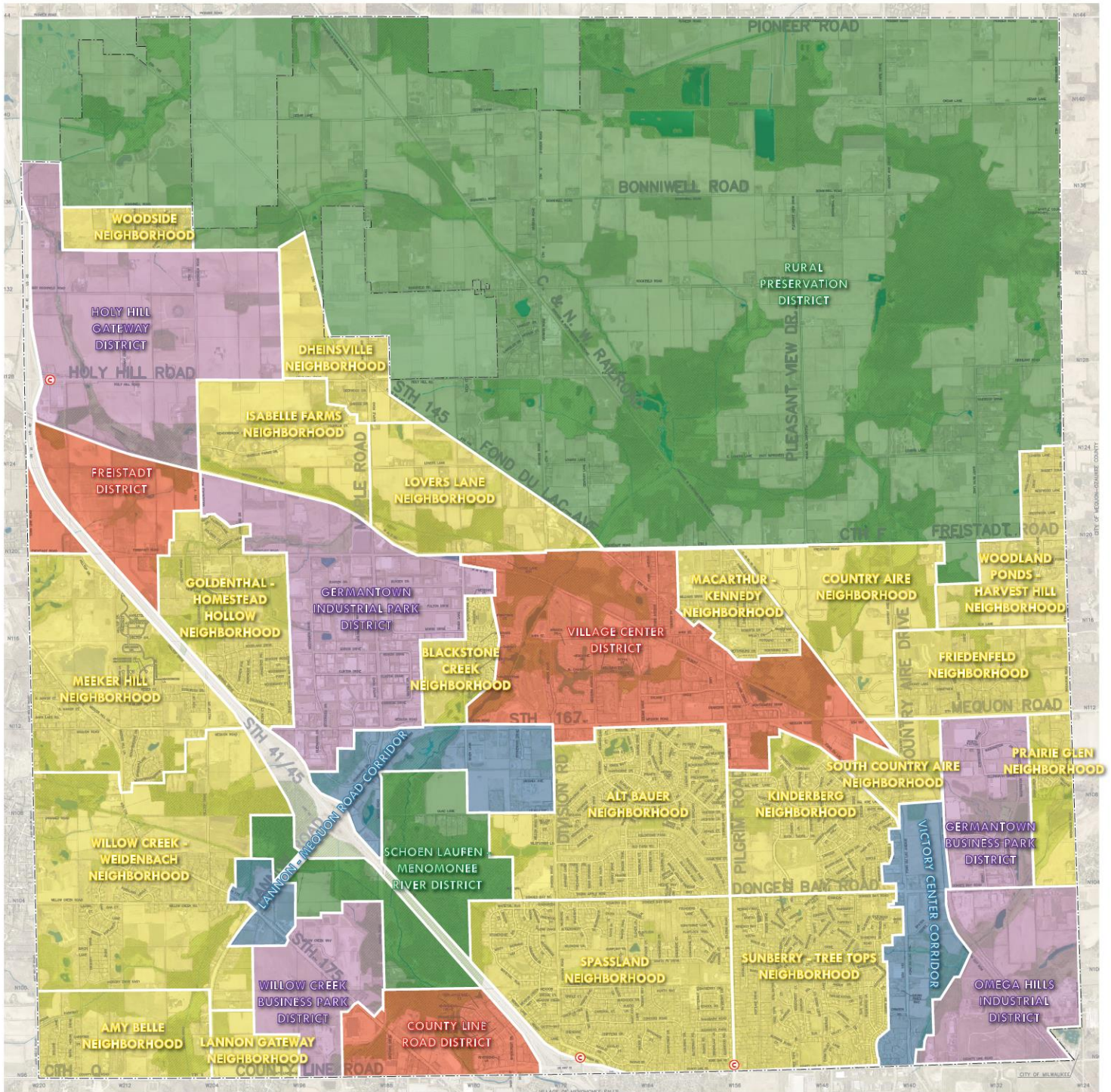
The Village reserves the right to reject any or all proposals submitted for any reason.

EXHIBIT 1

Village of Germantown 2050 Comprehensive Plan Future Land Use MAP

NEIGHBORHOODS, DISTRICTS, CORRIDORS

Village of Germantown 2050 Future Land Use Map



*Note: This map is intended for use in combination with the Future Land Use Table

LEGEND: NEIGHBORHOODS

NEIGHBORHOODS

ALT BAUER
AMY BELLE
BLACKSTONE CREEK
COUNTRY AIRE
DHEINSVILLE
FRIEDENFELD
GOLDENTHAL - HOMESTEAD HOLLOW
ISABELLE FARMS
KINDERBERG
LANNON GATEWAY
LOVERS LANE
MACARTHUR - KENNEDY
MEEKER HILL
PRAIRIE GLEN
SOUTH COUNTRY AIRE
SPASSLAND
SUNBERRY - TREE TOPS
WILLOW CREEK - WEIDENBACH
WOODLAND PONDS - HARVEST HILL
WOODSIDE

DISTRICTS

MIXED-USE DISTRICTS

COUNTY LINE ROAD
FREISTADT
VILLAGE CENTER

BUSINESS PARK/INDUSTRIAL DISTRICTS

GERMANTOWN BUSINESS PARK
GERMANTOWN INDUSTRIAL PARK
HOLY HILL GATEWAY
OMEGA HILLS INDUSTRIAL DISTRICT
WILLOW CREEK BUSINESS PARK

RURAL/OPEN SPACE DISTRICTS

RURAL PRESERVATION
SCHOEN LAUFEN - MENOMONEE RIVER

CORRIDORS

CORRIDORS

LANNON-MEQUON ROAD
VICTORY CENTER

MUNICIPAL BOUNDARY



EXHIBIT 2

Village of Germantown 2050 Comprehensive Plan Future Land Use TABLE

Germantown 2050 - Comprehensive Plan Update | Future Land Use Table (Page One)

Places			Preferred Future Land Uses												SSA	Environmental Corridor	Preferred Site Design			Maximum Density (residential uses)
Neighborhood / District / Corridor	Place Type	Place Name	Existing Uses (+ existing nonconforming zoning) See Note 5 for details	Residential: Single Family	Residential: Two to Four Family	Residential: Multi-Family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial (Includes "Activity Centers")	Institutional	Open Space & Recreational	Mineral Extraction	Industrial	Agricultural / Hobby Farming / Agribusiness	Sewered? (Y/N/Partial)	Contains an Environmental Corridor?	Traditional Neighborhood	Suburban Subdivision	Conservation Subdivision**	Dwelling Units / Acre See Note 4 for details
District	Mixed-Use	County Line Road District	A	u	u	A	A	A	D	A	A	u	u	u	Y	YES	D	U	A	10 units/acre
District	Mixed-Use	Freistadt District	A	A	A	D	D	D	A	A	A	u	D	u	Y	YES	-	-	-	SF: 2.9 units/acre 2-4F: 6 units/acre MF: 25 units/acre
District	Mixed-Use	Village Center District	A	A	A	D	D	u	D	A	D	u	u	u	Y	YES	D	A	U	SF: 2.9 units/acre 2-4F: 6 units/acre MF: 25 units/acre
District	Industrial / Commercial	Germantown Business Park District	A	u	u	u	u	D	A	A	A	u	D	u	Y	YES	-	-	-	-
District	Industrial / Commercial	Germantown Industrial Park District	A	u	u	u	u	D	A	A	A	u	D	u	Y	YES	-	-	-	-
District	Industrial / Warehousing	Holy Hill Gateway District	A	u	u	D	D	D	A	A	A	u	D	u	Y	YES	-	-	-	25 units/acre
District	Industrial / Landfill	Omega Hills Industrial District	A	u	u	u	u	D	A	A	A	A	D	u	N	YES	-	-	-	-
District	Industrial / Commercial	Willow Creek Business Park District	A	u	u	u	u	D	A	A	A	u	D	u	Y	YES	-	-	-	-
District	Rural / Open Space	Rural Preservation District	A	A	u	u	u	u	u	A	D	A	u	D	N	YES	U	U	D	see NOTE 1
District	Open Space	Schoen Laufen - Menomonee River District	A	u	u	u	u	u	u	A	D	u	u	u	P	YES	-	-	-	-
Corridor	Mixed-Use	Lannon - Mequon Road Corridor	A	A	A	A	A	A	D	A	A	u	u	u	P	YES	D	U	U	SF: 2.9 units/acre 2-4F: 6 units/acre MF: 10 units/acre
Corridor	Mixed-Use	Victory Center Corridor	A	A	A	A	A	A	D	A	A	u	A	u	Y	YES	D	U	U	SF: 2.9 units/acre 2-4F: 6 units/acre MF: 10 units/acre

NOTE 1:	"Rural Preservation" District	1 unit/ 20 acres (4 or fewer CSM lots) 1 unit/ 5 acres with Conservation Subdivision (5 or greater lots subdivided)
NOTE 2:	Neighborhood in SSA (w/ water & sewer)	2.2 units/ acre (4 or fewer CSM lots) 3.5 units/acre with Conservation Subdivision (5 or greater lots subdivided)
NOTE 3:	Neighborhood outside SSA (no water & sewer)	1 unit/ 5 acres (4 or fewer CSM lots) 1 unit/ 3 acres with Conservation Subdivision (5 or greater lots subdivided)
NOTE 4:	The density listed in this column is the maximum density permitted. However, a lower density may be required on a case by case basis and higher density may be permitted through a Planned Development District approved by the Village Board pursuant to the Planned Development District section of the Zoning Code.	
NOTE 5:	Expansion of existing and nonconforming uses within existing property boundaries may be permitted subject to zoning restrictions and Plan Commission approval.	
NOTE 6:	Land use within the "Provisional Land Use Area" shall be consistent with the former 2020 Land Use Plan "Agricultural/Conservation Residential" designation that allows agricultural use and single-family residential use with a maximum density and minimum lot size of 1 dwelling per 5 acres.	
•	Area is within (or partially within) SSA, but the majority of properties are not connected to sewer	
**	"Conservation Subdivision" includes: (a) minimum open space requirement (40-60%); (b) minimum lot size (1.0 acre for "Rural/Open Space" and "Residential" outside SSA; 8,000SF for "Residential" inside SSA)	

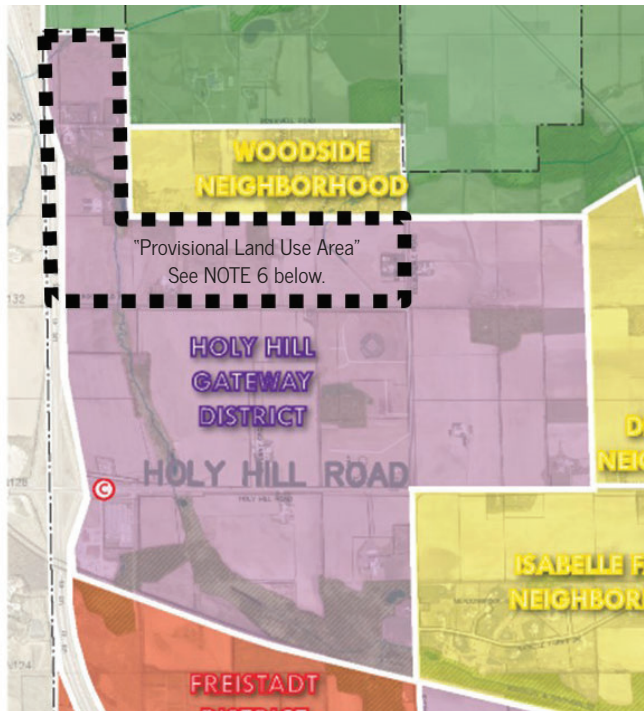
D =	Desirable – These uses should be encouraged because they are consistent with, support, and enhance the desired character of the area.
A =	Allowable – These uses are generally considered appropriate for the area, but may require additional consideration and/or specific modification or developed features to be compatible with other uses in the area.
u =	Undesirable – These uses should not be encouraged but may still be acceptable for the area under special circumstances.



EXHIBIT 3

Holy Hill Gateway District Profile

Holy Hill Gateway DISTRICT



GENERAL CHARACTER

The Holy Hill Gateway District is predominantly undeveloped but intended to be an industrial and mixed-use commercial district comprised predominantly of light industrial uses, warehouse, corporate office uses, and service-commercial uses. A portion of the district lies within Tax Incremental District (TID) No. 8. Existing development includes personal storage and highway-oriented commercial uses at the Holy Hill road interchange, a trucking and warehouse operation at the Holy Hill @ Goldendale Road intersection, and light industrial and warehousing uses in the Gateway Corporate Park north of Holy Hill Road and west of Goldendale Road. The existing zoning of the currently undeveloped parcels in the district is predominantly A-1: Agricultural.

SPECIAL FEATURES

Transportation The Holy Hill Gateway District is located at the Holy Hill Road interchange with I-41. The district is generally bounded by I-41 to the west, the Woodside neighborhood to the north, the Dheinsville Neighborhood to the east, and the

WSOR railroad to the south.

Environmental, Natural & Agricultural Goldendale Creek, a tributary to the Menomonee River, and associated environmental corridor runs along the north side of the WSOR railroad in the southern part of the district. Rockfield Creek, a separate tributary to Little Cedar Creek, runs north-south through the district parallel to I-41.

Public Park, Education, Safety & Utility Village sewer and water currently serves a portion of the Holy Hill Gateway District. The system has capacity to serve the entire district upon further extension.

PREFERRED LAND USE

The Holy Hill Gateway District is intended to develop as an industrial, warehousing and mixed-use commercial district with light industrial, warehouse, hospitality, corporate office uses. Community-scale retail and service-related commercial uses are intended to locate at the Holy Hill Road interchange (except for “big box” retail) and neighborhood-type commercial uses at the Holy Hill Road/Frontage Road intersection. The potential for mixed-use commercial with high-density is desirable for land adjacent to and along the I-41 corridor. See the Economic Development Section of this Plan for more information on future land uses within the Holy Hill Gateway District.

Industrial and Warehousing Development in the Holy Hill Gateway District created potentially negative impacts on the surrounding rural areas. Residents and property owners demand that future industrial, warehousing, and commercial development not expand beyond Rockfield Road to the North and Goldendale Road to the East. In addition, residents have requested that regardless of where the ultimate district boundary is established, the Village needs to develop specific and substantial setback and buffering requirements for future development of the land within the district that is

PREFERRED FUTURE LAND USE

Holy Hill Gateway District

Preferred Future Land Uses												Enviro Corr.	SSA	Preferred Site Design			Maximum Density (residential uses)
Existing Uses (+ existing non-conforming zoning) See NOTE 5 for details	Residential: Single Family	Residential: Two to Four Family	Residential: Multi-family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial (includes "Activity Centers")	Institutional	Open Space & Recreational	Mineral Extraction	Industrial	Agricultural / Hobby Farming / Agribusiness	Contains an Environmental Corridor?	Sewered? (Y/N/Partial)	Traditional Neighborhood	Suburban Subdivision	Conservation Subdivision**	Dwelling Units / Acre See NOTE 4 for details
A	u	u	D	D	D	A	A	A	u	D	u	Yes	Yes	-	-	-	25 units/acre

adjacent to the Rural Preservation District, Woodside Neighborhood, Dheinsville Neighborhood, and Isabelle Neighborhood. The Village intends to develop and adopt specific setback, buffering, lighting, noise, and other development requirements in the Zoning Code to mitigate potential negative impacts associated with future development in this and other districts.

Master Planning A detailed master plan will be developed for the Holy Hill Gateway District (see Implementation Plan: Economic Development Objective #1). Until the master plan is prepared and incorporated into the Future Land Use component of the 2050 Comprehensive Plan, the preferred land uses allowed in and future development of the area bounded by Rockfield Road, Goldendale Road, the Woodside Neighborhood, the Town of Germantown,

D =	Desirable – These uses should be encouraged because they are consistent with, support, and enhance the desired character of the area.
A =	Allowable – These uses are generally considered appropriate for the area, but may require additional consideration and/or specific modification or developed features to be compatible with other uses in the area.
u =	Undesirable – These uses should not be encouraged but may still be acceptable for the area under special circumstances.

and I-41 shall be limited to only the land uses and development allowed under the "Agricultural/Conservation Residential" land use designation in the former 2020 Comprehensive Plan (see "Provisional Land Use Area" as shown on the Future Land Use Map). The "Agricultural/Conservation Residential" designation allows agricultural uses and single-family residential uses with a maximum density and minimum lot size of 1 dwelling per 5 acres.

NOTE 6:

Land use within the "Provisional Land Use Area" shall be consistent with the former 2020 Land Use Plan "Agricultural/Conservation Residential" designation that allows agricultural use and single-family residential use with a maximum density and minimum lot size of 1 dwelling per 5 acres.

See all notes on page 42.

EXHIBIT 4

2050 Future Land Use “Vision” for the Holy Hill Gateway District

Holy Hill Gateway District/ Freistadt District

The land surrounding Holy Hill Road to the north and south has been in demand for new industrial development and growth in the Village. New businesses in this area include the Gateway Corporate Park, Capstone 41 Business Park, Dielectric Manufacturing, and Illing Packaging, which are located north of Holy Hill Road and west of Goldendale Road. It is anticipated that this demand will continue, and that more development and land conversion from agricultural to industrial land use will take place as a result. However, the exact areas that should be developed as part of the emerging industrial park is in question, as well as the design of those industrial buildings themselves.

As the Village plans future land use in this area, important considerations include the existing residential development to the southeast of the industrial development, the fact that much of the area already falls within the Village's sewer service area, and the desired character of the Holy Hill and Goldendale Road corridors, both for vehicles and for cyclist and pedestrians.

Through the comprehensive planning process, the Village has determined that the land in this area should be developed as a combination of Light Industrial, Commercial Warehousing, and High Density Multi-family Residential, primarily. Commercial development, potentially including multifamily housing if it is developed alongside community amenities and with a walkable format, is also a potential use along I-41. Medium Density Residential areas are envisioned as conservation subdivisions, which allow clustering of residential lots around areas of environmental areas. These districts are also deemed suitable for potential "next generation" housing opportunities provided that the Village qualifies under the Washington County's regional affordable housing ownership initiative. These subdivisions will allow a transition in development intensity between the industrial uses and the more rural and agricultural residential areas in this part of the Village.

Additionally, the area includes a vision for a regional trail network along existing environmental corridors and newly created regional stormwater corridors. This trail network will serve as an amenity to existing and future uses and serve as a physical connection for residents and businesses to the Village Center.



Community Voices

I understand the Holy Hill area is designated industrial...which is fine. I think it can be more thoughtful when looking at architectural styles, green space setbacks and parking in the rear of the buildings off the road. Include water features and walking paths in the front of the buildings in the green space. It would make a much more desirable area for all.

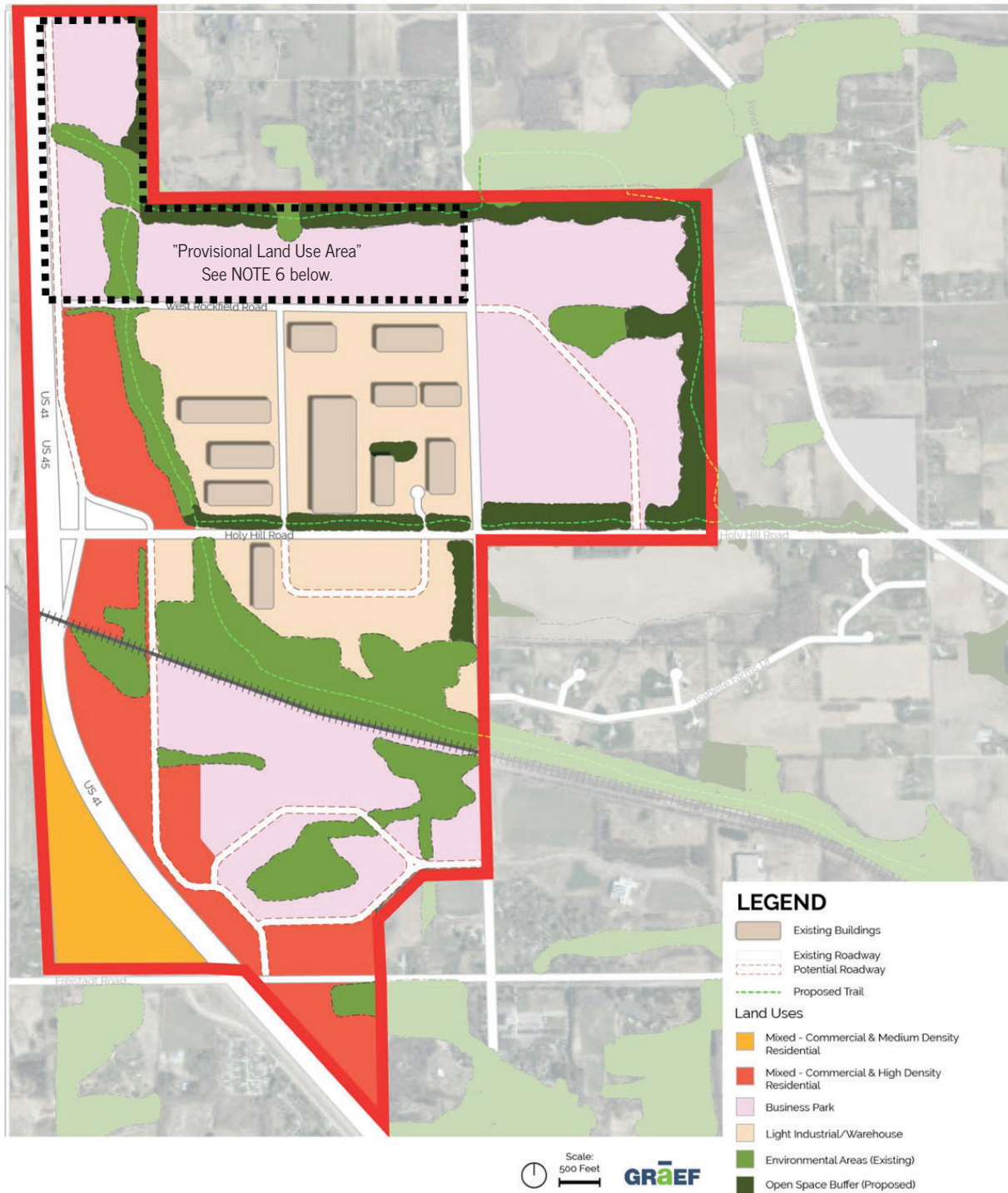


Next Steps

In order to realize the vision for this area of Germantown, the Village should undertake the following:

1. Develop a master plan for the Holy Hill/Freistadt Road area that includes the following elements:
 - Street and Block framework
 - Preferred Future Land Use
 - Regional stormwater concept plan
 - Trail and Open Space plan
 - Regulations and Design Guidelines
 - Funding & Incentives
2. Adopt the master plan as an amendment to the Comprehensive Plan.
3. Re-zone. Develop a new zoning district, or develop an overlay zoning district with design guidelines that will provide specific regulations and expectations for future development in this area, based on the master plan.
4. Engage with the development community to determine interest in the area and further refine proposed development patterns in response to specific needs of tenants.

Figure 6.6 – Holy Hill Gateway & Freistadt District - Future Land Use Vision



NOTE 6:

Land use within the "Provisional Land Use Area" shall be consistent with the former 2020 Land Use Plan "Agricultural/Conservation Residential" designation that allows agricultural use and single-family residential use with a maximum density and minimum lot size of 1 dwelling per 5 acres. See Holy Hill Gateway District Profile in Chapter 5 for details on Master Planning.

GERMANTOWN

VILLAGE OF GERMANTOWN HOLY HILL GATEWAY DISTRICT MASTER PLAN

PROPOSAL



The 1861 Group

CHASTAIN
COMMUNITY PLANNING & FUNDING

DEVELOPMENT
PLANNING
PARTNERS 

December 19, 2025

Jeffrey W. Retzlaff, AICP
Director, Community Development Department
N112 W17001 Mequon Road
Germantown, WI 53022



RE: Village of Germantown Holy Hill Gateway District Master Plan

At the heart of every community is its residents--and planning and executing Germantown's projects alongside the residents is critical to ensuring their support and future success. **Chastain & Associates LLC**, together with our colleagues with **The 1861 Group** and **Development Planning Partners**, is excited to partner with the Village of Germantown on the Holy Hill Gateway District Master Plan.

We will approach the project with the same intention and care as the Village, while being mindful of the significant long-term opportunities within the District. Community feedback to recent planning processes has underscored the importance of trust, clarity, and a process that involves the residents and ensures their voices meaningfully guide future municipal decisions. Our approach to your project is designed to meet Germantown where it is today. The planning effort establishes a tone of transparency and collaboration, and engages the community in a way that feels open, thoughtful, and grounded in shared understanding—All of which aligns with the Village's 2050 Comprehensive Plan, reinforcing a continuous and coordinated approach to long-term planning.

Chastain will lead the overall effort with Stephanie Brown, AICP, as the project manager, while the day-to-day coordination and engagement facilitation will be provided by Sophie Parr. Housing and economic development expertise will be facilitated by Zach Lowe and Kyle Terry of Development Planning Partners and The 1861 Group, respectively. Collectively, we bring extensive community planning experience guiding agencies through complex and sometimes sensitive planning efforts. Our goal is to translate community values into a clear, feasible, and visually grounded master plan that reflects Germantown's character and supports thoughtful and feasible implementation.

We would be honored to support the Village during this important effort and to help establish a path forward that is community-driven, transparent, and rooted in trust. Please feel free to contact us with any questions or to discuss this proposal further.

Sincerely,

A handwritten signature in blue ink that reads "Stephanie E. Brown". The signature is fluid and cursive.

Stephanie E. Brown, AICP
Associate
Department of Community Planning and Funding
Chastain & Associates, LLC
sbrown@chastainengineers.com
(618) 889-5592

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CHASTAIN

WHO WE ARE

At Chastain, our Community Planning & Funding team helps municipalities and counties shape futures that reflect community vision while staying rooted in actionable, data-driven strategies. We specialize in comprehensive plans, outdoor recreation planning, zoning review, land use analyses, and funding strategies that combine technical expertise with clear, engaging communication. We are also a full-service engineering firm, giving us the ability to bring our clients' plans to life.

WHY WORK WITH US

Our approach blends rigorous analysis with creative outreach. We design maps, dashboards, info-graphics, and branded engagement campaigns that make the planning process accessible and energize public participation.

We also understand the realities of implementation. From funding strategies and grant support to step-by-step road maps, we ensure communities can move seamlessly from vision to action.

Equally important, we build lasting client relationships. We remain a trusted resource long after adoption, offering technical expertise, creative problem-solving, and ongoing guidance as communities grow and evolve past the plans.

OUR CORE VALUES

● AUTHENTICITY

We Do What We Say.

● EXCELLENCE

We Do What It Takes.

● INTEGRITY

We Operate With Integrity.

● WILLINGNESS

We Have An Outward Mindset

OUR EXPERTISE

- Comprehensive Plans
- Outdoor Recreation Plans
- Engagement Campaigns
- Community Identity Branding
- Implementation Plans
- Downtown Revitalization
- Historic Preservation
- Zoning and Policy Review
- Transit Planning
- Bike, Ped and Trails
- Strategic Planning
- Grant Writing
- Grant Administration
- Relationship Building

OUR SERVICES

COMMUNITY PLANNING
& FUNDING

MUNICIPAL
ENGINEERING

TRANSPORTATION
ENGINEERING

STRUCTURAL
ENGINEERING

CONSTRUCTION
ENGINEERING

LAND DEVELOPMENT

SURVEYING

LAND ACQUISITION

GRANT WRITING

\$40 of grants & low-interest
loans (in the last 5 years)
MILLION secured to offset public infrastructure costs

Decatur, IL | Schaumburg, IL | Rockford, IL | Paris, IL | Lafayette, IN | Metropolis, IL



Our team of urban planners has worked across Illinois and Wisconsin in both urban and rural communities and brings over 25 years of combined experience.



THE FIRM

The 1861 Group offers data-driven, growth-focused, full-service economic development and real estate strategy solutions. We believe economic growth is holistic and must be uniquely tailored to communities, and we use cutting edge data and analysis techniques to meet client goals. The 1861 Group specializes in identifying opportunities for economic growth and providing strategies that create opportunity and wealth creation throughout communities.

SERVICES OFFERED

Economic Strategy Creation

- Effingham Housing and Economic Recovery Plan – Effingham, IL
- Advance Portland – Portland, OR
- City of Gary Downtown Strategy – Gary, IN
- Lincoln Square Master Plan – Chicago, IL

Demand and Impact Analysis

- City of Harvey Housing Demand Study- Harvey, IL
- City of Gary Downtown Strategy – Gary, IN
- City of Chicago Industrial Corridor Studies – Chicago, IL
- Chicago Transit Authority (CTA) Red and Purple Modernization Transit Oriented Development Plan – Chicago, IL

Comprehensive and Corridor Planning

- Lincoln Avenue Corridor Plan – Chicago, IL
- South Halsted Bus Rapid Transit Study – Southern Chicago Suburbs
- Harlem Avenue Bus Rapid Transit Study – Western Chicago Suburbs
- North Clark Street Strategic Plan – Chicago, IL

Real Estate Analysis

- Chicago Prize Due Diligence – Chicago, IL
- Neighborhood Data Snapshots – Chicago, IL
- Industrial Acquisition Market Studies – Various markets
- Multifamily Acquisition Market Studies – Various markets
- Retail Acquisition Market Studies – Various markets
- Motorola Campus Redevelopment Study – Schaumburg, IL
- IHDA Affordable Housing Studies – Chicago, IL

KEY CLIENTS

DEVELOPER

- Preservation of Affordable Housing (POAH)
- MetroAlliance/Harvey Housing Initiative
- LaSalle Investment Management
- The Community Builders, Inc.

MUNICIPAL

- City of Chicago, IL
- City of Effingham, IL
- Prosper Portland (Portland, OR)
- City of Gary, IN
- Gary Redevelopment Department

TRANSPORTATION

- Chicago Transit Authority
- Regional Transportation Authority (Chicago region)
- Pace Suburban Bus

NOT-FOR-PROFIT

- Pritzker Traubert Foundation
- Chicago Community Trust
- NeighborScapes
- Lincoln Square Special Service Area

Real Estate Market Analysis & Development Consulting



OUR FIRM

Development Planning Partners (DPP) gives public and private sector clients the tools and insights they need to make the strong tactical decisions required to achieve their development goals and to help plan for and manage growth. We specialize in strategic planning for the residential and commercial sectors in all forms and at all stages. Our market research, analysis, and development planning services help our clients understand the opportunities offered by their land assets, prioritize their goals, win financing, reduce risk, and build strong communities.



OUR BACKGROUND

We have a unique depth of experience that includes all housing types and commercial sectors, including mixed-use and transit-oriented development (TOD). Additionally, we are experts in conducting analysis for affordable housing developments and are versed in the special market study requirements of LIHTC and other types of affordable housing financing. We are certified by the National Council of Housing Market Analysts.



OUR APPROACH

To each client engagement we bring our hands-on approach that includes extensive primary research, including field surveys and market measurement and profiling, to garner an operative understanding of the study area. To this research we add data on a host of market influencers, including demographic and economic trends, labor market conditions, consumer spending patterns, and many others. The result is a robust knowledge base from which we perform analyses, derive conclusions, create market projections, and formulate market-supported guidance on a wide range of development and planning issues.



OUR COMMUNITIES

While DPP has the ability to work in markets nationwide, the Upper Midwest remains our home and stomping ground. We have worked extensively throughout the Chicago metropolitan area, completing assignments within all Metro area counties, as well as Wisconsin, Michigan, Indiana, and Iowa.



REVITALIZATION OF DOWNTOWN MARION MARION, ILLINOIS (2020)



The Marion Downtown Plan was created to guide improvements to the city's central district, focusing on beautification, walkability, and the overall experience of the downtown corridor. Chastain examined existing conditions, engaged the public, and developed concepts to enhance streetscapes, activate public spaces, and support year-round vibrancy. It serves as both a vision and a practical framework for future design and investment.

This plan shows how a simple, well-structured community engagement process can shape a cohesive vision for the redesign of key village properties. Through one-on-one stakeholder conversations, a public open house, and opportunities for residents to react directly to early design concepts, the community helped define what they want these spaces to look and feel like.

People consistently asked for improvements that make the corridor welcoming, beautiful, and comfortable. They emphasized landscaping, lighting, signage, and cleaner, more coordinated aesthetics. Walkability and safety came up repeatedly, wider sidewalks, more visible crosswalks, better ADA access, traffic-calming, and upgrades to aging pavement and alleyways. Residents also responded strongly to ideas that bring life and activity into the district, such as flexible plazas, shaded seating areas, enhanced alleys, and seasonal features that support events year-round.

These conversations shaped a design direction that blends identity and functionality: greener streets, consistent materials and furnishings, safer crossings, activated alleys, and public spaces that can shift between everyday use and community events. The result is a corridor framework rooted in community guidance, one that strengthens sense of place, improves the pedestrian experience, and sets the stage for long-term investment and vibrancy.



STREETSCAPE CHARACTER

In addressing the Downtown Character and goal 4 of the plan, it is important to keep the following best management practices in mind about this and to enhance the management strategy and vision.

Streetscape Features
A major step in addressing Downtown Marion is to make public improvements that show residents and businesses that the city is taking the streets and making the investment. The plan recommends that the city implement the following streetscape features in the right-way in Downtown Marion: ADA-compliant sidewalks, crosswalks, and curbs; street lighting; trees, shrubs, and plantings; and seating areas. The plan also recommends that the city implement the following streetscape features in the left-way: ADA-compliant sidewalks, crosswalks, and curbs; street lighting; trees, shrubs, and plantings; and seating areas. The plan also recommends that the city implement the following streetscape features in the right-way: ADA-compliant sidewalks, crosswalks, and curbs; street lighting; trees, shrubs, and plantings; and seating areas.

Chastain & Associates LLC

SAFETY

Visual Sight Distance
Adequate sight distance is critical for safe driving. The plan recommends that the city implement the following safety features: adequate sight distance; adequate sight triangles; and adequate sight lines.

MOBILITY

Public Transportation
The plan recommends that the city implement the following mobility features: public transportation; public transit; and public transit stops.

COMFORT

Seating and Shade
The plan recommends that the city implement the following comfort features: seating and shade; seating areas; and shade structures.

Chastain & Associates LLC

GUIDELINES FOR STREETSCAPE DESIGN ELEMENTS

The following section provides a series of general guidelines to address the form, function and safety of the streetscape improvements and changes within the downtown corridor. The plan recommends that the city implement the following streetscape design elements: ADA-compliant sidewalks, crosswalks, and curbs; street lighting; trees, shrubs, and plantings; and seating areas.

Streetscape & Seating

1. **Streetscape & Seating**
The plan recommends that the city implement the following streetscape and seating features: ADA-compliant sidewalks, crosswalks, and curbs; street lighting; trees, shrubs, and plantings; and seating areas.

Seating and Shade

2. **Seating and Shade**
The plan recommends that the city implement the following seating and shade features: seating areas; shade structures; and shade canopies.

Seating and Shade

3. **Seating and Shade**
The plan recommends that the city implement the following seating and shade features: seating areas; shade structures; and shade canopies.

Seating and Shade

4. **Seating and Shade**
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Seating and Shade

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Seating and Shade

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Seating and Shade

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Seating and Shade

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Seating and Shade

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Seating and Shade

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Seating and Shade

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Seating and Shade

12. **Seating and Shade**
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Seating and Shade

13. **Seating and Shade**
The plan recommends that the city implement the following seating and shade features: seating areas; shade structures; and shade canopies.

Seating and Shade

14. **Seating and Shade**
The plan recommends that the city implement the following seating and shade features: seating areas; shade structures; and shade canopies.

Seating and Shade

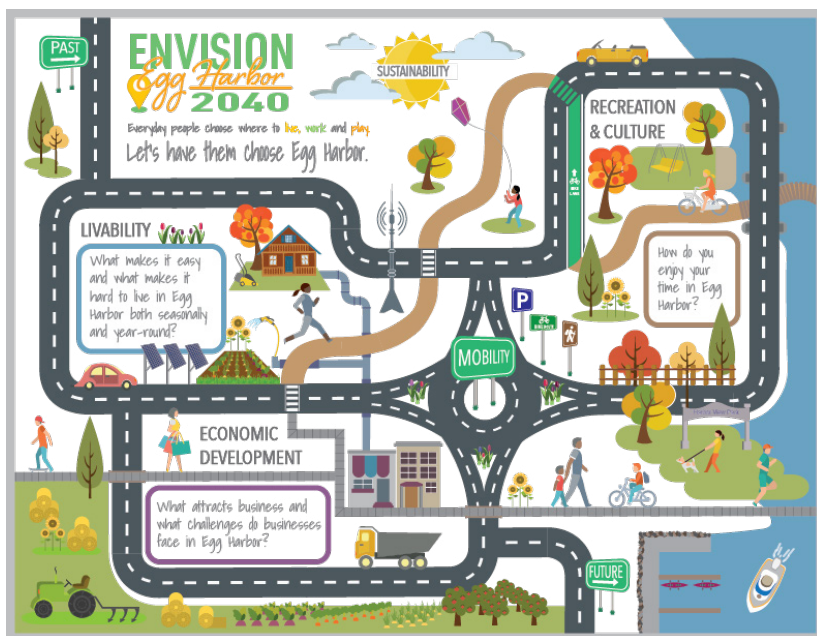
15. **Seating and Shade**
The plan recommends that the city implement the following seating and shade features: seating areas; shade structures; and shade canopies.

Seating and Shade

16. **Seating and Shade**
The plan recommends that the city implement the following seating and shade features: seating areas; shade structures; and shade canopies.

ENGAGING AN OUTSPOKEN COMMUNITY

EGG HARBOR, WISCONSIN (2020-2023)



The Village of Egg Harbor's Comprehensive Plan focused on shaping future growth while protecting the small-town character that defines the community. The Village worked with Sophie Parr to conduct extensive community engagement using a combination of resident and tourist surveys, pop-up engagement events, and listening sessions, the plan gathered diverse perspectives on how the village should evolve and what qualities must be preserved as development continues.

Across all engagement activities, people consistently emphasized the importance of maintaining Egg Harbor's charm, the scale of buildings, the sense of place, and the cohesive aesthetic that makes the village feel intimate and welcoming. Residents wanted new development to fit within that character. This desire for thoughtful design became one of the strongest themes of the entire planning process.

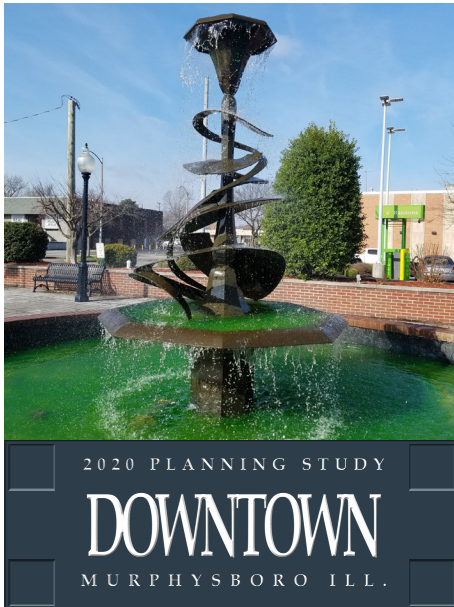
One of the most meaningful discussions centered on whether the community would support burying utility lines during the upcoming highway reconstruction. People saw it as a once-in-a-generation opportunity to protect the village's visual identity and significantly improve the aesthetics of the corridor.

Three years after the plan's adoption, Sophie Parr returned to Egg Harbor to help facilitate public meetings specifically about the utility burial. Drawing on the earlier engagement, the survey data, the comments, the themes, we were able to show that this project directly reflected the community's original voice. The meetings were positive, future-focused, and ultimately helped the village move forward with confidence. Today, the utility lines have been buried, the corridor has been transformed, and Egg Harbor continues to uphold the charming, cohesive aesthetic that residents and visitors said mattered most.



A COMMUNITY BUILT CORRIDOR

MURPHYSBORO, ILLINOIS (2020)



2020 PLANNING STUDY
DOWNTOWN
MURPHYSBORO ILL.

The Murphysboro Paving Brick Co. began in 1909 and produced as many as a quarter-million bricks daily until the plant closed in 1931. These bricks were used to surface streets across Southern Illinois communities. As the plant grew, the bricks also paved streets in Arkansas, Colorado, Missouri, Mississippi, and Florida. They paved the Indianapolis Motor Speedway and the transcontinental Lincoln Highway. Most notably, however, the bricks went international as they were used in the construction of the Panama Canal.



Photo Source: Hal Blaine Ensor

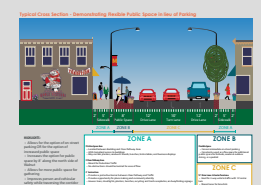
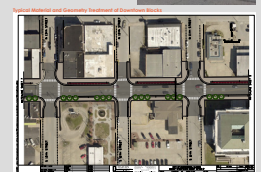
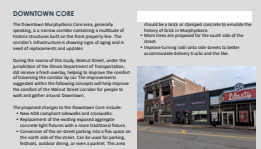
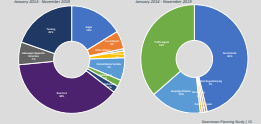
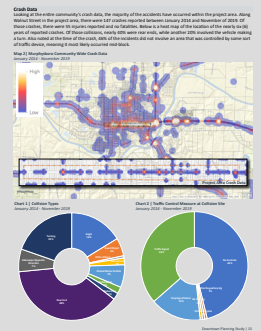
Downtown Planning Study | 11

The Downtown Murphysboro Planning Study was developed to guide improvements along the Walnut Street corridor — a historic, heavily traveled route that connects key businesses, civic spaces, and neighborhoods. The goal was to enhance safety, walkability, and overall identity while positioning the City for future funding and phased implementation.

Because the project took place during COVID-19, community engagement relied on creative online tools, interactive surveys, and virtual walkabouts. Even with these limitations, participants were remarkably consistent in what they wanted: safer sidewalks and crossings, clearer ADA access, better lighting, reduced visual clutter, and streetscape upgrades that would restore the charm of the downtown core. The desire for more greenery, coordinated materials, and a more inviting pedestrian environment came through strongly.

These insights shaped a design framework focused on enhancing the experience for all users — from ADA-compliant sidewalks and traffic-calming measures to flexible public spaces, improved intersections, new lighting, and added landscaping. Each segment of Walnut Street, from residential areas to the historic downtown blocks, received context-specific recommendations to match its character.

The result is a practical, community-supported vision for a safer, more attractive Walnut Street corridor, giving Murphysboro a clear path forward to revitalize its downtown and strengthen its sense of place.





Housing and Economic Recovery Strategy

City of Effingham, Illinois - 2023

The rural community of Effingham, Illinois, was experiencing stagnation in its population and economy due to off-shoring, brain drain, and a housing shortage. In response, the City enlisted The 1861 Group, in partnership with Development Planning Partners, to design an economic development strategy document addressing barriers to economic growth.

The project began with a comprehensive market study, literature review, and interviews with over 20 stakeholder organizations to identify economic inefficiencies. Growth barriers were found in the residential market, including housing affordability and diversity issues, as well as within the labor force, especially at the entry-level and with talent attraction. A variety of analyses were conducted to identify best practice approaches to these market inefficiencies, including zoning and land use analysis, demand studies, residential pricing modeling, and geospatial analyses, from which actionable strategies were composed.

These strategies were based around expanding residential development capacity to attract new residents, reducing the cost of doing business in the community, and expanding the workforce within existing residents. The strategy document was delivered with implementation plans, timelines, costs, and impacts, and adopted by City Council in December 2023.





City of Racine Housing Planning & Economic Development

Development Planning Partners was engaged by the City of Racine, Wisconsin to conduct a Market Overview & Opportunity Analysis to serve as the basis for new economic and community development strategies. This broad-based assignment included a comprehensive housing market study as well as an analysis of the City's commercial districts.

The residential component of the project consisted of an investigation of all aspects of the city's housing market, the identification of housing needs and opportunities, and recommendations for new, community-enhancing housing strategies and initiatives.

Our analysis found that, despite a legacy of heightened foreclosures and pockets of long-term vacancy in some neighborhoods, opportunity existed for the city to restore balance to the market by encouraging the expansion of housing options, including the introduction of new housing types that could be attractive to current and incoming residents.

Among other recommendations, DPP demonstrated that the city could put programs in place to encourage the acquisition and renovation of vacant properties in distressed neighborhoods, serving to help stabilize these areas while providing a significant source of workforce housing for households (young families in particular) earning generally at the 80% AMI level – a targeted population that is vital to future growth of the city.

Our work included the quantification and qualification of future residential demand by market segment and found that for-sale townhomes – a largely missing housing type within the city – could enjoy success in locations adjacent to the city's downtown area, where they could jumpstart growth by lending residential vitality and support to local businesses.

PROJECT APPROACH

The Holy Hill Gateway District represents one of Germantown's most significant long-term development opportunities. Our team will deliver a master plan that is both visionary and practical, grounded in the 2050 Comprehensive Plan and responsive to the District's development pressures, environmental context, and community priorities. Our multidisciplinary team brings together Chastain & Associates' leadership in municipal planning, engineering, and public engagement with housing expertise from Development Planning Partners and economic development expertise from The 1861 Group, offering a comprehensive approach that meets the expectations of the RFP.

Our process begins with a clear understanding of existing conditions, prior planning efforts, environmental resources, infrastructure capacity, and land use compatibility along District edges. We will evaluate the feasibility of preferred land uses identified in the 2050 Comprehensive Plan, coordinate with intergovernmental partners such as SEWRPC and MMSD, and analyze market, housing, and economic conditions to ensure recommendations are realistic and achievable.

Public engagement will guide the planning process. We will develop clear and accessible engagement tools and lead communication with residents, stakeholders, business owners, and underrepresented groups to ensure community input meaningfully informs the preferred land use plan, design concepts, buffering strategies, and implementation actions.

Through an iterative design and analysis process, we will prepare a refined master plan supported by conceptual renderings, street and block frameworks, transportation and infrastructure considerations, and implementation guidance. The plan will include recommended zoning and subdivision updates, design guidelines, funding strategies, and redevelopment opportunities, providing the Village with a clear and implementable path forward that balances growth, environmental stewardship, neighborhood compatibility, and community expectations.

HOUSING & MIXED-USE DEVELOPMENT

We will evaluate the feasibility and appropriate form of housing within the District using a combination of market analysis and needs assessment while drawing on the 2050 Comprehensive Plan's preferred land use framework. Development Planning Partners, working with the 1861 Group, will lead the housing assessment, examining opportunities for higher-density residential, mixed-use formats, and transitional housing types that can buffer industrial areas from rural and suburban neighborhoods. We will examine real-life cases from the region, including the Mequon-Thiensville corridor, where walkable areas, small mixed-use buildings, and thoughtful design have helped create inviting transitions between commercial and residential zones. These examples will help guide recommendations that suit Germantown's unique character.

ECONOMIC DEVELOPMENT & MARKET POSITIONING

The 1861 Group will assess the economic development potential of the District, focusing on attainable, market-supported uses such as light industrial, warehousing/distribution, office, hospitality, and neighborhood-serving commercial. We will evaluate demand drivers, redevelopment opportunities, and tenant expectations to help the Village understand realistic long-term absorption. This ensures the preferred land use plan is grounded in feasible economic outcomes and aligns with both TID goals and regional market conditions.

INFRASTRUCTURE, UTILITIES & STORMWATER MANAGEMENT

Chastain's engineering experts will assess the capacity and extension needs for water, sewer, stormwater, and roadway infrastructure. We will incorporate the existing Tower #4 and Well #12 investments into long-term utility strategies and identify necessary expansion to support anticipated development.

TRANSPORTATION, ROADWAY FRAMEWORK & CONNECTIVITY

Chastain's transportation and engineering team will evaluate the suitability and capacity of existing and planned networks, including Holy Hill Road, the High Point Pass frontage road, local connectors, and pedestrian/bike accommodations. We will explore conceptual street and block frameworks to ensure efficient circulation, safe multi-modal access, and seamless transitions to adjacent neighborhoods. We will coordinate commercial uses with the transportation plan and cross-sections will be developed to reflect Germantown's desired character, taking cues from successful corridors like Mequon Road, where street design supports both mobility and placemaking.

ENVIRONMENTAL FEATURES, CORRIDORS & OPEN SPACE

Our approach integrates environmental stewardship into every land-use alternative. We will map and assess natural resources such as Rockfield Creek, Goldendale Creek, wetlands, steep slopes, environmental corridors, and high-quality woodlands. Using SEWRPC definitions and Village expectations, we will propose realistic protection strategies, open space opportunities, stormwater corridors, trail connections, and conservation-based buffers. These become defining amenities that support both industrial development and quality of life for surrounding neighborhoods.

LAND USE COMPATIBILITY, BUFFERS & EDGE TRANSITIONS

An important part of the plan will be mitigating the impacts of development on adjacent agricultural and residential neighborhoods as well as integrating existing industrial areas with new development. We will evaluate alternative setback depths, landscaping, screening, lighting controls, and transitional building types. Using the 2050 Plan's direction, we will map and visually represent the transition areas to help residents and decision makers clearly understand how the Holy Hill Gateway District can evolve without compromising surrounding community character.

REDEVELOPMENT & UNDERUTILIZED PROPERTIES

Using market analysis techniques and community feedback, we will identify properties with redevelopment potential and analyze their highest and best use based on location, market conditions, infrastructure access, and compatibility with preferred and surrounding land uses. Recommendations will include strategies for phasing, incentives, TID alignment, and potential partnerships/funding opportunities through federal and state sources. Conceptual site plans will help illustrate the feasible transformation of priority sites.

DESIGN, ARCHITECTURE & STREETScape CHARACTER

We will develop design guidelines that reflect community expectations for high-quality industrial and commercial development, including building materials, lighting, landscaping, and parking areas. Our design approach draws inspiration from corridors like Mequon Road, where thoughtful architectural detail, consistent branding, human-scaled streetscape elements, and integrated green space create cohesion between diverse land uses. These guidelines will serve as a foundation for future zoning code updates and ensure new development elevates the District's identity.

IMPLEMENTATION & ZONING TOOLS

Our team will prepare a clear implementation strategy that includes zoning and subdivision code updates, design guideline adoption, potential overlay districts, and a realistic funding roadmap. This may include TID strategies, public-private partnerships, transportation grants, or infrastructure funding tools. We will also identify partners that will be important in ensuring implementation of certain goals and actions. The final deliverable will give Germantown a usable pathway to move from planning to execution with confidence.

PUBLIC ENGAGEMENT PLAN

We understand that effective community engagement requires a thoughtful and sensitive approach tailored to the community and project. Our team designs engagement strategies that prioritize clarity, respect, and accessibility, using clear messaging, simple visuals, and well-crafted activities that encourage meaningful participation rather than passive input to check a box. Careful attention to tone, timing, and presentation reinforces the Village's commitment to transparency and collaboration throughout the planning process and beyond.

Our priority is to build trust and confidence in the planning effort by ensuring residents feel heard, respected, and reflected in the outcomes. We approach engagement with the understanding that community concerns are nuanced and often deeply personal, and we work closely with Village leadership to respond thoughtfully and consistently. The Community Engagement Plan that follows outlines the tools and touch points we will use to gather feedback while fostering trust, shared understanding, and community ownership of Germantown's future.

KEY MESSAGING & COMMUNICATION FRAMEWORK

The first step in our engagement process will be to develop a clear, unified set of key messages that define how the Village and project team talk about this effort. We want to ensure that everyone, from Village officials to residents, is speaking the same language. We greatly value spending time understanding how to speak about the project because it can help garner buy-in, understanding and support in the long term.

We will work with Village staff to craft branded messaging that explains the purpose of the project, outlines the desired outcomes, and helps residents understand why this process matters and how they can contribute. These messages will guide every form of communication, from website copy and press releases to social media posts, surveys, and public meeting materials, creating a cohesive story across all communication channels.

Our focus will be on messages that:

- **Build trust** in the Village's leadership by showing transparency, responsiveness, and collaboration.
- **Clarify the purpose and scope** of the project, why the Village is focusing on these three properties and how it connects to the 2050 Comprehensive Plan.
- **Empower participation** by explaining how resident feedback will directly shape the next phase of planning and design.
- **Ensure alignment** among Village officials, staff, and partners so that everyone communicates with one consistent voice.

ENGAGEMENT TOOLKIT

Our team will work closely with Village officials and staff to collaboratively define the goals, priorities, and desired outcomes for the community engagement process. We provide an engagement toolkit that functions as a flexible menu of options that can be customized to fit Germantown's needs. From hands-on workshops and pop-up events to mapping and visual preference surveys, each tool is selected to foster meaningful, two-way dialogue. This menu-based approach allows the Village to mix and match interactive, in-person, and digital methods, ensuring that engagement is inclusive, accessible, and tailored to the unique context of the project and audience.

ONLINE SURVEY

An online survey is a great tool for providing people with an opportunity to get involved on their own time. For any online survey we launch we will utilize SurveyMonkey which allows us to ask questions with imagery, gaining feedback on things like: What types of development fit the character of Germantown? Or what building scale feels appropriate for the Holy Hill Gateway District?

FOCUS GROUPS & PUBLIC MEETINGS

Meeting with targeted stakeholder groups and hosting public meetings is a valuable way to explore viable paths forward for redevelopment sites. These small-group discussions will bring together property owners, nearby business representatives, real estate professionals, developers, and economic development partners to identify opportunities, constraints, and desired outcomes. We can also meet with community and civic organizations that can help clarify local priorities, such as housing diversity, downtown vitality, or public gathering spaces, to ensure that redevelopment concepts reflect both market realities and community values.

DEPARTMENT & LEADERSHIP INTERVIEWS

We encourage meeting with Village leadership and department heads to discuss what is actually possible for each property. These discussions will help identify zoning or code changes that may be necessary, infrastructure or site readiness considerations, and opportunities for public investment or incentives to attract developers. By engaging staff early, we can understand the Village's capacity to support redevelopment, identify barriers to implementation, and outline actionable steps to make the sites market-ready.

WORK PLAN

Our work plan encompasses all major planning tasks outlined in the RFP, including analysis, concept development, coordination, and engagement. We will work closely with the Village to refine and confirm the work plan at project initiation, ensuring the scope, schedule, and engagement activities are appropriately aligned with project goals, community sensitivities, and desired outcomes as the planning process moves forward.

PHASE 1: KICK-OFF, KEY MESSAGING, AND EXISTING CONDITIONS ANALYSIS

Phase 1 will focus on building a solid understanding of the desired outcomes of the master plan through project kick-off development of the public engagement plan and a review of the area's existing conditions. Developing this base knowledge of the area, will help us establish a clear path forward for plan development.

TIMEFRAME: February - March 2026

TASK 1.1: Project Kick-Off

We will begin with a project kick-off meeting to confirm expectations, outline the timeline, and ensure alignment between Village staff and the consultant team. This step establishes a shared foundation for a smooth and collaborative process.

TASK 1.2: Identify Key Messaging and Engagement Plan

Working with staff, we will create a cohesive communications packet that includes key messaging about the goals, outcomes and process of the project, marketing materials for promoting events, and items such as press releases and social media posts so the Village can be equipped and proactive in communicating with the public. We will solidify a public engagement plan that the Village feels confident will reach the highest number of residents and property owners as well as garners trust in the Village board and staff.

TASK 1.3: Develop Existing Conditions Report

Using data provided by the Village, we will document existing conditions within the area. We will review these conditions in relation to the 2050 Comprehensive Plan to identify inconsistencies and initial areas to be reviewed for potential development. We will collect data and information on past planning practices that will help to provide a description of the planning area and previous planning activities to determine the proper boundary for the final plan.

PHASE 2: PUBLIC ENGAGEMENT

Phase 2 will center on the engagement process and ensuring proper feedback and insights are collected to help inform plans for the future of the development sites based on community input. We will implement the plan formed with the Village during Phase 1 but have outlined a path forward and our minimum recommended strategies.

TIMEFRAME: March - July 2026

TASK 2.1: Survey Development & Analysis

Our team will create an online survey that uses imagery and visual choice exercises to help residents share what design character and development types feel right for Germantown and the Holy Hill District. The survey will be transparent, balanced, and easy to understand, focused on listening to residents rather than steering them toward a predetermined outcome. The results will establish a clear picture of community values to guide next steps in the redevelopment process.

TASK 2.2: Department Interviews

We will engage directly with key stakeholders through interviews and focus groups. This will include interviews with staff and department heads about opportunities for development from the Village's perspective. These conversations will provide deeper insights into specific issues or opportunities, including utility or infrastructure needs, and incentive options for developers. These conversations will help us guide future conversations with the public.

TASK 2.3: Focus Groups & Public Meetings

Given the history and sensitivities surrounding prior redevelopment discussion and engagement efforts, our engagement strategy includes focused small-group discussions with key stakeholder audiences. These conversations will help the Village understand the full range of perspectives and build a foundation for a more unified path forward. We anticipate at least four focus groups with: property owners; real estate or development groups; nearby residents; and civic or community groups (i.e. Germantown School District, Chamber of Commerce & Economic Development Washington County).

TASK 2.4: Implementation of Additional Strategies

We have included in our schedule and budget some additional budget for more meetings or engagement strategies such as a pop-up event or design charrette. This gives flexibility to ensuring the engagement plan meets the expectations and needs of the Village.

PHASE 3: PRELIMINARY PLAN DEVELOPMENT, ANALYSIS, ENGINEERING & DESIGN GUIDELINES

Using the feedback collected from the public, Village stakeholders and staff as a baseline we will conduct market and housing analyses and begin identifying plans for the district to inform high-level engineering and design concepts. We will work with the Village at this phase to ensure alignment with Village capacities and previous planning work.

TIMEFRAME: June - November 2026

TASK 3.1: Market and Economic Development Analysis

Our market and economic development analysis will focus on evaluating realistic, market-supported land uses for the Holy Hill Gateway District. We will analyze demand for industrial, commercial, mixed-use, and residential development by assessing regional demographic and real estate trends, tenant requirements, and comparable corridors. Building on this, we will examine the feasibility of higher-density and transitional housing types that can appropriately buffer industrial areas and support mixed-use activity within the District. Our team will also assess the potential for employment-generating uses, including light industrial, warehousing/distribution, office, hospitality, and neighborhood-serving commercial, identifying the scale and conditions under which these uses are likely to be absorbed. Finally, we will identify parcels that may be underutilized or inconsistent with long-term land use goals, evaluating redevelopment potential and opportunities for reinvestment.

TASK 3.2: Transportation Network and Utility Infrastructure Recommendations

For transportation and utility infrastructure, our engineering team will provide high-level conceptual recommendations to support the district. We will assess existing and future roadway, traffic, water, sewer, and stormwater conditions, identify capacity needs, and outline feasible system improvements, each paired with planning-level cost assumptions. This will give the Village a clear understanding of where targeted infrastructure investments are needed without advancing into detailed engineering design.

TASK 3.2: Natural Resources Evaluation

We will provide a high-level evaluation focused on mapping sensitive environmental features, such as wetlands, floodplains, steep slopes, environmental corridors, high-quality woodlands, and areas with potential habitat value. Using available SEWRPC and Village data, we will outline general recommendations for protection, preservation, and site design considerations.

TASK 3.2: Draft Preferred Land Use Plan and Identify Appropriate Design Guidelines and Concepts

For concepts and design guidelines, we will prepare high-level land use and development concepts that illustrate potential site layouts, circulation patterns, and the preferred mix and arrangement of uses within the District. Building on these concepts, we will develop clear, concise design guidelines addressing building form, site design, landscaping, access, parking, pedestrian connectivity, and transitions between residential, commercial, and industrial areas, as requested in the RFP. Deliverables will include conceptual diagrams, illustrative examples, and written guidelines that will inform the zoning code and provide the Village with a practical framework to shape future development while reinforcing a cohesive character for the Holy Hill Gateway District.

PHASE 4: REVIEW, REVISIONS & FINALIZATION OF PLAN

The final phase of the project will be to share draft concepts and plans with the Village and the community for feedback. This part of the project is important to ensure the final deliverable truly reflects the communities voice and meets the expectations and desires of the Village and those who will utilize the plan moving forward.

TIMEFRAME: October 2026 - March 2027

TASK 4.1: Village Staff Review (Pre-Public Release)

We will provide a draft version of the master plan to Village staff for initial review to ensure accuracy, clarity, and alignment with local priorities. Staff comments will be incorporated into a revised draft prepared for public release.

TASK 4.2: Incorporation of Public Feedback

The revised draft will be made available for community review. We will summarize all public input received and identify themes and issues relevant to plan refinement.

TASK 4.3: Community Review and Public Comment

We will update the master plan to address feedback, refine recommendations, clarify concepts, and ensure the document reflects community and stakeholder perspectives while maintaining planning best practices.

TASK 4.4: Final Village Review & Delivery of Master Plan

The updated draft will be returned to Village staff for a final, focused review to confirm all revisions have been accurately incorporated and that the plan is ready for approval.

WHO YOU'LL BE WORKING WITH

Our team brings together a strong combination of planning leadership, technical engineering expertise, specialized market and housing analysis, and economic development strategy. Led by Stephanie Brown, AICP of Chastain & Associates, our multidisciplinary group has a proven track record of working together on complex, fast-growing communities facing challenges similar to Germantown—balancing industrial expansion, housing needs, rural character, and infrastructure demands. Chastain will provide project management, land-use planning, engagement, and engineering; Development Planning Partners will lead housing analysis and planning; and The 1861 Group will lead market analysis, economic development, and growth strategies.

Our firms collaborate seamlessly: Kyle Terry and Zach Lowe recently completed a coordinated Housing and Economic Recovery Plan for Effingham, Illinois, and Chastain's Stephanie Brown and Sophie Parr are currently working with Kyle on a Comprehensive Plan for Grundy County, Illinois, an area experiencing pressures that closely mirror those in the Holy Hill Gateway District. This experience positions our team to deliver a master plan grounded in realistic market conditions, community values, and implementable strategies.



Stephanie Brown, AICP, Project Manager (Chastain)

Stephanie will lead the overall planning process, coordinate deliverables, and serve as the primary point of contact for the Village. She brings extensive experience managing comprehensive plans, corridor studies, and district-level planning efforts across rapidly developing communities. Stephanie is skilled at balancing complex land-use, infrastructure, and stakeholder needs while keeping projects on schedule and grounded in actionable recommendations. Her work in Grundy County gives her direct insight into communities navigating industrial growth, rural character preservation, and evolving housing expectations.



Sophie Parr, Urban Planner (Chastain)

Sophie will support planning, land-use analysis, public engagement, and the development of all master plan graphics, mapping, and conceptual design materials. She brings a strong portfolio of community engagement experience, map design, visioning and strategic framework development and transportation, open space and trail planning projects. She has watched the Mequon-Thiensville area evolve over the past 15 years, with family ties to Mequon, giving her a clear understanding of local demographics and the expectations residents have for high-quality design, transitions between land uses, and protection of community character.



Jonas Ozier, Land Use Development, Project Engineer (Chastain)

Jonas will support infrastructure analysis, GIS-based mapping, and the development of conceptual roadway and stormwater designs. His experience with municipal capital improvements and district-level utility planning provides valuable insight into designing infrastructure systems that scale with future development phases. Jonas's work is essential to ensuring the Preferred Land Use Plan is fully supported by implementable engineering solutions.



Tom Okite, Project Engineer (Chastain)

Tom will lead engineering evaluations related to transportation, utilities, stormwater, and infrastructure capacity. He brings a deep understanding of municipal engineering systems and how they must evolve to support sustainable growth. His technical expertise will ensure that roadway frameworks, utility extensions, and stormwater strategies in the Holy Hill Gateway District are feasible, cost-effective, and aligned with Village standards.



Kyle Terry — Economic & Market Analysis Lead (The 1861 Group)

Kyle will lead market feasibility, economic positioning, redevelopment analysis, and long-term demand modeling to guide development recommendations. He specializes in helping communities understand realistic absorption potential for industrial, commercial, retail, and mixed-use development. Kyle’s experience working with Stephanie and Sophie on the Grundy County Comprehensive Plan—and his previous joint project with Zach—ensures a highly coordinated market and housing approach that mirrors the integrated analysis Germantown is seeking.



Zach Lowe — Housing Lead (Development Planning Partners)

Zach and his team will conduct the housing needs assessment and evaluate how residential and mixed-use opportunities can complement the District’s employment base and provide appropriate transitions to surrounding neighborhoods. Zach is a leading housing analyst in the Midwest, specializing in attainable housing strategies, residential demand forecasting, and market-aligned land-use planning. His prior collaboration with Kyle on the Effingham Housing & Economic Recovery Plan demonstrates his ability to integrate housing insights with economic development strategies

PROJECT CONTACT INFORMATION

Stephanie E. Brown, AICP
Chastain & Associates, LLC
sbrown@chastainengineers.com
(618) 889-5592

REFERENCES

City of Effingham Projects

Chastain - Comprehensive Plan Update

1861 Group & Development Planning Partners - Economic Recovery and Resiliency Plan

Client Contact: Gregory L. Koester, P.L.S., City Planner/Subdivision Coordinator
(217) 342-5300, ext. 5348
gkoester@effinghamil.com

Village of Egg Harbor

Sophie Parr* - Comprehensive Plan Update & Comprehensive Outdoor Recreation Plan

Client Contact: John Heller, Village President
(920) 421-3811
jheller@villageofegggharbor.org

City of Marion

Chastain - Town Center Revitalization

Client Contact: Cody Moake, Chief of Staff, City of Marion
(618) 997-2612
cmoake@cityofmarionil.gov

STEPHANIE BROWN, AICP

Associate

Stephanie has a deep understanding of how to connect with people and empower them to take ownership in tailoring their towns. She uses a holistic approach to planning and design, emphasizing historic preservation and quality of life.

Stephanie has practiced as an urban planner for the last eighteen years in both the private and public sectors. She has led multiple successful downtown plans including leading and managing a \$14M overhaul of a downtown streetscape while at the City of Decatur; designing a public plaza to activate Downtown Marion; and designing a new streetscape for Downtown Murphysboro.

PROJECT EXPERIENCE

Comprehensive Plan & Zoning Code Update
Effingham, Illinois

Comprehensive Plan
Byron, Illinois

Downtown Revitalization Plan
Marion, Illinois

Downtown Revitalization Plan
Murphysboro, Illinois

Comprehensive Plan
Marshall, Illinois

Comprehensive Plan
Paris, IL

GRANTS & FUNDING

Illinois Transportation Enhancement Program - \$15M
Safe Routes to School - \$1.7M
Community Project Funding - \$2.3M
Parks and Recreation - \$5M

WORK EXPERIENCE

Urban Planner, City of Decatur
Decatur, Illinois

Urban Planner, MSA Professional Services
Champaign, Illinois



HOMETOWN

Marion, Illinois

EDUCATION

MA Urban and Regional Planning
University of Illinois, 2007

BS Geography
Augustana, 2005

CERTIFICATIONS

American Institute of Certified Planners

ORGANIZATIONS

American Planning Association
Illinois Chapter, President

SKILLS

GIS
Adobe InDesign, Illustrator

OFF THE RECORD

I live in Rural Central Illinois and am happily married to Farmer Brown. Mother of 3 adorably active children and two spunky dogs -- Bobwhite and Lima. I thoroughly enjoy working out, playing volleyball, interior decorating and home improving, organizing, puns, and making delicious meals to share with my family and friends.

CHASTAIN

SOPHIE PARR

urban planner

Sophie is passionate about asking the right questions to uncover community needs and desires, and translating them into clear, visually compelling communication that guides actionable planning outcomes.

Sophie has been practicing planning for nine years throughout Minnesota, Wisconsin and Illinois. She has experience in both the public and private sectors including state and regional governments. She is skilled at bringing to life data and feedback from communities through maps and visuals. She has created multiple successful marketing campaigns for comprehensive plans as well as worked with communities to develop policies or zoning updates to reflect goals and objectives from planning processes.

PROJECT EXPERIENCE

Comprehensive Plan & Zoning Code Update
Effingham, Illinois

Comprehensive Plan
Byron, Illinois

Experience Prior to Chastain:

Comprehensive Plan, Outdoor Recreation Plan & Zoning Review
Village of Egg Harbor, Wisconsin

Economic Development Plan
Village of Siren, Wisconsin

GRANTS & FUNDING

Transit & Transportation Federal Funding - \$1.7M
Parks and Recreation Funding - \$900K
Congestion Mitigation Air Quality Act - \$55k
Community Development Block Grant - \$25k

WORK EXPERIENCE

Owner, Urban Planner, Civic 4, LLC
Remote

Project Specialist, Wisconsin Department of Natural Resources - Parks
Madison, Wisconsin

Director of Planning and Grants, Duluth Transit Authority
Duluth, Minnesota



HOMETOWN

Elmhurst, Illinois

EDUCATION

BA Business Management
Purdue University, 2010

MUPP Urban Planning & Policy
University of Illinois at Chicago, 2015

ORGANIZATIONS

American Planning Association
Preserve Elmhurst, Housing Advocacy

SKILLS

GIS, Map Design
Adobe InDesign, Illustrator

OFF THE RECORD

When I'm not working, you can usually find me in Door County — hiking, exploring small towns, or sitting by the water with a sketchbook in hand. I love turning places into art, whether it's a detailed hand-drawn map or a quick sketch over a cup of coffee. Creating these illustrations keeps me connected to the character and nuances of the communities I work with, and it's one of the ways I stay inspired.

CHASTAIN

JONAS OZIER, P.E.

land development engineer

Mr. Ozier is a licensed professional engineer with 8 years of experience with both private and public clients. He is responsible for assisting in the design and plan preparation of land development and transportation projects. He also has a wide range of experience in assisting with the collection of surveying data and can take projects from infancy to completion. He has been with Chastain & Associates since 2012.



EDUCATION

B.S. in Civil Engineering, Southern Illinois University Edwardsville, 2010

REGISTRATION

Professional Engineer, Illinois, 062-068647, 2016

TOM OKITE, P.E.

project engineer

Mr. Okite is an experienced civil engineer with a broad background in technical design, project engineering, and management. Past experience has included a variety of municipal, commercial, and residential projects. He specializes in stormwater management and erosion control, traffic and transportation engineering, water distribution systems, lift and pump stations, construction observation and engineering, and residential and commercial subdivision site planning and design. He is a Certified Floodplain Manager. He has been with Chastain & Associates since 2020.



EDUCATION

Northern Illinois University, Master's, Business Administration, 2006

University of Wisconsin – Madison, Bachelor of Science, Civil Engineering, 1998

REGISTRATION

Professional Engineer, Illinois, 062-059584, 2007

Professional Engineer, Iowa, 19898, 2010

Professional Engineer, Wisconsin, 48310-6, 2021

CHASTAIN



KYLE TERRY

FOUNDER & PRESIDENT | THE 1861 GROUP

HOMETOWN

Eureka, California

EDUCATION

University of Illinois at Chicago

*Master of Urban Planning and Policy
(2015)*

Northeastern Illinois University

*Bachelor of Science in Political Science
(2012)*

ORGANIZATIONS

- Lambda Alpha International – Land Economics Society
- American Planning Association
- Southeast Chicago Commission Young Professionals
- UIC Portfolio Review Panel
- Hyde Park Neighborhood Club Board of Directors

EXPERIENCE

Years of Practice: 12



The1861Group

Kyle brings a unique real estate background to the planning and development field. With a degree in urban planning and a professional background in economic growth and real estate analysis, Kyle has completed projects ranging from site-specific to regional in markets across the US. Client services include identifying market opportunities through rigorous quantitative and qualitative analysis, providing unique, data-driven insights in digestible forms for public and decisionmakers, and actionable growth strategies to strengthen economies and close the racial wealth gap.

SIGNATURE PROJECTS

Real Estate Analysis

- Chicago Prize Due Diligence – Chicago, IL
- Neighborhood Data Snapshots – Chicago, IL
- Industrial Acquisition Market Studies – Various markets
- Multifamily Acquisition Market Studies – Various markets
- Retail Acquisition Market Studies – Various markets
- Motorola Campus Redevelopment Study – Schaumburg, IL

Demand and Impact Analyses

- City of Harvey Housing Demand Study- Harvey, IL
- City of Gary Downtown Strategy – Gary, IN
- City of Chicago Industrial Corridor Studies – Chicago, IL
- Chicago Transit Authority Red and Purple Modernization Transit Oriented Development Plan – Chicago, IL

Economic Strategy Creation

- Effingham Housing and Economic Recovery Plan – Effingham, IL
- Advance Portland – Portland, OR
- City of Gary Downtown Strategy – Gary, IN
- Lincoln Square Master Plan - Chicago, IL

Comprehensive and Corridor Planning

- Lincoln Avenue Corridor Plan – Chicago, IL
- South Halsted Bus Rapid Transit Study – Southern Chicago Suburbs
- Harlem Avenue Bus Rapid Transit Study – Western Chicago Suburbs
- North Clark Street Strategic Plan – Chicago, IL



Zach Lowe
MIRM, LAI

Founder & Principal

Zach Lowe has over 25 years of experience providing research, analysis, and development consulting services to a wide variety of public and private sector clients. Zach's expertise in real estate market research, opportunity and feasibility analysis, and development planning has led him to client engagements in hundreds of markets spanning 23 states. He has worked extensively in both the public and private sectors with clients that include municipalities, planning agencies, private builders, large development companies, lenders, and investors, to provide market insights and market-driven, community-enhancing development strategies.

Zach's expertise spans both the residential and commercial sectors and includes urban, suburban, and rural markets. His insights have helped municipalities shape their futures and create sensible, community-enhancing land use plans based on market realities and potentials. He is an expert in conducting market studies that help secure financing for affordable housing developments.

Zach has written and spoken on a variety of real estate and economic development topics. In 2007, he was awarded the highly-regarded MIRM (Member of the Institute of Residential Marketing) designation, representing the highest attainable level of expertise in residential real estate marketing, from the National Association of Home Builders. Zach is also a member of Lambda Alpha International, the honorary society for the advancement of land economics. He has served on the Board of Directors of the Chicago Chapter since 2019, including serving as Chapter President in 2024.

Certifications

Member – National Council of Housing Market Analysts

MIRM (Member of the Institute of Residential Marketing)
National Association of Home Builders

CMP (Certified Marketing Professional)
National Association of Home Builders

Professional Affiliations

American Planning Association
National Housing & Rehabilitation Association
Illinois Housing Council
Lambda Alpha International

Previous Experience

Tracy Cross & Associates (IL)
Forte Residential Marketing (MI/FL)
Boerema Chaben & Company (MI)

Education

B.A. English & Communications
The University of Kansas, Lawrence, KS

Selected Speaking Engagements

Metropolitan Mayors Caucus
Housing Market Perspectives and Outlook

Chicago Metropolitan Agency for Planning (CMAP)
ON TO 2050 Big Ideas Forum

American Planning Association – Illinois Chapter Conference
Housing Equity for Every Community

American Planning Association – Illinois Chapter Conference
Navigating the Nexus: Small Town Housing and Workforce Challenges Unveiled

SCHEDULE

The following schedule outlines the anticipated timeline for completing the Holy Hill Gateway District Master Plan. While specific dates may be refined in collaboration with Village staff, the sequence of tasks reflects a logical and efficient progression from analysis and concept development through review, revisions, and final plan delivery.

		WEEKS														
PHASE 1		2026												2027		
#	TASK	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
1.1	Project Kick-Off															
1.2	Identify Key Messaging and Engagement Plan															
1.3	Develop Existing Conditions Report															
PHASE 2																
2.1	Survey Development & Analysis															
2.2	Department Interviews															
2.3	Focus Groups & Public Meetings															
2.4	Implementation of Additional Strategies															
PHASE 3																
3.1	Market and Economic Development Analysis															
3.2	Transportation Network and Utility Infrastructure Recommendations															
3.3	Natural Resources Evaluation															
3.4	Draft Preferred Land Use Plan and Identify Appropriate Design Guidelines and Concepts															
PHASE 4																
4.1	Village Staff Review															
4.2	Incorporation of Feedback															
4.3	Community Review and Incorporation of Feedback															
4.4	Final Village Review & Delivery of Final Plan															

PROJECT MANAGEMENT & VILLAGE STAFF INVOLVEMENT

Stephanie Brown, AICP will serve as the Project Manager, for the master plan. She will coordinate regularly with Village staff to keep the process on schedule, maintain quality control, and ensure alignment with the Village’s expectations. Sophie Parr will serve as a day-to-day point of contact, managing scheduling, and document coordination. Kyle Terry and Zach Lowe will work specifically with the Village for all housing and economic development analysis.

The consultant team will rely on Village staff to assist with the planning process by serving as the primary point of contact for public inquiries, attending all public meetings, and maintaining the project website. Village staff will also support public outreach by distributing project updates through existing communication channels, including social media, electronic notices, and community newsletters, helping ensure consistent messaging and broad community awareness throughout the planning process.

COST PROPOSAL

The following budget reflects the anticipated costs associated with the master plan project. We recognize we have gone above the desired budget but feel what we have prepared is an accurate reflection of the work we anticipate will be needed to successfully complete the project. We have included fifteen trips to Germantown (total across all consultants) and budget for additional engagement strategies if desired. If those amounts are not fully used we will be within the desired budget range. Because of the importance of engagement and sensitivities within the community we want to ensure there is adequate budget to accommodate the Village's needs.

ITEM DESCRIPTION	Billing	Hours	CHASTAIN	1861	DPP
COMMUNICATION & MANAGEMENT					
Administration & Management	\$2,134.40	12	4	4	4
Communication	\$734.40	4	4	0	0
Staff Meetings (8)	\$4,268.80	24	8	8	8
Plan Commission & Village Board (2)	\$1,067.20	6	2	2	2
Total - Communication & Management	\$8,204.80	46	18	14	14
PHASE 1					
Project Kick-Off	\$3,201.60	18	6	6	6
Identify Key Messaging and Engagement Plan	\$2,501.60	14	6	4	4
Develop Existing Conditions Report	\$5,336.00	30	10	10	10
Total - Phase 1	\$11,039.20	62	22	20	20
PHASE 2					
Survey Development & Analysis	\$2,536.00	14	10	2	2
Department Interviews	\$4,268.80	24	8	8	8
Focus Groups & Public Meetings (5)	\$5,737.60	32	16	8	8
Implementation of Additional Strategies	\$1,468.80	8	8	0	0
Total - Phase 2	\$14,011.20	78	42	18	18
PHASE 3					
Market and Economic Development Analysis	\$10,500.00	60	0	30	30
Transportation Network /Utilities	\$4,590.00	25	25	0	0
Natural Resources Evaluation	\$918.00	5	5	0	0
Draft Preferred Land Use Plan/Design Concepts	\$10,672.00	60	20	20	20
Maps & Graphics	\$5,336.00	30	10	10	10
Total - Phase 3	\$42,688.00	240	80	80	80
PHASE 4					
Village Staff Review	\$2,134.40	12	4	4	4
Incorporation of Feedback	\$3,201.60	18	6	6	6
Community Review and Incorporation of Feedback	\$2,134.40	12	4	4	4
Finalization and Delivery of Master Plan	\$2,134.40	12	4	4	4
QA/QC	\$4,268.80	24	8	8	8
Total - Phase 4	\$13,873.60	78	26	26	26
Direct Costs (Anticipated Mileage)	\$2,211.00				
PROJECT TOTAL	\$92,027.80				

Average Hourly Rates - Chastain: \$180, The 1861 Group: \$175, Development Planning Partners: \$175

HOLY HILL GATEWAY DISTRICT REQUEST FOR PROPOSAL

VILLAGE OF GERMANTOWN

DECEMBER 19TH, 2025

CONFLUENCE

325 W HURON STREET, SUITE 602
CHICAGO, ILLINOIS 60654
312.663.5494
WWW.THINKCONFLUENCE.COM

COVER LETTER	SECTION ONE	1
PROJECT UNDERSTANDING & APPROACH	SECTION TWO	2
FIRM EXPERIENCE & REFERENCES	SECTION THREE	7
KEY PERSONNEL	SECTION FOUR	14
PROJECT SCHEDULE	SECTION FIVE	20
PROJECT COST	SECTION SIX	21

December 19, 2025

Attn: Jeffrey W. Retzlaff, AICP
Director
N112 W17001 Mequon Rd
Germantown, WI 53022
262.250.4735

CONFLUENCE

REQUEST FOR PROPOSALS: HOLY HILL GATEWAY DISTRICT MASTER PLAN

We are thrilled to present our proposal in response to the Holy Hill Gateway District RFP. With a track record of successful urban planning and community revitalization endeavors, our team is eager to collaborate with the Village of Germantown for the development of a gateway master plan to transform the future of the Holy Hill District.

Having undertaken similar projects, we recognize the pivotal role of rejuvenating urban areas, particularly in rapidly expanding communities like the Village of Germantown. Our experience aligns seamlessly with the goals set forth in your RFP.

We are particularly enthused about our involvement in identifying optimal land uses, devising development strategies, and developing a master plan in alignment with the 2050 Comprehensive Plan for this significant opportunity area.

Our approach emphasizes a thorough analysis that integrates market realities, stakeholder insights, and innovative methodologies to foster reinvestment and attract a diverse range of retail and consumer profiles to the area. Our proposed methodology leverages reinvestment strategies to precisely meet the Village's goals. By utilizing a combination of quantitative and qualitative data analysis, including advanced consumer profiling and a comprehensive SWOT analysis, our aim is to provide actionable recommendations guiding the Village's endeavors for this gateway district.

Furthermore, we are committed to delivering top-tier, easily understandable deliverables encompassing concise documentation, visually engaging infographics, and interactive presentations designed to effectively engage stakeholders.

In conjunction with this cover letter, enclosed is our detailed proposal, delineating a master plan to realize the vast potential of the Holy Hill Gateway District. We are wholeheartedly enthusiastic about the prospect of contributing to the Village of Germantown's vision for this area and are readily available for further discussions or presentations as needed.

We eagerly anticipate the opportunity to collaborate and contribute to the reinvigoration of the Holy Hill Gateway District.



Terry Berkbuelger
816-729-0882
terryb@thinkconfluence.com



PROJECT APPROACH

PROJECT UNDERSTANDING

The Holy Hill Gateway District is a critically important “opportunity area” in the Village of Germantown located east of I-41 near the Holy Hill Road interchange. As identified in the Village of Germantown 2050 Comprehensive Plan (the 2050 Plan), the Holy Hill area is a high priority area for residents and the entire community as it has the greatest potential for change and growth over the next 30 years.

Much of the 930 acres of land in the Holy Hill Gateway District is currently undeveloped. According to the 2050 Plan, the goal for future development is as an industrial, warehousing, and mixed-commercial district which accounts for the existing rural character of the area, existing residences, and existing natural resources. While growth is anticipated and desired, future development must be thoughtfully designed with land uses, building orientation, and density deserving of this Gateway District and representative of the goals of the community.

Through a combination of inventory research and analysis, meaningful public engagement, and intergovernmental cooperation, our team will facilitate discussions and guide the Village towards identifying the steps and strategies necessary to recognize and realize the Holy Hill Gateway District’s dynamic potential. This will be realized through development of a Holy Hill Gateway District Master Plan.

SCOPE OF WORK

PLANNING AREA IDENTIFICATION & BACKGROUND

We will perform a detailed analysis of the existing planning area as currently defined, considering prior planning activities and studies, existing natural resources, existing infrastructure, as well as identification of issues and opportunities to then provide you with a recommendation regarding the existing planning boundary.

EXISTING CONDITIONS & PROPERTY REDEVELOPMENT ANALYSIS

We believe that successful design master planning requires thorough analysis of existing conditions. Our team will start by performing a series of analysis including land use, zoning, demographic, economic development and market analyses in the Holy Hill Gateway District. Results from this effort will help to identify inconsistencies with the 2050 Plan that we will then be in a position to address.

2050 PLAN CONSISTENCY

The resulting Master Plan will be grounded in a firm understanding of the culture and expectations of Village residents, business owners, and elected officials as well as community goals established in the Village of Germantown 2050 Comprehensive Plan. Recently adopted in 2022, the 2050 Plan lays the groundwork for the future vision for the Germantown community through nine (9) Plan Elements. These nine Plan Elements include Issues & Opportunities, Housing, Transportation, Utilities & Community Facilities, Natural & Agricultural Resources, Economic Development, Intergovernmental Cooperation, Land Use, and Implementation. There will be critical components to the creation of the Master Plan and incorporated every step of the way as described below. Other plans and studies adopted by the Village will also be utilized to ensure the desires of the community is realized.

INTERGOVERNMENTAL COOPERATION

Throughout the entire planning process, our team will meet regularly with Village staff, stakeholders, community leaders, as well as members of various local governments such as the Germantown School District, the Village of Richfield, Washington County, the Southeast Wisconsin Regional Planning Commission, the Milwaukee Metropolitan Sewerage District, and the Department of Natural Resources. Partnerships with these governmental agencies is crucial for the development and success of the future of the Holy Hill Gateway District.

NATURAL RESOURCES

As both a landscape architecture, urban design and planning firm, Confluence has vast experience in natural resource planning. Within the Holy Hill Gateway District lies several environmental corridors, a tributary to the north of the railroad and another which runs north-south along this District parallel to 1-41. Growth should be thoughtful and respectful of existing natural resources and not be a disruption to the system. We will analyze all existing natural resources in the planning boundary including all environmental corridors and recommend protection and preservation regulations for these special areas.

MARKET AND ECONOMIC DEVELOPMENT ANALYSIS

Our team will establish a baseline of existing market conditions grounded in factual real estate, demographic, employment, and economic data utilizing U.S. Census, ESRI Business Analyst, CoStar, and a variety of other state and regional data sources. This is an opportunity to develop a plan that will create jobs and enhance the quality of life of Germantown residents, further strengthening economic opportunities specifically in the Holy Hill Gateway District.

TRANSPORTATION NETWORK ANALYSIS

Our team will perform a high-level analysis of the existing local and regional transportation system within and surrounding the Holy Hill Gateway District. Working closely with Village staff, we will analyze existing and future roadway potential capacity to ensure future, safe access and mobility for both pedestrians and vehicular traffic in and around the area. Efficient and safe circulation and connectivity recommendations will go hand in hand with land use and street design principles and recommendations.

PREFERRED LAND USE PLAN, CONCEPTUAL RENDERINGS AND SITE PLANS

Our team often works with fast growing suburbs with a strong residential base and a growing employment base. Through decades of experience, we have found tying land use decision-making to real world data such as population projections and market conditions is key. We often deploy scenario-based land use planning that can show how different levels of density can enhance an area and drive economic change. According to the 2050 Plan, the vision for this area includes areas for environmental protection with the center of the district identified for continued industrial and warehouse development, portions dedicated as business park, and a mix of medium to high density residential with commercial land uses serving the area. How these uses develop in terms of design, connectivity, and compatibility is of the utmost importance. Our team will make recommendations for zoning, land use, site layout, density, intensity, and design to achieve the community goals and vision for this area established in the 2050 Plan. In addition, conceptual renderings and site plans will be included in the Master Plan for specific areas as identified by Village staff.

DESIGN GUIDELINES

The best approach to planning is one that balances the desire to be visionary with the need to be practical. Throughout the process, we will strive for bold, yet sound approaches to planning. We leverage our team's technical knowledge of planning, land use scenario planning, urban design, landscape architecture, traffic planning, and engineering, mapping and graphics to develop a cohesive design for the area. Design guidelines will be created for this project tailored to ensure quality architectural design and construction across a myriad of building types. Coupled zoning and land use recommendations, this smart growth plan prescribes sustainable development practices and open space preservation.

IMPLEMENTATION STRATEGIES

We are committed to delivering plans that can be implemented and as such we prioritize the process of developing your implementation strategy. We work closely with Village staff and other supporting organization leaders to understand variables and resources. In addition to identifying “what” will be implemented and “how” it will be funded, it is also important to understand “who” will be responsible and accountable for various parts of the plan. Partnerships are key to realizing goals and it will take devoted project champions to implement the community vision for the Holy Hill Gateway District.

QUALITY CONTROL

Our team will have regular check-ins and coordination with Village staff to share our progress and along each step of the project. We will also share drafts of the Master Plan along the course of the project for Village staff’s review and feedback.

VILLAGE STAFF COMMITMENTS

Village staff will be an integral partner with us in the development of the Master Plan. While we understand and respect staff’s time and commitment to other Village responsibilities, we will maintain ongoing and open communication with Village staff throughout the life of this project. We will also coordinate with Village staff to ensure we have all corridor plans, master plans, and other important resources for incorporation into the drafting of the Master Plan. Our team will also rely on Village staff to assist with identifying key stakeholders and community leaders to include in the project, collaborate with us on public outreach efforts, and assist with any existing data.

ENGAGEMENT PLAN

Community engagement will be a major component of this project, and the process will include multiple approaches. It will be structured in a manner that allows stakeholders to be involved in several ways throughout the process. Key elements include:

- Communication Plan
- Use of an Advisory Committee
- Interactive Online Engagement Site
- Key Project Partner and Stakeholder Interviews
- Public Workshop and Open House
- Plan Commission and Village Board Public Hearings

COMMUNICATION PLAN

The Communication Plan will be reviewed and confirmed at the project kick-off meeting, and we will continue to monitor and advise Village staff regarding ongoing needs, issues and opportunities throughout the planning process. At the kick-

off meeting, we will also formalize the public outreach and meeting advertising techniques. While we create an outline and a plan for the array of meetings at the outset of every project, we also believe the process helps to define the final product. In this way, our team provides flexibility to adapt to issues that may arise during the planning process, and to address them appropriately to maintain progress.

In addition to community newsletters, emails, and postings on the Village’s social media pages, we have found success in utilizing interactive yard signs displayed throughout the community, allowing residents to scan a QR code and learn more about the public meetings and interactive website.

Throughout the entire planning process, our team will meet regularly with Village staff, stakeholders, Village leadership, and individuals to maintain communication regarding our team’s findings, planning progress and next steps. The intent is for the final plan to receive community support and to keep the planning process running smoothly and efficiently.

Prior to each public meeting, our team will review with Village staff the meeting agenda and presentation materials, as well as regularly meet with Village staff and the Advisory Committee (noted below) as needed to provide progress reports, seek input on alternatives, review preliminary reports and plan drafts. We will also prepare agendas and minutes for all meetings to track progress and decisions made.

ADVISORY COMMITTEE

Our team endorses the use of an Advisory Committee to provide regular input and guidance on all phases of the planning project. We have a history of successful collaboration and facilitation with these types of committees in communities across the country, and we look forward to engaging these appointed representatives and volunteers in helping to move this planning effort forward with momentum, energy, and purpose.

INTERACTIVE ONLINE ENGAGEMENT WEBSITE

Our team is prepared to provide virtual engagement opportunities to meet community demands and expectations for flexibility and safety. We utilize a variety of online public meeting platforms such as Zoom and Teams and interactive websites such as Social Pinpoint for gathering interactive, location-based input.

Our team will create a project-specific website to centralize public information related to the planning effort and provide regular updates to the project schedule, ideas being considered, and other public content to keep the community and interested stakeholders engaged and informed. This

website will integrate technology to provide a unique and compelling digital experience for this Area Plan and can be integrated into or linked with the Village's existing website.

PHASE 1 | PROJECT KICK-OFF, RESEARCH + ANALYSIS

1.1 PROJECT KICK-OFF MEETING WITH ADVISORY COMMITTEE (AC MEETING #1)

The Consultant Team will facilitate a project kick-off meeting with the Village staff and the Advisory Committee. The Advisory Committee can consist of a technical committee of Village staff members, or a more formal committee of Village selected elected officials, Village staff, and community stakeholders.

The purpose of this meeting is to:

- Establish roles, responsibilities, and project contacts;
- Determine any initial data needs;
- Review the project scope, schedule, and key meeting dates and finalize the Communication Plan; and,
- Identify key stakeholders and desired public input process and outcomes.

Communication Plan

Prior to each public meeting and each Advisory Committee meeting, the Consultant Team will review with Village staff the meeting agenda and presentation materials. These meetings may be in person or via conference call. We will further provide agendas and minutes for all meetings. The Communication Plan for the planned stakeholder and public outreach will be reviewed and confirmed at the project kick-off meeting. With the input and review of the Village, the Consultant Team will develop web-ready content for the Village's website to keep the general public and interested stakeholders engaged and informed on the planning project.

1.2 PRELIMINARY ANALYSIS REVIEW MEETING WITH ADVISORY COMMITTEE (AC MEETING #2)

The Consultant Team will present to Village staff and the Advisory Committee an overview of the Team's initial analysis of the planning area as detailed in the RFP, including:

- Identification of property ownership, tenants, vacancies, under-utilized buildings and properties, and the general age and condition of buildings and properties;
- Preliminary analysis of existing traffic volumes, patterns, and level of service based on data provided by the Village;
- Land Use analysis including valuation history;
- Traffic and Infrastructure assessment;

The purpose of this preliminary analysis review is to help confirm general direction of the gateway master plan as well

as the desired results of public engagement and stakeholder input.

PHASE 2 | VISION, INPUT + DIRECTION

2.1 PUBLIC WORKSHOP

The Consultant Team will facilitate a structured public workshop in order to identify key issues, priorities, opportunities, and land use and community design preferences that will guide the direction of the master plan.

2.2 KEY STAKEHOLDER INTERVIEWS

Members of the Consultant Team will schedule interviews with property owners, community stakeholders, and community groups as identified by the Advisory Committee. These will be a combination of small group and one-on-one meetings. To ensure candor and build an atmosphere of trust from those interviewed, we will summarize general themes but will not attribute comments to any participant.

2.3 JOINT VILLAGE BOARD AND PLANNING COMMISSION VISIONING WORKSHOP

During the same week as the stakeholder interviews, the Consultant Team will facilitate a joint workshop of the Village Board and Planning Commission. At this meeting, the Consultant Team will:

- Review the project goals, initial analysis, and the stakeholder and public input; and,
- Verify and update the Board's and the Commission's vision for future and identify areas of concern and focus.
- Intergovernmental Workshop – was thinking to do this as either a separate workshop or joint one with the village board and commission above.

The Consultant Team will also facilitate an intergovernmental workshop with Village staff, and members of various local governments such as the Germantown School District, the Village of Richfield, Washington County, the Southeast Wisconsin Regional Planning Commission, the Milwaukee Metropolitan Sewerage District, and the Department of Natural Resources.

2.4 INPUT, VISIONING, AND GOALS REVIEW MEETING WITH ADVISORY COMMITTEE (AC MEETING #3)

The Consultant Team will present to Village staff and the Advisory Committee an overview of the public input received and identify key issues and themes. The purpose of this meeting will be to set the preferred direction of the Master Plan.

PHASE 3 | DRAFT PLAN + EVALUATION

3.1 DRAFT PLAN

Based upon the analysis in Phase 1 and the feedback and general vision and direction received in Phase 2, the Consultant Team will complete drafts of the remaining scope items listed in the RFP and prepare a draft plan with the following elements:

PROJECT NARRATIVE

1. Public and Stakeholder Input Summary
2. Land Use and Development Opportunities Identification and Analysis
3. Market/Economic Analysis
 - a. We will develop a comprehensive market analysis that sets a baseline of existing conditions grounded in factual real estate, demographic, and economic data utilizing U.S. Census, ESRI Business Analyst, CoStar, and a variety of other state and regional data sources. As a forward-looking plan, we will specifically address:
 - Changes to the retail economy as a result of ecommerce, shifting consumer preferences, autonomous delivery, and other emerging trends.
 - Housing opportunities that address housing needs, attainability, and demand for a range of housing types and price points.
 - Information will be presented with significant use of infographics, charts, and maps to ensure readability and to help it serve as an educational tool.
4. Zoning and Land Use Analysis and Recommendations
5. Design recommendations including but not limited to building orientation, connectivity, land use, landscaping, and density.
6. Transportation and Walkability Analysis and Recommendations
7. Infrastructure Analysis and Recommendations
8. Environmental Protections
9. Parks, Trails, and Facilities

A draft will be prepared and submitted to the Village staff for review and comment. The Consultant will address Village staff comments and submit a revised draft.

3.2 DRAFT PLAN PRESENTATION REVIEW SESSION WITH ADVISORY COMMITTEE (AC MEETING #4)

The Consultant Team will present elements/chapters of the draft master plan to the Village staff, Intergovernmental Representatives, and Advisory Committee, record feedback and comments, and update and modify the drafts as requested.

3.3 JOINT VILLAGE BOARD AND PLANNING COMMISSION DRAFT REVIEW WORKSHOP

The Consultant Team will present an overview of the draft Comprehensive Plan to the Village Board, Planning Commission, and Advisory Committee. The Consultant Team will record feedback and comments received at the workshop and update and modify the draft as requested. If desired, intergovernmental representatives can be invited to participate in this workshop as well.

PHASE 4 | FINAL DRAFT PLAN

4.1 FINAL DRAFT PLAN

The Consultant Team will prepare a final draft of the gateway master plan and submit it to the Village staff for review and comment. The Consultant will address Village staff comments and submit a revised final draft to Village staff.

4.2 FINAL DRAFT PLAN REVIEW WITH ADVISORY COMMITTEE (AC MEETING #5)

The Consultant Team will review with the Advisory Committee the final draft Plan and comments received at the Joint Workshop record feedback and comments, update and modify the Plan as requested.

4.3 VILLAGE BOARD PUBLIC HEARING

The Consultant Team will attend the Village Board Public Meeting to present the final draft plan for public comment and review by the Board. The Consultant will make changes to the plan as may be requested by the Board and submit updated final copies to the Village staff.



LINCOLN TRAIL GREAT STREETS PLAN

Following the principles of the Great Streets Initiative, Confluence is currently leading a team to reimagine the future of the Lincoln Trail Corridor into an economically vibrant and accessible local hub for the community.

Confluence, along with a dynamic multi-discipline team, is working in partnership with the City of Fairview Heights and East-West Gateway. During this project, we have engaged with a series of stakeholders throughout the planning process. The formation of a Community Advisory Group, Technical Advisory Group, virtual and in-person stakeholder interviews, and an online interactive engagement website have supported the project to ensure that we are creating a community-supported vision for the Lincoln Trail Corridor.

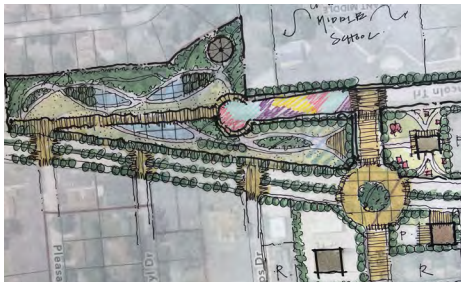
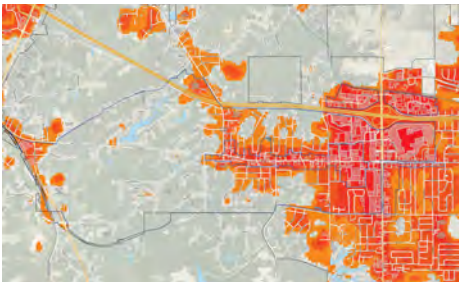
Lincoln Trail has evolved over time in its appearance and function, and it is time to reimagine what could be. This project’s primary goal is to develop a consistent and comprehensive economic development strategy, land use plan, and urban design approach. Collaborative efforts with the team and community will result in the creation of a redevelopment plan that can be used both as a guide for future growth and implementation, and also as a marketing tool to promote this corridor to the public and potential investment partners. We are currently in the preliminary design concept review phase, and anticipate this project will be complete by Winter 2025.

PROJECT DETAIL

Location
Fairview Heights, Illinois

Client
City of Fairview Heights +
East-West Gateway

Contact
Dallas Alley
Director of Land Use and Economic
Development
City of Fairview Heights
alley@cofh.org
618.489.2060





6TH AVENUE CORRIDOR PLAN

Confluence was retained by the City of Stillwater, Oklahoma to develop a plan to revitalize 6th Avenue, a primary artery through town, and surrounding neighborhoods and the downtown district.

The study was a collaborative effort to assess the feasibility and implementation of a strategic active transportation network around 6th Avenue in conjunction with planned ODOT roadway improvements. Redevelopment opportunities, future land use considerations and urban design elements along key corridors were also discussed and recommended in this plan with the active transportation network providing the connective tissue and support for all these strategies. This study relied on past planning efforts and a strong public engagement process to form a cohesive vision that accommodates all road users in Stillwater safely and comfortably, connects commercial and activity nodes within the city and spurs further economic development and quality placemaking. Three catalyst redevelopment sites were studied as part of this effort. Campus Corner was identified as a new mixed use entertainment district for university students. Other locations were also reimagined to further enhance the economic viability of the corridor and improve the “front door” to Oklahoma State University and Downtown Stillwater.

PROJECT DETAIL

Location

Stillwater Oklahoma

Client

City of Stillwater

Size

N/A

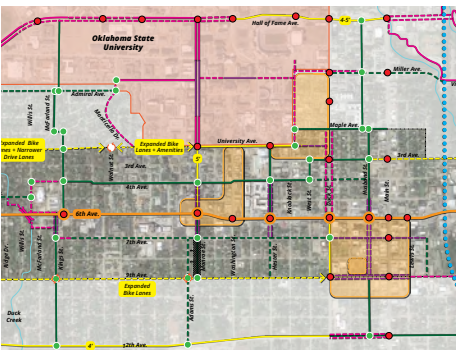
Contact

Brady Moore

Deputy City Manager, Stillwater

Ph: 405.533.8497

Brady.moore@stillwater.org





KETTLESTONE / GRAND PRAIRIE PARKWAY

This master plan guides future growth and development of a large residential and commercial mixed-use district within this vital new corridor connecting I-80 into Downtown Waukee.

Strategically located on the western edge of the Des Moines metropolitan area, Grand Prairie Parkway has long been an economic development priority for the City. Confluence led a multi-disciplinary effort to craft a comprehensive Master Plan that knits the area together through connected open spaces, streets and trail networks. Our team also created a new identity for this entire district - Kettlestone. Based on a detailed market study, our team crafted land use alternatives and illustrated how the corridor could be developed to its full potential while achieving the City's vision and goals.

Upon completion of the Master Plan, our team's role continued in multiple projects including the design of an extensive greenway and trails system that functions as a regional stormwater detention facility, a set of comprehensive development design guidelines, and an overlay zoning district supporting future growth. Additional information regarding the Kettlestone development can be found on the City's website at: <https://www.waukee.org/1125/Kettlestone-Development>

A copy of the approved plans can be found at this link: <https://tinyurl.com/fr5nj7mp>



PROJECT DETAIL

Location

Waukee, Iowa

Client

City Of Waukee, Iowa

Size

1,300 acres

Awards

Honor Award – Planning & Analysis: Iowa Chapter ASLA

Communications Initiative Award - Iowa Chapter, American Planning Association (APA)

Contact

Brad Deets
City Administrator
bdeets@waukee.org
515.978.7899



ROE BOULEVARD + JOHNSON DRIVE CORRIDOR PLAN

This corridor plan focuses on two strategic areas within the City - establishing a community-supported vision for future redevelopment opportunities.

Leading a multi-disciplinary team, we engaged stakeholders and the community in exploring options for revitalizing these key areas of the City. The project included creating ideas for improving access to the City's existing Community Center and Aquatics facility from Roe Boulevard, exploring mixed-commercial and residential redevelopment opportunities for both site locations, identifying transit mobility hub locations and multi-modal access to these sites, and integrating new community-oriented open spaces and gathering areas as a place to host public festivals and events.

The plan also explored a variety of development density alternatives through the use of extensive visualization techniques, helping residents to understand the planning implications and scale of each redevelopment scenario. The successful completion of this plan led to the City engaging Confluence to subsequently complete an update to the City's Comprehensive Plan.



PROJECT DETAIL

Location

Roeland Park, Kansas

Client

Mid-America Regional Council/
City of Roeland Park, Kansas

Size

~105 acres

Contact

Keith Moody / City Manager
City of Roeland Park, KS
City Hall - 4600 W 51st Street
Roeland Park, KS 66205
kmoody@roelandpark.org
913.492.0400

Beth Dawson, Planner
Mid-America Regional Council
816.474.4240
bdawson@marc.org



SOUTH OF GRAY'S LAKE MASTER PLAN

The study area includes a mixture of built environment and natural areas with plentiful tree cover and a viewshed into downtown Des Moines.

Confluence was tasked by FHU Engineering and the City of Des Moines, Iowa, to conduct a robust community and stakeholder input process and craft a vision for the area south of Gray's Lake Park. Gray's Lake Park is a highly coveted gem within the Des Moines metro and the adjacent South of Gray's Lake Master Plan Study Area is a key potential redevelopment site. The area is well suited for a mixture of uses given its proximity to Gray's Lake Park, regional trails, key transportation routes as well as Downtown Des Moines. After careful analysis of the area and its existing development and obtaining input for the community and area stakeholders, Confluence crafted a series of land use alternatives for review and input that resulted in a detailed conceptual master plan. The final report to the City included a summary of the site opportunity analysis, public and stakeholder input, specific implementation steps, and a 3D animated video of the master plan.

PROJECT DETAIL

Location

Des Moines, Iowa

Client

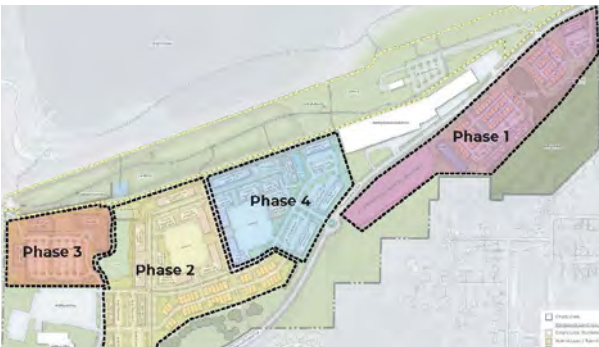
City of Des Moines;
FHU Engineering

Size

140 acres

Contact

Bert Drost
Urban Design Deputy
Administrator
City of Des Moines, Iowa
badrost@dmgov.org
515.283.4257





THE CROSSINGS CORRIDOR MASTER PLAN

Confluence led the effort to create a unified vision for a key commercial, mixed, use and residential corridor area in growing Omaha suburb

The Crossings Corridor Master Plan identified a unified vision and a plan for the future growth and development of the Highway 31 and I-80 corridor area in the growing suburb of Gretna, Nebraska. The Crossings Corridor represented a rare opportunity for the City of Gretna to create a unique and vibrant addition to the community – that provides new housing, businesses, retail, and recreational amenities for not only Gretna residents but for the entire Omaha metro. Confluence led a multi-disciplinary team to identify an overall master plan that identified land use, multi-modal, infrastructure, and market recommendations. Design guidelines for the corridor were also created in a supplemental report.

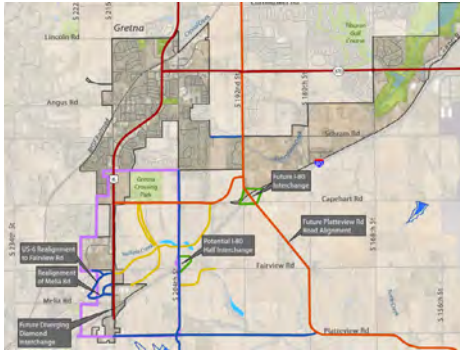
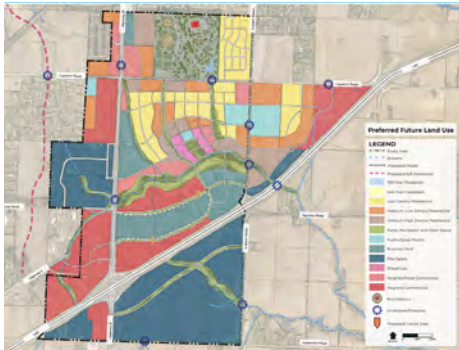
PROJECT DETAIL

Location
Gretna, Nebraska

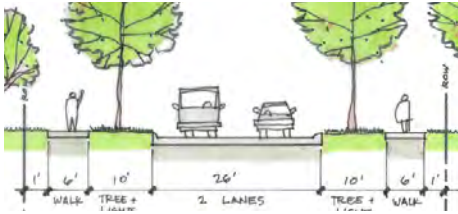
Client
City of Gretna, Nebraska

Size
5,088 (2021)

Contact
Paula J. Dennison, AICP
City Administrator
204 N. McKenna Ave; PO Box 69
Gretna, NE 68028
Paula@cityofgretna.com
P 402.332.3336 x1204



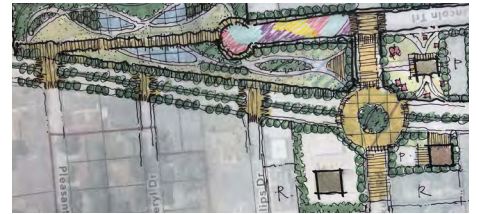
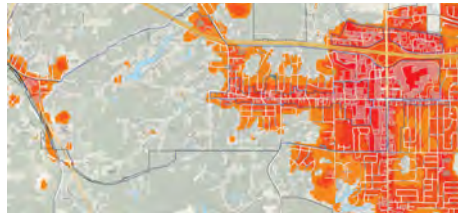
REFERENCES



PAULA J. DENNISON | CITY OF GRETNA, NEBRASKA

City Administrator | 402.332.3336 X 1204 | Paula@cityofgretna.com

Confluence led a multi-disciplinary team to identify an overall master plan that identified land use, multi-modal, infrastructure, and market recommendations. Design guidelines for the corridor were also created in a supplemental report.



DALLAS ALLEY | CITY OF FAIRVIEW HEIGHTS, ILLINOIS

Director of Land Use and Economic Development | 618.489.2060 | alley@cofh.org

Confluence has provided engagement with series of stakeholder to create a plan for comprehensive economic strategy, land use plan, and urban design approach.



KEITH MOODY | CITY OF ROELAND PARK, KANSAS

City Manager | 913.492.0400 | kmoody@roelandpark.org

Confluence led a corridor Planning with stakeholder engagement, mixed-use redevelopment, mobility solutions and community - focused design.



BURT DROST | CITY OF DES MOINES, IOWA

Urban Design Deputy Administrator | 515.283.4257 | badroast@dmgov.org

Confluence assisted the City of Des Moines, and FHU Engineering to create robust community engagement to shape the downtown area of Des Moines. The final report to the City included a summary of the site opportunity analysis, public and stakeholder input, specific implementation steps, and a 3D animated video of the master plan.



CONFLUENCE | FIRM PROFILE

WHO WE ARE

Confluence is a professional consulting firm comprised of landscape architects, urban designers and planners. Our staff of 75+ includes 40 licensed landscape architects and AICP certified planners—and our firm is comprised of energetic, creative, and passionate people who are involved in making our communities better places to live. We assist our clients on a wide range of public, educational, institutional and private sector projects. Our landscape architects are licensed to practice in Alaska, Arkansas, California, Colorado, Connecticut, Georgia, Kansas, Idaho, Illinois, Iowa, Michigan, Minnesota, Missouri, Montana, Nebraska, New Mexico, Nevada, North Dakota, Ohio, Pennsylvania, South Dakota, Tennessee, Texas, Utah, Wisconsin, and Wyoming—and this list continues to grow to meet our clients' needs.

WHAT WE DO

Simply stated—we create places full of life. The diversity of our work and expertise has become a hallmark of our firm, and it's a big reason why our clients engage us again and again to help establish their next creative vision for the future. We offer a wide array of design and planning capabilities, handling everything from stakeholder and community engagement activities, to crafting urban design and community planning solutions, to representing our clients during construction implementation. With over twenty years of award-winning experience and hundreds of completed projects, Confluence has shaped the practice of landscape architecture, planning and urban design across the Midwest, and we love what we do. *What can we do for you?*

HOW WE WORK

Our creative process is focused on collaboration and insightful interaction with our clients, consultants and the community in which we work. We begin by gaining an insightful and objective understanding of each project, including how it fits into the surrounding context. From vision to completion, our team excels in collaborating to shape and achieve your “what’s next”—while also planning ahead on your long-term strategy. The diversity of our practice and professional experience provides a solid framework upon which to build successful strategies for achieving our client’s goals.

LOCATIONS

CHICAGO

325 W Huron Street, Suite 602
Chicago, Illinois 60654
thinkconfluence.com

Des Moines

Sioux Falls

Kansas City

Cedar Rapids

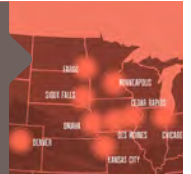
Minneapolis

Omaha

Fargo

Denver

9 OFFICES
ACROSS THE MIDWEST



25 YEARS+
CREATING PLACES FULL OF LIFE



PSOMAS

Civil Engineering (Utilities, Survey + Geotechnical)

LOCATION

WENATCHEE

23 South Wenatchee Avenue, Suite 223
Wenatchee, WA 98801
509.663.2711

PSOMAS

Founded in 1946, Psomas is a 100% employee-owned, medium-sized survey, engineering, environmental permitting, landscape architecture, and construction management firm. Continually ranked one of the top engineering firms in the United States, our talented staff of 750+ operates from 19 regional offices in Washington, California, Arizona, and Utah. Psomas' local Illinois team, operating out of our Glen Ellyn, IL office, specifically targets municipal planning and infrastructure projects.

WORKING WITH LOCAL MUNICIPAL AND PUBLIC AGENCIES

Psomas has built a first-rate reputation for delivering interdisciplinary solutions to hundreds of local cities, villages, towns, counties, and agencies. Today, they continue to progress and expand our service offerings with the synergy of high-quality engineering standards and planning creativity through a range of in-house professional expertise. Our local team exclusively supports municipal clients and we value and strive to improve the communities we live, work, and play within.

IN-HOUSE PLANNING SERVICES

Psomas offers a wide range of in-house planning services:

- Comprehensive Planning: Our planning team, has extensive experience in developing and implementing comprehensive plans that align with local and regional goals.
- Infrastructure Planning: Our engineering team, including Tom and Bryce, deliver high-quality solutions, with project budget estimates, that align with the strategic goals identified in the comprehensive plan.
- GIS and Data Analysis: Our GIS capabilities enable us to create detailed and accurate maps and data layers that support informed decision-making.

RELEVANT INFRASTRUCTURE PLANNING EXPERIENCE

- Citywide Bicycle Master Plan, El Centro, CA
- American Fork Active Transportation & Trails Master Plan, American Fork, UT
- Capital Improvement Plan Update, City of Tukwila, WA
- Transportation Improvement Plan Update, City of Mercer Island, WA
- West Bank Trails Master Plan & Capital Facilities Plan, Grantsville, UT
- Local Road Safety Plan, Fife, WA
- Neighborhood Traffic Safety Improvement Program, Tukwila, WA

TERRY BERKBUEGLER, ASLA, PLA, LEED AP

PRINCIPAL IN CHARGE + SENIOR PRINCIPAL + LANDSCAPE ARCHITECT

Terry brings hard work, the pursuit of design excellence and a tireless commitment to client satisfaction to all of his projects. His direct and personal communication leads to strong relationships and successful projects while inspiring loyalty in so many of our clients.

CURRENT + NOTABLE PROJECT EXPERIENCE

Lincoln Trail / Highway 50 Corridor Plan / Fairview Heights, Missouri
 Altoona Strategic Planning Assistance / Altoona, Iowa
 Crete Comprehensive Plan / Crete, Nebraska
 Grain Valley 2050 Comprehensive Plan Update / Grain Valley, Missouri
 Lansing Comprehensive Plan Update / Lansing, Kansas
 Indianola Strategic Plan Update / Indianola, Iowa
 Shawnee Mission Parkway Corridor Plan / Shawnee Mission, Kansas
 6th Avenue Corridor Plan / Stillwater, Oklahoma
 Destination Downtown Gardner / Gardner, Kansas
 Downtown Public Realm Study / Urbana, Illinois



EDUCATION

Kansas State University, BA,
 Landscape Architecture / 1992

PROFESSIONAL REGISTRATIONS

Licensed Landscape Architect:
 Illinois / 157.001823 | Kansas /
 #568 | Missouri / #179
 CLARB Certified
 LEED Accredited Professional



AIMEE NASSIF, AICP

PRINCIPAL

Aimee Nassif previously served as Deputy Director of Development Services for the City of Lee's Summit, where she led planning, development engineering, and strategic initiatives including the Ignite! Comprehensive Plan. With 28 years in public service and extensive leadership experience, Aimee has written zoning, development, and land use codes for multiple communities, she is an AICP-certified planner, active in professional organizations, and passionate about community development.

CURRENT + NOTABLE PROJECT EXPERIENCE

175th Land Use Corridor Study / Olathe, Kansas *
 Cedar Creek Area Plan & Overlay District Implementation / Olathe, Kansas*
 1-35/Santa Fe Corridor Study / Olathe, Kansas*
 Healthy Neighborhoods Initiative Program/ Olathe, Kansas*
 Chesterfield's first Unified Development Ordinance / Chesterfield, Missouri*
 Scherer Road Alignment Study / Lee's Summit, Missouri*

** Work performed prior to joining Confluence*

EDUCATION

University of Missouri-St. Louis/
 Master of Arts, Political Science
 with Public Policy Administration
 emphasis / January 2003

University of Missouri-St. Louis
 Bachelor of Science / August 1997

PROFESSIONAL REGISTRATIONS

American Institute of Certified
 Planners: #022733

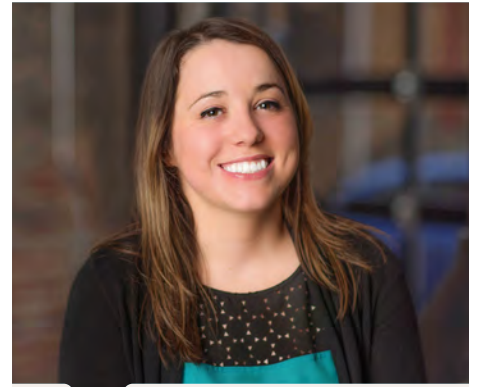
JANE REASONER, AICP

ASSOCIATE

Jane brings an interest in the environment and sustainability to every project. She has worked on many comprehensive plans across the Midwest designing interactive engagement strategies and providing population, environmental, parks and economic analyses.

CURRENT + NOTABLE PROJECT EXPERIENCE

Building Bondurant Comprehensive Plan / Bondurant, IA
 Grain Valley Comprehensive Plan / Grain Valley, MO
 Pleasant Hill Comprehensive Plan / Pleasant Hill, Iowa
 2035 Downtown Sioux Falls Master Plan Public Facilitation / Sioux Falls, South Dakota
 Envision Adel 2040 / Adel, Iowa
 S Ankeny Boulevard Corridor / Ankeny, Iowa
 Ankeny Parks + Facilities Comprehensive Plan Update / Ankeny, Iowa
 Ankeny Zoning/Subdivision Code Rewrite / Ankeny, Iowa
 Apple Valley Parks Master Plans / Apple Valley, Minnesota
 Ashland Comprehensive Plan / Ashland, Kansas
 Cedar Falls Master Plan / Cedar Falls, Iowa



EDUCATION

Georgia Institute of Technology,
 MA, City and Regional Planning |
 2016

University of South Dakota, BA,
 Political Science and Government
 | 2012

PROFESSIONAL REGISTRATIONS

American Institute of Certified
 Planners: #31893



ABBEY ECKBERG, AICP

PROJECT PLANNER

Abbey's passion for planning stems from the desire to create communities for all to enjoy through interactive plan making and design.

CURRENT + NOTABLE PROJECT EXPERIENCE

Lincoln Trail / Highway 50 Corridor Plan / Fairview Heights, Missouri
 2035 Downtown Sioux Falls Master Plan Public Facilitation / Sioux Falls, South Dakota
 Falls Park Master Plan / Sioux Falls, South Dakota
 Grand Farm Campus Master Plan / Grand Farm, North Dakota
 Grand Island NE Parks Master Plan / Grand Island, Nebraska
 Grain Valley 2050 Comprehensive Plan Update / Grain Valley, Missouri
 Round Lake Area Park District Master Plan / Round Lake, Illinois
 South of Gray's Lake Master Plan / Des Moines, Iowa
 The Crossings Corridor Master Plan / Gretna, Nebraska
 VA District Master Plan / Knoxville, Iowa
 Winterset Comprehensive Plan + Parks Master Plan / Winterset, Iowa
 Waukee Neighborhood Masterplan & Design Guidelines / Waukee, Iowa

EDUCATION

Kansas State University, MA,
 Regional and Community Planning
 | 2021

PROFESSIONAL REGISTRATIONS

American Institute of Certified
 Planners : #34834

BRYCE CORRIGAN, PE

SENIOR ENGINEER | PSOMAS

Bryce brings 10 years of experience in planning and engineering, specializing in corridor studies, streetscape design, and roadway safety. Skilled in project phasing, cost estimating, and utility coordination, Bryce combines urban planning and landscape architecture expertise to deliver practical, fundable design solutions that meet client goals.

CURRENT + NOTABLE PROJECT EXPERIENCE

Capital Improvement Plan Update, City of Tukwila, WA
Civil Engineer

Bryce provided preliminary geometric designs and preliminary utility designs for over \$25M in capital improvements for the City of Tukwila's 5 year capital improvement plan. Bryce and his team worked with City staff to develop projects that aligned with the City's goals and themes outlined in the comprehensive and sub area planning documents. Bryce played an integral role in developing sustainable green stormwater infrastructure projects that is integrated into capital project plan.

Transportation Improvement Plan Update, City of Mercer Island, WA
Civil Engineer

Bryce provided preliminary geometric designs and preliminary utility designs for over \$15M in local capital improvements for the City of Mercer Island's 5 year capital improvement plan. Bryce lead his team and worked with City staff to develop projects that aligned with the City's non-motorized transportation network, development goals, and utility programs. Bryce played an integral role in developing projects that supported growth and sustainability for the community.



EDUCATION

2015/BS/Civil Engineering/
University of Wisconsin-Platteville

PROFESSIONAL REGISTRATIONS

2023/IL/Professional Engineer/
Civil/062.075792

2020/WA/Professional Engineer/
Civil/20100320



TOM KRIZENESKY, PE

PROJECT PLANNER

Tom Krizenesky is a civil engineer with 28+ years in street and highway design, leading end-to-end transportation projects—from scoping and budgeting through construction and evaluation. He manages ~40 highway projects annually, integrates life-cycle cost and multimodal improvements, and excels in value engineering, municipal coordination, environmental documentation, public engagement, and stakeholder resolution.

CURRENT + NOTABLE PROJECT EXPERIENCE

IH 39, WIS 54 to North 2nd Street, VE Study –Stevens Point, WI: Study Lead for a Value Engineering study on 12-mile IH 39 in Stevens Point, WI. The VE study considered 20- and 40-year scenarios for rehabilitating the corridor and capacity needs. Tom developed the scope of the study, selected the team, managed the study and coordinated the Accept/Reject decisions of the study recommendations.

US 8, Firekeepers Road Intersection, Sight Improvements – Forest County Potawatomi, WI: Planning Engineer. This intersection is part of a 12-mile resurfacing project. The intersection is main entrance to the Stone Lake Community where most of the Forest County Potawatomi tribal government and community buildings are located. This intersection had poor site distance but was not considered enough of a safety problem to warrant improvements by Wisconsin DOT. By coordinating with the tribe, I was able to come up with a cost share strategy that allowed the tribe to seek BIA funding to improve the intersection.

EDUCATION

1996/BS/Civil and Environmental
Engineering/University of
Wisconsin, Madison

PROFESSIONAL REGISTRATIONS

2025/CA/Professional Engineer/
Civil/98234
2005/WI/Professional
Engineer/37815

KEY STAFF AVAILABILITY

All key staff indicated in the organization chart have the capacity and availability in their schedules to begin work on your project immediately. While there will likely be additional staff involved in a supportive role on this project, the key team members listed will be involved throughout the duration of the project. By selecting Confluence, you are selecting a team with 9 offices and a staff of over 75+ people. We have a long history of meeting project timelines and are dedicated to meeting all of your schedule needs and project expectations and will staff this project as needed.





We are projecting that this project will take approximately 9 months to complete (approximately 300 days). Therefore, with an anticipated contract award date of January 20-23, 2026, this project will be completed by end of October 2026. As part of the project kick-off, we will outline a detailed work plan and public meeting schedule to meet the needs of the Village.

PROPOSED PROJECT TIMELINE	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026	JUL 2026	AUG 2026	SEP 2026	OCT 2026
NOTICE TO PROCEED									
PHASE 1 - PROJECT KICK-OFF, RESEARCH+ ANALYSIS									
1.1 Project Kick-Off Meeting with Advisory Committee (AC Meeting #1)	●								
1.2 Preliminary Analysis Review Meeting with Advisory Committee (AC Meeting #2)		●							
PHASE 2 - VISION, INPUT + DIRECTION									
2.1 Public Workshops			●						
2.2 Key Stakeholder Interviews			●						
2.3 Joint Village Board and Planning Commission Visioning Workshop				●					
2.4 Input, Visioning, and Goals Review Meeting with Advisory Committee (AC Meeting #3)				●					
PHASE 3 - DRAFT PLAN + EVALUATION									
3.1 Draft Plan					●				
3.2 Draft Plan Presentation Review Session with Advisory Committee						●			
3.3 Joint Village Board and Planning Commission Draft Review Workshop (AC Meeting #4)							●		
PHASE 4 - FINAL DRAFT PLAN									
4.1 Final Draft Plan								●	
4.2 Final Draft Plan Review with Advisory Committee (AC Meeting #5)									●
4.3 Village Board Public Hearing									●

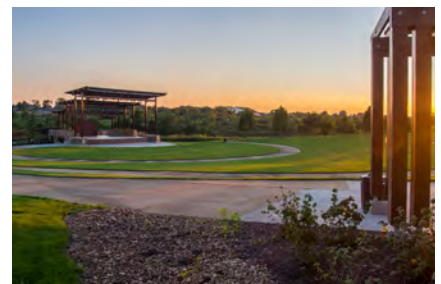
STANDARD HOURLY RATES

Senior Principal	\$175.00 - \$275.00 per hour
Principal	\$160.00 - \$250.00 per hour
Associate Principal	\$140.00 - \$200.00 per hour
Associate	\$115.00 - \$185.00 per hour
Senior Project Manager	\$105.00 - \$165.00 per hour
Project Manager	\$95.00 - \$145.00 per hour
Senior Landscape Architect	\$95.00 - \$185.00 per hour
Landscape Architect	\$85.00 - \$135.00 per hour
Senior Project Planner	\$95.00 - \$145.00 per hour
Planner II	\$85.00 - \$135.00 per hour
Planner I	\$75.00 - \$125.00 per hour
Landscape Architect-In-Training / Landscape Designer	\$75.00 - \$125.00 per hour
Landscape Architect Intern / Landscape Designer	\$65.00 - \$100.00 per hour
Draftsperson	\$55.00 - \$100.00 per hour
Graphic Designer	\$75.00 - \$115.00 per hour
Clerical / System Staff	\$75.00 - \$135.00 per hour

REIMBURSABLE EXPENSES

Social Pinpoint Public Engagement Tool	\$1,500.00
Costar Real Estate Tool	\$1,000 (project use), \$150 per report
Placer.AI Analytics Tool	\$1.15 x cost
Filing Fees	\$1.15 x cost
Materials and Supplies	\$1.15 x cost
Meals and Lodging	\$1.15 x cost
Mileage	\$.70 per mile
Postage	\$1.15 x cost
Printing by Vendor	\$1.15 x cost
B/W Photocopies/Prints 8½ x 11	\$.10 each
B/W Photocopies/Prints 11x17	\$.20 each
Color Photocopies/Prints 8½ x 11	\$.75 each
Color Photocopies/Prints 11x17	\$1.50 each
Large Format Plotting – Bond	\$2.50/SF
Large Format Plotting - Mylar	\$4.50/SF
Large Format Plotting - Photo	\$5.00/SF
Flash Drives	\$10.00 each
Booklet Binding (cover, coil, back)	\$4.50 each
Foam Core	\$8.00 each
Easel Pads	\$32.75 each
Online Meeting Service	\$35.00 each

Effective 1/1/2025





COST ESTIMATE

The estimated fees for providing the professional services as detailed in our proposal is on an hourly basis not to exceed the amounts as detailed below.

Phase 1 / Project Kick-Off, Research + Analysis	\$18,490
Phase 2 / Vision, Input + Direction	\$21,530
Phase 3 / Draft Plan + Evaluation	\$33,890
Phase 4 / Final Draft Plan	\$10,950
Reimbursable Expenses	\$5,000
Total Fee Estimate	\$89,860

COST BREAKDOWN BY PHASE PER PERSON

Holy Hill Gateway District Master Plan - Hours and Fee Spreadsheet	Confluence				Psomas			Expenses	Subtotal
	A. Nassif	J. Reasoner	A. Eckberg	T.Berkbuegler	B. Corrigan	T. Krizenesky			
Hourly rates	\$210	\$125	\$105	\$235	\$210	\$210			
Phase 1 - Research + Analysis									
Pre-Kick-Off Meeting with City Staff	3	3	3	3	1	1			
Kick-Off Meeting with advisory Committee (AC)	3	4	4	3				\$200	
Public Outreach Plan	4	6	6	2					
Existing Conditions Review + Analysis	6	8	8	4	4	4			
Existing Conditions Analysis Review Meeting with AC	4	8	8	2				\$200	
Existing Conditions Analysis Review Joint Workshop w PC and CC	4	4	4	2				\$200	
Subtotal	24	33	33	16	5	5		\$600	116
Fee	\$5,040	\$4,125	\$3,465	\$3,760	\$1,050	\$1,050			\$18,490
Phase 2 - Public & Stakeholder Engagement									
Online Engagement	2	6	6	2				\$1,500	
Stakeholder Interviews	4	8	8	6					
Public Workshops (Joint Village & Commission, Intergovernmental Agencies)	6	8	8	8	4			\$500	
Other Public Engagement (pop-up events, youth workshop, or box city)	6	8	8	6	4			\$500	
Public & Stakeholder Engagement Review Meeting w/ AC	4	6	6	4	4			\$200	
Subtotal	22	36	36	26	12	0		\$2,700	132
Fee	\$4,620	\$4,500	\$3,780	\$6,110	\$2,520	\$0			\$21,530
Phase 3 - Draft Plan + Evaluation									
Scenario Planning + Draft Plan	12	32	32	12	10	10			
Draft Plan Review Sessions w/ AC	8	20	20	8	4	4		\$600	
Draft Plan Joint Workshop w VB & CC & Intergovernmental Agencies	8	14	14	6	2	2		\$200	
Subtotal	28	66	66	26	16	16		\$800	218
Fee	\$5,880	\$8,250	\$6,930	\$6,110	\$3,360	\$3,360			\$33,890
Phase 4 - Final Plan + Adoption									
Final Draft Plan	6	12	10	6	2	2			
Planning Commission Public Hearing	2	4	4	2				\$200	
Village Board Public Hearing	2	2	2	2	1	1		\$200	
Final Deliverables (including printed copies)	2		4	2				\$500	
Subtotal	12	18	20	12	3	3		\$900	68
Fee	\$2,520	\$2,250	\$2,100	\$2,820	\$630	\$630		\$0	\$10,950
Total Hours	86	153	155	80	36	24			534
Reimbursable Expenses									\$5,000
Fee	\$18,060	\$19,125	\$16,275	\$18,800	\$7,560	\$5,040			\$84,860
	Confluence Fee \$72,260				Psomas Fee \$12,600			Expenses \$5,000	Grand Total \$89,860



WOODSIDE
NEIGHBORHOOD

HOLY HILL
GATEWAY
DISTRICT

HOLY HILL ROAD

HOLY HILL GATEWAY DISTRICT MASTER PLAN

VILLAGE OF GERMANTOWN, WI



PRIME CONTACT
Craig Huebner, AICP
Project Manager
414 / 266.9228
Craig.Huebner@graef-usa.com

275 W Wisconsin Ave.
Suite 300
Milwaukee, WI 53203
www.graef-usa.com

December 19, 2025

Jeffrey W. Retzlaff, AICP, Director
Community Development Department
N112 W17001 Mequon Road
Germantown, WI 53022

Subject: Request for Proposals: Holy Hill Gateway District Master Plan

Dear Mr. Retzlaff:

View Germantown As A Village At A Crossroads

Germantown has become a leading village in the transformation of our metropolitan area and region. Germantown finds itself at the crossroads of major development trends. To address this situation the village has developed a unique long-term plan to maximize the potential value of future growth. Now Germantown needs a more detailed scenario. In fact, Germantown needs several scenarios – to guide the investments of both the private and public sector in the Holy Hill Gateway area.

Make One Plan With Multiple Scenarios

From GRAEF's perspective, the key question is not "What is the best plan?" but "What is the best set of plans?" That is, Germantown needs plans with choices that fit both the community's current vision as well as the trends and changes Germantown may encounter over the next decade. GRAEF's planning and development team can provide a series of such detailed scenarios, all based on the same foundation of infrastructure and regulatory policies.

Create Feasible & Desirable Choices

One possible set of choices, for example, would be plan scenarios that include only those uses labeled as "desirable" in the comprehensive plan. Other choices might include more "allowable" uses which, perhaps, involve less risk from the standpoint of financial value and tax base. Another approach might be to develop two or three scenarios corresponding to projected market conditions over the next ten years for different expected commercial as well as residential land uses.

Continue What The Village Has Started

GRAEF's consulting team has worked for numerous communities generating pragmatic options for both public investment as well as private sector development. Whatever the development issue, our firm has the experience and talents to provide pragmatic and visionary concepts for consideration.

GRAEF is prepared to build on what Germantown has started and deliver clear, flexible scenarios needed to guide the Holy Hill Gateway District forward.

Sincerely,



Craig Huebner, AICP
Project Manager
414 / 266 9228
Craig.Huebner@graef-usa.com

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YOUR PARTNER FOR GERMANTOWN'S FUTURE

Why GRAEF. Why NOW

The Holy Hill Gateway District is an active implementation challenge. With development pressure increasing and major infrastructure investments already in place, the Village needs a master plan that delivers clear direction, defensible standards, and immediate usability. **GRAEF is uniquely positioned to do that.**

As co-authors of the Comprehensive Plan, Trail Master Plan, and Comprehensive Outdoor Recreation Plan alongside the Village, our team has intimate knowledge of the planning area. We are ready to validate the vision laid out in adopted plans and refine the vision based upon present-day market realities and community expectations.

Our familiarity with Germantown is what allows this plan to move quickly, address known compatibility issues, and deliver zoning and policy-ready solutions.

At this moment, continuity with GRAEF is not a risk; it is a strategic advantage.

WE ARE A FULL SERVICE PLANNING, ENGINEERING, AND DESIGN FIRM

For more than 60 years, GRAEF has been shaping more than just the built environment. We've been designing with purpose, creating meaningful spaces for people, communities, and the planet. Grounded in loyalty, quality, integrity, and service, our enduring values guide everything we do, from the way we work with clients to how we support each other and the communities we serve.

As a trusted partner, we bring curiosity and foresight to every engagement. We don't just keep up with change, we lead it. By embracing innovation and anticipating what's ahead, we deliver thoughtful, high-performing engineering, planning, and design solutions that stand the test of time.

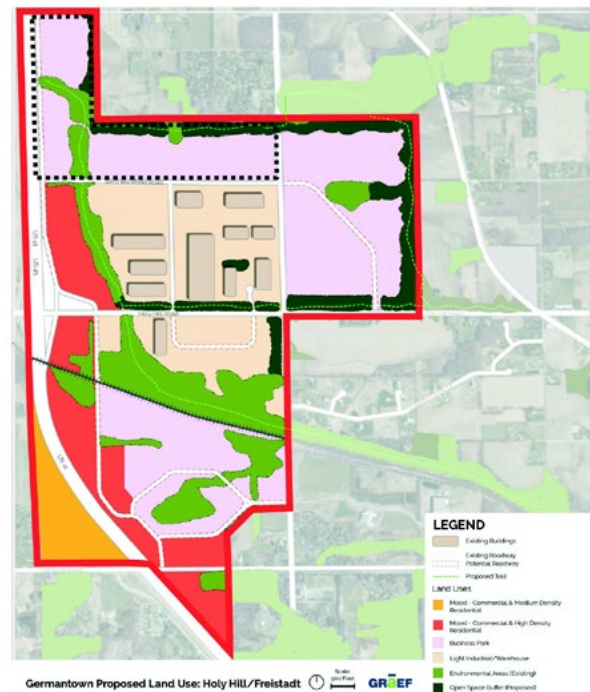
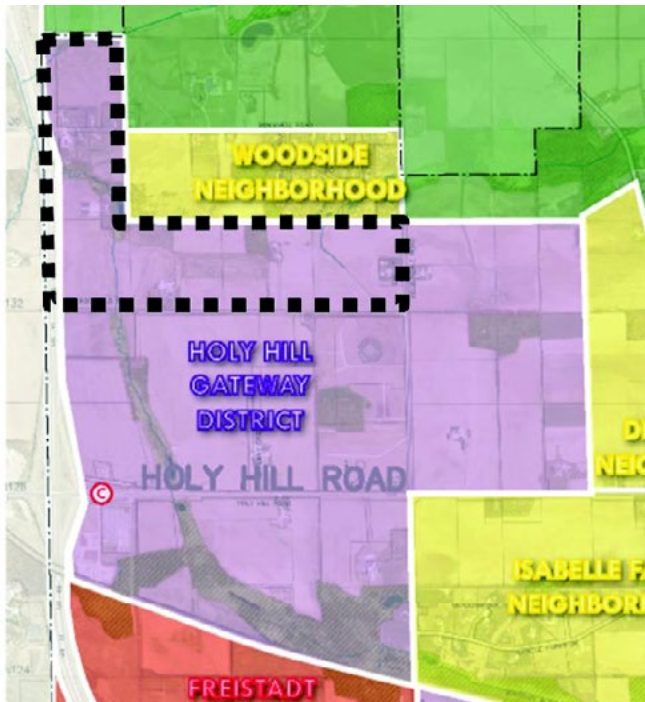
At the forefront of the industry, GRAEF continues to evolve; adapting to emerging trends, integrating new technologies, and consistently delivering excellence. Our clients know they can rely on us for forward-thinking design and unmatched technical expertise.

OUR CORE PURPOSE

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

WE ARE

- » Planners & Urban Designers
- » Municipal Engineers
- » Structural Engineers
- » Transportation Engineers
- » Water Resource Engineers
- » Mechanical, Electrical & Plumbing Engineers
- » Environmental Scientists
- » Landscape Architects
- » Surveyors
- » Architects



LOCAL, INVESTED, AND NATIONALLY RESPECTED



AREAS OF PLANNING EXPERTISE

- Master Planning
- Ongoing Municipal Planning
- Comprehensive Plans/Master Plans
- Urban Design/Conceptual Design
- Park and Open Space Planning
- Transportation Planning
- Codes, Ordinances, & Guidelines
- Public Participation/Engagement
- Economic Development & Grants
- Resilience & Sustainability

The Planning & Urban Design Group is focused on advancing the sustainability and resilience of our communities. We aspire to collaboratively innovate with our partners and clients. Listening and engaging are paramount to our work. Equity and inclusion are central principles in our practice. We like to prepare detailed plans, guidelines, and concepts that enhance development, preserve or restore the environment, and add value to a community. We integrate new development and redevelopment with existing neighborhoods, districts, and corridors to create livable, walkable, active public places – places tailored to fit local social, economic, and cultural activities. We view planning and urban design as simultaneously building on community traditions and crafting new and sustainable pathways for communities to evolve.

As planners and urban designers, we recognize the importance of a good working relationship with public officials, business operators, and local citizens. Through meaningful dialogue with public agencies, community leaders, and residents, we aim to catalyze consensus-based planning that leads to action.

Every GRAEF plan is guided by four core principles that align directly with the Village's needs:

- Foster Community Citizenship and Pride
- Honor Local Heritage and Tradition
- Protect, Respect and Appreciate the Environment
- Expand Social and Economic Well-Being





Drexel Town Square

Oak Creek, WI

[Full Report](#)
[Linked Here](#)

Oak Creek is a large suburban city which lacked a downtown. The Mayor, born and raised on a farm in Oak Creek, had the vision to create a downtown on an 80-acre abandoned, contaminated, industrial site. Public controversy erupted over the cost, desirability, and feasibility of the vision.

GRAEF's planners created a public engagement process, financial subsidy analysis (TIF), and environmental and economic development grants. Collectively these efforts brought the community together and led to major market-driven interest by local developers. GRAEF developed a series of different design options for the redevelopment of the former 80-acre 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 site. GRAEF also analyzed the public costs and revenues associated with development options. GRAEF's work helped support the creation of a new Town Square featuring the City Hall and Library as a premier destination place.

GRAEF prepared a Planned Development ordinance to regulate and guide the vision set forth in the prior conceptual master planning phase. The ordinance includes design standards that regulate both physical appearance and social activity within the development. The document is amply illustrated and includes standards for site design, buildings (broken down by building types), landscaping, streetscape, community places, signage, and lighting, as well as an embedded section on detailed sustainability options for the district.

PUBLIC PARTICIPATION

GRAEF directed the initial public participation and concept design for the Town Square. The participation process included multiple public meetings and workshops intended to gather input regarding the ideal density and mix of uses on the site.

SUSTAINABLE DEVELOPMENT GUIDE

With grant assistance from the MMSD, GRAEF prepared a Sustainable Development Guide to examine potential interventions on the site. The guide includes information on best practices, design considerations, costs, and the interrelationships of various techniques.

INFRASTRUCTURE DESIGN

GRAEF is providing storm water management, utility design, grading, and site layout. Other services include development of site demolition, layout, grading, and utility plans for the public infrastructure, a wetland park, a town square, and streetscape design.

BROWNFIELDS GRANT ASSISTANCE

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 was used to clean up the site to help transform it into this catalytic development.



Port Washington Downtown + Lakefront Plan

Port Washington, WI

[Full Report](#)
[Linked Here](#)

GRAEF developed architectural and streetscape design guidelines as part of the Port Washington Downtown + Lakefront Master Plan to guide development downtown. The guidelines are developed to be actionable and relevant to developers, City Staff, and public officials to ensure a single vision for the development of new buildings and infrastructure. City Staff can print a concise checklist to guide decision making for design review based upon an easy-to-use rubric.

The design guidelines cover a range of design elements from building composition and materials to street level activation, signage, and building orientation. The guidelines also cover public spaces, parking and loading areas. Each element of the design guidelines is customized for the City to create a unique character in the downtown supportive of the needs of local residents, businesses, and tourists. Diagrams and examples of desirable building types are included throughout to assist developers and architects with the implementation of their plans.

As an element of the City's Comprehensive Plan, the guidelines are enforceable but also flexible enough to allow the City the ability to accommodate economic conditions. GRAEF collaborated with City Staff to determine an approach that was most useful for their community in the face of increasing development pressure, generational changes, and shifts in the local economy. The guidelines are helping to position the City well for future updates to their zoning code and contribute to the 25+ year vision laid out in the Downtown + Lakefront Master Plan.



ENGAGEMENT

“The future looks strong in Downtown West Bend.”
— Quote from business stakeholder online survey.

Overview

Community engagement is integral for the future of West Bend, not only to increase activity Downtown and along the Riverwalk, but also to strengthen the level of reinvestment and pride in West Bend as a whole. During the planning process for this Plan, the consultant team implemented a variety of methods to learn from residents, business owners, City staff, community leaders, developers, and elected officials. These methods included:

- Interviews with Downtown stakeholders and developers
- Interviews with Alderpersons
- Online survey for the community
- Online survey for BID business owners
- Workshops with City staff and private sector leaders

February 19, 2024

Highlights from Stakeholder Interviews

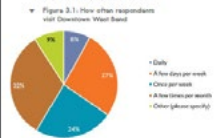
The project team conducted a series of stakeholder interviews during May-June 2023. City staff identified the individuals to be interviewed in order to provide a range of perspectives representing private and non-profit organizations. During stakeholder interviews, West Bend stakeholders were asked to provide their thoughts on a range of

Community Survey Highlights

The community survey was accessible online from July 10th to July 20th, 2023 and received a total of 672 responses. The following pages showcase key insights from the community survey that helped to inform this Plan.

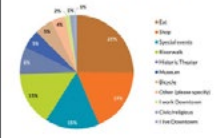
- Over 50% of respondents visit at least once per week
- Less than 10% of respondents visit daily
- Nearly 90% of respondents eat when they visit Downtown West Bend

Figure 3.1: How often respondents visit Downtown West Bend



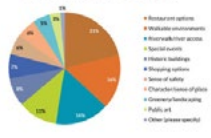
- Over 50% of respondents visit for special events and the Riverwalk
- Less than 10% of respondents work or live Downtown

Figure 3.2: Shows what respondents do or where they visit when they come to Downtown West Bend (respondents could select all that apply).



- Respondents selected Downtown's restaurant options, walkable environment, and Riverwalk/river access as the aspects they like the most

Figure 3.3: Shows what respondents like the most about visiting Downtown West Bend (respondents could select up to three options).



Visitors to West Bend enjoy the river access along the Riverwalk.



West Bend Downtown Master Plan

West Bend, WI

[Full Report](#)
[Linked Here](#)

The recommendations of this plan culminated over an intensive 10-month stakeholder engagement process, accelerated in response to growing development pressures and investment potential in the Downtown. The outcomes of the plan include immediate activation and placemaking strategies which position the community to catalyze investments over the medium-term within an overall urban design framework. Activation and placemaking strategies are focused on getting people to occupy places during longer periods of the day and extending beyond the peak May-October tourism season with strategies for outdoor dining, kid-friendly outdoor activities, and enhanced landscaping to improve walkability and tree canopy.

The urban design framework and streetscape master plan provide a foundation for how catalytic projects will invest in the public realm. The GRAEF Planning + Urban Design team worked closely with local developers, business owners, community groups, and long-time residents to provide a focused direction for investment and development.

DELIVERING RESULTS

The plan is strategic as much as it is a long-range comprehensive area plan. The plan is organized to produce an action plan that identifies key responsibilities – both at City Hall and on Main Street – to assist with the daily planning efforts. Discrete implementation actions are arranged as line items to assist with Capital Improvement Planning. Priority projects are identified to organize strategic planning over the first few years of implementation, and additional time frames are included for all other recommendations. The implementation plan is designed to give an executive a one-stop shop for providing direction, to give city staff the tools they need to develop detailed programs, and to provide State and County agencies the details they need to begin the process of reviewing and approving plans that need intergovernmental coordination. The plan is also designed to make it easier to qualify and apply for a range of grant funding opportunities. Every investment in Downtown West Bend will be able to use this plan to inform decision making, provide direction, and inspire confidence in the future of the community.

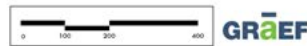
Since Plan adoption in February 2024, the community has already begun implementing the recommended streetscape activation strategies including hanging flower baskets, sidewalk planter pots including oversized pots with street trees, and custom seating elements.



Bucyrus Campus Master Plan

LAND USES

- 1 Industrial
- 2 Industrial, possible maker places, brewery, parking
- 3 3-5 story residential (apartments or condos), retail, office, hotel
- 4 3-4 story residential (townhomes, apartments, or condos), possible retail
- 5 1 story retail, possible 1-2 stories of residential
- 6 3-5 story residential (apartments or condos), possible retail, office, hotel
- 7 4 story rehab, residential (apartments or condos), office
- 8 6 story rehab, residential (apartments or condos) or office, possible hotel
- 9 3-4 story rehab, residential (apartments or condos)
- 10a Industrial, possible residential, marketplace, parking
- 10b Office
- 11 Cultural, dining, entertainment
- 12 Long-range potential: Kenosha-Racine-Milwaukee Commuter Rail Station



PRECEDENTS



Bucyrus Campus Master Plan

South Milwaukee, WI

[Full Report](#)
[Linked Here](#)
 (see pages 120-123)

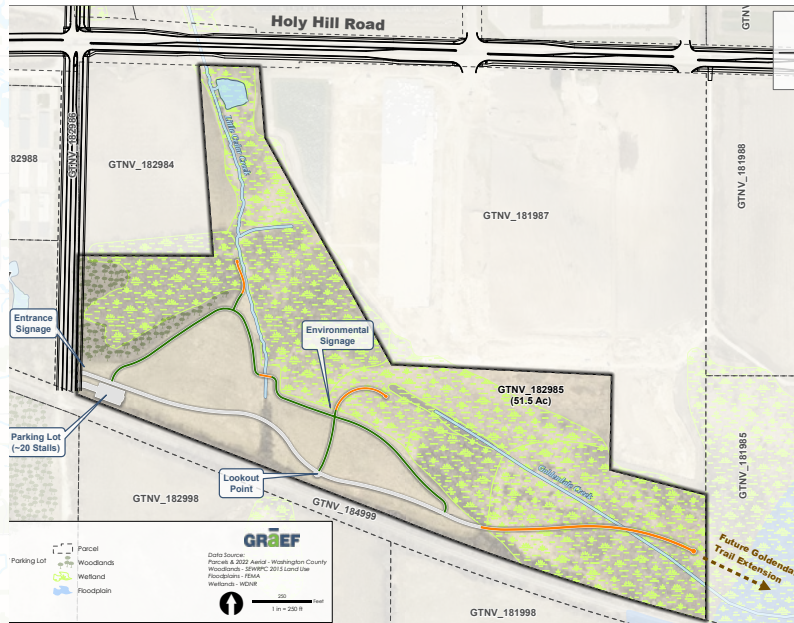
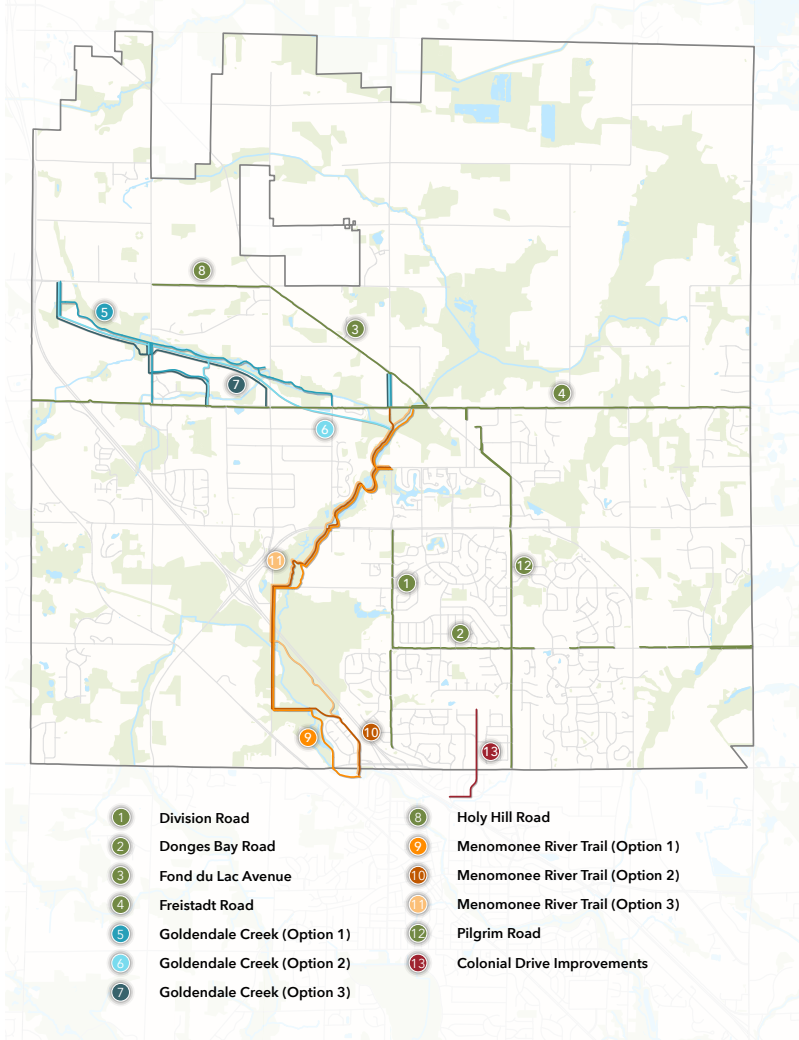
For more than a century, the Bucyrus Campus – its people, projects and products – was the economic engine that spurred the growth of South Milwaukee. Manufacturing was the lifeblood of the community, and Bucyrus was an international leader in producing the heavy equipment and machinery that fueled decades of economic development in our nation and beyond. Over time, and with the decline of manufacturing, many Bucyrus Campus buildings became empty shells. Yet the potential for renewal remained strong. GRAEF was hired by the City in 2021 to perform site analysis and redevelopment scenarios for the campus. This included collaboration with private-sector developers to envision market-real adaptive reuse and redevelopment solutions. In 2024, GRAEF is on the project team leading site design/engineering for new mixed-use redevelopment that was envisioned as part of the master plan.

The redevelopment approach relies on key assumptions:

1. Redevelopment of the campus as an active mixed-use district will dramatically improve the downtown and the City.
2. The conceptual plan will facilitate incremental change, with significant flexibility, while focusing on the goal noted above.
3. Actions by the City, landowners, and investors will receive public support.
4. Multiple market opportunities for the campus will increase the likely realization of potential value.
5. Redevelopment will emphasize preservation and reuse of existing structures.
6. A coordinated private/public effort towards redevelopment will yield the best outcomes.

Proposed Trails & Sidepaths

Germantown Trail Master Plan



Germantown Trail Master Plan

Germantown, WI

[Full Report](#)
[Linked Here](#)

GRAEF created a Trail Master Plan for Germantown, outlining routes for the Menomonee River Trail and Goldendale Creek Trails to fulfill the “Route of the Badger” vision for Southeast Wisconsin. This offers scenic access to environmental corridors and waterways with trails situated near water sources and alternate routes for connectivity.

The plan also identifies six major roadway corridors for sidepath trails, establishing an evaluation framework to prioritize segments and amenities, along with a phased implementation plan detailing action steps, performance metrics, partnerships, funding opportunities, and policy considerations.

Designs for trail facilities included elevated boardwalks, bridges, and intersections, with cost estimates provided for each recommendation to aid in budgeting and decision-making.



REFERENCES

West Bend Downtown Master Plan

Jay Schambeau, ICMA-CM, MPA
Innovative Public Advisors, Partner
West Bend, WI
262-355-6102
jay@public-advisors.com

Port Washington Downtown + Lakefront Master Plan

Robert Harris
Director of Planning & Development
City of Port Washington, WI
RHarris@portwashingtonwi.gov
262-284-2600 x1017

Northridge Mall Redevelopment Strategy

Tanya Fonseca, AICP
City Planning Director
Department of City Development
City of Milwaukee, WI
tanya.fonseca@milwaukee.gov
414-286-5716

PROJECT APPROACH

Our team recognizes the unique opportunity to transform this planning area into a vibrant, economically productive, and environmentally responsible redevelopment that aligns with both market realities and community priorities.

TASK 1: PROJECT INITIATION AND PROJECT MANAGEMENT

GRAEF will conduct a kick-off meeting with Village staff and the Plan Commission. This meeting will seek to confirm goals, deliverables and data-sharing protocols, schedules, level of effort, and preliminary engagement strategy. Ultimately, this meeting will set the stage for successful communications, outcomes, and implementation. In addition, we will begin the substantive process of determining a meaningful, achievable development plan. In preparation for this meeting, we'll conduct a review of existing site conditions and present current conditions to the Plan Commission along with the vision and community voice reflected in the Comprehensive Plan. Our team is adept at leveraging existing data with a deep portfolio of comparable plans, projects and lessons learned.

In addition to the kick-off meeting, GRAEF will maintain regular contact with the Village with monthly virtual staff meetings. These meetings will be used to provide progress updates, coordinate efforts, receive direction from staff, and discuss any needed adjustments to the schedule, engagement program activities, or scope of work.

TASK 2: EXISTING CONDITIONS & PROPERTY REDEVELOPMENT ANALYSIS

Reflect the past, current, and future of the site and context

The Project Area offers unique characteristics in terms of its visual character, natural environment, social and economic conditions, circulation systems and infrastructure. All of these issues must be addressed. As co-authors of the Comprehensive Plan, Trail Master Plan, and Comprehensive Outdoor Recreation Plan alongside the Village, our team has intimate knowledge of the planning area. While the Comprehensive Plan includes one concept plan, our team explored multiple alternatives for each subarea within the planning area and will refine the vision for specific sites based upon present-day market realities as well as current community voices.

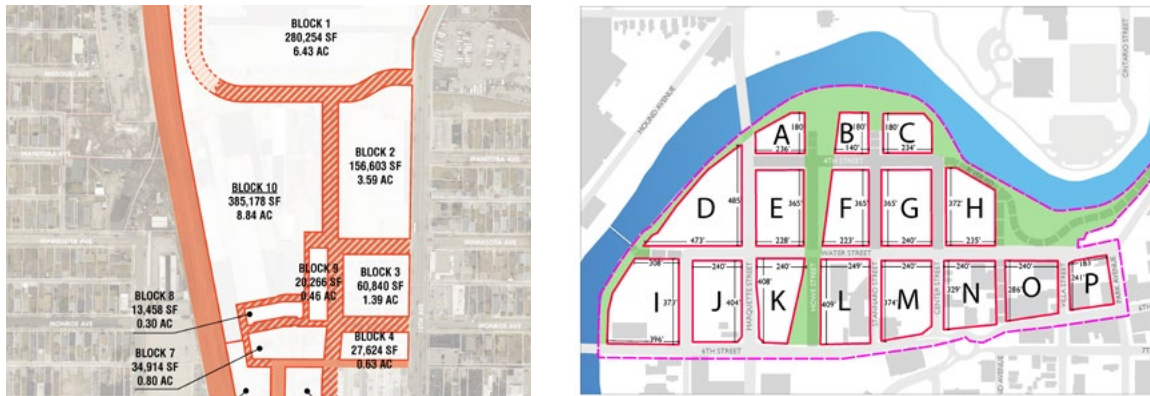
GRAEF will create a series of map-based diagrams in addition to a summary that describes the opportunities and limitations based on initial review and research of ongoing or prior investigations for the Project Area. We will also include data from comparable projects that bring new knowledge to the table. Map-based diagrams could include:

- Future land use bubble diagrams
- Site susceptible to change and underused sites relative to the potential value of the property or importance to achieving the 2050 Plan “vision”
- Key sites for built vs. unbuilt environment (open space, trails, and natural resources)
- Existing and planned circulation including vehicular, rail, bicycle, and pedestrian facilities or other planned infrastructure development and connection to the village-wide network
- Existing and planned utility infrastructure considerations
- Other key opportunities, including those related to neighborhood revitalization, preservation, and equitable development
- Any limitations or conditions that will impact the feasibility of recommendations, including but not limited to natural resources

TASK 3: CONCEPTUAL REDEVELOPMENT FRAMEWORK AND DESIGN GUIDELINES

The GRAEF team has completed numerous master plans and (re)development projects over the past several years, and our team members have extensive experience developing and visualizing development scenarios. Each urban design and redevelopment opportunity has multiple “good” solutions. The key question is “What can the community actually implement?” Answering this question is not a theoretical or abstract exercise. It requires detailed evaluation of existing conditions and feasible actions as well as consideration of prior analyses. We generate multiple concepts as ways to elicit issues regarding details, constraints and opportunities. We consider both past plans as well as new ideas.

Our team will begin this task by meeting with Village staff and Plan Commission to discuss desired uses and any past ideas the group has had for the project site. This will include conversations regarding how the current Land Use vision outlined in the Comprehensive Plan is “working” or “not working”. As part of this task, our team will develop a series of infrastructure, land division, open space, and development concept sketches to portray alternative development scenarios that each bring varying benefits. We’ll conduct a working meeting with Village staff and Plan Commission to present the concept sketches and ultimately narrow down the concept sketches to 1-3 refined “development framework diagrams” or concept alternatives.



Sample graphics of development framework diagrams

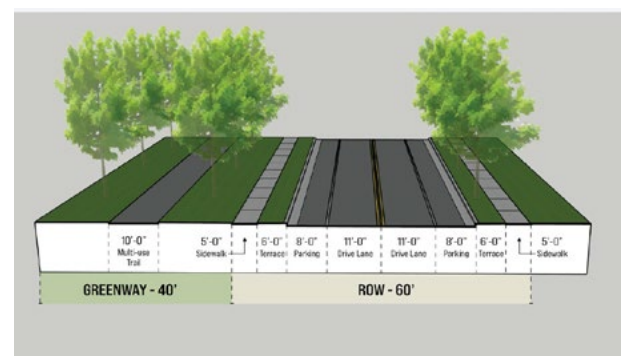
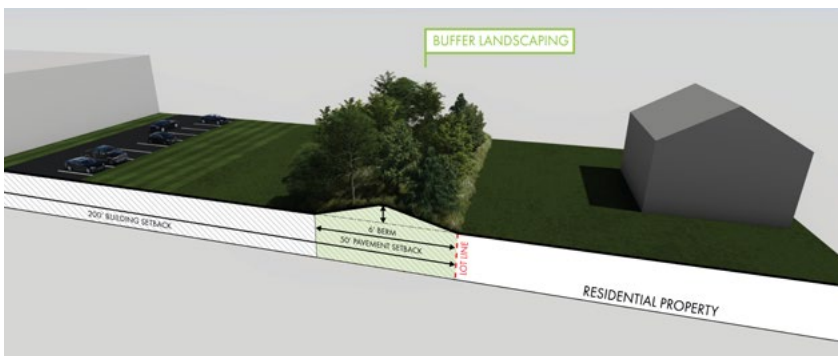
These development framework diagrams often allow for multiple future use scenarios depending on market realities and development timing for different subareas. Our team will facilitate a variety of stakeholder engagement activities (outlined in Task 4) to obtain feedback on the 1-3 development frameworks.

Next, our team will develop an analysis matrix for the 1-3 development frameworks mentioned previously. The analysis will identify constraints and opportunities that will aid in the Village’s decision-making process for the planning area. This analysis will include clearly delineated infrastructure and cost assumptions and be evaluated based on a variety of criteria such as environmental, economic, and community feedback.

After another round of engagement, the GRAEF team will present and refine a preferred development framework based upon Village and community feedback. As part of the preferred development framework, the GRAEF team will create visualization concepts for key locations within the planning area.

- Holy Hill Storage & MLG properties in the southeast quadrants of the Holy Hill Road @ I-41 interchange;
- Properties east of Goldendale Road and north of Holy Hill Road;
- The recommended cross-section(s) around the perimeter of the Holy Hill Gateway District depicting the recommended setback depth, berming, and landscape buffering requirements along the common boundary with the abutting neighborhoods

Concepts may include land use, development intensity, and general building characteristics. Visualizations will be designed to show important site design elements (building placement, parking, green infrastructure/stormwater, etc.), circulation (pedestrian, multi-modal, vehicular, freight, etc.), important design elements (general building size, massing, height, orientation, etc.), and public/semi-public spaces (passive, spontaneous, programmed).



Sample graphics of landscaping design and roadway design visuals

Design Guidelines

Redevelopment plans are realized through a series of policies, programs, and regulations. Often these are referred to as guidelines. In this case, there may be a need for several types of guidelines that fit different parts of the process including, for example, guidelines for:

- Applicant review procedures and stages
- Architectural design based on building types
- Signage
- Site/Infrastructure/Landscape design
- Street/streetscaping design
- Land division

GRAEF is experienced in creating many types of award-winning guidelines to fit different circumstances. We tailor our guidelines to the unique administrative procedures in each community. At times, this includes the use of some attributes found in “form-based” codes. In most cases, especially those in which future markets for urban development cannot be readily predicted, we use a combination of approaches. The goal for the guidelines is to ensure that outcomes meet community expectations while still accommodating changes in market trends, the needs of investors, and social/cultural attitudes.

GRAEF will prepare zoning code level site, building and landscaping design principles & guidelines for the preferred land uses and (re)development in the project area. This could include representative renderings, photos and dimensioned illustrations to adequately convey the design principles & principles. GRAEF will also identify recommended street and streetscaping enhancements within the project area.

TASK 4: PUBLIC ENGAGEMENT PLAN

Community engagement provides the foundation for action. Successful redevelopment depends on dovetailing the needs, aspirations, and resources among all key parties, from local residents and property owners to national investors. Community engagement must be customized for Germantown, inclusive, and accessible. No single “engagement” method offers the best approach and our team will work with you to understand what has worked best for the Germantown and what new approaches we may introduce. Our Team uses many communication techniques including: surveys, charrettes, virtual meetings, in-person meetings, interviews, and other interactive methods. We uncover the values of both special interest groups (private and public) as well as the general public. We integrate the use of websites, messaging analysis, social media, on-line surveys and comparable methods. The GRAEF team will work closely with staff to create a public engagement strategy that aligns with project goals.



Public Engagement Strategy

GRAEF will create a draft public engagement strategy that establishes goals, responsibilities, strategy, timeframes, and methods for community engagement throughout the project for review and approval by the Client. Using the Village’s guidance and our experience in designing inclusive outreach strategies, we will conduct the engagement tactics approved by the Village. The GRAEF team proposes the following engagement tactics:

Check out some recent design guideline work from our GRAEF team:

[Port Washington](#)

[West Bend](#)

Online Presence and Community Engagement

The GRAEF team proposes the following cadence of community-wide meetings and presentations.

1. **Community Meeting #1: Virtual kick-off meeting (early in project):** This meeting will include an interactive presentation that outlines project goals, schedule, and desired outcomes. It will also introduce the public to the public webpage that will be a central landing page for public comment and updates throughout the project duration. The meeting will be virtual-only and be recorded for future viewing. Part of this presentation will include interactive polling questions that present the current Comprehensive Plan and also walk through future use categories and ideas for participants to provide feedback. Additionally, participants will be asked to utilize the webpage to share issues and opportunities in the planning area and surrounding lands. GRAEF will utilize Social Pinpoint as an online interactive mapping tool to allow for open-ended map-based comments.
2. **Community Meeting #2: Interactive, workshop-style public meeting (beginning of Task 3):** The planning team suggests the following activities:
 - Present draft plan priorities and potential spatial land use planning for the site.
 - Provide information about stormwater management, transportation planning, and any possible land use changes that will help support these plan priorities.
 - Listen to the ideas, needs, and concerns of the public to refine our understanding of the specific issues that the Master Plan should be addressing and gather suggestions for how to improve initial concepts.
3. **Community Meeting #3: Interactive, open house public meeting (near the end of Task 3):**
 - Present revised plan priorities.
 - Present preferred development framework diagram and concept visualizations.

Stakeholder and Focus Group Meetings

The GRAEF team proposes the following cadence of stakeholder meetings and presentations.

1. Alongside GRAEF, project team partner Kevin Schmoldt will conduct a series of one-on-one interviews/phone calls with developers, brokers, select property/business owners, and investors. These interviews will help to identify opportunities, challenges, and implementation next steps to inform redevelopment concepts. Our Team has numerous local, regional, and national contacts with high-quality developers in industrial, commercial, and residential markets who are always looking for new, innovative opportunities. Kevin will assist our team to validate economic realities of current Comprehensive Plan or any future alternative future use scenarios.
2. GRAEF will conduct a virtual focus group design workshop during Task 3. The invitees of this focus group will be property owners and business owners within the planning area. GRAEF will present preliminary master plan priorities and concepts and understand property/business owner aspirations. Input received from stakeholders will help inform refinement of master planning concepts.

Plan Commission, Village Board, and Staff Meetings

The GRAEF team proposes the following cadence of meetings and presentations to the Plan Commission and staff. All Plan Commission meetings would be publicly advertised and allow for varying levels of public comment depending on the meeting.

NOTE: Plan Commission and Village Board will also be invited to all community-wide meetings.

1. **Task 1: Joint kick-off meeting with Plan Commission and staff.** Staff meeting prior to regularly scheduled Plan Commission meeting. Meeting will include presentation outline for community meeting #1.
2. **Task 1: Monthly virtual staff meetings.** These meetings will be used to provide progress updates, coordinate efforts, receive direction from staff, and discuss any needed adjustments to the schedule, engagement program activities, or scope of work. Some meetings will include direct invites to different departments such as engineering, public works, and parks to advance master planning efforts.
3. **Task 3: After the preliminary draft of Task 2 deliverables are created by GRAEF and at the onset of Task 3,** GRAEF will present preliminary findings and 1-3 proposed development framework diagrams to the Plan Commission for feedback and discussion. GRAEF will also present presentation outline for community meeting #2.
4. **Task 3: After community meeting #2,** GRAEF will present a draft preferred development framework diagram that resulted from past analysis and community feedback. GRAEF will also present presentation outline for community meeting #3.
5. **Task 5: GRAEF team will present the draft master plan report to the Plan Commission and gather final feedback.** This would include public comment.
6. **Task 5: GRAEF team will present revised draft master plan report to the Plan Commission for possible recommendation action to Village Board.**
7. **Task 5: GRAEF team will present final draft master plan report to the Village Board for possible action.**

TASK 5: IMPLEMENTATION STRATEGIES AND MASTER PLAN DOCUMENT

The GRAEF Team has extensive experience creating beautiful and intuitive plan documents in contemporary graphic styles. As part of this final task, we will prepare a Master Plan report that integrates all technical analyses, engagement outcomes, design guidelines, and all deliverables outlined in Section V of the RFP. The final deliverable will include a graphic-rich report, GIS-compatible materials, and formal presentations to the Plan Commission and Village Board for review and adoption consideration. Presented to the Plan Commission and Village Board, actionable strategy and a roadmap for phasing and implementation will be key elements of this final deliverable.



Sample graphic of site master plan concept

VILLAGE COMMITMENTS

- Village Staff will serve as the point of contact for public inquires during the planning process, will attend all public meetings, will maintain a project website (other than interactive mapping to be led by GRAEF), and provide public outreach of planning activities through existing Village social media outlets, electronic and community newsletters (if any are employed for the project). Village Staff to provide existing GIS data as available.
- Village staff will be coordination lead with property owners and other project stakeholders.
- Village staff responsible for invitations, mailings, locations, proper notices, and logistics for all meetings.
- Village responsible for all meeting minutes.

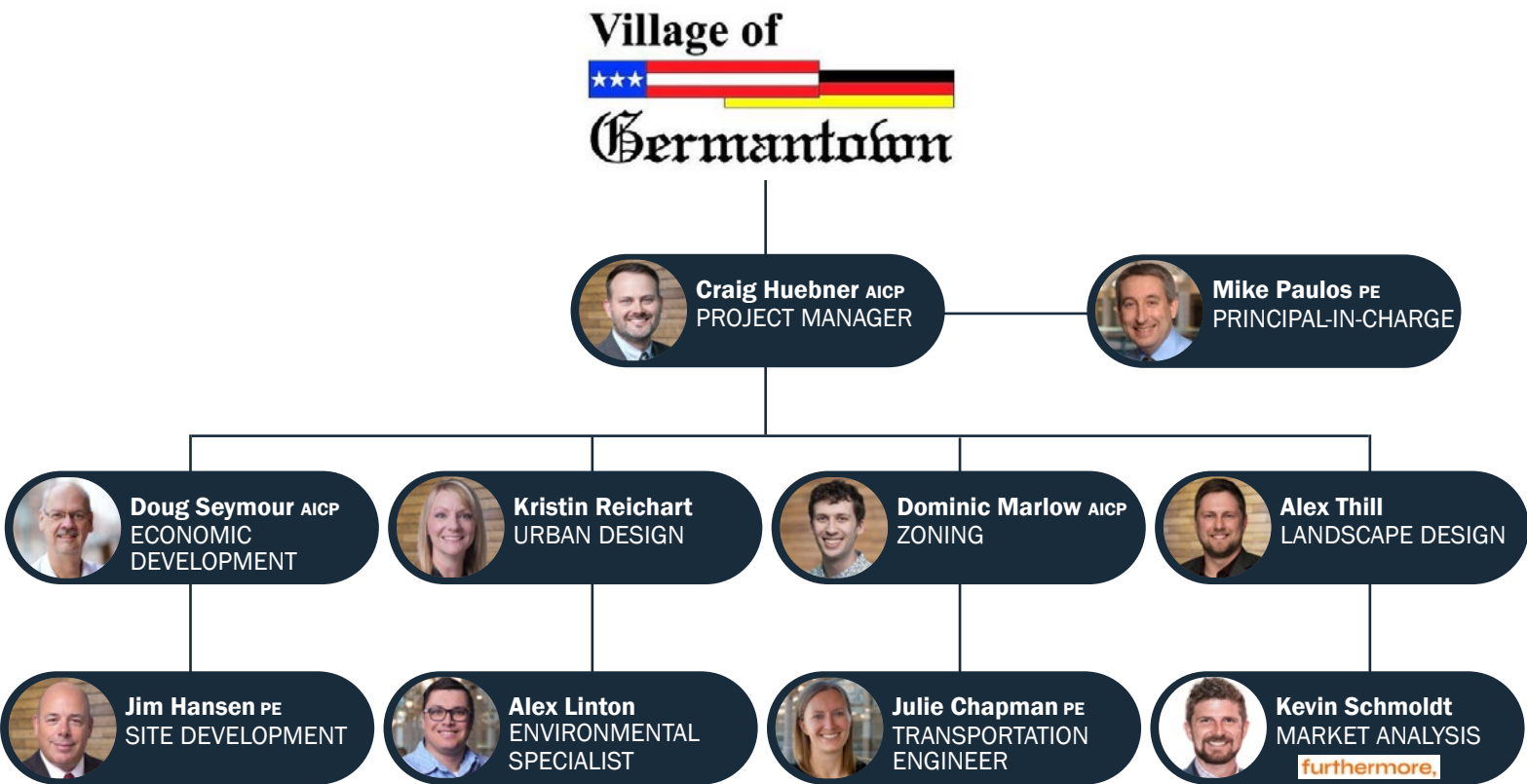
Project Management Details



Craig Huebner, AICP PROJECT MANAGER

Craig Huebner, AICP will serve as Project Manager for the Holy Hill Gateway District Master Plan. Craig was the Project Manager for the Village's 2050 Comprehensive Plan, leading development of the Neighborhood/District/Corridor framework that guides future growth and development.

This project represents a critical implementation step of the 2050 Plan, and Craig's familiarity with its intent, policies, and community context allows the planning process to focus immediately on execution. His leadership ensures continuity, efficiency, and clear outcomes for a district experiencing active development pressure.





Craig Huebner AICP

PROJECT MANAGER

Craig is the Practice Team Leader for GRAEF's Planning+Urban Design group. Craig has experience working collaboratively with both public and private sector developers to envision redevelopment solutions ranging from green fields, brownfields, and urban infill projects. Craig has extensive experience in the creation of innovative public participation plans for a variety of planning projects. Craig is currently leading two site master planning projects including the City of Milwaukee Former Northridge Mall Redevelopment Plan and Milwaukee County Public Museum Redevelopment Plan. Both of these projects include extensive public engagement strategies surrounding the future uses of publicly-owned facilities.

EDUCATION

Master of Architecture, 2012, University of Wisconsin - Milwaukee, Milwaukee, WI

Master of Urban Planning, 2012, University of Wisconsin - Milwaukee, Milwaukee, WI

Certificate in Real Estate Development, 2012, University of Wisconsin - Milwaukee, Milwaukee, WI

B.S., Architectural Studies, 2009, University of Wisconsin-Milwaukee, Milwaukee, WI

CERTIFICATIONS

American Institute of Certified Planners (AICP)

AFFILIATIONS

American Planning Association (APA)

Wisconsin Chapter of the American Planning Association (APA-WI)

PROJECT EXPERIENCE

MUNICIPAL PLANNING

Craig has extensive experience acting as an extension of municipal staff in the role of ongoing planning consultant in over a dozen communities across Wisconsin. In this role, Craig analyzes existing land use and zoning codes and policies, understands and interprets municipal master plans and ordinances, prepares staff reports for private sector development approval procedures, assists in economic development tasks (TIF analysis, grant assistance, etc.), and leads special planning projects (master plans, design guidelines, incentive programs, ordinance amendments, site planning/design, etc.). Craig's experience in different municipalities allows him to share best practices found in other communities for current projects.

PUBLIC PARTICIPATION

Craig's experience in public participation includes the creation and facilitation of public meetings in a variety of settings, stakeholder involvement strategies, focus groups, outreach techniques for multiple constituencies, programs for involving business leaders, image preference surveys, and community education programs.

URBAN DESIGN & PROPERTY DEVELOPMENT

Craig leads urban design strategies throughout the firm's work. His focus exemplifies coordination between the multiple disciplines that make visions into realities. At GRAEF he combines his urban design concepts with technical needs through his clear coordination with civil engineering, landscape architecture, architecture, transportation and traffic engineering, and environmental planning. Craig's experience in urban design includes developing design strategies for a variety of commercial corridors and specific properties as well as corresponding design guidelines. He has conducted detailed site analyses, including parking analyses, and used this information to develop achievable design solutions. Craig develops graphic maps, diagrams, and illustrations to communicate a range of urban design concepts and solutions.



Mike Paulos PE, LEED AP

PRINCIPAL-IN-CHARGE

Mike is a principal and the Municipal and Water & Wastewater Market Area Leader at GRAEF with experience on a variety of public works projects. For over 30 years, he has managed projects involving water distribution system modeling and design, sanitary sewer and storm sewer design, roadway design, and site development. Additionally, Mike has extensive experience as a City engineer in multiple communities and has been a project manager on several public works facilities.

EDUCATION

Master of Urban Planning, University of Wisconsin-Milwaukee, Milwaukee, WI
B.S., Land Use Planning, Carrol College, Waukesha, WI

REGISTRATION

American Planning Association (APA)

CERTIFICATIONS

American Institute of Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

Commercial Association of Realtors - Wisconsin (CARW)

PROJECT EXPERIENCE

Germantown Department of Public Works Facility Site Evaluation and Design, Village of Germantown, WI - Project Manager: GRAEF partnered with Germantown to develop a solution for their currently outdated and undersized Public Works Garage. After completing an assessment and inventory of the Village's site, vehicles, and equipment as part of the programming phase, it became apparent that the current DPW site was not large enough to accommodate the new building and outside spaces required for the present and into the future as Germantown grows. GRAEF assisted the Village to evaluate other potential properties within the Village to find a home for their new DPW building. In addition to the typical DPW yard functions, the Village was also interested in including the recycling center functions within the same site.

Village of Germantown Public Works Facility, Germantown, WI – Project Manager:

The \$44 million, 30-acre Village consolidation project included site design and road design, designed concurrently and consisting of 100,000 CY of excavation, 7,500 SY paving, and 4,000 lineal feet of utilities. Operations, Water Department, Sanitary Department, and Recycling all moved into this new central location. GRAEF provided full-service design that included architecture, structural, surveying, environmental, and civil.



Doug Seymour AICP

ECONOMIC DEVELOPMENT SPECIALIST

Doug joined GRAEF's Planning + Urban design team as a Senior Planner after serving as the Director of Community Development for the City of Oak Creek for over 30 years. In his role at GRAEF, Doug focuses his time on municipal ongoing planning services, bringing his technical expertise and experience to every project. Doug is an innovative problem-solver with a passion for urban planning and economic development and has a demonstrated commitment for the betterment of all communities he serves.

EDUCATION

Master of Urban Planning, University of Wisconsin-Milwaukee, Milwaukee, WI
B.S., Land Use Planning, Carrol College, Waukesha, WI

REGISTRATION

American Planning Association (APA)

CERTIFICATIONS

American Institute of Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

Commercial Association of Realtors - Wisconsin (CARW)

PROJECT EXPERIENCE

MUNICIPAL PLANNING: Doug has extensive experience leading municipal planning efforts, resulting in successful outcomes for the communities he has served. For over 30 years, Doug served as the Director of Community Development for the City of Oak Creek, where he oversaw the City's major zoning code rewrite, created and managed fifteen incremental financing districts and two redevelopment districts, and played a crucial role in the City's planning and economic development efforts. Doug's contribution was integral to Oak Creek's success today.

Drexel Town Square Redevelopment, Oak Creek, WI – Director of Community

Development: As the Director of Community Development, Doug led the development of an 85-acre mixed-use project on the former Delco plant site. He spearheaded the creation of a new city center for Oak Creek, which included a new City Hall, Library, Town Square, and wetland park, leveraging additional residential, mixed-use, hospitality, medical, office and retail development.



Kristin Reichart

URBAN DESIGN

Kristin is a multidisciplinary design professional with over 10 years of experience creating and managing architectural and environmental graphics projects from conception through implementation. Specializing in the development of impactful brand experiences for consumers, while keeping client objectives and future planning in mind.

PROJECT EXPERIENCE

Northridge Mall Master Plan, Milwaukee, WI – Planner/Urban Designer: Kristin is currently engaged in a study of the former Northridge Mall property in Milwaukee, WI. In her role, she is involved in diagramming and visualizing future development opportunities for the site. Additionally, she assists in generating urban design and development concept scenarios, contributing to the strategic planning and revitalization efforts for this significant project.

Reimagining WIS 175 Study - Planner/Urban Designer: Kristin was involved in the Reimagining Wis-175 Study, which focused on the corridor between Wisconsin Avenue and Lisbon Avenue in Milwaukee, WI. In her role, she contributed to generating and analyzing alternatives for the corridor. She also played a key role in visualizing land use development scenarios for these alternatives. Kristin's expertise in graphics and visualization was instrumental in creating maps and exhibits that effectively communicate the project's vision. Additionally, she was involved with public engagement efforts to ensure community input and support for the project.

Random Lake Master Plan - Planner/Urban Designer: Kristin developed urban design strategies and innovative development concepts for the downtown area and lakefront properties. She contributed to the creation of a comprehensive report, offering recommendations for redevelopment opportunities, activation, and placemaking strategies for the downtown area. Additionally, Kristin designed detailed maps and exhibits to highlight opportunities and development concepts, which were instrumental in facilitating effective public engagement.

EDUCATION

Master of Architecture, Master of Urban Planning - University of Wisconsin – Milwaukee, 2011

B.S., Architectural Studies, Cert. of Urban Planning University of Wisconsin – Milwaukee, 2008



Dominic Marlow AICP

ZONING

Dominic's experience sits at the intersection of urban planning and architectural design, ranging from research and demographic studies to spatial planning, mapping, and architectural rendering. Dominic's work seeks to manage the complexities of systems in the physical environment to improve public spaces and help cities become adaptable to new or unforeseen changes. He is passionate about using design as a communication tool to help cities and communities envision the future they want to build.

PROJECT EXPERIENCE

Downtown + Lakefront Plan, Form-Based Code, Urban Design Guidelines, City of Port Washington, WI – Planner/Urban Designer: Recommended development and redevelopment opportunities for the City of Port Washington to accommodate economic pressure from residential development, steering the vision for the future of the Downtown and Lakefront in a Master Plan. Recommendations included streetscaping, redevelopment concepts, park design, and form-based design guidelines for private development and public-private partnerships. Ongoing projects with the City of Port Washington include a full rewrite of their zoning code including a form-based code for their Downtown.

Form-Based Code and Downtown Zoning, South Milwaukee, WI – Project Manager: Developed a form-based code and developers agreement for South Milwaukee's downtown where former industrial sites were identified for redevelopment with a new street and block pattern and building design guidelines. The code determines a general pattern with flexible development guidelines to allow for innovative proposals and a mix of uses from residential to office and light manufacturing. The overarching vision ensures that the new pattern of development celebrates the local history of the once nationally recognized industrial core while enhancing the neighborhood fabric for 21st century living and sustainability.

EDUCATION

Master of City Design from University of Illinois at Chicago; BA Urban Studies; BA Architectural Studies from University of Illinois at Chicago

REGISTRATION

American Planning Association (APA)

CERTIFICATIONS

American Institute of Certified Planners (AICP)



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)

Alex Thil

LANDSCAPE DESIGN

Alex brings a robust 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 exercises. Specifically, he has been integral to the site design process on projects; evaluating options, proposing alternatives, and identifying ways that enhance the space for users and the environment. Having been in the profession almost ten years, Alex has the experience to help bring a project from concept to construction. Additionally, Alex currently serves as the Chapter President for the Wisconsin Chapter of the American Society of Landscape Architects.

PROJECT EXPERIENCE

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.

Plymouth City Center Master Plan, Plymouth, MN – Landscape/Site Designer: This planning project focused on a reimagined City Center in the heart of Plymouth Minnesota. Plagued by excessive parking and struggling retail, the city was seeking a vision that would outline how their City Center could become a more sustainable and livable community.



EDUCATION

B.S., Civil Engineering, 1994, University of
Wisconsin-Platteville, Platteville, WI

REGISTRATION

Professional Engineer: WI, FL

CERTIFICATIONS

American Society of Civil Engineers (ASCE)

Jim Hansen PE

SITE DEVELOPMENT

Jim brings 30 years of experience to site development and public works engineering projects at GRAEF. He is responsible for the design engineering and management of site development projects. Jim's approach to designing and managing projects ensures that clients are satisfied, and projects are completed on time and within budget. His site development services include site grading, storm water management, sanitary and storm sewers, water mains, roadways, paving, erosion control, and permitting. His experience includes design and construction engineering for airport projects, including runways, taxiways, aprons, drainage, marking and lighting.

PROJECT EXPERIENCE

Drexel Town Square, Oak Creek, WI – Site Civil Engineer: 85-acre mixed-use redevelopment. The site/civil engineering included site demolition; sanitary sewer, storm sewer and water mains; permitting; grading and paving; erosion control; and stormwater management.

Bayshore North Expansion, Glendale, WI – Project Manager: Redevelopment of an urban mixed-use outdoor retail/residential/office complex. The newly re-imagined space offers visitors a place to shop, gather, relax, and have fun. Originally constructed in 1954, and re-imagined in 2006, it became Bayshore Town Center converting the traditional mall into a mixed-use attraction.

Caterpillar (Bucyrus), South Milwaukee, WI – Project Engineer: Design services related to continued expansion of Bucyrus' facilities on 30 acres of land. Designed site infrastructure and performed engineering services during construction, including site demolition; new site sanitary sewer, storm sewer, permitting water mains and grading and paving. Prepared stormwater management plan and design of water quality management facilities to improve water quality by removing 40% Total Suspended Solids from the project.



Alex Linton

ENVIRONMENTAL SPECIALIST

Alex is an Environmental/Wetland Scientist with over ten years of experience relating to natural resources ecology, restoration, permitting/surveying, and management. His relevant areas of coursework include wildlife ecology, plant taxonomy and anatomy, land and resource management, conservation biology, and aquatic/wetland ecology and management. He has professional training and experience in wetland delineations, environmental surveying, and plant identification. Alex has worked in various ecosystem types all over the Midwest for both the public and private sector.

EDUCATION

B.S. – Wildlife Ecology Minor – Biology, 2014,
University of Wisconsin – Stevens Point,
Stevens Point, WI

P.S.M. – Conservation Biology, 2021
University of Wisconsin – Stout, Menomonie,
WI

PROFESSIONAL CERTIFICATIONS

Basic Wildland Fire Fighter Certification, (S-190,
S-130, L-180, ICS-100, ICS-700), National Wildfire
Coordinating Group

Endangered Resources Reviewer, WI Department of
Natural Resources

WI Certified Commercial Pesticide Applicator (2.0,
5.0, 6.0),

WI DATCP

Professional Wetland Scientist

PWS #3842

Society of Wetland Scientists

PROJECT EXPERIENCE

Breakwater 233 Environmental Services, Racine, WI – Environmental Wetland Scientist: Engineering services to address environmental challenges, including soil and groundwater contamination at the site of a new 5-story, 202-unit luxury lakefront apartment development. The site was remediated with barriers, grout solidification, and a groundwater recovery system. Construction involved significant soil excavation and disposal. A vapor recovery system was installed to meet EPA standards, ensuring safe living conditions.

Wisconsin DOT Wetland Mitigation Banking Program, Statewide WI: Primary responsibilities included leading and supervising field crews in restoration-based activities. Specifically, these activities targeted the successful removal of invasive plant species as well as the establishment of native plant species based on wildlife and habitat restoration goals.

Sucker Creek Restoration, Ozaukee County, WI – Lead Ecologist: The primary responsibilities include field surveying and desk top analysis, development of a vegetative restoration plan, grant research and applications, state and federal permitting, hydrological analysis, supervising restoration-based activities, and overall project coordination. Development of environmental restoration plans for creek realignment, project permitting, field investigations, data collection.



Julie Chapman PE

TRANSPORTATION ENGINEER

Julie provides transportation engineering design services to various clients throughout the State of Wisconsin. Responsibilities include the design and preparation of plan documents for transportation and traffic projects. Julie's transportation project involvement has included conceptual design layout, alternative analysis, environmental impact studies, public involvement, utility coordination, preliminary design, pavement design, analysis of traffic data, and the preparation of plans, specifications and estimates. Specific traffic project improvements include analysis of intersection improvements, traffic signal design, parking studies and traffic animation models.

EDUCATION

B.S. Civil Engineering, 2010, Certificate in
Technical Communications, 2010, University
of Wisconsin-Madison, Madison, WI

REGISTRATION

Professional Engineer: WI

PROJECT EXPERIENCE

Freistadt Road & Maple Road HSIP Project, WisDOT/Village of Germantown - Project Engineer: This highway safety improvement program (HSIP) project addressed high severity angle crashes at the Freistadt Road & Maple Road intersection. The project involved spot safety and operational improvements including the installation of a new traffic signal with intersection lighting, widening of the intersection to accommodate turn lanes, replacement of curb ramps, and pavement marking and roadway signing upgrades.

Village of Germantown 10-Year Road Program Development - Project Manager: Performed PASER for all Village roadways and developed the 10-year Road Program and Seal Coating Program based on evaluation and inspection. Developed and identified priority and types of rehabilitation improvements. Assisted in the development of plans and specs for 2021 Road Program improvements.



Kevin Schmoldt

furthermore,

MARKET ANALYSIS

With nearly 20 years of experience in commercial real estate, Kevin Schmoldt is a trusted leader in Wisconsin's commercial real estate market and an active investor in commercial real estate locally and nationwide. His prior experience also includes a broad spectrum of industry exposure ranging from being a Managing Director with a national brokerage company focusing on capital markets and asset advisory services to serving as a chairman of a statewide real estate organization, and passionate participation as a board member for various real estate, educational, and charitable organizations.

Mr. Schmoldt actively oversees a portfolio of retail, restaurant, and industrial assets and a management company which oversees operations. In addition to this portfolio of properties, he is an investor in several private real estate funds and syndications which include multifamily, self-storage, and mobile home parks.

PROJECT EXPERIENCE

- Owner and managing partner in a growing portfolio of retail, industrial, and multifamily assets across Wisconsin.
- Lead decision-maker on redevelopment, leasing strategy, capital improvements, and repositioning of commercial assets.
- Direct experience with ground-up development, tenant buildouts, construction oversight, and valueadd execution.
- Utilize advanced tax planning including maximizing investor returns.
- Responsible for deal sourcing, underwriting, capital stack structure, and lender/investor relations.

EDUCATION

Bachelor of Business Administration –
Finance (certificates in Real Estate &
Entrepreneurship)

University of Wisconsin–Milwaukee

Quality Control



QUALITY AT GRAEF IS NOT JUST A GOAL , IT'S A SYSTEMIZED APPROACH THAT GUIDES HOW WE PLAN, DESIGN, EXECUTE, AND DELIVER EVERY PROJECT.

THROUGH DEFINED PROCESSES AND TOOLS, WE ENSURE THAT TECHNICAL EXCELLENCE, ACCOUNTABILITY, AND CONTINUOUS IMPROVEMENT ARE BUILT INTO EVERY STAGE OF OUR WORK.

OUR PHILOSOPHY

We believe that quality is the foundation of everything we do — from technical deliverables to client relationships. Rooted in our core values of **Loyalty, Service, Integrity, and Quality**, our firm-wide approach to quality ensures that each project reflects our commitment to excellence, collaboration, and accountability.

OUR SYSTEM

At the start of each project, the Project Manager will develop a Quality Assurance Plan (QA Plan) tailored to the project's specific needs, client standards, and overall complexity. The plan is reviewed and approved by the Project Executive (PEX) at project initiation to ensure it meets client expectations and GRAEF's standards for quality.

Each plan designates qualified Quality Control Reviewer(s) responsible for milestone reviews. Milestones are selected in accordance with the project schedule to allow sufficient time for reviews to be completed and incorporated into the design process. Upon completion, reviewers sign off to confirm the review and provide a documented record for future audits. Formal Quality Control (QC) reviews are conducted at key stages of each project. These milestone reviews are designed to ensure that technical deliverables meet all relevant codes, industry standards, and project requirements.

QC reviews are performed by experienced professionals who are not part of the core design team, providing an independent and objective perspective. Each review focuses on the completeness, clarity, accuracy, and constructibility of the work. Deliverables are checked against discipline-specific checklists to verify compliance. All QC reviews are documented, and the reviewer is required to formally sign off in accordance with the approved QA Plan.

OUR RESPONSIBILITY

We firmly believe that quality is everyone's responsibility, and that quality exists in all of the work that we do. Project Managers and Technical Community Leaders at GRAEF have an additional level of responsibility as these are the roles which develop, manage, and enforce the GRAEF Quality Management System.

- The Project Manager (PM) plays a central role in the QA/QC process. They are responsible for initiating the QA Plan, assigning appropriate reviewers, coordinating review timelines, and ensuring all feedback is addressed.
- The Quality Control Reviewer provides a technical evaluation of the work product at designated milestones. Their review focuses on both technical soundness and adherence to GRAEF's internal standards.
- Technical Community Leaders (TCLs) oversee the firm's discipline-specific quality standards. They identify and train qualified reviewers and provide mentorship and oversight to technical staff across projects.
- The PEX reviews and approves the QA Plan and supports the PM in resolving client or quality-related challenges that may arise during the project. The TCLs oversee firmwide quality strategy, and foster a culture of continuous improvement and technical excellence.

OUR TOOLS

GRAEF maintains a consistent firmwide structure for quality management through the use of centralized project folders, templates, and tracking tools. These systems ensure all employees follow standard processes for document management. Each project QA Plan and QC review is tracked within our project management platform, providing transparency and accountability across the firm.

Resources such as checklists, standards manuals, and training materials are made available on the GRAEFVine, GRAEF's intranet system, ensuring staff always have access to the most current guidance.

OUR COMMITMENT TO IMPROVEMENT

GRAEF's Quality Management System includes both monthly and annual reviews of project QA Plans and quality compliance outcomes. These audits help identify areas of strength as well as opportunities for improvement. Following project completion, teams are encouraged to conduct 'lessons learned' sessions to reflect on what worked well and what could be improved. Insights are documented and shared firmwide to benefit future projects.

Germantown Holy Hill Master Plan

Anticipated Schedule (Schedule can adjust to accommodate Village expectations)

	1	2	3	4	5	6	7	8	9	10	11
	Feb '26	Mar '26	Apr '26	May '26	Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26

1	Project Initiation & Project Management	\$ 4,932										
1.1	Conduct kick-off meeting	\$ 1,444										
1.2	Project management	\$ 3,488										
2	Existing Conditions & Property Redevelopment Analysis	\$ 7,154										
2.1	Data collection and review of existitng conditions, past planning, and comparable projects	\$ 1,908										
2.2	Property redevelopment analysis	\$ 5,246										
3	Conceptual Redevelopment Framework & Design Guidelines	\$ 35,745										
3.1	Develop up to 3 development framework diagrams including the following: Land use, circulation, open space, and stormwater	\$ 12,340										
3.2	Constraints and opportunities matrix for 2-3 concepts	\$ 2,184										
3.3	Revise 1 preferred redevelopment concept (including visualizations)	\$ 13,477										
3.4	Create design guidelines	\$ 7,744										
4	Public Engagement Plan	\$ 31,781										
4.1	Create public engagement strategy document	\$ 1,534										
4.2	Create project webpage and ongoing maintenance	\$ 3,280										
4.3	Community-wide meetings (3)	\$ 12,656										
4.4	Stakeholder and focus group meetings	\$ 5,488										
4.5	Plan Commission meetings (5)	\$ 3,813										
4.6	Village Board meetings (1)	\$ 872										
4.7	Staff meetings (11)	\$ 4,138										
5	Implementation Stategies & Master Plan Document	\$ 10,320										
5.1	Create draft Plan document outline and branding	\$ 4,808										
5.2	Implementation strategies	\$ 3,508										
5.3	Revise and present final plan	\$ 2,004										

Estimated Fee \$ 89,932

Ongoing tasks, meetings, and revisions

Major meetings/milestones

Estimated Hours

Level of Effort %

\$

GRAEF										furthermore,
\$ 256	\$ 218	\$ 201	\$ 164	\$ 183	\$ 183	\$ 241	\$ 188	\$ 218	\$ 143	\$ 325
Paulos	Huebner	Seymour	Reichart	Marlow	Thill	Hansen	Linton	Chapman	Support	Schmoldt
	4								4	
	16									
	2		2						8	
1	2	4	8			2	2	2	8	
1	8		32		2	2	2	2	24	
	4		8							
	8		24		16	2	2	2	25	
	8	8		24						
	2			6						
			20							
	12		12	12					32	4
	8								8	8
	16									1
	4									
	16									2
	4		24							
	2	8		8						
1	2		8							

Total Hrs

8

16

0

12

29

0

73

12

40

0

8

72

24

17

4

18

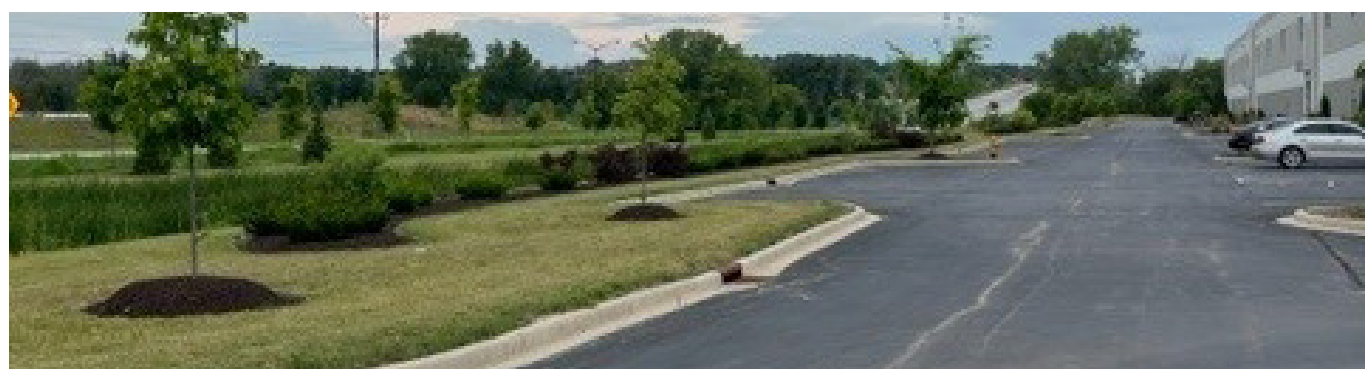
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28

11

3	118	20	138	50	18	6	6	6	109	15
1%	32%	5%	37%	13%	5%	2%	2%	2%	29%	4%
\$ 768.00	\$ 25,724.00	\$ 4,020.00	\$ 22,632.00	\$ 9,150.00	\$ 3,294.00	\$ 1,446.00	\$ 1,128.00	\$ 1,308.00	\$ 15,587.00	\$ 4,875.00

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PROPOSAL TO PROVIDE Holy Hill Gateway District Master Plan

Prepared for:
Village of Germantown
December 19, 2025





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Request for Proposals
to Provide:
**HOLY HILL GATEWAY
DISTRICT MASTER PLAN**

December 19, 2025

**Jeffrey W. Retzlaff, AICP,
Director
Community Development
Department**
N112 W17001 Mequon
Road, P.O. Box 337
Germantown, WI 53022

**Laurie Miller-Facey
Project Lead | Contact
Person**

MSA Professional Services,
Inc.
247 W. Freshwater Way
Suite 200
Milwaukee, WI 53204

(414) 392-3013
lmiller-facey@msa-ps.com

Dear Jeff,

This coordinated planning effort will help the Village of Germantown attract and manage growth in the Village's Holy Hill Gateway District. This district is a critical gateway not only to the Village but to the Milwaukee Metropolitan Area. As described in the 2050 Comprehensive Plan, this area can accommodate a broad mix of residential, commercial, warehouse, and industrial uses, including some high intensity use in balance with buffering and transitional use strategies to mitigate conflict with nearby rural and low-density housing uses. This planning process is the opportunity to guide investment so that new development meets the Village's economic, social, and environmental objectives for decades to come.

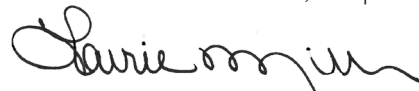
At MSA Professional Services, Inc. (MSA), we understand what it takes to develop property. From single-lot, single-use projects to large, mixed-use neighborhoods, our staff of experienced planners, surveyors and engineers have positively impacted the communities we work in. Our team, including urban design and development specialists Steve Tremlett and Olivia Bolton, have worked on both sides of the table – part of development teams and also with public clients developing and administering regulations to guide development. We also provide targeted advisory services on economic development, including market review and implementation strategies to arm the Village with an action plan to grow the Germantown economy. MSA has the expertise and capacity to successfully support the Village in this endeavor.

Our project team recognizes the importance of the following core aspects of this project.

- **Effective Stakeholder Engagement** to engage all populations with additional considerations for neighboring lands outside of the district.
- **Sound Infrastructure Planning** that is economical and provides opportunities for growth.
- **Understanding of Market Demand Characteristics** that provides for realistic development potential.
- **Quality Design**, focusing on compatibility with neighboring districts/subdivisions and establishing an identity for the district.
- **Integration with the Comprehensive Plan**, reinforcing the general intent and policies outlined for the Comp Plan with additional public input, design, and zoning parameters, and implementation strategies to see intentional growth in the district.

Our project team understands the many facets to achieving a well-designed, quality place that is both market-viable and also attractive, walkable, and livable. We are ready to work alongside Germantown to create an attainable development plan. We look forward to continuing this conversation with you. Please contact me directly with any questions by phone at (414) 392-3013 or lmiller-facey@msa-ps.com.

Sincerely,
MSA Professional Services, Inc. | Planning + Design Studio



Laurie Miller-Facey
Project Lead | Client Contact
(414) 392-3013 | lmiller-facey@msa-ps.com



Steve Tremlett, AICP, CNU-A
Project Manager | Principal-in-Charge
(608) 242-6621 | stremllett@msa-ps.com

*MSA has received and acknowledges Question and Responses document dated December 5, 2025.

*Steve is authorized to commit MSA to the terms of this proposal.

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 1919. Our firm is over 500 employees strong, including engineers, architects, landscape architects, planners, funding experts, surveyors, GIS specialists, environmental scientists, and other specialists who serve clients nationally. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

CLIENT EXPERIENCE

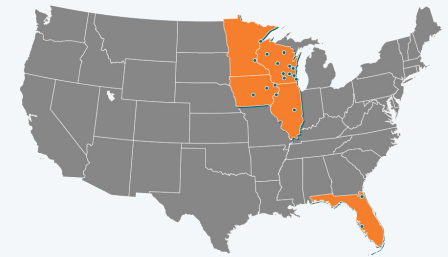
As part of our ongoing quality assurance program, we periodically request feedback from clients and project stakeholders to create better project outcomes for you.

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.

To the right, you'll find the percentage of clients who say MSA met or exceeded their expectations based on the following categories.

WE'RE PROUD TO BE 100%
EMPLOYEE-OWNED

500+
TEAM
MEMBERS



19 OFFICE
LOCATIONS



**POSITIVELY IMPACTING
THE LIVES OF OTHERS SINCE 1919**

44

INDUSTRY
AWARDS
EARNED SINCE
2017



\$625+ MILLION
GRANTS & LOW-INTEREST LOANS
We've helped our clients
secure to help offset the cost
of infrastructure projects

98%
ACCURACY



96%
HELPFULNESS



99%
QUALITY



98%
RESPONSIVENESS



98%
SCHEDULE



97%
SCOPE & FEES





PLANNING + 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 29 strong consisting of:

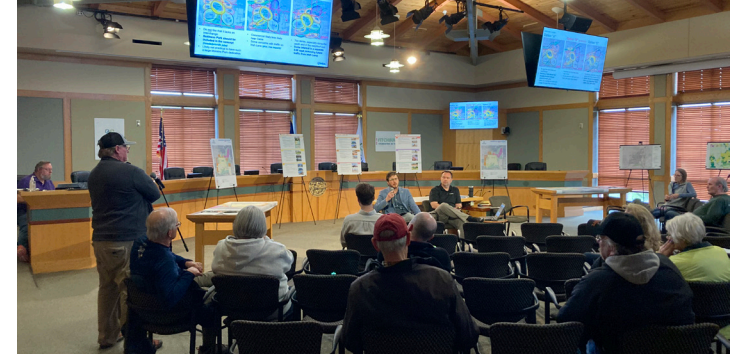
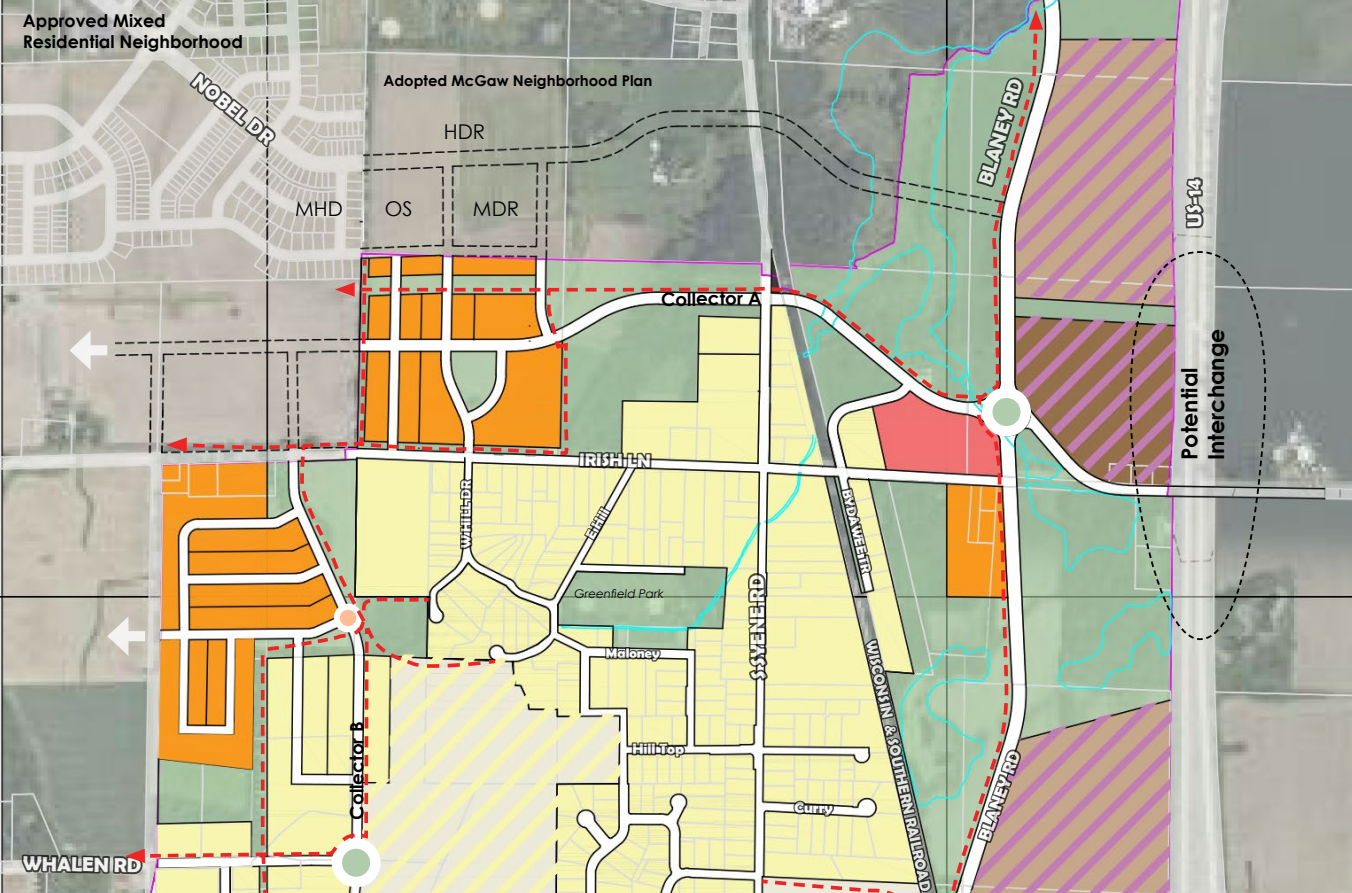
- 13 American Institute of Certified Planners (AICP)
- 7 Planning & Economic Development Specialists
- 4 Professional Landscape Architects (PLA)
- 2 Landscape/Urban Designers
- 3 Housing Specialists

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.

- 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
- Landscape Architecture
- 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 + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards



GREENFIELD NEIGHBORHOOD PLAN

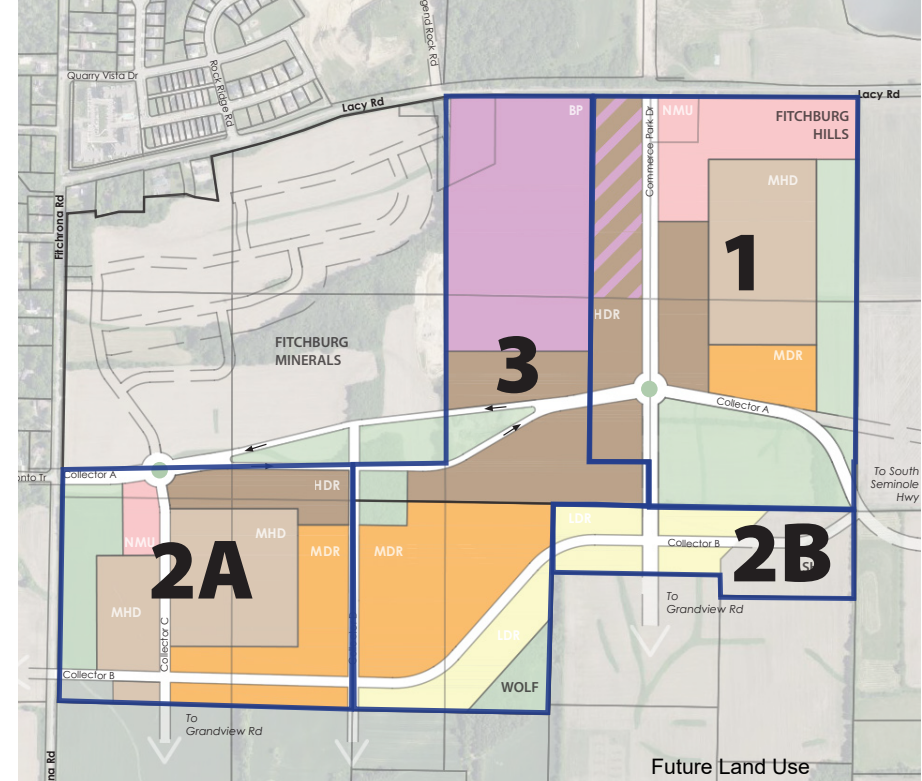
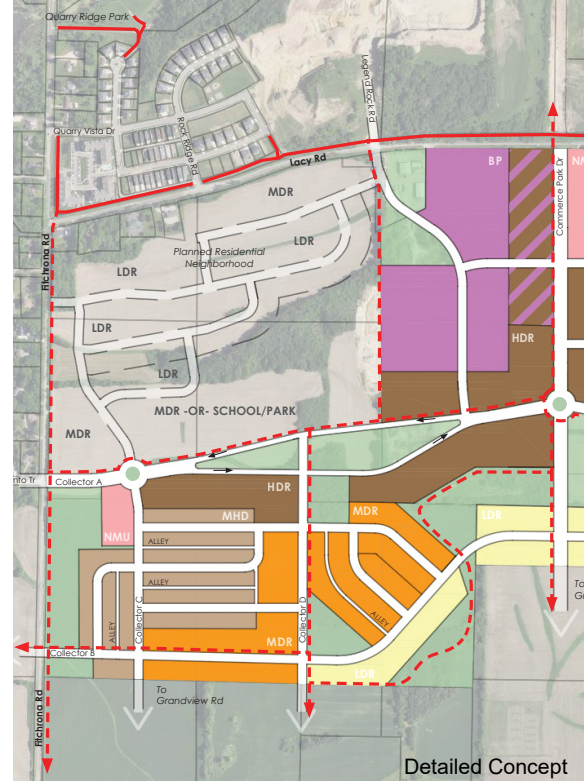
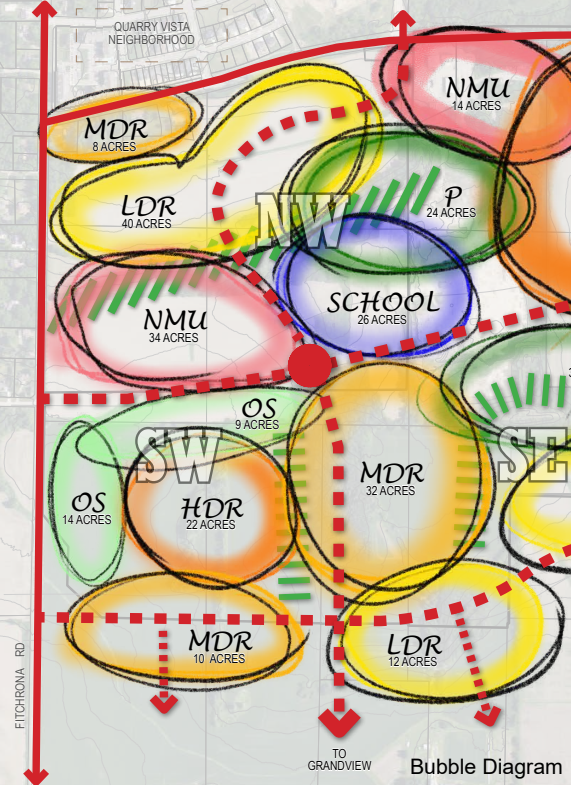
FITCHBURG, WI

LINK TO FINISHED PRODUCT:

[https://issuu.com/
msaprofessionalservices/docs/
fitchburg_greenfield_neighborhood_
plan](https://issuu.com/msaprofessionalservices/docs/fitchburg_greenfield_neighborhood_plan)

Today the study includes a rural residential subdivision on well and septic at the edge of urbanized Fitchburg—where growth pressures meet a strong desire to maintain rural character and to improve and protect natural sensitive areas. To guide this transition, the City undertook the Greenfield Neighborhood Plan, building on its designation as a Future Urban Development Area (FUDA) in Fitchburg's 2009 Comprehensive Plan. The plan envisions future land use, transportation, utilities, and recreational opportunities to encourage thoughtful growth while prioritizing the protection of neighborhood identity.

MSA partnered with Fitchburg to lead the Neighborhood Plan with an extensive public engagement process, ensuring residents' voices shaped future development types and amenities. Through surveys, public meetings, and interactive neighborhood workshops, community members shared their priorities to balance necessary growth with the preservation of Greenfield's heritage. Using this input, MSA developed a future land use map amendment, preliminary engineering, design standards, and placemaking strategies that respect rural character while creating opportunities for thoughtful development and improved services. The result is a neighborhood plan that reflects community values and positions Greenfield for a future that honors its past while embracing progress.



SOUTH STONER PRAIRIE NEIGHBORHOOD PLAN

FITCHBURG, WI

LINK TO FINISHED PRODUCT:

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

Located just south of Madison, the City of Fitchburg is one of Wisconsin's fastest-growing communities, known for its balance of urban amenities and rural character. To guide this growth, Fitchburg identified Future Urban Development Areas (FUDAs) in its 2009 Comprehensive Plan, designating South Stoner Prairie as a key neighborhood for long-term development.

The South Stoner Prairie Neighborhood Plan provides a detailed vision for this historically rural area (currently occupied by active quarry operations) to grow over the next twenty years into a fully established neighborhood that will complement surrounding residential developments, industrial uses, and growing employment centers. The plan addresses land use, transportation systems, utility expansion, recreation spaces, and environmental/open spaces protections, ensuring that future development is sustainable and aligned with Fitchburg's long-term goals.

MSA partnered with the City to lead an inclusive planning process, engaging residents and stakeholders through surveys, meetings, and interactive tools to capture community priorities. Building on this input, MSA developed concept plans and strategies that balance growth with conservation, creating opportunities in the final design concept for up to 3,173 new residential units and up to 34 acres of business park development.

Through this thorough planning and engagement process, the final South Stoner Prairie Plan establishes a collaborative framework for a vibrant, connected neighborhood that aptly reflects Fitchburg's vision for the future.



ANTON DRIVE REDEVELOPMENT PLAN

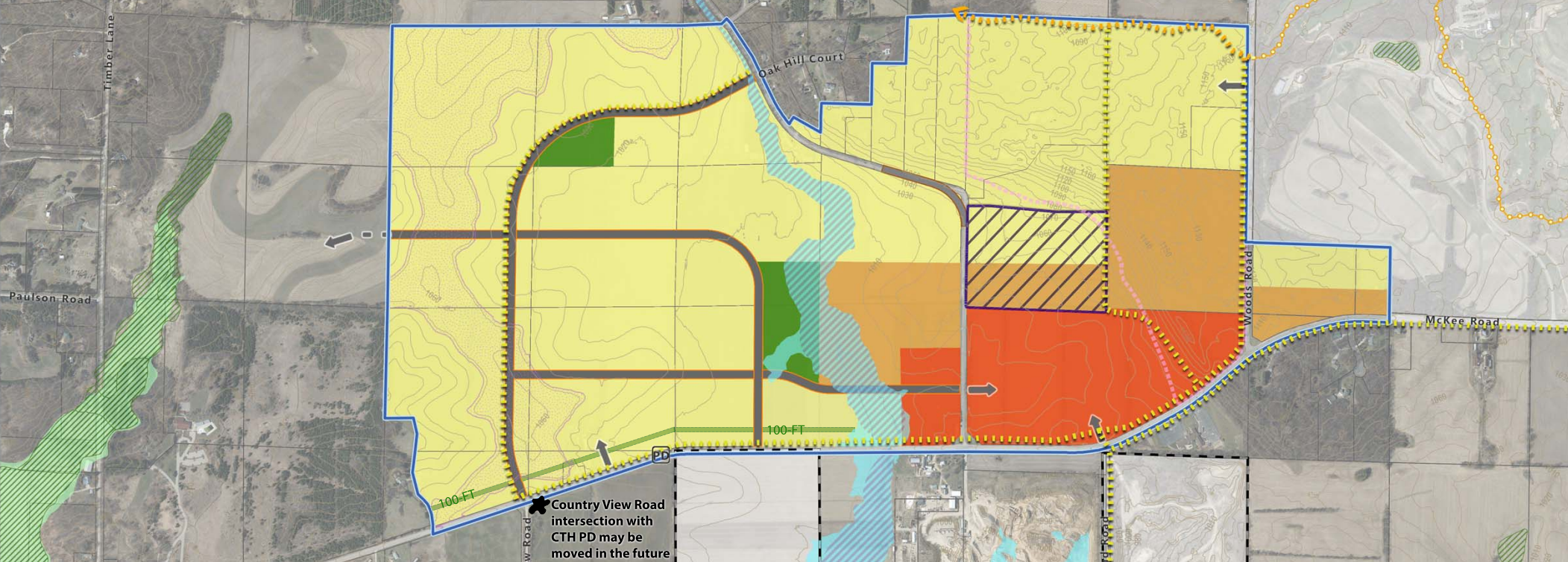
FITCHBURG, WI

LINK TO FINISHED PRODUCT:
[https://issuu.com/
msaprofessionalservices/docs/
fitchburg_anton_drive_plan](https://issuu.com/msaprofessionalservices/docs/fitchburg_anton_drive_plan)

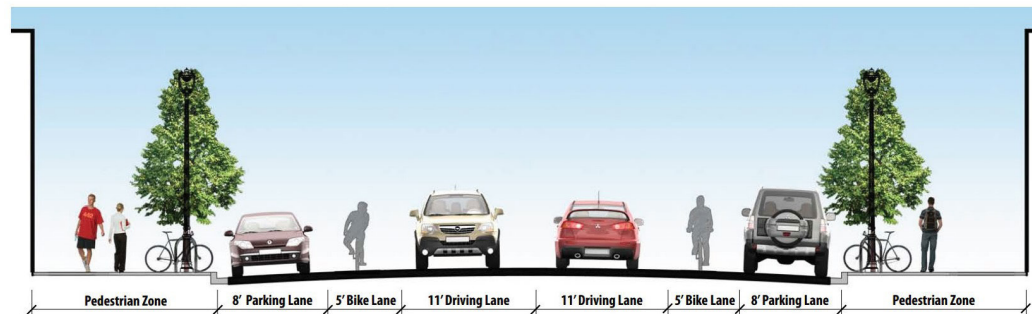
The purpose of this study was to create a redevelopment plan and implementation strategy for lands in the northwest quadrant of the US 18/151 and CTH PD intersection. The impetus for this study is a Wisconsin Department of Transportation's (WisDOT) major reconstruction project of US 18/151 (Verona Road), which started near the end of the planning process. The primary improvements planned with impacts on the planning area include two new grade-separated interchanges, a roundabout intersection conversion, and the extension of a major collector street through a large undeveloped portion of the study area (i.e., Wingra Stone Quarry). These changes will improve the overall regional transportation network, but will reduce the visibility of some Anton Drive parcels (from US 18/151) and change access routes to and from the planning area. The plan's overall vision will help guide land use, urban design, transportation, utilities and stormwater decisions during and after the US 18/151 reconstruction project and it was finished in 2020.

The objectives of this study included:

1. Identify development and redevelopment opportunities in the planning area, including planning for any sites where a change in use is likely or desirable.
2. Identify market opportunities and trends likely to influence redevelopment decisions and outcomes.
3. Identify any infrastructure improvements (water, wastewater, stormwater, etc.) needed to accommodate new development.
4. Project future traffic patterns and volumes to identify any traffic-related constraints on new uses in the planning area.
5. Enhance bike, pedestrian and transit accessibility throughout the planning area.
6. Identify opportunities to support and improve the adjacent Jamestown neighborhood.
7. Establish a plan for new development, including uses, intensity of use and urban design guidance, within the constraints of public infrastructure systems.
8. Create an action plan for things the City can do to implement the plan.



Recommended Road Cross Sections



NORTHWEST NEIGHBORHOOD PLAN VERONA, WI

LINK TO FINISHED PRODUCT:
<https://www.ci.verona.wi.us/578/Northwest-Neighborhood-Plan>

The City of Verona, located just outside of Madison, is a growing community in size and population due to a strong school system and local employment growth, including Epic Systems Corporation. Development pressures led to the desire to plan for a mostly undeveloped area on the northwest side of the City. This neighborhood plan evaluated land use, development standards, transportation and utilities. During this six-month process, MSA – in coordination with

the City – interviewed adjacent property owners, held a public informational meeting, and two plan commission meetings. The adopted plan's vision promotes a balanced neighborhood, including a mix of residential unit types and sizes, and commercial properties that serve the neighborhood and adjacent commuter traffic on CTH PD (10,000 AADT).

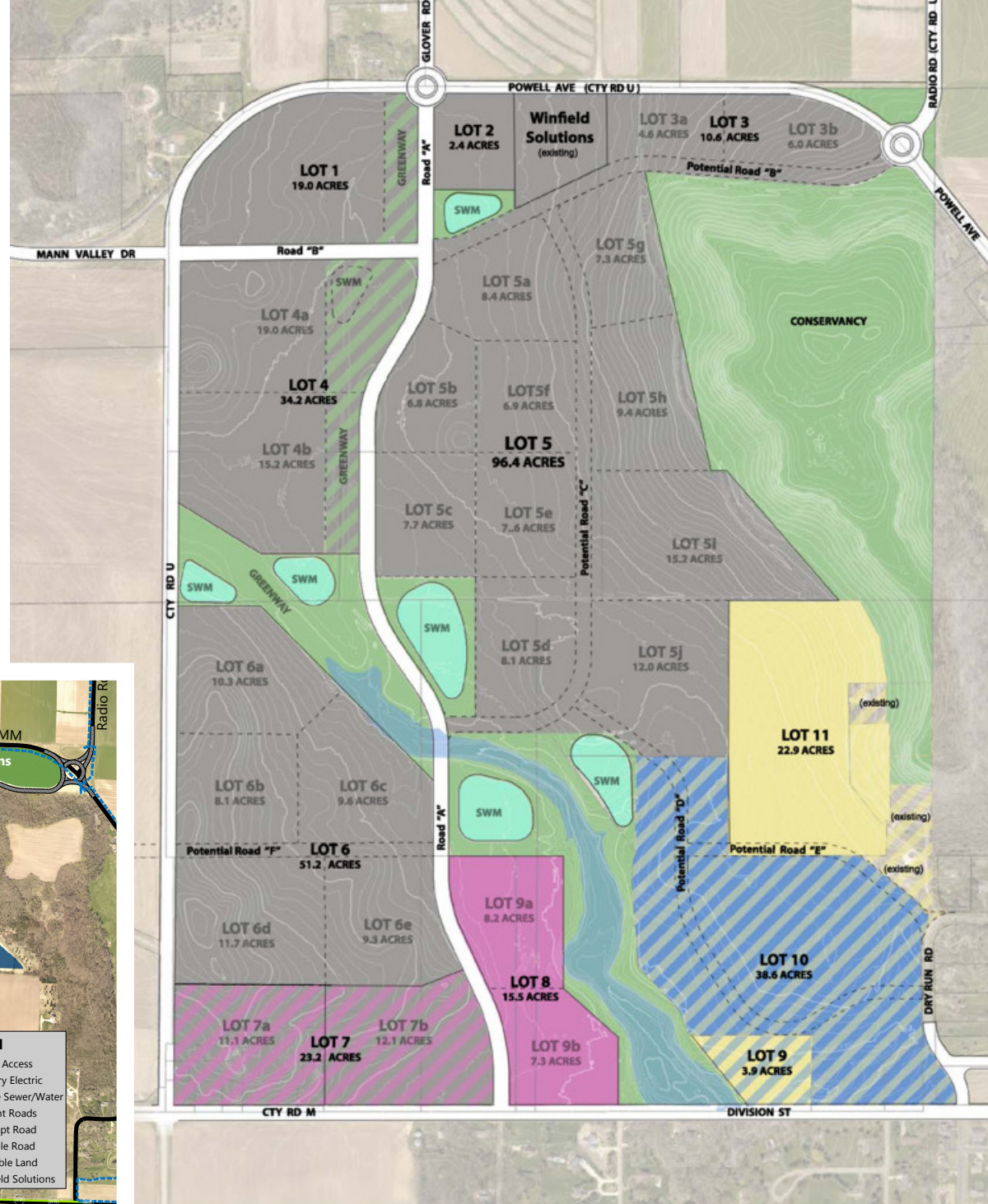
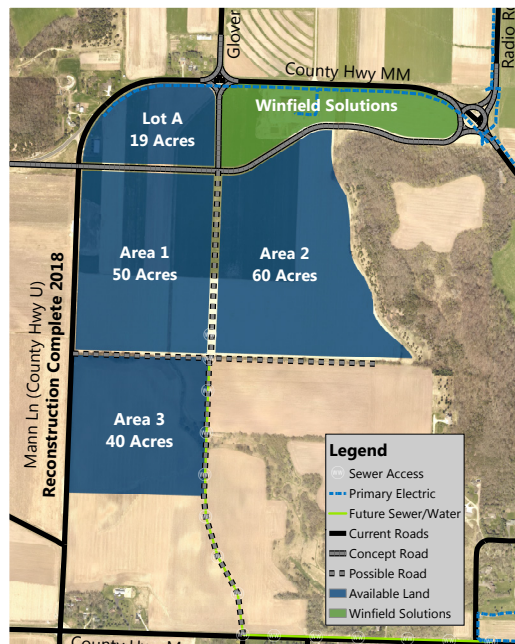
MANN VALLEY MIXED NEIGHBORHOOD

RIVER FALLS, WI

The City contacted MSA regarding 500 acres of undeveloped land on the northwest side of the community. The primary focus of concept plan was to provide marketable industrial/manufacturing lots based on market research conducted during the project.

In working with City staff, MSA developed several land use and road alternatives culminating with a final preferred concept that established the primary road network, dividable industrial sites and areas for potential residential, institutional and mixed use growth near adjacent developed lands.

This concept and market research has been used by the City to support conversations with a wider set of stakeholders to plan for and fund future infrastructure projects. The City has completed preliminary engineering and are marketing nearly 285 acres of Mann Valley Corporate Park along the north end of the planning area.



EAST SIDE PLAN

McFARLAND, WI

MSA was hired in 2022 to reimagine an East Side Growth Area Plan dating back to 2008. This plan encompasses over 900 acres of land, and is the Village's primary growth area with restrictions and development limitations in all other directions. Since adoption there has been changes to land ownership, municipal boundaries, and local/regional market conditions. These circumstances prompted the Village to consider fresh look at the east side growth area.

The East Side Plan established an ambitious community-oriented guidebook that is economically practical, environmentally focused and locally sustainable following these six key principles.

1. The Plan will balance environmental protection, mobility, economic development, and local social objectives.
2. The local economy will be expanded through this growth area to support existing and future residents of the Village of McFarland.
3. Housing developments will provide a variety of options that focus on diverse and affordable price points consistent with regionally representative incomes within sustainable walkable neighborhoods.
4. The transportation system will be designed for efficiency and convenience with multimodal transportation options interwoven throughout the East Side.
5. The public realm is an essential component of the neighborhood, featuring welcoming, enjoyable, walkable, and multi-functional spaces that integrates green infrastructure and ease of mobility.
6. The Plan promotes environmental stewardship throughout the East Side planning area to increase the overall efficiency, sustainability, and resiliency of the McFarland community.

Through this planning process, MSA assisted the Village of McFarland identify initiatives and strategies to guide sustainable and responsible growth of the Village's East Side Neighborhood. We provided a full range of planning services, including background analysis, review of all market sectors (with assistance from redevelopment resources), business park development plan, neighborhood master plan and design standards, implementation strategy, and a public outreach and engagement plan.

LINK TO FINISHED PRODUCT:

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



REFERENCES

CITY OF MCFARLAND, WI

Andrew Bremer, Community & Economic Development Director

andrew.bremer@mcfarland.wi.gov

(608) 838-2313

Services Provided: MSA developed a growth plan for an eastern neighborhood that is largely undeveloped. The plan establishes goals, land use and design policies, future land use map, proposed infrastructure improvements and an implementation plan.



CITY OF VERONA, WI

Adam Sayre, Deputy City Administrator (former Verona Administrator)

(608) 270-4209

Adam.Sayre@fitchburgwi.gov

Services Provided: Development pressures led to the desire to plan for a mostly undeveloped area on the northwest side of the City. MSA developed a neighborhood plan that evaluated land use, development standards, transportation and utilities.



CITY OF FITCHBURG, WI

Brad Sippel, Community Development Planner

(608) 270-4258

Brad.Sippel@fitchburgwi.gov

Services Provided: Recently developed two neighborhood plans with completely different issues and outcomes. First, South Stoner Prairie included largely quarry lands that will impact the landscape that will be transitioned to urban redevelopment once the quarry operations conclude. Second, Greenfield Neighborhood included an existing single-family neighborhood that is surrounded by farmland, rural residential and sensitive environmental areas. The latter plan required additional meetings both with the existing neighborhood and with decisions makers to result with a vetted adopted plan.



SCOPE OF WORK | APPROACH

MSA will work with the Village to craft a final scope, work plan and budget; however, based on our experience, we recommend the following approach per the RFP scope of work.

PLAN ITEM #1: BACKGROUND RESEARCH + CONSISTENCY

Task 1.1: Review Relevant Plans (Plan Consistency)

MSA will review relevant Village and regional documents as noted in the RFP, especially the Village's Comprehensive Plan and CORP, and summarize issues, concerns, policies, and recommendations that should be shared and considered in developing a long-term vision and policies for the Holy Hill Gateway District.

Task 1.2: Intergovernmental Cooperation

We will outline existing intergovernmental cooperation and discuss regional issues that are impacting Germantown and the neighboring jurisdiction(s). Through the engagement process (see Public Engagement Plan – page 22), we will also document potential opportunities for expanded cooperation to resolve or mitigate the issues and protect against foreseeable growth impacts. Some existing and proposed entities to involve in this process include the Germantown School District, the Village of Richfield, Washington County, the Southeast Wisconsin Regional Planning Commission (SEWRPC), the Milwaukee Metropolitan Sewerage District (MMSD), and the Department of Natural Resources (DNR).

Task 1.3: Site Tour and Photo Inventory

MSA will tour the district and adjacent areas to identify and document with photos noteworthy features and conditions of the natural and built environment.

Task 1.4: Planning Area Identification

Based on the Tasks 1.1–1.3, MSA will work with the Village staff to identify the full extents of the planning area, setting the extents of existing conditions mapping and analysis. The boundaries for analysis and improvement planning will be verified by Plan Commission at a working session with the project team.

PLAN ITEM #2: OPPORTUNITIES / ISSUES IDENTIFICATION + SYSTEM ANALYSIS

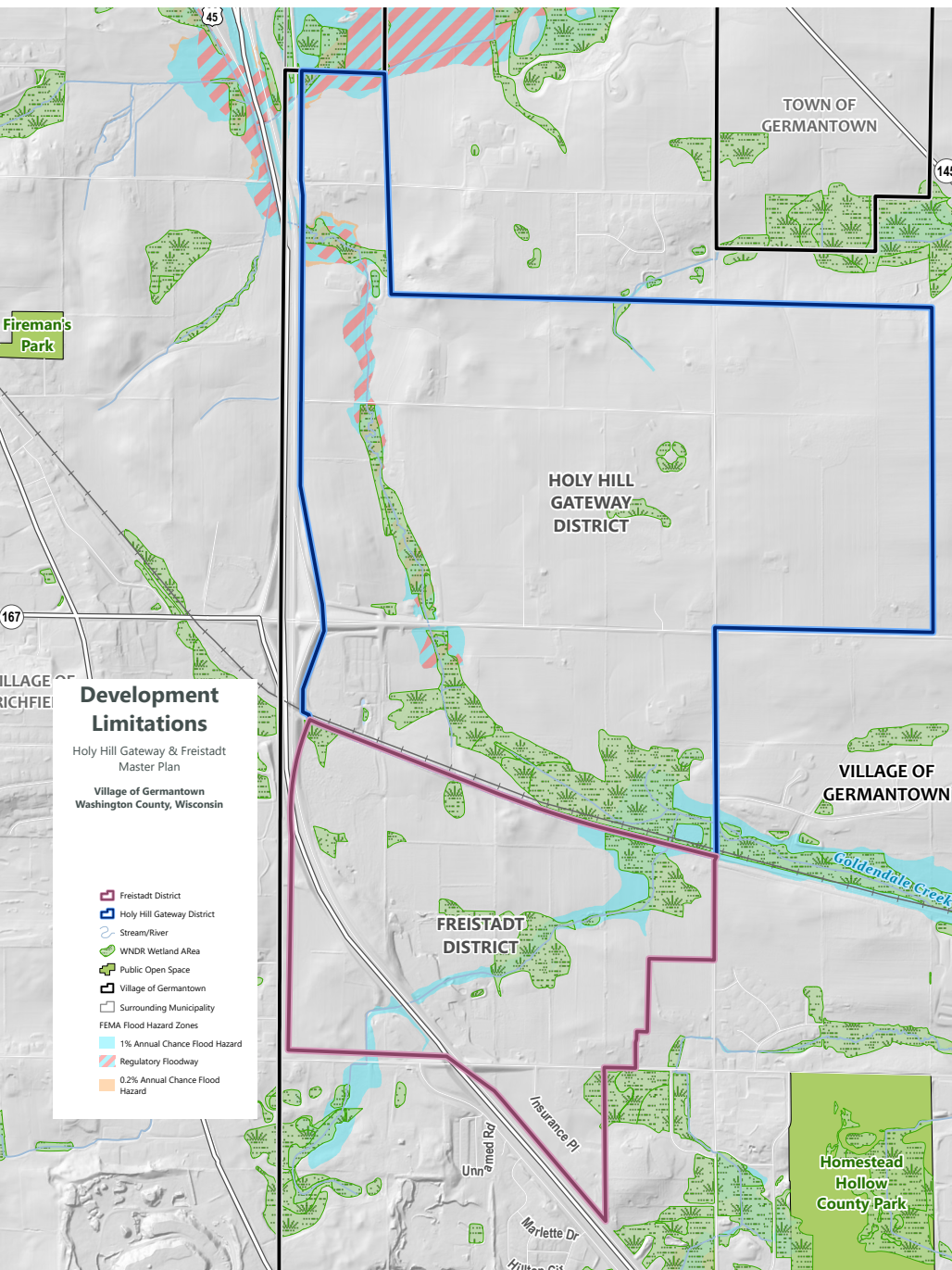
Task 2.1: Historical, Cultural, Unique Features Review

Our team will conduct a preliminary cultural resource screening for the project area and immediately adjacent or contiguous properties using the Wisconsin Historic Preservation Database (WHPD) maintained by the Wisconsin Historic Society. The following categories of WHPD will be searched:

- Archaeological Site Inventory (ASI).
- Architectural Historic Inventory (AHI).
- Bibliography of Archaeological Reports.

The project team will review the Natural Heritage Inventory database to identify suspected, threatened or endangered species in the town/section(s) covering the study area.





Task 2.2: Natural Resources Review

We will identify and map existing natural resources within the study area and adjacent to the study area, including the following:

- Soils types and steep slopes.
- Woodlands and other natural features.
- Surface waters, including wetlands, floodplains, and waterbodies.
- Stormwater flowlines and existing engineered stormwater management facilities.
- Threatened or endangered species, per the Natural Heritage Inventory (NHI).

Task 2.3: Transportation Network Review

We will map existing roads with any available traffic count data, any existing bike and pedestrian infrastructure, and the railroad with identification of existing crossings. Drawing from existing plans we will show on one map the routes and/or connection points for any critical network improvements already identified in those existing plans.

Task 2.4: Utility Systems Review

Using data provided by the Village, we will map approximate locations of sewer and water mains available to serve the study area, and identify any constraints on development due to pipe capacity or topography (affecting water pressure or sewer gravity flow). We will scan for and report on any concerns related to private utilities (gas, electric, telecommunication).

Task 2.5: Market Analysis

MSA will take a streamlined evaluation designed to validate the feasibility of preferred land uses anticipated in the planning area without conducting a full market study. Data sources to determine these components may include SEWRPC data, Milwaukee 7 reports, municipal planning documents, U.S Census, building permit data, and broker/real estate listings. This analysis will have the following components:

1. **Context Snapshot.** Population & employment trajectory (5-10 yr outlook using regional sources); workforce availability, including manufacturing/logistic pool and commute patterns.
2. **Market Pulse Check.**
 - **Business Park:** Overview summary of existing, ready to build sites in the study area; review of available sites in the I-41 corridor and broader Milwaukee Market.
 - **Industrial/Warehouse:** Current vacancy, rental range, and pipeline of industrial/warehouse projects.
 - **Commercial/mixed-use:** Summary of existing retail/office demand direction (e.g., stabilization vs. contraction) + housing demand signals (multi-family and single-family starts, price/rent direction per housing type)

3. **Business Park.** Inventory of existing, ready-to-build sites within the Holly Hill Gateway District.

Task 2.5A: Detailed Market Analysis (ADDITIONAL COST)

Should the community determine a more detailed market analysis should be conducted, MSA is prepared to offer a premium market analysis as an add-on service which can include your selection of the following components:

- **Detailed Demand Forecasting:** Quantitative projections for industrial, warehouse, office, retail, and residential uses over 10-20 years; Scenario modeling for alternative growth assumptions.
- **Competitive Market Assessment:** Comparative analysis of competing sites in the I-41 corridor and Milwaukee Metro area, including pricing, absorption rates, and vacancy trends.
- **Economic Drivers & Employment Trends:** Analysis of regional employment sectors, wage trends, and their impact on land-use demand.
- **Stakeholder Validation:** Interviews or surveys with developers, brokers, and major employers to gauge market sentiment.
- **Financial Feasibility:** High-level pro forma or return-on-investment considerations for key land uses.
- **Sensitivity Analysis:** Impact of potential changes in transportation, infrastructure, or policy on market viability.

Task 2.6: Opportunities and Issues Summary

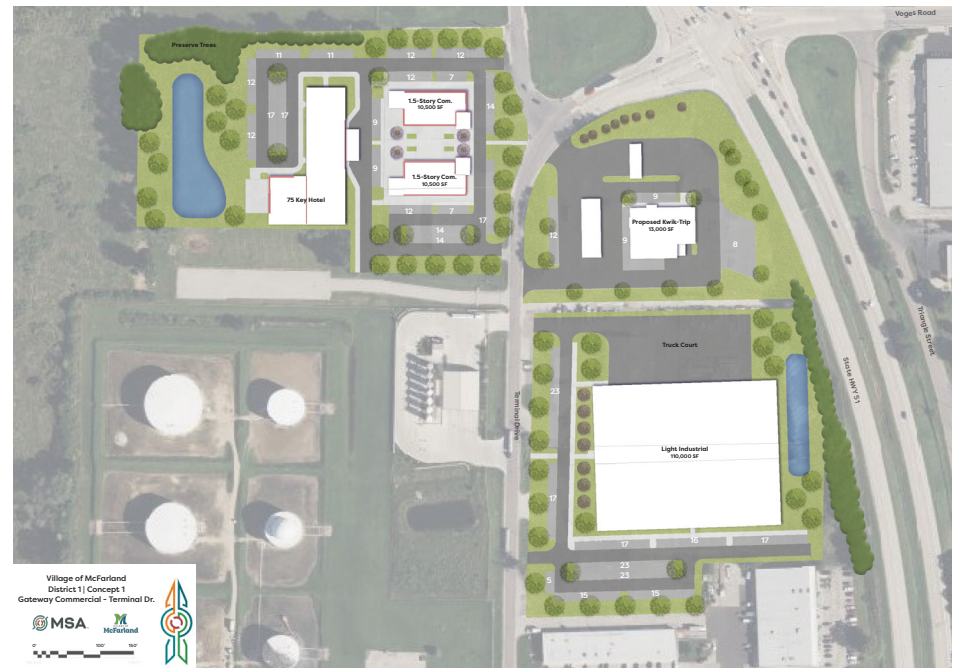
Based on Tasks 2.1-2.5, the project team will summarize the findings, implications, and any recommendations to support the land use scenario planning efforts and reinforce the master plan goals and policies (in Plan Item #3 for both of these).

PLAN ITEM #3: LAND USE PLANNING

Task 3.1: Land Use Scenario Planning

The MSA team excels at the ability to see the “big picture.” The land use scenarios will incorporate the findings and needs previously identified for transportation, utilities, and market expectations, as well as evaluation of previous plan’s recommendations (especially the Village’s Comprehensive Plan). As part of our analyses, we will consider the current and planned uses of adjoining areas, including road network and natural/open space protection. The land use scenario planning is broken into two parts, as outlined below, and further detailed in the Master Plan.

1. **Initial Concepts.** The project team will draft two (2) development alternatives for staff consideration, including road layouts, land use and intensity designations, stormwater management areas, and off-street paths (if desired). For each alternative we will indicate, by use, the total acreage and developable acreage (after accounting for steep slopes, wetlands and floodplains). We will also provide representative photos of potential development, and a bulleted list of strengths and weaknesses of each alternative for your review. Based on recent trends in the market there is need for larger industrial sites, so it is assumed at least one concept will provide flexibility with a larger lot(s) that could be subdivided (with additional roads as necessary) to support smaller lot sizes (e.g., 2-5 acres ,6-10 acres). These will be vetted by Plan Commission and the general public through a community online survey (see Plan Item #6 for more details).
2. **Preferred Vision Concept.** A preferred concept will be developed per stakeholder and Village feedback. This concept will receive edits per outcomes from public feedback. Tasks 3.2-3.4 tasks will be developed based on the updated preferred concept.



McFarland - Development Concepts

Scale & Articulation

INTENT: To strengthen the character within the neighborhood/district by providing visual interest and human scale.

BUILDING DESIGN



The above images show how a building can differentiate its facade to break up the facade (varying building planes, structural bay expression, and varying building heights).



Top
Middle
Base

An example of a well-defined base, body, and cap.



The images above illustrate techniques used to vary the facade heights along a long facade.

Recommendations

- Structures should be consistent or compatible with the surrounding area. Compatibility may be achieved through the use of various visual architectural elements, such as similar rooflines, building orientations, forms/shapes, proportions (scale and mass), door and window patterns (fenestration), materials, and other architectural detailing.
- Building design should have details and proportions that are scaled to the pedestrian.
- Two story buildings are encouraged with additional stories where appropriate.
- Avoid large, undifferentiated building walls and roof lines. Desired design features include variation in materials and colors, projecting and recessed bays, and variation in building heights.
- All architectural elevations of buildings should consist of a base, middle and top. The base and the cap should be clearly distinguishable from the body through changes in color, material, profile or texture.
- New buildings should establish vertical proportions for the street facade, and for the elements within that facade (windows, doors, structural expressions, etc).
- Seven Bridges:** Building design is encouraged to complement the character and theme of the Seven Bridges Master Plan, including franchise businesses.
- Retail and Mixed Use:** Buildings should be easily utilized for a wide variety of businesses, avoiding franchise design that signifies a particular brand or product.
- Big Box Commercial:** Integrating smaller retail stores as part of a larger retail building is encouraged.

24 Village of Holmen, WI

Minimum Standards

- An accurately-measured elevation of each exposed building facade **shall** be submitted with the Design Standards Checklist.
- One-story buildings **shall** be designed with extended facades and parapets to give the impression of a two-story building; however, they **shall** be designed three-dimensionally to hide their "fake" characteristics.
- Each principal building **shall** have clearly defined, highly visible customer entrances featuring architectural elements such as canopies or porticos, overhangs, arcades, raised parapets, arches or roof forms.
- Any building with a total width equal to or greater than its height **shall** utilize one or more of the following techniques:
 - expression of structural bays,
 - variation in roofline,
 - variation in material, and/or
 - variation in the building plane.
- Accessory buildings and structures **shall** be compatible with the principal building in terms of building facade character, roof shapes, materials, colors and architectural details.
- All building facades facing a public street **shall** receive full design consideration. This means that the facades **shall** be subdivided and proportioned using features such as windows, frames, sills and lintels, shading devices, and wall modulations.
- Industrial:** Office components **shall** be subdivided and proportioned using architectural features such as windows, entrance features, arcades, porches, trellises, and/or stainless steel cables with vines along no less than fifty (50) percent of the facade.




These images provide examples of the desired design for a retail building (upper) and a franchise fast-food restaurant (lower). Also the color/material palette fits the "naturalistic" theme desired in the Seven Bridges Neighborhood.



BUILDING DESIGN

VILLAGE WIDE design standards 25

Village-Wide Design Standards (multiple design districts) | Holmen, WI



Typical Section | Juneau, WI

Task 3.2: Vision Policies

Based on the preferred concept, we will craft policies to meet the new vision, as well as incorporate best practices and cover all elements defined in the RFP (e.g., location of preferred land uses, development density and intensity, recommended building height, floor area ratios, principal building setbacks, minimum or maximum parking requirements, and other typical zoning code requirements).

Task 3.3: Design Guidelines

We understand there is interest in design guidelines that can be codified into zoning ordinance. We recommend a standalone design standard handbooks (included as an appendix to the plan) that meets the desired outcome for an illustrative, user-friendly guide that outlines design parameters by element, as well as a checklist that makes it easy to administer the standards. Results from the Vision Preference Survey will serve to inform decisions regarding design guidelines and standards. If preferred, these guidelines/standards can be included in the base document, or provide as an appendix to the plan as a handbook (as recommended). A design handbook may include the following sections: Administration; Site Design (setbacks, building orientation, parking, service areas, stormwater and rear frontages adjacent to public parking); Building Design (height, massing, roof, projection features, colors and materials); and, Checklist (to be filled out by the applicant and reviewed by the Village).

Generally, the handbook includes both recommendations (guidelines) and standards for each aspect of site and building design. Guidelines will be considered best practice but generally not enforceable by ordinance. Standards will be requirements that must be adhered to by ordinance. The distinction allows the Village to provide flexibility to the property owner for certain aspects of construction projects while provide a mechanism to make sure that some design elements are specifically adhered to. The Village may choose to make some or all guidelines requirements if the applicant is seeking tax increment financing assistance.

Task 3.4: Conceptual Development Illustrations

Vision graphics can be provided to support the vision statement and policies. This likely will be 2-3 images from one area of the district establishing the general character and/or highlighting a primary node. We will also prepare more detailed conceptual renderings of site development options for the following sites, as outlined in the RFP:

- Holy Hill Storage & Kasten Marine properties in the southeast quadrant of the Holy Hill Road @ I-41 interchange (plan view).
- Properties east of Goldendale Road and north of Holy Hill Road.

- The recommended cross-section(s) around the perimeter of the Holy Hill Gateway District, depicting the recommended setback depth, berming, and landscape buffering requirements along the common boundary with the abutting neighborhoods (plan view and section view).

Task 3.5: Master Plan

A preferred master plan will be developed and receive one (1) further update following review by Plan Commission.

PLAN ITEM #4: IMPLEMENTATION STRATEGY

Task 4.1: Implementation Strategy

The reward of completing a Neighborhood Plan is watching it become a reality. Creating a detailed implementation plan is a critical step towards that reality, including identifying key activities to implement the short-term and long-term goals. We will provide implementation strategies and actions addressing housing, marketing commercial/industrial development, sustainability, transportation, and open space/parks. Tools to be reviewed include Village ordinances (e.g., zoning, subdivision, etc.), the capital improvement plan, and the outdoor recreation plan.

1. **Future Land Use.** Based on the preferred neighborhood concept, we will provide a future land use map (using land use categories consistent with the Comprehensive Plan) to guide future development proposals. Additional land use-specific policies may be considered to further define geographic placement of uses consistent with the overall plan goals and vision.
2. **Action Plan.** There will be an assortment of action steps necessary to enable development as described in the plan. We will provide an action plan that categorizes actions by the type of activity and indicates key responsible parties and expected timing, at least in terms of development phase.
3. **Phasing Plan.** The implementation plan will include a staging and urban service entry plan by outlining standards to be met.

4. **Cost Estimates.** For actions and improvements expected to be incurred as public costs, we will offer ballpark cost estimates.
5. **Value Projections.** Using a sampling of assessed values for comparable properties in the local market we will offer an approximate value projection for all new development in the planning area.

PLAN ITEM #5: MAPPING

Task 5.1: Existing Conditions Maps

We will provide the following maps to aide in the plan development:

- Planning Area w/ location map within Germantown relative to abutting NDC
- Existing Land Use.
- Natural Resources. (i.e., WDNR wetlands, FEMA Floodplains, steep slopes, hydric soils, surface water, woodlands, existing SEWRPC mapped Environmental Corridors, etc.)
- Existing Infrastructure. Locations of existing public utilities and stormwater management areas, SEWRPC SSSA, etc.

Task 5.2: Implementation Maps

We will provide the following maps to aide in the plan development:

- Potential Redevelopment Site/Property Map.
- Planned Utility Infrastructure. Locations of existing and future public utilities and stormwater management areas.
- Planned Transportation Network, including conceptual locations for future collector, arterial, and local streets, bike and pedestrian facilities, parks, etc.
- Future Land Use Map with preferred uses, conceptual road improvements, bike/ped facilities, drainage areas and stormwater management facilities, etc.

PLAN ITEM #6: PUBLIC ENGAGEMENT PLAN

See Page 22

VILLAGE STAFF COMMITMENTS

We value local perspective, knowledge, and leadership, and we see staff as critical stakeholders. Working knowledge of current conditions and other stakeholder needs is your daily work – and we see your input as vital to project success. MSA asks the following of Village staff during this process:

- All coordination and arrangement for engagement and outreach efforts, including the location, publishing and posting of public meeting notices, printing and distribution of draft meeting materials to committee members.
- A list of interview candidates and focus group with contact information and space to meet, if needed.
- Copies of all relevant studies that have been completed prior to this project.
- Assistance with obtaining existing relevant building permit, GIS and CADD data (e.g. land use, zoning, utilities, etc.) for the project.

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 Village of Germantown with the upcoming project. What you may not see, however, is that this team is backed by more than 500 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.**

MAIN POINT OF CONTACT 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. **Laurie is just that. She believes that effective, efficient communication is critical to project success. Laurie will serve at the Village'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.

QUALITY CONTROL: Steve Tremlett, as project manager, will provide QA/QC review at identified milestones in the project, and will utilize our project management to review hours and budget based on regular basis to verify individual tasks are staying on budget.



Stephen Tremlett, AICP, CNU-A
Project Manager | Principal-in-Charge



Laurie Miller - Facey
Project Lead | Client Contact



Olivia Bolton
Urban Designer



Brian Wiedenfeld, AICP
Public Engagement



Eric Thompson, PE
Senior Water Resources Engineer



Brian Huibregtse, PE, PTOE
Traffic Engineer



Sarah Morrison
GIS Specialist



Stephen Tremlett, AICP, CNU-A

PROJECT MANAGER | PRINCIPAL-IN-CHARGE

Steve will be responsible for the planning, coordinating and conducting the majority of the work, including meeting attendance with Village Staff, Plan Commission and CDA.

With more than 18 years of consulting experience, Steve has taken on primary roles in downtown planning and design projects, commercial/residential development concept plans, bike/pedestrian plans, and the development of comprehensive plans and design standards. His architectural and planning background includes emphases in site planning, urban redevelopment, zoning administration and urban design using a variety of applications, including AutoCAD, Photoshop, InDesign, Illustrator, GIS, SketchUp, Lumion and Microsoft Office applications.

EDUCATION

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

B.S., Architecture
University of Wisconsin-Milwaukee

CERTIFICATIONS

American Institute of Certified
Planners

AFFILIATIONS

Congress of New Urbanism –
Accredited American Planning
Association

AREAS OF EXPERTISE

- **Urban Design and Redevelopment**
- Comprehensive Planning
- Park Planning
- Streetscape Planning
- 3-D Modeling

SELECTED PROJECT EXPERTISE

East Side Neighborhood Economic Development and Land Use Plan, McFarland, WI

Project manager for an ambitious community-oriented guidebook that is economically practical, environmentally focused and locally sustainable. Provided a full range of planning services from background analysis to neighborhood master plan and design standards and implementation strategy.

Greenfield Neighborhood, Fitchburg, WI

Project manager for a neighborhood that may see future growth around its existing well-established single-family subdivision, which is surrounded by agricultural lands and sensitive natural areas (creeks, wetlands, etc.). This process required significant public engagement throughout the process to achieve a balance between low levels of development desired by many within the neighborhood and growth desired by others in the community and per the adopted Comp Plan.

South Stoner Prairie Neighborhood, Fitchburg, WI

Project manager for a unique future neighborhood inclusive of mostly quarry lands that will alter the landscape and require filling to support safe vehicle access, stormwater management and development. Working with MSA engineers and the City

staff, a final plan developed goals, policies and future land use amendment to guide future redevelopment of the quarries once they close operation.

Additional Neighborhood/Corridor Plans:

Cross Plains, WI; Holmen, WI; McFarland, WI; Middleton, WI; Fitchburg, WI; Rothschild, WI; Sun Prairie, WI; Verona, WI; Rock Island, IL

Downtown Plans:

Over 20 communities across the Upper Midwest

Economic Development Strategies:

Black River Falls, WI; LeRoy, IL; Casey, IL

Industrial/Business Park:

Alliant Energy (Beaver Dam | Sheboygan properties); Fitchburg, WI; Prairie du Sac, WI; River Falls, WI; Sparta, WI; Whitewater, WI

Private Development:

Cambridge, WI; DeForest, WI; Lodi, WI; Madison, WI; Merrimac, WI; Richfield, WI; Stoughton, WI; Sun Prairie, WI; Sussex, WI



Laurie Miller -Facey

PROJECT LEAD | CLIENT CONTACT

Laurie brings over 17 years of experience in land use and redevelopment planning, specializing in transforming underutilized and environmentally challenged sites into community assets. She has guided teams through critical phases of brownfield projects, with a strong focus on site assessment, feasibility analysis, and positioning properties for their highest and best use once ready for redevelopment. Her approach includes thorough due diligence, including site and zoning analysis, environmental review, infrastructure planning and identify funding sources to support revitalization. Laurie prioritizes the human element, applying sensitivity and strategic public engagement to projects with deep community significance, and works collaboratively with local staff, elected officials, agencies, and stakeholders to make sure that redevelopment efforts reflect shared values and goals.

EDUCATION

B.S., Geography, University of Wisconsin-Milwaukee

AREAS OF EXPERTISE

- Brownfield Revitalization and Redevelopment
- Business Park Development
- Land Use Planning
- Strategic Public Engagement Outreach and Solutions
- Grant Writing

* Denotes experience prior to MSA.

SELECTED PROJECT EXPERTISE

Turtle Lake Creamery Redevelopment Plan (Wisconsin Department of Natural Resources), Turtle Lake, WI*

As project manager, lead planner, and public engagement specialist, Laurie led the redevelopment planning effort for the former Turtle Lake Creamery site. The project required a strategic response to shifting land use patterns, including the growing conversion of downtown commercial spaces to residential use and the closure of the adjacent Puris industrial facility. Laurie guided the planning team through a comprehensive site analysis, zoning review, and stakeholder engagement process to develop two redevelopment scenarios, each responsive to the site's evolving context. She facilitated multiple public workshops, surveys, and outreach events to make sure community input shaped the final concept. The plan also addressed environmental remediation needs and proposed short- and long-term implementation strategies to support future development aligned with community goals.

Marshall Mountain Ski Resort Reuse and Funding Resource Plan (Kansas State University Technical Assistance to Brownfields), Missoula, MT*

As project manager and funding resource specialist, Laurie led the reuse planning effort for the former Marshall Mountain Ski Resort. The project aims to transform this brownfield site into a year-round community amenity for mountain biking, outdoor recreation, and events. Laurie worked closely with the architecture team to develop a building and site reuse plan that balances environmental stewardship with active public use. She

also led the creation of a funding resource map that identifies key funding sources and strategic approaches to position the project for competitive grant applications. The plan supports Missoula County's vision for sustainable recreation and economic development by repurposing a legacy skill hill into a vibrant, multi-use destination.

Epione Pavilion Redevelopment Plan (Wisconsin Department of Natural Resources), Cuba City, WI*

As project manager, lead planner and public engagement specialist, Laurie led a redevelopment planning effort, devising two redevelopment concepts and actionable implementation strategies for the nine-acre brownfield site, Epione Pavilion. While the site initially appeared ripe for redevelopment, strong public sentiment and results of the feasibility analysis revealed unforeseen challenges that required a nuanced approach. Drawing on her extensive experience in public engagement and strategic planning, Laurie worked closely with community members, local officials, and stakeholders to address concerns and create a plan to build consensus. Her leadership resulted in two viable redevelopment concepts and actionable implementation strategies that balanced market feasibility with the community's deep emotional connection to the site, which once housed the community hospital and later a senior living facility, a place that represented life's milestones from birth to end-of-life for many residents.



Olivia Bolton

Urban Designer

Specializing in urban design and sustainable land use, Olivia is committed to building vibrant, inclusive and environmentally conscious communities through forward-thinking design solutions. She is skilled in public engagement, data analysis and visualization, and graphic and written communication – all key to her role in supporting your project. Her approach to synthesizing public input is grounded in capturing the collective voice of a community; as an urban designer, she looks for unexpected ways to “connect the dots.” Through cultivating relationships and bridging disciplines,

Education

M.Arch, Architecture, University of Kansas | M.U.P., Urban Planning, University of Kansas | B.A., Architectural Studies, University of Kansas

SELECTED PROJECT EXPERIENCE

South Stoner Prairie Neighborhood Plan, Fitchburg, WI

Supported design for future neighborhood currently occupied by active quarry uses; supported public engagement efforts to develop goals and strategies to facilitate development after the quarry’s anticipated closure, ensuring a cohesive neighborhood develops with compatible land uses.

District Redevelopment Plans, McFarland, WI

Crafted plan updates to McFarland’s Redevelopment Districts #1 and #2 Plans to re-envision infill redevelopment in USH 51 corridor and the downtown. Supported conceptual design process with goal to balance the Village’s need for increasing densities, provide for more marketable industrial and mixed use sites and provide for public infrastructure improvements.

Bicycle, Pedestrian, & Trail Plans

- Bristol, WI; Fitchburg, WI; Marathon County, WI

Comprehensive Plans

- Hillsboro, WI; Menomonee Falls, WI; Wrightstown, WI

Outdoor Recreation Plans

- Lake Delton, WI; Madison, WI; Menomonee Falls, WI



Brian Wiedenfeld, AICP

Public Engagement

Brian assists in comprehensive plan development, data analysis, community engagement strategies, and redevelopment studies. Additionally, he has experience with state-level governmental planning (Wisconsin DOT and Wisconsin Economic Development Corporation) and on-the-ground community work through various projects such as developing an ecosystem services metric, engaging with agricultural producers, studying climate-resilient green spaces, and working with youth to revision a struggling commercial area. He is passionate about helping communities be the best they can be.

Education

M.S., Urban and Regional Planning, University of Wisconsin-Madison
B.S., Agricultural and Applied Economics, University of Wisconsin-Madison

Certification

American Institute of Certified Planners (AICP)

SELECTED PROJECT EXPERIENCE

East Side Neighborhood Plan, McFarland, WI

Brian contributed to plan development through reviewing previous planning efforts, producing policy recommendations, and organizing final plan content and maps.

Comprehensive Plans

- Menomonee Falls, WI; Genoa City, WI; Osceola, WI; Hortonville, WI; Cambridge, WI; Deerfield, WI; Morrison, WI; Eden, WI

Outdoor Recreation Plans

- Menomonee Falls, WI; Oak Creek, WI; Madison, WI; Osceola, WI; Deerfield, WI; Campbellsport, WI; Belleville, WI; Stoughton, WI

Bike and Pedestrian Plans

- Sheboygan, WI; Bristol, WI; Lannon, WI; Fitchburg, WI; Marathon County, WI; Park Falls, WI; St. Francis, WI; Somerset, WI; Waunakee and Westport, WI



Eric Thompson, PE

Senior Water Resources Engineer

Eric leads MSA's water resources team of nine professionals. He has over 32 years' experience in water resources engineering and has experience working on projects throughout the United States. His experience includes planning, study, and design of water resources systems at all levels. Eric has been active in water resources issues for his entire career at MSA.

Education

M.S., Civil Engineering, University of Minnesota

B.S., Civil Engineering, University of Minnesota

Registration | Certification

Professional Engineer, WI, IA, MN, IL

Selected Project Experience

- **Stormwater Master Plans.** Eric has completed stormwater master plans including review of local stormwater management ordinances for the following communities (partial list)
 - City of Sun Prairie, WI
 - City of New Richmond, WI
 - City of Middleton, WI
 - City of Beaver Dam, WI
 - City of Waupun, WI
 - City of Monroe, WI
 - Village of Belleville, WI
 - Village of Cottage Grove, WI



Brian Huibregtse, PE, PTOE

Traffic Engineer

Brian's expertise includes project management and design engineering for transportation and traffic projects. Project experience includes urban design, environmental documentation, multi-modal assessment, public involvement and all aspects of the WisDOT design process. He has also been lead design engineer for a variety of projects similar to Dewey Avenue. Brian has been one of MSA's lead engineers focusing on ADA compliance. He has given multiple presentations to public and private section engineers on current ADA compliant practices and curb ramp design.

Education

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

Registration

Professional Engineer, WI, MN

Professional Traffic Operations Engineer

Selected Project Experience

- Downtown Transportation and Corridor Study, Verona, WI
- Riverview Expressway Traffic Study, Wisconsin Rapids, WI
- WIS 19 Corridor Study, Dane County, WI
- Traffic Engineering Services, Wisconsin Rapids, WI
- WIS 113 Rehabilitation and Intersection Safety Improvements, Madison/Waunakee, WI



Sarah Morrison

GIS Specialist

Sarah has more than six years of GIS experience, varying from planning corridor studies, to housing studies, to stormwater modeling, to producing applications in ArcGIS Online. She is familiar with creating maps and exhibits for both internal and external clients, and has experience coordinating with utilities and municipalities, assisting with public involvement meetings, and discussing projects with project staff, officials, and members of the public.

Education

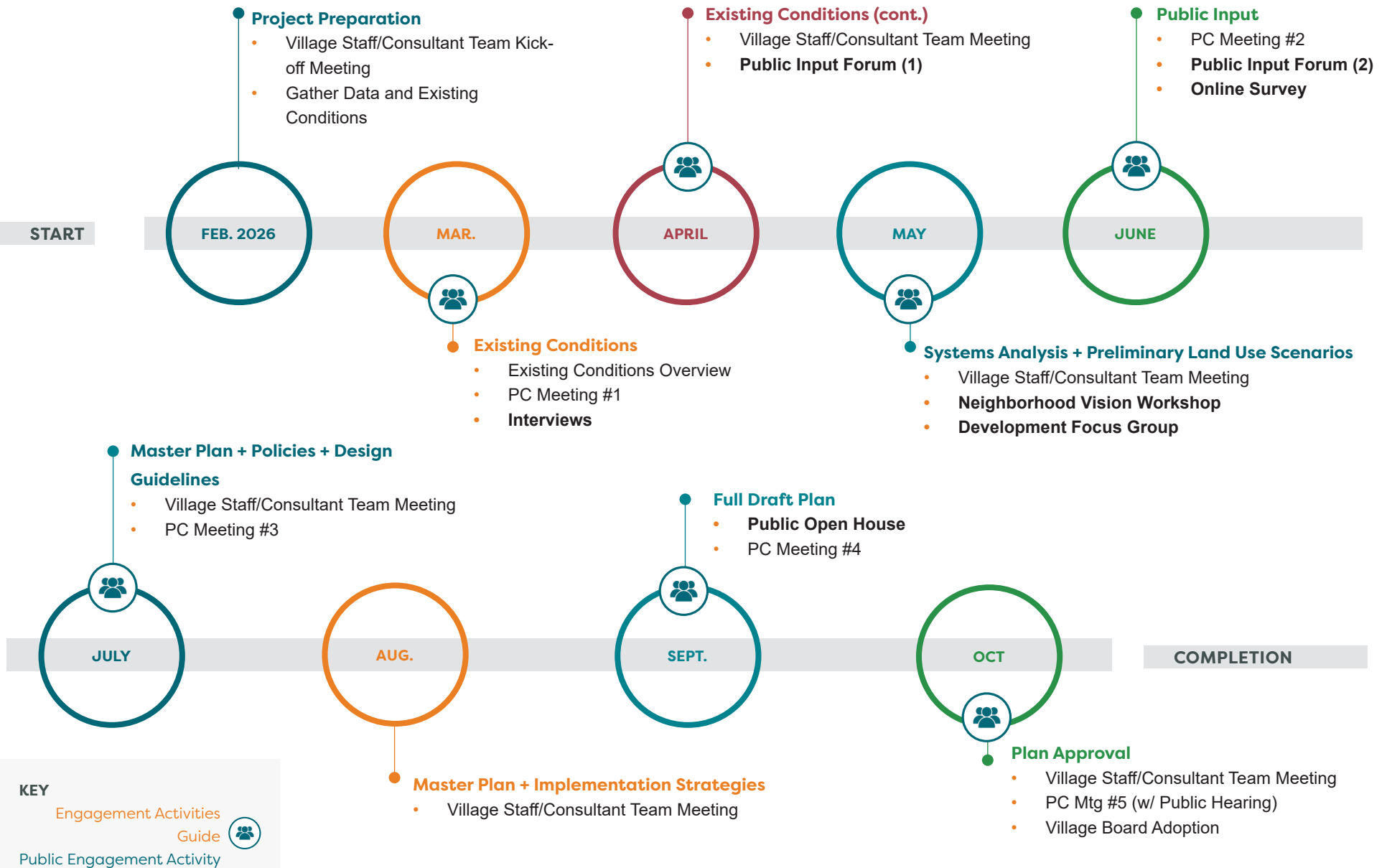
B.S., Geography, University of Wisconsin-La Crosse

Selected Project Experience

- East Side Neighborhood Economic Development and Land Use Plan, McFarland, WI
- **Master Plans**
 - Lake Geneva, WI; Wausau, WI; Baraboo, WI
- **Comprehensive Plans**
 - Fond du Lac, WI and Belleville, WI
- **Housing Studies**
 - Green Bay, WI; Beaver Dam, WI; Verona, WI; Lake Delton, WI; Monticello, MN; Central City; Springville, IA; Price County Region, WI

PROPOSED TIMELINE

MSA anticipates the following estimated project schedule to meet the nine-month proposed timeline:





Verona - Downtown Visioning Workshop

PUBLIC ENGAGEMENT PLAN | MEETINGS & COMMUNICATION WITH VILLAGE

OUTREACH + ENGAGEMENT PLAN

1. Outreach Plan.

Providing opportunities for elected officials, property owners and other stakeholders will offer valuable input and increase support of the final plan. Based on our past successful public outreach projects, we are recommending the following process to involve a diverse population with varying interests.

A. Promotional Methods. The success of our participation methods relies on knowledge of the opportunities for involvement. We propose the following methods to inform people about the comprehensive plan update, which we can review with staff to provide comments and suggestions:

- **Project Website (Story Map):** We will develop and populate a dedicated story map to provide background information, outline the planning process, share links to online engagement, and make draft materials available to the public. This story map can be linked to the Village's website to promote and drive additional traffic to the story map.
- **Village Mailer/Billing Notice:** Open houses and online feedback tools (such as surveys) can be promoted through the Village's mailers or (utility) billings. MSA can support this effort by providing draft language/images to include in the notice(s).

- **Flyers/Posters:** Physical flyers or posters can be used to help reach people who are otherwise relatively hard to reach, such as renters and minority residents. We suggest the posting of flyers, with permission, at churches, laundromats, and large multi-unit complexes.
- **Emails:** Email announcements can help to promote events and provide input opportunities. We can provide draft content and messaging that can be part of email blasts through existing channels (e.g., Village, Community Organizations, etc.).

B. (Remote) Interviews. Our team proposes facilitating up to four (4) remote (via Microsoft Teams) interviews to explain the planning process and facilitate discussion about issues and opportunities for the planning area and beyond. Interviews should take place near the beginning of the planning process and is suggested after Plan Items #1 and #2 have been completed.

C. (Remote) Developer Focus Group. We will facilitate a remote focus group meetings with local developers and real estate brokers, community leaders and business leaders. We will utilize this meeting to verify our market conditions analysis, and review the initial concepts. Remote meetings utilizing Microsoft Teams allows greater flexibility for the participants to identify a time that works into their daily lives (vs. in-person interviews designated to time slots over one or couple days).

D. Adjacent Neighborhood Vision Working Session. We will hold a working session with direct invite to properties in the study area and adjacent to the planning area. This meeting will include a visioning “mini-charette” session where MSA presents the existing condition summary and sets up tables allowing participants to work with MSA staff to explore potential land use and transportation network improvements adjacent to the existing neighborhoods. An additional activity could be looking through an array of development images of plausible land use and building types that would be acceptable in the Holy Hill Gateway District.

E. Public Meetings. We will hold three (3) public meetings with an open invitation. The general format will be a combination of open house time, formal presentations of draft material, and Q&A dialogue facilitated by MSA. At each of these meetings, we will provide comment forms to allow the general public to provide feedback. There are a few points in the process that call for a more interactive approach.

- **Public Input Forums (2).** There will be two (2) public input forums approximately 1.5 hours long. During the first input forum, we want to solicit ideas and concerns about the planning area in a more open-ended format. During the open house phase of this meeting, we will have large maps of the planning area on tables and will ask participants to use comment forms and numbered stickers to identify and spatially locate ideas and concerns. During the second public input forum, we will have two primary activities. The first is reviewing overall project goals on boards with opportunities to vote for those they support. The second utilizes a worksheet that asks participants to identify specific likes and dislikes for each of the scenarios, and also to rate their overall support for each scenario.
- **(Remote) Draft Plan Open House.** Facilitate one (1) virtual public review meeting after steering committee meeting #3 to garner feedback and review the draft Neighborhood Master Plan. We can record the meeting and have it available online with a short questionnaire available to provide feedback for 1-2 weeks following the meeting.

1A. Outreach Plan - Optional Value-Added Tasks.

Community Event Pop-Up Booth (ADDITIONAL COST)

One of the best ways to get public input is to meet people where they are. At a local event, there is an opportunity to engage residents who may not attend traditional public meetings and facilitate fun, family-friendly activities to gather feedback on community priorities. It's also a great way to advertise the online survey.

Community Input Mapping (ADDITIONAL COST)

This interactive, online tool allows for engagement at the fingertips of the public and at their leisure. We can provide a shareable link to an online map with opportunities to identify strengths and weaknesses spatially within the planning area. The online tool is simple: 1) pick a topic and identify it as an issue or opportunity; 2) select a location on the map to place the point; and 3) leave your thoughts for the plan. The application allows anyone, anywhere, to conveniently contribute to an Issues and Opportunities Map using a computer or mobile device.

2. Communication Plan.

We understand the need for quality and frequent communication to make the process run smoothly as outlined below.

A. Staff Meetings. We will hold a staff meeting to kick-off the project prior to the first Plan Commission meeting, as well as meet virtually prior to each future Plan Commission working session (discussed above in the typical schedule). Additionally, we will work with Village staff via email and phone/Teams conversation to move the plan along and work through any issues or opportunities which may arise. Village committee chairs (or other members) can join these calls dependent on the topic to be discussed.

B. Plan Commission Working Sessions. We will attend five (5) Plan Commission Meetings at the following stages (in-person or virtual dependent on local preference):

1. Discuss existing conditions (Plan Item #1 + Plan Item #6.1). The intent of this meeting will be to understand the existing conditions, get Plan Commissions thoughts on the neighborhood and confirm the neighborhood planning area boundary.
2. Review market analysis (Plan Item #2) and review draft Neighborhood Plan + Design sections (Plan Item #3). The intent of this meeting is to provide initial feedback on general policies and standards, as well as feedback on the initial concepts.
3. Review updated Neighborhood Plan + Design sections (Plan Item #3), inclusive of Implementation Maps (Plan Item #5), and draft Implementation Strategies (Plan Item #4). Intent of this meeting will be to vet the full Neighborhood Master Plan, and initial feedback on implementation strategies.
4. Review the full plan, discuss feedback from the public draft review, and consider any edits to include in the public hearing draft.
5. Hold a public hearing with recommendation to the Village Board.

C. Village Board Meetings. We will attend remotely a Village Board meeting to adopt the plan.

NOT-TO-EXCEED COST

\$79,050

**this cost is broken down in the tables on pages 24 and 25*

COST AND PAYMENT COMMENTARY

- This cost and the associated scope represent our current understanding of the needs of the project. We are open to adjustments in effort and cost allocation during final scoping and contracting.
- This not-to-exceed cost includes all direct costs, including limited printing needs related to public meetings, and travel.
- Time and costs are typically billed on a monthly basis, covering work completed in the preceding month. We are open to a milestone-based billing arrangement and we acknowledge that the final 10% will be reserved until project completion.

HOURLY RATES

NAME	RATE/HR	HOURS
Stephen Tremlett, AICP, CNU-A	\$210	46
Laurie Miller-Facey	\$184	110
Olivia Bolton	\$126	228
Brian Wiedenfeld, AICP	\$137	64
Eric Thompson, PE	\$184	24
Brian Huibregste, PE, PTOE	\$210	10
Sarah Morrison	\$142	32
TOTAL HOURS		514

COST DETAIL

PLAN ITEM 1 - EXISTING CONDITIONS OVERVIEW	HOURS	COST
Stephen Tremlett, AICP, CNU-A	4	\$840
Laurie Miller-Facey	4	\$736
Olivia Bolton	12	\$1,512
Brian Wiedenfeld, AICP	8	\$1,096
TOTAL	28	\$4,184

PLAN ITEM 2 - ISSUES/ OPPORTUNITIES AND SYSTEMS ANALYSIS	HOURS	COST
Stephen Tremlett, AICP, CNU-A	6	\$1,260
Laurie Miller-Facey	12	\$2,208
Olivia Bolton	32	\$4,032
Brian Wiedenfeld, AICP (Market)	22	\$3,014
Eric Thompson, PE	12	\$2,208
Brian Huibregste, PE, PTOE	4	\$840
TOTAL	88	\$13,562

PLAN ITEM 3 - LAND USE PLANNING	HOURS	COST
Stephen Tremlett, AICP, CNU-A	16	\$3,360
Laurie Miller-Facey	8	\$1,472
Olivia Bolton	100	\$12,600
Brian Wiedenfeld, AICP	4	\$548
Eric Thompson, PE	6	\$1,104
Brian Huibregste, PE, PTOE	2	\$420
TOTAL	136	\$19,504

COST DETAIL (CONT.)

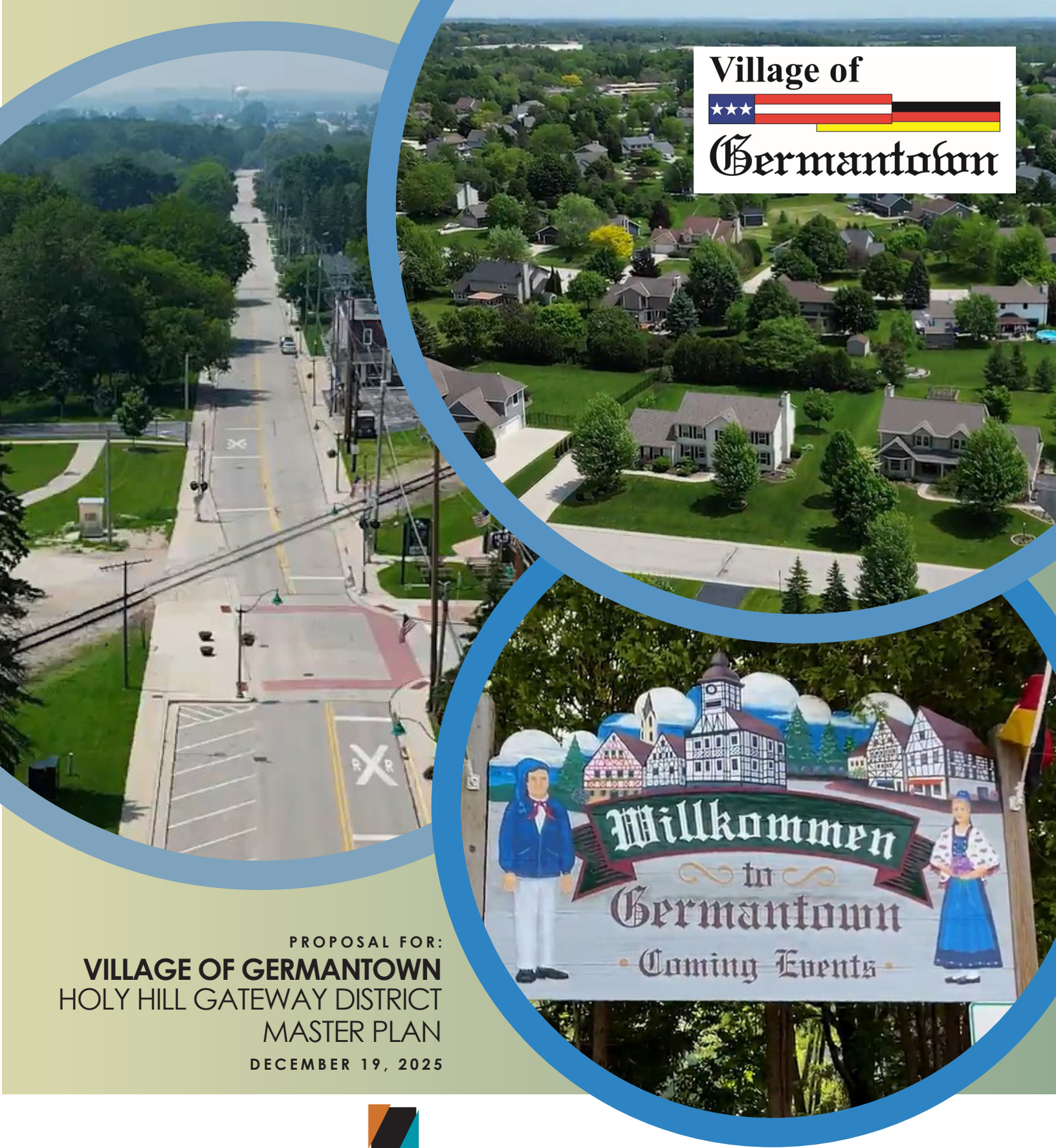
PLAN ITEM 4 - IMPLEMENTATION STRATEGY	HOURS	COST
Stephen Tremlett, AICP, CNU-A	6	\$1,260
Laurie Miller-Facey	12	\$2,208
Olivia Bolton	16	\$2,016
Eric Thompson, PE	4	\$736
Brian Huibregste, PE, PTOE	4	\$840
TOTAL	42	\$7,060

PLAN ITEM 5 - MAPPING	HOURS	COST
Stephen Tremlett, AICP, CNU-A	2	\$420
Laurie Miller-Facey	2	\$368
Olivia Bolton	8	\$1,008
Eric Thompson, PE	2	\$368
Sarah Morrison	32	\$4,544
TOTAL	46	\$6,708

PLAN ITEM 6 - ENGAGEMENT PLAN	HOURS	COST
Stephen Tremlett, AICP, CNU-A	12	\$2,520
Laurie Miller-Facey	72	\$13,248
Olivia Bolton	60	\$7,560
Brian Wiedenfeld, AICP	30	\$4,110
Expenses (Mileage)		\$594
TOTAL	174	\$28,032

NAME	HOURS	COST
Stephen Tremlett, AICP, CNU-A	46	\$9,660
Laurie Miller-Facey	110	\$20,240
Olivia Bolton	228	\$28,728
Brian Wiedenfeld, AICP	64	\$8,768
Sarah Morrison	32	\$4,544
Eric Thompson, PE	24	\$4,416
Brian Huibregste, PE, PTOE	10	\$2,100
SUBTOTAL LABOR	514	\$78,456
SUBTOTAL EXPENSES	Mileage	\$594
TOTAL	514	\$79,050

ADDITIONAL TASKS	ESTIMATED COST
Community Event Booth (per event)	\$2,000
Online Mapping Feedback Tool	\$2,800
Detailed Market Study	\$17,500



Village of



Germantown

PROPOSAL FOR:
VILLAGE OF GERMANTOWN
HOLY HILL GATEWAY DISTRICT
MASTER PLAN
DECEMBER 19, 2025



VANDEWALLE &
ASSOCIATES INC.

raSmith

MILWAUKEE OFFICE: Global Water Center, 247 Freshwater Way, Milwaukee, WI 53204 | P: 414.988.8654
MADISON OFFICE: 120 E. Lakeside Street, Madison, WI 53715 | P: 608.255.3988 | vandewalle.com
PROJECT MANAGER: Meredith Perks, Primary Planner | Email: mperks@vandewalle.com



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VANDEWALLE &
ASSOCIATES INC.
Shaping places, shaping change

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White River Redevelopment - Muncie, IN

QUALIFICATION DETAILS

Jeffrey Retzlaff, AICP, Director
Village of Germantown, Community Development Department
N1112 W17001 Mequon Road | Germantown, WI 53022
jretzlaff@germantownwi.gov

RE: Holy Hill Gateway District Master Plan Request for Proposals

Dear Mr. Retzlaff:

Vandewalle & Associates is pleased to submit this proposal for the Village of Germantown's Holy Hill Gateway District Master Plan. Our firm has been supporting communities across the Midwest with Planning and Economic Development efforts for over 40 years. This includes a wealth of experience with development and master planning scenarios ranging from greenfield sites to downtown redevelopment, for residential, commercial, and industrial uses.

We are also excited to include raSmith Engineering as a part of our team. raSmith has provided various reviews, recommendations, planning efforts and multiple designs for areas within the Holy Hill Gateway District, and they are highly familiar with the area and the improvements to date. This experience will be invaluable for blending the past improvements with future considerations.

Project Understanding and Approach

With our prior experience in the private and public sectors on large-scale greenfield development projects across the Great Lakes region, our team has the land use acumen, design skillset, project management experience needed for this project.

To deliver an exemplary Master Plan and deliverables for the Village of Germantown and the Holy Hill Gateway District, we must:

- Evaluate land uses, both existing and proposed in the 2050 comprehensive plan, and determine their desirability, economic and market feasibility, and appropriateness.
- Articulate clear Development Objectives for the Holy Hill Gateway District supported by the community
- Bring community engagement and other stakeholders to the forefront of the planning process while keeping in mind those who may not make themselves heard.
- Provide a detailed plan for a district that includes a mix of market-feasible uses that is mindful of geographic context and nearby Neighborhoods, Districts, and Corridors.
- Develop design guidelines for development in the district that considers local context, culture, and taxpayer interests.
- Identify opportunities and specific strategies to implement plan and ensure compatibility with surrounding land uses

Our approach, as detailed below and throughout this proposal, will build from our tested methodology and tailor it to the unique circumstances and dynamics of Germantown and the greater region.

Analysis of Existing Conditions

Data collection and analysis is crucial to developing a shared understanding of the site and its constraints and opportunities. The Vandewalle team uses layers of data analysis, including the site's physical conditions and position, environmental assessment, and local, regional, and national market conditions to build a picture of the current site. This analysis will not only inform the Master Plan's development but will create a common understanding among the project leaders and stakeholders about the realities of the site and its potential for the future.

Clear Communication Documents and Tools

While the quality and content of the Master Plan's analysis and site concepts are important, so too are the clarity and usefulness of the plan materials and communication documents. The Vandewalle team will prepare highly visual and attractive summaries, assessments, graphics, presentations, and plans that are useful to the project team and stakeholders while being inspiring, accessible, and readable for residents. The Master Plan will feature essential text with user-friendly maps, infographics, summary tables and charts, images, call-out boxes, concept plans, and more. The plan materials will serve as a tool for communication and centering the community on strategic and actionable implementation.

Roadmap to Implementation

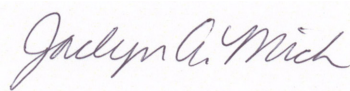
As highlighted in our approach and scope, project implementation drives our team. We are unique in our field in that our plans are focused on grounded recommendations that are feasible and economically viable. We know first-hand what does and doesn't work and how to craft and carry out high-level, yet practical visions, strategies, and recommendations. The Holy Hill Gateway Master Plan will lay out a roadmap to implementation that provides actionable steps, defines project partnership roles, identifies potential roadblocks, and highlights opportunities for funding sources and new development partnerships. Having a clear guide to implementation can help build community-buy in for the project, making it more resilient in the face of future challenges.

Thank you for your consideration of our proposal. We look forward to discussing this project in more detail.

Sincerely,



Meredith Perks
Project Manager



Jackie Mich, AICP
Principal-in-Charge

Madison office:

120 East Lakeside Street
Madison, WI 53715
(608) 255-3988 Phone
Website: www.vandewalle.com

Project Manager

Meredith Perks | mperks@vandewalle.com | P: 574.904.3119

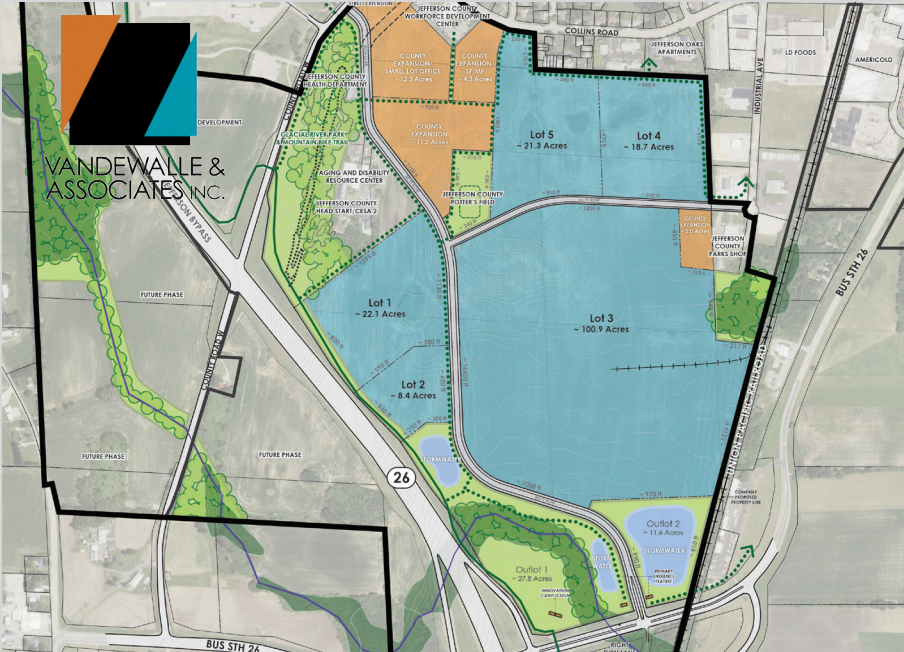
Principal-In-Charge

Jackie Mich, AICP | jmich@vandewalle.com | P: 608.772.0132

Milwaukee office:

247 Freshwater Way
Milwaukee, WI 53204
(414) 988-8631 Phone





FOOD AND BEVERAGE INNOVATION AND RESEARCH PARK ECONOMIC IMPACT ANALYSIS - JEFFERSON, WI

DATES: 2024

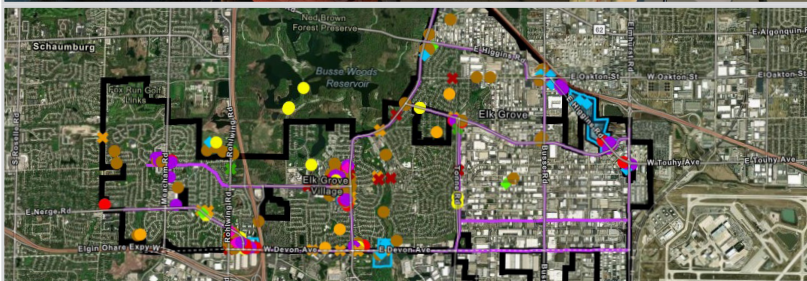
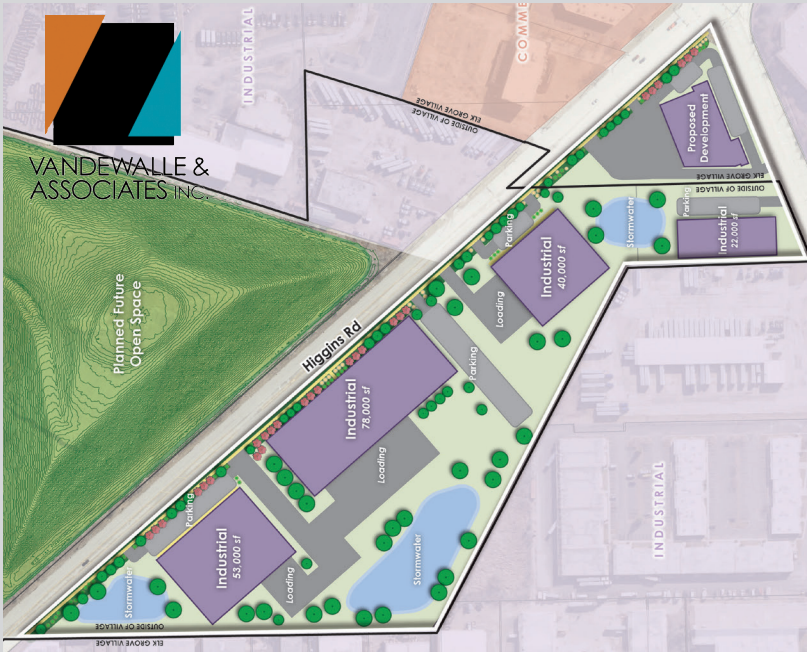
NEED: Vandewalle & Associates prepared the City of Jefferson Economic Recovery Plan (2017) which outlined key strategies to begin the process of reviving and advancing the economy in the City of Jefferson, WI. The Plan identified the potential for a Food and Beverage Innovation and Research Park in southwestern Jefferson – as an area with significant opportunity for future business and employment center growth. Since that time, City of Jefferson has been working in coordination with Jefferson County and Thrive Economic Development to proactively plan the new business park site and seize the opportunity to attract new businesses, create local jobs, initiate economic development in the community, and build on Jefferson’s legacy food processing businesses.

ROLE: In support of these efforts, Vandewalle & Associates prepared a high-level economic impact analysis in 2024 to help the City of Jefferson envision the potential economic effects of the development of a Food and Beverage Innovation and Research Park. The analysis estimated figures for potential projected investment values, jobs created, assessed values of new development at full occupancy, and annual property taxes levied for new development in the Business Park.

RESULTS: The analysis revealed that the Food and Beverage Innovation and Research Park could ultimately provide Jefferson with approximately \$36.85 million in new development, 322 new jobs for residents, and \$650,000 in annual property taxes for the community. All told, the development of this available site will have a tremendous impact on the City of Jefferson as it looks to strengthen its local economy and position itself for a more prosperous future by creating more local job opportunities. More immediately, the economic impact analysis animated private sector interest in the Business Park, supporting the attraction of Onego Bio and Kikkoman as anchor tenants in 2024-2025.



REFERENCE: Tim Freitag, City Administrator | City of Jefferson | TFreitag@jeffersonwis.com | (920) 674-7700



ENVISION ELK GROVE, COMMUNITY REVITALIZATION MASTER PLAN - ELK GROVE VILLAGE, IL

NEED: Elk Grove Village, IL, retained Vandewalle & Associates to prepare *Envision Elk Grove*, a community revitalization master plan intended to coordinate the Village's efforts in business services, business park enhancement, corridor aesthetics and design, and strategic redevelopment. This ambitious plan was designed to guide decision making and ensure that Elk Grove Village remains a premier community of choice across Chicagoland and the Midwest.

ROLE: As lead consultant, Vandewalle & Associates managed and collaborated with Gary R. Weber & Associates, Engineering Resource Associates, and Opportunity Alliance to complete this multifaceted, multi-year project. V&A explored redevelopment opportunities across six strategic sites, establishing desired development objectives and presenting high-level concept plans and alternatives to guide future investment. The resulting **Redevelopment Potential** element of the plan positions these sites for revitalization that aligns with the Village's economic objectives and community aspirations. It seizes on emerging opportunities, by providing immediate direction to sites current under redevelopment pressure, while providing vision and guidance for sites with longer-term redevelopment timelines.

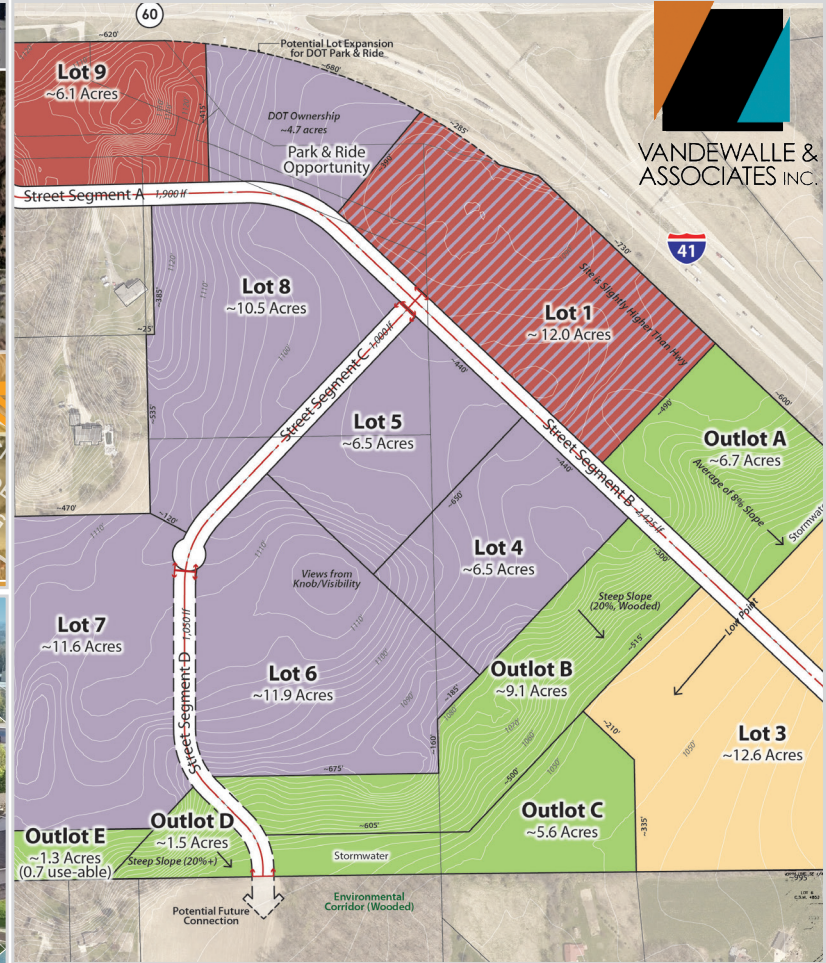
COMPONENTS: Complementary work elements led by the consultant team further strengthened the plan's impact. These include:

- **Corridor Design Preferences** for ten key roadways, integrating tailored streetscape elements, pedestrian enhancements, and gateway features to create a cohesive and visually compelling public realm.
- A comprehensive evaluation of the **Elk Grove Business Park**, with recommendations for infrastructure upgrades and redevelopment opportunities.
- A strategic review of **Business Services**, aimed at enhancing support for local enterprises.
- An exploration of **Funding Resources** to ensure the successful execution of the plan's ambitious goals.
- **Industrial/Commercial Design Guidelines** outlining the Village's design expectations for revitalization of existing industrial and commercial buildings/properties.

IMPACT AND OUTCOMES: Through *Envision Elk Grove*, the Village demonstrates its commitment to a cohesive vision, proactive planning, and strategic thinking. This plan positions Elk Grove Village as a model of economic vitality, and community excellence for years to come.

Reference: Maggie Jablonski, Deputy Village Manager | Elk Grove Village | mjablonski@elkgrove.org | (847) 357-4006





MERCHANT VILLAGE BUSINESS PARK - SLINGER, WI

DATES: 2015 - present

NEED: Vandewalle & Associates has advised the Village of Slinger on economic development and downtown redevelopment since 2015. The firm's role began with an economic opportunity analysis which identified a need for more industrial land within the Village. This led to the identification of several potential business park locations. In particular, the school district-owned land on the Highway 60 and I-41 interchange presented a prime opportunity.

ROLE: In subsequent years, Vandewalle & Associates participated in complex conversations with the Village, School District, and other partners to prepare the property for a future business park. V&A advised on economic impact studies led by Economic Development Washington County (EDWC) and provided input into the creation of the TIF district (TID #8).

Moving from planning to design, Vandewalle & Associates also prepared the initial site concept plan for the business park, working with various stakeholders to determine desirable land uses, a suitable transportation network, and compatibility with surrounding land uses. This was successful in attracting a developer for the site.

IMPACT AND OUTCOMES: The [Merchant Village Park](#) has seen implementation and growth—from a vacant cornfield owned by the school district to over 130 acres of future business park. It is planned for a mix of commercial uses – convenience, hospitality, senior living, medical, financial services and light industrial / manufacturing. The first buyer was Fireside Market, a modern convenience store, with other users still to be announced.

REFERENCE: Margaret Wilber, Village Administrator | Village of Slinger | mwilber@vi.slinger.wi.gov | (262) 644-5265



DOWNTOWN REVITALIZATION AND IMPLEMENTATION - MIDDLETON, WI

DATES: 1990 - present

NEED: Revitalize and expand a disconnected downtown central business district.

ROLE: Redevelopment opportunity identification, vision management, and implementation including: brownfields redevelopment planning, design, and economic restructuring; property marketing and developer recruitment; design review; master planning for street circulation; private sector development standards; detailed land use and freeway traffic access evaluation.

Economic Development: Leveraging public infrastructure projects to spur economic development should always be a goal of a TIF-funded project. Vandewalle & Associates created and managed a TIF District to fund the downtown implementation.

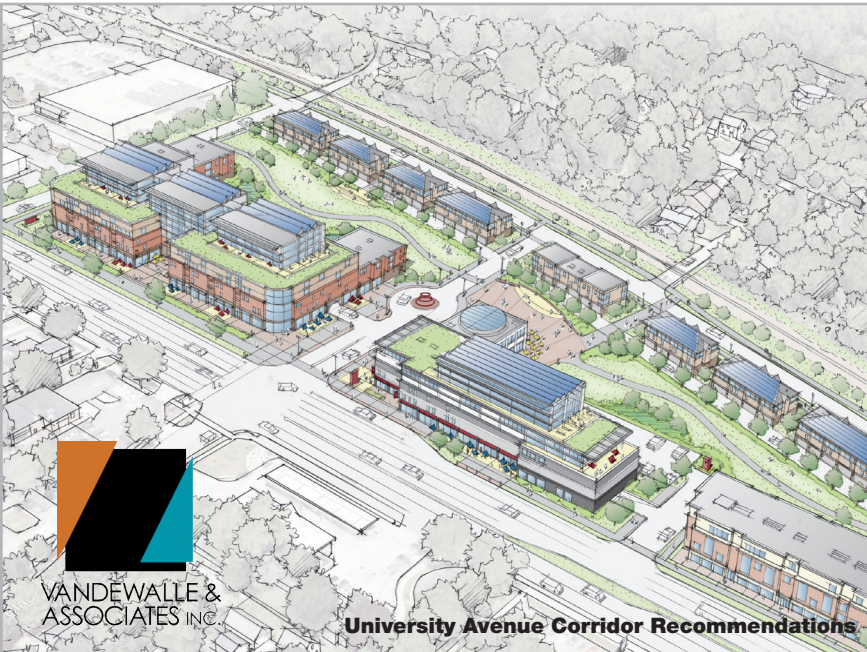
- Tax base **value of the TIF increased from \$34.1 million to well over \$1 billion**
- TID now hosts 3,000 high-tech and biotech jobs

RESULTS: Middleton's downtown was successfully transformed from an aging commercial strip to a vital community and employment destination linking downtown Middleton and the other activity and employment centers in the area. In 2007, Money Magazine named Middleton their #1 choice for "America's Best Place to Live".

- Relocation of the U.S. Highway 12 bypass
- Multiple redevelopment and re-use projects in the historic downtown
- Greenway Center, a 285-acre planned unit development incorporating a commercial expansion of the city's downtown historic business district
- Floodplain, stormwater and water quality improvements
- Streetscaping and circulation improvements, including bike paths and roadways

REFERENCE: Abby Attoun, Director of Planning & Community Development | City of Middleton | aattoun@cityofmiddleton.us | (608) 821-8343





UNIVERSITY AVENUE CORRIDOR PLAN - SHOREWOOD HILLS, WI

DATES: 2023

NEED: Vandewalle & Associates has worked with the Village Shorewood Hills on planning, economic development, and redevelopment for over 30 years and most recently completed the University Avenue Corridor Plan in 2023. Recognizing the potential of this corridor, the Village prioritized the planning effort due to its growth and tax base constraints, creating a situation where University Avenue held the greatest future potential for addressing existing challenges and capitalizing on future opportunities.

ROLE: The process featured several public input sessions, engaging over 200 residents through both in-person and online formats. This input helped shape the corridor's vision and guiding redevelopment principles and recommendations. Key recommendations focused on the integration of sustainable features, promoting mixed-use and diverse housing formats, ensuring interconnected multi-modal transportation opportunities, green spaces, and gathering spaces, providing density, height, and articulation standards, and establishing an architectural character for future redevelopment projects.

RESULTS: The corridor was split into defined subareas for further analysis, planning, and recommendations. Additionally, the guiding principles in action features conceptual examples and graphical representations of what the corridor would look like through this transformation. Finally, as part of the plan's implementation efforts, V&A remains involved in assisting the Village with key action items.

REFERENCE: John Imes, Village President | Village of Shorewood Hills | jimes@shorewood-hills.org | (608) 712-7898



Holy Hill Road

Germantown, WI

The Village of Germantown reconstructed and expanded Holy Hill Road, making the corridor safer, more accessible, and more attractive for developers and businesses. Spanning from the I-41 northbound ramps to Goldendale Road, this project has the potential to create hundreds of new jobs and generate millions of dollars in economic activity. The project is considered a regional improvement that will benefit many communities, including the Village of Richfield and the surrounding areas of Washington County. There are also more than 300 acres of industrial parks, 50 acres of retail, and 100 acres of mixed-use and residential areas zoned in close proximity to the Holy Hill Road corridor. The area is primed for new economic activity due to its proximity to I-41 and is expected to develop rapidly over the next decade.

The project included a four-lane divided urban cross-section from the I-41 northbound ramps to Goldendale Road, turn bays at intersections, improvements to the vertical geometry along Holy Hill Road to improve sight distances and drainage and decrease long slopes, street lighting, and traffic signals at the intersections of Holy Hill and Gateway Crossing and Holy Hill and Goldendale Road. Additionally, the project included a 10-foot-wide asphalt shared-use (off-road) path on the south side of Holy Hill Road, and a six-foot-wide asphalt sidewalk along the north side. Storm sewer, water mains, and sanitary sewer were also extended.

Holy Hill Road is an important east-west roadway that spans nearly all of Washington County and is viewed by the Village of Germantown as a gateway to the region. The I-41 interchange provides easy access for commuters, employers, product distribution, and residents. The expanded corridor is expected to create a strong, safe, and reliable transportation network for the numerous potential industrial and corporate facilities planned for the area.

Client

Village of Germantown

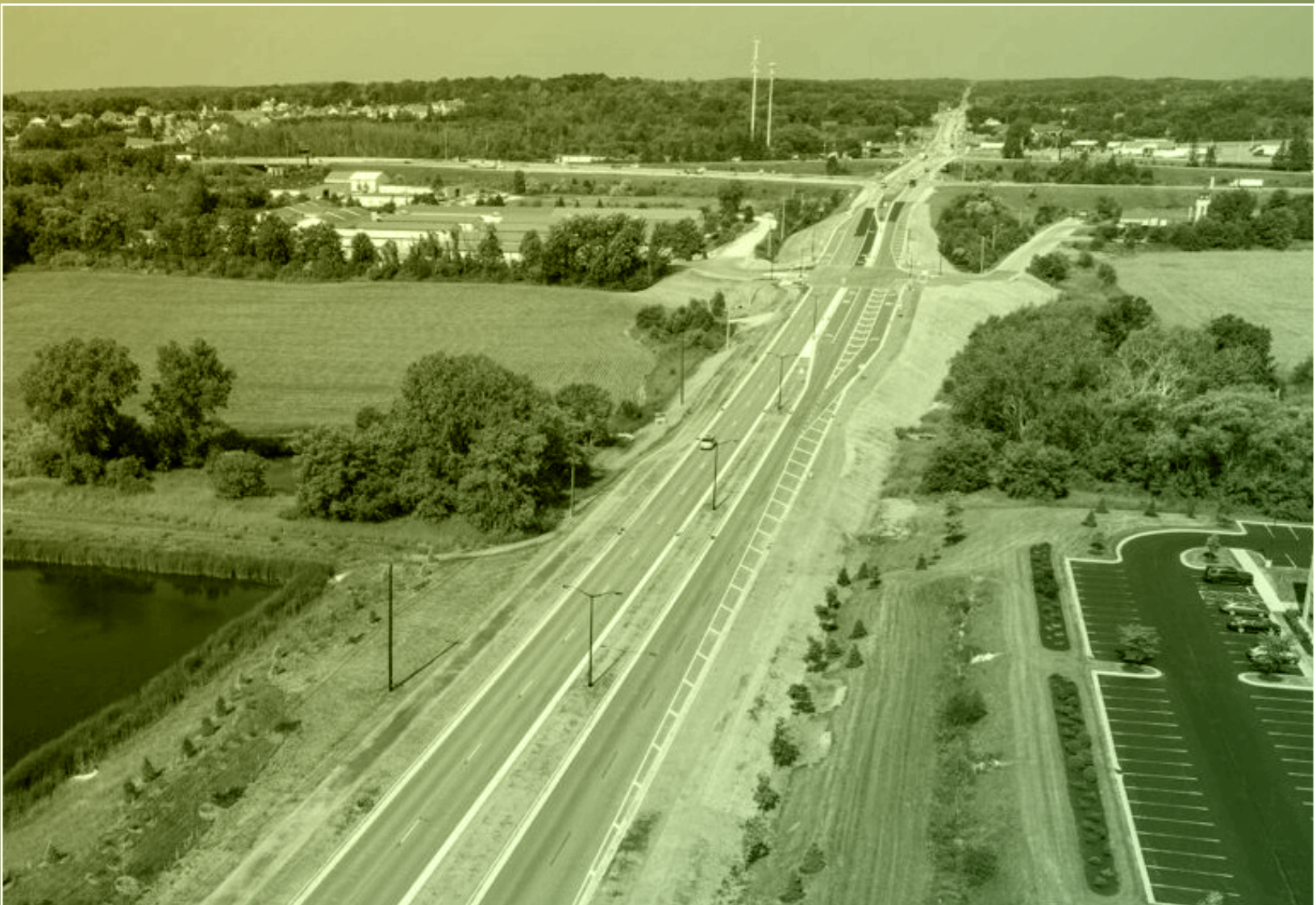
Project Team

Troy Hartjes, P.E.

Michael Gasper, P.E.

John Bruggeman, P.E., PTOE

raSmith
CREATIVITY BEYOND ENGINEERING



PROJECT DETAILS

SCOPE OF WORK

PHASE 1: PROJECT KICKOFF

The initial project phase will bring Village staff and consultant team members together to lay out the foundation and direction for the remainder of the planning process and confirm project expectations, scope, and goals. The team will work together to finalize the public engagement plan, communication strategies, and identify key stakeholders to provide input in the planning process.

PHASE 1 ACTIVITIES:

1. Project Team Kickoff Meeting:
 - a. Expectation setting, scope refinement, and goal development
 - b. Public Engagement Plan refinement
 - c. Communication Strategy development
 - d. Project Team Site Visit & Initial Field Work

PHASE 2: DUE DILIGENCE, SITE ANALYSIS, AND MARKET ASSESSMENT

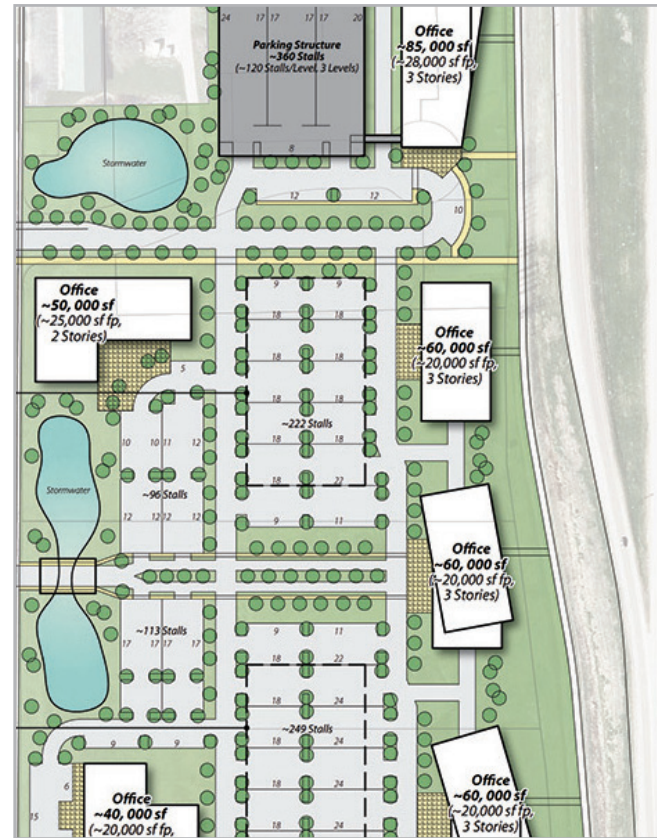
This phase will focus on establishing data, facts, and input that will inform the rest of the planning process. Using data collection, reviews of past plans, base mapping, public engagement, and stakeholder input, the project team will begin to develop a picture of the site's existing conditions and regional context.

Creating an achievable and actionable Master Plan requires an understanding of the site's position in the local and regional economy and market. Work in this phase will involve an analysis of market conditions including reviews of data related to housing, workforce and labor, education, income, industry, retail and commercial, drive radius, etc.

At the end of this phase, we will identify and document shared Development Objectives to guide the site's future development. These Development Objectives will be based on existing site conditions, market potential, Village goals, and input from the public, stakeholders, Plan Commission, and staff. The Development Objectives will guide the development of the Land Use and Transportation Alternatives and will clearly articulate the Village's goals to prospective developers, residents, and other stakeholders.

PHASE 2 ACTIVITIES:

1. Existing Conditions Analysis:
 - a. Confirm planning area boundaries
 - b. Existing Conditions and Past Plans Review
 - c. Land Use & Regulatory Analysis
 - d. Transportation Network Analysis
 - e. Community Analysis and reflection of findings from intergovernmental partners
 - f. Natural Resources Analysis
2. Redevelopment Analysis to identify redevelopment targets and Potential Redevelopment Site/Property Map
3. Market Assessment - Perform a basic market and economic development analysis to ensure recommended land uses are realistic and viable
4. Existing Conditions Mapping, including Planning Area Boundary Map, Location Map, Existing Land Use and Zoning Map, Natural Resources Map, and Existing Public Facilities Map
5. District Development Objectives
6. Existing Conditions Summary

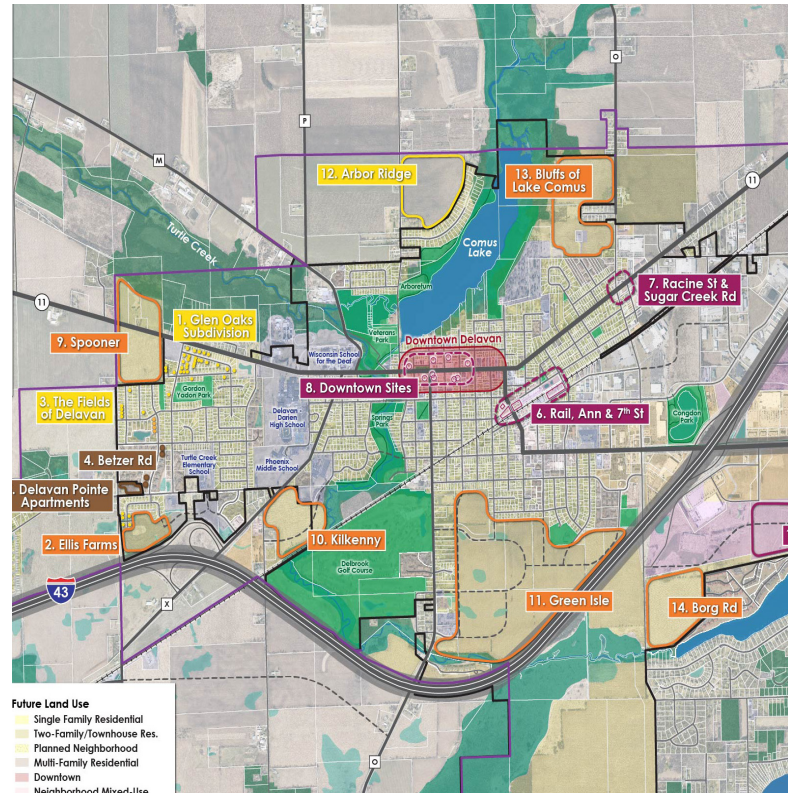


SCOPE OF WORK

PHASE 3: DEVELOPMENT OF MASTER PLAN

Phase 3 will develop alternatives that are grounded by the physical constraints of the site, market realities, and initial public and stakeholder input into the process. The project team will bring the leading concepts and alternatives to the project's various stakeholder groups to continue building community trust and buy in for the Master Plan. Resident and taxpayer input will be prioritized throughout the plan development process. The plan will identify not only economic opportunities but will also identify potential short- and long-term hurdles to prepare the community for implementation. The draft recommendations will include:

- **Land Use and Transportation Alternatives:** V&A will prepare 2-3 Land Use and Transportation Alternatives for the District that align the Village's established Development Objectives. The Alternatives will be in the form of highly conceptual site plans, which will foster productive conversations about options for the District, evaluating tradeoffs and seeking consensus. Elements that may be varied within the alternatives include locations of and types of land uses; development density/intensity; landscaping and buffering; and general locations of site access points, roads, sidewalks, trails, parking, and stormwater facilities.
- **Preferred Land Use Plan and Site Plan Designs:**
 - Following an iterative review process, the Preferred Land Use Alternative will be elaborated as a more detailed land use plan conceptual rendering that reflects input from the Village and community.
 - Scaled Site Plans will be prepared for the three areas described in the Village's RFP (Holy Hill Storage/MLG, east of Goldendale, and a District perimeter cross-section). These site plans will be accompanied by supportive images, representative photos, and text. Site plans may include details such as land uses; development density/intensity; building footprints, heights, or orientations; building materials; landscaping and buffering; site access points; locations of roads, sidewalks, and trail; parking and loading locations; and stormwater/drainage.
- **Preferred Transportation Network:** Develop proposed road, sidewalk, and trail networks; recommend street widths, streetscaping, and bicycle and pedestrian facilities; conceptual roadway cross-sections.
- **Recommended Improvements Mapping**, including Future Public Facilities Map and Future Land Use & Transportation Map.



Delavan Residential Housing Opportunity Analysis

PHASE 3 ACTIVITIES:

1. Draft #1: Staff Review Version
2. Draft #2: Plan Commission Review Version
3. Draft #3: Updated Plan Commission Review Version
4. Draft #4: Public Review Version
5. Draft #5: Public Hearing Version
6. Final, Adopted Plan

The draft plan will also include information and strategies to implement the plan recommendations such as:

- Preparation of preliminary cost estimates for proposed recommendations
- Assessing impacts on future property values and tax increment
- Identification of potential funding resources for plan implementation

SCOPE OF WORK

PHASE 4: PRELIMINARY PUBLIC ENGAGEMENT PLAN

Refer to the Public Engagement Plan, Meetings, & Communication section on page 27 of this proposal.

PHASE 5: DESIGN GUIDELINES TEXT

V&A will develop design guidelines to ensure cohesive and visually appealing development within the District. The guidelines will be primarily text with a limited number of illustrative photos or illustrations for each land use type. Guideline text will address sites, building exteriors, and landscaping. Whenever possible, guidelines will be written in such a way that they could be adopted into the zoning code in the future.

PHASE 5 ACTIVITIES:

1. Draft Design Guidelines Text
2. Final Design Guidelines Text

OPTIONAL TASK (BEYOND RFP BUDGET): ILLUSTRATED DESIGN GUIDELINES

This task is above and beyond the Village's established budget for this project. Typically, highly illustrative design standards require multiple rounds of revisions to ensure a product that works well for Village staff and public and captures the Village's aesthetic goals. This extra effort is worthwhile and results in a more user-friendly document that will be used and followed by the community.

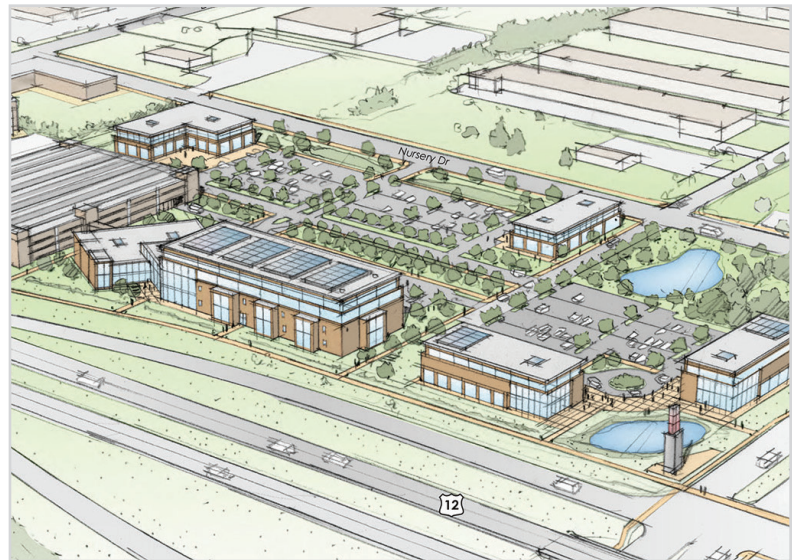
After the Design Guidelines text is finalized in Phase 5, V&A will prepare a highly visual version of the guidelines with illustrative graphics, numerous photos, and diagrams to convey design ideas and principles and illustrate elements of the "Germanic" theme. The resulting text and graphics will be packaged in a user- and web-friendly booklet.

ILLUSTRATED DESIGN GUIDELINES ACTIVITIES:

1. Draft #1: Design Guidelines Graphics
2. Draft #2: Design Guidelines Graphics
3. Final Design Guidelines

PHASE 6: MEETINGS AND COMMUNICATION

Refer to the Public Engagement Plan, Meetings, & Communication section on page 27 of this proposal.



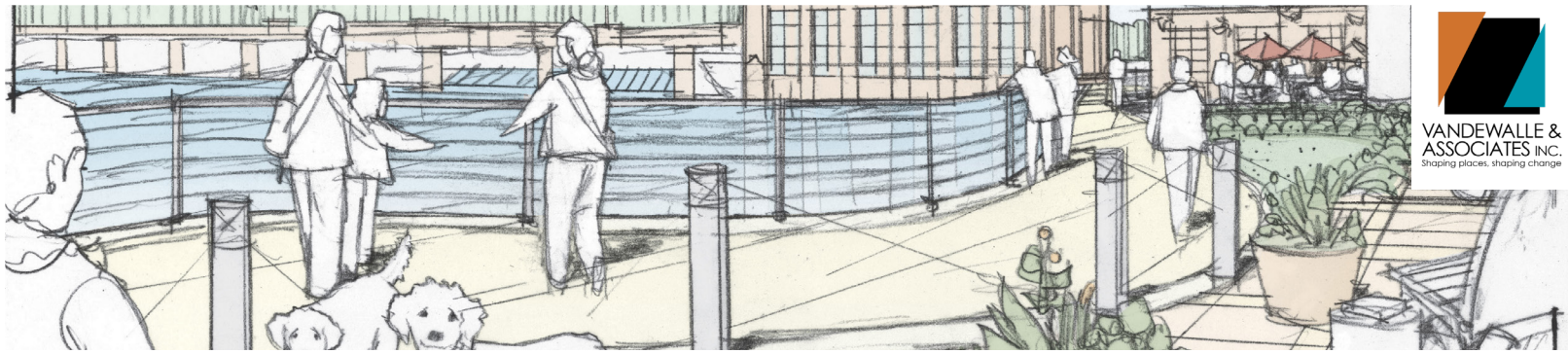
City of Middleton - Airport Road Birds-Eye Perspective

DELIVERABLES FOR PHASES 1 - 6:

- User-friendly master plan with graphics, designed for integration with the 2025 Comprehensive Plan
 - Existing Conditions Summary
 - Public Input Summary
 - Intergovernmental Cooperation Documentation
 - Land Use and Transportation Alternatives
 - Preferred Land Use and Transportation Plan
 - Implementation Strategies
- Design Guidelines as a standalone deliverable[



PROJECT MANAGEMENT DETAILS



V&A: FIRM OVERVIEW

VISION-DRIVEN PLANNING FOR PEOPLE, PLACE, AND PROSPERITY

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

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

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



2 offices
40+ years

► WHO WE ARE:

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

► AREAS OF EXPERTISE:

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

► OUR APPROACH:

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

► LEADERSHIP:

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

► WEBSITE:

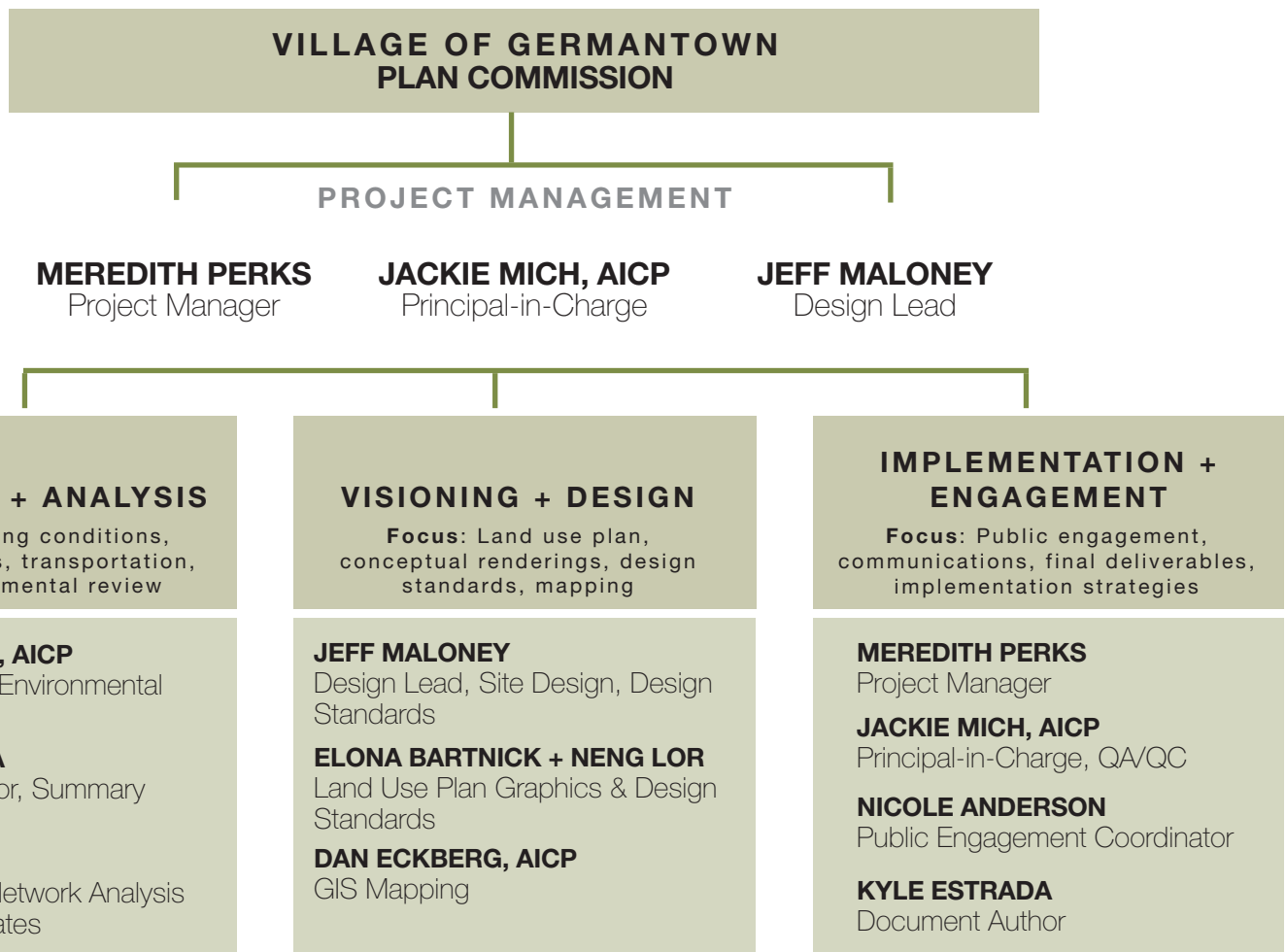
Visit our website at vandewalle.com to see some of our highlighted projects

PROJECT TEAM & ROLES

Vandewalle & Associates + raSmith. With offices in Madison and Milwaukee, Vandewalle & Associates is comprised of nearly 20 talented professionals including urban designers, landscape architects, economic development specialists, planners, and placemakers and storytellers. Our Project Team brings a depth and breadth of experience, knowledge, skills, and perspective to the Village of Germantown and the Holy Hill Gateway District Master Plan. We pride ourselves on our ability to work with our clients, to be sensitive to community needs, to satisfy functional and practical requirements, to discover meaningful and impactful stories, to find creative solutions, and create successful places.

Our firm's approach to overall management and integration of all activities in our scope of services is guided through the designation of a project manager to oversee all aspects of the project - within the firm and directly with the client. Meredith Perks will serve as the Project Manager and be the face of the project, responsible for planning, coordinating, and conducting the majority of the work, including meeting attendance with Village Staff and Plan Commission. Jackie Mich will serve as the Principal-in-Charge and advise on public engagement strategy, land use, and design standards. All Project Team members will be available and have the capacity to complete the project.

PROJECT TEAM ORGANIZATION





KEY PERSONNEL

Due to page limitations, abbreviated resumes are provided. Full resumes available upon request.



Meredith Perks, Associate Planner | Project Manager

Phone: 574.904.3119 | Email: mperks@vandewalle.com

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

EDUCATION

M.U.P.P. Urban Planning and Policy
University of Illinois at Chicago

B.A. Political Science
University of Notre Dame

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



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

Phone: 608.772.0132 | Email: jmich@vandewalle.com

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

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

EDUCATION

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

Jeff Maloney, Principal Designer | Design Lead

Phone: 608.255.3988 | Email: jmaloney@vandewalle.com

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



EDUCATION

B.S. Landscape Architecture
University of Wisconsin - Madison

KEY PERSONNEL



Kyle Estrada, Assistant Planner | Vandewalle & Associates

Phone: 414.988.8631 | Email: kestrada@vandewalle.com

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

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

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

EDUCATION

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

B.S. Geography / Social Sciences
Florida State University



Nicole Anderson, Project Assistant | Public Engagement Coordinator

Phone: 608.255.3988 | Email: nranderson@vandewalle.com

Nicole is an experienced administrative professional and communications specialist at Vandewalle & Associates. She has been with the firm for more than two decades. Nicole also has a keen eye for detail and has proven herself an unmatched asset in project assistance and communications. She specializes in formatting and production of outgoing documents, presentations, public engagement keypad polling, and surveys. Nicole provides intensive multitasking capabilities and a commitment to getting things done. Challenges are her specialty and she understands the value of building the loyalty and trust of staff and clients alike. A Madison-area native, Nicole enjoys seeing the impact that planning and economic development can have on her community.

EDUCATION

Business Studies Program, Madison College



Susan Hansen, Principal | Communications and Website Content

Phone: 608.255.3988 | Email: shansen@vandewalle.com

Susan is a marketing communications leader focused on development of communication materials and concepts. Susan helps to strategize and create marketing solutions for Vandewalle & Associates and its clients, and she directs, designs, writes and produces communications across all media.

Susan brings more than fifteen years of advertising agency experience as copywriter, designer, and creative director. She has worked to create selling concepts, marketing platforms, design, and copy for local, national, and international clients using print materials, radio, television, and video. Having also studied landscape architecture in addition to her journalism and graphic design background, she is uniquely equipped to deliver planning, conceptual, and community-positioning products with clear presentation of place-based concepts and their differing relevance to a variety of users.

EDUCATION

B.A. Journalism
Studies in Professional Landscape
Architecture
University of Wisconsin - Madison

KEY PERSONNEL



Elona Bartnick, Lead Associate Designer | Land Use Plan, Graphics and Design Standards

Phone: 608.255.3988 | Email: ebartnick@vandewalle.com

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

In her 20 years with V&A, Elona has contributed to a diverse range of projects including land and development plans for mixed-use and traditional neighborhood projects. She has worked on numerous redevelopment and downtown master plans, identifying areas that would benefit from reinvestment, and revitalization and developing guidelines and site designs for future redevelopment. Her involvement in comprehensive plan development includes creating regional and local asset and opportunity analysis maps, future growth or redevelopment scenarios and site designs, and additional graphics specific to each plan. She often leads the design component of comprehensive plans.

EDUCATION

B.S. Landscape Architecture
University of Wisconsin - Madison



Neng Lor, Assistant Designer | Graphic Assistance

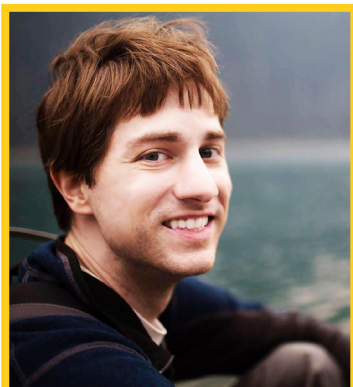
Phone: 608.255.3988 | Email: nlor@vandewalle.com

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

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

EDUCATION

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



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

Phone: 608.255.3988 | Email: deckberg@vandewalle.com

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

EDUCATION

B.A. Geography, Minor: GIS
University of Minnesota

KEY PERSONNEL



Troy T. Hartjes, P.E., Senior Project Manager | Transportation Network Analysis and Cost Estimates

Phone: 262.317.3305 | Email: Troy.Hartjes@raSmith.com

Troy has over 31 years of experience in municipal public works projects, specializing in urban and rural roadway rehabilitation and construction, utility design, stormwater management, and site development. He partners with communities as an extension of their team, delivering responsive, dependable solutions for complex projects. From capital improvement planning and regulatory compliance to securing funding and agency approvals, Troy leverages deep technical expertise and a client-first approach to ensure practical, cost-effective results that strengthen infrastructure and serve communities for the long term.

EDUCATION

B.S. Civil Engineering, Transportation
and Municipal Emphasis
University of Wisconsin - Milwaukee



John Bruggeman, P.E., PTOE, Senior Traffic Project Manager | Transportation Analysis and Cost Estimates

Phone: 262.317.3353 | Email: John.Bruggeman@raSmith.com

John has 20 years of transportation engineering experience, including traffic signal design, traffic impact studies, and traffic analysis. He oversees raSmith's traffic signal design efforts, which has included over 100 traffic signal designs in the last five years. He has managed intersection improvement and traffic signal retiming projects, including WisDOT Highway Safety Improvement Program (HSIP), WisDOT permit projects, and municipal projects. As a trusted advisor, John combines technical expertise with strategic insight to deliver tailored solutions that enhance safety and efficiency.

EDUCATION

M.S. Engineering & Urban Planning
University of Wisconsin - Milwaukee

B.S. Civil Engineering
Marquette University

Additionally, John is actively involved in the transportation engineering profession, providing technical conference presentations, serving on the ITE Wisconsin Section executive board, and teaching transportation engineering courses at Marquette University.

PROJECT MANAGEMENT PLAN

PROJECT MANAGEMENT

The Project Management team ensures the master plan is delivered on time, within scope, and aligned with the Village's vision. Responsibilities include:

- **Coordination:** Oversee all planning activities, manage schedules, and maintain communication between the Village, Steering Committee, and project team.
- **Budget & Scope Control:** Monitor costs, approve changes, and ensure compliance with contractual obligations.
- **Decision-Making:** Resolve issues, prioritize tasks, and maintain alignment with project objectives.
- **Leadership:** Provide guidance to team members and ensure stakeholder expectations are met.

QUALITY CONTROL

Quality control is embedded throughout the planning process to guarantee accuracy, consistency, and compliance with Village standards:

- **Review & Approval:** Conduct systematic reviews of deliverables, including maps, graphics, and written content.
- **Compliance:** Ensure adherence to best planning practices.
- **Design Integrity:** Validate that conceptual renderings, land use plans, and design standards meet professional and community expectations.
- **Final QA/QC:** Principal-in-Charge (Jackie Mich) provides executive oversight and final approval before submission.

ROLE OF VILLAGE STAFF

In an effort to maximize efficiency and control costs, we suggest Village staff maintain the following responsibilities throughout the project:

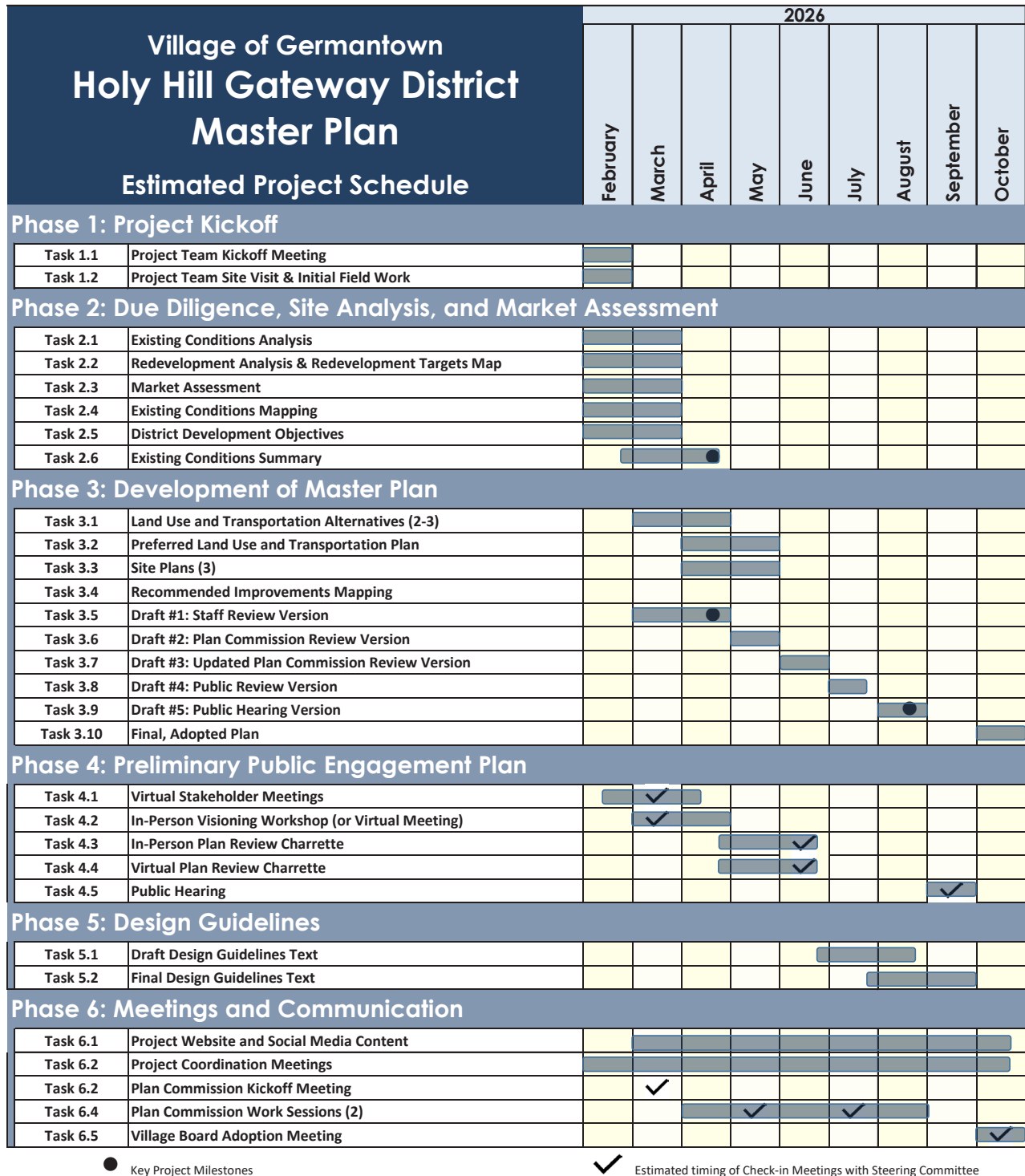
- Provide detailed insights about the community, key issues, and property owners, not readily available or apparent to the consultant.
- Provide V&A with copies of all existing plans and ordinances, research, inventory information, and digital mapping data relevant to this process, as needed.
- Review and provide Vandewalle & Associates with professional feedback on all draft documents.
- Print/copy and distribute all documents and meeting materials, in addition to providing any meeting refreshments. Post all official notices as needed.
- Identify and reserve adequate meeting facilities, finalize meeting dates and times, and provide all accommodations for disabled participants as may be required by law.
- Provide parcel-based GIS data including existing zoning, existing land use, planned land use, property ownership, and addresses for each parcel.

PROJECT SCHEDULE

Based on the proposed Scope of Work, detailed in the Project Details section of our proposal, the V&A and raSmith team has the capacity and ability to complete the Holy Hill Gateway District Master Plan in the timeframe outlined in the Village's RFP.

As shown below, the proposed project schedule is broken down by task. Working with Village staff and the Plan Commission, the proposed project schedule can be further refined during contract development to best fit the Village's existing meeting schedules and other ongoing work.

Overall, we have a strong commitment to providing on time and on budget deliverables throughout the planning process.





Eau Claire Cannery District - Eye Level Perspective

PUBLIC ENGAGEMENT PLAN, MEETINGS, + COMMUNICATION

PRELIMINARY PUBLIC ENGAGEMENT PLAN

V&A matches quantitative analysis with qualitative data collection and analysis in creating any community plan. Most importantly, this includes diverse, robust, equitable, and continuous public input integrated throughout the process. Resident and taxpayer input will be prioritized throughout the plan development process. Using a seamless combination of virtual and in-person opportunities, we aim to build consensus around key ideas, generate feedback from a wide-ranging audience of representative groups, and utilize different formats, techniques, and technologies to make for fun, engaging, and quality experiences. Feedback from the community will be generated at various stages of the process to provide the building blocks for the development and review of deliverables, work products, and the overall Master Plan. Leveraging technological tools and time-tested strategies, our approach broadens opportunities for participation to create a more inclusive planning process. The Preliminary Public Engagement Plan outlined below provides a variety of events and activities; the plan will be finalized through discussions between V&A and the Village.

UPFRONT PUBLIC ENGAGEMENT

- **Virtual Stakeholder Meetings:** We use stakeholder meetings (individuals or groups) to gather insights directly from the subject matter experts in the community. Participants in stakeholder focus groups will be selected in consultation with Village staff, but are likely to include local government entities and agencies (Village, School District, Richfield, Washington County, SEWRPC, MMSD, DNR, etc.), area realtors and developers, property owners and businesses in the District, area and regional employers, economic development organizations, and representatives from key Village committees, among others. Up to six focus groups will be held following Phase 2 to identify potential issues and opportunities.

Target Audience: *Subject matter experts and District stakeholders*

- **In-Person Public Visioning Workshop (or Virtual Workshop):** This event will generate the feedback needed to establish the Development Objectives for the District. The Vision Workshop will be facilitated by V&A's experienced team members and will be highly interactive to solicit a wide variety of input. It will include an overview of existing conditions and solicit input on the 2050 Plan recommendations as well as community ideas and wishes. Workshop materials will also be posted to the project website for individuals unable to attend in person to contribute feedback. If desired, this meeting could instead be conducted as a virtual event.

Target Audience: *General public able to attend a meeting during a specified time*

Virtual Meetings: *Using Technology Effectively*

Vandewalle & Associates has ready access to a diverse array of web tools to engage a diverse range of stakeholders, keep projects moving, information flowing freely, and all team members on the same page:

Online Public Engagement. As remote work has allowed many to adapt to new working styles, a combination of in-person and virtual tools may reach the broadest audience for community participation. We have access to virtual tools such as:

- Online surveys through SurveyMonkey or Polco
- Interactive online map-based surveys through Map.Social or ESRI
- PowerPoint presentations recorded with full audio and the option to auto advance, which can be distributed electronically
- Interactive webinars held through Adobe Connect or Zoom
- Virtual meetings with interactive components (surveys, breakout groups, etc.)
- Broadcast announcements through an email blast
- Video summary recordings of key milestones, draft documents, or project updates

Client Communication and Project Management. As alternatives to face-to-face communication, we have several options available that allow the exchange of ideas, documents, and more. These options are immediately available and regularly used by V&A staff:

- Microsoft Teams
- GoToMeeting
- Zoom / Webex
- Adobe Connect
- ESRI Crowdsense Reporter

V&A recognizes the importance of delivering a final product that drives change through implementation. Our approach features the generation of community buy-in throughout the planning process, a strategic set of steps for development and adoption of the Plan and leveraging the momentum at the conclusion of the process to begin implementation. This work element is proposed to feature the following steps:

Project Coordination Meetings

- Staff kickoff meeting to finalize engagement plan (described in Phase 1)
- Bi-weekly project coordination meetings with the core consultant team and Village staff (virtual meetings)

Plan Commission Meetings: Throughout the process, the Plan Commission will provide feedback, insight, and direct policy decisions associated with the Master Plan development.

- Plan Commission Kickoff Meeting
- Plan Commission Work Session 1
- Plan Commission Work Session 2
- Public Hearing

Village Board Adoption Meeting

PLAN REVIEW

After the Draft Master Plan is prepared, V&A will take the plan to the public for their input on the ideas generated in the plan.

- **In-Person Plan Review Charrette:** At this event, participants will be asked to review the Alternatives, design ideas, and other plan recommendations in an interactive, charrette-style meeting. This event will be specifically advertised to property owners in and around the district, as well as the general public. Workshop materials will also be posted to the project website for individuals unable to attend in person to contribute feedback.

Target Audience: local property owners and other members of the public able to attend a meeting during a specified time

- **Virtual Plan Review Charrette:** This virtual opportunity will cover similar content as the Plan Review Charrette, but it will be modified to suit an online format.

Target Audience: members of the public unable to attend a public meeting and who need more flexibility

- **Public Hearing:** V&A will attend one public hearing at a meeting of the Plan Commission to collect additional public testimony on the plan.

Target Audience: General public able to attend a meeting during a specified time

COMMUNICATIONS - METHODS AND STRATEGIES

This communication strategy has been crafted to ensure that the public is informed throughout the planning process, with the aim of providing maximum transparency and building trust and buy-in for the plan.

- **Project Website and Social Media Content:** The project website is a crucial tool for public awareness and participation in the planning process. V&A will provide informative communication materials for the Village-hosted website throughout the process to keep residents informed. The website will serve as a primary communication channel for the project, encourage and obtain public input, and be a repository for key work products and deliverables. The Public Input Summary and Existing Conditions Summary will be posted on the project website as soon as they are ready. We will also develop content for social media posts at key stages of the process and use all available channels for promotion of public engagement events.

Optional Task (beyond RFP budget): FAQ Handout

This task is above and beyond the Village's established budget for this project. This is a beneficial addition because it builds transparency and trust, improves engagement, is an effective way to share key information quickly.

- **FAQ Handout:** V&A will prepare a detailed FAQ sheet for distribution and posting on the project website that addresses key issues and areas of concern about the project so that all stakeholders are working from the same information. ([Example](#))



PROJECT COST + LABOR HOURS

COST OF SERVICES

The Vandewalle & Associates + raSmith Team is focused on providing the Village of Germantown with a project that provides excellent value and clear direction

We are presenting a Draft Budget for your consideration and are willing to revise to best serve the project and community. The Proposed Project Budget below outlines estimated costs for each phase and task and an overall cost. While the actual cost of individual tasks may ultimately be more or less than the amounts presented, the **work described in the Scope of Work will not exceed a lump sum fee amount of \$90,000.**

Costs quoted in this proposal will be honored for a minimum of 90 days. Additional tasks not included in the final contract may be addressed through a separate scope and budget, or Work Order, billed on a time and materials basis.

Village of Germantown Holy Hill Gateway District Master Plan Estimated Project Budget		Jackie Mich Principal-in-Charge \$200	Meredith Perks Project Manager \$150	Jeff Maloney Principal Designer \$240	Kyle Estrada Assistant Planner \$115	Nicole Anderson Communications \$80	Susan Hansen Marketing Principal \$175	Elena Barthick Associate Designer \$175	Neng Lor Assistant Designer \$115	Dan Eckberg GIS Planner \$135	Troy Harfies raSmith \$192	John Bruggeman raSmith \$150	Expenses	Total
Phase 1: Project Kickoff														
Task 1.1	Project Team Kickoff Meeting	3	5		5		2						\$20	\$2,295
Task 1.2	Project Team Site Visit & Initial Field Work	2	2										\$20	\$720
Phase 2: Due Diligence, Site Analysis, and Market Assessment														
Task 2.1	Existing Conditions Analysis	2	11		22	6	0	4	4	10	4	40		\$14,338
Task 2.2	Redevelopment Analysis & Redevelopment Targets Map	2	2		2				4					\$1,390
Task 2.3	Market Assessment		2	2	2									\$1,010
Task 2.4	Existing Conditions Mapping							4	4	16				\$3,320
Task 2.5	District Development Objectives	2	2		8									\$1,620
Task 2.6	Existing Conditions Summary				8	4								\$1,240
Phase 3: Development of Master Plan														
Task 3.1	Land Use and Transportation Alternatives (2-3)	2	12	6	6			12	24	4	2	2		\$10,414
Task 3.2	Preferred Land Use and Transportation Plan		4	2	4									\$1,540
Task 3.3	Site Plans (3)		4	4	1			12	36					\$7,915
Task 3.4	Recommended Improvements Mapping				4					10				\$1,810
Task 3.5	Draft #1: Staff Review Version	1	4		8									\$1,720
Task 3.6	Draft #2: Plan Commission Review Version	1	2		8			2	8					\$2,690
Task 3.7	Draft #3: Updated Plan Commission Review Version		2		2			2	6					\$1,570
Task 3.8	Draft #4: Public Review Version		2		2			2	4					\$1,340
Task 3.9	Draft #5: Public Hearing Version	1	2		2			2						\$1,080
Task 3.10	Final, Adopted Plan		2		2									\$530
Phase 4: Preliminary Public Engagement Plan														
Task 4.1	Virtual Stakeholder Meetings		8		8	12								\$3,080
Task 4.2	In-Person Visioning Workshop (or Virtual Meeting)		4		8	16			2				\$200	\$3,230
Task 4.3	In-Person Plan Review Charrette		4		8	16			2				\$200	\$3,230
Task 4.4	Virtual Plan Review Charrette		4		8	2			2				\$20	\$1,930
Task 4.5	Public Hearing	4	4		4								\$20	\$1,880
Phase 5: Design Guidelines														
Task 5.1	Draft Design Guidelines Text	10		2										\$2,480
Task 5.2	Final Design Guidelines Text	10												\$2,000
Phase 6: Meetings and Communication														
Task 6.1	Project Website and Social Media Content		2		10		4							\$2,150
Task 6.2	Project Coordination Meetings		36		18						4			\$8,238
Task 6.3	Plan Commission Kickoff Meeting		4		4								\$20	\$1,080
Task 6.4	Plan Commission Work Sessions (2)		8		16								\$40	\$3,080
Task 6.5	Village Board Adoption Meeting		4		4								\$20	\$1,080
Total Cost-not-to-exceed:													\$560	\$90,000
Optional Add-On Services														
Task A	Illustrated Design Guidelines	8	2	8	10	4	10	30	50					\$18,040
Task B	FAQ Handout	1	2		8	3	2							\$2,010