

GM/JATCO Redevelopment Master Planning and Development Strategy

RFP #2025-1105

Client Name: City of Janesville

December 5, 2025



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Nick Faust
Assistant to the City Manager
City of Janesville, Wisconsin

Re: Request for Qualifications – GM/JATCO Redevelopment Master Planning and Development Strategy

Dear Mr. Faust,

AECOM Technical Services, Inc. (AECOM) is pleased to respond to your Request for Qualifications for a community-centered reuse plan for the former GM/JATCO site. We understand that this is a unique opportunity to accelerate Janesville's population growth and benefit the local economy, and that selecting the right planning partner is essential. Three key reasons why the City of Janesville should consider AECOM as your partner for site repositioning to support the local economy and fulfill community goals are below.

We bring a long history of supporting reuse of closed auto plants and other industrial sites with high-quality analysis.

Our approach is anchored by more than 50 years of experience working in regions impacted by the loss of major employers, including cities which have seen their automotive assembly plants close since 2006. Our experience in site reuse and economic development is best evidenced through AE OM work in Flint, St. Louis, St. Paul, and Indianapolis, where Chris Brewer, our Project Director, led the evaluation of reuse options for former automotive assembly sites owned by Chrysler, Ford, Navistar, and GM, as well as other former industrial sites. These studies have helped lead to successful redevelopment and reuse as warehouse facilities, mixed-use redevelopment sites, and signature public-private partnerships such as a \$1B Community Justice Center in Indianapolis. We have also led data center site selection studies and understand the specific utility and site requirements for data centers.

We understand how to evaluate redevelopment scenarios for former industrial sites that require remediation.

Environmental specialists at AECOM, including key staff member Shannon Flanagan, PE, bring specialized knowledge of environmental remediation requirements for former industrial sites to facilitate redevelopment for either commercial/industrial or residential standards. AECOM also brings a wealth of experience understanding public infrastructure, including railroads and utility providers, and we understand infrastructure implications for proposed reuse options including manufacturing, distribution, data center, or mixed-use development.

We are committed to community engagement that offers residents the opportunity to make meaningful choices about their city's future.

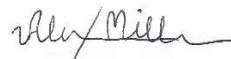
Our community engagement work is never about checking a box. We come into every engagement process with an openness to ideas and then work closely with residents and stakeholders through interviews, charrettes and meetings to share constraints and opportunities based on physical, environmental, and local market characteristics. We will use a combination of stakeholder interviews, Advisory Board meetings, and charrette-based open houses to build the final Conceptual Redevelopment Framework. At each stage of the project, we will demonstrate how community feedback has been incorporated.

We thank you for the opportunity to submit a response to this Request for Qualifications and hope to have the opportunity to discuss the project with you soon.

Sincerely,



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SECTION 01

Project Understanding & Approach

Project Understanding

We understand that the GM/JATCO redevelopment is a generational project for the City of Janesville's South Side. The City's acquisition of the combined project site, its work to complete environmental studies, and its pre-positioning of a potential data center project show that the City is aggressively moving to ensure that this site is efficiently reused to create benefit for the residents of Janesville.

Our team is proposing an expedited 10-month project timeline built around key pillars of targeted market and environmental analysis and community visioning processes. We will establish a mix of land uses and a preferred development scenario, and create a final, actionable framework for redevelopment.

We understand that the potential data center project raises important considerations for the future of the site and the South Side of Janesville. While the project could bring significant revenue for site remediation and unlock some portions of the site for other land uses, residents and neighbors seem equally aware of potential concerns. To successfully navigate this nuanced conversation and build community trust in our conclusions, our team will bring:

- An open mind and a spirit of community collaboration and co-design, supported by in-depth open house charrette meetings and an online community survey
- Extensive knowledge of data center siting processes across the U.S., development characteristics, potential economic and tax benefits, and potential negative externalities and market risks
- Detailed understanding of remediation requirements and costs in context, potential new horizontal infrastructure investment needs, and the impact of these costs on feasible development types and project timelines for portions of the GM/JATCO site
- A market analysis approach that explores "highest and best use" (hereafter referred to as "HBU"), with an understanding that economically productive uses may support social and environmental benefits
- Clarity on trends that affect the future of the City of Janesville and its South Side, and how this site development can help respond to those trends and enhance the South Side's status as a thriving neighborhood.

Consensus-building: Our approach to the GM/JATCO Redevelopment Master Plan and Development Strategy is built around structured stakeholder and public engagement. This includes a plan at the outset of this effort to conduct up to 20 one-on-one interviews with Advisory Board members, government agency representatives, community organizations, business owners, and real estate experts to help build our understanding of local issues and opportunities. The process of consensus-building will flow through a series of Advisory Board meetings and open house charrettes that will allow residents to work collaboratively with the project team to design and select the final Conceptual Redevelopment Framework.



We know that engagement for sensitive projects is best structured as a feedback loop that enables stakeholders to understand what they are being asked for, how their input will be used, and how that input ultimately influences outcomes. At each stage of the work, we will clearly indicate how community voices are incorporated into land use choices, the site design, and the redevelopment plan.

Brownfield redevelopment: We will use an HBU approach to evaluating potential scenarios for industrial site redevelopment to provide outcomes of our work that will be compliant with regulations, physically possible, and market supported. Our work will include a detailed understanding of cleanup, soil management, and monitoring requirements as well as geotechnical considerations, based on existing environmental studies. We will evaluate the feasibility of proposed land uses before proceeding to detailed scenario development.

Market analysis: Our market analysis work will place demographic and employment trends in context with residential and commercial real estate market and industry trends applicable to the region, site, and adjacent neighborhoods. Real estate development trends covering rents, values, transactions, and absorption will be summarized. Sources such as CoStar, the US Census, Lightcast, Placer.Ai and others will be used in support of these studies. Key areas of focus will include:

- Advanced manufacturing
- Warehouse and e-commerce distribution / showroom
- Office and retail
- Data center
- Residential mixed-use

Trend-based visioning: This project provides a chance for Janesville to pivot certain economic and population trends that could affect the community's future. One area of focus we suggest is working with community members and local stakeholders to conduct trend-based visioning that helps show how site reuses could help support a new trajectory for the City. For example, over the last 10 years, Janesville's population has slowly grown at a rate of 0.3% per year, but the share of the population over 65 has increased while the number of children under 18 has fallen. Our team therefore proposes to examine local housing stock and job opportunities to understand where there may be chances to provide newer housing typologies, family-supportive jobs, open space opportunities, or improvements to the tax base that would support local schools and services. The intent would be to encourage families to remain in or move to Janesville, thereby supporting the City's long-term growth.



Actionable implementation strategy: Our development scenarios and final implementation framework will provide the City with the clarity needed to move the Conceptual Redevelopment Framework forward. Our work will include:

- Recommended uses that respond to the environmental conditions that vary across the combined GM/JATCO site
- Anticipated developer profiles
- Anticipated mix of uses (residential versus commercial / industrial or open space)
- Role of the public sector
- Need for incentives, including anticipated role of TID #42
- Anticipated users (public/private/non-profit)
- Timeline of next steps and anticipated phasing of City and partner efforts

Project Approach

Our workplan for this project follows the seven-task format laid out by the City of Janesville, with an optional additional Task 8 for financial analysis and transaction support as the City works to issue RFP/Qs for development or evaluate specific developer proposals and public-private partnership scenarios for redevelopment.

Task 1: Project Initiation & Data Review

This task will establish a clear foundation for the planning process through project kickoff meetings, data collection, and review of existing studies, environmental reports, and site conditions. The consultant will collaborate with City staff and the Advisory Board to confirm goals, deliverables, and data-sharing protocols that ensure alignment from the outset.

Task 1.1: Kickoff Meeting

Conduct an in-person two-hour kickoff meeting with City staff, the Advisory Board, and two AECOM staff. The kickoff meeting will include a facilitated discussion of project scope, timeline, data calls, and public engagement components using an AECOM-provided kickoff document. Initial stakeholder interviews, which may include Advisory Board members and others, will be discussed and a schedule established during this meeting.

Task 1.2: Data & Environmental Review

AECOM will review existing data from the City GIS Portal, environmental reports from WDNR BRRTS, and prior redevelopment studies supplied by Client. These will be used to kick-start considerations of Task 2 environmental integration work and Task 3 public utility work, as well as providing relevant context for upcoming stakeholder interviews.

Task 1.3: Data Sharing

AECOM will establish a collaborative SharePoint site for City, which we will use throughout the course of the project.

Task 1.4: Recurring Check-In Meeting Schedule

AECOM and the City will establish a bi-weekly time for virtual one-hour recurring client check-in meetings.

Task 1 Deliverables:

- One (1) two-hour in-person kickoff meeting
- Project Kickoff Document including scope, timeline, and proposed public engagement plan
- Meeting minutes from Project Kickoff
- Eighteen (18) recurring bi-weekly client check-in meetings over a 9-month study period, with meeting minutes
- Establish and share a collaborative SharePoint site with City of Janesville staff.

Task 2: Site Assessment & Environmental Integration

This task will include a review of existing available environmental and site records provided by the client during the first month of the project to evaluate the environmental conditions, constraints and regulatory obligations that may impact the redevelopment. These environmental considerations will be incorporated into redevelopment planning and determination of land-use strategies. Key environmental constraints and opportunities, including those noted below, will be identified on visuals (e.g. map) to be included in the PowerPoint presentation deliverables for each meeting.

- Soil management requirements for areas requiring soil disturbance for redevelopment
- Identification of areas that may need further investigation or remediation to achieve cleanup standards more stringent than industrial, based on planned land-use
- Requirements related to groundwater management
- Identification of redevelopment areas that may require evaluation of vapor intrusion potential; and
- Geotechnical considerations related to remaining subgrade structures / foundations.

To align the planning process and the City's environmental obligations, AECOM will conduct three (3) virtual coordination meetings with City's environmental consultant and WDNR.

2.1 Virtual Meeting 1 - Existing Data and Reports

Meeting 1 will occur at the conclusion of Task 1, and will include AECOM staff, City staff, and City environmental consultants. It will focus on AECOM's understanding of existing environmental conditions and remediation obligations to review accuracy and completeness.

2.2 Virtual Meeting 2 – Locations and Estimates of Soil Disturbances

Meeting 2 will occur once the AECOM team has developed two initial scenarios for development, but before these scenarios are presented to community members. It will focus on locations and estimates of soil disturbance areas, to allow the City's environmental consultant to evaluate cleanup costs associated with proposed development plans.

2.3 Virtual Meeting 3 – Alignment of Cleanup Plan with Final Goals

Meeting 3 will present a draft of the final proposed development scenario to WDNR and City's environmental consultant to determine whether the scenario aligns with cleanup goals before it is finalized. This virtual meeting will occur prior to public presentation of the final proposed scenario.

Task 2 Deliverables:

- Three (3) virtual meetings with meeting minutes. These may coincide with established Client bi-weekly check-in meetings or may be scheduled separately.
- Concise PowerPoint presentations for each of the three (3) virtual meetings (Final)

Task 3: Market and Feasibility Analysis

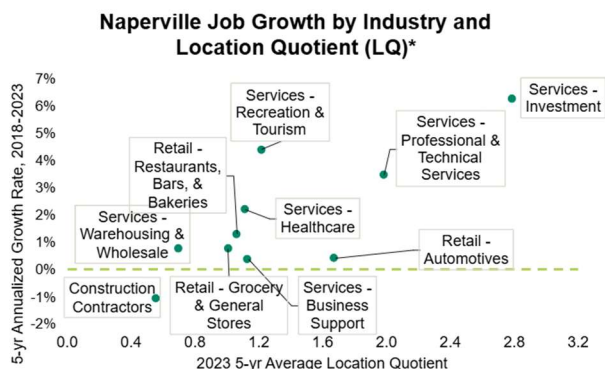
AECOM will work to identify viable and financially feasible redevelopment scenarios using an HBU market analysis methodology. HBU analysis seeks to identify the use of a given property that is:

- a. Compliant with Regulations: Zoning and planning regulations as well as state and federal cleanup / monitoring requirements
- b. Physically Feasible: Capacity of a site to support development, considering road and rail access, soil quality, floodplains, and related factors
- c. Market Supported: The combination of land & building values, rents and market forces which allow projects to exceed thresholds for market viability, generating the highest value
- d. Highly Productive: Among the potential development options, the preferred option would yield higher residual land value, or return on investment (ROI).

While higher residual land value increases the options available to the City of Janesville, and is likely to accelerate the timeline for redevelopment, our HBU method will not preclude the prioritization of social and environmental goals. This approach establishes an economic baseline from which we can examine potential alternative uses. Our engagement work during Task 3, including the first Open House and the Community Survey, will enable us to simultaneously consider community preferences and priorities.

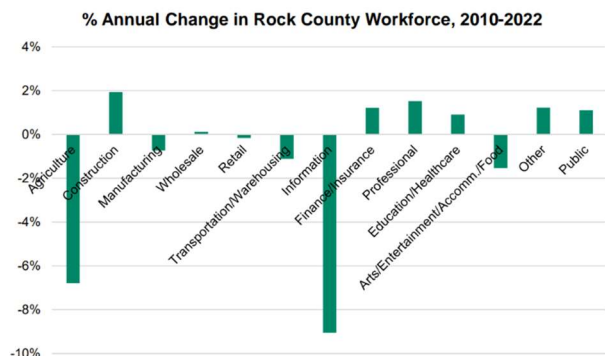
3.1 Demographic Analysis

AECOM will analyze demographic trends relating to population size and growth, age, race/ ethnicity, income, household structure, and other key variables. Focus will be placed on understanding trends related to specific target populations that may be priority benefactors of new affordable housing development such as low-income households, seniors, and people with above-average commutes. This data will be compiled from datasets from the City of Janesville, Rock County, the U.S. Census Bureau / American Community Survey, and other reliable sources as needed.



3.2 Industry & Employment Analysis

AECOM will analyze economic issues and opportunities affecting the city. This analysis will categorize industries into market clusters to determine the current scale of their impact: local/ neighborhood, city or regional. The clusters will also be analyzed against the current land use framework to help calculate the overall impact businesses and employment have on physical development throughout the city. Sources such as the U.S. Census, Lightcast, and the Bureau of Labor Statistics (BLS), will be used to evaluate major industries. Economic and demographic trajectories will be framed, along with potential drivers of demand for new affordable housing inventory. Study area trends will be compared to state/U.S. trends, with select comparisons to regional cities with an industrial legacy to assess how these areas have evolved differently over time.

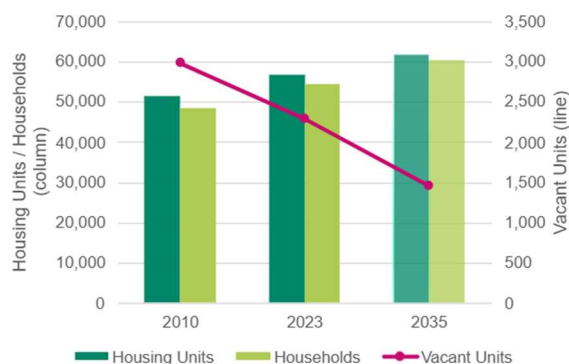


3.3 Real Estate & Housing Market Analysis

AECOM will provide an overview of residential and commercial real estate market trends applicable for the study area. The overview will confirm unfolding local real estate dynamics across new construction, rents and building values, and occupancy, using sources such as CoStar to frame activity across retail, office, and industrial segments. AECOM will work with the City to collect data on renovation permit activity in and adjacent to the study area. We will conduct more detailed real estate assessments for the areas surrounding the GM/JATCO site, with an additional focus on rents, land and building values, absorption and development pipelines — all in context with

demand drivers. Objectives will focus on identification of areas where real estate valuations point to emerging market interest for new construction and revitalization.

We will also compare home values and apartment rents for downtown Janesville relative to citywide and regional trends. Our team will also assess how housing prices and affordability have changed in recent years, and the extent to which new households have moved into the market. Data from the U.S. Census, Housing and Urban Development (HUD), and the Federal Housing Finance Agency will be placed in context with information from available parcel data regarding unit inventories, values and insights regarding demand and supply.



3.4 Preliminary Infrastructure and Utility Capacity Review

We will conduct phone calls, virtual meetings, and/or email correspondence with City staff and stakeholders to evaluate capacity of key infrastructure systems both on-site and off-site, including roadways; rail infrastructure; water, stormwater, and sanitary sewer systems; and electric utility infrastructure. We will also seek City input on standards for new road construction to understand future costs of adding additional roadways on site.

3.5 Land Use Program Options

In preparation for generating more detailed redevelopment scenarios, AECOM will produce a summary of up to three (3) potential land use program options for Advisory Board and stakeholder consideration. These options will include:

- Environmental feasibility analysis of potential land uses (residential, commercial, industrial) in different portions of the site based on localized environmental conditions and remediation needs, as possible based on existing available environmental data
- HBU analysis of market-preferred uses, and how these uses could support community priorities and benefits such as residential development and open space
- Target end users, market characteristics, and supportable square footage for commercial and industrial uses.

- Target housing types, price ranges, and supportable unit production for residential uses, if feasible based on environmental data
- Target goals for open space acreage and programming types for open space
- Consideration of incentives needed and public-sector roles for each potential land use
- Preliminary, high-level consideration of utility and infrastructure investments for each potential land use
- Likely timelines to achieve buildout based on market characteristics and need for external funding sources.

Components of the three land use program options will be discussed during first public open house on community priorities and opportunities.

Task 3 Deliverables:

- *Technical Memo 1: Market and Feasibility Summary Report summarizing the results of Tasks 3.1-3.5 (Draft, Final)*
- *PowerPoint presentation summarizing process, assumptions, and findings from Task 3 (Draft, Final)*

Task 4: Conceptual Redevelopment Framework

For Task 4, AECOM will prepare two (2) conceptual alternatives based on market and feasibility data, and stakeholder and community feedback gathered during Task 3 engagement events. Public engagement during this

4.1 Conceptual Alternatives

These two (2) prepared alternatives will include possible land use mixes, circulation systems, open spaces, and infrastructure improvements. Each concept will demonstrate how it incorporates environmental, economic, and community objectives. Each alternative will include:

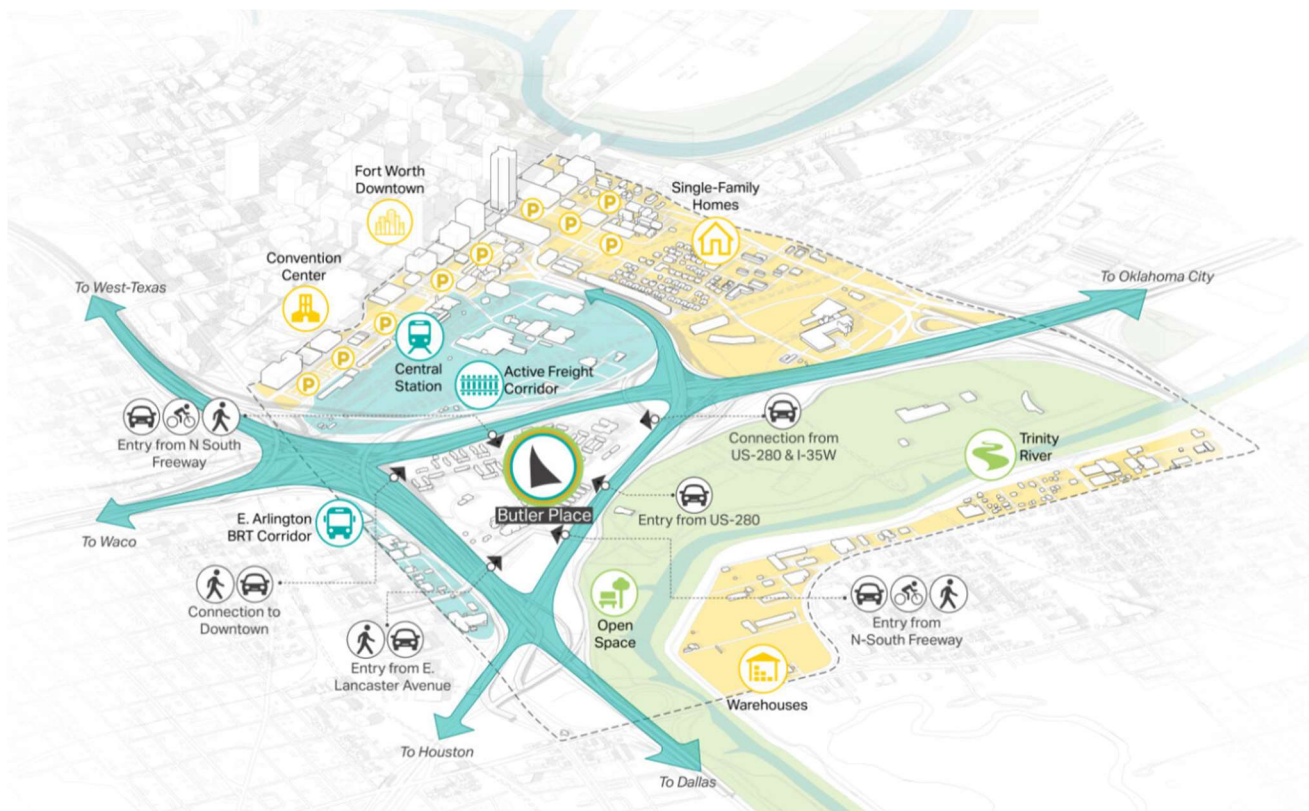
- Land use program and proposed mix by acreage/square footage. Housing, commercial, and/or industrial typologies as warranted by the land use mix.
- Placement of open space and stormwater retention or detention assets
- Circulation systems
- Potential infrastructure improvement requirements
- Phasing, infrastructure, and cost assumptions

4.2 Preferred Conceptual Framework

Based on community feedback from Open House 2, as well as City and Advisory Board feedback, AECOM will combine the conceptual alternatives into a final preferred redevelopment framework including the same details as in Task 4.1.

Task 4 Deliverables:

- *One (1) PowerPoint presentation documenting the two conceptual alternatives in Task 4.1. (Draft, Final)*
- *One (1) PowerPoint presentation documenting the Preferred Conceptual Framework in Task 4.2. (Draft, Final)*



Task 5: Public and Stakeholder Engagement

AECOM proposes seven (7) stakeholder and public engagement touchpoints throughout the project, which are further detailed in **Section 04: Public Engagement Plan**. We propose that this occur in three phases.

The first phase (coinciding with Tasks 1 and 3) entails working with stakeholders through a kickoff meeting and interviews to build an understanding of the project context and current public perceptions of the site. This will coincide with initial phases of analysis, to allow our team to be fully equipped with context and data so that we can meaningfully engage the broader public in Phase 2.

The second phase of the engagement plan (coinciding with Tasks 3 and 4) will include three large open house events with the general public, and one community survey. The goal of these open houses is to work with the public to co-design the final concept for the site by building mutual understanding around constraints and opportunities.

The third phase of the engagement plan (coinciding with Task 7) will include a public presentation of the final Conceptual Redevelopment Plan. This may be a virtual or hybrid presentation to accommodate digital attendance.

5.1 Kickoff Meeting

In-person kickoff meeting with City staff and Advisory Board members and two AECOM staff (see Task 1.1)

5.2 Stakeholder Interviews

Twenty (20) virtual one-hour individual stakeholder interviews to garner information about goals, challenges, site history, public perception and prior public input regarding the site, available economic development tools and incentives, and other key background information. City staff and Advisory Board members will provide insight on stakeholders to interview.

5.3 Open House 1: Priorities and Opportunities

This Open House, which will be held in the final stages of Task 3, will gather community priorities for the site within the context of market and environmental constraints. Residents and stakeholders will comment on draft land use program options, express their preferred land uses, provide their priorities for open space programming, and develop a clear understanding of the challenges, opportunities, and timelines inherent in industrial site reuse.

5.4 Community Survey: Priorities and Opportunities

This digital community survey will be available for two to three weeks concurrently with Open House 1 to allow residents and stakeholders who cannot attend the Open House, or who wish to provide additional information, to

express opinions digitally. The survey will include key context developed for Open House 1 to help inform resident understanding of project constraints and opportunities.

5.5 Open House 2: Evaluating Alternatives

This Open House, which will take place toward the beginning of Task 4, will enable the public to consider two conceptual framework alternatives for site reuse. The consultant team will clearly define how community preferences expressed during Open House 1 influenced the alternatives proposed in Open House 2. The Open House activities and presentation will highlight key considerations such as land use and program composition, circulation, open space access, neighborhood adjacencies, environmental constraints, and utility and rail infrastructure locations that have shaped the alternative suggestions.

5.6 Open House 3: Reviewing Conceptual Framework

This Open House, which will occur near the end of Task 4, will focus on community review of a draft conceptual redevelopment plan that will focus on the preferred alternative from Open House 2, or a combination of the two alternatives that expresses community preferences.



5.7 Conceptual Plan Presentation

AECOM will deliver a virtual or hybrid community presentation, up to 1.5 hours in length, of the final Conceptual Redevelopment Plan. This presentation will establish how community input informed the Conceptual Plan, highlight its key features, and allow questions and answers. We will work with the City to provide clear messaging on next steps and anticipated timelines.

Task 5 Deliverables (see Public Engagement Plan for staffing and other assumptions related to Open Houses):

- Up to eight (8) large-format printed exhibits per Open House event, or 24 total large-format exhibits
- Three (3) Open House PowerPoint presentations, one for each Open House event
- Up to four (4) interactive activities per open house

- *Virtual community survey in Alchemer (optional services: website development, ESRI StoryMap development)*
- *One (1) community-oriented PowerPoint presentation of the final plan (Draft, Final)*

Task 6: Implementation Strategy

AECOM will provide an actionable implementation strategy and “roadmap” that enables the City to move forward with next steps that will attract private development and realize goals for public assets (like public open space) on the site.

6.1 Implementation Strategy

The implementation strategy memo will include:

- Zoning and other regulatory updates needed to accomplish the goals of the redevelopment plan
- Preliminary assessment of infrastructure upgrades
- Policy and incentive recommendations, including anticipated role of TID #42, as well as state and federal economic development incentives
- Order-of-magnitude cost estimates for horizontal infrastructure upgrades needed to unlock future development. For cost estimates related to remediation, our team will rely on information provided by City environmental consultants
- Anticipated developer profiles based on final proposed mix of uses
- Role of the public sector
- Anticipated users (public/private/non-profit)
- Phasing and implementation roadmap of City and partner efforts

Task 6 Deliverables:

- *Technical Memo 2: Implementation Strategy including conceptual-level cost estimates, zoning and regulatory assessment, infrastructure upgrades, developer profiles, incentive and funding recommendations, and phasing roadmap (Draft, Final in Word, 25-50 pages)*

Task 7: Final Plan & Presentation

AECOM will prepare a final Conceptual Redevelopment Plan document that demonstrates how technical analysis and community input came together to create the final Redevelopment Framework.

7.1 Final Redevelopment Plan Document

The document will integrate technical analyses, engagement outcomes, and design components into a coherent, compelling, and graphic-rich narrative; some of the analytic methodologies and technical memo contents may be included as appendices. AECOM will also provide the City with a final SharePoint folder of GIS layers used for analysis and editable graphics of site plans.

7.2 Final Presentations for Adoption

Task 7 will include final in-person presentations to the Advisory Board and City Council for adoption consideration.

Task 7 Deliverables:

- *Final Conceptual Redevelopment Plan document (digital PDF and up to 10 printed copies; no more than 100 pages with appendices)*
- *SharePoint folder with organized GIS-based layers and editable site plan graphics in Adobe Illustrator.*
- *Up to two (2) in-person presentations to the Advisory Board and City Council for adoption consideration*

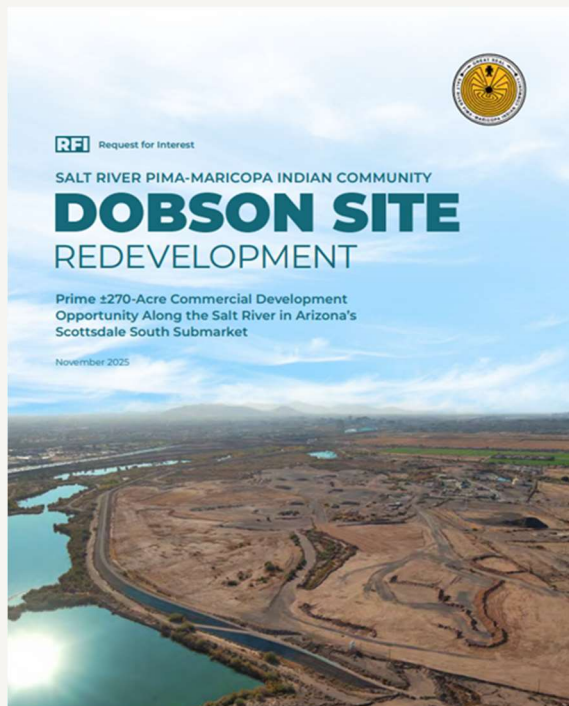
Optional Task 8: Financial Analysis and Transaction Support

AECOM team members individually and collectively have extensive experience with public/private transaction and negotiation support, such as the preparation of developer RFQs/RFPs and negotiation and structuring of long-term ground leases on publicly owned property. Should the City select this optional add-on service, our team can help the City begin implementation of the Master Plan recommendations by providing or assisting the City with the following services:

- **Solicitation Strategy:** Recommend a solicitation approach, identify performance requirements, create a marketing plan, and recommend a deal structure
- **Solicitation Content:** Draft solicitation documents, create submittal templates, develop a response template, professional design and production of the solicitation documents
- **Process Management:** Manage release schedule, hold pre-proposal conference, respond to Q&A and issue addenda, propose evaluation criteria, form and manage evaluation committee
- **Proposal Evaluation:** Confirm minimum qualifications, evaluate and compare financial offers, evaluate and compare development concepts, conduct interviews and request BAFO, prepare approval documentation
- **Negotiation Support:** Manage government-developer agendas, assist with term sheet, recommend negotiation strategy, assist with pre-development activities, evaluate financial impact of terms and revisions

AECOM Example Work

A current example of a solicitation process we are supporting on can be found here: <https://srpmic-nsn.gov/dobsondevelopment/>



on estimates, assumptions, information developed by AECOM from its independent research effort, general knowledge of the industry, and information provided by and consultations with Client and Client's representatives. No responsibility is assumed for inaccuracies in data provided by the Client, the Client's representatives, or any third-party data source used in preparing or presenting the Deliverables. AECOM assumes no duty to update the information contained in the Deliverables unless such additional services are separately retained pursuant to a written agreement signed by AECOM and Client.

- AECOM's findings represent its professional judgment. Neither AECOM nor its parent corporations, nor their respective affiliates or subsidiaries ("AECOM Entities") make any warranty or guarantee, expressed or implied, with respect to any information or methods contained in or used to produce the Deliverables.
- The Deliverables shall not to be used in conjunction with any public or private offering of securities, debt, equity, or other similar purpose where it may be relied upon to any degree by any person other than the Client. The Deliverables shall not be used for purposes other than those for which they were prepared or for which prior written consent has been obtained from AECOM.
- Possession of the Deliverables does not carry with it any right of publication or the right to use the name of "AECOM" in any manner without the prior express written consent of AECOM. No party may reference AECOM with regard to any abstract, excerpt or summarization of the Deliverables without the prior written consent of AECOM. AECOM has served solely in the capacity of consultant and has not rendered any expert opinions in connection with the subject matter hereof. Any changes made to the Deliverables, or any use of the Deliverables not specifically identified in the Agreement between the Client and AECOM or otherwise expressly approved in writing by AECOM, shall be at the sole risk of the party making such changes or use.
- The Deliverables were prepared solely for use by the Client. No third party may rely on the Deliverables unless expressly authorized by AECOM in writing.
- The Deliverables may include "forward-looking statements". These statements relate to AECOM's expectations, beliefs, intentions or strategies regarding the future. These statements may be identified by the use of words like "anticipate," "believe," "estimate," "expect," "intend," "may," "plan,"

General Assumptions

- This proposal is conditioned on negotiations of mutually acceptable terms between AECOM Technical Services, Inc. and the City.
- All deliverables will be in electronic format unless otherwise noted.
- Delays in delivery of data to AECOM may result in schedule realignment.
- The City will provide AECOM with a single set of consolidated and deconflicted comments to each draft deliverable within 10 business days of AECOM submission. AECOM will revise and resubmit documents within 10 business days after receiving the City's comments.
- AECOM devotes the level of effort consistent with (i) the level of diligence ordinarily exercised by competent professionals practicing in the area under the same or similar circumstances, and (ii) consistent with the time and budget available for the Services to develop the Deliverables. The Deliverables are based

"project," "will," "should," "seek," and similar expressions. The forward-looking statements reflect AECOM's views and assumptions with respect to future events as of the date of the Deliverables and are subject to future economic conditions, and other risks and uncertainties. Actual and future results and trends could differ materially from those set forth in such statements due to various factors, including, without limitation, those discussed in the Deliverables. These factors are beyond AECOM's ability to control or predict. Accordingly, AECOM makes no warranty or representation that any of the projected values or results contained in the Deliverables will actually occur or be achieved. The Deliverables are qualified in their entirety by, and should be considered in light of, these limitations, conditions and considerations.

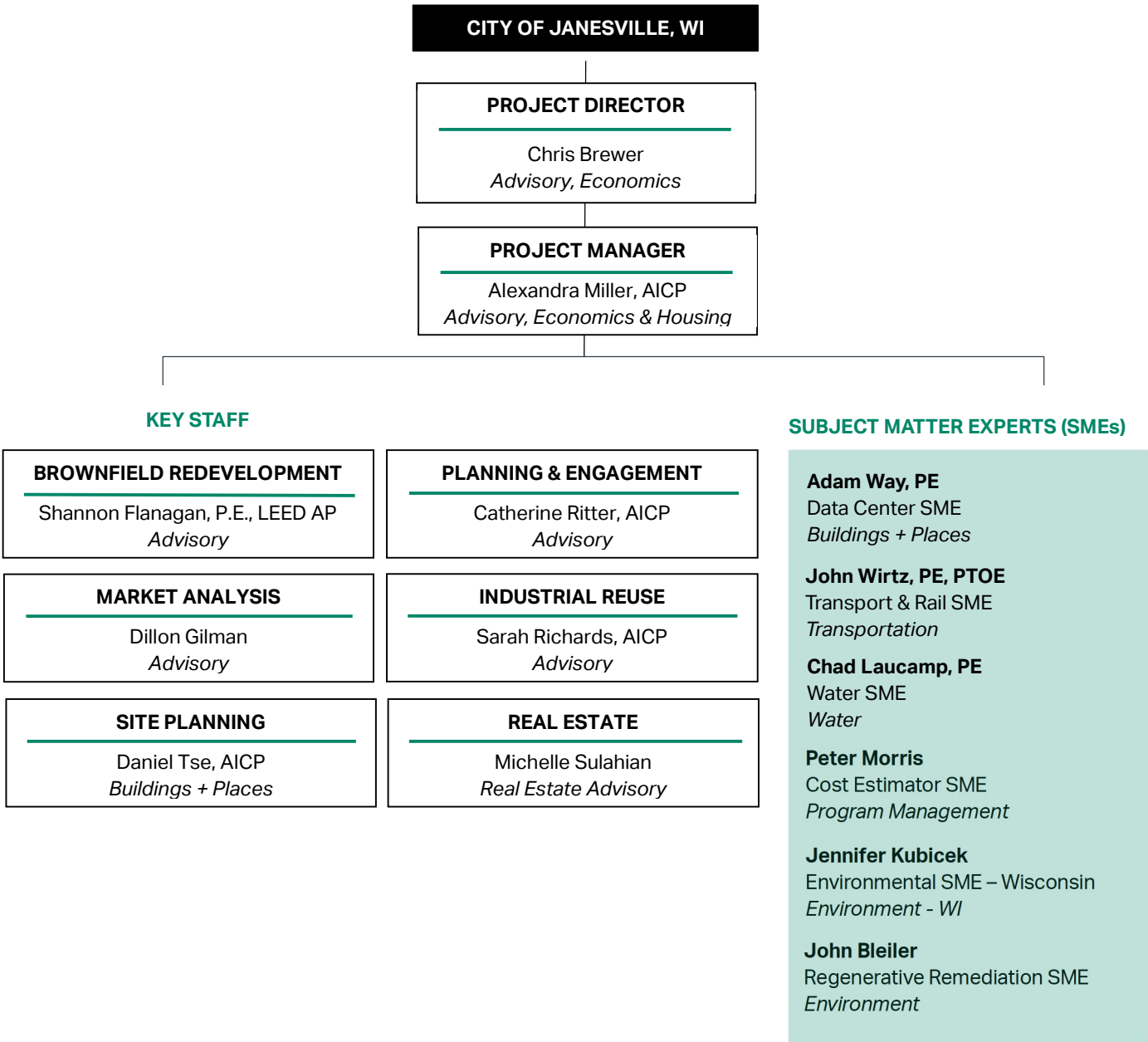
- AECOM is entitled and will rely upon the accuracy, completeness, currency and non-infringement of information and data provided by Client or obtained from generally accepted sources within the industry, except to the extent such verification by AECOM may be expressly required as a defined part of the services herein. AECOM will not be responsible for defects in its services attributable to its reliance upon or use of such information and data.

SECTION 02

Team Organization & Key Staff

Organizational Chart

The project team selected has been carefully chosen for their extensive and diverse technical and soft skillsets, including in-depth market and industry data analysis, environmental and brownfield restoration, industrial redevelopment, site planning and visualization, and community engagement for sensitive projects that require trust-building with community members.



Management & Staffing Capabilities

Each team member chosen for this project has a unique skill set and depth and breadth of experience well-suited to the task. At AECOM, we have a “deep bench” of talent, and are experts at change management; if there is a need to add additional staff to the team, or change out team members for any reason, AECOM will work closely with the City of Janesville to facilitate a smooth transition, and verify that new team members are fully capable of carrying out the duties required of them prior to bringing them on board.

KEY STAFF

AECOM's key staff on this project will devote substantial time to planning, analysis, and community engagement efforts to create a community-based vision for the reuse of the GM/JATCO site. Our key staff include economists, real estate practitioners, environmental and brownfields leaders, community engagement leaders, and site planners who will visualize the results of our analysis.

Chris Brewer, Project Director

25% Commitment, 25% Availability

Chris has 30 years of experience evaluating planning, zoning, market, financial and policy aspects of residential and industrial real estate. His practice has focused on reuse of urban brownfield sites. financial and market evaluations of downtown retail and apartment markets, and financial analysis of adaptive reuse projects. His consulting projects have always started with the quantitative basics, review of demographic and economic indicators, freight transportation metrics, and real estate market data to place a project or location in context.

Alexandra Miller, AICP, Project Manager

30% Commitment, 50% Availability

Alexandra has significant experience with place-based economic development and revitalization, housing market analysis, community engagement, and community planning. She has worked with a wide variety of communities and public agencies seeking to repurpose publicly owned vacant property for a variety of economic development, housing, and open space reuses. She has worked on many projects that require communication of intensive market analysis, research, and site planning to community members to prioritize future goals for vacant sites. She will be the main point of contact and the primary author of deliverables.

Shannon Flanagan, PE (IL), LEED AP, Brownfields & Environmental Lead

20% Commitment, 40% Availability

Shannon is a Professional Engineer (PE) and the team's Brownfield Strategic Technical Lead with 18 years of

experience advancing contaminated sites from environmental investigation through sustainable remediation and beneficial reuse. She is essential for Site Assessment & Environmental Integration, as she has direct experience with brownfield redevelopment projects and grants, remedial design and implementation, demolition, and long-term remedial system operations on projects across the country. Her expertise will lead the team in translating environmental and infrastructure constraints directly into the Conceptual Redevelopment Framework

Catherine Ritter, AICP, Planning & Engagement Lead

30% Commitment, 50% Availability

Catherine is a Senior Analyst and AICP-certified Urban Planner with expertise in real estate, economic development, and large-scale master planning. She is an experienced facilitator who will lead robust Public and Stakeholder Engagement, specializing in inclusive outreach for sensitive redevelopment projects and co-creating actionable solutions. Critically, she brings direct and current regional insight from her work on the Passenger Rail Impact Study which included analysis for Janesville. Her experience in evaluating market-supported housing typologies and creating frameworks for equitable development and funding aligns perfectly with the City's goals for implementing a mixed-use strategy on the former industrial site.

Dillon Gilman, Market Analysis Lead

20% Commitment, 25% Availability

Dillon is a Senior Analyst specializing in financial, market, and economic impact analysis for large-scale master plans. He brings hands-on experience developing implementable development strategies, with expertise in funding and financing advisory, including modeling eligibility for public incentives such as TIF and bonds. His analysis work—spanning land-use needs for advanced industrial and manufacturing space, as well as multi-family and single-family housing—ensures the project is grounded in proven financial viability for a mixed-use site.

Daniel Tse, AICP, Site Planning Lead

25% Commitment, 25% Availability

Daniel is an AICP-certified Urban Designer with 9 years of experience specializing in master planning and the creation of implementable design guidelines and zoning regulations. He will serve as the physical design lead, guiding the development of the Conceptual Redevelopment Plan, particularly focusing on integrating open space concepts and translating market findings into a viable mixed-use district. His background in graphic design and community outreach is crucial for ensuring that the Public Engagement materials are clearly communicated and visually compelling, supporting the successful adoption of the final plan.

Sarah Richards, AICP, Assoc. DBIA, Industrial Reuse Lead

10% Commitment, 15% Availability

Sarah brings experience in site plan review, grant administration, drafting and implementing new planning policy, ordinances, and guidelines. During her time with AECOM, she has had the opportunity to both lead and provide technical support on a wide range of projects, including data center siting studies, economic and fiscal impact studies, development/redevelopment feasibility analyses, market studies, master plans, economic recovery and resiliency plans, transit-oriented development studies, master facilities plans for both K-12 and higher educational campuses, capital improvements planning, guidance documents for grantees, an environmental impact study (EIS), an environmental impact assessment, residual land value analyses, and joint land use studies (JLUS), among others.

Michelle Sulahian, Real Estate & Market Analysis Lead

10% Commitment, 15% Availability

Michelle has 10 years of experience specializing in real estate development advisory and finance for public sector clients. Her expertise is critical for developing the implementation strategy, as she specializes in structuring innovative Public-Private Partnerships (P3s) and leading all phases of development from feasibility studies to developer selection and negotiation. Michelle directly contributes to the financial viability of the plan by modeling mixed-use capacity, zoning, and open space considerations to develop compelling financial analyses.

SUBJECT MATTER EXPERTS

Our subject matter experts will consult with our project leads and key staff to provide in-depth knowledge on relevant subject areas including data center development, transportation and rail infrastructure, water infrastructure, cost estimation, and Wisconsin environmental regulations.

Adam Way, PE, Data Centers SME

5% Commitment, 5% Availability

Adam serves as a client account manager for a global fleet of enterprise data center projects. A registered civil engineer with more than 20 years of experience, Adam works at the intersection of people and technology. His team spans all geographies and employs advanced yet simple technologies to deliver services ranging from site selection and due diligence through building prototyping, detailed design and operational overhauls. He is well-versed in industrial site development engineering, general infrastructure and inter-company coordination.

John Wirtz, PE, PTOE, Transport & Rail SME

5% Commitment, 5% Availability

John is a senior transportation project manager with more than 20 years of experience in traffic engineering and

transportation planning. His work spans rail, public transportation, surface transportation plans, Complete Streets design, traffic engineering, and transportation research.

Chad Laucamp, PE, Water SME

5% Commitment, 5% Availability

Chad brings more than 25 years of experience in water and wastewater engineering including feasibility studies, water treatment plant and pump station improvements, stormwater systems and BMPs, major drainage improvements, and hydraulic modeling.

Peter Morris, Cost Estimator SME

5% Commitment, 5% Availability

Peter is a lead cost estimator and Associate Vice President in the AECOM Program Management practice and has been with AECOM since 1981. He brings extensive experience in estimation for a variety of capital improvements, infrastructure improvements, cost analyses, and redevelopment projects. His specialties include research into construction fields including economics, sustainability, and uncertainty modeling as well as parametric cost modeling and target cost planning.

Jennifer Kubicek, Environmental SME – Wisconsin

5% Commitment, 20% Availability

Jennifer is an Engineer in the AECOM Milwaukee office, responsible for the coordination of field and office activities regarding remediation projects. Her experience also includes site assessments and reporting, regulatory compliance reporting, and permit application submittals. Jennifer is also the Milwaukee Location Quality Manager (LQM). In the LQM role, she assists Project Managers in meeting AECOM's Quality Management System requirements and the submittal of quality project deliverables.

John Bleiler, Regenerative Remediation SME

3% Commitment, 5% Availability

John Bleiler is Global Practice Director for Remediation at AECOM. With over 30 years in environmental consulting, he specializes in natural resource management and remediation strategies. John has been leading AECOM's efforts on regenerative remediation, championing projects and programs that integrate economic revitalization, restoration, sustainability, and community engagement. Unlike traditional remediation, which focuses primarily on risk reduction, regenerative remediation seeks net positive outcomes, revitalizing ecosystems, empowering communities, and unlocking long-term value.

SECTION 03

Relevant Project Experience

Experience Overview

On the following pages, we have included a selection of project summary sheets for recent projects we have undertaken relevant to this effort. AECOM Economics + Advisory has a long history of successful work projects in positioning former industrial sites for successful redevelopment. Work led by Chris Brewer – our project director for this City of Janesville effort – on the **Indy Fast Track Economic Development Strategy*** and **Twin Aire Redevelopment Plan**** has helped lead to industrial reuse of three former GM plant sites in the Indianapolis area, and support the creation of a \$1 billion Community Justice Campus on the site of a former coke and manufactured gas plant in partnership with the City of Indianapolis. These projects required early-stage consideration of environmental conditions to determine future land uses.

AECOM has completed projects in Wisconsin with significant environmental remediation components. In Milwaukee, our Environment team worked closely with the Redevelopment Authority of the City of Milwaukee (RACM) to complete environmental and engineering assessments for the **3940 N 35th Street Brownfield Remediation**** project. RACM has since secured \$2 million from the EPA for remediation activities at this site. We have also completed landmark remediation projects such as the **East Newark Community-Driven Park Restoration*** project, which involved community engagement, design and construction oversight of a signature open space with plantings that contribute to regenerative remediation.

Our work on the **Naperville I-88 Corridor Redevelopment Strategy** and **Spring Hill Mall Reuse Strategy**** showcase our ability to use customized industry cluster and end markets tools to select industry clusters and verticals for site-level redevelopment. Both projects involved community engagement and marketing strategies to leverage community support and position the sites for potential P3s and/or private development reuses.

Finally, we have recently completed market analysis work in Janesville and Rock County as part of a **Passenger Rail Impact Study** for the Stateline Area Transportation Study (SLATS). In 2024-2025, we examined transit-oriented development opportunities at proposed locations for passenger rail service in Downtown Janesville and Janesville-North.



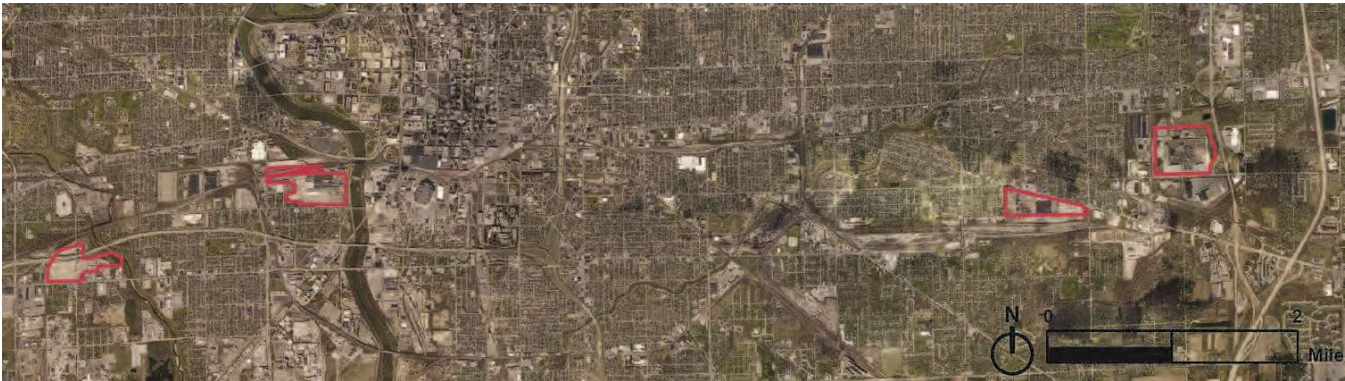
* Redevelopment executed

**Redevelopment in process

Indy FastTrack Economic Development Strategy

Indianapolis, IN

Client	Client Reference	Services	Implementation Status	Completion Date
City of Indianapolis, Department of Metropolitan Development	Brooke Thomas Project Manager, City of Indianapolis, Dept of Metropolitan Development. Currently Chief Development Officer at INDYGO. bthomas@indygo.net	Market Analysis Infrastructure Analysis Economic Impact Analysis	Since 2014, 3 of the 4 sites either have been redeveloped or are now in construction	2013-2014
				Dispute History None



PROJECT SCOPE & CONDITIONS

AECOM was engaged by the City of Indianapolis Department of Metropolitan Development through an EDA Grant to create a reuse plan and economic development strategy focused on 4 closed automotive manufacturing sites:

- Chrysler Foundry: 46-acre site, closed in 2005
- GM Stamping: 100-acre site adjacent to downtown; closed in 2011
- Navistar: 91-acre site improved with 1.5 million sf; closed in 2015 (planned closure subsequent to study, but included in study)
- Ford / Visteon: A 152-acre site improved with about 1.7 million sf of vacant space; closed in 2012

AECOM compiled information on each site, inclusive of infrastructure, site & environmental conditions, freight rail access, and property ownership. This information was used to inform the capacity of these sites to spur private investment and create higher-wage jobs.

The effort was anchored by interviews with more than 100 stakeholders, including elected officials, city staff, developers, site selectors, and companies involved in



goods movement. Interviews reinforced concern that the four sites were only the “tip of the iceberg” in terms of underutilized industrial sites across Marion County, with parallel concern about a supply of larger 25+ acre “ready to go” sites to support manufacturing. The strategy focused on emerging trends related to reshoring which showed potential to drive reuse of former industrial sites with new industrial development. Project deliverables included proposed site plans for industrial reuse of each site.

PROJECT OUTCOMES

The study confirmed that while the “Great Recession” had impacted Central Indiana, Indianapolis had endured deeper structural changes, linked with the loss of 18,000 manufacturing jobs since 2003. The study demonstrated that the path to economic development could only be achieved through deliberate steps:

- Enable DMD to serve as the redevelopment authority for Indianapolis, with a strategic focus on redevelopment, land assembly and brownfield reuse.
- Integrate transportation and land use planning with economic development and infrastructure reinvestment priorities.
- Identify sites to support future development of distribution and advanced manufacturing.
- Understand connectivity to freight corridors and develop a strategy for specific corridors such as the Belt Line.

The AECOM developed site plans provided clear guidance on what the development community’s eventual approach for these sites would look like.

COST RANGE

The AECOM study budget was \$257,000.

STATUS OF IMPLEMENTATION

Ford / Visteon: Demolished in 2018; New warehouse development started on a portion of the site in 2024



Navistar: Demolished in 2019; new warehouse development started in 2023



GM Stamping: Demolition started in 2014 and redevelopment started in 2025, with a focus on mixed use development



Chrysler Foundry: In part due to contamination challenges, the site is being used as an asphalt and concrete mixing site.



TIMELINES FOR COMPLETION OF STUDY AND IMPLEMENTATION NEXT STEPS

AECOM Study 2013-2014

[Link To Final Report](#)

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Twin Aire Redevelopment Plan

Indianapolis, IN

Client	Client Reference	Services	Implementation Status	Completion Date
Citizens Energy Group - Client REA – Prime Contractor	Cynthia Bowen, Rundell Ernstberger Associates (REA), Indianapolis cbowen@reasite.com	Market Analysis Redevelopment Potential Assessment	the Indianapolis Community Justice Campus (CJC), would act as an anchor tenant for the redeveloped campus was successfully developed on a portion of the site	2017
				Dispute History None



PROJECT SCOPE & CONDITIONS

Beginning in 2017, AECOM and Rundell Ernstberger Associates teamed on an award-winning EDA-funded redevelopment plan for a 140-acre brownfield site on the southeast side of Indianapolis. AECOM conducted a market assessment supporting the project team's master planning efforts for the reuse of a former coke and manufactured gas plant on the site.

AECOM evaluated the economics, demographics, and real estate market conditions to determine supportable residential, industrial, and commercial uses as well as target industry clusters for the redevelopment area. The project began with a market assessment for the potential new real estate use as well as building a robust understanding of the existing conditions and considerations for the neighborhood and community about a supply of larger 25+ acre "ready to go" sites to support manufacturing.



PROJECT OUTCOMES

The team developed two conceptual redevelopment plans for the neighborhood, supported by financial and economic analysis. The plans considered a scenario where a large public user, the Indianapolis Community Justice Campus (CJC), would act as an anchor tenant for the redeveloped campus. For each scenario, an implementation strategy was outlined identifying stakeholders/partners, cost to deliver, and potential funding options. Because of contamination, site options

were limited to commercial or industrial uses, and we worked with environmental consultants early in the process instead of mid-way through.

A robust ongoing stakeholder engagement process allowed alignment of the final plans with community feedback and provided recommendations around market-driven redevelopment. AECOM also evaluated the program's financial viability and estimated economic and fiscal benefits to the City of Indianapolis. A detailed financial and fiscal impact model was developed for the client team to test private sector returns on investment.

The plan was also sensitive to owner motivation, as Citizens Energy did not see itself as the master developer of the project. The approach was also sensitive to implementation mechanisms to address gentrification concerns.

COST RANGE

The AECOM Phase 1 budget was \$69,600 and the Phase 2 budget was \$51,380.

STATUS OF IMPLEMENTATION

Planning studies were completed by early 2018, leading to a City of Indianapolis decision to pursue the preferred scenario, the Community Justice Campus. Construction of the campus began by 2020. Concept 1 represents about \$1 billion in development and improvements.

TIMELINES FOR COMPLETION OF STUDY AND IMPLEMENTATION NEXT STEPS

Studies were completed in 2017, with implementation immediately following.

[Link to Final Report](#)



3940 N 35th Street Brownfield Remediation

Milwaukee, WI

Client	Client Reference	Services	Implementation Status	Completion Date
Redevelopment Authority of the City of Milwaukee (RACM)	David P. Misky Assistant Executive Director, RACM dmisky@milwaukee.gov 414-286-5730	Environmental Assessments Engineering Assessments Utility Assessments	Studies complete, \$2 million USEPA funds secured for site cleanup	Ongoing
				Dispute History None



PROJECT SCOPE & CONDITIONS

The Redevelopment Authority of the City of Milwaukee (RACM) is leading a transformative effort to remediate and redevelop the former industrial site at 35th and Capitol Drive, a key location within Milwaukee's historic 30th Street Corridor. This site, once home to heavy industrial operations, includes environmental challenges such as a backfilled section of Lincoln Creek, a former 500,000-gallon fuel oil tank, and former pickle liquor lagoons.

With technical support from AECOM, RACM conducted extensive environmental and engineering assessments, including a Phase I Environmental Site Assessment, an ALTA Survey, a comprehensive NR 700 site investigation with sampling for emerging contaminants, and a stormwater infrastructure condition survey. These efforts have laid the groundwork for safe and sustainable redevelopment.

PROJECT OUTCOMES / STATUS OF IMPLEMENTATION

In May 2023, USEPA awarded RACM a total of \$5.5M for USEPA Assessment and Brownfield Cleanup Grants along with Revolving Loan Fund Supplemental Funding. This includes a \$2M Brownfield Cleanup Grant designated for the 35th and Capitol site. The funding will support remediation activities to prepare the site for redevelopment, contributing to broader efforts to revitalize the surrounding corridor.



COST RANGE

Current AECOM project budget is \$380,000.

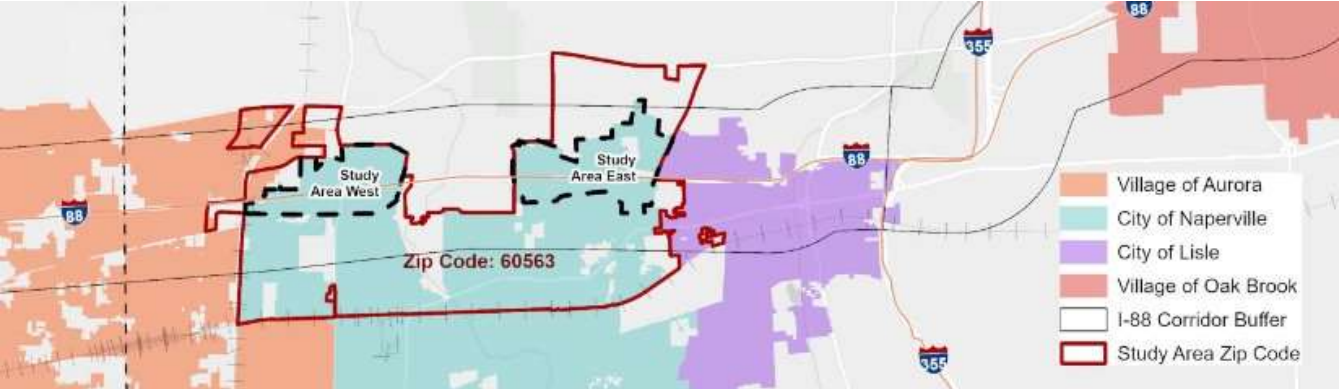
TIMELINES FOR COMPLETION OF STUDY AND IMPLEMENTATION NEXT STEPS

Redevelopment planning and site investigations began in 2019 after RACM obtained ownership of the parcel. RACM completed investigations and submitted an EPA Cleanup Grant proposal in 2022. AECOM is continuing groundwater monitoring and preparing a Remedial Action Options Report.

City of Naperville I-88 Corridor Redevelopment Strategy

Naperville, IL

Client	Client Reference	Services	Implementation Status	Completion Date
Naperville Development Partnership (NDP)	Monica Conners, President, Naperville Economic Development Partnership 630-305-7701 mconners@naper.org	Real Estate Market Analysis] Industry Cluster & Endmarkets Analysis	The client is leveraging our study to both build internal consensus and inform outreach with property owners.	2025
				Dispute History None



PROJECT SCOPE & CONDITIONS

In 2024, AECOM led an economic development and marketing strategy effort to support the NDP's efforts to redevelop and rebrand the I-88 Innovation Corridor from an obsolete suburban office monoculture into a revitalized, active, mixed-use economic district to attract 21st century jobs / businesses of the future.

Need for the study connected to a significant amount of corridor real estate that was developed before 2000 and is struggling with vacancy and under-utilization, such that a majority of sites in the corridor are likely to see redevelopment in coming years. The NDP asked AECOM to provide a strategy that:

- Leverages the corridor's strengths, including its burgeoning concentration of R&D, science, and advanced technology industries
- Identifies specific target clusters that can catalyze sustainable, diverse economic development in Naperville and beyond
- Identifies opportunities to enhance and grow the innovation and entrepreneurial ecosystem that best supports the growth and development of these burgeoning industries
- Maximizes redevelopment potential, balancing current market realities with other potential future market scenarios



AECOM sought to "match" growing industries with underutilized / available space along the I-88 corridor. Naperville's high quality of life, and unusually high concentration of highly educated workers, makes the city well-positioned to leverage the growing "industries of the future" to diversify and expand its economic base, and transition beyond being a "bedroom community" to a regional economic engine, while preserving and enhancing quality of life factors, including attainable housing across a wide variety of typologies and price points. The project team leveraged extensive, targeted stakeholder outreach and engagement to frame goals and vision for the study and identify strategies and partners.

AECOM's analysis puts local real estate dynamics in context with the broader region. The project team leveraged its customized industry cluster and endmarkets tool to determine which industry clusters and verticals should be focus areas for the corridor specifically, and Naperville/the region more broadly. AECOM's customized redevelopment potential and property prioritization methodology was then applied to study area parcel data, to determine which sites have the greatest potential, and should therefore be targeted for short-to-mid-term redevelopment.

The project team selected a list of peer city benchmarks that have successfully redeveloped and repositioned similar districts, to provide the NDP with a set of economic development best practices to emulate, pitfalls to avoid, and ideas for strategic partnerships and next steps to achieve similar success along I-88.

PROJECT OUTCOMES

AECOM generated a targeted, actionable, implementation-focused strategy that identifies short, mid-, and long-term actions and strategies, strategy leads and partners, and sources of funding, financing, and technical assistance, among others.

AECOM also helped the NDP identify specific targets for enhanced marketing, and strategies for increasing the visibility of its many competitive advantages to companies and developers associated with the target industry clusters and verticals identified by the study.

COST RANGE

The AECOM study was completed at a cost of \$145,000.

STATUS OF IMPLEMENTATION

The project focused attention on key sites along the corridor, including a former Amoco research facility (called the INEOS site) which is now positioned for redevelopment. The study also identified challenges linked to existing zoning regulations and infrastructure connections which would limit growth.

TIMELINES FOR COMPLETION OF STUDY AND IMPLEMENTATION NEXT STEPS

The Project started in October of 2024 and wrapped up in 2025.

[Link to Final Report](#)

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SLATS Passenger Rail Impact Study

Beloit, WI

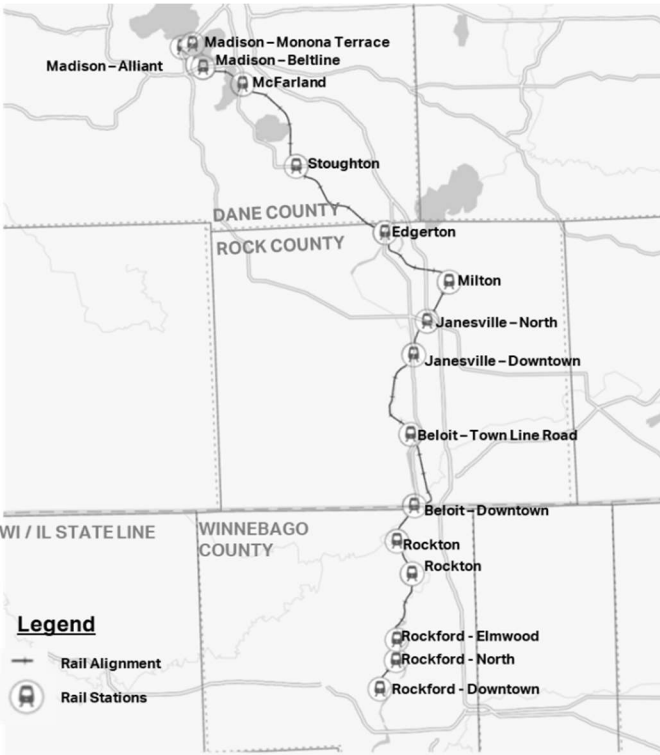
Client	Client Reference	Services	Implementation Status	Completion Date
Stateline Area Transportation Study (SLATS)	TJ Nee MPO Coordinator, SLATS (608) 364-6711 neet@beloitwi.gov	Market Analysis Infrastructure Analysis Economic Impact Analysis	Study recently completed; local research completed in Janesville	2025
				Dispute History None



PROJECT SCOPE & CONDITIONS

The Passenger Rail Impact Study was commissioned by the Stateline Area Transportation Study (SLATS), a federally designated Metropolitan Planning Organization (MPO) for Beloit, WI (commonly referred to as the Stateline Area which includes the southern portion of Rock County, WI and northern portion of Winnebago County, IL). SLATS has undertaken several passenger rail studies over the past 25 years – most recently, AECOM completed a 2021 Passenger Rail Study which examined the high-level ridership projections associated with various rail alignments that could potentially serve the Stateline Area.

Research has established the long-term cumulative impact of public transit on economic growth and productivity; by contrast, cities which had transit access but lost it in the 1960s have generally observed trends of reduced economic diversification, slower growth, and disinvestment — trends which are also observed for portions of the SLATS area. Areas with rail access in Wisconsin have added jobs at an annual rate twice the state average (0.8% CAGR vs. 0.4%) since 2010. Post-2020, trends have also favored areas with rail infrastructure – areas with rail saw a 13% increase in workers who work from home compared to 8% statewide.



For areas like Rock County that have lost transit access, the tradeoff of transit (a high-cost upfront investment) is slower pace of growth and economic activity. Over the years, communities that make up the SLATS Region have fallen behind from an economic growth standpoint, as evidenced by slower population and workforce growth relative to the state and U.S. averages. The return of passenger rail would create a network of several key employment centers, connected through transit. Residents and workers furthest from major city centers (i.e., Rock County) would gain access to opportunities – including jobs, education, healthcare, and critical services/amenities – throughout the Corridor.

In Spring 2024, the SLATS MPO hired AECOM to examine the development potential of the 16 proposed station areas, including Downtown Janesville and Janesville-North stations. The analysis examined the potential for Transit Oriented Development (TOD) –which is one critical data point in determining the viability of passenger rail service within the Stateline Area, including two station areas in Janesville. Our study blended stakeholder engagement, demographic and employment analysis, and real estate market trends analysis. Stakeholder engagement involved interviews with neighboring cities and MPOs along the Corridor.

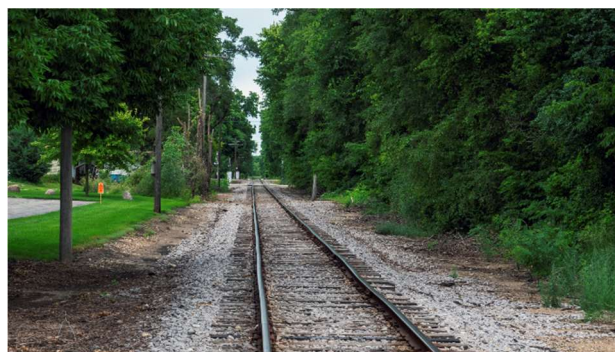


PROJECT OUTCOMES

The study culminated in the preparation of fiscal impact analysis to estimate marginal benefits of the return of passenger rail transit. While the upfront level of investment is significant (~\$1.8 billion), the return of passenger rail along this Corridor is estimated to generate benefits that outweigh these initial costs. Over 30 years, the passenger rail Corridor is expected to generate between 22,000 and 29,000 new jobs, and \$3 - \$5 billion in new fiscal impact over 30 years. Once completed, the project has the potential to unlock greater diversification of jobs, added real estate value through TOD, and economic & fiscal impact, including property taxes.

COST RANGE

The AECOM contract value was \$79,000.



STATUS OF IMPLEMENTATION

The study was completed in 2025, which means that implementation is still in process. Chris Brewer and Catherine Ritter – project director and a key staff member for this effort – were deeply engaged in the SLATS study and therefore have recent familiarity with the Janesville market context, as two of the 16 station areas were located in Janesville.



TIMELINES FOR COMPLETION OF STUDY AND IMPLEMENTATION NEXT STEPS

The study was completed in 2024-2025, implementation efforts to advance corridor ID with the State of Wisconsin and Federal Agencies are in progress.

[Link to Final Report](#)

Spring Hill Mall Reuse Strategy

Client	Client Reference	Services	Implementation Status	Completion Date	Dispute History
Village of West Dundee, IL	Joe Cavallaro, Village Manager, West Dundee, IL jcavallaro@wdundee.org	Demographic analysis Real estate market analysis Master planning Real estate financial analysis	The Village is now in the process of tearing the mall down to make way for new mixed use development	2024	General tension between adjacent municipalities



AECOM worked with the Village of West Dundee, IL to evaluate reuse potential for the Spring Hill Mall. Need for the study evolved with the gradual failure of the mall's original department store anchors, which included Sears, Carsons, JCPenney, and Macy's. Following initial development in 1980 on a site situated in West Dundee and Carpentersville., the roughly 1.3-million-square-foot property began to face competitive headwinds as competing shopping destinations emerged, including places such as Algonquin Commons. The mall formally closed in March of 2024.

AECOM first documented demographic, economic and real estate trends across a larger 5-mile trade area around West Dundee, factoring in adjacent communities from Carpentersville and Barrington to Elgin and Algonquin. Trends across population density, income growth, employment were documented in context with real estate development activity across retail, office, industrial, and multi-family segments. The analysis found that the Village of West Dundee sits at the core of a relevant trade area with roughly 200,000 residents within 5 miles. While generally more affluent (but lower density) markets to the east are effectively built out (i.e. Barrington) neighborhoods to the north and west are positioned to support new housing in 2025 and beyond.

Tools such as Placer.AI were used to study mall visitation trends relative to benchmark malls across Northeastern Illinois, which revealed that Spring Hill Mall endured the slowest pace of recovery across 15 regional malls with

four anchor department stores since 2020. While reduced mall visitation is in part due to increased competition, it is also a reflection of changing consumer tastes and growth of e-commerce which have encouraged the parallel need to reposition Hawthorne and Northbrook Court, regional malls in arguably stronger local retail markets.

These analytical efforts were leveraged to develop a conceptual reuse plan for the mall property, factoring in assumptions for new infrastructure linked with proposed residential / mixed use development and commercial space.



The reuse plan incorporated a financial overlay to evaluate private sector feasibility of the redevelopment plan and whether potential public infrastructure costs would be supportable.

Our approach included discussion of alternative disposition strategies for the site:

- Transaction: Sell the mall site to one or more developers who will then implement a redevelopment plan, ideally tied to approved entitlements.
- Ground Lease: The Village can choose to ground lease the site to a developer based on a negotiated annual ground lease payment.
- Development Partnership: This structure requires the formation of a partnership between the Village and a developer. In this scenario, the Village and their partner each contribute equity toward the project and a partnership LLC is officially formed

PROJECT OUTCOMES

Subsequent to our effort, the Village finalized acquisition of the site and began soliciting bids for demolition of the existing improvements, which began in 2025.

COST RANGE

AECOM contract value was \$83,000

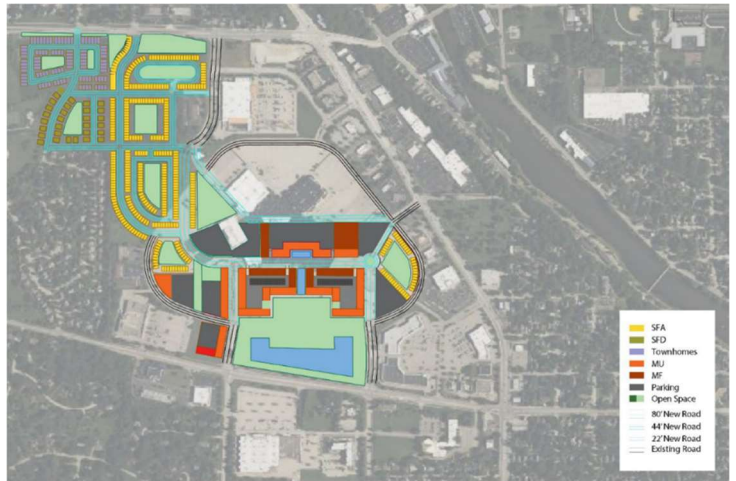
STATUS OF IMPLEMENTATION

Site acquisition completed; City has solicited bids for demolition, which started in 2025

TIMELINES FOR COMPLETION OF STUDY AND IMPLEMENTATION NEXT STEPS

Study was completed in 2025, acquisition and bids for demolition immediately followed.

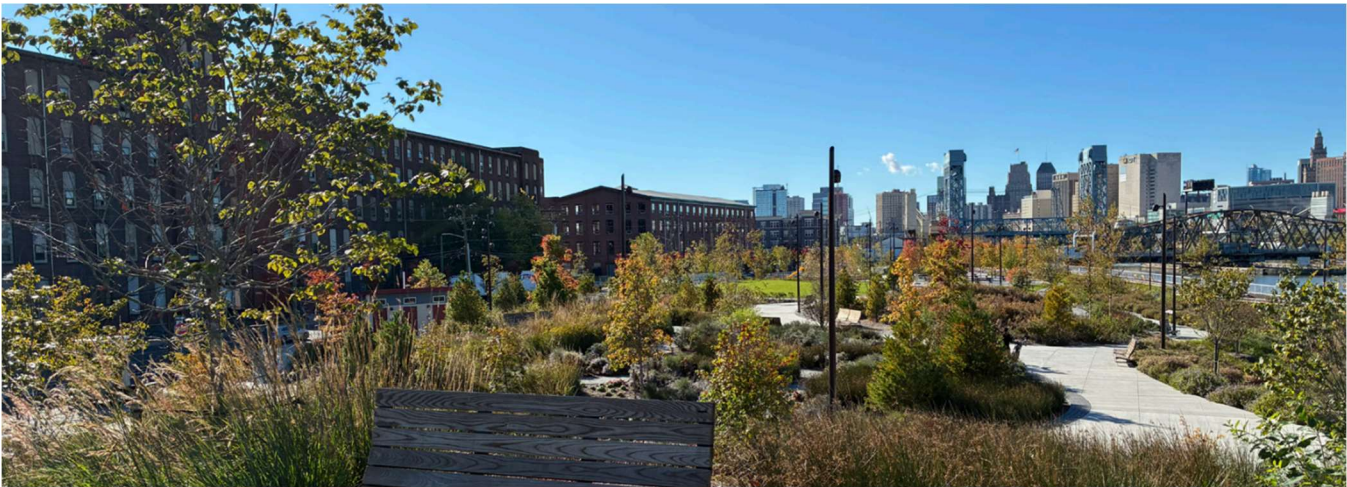
[Link To Final Report](#)



East Newark Community-Driven Brownfield Restoration

East Newark, NJ

Client	Client Reference	Services	Implementation Status	Completion Date
BASF	Doug Reid-Green BASF Director of Remediation douglas.reid-green@basf.com 908-507-8820 <i>Reference is for John Bleiler, an AECOM SME for Janesville</i>	Ecological and Remediation-Focused Park Design and Construction	Design and construction complete, remediated park is open to the public	2025
				Dispute History
				None



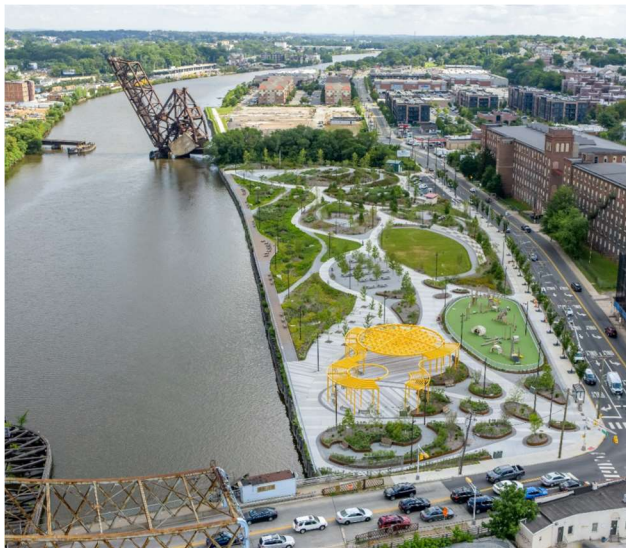
PROJECT SCOPE & CONDITIONS

When active industrial use came to an end, this parcel of land in East Newark, New Jersey, sitting behind fences in a national historic landmark district and designated as an environmental justice community, required regulatory closure. In accordance with the state site remediation program, it underwent a transformation that addressed the historical presence of urban fill materials, with trace levels of polychlorinated biphenyls (PCBs) and volatile organic compounds (VOCs). In 2021, chemical company Badische Anilin- und Sodafabrik (BASF) and federal trustees entered an innovative and precedent-setting agreement to address injuries to natural resources through design strategies emphasizing diversification of natural habitats and restored ecosystems along the Passaic River. This project closed the site in accordance with state and federal regulations, while redeveloping the property as an ecologically-focused urban park.

AECOM provided design and oversight of park construction. The redevelopment seamlessly incorporates park and landscaping features into remedial design. AECOM's innovative nature based design addresses the

17 UN Sustainability Development Goals and features sustainable building materials/practices. The design combines social, architectural, and environmental elements to maximize space for human and ecological benefit. It also incorporates natural systems, merging the functional ecological elements with the programmatic needs of an urban open space.

Multiple trilingual workshops and planning sessions helped the local community develop a space that addressed their needs. A grant secured US\$1 million to host community education events, to hire an urban arborist who maintains plantings, and launch a paid job training program for aspiring arborists and landscape designers. Students from Rutgers University in East Brunswick, New Jersey, conducted research that focused on economic and ecological uplift, measuring the park's economic ripple effect in increasing real estate values, strengthening climate resiliency, urban cooling benefits, enhanced community accessibility and improved public safety.



Native plantings thrive within ecological zones and signage and viewing areas provide opportunities for park visitors to learn about urban ecology, heat island mitigation, carbon sequestration, water cycling, air and water purification, endangered species, and more. Climate resilience includes a waterfront floodwall and a series of rain gardens, bioswales, tree filter boxes, permeable hardscape, and vegetated filters. The rain gardens provide an educational centerpiece for green infrastructure and serve as a transitional zone between upland and the river. The stormwater design for the site diverted approximately 340,000 gallons of stormwater per year from entering the sewer overflow system. The natural capital benefits of the new park provided biodiversity, urban heat island reduction, stormwater purification and carbon sequestration value

This project is the nation's first to address a long-standing natural resource damages (NRD) liability with an ecologically-focused urban park. Recognizing the national implications of a nature-positive legal settlement, BASF and natural resource trustees worked together to make the

project successful. The park has attracted national attention and established a precedent for the rapid transformation of formerly impaired land into sustainable urban green space. Collaborative nature-based solutions demonstrate the potential for creating outcomes that benefit BASF, the environment and the community.

PROJECT OUTCOMES

- Successfully increased East Newark's park space from 1% to 8%, restoring community access to the waterfront.
- Designed and implemented a sustainable park layout that integrates ecological restoration with community programming.
- Addressed decades of industrial contamination through innovative design strategies, restoring ecosystems and diversifying natural habitats along the Passaic River.
- Collaborated effectively with stakeholders to ensure the park's design met both ecological and community needs.
- Developed a universally accessible park that fosters biodiversity and provides recreational and cultural amenities to the community.

COST RANGE

AECOM design and construction oversight budget was approximately \$5 million.

STATUS OF IMPLEMENTATION

Park is complete and being maintained.

TIMELINES FOR COMPLETION OF STUDY AND IMPLEMENTATION NEXT STEPS

Design and construction took place between 2021 and 2025. The park is now complete and is open to the public.

SECTION 04

Public Engagement Plan

AECOM recommends a combination of stakeholder-level and community-wide engagement to establish a process that will provide opportunities for meaningful feedback and build community-wide trust. Our process includes seven key moments of engagement divided into three phases.

Phase 1: Understanding Project Context

Event 1: In-Person Kickoff: A two-hour in-person kickoff meeting with City staff and the project Advisory Board. AECOM envisions this as a focused stakeholder-level meeting to review the scope, deliverables, and timeline and provide initial insights on project goals, but will work with the City to plan appropriately if Advisory Board meetings are typically events open to the public.

Schedule: Beginning of Task 1

Event 2: 20 Virtual Stakeholder Interviews: Up to twenty (20) virtual individual stakeholder interviews with parties recommended by City staff and the Advisory Board. These may include individual interviews of City and Advisory Board members, as well as external stakeholders. These interviews will form the basis of an initial Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that will help shape the market analysis, trend analysis, data collection, and future land use scenarios. The SWOT analysis will also help hone the approach to the open houses and public meetings, ensuring that the format and activities speak directly to existing community priorities and concerns.

Schedule: During the first half of Task 3 – Market and Feasibility Analysis

Phase 2: Collaboration and Trust-Building

During this phase, AECOM will work with the City to deeply integrate community-wide feedback into the priorities, goals, and ultimate land use scenarios suggested for the GM/JATCO site. This will involve three (3) open house events and a virtual community survey. Assumptions for all open houses related to duration, staffing, materials, venues, refreshments, audiovisual equipment, and event promotion are included at the end of this Phase.

Community Open Houses

AECOM works to make community open houses compelling and meaningful for participants with interactive activities, tabling, and discussion so that residents and stakeholders can truly co-create and evaluate priorities and alternatives together with the design team.



Event 3: Open House – Priorities and Opportunities

The first Open House will take place during the final half of Task 3: Market and Feasibility Analysis. During this Open House, AECOM will:

- Review the results of the demographic, industry, and housing and real estate market analyses
- Provide the public with an understanding of market and environmental constraints affecting the site
- Use interactive activities to discuss initial land use program options and gather community priorities related to key land uses.
- Use interactive activities to garner community programming priorities for potential open spaces at the site

Digital Community Survey: Priorities & Opportunities

This digital community survey, based on a dedicated page of the City's website, will include contextual information together with an Alchemer-based online survey to collect feedback. The survey will be available concurrently with Open House 1 to allow residents and stakeholders who cannot attend the Open House, or who wish to provide additional information, to express opinions digitally. The survey will include key context developed for Open House 1 to help inform resident understanding of project constraints and opportunities.

- *Optional Service:* ESRI StoryMap development. AECOM has deep experience with creating StoryMaps to convey complex narratives and assist communities in evaluating development trade-offs. However, these

require significant edits to existing project materials to be truly interactive and high-quality, and may need additional resources to create a compelling product.

- *Optional Service:* Website development. AECOM can create a variety of websites, from simple project landing pages to sites that require custom design and integrated apps. If selected, we can discuss with the City whether an independent project website may be preferred to a page on the City website, and the requirements for a project website.

Event 4: Open House – Evaluating Alternatives

This open house, which will take place toward the beginning of Task 4, will enable the public to consider two conceptual framework alternatives for site reuse. The consultant team will draw a clear line between community preferences expressed during Open House 1 and the alternatives proposed in Open House 2. The open house activities and presentation will highlight key considerations such as land use and program composition, circulation, open space access, neighborhood adjacencies, environmental constraints, and utility and rail infrastructure locations that have shaped the alternative suggestions. Interactive activities will include:

- Facilitated table activities to enable participant feedback on the two conceptual alternatives, including feedback on placement of development types and open spaces, input on proposed circulation systems, and overall comments on the selected land use and program options
- Survey to gather community preferences for Alternative 1, Alternative 2, or a combination of the two

Event 5: Open House -- Reviewing Conceptual Framework

This open house will focus on community review of a draft conceptual redevelopment plan that will focus on the preferred alternative from Open House 2, or a combination of the two alternatives that better expresses community preferences. The open house will take place at the end of Task 4. Interactive activities will include:

- Labeled exhibit showing how community input helped to shape the final framework, with specific changes and upgrades implemented based on prior open houses and survey input. This exhibit will allow for additional in-the-moment feedback from community to clarify intent or highlight areas for refinement.
- Comment station for overall input on the conceptual framework

Our assumptions for AECOM and City responsibilities to successfully complete each of the three proposed open house events are as follows:

Timing and Duration

- Each open house will have a three (3) hour duration and will take place during an evening or weekend timeframe to allow for community participation.

Staffing

- AECOM will provide four (4) staff members for each event and may request City assistance of up to four (4) City staff per event. City staff will be partnered with an AECOM staff member if engaging in facilitation.

Materials

- AECOM will provide printed materials, including large-format exhibits and interactive activities, and collect and summarize activity outcomes.
- AECOM will provide electronic presentations.

Venues, Refreshments, and Audiovisual Equipment

- City will secure venues with appropriate facilities for a community meeting (tables, chairs, flexible space) and provide refreshments for all open houses.
- City will ensure appropriate audiovisual equipment is available which may include a projector, screen, and microphone for each event.

Event Promotion

- AECOM will provide promotional language and graphics for each event.
- City will be responsible for promoting the event via established City newsletters, community organization partnerships, and other email lists.

Phase 3: Final Plan Presentation

Phase 3 of the engagement plan focuses on presenting the final plan to community members, the City Council, and the Advisory Board and highlighting next steps for achieving the plan's goals. AECOM will conduct the following presentations:

- A public, community-oriented presentation of the final Conceptual Redevelopment Plan. This may be a virtual or hybrid presentation to accommodate digital attendance.
- An in-person presentation to the City Council for adoption purposes.
- An in-person presentation to the Advisory Board for adoption purposes.

SECTION 05

Project Schedule

AECOM proposes a 10-month project schedule for this effort. This schedule offers time for thoughtful community engagement and collaboration with the City, while maintaining project momentum and ensuring that the City can move forward expeditiously with implementation.

Project Schedule											
Month	1	2	3	4	5	6	7	8	9	10	
Task 1: Project Initiation and Data Review											
1.1 Project Kickoff Meeting											
1.2: Data & Environmental Review											
1.3: Data Sharing Protocol											
1.4: Recurring Check-In Meetings											
Task 2: Site Assessment and Environmental Integration											
2.1 Review of Existing Data and Reports											
2.2 Locations/Estimates of Soil Disturbances											
2.3 Alignment of Cleanup Plan with Final Goals											
Task 3: Market and Feasibility Analysis											
3.1 Demographic Analysis											
3.2 Industry & Employment Analysis											
3.3 Real Estate & Housing Market Analysis											
3.4 Preliminary Infrastructure and Utility Capacity Review											
3.5 Land-Use Program Options											
Task 4: Conceptual Redevelopment Framework											
4.1 Conceptual Design Alternatives											
4.2 Preferred Conceptual Framework											
Task 5: Community and Stakeholder Engagement											
5.1 Kickoff Meeting (same as Task 1.1)											
5.2 Stakeholder Interviews											
5.3 Open House 1: Priorities and Opportunities											
5.4 Community Survey: Priorities and Opportunities											
5.5 Open House 2: Evaluating Alternatives											
5.6 Open House 3: Reviewing Conceptual Framework											
5.7 Final Community Presentation											
Task 6: Implementation Strategy											
6.1 Implementation Strategy											
Task 7: Final Plan and Presentation											
7.1 Final Redevelopment Plan Document											
7.2 .Two Final Presentations for Adoption											

SECTION 06

Hourly Rate Sheet

AECOM fees are based on the hourly rates indicated below, the composition of the project team for each service provided, and the estimated time contributions. Our work for this project will lean most heavily on those in the "Key Staff" category. We anticipate that Subject Matter Experts (SMEs) will be engaged on an as-needed basis, with fewer total hours dedicated to the project.

AECOM Team Hourly Rates (2025)	
Key Staff	
Chris Brewer, Project Director	\$339
Alexandra Miller, AICP, Project Manager	\$266
Shannon Flanagan, PE, Environmental & Brownfield Restoration	\$198
Catherine Ritter, AICP, Master Planning & Engagement	\$136
Dillon Gilman, Market Analysis	\$163
Sarah Richards, AICP, Industrial Reuse	\$245
Daniel Tse, AICP, Site Planning	\$170
Michelle Sulahian, Real Estate	\$213
Subject Matter Experts (SMEs)	
Adam Way, PE, Data Center SME	\$300
John Wirtz, PE, PToE, Transport and Rail SME	\$327
Chad Laucamp, PE, Water SME	\$364
Peter Morris, Cost Estimator SME	\$424
Jennifer Kubicek, Environmental SME – Wisconsin	\$159
John Bleiler, Regenerative Remediation SME	\$481

SECTION 07

References

Bradley Roback
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Rodney Crim
CEO & President
St. Louis Economic Development Partnership
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St. Louis, MO 63105
314.615.7663 (phone)
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Jeff Romine, Economist
City/County Manager's Office
One DesCombes Drive
Broomfield, CO 80020
303-464-5579
jromine@broomfield.org

Appendix A | Resumes

Chris Brewer

Role: Project Director



Education

MS, Resource Economics,
University of New Hampshire

BS, International Relations and
Economic Development, Drake
University

Years of Experience

28 years

Relevant experience

Chris has 30 years of experience evaluating planning, zoning, market, financial and policy aspects of residential and industrial real estate. His practice has focused on reuse of urban brownfield sites, financial and market evaluations of downtown retail and apartment markets, and financial analysis of adaptive reuse projects. His consulting projects have always started with the quantitative basics, review of demographic and economic indicators, freight transportation metrics, and real estate market data to place a project or location in context.

Project experience

Passenger Rail Impact Study, Stateline Area Transportation Study (SLATS), Beloit, WI.

Project Director. AECOM assessed economic, employment and housing conditions along a proposed passenger rail corridor between Rockford, IL and Madison, WI. The analysis considered opportunities for transit-oriented development along the corridor, inclusive of main line stations such as downtown Rockford, Beloit, Janesville, and Madison. Technical tasks included a real estate market scan, susceptibility to change analysis, and employment & housing impact analysis. Engagement efforts with regional planning MPO's and cities along the corridor helped develop awareness and consensus around the impact of passenger rail investment in this region and clarified TOD opportunities.

Indy FastTrack Industrial Development Strategic Plan, City of Indianapolis, IN.

Project Manager. AECOM led the Indy FastTrack effort, which focused on reuse of four former automotive sites, formerly used by GM, Ford and Chrysler. The effort included stakeholder engagement, as well as analysis of industrial land use and real estate trends for each site. The analysis has focused on the broader question of the health of industrial districts across Marion County. Information on industrial building vacancy has been mapped in GIS along with information on clusters of manufacturing employment. The final report also explored industrial land use connections to rail lines operated by CSX, Indiana Railroad and Norfolk Southern.

US Steel Site Repositioning Strategy, Chicago IL, Landmark Development, Project Manager.

AECOM evaluated real estate market implications for reuse of the 600+ acre US Steel Site on the South Side of Chicago. The waterfront industrial site has been a focus for more than a decade, but reuse has been constrained by complex brownfield issues. In 2015, we identified a redevelopment strategy, factoring in areas with more complex sub-surface conditions. Outcomes included a summary of real estate development potentials and phasing, as well as policy implications for microgrid implementation. In 2022, work for a different development group focused on reuse tied to advanced manufacturing, services, and health care, along with amenities such as transit, workforce development. Direct, indirect, induced benefits and fiscal impacts were identified.

Chrysler Assembly Plant Reuse Strategy, St. Louis County Economic Council and the State of Missouri, St. Louis, MO. Project Manager. AECOM evaluated the economic and fiscal impacts associated with the 2009 closure of Chrysler's two vehicle assembly plants and identified strategies for how the St. Louis region can respond economically to the loss of roughly 20,000 jobs between 1997 and 2010. Recommendations focused on strategies relating to the organization of regional economic and workforce development and priority clusters.

Former Coke/Manufactured Gas Plant Reuse Study Phase 1 and 2, Citizen's Energy, Indianapolis, IN. Project Manager. AECOM served as project manager for the Stage 1 market assessment for the 140-acre former coke and manufactured gas plant on the southeast side of Indianapolis. Following demolition, Citizens took advantage of EDA funding to establish a redevelopment plan for the site as well as neighborhood plan for the surrounding communities. Economic, demographic and real estate market conditions were evaluated to determine supportable residential, industrial and commercial uses as well as target industry clusters. Stage 2 work was completed with Indianapolis-based REA, and included market and financial analysis, and development of phasing.

Municipal Industrial Readiness Impact Assessment, Quonset Development Corporation, RI. Project Manager. AECOM prepared municipal impact assessments in advance of potential industrial developments in Burrillville, RI. Stakeholder interviews with municipal officials were held to add context to an analysis of site conditions focused on regulations tied to land use, zoning, utility infrastructure, and emergency services access. The economics memo was included in a comprehensive pre-permitting assessment to prepare a site for development.

Strategic Plan for the Mt. Elliot Employment District, Detroit Economic Growth Corporation and City of Detroit, MI. Project Manager. AECOM completed a revitalization strategy for a the largest cluster of U.S. auto production, with 3 assembly plants producing more than 800,000 cars per year, and more than 20,000 manufacturing jobs. Critical to the effort were stakeholder meetings with trucking companies and Class 1 Railroads, with analysis of connections between freight modes and industrial buildings. Infrastructure reinvestment strategies to support industrial development were identified.

Indiana AV Trucking Readiness Strategy, Conexus Indiana, IN. Economics Task Lead. AECOM evaluated readiness for increased autonomous trucking activity across Indiana. Tools such as R and GIS were used to extrapolate key insights from InDOT truck AADT data, identifying key trucking and logistics routes, placed in context with industrial building locations and county level employment in industrial sectors. We developed a statistical scoring

methodology based on truck volumes, proximity to industrial facilities and employment, and qualitative research to aid in identifying priority AV trucking routes.

Illinois 2023 State Freight Plan, Illinois Department of Transportation, Indianapolis, IN. Technical Lead-Economics & Industrial Real Estate. AECOM was engaged as part of larger consultant team to evaluate industrial real estate markets across Illinois. Our scope focused on county-level trends regarding industrial space (inventory and vacancy) in context with employment trends across manufacturing sectors.

Industrial District Infrastructure Expansion Study, Confidential Client, Central Ohio. Project Director. AECOM was engaged by a confidential client in Central Ohio to conduct an in-depth site and market analysis to analyze the feasibility of developing a new industrial district in the region. The study goal was to understand if public infrastructure investment in the study area would better position the site for sustainable growth and development and provide a return on investment in terms of economic and fiscal benefits. Economic analysis framed opportunities across advanced manufacturing sectors such as chip fabrication. Economic findings shaped land requirements and infrastructure needs.

Crab Creek Industrial Corridor Strategy, City of Youngstown, OH. AECOM was engaged by the City of Youngstown to support advancement of the Crab Creek Corridor Industrial District Revitalization Strategy. The effort, nearing its final stages, is focused on the east side of Youngstown in a former industrial area defined by the Crab Creek River and a CSX rail corridor. The corridor is facing challenges linked to old / obsolete industrial space, abandoned housing, with considerable land in public ownership. Our scope included stakeholder engagement and GIS analysis of existing conditions across infrastructure, land use, building age and condition, and real estate values. Research into end market opportunities across sectors such as automotive, energy, and construction provided clarity regarding the competitive position of the corridor to attract investment.

Industrial Corridor Analysis and Economic Development Strategy, City of Chicago Department of Planning and Development (DPD), Chicago, IL. Project Manager. AECOM evaluated strategies to modernize the city's 26 industrial corridors. QCEW employment data documented the strength of manufacturing and warehouse trends in context with changes in real estate values and development pressure. Stakeholder interviews focused on freight footprints associated with small and mid-sized manufacturers. Land availability for infill development was identified, and priority infrastructure projects were discussed. Equity issues across industrial corridors were also documented.

Alexandra Miller, AICP

Role: Project Manager



Education

Master of Urban Planning,
Harvard University
Graduate School of Design

BA, Northwestern
University

Registrations/Certifications

American Institute of
Certified Planners

Years of Experience

17 years

Relevant experience

Alexandra has over 15 years of experience shaping housing, redevelopment, and resilience strategies nationwide. Her background spans consulting, real estate development, program management, and philanthropy. Before joining AECOM, she founded and led Alexandra Miller Consulting (AMC), advancing national and local efforts to address housing needs, repurpose public real estate, and develop innovative funding models for community-based redevelopment. She previously served as Managing Principal at Asakura Robinson (AR), co-leading the planning practice and directing award-winning projects in housing policy, community revitalization, and resilience. Her work ranges from planning in areas facing significant vacancy to designing anti-displacement and housing production strategies for rapidly growing communities.

Project experience

Analysis of New Orleans Redevelopment Authority Programs and Financing, New Orleans Redevelopment Authority, New Orleans, LA*. Principal-in-Charge. Worked with redevelopment authority leadership to create program and financial plans that responded to two key intersecting issues: ongoing success in placing vacant property into productive use after Hurricane Katrina had decreased the authority's portfolio of vacant residential properties, while dedicated program income and revenue related to disaster recovery was also declining. Created a plan that emphasized opportunities for the authority to work on assembling land and conducting program management for strategic affordable housing, community development, and resilience projects across the city.

Plan Downtown, Houston Downtown Redevelopment Authority, Houston, TX*.

Housing Lead. Guided development of housing strategies for Downtown Houston's 20-year vision plan. Focused on strengthening downtown's housing market, diversifying unit types, and aligning public and private investment to support a resilient, mixed-income community. Assisted in implementing extensive community engagement processes including a Steering Committee of more than 150 organizations representing the business community, public sector officials, residents of Downtown and neighboring areas, and transportation, housing, and green space nonprofits.

Land-Based Projects: A Path to Purchase, Permit, and Design, City of Detroit, Detroit, MI*.

Project Manager. Coordinated process improvements and guidelines for more than 10 City of Detroit departments while leading an accelerated community engagement process with land-based project leaders and urban farmers across the city. Developed updated public manuals, internal process guidelines, staffing plans, and zoning standards for the City within a four-month project timeline.

Buffalo Urban Renewal Authority Strategic Plan, Buffalo Urban Renewal Authority, Buffalo, NY*.

Project Manager. Guided agency strategic plan, including extensive research to align redevelopment tools and land resources with equitable housing and economic growth. Recommended agency restructuring, including creation of a unified planning department to increase efficiency and remove silos, which subsequently occurred. Developed job descriptions and financial projections to support staff changes.

One Rockford Case for Action and Implementation Plan, Rockford Housing Development Corporation, Rockford, IL*. Project Manager. Created a case for action on affordable housing as a means to address the social determinants of health in Rockford. Conducted strategic planning with a local housing development organization to determine how best to deploy \$6M in available funding to develop housing and other community assets. Assisted in selecting a set of projects to support, including a main site for development on Rockford's West Side. Developed initial program and cost estimates for this site. The selected project is currently under development as the Avon Street Project, which will create 116 new mixed-income homes, an early childhood education center, artist lofts, and a culinary center.

Orleans Parish School Board Surplus Property Strategy, Orleans Parish School Board, New Orleans, LA*. Project Manager. Developed framework to repurpose surplus school properties for housing and community uses while maintaining financial and legal compliance. This included a framework that would allow a balance of property sales, long-term ground leases, and short-term leases of better-condition properties to retain ownership of real estate while raising needed revenue during a period of declining enrollment. Documented opportunities to rebalance property portfolio through potential property swaps with other public agencies.

Austin Strategic Housing Blueprint Implementation Plan, City of Austin, Austin, TX*. Project Manager. Directed implementation plan for Austin's long-range housing blueprint. Worked with City of Austin staff and an array of housing stakeholders to translate policy goals into actionable program recommendations. Created a geographic allocation plan to allocate housing production goals across Council districts and major corridors in order to create affordability in areas of opportunity and align housing production with proposed transit improvements.

Housing for All Action Plan, HousingNOLA, New Orleans, LA*. Subconsultant Lead. Managed housing market and policy analysis supporting HousingNOLA's regional housing strategy. Developed racial equity, economic impact, and cost allocation methodologies to measure potential impacts of five categories of affordable housing investment, including improving housing resilience, preventing and reversing displacement, and creating new homeownership opportunities.

Rondo Anti-Displacement and Community Investment Strategy, Reconnect Rondo, St Paul, MN*. Subconsultant Lead. Developed governance, finance, and implementation strategy for an award-winning anti-displacement and community investment plan focused on a potential land bridge over I-94 in the Rondo neighborhood of St. Paul, MN. Quantified investment needs and developed

structures for a community reinvestment fund designed to raise capital for early anti-displacement interventions, and a community investment trust designed to both capture value of future development and enable residents to invest in development.

Burnett Bayland Park Master Plan Anti-Displacement and Affordable Housing Strategy, Harris County Precinct 4, Houston, TX*. Subconsultant Lead. Led an affordable housing study aimed at improving housing conditions and preventing displacement in Houston's Gulfton neighborhood, which has a high concentration of naturally occurring affordable housing that serves many recent immigrants to the U.S. The impetus for the study was planned major improvements to Burnett Bayland Park, which could potentially increase local property values and cause gentrification.

Vision Galveston, Vision Galveston, Galveston, TX*.

Subconsultant lead. Directed housing components and made broad contributions to a citywide vision plan that engaged more than 15 percent of Galveston's population through extensive in-person and online outreach. The plan established a framework to expand diverse housing options, attract the local workforce, and guide investment in affordable housing through philanthropic and public funding. The process led to the establishment of a local implementation non-profit, Vision Galveston. Continued to conduct strategic planning with this organization and its partners over time.

Economic Development Strategy & Diversification Study, Texas General Land Office, Corpus Christi Region, TX*.

Subconsultant Lead. Partnered with AECOM to develop recommendations focused on improving quality of life and infrastructure to support resilient and sustainable economic development in a nine-county study area including Corpus Christi and Victoria, TX. In addition to policy and program work, led community engagement strategy and pivoted during the initial stages of COVID to a successful virtual strategy.

Imagine Plank Road: A Plan for Equitable Development, Build Baton Rouge, Baton Rouge, LA*. Principal-in-Charge.

Oversaw development of award-winning redevelopment strategy for Baton Rouge's Plank Road corridor, combining public-private partnerships to catalyze investment and equitable growth. Assisted in program planning for major redevelopment projects proposed for the area. Contributed to planning for pilot of community land trust and land banking strategy to improve vacant residential lots surrounding Plank Road.

**Project completed prior to AECOM Employment*

Shannon Flanagan, PE, LEED AP

Role: Brownfields & Environmental Lead



Education

MA, Math Education, City College of City University of New York, 2007

BS, Civil Engineering, Santa Clara University, Santa Clara, California, 2005

Registrations/Certifications

Professional Engineer, Illinois

LEED Accredited Professional in Building Design and Construction

OSHA 40our HAZWOPER

Training OSHA 8-Hour HAZWOPER

Supervisor Training OSHA Annual 8-hour

Refreshers

Relevant experience

Ms. Flanagan brings eighteen years of engineer design, management, construction, safety and field experience in environmental site characterization and remediation projects. Her experience includes Phase I environmental site assessments, site investigations, remediation design and construction, safety management, regulatory compliance, Brownfield grant and project implementation, demolition, site closure, data evaluation and reporting for operation and maintenance of soil vapor and groundwater remediation systems, remediation oversight, construction management, air monitoring, and waste characterization. Ms. Flanagan is AECOM's West Region Regenerative Remediation and Brownfield Strategic Technical Lead and has led the Brownfield Technical Practice Group which serves clients who seek to advance projects on sites burdened with contamination from environmental investigation and remediation through redevelopment.

Project experience

1807-1815 N. Kimball Avenue Brownfield Project, City of Chicago Fleet and Facility Management (2FM), Chicago, IL (2018-ongoing). Project Engineer and Remedial Design Lead to complete the Brownfield remediation of the 0.4-acre property in the City of Chicago in preparation for intended redevelopment into a park connecting into the 606 trail. Ms. Flanagan led the preparation of a brownfield grant application resulting in a \$500,000 USEPA Brownfield grant, supported the City with community engagement including presenting at public meetings, completed the remedial alternatives analyses, designed and conducted the site investigation, developed remedial cost estimates, developed engineering drawings and specifications to remediate trichloroethene that exceeds the soil saturation (Csat) levels, and provided regulatory reporting and communications.

Rockford Reconnecting Communities, Region 1 Planning Council, Rockford, IL (2025-ongoing). Environmental Lead to identify and evaluate environmental considerations associated with assessing a transit-oriented development in downtown Rockford. Ms. Flanagan's role has included evaluation of environmental conditions and regulatory status of brownfield sites within and around the development area, participation in stakeholder meetings and integration with broader project team to evaluate existing conditions (demographics, industry and employment, real estate market, transportation and mobility, and environment) and development feasibility.

Chicago Joint Public Safety Training Campus (JPSTC), City of Chicago, Chicago IL (2020-2022). Environmental Task Manager and Engineer to conduct environmental investigation, contaminated soil management, and reporting associated with this AECOM led design build project. The design team spearheaded by AECOM's public safety specialists surveyed the City of Chicago's existing joint public safety training assets in the generation of a citywide training masterplan which established the initial program for the JPSTC. End user and community engagement allowed the team to understand shared goals for the project. These goals assisted in designing and organizing the 32-acre site to maximize use and engage the streetscape. Our design has become a catalyst for development along the Chicago Avenue corridor as it accounted for three future buildings, two restaurants and a Boys and Girls Club. The final design was approved by the Mayor's Office, the Department of Planning and Development, the end users, and the local neighborhood residents. The project progressed ahead of schedule, below the \$85M project budget and on target to achieve a LEED Gold Certification.

Fort Bayard Brownfield Clean-up, New Mexico Environmental Department, Village of Santa Clara, New Mexico (2022-2024). Brownfield Task Manager and Engineer to lead Brownfield Cleanup Planning document preparation associated with assessing environmental conditions and evaluating remedial alternatives in support of remediation and planned rehabilitation of the subject properties for use as offices for the United States Forest Service (USFS), benefiting USFS and the surrounding community. Tasks included advising on Brownfield project and preparation of documents including the community relations plan and Analysis of Brownfield Cleanup Alternatives (ABCA).

East Zone Site Remediation Program and Historical Review, City of Chicago 2FM, Chicago, IL (2025-ongoing). Project Manager of project to complete three Phase I Environmental Site Assessment (ESA) in support of the East Zone SRP project designed to assess the environmental concerns and evaluate levels of contamination at priority properties. This project was implemented with the support of minority-owned and women-owned business enterprise (M/WBE) partners.

New Jersey Institute of Technology (NJIT), Brownfields Workshops USEPA Region 2, Puerto Rico, USA (2024-ongoing). Serving as lead verifier to support the project team assist the client in the creation and delivery of three brownfields related workshops in Puerto Rico. The workshops are delivered on behalf of NJIT- the USEPA Region 2 and 4 Technical Assistance to Brownfields (TAB) provider. The AECOM team generated the approved cost estimate and proposal, negotiated the contract, worked through internal federal business line approvals, created the approved MOU between the US-based and Puerto Rico offices, supported workbench project setup.

CERCLA Remediation, Johns Manville, Waukegan, IL (2013-ongoing). Engineer. CERCLA remediation at an approximately 300-acre property contaminated with approximately three million cubic yards of off-specification products and wastewater sludge, containing asbestos. Ms. Flanagan's responsibilities included supporting the remedial design of engineered barrier, clean corridor sampling plan and implementation, permitting negotiations with state and local agencies, construction oversight, and mitigation of approximately four acres of wetlands.

Consolidated Edison Facilities East 74th Street Station and East 60th Street Station Investigation and Remediation, New York, New York (2008-2009). Field Engineer. Ms. Flanagan performed environmental services at a couple of active Consolidated Edison (ConEd) steam stations between July 2009 and June 2010. At one facility, an open NYSDEC Spill due to a mercury was remediated, and Ms. Flanagan's responsibilities included air monitoring for protection of facility personnel using Lumex RA-915

and Jerome 431-X mercury vapor analyzers, oversight of sub-slab excavation and floor surface scarification, trench and floor restoration, cleaning and encapsulation and low-level mercury sample collection. At a second active ConEd Facility, a supplemental subsurface investigation of a kerosene spill was performed, and Ms. Flanagan's responsibilities included oversight of well installation, well development and ground water sample collection during the investigation. The investigation was performed in restricted access conditions, within a dust enclosure.

CERCLA Remediation of Soil and Groundwater, Confidential Client, Northwest IN (2013-ongoing). Project Manager, Engineer and Construction Manager. Remediation design and implementation for two Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Remedial Action sites. Provided management and remedial construction oversight of the soil remedy including soil stabilization, final cover and drainage feature installation, and topsoil/vegetation and maintenance. Assisted in the justification for termination of a groundwater extraction and treatment remedy and development of the revised remedy which included development of site-specific background groundwater concentrations, focused in-situ chemical oxidation, and monitored natural attenuation. Implementation of institutional controls including securing deed restrictions and access agreements.

MGP Remediation for Residential Development (2008-2009), Private Developer, New York, New York. Field engineer for environmental services during site remediation at 524 West 19th Street project. Provided environmental and geotechnical engineering services for this residential development for the design through construction phase of this 11-story development on the west side of Manhattan. Difficult project conditions including historic fill, MGP waste, subsurface conditions (timber cribbing), high groundwater table, and complex regulatory involvement created numerous design and construction challenges. Responsibilities included management of environmental and geotechnical engineering tasks, construction oversight, reporting, and interaction/negotiations with the client, Con Edison, NYSDEC, and NYCDEP, and inspection and documentation of waterproofing installation.

Catherine Ritter, AICP

Role: Planning & Engagement Lead



Education

MA, Urban Planning and Policy, University of Illinois at Chicago

BA, Political Science and History, University of Wisconsin-Madison

Registrations/Certifications

American Institute of Certified Planners

Affiliations

American Planners Association – IL Chapter

Years of Experience

6 years

Relevant experience

Catherine is a Senior Analyst on AECOM's Economics + Advisory practice based in Chicago. As a trained urban planner with a background in real estate and economic development advisory, she brings experience working on a range of projects, including market studies, development feasibility studies, land use studies, master plans, corridor plans, transit-oriented development (TOD) studies, and lifecycle cost estimates. Through her project experience, Catherine is able to evaluate development impacts from multiple perspectives, and with a thorough understanding of the market implications. She is skilled at working on cross-disciplinary teams, and her work is rooted in an understanding of how to translate data-driven insights into actionable recommendations.

Project experience

Reconnecting Communities Land Use Feasibility Study, Region 1 Planning Council, Rockford, IL. Deputy Project Manager. AECOM recently kicked off a study to evaluate the feasibility of redeveloping an underutilized railyard facility in Southwest Rockford. This site is adjacent to the proposed Rockford terminus location for the upcoming Intercity Passenger Rail service, slated to begin in 2027. Catherine is leading an interdisciplinary team that includes the AECOM Transportation and Environment teams, as well as TYLin. The project will incorporate stakeholder engagement (including with Class I railroads), as well as other members of the Greater Rockford community. The study begins with an analysis of existing conditions and is followed by a real estate analysis which aims to identify targeted opportunities for transit-oriented development (TOD). The project will culminate in a land use plan, rooted in strategies and recommendations to improve mobility and access through the railyard site.

Missing Middle Housing Study, Maryland-National Capital Park and Planning Commission (M-NCPPC) and Opticos Design, Prince George's County, MD.

Project Manager. Serve as a subconsultant to Opticos Design on a comprehensive Missing Middle Housing Study for Prince George's County. Lead an assessment of the County's housing market to better understand supply and demand for missing middle housing typologies at market and below-market rates. Support stakeholder outreach efforts, led by Opticos, to better understand community needs, gaps in housing supply, and which parts of the County are best suited for missing middle pilot projects. Lead a benchmarking exercise of peer communities who have successfully implemented missing middle housing policies and programs and provide the client with lessons learned and best practices that can be adapted for Prince George's County. Make recommendations for policy and code updates and revisions, funding, financing, partnerships, and other opportunities for increasing missing middle housing supply countywide.

Economic Development Strategy for the I-88 Corridor, Naperville Development Partnership (NDP), Naperville, IL. Deputy Project Manager. AECOM is currently working on an economic development and marketing strategy effort to support the NDP's efforts to redevelop and rebrand the I-88 Innovation Corridor in Naperville, I-88 from a suburban office monoculture to a revitalized, active, mixed-use economic engine for that is Naperville well-positioned to attract the 21st century jobs/businesses of the future. Catherine is currently leading the analysis of target industry clusters, and provides technical and project support on other tasks, including analysis of real estate opportunities and corridor level business inventory.

Edgewater Commercial Market Analysis, Edgewater Chamber of Commerce, Chicago, IL. Analyst. AECOM's Economics + Advisory team was selected to complete a Commercial Market Analysis for the Edgewater Chamber of Commerce and SSA #26. The Chamber is seeking to fill several vacancies on its neighborhood commercial corridors, particularly on Granville, Thorndale, Bryn Mawr, and Berwyn near the CTA Red Line stations. Catherine worked on compiling real estate and demographic data to assess existing conditions in the neighborhood commercial corridors, as well as in comparable neighborhoods around the City of Chicago. Catherine also conducted a retail analysis in order to identify national trends in retail that stand to impact Edgewater's key commercial corridors.

Land Use Market Study, City of DeSoto, DeSoto, TX.

Analyst. AECOM conducted analysis on the viability, future development potential, recommended zoning, and best-practice regulatory tools for six identified under-utilized, prime intersections ("nodes") throughout the City of DeSoto, ahead of the City's subsequent Comprehensive Plan efforts. As DeSoto's population and employment base grows, the City is looking to re-evaluate its zoning code and consider new development possibilities; using ArcGIS Urban, AECOM created models for proposed development typologies at six nodes around DeSoto, which could also be applied throughout the City. In conjunction with AECOM Planning, Catherine conducted economic and market analysis for the City and greater Dallas region, as well as the immediate areas surrounding the six nodes, culminating in the creation of development scenarios at each node based on highest and best use and holding capacity analysis. Catherine's analysis focused heavily on estimating values for different property types (i.e., open land, residential, commercial) in DeSoto – using property data from the Assessor, CoStar, and other sources – and neighboring South Dallas cities. Catherine employed this research into financial analysis for the six nodes and created pro forma templates for proposed development at each node, incorporating cost estimates for land acquisition, construction, and rental & sale rates, among other benchmarks.

Analysis of Alternatives for the Ship Maintenance Facility at Norfolk Naval Shipyards (NNSY), Norfolk, VA. Lead Analyst. AECOM was tasked with an Analysis of Alternatives (AoA) to evaluate the optimal course of action for the Ship Maintenance Facility (SMF) at the NNSY. Utilizing inputs from the client and best available data, and incorporating analysis and feedback from a cross-disciplinary team that includes project engineers and architects, Catherine is currently leading the Economic Analysis (EA) of alternatives. The EA involves using EconPack software and EA best practices to evaluate the feasibility of four possible

courses of action to modernize and upgrade the SMF at NNSY.

Capital Improvement Plan Framework, Broward County Public Schools (BCPS), Broward County, FL. Analyst. As Broward County Public Schools prepares for its future Capital Improvement Plan, the Economics team – in conjunction with AECOM's Program Management team – is creating a framework that will serve as a guide for upcoming master facilities planning efforts. Catherine has been involved throughout the project timeline, leading several analysis efforts as well as the production of project deliverables. Catherine conducted demographic and market analysis – which included GIS mapping of enrollment and socioeconomic data – to understand current conditions and trends throughout the County, and to identify areas surrounding BCPS schools that may be under-served and could benefit from additional community amenities. She also analyzed BCPS data related to site, conditions, and operations, which culminated in a highest and best use analysis and recommendations for implementing "shared use" of school facilities with outside community groups. Catherine has also reviewed School Board policies from benchmark districts to determine recommended, model best practices and policies pertaining to school facility and asset management.

East-West Corridor High-Capacity Transit Plan, Multiple TOD Opportunity Studies, Central Ohio Transit Authority (COTA), Columbus, OH. Lead Analyst. Worked with MKSK, the City, and COTA to analyze development feasibility for five transit-oriented development (TOD) sites along the West Broad corridor, including two transit hubs at underutilized mall sites. Catherine leads the market analysis, site analysis, and the estimation of market-supportable square feet of development for a mixed-use development that includes office, residential, retail / dining / entertainment, hotel / hospitality, and light industrial uses, based on projected future demand. Real estate demand is analyzed in context of regional growth and development, including major tech investments by Intel and others, framed by guiding planned, studies, and regulations recently issued by corridor localities and the regional planning organization, MORPC.

Sarah Richards, AICP, Assoc. DBIA

Role: Industrial Reuse Lead



Education

MCP, City Planning,
University of Pennsylvania

BA, Architectural History,
Virginia Commonwealth
University

Professional Certifications

American Institute of
Certified Planners

Associate Design-Build
Institute of America

Affiliations

American Planning
Association

Urban Land Institute

Years of Experience

12 years

Relevant experience

Sarah brings experience in industrial reuse and data center siting, site plan review, comprehensive/long-range planning, grant administration, drafting and implementing new planning policy, ordinances, and guidelines; working to streamline planning processes, and facilitating community outreach. During her time with AECOM, she has had the opportunity to both lead and provide technical support on a wide range of projects, including economic and fiscal impact studies, development/redevelopment feasibility analyses, market studies, master plans, economic recovery and resiliency plans, transit-oriented development studies, master facilities plans, capital improvements planning, an environmental impact study (EIS), an environmental impact assessment, residual land value analyses, and joint land use studies (JLUS), among others.

Project experience

Region 1 and Region 4 Brownfield Inventory, Region 1 and Region 4 Planning and Development Councils (PDCs), Southern WV. Economics Lead. Work with AECOM's Environment team to inventory brownfield sites across 11 counties in Southern West Virginia. Lead stakeholder engagement efforts, including issuing a community-wide online survey and direct stakeholder outreach and interviews. Lead development of a database of potentially contaminated sites using data sourced

from CoStar to complement master database development by the Environment team. Issue a technical memo describing best practices for brownfield redevelopment that includes case studies of successfully remediated and redeveloped sites from peer communities, along with recommendations for funding, financing, and forming public-private-philanthropic partnerships for successful redevelopment aligned with community economic development goals. Provide grant application support for a follow-on planning grant from the EDA.

City of Naperville I-88 Corridor Redevelopment Strategy, Naperville Development Partnership (NDP), Naperville, IL. Project Manager. Lead an economic development and marketing strategy effort to support the NDP's efforts to redevelop and rebrand the I-88 Innovation Corridor in Naperville from a suburban office monoculture with a contaminated industrial legacy site to a revitalized, active, mixed-use economic engine for that is Naperville well-positioned to attract growing advanced technology industries and verticals. Put local real estate dynamics in context with the broader region, and develop a comprehensive industry cluster/technology vertical target strategy, "matching" growing industries with available space and underutilized sites with redevelopment potential. Estimate current and future potential economic impact, assuming strategy implementation.

Richmond Diamond District Market Analysis, City of Richmond, Richmond, VA. Project Manager. Conduct a market and development financing analysis for the 60-acre Richmond Diamond property in Richmond, VA, to determine the feasibility of constructing a new minor-league ballpark and adjacent moderate-to-high density mixed-use development on a site targeted for future BRT access. Analyze market demand for mixed-use, high-density development adjacent to the new stadium, and estimate potential supportable development based on market trends, stakeholder feedback, City vision, and projected population and economic growth. Provide the City with a development program that can be used to inform review of proposals in response to the City's request for offers (RFO) on the properties.

Delaware County Economic Development Strategy, Delaware County, OH. Project Advisor. Lead a 5-Year Economic Development Strategic for Delaware County, Ohio, focusing on helping the County determine next steps for increasing economic competitiveness, diversity and resiliency. Identify key economic incentive tools, highlight competitive best practices, and develop targeted attraction marketing, workforce development, and economic development prioritization strategies. Provide actionable guidance on Delaware County's Entrepreneurship ecosystem and identify opportunities and strategies to cultivate continued success with small business start-ups and support public-private partnerships. Perform a site identification study to identify three to five large scale sites that align with identified targeted industries and the Central Ohio regional opportunities for economic growth.

Industrial District Public Service Expansion Study, Confidential Client, Midwest. Project Manager. AECOM partnered with a confidential client to conduct an in-depth site and market analysis to analyze the feasibility of developing a new industrial district in the region. The overall goal of the study was to understand if public infrastructure investment in the study area would better position the site for sustainable growth and development, and catalyzing private investment and economic activity that would benefit the broader region, and provide a return on investment in terms of economic and fiscal benefits. The project team drew heavily on extensive industry knowledge and experience, as well as the in-depth research and precedent/aspirational case studies conducted for the project on successful industrial and advanced manufacturing districts and parks in both Central Ohio and across the broader U.S.

Clear Fork Rail Trail Economic Impact Analysis, Fayette-Raleigh Metropolitan Planning Organization, Raleigh County, WV. Project Manager. The AECOM project team conducted an economic impact study of the proposed Clear Fork Rail Trail in Raleigh County, WV for the Fayette-

Raleigh Metropolitan Planning Organization (FRMPO), a rails-to-trails project along a former CSX rail line that follows Clear Fork Creek and Clear Fork Road (Route 1). AECOM worked with the client team and stakeholders to analyze the market for future trail users, adjacent/complementary businesses and outdoor recreation destinations, and estimate overall impact on local and regional economies in the form of jobs and spending. The study concluded with estimated economic impacts of the trail both during construction and at full build-out, and a matrix of targeted strategies for leveraging the trail for maximum economic impact/community benefit; the strategy matrix will identify strategy leads, estimated timelines, funding sources, and critical next steps.

Oak Grove – Bellemeade Small Area Plan Support, City of Richmond, Richmond, VA. Planning & Economics Lead. AECOM supported the City team in the neighborhood visioning process for the study area, and re-imagining key neighborhood corridors and the other properties being considered for redevelopment in the study area. The vision for redevelopment will consider future development potential for city-owned properties and adjacent private development, and plans to extend the Fall Line Trail and GRTC's BRT line. The Economics team led a market analysis shaped by the results of the City and neighborhood visioning for the study area, focused on neighborhood serving retail and services. The project team's recommendations around workforce development, incentivizing quality jobs, and increasing attainable & affordable housing were incorporated into the final document.

Richmond City Center Market Analysis, City of Richmond, Richmond, VA. Project Manager. Conduct a market and infrastructure financing analysis for six City-owned properties in the heart of downtown Richmond, VA, including the now-vacant Richmond Coliseum and historic Blues Armory, to determine market demand for mixed-use, high-density development on the property. Analyze market demand for mixed-use, moderate-to-high-density development for the site, and estimate potential supportable development based on market trends, stakeholder feedback, City vision, and projected population and economic growth. Provide the City with a development program that can be used to inform review of proposals in response to the City's request for offers.

Columbus Intel Impact Study, Columbus Foundation, Columbus, OH. Project Manager. Conduct an analysis of peer cities with chip fabrication plants and high-tech clusters to understand "lessons learned" and ways to use initial investment by Intel to catalyze additional investment in the Columbus region, bring multiple regional partners into the conversation, and rethink zoning, housing, land use, education, and transportation planning for the region.

Dillon Gilman

Role: Market Analysis Lead



Education

Bachelor of Science in
Finance – Real Estate,
Indiana University

Years of Experience

9 years

Relevant experience

Dillon has a robust academic and professional background that combines rigorous market, financial, and impact analysis with placemaking and tourism. He has consulted on a variety of project types including market and feasibility studies, development advisory services, strategic master and land use plans, and economic impact studies. In addition, Dillon has direct project experience, involving site analysis, stakeholder and community engagement, operating revenue and expense projections, and funding and financing advisory.

Project experience

Kay Bailey Hutchison Convention Center Redevelopment & District Master Plan, City of Dallas – Dallas, Texas.* This project assessed multiple scenarios for the redevelopment of the Kay Bailey Hutchison Convention Center (KBHCC) and the development of surrounding areas to connect KBHCC and the rest of downtown Dallas. This analysis included the assessment of KBHCC's function space utilization, stakeholder feedback, and profit and loss trends. Dillon conducted analysis of supporting amenities, including walkable and total available hotels and hotel rooms; entertainment, dining, and retail, and a full accounting of tourism assets able to draw top groups and events to Dallas.

Fort Worth Historic Stockyards Redevelopment, Majestic Realty Co. – Fort Worth, Texas.* Dillon assisted Majestic Realty in realizing the Fort Worth Historic Stockyards' potential to enhance the entertainment district and its offerings through the redevelopment existing structures into unique, curated shops, restaurants, and experiences for all ages, as well as developing on-site luxury lodging, new entertainment options, and event space for meetings, live music, and livestock and rodeo events. Stockyards Heritage Development Co (SHDC), a partnership between the Hickman Companies and Majestic Realty, struck a development agreement with the City of Fort Worth including potential tax incentives with an original investment budget of \$175 million. Development has been ongoing since 2018 with periodic completions and announcements, namely Mule Alley and Hotel Drover, among others. As of June 2022, SHDC has reportedly surpassed the original budget, investing more than \$200 million with multiple projects still underway and yet to come.

Project LEAP Innovation District Market and Impact Analysis, Boone County Economic Development Corporation – Boone County, Indiana.*

In response to private sector interest in purchasing land in Indiana, the State of Indiana implemented legislation in 2022 to provide prospective companies/employers incentives for creating positive fiscal impacts for Hoosiers by establishing "Innovation Districts". AECOM was hired to assess the opportunity associated with the State's first potential innovation district, proposed to be in Boone County. Based upon projected advanced manufacturing job growth across four targeted sectors, Dillon modeled the volume of space needed for production and storage, management and administration, and research and development, as well as single family and multifamily housing needed for the estimated 8,800 new jobs created. Further, Dillon estimated the supportable development of additional retail/services and lodging related to the economic, job, and population growth directly and indirectly created by activity within the Project LEAP Innovation District, totaling more than 30 million square feet of vertical construction valued at nearly \$7 billion, generating \$7.7 billion in new tax collections during the innovation district's 30-year term.

Richmond City Center Market Analysis, City of Richmond – Richmond, Virginia.

Dillon led research and modeling for the real estate market and supportable development analysis regarding redevelopment of several blocks within Downtown Richmond, including the Richmond Coliseum and Blues Armory, into a more activated, walkable, mixed-use environment. Opportunities were identified for multiple uses, including a 500+/- room headquarters hotel attached to the adjacent Greater Richmond Convention Center, 100,000 square feet of retail and restaurants, bespoke creative office space, 600+/- multifamily units, 1,000+ underground and podium parking stalls. City of Richmond issued an RFO for a master developer with requirements including a 500-room headquarters hotel, adaptive reuse of the Blues Armory, demolition of the Coliseum, and a mix of retail, office, and residential. City Council is still negotiating with developers as of early 2025.

Fort Mitchell Gateway Mixed-Use Redevelopment TIF Analysis Update, Kentucky Economic Development Finance Authority – Fort Mitchell, Kentucky.

Dillon led the analysis of an application for approval of tax increment financing (TIF) on the Fort Mitchell Gateway Mixed-use Redevelopment, involving the review of demographic, socioeconomic, hotel, retail, and real estate market conditions in the Fort Mitchell market and larger Cincinnati metropolitan statistical area (MSA) to understand the economic environment in which the proposed project would operate and to ascertain the extent to which market conditions would be generally supportive of the proposed components. Additionally, Dillon modeled economic and fiscal impacts generated by the construction and ongoing

operations of the project during a statutorily defined 20-year period ending 2042. Net new fiscal impacts for the project were estimated to be nearly \$23 million. Dillon and his team also determined that the project would likely not occur without consideration of state TIF funds, a primary test criterion for approval by the Kentucky Economic Development Finance Authority (KEDFA). The project was approved in 2022, prior to the update of the analysis, which was to recertify the need for incentives based on the adjusted program of project components. KEDFA approved the updated analysis in 2023.

Davis Park Riverfront Redevelopment Master Plan, Rockford Convention and Visitors Bureau – Rockford, Illinois.*

Worked with the Rockford Area Convention and Visitors Bureau and Gary W. Anderson Architects to evaluate redevelopment opportunities for Davis Park, a seven-acre riverfront events space in downtown Rockford. Dillon led the market, feasibility, governance, and impact analysis to assess the viability of repositioning the site for enhanced community and entertainment use. The analysis included evaluating regional demand for outdoor venues, assessing competition from Milwaukee and Chicago markets, and testing multiple development scenarios—from flexible outdoor stage concepts to a mid-size amphitheater with covered seating and general admission areas. Findings identified a regional gap for a high-quality 4,500–5,500-capacity amphitheater capable of supporting 8–10 annual ticketed events, as well as an alternative lower-cost, multi-use outdoor venue option.

St. George Regional Airport Site Analysis, Utah School and Institutional Trust Lands Administration – St. George, Utah.

This project established potential development scenarios and underlying land value for land owned surrounding the St. George Regional Airport. Dillon conducted real estate market and development pipeline research to establish trends within the local and regional areas, profiled regional and national peer markets, assessed the statewide availability of industrial land and mega sites in Utah, established growing industry clusters SITLA could target for sale/development of owned land, and projected population and employment growth and vertical development by parcel.

**Project completed prior to AECOM Employment*

Daniel Tse, AICP

Role: Site Planning Lead



Education

MUP, Urban Planning,
University of Illinois at
Urbana-Champaign, 2014

BA, Urban Planning,
University of Illinois at
Urbana-Champaign, 2013

Registrations/Certifications

American Institute of
Certified Planners (AICP)

Affiliations

American Planning
Association (APA)

Awards

Matteson Streetscape
Improvement Plan.

Relevant experience

Daniel is a certified urban planner with extensive experience in a wide variety of projects, including corridor plans, mixed-use district plans, subarea plans, research park master plans, design guidelines, and zoning regulations. His work has spanned the private and public sectors in the United States and the Asia-Pacific region. His work includes a deep emphasis on urban design and site concept design.

Project experience

Crystal Lake and Pingree Road Stations Strategic Action Plan, City of Crystal Lake and Regional Transportation Authority, Crystal Lake, IL*. Urban Planner. This plan provides a land use roadmap for growth and development and outlines the type of location of appropriate uses within the Crystal Lake and Pingree Road Station Areas. Both areas feature a Metra commuter rail station, with the former being in the city's historical downtown while the latter is in a suburban office park setting. The plan's urban design framework complements the land use plan and identifies what urban design's best practices and principles future development should possess in both station areas. Additionally, the transportation framework recommends various improvements throughout both station areas to promote a multi-modal environment. Daniel was responsible for providing support for project management, drafting visions and goals for the plan, developing graphics, and establishing the project's online outreach strategies.

Lincolnwood Northeast Industrial District (NEID) TIF Conceptual Development Plan, Village of Lincolnwood, Lincolnwood, IL*. Urban Planner. A prominent area situated in the Village of Lincolnwood's northeast corner, the study area is anchored by Lincolnwood Town Center, a mix of local- and regional-commercial retail and service, and a healthy concentration of industrial uses bounded by residential neighborhoods. With the NEID TIF District set to expire at the end of 2020, the Village needs a new plan to create a comprehensive vision for the planning area. The Plan guides future land use, development and transportation connections for this area. As part of a multidisciplinary team, Daniel drafted conceptual plans and land use programs, developed visualizations and coordinated with rest of the team to refine land use and urban design recommendations.

Brookfield Comprehensive Plan, Village of Brookfield, Brookfield, IL*. Urban Planner. The Village of Brookfield adopted the Comprehensive Plan in early 2018. The Comprehensive Plan examines land use, housing, community facilities, transportation, environmental resources and economic development. Though a robust outreach process and data-gathering, there was a strong foundation for policy and urban design recommendations to provide a blueprint for the Village moving forward. The Comprehensive Plan also included a Subarea Design Manual for non-residential properties within the Village's three commercial areas, fostering developments that align with the community's character and vision. Daniel was responsible for drafting policy and urban design recommendations, developing graphics and preparing community outreach materials.

****Project completed prior to AECOM Employment***

Michelle Sulahian

Role: Real Estate Advisory Lead



Education

MPL, Economic Development, Real Estate Development, University of Southern California

BA, Sports Management, University of Michigan

Affiliations

Urban Land Institute

Years of Experience

10 years

Relevant experience

Michelle brings deep expertise in real estate development advisory and finance, specializing in helping public sector clients unlock the value of their real estate assets to advance organizational goals. Her work spans monetizing surplus property, supporting operational transformation, expanding housing opportunities, and structuring innovative public-private partnerships. She has led or supported all phases of real estate development, from feasibility studies and business case analysis to developer selection and negotiation. Recent projects include student housing and hotel-conference centers for universities, as well as mixed-use developments that align with long-term public planning objectives.

Project experience

Dallas Area Rapid Transit, Parker Road Market Study – Park-n-Ride Replacement, Dallas, TX. As the task lead for the Parker Road Market Study, Michelle is working alongside AECOM's urban planning team to help DART explore transit-oriented development opportunities on its surface parking lot adjacent to the Parker Road Light Rail Station in Plano, alongside a neighboring parcel owned by a private owner. The study evaluates two scenarios—separate development and joint development between DART and a private owner—by analyzing highest and best use, land value, and phasing potential under varying parking requirements. The team conducted a market analysis for multifamily, office, and retail uses, utilized Giraffe to help with conceptual developments for both phases, and prepared a financial analysis of the two conceptual scenarios. The work supports DART's broader goal of using its real estate assets to enhance transit viability, generate revenue, and foster mixed-use communities. The team will present a report with pros and cons for each scenario that DART will use to determine the best path forward.

State of Colorado, Lakewood Complex Development Study & P3 Advisory, Lakewood, CO. Technical Advisor. AECOM is supporting the Request for Qualifications process for an underutilized, 23-acre site (surface parking lots) identified for affordable housing development. Michelle assisted with the proposal evaluation for technical elements. The State received five qualified offers and Michelle is currently evaluating development programs, deal structure and other risks to address in developer selection and negotiation.

New Jersey Economic Development Authority, Trenton Station, NJ*. Project Manager and Technical Advisor. NJEDA has two TOD sites near the Trenton Transit Center and were seeking to better understand the development feasibility for two TOD sites, one of which is a Park-n-Ride. Michelle led the team providing a market analysis for Trenton, which included a market study for multifamily, retail and office uses. The team developed a site plan for the two sites assuming two different development scenarios (mid-rise and high rise), completed a financial analysis for both sites, market sounding conversations with 4 local developers, and a financial gap analysis. The final report included a summary of all the previous tasks and an implementation plan for NJEDA to carry out future development on both sites.

Sound Transit – Overlake Station*. Project Manager and Technical Advisor. Michelle and the team worked on the larger consultant team to provide real estate and financial analysis for the site plan and development concept on Sound Transit-owned land. Michelle worked with Hatch Consulting (the prime) as the real estate technical advisor. Michelle completed a market analysis and the development pro forma for an affordable housing development concept. The final report included a summary of gap funding options to help with project feasibility.

***Project completed prior to AECOM Employment**

Appendix B | Suggested Edits to Consultant Services Agreement

We kindly request your consideration of edited language of the City of Janesville Master Consulting Agreement standard terms and conditions, attached here.

CONSULTANT SERVICES AGREEMENT

BY AND BETWEEN

CITY OF JANESVILLE

And

[INSERT NAME OF CONSULTANT HERE]

For the

[INSERT NAME OF PARTICULAR CONSULTING PROJECT HERE]

This AGREEMENT is made and executed by and between the CITY OF JANESVILLE, a Wisconsin Municipal Corporation located in the County of Rock, conducting its principal business at 18 North Jackson Street, P.O. Box 5005, City of Janesville, County of Rock, State of Wisconsin, 53547-5005 (hereinafter the "CITY").

and

, a corporation conducting its principal business at _____ Avenue, Suite _____, City of _____, County of _____, State of Wisconsin (hereinafter the "CONSULTANT").

In consideration of the covenants herein contained and payments by the CITY, the sufficiency of which is hereby acknowledged by the CONSULTANT, and the promises and performance promised by the CONSULTANT hereunder to the CITY, the CONSULTANT and the CITY hereby contract with each other to perform the services and pay the fees, respectively, hereinafter set forth, as applicable, according to the following terms and conditions:

I. UTILIZATION OF CONSULTANT'S SERVICES

The CITY hereby agrees to engage the CONSULTANT to perform the technical and professional services as hereinafter set forth. CONSULTANT shall at all times perform as an independent contractor.

II. SCOPE OF SERVICES INCORPORATION OF ATTACHMENT OR APPENDIX

The CONSULTANT, in a manner consistent with the ~~highest~~ generally accepted standards and practices utilized by competent engineering firms in effect at the time and in the location of Consultant's performance of services, shall perform, carry out and provide to the CITY in a professional manner all of the services required as set forth in Exhibit A hereto ("Standard of Care"). Exhibit A and all other attachments hereto are reiterated and incorporated herein by reference as if fully set forth verbatim. In the event of any conflict between any provision set forth in this Agreement and any exhibit, attachment, or appendix incorporated herein by reference now or in the future, those terms, promises, obligations and provisions set forth in this Agreement shall always take precedence and govern. It is acknowledged that any exhibit, attachment or appendix attached hereto was prepared and submitted by the CONSULTANT in response to a CITY request for proposals. Hereinafter, the term "Agreement" shall include this Agreement and all expressly referenced exhibits, attachments and appendices hereto. In the event of any conflict between this Agreement and any attachment hereto, this Agreement shall govern. The list of exhibits and attachments is as follows:

- Exhibit A Scope of Services dated , including fees and schedule
- Exhibit B Certificate of Liability Insurance

Notwithstanding anything contained in this Agreement, CONSULTANT shall have no responsibility for the discovery, presence, handling, removal, transportation, storage or disposal of, or exposure of persons to hazardous

materials in any form related to the Project. CONSULTANT shall not be responsible for CITY's pre-existing site conditions or the aggravation of those preexisting site conditions to the extent not caused by the negligence or willful misconduct of CONSULTANT.

III. PERSONNEL

- A. The CONSULTANT represents that it employs, or will employ, at its own expense, all personnel required to perform the services under this Agreement.
- B. All of the services required hereunder shall be performed by the CONSULTANT ~~in a highly professional manner customary with the engineering industry in the same locale~~ in accordance with the Standard of Care and as set forth in Exhibit A hereto. All of the CONSULTANT's personnel engaged in providing services shall be fully qualified and where applicable shall be authorized or permitted under State and Local law to perform such services. Sufficient technical supervision and administrative personnel shall be furnished at all times by the CONSULTANT to ensure proper and successful performance of this Agreement by the CONSULTANT in accordance with the foregoing ~~highest professional standard~~ Standard of eCare.
- C. None of the services covered by this Agreement shall be subcontracted by the CONSULTANT without the prior written approval of the CITY. A listing of the CONSULTANT's proposed subconsultant(s) is as follows:
Subconsultant(s): None
- D. Subconsultant(s) shall be tied contractually solely to the CONSULTANT. The CONSULTANT shall be responsible for the scope of services and the terms and conditions set forth in this Agreement. Nothing herein shall create or be construed as creating any direct or indirect contractual or other relationship between the CITY and any subconsultant.

IV. PROJECT MANAGER AND PROJECT STAFF

A. Assignment of Project Manager and Project Staff

The CONSULTANT shall assign the following individuals to manage and conduct the project described in this Agreement:

Project Manager: _____

Project Staff: _____

B. Changes in Project Manager and Project Staff

The CITY has the right to approve or disapprove any proposed change from the individuals named in Section IV.A. The CITY shall be provided by the CONSULTANT with a resume of any proposed substitute prior to such substitution, and shall be given the opportunity to interview that person prior to its decision to approve or disapprove. No work by the proposed substitute can occur prior to approval by the CITY.

V. DATA TO BE FURNISHED

Secondary sources of information, data, reports, audits, records, and maps as are existing and available in the CITY and are necessary for providing the services as outlined in the Exhibit A hereto shall be furnished to the CONSULTANT without charge by the CITY. The CITY shall cooperate in every way reasonably possible in providing such data without undue delay. CONSULTANT is entitled and will rely upon the accuracy, completeness, currency and non-infringement of information and data provided by CITY or obtained from generally accepted sources within the industry, except to the extent such verification by CONSULTANT may be expressly required as a defined

part of the Services. CONSULTANT will not be responsible for defects in its Services attributable to its reliance upon or use of such information and data.

VI. PERFORMANCE TIME OF THE ESSENCE

This Agreement covers charges incurred by the CONSULTANT in furtherance of its duties set forth herein, beginning on the Agreement execution date. All services and required performance of the CONSULTANT shall be undertaken and completed by the CONSULTANT in such sequence as to timely fulfill the purpose of this Agreement. Time is of the essence in the CONSULTANT's performance and rendering of all services set forth in this Agreement.

VII. SCHEDULE AND PROGRESS REPORTS

The CONSULTANT and the CITY shall follow the project schedule included in Exhibit A. The CONSULTANT shall provide monthly progress reports to the CITY setting forth the status of the services according to the aforementioned project schedule, itemizing funds expended and outlining tasks to be performed in the ensuing month.

VIII. COMPENSATION

The basis for payments by the CITY to the CONSULTANT for services performed under this Agreement shall be on a **lump sum (OR) time and materials**, not-to-exceed basis. The estimated fee shall be summarized in Exhibit A.

A. Staff Services

Direct personnel expense based on standard hourly rate categories for the project as attached in the Appendix. The CONSULTANT shall use a total multiplier of _____ for labor on this project inclusive of overhead and profit. These amounts will be used for any amendments or changes in scope necessary during the project.

Total Compensation for services

Notwithstanding anything else in this Agreement to the contrary, the total amount of compensation that the CITY must pay to the CONSULTANT for all phases of the CONSULTANT's services rendered to the CITY under this Agreement shall not exceed _____ 00/100 Dollars (\$_____).

B. Other Direct Costs and Expenses (not necessary in lump sum)

The CONSULTANT shall be reimbursed on an actual cost basis for reasonable direct costs and expenses incurred by the CONSULTANT in performing services under this Agreement such as, but not limited to, printing supplies, mapping material, computer costs, travel, telephone, food and lodging, subcontractor services, reproduction, and agency approval fees. The CONSULTANT shall maintain proper records of all such direct costs and expenses, which records shall be open to inspection during all business hours by the CITY. The total maximum amount of reimbursable expenses for which the CITY shall be responsible to pay the CONSULTANT under this Agreement in no event shall exceed _____ and 00/100 Dollars (\$_____).

Total Compensation, Costs, and Expenses

The aggregate total compensation, costs, and expenses that the CITY shall be obligated to pay to the CONSULTANT for services rendered by the CONSULTANT under this Agreement shall not exceed the sum of Sections VIII.A, Staff Services and VIII.B, Other Direct Costs and Expenses. The maximum aggregate compensation and cost/expense reimbursement under this Agreement to the CONSULTANT from the CITY shall not exceed _____ and 00/100 Dollars (\$_____).

IX. METHOD OF PAYMENT

The CITY shall pay the CONSULTANT for services rendered on a monthly basis, which periodic payments shall constitute full and complete compensation for the CONSULTANT's services under this Agreement. Such sums shall be paid in accordance with monthly billings prepared by the CONSULTANT and approved by the CITY. All invoices

shall be emailed to COJAcctPay@ci.janesville.wi.us. Said billings shall be governed by, and determined, in the following manner:

Hourly payroll costs, overhead, other direct costs, and subcontract costs incurred during the monthly billing period will be submitted to the CITY for payment based on an estimated percentage of completed work for a lump sum contract.

The CITY shall cause payments to be made in accordance with such invoices, if such invoices are approved, no later than thirty (30) days after approval of the invoice. The CITY must determine whether or not it approves a particular invoice within thirty (30) days after receipt of the invoice. If the invoice is modified by the CONSULTANT, the CITY must determine whether or not it approves of such invoice as modified within fifteen (15) days after receipt of the modified invoice.

Acceptance by the CONSULTANT of the final payment shall constitute payment in full for all services performed under the Agreement.

X. RECORDS AND AUDITS

The CONSULTANT shall maintain complete and accurate records with respect to allowable costs incurred and manpower expended under this Agreement for not less than seven (7) years from the date of final payment. All such records shall be maintained on a generally accepted accounting basis and shall be clearly identified and readily accessible. The CONSULTANT shall provide free access to the representatives of the CITY at all times to such data and records. The CONSULTANT shall allow inspection and auditing of all data and records of the CONSULTANT relating to his performance under the Agreement, the making of copies of and transcripts therefrom as necessary to allow inspection of all Agreement data, documents, proceedings, and activities related to this Agreement for a period of seven (7) years from the date of the final payment under this Agreement and all other pending matters are closed. Such inspections may occur during any and all business hours of the CONSULTANT. Such right to inspections shall not be denied for any reason and shall be immediately permitted and facilitated by the CONSULTANT upon CITY request.

XI. TERMINATION OF THE AGREEMENT

The CITY reserves the right to terminate this Agreement at any time and without cause by giving the CONSULTANT not less than five (5) calendar days prior written notice of such termination. Such termination shall be effective on the sixth (6th) calendar day after the date of the notice of termination. In the event of such termination, the CITY shall be liable only for the services rendered to the date of termination based upon fees and costs/expenses described herein and actually rendered and/or incurred with the CITY's permission by the CONSULTANT prior to the date of such termination notice. All completed or partially completed drawings, records, computations, computer software, surveys and survey information, documents, papers, plans, drawings, and all other material the CONSULTANT has created and/or collected prior to the termination date shall remain the exclusive property of the CITY.

XII. CONFLICT OF INTEREST

The CONSULTANT hereby warrants and represents that it has, at the time of execution of this Agreement, no interest, and that it shall not acquire any interest in the future, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed pursuant to this Agreement. The CONSULTANT further covenants that in the performance of this Agreement no person having any such interest shall be employed by the CONSULTANT.

XIII. ASSIGNABILITY

The CONSULTANT shall not assign any interest in this Agreement and shall not transfer any interest in the same without the prior written consent of the CITY.

XIV. OWNERSHIP OF WORK PRODUCT

All Work Product prepared by CONSULTANT shall, upon payment by CITY, be the property of the CITY. The term "Work Product" as used herein includes, but is not limited to, any and all documents, papers, written material,

manuals, photographs, charts, graphs, plans, drawings, video tapes, maps, and other information or deliverables collected or created under this Agreement as set forth in Exhibit A. The term does not include financial records, accounting records, working papers, or other information pertinent only to the administration of this Agreement.

XV. CONFIDENTIALITY

CITY may provide confidential information to the CONSULTANT for the performance of services hereunder. Such information will be clearly marked "Confidential Information." No Confidential Information given to the CONSULTANT under this Agreement shall be made available to any individual or organization by the CONSULTANT without the prior written approval of the CITY. Notwithstanding the foregoing, CONSULTANT shall have no confidentiality obligation with respect to information that 1) becomes generally available to the public other than as a result of disclosure by CONSULTANT or its agents or employees; 2) was available to CONSULTANT on a non-confidential basis prior to its disclosure by CITY; or 3) becomes available to CONSULTANT from a third party who is not, to the knowledge of CONSULTANT, bound to retain such information in confidence. In the event CONSULTANT is compelled by subpoena, court order, or administrative order to disclose any confidential information, CONSULTANT shall promptly notify CITY and shall cooperate with CITY prior to disclosure so that CITY may take necessary actions to protect such Confidential Information from disclosure.

XVI. AGREEMENT CHANGES

The parties hereto may both from time to time require and/or desire changes in the Scope of Services and the time of performance as set forth herein. Such changes, including any increase or decrease in the scope of services and/or in the amount of compensation to the CONSULTANT, that are mutually agreed upon by and between the parties hereto shall be incorporated as written amendments to this Agreement. The CITY at any time and from time to time may request and/or require the CONSULTANT to perform additional services and/or to not perform and/or to modify previously agreed upon services, in which event(s) the CONSULTANT shall forthwith comply. The CONSULTANT may not modify, add to, or subtract from the services they are obligated to render under this Agreement without the express prior written authorization/concurrence of the CITY. Any claim by the CONSULTANT for an adjustment under this clause for additional services must be asserted within ten (10) days from the date of receipt by the CONSULTANT of the notification of change request from the CITY.

XVII. INDEMNIFICATION

The CONSULTANT shall indemnify, save, and keep harmless the CITY, its officers, agents, and employees of and from all liabilities, liens, judgments, costs, damages, and expenses to the extent caused by negligent ~~acts~~ **acts** and intentional ~~acts~~ **misconduct**, errors, and omissions, and those of its officials, officers, employees, representatives and/or agents (collectively "CONSULTANT") that may in any way be suffered by the CITY and/or or by any of its elected and/or appointed officials, officers, employees, representative agents (hereinafter the "CITY OFFICIALS") or that may accrue against or be charged to or recovered from the CITY and/or CITY OFFICIALS arising from Consultant's negligent acts, errors, or omissions under this Agreement.

XVIII. INSURANCE

The CONSULTANT shall at all times obtain and solely at CONSULTANT's cost and expense maintain insurance to protect the CONSULTANT from claims under worker's compensation acts; claims due to bodily or personal injury or death of any employee or any other person; claims due to injury or destruction of property; and claims arising out of negligent and/or intentional acts, errors, or omissions of the CONSULTANT and each and every of the CONSULTANT's officials, officers, employees, independent contractors, contractees, subconsultants, representatives, and agents, as well as the employees and agents of the CITY.. The insurance shall provide ~~a minimum of~~ One Million Dollars (\$1,000,000.00) coverage per occurrence and ~~a minimum of~~ Two Million Dollars (\$2,000,000.00) general aggregate. CONSULTANT's professional liability insurance shall provide ~~a minimum of~~ One Million Dollars (\$1,000,000.00) each claim and annual aggregate. The CONSULTANT shall provide to the CITY proof of such coverage at the time of execution of this Agreement and forthwith at all other times upon demand by the CITY. Failure to do so shall constitute a material breach of this Agreement.

XIX. EQUAL EMPLOYMENT OPPORTUNITY

~~During the performance of this Agreement, the CONSULTANT shall comply with Executive Order 11246, entitled "Equal Employment Opportunity", as amended by Executive Order 11375, and as supplemented in Department of Labor regulations (41 CFR Part 60), and specifically agrees as follows:~~

- ~~A. The CONSULTANT will not discriminate against any employee or applicant for employment because of race, creed, sex, color, or national origin. . The CONSULTANT will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, creed, sex, color, or national origin. Such action shall include, but not be limited to, the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The CONSULTANT agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the CITY setting forth the provisions of this non-discrimination clause.~~
- B. The CONSULTANT will, in all solicitation or advertisements for employees placed by or on behalf of the CONSULTANT, state that all qualified applicants will receive consideration for employment without regard to race, creed, color, sex, or national origin.
- ~~C. The CONSULTANT will cause the foregoing provisions to be inserted in all subcontracts with subcontractors for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that foregoing provisions shall not apply to Contracts or subcontracts for standard commercial supplies or raw materials.~~

XX. INTEREST OF PUBLIC OFFICIALS

A. Interest of Members of the City

No member of the governing body of the CITY and no other officer, employee, or agent of the CITY who exercises any functions or responsibilities in connection with the planning and carrying out of the project, shall have any personal financial interest, direct or indirect, in this Agreement; and the CONSULTANT shall take appropriate steps to assure compliance.

B. Interest of Other Local Public Officials

No member of the governing body of the locality and no other public official of such locality, who exercises any functions or responsibilities in connection with the planning and carrying out of the project, shall have any personal financial interest, direct or indirect, in this Agreement; and the CONSULTANT shall take appropriate steps to assure compliance.

XXI. BEST EFFORTS

The CONSULTANT shall apply its efforts and professional judgment in accordance with the Standard of Care in performing its services under this Agreement and for timely fulfilling each and every of the individual requirements set forth in the Scope of Services for this project as set forth defined in the Attachment(s)/Appendix(es) hereto. The CITY reserves the right to request and require modifications, and changes in the documentation, study, project results, and/or plans, as applicable, that in the City's sole discretion and judgment are in the best interests of the CITY.

XXII. DISPUTE RESOLUTION

Any and all disputes related to this Agreement that are not resolved by mutual agreement of the parties shall be resolved in a State of Wisconsin circuit court of competent jurisdiction. Such circuit court shall be located in the City of Janesville, County of Rock. Either party may sue the other for declaratory judgment, damages, specific performance, injunctive relief, or any other legal or equitable relief as may be provided by law. The performance of this Agreement, its interpretation, and the resolution of all disputes connected therewith shall be governed, interpreted, and resolved in accord with the laws of the State of Wisconsin. Notwithstanding the foregoing, any dispute not resolved by mutual agreement of the parties may also be resolved by binding mediation and/or arbitration but only in the event that the City of Janesville requests, demands, or consents to same.

XXIII. RESPONSIBILITIES OF THE CITY

At its own expense, the CITY will have the following responsibilities regarding the administration of the Agreement by the CONSULTANT.

A. Project Officer

Mike Payne, City Engineer, shall be the Project Officer and act as the CITY's representative with respect to the services performed under this Agreement. _____ will be the Project Manager and will routinely coordinate tasks directly with the CONSULTANT.

B. Prompt Response

To prevent an unreasonable delay in the CONSULTANT's services, the CITY will examine and approve or disapprove all reports and other documents within a reasonable time period, unless otherwise specified herein.

XXIV. COMPLETENESS OF THE AGREEMENT

This cover document and each and every of its attachments, appendices, and schedules contain all the terms, promises, conditions, and provisions of this Agreement. Any alteration shall be invalid unless made in writing, signed by both parties, and incorporated as an amendment to this Agreement. This document may be prepared and executed in multiple originals. All attachments hereto are incorporated herein by reference as if fully set forth verbatim, and are enumerated and described, supra.

XXV. SEVERABILITY

Every part, term, and provision of this Agreement is severable from others. Notwithstanding any possible future finding by duly constituted authority that a particular part, term, or provision is invalid, void, or unenforceable, this Agreement has been made with the clear intention that the validity and enforceability of the remaining parts, terms, and provisions shall not be affected thereby.

This Agreement is signed in the State of Wisconsin and shall be subject to and interpreted under the laws of the State of Wisconsin.

No provision of this Agreement or attachment hereto shall be interpreted for or against either party because that party, or that party's attorney, drafted that provision or attachment.

This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, personal representatives, successors, and assigns.

The parties hereto acknowledge and agree that all of the provisions of this Agreement and attachments hereto are valid and binding.

Any and all ambiguities, conflicts, interpretations, and matters of application arising from and/or pertaining to this Agreement or any of its attachments shall be resolved in the manner most favorable to the City.

IN WITNESS WHEREOF, the parties have executed this Agreement on this the <day> day of <month>, <year>.

CITY OF JANESVILLE

<CONSULTANT>

By: _____

By: _____

ATTEST: _____

ATTEST: _____



About AECOM

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle — from planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy and the environment, our public- and private-sector clients trust us to solve their most complex challenges. Our teams are driven by a common purpose to deliver a better world through our unrivaled technical expertise and innovation, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities. AECOM is a *Fortune* 500 firm and its Professional Services business had revenue of \$13.2 billion in fiscal year 2020. See how we are delivering sustainable legacies for generations to come at aecom.com and [@AECOM](https://twitter.com/AECOM).

Contact

Alexandra Miller
Project Manager
Director, Housing and Urban Policy
224-619-4400
alexandra.miller@aecom.com



CITY OF JANESVILLE

Wisconsin's Park Place

QUALIFICATIONS FOR GM/JATCO REDEVELOPMENT MASTER
PLANNING AND DEVELOPMENT STRATEGY

RFQ NO: 2025-1105

RINKA⁺

DECEMBER 5, 2025

Date: December 5, 2025

RE: Janesville GM / JATCO Redevelopment Master Plan + Development Strategy

Dear Mr. Faust and Members of the GM/JATCO Redevelopment Advisory Board,

On behalf of RINKA, Kapur, Zonda, and von Briesen & Roper, we are pleased to submit our qualifications for the GM/JATCO Redevelopment Master Planning and Development Strategy. Few sites in Wisconsin carry the scale, history, and economic significance of the former General Motors and JATCO properties. We recognize that this 250-acre brownfield is not simply a redevelopment opportunity—it is a chance to reshape the future of Janesville in a way that honors its legacy while positioning the community for long-term prosperity.

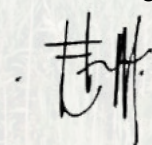
Our team brings the multidisciplinary expertise required to deliver a visionary yet highly implementable plan. RINKA will lead masterplanning and urban design, supported by Kapur's exceptional environmental, civil engineering, and grant-readiness expertise. Zonda will provide national-caliber market analysis and feasibility modeling to ensure that land-use and phasing strategies reflect both local demand and regional economic trends. von Briesen & Roper will guide zoning, regulatory compliance, and environmental legal strategy, ensuring that the plan is grounded in a clear and achievable entitlement pathway.

We understand the site's complex environmental conditions—historic contamination, remaining slab and subsurface infrastructure, inactive rail assets, and areas with potential for previously unidentified contaminants. Our approach integrates remediation considerations into every aspect of land-use planning, infrastructure design, and development phasing, ensuring alignment with WDNR expectations and the City's environmental consultant. This is not conceptual planning in a vacuum; it is a realistic, data-driven roadmap built to move the site toward shovel-ready implementation.

Our team is committed to meaningful and transparent engagement throughout the 18-month process. The community's connection to the GM legacy—and the impact of its closure—requires an engagement approach anchored in trust, clarity, and shared aspiration. We are prepared to facilitate a minimum of five engagement touchpoints, inclusive of Advisory Board working sessions, open houses, and a final community presentation.

We would be honored to partner with the City and the Advisory Board to develop a master plan that reflects Janesville's identity, responds to market realities, and lays the groundwork for transformational reinvestment. Thank you for this opportunity. We look forward to the possibility of working together.

Warm Regards,



Eric Mayne
Masterplanning Practice Leader
emayne@rinka.com
262.455.1497



02

PROJECT UNDERSTANDING + APPROACH

“DTS was floundering until you stepped in. One of the best (and toughest) decisions I made in my career was to change design firms when we hired you. You understood what needed to be done to knit it all together. It is fun to watch the drawings become reality!”

- Jerry Franke - Former President, Wispark LLC



Drexel Town Square, Oak Creek, WI

PROJECT UNDERSTANDING

The GM/JATCO site represents the largest contiguous redevelopment opportunity in Janesville's modern history. The site's legacy—once employing over 7,200 workers—continues to influence the city's economy, culture, and development patterns. Today, the 250-acre property contains significant environmental complexity, remnant infrastructure, areas of subsurface contamination, inactive rail assets, and large expanses of slab and asphalt. The City's acquisition in 2025 and creation of TID 42 signal a bold commitment to transform this brownfield into a productive, connected district that supports future economic growth.

We have carefully curated a team of experts who will serve as your strategic partners throughout the project. Our team possesses diverse skills and experience, capable of delivering a data-driven, market-supported, environmentally aligned Conceptual Redevelopment Plan that integrates:

Realistic market feasibility

We bring a national expertise to your community with the latest market trend data and success stories from other masterplanned communities. A feasible re-development program will set the stage early in the process and through out the planning process, we will solicit our robust brokerage network to continually re-evaluate the local and regional market.

[illegible]

Infrastructure phasing and public investment strategy

Establishing public private partnerships is often utilized for infrastructure investment and upgrades. Our team brings an in depth knowledge of what it takes to budget and plan for infrastructure improvements. We also bring the legal support to understand the nuances involved in public-private partnerships as well as the support to identify grant and funding opportunities for financial assistance.



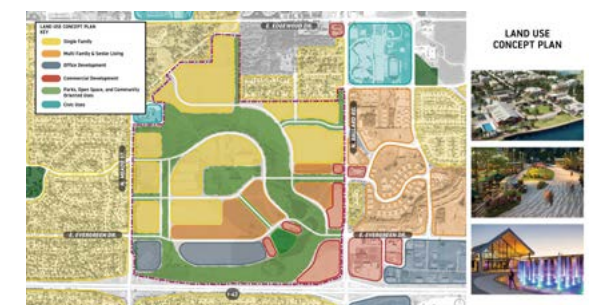
Branding and identity to redefine the site's perception

Our Branding and Marketing practice area specializes in telling your unique and authentic story. By tapping into the City's true identity, we build stronger connections to your community through storytelling, brand identity and ecosystems, digital presence, and integration.



Land-use plan - economic opportunity and environmental capacity

A successful land use plan will balance highest and best use with environmental concerns, public support and economic opportunity. We bring expertise in each of these subject areas to impact the planning.



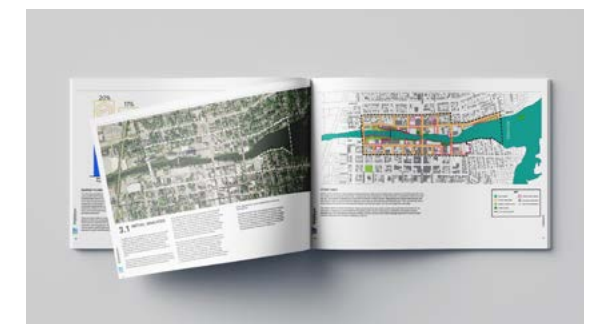
Robust community and stakeholder engagement

It is essential to engage key community members and stakeholders during information gathering, planning and design to solicit input and provide those opportunities for community to gain ownership in the process and build consensus and support. Quality engagement is as valuable as a good plan.



A graphic-rich final plan and actionable implementation

Creating great diagrams that explain the planning concepts as well as renderings graphics and animations to illustrate the vision for the future are extremely valuable tools to recruit support, build confidence and inspiring action to engage the development community and move the plan into reality.



PROJECT UNDERSTANDING (continued)

UNDERSTANDING OF BROWNFIELDS

Brownfield remediation constraints and WDNR coordination.

On this capped brownfield site, RINKA led the team through DNR constraints to create a development plan that maximized buildable area while converting restricted zones into functional public open space.



Firmwide Experience

RINKA has extensive experience delivering successful design solutions on brownfield and environmentally sensitive sites. Our approach balances environmental stewardship, regulatory compliance, and development feasibility to unlock meaningful community outcomes. One of our recent brownfield redevelopment projects was recognized nationally for its success when the U.S. Environmental Protection Agency published a full case report highlighting the project's redevelopment strategy, community impact, and environmental performance. This recognition underscores our ability to navigate complex environmental conditions while creating vibrant, sustainable places.

[CLICK HERE](#) for a link to the EPA report on Lakeshore Commons



Built on a former transit facility & yard, this project delivers 105 new units and leverages city financing to remediate and reinvigorate a long-dormant property.

Navigating Site Limitations

Brownfield sites often present significant physical and regulatory challenges, and our work on Lakeshore Commons demonstrates how RINKA maximizes development potential within these constraints. The site included a clay cap protecting underlying environmental conditions and a primary environmental corridor that crossed a key section of the property. RINKA led a coordinated team of environmental and civil consultants, navigating strict Wisconsin DNR guidelines to craft a site plan that respected all protective measures while achieving an efficient, high-performing development layout. Through strategic building placement, precise grading, and thoughtful open-space planning, we transformed regulatory constraints into opportunities for a well-balanced, resilient community.



"This project was transformative. Not only were they able to redevelop an existing brownfield site, they built a 21st century downtown! This project will shape the City of Oak Creek for many generations."

-Judge for ACEC Awards

Incorporating Environmental Conditions into Design

At Lakeshore Commons, environmental limitations became a guiding framework for creating meaningful community amenities. Areas restricted from traditional development were reshaped into connected green spaces and trail networks, offering safe public access and strengthening links to surrounding natural assets like Lake Vista Park. By integrating environmental conditions directly into the site's open-space strategy, RINKA delivered a design that supports ecological health, enhances neighborhood connectivity, and maintains full regulatory compliance.

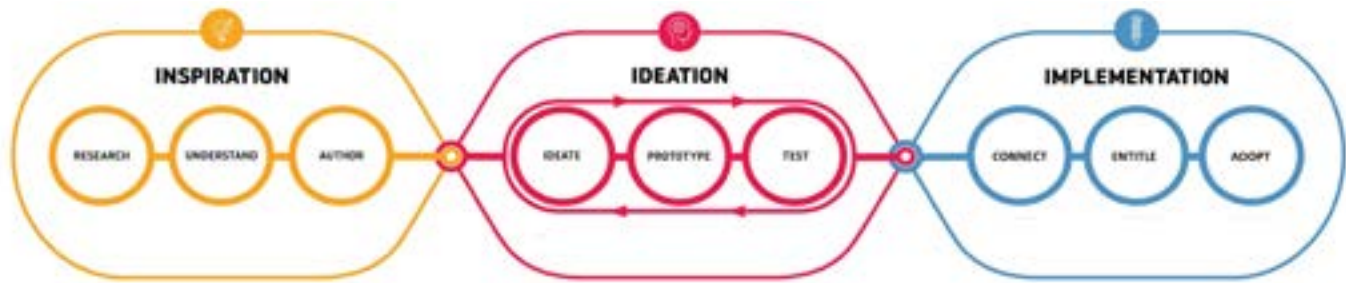


Lakeshore Commons and Oak Creek Lake Vista Park - Oak Creek, WI

PROJECT APPROACH

*This page contains proprietary information and should not be shared publicly

The **RINKA placemaking process** is designed to be strategic in nature by gathering information and feedback from the community and advisory committee during the process while developing a strong authentic vision for Janesville. The project team would break the process down into three distinct phases. You will see embedded in our process is an integrated approach to community engagement as well as specialty technical engineering.



INSPIRATION

DURATION: month 1 through month 5

RESEARCH

Project Initiation & Data Review

Our team will begin with a structured kickoff between the City, Advisory Board, RINKA, Kapur, Zonda, and von Briesen & Roper. We will review existing City GIS data, WDNR BRRTS files, prior environmental reports, utilities, transportation connections, and all SharePoint documents. A unified SharePoint data protocol will be established for collaborative file sharing and version control. Key outcomes will include confirmed project goals, assumptions, communication channels, and milestone expectations.

Site Assessment & Environmental Integration

Led by Kapur and von Briesen, we will conduct a comprehensive environmental synthesis drawing from existing investigations and WDNR closure records (including NFA sites with continuing obligations). We will map:

- Contamination zones
- Areas requiring soil disturbance
- Groundwater considerations
- Potential vapor mitigation needs
- Slab and substructure conditions
- WDNR-required management areas

This environmental framework will be integrated from day one into land-use scenarios, infrastructure renewals, open space, stormwater planning, and redevelopment phasing.

UNDERSTAND

Market & Feasibility Analysis (Zonda)

Zonda will complete a robust feasibility analysis that evaluates:

- Regional and national industrial/logistics trends
- Demand for advanced manufacturing, flex space, and innovation sectors
- Current and projected housing demand and appropriate typologies
- Retail/no retail viability
- Absorption timelines

- Development cost thresholds
 - Multimodal and rail-based economic opportunity
- This will result in a market-supported land-use program with achievable density ranges, use mixes, and order-of-magnitude feasibility.

Placemaking Research & History (RINKA)

RINKA placemaking strategists will study the historical context of Janesville in collaboration with Rock County historical society and others to form a clear understanding of the communities past, present, and future priorities and physical attributes. We will dive deep into the attributes of what makes Janesville special and use them to inspire the planning, design and placemaking brand and building community support for the land re-development.

AUTHOR

The consultant design team will compile the research information gathered along with the public engagement data and identify strategic opportunity analysis to the advisory board for feedback. A draft placemaking narrative will be created, which will include a vision statement, design drivers and planning principles to guide the next phase of the masterplan. The masterplan project team will present a summary of the inspiration phase findings to the Advisory board and city leadership as required.

The design team will also present a community engagement plan at the start of the Inspiration phase, will begin community engagement early in the process and continue to solicit valuable input from the community throughout the planning process. For more information see the community engagement section of this proposal.

Deliverables

- Site and Environmental Assessment document
- Market & Feasibility Analysis Report
- Community Engagement Plan
- Public Outreach Marketing Items (visual media: banners/flyers/web)
- Placemaking Research, Placemaking Narrative, Design Drivers & Planning Principles

IDEATION

DURATION: month 6 through month 12

IDEATE

The second phase of the design process will begin at the macro scale as the project team will create place mapping diagrams. The diagrams will first study existing conditions like traffic and pedestrian flows, patterns of development and use adjacencies and will identify opportunities. The project team will develop the relevant data maps, condition assessments, historic assets, parking inventory, traffic operations, transit routes, and urban design features. These maps will expand into diagrams that conceptualize potential development sites and opportunities that align with the strategic opportunity analysis and placemaking narrative.

This idea generation is intended to be a cyclical process with feedback from the Advisory Board through ideation meetings, and with additional public feedback (if determined in the public engagement plan). The process will progress in both scale and detail from larger scale thinking into more site-specific considerations. As we near the completion of the ideation phase we can provide more technical engineering input from civil engineering specifically around green infrastructure, environmental concerns and storm water impact assessment. The process will generate ideas based on the inspiration phase's recommendations for the vision for the study area as well as an implementation plan with goals, objectives, and strategies to achieve the vision.

PROTOTYPE

Once the consultant design team and Advisory Board reach an acceptable framework, the project team will present the prototype to city leadership, and optional presentations to public stakeholders, and upon request post the results on the project website. With an approved framework the team will develop an implementation plan and list of priorities, recommending priorities and next steps for consideration.

TEST

Throughout the masterplanning ideation phase, the consultant design team will work with the Advisory Board to test, revise, and re-test the proposed framework and masterplan concepts until we have built a plan with the desired future state. The project team is also prepared to bring in potential development partners and engineering expertise to give a level of viability and order of magnitude for aspects of the masterplan.

Deliverables

- Preliminary place mapping, diagramming, circulation suggestions and placemaking concepts for review (2 concepts)
- Test and revise place mapping, diagramming, circulation suggestions and placemaking concepts for review
- Parcel Test-fits
- Development Summary
- Community Engagement Summary Data
- Development Plan – Rendered Siteplan
- Renderings: (5) overall renderings, (3) experiential street views (2) aerial views of the development area
- Draft Final Report (incorporating previous deliverables)

IMPLEMENTATION

DURATION: month 13 through month 18

INSPIRE

Upon entering the final phase of the project, the consultant design team will work to ensure (as much as the approved community engagement plan will allow) that the community stakeholders have been heard and their concerns addressed. This includes a final public open house meeting. This feedback will be incorporated into a report to the advisory board.

CONNECT

The project team will work with the advisory board to execute any final edits and create a final draft of the Final Report for plan commission consideration. Final report documents will be available as a printed document, available as a web document and for use by businesses, developers, other stakeholders, and the public.

DEFINE / ENTITLE / CONSTRUCT

Once the Final report has been approved, the project team emphasizes its long-term commitment to the city, where it shall provide recommendations for update services as phases are implemented or the masterplan changes over time. The final masterplan should be a living document that provides an updated framework for Janesville's long-term vision for this redevelopment.

Implementation Strategy

Kapur, von Briesen, and RINKA will jointly prepare:

- Zoning and policy recommendations
- Infrastructure renewals and cost estimates
- Funding resources including state/federal grants and TID/TIF pathways
- Phasing strategy coordinated with market absorptions
- Public and private partnership opportunities

Deliverables

- Community Feedback summary
- Final draft of the Final Report: GM/JATCO Redevelopment Masterplan
- Full Conceptual Redevelopment Plan
- Graphic-rich narrative
- High-quality diagrams and renderings
- Implementation strategy
- GIS-compatible layers
- Editable graphics for future City use
- Presentations to the Advisory Board and City Council



03

TEAM ORGANIZATION + KEY STAFF

**“Regardless of the difficulty, size or type of project,
RINKA has consistently delivered a product that always
meets and often exceeds expectations”**

- Dan Lee, Vice President and General Counsel, Van Buren
Management Inc.



Rock River District - Watertown, WI

TEAM ORGANIZATION

RINKA+

Downtown Vision, Urban Design, Test-Fits, Implementation. We are experts in the vertical and the horizontal—buildings/blocks and streets/systems—and we know what developers need to move from concept to pro forma to construction.



Kapur is a full-service consulting engineering firm providing engineering, survey, site design, construction inspection, and construction management services across the United States.



von Briesen's Real Estate Group represents property owners, developers, lenders, landlords, tenants and local governments in all areas of real estate law. Their real estate attorneys have well-established relationships, extensive experience and insight in the real estate industry, which are all leveraged for their clients.



Zonda delivers a full suite of housing data solutions, combining a powerful platform, proprietary research, and expert advisory, helping you plan and grow with confidence.

RINKA+



FIRM PROFILE

RINKA+

MASTERPLANNING + ARCHITECTURE DESIGN

YOUR STRATEGIC PARTNERS

We are planners, architects, interior designers, and brand strategists focused on your business goals. Founded in 2006, RINKA is a design collective specializing in creative problem-solving and innovative place-making to create meaningful experiences for people. We maintain a broad based architectural practice that connects inspiring designs with practical and functional solutions. Collaborating to ensure success, our team builds long-term relationships with progressive and visionary clients.

RECENT AWARDS

- 2025 MKE Business Journal Real Estate Award - The Couture
- 2025 IIDA WI - R1VER Office
- 2025 IIDA WI - The Bridgewater Modern Grill
- 2025 Daily Reporter - Top Project - The Symphony
- 2025 Daily Reporter - Top Project - The Couture
- 2025 Daily Reporter - Top Project - COAST @ Lakeshore Commons
- 2025 Daily Reporter - Top Project - American Orthodontics
- 2024 Slag Cement in Sustainable Concrete Project of the Year - The Couture
- 2024 ABC Project of Distinction - Gold Award - The Symphony
- 2024 AIA Merit Award - Camp Minikani
- 2024 MKE Business Journal Real Estate Award - SoftwareONE
- 2024 Daily Reporter Top Projects - Woodnote Residences
- 2024 Daily Reporter Top Projects - R1VER Development
- 2023 ASID, Gold Award - The Edison
- 2023 ASID, Gold Award - SoftwareONE
- 2024 ASID Silver Award - Talking Walls
- 2024 ASID Silver Award - Associated Bank River Center

SERVICES

ARCHITECTURE + INTERIORS

- Visioning
- Site Analysis + Feasibility
- Master Planning
- Architecture
- Interiors
- Landscape Design
- Construction Documentation
- Construction Administration

RESEARCH + COMPLIANCE

- LEED Certification
- WELL Certification
- Historic Preservation
- Code + Compliance Analysis

BRAND + EXPLORATION MEDIA

- Brand Creation + Development
- Website Brand Presence
- Graphic + Motion Design
- Virtual Augmented Reality Experiences



130+ INDUSTRY AWARDS

“Every project in which I have been involved is a team effort. DTS was floundering until you stepped in. One of the best decisions I made in my career was to change design firms when we hired you. You understood what needed to be done to knit it all together. It is fun to watch the drawings become reality!”

- Jerry Franke – Former President, Wispark, LLC

CONTACT

756 N. Milwaukee Street, Suite 250,
Milwaukee, WI 53202
414.431.8101

613 NW 3rd Ave, Suite 104A, Fort
Lauderdale, FL 33311
954.820.7500

Eric Mayne
Email : emayne@rinka.com
Cell: 262.455.1497
Website : <https://www.rinka.com>



<https://www.linkedin.com/company/rinkamke>



<https://www.instagram.com/we.are.rinka/>



<https://www.facebook.com/We.Are.RINKA/>

THE RINKA DIFFERENCE

RINKA+

MASTERPLANNING + ARCHITECTURE DESIGN

YOUR STRATEGIC PARTNERS

We are placemakers who inspire. Through thoughtful design, we create and amplify meaningful, authentic experiences by unraveling and understanding the DNA of place. We know several perspectives must align to create a meaningful place. Our team understands how to set and manage expectations and align concepts with market-feasibility to create inspirational, destinational places.



Drexel Town Square - Oak Creek, WI

MASTERPLANNING

We're transforming cities, reshaping how communities thrive, and breathing life into the built environment. We're land planners, urban thinkers, and visionaries that create inspirational places for people to live, work, and play.

MASTERPLANNING EXPERTISE:

- Destinational Development
- Urban Design + Town Planning
- Downtown Redevelopment
- Public Space Design
- Parks + Open Space Planning
- Water-Centric Development
- Adaptive Reuses
- Planning + Zoning
- Zoning Code Writing + Amendments
- Zoning Map Amendments



Wilden Portfolio Park - Appleton, WI



DESTINATIONAL EXPERIENCES

Designing experiences that create community interest and draw outside investment.



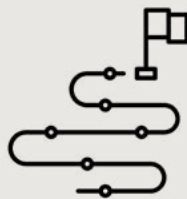
ENGAGED PLANNING

Engaged Communities = Authentic Communities. Community engagement is at the center of our planning process.



SUSTAINABILITY

Responsible design that takes sustainability seriously.



MISSION DRIVEN DESIGN

Curating mission-driven designs with our strategic partners.



INSPIRATIONAL COMMUNITIES

Design for current and future community members and visitors.



FLEXIBLE PLANNING

Proforma and Marketplace ready planning with built-in flexibility.

KEY PERSONNEL

RINKA+

MASTERPLANNING + ARCHITECTURE DESIGN

STEVE MORALES

Partner
smorales@RINKA.com



With over 16 years of experience working on a variety of project types from masterplanning to mixed-use developments to healthcare, Steve leads multiple teams as one of RINKA’s partners.

Steve’s experience across the country includes a wide array of project types and masterplanning. His leadership at RINKA includes high-profile unique projects, masterplanning mixed-use communities and developments. His strong design and leadership skills, coupled with a natural ability to create and develop client relationships allow Steve to consistently design and lead inspiring and transformative projects. He was named the Milwaukee Business Journal’s 40 Under 40 Class of 2019.

ROLE + RESPONSIBILITIES

- Partner in Charge

PERCENTAGE OF COMMITMENT

- 35%

AVAILABILITY DURING PROJECT

- Fully available for the entire duration of the project

BACKGROUND

- Masters in Architecture: UW-Milwaukee
- Bachelor of Science in Architectural Studies: UW-Milwaukee

CREDENTIALS & AFFILIATIONS

- Milwaukee Institute of Art and Design Board of Trustees, Member

SELECT PROJECT EXPERIENCE

Lakeshore Commons - Oak Creek, WI
Milwaukee Bucks Deer District - Milwaukee, WI
Lakefront Gateway Plaza - Milwaukee, WI
Southridge Area Masterplan - Greendale, WI
Thrivent Development - Appleton, WI
Northern Gateway Community Collective - Saukville, WI
River Point District Masterplan - La Crosse, WI
Rock River District - Watertown, WI
R1VER Development - Milwaukee, WI
Drexel Town Square - Oak Creek, WI
White Stone Station - Menomonee Falls, WI
84South Development - Greenfield, WI
Brown Deer Development - Brown Deer, WI
Oak Creek Lake Vista Masterplan - Oak Creek, WI
Oak Creek Lake Vista Pavilion + Bluff Shelters - Oak Creek, WI
F3 Marina - Fort Lauderdale, FL
The Pierce - Boynton Beach, FL
The Spruce - West Palm Beach, FL
Woods of Greenfield - Greenfield, WI
Schlitz Park Mixed Use Masterplan - Milwaukee, WI
Pleasant Prairie Mixed Use Masterplan - Pleasant Prairie, WI
The 42 - Milwaukee, WI
The MECCA Sports Bar + Grill - Milwaukee, WI

RINKA+

MASTERPLANNING + ARCHITECTURE DESIGN

ERIC MAYNE

Senior Design Director | Masterplanning Practice Leader
emayne@rinka.com



As an internationally registered architect and urban planner with over 20 years of award-winning design experience, Eric has built an impressive portfolio that encompasses many sectors.

Eric brings a wide range of experience: hospitality, healthcare, residential, sports and recreation, cultural buildings, and healthcare. He specializes in modern urban mixed-use projects and community masterplanning. Eric applies his design skills, ability to translate clients’ vision and market desire, and ability to collaborate with large design teams to deliver first-class finished products within budget.

ROLE + RESPONSIBILITIES

- Main point of contact
- Responsible for ensuring successful delivery of masterplan

PERCENTAGE OF COMMITMENT

- 80%-100%

AVAILABILITY DURING PROJECT

- Fully available for the entire duration of the project

BACKGROUND

- Examination in Professional Practice, Southbank University, London Division of Architecture, England
- Masters in Architecture, Bartlett School of Architecture, University College, England
- Bachelor of Science in Architecture and Certificate in Urban Planning, SARUP, University of Wisconsin-Milwaukee

CREDENTIALS & AFFILIATIONS

- AIA, Member
- RIBA, Royal Institute of British Architects, Member

SELECT PROJECT EXPERIENCE

Saukville Masterplan – Saukville, WI
American Orthodontics – Saukville, WI
Zizzo Offices – Milwaukee, WI
Pleasant Prairie Masterplan – Pleasant Prairie, WI
Riverpoint Masterplan – LaCrosse, WI
Water’s Edge Condominiums – Caledonia, WI
Saukville Community Masterplan – Saukville, WI
Pleasant Prairie Community Masterplan – Pleasant Prairie, WI
Thrivent Community Masterplan – Appleton, WI
Riverpoint Masterplan – LaCrosse, WI
Lakeshore Commons – Oak Creek, WI
Rock River District – Watertown, WI
Germantown Village Center – Germantown, WI
Village Green Center – Pleasant Prairie, WI

KEY PERSONNEL

RINKA+

MASTERPLANNING + ARCHITECTURE DESIGN

KENNY ADAMS

Placemaking Strategist
kadams@RINKA.com



Kenny leverages a multi-disciplinary background to celebrate community and landscape through problem-solving and collaboration during the planning process.

Kenny approaches each project with enthusiasm for learning about its community, landscape, and history. He draws inspiration from those studies and works with team leaders and project stakeholders to help establish design narratives that can help bring people together, and enhance both built and natural environments.

With experience in engineering, planning, and architecture, Kenny brings a collaborative and technical mindset that yields holistic problem solving at all scales and design phases.

ROLE + RESPONSIBILITIES

- Project Designer and Placemaking Strategist
- Responsible for project delivery

PERCENTAGE OF COMMITMENT

- 75%

AVAILABILITY DURING PROJECT

- Fully available for the entire duration of the project

BACKGROUND

- Master of Architecture: UW-Milwaukee
- Bachelor of Science in Architectural Engineering: University of Colorado - Boulder

CREDENTIALS

- Registered Engineer: Colorado

PROJECT EXPERIENCE

Northern Gateway Community Collective - Saukville, WI
Thrivent Development - Appleton, WI
R1VER Development - Milwaukee, WI
Loomis Multi-Family - Greenfield, WI
North Shore Athletic Village - Bayside, WI
Water's Edge Development - Caledonia, WI
Village Green Center - Pleasant Prairie, WI
Southridge Area Masterplan - Greendale, WI
Rock River District - Watertown, WI

RINKA+

MASTERPLANNING + ARCHITECTURE DESIGN

ADAM GERHARD

Project Delivery Manager
agerhard@RINKA.com



Adam is a Project Delivery Manager with over 10 years of experience specializing in design, production and coordination encompassing large-scale commercial, entertainment, residential, office, and master planning projects.

His experience master planning includes community engagement and visioning, collaboration with Municipal Leaders, coordination with Civil Engineers, Landscape Designers, and includes over 200+ acres re-envisioned. He believes that the best solution is often the simplest, and is the result of good communication and a clear understanding of the project's goals. Adam's desire to engage and collaborate with clients and project teams has resulted in a proven record of impactful design solutions.

ROLE + RESPONSIBILITIES

- Project Designer + Placemaking Strategist
- Responsible for project delivery

PERCENTAGE OF COMMITMENT

- 75%

AVAILABILITY DURING PROJECT

- Fully available for the entire duration of the project

BACKGROUND

- Bachelor of Fine Arts in Interior Architecture and Design - Milwaukee Institute of Art and Design

PROJECT EXPERIENCE

Southridge Area Masterplan - Greendale, WI
Drexel Town Square - Oak Creek, WI
Milwaukee Bucks Deer District - Milwaukee, WI
Schlitz Park - Milwaukee, WI
Badger Mutual Office - Milwaukee, WI
Forward Space - Milwaukee, WI
Fuel Cafe - Milwaukee, WI
Hoffman York Offices - Milwaukee, WI
The 42 - Milwaukee, WI
JFG Office - Milwaukee, WI
Bradley Foundation - Milwaukee, WI

KEY PERSONNEL

RINKA+

BRANDING AND MARKETING

SARA SLOWINSKI
SVP, Branding + Marketing Practice Leader
sslowinski@RINKA.com



With over 14 years of industry experience, Sara leads the Branding + Marketing practice area guiding clients in transforming their visions into compelling cohesive brand identities.

Her dual background in marketing and accounting enables her to blend creative strategy with analytical insight to deliver innovative and effective solutions tailored to each project. Her broad experience working with clients from municipal agencies, to large corporations, to small independent businesses allows her to bring a thoughtful, experience-driven approach to every experience.

- ROLE + RESPONSIBILITIES**
- Brand Identity Specialist
 - Responsible for leading, developing, and presenting brand concepts and ensuring brand identity is thoughtfully integrated meeting project goals.

- PERCENTAGE OF COMMITMENT**
- 60%

- AVAILABILITY DURING PROJECT**
- Fully available for the entire duration of the project

- BACKGROUND**
- Bachelor of Science in Business Administration and Marketing Management: UW-Milwaukee

- PROJECT EXPERIENCE**
- Southridge Mall Masterplan - Greendale, WI
 - Lakeshore Commons Development - Oak Creek, WI
 - Rock River District - Watertown, WI
 - The Emree - West Bend, WI
 - Thrivent Community Masterplan - Appleton, WI
 - Associated Bank River Center - Milwaukee, WI
 - SoftwareOne - Milwaukee, WI
 - Water's Edge Condominiums - Caledonia, WI
 - The Patent Block - Milwaukee, WI



Southridge Mall Masterplan - Greendale, WI

CORPORATE

BIO

Our mission at Kapur is to develop a close, professional, and honest relationship with our clients that enables us to fully understand their needs and expectations and allows us to provide quality services that exceed their definition of success. We're passionately committed to delivering resilient and cost-effective solutions to infrastructure.

Kapur is a full-service consulting engineering firm providing engineering, survey, site design, construction inspection, and construction management services across the United States. Our corporate headquarters are in the north side of Milwaukee, and we have several other branch offices in downtown Milwaukee, Madison, Appleton, Wausau, and Burlington, as well as full service offices in Illinois, Indiana, Pennsylvania, and Florida.

Kapur has steadily grown to over 425 professionals and provides services to contractors, DOTs, railroads, power companies, municipalities, developers, agencies, water and sewer districts, and school districts for over 40 years.

As a trusted business partner and leader in the industry, we are renowned for providing exceptional expertise and technical knowledge across every phase of a project. The individual and collective efforts of our personnel provide cost-effective and sustainable solutions in a timely manner.

We are proud to be employee owned, and all eligible employees take part in our Stock Ownership Program (ESOP). This incentive encourages us to take responsibility for and pride in each of our projects, resulting in success and allowing us to forge long-term relationships with our clients.

Milwaukee Headquarters
7711 N. Port Washington Road
Milwaukee, WI 53217
414.751.7200
kapurinc.com



Fast Facts

- + Established 1981
- + Certified Minority Business Enterprise (MBE) through MSDC & other agencies
- + Offices in:
 - + Wisconsin
 - + Illinois
 - + Indiana
 - + Pennsylvania
 - + Florida
- + Construction office in:
 - + Missouri
- + Over 425 employees
- + 55+ Professional Engineers
- + 15+ Licensed Surveyors
- + ENR Top 500
- + POB Top 100



Ryan Birschbach, PE
PROJECT MANAGER

Ryan has diversified experience in site development and surveying. He has experience working through a variety of challenging projects in site grading, earthwork analysis, water main design, storm and sanitary sewer design, stormwater management analysis and design, and erosion control. With a detail-oriented approach, he oversees client coordination, conceptual layout and design, detailed plan preparation, review and approval documentation, and various other project challenges. Ryan handles client interaction in a way that brings the best results for each client's particular needs and anticipates future needs of each project.

Education

BS, Civil Engineering, University of Wisconsin-Milwaukee, 2014

Registration

Professional Engineer: WI

Responsibilities

- Site analysis & demolition planning
- Site planning & development design
- Mass grading & cut/fill analysis
- Storm, sanitary, & water utility design
- Comprehensive stormwater management
- Erosion control planning & permitting

Design Emphasis

- Residential facility design
- Institutional facility design
- Intricate, site specific grading
- Utility coordination
- Sustainable stormwater management
- Construction document & specification preparation

Recent Experience

- R1VER Development/Michels Corporate Headquarters, Milwaukee, WI
- Frederick Lofts, The Brewery Development, Milwaukee, WI
- Emerald Row Apartments, Drexel Town Square, Oak Creek, WI
- UW-Eau Claire Towers, Eau Claire, WI
- Metrau Riverfront Development, Green Bay, WI



Brian Boeding, PLA, ASLA, LEED AP
LANDSCAPE ARCHITECT

Brian brings a broad range of landscape architecture experience to commercial, retail, municipal, industrial, institutional, recreational, entertainment, medical, hospitality, senior living, educational, industrial, and residential projects. He has extensive knowledge of municipal landscape ordinances and requirements to help guide projects successfully through the review process. Brian's creativity and experience can identify landscape opportunities and provide unique, functional design solutions to overcome challenges. These design solutions may involve incorporating green infrastructure opportunities such as permeable paving, rain gardens, bio-infiltration basins, green roofs and native plantings which are not only functional but also environmentally sensitive. Brian prides himself in tailoring designs to meet the goals of the client while balancing the need to meet municipal requirements.

Education

BLA, Landscape Architecture, Iowa State University, 1995

Registrations

Professional Landscape Architect: WI
LEED AP

Responsibilities

- Site planning & development design
- Landscape architecture coordination & conceiving
- Stormwater management & collaboration
- Quantity tracking & estimating
- Sustainability & LEED review
- Quality control/quality assessment

Design Emphasis

- Low maintenance/native planting design
- Cohesive multi-material pavement design
- Green infrastructure design
- Construction document preparation
- Specification preparation
- Assistance with bidding

Recent Experience

- Cedar Community, West Bend, WI
- Frank Productions, Milwaukee, WI
- Kwik Trip, Caledonia, WI
- St. Augustine Preparatory Academy North Campus, Fox Point, WI
- Ten Mile Park, Brown Deer, WI
- The Emree, West Bend, WI





Kyle Samann, PE
PROJECT ENGINEER

Kyle specializes in overseeing site design tasks for an array of new sites. Leveraging his extensive expertise in grading, utility planning, and stormwater management design, he engineers plans that adhere to all relevant regulations while prioritizing cost efficiency. His approach ensures that each project is both compliant and optimized for budgetary considerations, while delivering high-quality solutions tailored to the specific needs of each sites.

Education

BS, Civil Engineering, University of Wisconsin-Platteville, 2020

Registration

Professional Engineer WI

Responsibilities

- Site analysis & demolition planning
- Site planning & development design
- Mass grading & cut/fill analysis
- Storm, sanitary, & water utility design
- Comprehensive stormwater management
- Erosion control planning & permitting

Design Emphasis

- Facility design
- Parking & traffic flow design
- Intricate, site specific grading
- Utility coordination
- Sustainable stormwater management
- Construction document & specification

Recent Experience

- Brookfield Academy Fitness Center, Brookfield, WI
- Carma Labs, Franklin, WI
- Children’s Hospital Clinic, Greenfield, WI
- Johnson Controls Nature Path, Milwaukee, WI
- Kenosha Innovation Center, Kenosha, WI
- La Macchia Group, Bayside, WI
- MSO Grand Theater, Milwaukee, WI
- UW-Eau Claire Towers Hall, Eau Claire, WI
- UW-Madison Levy Hall, Madison, WI



Claude Lois
SENIOR MUNICIPAL ADVISOR

With more than 25 years of municipal experience, Claude specializes in community development, public finance, and intergovernmental coordination. He provides expertise in guiding complex infrastructure projects, securing funding solutions, and aligning public and private stakeholders to advance community priorities. His background includes owner’s representative services, risk management, and long-range planning for large-scale municipal developments.

Education

High School

Tech School

Certifications/Affiliations/Registrations

Certified Assessor II, WI

Selected Project Experience

- Microsoft AI Data Center, Mount Pleasant, WI
- Vantage AI Data Center, Port Washington, WI
- QTS AI Data Center, DeForest, WI
- AI Data Center, Janesville, WI



James Bannantine, PG
ENVIRONMENTAL DEPARTMENT
MANAGER

Jim is a professional geologist with nearly 35 years of consulting and construction quality assurance experience throughout the US, France, and Africa. His focus is on contaminated site management, having had significant involvement in hundreds of sites in project management, project coordination, due diligence and compliance, site characterization, feasibility studies, bench/pilot studies, and remediation system operation and maintenance. Jim’s field studies include geologic, geotechnical and hydrogeologic studies, aquifer testing, characterization of volatile organic compounds (PCE, TCE, and by-products), semi-volatile organic compounds, PCBs, metals, PFAS, and manufactured gas plant waste. Jim has served as the health and safety coordinator, providing in-house OSHA 8-hr Hazwoper Refresher Training and educating clients and subcontractors on safety metrics and methods to improve them.

Education

MS, Geology Northern Illinois University, 1990

BS, Geology University of Wisconsin - Oshkosh, 1987

Registrations

Professional Geologist MO, WI

10/30/40 Hour OSHA/HAZWOPER

IADC SafeLand/RigPass

Recent Experience

- Canadian Pacific Railway, Various Locations
- PCB Soil Remediation, Natural Gas Compressor Stations, IN, OH, & MS
- Confidential Client (Heavy Vehicle Axel Manufacturer), St. Etienne, France, & Oshkosh, WI
- Anadarko Petroleum, Mozambique, Africa



Jeff Stone
CLIENT LIAISON

Jeff brings 30 years of experience generating public input and involvement at the local and state levels of government. He’s served as the Water Division Administrator for the Wisconsin Public Service Commission, overseeing the finance and rates of Wisconsin’s nearly 600 local water utilities. As a local government official, Jeff allocated Community Development Block Grant funds for local water system improvements and currently serves as a commissioner overseeing the Milwaukee Metropolitan Sewerage District. He has successfully developed, implemented, and advocated for public policy initiatives to improve public infrastructure while respecting the interests of diverse communities across the region and state. He works with governments and officials in cities and villages of all sizes throughout Wisconsin on infrastructure development and finance.

Education

BA, Political Science & History Washburn University

Selected Project Experience

- I-94 East-West Corridor Study, Milwaukee County, WI
- Wisconn Valley Development Roads, Racine County, WI
- I-94 North-South Freeway, Milwaukee, Racine, & Kenosha Counties, WI
- Zoo Interchange (North), Milwaukee County, WI

FIRM PROFILE



LAND USE ATTORNEYS

ABOUT US

Founded in 1904, von Briesen includes more than 180 professionals with offices throughout Wisconsin and in Chicago. Recognized as a great place to work and founded on core values of unparalleled service and recognized expertise, von Briesen provides innovative, cost-effective, value added, and practical legal advice and effective representation.

Our Land Use, Development and Zoning team represents property owners, developers, and municipalities in analyzing proposed development projects, the applicable zoning code and regulations, and whether the proposed project meets local, state and Federal zoning and land use requirements. Where necessary and appropriate, our attorneys assist clients with conditional use permits, variances, and zoning changes when a project does not quite fit current zoning or regulatory schemes. When dividing land into multiple parcels, we help our clients prepare condominium documents, subdivision plats, certified survey maps, and division of land by metes and bounds. We also assist clients with permit and zoning applications, development agreements, easements, common area maintenance agreements and similar instruments that run with the land, which are often required when developing real estate.



OUR KNOWLEDGE IN REAL ESTATE DEVELOPMENT

Real estate development is never one-size-fits-all and neither is our approach. We operate differently from everyone else because our clients expect more than cookie-cutter solutions. Whether working with a government entity or a private developer, our real estate development team thrives on creative thinking, bold problem-solving, and strategically navigating a broad range of legal, regulatory and financial challenges.

We cover all the essential lanes: site selection, land acquisition, TID/TIF development, New Markets Tax Credits, environmental, brownfield redevelopment, urban renewal, development agreements and zoning regulations. By using one team with a unified strategy, your project moves forward faster and more efficiently.

Our experience spans the full spectrum of scale and complexity, ranging from municipal redevelopment efforts to high-value commercial ventures and multi-phased public-private partnerships. We integrate multiple legal disciplines under one roof, including:

- Purchase and Sale Transactions
- Commercial and Public Financing
- Construction
- Land Use and Zoning
- Site Selection and Feasibility
- Economic Development Incentives
- Environmental and Regulatory Compliance
- Tax
- Planned Development Districts

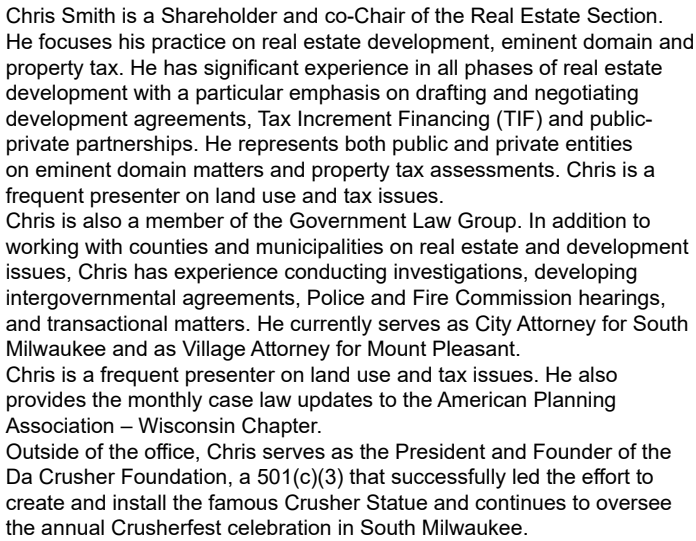
Whether it's a government-led initiative or a commercial real estate project, our team is built to deliver solutions that are as innovative as the developments we help bring to life. Because when it comes to real estate, you either develop and evolve with the times or get passed by.

CONTACT

VON BRIESEN & ROPER, S.C.

Milwaukee Office 411 East Wisconsin Avenue Suite 1000 Milwaukee, WI 53202	Neenah Office 55 Jewelers Park Drive Suite 400 Neenah, WI 54956	Authorized Representative Samuel Schultz, AICP, CNU-A C. 414-287-1254 samuel.schultz@vonbriesen.com
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RINKA+



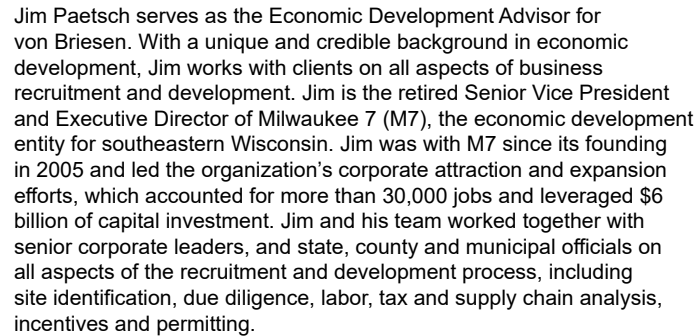
- Marquette University, J.D., 2004
- University of Wisconsin-Whitewater, B.B.A., 2001

- Wisconsin
- U.S. District Court, Eastern District of Wisconsin

- State Bar of Wisconsin
- Milwaukee Bar Association
- National Association of Industrial and Office Properties (NAIOP-WI)
- Commercial Association of Realtors Wisconsin (CARW)

- The Best Lawyers in America®, Government Relations (2024-2026), Municipal Law (2025-2026), Real Estate Law (2025-2026)
- Wisconsin Rising Stars (2009-2018)

- Milwaukee Development Corporation (MDC), Board of Directors
- Wisconsin Policy Forum, Government Finance and Economic Development Committees



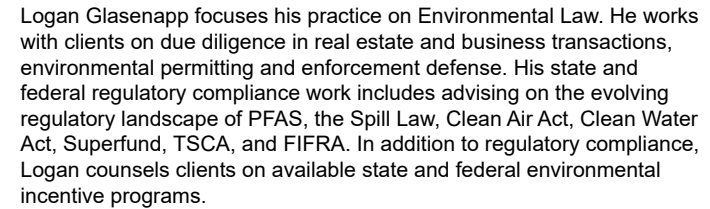
- Real Estate Development
- Land Use, Development and Zoning
- New Markets Tax Credits
- TIF District Development Projects
- Real Estate
- Government Law
- Business and Corporate Law

- Northwestern University, M.A., 2011
- University of Wisconsin-Milwaukee, Masters in Public Administration, 1994
- Northern Illinois University, B.S. Political Science, 1987

- Economic Development Advisor

- “40 Under 40,” Milwaukee Business Journal (2025), Hall of Fame inductee
- “Wisconsin 275: The State’s Most Influential Business Leaders,” BizTimes (2022)
- “North America’s Top 50 Economic Developers,” Consultant Connect (2017)
- “Alumni of the Year,” UW-Milwaukee Master of Public Administration Program (2003)
- “40 Under 40,” Milwaukee Business Journal (2003)

- Literacy Services of Wisconsin (Board of Directors, 2017-2023) (Board Chair, 2020-2021)

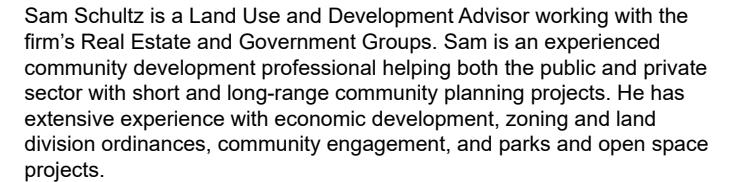


- Environmental Law and Litigation
- Government Law
- Real Estate
- Real Estate Development

- University of New Mexico School of Law, J.D., cum laude, 2018 (Certificate in Natural Resources and Environmental Law)
- University of Wisconsin, B.A., 2013

- Wisconsin
- New Mexico

- State Bar of Wisconsin
- Milwaukee Bar Association



Sam is Certified by the American Institute of Certified Planners (AICP) and CNU-Accredited by The Congress for the New Urbanism. His educational background includes a Master of Urban Planning (2016) from the University of Wisconsin-Milwaukee and an Honors Bachelor of Science in Biological Sciences from Marquette University. He is an Assistant Adjunct Professor in Urban Planning at the University of Wisconsin-Milwaukee.

Sam is the President of the University of Wisconsin-Milwaukee Urban Planning Alumni Association and is a Commissioner of the Architectural Review Commission for the Village of Whitefish Bay.

- Land Use, Development and Zoning
- Real Estate Development
- Real Estate
- TIF District Development Projects
- Government Law
- County and Municipal Governance

- University of Wisconsin-Milwaukee, Master of Urban Planning, 2016
- Marquette University, B.S., 2014

- American Institute of Certified Planners (AICP Certified)
- The Congress for the New Urbanism (CNU-A)
- National Association of Industrial and Office Properties (NAIOP-WI)

- University of Wisconsin-Milwaukee Urban Planning Alumni Association, President
- Wisconsin Architectural Review Commission for the Village of Whitefish Bay, Commissioner

FIRM PROFILE



MARKET FEASIBILITY EXPERTS

ABOUT US

Your goal is to understand the market-based opportunity for the subject property considering today’s current and expected economic and housing market conditions. This includes a detailed market analysis which will evaluate current and projected opportunities given a variety of land uses and development potential.

Zonda Advisory will analyze the viable land uses and assess the financial feasibility of redevelopment scenarios, ensuring that the plan reflects both local demand and regional competitiveness with our proprietary demand modeling and real estate database. We will evaluate regional market trends, industry clusters, customer segmentation and preferences, redevelopment potential, and the type and extent of local housing demand, including potential target markets for various housing typologies. Our recommendations will include product, price, potential annual absorptions, and occupancies combined with prototypes and case studies as reference points. We have over 35 years of experience with real estate research, planning, and masterplan strategies specifically. More information included in experience portion of this proposal.



KEY PERSONNEL



Mollie Carmichael
PRINCIPAL

Mollie will oversee this engagement and provide recommendations for this assignment. Mollie has been a leading strategist for 35+ years as a builder, developer, and consultant with many real estate planning teams throughout the country. Mollie has been a leading real estate strategist throughout the country for more than 30+ years with many of the nation’s most sophisticated home builders, community developers, building product manufacturers, financial institutions, land planners, and architectural firms. Her experience includes multi-million-dollar investment strategies with acquisitions, product development, masterplan and product development, business planning, market expansion planning, and more. Mollie is most known for her leading national research on community and product innovation with consumer insights.

Before joining Zonda Advisory, Mollie’s career includes positions with The Irvine Company as Vice President of Residential Product Planning, Pulte Homes/Del Webb as the Regional Vice President of Strategic Marketing for the California Region, Lennar as Vice President of Strategic Marketing, and Kovach Marketing as Senior Vice President of Strategic Marketing. Lastly, Mollie was most recently a Principal with John Burns Real Estate Consulting for almost 10 years where she led consulting services, consumer and product research, and other specialized research programs throughout the country.

Mollie has been quoted in various media publications nationally and internationally including the Wall Street Journal, MSNBC, Reuters, Businessweek, and Professional Builder. She has spoken throughout the country at conferences including Pacific Coast Builder Conference, Urban Land Institute, UBS, Building Industry Association, Zillow’s Annual Housing Forum, International Builder Show, and many other venues nationally. She currently leads a national podcast that can be found on all of your podcast locations for Inspirational Leadership with many of the top leaders in the development and home building industry.



Kyle Zierer
VICE PRESIDENT

Kyle will manage the research and project management for the assignment. For the past decade Kyle has specialized in real estate market research, financial feasibility, and consumer and demographic research for commercial and residential consulting assignments across the United States. Prior to joining Zonda Advisory, Kyle was a manager for John Burns Real Estate Consulting. Kyle is a graduate of the University of California, Irvine and holds a degree in Economics.

04

RELEVANT PROJECT EXPERIENCE

“RINKA has a unique ability to blend creative and functional solutions together with beautiful eye-catching architecture that has helped F-Street develop and grow its successful businesses. Plus, they are just amazingly talented people!”

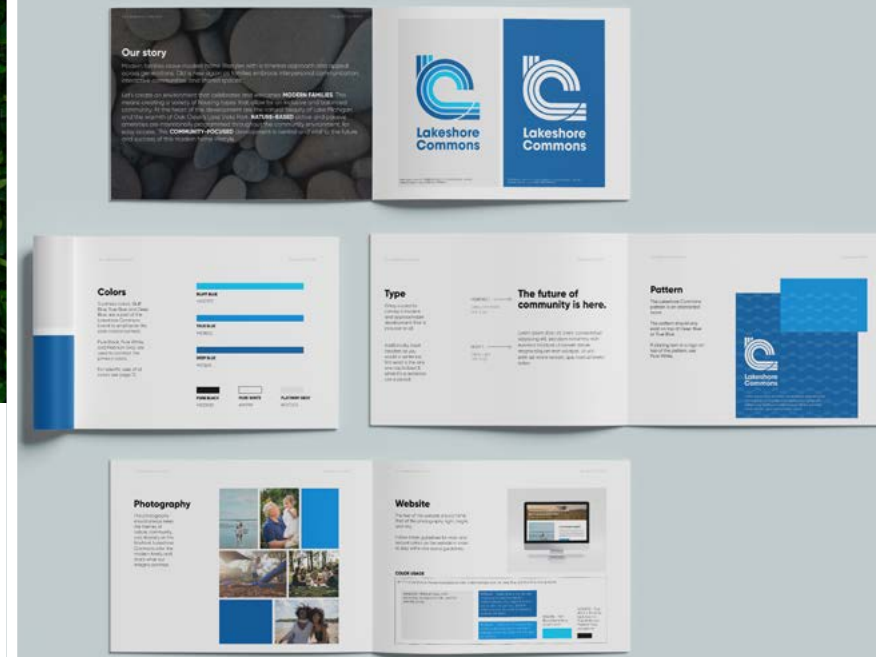
- Scott Lurie - F Street Group



Lakeshore Commons - Oak Creek, WI



Website



Brand Style Guide



LAKESHORE COMMONS COMMUNITY MASTERPLAN AND BRAND IDENTITY

Oak Creek, WI

STATUS
Under Construction

SIZE
86-acres

PARTNERS
City of Oak Creek

Located on the shores of Lake Michigan, Lakeshore Commons is a nature-based community reimagining modern living. Designed around sustainability and diversity, this self-sustaining community will offer a variety of housing types, active and passive amenities, and of course the natural beauty of Lake Michigan.

AWARDS
2025 MJB Real Estate Award Finalist

Lakeshore Commons is built on interpersonal engagement and shared experiences, putting community connections first with paths, trails, and parks weaving throughout the community. From sipping a morning coffee, to walking kids to the playground, to a picnic with loved ones on the bluff, Lakeshore Commons is designed for a modern, active lifestyle and sustainable living.

In creating a brand story for the entire development, we sought to define and reinforce, in all branded elements, the notion of a new community by the lake, built for modern families. The story extended beyond the digital realm into the physical through site signage, building signage and site street names. With a focus on neighbor-friendly amenities, the brand tells the story of a new way of familiar living.

- RELEVANCE TO JANESVILLE:**
- Highly amenitized community spaces
 - Walkability and pedestrian connectivity
 - Synergy between parks and open space and placemaking
 - Placemaking creating a sense of belonging and community pride
 - Brand identity and signage + wayfinding



DREXEL TOWN SQUARE DOWNTOWN MASTERPLAN

Oak Creek, WI

STATUS
Complete

SIZE
85 Acres

PARTNER
City of Oak Creek
Wispark

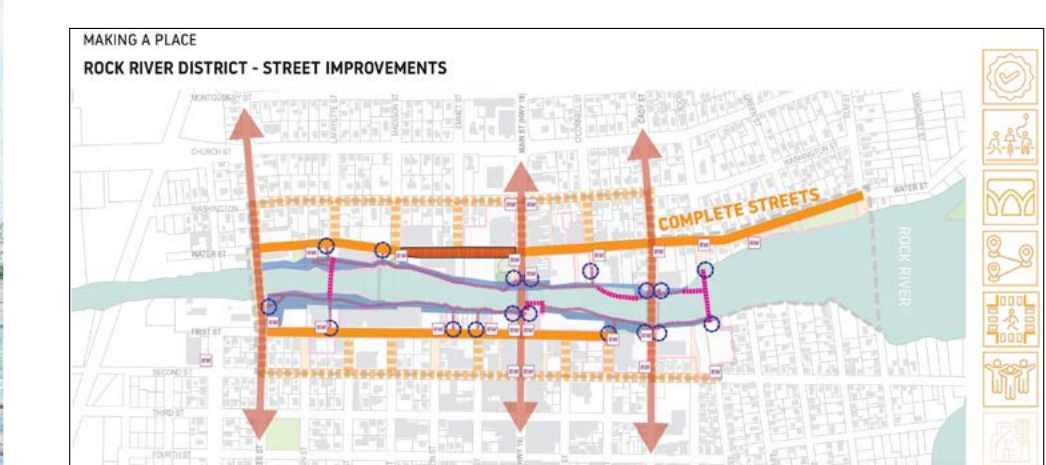
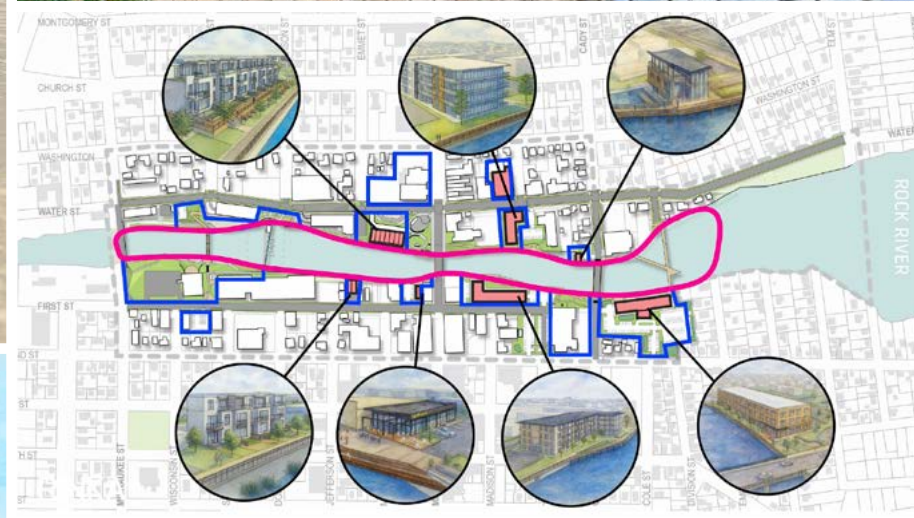
Started as a 30year plan but in just 12 short years the momentum expanded quickly to fully build out the masterplan. This redevelopment is one of the most significant suburban reinventions in Wisconsin.

AWARDS
2015 WEDA Real Estate Development + Reuse Award
2016 Milwaukee Business Journal Real Estate Award
2019 ASLA Merit Award - General Design

The redevelopment of the former Delphi industrial site into Drexel Town Square created a new civic and cultural heart for the community, shifting Oak Creek from a traditional suburb to a modern, mixed-use destination. This catalytic project set the tone for the city's ongoing efforts to elevate design quality, diversify land uses, and strengthen neighborhood identity throughout the community. This masterplan is cited by countless municipalities across the country as an exemplary casestudy on how a community can re-invent itself and attract both employment base and population growth.

RELEVANCE TO JANESVILLE:

- Great placemaking improves business retention
- Thoughtfully integrated branding wayfinding and walkability.
- A benchmark model for mixed-use redevelopment
- (30 year masterplan executed in 12 years)



ROCK RIVER DISTRICT DOWNTOWN MASTERPLAN AND BRAND IDENTITY

Watertown, WI

STATUS

Ongoing

SIZE

87.7 Acres

PARTNER

City of Watertown

The Rock River District is a bold revitalization project transforming Watertown’s riverfront into a vibrant destination that honors its roots while shaping its future.

[CLICK HERE](#) for a link to page with community engagement and open house presentations

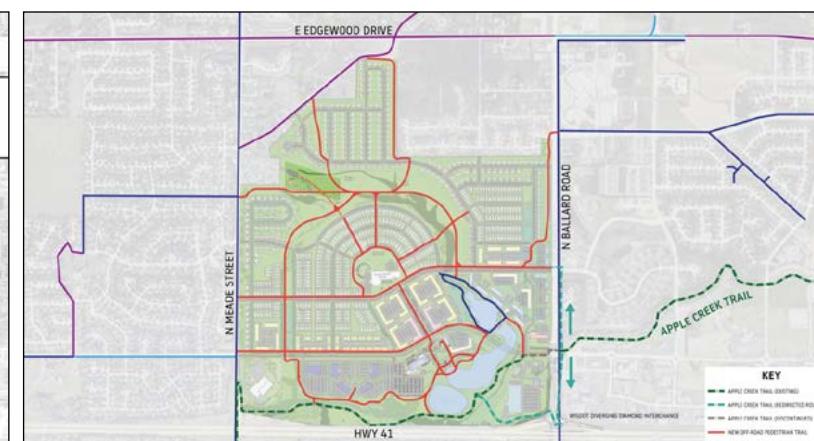
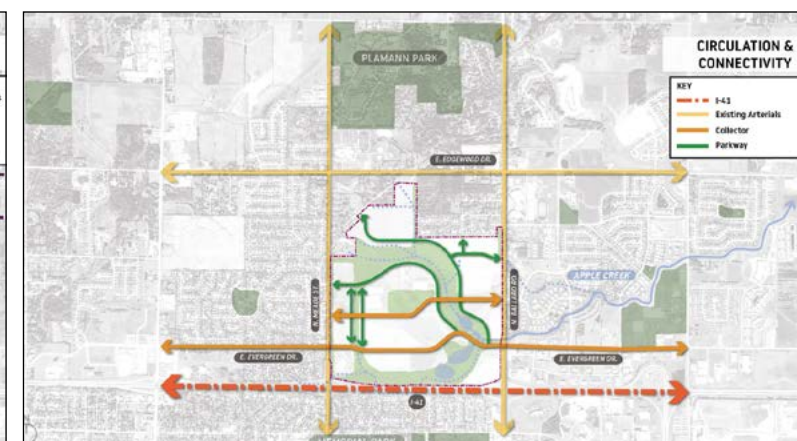
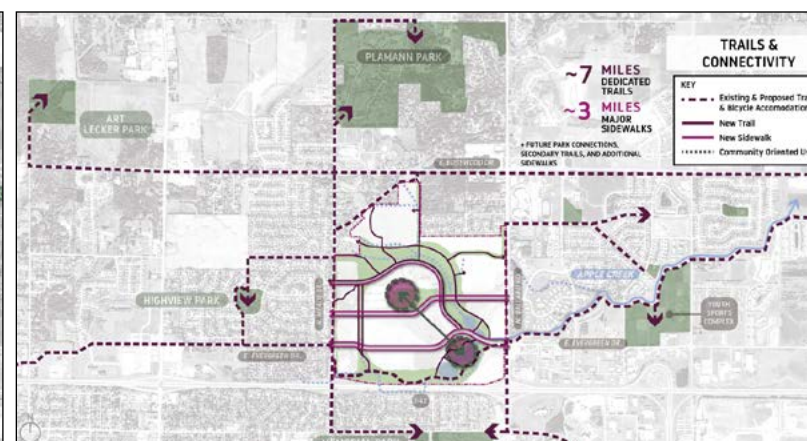
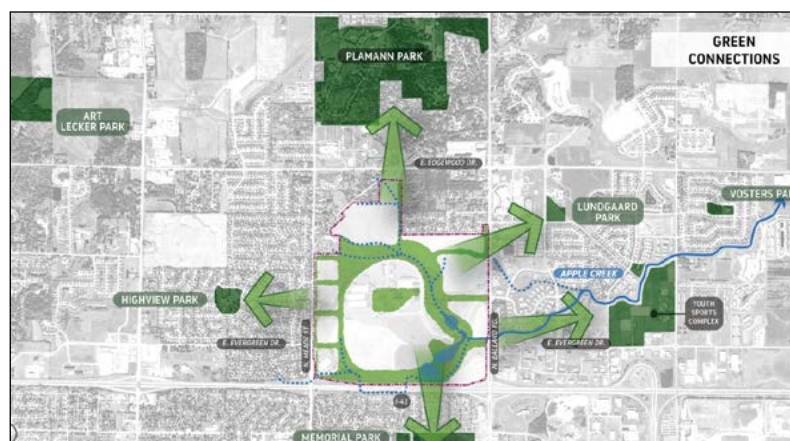
[CLICK HERE](#) for a link to the Project Animation

The Rock River District project is a transformative development focused on revitalization, strengthening community connections, and celebrating Watertown’s unique identity. By embracing the district’s natural landscape and prime location along the Rock River, the project aims to create a vibrant, destination-worthy environment that fosters growth, renewal, and long-term prosperity. This initiative establishes a lasting legacy that honors the past while shaping a thriving future for generations to come.

The brand vision evokes a sense of connection, growth, and renewal. It creates a way for the community to reclaim their natural resource and paves the way for future generations to prosper. The name, logo, patterns, and full style guide were designed to reflect Watertown’s unique character.

RELEVANCE TO JANESVILLE:

- Placemaking fully integrated with marketing, branding, signage and wayfinding
- Flexible Framework for downtown revitalization
- Opportunity Analysis and highest and best value yields
- Close coordination with DNR on riverwalk and river bank revitalization



THRIVENT DEVELOPMENT COMMUNITY MASTERPLAN

Appleton, WI

STATUS

Ongoing

SIZE

600 Acres

PARTNER

Thrivent Financial

Thrivent is in the early stages of developing a master plan that will guide the long-term development of its 600-acre campus located in Appleton between Ballard Road and Meade Street, north of I-41.

[CLICK HERE](#) for a link to page with community engagement and open house presentations

The planning process will create a framework to guide development of the land over the next several decades.

We envision the development to be a place where the larger community in northeast Wisconsin can come together to live, work and play. Together with the City of Appleton and the larger community, we aim to create a vibrant space that fosters strong connections, promotes inclusivity, and enhances the well-being and quality of life for all residents.

RELEVANCE TO JANESVILLE:

- A principle based approach to Placemaking
- Highest and best use analysis with an integrated broker and developer.
- Research aligned site History with a new vibrant downtown experience
- Trails and Connectivity a design driver



GREEN'S
COLLECTIVE

Green's Collective celebrates the shared identity of Greendale and Greenfield, grounding the development in its local roots while reinforcing Greendale's legacy as a Garden Community. With a nod to heritage and a symbol of growth, Green's Collective is a place where greenery, vitality, and community thrive, where the community can enjoy a diverse mix of uses, experiences, and lifestyles. Green's Collective is a place where everyday routines turn into shared experiences in a living, growing community.



MINT 76

MINT76 draws its identity from the 76th Street corridor, anchoring the named identity to its place within the district. The "M" provides an intentional reference to Greendale's historic section naming system, reinforcing a subtle connection to the community's heritage. The word "mint" carries a dual meaning, a plant rooted in Greendale's garden tradition and a term associated with freshness, newness, and forward momentum. Together, these elements create a name that is site-specific, contemporary, and aligned with the district's vision for growth and revitalization.



Proposed Brand Concepts

SOUTHRIDGE MALL MASTERPLAN + BRANDING

Greendale, WI

STATUS

Concept

SIZE

110+ Acres

PARTNERS

Village of Greendale, Private Stakeholders

Southridge Mall is being reimagined as a vibrant mixed-use district that transforms Wisconsin's largest mall site into a regional destination for entertainment, recreation, and community living.

[CLICK HERE](#) for a link to page with community engagement and open house presentations

The masterplan centers on placemaking strategies that promote walkability, reinvest in public space, and restore neighborhood connectivity. At the heart of the plan is a bold entertainment corridor that serves as the organizing spine of the development—connecting indoor sports, a public plaza, hospitality, and entertainment-focused retail into a cohesive experience. Designed to flex with market conditions and long-term growth, the plan repositions Southridge as a catalytic redevelopment that brings energy and identity back to Greendale's commercial core.

An ongoing brand exploration includes a new name, logo, and brand elements that create a cohesive, community-forward identity establishing the development as a destination location for the Village.

RELEVANCE TO JANESVILLE:

- Public space to encourage destination development
- Masterplan incorporates Neighborhood connectivity and walkability
- Brand identity, project announcement website, and signage + wayfinding concepts



RIVER POINT DISTRICT

La Crosse, WI

STATUS

Ongoing

SIZE

50-acres

PARTNERS

City of La Crosse

Bordering the Mississippi River, this masterplan development site has a rich history of past industrial uses and continued ecologically valuable wetlands.

[CLICK HERE](#) for a link to page with design guidelines and video about vision.

RINKA was chosen to lead the Masterplanning and visioning for a vibrant new community and neighborhood oriented mixed-use development. The development will engage nature and introduce lively and more urban design oriented conditions to create an elevated experience for living in this region. The layered introduction of a grid addresses the site's existing surroundings and expands promoting access to large green spaces. A main street feel with pedestrian focused accessibility throughout guides the design for this unique location. River Point District aims to become a fantastic addition and destination along Wisconsin and Minnesota's border.

RELEVANCE TO JANESVILLE:

- Created a thoughtful street grid to improve connectivity
- Collaboration with DNR to raise site out of floodplain
- Publicly funded underground stormwater infrastructure unlocks developable site area



GERMANTOWN VILLAGE CENTER DOWNTOWN MASTERPLAN

Germantown, WI

STATUS
Ongoing

SIZE
22 Acres

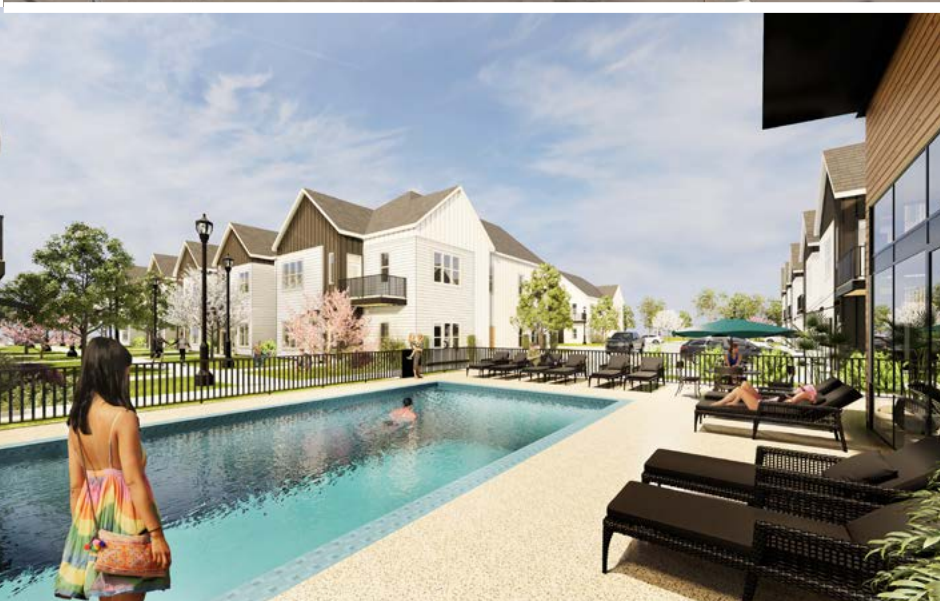
PARTNER
Village of Germantown

Germantown Village Center is a vibrant, walkable hub blending history, culture, and modern development, featuring a dynamic town square, retail, dining, and residential spaces designed to enhance the community's economy and character.

Germantown Village Center is envisioned as the heart of the community—a vibrant, walkable destination that blends history, culture, and modern development. Anchored by a central town square, the 22-acre master plan creates a mix of public spaces, retail, dining, and residential opportunities that strengthen community identity and support a thriving local economy. Focused on placemaking, connectivity, and sustainability, the Village Center will become a true community hub and catalyst for future growth.

RELEVANCE TO JANESVILLE:

- Community Desire to retain History
- Walkability a main design driver
- Placemaking and space for community gathering supported by mixed-use development



THE EMREE

West Bend, WI

STATUS

Construction

SIZE/COST

127,684 SF

PARTNER

F Street

The Emree is a garden-style rental community in West Bend, located just three blocks from the city's downtown area.

Catering to a variety of West Bend's inhabitants from empty nesters to young families, these two-story residential buildings include a variety of on-site amenities including a pool, club room, and walking trails. The site connects seamlessly with the surrounding neighborhood by providing public access to walkways and trails. Located just steps from downtown, these six 2-story buildings look to create a precedent for future residential development in the area.

We approached the brand identity with the same foundational vision. Inspired by a stylized take on 'Emery' meaning industrious or powerful - The Emree is a direct reflection of West Bend's rich history with a modern twist. The logo evokes the feeling of an industrial stamp, grounded by a strong, bold typeface. Supporting brand patterns reinterpret tire treads, while the color palette strikes a balance between refined elegance and raw industrial edge.

RELEVANCE TO JANESVILLE:

- Placemaking fully integrated with marketing, branding, signage and wayfinding
- Built on a former transit facility & yard
- Leverages city financing to remediate and reinvigorate a long-dormant property



MILWAUKEE BUCKS DEER DISTRICT

Milwaukee, WI

STATUS
Complete

SIZE
100,000 GSF

PARTNERS
Milwaukee Bucks
Icon Venue

AWARDS

2020 AIA Honor Award
2020 Milwaukee Business Journal Real Estate Award + Project of the Year
2020 Daily Reporter Top Project
2020 Mayor's Design Award
2020 APA WI Planning Excellence Award
2020 ASID WI Chapter Silver Award - MECCA Sports Bar + Grill

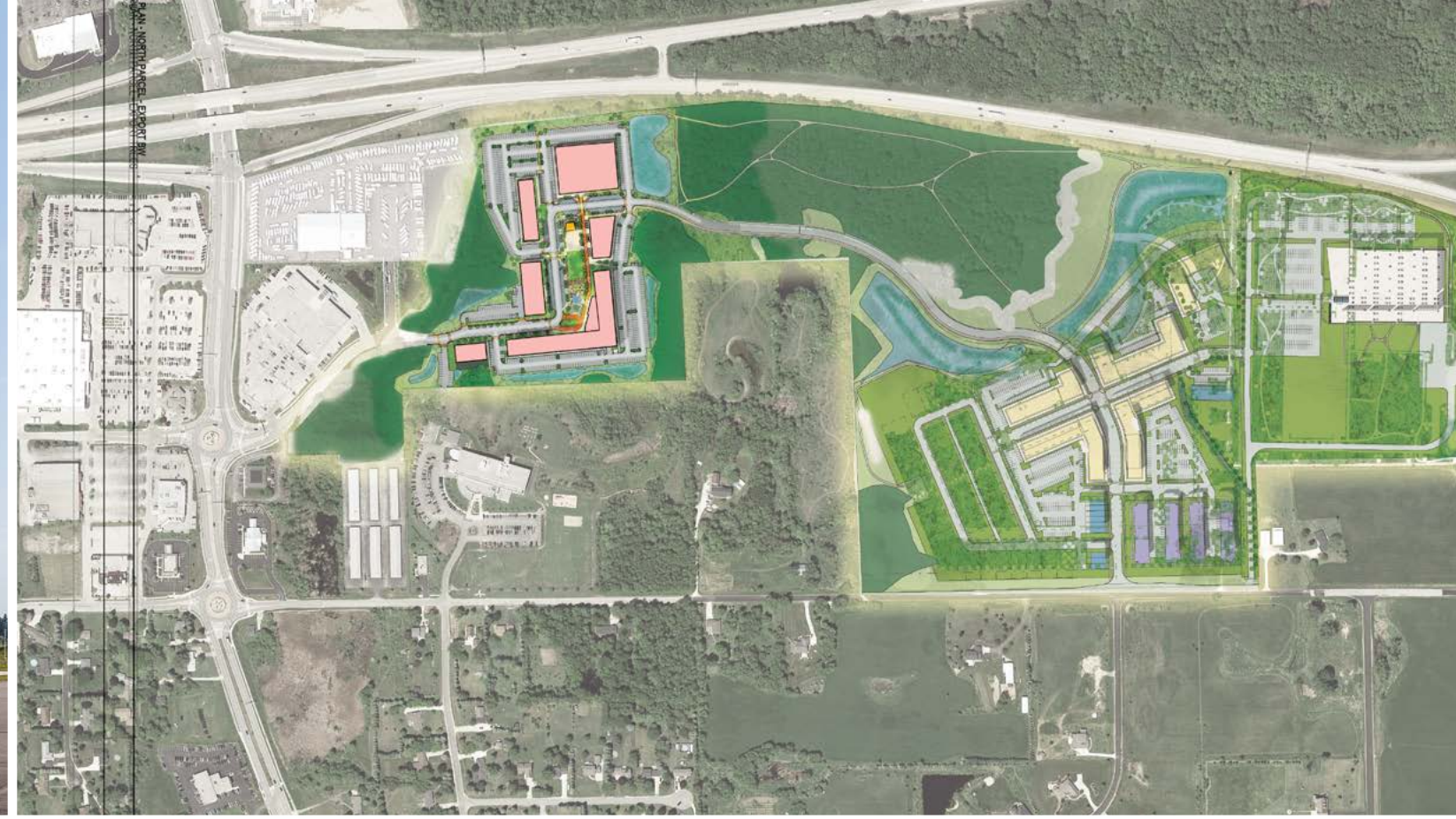
The Entertainment Block, at the heart of Milwaukee's Deer District, connects surrounding neighborhoods to create a new epicenter for social life in the city – a vibrant place for gathering, dining, shopping and celebration.

The Entertainment Block includes the Deer District Plaza, multiple venues for dining and entertainment, and a beer garden with a unique canopy structure. The Plaza, at Fiserv Forum's front door, includes public art, a signature water feature, and a central gathering area for festivals and other year-round events.

The Entertainment Block buildings surrounding the plaza promote activity both at ground level and above, with large-scale glass doors that open to create seamless connections from interior dining spaces to exterior terraces and balconies. The architecture is a modern interpretation of the industrial history of Milwaukee, with exposed steel framing, masonry, wood and board-formed concrete.

RELEVANCE TO JANESVILLE:

- The plan and vision helped build consensus for the redevelopment of a large area of downtown.
- A strong vision can build developer interest and provide project momentum.
- Connectivity creates impactful spaces to gather and socialize.



NORTHERN GATEWAY COMMUNITY COLLECTIVE

Saukville, WI

STATUS
Ongoing

SIZE
120 Acres

PARTNER
Ansay Development
3 Leaf Partners

Northern Gateway Community Collective is an inspirational masterplan designed for a vibrant new community in the village of Saukville.

The vision for the 118-acre community places ideal experiences first and has a vibrant mix of uses reinforcing a safe, walkable, and balanced community. The centerpiece of the community is a nurturing green space that will be supported and programmed by Mel's Charity to fully immerse IDD individuals into the community fabric. This amenity-rich green space will be an asset for local residents and a destination for surrounding communities.

RELEVANCE TO JANESVILLE:

- Large-scale industrial use played a strong part of community development.
- A mix of uses included expanding the employment base, providing vibrancy and activity.
- The community masterplan envisioned spaces and places for social equity and inclusion.

FISERV FORUM & DEER DISTRICT

SITE DESIGN



LOCATION

Milwaukee, WI

CLIENT

Mike Abrams
CAAICON
302.210.7860
mike.abrams@caaicon.com

TEAM

Ryan Birschbach, PE
Kyle Samann, PE
Brian Boeding, PLA, ASLA, LEED AP

PROJECT LENGTH

30 acres

START YEAR

2016

COMPLETION YEAR

Ongoing

CONSTRUCTION COST

\$700 million



PROJECT DESCRIPTION

Deer District was developed on eight city blocks, spanning 30 acres of land formerly occupied by the Park East Freeway. It is Milwaukee's premier neighborhood location for sports and entertainment, where Milwaukee can live, work, and play. The Deer District has redefined downtown Milwaukee.

Kapur provided all survey services across the project, including control, topo, mapping, land division activities (including land purchases, platting, easements, and vacates), LiDAR scanning, UAV photogrammetry, and aerial base mapping, and took on most of the project.

Our site design services include work across all eight blocks, including the Fiserv Forum, Frank Productions Music Venue, MKE Bucks Training Facility, MKE Parking Structure, The Trade Hotel, and Multi-Family Housing and Restaurants. Extensive Green Infrastructure was implemented to exceed the requirements of state and local regulations.

Kapur was actively involved with designing relocated utilities, including moving the 84-inch combined sewer overflow (CSO) for MMSD, roadway design for WisDOT, roadway design for the City of Milwaukee, and planning for vacating 4th Street, and the ultimate connection of the Milwaukee Streetcar.

LAKE VISTA LAKESHORE COMMONS

SITE DESIGN



LOCATION

Milwaukee, WI

CLIENT

EJ Herr
F Street Development Group
414.405.1668

TEAM

Ryan Birschbach, PE
Kyle Samann, PE
Brian Boeding, PLA, ASLA, LEED AP

PROJECT LENGTH

70 acres

START YEAR

2020

COMPLETION YEAR

2023

CONSTRUCTION COST

\$25 million



PROJECT DESCRIPTION

The Lakeshore Commons development transformed a previously brownfield site on the bluffs overlooking Lake Michigan into a high-density neighborhood offering a range of housing options.

The neighborhood includes a system of sidewalks and multi-use paths throughout, connecting to common-use areas such as clubhouses, courts, hammock areas, and nearby Lake Vista Park.

Master planning was completed for the development, including roads, alleys, underground utilities, stormwater management, and common-use areas.

Engineered plans for Phase 1 of the development were completed in 2021, with the first residents moving into the neighborhood in late 2022.

THE BREWERY DISTRICT

SITE DESIGN



LOCATION

Milwaukee, WI

CLIENT

Kevin Mantz
Zilber Group
414.274.2816
kevin.mantz@zilber.com

TEAM

Ryan Birschbach, PE
Kyle Samann, PE
Brian Boeding, PLA, ASLA, LEED AP

PROJECT LENGTH

20 acres

START YEAR

2007

COMPLETION YEAR

2018

CONSTRUCTION COST

\$300 million



PROJECT DESCRIPTION

After operating for more than 150 years, the Pabst Brewery closed in 1996, leaving a seven-block area of downtown Milwaukee vacant. Zilber Property Group had a vision to redevelop the area into downtown Milwaukee's next great neighborhood, built around the themes of historic preservation and sustainability. Kapur has been a significant contributor to this development, from the early stages in 2007 through to the final design phases in 2018.

Since initial work began, over \$300 million has been invested in The Brewery. The results include five apartment developments, a 400-bed luxury student residential property, three office buildings, two hotel properties, two breweries, and the University of Wisconsin-Milwaukee's School of Public Health. Two parking areas have been developed to serve the neighborhood, including a 78-stall surface parking lot and an 8-level, 908-stall LEED Gold parking structure.

Kapur was responsible for survey, civil engineering, and landscape architecture for the development. This included the public roadway infrastructure as well as the development of the private parcels. Due to the numerous renovations of buildings, Kapur provided LiDAR scanning and BIM modeling services for various projects.

Many concepts within this urban oasis are unique to the project, using materials from the historic industrial past. Selected site elements include rusting wire mesh screens and bollards within the parking lot, the steel and granite gabion ice wall, and formed concrete snow benches and retaining walls. Numerous bioswales and underground storage throughout the neighborhood capture stormwater runoff. The plantings added to the neighborhood were chosen for their urban tolerance and to introduce year-round color, contrasting with the stark metal and brick. Within Zilber Park is a custom-designed ice wall, setting the backdrop for a bronze statue of the development's visionary, Joseph Zilber

DREXEL TOWN SQUARE

SITE DESIGN



LOCATION

Oak Creek, WI

CLIENT

Matt Wolfert
Bray Architects
920.980.5548
mwolfert@brayarch.com

TEAM

Ryan Birschbach, PE

PROJECT LENGTH

122 acres

START YEAR

2013

COMPLETION YEAR

2021

CONSTRUCTION COST

\$600 million



05

PUBLIC ENGAGEMENT PLAN

**"This is the drive Germantown has needed for decades.
I am completely onboard"**

- Jolene Pieper, TRUSTEE



Germantown Masterplan - Germantown, WI

PUBLIC ENGAGEMENT PLAN

The components described below are included within our base fee and will be the starting point for the masterplan public engagement. We will lead (5) engagement events, and example list may include: (final list to be confirmed with advisory committee input):

1. Listening sessions and interviews
2. Initial informational session with City/Advisory Board
3. Community session following market analysis
4. Concept alternative presentation / Open House
5. Preferred framework review

Engagement methods will include facilitated workshops, listening sessions and interviews with focus groups, visual preference surveys, interactive digital tools, and open house formats. More information on these tools below:

Online Survey

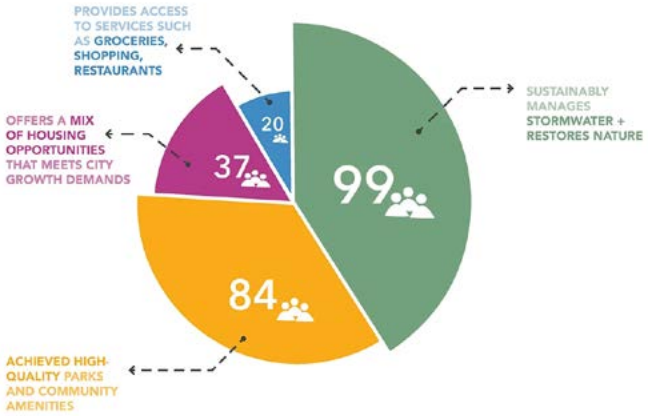
Surveys are an important tool for masterplanning projects because of their convenient participation method for stakeholders and result in measurable data. Our project team will work with the masterplan advisory board to help ensure a quality communications strategy to promote and distribute the survey throughout the community. Paper copies of the survey can be provided to those who prefer them. We propose the online survey or interactive online presentation to collect opinions on the redevelopment site.

- Janesville Area School District & High School Students
- Residents at local senior facilities

City staff will be responsible for providing a list of stakeholders with contact information and assisting with meeting scheduling and coordination.

Public Open House

We propose hosting a Public Open House presentation to review and solicit feedback on the draft program and land-use plan as well as the draft development framework. These open house meetings can also incorporate public participation through integrative presentations and surveys.



Example Public Engagement Survey Results

Listening Sessions, Interviews with Focus Groups

Our team will facilitate a listening session and virtual interviews with two (2) focus groups near the beginning of the planning process. We are primarily interested in speaking with community leaders, community organizations, business leaders, and other key stakeholders from across the community who can provide subject matter expertise and insight into the issues and opportunities facing Janesville. RINKA will consult with the Advisory Board to identify additional community members they could include:

- City department heads
- Developers and Realtors
- Chamber of Commerce
- Local business owners
- Homeowners & Renters

Event Pop-up Booths (optional, upon request)

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.

Facilitated Workshop (optional, upon request)

We can facilitate an additional public meeting solely focused on the growth sub-areas. This can include interactive activities like voting on sub-area amenities, a mini-design charrette, and a presentation on proposed concepts.

We have found that bringing meetings to where the residents have already congregated can increase attendance. We could look for an opportunity to host the open house in conjunction with an existing community event or at a neighborhood gathering space. We propose several strategies to boost overall attendance:

- Youth Activities – We want people with kids to attend. We will promote and host a “Planning College” youth activity for any school-age kids in attendance, concurrent with the rest of the meeting. The activity will engage kids in discussion about how planning works and their own ideas about things they like, focused on maps of the Village.
- On a Weekend – Lives are busy, and there is an opportunity to increase turnout if the meeting is held during a Saturday morning or Sunday afternoon, potentially tied to another local event. We could also explore holding the meeting at a location other than City Hall
- Food – We could eliminate conflicts with lunch/dinner by holding the event in conjunction with another event that provides food.

Additional Meetings

This proposal outlines a process that includes (6) meetings and engagement activities (e.g., four interviews and one focus group). We are available to increase the number of meetings and engagement activities as needed to result in a successful project.

Brand Identity and Promotional Materials

The success of our participation methods relies on knowledge of the opportunities for involvement. The project team proposes the following methods to inform people about the masterplan, which we can review with staff to provide comments and suggestions:

1. Brand Identity: Successful masterplanning projects have a unique branded identity that helps the public engage with the project. Our team will create an engaging name, logo, and brand elements that support the growth of Janesville's economic evolution.
2. Community Engagement: Brand has an emotional attachment for many people. We meet with and listen to the community during engagement sessions to create a framework for the brand and storyline which informs future design decision.
3. City Mailer: Public meetings, workshops, and online feedback tools can be promoted through the city mailers. RINKA can support this effort by designing mailers including draft language and imagery promoting the plan.
4. Flyers/Posters: Physical flyers or posters can be used to help reach people who may be relatively hard to reach via digital channels. We suggest the posting of flyers in public-facing locations.
5. Emails: Email announcements can help to promote events and provide input opportunities. We will work with City staff to request and encourage the promotional assistance of various community organizations and neighborhood associations to share our participation invitations with their members. The project team has found school districts and chambers of commerce to be effective partners in community outreach.
6. Social Media: We will support City staff in promoting public engagement events and project milestones, as well as provide fun facts throughout the planning process.

Project Announcement Website

We propose creating a project announcement website to track project progress, post public events and meeting results, development updates, and overall project information. See below for an example of a project announcement website designed and managed by RINKA.

<https://www.southridgevision.com/>

06

PROJECT SCHEDULE

“Vertical construction was a new endeavor for us and RINKA guided us every step of the way to a successful outcome. We are proud to call them our trusted partners and friends.”

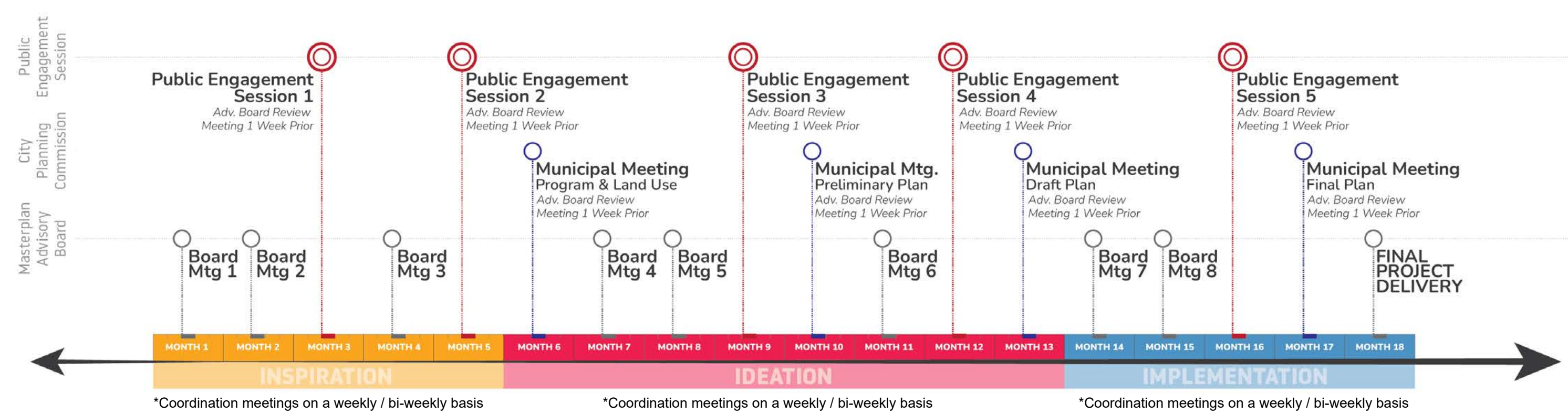
- David Stegeman, Michels, Chief Legal Officer & SVP



Wilden Portfolio Park - Appleton, WI

PROJECT SCHEDULE

RINKA anticipates a 14-18 MONTH planning process that includes public engagement opportunities and necessary involvement with the plan commission as outlined in the project milestones below. There is opportunity to reduce the design and planning schedule to meet your needs and preferences.



07

HOURLY RATE SHEET

“KYBO! KYBO! KYBO!”

- Minikani Campers when asked about their favorite part of camp



Camp Minikani - Hubertus, WI

HOURLY RATE SHEET

RINKA Hourly Rates	
TITLE	RATE
Partner	\$225 - \$300
Senior Vice President	\$175 - \$190
Vice President	\$165
Practice Area Leader	\$165
Senior Project Architect	\$160
Senior Architect, Project Manager	\$160
Senior Architect, Design Director	\$160
Senior Design Director	\$150
Senior Project Delivery Manager	\$150
Senior Project Manager	\$150
Senior Interior Designer	\$150
Senior Brand Strategy Director	\$135
Project Architect II	\$140
Architect, Project Manager II	\$140
Design Director	\$135
Project Delivery Manager	\$135
Project Manager II	\$135
Interior Designer IV	\$135
Brand Strategy Director	\$125
Project Architect I	\$125
Architect, Project Manager I	\$125
Project Designer	\$120
Project Delivery Manager I	\$120
Project Manager I	\$120
Interior Designer III	\$120
Placemaking Strategist I	\$120
Design Professional II	\$115
Interior Designer II	\$115
Brand Leader	\$105
Design Professional I	\$110
Interior Designer I	\$11
Brand Designer + Strategist I	\$100
Designer II	\$105
Graphic Designer II	\$95
Designer I	\$100
Graphic Designer I	\$90
Design Intern	\$75
Support Staff / Administrative	\$75
Note: all above rates are for services only and do not include project-related reimbursable expenses.	

Kapur Hourly Rates 2025/2026	
TITLE	RATE
Principal	\$250
Project Manager	\$185
Project Engineer	\$165
Landscape Architect / LEED AP	\$155
Environmental Scientist	\$155
Staff Engineer	\$125
Technician	\$115
Registered Land Surveyor	\$160
Survey Crew	\$160
Survey Technician	\$115

von Briesen & Roper Hourly Rates	
TITLE	RATE
Christopher R. Smith	\$475
Logan M. Glasenapp	\$470
Samuel A. Schultz	\$385
Jim Paetsch	\$640



Southridge Mall Masterplan - Greendale, WI

08

REFERENCES

“RINKA’s commitment to designs that will stand the test of time ensures a long-lasting effect on the quality of life in the city”

- Robert Greenstreet, Former Dean of the University of Wisconsin-Milwaukee’s School of Architecture and Urban Planning



Village Green Center - Pleasant Prairie, WI

REFERENCES

Mike Hawes | Village Manager

Village of Greendale, WI
mhawes@greendale.org
(414) 423-2100 x3110

Mason Becker | Economic Development Director

City of Whitewater
mbecker@whitewater-wi.gov
(262) 473-0148

Andrew Vickers | City of Oak Creek

avickers@oakcreekwi.gov
(414) 766-7060





RINKA⁺

CONTACT

Eric Mayne, Masterplanning Practice Leader
C. 262-455-1497
emayne@rinka.com



CITY OF JANESVILLE

Wisconsin's Park Place



REQUEST FOR QUALIFICATIONS

GM/JATCO Redevelopment Master Planning and Development Strategy



December 5, 2025

Mr. Nick Faust
Assistant to the City Manager
faustn@ci.janesville.wi.us

RE: RFQ No. 2025-1105 – GM/JATCO Redevelopment Master Planning and Development Strategy

Dear Mr. Faust and Members of the GM/JATCO Redevelopment Advisory Board:

The Sigma Group, Inc. (Sigma) enthusiastically submits our qualifications to partner with the City of Janesville on the GM/JATCO Redevelopment Master Planning and Development Strategy. We share your vision to transform this historic site into a vibrant, market-supported, and environmentally responsible district that honors Janesville's industrial heritage while positioning the area for inclusive, long-term growth.

Why Sigma | Sigma brings decades of brownfield redevelopment leadership across Wisconsin communities—including Milwaukee, Wauwatosa, Sheboygan, and Kenosha—where we have guided complex sites from planning through implementation. Our engineers, scientists, and real estate professionals understand the practical realities of brownfield work: early regulator engagement, concise decision-ready information for investors and the community, and disciplined cost-benefit analyses to compare alternative site solutions. We are adept at integrating remediation strategy with infrastructure and site design so planning decisions are grounded in realistic cleanup standards and phasing.

Multidisciplinary Team Built for Janesville | To complement Sigma's civil and environmental strengths, we have assembled a team with deep, complementary expertise:

- *Site Design, Inc.* will lead urban design, infrastructure, and open-space integration, assuring practical circulation systems and green infrastructure that knit the site into surrounding neighborhoods.
- *Collabo* will lead a robust public engagement program, facilitating inclusive, transparent participation that builds trust and translates stakeholder input into actionable planning outcomes.
- *Colliers International* will lead market analysis and program development, bringing direct connections to prospective users, buyers, and tenants across regional and national platforms.

Project Understanding & Approach | We recognize the GM/JATCO area as the City's largest contiguous redevelopment opportunity and a catalytic site for reinvestment. Our approach is structured to deliver a visionary yet implementable plan within the City's timeframe.

What Sets Us Apart


- **Execution Mindset:** We plan with implementation in view—sequencing remediation, infrastructure renewal, and vertical development to unlock near-term wins and de-risk future phases.
- **Regulatory Fluency:** Early and proactive agency coordination reduces uncertainty and streamlines approvals on environmentally constrained sites.
- **Decision-Ready Materials:** Clear, concise deliverables—including GIS layers and editable graphics—equip City leadership to act decisively and communicate progress to the community.
- **Well-Rounded Team:** Our team includes environmental practitioners with many decades of brownfield redevelopment experience; a sophisticated planning team with a background focused on community engagement and realistic deliverables; a real estate company with access to the international real estate community.

Sigma is enthusiastic about partnering with Janesville on this transformative assignment. We appreciate your consideration and stand ready to provide any additional information you may need.

We appreciate the opportunity and look forward to working with Janesville on this catalytic project.

Sincerely,

THE SIGMA GROUP, INC.

A handwritten signature in blue ink, reading "Joshua Neudorfer", followed by a long horizontal flourish.

Joshua Neudorfer
Business Development Group Leader/
Contaminant Hydrogeologist

THE SIGMA GROUP, INC.

A handwritten signature in blue ink, reading "Kristin Kurzka", followed by a long horizontal flourish.

Kristin Kurzka, PE, PG
Vice-President

Attachment

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Section 6	HOURLY RATE SHEET
Section 7	REFERENCES

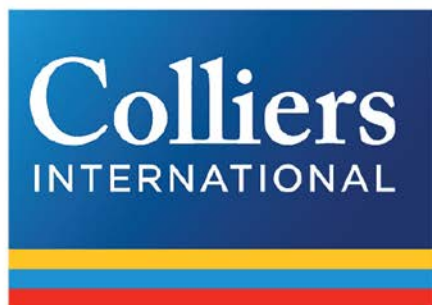


landscape
architecture
urban design



SECTION 1

PROJECT UNDERSTANDING AND APPROACH



PROJECT UNDERSTANDING AND APPROACH

The project team understands that the City of Janesville (City) is seeking a qualified multidisciplinary planning team to prepare a Conceptual Redevelopment Plan for the former General Motors (GM) and Janesville Auto Transport Company (JATCO). The redevelopment is envisioned as a multi-phase effort combining environmental remediation, infrastructure renewal, and master planning.

The goal is to convert this long-vacant industrial landscape into a productive and well-integrated part of the surrounding neighborhoods and Janesville's economy.

We understand one of the primary goals is to preserve the City's industrial heritage as part of the Master Planning effort. At the same time, actual site conditions and market factors will strongly influence site design and complexion. Actual project implementation requires that stakeholders are comfortable with assignable risk factors, including both known and unknown environmental conditions and buried infrastructure, both of which drive extraordinary costs of construction. Sigma has led numerous, complicated, and comprehensive investigation projects with a focus on redevelopment and design that allow for both regulatory approvals and underwriting approvals of multi-family developments, mixed-use projects, and industrial buildings. In addition to regulatory approvals and underwriting acceptance by debt and equity partners alike, we are cognizant and well versed in the potential costs/impacts of soil management (particularly on-site reuse to the extent possible pursuant to Wisconsin Administrative Code, Chapter 718 requirements), vapor mitigation, utility and infrastructure design, and stormwater management.

We have assembled a team that, in addition to planning expertise and community engagement experts, also includes a sophisticated, international real estate firm, Colliers, and Tim Blum, of Citadel Property Advisors. Together these partners will bring analytical data, real development and brokerage experience, with an ability to assess the likelihood of success of real estate product types that would be attracted and remain successful in this location in Janesville. In addition, they have direct relationships with local and national users that can be contacted to discuss their interest in the site. For purposes of budgeting potential construction scenarios, as well as vetting layouts, we have included national design-build firm Arco Murray as a team partner.

With a project of this importance and impact, the community will have substantial input and diverse ideas about what they want. We understand that critical and key components of the project include active listening; summarizing, streamlining, and clearly community recommendations; and focusing on the achievable. Obtaining community buy-in on practicable realities vs "pie in the sky" and unrealistic options will be necessary and an important component to local stakeholder engagement.

TECHNICAL APPROACH

In accordance with the Scope of Services outlined in the RFQ, the following tasks will be initiated by the Project Team.

Task 1: Project Initiation & Data Review

Kick-Off Meeting | All successful projects must start with a face-to-face project kickoff meeting with the Team. The Sigma team will start with a formal kickoff meeting and an informal social with the Advisory Board to get to know one another, to establish roles and responsibilities, and establish communication tools and procedures.

Team Communications | Sigma will work with the City to establish clear communication channels for the project team as well as with community stakeholders beyond the Advisory Board to the extent this is desired by the City.

Baseline Conditions & Data Gaps | Significant existing information exists in the form of existing reports and plans. Obtaining existing information and synthesizing the information to establish baseline conditions and identify potential data gaps is a critical initial step.

Project Phasing | These projects are iterative. The project team will work with the City to set desired milestones along the 18-month project delivery, working backwards from the finish to set reasonable schedule goals and deliverables.

Task 2: Site Assessment & Environmental Integration

As clearly outlined in the RFQ, the Sigma team will evaluate existing environmental data to understand the site's conditions, constraints, and opportunities. Findings from on-going or prior investigations will be incorporated into redevelopment planning to ensure land use, infrastructure, and open-space decisions are informed by realistic cleanup standards and regulatory requirements, design criteria, and the associated cost considerations. Sigma's team does this for a living – it is our bread and butter and the cornerstone of the myriad of large and successful redevelopment projects we have led over the last 30 years.

Task 3: Market and Feasibility Analysis

Developing a robust Conceptual Redevelopment Framework requires a dynamic and iterative process, deeply rooted in the findings of earlier analyses, particularly those from a Market and Feasibility Analysis. This approach goes beyond simply proposing design alternatives; it involves the direct integration of cultural, historical, environmental, and socio-economic insights to ensure the proposed concepts are both visionary and achievable. The core philosophy is to 'listen, learn, and represent' the community's aspirations, translating diverse inputs into tangible and cohesive redevelopment frameworks.

The process of integrating cultural and historical understanding begins by actively seeking out and documenting local narratives. This can be achieved through resident-led tours of the GM/JATCO site, which offer invaluable firsthand perspectives on the site's past significance, its impact on the community, and personal memories

associated with it. Informal interviews with long-time residents, former employees, and local historians further enrich this understanding, capturing the intangible heritage and "sense of place" that numerical data cannot convey. These qualitative insights are critical for identifying unique opportunities to honor the site's legacy while positioning it for future growth, ensuring that the new development feels authentically connected to Janesville's identity.

Task 4: Conceptual Redevelopment Framework

Generally, as a multidisciplinary team, we believe that planning, architecture, landscape, and sustainability are inseparable, especially on transformative brownfield sites like the former GM/JATCO properties. Our work is rooted in placemaking and driven by the belief that redevelopment should be both highly functional and deeply meaningful, creating places that are environmentally resilient, economically viable, and visually compelling. We approach complex sites with a balance of design creativity and technical rigor, allowing bold ideas to remain grounded in real-world constraints.

For the GM/JATCO site, we will develop a clear conceptual redevelopment framework that integrates land use, urban form, infrastructure, open space, and environmental systems into a cohesive, implementable vision. Our process begins with deep site immersion. We will study access, connectivity, views, circulation, existing conditions, and surrounding neighborhoods so that the design is shaped as much by experience as it is by data. The result will be a market-informed, phased redevelopment strategy that identifies catalytic sites, supports investment, and establishes a strong identity for the district.

Sustainable infrastructure and innovative stormwater management will be core drivers of the design, transforming environmental constraints into visible assets for the site. By prioritizing ecological health, human well-being, and long-term adaptability, we aim to convert this former industrial landscape into a vibrant, connected, and enduring part of Janesville's future.

Following a deep dive into cultural and historical context, three (3) distinct conceptual alternatives will be developed. Each alternative will systematically illustrate possible land use mixes, circulation systems (including pedestrian, bicycle, and vehicular flows), and innovative green infrastructure systems designed to enhance ecological function and resilience. Each concept will explicitly articulate how it addresses and balances environmental objectives (e.g., brownfield remediation, stormwater management, habitat creation), economic objectives (e.g., job creation, diverse housing, commercial vitality), and community objectives (e.g., public spaces, connectivity, cultural amenities). The overarching goal is to ensure that these concepts not only meet technical planning standards but also resonate with the established goals of the redevelopment plan, fostering a sense of ownership and shared vision among Janesville stakeholders.

Task 5: Public and Stakeholder Engagement

See Public Engagement Plan section for a more fully vetted plan.

The Sigma team will build trust and local capacity to ensure an inclusive, transparent, and community-driven process. We will design and facilitate a minimum of five engagement events, strategically timed to coincide with key project milestones. This includes a crucial event between Task 3 and Task 4, where initial findings and preliminary concepts will be presented to gather early input. Two dedicated events, one at the beginning and

one at the conclusion of Task 4, will focus on presenting the conceptual redevelopment alternatives and refining a preferred concept based on direct City and community feedback. Our inclusive outreach strategies, potentially involving local Community Ambassadors will ensure broad participation from residents, businesses, and partners, making these events opportunities to build trust and empower community members to take ownership of the planning process.

Task 6: Implementation Strategy

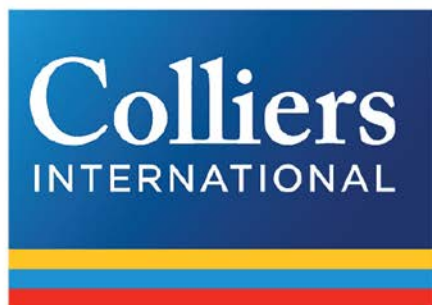
The Sigma team will implement entertaining (fun) and unique engagement methods throughout the process to maximize participation and garner actionable feedback. During the conceptual design presentations, instead of traditional presentations, we may utilize interactive mapping exercises or game-show style activities to gather immediate input on land use, open space, stormwater design and phasing for each alternative. Our experience has demonstrated that when implanted, this dynamic approach encourages direct involvement in shaping the preferred redevelopment concept, making engagement an exciting collaboration rather than a chore. Visual materials and summaries for City Council briefings will be developed throughout, ensuring that community input consistently informs decision-makers. A final engagement event following Task 7 will then serve to present the completed plan and gather final feedback, reinforcing the community's role in guiding the transformation of the GM/JATCO site into a vibrant and integrated part of Janesville.

Task 7: Final Plan & Presentation

The Sigma team will provide three (3) initial plan options. Once a final plan is selected, the final fully vetted plan approved by the Advisory Board will be communicated to the community through the variety of communications discussed herein, including the City of Janesville website, a website specific to this project, and whiteboard presentation format available for viewing at City Hall, among others.

SECTION 2

TEAM ORGANIZATION AND KEY STAFF



TEAM ORGANIZATION AND KEY STAFF – THE SIGMA GROUP



We are driven by the singular objective to support our clients' success and add value to their organization.

EVERY DAY. EVERY PROJECT.

The Sigma Group is an engineering and science consulting organization headquartered in the Menomonee Valley in Milwaukee, Wisconsin. **In 2025, we celebrated our 35th year of operations from a start-up firm to over 100 employees.**

SERVICES

We provide a broad platform of consulting services to our clients including due diligence assessment and planning, subsurface soil, groundwater, and vapor assessments, remedial strategy development and implementation, civil/site engineering, landscape architecture, environmental compliance, turn key waste water treatment system design and implementation, health and safety compliance, process engineering and design, controls systems engineering, design and fabrication, surveying, construction management and engineering, facility planning, management and assessments, planning and architectural services.

CLIENTS AND PARTNERS

For more than 30 years, we have served the private and public sectors including manufacturers, real estate developers, utility companies, government entities, as well as professional sports and entertainment venues. We understand that each client and situation is different, and we rely on our experience base, creativity, and multi-disciplined technical skill set to provide the best outcomes for our customers.

FOUNDED IN 1991, WE ARE A TEAM OF:

- Project Managers
- Construction Managers
- Professional Engineers
- Professional Geologists and Hydrogeologists
- Professional Land Surveyors
- Professional Landscape Architects
- Licensed Architects
- Certified Hazardous Materials Managers
- UAV Pilots

We are 100% ESOP owned company. In addition to our Milwaukee office headquarters, we have offices in Racine and Madison, Wisconsin. **We have been consistently listed in the "Top 20 Engineering Firms in Wisconsin" as well as the "Top 10 Milwaukee Area Environmental Consultants" as published by the Milwaukee Business Journal.**

OUR CORE VALUES

Teamwork and Partnerships | We value mutual respect and prioritize listening.

Accountability | We understand the need for direct and timely response and own the burden of communication.

Creativity and Discipline | We stay focused on best solutions and are respectful of our customers' assets.

Sustainable Outcomes | We seek solutions that will stand the test of time.

THE SIGMA GROUP

Why Sigma?

In 2003, Sigma redeveloped a brownfield site as its headquarters on the bank of the river in Milwaukee's Menomonee River Valley. Our building and site showcase many examples of our consulting expertise including sustainable building and land practices, brownfield remediation, habitat restoration, stormwater management, and facilities services.

Sigma focuses on creating practical solutions that optimize results for the project, the client and the community that sensitively balance economics and the protection of natural resources. Our diverse range of services, expertise and find-a-way attitude enable our clients to achieve a successful balance between a myriad of funding, perception, technical, and regulatory challenges and the long-term need to establish sustainable healthy environments and preserve important resources.

Sigma's Capabilities

Sigma is dedicated to renew, restore, and revitalize distressed properties and infrastructures by creating functional, innovative solutions that balance economics and preservation of natural resources. Sigma has approximately 35 years of experience working as an advocate for municipalities and the private industry within the State of Wisconsin and USEPA Region 5 with an emphasis on effectively and efficiently addressing impacts within the urban environment.

Our team has assisted multiple municipalities manage contamination issues and navigate brownfield redevelopment projects. Sigma has assisted the City of Janesville, City of Waukesha, Milwaukee Metropolitan Sewerage District, Dane County, Jefferson County, Milwaukee County, Waukesha County, and other municipal clients with Phase I ESAs, Phase II ESAs/site investigations, underground storage tank removals, asbestos, lead-based paint, and universal/hazardous material assessments, demolition planning, remediation projects, brownfield redevelopment projects, and WDNR case closures.

We have:

- Assisted with dozens of successful brownfield redevelopments throughout Wisconsin.
- Lead several successful USEPA and WDNR-funded brownfield grant projects.
- Developed excellent working relationships with USEPA and WDNR.
- Established a long-term history of working with Wisconsin counties and municipalities.
- Worked with municipalities through the Wisconsin Department of Transportation Facility Development Manual Hazardous Materials Assessment process; and
- Completed hundreds of pre-renovations and pre-demolition asbestos, lead-based paint, and hazardous materials surveys.



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jneudorfer@thesigmagroup.com

Areas of Expertise

- Real Estate Transactions & Urban Redevelopment
- Complicated Remediation Projects
- Project Funding and Debt & Equity Facilitation
- Project Implementation

Education/Training

- Bachelor of Arts, Geology, Anthropology, Hamilton College-New York, 1994
- Graduate Studies – Geosciences: Hydrogeology, UW-Milwaukee, 1995-96

Registrations/Certification

- Site Assessor, WI No. 06267
- Former Certified Hazardous Materials Manager, WI No. 10149
- Former Certified Asbestos Inspector

Professional Affiliations

- Federation of Environmental Technologists
- Wisconsin Groundwater Association
- NAIOP
- CARW

Awards

- 2014 NAIOP Associate of the Year
- Project Manager, Sheboygan South Pier District, 2006 USA EPA Phoenix Award Winner – Community Impact

Board of Directors

- Real Estate Alliance for Charity 2021-2027, Board Treasurer
- Clean Wisconsin 2019-2025, Board Chairman
- MadREP, Board Member

Professional Profile

Josh is a Senior Consultant and Director of Business Development with over 30 years of experience in the environmental and engineering consulting industry with a background in contaminant hydrogeology, property transactions, and urban redevelopment. He is responsible for developing project strategies, overall project direction and content, and implementation. In addition, Josh helps lead the sales/marketing team and assists Sigma in the development of new clients and facilitating growth of existing clientele. Mr. Neudorfer has led numerous sessions focused on community awareness and involvement. Serves on Clean Wisconsin Board of Directors as Board Chairman and REACH Milwaukee as Board Secretary.

Representative Experience

Project Management

Sheboygan Harbor Waterfront Brownfield Redevelopment - Multi-Use Industrial Properties | Project Manager for numerous brownfield redevelopment projects on expansive waterfront properties totaling over \$100 million in new development. Assisted in developing redevelopment strategies and implementing successful redevelopment as measured by alternate funding sources secured, successful cost reduction, total environmental and civil engineering dovetailing, and creative problem solving.

Real Estate Due Diligence - Industrial Real Estate | Josh has assisted thousands of clients through pre-purchase due diligence activities at industrial properties throughout Wisconsin and the United States. The result of this work has been liability identification and control resulting in property acquisition or sale and limited environmental liability for over \$1 Billion in transactions.

Industrial Real Estate Divestiture - Fortune 500 Manufacturer | Assisted major American small engine manufacturer with over \$10 million, 22-acre property divestiture and related negotiations; resulted in executed agreement with positive sum results that will enable large commercial redevelopment.

Chlorinated Solvent Remediation - Motorcycle Manufacturing Facility | Project manager for large scale chlorinated solvent remediation project that included potassium permanganate mixing, 50 feet deep by 450 feet long cut-off wall installation, risk minimization, and long-term liability reduction. Project met demanding time and budget constraints while helping to manage the concern of hundreds of union employees. Project saved client \$500,000 at minimum over competing strategies.

Environmental Tax Increment Financing Procurement | Worked with multiple developer clients to secure Environmental Tax Increment Finance (TIF) districts to assist with brownfield development costs totaling over \$30 Million.

Multi-Phase, Multi-State Project Base | Local client base continuing to support burgeoning multi-state project workload because of thoughtful, proactive, cost-saving and liability avoidance results proved locally.

Publications / Presentations

- Due Diligence & Hot Topic, Vapor – 2023 Annual Real Estate Conference, State Bar of Wisconsin, November 2023
- Due Diligence & Regulatory Hot Topics, PFAS & Vapor – 2023 Annual Wisconsin Economic Development Association (WEDA) Conference, October 2023
- Environmental Due Diligence – Expert Panel, presented to the Risk Management Association, Wisconsin Chapter, March 2018
- Reed Street Yards Global Water Technology Park. A Project of Partnerships & Cooperation: Balancing Natural Resources & Economic Development, presented to Clean Rivers, Clean Lakes Conference, April 2013 and Wisconsin Green Building Alliance, November 2013
- Using TIF in Today's Market, presented to the League of Wisconsin Municipalities & NAIOP; October 2007
- Wisconsin Groundwater Contamination: Is the Health Risk Real or Statutory? 71st Annual Meeting of the Central States Water Environment Association, May 1998



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Areas of Expertise

- Environmental Assessment
- Brownfield Redevelopment
- NR 700 Soil/Groundwater Investigations and Remedial Planning
- Grant Writing/Procurement
- Demolition Planning

Education/Training

- Master of Science, Environmental Engineering, Milwaukee School of Engineering, 1998
- Bachelor of Science Geological Engineering, UW-Madison, 1994
- Bachelor of Science, Geology, UW-Madison, 1994

Registrations/Certification

- Professional Engineer (2000) Wisconsin E-34222-006
- Professional Geologist/Hydrogeologist (2013) Wisconsin 1367-13

Professional Affiliations

- WCREW, WCREW Careers/UCREW Committee Former Chair

Professional Profile

Kristin is Vice President with responsibilities ranging from the oversight and direction of staff completing NR 700 compliant subsurface investigation and remediation for various brownfield redevelopment projects to assisting clients in securing public sector funding. She has 30+ years of regulatory and consulting experience having worked for the Wisconsin Department of Natural Resources (WDNR) prior to joining The Sigma Group.

Representative Experience

Project Management

Brownfield Redevelopment - Menomonee Valley Industrial Center, Milwaukee, WI | Senior Project Manager for City of Milwaukee due diligence investigation and remediation, of the 100-acre former Milwaukee Road rail yard located in the Menomonee Valley. Project responsibilities included research of site history, investigation strategy development, coordination of field activities, data evaluation, remedial alternative consideration and implementation, and construction management. The WDNR issued final case closure/Certificate of Completion in 2020.

Brownfield Redevelopment - City of Milwaukee Century City | Project Manager for the 74-acre City of Milwaukee Century City site preparation and redevelopment planning. Provided assistance with coordinating hazardous material assessments, site investigation and redevelopment-related remedial planning, design and implementation.

EPA Petroleum and Hazardous Assessment Fund Programs - City of Milwaukee, WI | Project Manager for City of Milwaukee properties participating within the EPA Funded Petroleum and Hazardous Assessment Fund programs. Responsible for assisting the City with completion of Phase I Environmental Site Assessments (ESAs), Phase II ESAs, Site Investigations and Remedial Options development. Provide support for EPA correspondence and compliance of activities within the constraints of the grant program.

Wisconsin Plant Recovery Initiative - Wisconsin Department of Natural Resources | Project Manager for the WDNR WAM program. Responsible for coordinating Phase I and Phase II activities for several diverse industrial/manufacturing properties across central, southern and southeastern Wisconsin. Responsible for completing activities in compliance with EPA funding guidelines and the approved Quality Assurance Project Plan.

MMSD On-Call Engineering Services Water Course Facilities | Project Manager for various soil management, demolition and deconstruction activities including asbestos and hazardous material assessment, demolition and abatement specification preparation, contractor bidding, contract award and abatement and demolition oversight activities. Responsible for client representation with abatement and demolition contractors and regulatory agencies, change management, regulatory compliance, and public relations. Oversaw Phase I ESA and soil management. Projects include KK River Flood Mitigation, 30th Street Corridor, N. 31st Street Industrial Building Demolition, Underwood Creek and 4044 N. 31st Street.

Closed Landfill Redevelopment - Ballpark Commons, Franklin, WI | Project Manager for the engineering and redesign of a methane control system and landfill cap relative to a proposed multi-use commercial and recreational facility on and immediately adjacent to a closed non-engineered landfill. Representative for the developer, responsible for coordination with the design team and regulatory agency to obtain approval for the extensive development on a closed landfill with the State of Wisconsin.

The Grand Trunk / Bay View Wetland Habitat Restoration Project, City of Milwaukee and WDNR | The WDNR has partnered with the Redevelopment Authority of the City of Milwaukee to manage and implement a wetland habitat restoration project located at 1980 S. Marina Drive/632R E. Bay Street within the Milwaukee Estuary Areas of Concern. Ms. Kurzka was the Project Manager of a multi-disciplinary team providing single point-of-contact for the overall management, administrative, technical analysis, public participation, regulatory compliance and coordination, land surveying, and overall coordination of design components for construction bidding.



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Areas of Expertise

- Site Development
- Utility Infrastructure Design
- Water System Management and Modeling
- Due Diligence for Development Projects

Education/Training

- Bachelor of Science, Civil and Environmental Engineering, UW-Madison, 2004
- CSI CDT Training

Registrations/Certification

- Professional Engineer, Wisconsin, 39765

Professional Affiliations

- American Society of Civil Engineers

Professional Profile

Christopher is a Vice President at Sigma with 25 years of experience in civil engineering management and consulting in the municipal, commercial, and industrial market sectors. He is responsible for leading the civil, facility, construction management and survey groups and directing the engineering aspects of projects from due diligence through successful completion of developments. He works very closely with developers and owners during project development to guide their understanding of the challenges, strategies, and opportunities to properly plan and ensure the project meets all expectations.

Representative Experience

Infrastructure Design - Municipal

Project manager on wide variety municipal infrastructure projects including work on storm sewer, sanitary sewer, and water main. Involved in all aspects of the projects including design, bidding, public communication and information, and construction administration process as regulated by various public agencies. Included design of water and sewer systems using computer-aided modeling software for projects and entire infrastructure systems. **Clients** | Wauwatosa, Milwaukee, Franklin, Oak Creek, Milwaukee County, Beloit, Madison, Brookfield, Whitefish Bay.

Healthcare

Project manager for civil services for hospital, clinic and healthcare building construction, expansion, renovation and demolition. Involved in all aspects of project management including preliminary engineering, site planning and preparation, construction administration, surveying, erosion control, grading and utilities. **Clients** | Froedtert, Milwaukee Regional Medical Complex, Orthopedic Associates of Wisconsin, Ascension, ProHealth.

Office, Retail and Mixed-Use

Project manager for civil services for wide array of suburban and urban projects directing commercial master planning for public and private infrastructure, including work on site amenities, roadways, stormwater management and storm sewer design, wetlands delineation, due diligence, and topographic design. **Projects** | The Corridor - 66-acre mixed-use development (Brookfield); 833 East Michigan High Rise (Milwaukee); Calhoun Crossing Redevelopment (Brookfield); Reed Street Yards - 17-acre office development (Milwaukee); Sonic - Eight locations (Southeast Wisconsin); Stamp Factory (Wauwatosa); Meadowland Office Building (Wauwatosa), Innovation Park (Wauwatosa), BMO Tower (Milwaukee), Research Park MOB and Retail (Wauwatosa), Milwaukee Tool Office Expansions.

Residential

Project manager for civil engineering services for suburban and urban new development, and redevelopment residential projects including conducting preliminary planning, design and permitting, construction administration, surveying, stormwater and storm sewer, roadways, landscaping, utilities, lighting, grading and other amenities. **Projects** | The Avenir (Milwaukee); Stitchweld (Milwaukee); Beerline B (Milwaukee); Ivy on 14th (Milwaukee); Freshwater Plaza (Milwaukee); The Globe (Watertown); The Reef (Wauwatosa); State Street Station (Wauwatosa); The Reserve (Wauwatosa); Wells Street Station (Delafield); 22 Slate (Madison), Drexel Ridge (Oak Creek), Orchard Hills (Oak Creek), Seasons at Pleasant Prairie, Seasons at Franklin, Apex at Verona, Heyday (Oak Creek), 1887 Water (Milwaukee)

Industrial

Project manager for civil engineering for industrial, manufacturing and office building, expansion and development with services including preliminary and master planning, stormwater management, storm sewers, infrastructure, utilities, roadways, grading, drainage, sustainable site design, and topographic mapping. **Clients** | Bucyrus/CAT (South Milwaukee); Century City I (Milwaukee); Ferguson Enterprises (West Allis); Ryan Companies (Menomonee Falls); Ultra Tool & Manufacturing (Menomonee Falls), Amazon (Sturtevant).

Municipal Master Planning

Project manager for civil engineering for urban and suburban municipal infrastructure and building projects with services including master and conceptual planning, preliminary engineering, stakeholder communication, stormwater management, infrastructure, roadways, due diligence, feasibility studies, sustainable design, construction management and administration. **Clients** | Century City (Milwaukee); Hoyt Park Pool (Milwaukee County); McKinley Marina (Milwaukee County); Milwaukee County Zoo - New Entrance (Milwaukee County); Reed Street Yards (Milwaukee); South Shore Park (Milwaukee County); The Corridor (Brookfield); Village of Shorewood Consulting; Whitefish Bay Turf Baseball and Softball Fields (Whitefish Bay), 116th Street Pak (Wauwatosa), Melvina park (Milwaukee).



O: 414-643-4119

E: jedlebeck@thesigmagroup.com

Areas of Expertise

- Municipal Engineering / Public Works Management

Education / Training

- Bachelor of Science
Civil & Environmental
Engineering
UW-Madison, 1983

Registrations / Certification

- Professional Engineer Wisconsin
No. 31438-6

Professional Affiliations / Awards

- American Public Works Association
 - National Top Ten Leader of the Year-2013
 - WI Chapter John W. Curtis Service Award Recipient-2019
 - WI Chapter William J. Rheinfank Award Recipient-2012
 - Branch President - Chicago Chapter
 - Chapter President - Wisconsin Chapter
 - Past President Committee / Sponsorship Committee Chairman
- National Project of the Year Award Winner
 - USH 10 / STH 22/ 54 CTH A/K Interchange
- UW-Madison Civil & Environ Engineering Department Visiting Committee Board
- North Shore Water Commission Board
- WI Transportation Information Center Advisory Board
- WI DOT Local Road and Street Council Advisory Board
- Leadership Waupaca County
 - Founding Executive Board Member and Class Presenter

Professional Profile

John is a senior Wisconsin Professional Engineer with over 40 years of experience in local government municipal engineering and public works. He has overseen a wide array of Public Works Department operations over those years including maintenance and operation of water, sanitary and storm utility systems, roadways and public right of ways, water and wastewater treatment, public building facilities, parks, refuse/recycling, winter roadway services, and vehicle maintenance. John has also conceptualized, obtained funding, designed and supervised hundreds of utility infrastructure projects, road and alley improvements, green stormwater infrastructure, public building facility rehabilitations, along with roadway traffic/pedestrian/bicycle safety projects.

Representative Experience

Municipal Group Leader, Senior Civil Engineer, The SIGMA Group (2024 - current)

Leads SIGMA Municipal Services division, provides engineering staff design assistance and mentoring and assists with project management and quality control.

Director of Public Works, Village of Whitefish Bay, Wisconsin (2015 - 2023)

Responsible for the full operation of the Whitefish Bay Public Works Department which included Village Water, Sewer and Storm Utilities, Street/Roadway Network, Parks, Refuse/Recycling Collection, Engineering and Public Facility Maintenance. Managed 22 employees along with a Village Engineer consultant contract. Actively involved in all new development conceptualization, design, and approval. Voting member of Village jointly owned North Shore Water Commission. Solely managed separate major Village Hall and Fire Station remodeling projects. Successful in a variety of grant submittals and grant management (DOT, DNR, FEMA, MMSD, FFLM, WCM) in excess of \$6M for a variety of green infrastructure projects as well as several traffic/ pedestrian/bike safety projects in the Village.

Director of Public Works / City Engineer, City of Waupaca, Wisconsin (1996 - 2015)

Responsible for all functions in the City Public Works Department operation and budget of the Water, Wastewater, Street and City Facility Management Divisions, managing 18 employees. Actively assisted the City Administrator in Economic Development and Planning/Zoning needs during numerous years of vacancy in the Director position at the city. Involved in all new development conceptualization, design and approval. Voting member of the City of Waupaca Plan Commission.

City Engineer, City of Geneva, Illinois (1986 - 1996) |

Managed all Public Works projects in the city as well as review authority, approval and oversight of all City private development. Administered federally regulated city wastewater pretreatment program. Integral part of city team in review and approval of all residential, commercial, and industrial development. Was responsible for all public infrastructure upgrades and expansion during a doubling of the city population in those 10 years. The City experienced substantial residential, commercial, business and industrial growth during this time period.

Staff Civil Engineer, D'Onofrio, Kottke & Assoc, Elgin, Illinois (1983 - 1986)

Actively involved in the concept planning, funding, surveying, design, and construction inspection of numerous federally funded municipal roadway/utility reconstruction projects. Completed several traffic studies, traffic generation reports, and intersection/traffic signal engineering design projects.



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Areas of Expertise

- Site Investigation and Remediation
- Resource Conservation and Recovery Act (RCRA) Corrective Action
- Comprehensive Environmental Response, Compensation and Liability Act (CERCLA)

Education/Training

- Bachelor of Science, Geology, UW-Madison, 1998
- OSHA 40-Hour Health & Safety Training
- OSHA 10-Hour Construction Safety Awareness

Registrations/Certification/Awards

- Professional Geologist, Wisconsin 1227-13
- NR 712 Hydrogeologist

Presentations/Publications

- Rohde, Paul D.; Butler, Cynthia R. *In-Situ Chemical Oxidation of Volatile Organic Compounds in a Fractured Bedrock Aquifer*. National Groundwater Association and United States Environmental Protection Agency Fractured Bedrock Conference. 2004.
- Rohde, Paul D.; Keiser, Jewelle, I.; McKenna, Keli; Williamson, Dean; Adler, Kevin *Field Scale Comparison of Edible Oil Substrate (EOS) and Sodium Lactate for Bioremediation of TCE in Groundwater*. Sixth Annual Battelle Conference on Remediation of Chlorinated and Recalcitrant Compounds.
- Rohde, Paul D.; Cleary, John P.; *Cost-Effective Full-Scale Remediation of Hazardous Soil Using Ex-Situ Thermal Desorption*. Sixth Annual Battelle Conference on Remediation of Chlorinated and Recalcitrant Compounds.

Professional Profile

Paul is Sigma's Geoscience Group Leader with responsibilities including oversight and direction of approximately 20 staff. He has more than 25 years of state and federal site investigation and remediation experience including design and implementation of subsurface investigations; remedial alternative evaluation; bench and pilot-scale remedial alternative study design; site strategy development; regulatory agency negotiation; stakeholder engagement; project management and client account management.

Representative Experience

Active Chemical Distribution Facility, Iowa | The Site is a chemical distribution facility with soil contamination and fractured bedrock groundwater contamination to a depth of 400 feet. On-site treatment of 8,000 tons of hazardous soil resulted in a savings to the client of \$1.1 million in under 12 months. Success of the in-situ chemical oxidation treatment for the groundwater prevented the need for a groundwater pump and treat system saving the client over \$1 million dollars per year of O&M costs. Provided technical support during Corrective Measures Implementation (CMI) consent order.

Former Chemical Distribution Facility, Iowa | Site is a former chemical distribution facility with soil and groundwater contamination including dense non-aqueous phase liquid (DNAPL). Prepare quarterly remediation reserve cost estimates and manage financial assurance mechanisms. Maintain compliance with consent order financial assurance requirements. Successfully negotiated an optimized remedial approach with USEPA Region VII as part of the final site remedy, saving the client approximately \$125,000 per year in operation and maintenance costs on the pump and treat system. Quantified the sustainability benefit of the remedial optimization with reduced energy usage and wastewater discharge. Supported negotiations of RCRA CMI order using active remediation only as a contingency saving the client over \$250,000 per year in operation and maintenance costs and over \$1 million in capital costs.

Former Chemical Distribution Facility, Indiana | On-site remediation of nearly 6,000 tons of characteristically hazardous soil was successfully completed in a residential neighborhood. Soils were impacted with LNAPL, DNAPL, VOCs, and organochlorine and organophosphate pesticides. Coordinated a real-time cost comparison of on-site treatment and off-site disposal. By identifying the break-even point, the project was able to shift from onsite treatment to off-site disposal within 10 days. The change in remedial technology saved approximately 90 days on the project schedule and resulted in cost savings of approximately \$300,000. Designed and implemented an enhanced in-situ bioremediation groundwater remedy to replace a groundwater pump and treat system. The change resulted in cost savings to the client of over \$50,000 per year and achieved non-residential groundwater cleanup criteria in two years on site.

Former Transformer Repair Facility, Kansas | Facility operated as Toxic Substance Control Act (TSCA) permitted transformer repair facility. Building surfaces and soil impacted with PCBs. PCBs remediated under USEPA Region 7 TSCA concurrent with remediation of TCE under Administrative Order on Consent (AoC) with Kansas Department of Health and Environment (KDHE). Reported release of TCE to the subsurface resulted in listed hazardous waste soil and groundwater. Building floor removed to allow excavation and offsite disposal of soils below the building interior. TCE groundwater impacts delineated offsite using membrane interface probe (MIP) and groundwater grab sampling. Results indicated multiple offsite sources resulting in co-mingled impacts.

Installed and operated air sparge – soil vapor extraction system (AS/SVE) for remediation of TCE impacted soil and groundwater onsite. Designed and installed biosparge system for remediation of offsite groundwater impacts. Active remediation systems met the interim cleanup goals within the remediation time-frame. KDHE approved comprehensive investigation and corrective action study (CI/CAS) completing AoC requirements. Supported negotiation of AoC addendum for remedial action. Corrective Action Design (CAD) and Corrective Action Plan were approved for remaining impacts using a combination of Environmental Use Controls (EUCs) and monitored natural attenuation.



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Areas of Expertise

- Geosynthetic Clay Liners
- Methane Abatement System Installation
- Soil/Groundwater Investigations
- Vapor Intrusion Investigation/Mitigation
- Wetland Restoration
- Radon
- Remediation System Design and Installation

Education/Training

- Master of Science, Geological Engineering, UW-Madison 2003
- Bachelor of Science, Agricultural Engineering, UW-Madison 2001

Registrations/Certification

- Professional Engineer (2008) Wisconsin, E-39390
- OSHA HAZWOPER (29 CFR 1910.120)
- AARST-NRPP Certified Residential Radon Measurement and Mitigation Provider, Multifamily Measurement Certification
- Member, Association of Vapor Intrusion Professionals

Awards

- J. James Croes Medal Recipient, 2008, American Society of Civil Engineers (ASCE)
- Alfred Noble Prize Recipient, 2008, ASCE

Professional Profile

Stephen provides environmental engineering services for a variety of municipal, commercial and industrial clients. His experience includes managing environmental site assessments, field investigations, remediation projects, and developing remedial and closure strategies for sites. Stephen is responsible for managing individual projects from initial investigation through regulatory case closure, and developing cost-effective strategies for managing risks associated with redevelopment of brownfield sites.

Representative Experience

Brownfield Redevelopment

Horizon Development - Eagle Flats, Appleton, WI | Managed environmental aspects of redevelopment of a former paper mill property in Wisconsin's Fox Valley. Multiple contaminants of concern were present, development-specific investigation identified and delineated characteristically hazardous material at the site, subsequent remediation allowed redevelopment as a multi-tenant residential property.

Rule Enterprises - 1331, Milwaukee, WI | Managed Phase I, Phase II, site investigation and remedial activity of a former auto dealer and auto repair facility. Provided oversight and documentation during remedial excavations completed concurrently with demolition and redevelopment along with assessment and disposal of five underground storage tanks and multiple hydraulic lifts discovered during demolition. The site was redeveloped as a multi-story multi-family residential building and received case closure.

Confidential Client - Former Brass Foundry | Managed supplemental site investigation of a former brass foundry that had been converted for use as an office and wood construction shop by a local non-profit. The supplemental site investigation activities prioritized evaluating the potential vapor intrusion risk to the existing site building from chlorinated volatile organic compound (CVOC) impacts identified within soil and groundwater samples collected at the site, including at locations beneath the site building. Based on the additional site investigation activities, a significant shallow source area was identified within the site building footprint. Following pilot testing, a soil vapor extraction (SVE) system has been installed and is operating to remove contaminant mass from the shallow subsurface.

Campbell Capital - Marling Lumber, Madison, WI | Managed redevelopment-specific investigation of a former commercial lumberyard. Developed a VPLE-approved material management and remediation plan for use during redevelopment of the site. Provided oversight and documentation during redevelopment in areas of the site containing known contamination. The site was redeveloped as a mixed-use residential development. Following redevelopment, the site received case closure.

City of Chilton - Chilton Plating, Chilton, WI | Oversaw completion of supplemental site investigation activities at an abandoned chrome plating facility. The supplemental site investigation activities included completion of additional soil borings and soil sample collection, installation of additional groundwater monitoring wells/piezometers and groundwater sample collection, collection of sediment samples from an adjacent river, and collection of both sub-slab vapor and vapor samples within sanitary sewers serving the site. Prepared a successful application for a Site Assessment Grant (SAG) to fund a portion of the work. Prepared demolition plans and specs to coordinate demolition of the above-grade portions of the former site buildings.

Methane Abatement System Installation, Various Sites | Oversaw the installation of methane abatement systems as part of the construction of commercial and industrial facilities at various sites in southeastern Wisconsin.

Wetland Restoration, Former Paper Manufacturing Facility | Designed and managed the restoration of a wetland area at a site in northern Wisconsin following remedial excavation activities.

Publications

- Meer, S. and Benson, C. (March 2009), "Relative Abundance of Monovalent and Divalent Cations and the Impact of Desiccation on Geosynthetic Clay Liners," J. Geotech Geoenvironmental Eng., 135(3) 349-358.
- Meer, S., and Benson, C. (May 2007), "Hydraulic Conductivity of Geosynthetic Clay Liners Exhumed from Landfill Final Covers," J. Geotech. Geoenvironmental Eng., 133(5) 550-563.
- Meer, S., and Benson, C. (2004), "In-Service Hydraulic Conductivity of GCLs in Landfill Covers: Laboratory and Field Studies," Rep. No. EPA/600/R-05/148, U.S. Environmental Protection Agency, Washington, D.C.

Site Investigation/Remedial Action

Confidential Client - Former Drycleaner, Milwaukee, WI | Managed investigation and remedial action at a two-acre site in a high profile and high traffic location that had historically been used as a dry cleaner. The investigation identified elevated concentrations of contaminants at depth. A remedial excavation was completed to remove contamination and minimize site disruption. Following completion of remedial actions and post-remediation groundwater monitoring, regulatory case closure was approved.

Confidential Client - Former Metal Part Manufacturing Facility, Wauwatosa, WI | Managed the VPLe site investigation and remedial action at a nine-acre site in a high profile location that had historically been used as a metal parts manufacturer. The investigation identified elevated concentrations of contaminants at various locations across the site. A multi-faceted remedial approach was developed based on the degree and extent of identified impacts and proposed residential redevelopment. Remedial components included excavation with off-site disposal, in-situ treatment via chemical oxidation and installation of a soil vapor extraction system. Redevelopment of the site is complete and post-remediation monitoring is on-going.

Confidential Client - Industrial Facility Sub-Station, West Allis, WI | Managed the investigation and remedial action within the electrical sub-station at an active industrial facility following the identification of PCB-impacted material within the sub-station. Following completion of remedial actions, the site received case closure.

Confidential Client - Former Auto Salvage Yard, Milwaukee, WI | Managed the investigation and remedial action at a three-acre site that had been used for both legal and illegal auto salvage. The investigation identified hazardous concentrations of lead within shallow soils as well as impacts associated with petroleum storage. Following completion of remedial actions, the site received case closure.

HSA Commercial - Former Schwaab, Wauwatosa, WI | Managed the VPLe site investigation and remedial action at a site that had historically been used as a rubber stamp manufacturer and engraving facility. The investigation identified elevated concentrations of chlorinated solvent contaminants at multiple locations, including within the existing building footprint. A multi-faceted remedial approach was developed based on the degree and extent of identified impacts and proposed adaptive re-use of the existing site building. Remedial components included limited excavation with off-site disposal, in-situ treatment via injection of a chemical reduction stimulant and installation of a soil vapor extraction system. Redevelopment of the site is complete and case closure including a VPLe Certificate of Completion was approved following post-remediation groundwater monitoring.

Confidential Client - Former Rail Yard, Milwaukee, WI | Managed redevelopment-specific investigation of a former rail yard that also had been historically filled with materials including foundry sand. Developed a WDNR-approved material management, remediation plan, and methane/vapor mitigation system design for use during redevelopment of the site. Provided oversight and documentation during redevelopment. The site has been redeveloped as a corporate headquarters office and research building.



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Areas of Expertise

- Pre-Demolition Asbestos, Lead, and Haz. Materials Management
- Demolition Planning/Management
- Specification/Bid Preparation and Contractor Selection
- Construction Inspection and Loan Monitoring
- Brownfield Redevelopment and Grant Procurement
- Soil/Groundwater Investigation and Closure
- Team facilitator on multi-discipline projects

Education / Training

- Bachelor of Science, Geology, UW-Milwaukee - 1989
- OSHA 40-Hour Health & Safety Training

Registrations / Certification

- Asbestos Project Designer No. APD-111271
- Lead (PB) Risk Assessor No. LRA-111271
- Professional Geologist, Wisconsin G-858.
- NR 712.03 Hydrogeologist

Professional Affiliations

- Federation of Environmental Technologists
- Wisconsin Groundwater Association
- Wisconsin Safety Counsel

Professional Profile

Ross is a Project Manager with more than 33 years of experience planning, coordinating, and managing environmental, demolition, asbestos, site redevelopment, and construction monitoring projects. His experience includes managing numerous environmental and demolition projects at industrial/manufacturing sites, an automobile plant, foundries, tanneries, landfills, a slaughterhouse, and healthcare facilities. He has investigated, remediated and closed multiple sites and negotiated project scopes with federal, state and local regulatory agencies. He also obtained brownfield grant funding from the State, County, and City funding sources.

Representative Experience

Brownfield Redevelopment

-Managed subsurface investigation, UST closure, asbestos, and hazardous material abatement, remedial action, and partial site closure, and redevelopment at a former paint manufacturing site. Initial activities were completed under USEPA consent order prior to acquisition by the municipality. Seventeen USTs and their contents were characterized, removed, and recycled or disposed. Impacted soil was excavated and disposed and/or treated and beneficially reused. Friable asbestos was removed from the structures. Vacant and deteriorated buildings were demolished. A portion of the site was closed, capped, and reused as community vegetable garden. Investigation, remediation, closure, and redevelopment is ongoing on remaining portion of the site.

-Managed environmental evaluation of multiple sites to facilitate citing a motorcycle museum. Developed scope and costs to investigate, remediate, and close the 20-acre property in conjunction with proposed development. The selected site included multiple historical industrial and fill sites immediately adjacent to two waterways. An existing public works headquarters with asphalt plant and other industrial buildings on adjacent sites were demolished. Dockwall assessment, permit acquisition, repair and replacement were performed. Negotiated scopes of work, exemptions, and permits with WDNR and U.S. Army Corp of Engineers to reuse contaminated soil on-site and repair/replace damaged dockwalls. Managed methane abatement system installation beneath new buildings.

-Managed investigation and closure of a four-acre 123,000-SF industrial facility with history of printing, plumbing component manufacture and distribution, and bulk petroleum storage. Solvents, petroleum, and metals were present in the subsurface. PECFA funds were utilized for petroleum impact activities and over \$350,000 in brownfield/redevelopment grant funds were obtained for investigation, closure, and infrastructure improvements at the facility from City, County and State funding sources.

-Managed pre-demolition and demolition activities at a seven-acre, 350,000-SF, six-story tannery that operated since the late 1800s and was purchased out of bankruptcy. Waste inventory, characterization, removal, and disposal were performed on over 65 tanks of unknown contents. Soil and groundwater evaluations were completed across the site. The site was located on the bank the Milwaukee River. \$170-million development that includes residential apartments/condos, street-front retail, and a river walk development is currently being constructed on the property.

Investigation and Remediation

-Directed pre-purchase subsurface environmental activities at a deactivated 80-acre portion of an industrial site. The site was used for manufacture of munitions, aircraft components during WWII, and primarily automobile frames, electric motors, and automobile frames.

-Project Manager for an 80-acre automobile manufacturing facility for site investigation, pilot tests, remedial system installation, permitting, start up, and operation and maintenance of soil and groundwater remediation systems. His project accomplishments included obtaining hydraulic control at a four-by-seven city block site, reducing detected VOC concentrations in soil and groundwater, reducing free product in multiple areas to accelerate site closure, and obtaining site closure for several former satellite properties located within two miles of the main plant property.

-Managed and supervised the handling of contaminated soil and groundwater prior to and during new construction activities at an automobile plant expansion. Over 150,000-CY of soil were excavated, characterized, and transported off-site for treatment at bioremediation facility. Water was settled, characterized, and distributed to appropriate on-site treatment systems.

-Project Manager for various CERCLA landfill, industrial, and commercial investigation and remediation projects. Responsibilities included preparing proposals, work plans, health and safety plans, data management plans, and quality assurance project plans consistent with USEPA guidance. Completed chemical data validation, reduction, evaluation, and report writing. Performed various field activities including multi-media sampling, drum removals, well installation, and pilot tests.

-Automobile Plant | On-site engineering representative for all site work at 500,000-SF automobile engine plant expansion. Helped develop site preparation scope of work and specifications. Oversaw demolition of existing features; site preparation; underground utility abandonment and installation (including thousands of feet of sewers, fire and water mains, electrical duct bank, steam and gas lines); gravel bridge layer, caisson, spread footing, pier, and pavement construction; wastewater treatment facility modification; and landscaping. Responsible for verifying that construction was completed in accordance with specifications. Reviewed/approved/resolved contractor submittals. Oversaw construction and resolved daily issues by enhancing communication between the architect, engineers, owner, plant, general contractor, subcontractors, State inspectors, utility companies, neighbors and the City. Coordinated various construction activities so they would not interfere with ongoing plant operations. Assisted negotiating neighborhood home acquisition and street vacation with City, preparing demolition specification and coordinating demolition.

Demolition Management

-Directed pre-demolition and demolition activities at numerous sites. Assisted private and municipal owners with demolition planning which included: defining limits of demolition, communicating with municipalities and aldermen, evaluating current utilities and coordinating relocation prior to demolition, evaluating potential historical issues, understanding if there are existing environmental issues that would impede demolition, and developing a detailed scope of work, specifications, and bid documents for competitive bidding by qualified abatement and demolition contractors. Prepared asbestos abatement and building demolition specifications and bidding documents. Invited qualified contractors and assisted owners with bidding, bid review, contractor selection, and contract negotiation. Managed and provided third-party field observation and air clearance sampling during asbestos abatement and demolition. Assisted owners with management of demolition activities, change orders, and demolition closeout. Documented abatement and demolition permits and procedures and salvage, recycle, and disposal material volumes and site restoration activities.

-Hotel Complex | 190-room Hotel, Resort, Spa, Convention Center in Oconomowoc – managed pre-demolition assessments and demolition activities.

-Hotel Complex | 300-room Hotel in Stevens Point with restaurant, pool, atrium, laundry, ballroom, convention center, and exposition facilities. Managed selection of liquidation/auction company to liquidate hotel contents prior to demolition. Prepared hotel content liquidation specifications and bidding documents that were sensitive to identified asbestos and hazardous materials. Helped contractor obtain WDNR concurrence (remediation and storm water personnel) to use off-site fill site for recyclable fill material from demolition.

-Offices and Industrial Garage Facility | 2-story, 7,500 Square Foot office facility attached to a 2-story 30,000 Square Foot industrial garage facility that accommodated trucks on both stories.

-Paint Manufacturing Facility | Five 2-story and 3-story buildings with basements and one outbuilding. Four of the buildings were constructed on a 20-foot tall retaining wall. The retaining wall was evaluated, preserved, and monitored prior to, during, and following demolition to evaluate if demolition activities impacted retaining wall condition.



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Areas of Expertise

- Landscape Architecture
- Sustainable site design
- Site Planning & Design
- Green Infrastructure
- Green Roofs
- Project Management
- Construction management
- Group Facilitation
- Cost Estimating

Education/Training

- Bachelor of Science of Landscape Architecture, Graduated with honors, University of Wisconsin-Madison

Registrations/Certification

- Wisconsin Landscape Architect #87-014
- Certificate - Water Technology-Green Infrastructure, University of Wisconsin-Milwaukee
- Certificate - Healthcare Garden Design, Chicago Botanic Garden School

Professional Affiliations

- Joint Examining Board of Architects, Professional Engineers, Landscape Architects, Land Surveyors and Designers
 - Chairperson of Joint Board (2010 - present)
 - Chair of Landscape Architect Section (2005 - present)
- American Society of Landscape Architects
 - Fellow - American Society of Landscape Architects (Elected in 2003)

Professional Profile

Rosheen Styczinski is the Landscape Architecture Group Leader. She has 40 years of lead design and management experience in comprehensive site and landscape design including green roofs and urban sustainable site design as well as nature-based play environments. In addition, Rosheen has expertise in healing and therapeutic gardens. Her work can be found at several major healthcare facilities and hospitals in Milwaukee and Madison.

Her work has been recognized and awarded for its innovation and excellence including the Mayor's Urban Design Award, 2016 Business Journal Real Estate Award, 2016 Daily Reporter Top Project, American Society of Landscape Architects-Wisconsin Chapter, and Associated Builders and Contractors. She designed the green roof and site landscape for a 2012 AIA COTE Top Ten Green project.

In 2024, her work with the Innovation One campus was awarded a certified Sustainable SITES designation. This is the first Wisconsin project to receive this rating for innovative sustainable design and practices for design and construction.

In 2003, Rosheen was nominated and inducted as a Fellow in the American Society of Landscape Architects for her national contributions to the profession.

Representative Experience

29th and Melvina Park Renovation and Expansion – Milwaukee, WI | 2019 – 2024

Role: Project landscape architect, site design consultant for a community park including biofiltration basins, sport courts and playfields, playground, and entertainment stage.

Innovation One, Wauwatosa, WI | 2020-2024

Role: Design lead, SITES coordinator, design of the first Sustainable SITES rated development in Wisconsin, includes, biofiltration basins, green roof, native plantings, construction administration.

West Mt. Vernon Avenue Extension, Milwaukee, WI | 2023 – 2024

Role: Project landscape architect, streetscape design

Urban Ecology Center East Campus Expansion - Milwaukee, WI | 2022 - 2023

Role: Project landscape architect, site design consultant for small park space, venue outdoor patio, biofiltration basins and native plantings.

Margie's Children's Garden, Boerner Botanical Garden - Milwaukee, WI | 2019 - 2022

Role: Project lead designer, project management, and construction management for 3-acre children's garden featuring a pavilion, creative playhouses, amphitheater, specialty gardens and interactive sculpture.

Milwaukee Public Schools Green Infrastructure Upgrades - Various Locations | 2019 - 2020

Role: Sub-consultant, Landscape architect

WE Energies Healing Garden - Conservancy of Healing & Heritage - Franklin, WI | 2018-2021

Role: Project lead designer & construction management for healing garden set in an old growth forest, gazebo structures, observation decks, walkways, and water feature.

Unity Lutheran Backyard Park - Brookfield, WI | 2020 - 2021

Role: Project management, design, & permitting for recreational park

Milwaukee Recreation, Franklin Square & Clovernook Playfield Park Renovations - Milwaukee, WI | 2018 -2020

Role: Site design, landscape design, and construction administration

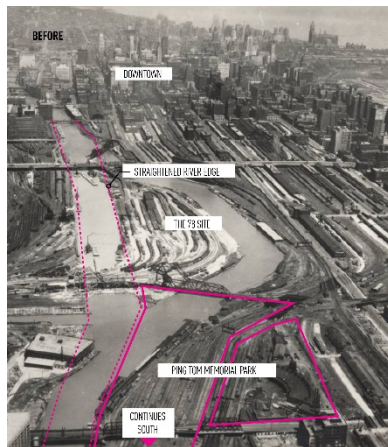
SITE DESIGN GROUP



Founded in 1990, site design group, ltd. (site) is an award-winning landscape architecture, urban design, and architecture firm based nearby in Chicago, Illinois.

We are recognized by our ability to visualize and communicate innovative design concepts and spatial experiences throughout the design process. We provide professional design services to architects, engineers, municipalities, corporations, and institutions throughout Chicago, the United States, and Asia.

With every project and every client, we strive to think outside the box to engage and excite people with who we are and what we do. We are constantly looking to other disciplines and new collaborators for unique ideas, new materials, and leading-edge technologies to improve the way we work and play.



RESUMÉ

ROB REULAND PLA, ASLA



BIO

Rob Reuland is a Principal at Site Design Group, where he leads the firm's studio operations, overseeing project workflows and team coordination across disciplines. By managing the studio's operations, Rob ensures that projects are delivered efficiently, creatively, and with a focus on collaboration and client satisfaction. A licensed Landscape Architect with nearly 20 years of experience, Rob has guided complex projects through entitlements, permitting, and design processes. He excels at fostering collaborative relationships and leading teams through every stage of project development. His expertise spans long-term planning and design projects, from initial conceptualization through detailed design, construction documentation, and successful completion.

DUTIES AND RESPONSIBILITIES OF PROPOSED ROLE

Principal-in-Charge (Landscape Architecture) / Project Direction

AVAILABILITY

10%

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects
City of Chicago River Ecology and Governance Task Force
Metropolitan Planning Council, Land Use and Planning Committee
State of Illinois Landscape Architect Registration Board

SELECTED WORK

Urban Design + Planning

Positioning Pullman, Chicago, IL
Springfield Downtown & Medical District Master Plan, Springfield, IL
Haughville Riverfront Vision Plan, Indianapolis, IN
116th Street Park, Wauwatosa, WI
Western Avenue Corridor Study, Chicago, IL
West Loop Design Guidelines, Chicago, IL
Milwaukee Harbor District Riverwalk Design Standards, Milwaukee, WI
Chicago River Design Guidelines Update, Chicago, IL

Mixed-Use, Civic + Institutional

Lincoln Yards South Park + Riverwalk, Chicago, IL
The 1901 Project at the United Center, Chicago, IL
CCA Cleveland Mixed-Use, Cleveland, OH
Pullman National Historical Park Visitor Center, Chicago, IL
Brighton Park Community Campus, Chicago, IL
Old Chicago Post Office, Chicago, IL
University of Chicago Campus South Walk, Chicago, IL

REGISTRATION

Professional Landscape Architect, State of Illinois
Certified Document Technologist

EDUCATION

Bachelor of Science, Landscape Architecture, 2007
Purdue University

EMPLOYMENT HISTORY

2015—Present: Site Design Group, Chicago, IL
2007—2015: Hitchcock Design Group, Chicago, IL

RESUMÉ



DUTIES AND RESPONSIBILITIES OF PROPOSED ROLE

Project Manager
(Landscape Architecture) / Key
Contact & Oversight of
Landscape Architecture
Project Team

AVAILABILITY

25%

BRENDA KIESGEN

BIO

Brenda Kiesgen is a Senior Project Manager at Site Design Group, with a passion for social spaces that seamlessly integrate into the urban fabric. Her skills in site analysis, communication, and aesthetic considerations within the collaborative design process produce unique, vivid spaces that culminate in the creation of enduring solutions. Trained as an architect, Brenda approaches each project through the creative interplay of materials and form. Her research into innovative sustainable technologies supports an integrated design process that merges creativity with environmental responsibility. She works from Wadsworth, Illinois.

SELECTED WORK

Urban Design + Planning

Sustainable Urban Infrastructure Policies and Guidelines, Chicago, IL
116th Street Park, Wauwatosa, WI
Fox Lake Parks and Recreation Master Plan, Fox Lake, IL
CDB Universally Accessible Park Assessment, State-wide, IL
IMD Bicycle & Pedestrian Safety Action Plan, Chicago, IL
IMD Health Triangle Park and Global COVID-19 Memorial, Chicago, IL
61st Street Master Plan, Chicago, IL
Western Avenue Corridor Study, Chicago, IL
Rum Village Park, South Bend, IN
Placemaking Guidelines, Chicago, IL
Fulton-Randolph Market District Guidelines, Chicago, IL
Streets for Cycling, Chicago, IL
Bubbly Creek Framework Plan, Chicago, IL

Streetscapes + Transit

Wells and Wentworth Connector, Chicago, IL
Argyle Shared Street, Chicago, IL
Prairie Avenue Shared Street, Chicago, IL
Lakeview Lincoln Hub, Chicago, IL
Forest + Ontario Traffic Calming, Oak Park, IL
Six Corners at Milwaukee Avenue, Chicago, IL
Green Street Improvements, Champaign, IL
MCORE Multimodal Corridor Enhancement Project, Champaign/Urbana, IL
Peoria Street Pedestrian Bridge, Chicago, IL

Civic + Institutional

South Suburban College Allied Health, South Holland, IL
UIC Harrison Hall (Academic + Residential Complex), Chicago, IL
UIC Computer Design, Research, and Learning, Chicago, IL
Advocate Healthcare New Trinity Hospital, Chicago, IL

EDUCATION

Bachelor of Architecture, 2006
University of Illinois at Chicago

EMPLOYMENT HISTORY

2006—Present: Site Design Group, Chicago, IL

RESUMÉ

MARIA GRINA PLA, ASLA



BIO

Maria Grina is a Landscape Architect and Technical Manager at Site Design Group, where she strives to create spaces that inspire joy. Originally from Minnesota, Maria has a deep admiration for how the landscape changes through the seasons. For each of her projects, she brings a passion for using contextual materials, celebrating the beauty of plants, and exploring ways to experience water. While living and working in Philadelphia, she contributed her talents and skills to a range of projects in the U.S. and abroad, including universities, U.S. Embassies, UNESCO World Heritage Sites, large public parks, corporate campuses, and individual private gardens. Maria currently resides in Milwaukee, Wisconsin.

DUTIES AND RESPONSIBILITIES OF PROPOSED ROLE

Technical Design Lead / Visioning, Engagement, Construction Feasibility, and Costs

AVAILABILITY

25%

SELECTED PRESENTATIONS + LECTURES

"Now Seeking: Entry to Design" Guest Lecture, UMN Student, 2021
"Earth Emotion Design Studio" Guest Critic, University of Minnesota, 2020
"Intro to Planting Design" Guest Lecture, University of Pennsylvania, 2019

SELECTED WORK

Civic + Institutional

The 1901 Project at the United Center, Chicago, IL
The MAC MAAFA Arts Center, Chicago, IL
Green Era Campus, Chicago, IL
Fifth Third Arena Expansion, Chicago, IL
Community Recreation Center, Pontiac, MI
National Museum of Puerto Rican Arts and Culture, Chicago, IL
Obama Presidential Center Home Court Center, Chicago, IL
National Society of Black Engineers STEM Center, Chicago, IL
Lake County PADS, Waukegan, IL

Parks, Plazas, and Open Space

90 North District West Urban Park (Phase II), Schaumburg, IL
MPS Lincoln Playfield Improvements, Milwaukee, WI
MPS Modrzejewski Playfield Improvements, Milwaukee, WI
IMD Health Triangle Park and Global COVID-19 Memorial, Chicago, IL
Chicago Torture Justice Memorial, Chicago, IL

REGISTRATION

Professional Landscape Architect, State of Wisconsin

EDUCATION

Master of Landscape Architecture, 2018
University of Minnesota
Bachelor of Fine Art & Biology, 2008
Lewis & Clark College

EMPLOYMENT HISTORY

2023—Present: Site Design Group, Chicago, IL
2022—2023: OJB, Philadelphia, PA
2018—2022: The OLIN, Philadelphia, PA

FIRM PROFILE



INTRODUCTION

col-lab-o: something produced by two or more people working together

COLLABO is a Chicago-based urban planning and design firm specializing in innovative neighborhood revitalization. Founded in 2020, the company focuses on creating positive change in underserved communities through collaborative and action-oriented approaches. Our primary goal is to generate tangible improvements in residents' lives through equitable development strategies. COLLABO achieves this by emphasizing authentic collaboration, early action initiatives, and community empowerment.

COLLABO has worked with diverse communities across the United States, developing strategies that reflect local culture and potential. The firm's projects have garnered recognition at local, state, and national levels and have led to significant implementation.

Through its work, COLLABO has built a robust network of partners and resources, enabling the firm to tackle complex challenges effectively. This collaborative approach allows COLLABO to provide comprehensive solutions tailored to each community's unique needs.



CORE PRINCIPLES

Our planning and design approach is guided by the following Core Principles:

- 1.** We give back to the communities in which we collaborate.
- 2.** We always listen and learn first.
- 3.** We include and connect with diverse team members from a wide variety of backgrounds.
- 4.** We help to build trust and local capacity for success.
- 5.** We engage in fun, entertaining and unique ways.
- 6.** We develop guides for community action and empowerment.
- 7.** We build off of local assets to address tough challenges.
- 8.** We connect the dots through local and national partnerships.
- 9.** We help to identify and acquire resources for success.
- 10.** We bridge beyond the plan into implementation to help create a lasting and equitable impact.

CARDO LLC

URBAN DESIGN & TOWN PLANNING

FIRM PROFILE

Cardo LLC is an urban design and town planning firm based in St. Paul, Minnesota. As the founder of the firm, Patrick Brunner brings experience creating and implementing mixed-income housing strategies, master plans, mixed-use neighborhoods, and form-based codes across 29 states. As urban designers, we operate in the gap between architecture and planning. Since 2022, our focus has been the intersection of community, architecture, planning, and landscape architecture to understand how neighborhoods and cities are created, evolve, and function over time. Our clients include housing authorities, non-profits, municipalities, faith-based institutions, and developers on sites and neighborhoods ranging from a half-acre to 230 acres. Our interest is the long-term health of a community and the marriage of a vision with a strategy that will help bring it to fruition.

PURPOSE

Many adjectives attempt to describe what our neighborhoods, communities, and cities should look and feel like— vibrant, walkable, diverse, beautiful, resilient, and safe. Often these words approach a valid sentiment of the places we aspire to live. As urban designers we strive to not only meet these principles, but to exceed them and create places that inspire for generations.

Ancient Romans were brilliant urban designers and town planners. The timeless system they utilized was repeatable, yet each town was still unique. Most were planned around two primary streets that people used to travel in and out of the city. The east-west street was the decumanus and the north-south street, the *cardo*. It is not a coincidence that cardo is the root of so many words that mean heart. The cardo was the heart of Roman towns. It was mixed-use, an artery for economic activity, and the street that gave places a pulse.

We help our clients create places that have heart, something that is sorely missing in the development world. These are the places where we live, send our children to school, and establish friendships— it is more than a collection of building products. Our goal is to help you shape and illustrate a vision, and then work with municipalities, builders, architects, engineers, developers, and the community to build a successful place that stands the test of time.

SERVICES

The services listed below are often integrated into a single process and we enjoy working collaboratively with other companies and communities. Plans are most likely to succeed when they are genuinely based on community vision and need.

- Urban Design
- Mixed-income Housing Strategies
- Open Space Conceptual Design
- Neighborhood Planning
- Form-based Code Writing
- Design Guidelines



TEAM OVERVIEW

The individuals below will be involved in delivering the project. Adam Rosa will serve as the Project Principal. Maria Cristina Chicuen will act as the COLLABO Project Manager. Other COLLABO and Cardo staff will be utilized at various stages for design development, community engagement and the development of materials. All COLLABO + Cardo staff have the availability/capacity to dedicate up to 25%-35% of their time to this project.

Fluent in
Spanish

COLLABO + CARDO



ADAM ROSA, AICP, PRINCIPAL

COLLABO is led by Adam Rosa, AICP. Over his twenty-five year career, Adam has focused on making a difference through serving people and places in need, while ensuring a positive community impact through local empowerment and implementation. He has had the opportunity to work with diverse communities across the country to develop lasting strategies that capture the culture, spirit and potential of the local place. Through his work, Adam has developed a robust network of resources and partners that can be tapped to help overcome difficult challenges. Projects led by Adam have received numerous awards at the local, state and national levels.



MARIA CRISTINA CHICUEN, ASSOCIATE - PROJECT MANAGER

Maria Cristina comes to COLLABO with a passion for planning more equitable, accessible, and sustainable cities where residents can thrive. From being part of Miami-Dade County's first community-driven bus system redesign to supporting the passage of a transformational climate bond in Miami Beach that strengthened climate resilience and mitigation efforts, Maria Cristina has sought to empower residents in the planning process while delivering tangible results for communities. With expertise in community engagement, public affairs, and bilingual communications, she aims to co-create community-led planning strategies that place residents at the forefront of critical decisions about their neighborhoods.



BENITO GARCIA, ASSOCIATE

Earning his Masters in Urban Planning with a focus on spatial planning and design from the University of Illinois at Chicago, Benito has a multidisciplinary background that has allowed him to work on a wide range of projects for nonprofit, government and private sectors. From corridor studies, to Special Service Areas and developing comprehensive plans, Benito has focused on helping people enhance their communities. He uses tools such as ArcGIS, Adobe Suite and SketchUp to render scenarios that help communities reimagine their environment. He utilizes various visual engagement programs to help translate complex data into information that can be understood by all users.



PATRICK BRUNNER, CONSULTING DESIGNER - CARDO

While studying traditional architecture and urban design at the University of Notre Dame, Patrick decided to dedicate his career to designing cities, towns, and neighborhoods. He works both regionally and across the country. As an accredited member of the Congress for the New Urbanism, a previous Seaside Prize speaker, and certified planner he instills the lessons he has learned every day into each project.



VANESSA ALVAREZ DIAZ, ASSOCIATE

Vanessa Alvarez Diaz graduated from the University of Michigan Ann Arbor with a Bachelors of Science in Architecture. Vanessa's aspiration is to serve her cultural community through the design of shared spaces and experiences. Vanessa has had the opportunity to work with the LatinX Community in Flint, MI through a non-profit organization. She connected with local youth, community leaders and organizations to work on grant funded neighborhood revitalization projects. She saw the need for community engagement in the design process of a project because the community lives, shapes and experiences these spaces first hand. Vanessa continues being a community steward, building relationships and sharing experiences with underserved communities. Vanessa was selected as a Next City Vanguard 40-under-40 in 2022.



LILY SIDER, URBAN PLANNER

As a recent graduate of the University of Cincinnati with a Bachelor's Degree in Urban Planning, Lily brings a unique perspective to COLLABO with an innovative approach to planning and design. Lily has experience in community engagement and housing advocacy through her previous internships both nationally and abroad, and utilizes this skillset with a diverse set of communities to provide an individualized approach to local outreach. Her previous positions have also given her experience in the public and non-profit sectors, providing her with a multi-faceted approach to project management and interdisciplinary collaboration. She aims to bring together the ideas of the communities she serves with the tools necessary to fully realize these visions.



CAROLINE VANBUSKIRK, URBAN PLANNER

Caroline VanBuskirk is a recent graduate of the University of Cincinnati. She has a minor in anthropology and additional two years of coursework in biology, offering her a unique, multi-disciplinary perspective on planning. She is passionate about urban design, biophilic design, and community engagement, and eager to learn through experience and connection with others. Through her previous co-ops she has gained experience in urban infill projects, comprehensive planning, site planning, and development. At Collabo, she uses her skill set to support neighborhood planning initiatives for a diverse set of communities and facilitate engagement and design that fosters community and puts people first.

PATRICK BRUNNER, AICP, CNU-A

PRINCIPAL & FOUNDER

EXPERIENCE

Cardo LLC

Principal & Founder

St. Paul, Minnesota

2022 - Current

- Leads an urban design and town planning firm focused on designing and implementing vibrant, walkable, diverse, and beautiful neighborhoods and towns.

Urban Design Associates

Project Manager

Pittsburgh, Pennsylvania

2018 - 2022

- Led a small team of designers on various urban design projects as well as managed the schedule, budget, and process with the principal-in-charge.
- Worked with public housing authorities across the nation to study mixed-income redevelopment strategies and helped with Choice Neighborhoods Implementation grants.
- Coordinated with municipalities, like Hershey, Pennsylvania and Riverhead, New York to develop design and form-based guidelines for their downtowns.
- Designed and implemented greenfield and infill developments ranging in scale from a few acres to brownfield development sites within existing neighborhoods.
- Involved in transit-oriented station master plans and light rail alignments.
- Helped lead our team to the final round of an international design competition for an undisclosed 5,500 acre site.

Michael Watkins Architect, LLC

Designer

Gaithersburg, Maryland

2015 - 2018

- Designed walkable neighborhoods for sites varying from 17 acres to over 300 acres.
- Served as Town Architect in 4 states, including performing architectural reviews, schematic architectural design, conceptual design of open spaces, review of civil drawings, and updating Pattern Books and Design Codes.
- Prepared transect/form-based codes and worked with developers and the corresponding jurisdiction toward approval.

Cooper, Robertson & Partners

Junior Architect

New York, New York

2014

- Produced construction documents and gained approval of the architectural review board for a house in Southampton, New York.
- Collaborated with multiple consultants during the construction of an addition to a country club near Charlottesville, Virginia.

MSKTD & Associates, Inc.

Intern Architect

Fort Wayne, Indiana

Summer 2013

HKS, Inc.

Intern Architect, Hospitality Division

Dallas, Texas

Summer 2012

EDUCATION

University of Notre Dame

Bachelor of Architecture

Notre Dame, Indiana

Spring 2014

ACCREDITATIONS

American Institute of Certified Planners, AICP
CNU-Accredited

Spring 2019

Fall 2015

We're Colliers

As the City of Janesville undertakes the critical task of reimagining the GM/JATCO site, we are fully prepared and motivated to contribute the expertise, tools, and multidisciplinary service lines this once-in-a-generation opportunity deserves. A site of this significance requires partners who understand both the nuance of local markets and the demands of complex redevelopment.

We bring the strength of a Wisconsin-based team with more than 50 brokers embedded in communities statewide, combined with the reach, analytics, and global resources of the Colliers International platform. This unique blend of local market leadership and world-class capabilities positions us to deliver the strategic insight and execution excellence the City needs to get this project right.

We look forward to working with you.

By the Numbers



Comprised of
+280
Professionals



Established in
3
Cities



Active
+600
Listings



Brokerage
20M
Square Feet



Management
12.9M
Square Feet



Management
200
Assignments

We have offices in Milwaukee,
Madison and The Fox Valley.



Family of Companies



HARMONIQ
RESIDENTIAL

in.studio
architecture

Team Biographies



Doug Nysse

Director of Project & Services
Development | Wisconsin
D: +1 414 278 6814
M: +1 414 588 4688
doug.nysse@colliers.com

Education

Victoria University of Wellington

Expertise

Service Lines Project Management

Skills & Specialized Services Construction
Management, Consultancy Services, Development
Consulting, Mixed-Use Properties

Property Types Hotels, Land, Office, Multi-Family

Doug Nysse brings over 20 years of project development, management and planning experience ranging from small tenant improvements to the development of large mixed use projects throughout the United States and internationally. He proactively shepherds projects from conception through completion and ongoing operations. His unique skillset includes creativity, accountability, diligence, respectful collaboration and humor.

Prior to joining Colliers | Wisconsin, Doug operated Arrival Partners, providing development, planning and advisory services for multiple concurrent real estate developments. He was also responsible for executing the strategic development plan for White Lodging including real estate acquisition, entitlements, pre-construction and site related approvals.

Doug has published numerous articles and spoken at national real estate development conferences. His passion for and knowledge of real estate development has made him an invaluable resource to partners and clients.

Team Biographies



Joe Eldredge, CCIM

Partner | Wisconsin
D: +1 414 278 6825
M: +1 262 443 8839
joe.eldredge@colliers.com

Education

University of Minnesota, Minneapolis

Memberships & Involvement

- Commercial Association of Realtors Wisconsin (CARW)
- Building Owners and Managers Association (BOMA)
- Pewaukee School District InSight program

Joe has been in Commercial Real Estate for almost 30 years, 15 years of which he has spent at Colliers | Wisconsin. Joe joined Colliers as a broker on the Investment Sales Team in 2008, specializing in Multifamily Investment, Development Land and Adaptive Reuse/Distressed Assets.

Joe graduated from the University of Minnesota College of Liberal Arts in 1989. Prior to joining Colliers, he began his career selling residential new construction before progressing into land acquisition, entitlement and project management. He then spent several years consulting for lenders and special servicers as they navigated distressed development projects during the Great Recession.

Thanks to his multifaceted skillset and experience within the industry, Joe has earned his Certified Commercial Investment Member (CCIM) designation. This accomplishment further solidifies his industry prowess and aids in his ability to navigate complex transactions. Those that hold the CCIM designation are recognized as leading experts in commercial investment real estate – a merited description considering the service and insight Joe provides to his clients.

With a passion for mentorship and sharing his experience, Joe serves as an Adjunct Professor at the Marquette University Center for Real Estate. Working with both sophomores and juniors, Joe focuses on cultivating interest and understanding of the Commercial Real Estate industry. Additionally, Joe acts as a mentor with the Pewaukee School District's InSight program. He maintains an advisory role within the program, working to guide and educate the less experienced members.

Joe is also part of the Colliers National Multifamily Practice Group; a collaboration of Multifamily Investment Professionals sharing resources and knowledge to better serve their client's needs. His ability to identify opportunities for his clients and always prioritize their objectives have helped build strong partner-relationships for our firm.

Team Biographies



Jim Larkin

Partner | Wisconsin
D: +1 414 278 6837
M: +1 414 305 8662
jim.larkin@colliers.com

Education

Virginia Commonwealth University, Richmond, VA

Memberships & Involvement

- Commercial Association of Realtors Wisconsin (CARW)
- NAIOP

Jim developed professionalism, leadership skills and a competitive drive while playing and coaching for a professional soccer team. This provided Jim with the solid foundation to thrive as a top producer in the commercial brokerage industry. Jim was also involved with marketing, advertising, public speaking and community development activities during his career, allowing him to build relationships and network in a professional business environment.

Jim now handles leasing and sales of over 1,200,000 square feet of industrial space. On behalf of his clients, Jim markets and promotes properties to the brokerage community and to prospective tenants and buyers.

His areas of expertise include; industrial leasing and sales, landlord and tenant representation, research and analysis and implementation of marketing campaigns.

Team Biographies



Nate Winkel

Director of Research &
Analytics | Wisconsin
nathan.winkel@colliers.com

Education

University of Wisconsin-Milwaukee

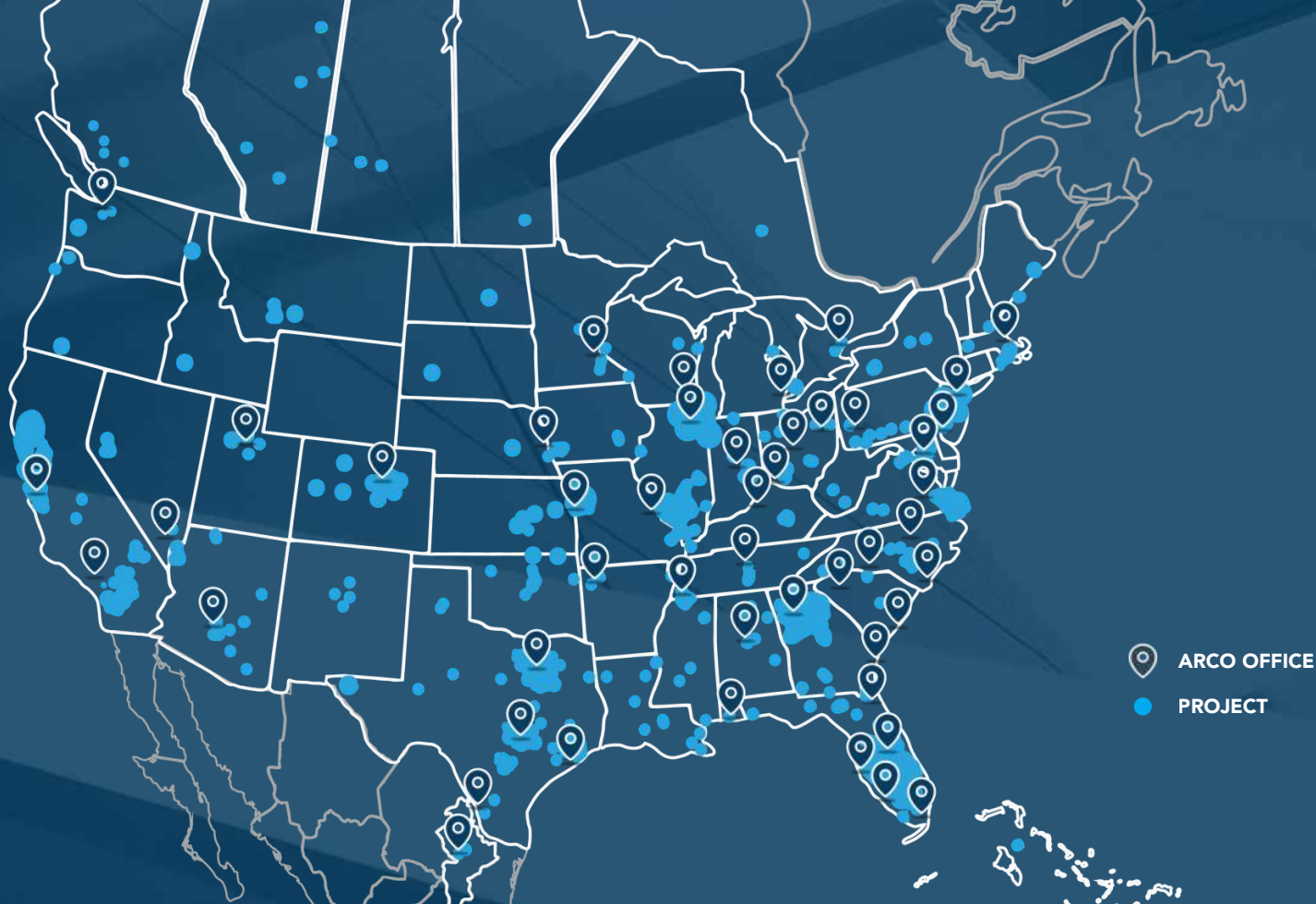
Memberships & Involvement

- Commercial Association of Realtors
Wisconsin (CARW)

Nathan Winkel brings over 15 years of experience in commercial real estate research and is recognized as one of Wisconsin's foremost experts in CRE market analytics. As Director of Research and Analytics at Colliers | Wisconsin, Nathan leads the firm's data strategy—overseeing the collection, analysis, and distribution of market intelligence to support a full spectrum of service lines. He works closely with brokers, leadership, and the Design and Analytics team to deliver strategic, data-driven insights that elevate client decision-making.

Before joining Colliers in 2025, Nathan served as the Wisconsin Research and Marketing Manager at Newmark, where he played a pivotal role in shaping research initiatives and marketing strategy from 2019 to 2025. His previous positions include Marketing and Research Director at NAI MLG Commercial and Director of Analytics for the Wisconsin, Iowa, and Nebraska markets at Xceligent.

Nathan is an active member of the Commercial Association of Realtors Wisconsin (CARW) and other industry groups. He is known for delivering clear, actionable insights and maintaining up-to-date market intelligence through deep regional expertise and strong industry connections.



WE ARE ARCO/MURRAY

ARCO/Murray has 30+ years of experience with 48 North American offices and projects throughout the country, including Wisconsin. We have developed a wealth of knowledge and industry-specific expertise to provide creative construction solutions with uncompromising quality. As mentioned, more than 75% of ARCO/Murray's annual revenue comes from repeat clients. We attribute this to the excellence of our staff, our ability to comprehend project scope fully, as well as our steadfast dedication to safety, quality, value, and schedule.

BETTER TEAM. BETTER PLANNING. BETTER EXECUTION.

- Collaborative discovery process and advanced project technology
- Integrated construction approach from concept to completion
- Dollarize decisions and immediate cost risk transfer
- Strong safety culture with industry leading .51 EMR

OUR SOCIAL IMPACT

"GIVE BACK & MAKE A DIFFERENCE"

The success of our company has only been possible because of the people we've hired, their educational foundations, and the communities we're a part of. These key components make up the pillars of our social impact initiatives.



ARCO's Milwaukee office managed the design and construction for (2) new permanent exhibits at the War Memorial Center. The pro-bono project honored Wisconsin Prisoners of War and Missing in Action (pictured above).



ASSOCIATES

We match all donations made by our associates to nonprofits of their choosing. We also have internal affinity programs and networks for women, Veterans and more.



EDUCATION

We believe change is inspired through learning. We partner with existing programs that reinforce critical STEM education & provide opportunities for future generations..



COMMUNITY

We believe in giving back to the communities where we live and work. We support charities both locally and nationally and provide one week of paid volunteer leave for associates each year.

\$480K+

CHARITABLE DONATIONS

100%

DONATIONS MATCHED

50+

CHARITIES SUPPORTED

ARCO
MURRAY

DEVELOPMENT SERVICES



Identifying Risk, Budgeting Early,
and Limiting Upfront Costs

What We Do

ARCO/Murray partners with clients to evaluate development opportunities while simultaneously providing preliminary budgets to aid in multi-year CapEx projections. We work to identify site constraints, such as entitlements, earthwork, and permits while limiting upfront cost exposure. ARCO/Murray's evaluation and engineered analysis during site selection help clients avoid unproductive sites and hit operational milestones.



Site Feasibility Identify Site Constraints

ARCO/Murray helps clients with new or existing developments detect unforeseen obstacles, such as insufficient utility capacity, earthwork limitations, survey encumbrances, or environmental contamination before any purchase obligations are made. We then provide real-time budget expectations to help dollarize decisions.

- Coordinate utility service
- Hire and manage due-diligence consultants
- Determine site construction feasibility
- Deploy site visits for existing and new developments
- Identify license and incentive opportunities
- Create and manage development schedule

Entitlements & Permits Regulatory Hurdles

Local, State and Federal Government entitlements, licenses and permits can delay the Preconstruction phase of a project for months. ARCO's Preconstruction team manages this process along with deliverables so your team can focus on growth. We leverage our experience and national relationships to manage the process while managing expediting opportunities to open your facility sooner.

- Detect regulatory roadblocks: Identify necessary entitlements and permits from local, state and federal agencies
- Manage submittal and approvals of entitlements and permits efficiently
- Review site negotiations with seller/landlord
- Assist with license and incentive applications

INNOVATION & TECHNOLOGY

ARCO

Innovation is a cornerstone of ARCO's approach to construction and design support. We continuously explore new technologies, materials, and methodologies to enhance the quality, efficiency, and sustainability of our projects. Our commitment to innovation drives us to find creative solutions to complex challenges, ensuring that we deliver greater value to our clients and partners.



DESIGN PHASE

- Excel Retaining Wall Calculator*
- Civil Storm
- Autodesk CAD



ESTIMATING

- UpCodes
- Master Estimate Template* (MET)
- Multi-building Compiler*



BUYOUT PHASE

- MET Unit Cost Database*
- Hub* (Subcontractor database)



PROJECT MANAGEMENT

- Procore
- Smart Excel Templates*
- Client Dashboards*



REALITY CAPTURE

- StructionSite
- Cluster
- DroneDeploy



CCTV

- Forsight.ai
- Oxblue



SCHEDULING

- MS Project
- Elecosoft PowerProject



ACCOUNTING

- Viewpoint Vista
- Concur
- Keystyle



STAFFING

- Roster*
- Labor Log*



FILE STORAGE & SHARING

- Egnyte



CLOSEOUT

- WrapUp*
- Hub* (Sub Rating)
- Lessons Learned*



VDC

- BIM Execution Plan
- 3D File Review
- Site Scanning
- BIM Coordination

* = Custom built, proprietary tool

MAIN INDUSTRY SEGMENTS

ARCO is organized by a combination of verticals and service lines. We operate across both ground-up and renovation projects, with specialized teams experienced in managing complex and unique work. Our approach positions ARCO to help clients quantify decisions, mitigate risk, and establish reliable budgets upfront. We also collaborate closely with engineering firms to ensure a highly coordinated and technically informed project management process—capabilities we are prepared to bring to the City of Janesville.



**TENANT IMPROVEMENTS &
ADAPTIVE REUSE**



MULTIFAMILY



RETAIL & HOSPITALITY



SPORTS & ENTERTAINMENT



INDUSTRIAL



RESTAURANTS



PROCESS & MANUFACTURING



LAUNDRY



WATER TREATMENT



POWER SOLUTIONS



WASTE-TO-VALUE



**CONTROLLED ENVIRONMENTS
AGRICULTURE**



SELF-STORAGE



HEALTHCARE



AUTOMOTIVE



LIFE SCIENCES

BRAD DANNEGGER

Chief Executive Officer/Chairman

University of Tampa, Master of Business Administration
University of Illinois Urbana-Champaign, Bachelor of Science,
Civil Engineering

As Chief Executive Officer of ARCO/Murray National Holdings, Brad Dannegger leads the company's strategic growth, overseeing 13 offices across North America while fostering a culture of innovation and associate development. He began his career in civil engineering, earning a Bachelor of Science from the University of Illinois Urbana-Champaign, followed by a Master of Business Administration from the University of Tampa. He joined ARCO, gaining experience in the St. Louis and Florida offices before identifying an opportunity to expand the company's presence in Chicago.

In 2003, Brad established ARCO's Chicago office, laying the foundation for its expansion across North America. He focused on complex, high-value projects such as industrial, laundry, entertainment, self-storage, and multifamily. His strategic approach and ability to differentiate ARCO from conventional contractors fueled rapid growth and cemented the company's foothold in the region.

With over 25 years of industry experience, Brad has driven operational excellence across diverse sectors. Under his leadership, ARCO has been recognized as one of Chicago's fastest-growing companies a record ten times, ranked among the best places to work for, and is a National Association of Industrial and Office Parks and REJournal's Illinois general contractor of the year recipient.

Beyond his role at ARCO, Brad is committed to giving back. He is a past board member of Sharing Connections Furniture Bank and a longtime supporter of By The Hand and By The Hand USA. In partnership with By The Hand, ARCO built the North Austin Community Center to provide essential resources and create lasting stability in the South Side of Chicago, reflecting the company's hands-on commitment to the areas it serves.



CONTACT

bdannegger@arcomurray.com

331.251.2677

CHRIS NIEDHAMMER

President



EXPERIENCE

- President, ARCO/Murray (2021-Present)
- Principal, ARCO/Murray (2013 Present)
- Director of Operations, ARCO/Murray (2011-2013)
- Project Manager, ARCO/Murray (2006-2011)

SUMMARY

Chris started his career at ARCO/Murray and has spent the last 18 years dedicated to the company's National Tenant Solutions division. He oversees business development, total project management, and the team's pipeline across a multitude of verticals and offices. He is also a member of the Board of Advisors for ARCO/Murray. Chris is passionate about delivering solutions tailored to each client's specific needs while making the construction process fun and enjoyable.

As the National Tenant Solutions leader, Chris is adept at building and nurturing high-performing teams, ensuring seamless collaboration and effective communication throughout all stages of a project. He empowers his team members, fostering a culture of innovation and continuous improvement. Chris's strategic vision and ability to align resources with client objectives enable him to consistently exceed expectations and drive continued success and expansion.

Chris is on the board for Forest Feeding Families, a 501(c)(3) dedicated to solving hunger, furthering conservation education and fostering local businesses by donating deer venison to local food banks. Chris has a cabin in Wisconsin where he enjoys family time with his wife and three kids.

✉ cniedhammer@arcomurray.com

☎ 630.640.6042

EDUCATION

Purdue University
Bachelor's in Construction Management

CHARITY INVOLVEMENT

- Forest Feeding Families, Board

ARCO STATS

.51

Industry-Leading
EMR

#17

ENR Top 400
General Contractor

\$5.5B

2025
Revenue

75%

Projects Are
Repeat Clients

ARCO
MURRAY

ROSS ALLEN

Executive Vice President



EXPERIENCE

- Executive Vice President, ARCO/Murray (2019-Present)
- Director of Operations, ARCO/Murray (2016-2019)
- Project Manager, ARCO/Murray (2014-2016)
- Assistant Project Manager, CBRE (2013-2014)
- Project Engineer, Power Construction (2009-2013)

SUMMARY

Ross is responsible for preconstruction, construction management and business development for the Tenant Solutions team and all Chicago-based interiors projects. He also oversees all U.S. adaptive reuse projects and has spoken on panels related to historic renovations. Ross works closely with the client, project manager, superintendent and integrated design and engineering teams to ensure the highest level of quality and attention-to-detail through the life-cycle of each project. He has two young daughters with his wife and enjoys playing in ARCO's March Madness tournament for charity.

PROJECT OVERSIGHT

- **The Terminal | Chicago, IL**
 - Historic adaptive reuse conversion of a former 6.5 acre industrial campus to 250,000 SF of life science & office ; Winner of 3 Redevelopment of the Year awards
- **Confidential | Hudson Valley, NY**
 - Historic adaptive reuse conversion of a former textile mill into a boutique hotel, retail center and spa
- **North Austin Community Center | Chicago, IL**
 - 10-acre, \$35M sports, education & wellness facility focused on Chicago's inner-city youth and in conjunction with The Chicago Fire, By the Hand Club, & Jason Heyward of the Chicago Cubs
- **Varsity | Evanston, IL**
 - Historic one-room theater converted to a multistory apartment complex with retail on the first floor
- **Midwest Coast | Chicago, IL**
 - Multiphase conversion of an industrial facility with wood trusses into a tap room, event center and stunning rooftop space that enhances community engagement and the overall customer experience.

✉ rallen@arcomurray.com

☎ 331.251.2726

EDUCATION

DePaul University
MBA Real Estate Finance & Investment

Purdue University
Bachelor's in Building Construction
Technology & Management

ARCO
MURRAY

CORIE FOLEY

Vice President, Project Director



EXPERIENCE

- Vice President, ARCO/Murray (2023-Present)
- Director of Operations, ARCO/Murray (2019-2023)
- Project Manager, ARCO/Murray (2015-2019)

SUMMARY

Corie Foley is a Vice President at ARCO/Murray. She started at ARCO ten years ago as a Project Manager in the downtown Chicago office focusing on national tenant improvement and adaptive reuse projects. Previously as Director of Operations, Corie created a robust training program, as well as optimized policies and procedures that resulted in more efficient projects and communication among ARCO associates and clients. She provided operational oversight on \$170M of local and national projects.

Corie now leads the company's Milwaukee office and is charged with business & team development, operational consistency, plus overall design and construction strategy. Corie also oversees ARCO's Women in Construction events. The events feature prominent keynote speakers and panelists that discuss ways to support and elevate women in a predominately male industry, while raising funds for nonprofits dedicated to DEI and STEM education.

Corie was a Milwaukee Business Journal 2025 40 Under 40 recipient, GlobeSt Woman of Influence and ENR Top Young Professional - Midwest. She's a frequent speaker on ways to support, mentor, train, and recruit talent. Corie is a proud Sconnie and Menomonee Falls native. In her free time, she enjoys hiking, fitness, travel, visiting local breweries - and the Kohler spa.

✉ cfoley@arcomurray.com

☎ 414.520.9627

EDUCATION

University of Wisconsin-Madison
Bachelor's in Civil Engineering

INDUSTRY INVOLVEMENT

- NAIOP, Developing Leaders Committee
- CARW, Member
- Milwaukee Athletic Club, Member
- Habitat for Humanity MKE, Team Lead
- NAWIC, Former Board Member

ARCO GLOBAL IMPACT

- Learning & Development Committee
- Women's Network Committee
- Lessons Learned Committee
- Women of Operations Network, Lead
- Procore Champion



ARCO
MURRAY

KELLY BECK

Director of Business Development



EXPERIENCE

- Dir. of Business Development, ARCO/Murray (2023-Present)
- Director of Interior Construction, LERDAHL (2021-2023)
- Project Manager, Kelly Construction (2020-2021)
- Executive Project Manager, Burgess-Norton (2012-2020)
- Assistant Project Manager, Corporate Construction (2005-2012)
- Construction Coordinator, Thyssenkrupp (2001-2005)

SUMMARY

Kelly Beck is a Director of Business Development at ARCO/Murray. She is responsible for generating new business opportunities and nurturing client relationships which are vital to ARCO's 75% of revenue stemming from repeat clients. She works hand-in-hand with ARCO's project team to ensure client satisfaction from initial meeting all the way through due diligence, construction and occupancy.

Kelly has 20+ years of experience in the construction industry. She has built long-standing relationships off her proven ability to complete projects on-time and budget, while also understanding her customer's needs and various Wisconsin markets. She has been involved in all facets of the construction process throughout her career and is an advocate of ARCO's flexible approach and the value that can be produced through a turnkey solution.

Kelly was named a Notable Woman in Construction by the Milwaukee BizTimes in 2025. She is also passionate about supporting veterans in the community. Kelly is on the Capital Campaign Committee for the Veterans Community Project and Advisory Council for the Milwaukee War Memorial Center. She recently started and will serve as co-chair for a new Veterans group, which includes the chair of Kohler's KAVS ERG.

✉ kbeck@arcomurray.com

☎ 630.936.9036

EDUCATION

DePaul University
Bachelor's in Business

INDUSTRY INVOLVEMENT

- TEMPO | Mentors Circle, Vice-Chair
- MKE Veterans ERG, Co-Founder
- Veterans Community Project, Capital Campaign Committee
- War Memorial Center, Advisory Council
- CARW, Member
- NAIOP, Member
- Wisconsin Healthcare Engineering Associates, Member

ARCO GLOBAL IMPACT

- Veterans Network (ERG), Leadership



ARCO
MURRAY

DIAA MASOUD, P.E.

Vice President - Electrical Engineering & Procurement

University of Illinois at Chicago, Bachelor of Science,
Electrical Engineering

Diaa leads AMPS Power Solutions with a strong educational foundation and technical expertise as a licensed Professional Engineer. His background enables him to deliver innovative solutions across a wide range of electrical project scopes and complexities. His deep understanding of electrical design, coupled with his relationships with electrical gear manufacturers, is Diaa's greatest strength. He can help guide design decisions to meet the availability of electrical gear.

Beyond his technical abilities, Diaa prides himself on his ability to create relationships and keep the client at the front of mind. He leads his team with a similar mentality and is always there to provide mentorship.

PREVIOUS EXPERIENCE

- ARCO/Murray, Director of Electrical Engineering & Procurement
- Burns & McDonnell, Sr. Electrical Engineer/Project Manager
ARCO/Murray, Electrical Engineer - Mission Critical
- Syska Hennessy Group, Electrical Engineer/Project Manager - Critical Facilities

PROJECT EXPERIENCE

- Server Farm, CH1 5th Floor Expansion, 840 S Canal, Chicago, IL
- CenturyLink, Capacity Increase, Elk Grove Village, IL
- Social Media Client - Data Center, 220 MW Campus Mesa, AZ
- Hyperscale Cloud Client, Northlake, IL & San Antonio, TX
- Digital Crossroads IN1 Data Center, 115,000 SF, 20 MVA New Greenfield Substation, Data Center Core & Shell, Hammond, IN
- Server Farm, Titan Moses Lake Data Center, Moses Lake, WA
- Stream Data Center, Multiple Locations
- Confidential Enterprise Data Center, Confidential Location
- Bank of American & BMO Harris Bank, Multiple Locations
- Maxter Healthcare, 5-Building Advanced Manufacturing, TX
- Illuminate, 1.1M SF Solar Panel Manufacturing, OH



CONTACT

dmasoud@arcomurray.com

331.758.2610

PROFESSIONAL REGISTRATIONS

- Professional Engineer License - NCEES, 35+ States

CODY MCFATRICH, CSP

Safety Director

University of Central Missouri, Bachelor of Science, Safety Management

Minor: Construction Management

As Safety Director, Cody provides strategic direction and support for a team of safety professionals that service ARCO/Murray clients across the U.S. Cody has been with ARCO/Murray for 8 years and has 12 years of construction safety experience, encompassing proficient skills in communication, safety awareness, program writing, record keeping, inspections, and investigations. Cody leads the implementation of ARCO's safety program, focusing on providing a safe working environment for ARCO's project team, subcontractors, and clients.

PREVIOUS EXPERIENCE

- ARCO/Murray, Regional Safety Director
- ACRO/Murray, Safety Manager
- Hank's Excavating & Landscaping, INC., Safety Director
- Terracon, Corporate Safety Program Coordinator

DEPARTMENT LEADERSHIP EXPERIENCE

- Safety Operational Level of Management of:
 - \$5.8B of construction in entertainment, multi-family, industrial, self-storage, tenant improvement, process industrial, green infrastructure, and more over 5 years



CONTACT

cmcfatrach@arco1.com

314.707.0617

PROFESSIONAL REGISTRATIONS

- Certified Safety Professional
- OSHA 30 Hr Construction
- Red Cross First Aid/CPR/AED Instructor

MIKE BELKE, P.G., CIH, CSP

Environmental Safety Manager

Tulane University, Occupational Health & Industrial Hygiene
Wright State University, Master of Science, Geology
Illinois State University, Bachelor of Science, Geology/Earth Science

Mike Belke, the Environmental Safety Manager at ARCO, brings extensive experience in environmental health and safety procedures, ensuring compliance with federal, state, and local regulations. His areas of expertise include phase I and II environmental site investigations, asbestos surveys and abatement oversight, facility decommissioning, decontamination and demolition, soil and groundwater remediation, health and safety oversight, and industrial hygiene sampling. With 18 years of experience, Mike is driven to help ARCO clients address their environmental needs.

PREVIOUS EXPERIENCE

- Environmental Resources Management, Senior Project Geologist
- Environmental Resources Management, Project Geologist

PROJECT EXPERIENCE

- 20,000 SF, Invenergy GCC, Control Center, Bolingbrook, IL
- Invenergy, Advanced Manufacturing, Pataskala, OH
- Roncadin Vernon Hills, Manufacturing, Vernon Hills, IL
- Taber Extrusions, Manufacturing, Russellville, AK
- Savillex Phase III, Plastic Injection Molding Facility Renovation, Bloomington, MN
- Bridge Gully Farms, Speculative Industrial Park, Romeoville, IL
- Bridge Des Plaines, Speculative Industrial Warehouse, Des Plaines, IL
- Brickworks, Renovation, Chicago, IL
- Confidential Client – Wastewater Pretreatment System Installation
- Confidential Client – Salad Dressing Manufacturing Plant WWTP
- Confidential Client, Global Water Treatment Chemical Company



CONTACT

mbelke@arco1.com
331.233.2031

PROFESSIONAL REGISTRATIONS

- Certified Industrial Hygienist
- Certified Safety Professional
- Asbestos Air Sampling Professional
- Professional Geologist



Tim Blum

Founder & Managing Partner



Citadel Property Advisors

Founder & Management Partner
100 S. Wacker Drive, Suite 950
Chicago, IL 60606

p (312) 613-9018

tim@citadel-advisors.com

Professional Profile

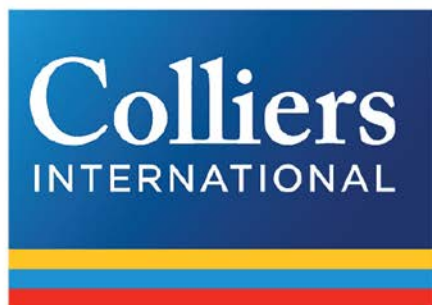
As the managing director of Citadel Property Advisors, Tim Blum is responsible for sourcing and analyzing retail development opportunities for the firm and for the joint real estate fund formed in partnership with Innovative Capital Advisors. As a developer, Tim has transformed many under-utilized and even lifeless shopping centers and industrial properties into vibrant retail destinations through his skilled vision, careful merchandising, and adaptive reuse expertise.

Most recently, Tim was the leader in redeveloping a functionally-obsolete industrial park in suburban Milwaukee into The District, a 69-acre retail, restaurant, and residential community. The project's first phase, The Mayfair Collection shopping center, consisted of adaptively repurposing warehouse buildings along Highway 45 into new, contemporary retail environments that have been enjoyed by hundreds of thousands of shoppers from across the metro Milwaukee area. Tenants of Phase 1 include Nordstrom Rack, Saks Fifth Avenue OFF 5TH, DSW, Ulta, J. Crew Mercantile, and Dick's Sporting Goods. The second phase of The Mayfair Collection includes a Whole Foods Market, HomeGoods, and several exciting new restaurant concepts from The Bartolotta Restaurants. Future plans for the project include the addition of over 1,000 luxury apartments to be built over the next five to seven years.

Some of Blum's other projects include Calhoun Crossing, the redevelopment of the former Plaza 173 in Brookfield, Wis.; Orland Park Place, an award-winning retail redevelopment project in Orland Park, Ill.; and a mixed-use redevelopment project in Royal Oak, Mich., that includes retail and residential condominiums.

SECTION 3

RELEVANT PROJECT EXPERIENCE



Reed Street Yard Redevelopment

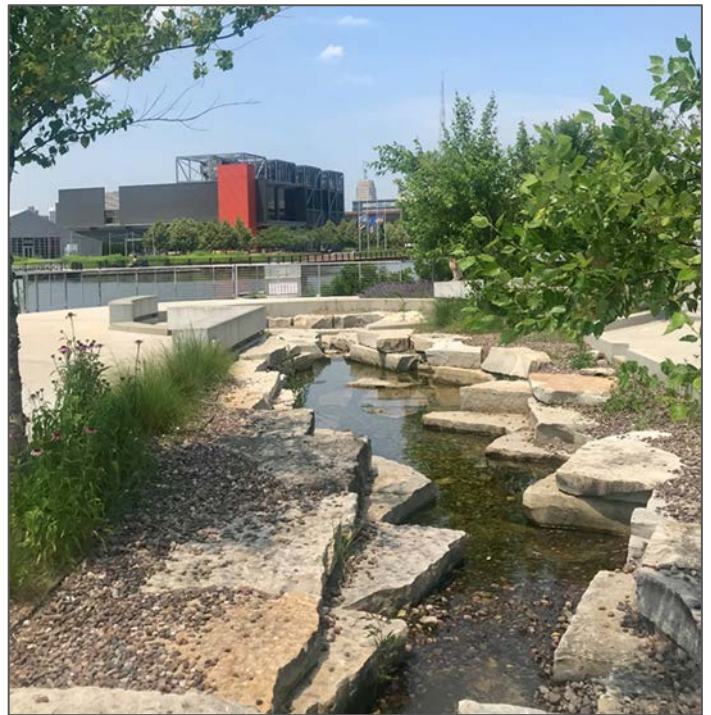
Milwaukee, Wisconsin

Located on the south bank of the Menomonee Canal with over 1,000 feet of water frontage, Reed Street Yard is a mixed-use urban office and technology park focused on the international water industry. The project is adjacent to the Harley-Davidson Museum and the Iron Horse Hotel. Reed Street Yard lies immediately below the award-winning 6th Street Bridge with excellent sight lines to Interstate 94.

Sigma was retained to complete civil engineering design, Chapter 30 permitting, environmental investigation and remediation, and surveying and mapping on this complicated brownfield parcel with significant industrial history.

Sigma was tasked with engineering road and utility infrastructure to connect future development with the existing surroundings and integrate sophisticated storm water management components to help make this a world class example for sustainable storm water design and green infrastructure.

Sigma assisted with obtaining funding from the City of Milwaukee (TIF Funding), Milwaukee Economic Development Corporation (MEDC - Grant for Site Assessments), Milwaukee Metropolitan Sewerage District (MMSD - Grant for stormwater management infrastructure), Fund for Lake Michigan (stormwater management design), and a Wisconsin Coastal Management Grant (for additional riparian restoration activities).



Rite-Hite Headquarters

Milwaukee, Wisconsin

The Sigma Group was retained by Rite-Hite to provide civil engineering, environmental investigation and remediation, and surveying services for their new state of the art world headquarters and research and development center at Reed Street Yards in Milwaukee, WI.

The project involved the redevelopment of approximately nine acres on both sides of Freshwater Way along the Menomonee River. Three separate buildings, including a parking structure, were integrated through civil engineering and landscape design to create a campus setting.

Sigma integrated additional green infrastructure into the project to build on the previous stormwater work in the area, also designed by Sigma as part of prior master planning and design services.

Reed Street Yards is a brownfield site, so our environmental and civil engineering groups worked hand in hand to ensure all requirements were met in a cost-effective manner. The buildings were elevated from existing grade to maximize the amount of impacted dirt that could remain on-site, yielding the Owner significant cost savings.

Site design elements included connections to adjacent bike trails, including the Hank Aaron State Trail, and community space, along with a heated parking lot supported on structural slabs.

The project was a major success for Rite Hite and the City of Milwaukee by bringing another large employer into the City of Milwaukee and building additional development momentum and activity in the Fifth Ward neighborhood.



Stitchweld Apartments

Bay View, Wisconsin

The Sigma Group was retained to provide civil engineering and survey services for this unique local apartment development.

The project involved the redevelopment of approximately six acres of land bound by S. Robinson Avenue to the east, E. Ward Street to the south, and the Soo Line Railroad to the west. The development included multiple residential buildings, surface parking, drives, miscellaneous hardscape areas (sidewalks), and landscape areas constructed within the former industrial lot.

Stitchweld serves as an apartment complex with its full focus on accommodating tenants with creative amenity space. The residential development includes a dog park and pet spa, grilling areas and a beer garden. One unique feature is the steel frame skeleton salvaged from one of the former structures to create a defining space for frame fire pits and the beer garden.

Sigma's involvement in the project ranged from preliminary engineering plans through civil construction documents. An extensive stormwater management plan was required to facilitate meeting both storm water quantity and quality standards outlined by the Milwaukee Metropolitan Sewerage District and the Wisconsin Department of Natural Resources.

The stormwater management plan incorporated a dry basin paired with an intricate roof storage system to meet requirements for peak flow reduction. Sigma's work included detailed grading analysis to ensure the site was balanced leading to significant cost savings by keeping impacted soil on site.

The project is an important development for the unique, emerging and vibrant Bay View neighborhood.



Lakeshore Commons

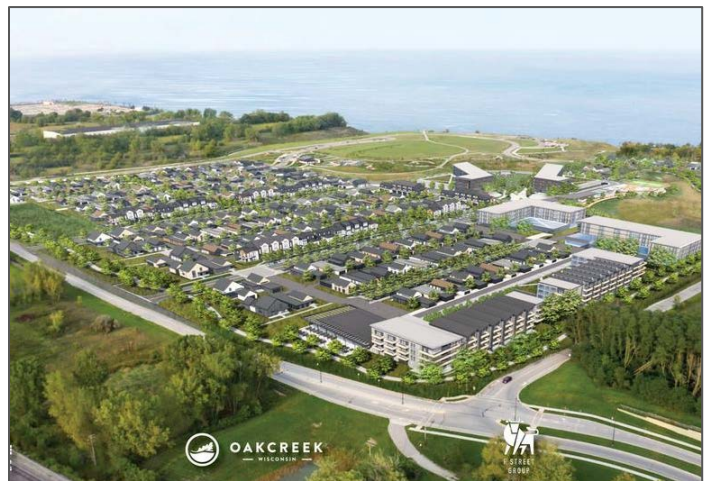
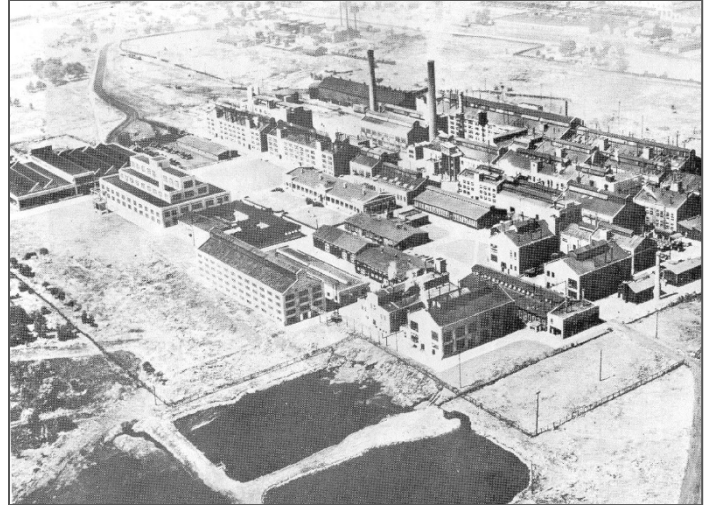
Oak Creek, Wisconsin

The project consists of redevelopment of multiple parcels of property that were historically occupied by the Newport Chemical Company (Newport), E.I. DuPont de Nemours (DuPont), and the Allis Chalmers Company (Allis Chalmers). Newport and DuPont utilized the site for production of dyes and dye intermediate products, primarily in the eastern section of the site, between 1915 and 1938. In the early 1940s, dye production buildings were razed and the site was sold to the United States Reconstruction Financing Corporation (USRFC), which constructed three large warehouses, believed to be used to store surplus machinery from war production. In 1949, the site was purchased by the Allis Chalmers which used it as a research and development site for iron ore processing and coal gasification.

In 1999, DuPont purchased the site and soon after razed the remaining structures, though building foundations and floor slabs were left in place. Site impacts were investigated, remediated, and closed through several WDNR ERP cases and the Voluntary Party Liability Exemption (VPLE) process.

In 2020, F Street Development Group reached an agreement with the City of Oak Creek to redevelop portions of the site into a 700+ unit housing development consisting of over 420 apartment units and approximately 290 for-sale single-family homes, townhomes, and condominium villas to be built over a period of approximately 7 to 10 years. Sigma was retained by F Street in early 2021 to develop appropriate environmental reports (including Post Closure Modifications and Historic Fill Exemptions) and soil management plans, dovetailing infrastructure and site grading design, capping requirements, and complications related to unbuildable contaminated areas and limitations placed on the import and export of soils.

After helping to develop strategies to merge the environmental site conditions with the redevelopment plans, Sigma's role continues to include coordinating regulatory compliance and implementing the environmental processes during construction activities, including soil management oversight and quality control.



Menomonee Valley

Milwaukee, Wisconsin

The Menomonee Valley is located just southwest of downtown Milwaukee. Beginning in the mid- to late- 1800s, the natural course of the Menomonee River was channeled and the adjacent Valley filled and developed. Historical land uses included light to heavy industry, coal yards, shipping channalization, stockyards, meat processing, tanning, coal gasification, warehousing and mineral storage. At the center was the sprawling Milwaukee Road Shops properties.

Consequently, properties within the Menomonee Valley were perceived as environmental liabilities. This negative perception was the result of the economic liability associated with the traditional regulatory policies, which required a site-by-site investigation/remediation strategy to address groundwater contamination.

The goals of the Brownfield Pilot Project were to define soils and groundwater quality in an area-wide “aqua-shed” approach and to dispel the negative perception of liabilities associated with potential redevelopment. The project outcome generated baseline environmental information that could be used to facilitate streamlined appropriate decisions for redevelopment within the Valley. The study accomplished this through the generation of the *Environmental Management Considerations for Site Redevelopment in Milwaukee’s Menomonee Valley* guidance document prepared by Sigma.

To establish the baseline approach for conducting subsurface investigation activities, Sigma performed extensive historical land use research and environmental site assessments that established the history of the properties and the surrounding area, and reviewed various regulatory and governmental databases and information sources.

Together, with the WDNR, USEPA, City of Milwaukee, the U.S. Army Corp of Engineers, and private developers, Sigma has provided planning and technical services for the completion of comprehensive soil and groundwater quality investigations, remedial actions, land surveying, riverbank stabilization and site improvements over the full range of project sites in the Valley setting which has led to numerous brownfield redevelopments; Canal Street, Reed Street Yards, Harley-Davidson Museum, Miller Park, Sigma’s headquarters building, and the Menomonee River Valley Riverwalk guidelines.



Former Milwaukee Road/Shops Development

Milwaukee, Wisconsin

Since the bankruptcy of the Milwaukee Road in the 1980's, the former locomotive and railcar manufacturing facility had remained vacant and idle. The City of Milwaukee purchased the approximately 100-acre former Milwaukee Road Shops site through condemnation in 1999 for purposes of developing a light industrial park within the limits of the landlocked City. The goals of the City through this development were to eliminate a blighted environmentally impacted property and to attract family supporting jobs through the creation of developable parcels for new or relocating industry.

Grant Funding Support

Sigma assisted the City in securing funding of the investigation clean-up efforts through scope and budget estimate preparation compliant with several federal and state programs.

Soil and Groundwater Cleanup

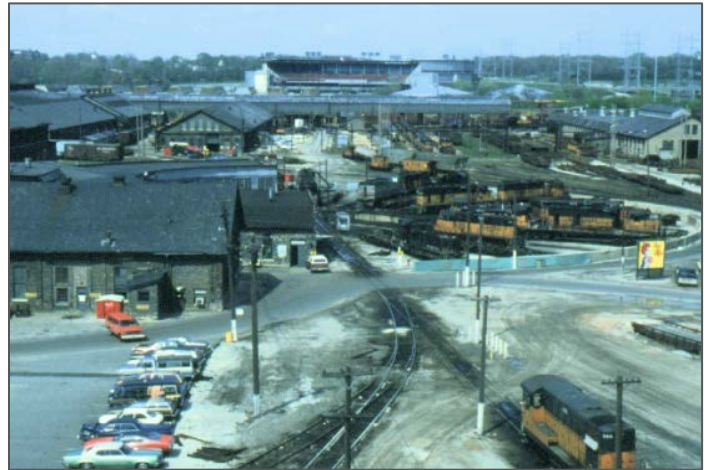
As part of the City's condemnation process, Sigma designed and conducted pre-purchase due diligence activities to assess the soil and groundwater impacts present as a result of nearly 150 years of heavy industry operations. The investigation activities provided the information needed to develop a remedial action plan and prepare the site for brownfield development. Upon purchase of the property, Sigma continued investigation activities and assisted with the development and implementation of remedial strategies to address industrial-related fill materials, free phase petroleum product, chlorinated volatile organic compounds present in the site's groundwater, and the associated potential for vapor intrusion.

Pre-Demolition Inspections

Prior to demolition of residual structures at the site, Sigma completed asbestos, lead-based paint and hazardous materials inspections. In addition, Sigma prepared abatement specifications, conducted contractor bidding, oversaw and documented the abatement activities. Sigma also consolidated and coordinated the removal and disposal of hazardous materials.

Demolition

Sigma oversaw the appropriate management of residuals and demolition of the site's remnant above and below ground structures and substructures including the facility wastewater treatment plant, former manufacturing buildings, roundhouses and power plant footings and foundations, historic process pits and vaults and nearly four miles of facility storm and sanitary sewer systems.



After nearly 30 years of planning, investigating and cleaning up, the City of Milwaukee has completed cleanup of a 110-acre former brownfield site that was once considered "Wisconsin's biggest eyesore."

As the final step in the NR 700 process, Sigma, on behalf of the City, obtained a case closure letter from the WDNR on May 1, 2020. This project has been nationally recognized as a premier example of successful brownfield development. The project has resulted in the creation of over 2,000 family supporting jobs.



Century City Master Plan

Milwaukee, Wisconsin

The Sigma Group was retained by the Redevelopment Authority of the City of Milwaukee to provide services for storm water and master plan preparation for the Century City (formerly Tower Automotive) demolition and proposed redevelopment. The site, an approximately 84-acre parcel, was previously owned and operated by A.O. Smith and Tower Automotive and is located in the City's 30th Street Corridor.

Once an industrial hub with thousands of jobs filled by neighboring residents, the property had become a blight on the surrounding area and an example of the neglect plaguing the inner City. The City of Milwaukee acquired the parcel in 2006 and has since moved forward in demolition and master planning for the redevelopment of the facility into a modern sustainable business park. Sigma has assisted the City of Milwaukee with the interim storm water management and master planning/infrastructure development.

Sigma has assisted the City of Milwaukee with the following activities related to the interim storm water management and master planning/infrastructure development activities:

- Completed sewer mapping and a topographic survey of the property.
- Developed an interim storm water management approach for the demolition phases of the project which will also accommodate post-development storm water management requirements.

Sigma provided post demolition/pre-development infrastructure master planning and sequencing for the site to include the following:

- Evaluated the feasibility of the preferred layout of the project in terms of required infrastructure including public and private utilities, storm water management, roadways, and master site grading and drainage.
- Evaluated alternative layouts and associated infrastructure modifications.
- Defined and evaluated issues that will affect the redevelopment of the site including cost, schedule, and construction aspects related to infrastructure required for future development.
- Developed a plan outlining the steps and sequencing required to prepare the site for pad ready lots.
- Evaluated storm water management BMPs including progressive sustainable programs for the property and developed a storm water management plan for the pre-development phase of the project.
- Forecasted site design and construction costs associated with preparing the site for pad ready lots.
- Developed a project schedule that takes into account issues and steps identified as part of the pre-development planning efforts.



Sheboygan Harbor Centre South Pier District

Sheboygan, Wisconsin

Sigma has assisted the City of Sheboygan since 2001 in assessing, restoring and redeveloping an approximately 45-acre parcel of land at the confluence of the Sheboygan River and Lake Michigan (formerly owned by the C. Reiss Coal Company). Over 100 years of industrial uses - including ship building, lumber storage, manufacturing and bulk storage of coal, petroleum, salt, and fertilizer - resulted in a variety of subsurface soil and groundwater impacts.

Due Diligence

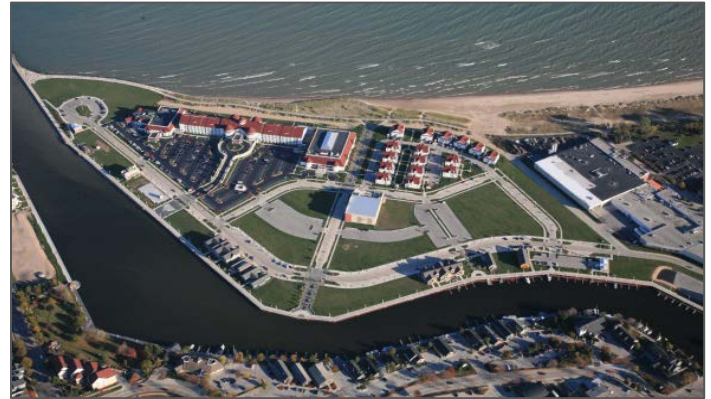
The City retained Sigma in 2001 to review existing environmental reports for the C. Reiss Coal Company peninsula and help determine a potential environmental remediation budget to support contract negotiations.

Site Investigation

After the City took ownership of the property, Sigma completed site investigation activities and developed a remedial action plan reflecting planned redevelopment activities and regulatory acceptability. Based on Sigma's site work, coupled with extensive negotiations with the Wisconsin Department of Natural Resources (WDNR), a remedial action plan was developed which significantly reduced the project cost to the City while still meeting WDNR regulations. Additionally, the remedial action plan was approved by the WDNR's Voluntary Party Liability Exemption (VPLE) Committee establishing the basis for obtaining a side-wide liability exemption.

Site Remediation

Beginning in March 2003, Sigma initiated cleanup activities at the site which consisted of the excavation and disposal of over 1,275 tons of contaminated soil, on-site reuse of an estimated 30,000 cubic yards of soil with varying levels of impacts, the construction of engineered barriers to prevent direct contact and limit precipitation infiltration, and post-remediation groundwater monitoring. Engineered barrier installation work was dovetailed with the over \$50 million in redevelopment work associated with the Blue Harbor Resort and Conference Center. Post-remediation groundwater monitoring was completed in late 2005 and approved by the VPLE Committee. The VPLE Certificate of Completion was issued to the City in February 2010.



This project has contributed to the revitalizing of Sheboygan's downtown district and tourism industry, creating over 300 new jobs, and spurring other downtown development projects.



Awards

In September 2006, the City of Sheboygan was notified that it was awarded a 2006 Phoenix Award for its South Pier District brownfield redevelopment project, which includes the Blue Harbor Resort and Conference Center and other new businesses on the Lake Michigan shoreline. The City received the Community Impact Award at the 2006 Brownfields Conference in Boston, MA.



Client/Owner

Confidential

Description

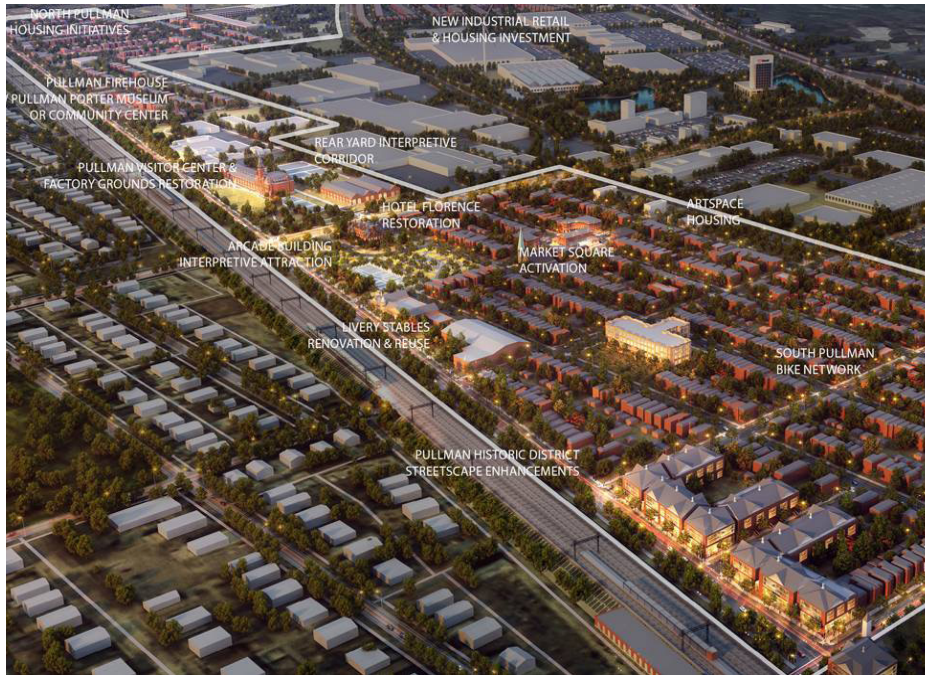
Site Design Group is currently working with a diverse consultant team to provide design services for the renovation of a 153-acre former medical campus in Oak Forest. The work includes developing a conceptual landscape framework, expanding outdoor recreation, natural, and park amenities, and enhancing building entrances, parking areas, and foundations to create a more cohesive and welcoming campus environment.

With a history dating back to the mid-1800s, the campus holds deep cultural and community significance. Our work builds on previous planning efforts that established portions of the site as a heritage preserve, reimagining once-forgotten land into a revitalized destination for residents, staff members, and the surrounding community.

Completion

Ongoing





In its heyday as a manufacturing town, Pullman provided the setting for the evolution of industry and transportation, achievements in planning, architecture, and landscape architecture, the foundation of labor law, and the advancement of civil liberties for African Americans.

Client/Owner

Adrian Smith + Gordon Gill Architecture /
National Parks Conservation Association

Description

On the heels of the Pullman's designation as a national monument in 2015, AIA Chicago and the National Parks Conservation Association initiated a three-day "collaborative ideas workshop," engaging the public and design community regarding opportunities to leverage the new national designation to enhance visitor experience and advance community development goals. The workshop focused on four topics: park experience; historic preservation / adaptive reuse; access and connections; and, community development. The Positioning Pullman document provides a clear and exciting vision for the future of the monument that seeks to share stories of innovation and demonstrate best practices for neighborhood and building development.

Completion

2015 (updated 2019)

Contact

Richard Wilson, City Design Director,
Adrian Smith + Gordon Gill Architecture
(312) 870-4011 / richardwilson@smithgill.com





The entire Lincoln Yards development stretches along the river from Lincoln Park to Bucktown on a mostly vacant, former industrial site. The project will include 14 million square feet of new commercial and residential construction, including 21 acres of public open space, and multiple infrastructure and transportation improvements across the area. We are serving as the Landscape Architect alongside Architect and team leader, Gensler, and civil engineer, V3 Companies.

Client/Owner

Gensler / Sterling Bay

Description

Lincoln Yards is a new, centrally located district that will bring together retail, residential, and recreational uses along the North Branch of the Chicago River. At the heart of the development is the Lincoln Yards South Park, a 6.5-acre park featuring newly unlocked riverfront amenities, including a canoe and kayak launch, athletic fields, public plazas, a children's play area, and a dog run. The expansive riverwalk will be lined with a naturalized edge and incorporate a new water taxi stop.

Other ongoing development projects at Lincoln Yards, where Site Design Group is also leading the landscape architecture, include a mixed-use residential and retail building (Parcel D1). ALLY (Parcel G), an eight-story life science research building, was completed in late 2023.

Completion

Ongoing

Contact

Brett Taylor, Principal, Gensler
[312] 456-0123 / brett_taylor@gensler.com





THE 1901 PROJECT AT THE UNITED CENTER CHICAGO, ILLINOIS



Working alongside RIOS, the Master Planner, Architect, and Urban Designer of the project, our team is creating dynamic outdoor spaces that reflect Chicago's vibrant urban identity.

Client/Owner

United Center

Description

We're proud to be the landscape architect for the 1901 Project at the United Center, collaborating with our co-conceptual designer, Field Operations. Located on Chicago's West Side, this ambitious development reimagines the public realm around this iconic venue that houses both the Chicago Bulls and the Chicago Blackhawks. From thoughtfully designed gathering spaces to pedestrian-friendly streetscapes, the 1901 Project will transform the fan and community experience across the United Center's 39.3-acre site. A new public park will connect the community to nature and includes a walking path that will celebrate Chicago's rich history of sports and music.

Completion

Ongoing

Budget

\$7B (entire development)

Contact

Annie Cazares, Vice President of Strategy and Development, United Center
(513) 673-1741 / acazares@unitedcenter.com



Image/rendering credits: RIOS and Prologo



The Park at Lakeshore East continues to raise expectations from city dwellers and visitors of the already esteemed Chicago Park System. As a public-private enterprise, this is a successful model that has already impacted the open space development and goals for new developments in Chicago.

site served as the Landscape Architect of Record working in collaboration with the Office of James Burnett (credit top image).

Client/Owner

Magellan Development Group, Ltd. /
Chicago Park District [CPD]

Description

The Park at Lakeshore East is a 5.3-acre park that is the centerpiece of the 20-acre mixed-use Lakeshore East development. As the first project constructed from the Master Plan, the neighborhood park provides diverse and flexible spaces that accommodate a wide range of community needs. Among the programmatic elements are passive water promenades, a dog park, a playground for children, a lawn, gardens, lighting, and a variety of seating options. Today, the park is actively used by residents and visitors and serves as the home for a variety of cultural and community events throughout the year.



Completion

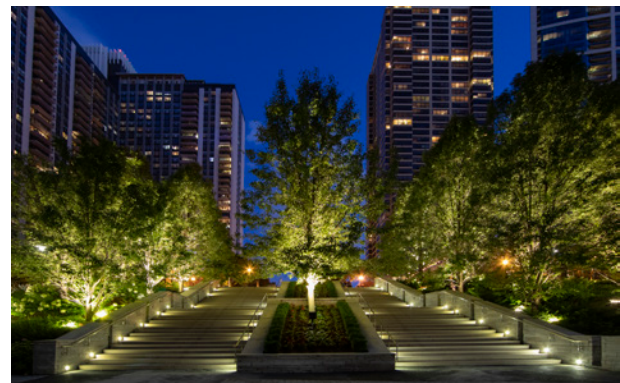
2004

Budget

\$7,000,000

Contact

David Carlins, President, Magellan
(312) 642-8869 /
dcarlins@magellandevlopment.com





Ping Tom Memorial Park is a shining example of the transformation of vacant open space into a vibrant community amenity. While designing features that are representative of Chinese culture, the context and supporting features of the park are decidedly Chicago, and strongly rooted in sustainable design, putting an emphasis on environmental awareness and support of local ecosystems while integrating cultural references.

Client/Owner

Chicago Park District

Description

Completed in more than 10 years and five phases, the expanded 19-acre public open space located in Chicago's Chinatown neighborhood has become a cultural destination for the city. Featuring a traditional-inspired Chinese pavilion with gardens, a boathouse with accessible dock, a fieldhouse with ample recreation opportunities, a naturalized shoreline with boardwalk, multi-use pedestrian trails, and a variety of community gathering spaces, the park continues to contribute to a healthy and active community.

Completion

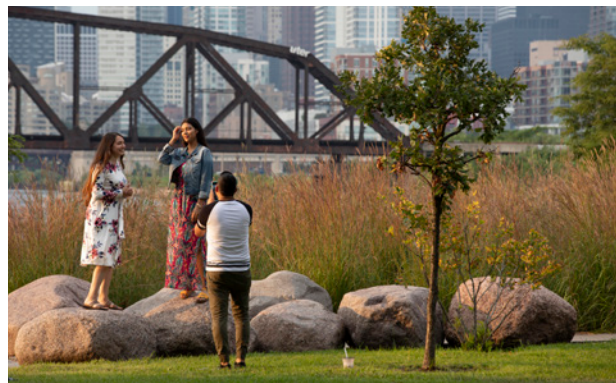
Master Plan - 1999, Phase I (South) - 1999, Underbridge - 2009, Phase II (North) - 2011, Boathouse - 2013, Fieldhouse - 2013

Budget

Phase I (South) - \$5,000,000, Phase II (North) - \$4,900,000, Fieldhouse - \$13,000,000

Contact

Linda Daly, Deputy Director, Chicago Park District
(312) 724-4117 /
linda.daly@chicagoparkdistrict.com





FIRST PRESBYTERIAN HOUSING VISION

Bethlehem, Pennsylvania

DESCRIPTION

In response to the housing crisis in the city of Bethlehem, First Presbyterian Church is shifting its missional focus to explore possible uses of our vast resources (building and land) to meet our community's housing needs. Doing so will have significant, positive community impact, and it will also offer the church long-term financial sustainability to continue serving our most vulnerable neighbors. First Presbyterian Church is working to create a vision for the future of the campus.

The Church selected COLLABO to lead a planning process that is transparent, inclusive, and centered on building trust and capacity for the next chapter of the Church's story with a strong focus on mixed-income housing. The church plans to retain ownership of its property and pursue development as a joint-venture partner in the project; this will help ensure that the vision is implemented as intended and that the property continues to be managed well. We will listen and learn from the project Steering Committee, congregation members and participants, neighbors, and other stakeholders in the community to identify core goals, create a vision, and outline action steps for implementation of the Plan.

CLIENT

Rev. Lindsey Altvater Clifton
Associate Pastor for Justice & Community Impact
(336)906-3481
lclifton@fpc-bethlehem.org



2025 Project Plan Award
American Planning Association
Pennsylvania Chapter

Image courtesy of Tulsa Housing Authority



ENVISION COMANCHE MASTER PLAN

Tulsa, Oklahoma

DESCRIPTION

The objective of the Envision Comanche Master Plan is to transform the Comanche Park planning area into a mixed-use, mixed-income community while ensuring a strict one-for-one replacement of all existing units. The overall goal is to highlight, enhance and improve economic and cultural diversity in the area surrounding Peoria Avenue and 36th Street North in North Tulsa.

The Plan proposes to replace Comanche Park with a well-managed, financially viable, high quality, energy-efficient, mixed-income development that includes 560 units of housing, both on-site and off-site, including 271 replacement public housing units, with unit sizes that are appropriate to the space needs of current families and that meet financing requirements and standards for unit size and tenant amenities. Additional affordable and/or market rate units are included in the

development program to ensure that the property becomes a mixed income development that can be financed and managed in a fiscally viable manner. Affordable homeownership opportunities are included as a component of the replacement housing plan, and will provide first-time homeownership opportunities to low and middle income families, with a particular focus on providing opportunities to public housing residents.

RESULTS

- ▶ \$50 million Choice Neighborhoods Implementation Grant awarded
- ▶ Walking path to Walt Whitman Elementary being designed
- ▶ Phase one of development complete (100 mixed-income units)

*2020 NOMA NAACP SEED Award
for Justice, Equity, Diversity and
Inclusion in Design*

CLIENT

Tulsa Housing Authority
Aaron Darden
President/Chief Executive Officer
(918) 581-5725
Aaron.Darden@TulsaHousing.org

Adam Rosa led this project as a Principal at Camiros, Ltd.





BARBARA JORDAN II COMMUNITY ENGAGEMENT

Providence, Rhode Island

DESCRIPTION

Barbara Jordan II is a redevelopment project in Upper South Providence which includes 27 two- and three-story apartment buildings situated on scattered sites totaling 2.75 acres. The 27 buildings contain a total of 74 apartments, all of which are currently vacant. After years of neglect and mismanagement, the U.S. Department of Housing and Urban Development (HUD) finalized a foreclosure of the Barbara Jordan II housing development and RIHousing was given proprietorship in March 2018.

The Barbara Jordan II Community Engagement Process was designed to foster a meaningful dialogue with Upper South Providence residents, anchor institutions, neighborhood organizations and other local stakeholders to create a vision for the redevelopment of Barbara Jordan II.

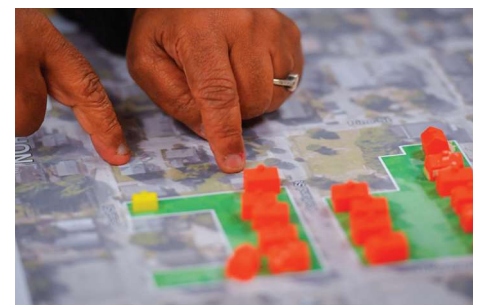
RESULTS

- ▶ Barbara Jordan II Redevelopment complete.

CLIENT

Rhode Island Housing
Eric Shorter
Director of Development
(401) 457-1219
eshorter@rihousing.com

Adam Rosa led this project as a Principal at Camiros, Ltd.





WEST WARD CHOICE NEIGHBORHOOD PLAN

Easton, Pennsylvania



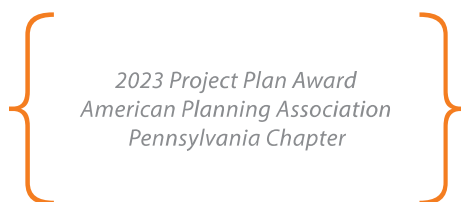
DESCRIPTION

In December 2020, the Greater Easton Development Partnership (GEDP), in partnership with the Easton Housing Authority (EHA), was awarded a HUD Choice Neighborhoods Planning Grant for the West Ward neighborhood of Easton. The Plan identifies EHA's N Union Street Apartments property as a Target Housing Site for redevelopment, while incorporating revitalization strategies for EHA's Elm Street Apartments and Bushkill House properties within the larger framework for redevelopment.

The historic West Ward will continue to become a colorful, safe, inclusive and desirable neighborhood fully integrated into Easton's vibrant urban fabric. Residents will have access to affordable education and training opportunities, local jobs and support services. Local amenities will be connected by a robust system of sidewalks, bicycle routes and tree-lined streets. Parks and open spaces will host unique events and art installations that draw visitors and showcase local creativity. Residents of all colors, backgrounds, cultures, ages, abilities, faiths and incomes will be proud to call the West Ward home and will work together to make it a neighborhood of Choice.

CLIENT

Greater Easton Development Partnership
Jared Mast
Executive Director
(610) 250-2078
jared@eastonpartnership.org



RESULTS

- ▶ Expansion of Bushkill House Community Garden
- ▶ Installation of Neighborhood Gateways
- ▶ Acquisition of several strategic properties for housing implementation
- ▶ Award of Safe Routes to School grant for pedestrian and bicycle improvements



BROAD CREEK NEIGHBORHOOD PLAN

NORFOLK, VIRGINIA

Cardo, in collaboration with Work Program Architects, was hired by the City of Norfolk and the Norfolk Redevelopment & Housing Authority (NRHA) to study three key sites in the Broad Creek neighborhood of Norfolk, Virginia. Neighborhood leaders and key stakeholders came together for a 1-day workshop to provide feedback on plans as they were developed, discuss mixed-income housing strategies, and explore connections to other neighborhoods.

These key areas were identified by stakeholders as opportunities for redevelopment. Previously, the sites were industrial buildings, a public housing property, and an elementary school. These plans show how new streets, trail connections, a mixture of uses, and range of housing options can be integrated into an existing neighborhood fabric. The City and NRHA are exploring land acquisition strategies as well as searching for potential developers to execute the vision.

SIZE

Roughly 150 Acres

LOCATION

Norfolk, VA 23504

TIME FRAME

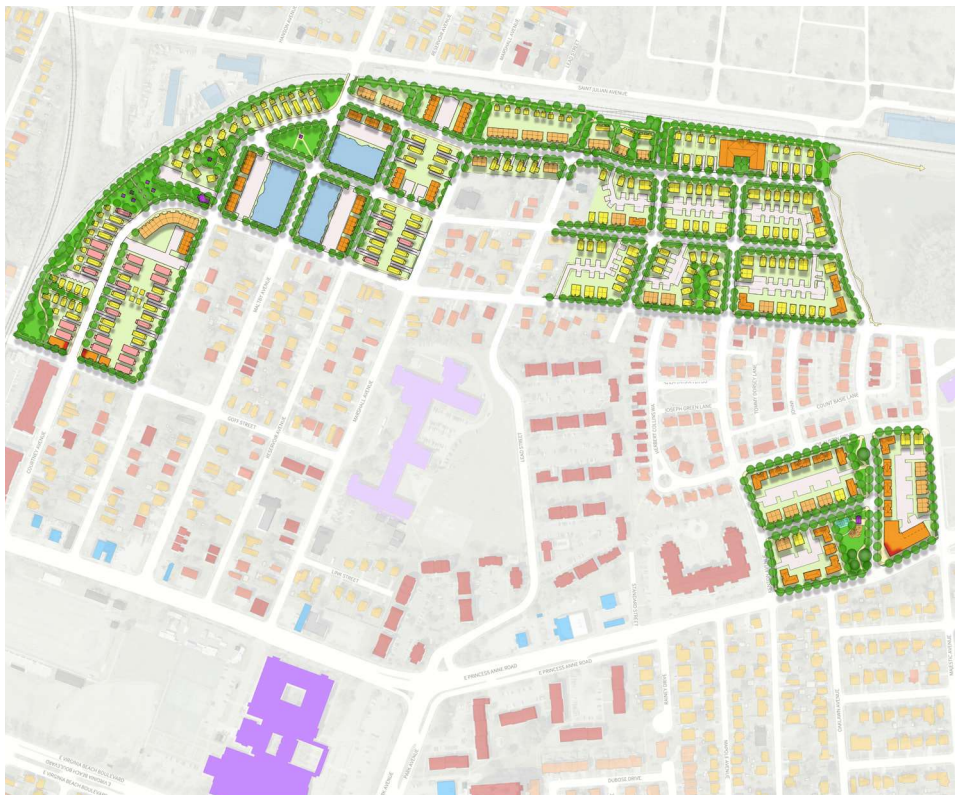
2024-Current

CLIENT

Work Program Architects
400 Granby St.
Suite 301 Norfolk, VA 23510

REFERENCE

Peter Johnston
peter@wparch.com
757.321.1509



ROME TOWN CENTER MASTER PLAN

ROME, WISCONSIN

Rome, a small town located in central Wisconsin, is at a crossroads in its growth. In the last decade the population grew by over 11%, and the Town is projected to continue to grow. In 2019, the Town Board of Supervisors identified the 230-acre Rome Town Center as an underutilized asset and an opportunity for a civic center with residential, commercial, institutional, and recreational uses.

In 2025, Cardo was hired to create a 25-year vision for the Town Center, with a focus on visualizing the policies and recommendations established in earlier plans for the area. Cardo designed a walkable, vibrant, mixed-use neighborhood with a range of housing options. There was a strong community desire to include housing alternatives not commonly found in the region, such as cottage courts, duplexes, townhouses, and small apartment buildings. Every residential unit is located within a 3-minute walk of an open space, creating a high quality of life for future residents.

Cardo worked with the community, existing business owners, Town officials, developers, and other stakeholders to build consensus around this plan. The vision also outlined immediate steps that could move the plan forward.

SIZE

230 acres

LOCATION

Rome, WI 54457

TIME FRAME

2025-Current

CLIENT

Town of Rome
Rome Town Center Sub-Committee

REFERENCE

Diana Duelge
Plan Commission Chairwoman
d2bowl@wctc.net



Relevant Experience

Wilden Portfolio Park

Appleton, WI



640 AC Master Planned Mixed-Use Development

Colliers has been working with Thrivent Financial since 2020 on the 640 AC Wilden Portfolio Park development project. With more than 600 AC of vacant land surrounding their corporate operations center, Thrivent aimed to find the highest and best use for the land in effort to serve their business as well as the surrounding community. The decision was made to develop the land into a sprawling community driven nature centric mixed-use development.

For this project, Colliers was responsible for underwriting the value of each parcel to correspond with the permitted use and zoning, as well as assisting in the interviewing and selection of a master developer for the project. The large 600+ AC site has been re-zoned to accommodate a variety of uses and property types, including single and multifamily homes, office, retail and hospitality / hotel. With this, the valuation process was complex, requiring the Colliers team to consider market comparables and demand, long-term economic impact, zoning, permitted use and the delivery condition of each parcel.

Wilden Portfolio Park was officially “launched” and announced to the public in March of 2025. At present, Colliers is marketing all commercial aspects of the project. Utilizing a strong network of local, regional and national developers, Colliers has seen excellent traction from a number of interested developers, buyers and end-users.

Delafield Street Apartments

Waukesha, WI



3.38 AC Land Disposition | Multifamily Redevelopment

Colliers was hired by the City of Waukesha to dispose of 3.38 AC site located near the Fox River and Downtown Waukesha. The dilapidated site, which had previously served as a retail strip that included a dry cleaner, was purchased by the city of Waukesha in 2018 in an effort to sell and redevelop the site. At this point, Colliers provided a Broker Opinion of Value to assess the value of the site. Soon after, they began marketing the opportunity to developers and potential buyers.

Unfortunately, not only was the property deteriorating and poorly maintained, but a Phase II Environmental Study confirmed the site was contaminated. The decision was made to demolish the property, regrade the site and complete necessary soil remediation. Colliers played an integral role in this process, advising on the potential value of the site once necessary improvements were made.

Once complete, Colliers continued to market the site and procure potential buyers. After conducting the RFP process multiple times, and working with the city to approve TIF incentives, the city of Waukesha received multiple offers on the site. From the start, the intention of the city was to remove a prominent eyesore and replace it with a development that would benefit the community. Ultimately, the site was sold to a prominent local multifamily developer - receiving the largest TIF incentive in the history of the City of Waukesha.

HSHS Portfolio Valuation & Disposition

Chippewa Falls & Eau Claire, WI

Hospital Sisters Health System (HSHS) is a healthcare system headquartered in Springfield, IL. Colliers began working with HSHS when they made the decision to close and dispose of two Wisconsin campuses - Chippewa Falls and Eau Claire.

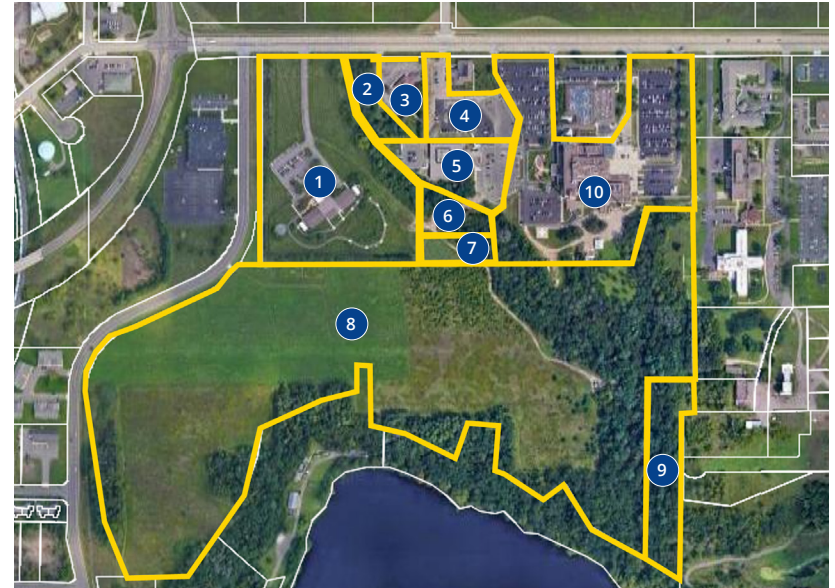
Chippewa Falls Campus 90+ AC Land, Hospital, Medical Office

The Chippewa Falls campus consisted of more than 90 AC of land, a hospital and multiple medical office buildings located along the Chippewa River. Colliers was engaged to provide a valuation and to market the campus. The 10 total parcels, containing a mix of undeveloped land and existing hospital / healthcare buildings, were valued by the Colliers team. Once the value of each parcel was analyzed and underwritten, Colliers began marketing the property. Each parcel varied in size and condition and was marketed to a wide-range of potential buyers. Colliers was able to successfully sell the entire campus, working with multiple buyers and developers. Most notably, a large portion of the property was purchased by a school district and will be developed / redeveloped for their use.

Eau Claire Campus 40+ AC Land, Hospital, Office, Medical Office, Multifamily

The Eau Claire campus consisted of more than 40 AC of land with a hospital, and multiple office, medical office and multifamily buildings. Colliers was engaged by HSHS to value and dispose of the campus. Unlike the Chippewa Falls campus, the majority of the property consisted of existing buildings that would either need to be sold to an end-user that fit the existing use, or to a buyer willing to redevelop the property. Once the nine (9) parcels were valued based on use and condition, Colliers began marketing the campus. Various buyers and investors were targeted, ranging from other healthcare users, multifamily developers and office end-users. Colliers successfully sold the entire campus, working with multiple buyers to attain maximum value for the client.

Chippewa Falls Campus



Eau Claire Campus



Relevant Experience

West Allis School District

West Allis, WI

Land Disposition | Mixed-Use Redevelopment

Our team provided disposition services for excess school district properties that exceeded 150,000 square feet of office and retail space, as well as over 5 acres of built and surface parking facilities. Seeing the redevelopment potential of the properties, especially with its central location, our team presented the portfolio as a redevelopment opportunity and targeted developers to purchase the portfolio. Two prominent developers submitted offers that the Colliers team presented to the school board. Following multiple sessions, the school board ultimately selected Cobalt Development's offer of 7.25 million to purchase the portfolio.

Based on the location of the individual's assets within the portfolio, Cobalt needed to acquire a park from McKinley Elementary School, which the school district was willing to part with. The wrinkle was the school district had purchased the park from the City of West Allis for \$1.00 and as part of that agreement, the city had right of refusal on any future sale. The Colliers team engaged with the city to determine whether they would be interested and laid the foundation for Cobalt to move forward with their development plans.

The portfolio sale required the execution of the following components prior as a condition of the sale.

- Purchase and Sale Agreement for 150,000 SF of office/classroom space, 2.5-acre lot and industrial garage
- Engaged with the City of West Allis/WA-WM School District for McKinley Elementary School and adjacent park sale to Cobalt
- 28,000 SF leaseback between Cobalt and the School District
- \$7.2 million TIF District establishment
- \$15.8 million new market tax credit through FIRE (First-Ring Industrial Redevelopment Enterprise) approved by the City and the Common Council

The transaction took two years and three months, from original offer to purchase to closing and included eight amendments. From a 30,000 SF leasing RFP to an 18-acre mixed-use development, the five-year process resulted in the aggregating of multiple parcels from multiple ownership interests, with municipal participation to lay the foundation for a catalytic development for the City of West Allis.



SAMPLE NATIONAL MISSION CRITICAL EXPERIENCE



400MW Across
Multiple Locations

Social Media Client
Data Center
Multiple Projects



+60MW Across
Multiple Locations

Hyperscale Cloud Client
Mission Critical
Multiple Projects



(5) 48 MW

Under Construction

Prime Data Center
Data Center Civil Improvements
Tolleson, Arizona



+30MW Across
Multiple Locations

Stream Data Center
Data Center
Multiple Projects



28MW

Skybox TGM Legacy
Data Center Network Operations Center
Remodel | Plano, TX

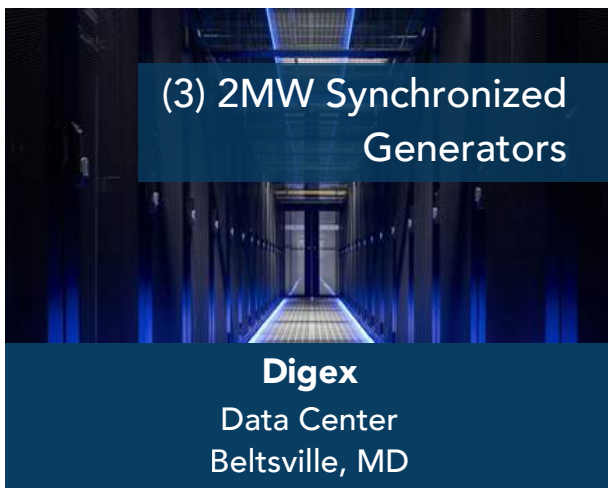


+25MW Across
Multiple Locations

Sever Farm
Data Center
Multiple Projects

*Some Images are for Illustrative Purposes.

SAMPLE NATIONAL MISSION CRITICAL EXPERIENCE



*Some Images are for Illustrative Purposes.

SAMPLE NATIONAL MISSION CRITICAL EXPERIENCE



*Some Images are for Illustrative Purposes.

SAMPLE NATIONAL **ADVANCED MANUFACTURING EXPERIENCE**



1.1M SF
+30 MW

Invenergy/Illuminate USA
5 GW Mono-Crystalline Solar
Manufacturing Facility | Pataskala, OH



449,700 SF

GAF Energy
6,000A Solar Panel Manufacturing Facility
Austin, TX



1.2M SF

DHL/Graphic Packaging International
SQF-Certified Manufacturing &
Distribution | Monroe, LA



350,000 SF

Panda Biotech
12.5kVA MV Industrial Hemp Processing
Facility | Wichita, TX



150,100 SF

Watson-Marlow Fluid Technologies
cGMP Fluid Path Technologies
Manufacturing Facility | Devens, MA



215 Acres
3 MW

Maxter Healthcare
Medical Grade Manufacturing
Rasharon, TX

SAMPLE NATIONAL ACCELERATED SCHEDULE EXPERIENCE





The Mayfair Collection

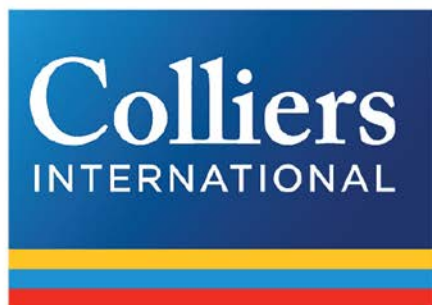
11500 W. Burleigh Street, Wauwatosa, Wisconsin



- 69-acre mixed-use development with over 400,000 square feet of retail shopping anchored by Whole Foods and Nordstrom Rack
- Eclectic mix of local restaurants including Good City Brewing, Pizza Man, Corner Bakery, and Golden Nest Pancakes & Cafe
- Additional development components include 269 luxury apartments, a 146-room Hilton Homewood Suites, a coworking hub and the regional headquarters for Dematic engineering

SECTION 4

PUBLIC ENGAGEMENT PLAN



PUBLIC ENGAGEMENT PLAN

Defining a Public Engagement Event

A public engagement event will be defined as any organized gathering, in-person or virtual, designed to inform the community about the GM/JATCO redevelopment project, solicit their feedback, and integrate their perspectives into the planning process.

Outreach Strategy and Methods

To ensure broad and inclusive participation, the outreach strategy will be multi-faceted, utilizing both traditional and innovative methods.

Traditional methods will include direct mailers to residents and businesses within a defined radius of the GM/JATCO site, public service announcements on local radio and television, and advertisements in community newspapers. Innovative methods will encompass targeted social media campaigns on platforms popular with Janesville residents, partnerships with community organizations and cultural institutions to reach diverse demographics. We will also leverage email newsletters and the City's website as central hubs for information and feedback collection.

Tools and Creative Approaches

A variety of tools and creative approaches will be employed to foster meaningful participation and translate public input into actionable planning outcomes. Interactive mapping exercises, where participants can physically or digitally place preferred land uses or design elements, will be utilized to gather specific spatial feedback. Visioning workshops will incorporate activities like drawing, collage-making, or storytelling to help residents articulate their aspirations for the site. Digital engagement platforms will include online surveys, discussion forums, and virtual open houses with live chat capabilities to accommodate different participation preferences and schedules. "Pop-up" engagement events at local festivals, farmers' markets, or sporting events will offer accessible, informal opportunities for quick input and information sharing.

Expected Duration

Events will vary in duration based on their format and objectives; for example, interactive workshops might last 1-2 hours, while informal pop-up events could be 2-3 hours. Virtual forums may remain open for comments over several days or weeks.

Frequency

As outlined, a minimum of five primary engagement events will be scheduled throughout the 18-month project timeline, strategically placed at key decision points, with additional informal opportunities as needed.

Staffing

Each event will be staffed by a multidisciplinary team including project managers, urban planners, graphic facilitators, and dedicated community outreach specialists. This ensures both content expertise and effective facilitation.

PUBLIC ENGAGEMENT PLAN - GUIDELINES

1) Engagement Objectives (What success looks like)

- **Broad Awareness** | At least 70% of adjacent neighbors and key stakeholders receive information through mailings or direct outreach.
 - **Meaningful Input** | Collect actionable feedback that can be traced to project decisions (e.g., changes to concepts, priorities, phasing).
 - **Representation** | Participation reflects the community's age profile; target ≥35% participants age 60+ and ≥50% homeowners.
 - **Trust-building** | Increase positive sentiment and reduce misinformation, measured via post-event surveys and sentiment analysis.
 - **Transparency** | Publicly share "You Said / We Did" summaries to show how input influenced the plan.
-

2) Core Engagement Strategy (12–18 weeks)

Phases and cadence may be designed for older, conservative audiences who value face-to-face interaction, clarity, and continuity.

Phase A — Kickoff & Listening (Weeks 1–4)

- **Tactics** | Project website launch, postcard mailers to relevant neighbors, media release to local outlets, announcement at civic/service clubs, churches, senior centers, and neighborhood associations.
- **Events**
 - *Community Open House #1* (2 hours, weekday early evening)
 - *Pop-up booth* at a high-traffic venue (e.g., farmers market, senior center lunch hour)
- **Deliverables** | Baseline survey (paper + online), stakeholder map, initial FAQs.

Phase B — Co-Design (Weeks 5–10)

- **Tactics** | Design Charrette (see Section 3), small-group workshops, mobile engagement ("meet people where they already are").
- **Events**
 - *Design Charrette* (1–2 days)
 - *Small-Group Roundtables* (90 minutes each; 3–5 sessions with targeted groups)
- **Deliverables** | Preliminary concepts with pros/cons, feasibility notes, cost ranges.

Phase C — Refine & Validate (Weeks 11–14)

- **Tactics** | Feedback loops via open house #2, online/paper comment forms, "You Said / We Did" exhibits, phone line for questions.
- **Events**
 - *Community Open House #2* (2 hours)
 - *Pop-up Q&A tables* (e.g., library, YMCA, senior center)
- **Deliverables** | Revised concept alternatives, prioritization options, draft implementation plan.

Phase D — Present & Commit (Weeks 15–18)

- **Tactics** | Final presentation, formal comment period, clear next steps and commitments.
 - **Events**
 - *Final Presentation/Town Hall* (90–120 minutes), livestream + recorded
 - *Office Hours* (2–3 drop-in slots, daytime and early evening)
 - **Deliverables** | Final engagement report, adopted recommendations, timeline.
-

3) Design Charrette: Structure & Setup

- **Purpose** | Rapid, collaborative problem-solving with the project team, residents, businesses, and stakeholders to produce tangible concepts.
- **Duration**
 - *Option A*: 1 full day (8 hours)
 - *Option B*: 2 half-days (2 × 4 hours) to accommodate older participants who prefer shorter sessions.
- **Format**
 - *Welcome & Ground Rules (15–20 minutes)*: Emphasize respect, listening, and practical outcomes.
 - *Context Briefing (20–30 minutes)*: Short presentation on goals, constraints, data, and opportunities.
 - *Table Work (3–4 rotations × 30–45 minutes)*:
 - a. Mixed seating (residents, businesses, staff, elected).
 - b. Hands-on materials (large maps, stickers, colored pens).
 - c. Prompt questions (e.g., “What must we protect?” “Where can change be acceptable?”).
 - *Pin-Up & Gallery Walk (45–60 minutes)*: Each table posts ideas; participants dot-vote on priorities.
 - *Synthesis & Next Steps (30 minutes)*: Staff and facilitators summarize themes; outline how ideas will be evaluated.
- **Staffing**
 - Lead facilitator (neutral, experienced with older audiences)
 - 1–2 planners/subject-matter experts
 - 1 graphic recorder / designer (live sketching)
 - 1 logistics lead (sign-in, ADA accommodations, refreshments)
 - 1 communications lead (photos, quotes, website updates)
 - Volunteer docents (e.g., from Rotary/VFW/Senior Center) for table coaching
- **Materials**
 - Large-format aerials, visioning boards, concept kits (pre-printed elements like benches, paths), sticky notes, dot stickers, feedback forms, QR codes linking to online surveys, and legible name badges.
- **Accessibility:**
 - ADA-compliant venue, microphone and sound system, large-font handouts, chairs with arms, nearby parking, and clear signage.

4) Fun & Entertaining Community Engagement Events

Designed to feel welcoming, low-pressure, and enjoyable—while producing usable feedback.

- **“Coffee & Concepts” at Senior Center**
 - *Format:* Casual table talks, short slideshow, comment cards.
 - *Duration:* 60–90 minutes (morning).
 - *Outcome:* High-quality feedback from older adults; trust-building.
 - **Front-Porch Pop-ups / Mobile Info Booth**
 - *Format:* Portable table at popular places (library, farmers market, church fairs, YMCA).
 - *Duration:* 2–3 hours; scheduled and drop-in.
 - *Outcome:* Informal chats; quick polls on one question at a time.
 - **“Walk & Talk” Site Tour**
 - *Format:* Guided walk with stops and discussion boards.
 - *Duration:* 60–75 minutes, pace-friendly, provide seating options.
 - *Outcome:* Real-world context; practical feedback.
 - **Family-Friendly “Design & Donuts”**
 - *Format:* Saturday morning open house with kids’ corner (color-a-map), light refreshments.
 - *Duration:* 2 hours.
 - *Outcome:* Multigenerational input; increases attendance.
 - **Faith & Service Club Briefings (Rotary, Kiwanis, Lions, VFW)**
 - *Format:* 15–20 minute program plus Q&A during regular gatherings.
 - *Duration:* 30–45 minutes total.
 - *Outcome:* Earned trust with respected institutions.
 - **Local History “Show & Tell”**
 - *Format:* Display historic photos and invite stories; capture comments.
 - *Duration:* 90 minutes.
 - *Outcome:* Honors local identity; surfaces values and priority places.
-

5) Outreach Tools & Tactics

Website

- **Plain-language, low-friction:** Clear purpose, timeline, FAQs, downloadable materials, and “You Said / We Did” updates.
- **Features**
 - Short explainer video (≤2 minutes)
 - Photo gallery of concept alternatives
 - Simple survey (≤10 questions) + *printable* version
 - Accessibility: large fonts, high contrast, keyboard navigation
- **Updates cadence:** Weekly during active phases; post-event recaps within 72 hours.
- **Contact options:** Visible phone number for those who prefer calling; email alias.

Mailings

- **Postcards (6×9”):** Project overview, upcoming events, website, phone line, key dates.
- **Utility bill inserts** (for broad reach).

- **Targeted letters to adjacent property owners, businesses, and faith/community institutions.**
- **Timing**
 - 2–3 weeks before major events (save-the-date)
 - 1 week before (reminder)
 - Post-event (thank-you + next steps)

Neighbor Notifications

- **Radius-based mailings** (e.g., 500–1,000 ft for high-impact areas)
- Door hangers for directly impacted blocks
- Partnerships with neighborhood associations to distribute flyers
- Announcements via community calendars, local radio, and city newsletter

Additional Channels

- **Earned media:** Local newspaper, radio talk segments
 - **Bulletin boards:** Library, senior center, churches
 - **Social media:** Focus on Facebook community groups; concise, fact-forward posts
 - **Hotline/voicemail:** For questions and to leave feedback without internet
-

6) What Constitutes a Public Engagement Event

- **Definition:** A planned, publicly accessible interaction where project information is shared and community input is collected in a documented, repeatable format.
- **Expected Duration & Frequency**
 - **Open Houses:** 2 hours; 2–3 total across the project lifecycle
 - **Charrette:** 1 day or 2 half-days; one major charrette per project milestone
 - **Roundtables / Workshops:** 60–90 minutes; 3–6 sessions targeting distinct groups
 - **Pop-ups:** 2–3 hours; 4–8 occurrences in high-traffic locations
 - **Office Hours:** 60–90 minutes; 2–3 sessions, mixed daytime/evening
 - **Town Hall / Final Presentation:** 90–120 minutes; 1 event
- **Staffing Baselines**
 - **Events under 40 attendees:** 3–4 staff/volunteers
 - **40–100 attendees:** 5–7 staff/volunteers
 - **100+ attendees:** 8–10 staff/volunteers, including crowd management and audio support
- **Recommended Session Formats (proven in similar communities)**
 - **Short presentation + stations:** Brief overview (≤15 minutes), then self-paced stations with facilitators. Reduces “speechifying” and creates productive dialogue.
 - **Table-top mapping:** Hands-on, tactile activities make abstract ideas concrete.
 - **Comment cards + dot voting:** Simple, visible prioritization.
 - **Take-home packets:** For those who prefer to reflect and return feedback later.
 - **Hybrid access:** Livestream + recorded video; paper and online surveys; phone-in comments.

7) Engagement Content & Messaging Guidance

- **Tone:** Respectful, practical, fiscally responsible, and transparent. Avoid jargon; explain trade-offs plainly.
 - **Emphasize:** Property values, safety, maintenance, cost-effectiveness, heritage preservation, and local control.
 - **Clarity:** “What’s changing, why, and how it affects me.”
 - **Consistency:** Use the same core message across all channels.
 - **Counter-misinformation:** FAQs with clear facts; “Myth vs. Fact” section; invite questions via phone line.
-

8) Data Collection & Evaluation

- **Tools:** Sign-in sheets (name, ZIP, age bracket optional), paper surveys, online forms, dot-vote tallies, comment coding. Allow for GIS integration.
 - **Key Metrics (KPIs)**
 - Attendance totals and demographics (age bracket, homeowner status)
 - Geographic spread of participants (heat map by neighborhood)
 - Participation by channel (event vs. online vs. phone)
 - Sentiment trends (support/concern themes)
 - “You Said / We Did” linkage count (number of plan changes tied to public input)
 - Accessibility score (ADA adherence, large-print uptake, hearing support requests)
 - **Reporting Cadence**
 - Brief “48–72 hour” recap posts after each event
 - Monthly engagement summary
 - Final Engagement Report (methods, findings, decisions influenced)
-

9) Roles & Responsibilities

- **Project Sponsor (City/Client):** Approves messaging, hosts website, provides mailing lists.
- **Engagement Lead (You/Consultant):** Orchestrates events, coordinates staff, synthesizes input.
- **Facilitators:** Run tables and stations, ensure balanced participation.
- **Communications Coordinator:** Manages mailings, site updates, media.
- **Logistics Lead:** Venue contracts, ADA, refreshments, signage, AV.
- **Data Analyst:** Codes comments, compiles KPIs, drafts “You Said / We Did.”
- **Community Partners:** Senior center, churches, VFW/Rotary, neighborhood groups.

10) Example 16-Week Calendar (Sample)

Weeks 1–2: Website live, initial postcard mailed, media outreach, faith/service club briefings scheduled

Week 3: Community Open House #1 (evening)

Week 4: Pop-up at farmers market + Senior Center “Coffee & Concepts”

Week 6: Design Charrette (2 half-days)

Week 7: Small-group roundtables (businesses, neighborhood leaders, faith groups)

Week 9: Pop-up library table + online survey push

Week 11: Community Open House #2 (refined options)

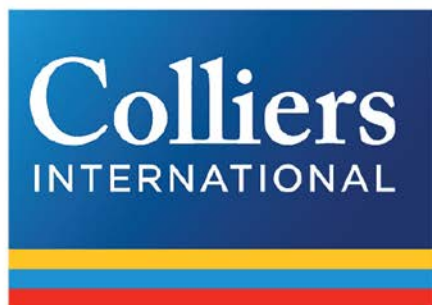
Week 12: Walk & Talk site tour + phone-in office hours

Week 14: Draft recommendations posted; “You Said / We Did” update

Week 16: Final Presentation/Town Hall + final comment window

SECTION 5

PROJECT SCHEDULE



PROJECT SCHEDULE

Phase 1 – Discovery & Site Analysis (Months 1–4)

- Conduct environmental site assessment and remediation plan
- Infrastructure inventory: power, stormwater, transportation
- Existing-condition mapping and geospatial documentation
- Stakeholder interviews (city, utilities, residents, potential developers)
- Market feasibility: land use demand, data center potential, industrial/commercial feasibility

Phase 2 – Conceptual Master Planning (Months 5–10)

- Develop three initial master plan concepts
- Integrate infrastructure feasibility, environmental remediation, and market feedback
- Create visuals: site maps, renderings, cross-sections
- Host two public workshops to collect community input

Phase 3 – Refinement & Financial Strategy (Months 11–16)

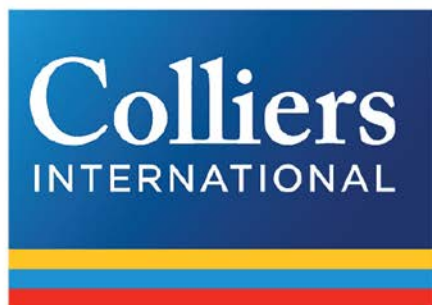
- Refine preferred concept via multidisciplinary input
- Financial modeling and implementation phasing plan
- Detailed remediation and infrastructure budget estimates
- Sustainability review (LEED, green infrastructure)

Phase 4 – Final Strategy & Deliverables (Months 17–18)

- Present final master plan: narrative, visuals, strategies
- Execution guidelines: governance, public-private partnership models
- Implementation roadmap with timelines, cost breakdown, and phasing
- Adoption-ready presentation for City Council

SECTION 6

HOURLY RATE SHEET



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HOURLY RATE SCHEDULES



General Classification	Hourly Rates
Principal	\$230.00 - 275.00
Group Leader	\$180.00 - 220.00
Senior Engineer/Hydrogeologist/Scientist.....	\$165.00 - 190.00
Project Engineer/Hydrogeologist/Scientist	\$125.00 - 140.00
Staff Engineer/Hydrogeologist/Scientist.....	\$105.00 - 115.00
Professional Land Surveyor.....	\$175.00
Survey Technicians	\$125.00
CADD Technicians	\$115.00
Field Technicians	\$100.00
Office Support.....	\$70.00

Reimbursable Expenses

Mileage - Company Truck	\$0.85/mile
Mileage - Personal Vehicle (IRS Rate)	\$0.70/mile
Survey Equipment.....	\$125.00/day
PID Mete	\$75.00/day
Particle Counter	\$30.00/day
Other Field Equipment.....	Provided Upon Request
Subcontractor Costs.....	Cost plus 10%



General Classification	Hourly Rates
Principal in Charge	\$325.00
Director	\$250.00
Project Manager	\$200.00
Project Designer.....	\$175.00
CAD Operator/Draftsperson	\$150.00
Technical Aide	\$150.00

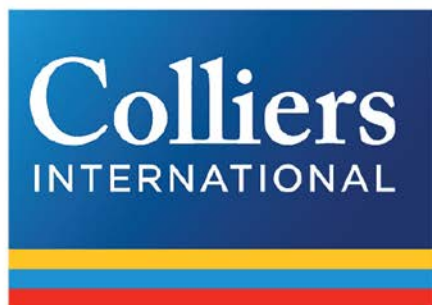
HOURLY RATE SCHEDULES



Team Member	Hourly Rates
Patrick Brunner, Principal.....	\$145.00
Urban Designer	\$250.00

SECTION 7

REFERENCES



REFERENCES

Redevelopment Authority of the City of Milwaukee
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GM/JATCO Redevelopment Master Planning and Development Strategy

RFQ No. 2025-1105

December 5, 2025

Prepared for: City of Janesville

Prepared by: Stantec Consulting Services Inc.



An inactive rail spur along the GM parcel, part of the 250-acre site that represents a opportunity for south-side redevelopment.

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We believe every planning and design process is a problem-solving exercise that should be tailored to stakeholder input, local politics, and the opportunities and constraints of implementation.

1. Cover Letter

Stantec Consulting Services Inc
12308 Corporate Parkway,
Suite 600
Mequon, Wisconsin 53092

December 5, 2025

Attention:

Nick Faust
Assistant to the City Manager
City of Janesville
18 N. Jackson St., Fourth Floor
Janesville, WI 53547-5005
faustn@ci.janesville.wi.us

Reference:

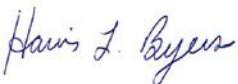
RFQ No. 2025-1105
GM/JATCO Redevelopment
Master Planning and
Development Strategy



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Harris Byers PhD
Senior Brownfields Project
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Dear Mr. Faust and Advisory Board:

The GM/JATCO Redevelopment project is not only about reclaiming 250 acres of underutilized land—it is about restoring community pride, honoring Janesville's industrial legacy, and promoting new investment to benefit residents for decades to come. The site's strategic location, rich history, and complex environmental context demand a visionary yet practical approach that balances market realities, environmental stewardship, and authentic community engagement.

Stantec brings the specialized expertise you need to develop an actionable plan that is feasible and provides impactful next steps to unpack the development potential and promote the natural beauty of the site. We are confident we have assembled a team with experience and skills to support you at every phase of this process.

The Right Team with Local and National Experience:

Project Manager, **Amy Worsham**, brings expertise guiding complex brownfield redevelopments from planning through implementation. For the GM/JATCO Redevelopment, she will integrate environmental conditions, infrastructure needs, and market realities into a cohesive, actionable plan. Principal-in-Charge, **Jim Paulmann**, has decades of experience overseeing master planning 50+ acre sites, working through complex entitlements and construction. **Harris Byers**, a Senior Brownfields Project Manager, will serve as a local client liaison, coupling local experience with brownfields development expertise. They are supported by a team with nationally recognized expertise in brownfield redevelopment, urban design, environmental remediation, and public engagement. Together, our team has helped communities navigate the challenges of large-scale, environmentally constrained sites—delivering master plans that move seamlessly from vision to implementation.

Addressing the Redevelopment's Unique Challenges:

We understand this site has varied environmental conditions and redevelopment challenges throughout the parcels. Our key staff bring a proven track record with projects of similar scale and complexity, including the integration of environmental constraints, infrastructure renewal, and market-supported land use strategies. We understand the regulatory landscape and have experience coordinating with agencies such as WDNR and the EPA. By applying a thoughtful, strategic approach during the planning phase, we align each redevelopment with community needs, project goals, and long-term success.

Inclusive Engagement: Our team excels at facilitating inclusive public engagement, building trust, and translating community input into innovative solutions. Our approach is rooted in meaningful community and stakeholder engagement, local understanding, and technical expertise. We bring together the voices of residents, business owners, developers, and stakeholders to provide a plan that supports the City's long-term growth and resilience.

Industrial Brownfield Asset Redevelopment: We have partnered with both public and private entities to revitalize communities across the country, including Manitowoc and Brillion, Wisconsin, Sarasota County, Florida, and Sacramento, California. We have transformed underutilized spaces such as rail yards, malls, and foundries into vibrant, mixed-use destinations that foster economic growth and community engagement.

We welcome the opportunity to discuss any aspect of our qualifications and share additional examples of our work to support your selection process. For any questions or further information, please reach out to Amy.

Sincerely,

STANTEC CONSULTING SERVICES INC.

2. Project Understanding & Approach

Project Understanding

The GM/JATCO Redevelopment Project is a transformative, once-in-a-generation opportunity to reposition Janesville's largest contiguous redevelopment site—approximately 250 acres of former industrial land—into a vibrant, economically productive, and environmentally responsible district.

Having once employed more than 7,200 workers, accounting for nearly 10% of Rock County's total wages, the GM/JATCO site was a significant economic driver. To some residents, the site is more than an empty expanse; it's where memories were made. The GM/JATCO site has the opportunity to once again be a thriving economic driver, with a new sense of place, but the community's voice will be vital in determining the future and brand of the site.

Site Context

The approximately 250-acre site encompasses seven parcels. The site is surrounded by a mix of uses from light residential to industrial uses, which will both need to be considered in reuse planning. The scale and location of the site present numerous opportunities for a variety of uses. The size of the site, coupled with rail spurs, a utility substation, and proximity to WI-11, are enticing benefits for potential industrial uses. While benefits such as proximity to playgrounds, Rock River, Brennens, and Marquette Parks, along with the existing residences, may support GM/JATCO in providing family-friendly uses. Overall, the site's context may allow for a multitude of uses, which this plan will guide based on data and community input.

Environmental

The environmental documentation previously completed for the seven parcels provides a clear foundation for planning. The northern GM parcel contains well-documented PAH and metals impacts, localized areas of VOCs and PCBs, and large concrete foundations that currently serve as exposure barriers.



Aging Rail Line



Marquette Park



Adjacent Residential Uses



Substation along W Delavan Drive



Adjacent Industrial Use

The southern JATCO parcel is less extensively characterized, though known petroleum impacts from the former fueling and truck service area remain, and the site carries a groundwater use restriction. Both the GM and JATCO areas are covered by extensive asphalt and concrete surfaces whose removal represents a high cost and will directly influence grading, phasing, and redevelopment sequencing. In addition to the three primary GM/JATCO parcels, the City also acquired four smaller properties to support access, neighborhood connectivity, and overall redevelopment objectives.

These include the Zoxx Bar property, a converted residential garage, and an adjacent outdoor storage yards located along West State and South Jackson Street. While smaller in scale, these properties present their own considerations, including demolition needs, localized impacts from former commercial, residential, and storage uses. These sites may also have been impacted by the former GM operations due to their proximity. Although they do not drive the overall strategy, they influence site access, integration with surrounding neighborhoods, and redevelopment sequencing, and will be incorporated into planning accordingly.



Existing rail access, utility corridors, and transportation linkages present strategic advantages.

Project Approach

Brownfield Redevelopment

The site's industrial legacy and residual contamination require a planning process that integrates environmental conditions into every decision. This includes the site's recorded continuing obligations, such as the industrial land-use restriction tied to the GM parcel's closure and the groundwater use restriction on the JATCO parcel. These restrictions shape where non-industrial uses are appropriate and where additional cleanup would be required.

While the GM parcel's impacts are largely known from multiple past investigations, much of the JATCO parcel, including areas beneath degraded asphalt, building slabs, and inactive rail spurs, has seen limited assessment.

These areas may require further investigation to understand potential contamination associated with former refueling, vehicle staging, rail operations, and historical fill. We will work with the City's environmental consultant and WDNR to provide compliant and cost-effective redevelopment strategies that incorporate remediation.

It is important to recognize these parcel-specific nuances early so that redevelopment concepts account for realistic environmental constraints, potential vapor intrusion in VOC- or petroleum-affected areas, and the need for soil handling and materials management strategies that comply with WDNR expectations.

Our experience with similar brownfield projects allows us to anticipate challenges and apply proven solutions that accelerate readiness for development.

Holistic Approach + Multidisciplinary Team

Our approach leverages an integrated team of planners, engineers, urban designers, market and development analysts, environmental experts, and engagement specialists—working collaboratively under one roof. This structure addresses environmental, economic, and design considerations holistically, reducing delays and delivering a cohesive, actionable plan.

Our environmental and planning teams will jointly map known impacts, slab and foundation extents, asphalt conditions, areas of historical fill, the JATCO sediment repository, and the network

of inactive rail spurs. This will provide a clear picture of where redevelopment can advance with minimal disturbance and where additional investigation, capping, or contaminated materials management may be required.

Market-Driven Framework

Redevelopment success depends on aligning vision with market feasibility. We will conduct a robust economic and housing demand analysis to identify viable land uses and catalytic opportunities that attract private investment.

Our team's experience in positioning former industrial sites for competitive advantage will guide recommendations that reflect both local demand and regional trends. Environmental costs, including asphalt and concrete removal, management of impacted soils, potential relocation of non-hazardous fill under NR 718 exemptions, and off-site disposal of select materials from the sediment repository will be incorporated into the proposed redevelopment alternatives. Our recommended land uses will be market-supported and achievable within realistic environmental constraints.

Infrastructure + Connectivity

Existing rail access, utility corridors, and transportation linkages present strategic advantages. Several inactive rail spurs extend into the JATCO parcel. While currently in poor operating condition, the rail spurs could be reactivated, but the corridors may be impacted from historical rail operations, atmospheric deposition of PAHs, herbicide use, petroleum releases, and creosote-treated ties. These areas have seen limited environmental investigation to date and will require consideration when evaluating circulation, access, and redevelopment potential. We will evaluate infrastructure capacity and recommend upgrades that support phased redevelopment, so improvements align with long-term growth objectives.

In addition to rail and roadway considerations, the site contains several infrastructure features that will directly influence redevelopment planning. A major electrical substation borders the northern edge of the GM parcel, providing substantial existing power capacity. Certain types of redevelopment, particularly energy-intensive users, such as data centers, may benefit from the available power infrastructure but may also require additional substation upgrades or expanded transmission capacity.

Stantec has experience in planning for data centers. While these projects are confidential, our team brings an understanding of how to navigate sensitive topics and collaborate effectively with communities for responsible and transparent planning.

Portions of the former GM/JATCO utility network, including underground water, sanitary, and storm, remain in place, with some assets active and others abandoned in place. These systems will require verification and coordinated planning to avoid conflicts during demolition, grading, and installation of future utilities. Surrounding residential neighborhoods and mixed-use areas also create important edges where compatibility, access, pedestrian connections, and transitional uses must be thoughtfully integrated into the site's overall design. These infrastructure and context considerations will help define how circulation, utilities, and land uses can be organized and phased across the redevelopment area.

Community Engagement Anchored in Local Insight

This property, with its prominent visibility and rich history in the community, holds significant interest for the public. Engaging the community and incorporating their input into future decisions will be essential.



Remaining steps from the former GM plant, symbolizing the site's transition from its industrial past toward future redevelopment.

For effective participation, the public needs to be informed. The process must be transparent, with educational presentations openly shared. Respectful questions and comments will be recorded and addressed throughout the process.

Our team brings an understanding of the environmental conditions at the site. We are also attuned to ongoing conversations within the community, both with residents and stakeholders. This insight will inform a transparent, inclusive engagement strategy that builds trust and incorporates diverse perspectives through workshops, open houses, and digital platforms.

Implementation Focus

Beyond visioning, our plan will deliver actionable steps—zoning updates, phasing strategies, and funding mechanisms—providing a plan readiness for execution. Implementation steps will reflect the site's environmental realities, including identifying areas suitable for early-

phase redevelopment and areas where removal of slabs, modifications to existing caps, or targeted investigation may be required.

Opportunities to consolidate materials or maintain caps in strategic locations will also be considered to reduce costs and expand the range of feasible land uses.

Drawing on lessons from similar brownfield projects, we will provide a roadmap that balances ambition with practicality.

Our methodology emphasizes collaboration, data-driven decision-making, and design excellence to deliver a plan that honors Janesville's industrial heritage while positioning the site for sustainable growth.



We develop thoughtful and practical solutions for present and future needs, considering site conditions, public input, client goals, and project requirements.

Task 1: Project Initiation and Data Review

Project Initiation and Management

At project initiation, we will hold a kick-off meeting with City staff and the Advisory Board to confirm project goals, deliverables, roles, and establish communication protocols with a SharePoint channel (or an alternative shared digital workspace requested by the City) for document exchange.

We will establish clear timelines and a regular meeting schedule that aligns with the Advisory Board's existing meetings. Throughout the duration of the project, we will conduct biweekly or monthly check-ins and establish a record of items discussed with follow-up meeting summaries. These project update meetings or work sessions will provide an opportunity to discuss pertinent issues, collaborate, and request feedback.

Data Collection and Review

We will start the process by gathering and analyzing information, including reviewing the existing GIS data provided by the City,

environmental reports from the Wisconsin Department of Natural Resources (WDNR) BRRS, the physical characteristics and conditions of the site, and relevant background studies and plans related to the site and surrounding area, such as the Green Print Janesville Plan. We will work with you, the Advisory Board, and stakeholders to identify and evaluate existing information.

Our experts will review the various elements of the site, including:

- Zoning Regulations (Stantec understands these are currently being rewritten)
- Land and Infrastructure Analysis
- Transportation Assessment
- Evaluate Streetscaping and Placemaking
- Environmental Remediation Considerations
- Environmental Permitting
- Industry, Labor, and Market Analysis

Task 1 Deliverables

- Kick-off with City staff and Advisory Board
- Confirm goals, deliverables, and schedule
- Establish data-sharing protocol (SharePoint)
- Existing conditions report

Task 2: Site Assessment and Environmental Integration

Harris Byers will lead this task with support from staff with more than four years of experience at the Site. **Steffi Shah**, a brownfields planner who integrates environmental and design layers in GIS, can build an online GIS mapping tool for the City and public use. Together, this team will synthesize environmental information and develop disturbance-area mapping. Harris and project manager, **Amy Worsham**, will coordinate with WDNR and provide the planning team with clear, actionable environmental guidance.

Existing Environmental Conditions and Remediation

Our team will begin by consolidating the available environmental documentation, including environmental site assessments, WDNR regulatory files, cap maintenance plans, slab and foundation maps, sediment repository permitting records, and the existing continuing obligations, to develop a complete and accurate picture of site conditions.

We will evaluate the GM parcel's documented impacts, including widespread PAH and metals contamination that exceeds NR 720 soil cleanup standards, and the extensive concrete foundations and slabs that currently act as exposure barriers.

We will review localized VOC detections noted in past investigations and incorporate these locations into redevelopment suitability mapping. The large "high-quality foundation" area and the significant amount of concrete and asphalt across the site will be treated as key physical and environmental constraints that directly affect grading, utility routing, and construction phasing.



Our team will provide locations and estimates of areas requiring soil disturbance so the City's environmental consultant can evaluate cleanup costs associated with proposed development plans.

On the JATCO parcel, we will assess the potential impact of residual petroleum contamination from the former fueling and service operations and the large expanses of degraded asphalt. Because the JATCO parcel has seen less characterization than the GM parcel, we will identify areas where further investigation may be required, particularly beneath former operational areas, along the inactive rail spurs, and near past stormwater features. Rail corridors may contain PAHs, herbicides, petroleum drips, and creosote-related impacts; these corridors will be mapped as potential concern areas during planning.

The four supporting parcels, including the former Zoxx bar, the converted residential garage, the South Jackson outdoor storage yard, and the former construction laydown yard at the southeast corner, will be reviewed for demolition requirements, historical storage concerns, and potential fill-related or proximity-related impacts. These parcels, although smaller in scale, influence access, neighborhood integration, and sequencing, and will be fully integrated into the environmental dataset.

Provide Locations and Estimates of Areas Requiring Soil Disturbance

Based on the environmental data review, our team will identify and map areas where redevelopment concepts are likely to disturb subsurface materials, including:

- Zones where slab or asphalt removal is anticipated,
- Areas where grading, demolition, or utility installation may expose contamination,
- Locations with soil contamination requiring special management or off-site disposal,
- The sediment repository and its restricted-use boundaries, and
- Potential impact areas along inactive rail spurs.

Using GIS, we will prepare disturbance-area layers that classify each location by anticipated materials-handling requirements, such as NR 718 on-site management, engineered capping, or off-site disposal at a licensed facility. These maps and associated acreage estimates will allow the City's environmental consultant to prepare accurate planning-level cleanup cost evaluations tied directly to redevelopment scenarios.

WDNR and City's Environmental Consultant Coordination

Our team will maintain close coordination with WDNR and the City's environmental consultant throughout the planning process to align it with cleanup goals.

Early discussions will clarify how proposed land uses intersect with existing restrictions, where modifications to continuing obligations may be needed, and how disturbance near the sediment repository, former fueling area, or rail corridors should be addressed. This coordination will keep redevelopment concepts in compliance with regulatory expectations, identify investigation needs early, and align environmental and planning assumptions.

Task 2 Deliverables

- Integrated environmental GIS layers (contamination, caps, slab extents, sediment repository boundaries, rail-spur corridors, disturbance areas, restricted-use parcels)
- Soil disturbance estimates and materials-handling classifications for each redevelopment alternative
- Environmental opportunities and constraints summary memo
- WDNR and City coordination log documenting key decisions and planning assumptions

Task 3: Market and Feasibility Analysis

A detailed market analysis will be critical during this process because it will help lay the foundation for a development plan that is aspirational and achievable. The market analysis will assess the viability of development types and subtypes that can be included in the plan and build an understanding of the public sector actions that are likely to be required to achieve the envisioned development.

This task also encompasses economic research to understand the economic landscape and locational characteristics of the project area, to make recommendations concerning the industrial sectors that should be considered targets for business attraction.

The market and feasibility analysis will include the following subtasks.

Market Analysis

Tom Leighton will lead the market analysis to understand what types of development can be attracted to the focus area, and how the development outcomes can be achieved through public sector actions or support.

The market analysis will guide the demand for development relevant to the GM/JATCO site, encompassing, at a minimum, industrial, housing, and retail development types/subtypes. Development subtypes include a range of housing and industrial development formats, as well as conventional and mixed-use retail development. This entails researching the locational characteristics of the site, the population and workforce that represents demand for development types, and indicators of market demand that derive from both objective data and research interviews.

Our process encompasses:

- **Site and Locational Context:** Understand the features, conditions, strengths, and weaknesses of the focus area and its location within the broader Janesville region that bear on its attractiveness for development. Findings will be represented in narrative format and in the form of a market context map.
- **Sources of Demand:** Analyze the economic foundation and demographic characteristics of the Janesville region, which impact the demand for development in the district. Define trade areas and identify target submarkets.

- **Market Demand Analysis and Development Dynamics:** Analyze the regional and proximal demand indicators and development dynamics for the relevant development sectors. Demand indicators include status and trends related to existing property inventories and conditions, rents, vacancy, absorption, and sale prices. Observations of development dynamics encompass the incidence, trendlines, and development formats occurring in each sector.
- **Developer Interviews:** As a complement to the objective analysis, we will interview a set of developers, real estate professionals, and stakeholders who are familiar with the local and regional market and the site. By combining quantitative analysis with structured interviews, we will gain a deeper understanding of the site's redevelopment opportunity and the public sector strategies and actions that are likely to be required to foster the targeted development outcomes.

The market analysis will provide a foundation for summary findings that establish reasonable expectations for the viability and depth of demand for each development sector in the study area, and for the relevant development formats within those sectors.

Findings will include guidance related to the depth of demand for development types and subtypes, encompassing housing development at different densities, price points, and tenures, along with categories of industrial development products. They will also include implementation guidance.

Economic Analysis

Jay Demma will lead the economic analysis to identify industry sectors that are appropriate targets for attraction to the redeveloped GM/JATCO site. Building on the site and locational review in the market analysis, we envision taking the following steps to hone in on promising industry sectors.



Tom and Jay are experienced at completing market and economic analysis, providing actionable insights that help drive strategic decisions and identify growth opportunities.

- **Leverage Existing Resources:** Identify/review relevant local, regional, and statewide reports and strategic documents that characterize economic conditions and opportunities in Janesville and the broader economy.
- **Economic Analysis:** Complete location quotient, shift share, and/or other analytical exercises as appropriate to identify surfact sector-based strengths and opportunities.
- **Workforce Analysis:** One of Janesville's core strengths for industrial attraction may be the ongoing presence of a technically skilled workforce, which represents a critical consideration while determining the industries that might be attracted to the site, as well as a major selling point for industry recruitment. We will conduct research and analysis to quantify the availability of relevant skillsets in the workforce population.
- **Stakeholder Interviews:** We will interview a set of economic professionals and organizational stakeholders to build our understanding of the opportunities and barriers to industry attraction. Interviews will encompass representatives from economic development organizations (local, regional, and/or state level) and business leaders.

Conceptual Development Alternatives

The development alternative process will take what we learn at the visioning phase—grounded in site analysis and market feasibility—and develop a series of up to three conceptual development framework alternatives.

Each concept will explore options for land use, circulation, infrastructure improvements, and open space, thoughtfully integrating environmental sustainability, economic vitality, and community priorities.

These alternatives will illustrate distinct development programs rooted in following elements:

- **Land use patterns** and the integration of new mixed-use and commercial areas, inclusive residential areas, and site-appropriate industrial zones, including provisions for data centers and other industries compatible with surrounding uses as appropriate.
- **A circulation network** with new streets and multi-use paths, with thoughtful and functional connections both within the site and to surrounding areas.
- **Infrastructure systems** that use and build on existing infrastructure to support long-term sustainability and functionality, including green infrastructure and stormwater management solutions to mitigate environmental impacts and enhance site performance.
- **Public and open spaces** designed to foster recreation, support ecological health, and serve as essential community assets. The plan will incorporate active and passive recreational features, including programmed areas, interconnected trails, greenways, and natural buffers, providing accessible, high-quality outdoor amenities.



To enrich the planning process and provide a more comprehensive visual analysis, we can create 3D massing models in SketchUp. These models allow us to explore building heights, volumes, and spatial relationships within the site context, helping stakeholders visualize potential development scenarios.

Each alternative will be clearly mapped in plan view for presentation at the design workshop. To add depth to the analysis, we can develop 3D massing models in SketchUp. Precedent imagery is helpful to illustrate development typologies, densities, and mobility options, providing a clear and relatable way to communicate the alternatives.

Design Workshop

Upon completion of the conceptual development alternatives, we will hold our second public workshop. We will use our wide range of tools and activities to create an inclusive participatory workshop that is fun and approachable. While planning for this event, we will work with City staff to develop the most effective activities to gather input, communicate with the community, and give the public an opportunity to engage in the site design.

Refinement of Development Alternatives

Following the public design workshop, our team will distill the input received and provide a summary of comments to City staff. Together, we will review the input and finalize the criteria for the master plan. Once each alternative has

been evaluated based on pre-established vision and criteria, our team will work closely with staff to select the final development alternative for advancement in the planning process. The final conceptual development design will be presented to the Advisory Board and public at a meeting for feedback. The purpose of this step is to solidify direction of the final conceptual development plan.

Task 4 Deliverables

- Up to three conceptual development alternatives and supporting graphics
- Final conceptual development alternative design

Task 5: Public and Stakeholder Engagement

Public and stakeholder engagement will be an integral part of this project. Our team, led by **Amy Worsham**, will develop a Public Engagement Plan that identifies collaboration, engagement methods, key audiences, and phases of work where engagement will happen. We have outlined an array of methods and tools we can use during engagement on [page 45](#), including creative outreach strategies and timing.

We understand projects are dynamic and involve many moving parts. We will regularly review and adjust our engagement plan to best meet the needs of the community and the project, drawing on a wide range of methods to maintain an inclusive and transparent process.

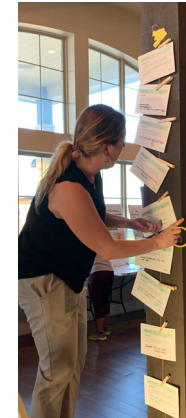
Our initial approach to engagement outlines a hybrid approach to outreach that incorporates in-person and online events, engaging the Advisory Board, adjacent neighborhoods, and local stakeholders. We will structure engagement opportunities at key milestones in the project schedule when their feedback can be the most meaningful.

Our proposed engagement activities are indicated below and are further detailed in each corresponding task.

Engagement Kick-off & Visioning Workshop:

During tasks 1 through 3, we propose to hold the first public workshop to educate the public on the site assessment and environmental considerations, and preliminary findings of the market analysis. During this meeting, we will vision the plan, focusing input on themes and ideas that will drive the project vision and inform the conceptual redevelopment framework alternatives for the site. We will also educate the public on the site's rich history, how Janesville has been impacted since the business closures, the plan process, the goals of the plan, and what the public can expect from their participation.

Focus Groups: During tasks 1 through 4, we will propose up to eight virtual and/or in-person stakeholder and/or focus group meetings that will provide additional information to guide the project's vision and development alternatives. Focus groups typically last up to two hours and include seven to ten individuals of similar backgrounds, and may be virtual or in person.



Amy Worsham will lead our experienced team of engagement specialists. Her team brings expertise in working with stakeholders to build consensus on complex issues and diverse viewpoints. Through thoughtful planning, transparent decision-making, and steady collaboration, they deliver tangible results. Amy's team excels at working with hyper-polarized communities and finding common ground and fostering agreement.

The final list of stakeholders will be developed in conjunction with City staff and may include neighboring property owners, community organizations, utilities, development professionals, regional leaders, and others. Depending on the number of groups or interviews, focus groups will be engaged at both the visioning and redevelopment alternative stages.

Design Workshop: Upon the completion of initial conceptual redevelopment frameworks, our team will hold the second public workshop to present three alternatives. The design workshop, as detailed in task 4, will depict options for integrating land use, densities, circulation, infrastructure, and open space. Feedback gathered from this event will inform the final redevelopment framework to be presented at a subsequent meeting.

Final Alternative Selection: After the public weighs in on the preferred design direction, the team will refine the final redevelopment alternative and hold a project presentation to present the final design. Our team will present the element of the final concept, highlighting key amenities,

development assumptions, and precedent examples. This meeting will be held in conjunction with an advisory board meeting, and open to the public. The presentation will include a summary of community input that will be presented back to the public for consensus-building.

Implementation Workshop: Upon selection of the preferred redevelopment alternative, the final concept will be defined and rendered with high-quality graphics to support the final plan and report. Concurrently, our project direction will evolve into implementation strategies.

At this stage, we will hold our final input opportunity in an open-house style workshop to present the final plan and our proposed roadmap to achieve successful redevelopment. This workshop will emphasize recommendations for policy and zoning changes, phasing, infrastructure improvements, and funding. This will be an inclusive and interactive meeting to give the community a final opportunity to share their voice and ideas in the planning process.

Final Plan Presentation: At the conclusion of the project, we will hold a formal project presentation at a regularly scheduled council or advisory board meeting to present the completed plan, celebrate the vision that has been achieved, and gather any final feedback from the community. This will be the final touchpoint, and any feedback gathered at this meeting will be incorporated into the final deliverable for the project.

For each proposed engagement activity, with support from the City, our team will develop the meeting program and materials. We will work closely with City staff who will be responsible for venue arrangements, scheduling, and advertising. Our team may support advertisements through the development of flyers, graphics, and content for social media posts.

Task 5 Deliverables

- Engagement summaries and infographics
- Public and Stakeholder Engagement Plan
- Meeting flyer and advertisement materials

Task 6: Implementation Strategy

We will develop a comprehensive implementation strategy that converts the preferred redevelopment concept into a clear, actionable roadmap designed to accelerate project readiness and deliver lasting community and economic benefits.

Drawing on proven approaches from previous plans, our team will define a critical path forward using strategies and measures identified during the planning process. This roadmap will serve as a practical tool for guiding effective redevelopment or repurposing of the site and surrounding assets, with a focus on prioritizing early high-impact, transformative projects and essential infrastructure investments.



📍 River Point Development, Manitowoc, WI // Stantec transformed an impaired riverfront property into a development offering opportunities to live, work, dine, recreate, and enjoy what Manitowoc has to offer.

By addressing regulatory, infrastructure, and financial considerations upfront, this strategy will turn planning into tangible, achievable results.

Key components of the strategy include:

- An **implementation matrix** outlining tasks, responsibilities, timelines, and potential funding strategies.
- Clear delineation of **public versus private funding responsibilities** to promote transparency and accountability.
- **High-level cost estimates** for municipal projects to support future budgeting and resource allocation.
- **Performance metrics** for measurable tasks to track progress and demonstrate success.
- Logical **phasing** of actions so stakeholders understand what needs to be done—and when.

Plan implementation involves a wide variety of actions relative to development outcomes, infrastructure provision, site preparation, and parks and open space. We understand what is required in each of these categories and will knit these elements together into a coordinated implementation strategy.

Development Outcomes

Implementation of development goals may entail development financial support of various kinds, public/private partnerships, site preparation, and other investments in building market context building.

Site Preparation

Continued actions will be required relative to environmental contamination, and additional proactive site preparation or enhancement actions may be recommended to support the redevelopment vision.



We bring an integrated, multidisciplinary team that will outline a step-by-step strategic implementation path.

Zoning and Policy Alignment

We will conduct a thorough review of existing zoning ordinances and policies to identify barriers and opportunities. By crafting targeted zoning amendments and policy updates, we will create a regulatory environment that supports the preferred redevelopment concept. This will support a streamlined approval process and reduce the risk of delays, enabling faster project initiation and long-term compliance with community goals.

Infrastructure Assessment and Cost Strategy

We will take inventory of current infrastructure and determine the upgrades needed to support redevelopment, including covering utilities, transportation, and stormwater systems. We will provide a clear understanding of infrastructure requirements and associated costs, to make informed investment decisions.

Parks and Open Space

We will integrate parks and open spaces into the redevelopment plan by first analyzing existing facilities across the city, identifying gaps and opportunities for connectivity and ecological

enhancement. Based on this analysis, we will propose strategically located parks that serve as community hubs, offering amenities such as trails, playgrounds, naturalized areas, and flexible event spaces, while incorporating green infrastructure and native plantings to promote resilience and biodiversity. Our goal is a cohesive network of open spaces that supports recreation, strengthens community identity, and enhances quality of life for residents and visitors.

Phasing and Implementation Roadmap

We will develop a phased approach that prioritizes early wins while maintaining flexibility for market conditions and funding availability. Each phase will include timelines, milestones, and responsible parties, supported by risk mitigation strategies—providing the City with a practical roadmap that guides decision-making, builds investor confidence, and directs steady progress toward full redevelopment.

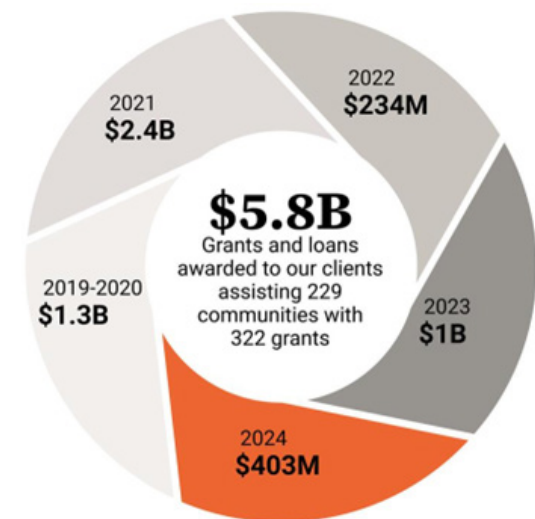
Funding Strategy

Funding services are an integral, strategic complement to our technical and professional expertise. We understand that securing funding is essential for delivering impactful projects.

To meet this need, Stantec created the North America Funding Program (NAFP)—a team of more than 250 specialists across the U.S. and Canada who work closely with our technical teams. As co-leader of NAFP, **Heidi Peper** will identify federal, state, regional, local, and philanthropic funding opportunities and pinpoint external resources beyond Janesville to support investments in the GM/JATCO site. These resources will address all aspects of the development vision, including infrastructure, parks, and open space.

Heidi brings extensive experience solving complex funding challenges for diverse projects—from pedestrian trails and recreation areas to ports and brownfield redevelopment. Together, Heidi and the Stantec team will align state and federal grants with incentives such as tax increment financing and private investment to build a sustainable financial foundation.

Heidi will be supported by the region's most successful brownfield grant writing team, led by **Harris Byers**. In the past ten years, Stantec is responsible for 60% of the assessment, cleanup, and RLF grants awarded in Wisconsin and more than 75% of grant outputs (\$21M in funding in 33 grant applications and more than \$8M in State brownfield grants).



Our approach creates a robust funding plan that minimizes reliance on a single source and accelerates project delivery.



📍 **Topeka River South Area-Wide Plan Topeka, KS** // We plan to create high-quality concept alternatives that mirror the level of detail and visual impact of those produced for the Topeka River South Area-Wide Plan. These renderings will vividly illustrate redevelopment possibilities, helping stakeholders visualize the transformation and build excitement around the project's potential.

Task 6 Deliverables

- Zoning and policy recommendations
- Recommended infrastructure upgrades
- Cost estimates
- Funding and implementation strategy

Task 7: Final Plan/Presentation

Prepare Draft Plan

Informed by the recommendations from previous phases, our team will draft a comprehensive Conceptual Redevelopment Plan that integrates the technical analyses, community engagement outcomes, and design components into a polished, graphic-rich document.

Each outcome and action will be concisely described and supported with appropriate resources and documentation. The plan will be produced in both digital and print formats for accessibility and ease of distribution. Our team will also deliver GIS-compatible layers and editable graphics that allow the City to incorporate the plan into its systems and update materials as needed.

Draft Plan Reviews

We will prepare revisions based on feedback from City staff. The requested edits will be in the form of a consolidated set of red lines, Adobe Acrobat notes, or similar method.

Final Plan Presentation(s)

Our team will develop and present clear, visually engaging presentations to the Advisory Board and City Council, highlighting key findings, recommendations, and implementation steps. These presentations will provide decision-makers with the information necessary to review and consider formal adoption of the plan.

Final Plan

Upon adoption and/or final acceptance by the City, City Council, and Advisory Board, we will provide the deliverables to the City in a variety of formats that can be easily reproduced. The GIS layers will be provided along with graphic materials.

The final plan will serve as a blueprint for action, combining zoning and policy recommendations, infrastructure needs and cost estimates, phased

implementation steps, and a funding roadmap. This plan will empower the City and project stakeholders to make informed decisions, secure resources, and move confidently toward redevelopment goals.

The Final Plan will provide the City with:

- **Predictability:** Clear guidance reduces uncertainty for developers and investors
- **Efficiency:** Streamlined policies and phased planning minimize delays and optimize resource allocation
- **Economic Impact:** A well-funded, actionable strategy attracts investment and stimulates local economic growth
- **Resilience:** Risk mitigation and diversified funding ensure long-term project viability

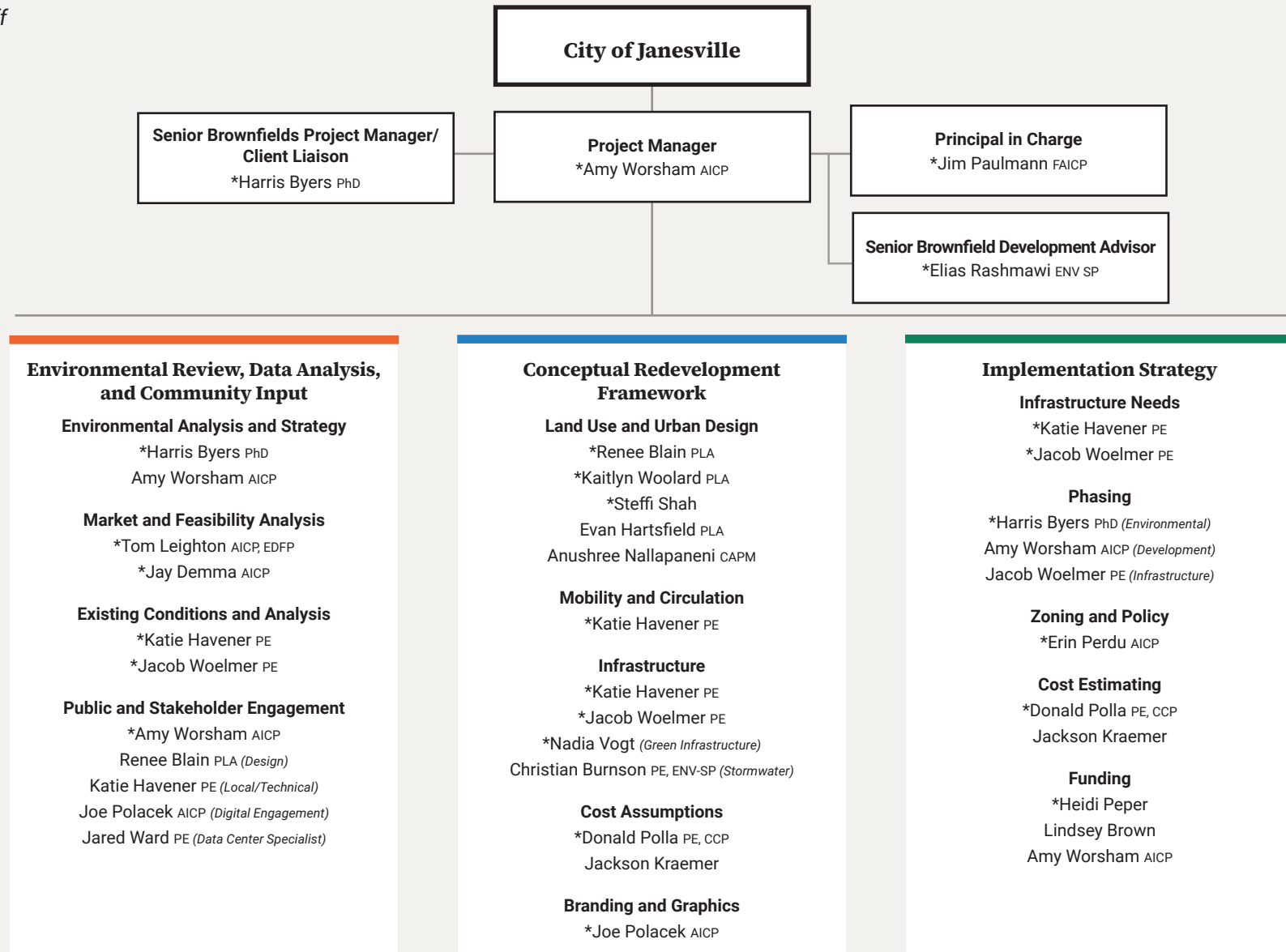
Task 7 Deliverables

- Final Conceptual Redevelopment Plan document (digital and print), including graphics and GIS-compatible materials
- Formal presentations to the Advisory Board and City Council for review and adoption consideration

3. Team Organization & Key Staff

Team Organization: Our project team is led by **Amy Worsham**, supported by a strong network of specialized subject matter experts. Each team member plays a critical role, outlined on the organizational chart. Key planning staff will remain available throughout the project, providing consistent leadership and collaboration to achieve project goals. We have included resumes for key staff on the following pages outlining their background and experience.

**Key Staff*



#5

Top 118 Midwest
Top Design Firms
ENR Midwest 2025

550+

Brownfield grants secured
or implemented since 2000

\$140M+

Our team has helped clients
secure EPA Brownfields
grants since 2021

\$8B+

In grants and loans secured
by our funding team

About Stantec

Stantec empowers clients, people, and communities to rise to the world's greatest challenges. The Stantec community unites more than 34,000 employees working in over 450 locations across 6 continents.

Master Planning

Master planning lays the foundation for creating vibrant, resilient communities. With more than 60 years of experience serving clients around the world, our team is there every step of the way from land acquisition and planning to permitting and zoning, to design and program management. Stantec brings local and national experts in planning and urban design; brownfield redevelopment; landscape architecture, transportation (including smart and urban mobility); resilience; real estate feasibility; mixed-use architecture; and smart cities—integrating more than a dozen disciplines, we've helped communities across the globe chart a path to greater livability, sustainability, and equity.

We are more than just a collection of technical skills—we bring an integrated approach that “connects the dots” to solve complex problems and unlock bigger opportunities. We're a team with broad national expertise and local knowledge with visionaries who push the edge of innovation but keep plans grounded in the realities of the market—producing innovative and achievable plans and designs that create communities of great and lasting value for private and public stakeholders alike.

Asset Transformation

We see the opportunity to transform brownfield sites into assets that create value for our clients and community. We approach brownfields as development projects, not costly clean-up jobs. We incorporate clean-up into the overall project to expedite delivery, save our clients money, and turn risks into opportunities.



📍 Wausau East Riverfront Development | Wausau, WI

On one project, we used material perceived as unsuitable to create a berm that sheltered new residents from an adjacent rail line and became a park space for the community to enjoy.

By having an integrated team with a development focus, we're able to identify and take advantage of opportunities that leverage costs from planning, funding, entitlements, and approvals through design, construction, operation, and maintenance.

The success of a redevelopment is measured by community support and client results. Spaces once perceived as liabilities are full of life and energy. Derelict land is made economically viable and profitable. And the dormant value of once-thriving areas is reclaimed and carried forward for generations to come.

Our Services + Capabilities

By having an integrated team with a development focus, we're able to identify and take advantage of opportunities that leverage costs through all phases from planning, funding, entitlements, and approvals to design, construction, operation, and maintenance.

Planning + Urban Design

The best planning and urban design deliver a range of benefits, from lower environmental impacts to higher economic performance to a stronger sense of community. Whether planning for urban downtowns or walkable suburban centers, we set our sights on delivering plans that create distinctive and exciting places that people want to return to again and again.

Development Economics + Market Analysis

Our development economics team provides support to public and private sector clients in a diverse range of markets, combining expertise in urban planning, economic consulting, housing analysis, economic/fiscal impact, and real estate development. They illuminate the real-world development opportunities associated with focus areas by using leading-edge market analysis methodologies and deepen those insights through structured interviews with local market experts.

Site Design

Our exceptionally broad menu of site design services runs from single buildings to entirely new communities. It includes stormwater management, infrastructure design, construction observation, contract administration, land and earthworks analysis, and analysis of feasibility, servicing, drainage, and development potential.



Vision



Existing Development

📍 Global Mall Planning and Redevelopment Study | Antioch, Nashville, TN

Brownfields

Our specialists look at your project from every angle—above and below ground. We use our expertise to investigate, plan, and implement the right solution to your challenges. It's our mission to understand the purpose and to tailor our design to your needs, whether it's a subsurface investigation, development of a remedial action plan, a human health and ecological risk assessment, toxicology, or an emergency response plan.

Assessment + Permitting

We help you develop permitting strategies, prepare applications, and conduct environmental assessments for projects requiring municipal, state/provincial, and federal approvals. Our global experts collect and analyze atmospheric, aquatic, terrestrial, and socioeconomic data to support defensible applications and keep your project moving forward. Leveraging strong relationships with regulatory agencies, we streamline approvals and guide effective engagement.

Open Space

We recognize the challenge of balancing the needs of populations with diverse needs, a wide range of interests and abilities, and the need to sustain vibrancy within our public spaces through all seasons. Whether planning a large open space, designing an urban pocket park, or developing a large rural area into an athletic complex, we work to stitch parks and recreation opportunities into the local fabric of the neighborhood.

Community Identify + Branding

Stantec's Branding + Experiences group offers strategic placemaking services that enhance client visions by specializing in branding, wayfinding, signage, graphic design, marketing, streetscapes, development strategies, and placemaking. Our multidisciplinary approach aims to create emotionally engaging places that provide competitive business advantages and support concept approvals, entitlements, marketing, public relations, and financing efforts.



Amy Worsham

AICP

Project Manager | Environmental Analysis and Strategy | Public and Stakeholder Engagement | Phasing | Funding

15 years of experience

Percent Committed to current projects: 50%

Percent Available for this project: 50%

MA, Urban and Regional Planning, University of Florida
BS, Sustainability and the Built Environment, University of Florida

Amy is Stantec's national Brownfields Asset Transformation for Community Development (planning and development services). As project manager, she will guide the GM/JATCO Redevelopment by integrating environmental conditions, infrastructure needs, and market realities into a cohesive, actionable plan. Amy specializes in developing conceptual redevelopment frameworks that balance environmental remediation and reuse with community priorities and economic feasibility. She leads implementation strategies, engagement, and visioning plans for large-scale sites. She managed the 79th Street Corridor Vision Plan in Miami, which reimagined catalyst sites to spur economic activity and improve public realm connectivity. Her expertise in coordinating with regulatory agencies and securing funding positions her to advance Janesville's transformation into a vibrant, sustainable district.

Railroad Corner Brownfields Redevelopment | Orangeburg, SC | Principal

As a public-private project (P3), Amy has coordinated between the City, developer (OUD Partners), and the SC Dept. of Environmental Services (DES) to design and develop the City of Orangeburg's catalyst redevelopment site. Within Stantec, Amy coordinated environmental assessment through remediation, market analysis, community engagement, concept design through construction drawings, funding recommendations, and acquiring and managing grant funding. Construction is ongoing for Phase Ia of the development, mixed-use student housing and a Civil Rights Museum. Amy is coordinating early design stages of future phases.

Carrier-Bryant Brownfield Site Masterplan | Indianapolis, IN | Project Manager

Amy is overseeing concept design of the 20-acre former Carrier-Bryant HVAC manufacturing plant. Scope includes existing site conditions analysis, market analysis, community engagement, conceptual site design, and implementation strategy.

Southwest Neighborhood Brownfields Redevelopment | Homestead, FL | Principal

In 2021, Amy oversaw the conceptual redesign of the City of Homestead's historically African American SW 4th St Corridor, along with more than 20 adjacent brownfields parcels. Redesign included realignment and vacating of roads, underground utility considerations, mixed-income housing, commercial space, and community gathering space. Amy worked with the City to incorporate the construction cost estimates into a funded \$1M Transportation Alternative Grant to support construction costs along the corridor. Amy also co-authored their FY21 FTA Planning Grant for \$670,000 to support the project. To assess and cleanup contaminants, Amy led the submission and management of a \$500,000 EPA Brownfields Assessment Grant focused on the area, followed by the ongoing EPA Brownfields Cleanup Grant for \$780,000. As a P3 project, Amy is

coordinating design and remediation of Phase I & II of the development design with the developer, City, and environmental regulatory agencies.

Six West Brownfields Redevelopment | College Park, GA | Project Manager

Amy has worked with the City since 2012 in assessing hundreds of parcels on the 320-acre brownfields redevelopment. The work has been funded by 5 EPA Brownfields grants, totaling \$2.2M, authored and managed by Amy. Now that the parcels are largely acquired, Amy is aiding the City in updating an existing master plan to adjust for current market demands and develop an implementation strategy. Further, extension community engagement was completed. Amy is overseeing remediation and design of two prioritized historic and culturally-significant structures and coordinating with the Contractor for the design-build.

Three Corners Brownfields Redevelopment | Vero Beach, FL | Principal

Amy aided the City of Vero Beach in moving an existing master plan for a defunct power plant and waste-water treatment plant to implementation. Amy coordinated review of the City's Comprehensive Plan and Land Development Regulations and provided recommendations to make the development feasible. Input was provided in procuring a master developer. Amy oversaw Stantec reviewing technical and design merits of the received development proposals on behalf of the City. Amy oversaw environmental assessment through cleanup planning recommendations, funded under an EPA Brownfields Grant that Amy primarily authored.

79th Street Corridor Neighborhood Initiative Vision Plan | Miami, FL | Asset Transformation Leader

Amy managed tasks using EPA Brownfields Site Assessment Grant to identify and re-image multiple catalyst sites to spur redevelopment and economic activity while transforming the public realm to improve access and aesthetics for area residents heavily dependent on public transportation.



Jim Paulmann

FAICP

Principal in Charge

49 years of experience

Percent Committed to current projects: 40%

Percent Available for this project: 60%

BA, Urban Studies, California State University

Jim brings nearly five decades of experience guiding complex, large-scale redevelopment and community planning initiatives. As principal in charge, Jim will provide strategic oversight for the successful delivery of your master plan. He is recognized for his expertise in transforming environmentally constrained sites into vibrant, market-supported communities.

Jim has directed multidisciplinary teams on projects involving visioning, comprehensive plan development, brownfield reuse strategies, and phased implementation frameworks. His experience includes coordinating entitlement procurement, infrastructure planning, and stakeholder engagement for major redevelopment efforts, so plans balance environmental stewardship, economic feasibility, and community priorities.

U.S. EPA Assessment and Planning Grant Procurement and Implementation | Green Bay, WI | Project Advisor

Jim coordinated the analysis of the economic and redevelopment potential impact of "catalyst" sites within the University Avenue corridor.

Bay Street Village & Town Center Redevelopment | Osprey, FL | Principal-in-Charge

Responsible for oversight of site plan and rezone application preparation. Stantec led the revitalization efforts of a 40.95-acre declining commercial area located in Osprey, Florida to a vision of a modern, mixed-use community with multi-family units complimented by a community park, high-end retail, commercial/office space, and a public library.

Village on the Trail | Nokomis, FL | Principal-in-Charge

Responsible for overall client interface and project team management. Village on the Trail required processing and permitting services for a Development of Critical Concern and associated rezoning this 220-acre, mixed-use project located on SR 681 in Nokomis, Florida. This project will be developed as a neo-traditional mix of 1,950 residential units, 220,000 SF of retail/office and civic open space, and incorporates the "Rails-to-Trails" corridor in a regional planning effort.

Palmer Ranch Master Plan Implementation | Sarasota County, FL | Principal-in-Charge

Jim has taken this project from visioning through construction to implement this master plan for this 10,000-acre property, which included a 7,000 project for 14,000 dwelling units and three million square feet of commercial, office and industrial development.

Sarasota Square Mall | Sarasota County, FL | Principal-in-Charge

Jim oversaw project management to this multi-step process established the regulatory framework for a phased, market-responsive redevelopment that aligns infrastructure, land use, and mobility improvements. Stantec's role encompassed strategic planning, entitlement coordination, and stakeholder engagement to enable a long-term transformation of the site into a dynamic, mixed-use destination.

McCann East Town Center | Sarasota County, FL | Principal-in-Charge

Stantec is leading entitlement efforts including an Application for Development of Critical Concern to establish a Master Development Plan and Master Development Order, as well as a Comprehensive Plan text amendment and Land Development Code text amendment to support the Town Center framework. These actions require extensive coordination with Sarasota County and robust public engagement, including neighborhood workshops and stakeholder outreach, providing transparency and alignment with community priorities.

Marathon Development - Parcel 6C | Sarasota County, FL | Principal-in-Charge

To support this vision, Stantec provided comprehensive planning and entitlement services, including preparation of an Application for Incremental Development Approval for Palmer Ranch Increment XXXI, a Comprehensive Plan Amendment, a Rezone Application, and a Special Exception Application. In total, four major planning applications were advanced to enable the project's success.

Vision North Port, A Citizens Master Plan | Sarasota County, FL | Project Advisor

Jim was responsible for providing specific expertise for this award winning community master plan that included extensive research, public involvement, urban design, and a master plan expressing the community's aspirations for the next 50 years.



Harris Byers

PhD

Client Liaison | Environmental Analysis and Strategy | Phasing

22 years of experience

Percent Committed to current projects: 60%

Percent Available for this project: 40%

Doctor of Philosophy, Geosciences, University of Wisconsin
MS, Agronomy/BS, Science Education,
University of Georgia

Harris has experience designing and managing investigation, remediation, and redevelopment projects at a wide variety of Brownfield properties. He has extensive experience in envisioning, preparing, and administering USEPA, State, Federal, and local Brownfield assessment, cleanup, planning, and research grants.

He has prepared applications for and/or managed over \$20M in Brownfield grant funded projects for local units of government, research institutions, private developers, and local community-based non-profit organizations. As a result of strategic implementation of these grants, grantees have successfully leveraged over \$500M in additional private, local Brownfield, and state Brownfield redevelopment funds, plus additional EPA Brownfield grant funds.

Brownfield Grants | Brillion, WI | Project Manager

Stantec assisted the City in securing/implementing \$2.9MM in USEPA Brownfield Cleanup grants which satisfied the required match for a \$250k WEDC Idle Sites Grant. The Stantec team is assisting the City in managing program information to meet project timelines and see that the EPA-funded cleanup program runs effectively and efficiently within the terms and conditions of the EPA cooperative agreement. In this role, Stantec will operate in a technical and fiduciary capacity to represent the City's interest during implementation of the cleanup grant. This unique role allows Stantec to provide the City with an objective point of view in making decisions during the project. Acquisition of the 145-acre former Brillion Iron Works ductile iron foundry by the City of Brillion in Wisconsin provided the unprecedented opportunity for a rural community to redevelop a significantly large assembly of land adjacent to the City's downtown core.

USEPA Brownfields RLF Cleanup Grant Implementation | Manitowoc, WI

Harris is currently serving as the RLF project manager during implementation of an RLF for the City of Manitowoc. Ongoing tasks include preparation of eligibility determinations, site access agreements, technical/peer reviews of site investigation and remedial action plans, preparation of ABCAs, facilitate Section 106 reviews, complete decision memorandums, conducting site visits to confirm project compliance with approved loan, ACRES updates, and reviewing/approving invoices. Work has included development of CIP and Administrative Records. Harris will document compliance with the Davis Bacon Act and SBE/MBE/WBE fair share objectives.

Brownfield Grant Relevant Experience—Developing Highly Impactful Brownfield Programs | Various Roles

Harris' professional career has focused on working with communities in eastern Wisconsin to develop impactful and highly successful brownfield redevelopment programs, leveraging an estimated \$22 of additional investment for every \$1 of grant funding spent. His unique approach begins by partnering with communities

to prepare exceptionally competitive federal and state brownfield grant applications, and once funded, partnering with communities and developers to leverage every grant dollar to the greatest benefit to the community. Harris' grant successes in the east-central Wisconsin region includes:

- Calumet County, Wisconsin (\$1.5M; FY23 USEPA Brownfield Coalition Assessment Grant, 2023 WDNR WAM for Quinney Plating, 2021 WEDC Site Assessment Grant for Quinney Plating, and a FY18 USEPA Brownfield Assessment Grant)
- City of Brillion, Wisconsin (2.9M; FY19, MY24, and FY25 USEPA Brownfield Cleanup Grant for the Brillion Iron Works Property, WDNR WAM for Brillion Iron Works); and
- City of Manitowoc, Wisconsin (\$7.3M; 19 USEPA and State Brownfield Grants from 2011–2025, including multiple USEPA cleanup grants, assessment grants, and a revolving loan fund cleanup grant)

As a supporting team member and facilitator of Stantec's brownfield program in USEPA Region 5 and USEPA Region 7, Harris has assisted his colleagues in procuring and/or implementing over \$25,000,000 in funding for communities in Wisconsin, Minnesota, Illinois, and Nebraska.

Calumet County Assessment Grant Procurement and Implementation | Calumet, WI | Project Manager

Stantec assisted Calumet County in securing \$1.3M in USEPA Brownfield Assessment funding. Grant funds were used to complete a county-wide brownfields inventory which was used to guide a variety of environmental site assessment outputs at numerous properties, including: eligibility determinations, Phase I ESAs per the requirements of All Appropriate Inquiry (AAI), a QAPP, multiple Phase II ESAs, building structural assessments, groundwater supply well evaluations, pre-demolition surveys, remedial planning activities, and assessment and/or removal of abandoned fuel oil underground storage tanks.



Elias Rashmawi

ENV SP

Senior Brownfield Development Advisor

38 years of experience

Percent Committed to current projects: 80%

Percent Available for this project: 20%

MS, Civil Engineering/Water Resources, University of California

BS, Water Systems Hydraulics, University of California

Elias brings his experience as a leading strategist in brownfield redevelopment, guiding transformative projects across North America. As Stantec's Brownfield Sector Leader, he advises public agencies, private developers, and Fortune 100 corporations on converting complex, environmentally constrained properties into productive, market-ready assets.

Elias has directed landmark projects such as the Sacramento Railyards, the largest brownfield infill site in the U.S., as well as the redevelopment of former industrial facilities, integrating risk-based remediation, infrastructure planning, and regulatory negotiations. His expertise spans program management, groundwater and surface water modeling, and innovative cleanup approaches that support sustainable redevelopment under challenging conditions.

Downtown Sacramento Railyards | Sacramento, CA | Director of Land Redevelopment

As Director of Land Redevelopment at the Sacramento Railyards, Elias has been involved in all aspects of funding, planning, and development at this national iconic project. Leading multiple teams, Elias has been directly responsible for overseeing the delivery of various complex construction projects funded by Federal, State and local sources at approximately \$300 million. Elias played a pivotal role in securing public grants funds from the Federal Stimulus packages, California 1B and 1C Bonds, CALReUSE, Local measures, and various agencies. He has negotiated and helped establish requirements spanning planning and design guidelines, tentative map conditions, mitigation management requirements, environmental, design, construction and closeout of various projects, including the relocation of freight and passenger tracks, the construction of several bridges and tunnels, roads, and high capacity deep utilities. Elias participated in the development of environmental documents on State and Federal levels, providing him with a unique understanding of the complex regulatory framework stipulated for the Railyards and similar Brownfields. He has led the regulatory negotiations with the State Department of Toxic Substances Control, the Central Valley Regional Water Quality Control Board, and the Sacramento Area Air Quality Management District. Elias negotiated the remediation scope for the various projects, including the multifaceted environmental insurance cost-cap coverage that exceeds \$100M in value.

Union Pacific and Amtrak Mainline Track Relocation | Sacramento, CA | Project Director

Elias directed an extensive soil removal and groundwater plume control program under the oversight of California State environmental regulators for the City of Sacramento. The project entailed the management of nearly 500,000 cubic yards of

impacted soils, removal of underground storage tanks, disposal of industrial rail waste, control of groundwater and vapor plumes, relocation and installation of vapor and groundwater wells, relocation and design of delivery systems, and design of vapor and groundwater intrusion mitigation. As a Federal and State funded project, all design and construction parameters had to meet strict Public Utilities Commission requirements, as well as railroad, Amtrak, City, and various federal and state regulations.

Union Square Development | Somerville, MA | Project Director

Leading the brownfields aspects of this mixed-use development within regional proximity to Harvard University and MIT, Elias is directing an environmental redevelopment program for seven urban commercial and industrial blocks where a variety of land uses and historic contaminants are present. Redevelopment activities include integrating planning, engineering, and architecture with regulatory environmental requirements to determine an optimal development option and approach. The program includes multi-parcel acquisition, State and federal regulatory negotiations, implementation of Federal cleanup grants, and conformity of land use and zoning to regulatory approvals.

P.H. Glatfelter Paper Mill Brownfield Renewal | Neenah, WI | Project Manager

Working closely with the City of Neenah's Community Development Authority (CDA), Stantec took the lead in remediation efforts at the former paper mill site, which included more than 50 structures in the massive mill complex and a former paper sludge landfill the mill was using as a wastewater treatment plant. We completed Phase I and Phase II environmental site assessments and provided remedial planning, led remediation activities—all while helping the CDA secure more than \$1.2 million in State brownfield assistance to help offset costs.



Tom Leighton

AICP, EDFP

Market and Feasibility Analysis

27 years of experience

Percent Committed to current projects: 70%

Percent Available for this project: 30%

Master in Design Studies (MDesS) in Real Estate and the Built Environment, Harvard University

MA, Public Affairs, University of Minnesota, MN | BA, Natural Science, St. John's University

Tom has more than two decades of experience focused on implementation-oriented planning and community development. Tom offers implementation-oriented consulting services to public sector clients and private developers. He provides support with development planning, market analysis, housing and economic development strategy, and development implementation strategy. Tom provides proforma analysis, entitlements, public financial support, and project management. He has developed analytical methodologies and processes that illuminate real-world market and development and pave the way for implementation. Tom served as Minneapolis's lead urban planner in economically challenged North Minneapolis leading large-scale, transformative initiatives for its neighborhoods, commercial corridors, and riverfront.

Brillion Work Redevelopment Plan | Brillion, WI | Redevelopment Plan Project Manager

The once economic anchor of the City of Brillion with an iron foundry and manufacturing activity and powerhouse, became obsolete over time warranting redevelopment owing to its central location. Stantec was selected to create a development vision for the site. Tom was the project manager for the redevelopment of the master planning process and led the research and market analysis for prospective residential, retail, and industrial development on the site resulting in a redevelopment plan.

Allen S. King Plant Closure Economic and Fiscal Impact Analysis and Recommendation Strategies | Oak Park Heights, MN | Project Manager

With the scheduled closure of the coal-fired power plant, Oak Park Heights will lose a significant share of its property tax base. Stantec secured a state Energy Transition Grant to help the city analyze the impact of the closure and identify mitigation strategies. Tom coordinated fiscal and economic impact analyses, providing strategic guidance, and serving as the lead economic analyst to estimate the economic impacts and potential offset from redevelopment scenarios.

Jefferson Quarry Redevelopment Master Plan | Mankato, MN | Project Manager

The site was acquired by a property group who envisioned a new future for the site that capitalized on its long Minnesota River frontage and the dramatic exposed limestone cliffs that surrounded the site on three sides. Tom provided technical analysis related to understanding site conditions relevant to redevelopment, and understanding the market conditions that bear on a range of development types and formats. The master plan establishes a concept street network and a development concept. It proposes a central activated commercial node with an activated public plaza and access to the river's edge and the regional trail along the river.

Irving and Fairmount Brownfields Revitalization Plan* | Duluth, MN | Development Analysis

The City of Duluth secured an areawide brownfield grant to support redevelopment and revitalization in the Irving and Fairmont neighborhoods. Five specific brownfield sites were identified, and the team created development scenarios with program details, illustrated in plan view and massing diagrams, along with a clear implementation strategy. Tom led the development analysis, identified additional opportunity sites, shaped development concepts, and conducted interviews with developers to assess viability. He also facilitated an implementation workshop with Duluth staff and stakeholders to support the plan's action agenda.

Beloit Area Housing Demand Analysis | Beloit, WI | Project Manager

The City of Beloit and surrounding municipalities are home to a diverse and growing business community, but the supply of housing is not keeping pace with business growth. New employees at both the workforce and executive levels are having trouble finding a home or apartment. Tom served as project manager and chief analyst. The project employed demographic research, market demand analysis, forecasting, and other analytical methodologies—as well as structured interviews with area housing developers—to arrive at estimated levels of demand for different housing types.

The Shipyard | Green Bay, WI | Market and Development Analysis

Stantec designers collaborated with the City of Green Bay to create a vision for the Shipyard, a new destination park on the Fox River waterfront, including a "shipping container park" concept for retail and micro-businesses. Due to concerns about market viability, Stantec conducted a market and development analysis led by Tom, evaluating demand and competitive context. The analysis provided guidance on phasing the development and building the area context to support a future container park buildout.

** denotes projects completed with other firms*



Jay Demma

AICP

Market and Feasibility Analysis

29 years of experience

Percent Committed to current projects: 75%

Percent Available for this project: 25%

Master of Urban and Regional Planning, University of Minnesota

BS, Geography, University of Minnesota

Jay brings nearly three decades of expertise in demographic and economic analysis, specializing in evaluating market conditions and redevelopment potential for complex sites.

He leads research projects across the Upper Midwest focused on the economic impacts of land use change. He has completed hundreds of market and feasibility studies nationwide, with experience in housing, commercial/mixed-use, and urban redevelopment.

Jay's work includes guiding communities through data-driven strategies for revitalizing brownfield and industrial properties, integrating market trends, infrastructure considerations, and economic forecasts to support actionable redevelopment plans.

Former Ford Assembly Plant Green Manufacturing Reuse Study | St. Paul, MN | Project Manager

This study examined the potential to reuse the Ford assembly plant, which closed in 2011, for "green" manufacturing. In addition to an assessment of the site's attributes and the available workforce, the study specifically examined five industries that have been identified as having strong growth potential: HVAC control systems, sensors and monitoring systems, biofuel manufacturing components, electric/hybrid vehicles or components, and wind power components.

Imagine Owatonna 2050 Comprehensive Plan | Owatonna, MN | Housing and Economic Development Lead

Jay led the housing and economic competitiveness components of Owatonna's comprehensive plan. Recognizing that Owatonna leaders could benefit greatly from an understanding of how market forces will shape their community, Jay integrated market analysis into the comprehensive plan process. His approach tied together historical development patterns, transportation access, and emerging market trends to produce demand forecasts for commercial, industrial, and residential uses. Jay's analyses were instrumental in identifying the types of development to plan for, as well as the amount of land needed for future development.

East Bakersfield Redevelopment Analysis | Bakersfield, CA | Lead Analyst

East Bakersfield experienced significant disinvestment over many decades and is poised for significant infrastructure investment related to a planned high-speed rail station. Jay led a development opportunity analysis for a USEPA funded brownfield planning grant procured by the City. Results helped the community understand which sites had the greatest redevelopment potential in east Bakersfield's Old Town Kern, Niles, and Monterey neighborhoods. His analysis provided insight into the types and timing of planned infrastructure investments.

Pine Tree Mall Retail Market Study | Marinette, WI | Lead Market Analyst

Lead for a trade area analysis of an aging enclosed shopping mall. The analysis included a review of the mall's location and trade area characteristics, such as demographic trends, competition, and consumer spending power. Findings revealed the mall had few competitors, but it was at risk of being outperformed by potential new competition due to the property's age and condition, outdated design, and mix of retailers.

Housing and Commercial Needs Assessment Study | Burnsville, MN | Project Manager

Jay is leading a city-wide analysis of Burnsville's housing and commercial inventory to learn where within the city's real estate inventory there are key gaps. The assessment is rooted in both quantitative and qualitative data and findings will lead to tailored strategies for how best to address the gaps. Equally important, the findings will inform a related study focused on updating the city's economic development strategy and the role of real estate development will play in those strategies.

Redevelopment Study | Newport, MN | Lead Market Analyst

Jay researched the potential market demand for a variety of uses that could catalyze redevelopment of an aging industrial district in the City of Newport, Minnesota. Uses evaluated included multifamily housing, retail, and office development. A key component of the analysis was the impact of a planned commuter rail station in the Red Rock Corridor and how this may influence or not influence future development opportunities. The market research findings were then incorporated into additional planning work that included financial analysis and zoning updates.



Katie Havener

PE (NY)

Existing Conditions and Analysis | Engagement | Mobility and Circulation | Infrastructure Needs

9 years of experience

Percent Committed to current projects: 40%

Percent Available for this project: 60%

BS, Civil Engineering, University of Wisconsin - Milwaukee

Katie's experience in civil engineering and project management focuses on urban infrastructure and site development.

She leads interdisciplinary teams from concept through construction on complex public and private projects including major streetscape and resiliency initiatives. Katie's expertise spans existing conditions analysis, mobility and circulation planning, and infrastructure design, including grading, stormwater management, and utility coordination.

She is highly skilled in navigating permitting processes and collaborating with city, state, and federal agencies, making her well-positioned to support Janesville's redevelopment planning and infrastructure strategy.

National Park Service East Pond Spillway Rehabilitation | New York, NY | Project Manager

Kay managed the project coordination for the rehabilitation a 250ft long culvert connecting the East Pond to Jamaica Bay. Responsibilities included oversight of investigations including topographic and utility surveys, geotechnical program, sewer inspections as well as a wetland delineation. Working in tandem with the National Park Service, Stantec developed and prepared permits for a solution that would replace the culvert, improve maintenance operations, and was considerate of the surrounding ecosystem.

Pacific Park - Building 5 | Brooklyn, NY | Assistant Project Manager

Katie was responsible for the coordination of civil engineering and landscape architecture design services for the right-of-way and open space for Building 5 in Brooklyn. Katie coordinated with the platform design team, which Building 5 sits on, the building architect, and mechanical, electrical, and plumbing engineers to integrate the site design to the building. Additional responsibilities included coordination of agency approvals such as NYCDOT, ConEdison and Department of Buildings.

National Park Service Liberty Island Install USPP Floating Barge | New York, NY | Project Manager

Katie managed and coordinated the civil and marine engineering design to provide a new floating dock structure at Liberty Island for National Park Service and US Park Police emergency operations. The gangway was designed to maximize accessibility, and the new floating dock allows Law Enforcement to berth safely and operate independently from other vessel activity and tourism operations. The floating dock required environmental permit applications with the NJ Department of Environmental Protection as well as US Army Corps of Engineers.

East Midtown Greenway | New York, NY | Civil Engineering Designer

Assisted the civil design team by creating a custom corridor of the East Midtown Greenway Esplanade for plan production of cross sections, as well as material quantity estimates. The corridor modeling consisted of coordinating with the landscape architecture and civil design teams to determine design requirements and then programming these functions into the custom subassemblies.

Homeport Demolition | NYC/Staten Island, NY | Assistant Project Manager

Katie served as the assistant project manager responsible for the coordination of demolition documents for the demolition of nine buildings and structures across a 15-acre waterfront site in Staten Island. Her responsibilities included preparing waterfront permitting packages for review and approval through NYC SBS as well as coordination with the environmental engineering team for a Remedial Action Plan.

Pacific Park - Building 4 | Brooklyn, NY | Project Manager

Katie managed the site work related to the construction of Building B4 at Pacific Park in Brooklyn. In close coordination with the building architect, Her responsibilities included reconstruction of the sidewalk, curb, ConEdison vault installation, roadway regrading as well as design elements related to the site's unique conditions. She coordinated NYCDOT approvals as well as coordination with the building's construction management team due to the building's location at a busy intersection adjacent to the Barclay Center and abutment of the 6th Avenue Bridge. With a public plaza element, Katie coordinated the site drainage with the building first floor design.



Jacob Woelmer

PE (IA, IL, MN, NE, TX, WI, WY)

Existing Conditions and Analysis | Infrastructure Needs | Phasing

12 years of experience

Percent Committed to current projects: 60%

Percent Available for this project: 40%

BS, Civil Engineering, Texas A&M University

Jacob has experience leading multidisciplinary teams on projects that solve complex challenges. He was involved on designs for multi-discipline waterfront development projects like the River Point Development, Bell Works Chicagoland, and Green Bay's The Shipyard Development.

He works to understand clients' needs and is committed to developing creative solutions to address their unique engineering challenges. His experience on site restoration projects that integrate multi-use designs to engage the community and developers will be a valuable asset for your project, which involves various stakeholders and requires a comprehensive approach to revitalization and redevelopment.

Brillion Iron Works | Brillion, WI | Project Manager

After demolition of the Iron Works Foundry, the City of Brillion looked to redevelop the site. Jacob served as project manager on this project to prepare preliminary designs for the public infrastructure. This included a new stream to replace a 710-foot underground box culvert which will provide environmental cleanup while also mitigating the floodplain to provide for expanded redevelopment of the Brillion Works District.

River Point Development | Manitowoc, WI | Project Manager

Jacob served as project manager on this project to transform impaired riverfront property into a development offering opportunities to live, work, dine, recreate, and enjoy all Manitowoc has to offer. The project included water main design, sanitary, and storm design. Unique components included a tree cell design for water quality improvements, floating islands for improving aquatic habitat, and the removal of a river wall to provide for fishing access.

LIVE at Bell Works | Hoffman Estates, IL | Civil Designer

Bell Works Chicagoland, Chicago's first Metroburbs, offers a fresh look at suburban work and life. Part of this innovation is the new LIVE at Bell Works community, soon to provide homes for employees at Bell Works Chicagoland and beyond. To bring the vision of this 164-townhome community to life, we assembled a multidisciplinary team. Our landscape architects designed pocket parks, specified street trees, and identified a future playground location. We also played a pivotal role in the overall site improvements at Bell Works Chicagoland, when we designed a bike and pedestrian corridor seamlessly connecting to the adjacent redevelopment. This addition not only promotes sustainable transportation but also enhances the amenities available at LIVE at Bell Works, setting a new standard for suburban communities and the overall living experience.

MLB at Field of Dreams Site Development | Dyersville, IA | Project Manager

"If you build it, they will come" Major League Baseball planned a real Field of Dreams baseball game to be played between the New York Yankees and the Chicago White Sox on August 12, 2021 in an 8,000-seat field to the west of original baseball field that was built for the movie. As the site was in the floodplain and had shallow limestone, BrightView Design Group hired Stantec to review possible locations for the baseball field. After reviewing on-site soil borings, Jacob Woelmer placed the field in a location and elevation to mitigate floodplain impacts and avoid the limestone. A complete HEC-RAS analysis was done to evaluate floodplain impacts. As project manager, Jacob also coordinated the field turf design with the overall grading and drainage plan for the site.

The Shipyard | Green Bay, WI | Civil Designer

The attractions include a great lawn, ice hockey, ice skating, concerts, festivals, large-screen viewing, runs, walks, markets and other special events. The site includes a park, playground, boat slips, floating docs, public parking areas, and various pedestrian connections and amenities. Jacob was responsible for the design of the public parking areas.

FEMA Polk County Flood Risk Maps Presentation | Clive, IA | Project Manager

At the Water Summit in Clive on March 25th, Stantec presented on the updates to the FEMA Flood Risk Maps in the Walnut Creek Watershed. At the end of the public meeting, Jacob helped multiple residents interpret the flood risk maps as it related to their individual properties.

Enclave | Houston, TX | Civil Designer

This project consisted of 300,000 square foot office building with a 420,000 square foot parking garage in the Energy District. The design included determining project entitlements, dry utility coordination, grading, and water/wastewater utility service plan. Jacob assisted in the grading and fire lane design.



Renee Blain

PLA

Land Use and Urban Design | Public and Stakeholder Engagement

11 years of experience

Percent Committed to current projects: 50%

Percent Available for this project: 50%

MS, Urban Design and City Planning,
University College

Bachelor of Landscape Architecture,
University of Illinois

Renee's expertise spans land use planning, urban design, and placemaking, with a portfolio that includes master plans, mixed-use redevelopment, and streetscape improvements.

Renee brings strong skills in public and stakeholder engagement, having led workshops, charrettes, and visioning sessions to inform design solutions that reflect community priorities. She combines creative design with technical site analysis to develop concepts that enhance connectivity, mobility, and the public realm.

Her recent work on the Wabash Riverfront Master Plan demonstrates her ability to integrate land use strategies with transportation and infrastructure improvements while engaging diverse stakeholders, making her well-suited to support Janesville's redevelopment vision.

Wabash Riverfront Master Plan | Terre Haute, IN | Urban Designer

Renee contributed to the analysis and design of subarea plans within the master plan. She evaluated key connection points to the study areas from both pedestrian and vehicular perspectives, using these insights to design mixed-use districts. Each study area aims to provide residential density, commercial vibrancy, and recreational opportunities, attracting people to the previously isolated Wabash River. This included a large, passive riverfront park with fishing piers, kayak launches, and walking trails, as well as placemaking opportunities utilizing remaining ex-industrial remnants. A central market with flexible market space, bars, restaurants, and outdoor event spaces is planned. Streetscape improvements include enhanced bicycle and bus connections along the river.

Riverfront Master Plan | Huntington, WV | Urban Designer

Renee contributed to the development of the comprehensive master plan aimed at revitalizing two separate neighborhoods in Huntington and reconnecting the city to the Ohio River. She assisted in shaping proposals for riverfront park reconstruction, enhanced public transit connections, and expanded recreation and tourism opportunities. Supported strategies for infill development and placemaking within key neighborhoods, prioritizing connectivity through streetscape design, green corridors, and pedestrian-focused improvements to create a vibrant, accessible riverfront experience.

Lawson Canal Master Plan | Menasha, WI | Urban Designer

Renee directed urban design efforts for the revitalization of a former brownfield site along the Fox River and disused Lawson Canal into a vibrant mixed-use development and public space. Managed a team of junior designers producing analytical maps, graphics, and reports, and synthesized data into a comprehensive opportunities-and-constraints analysis. Presented findings and preliminary concepts at a public engagement event to communicate the rationale for revisiting the previous master plan and gather

community input. Future phases will include detailed master planning, feasibility studies, and implementation strategies to reconnect the city with its waterfront.

Chattanooga Downtown Streets | Chattanooga, TN | Urban Planner

Renee supported a week-long design charrette focused on reimagining downtown streets to enhance pedestrian safety, expand bicycle infrastructure, and calm traffic through innovative street repainting strategies. Coordinated and produced clear, impactful graphics documenting proposed improvements, ensuring visual consistency across all materials. Actively engaged in stakeholder roundtables, public meetings, and on-site surveys to analyze existing conditions and communicate design solutions, contributing to a collaborative and community-driven planning process.

Northfield 2045 Comprehensive Plan | Northfield, MN | Urban Designer

Renee developed the report and materials to help the City achieve their goals of equity, resilience, economic responsibility and sustainability, community connection, safe and stable housing, and improve the physical connection between neighborhoods. She designed and formatted the full report, so the information provided was clear and visually appealing, and assisted in organizing data and incorporating feedback to improve the overall quality of the deliverable.

Minneapolis North Loop Green* | Minneapolis, MN | Landscape Architect

Renee aided in design efforts for the transformation of a highly constrained urban site beneath expressway viaducts into a vibrant mixed-use destination. Created concept plans, marketing visualizations, and planting strategies to overcome significant spatial and infrastructure challenges. The two-tiered design introduced an upper level for restaurants, retail, and a hotel, seamlessly linked to a public park via a dramatic grand staircase, redefining connectivity and public space in a dense urban corridor.

** denotes projects completed with other firms*



Kaitlyn Woolard

PLA

Land Use and Urban Design

14 years of experience

Percent Committed to current projects: 50%

Percent Available for this project: 50%

Bachelors of Landscape Architecture/Minor in Public and Urban Affairs, Virginia Tech

Kaitlyn is a leader within Stantec's Brownfield Redevelopment Planning team. She works closely with environmental assessment and remediation specialists to lead complex redevelopment planning projects. She leads projects from concept through implementation, collaborating with planners, engineers, and municipal staff to create redevelopment strategies for individual sites to large neighborhood districts.

Kaitlyn's expertise includes site analysis, feasibility studies, and preparation of future land use plans, street corridor studies, and master plans that guide investment and revitalization. She frequently facilitates public meetings and workshops to integrate community priorities into design solutions.

Her recent work on the Downtown Area-Wide Plan for Tarboro, NC demonstrates her ability to combine physical and socio-economic analysis with placemaking strategies, relevant to Janesville's redevelopment vision.

Tarboro Downtown Master Plan and Riverfront Park Revitalization | Tarboro, NC | Landscape Architect

Kaitlyn worked with the Stantec brownfields and Environmental Restoration teams to develop a Downtown Master Plan and revitalization plan. The riverfront properties had been underutilized and environmentally degraded due to flooding and misuse, including illegal dumping that threatened river and wildlife health. Kaitlyn led her team through a master plan project that envisioned the future of Downtown Tarboro, identified key catalytic development opportunities, and developed tangible strategies and funding opportunities to advance plan priorities. The project included both in person and on-line engagement of the broader community to ensure community vision was incorporated and needs were met.

Commercial Mixed-use Master Plan | College Park, GA | Landscape Architect

Kaitlyn worked with the brownfields team and city staff to develop a program for vacant property along Camp Creek parkway, adjacent to the Atlanta International Airport, and future Airport City development. Using real-estate market data and staff input, she developed a mixed-use master plan design that included commercial, office, retail, and restaurant space that met the needs of the community while complying with FAA requirements. She worked with the city to refine the design master plan concept and prepared illustrative plan view renderings, section view renderings, and a site model to present to the community.

Narrows Brownfield Redevelopment Master Plan | Narrows, VA | Project Manager/Landscape Architect

Stantec engaged in a brownfields site specific redevelopment planning study that focused on the redevelopment of a former industrial brownfield site, located in the heart of its downtown. Kaitlyn led the team through a brownfields redevelopment planning project including an existing conditions analysis, one-on-one stakeholder interviews, a targeted market study to understand highest and best use of the property, a community public open house, and master

planning design and visioning services, and an implementation strategy for the site. Through this planning study, our team proposed a redevelopment master plan including a mix of uses to serve the community and a public park overlooking the New River and the town namesake.

400 Block Redevelopment | Bluefield, WV | Landscape Designer

Kaitlyn helped develop concept sketches for the redevelopment visioning of the 400 block. Five concept iterations were developed to explore options to supplement the city's parking needs to support future business, while retaining the urban exiting plaza elements and making the space more aesthetically pleasing/inviting to support the downtown growth.

Jamestown Redevelopment | College Park, GA | Landscape Architect

Kaitlyn worked with the Stantec brownfields team and city staff to develop a program for vacant property within the city of College Park's Jamestown neighborhood. Utilizing data gathered via public input, Kaitlyn developed a mixed-use master plan design that included townhomes, offices, retail, and restaurant space that met the needs of the community while complying with Federal Aviation Administration standards due to the properties' proximity to Atlanta International Airport. Kaitlyn worked with the city to refine the design master plan concept and prepared illustrative plan view renderings, section view renderings, and a site model to present to the community.

Sulligent SEEDs Industrial Park | Sulligent, AL | Landscape Architect

Kaitlyn and her team lead the Town of Sulligent, Alabama, under the NW Alabama Economic Development Brownfield Assessment Grant in a redevelopment planning study for a new industrial park along a major thoroughfare in the region. This challenging site included steep topography, wetlands, and limited driveway access. Kaitlyn and her team performed existing conditions analysis, due diligence, and site planning services and presented two alternatives to the client for site reuse.



Steffi Shah

Land Use and Urban Design

5 years of experience

Percent Committed to current projects: 30%

Percent Available for this project: 70%

Master's in Urban Design, University of Virginia

Bachelor's in Architecture, INDUS University

Steffi Shah is an Urban Planner who works with the Brownfields Asset Transformation team. Her role centers on site planning, urban revitalization, adaptive reuse, and community development. She contributes to projects through her expertise in land use planning, community-focused design and engagement, climate resilience strategies, complete streets planning, and visual-graphic communication.

With a strong foundation in both design thinking and technical execution, Steffi brings a dynamic approach to complex, multidisciplinary projects. Her adaptability and drive to innovate—especially in the evolving landscape of AI-integrated workflows—have enhanced her capacity to contribute across all project phases, from conceptual design to execution detailing, while maintaining effective collaboration with clients, consultants, and internal teams.

MIRA Redevelopment Corridor Plan | Miami, FL | Urban Designer

Steffi is currently contributing to the redevelopment of a mall site within the broader MIRA Redevelopment Corridor initiative. While the project aligns with national trends in repurposing underutilized or soon-to-be-defunct mall properties, it presents a distinctive challenge due to its integration with Merritt Island's flood resiliency strategy and brownfield revitalization efforts. Her role involves supporting land use transformation, complete streets design, and climate-resilient infrastructure planning. She is also engaged in developing incremental planning proposals and producing 2D and 3D visualizations using both traditional techniques and AI-enhanced methods. Steffi works under the mentorship of Amy Worsham and Kaitlyn Woolard, ensuring that the project's planning and design solutions are innovative, context-sensitive, and implementation-ready.

Flint Hills Regional Council Brownfields Redevelopment Planning | Flint Hills, KS | Urban Planner/Designer

This ongoing project encompasses area-wide planning studies across multiple brownfield sites and downtown areas in the Flint Hills Region of Kansas, including Junction City, Herington, Hillsboro, and Alta Vista. Each community presents distinct histories and future goals, requiring a tailored planning approach. Steffi's role includes conducting due diligence reviews, preparing base map analyses, and carrying out planning research to inform project direction. Steffi has supported community engagement by developing engagement boards, contributed to design development through conceptual layouts and reference resources, and produced final graphics for presentations and report submissions. Project completion is anticipated between Fall 2025 and Spring 2026.

Statesville AWP - Planning | Statesville, NC | Urban Planner

Steffi contributed to the Urban Planning, Urban Design, and Graphic Design components of the project, supporting site analysis, mobility planning, character development, open space planning, and streetscape design within an area-wide framework. Developed critical representation drawings, urban economy study illustrations, and analytical graphics using Photoshop, Illustrator, Rhino, and AutoCAD. Prepared comprehensive reports and intermediate presentations, utilizing PowerPoint and InDesign for effective documentation, stakeholder communication, and funding matrix development.

Brenny Dahl Block Co | Cloquet, MN | Urban Planner/Designer

Steffi served as a site designer and planner for the redevelopment of a 26.4-acre brownfield site by collecting due diligence data, preparing base maps, and integrating site findings into the planning process. Building on market study recommendations, Steffi prepared conceptual layouts for mixed-use development and recreational assets over wetlands, developed design alternatives, and created 3D renderings to support client and stakeholder visioning. Final deliverables included a comprehensive report with design documentation, funding strategies, and implementation recommendations submitted to the client.



Nadia Vogt

Green Infrastructure and Sustainability

15 years of experience

Percent Committed to current projects: 50%

Percent Available for this project: 50%

MA, Urban Environmental Geography,
University of Wisconsin-Milwaukee

BA, History and Sociology,
University of Wisconsin-Milwaukee

Nadia is an applied strategist and project manager specializing in process design and risk mitigation for critical infrastructure. She leads multi-sector teams to develop resilience frameworks that protect water, transportation, and energy systems from climate and operational risks.

Nadia collaborates with stakeholders at all levels, integrating culturally responsive engagement and leveraging her facilitation skills—including professional Spanish—to build consensus and deliver actionable plans. Her approach combines scenario analysis and process optimization to provide continuity and adaptability. Passionate about resilience and public policy, Nadia is dedicated to advancing strategies that strengthen community systems and safeguard essential services for the future.

Vero Beach Development: Feasibility Review | Vero Beach, FL | Civil Reviewer

Stantec was the owners representative for the evaluation of redevelopment and operations of a waterfront property. The process to transform this site into a unique destination with commercial, recreational marina, and hospitality facilities required an architectural and engineering feasibility review. Nadia led the site civil review that included parking, stormwater, utilities, transportation and mobility, and marina design.

Chicagoland Methane Recapture EPA Climate Pollution Reduction Funding | Chicago, IL | Deputy Project Manager

As the deputy project manager for the EPA funded Climate Pollution Reduction Grant Program, Nadia was responsible for organizing and developing a \$196 million dollar proposal on behalf of 10 stakeholders in the Chicagoland area. The funding will support the design and construction of the necessary infrastructure to capture wastewater digester and landfill biogas for conversion to renewable natural gas. Nadia was responsible for client interaction, proposal development, quality control, and communication.

Kinnickinnic River Watershed Green Infrastructure Plan* | Milwaukee County, WI | Project Manager

The Kinnickinnic River Watershed Green Infrastructure Plan is the first comprehensive, watershed-specific plan created as part of the larger watershed planning effort recommended by the Regional Green Infrastructure Plan. It builds on regional objectives and recommendations to allow multiple stakeholders to strategically implement green infrastructure in a way that meets varying objectives. A number of ArcGIS mapping tools were created to guide green infrastructure implementation including development of priority sub-basins, reduced flood impacts to structures, improvements to water quality, and assessment of the potential for implementation based on planned projects, capital improvements, and the presence of organizations. Nadia was the project manager and plan lead.

Sacramento Railyards EPA Community & Climate Action Funding | Sacramento, CA | Development Specialist

Nadia was the Developmental Specialist for a \$20 million funding proposal submitted to the EPA on behalf of six coordinating entities. This proposal focused on benefiting disadvantaged communities through a project taking place on one of the nation's largest infill brownfield sites that mitigated climate change impacts, increased resilience, and improved public health.

Homestead Revitalization EPA Community & Climate Action Funding | Homestead, FL | Project Manager

A \$20M funding proposal was submitted to the EPA on behalf of four coordinating entities. Nadia designed and facilitated the project approach, developed all coordinated scopes of works and associated detailed budgets, and managed all communication between partners, client, and the EPA representative. This project will build resilience for a disadvantaged community plagued by flooding, hurricanes, and historic disinvestment. Through the redevelopment of a key urban corridor, investments will build out multi-modal transportation, develop green spaces, reduce pollution, create a climate resilience hub, underground critical utility lines, and expand workforce development partnerships to support a climate ready workforce.

Climate Action Plan | Northwest Arctic Borough, AK | Project Manager

Nadia provide key direction and support to teaming partner to develop a Priority and Comprehensive Climate Action Plan. The Northwest Arctic Borough comprises approximately 36,000 square miles in northern Alaska and has been the home of the Inupiat people for at least 10,000 years. The population is 86% Alaska Native or part Native. The Borough is home to Red Dog Mine which is a primary economic contributor. This Plan inventories greenhouse gas emissions, provides reduction strategies with a focus on energy, and focuses on local knowledge and engagement.

** denotes projects completed with other firms*



Donald Polla

PE, CCP

Cost Assumptions | Cost Estimating

38 years of experience

Percent Committed to current projects: 75%

Percent Available for this project: 25%

MS, Environmental Engineering/Science, Colorado School of Mines

BS, Mechanical Engineering, University of Idaho

Don is a certified cost estimator with extensive experience developing accurate construction cost estimates for complex civil infrastructure projects. He specializes in preparing engineer's estimates and hard-dollar bids for pipelines, treatment facilities, and heavy civil works. His expertise includes evaluating construction methods.

Don applies detailed quantity takeoffs and cost modeling to support planning and design phases, providing reliable cost assumptions that inform decision-making for large-scale redevelopment projects.

His recent work on cost estimating for municipal infrastructure upgrades and utility relocations in urban redevelopment projects demonstrates his ability to deliver precise conceptual estimates for projects involving significant site preparation and infrastructure renewal.

Colorado Springs Utilities Southern Delivery System (SDS) Program | Colorado Springs, CO | Cost Estimating

Stantec served as the program manager for the SDS project. In this role, Stantec provided overall program management services; design and construction project oversight services; project schedule, budget and scope monitoring; procurement support; and document control management services, Environmental Impact Statement and Planning, Program Management, Design Management, and Construction Management. The program managed the design and construction of 62 miles of underground raw and treated water pipelines, a 50-MGD water treatment plant and three water pump stations. Don provided baseline cost estimates for the pipelines and is responsible for providing independent estimating services for claims and potential change orders.

Lynn Water and Sewer Commission West Lynn Sewer Separation | West Lynn, MA | Lead Cost Estimator

Provided cost estimates for new storm drain piping, manholes, catchbasins; 114 MGD pump station; 54" force main; relocation/improvements to sanitary sewers, relocation/improvements to water mains. Work included open cut installation, trenchless installation, CIPP pipe lining, soil remediation. Estimated civil, mechanical, and utility portions of improvements. Organized and combined supporting estimates including structural, architectural, electrical, and I&C. Produced opinion of probable cost reports. Responded to comments and questions. Developed local labor and equipment rate tables.

Everett Water Transmission Line No. 2 and 3 Rehabilitation/Replacement | Everett, CO | Cost Estimating

The first reach of the Transmission Line No. 2 rehabilitation/replacement project evaluated rehabilitation and replacement for 5 miles km of mortar-lined and coated steel pipe. The next segment

of pipe design involved replacement of a one-mile section of buried pipe on Ebey Island, a wetland area, with an elevated steel pipe section placed on timber piles. The project was constructed in five phases, with the pipeline crossing numerous wetlands, streams, three major rivers, state highways and steep slopes. The project included design using trenchless construction technologies for several large pipeline crossings. Don provided cost estimates for this project within the City of Everett's northern water supply pipeline corridor.

Pima County Regional Wastewater Reclamation Department Tres Rios Water Reclamation Facility | Tucson, AZ | Cost Estimating

Construction included an expansion of the facility from 142 to 189 MI/d, and included implementing Bardenpho technology, repairing process units, replacing equipment and structures, addressing odor control issues and upgrading the facility to be compliant with environmental, regulatory and building code requirements. Don was responsible for providing independent cost estimates for potential change orders for this \$232M (USD) CMAR expansion project.

Miami-Dade Wastewater Improvement Program | Miami-Dade County Water & Sewer Department | Miami, FL | Lead Cost Estimator

Don provided cost estimates for capital improvement projects for Miami Dade treatment and collection components. Estimated civil, mechanical, and utility portions of improvements. Organized and combined supporting estimates including structural, architectural, electrical, and I&C. Produced opinion of probable cost reports. Responded to comments and questions. Developed local labor and equipment rate tables.



Joe Polacek

AICP

Public and Stakeholder Engagement | Branding and Graphics

8 years of experience

Percent Committed to current projects: 40%

Percent Available for this project: 60%

Master of Urban and Regional Planning,
University of Minnesota

Bachelor of Design in Architecture,
University of Minnesota

Metropolitan Design Certificate,
University of Minnesota

Joe is an urban planner and an experienced facilitator of both virtual and in-person engagements that are informative, collaborative, and build trust. He specializes in crafting compelling narratives and visual tools—including graphics, maps, apps, and websites—to make complex topics accessible and engaging.

Joe's work empowers communities to actively participate in shaping their environments. He develops interactive storymap websites, urban design frameworks, detailed illustrations and 3D renderings, environmental justice screening tools, and visually appealing planning documents that communicate ideas clearly and effectively.

Lyndale Avenue Suburban Retrofit Strategy | Bloomington, MN | Urban Designer and Engagement Lead

Once a primary commercial corridor, Lyndale Avenue since saw decades of disinvestment and a shrinking tax base. Joe hosted a series of engagement events before developing urban design framework to organize priorities along the corridor. Joe identified smaller character districts and delineated key nodes to focus reinvestment before developing recommendations for mobility to engage the active transportation network along the corridor using low cost, incremental, and local precedents. Joe compiled a final report complete with next-steps and funding sources.

Moorhead Comprehensive Plan Update | Moorhead, MN | Engagement Lead

Joe organized a series of small events to bring a planning workshop out into the field, while simultaneously creating web applications to facilitate similar engagement within a self-directed virtual environment. Joe created "walkshop" packets (a play on walking and workshop) that made engaging on critical questions easy on participants as they met at key locations throughout the city. In the same timeframe, Joe created a website that included attractive and concise project information with customized web applications that pulled users to key locations throughout the city to leave place-based comments answering the same critical questions as the walkshops. The tools effectively informed next stages in the project while creating deliverables that showed that constituents' voices had been heard.

Brownfield Redevelopment | Flint Hills KS | Urban Designer

Joe conducted research and developed redevelopment concepts for two brownfield sites granted by the EPA. Joe produced phased development approaches that were based on market research, reoriented development to the street and sidewalk, avoided floor risk and fostered surrounding ecological assets. He presented groups, and the greater public using customized platforms that made

participation in community design informative and easy. Joe created an interactive Storymap website that flew viewers to the site, shared concepts, and asked for feedback in a fun and intuitive way.

Downtown Redevelopment Plan | Palmer, AK | Urban Designer

As part of a grant program through the Environmental Protection Agency, Joe developed master plans to reinvigorate what was previously an industrial site into an active part of downtown Palmer. This town was popular for its local art, shopping, and culture but elected officials and community members saw the adjacent industrial site as detracting from those assets. Joe produced design scenarios ranging from modest to bold to help the community better understand their options.

1st Ave N Reconstruction | Minneapolis, MN | Engagement Lead

A multi-year engagement study is helping to inform the reconstruction of iconic 1st Ave N in the Warehouse District of Minneapolis. From visioning to predesign, Joe created engagement activities that presented design considerations and requested feedback in ways that were inviting and fun to participate. He coordinated and facilitated a public workshop in the Target Center lobby and another in a skyway above the corridor. Joe coordinated public artists, facilitated activities, and created an interactive website for an engagement process that fits the arts rich corridor.

Nicollet Mall & Downtown Transit | Minneapolis, MN | Engagement Lead

Joe branded, developed, and facilitated public engagement activities and events to identify an alternative transit corridor as buses are moved from the primary transit corridor of downtown Minneapolis. To support the accelerated timeline of Metro Transit and the City of Minneapolis, Joe quickly designed indoor and outdoor engagement materials and activities, facilitated formal and popup events, and created social media content appropriate for this delicate and important project to the future of Downtown Minneapolis.



Erin Perdu

AICP

Zoning and Policy

27 years of experience

Percent Committed to current projects: 60%

Percent Available for this project: 40%

Master of Urban and Regional Planning,
University of Michigan

MS, Natural Resources, University of Michigan
BS, Earth Systems, Stanford University

American Institute of Certified Planners, Certified
Planner National President - 2024–2027

Erin is a senior urban planner with professional planning experience in both the public and private sectors. She has served as the project manager and lead planner on comprehensive plans, zoning ordinances, and small area studies.

Erin specializes in crafting zoning regulations that align with community goals and support long-term planning objectives. She works to modernize zoning codes, streamline development processes, and remove regulatory barriers.

Erin has also developed zoning frameworks for communities of all sizes, helping them implement policies that support vibrant, resilient, and well-planned environments.

Valdez Zoning Code Revision | Valdez, AK | Lead Planner

Erin worked with the City to create a new code that accommodates/encourages mixed use development; removes unnecessary regulations; recognizes that Valdez is a “winter city” and accommodates snow removal and storage; allows more housing types; updates and consolidates land uses; and balances the desire for a more walkable community with the needs of freight traffic and the high percentage of residents who drive. The update coincides with a recently adopted comprehensive plan that brought a new focus on creating special places and opportunities in the community. The zoning ordinance is the City’s main implementation tool for the comprehensive plan.

Unified Development Ordinance | Holly Springs, NC | Project Manager

Erin served as project manager and lead author of a new Unified Development Ordinance which included zoning and subdivision regulations. The new code was designed to be heavily graphic, easy to use, and greatly streamlined from the previous version. Erin and the Stantec team drafted regulations in line with the Town’s recently adopted Land Use and Character Plan, including districts that allowed a wider variety of housing types, increased densities in several districts, site design standards that prioritize pedestrian access and overall quality of life in mixed-use development. To encourage development in accordance with the City’s vision, the new UDO also includes a streamlined review process for reviewing land use and development applications, particularly those that follow UDO standards.

Downtown Design Standards and Riverfront Overlay District | Fort Wayne, IN | Zoning Lead

Erin worked with the City to create design standards for two downtown zoning districts, the Downtown Core and Downtown Edge. She created a new district, the Riverfront Overlay, to craft development along what is one of the city’s most unique features.

Working with an advisory committee and staff working group, Erin crafted ordinance language that addresses opportunities to increase the quality of infill and redevelopment downtown. New language includes revised building design elements, parking, and active outdoor spaces. The Riverfront Overlay is written to protect views both to and from the river using building step backs and pedestrian connections.

Zoning and Subdivision Code Revision | Mandan, ND | Project Manager

Mandan wished to update and revise their development ordinances to create a more efficient process for land development and making regulations were clear, predictable, and concise. Erin served as project manager and lead author for these revisions, guiding the City through a robust process including a full code audit, best practices, analysis of potential zoning changes, drafting and adoption. She created an engagement process to involve community leaders, residents, and stakeholders which included the establishment of a working group to guide the process.

Homer Zoning Ordinance | Homer, AK | Project Manager

Erin is leading the significant revision of the Homer, Alaska Zoning Ordinance, focused on bringing the code into alignment with the soon-to-be-adopted Comprehensive Plan. The process began with a comprehensive audit of the existing code, aimed at identifying inconsistencies, opportunities for reorganization and simplification, and removing barriers to new development. The code drafting process is underway, with guidance from staff, elected and appointed officials. Major changes include district consolidations, changing of uses from conditional (requiring a public hearing) to permitted with standards, modernizing definitions and uses, and creating clear standards for protecting environmentally sensitive or hazardous areas.



Heidi Peper

Funding Research

30 years of experience

Percent Committed to current projects: 50%

Percent Available for this project: 50%

BA, Community Development/Public Relations,
Saint Cloud State University

With experience in community and economic development, Heidi works on solving complex funding problems—her experience ranges from pedestrian trails to ports, outdoor recreation to brownfields redevelopment, essentially most any community infrastructure project imaginable. Heidi is the US East Lead for Stantec's North American Funding Program, a coordinated network of more than 250 funding specialists across the country.

Throughout her career, Heidi has successfully secured \$290 million in grants for clients' projects. Her experience in project development and securing affordable financing packages—including grants, legislative appropriations, and other financial incentive programs—has been a valuable resource in moving projects from concept to construction.

Port of Superior and C. Reiss Dock Rehabilitation | Superior, WI

C. Reiss Coal Company needed to update their dock facility on the Superior side of the Port of Duluth-Superior including dredging, dock wall repair and land side improvements. For this \$17.3 million project, Heidi secured more than \$13 million in grants from the Maritime Administration's Port Infrastructure Development Program, Wisconsin Department of Transportation's Harbor Assistance Program, and the USEPA Great Lakes Legacy Act.

Washington County Community Development Agency Brownfields Assessment | Washington County, MN

Washington County identified hundreds of known and suspected contaminated sites throughout the county. Heidi worked with the WCCDA and the Stantec team to prioritize areas for redevelopment and secured a grant from the USEPA in the amount of \$600,000 to conduct a Brownfields Assessment program throughout the county, including Phase I and Phase II ESAs, response action plans (RAPs), community outreach and planning.

USEPA Brownfields Assessment Grant Implementation | Dakota County, MN

Through various local, state and federal databases, Dakota County identified thousands of known and suspected contaminated sites. To ameliorate these blighted conditions, Heidi worked with the DCCDA to secure a grant from EPA in the amount of \$600,000 to conduct Brownfields Assessment program in the county, including Phase I and Phase II ESAs, response action plans (RAPs), community outreach and planning.

Blue Hill Avenue Multimodal Corridor | Boston, MA | Project Funding Specialist

Heidi supported the delivery of a transformative multi-modal corridor project for the City's Blue Hill Avenue. Heidi led the team in authoring a successful Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant application and required submittals, including a Benefit Cost Analysis (BCA) and secured a \$15 million grant for this critical infrastructure project.

Industrial Park | Sauk Centre, MN | Project Funding Specialist

Heidi played a pivotal role in securing financial support for the expansion of the City of Sauk Centre's industrial park. Leveraging her extensive background in community and economic development, Heidi successfully obtained a \$1.3 million Greater Minnesota Business Development Public Infrastructure (BDPI) grant. This critical funding enabled the extension of essential infrastructure—water, sewer, and streets—to support the development of a new industrial park in Sauk Centre.

Brownfields Assessment | Austin, MN | Project Funding Specialist

The City of Austin identified multiple areas throughout the City with known and suspected contaminated sites. Heidi worked with the City and the Stantec team to prioritize areas for redevelopment and secured a grant from the US Environmental Protection Agency (EPA) in the amount of \$500,000 to conduct a Brownfields Assessment program throughout the City, including Phase I and Phase II environmental site assessments (ESAs), response action plans (RAPs), community outreach and planning.

Business Expansion | Cold Spring, MN | Project Funding Specialist

Project Funding Specialist responsible for securing funding on this project. Heidi secured a \$951,330 Greater Minnesota Business Development Public Infrastructure grant. This grant helped to fund the extension of water services to a business expansion, creating more than 100 new jobs and \$37 million in private investment.

Industrial Park* | Freeport, MN

Project Funding Specialist responsible for securing funding on this project. Heidi secured an \$888,483 Greater Minnesota Business Development Public Infrastructure grant to extend water, sewer and streets to an expanded Freeport industrial park.

4. Relevant Project Experience

Brillion Iron Works Redevelopment Plan

Location: Brillion, Wisconsin

Client: City of Brillion

Size: 145-acre site **Cost:** \$130,000

Project Timeline: July 2022 - February 2023
**no dispute history, claims, or litigation*

Reference: Mike Smith, Mayor, City of Brillion
msmithbrillion@gmail.com | 217-653-1266

Implementation Status: The 20- to 30-year plan is being implemented in phases.

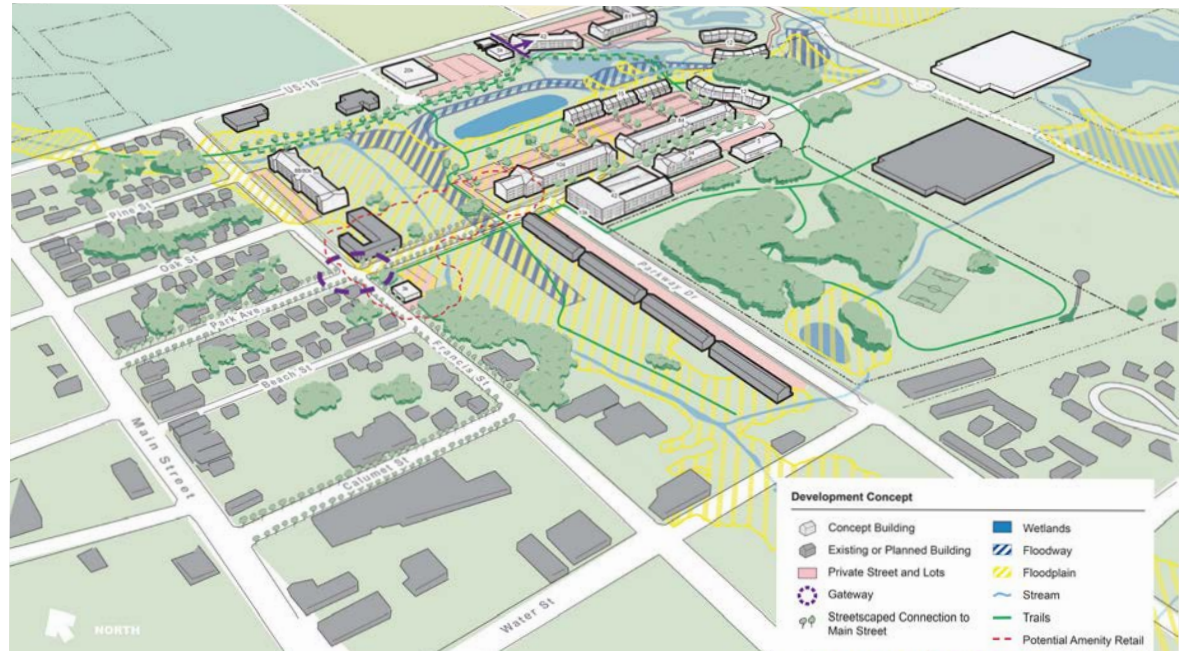
- **Complete development projects:** <https://www.brillionworks.com/projects>
- **In progress development projects:** Brillion's east side is completing its first development—a 42-unit apartment complex—the opening phase of a three-phase housing project, with the first residents expected to move in by fall 2026.

Project Outcome: The final development includes a mix of multifamily housing, hospitality, commercial, and industrial sites.

Relevance: Economic development, market analysis, industrial master planning, redevelopment strategies, brownfield, environmental management, infrastructure redevelopment, community engagement, funding, public/private partnership

Role and Responsibilities of Firm: Harris Byers (Brownfield Grant Project Manager), Tom Leighton (Redevelopment Plan Project Manager), Jacob Woelmer (Civil Engineering Lead), Joe Polacek (Engagement)

The Brillion Iron Works ductile iron foundry was once the region's largest employer, producing 145,000 net tons of iron per year, and provided industrial/manufacturing jobs to over 1,000 employees.



The City of Brillion acquired the property and secured a cleanup grant from the USEPA. Stantec was retained to assist the City in implementing the grant, starting with a reuse plan.

The size of the property compounded by surface water/floodway/wetland limitations, utilities, and environmental liabilities, posed a significant challenge for the reuse of the property.

In order to successfully realize Brillion's goals for the property, the first step in the reuse planning process was to complete a market study in combination with community outreach efforts to articulate the needs of the community and the region.

The greatest needs in the community were housing (including townhomes and condos, senior and workforce housing, and higher-end homes) along with an increased diversity in commercial/retail (restaurants, grocery stores, greater variety of retail businesses, recreational businesses and amenities, and incubator/start-up spaces).

After gathering information from the property conditions, the community outreach efforts, labor studies, and market analysis, a redevelopment plan was created with multiple development concepts. This communicated the feasibility of various areas for development, identified multiple options, and provided a pathway for the various concepts.

Brillion Iron Works Redevelopment Plan Continued



Sacramento Railyards Redevelopment

Location: Sacramento, California

Client: Downtown Railyard Venture LLC

Size: 240-acre site **Cost:** \$20M

Project Timeline: January 2012 - Ongoing
**no dispute history, claims, or litigation*

Reference: Josh Leachman, Senior Vice President - Project Development, Downtown Railyard Venture LLC
jleachman@ldkventures.com | 916-261-2802

Implementation Status: Some sections of the development have been completed, while others are underway. <https://railyards.com/railyards-vision/>

Project Outcome: This project will enable the adaptive reuse of historic buildings and infrastructure, support the construction of major civic and entertainment venues, develop and implement site-wide and project-specific management plans for soil, groundwater, and stormwater, and establish best practices for phased infrastructure development and regulatory approvals.

Relevance: Redevelopment strategies, brownfield, environmental management, infrastructure planning and design, entitlements, community engagement, funding, public/private partnership

Role and Responsibilities of Firm: Elias Rashmawi (Director of Land Redevelopment), Amy Worsham and Nadia Vogt (Redevelopment Funding Assistance)

Occupying 244 acres at the northern edge of Sacramento's Central Business District, the Sacramento Railyards is one of the largest infill brownfield land development efforts in the United States. Once the western terminus of the historic transcontinental rail lines, the site is being transformed into a high-density, transit-oriented district supporting over 12,000 multifamily housing units, 2.4 million square feet of office space, and 1.9 million square feet of retail, hotel, and commercial uses, all anchored by 49+ acres of parks and public space to serve nearly 30,000 future residents.



Elias Rashmawi, has worked as a Program Manager on the Railyards since 1999. Elias joined Stantec in 2012, bringing his brownfields redevelopment expertise and knowledge of the Railyards. Stantec is now supporting both the City of Sacramento and Downtown Railyards Venture LLC in shaping a long-term, infrastructure-first roadmap for redevelopment. We led master planning, implementation strategy, and funding advisory across the lifecycle of the project.

Of the \$700 million in anticipated infrastructure needs, nearly \$300 million was secured from federal, state, and local sources, supporting transportation improvements, sitewide utilities, environmental remediation, and public realm.

Stantec's interdisciplinary team delivered a wide range of services, including:

- **Civil Engineering:** Coordinated infrastructure design and construction near active rail lines and historic buildings, optimized grading and drainage, and managed phased infrastructure buildout to align with project entitlements and funding opportunities.
- **Environmental Services:** Conducted site investigation and remediation, developed land use-specific protocols, managed contaminated soil and groundwater, designed and installed vapor intrusion mitigation systems, and oversaw stormwater management during construction.

- **Geotechnical Engineering:** Implemented ground improvement techniques, developed state-approved drilling protocols, and managed soil reuse to minimize off-site export and address subsurface conditions.
- **Buildings & Architecture:** Supported adaptive reuse of historic structures and new construction projects, including a state courthouse, medical campus, soccer stadium, concert venue, and multi-family housing.
- **Geospatial & Landscape Architecture:** Provided site mapping, landscape design, and integration of parks and plazas.
- **Transportation & Water:** Designed transit-oriented developments, new rail lines, overpasses, tunnels, and managed water infrastructure.
- **Funding & Strategic Growth:** Facilitated public-private partnerships, leveraged grant funding, and supported the development of high-profile anchor projects.

The plan coordinated across freight rail, passenger rail, highway infrastructure, and local arterial networks to enable phased development while overcoming adjacency challenges. Stantec provided technical and strategic support on projects including six new rail lines, three major overpasses, three tunnels, new above- and below-grade rail facilities, high-capacity utility corridors, and a \$200 million soil and groundwater cleanup program.

Sacramento Railyards Brownfield Redevelopment & Master Plan Continued





Sarasota Square Mall

Location: Sarasota County, Florida

Client: Torburn Partners, Inc.

Size: 95-acre site **Cost:** \$1M

Project Timeline: March 2023 - Ongoing
**no dispute history, claims, or litigation*

Reference: Adam Keldermans, COO, Torburn Partners
 akeldermans@borburn.com | 630-561-3751

Implementation Status: The project will be developed in three phases. The retail portion is under construction, and the residential will break ground in the first quarter of 2026.

Project Outcome: This project will create a new mixed-use destination for all of central Sarasota County.

Relevance: Economic development, market analysis, industrial master planning, redevelopment strategies, brownfield, environmental management, infrastructure redevelopment, community and stakeholder engagement, funding, public/private partnership

Role and Responsibilities of Firm: Jim Paulmann
 (Principal in Charge/Project Manager, and Client Liaison)



Occupying approximately 95 acres along the US-41 corridor, the Sarasota Square Mall site represents one of the region's most transformative redevelopment opportunities. Historically a major retail destination, the property has experienced decades of decline and was in need of revitalization.

The Sarasota Square Mall redevelopment has been envisioned to evolve into a vibrant, mixed-use lifestyle center that integrates commercial, office, and multifamily residential uses in a walkable environment.

To advance this vision, Stantec guided the client through a complex entitlement strategy, including a Notice of Proposed Change to the Sarasota Square Development of Regional Impact; a Small-Scale Comprehensive Plan Amendment, a Critical Area Plan Amendment; a Rezone, and a Special Exception application.

This multi-step process established the regulatory framework for a phased, market-

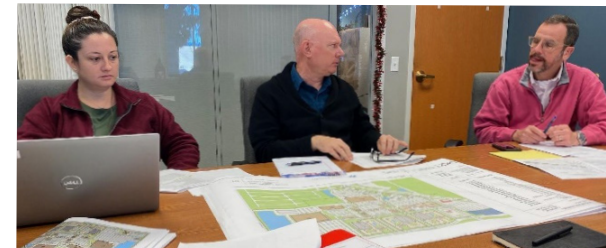
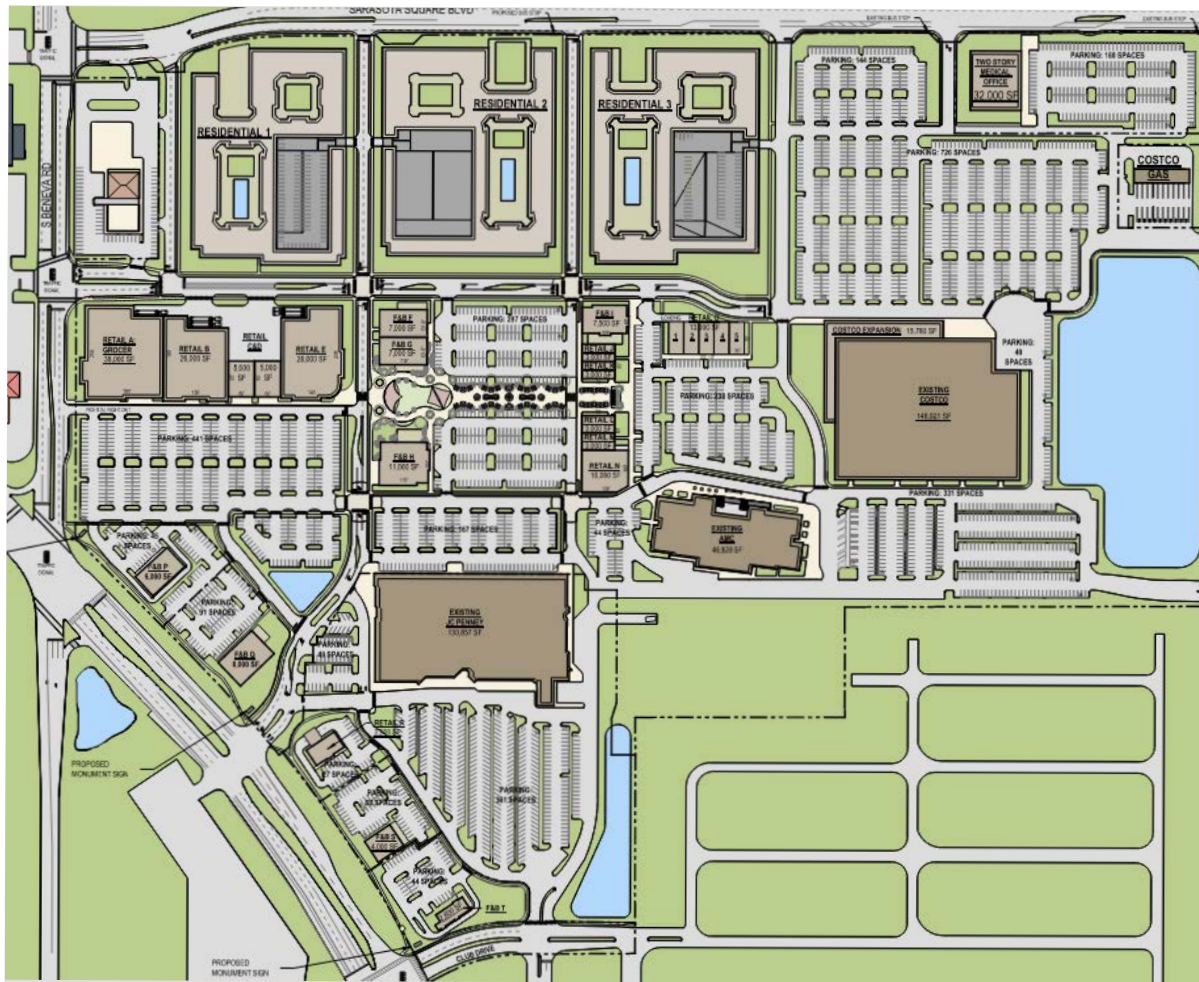
responsive redevelopment that aligns infrastructure, land use, and mobility improvements. Stantec's role encompassed strategic planning, entitlement coordination, and stakeholder engagement to support a long-term transformation of the site into a dynamic, mixed-use destination.

Our team led a collaborative planning process with public and stakeholder engagement, including neighborhood workshops, holding meetings with residents, leadership, and the committee to understand each group's needs.

The Sarasota Square Mall redevelopment exemplifies how legacy retail properties can be repositioned through bold visioning, integrated planning, and entitlement strategies to create resilient, future-ready communities.

Stantec has prepared construction plans and received final permitting with the project currently under construction.

Sarasota Square Mall Continued



River Point District Development

Location: Manitowoc, Wisconsin

Client: City of Manitowoc, WI

Size: 20-acre site **Cost:** \$192,000

Project Timeline: October 2019 - December 2023
**no dispute history, claims, or litigation*

Reference: Adam Tegen, Community Development Director, City of Manitowoc
ategen@manitowoc.org | 920-686-6931

Implementation Status: The project is completed.
River Point District

Project Outcome: The project created a new mixed-use destination.

Relevance: Economic development, site redevelopment strategies, environmental management, infrastructure redevelopment, community and stakeholder engagement, funding, public/private partnership

Role and Responsibilities of Firm: Harris Byers (Brownfields), Jacob Woelmer (Assistant Project Manager)

From former industrial area to mixed-use destination

For more than 150 years, business and industry along the Manitowoc River has contributed to the life of Manitowoc residents geographically, historically, economically, and culturally. The City is now giving the riverfront a new life as the mixed-use development.

To prepare the 20-acre site for redevelopment, we assisted the City in obtaining \$2.9 million in U.S. Environmental Protection Agency Brownfield Grants and more than \$1 million in state funding. Our team performed environmental assessments and developed a sustainable site-wide plan for mitigating residual environmental impacts.



With this firsthand knowledge, Stantec's design team subsequently worked with the City to plan and design a project to achieve the community's vision for the area.

Our design team prepared the site planning, mass grading, and public improvement plans to provide the foundation for redevelopment. The design incorporated properly capping the soils to mitigate environmental impacts.

Throughout the project, our team focused on options that the City residents desire, local businesses can champion, and the City can realistically operate and maintain. The planned attractions include three locations for residents to interact with the river: a kayak launch, a lookout, and terrace waterfront seating. A multi-use bike trail wraps around the development along the river.

The streetscape focuses on pedestrian friendly amenities with pavers, colored concrete, and seat walls. Sustainability was designed into the development plan. Tree cells will support the root systems for healthy growth and improve stormwater quality.

Phase 1 included the design and construction of roadway and pedestrian infrastructure to support various projects, the Petskull Brewing Company, and the 87-unit River North Apartments.

This included a signalized intersection at the entrance of the development as well as a pedestrian boulevard with pavers, colored concrete, and seat walls.

Phase 2 involved construction of infrastructure to support a restaurant, condominiums, park, kayak launch, rock revetment to replace a fallen wall, lookout, fire ring, and multiuse trail.



River Point District Development Continued





College Park Six West

Location: College Park, Georgia

Client: City of College Park

Size: 311-acre site **Cost:** \$1.2M

Project Timeline: July 2017 - Ongoing

**no dispute history, claims, or litigation*

Reference: Jacques Garcia, Economic Dev. Program Development Manager, City of College Park
jacques.garcia@collegeparkga.gov | 404-767-1537

Implementation Status: Infrastructure upgrades are partially completed. Stantec is updating the master plan to address post-covid market shifts and changes in leadership priorities. Stantec is starting remediation and building design on two culturally significant historic buildings that remain.

Project Outcome: A vibrant, mixed-use district featuring residential, commercial, hospitality, and cultural destination.

Relevance: Scale, EPA Brownfield assessment and cleanup grants, site-specific design, community engagement, redevelopment strategies, site redevelopment strategies, community engagement, funding strategy

Role and Responsibilities of Firm: Amy Worsham (Project Manager), Kaitlyn Woolard (Senior Designer), Heidi Peper (Funding Specialist)



Stantec has partnered with the City of College Park, Georgia since 2017 on one of the Southeast's most ambitious brownfield redevelopment projects: Six West, an 11-acre site adjacent to Hartsfield-Jackson Atlanta International Airport. This transformative initiative aims to convert hundreds of underutilized and contaminated parcels into a vibrant, mixed-use district featuring residential, commercial, hospitality, and cultural destinations.

Stantec's involvement began with the successful implementation of the City's FY17 EPA Brownfields Assessment Grant, authored by our proposed Project Manager, Amy Worsham. Stantec led efforts to assemble fragmented parcels, conduct Phase I and Phase II Environmental Site Assessments, and manage remediation

where necessary. Recognizing the scale and complexity of Six West, Stantec also helped the City and its Business and Industrial Development Authority (BIDA) secure four additional EPA Brownfields grants for \$1.9M, for continued brownfields assessment, remediation, and planning.

While the original master plan was prepared by another firm, Stantec has taken a leadership role in evaluating its feasibility, updating strategies to reflect post-COVID market conditions, and aligning development priorities with community and leadership goals. Our team created a brownfields funding roadmap, identified transportation and mobility upgrades, and continues to guide brownfield site design for culturally significant historic properties within the district.

McCann East Town Center

Location: Sarasota County, Florida

Client: McCann Holdings.

Size: 2,351-acre site **Cost:** \$500,000

Project Timeline: January 2023 -Ongoing
**no dispute history, claims, or litigation*

Reference: Justin Powell, Vice President, McCann Holdings
justin@pranch.com | 941-922-0759

Implementation Status: The project is currently in the entitlement process.

Project Outcome: The project will create a new mixed-use destination to advance the goals of the 2050 Plan.

Relevance: Economic development, site redevelopment strategies, final master plan, community and stakeholder engagement, public/private partnership

Role and Responsibilities of Firm: Jim Paulmann (Principal in Charge/Project Manager, and Client Liaison)

McCann East encompasses 2,351 acres and represents one of the last planned villages under Sarasota County's 2050 Plan, a framework established to guide growth east of I-75 in a resilient, sustainable manner that curbs urban sprawl. To date, the 2050 Plan has approved over 36,000 dwelling units, and McCann East will contribute significantly to this vision with a proposed 5,700 residential units and an innovative Town Center of approximately 150 acres designed to serve as the community's social and economic hub.

The Town Center concept introduces a higher-density, mixed-use environment integrating residential, commercial/office, and light industrial uses,



complemented by civic amenities such as schools, fire stations, parks, and recreational open space. This approach reflects a forward-thinking model for growth that prioritizes walkability, connectivity, and long-term economic vitality in the community.

To facilitate this transformative vision, Stantec is leading entitlement efforts including an Application for Development of Critical Concern to establish a Master Development Plan and Master Development Order, as well as a Comprehensive Plan text amendment and Land Development Code

text amendment to support the Town Center framework. These actions require extensive coordination with Sarasota County and robust public engagement, including neighborhood workshops and stakeholder outreach, providing transparency and alignment with community priorities.

McCann East exemplifies how strategic planning and innovative land use concepts can advance the goals of the 2050 Plan, creating a resilient, mixed-use village that balances growth with environmental stewardship and quality of life.

Marathon Development - Parcel 6C

Location: Sarasota County, Florida

Client: Marathon Residential, LLC

Size: 7,000-acre site **Cost:** \$1M

Project Timeline: January 2024 -Ongoing
**no dispute history, claims, or litigation*

Reference: Dimitri Economou, President, Marathon Residential, LLC
deconomou@marathonres.com | 214-935-3707

Implementation Status: The project is currently in entitlements and construction plans.

Project Outcome: The project will bring a community-centered, premier mixed-use destination integrating residential, commercial, and employment centers.

Relevance: Economic development, site redevelopment strategies, final master plan, community and stakeholder engagement, public/private partnership

Role and Responsibilities of Firm: Jim Paulmann (Principal in Charge/Project Manager, and Client Liaison)

Parcel 6C represents a portion of one of Southwest Florida's most significant master-planned communities including 7,000 acres and over 14,000 residential units and has evolved into a premier mixed-use destination integrating residential, commercial, and employment centers.

The vision for Parcel 6C is to create a vibrant mixed-use development featuring 500 multifamily units, 85,000 square feet of commercial space, and 300 hotel rooms on an approximately 138-acre property, with 80% preserved as open space. This capstone phase is designed to complement the overall master planned communities while introducing new housing, hospitality, and retail opportunities that enhance community connectivity and economic vitality.



To support this vision, Stantec provided comprehensive planning and entitlement services, including preparation of a Comprehensive Plan Amendment, a Rezone Application, and a Special Exception Application. In total, four major planning applications were advanced to foster the project's success. Stantec is currently working on construction plans and final permitting for the project.

Stantec also led public outreach efforts, coordinating with the adjacent neighborhood associations and hosting two neighborhood meetings, so stakeholder engagement and community alignment. This collaborative approach reflects the commitment to delivering a thoughtfully planned, sustainable development that serves as the final piece of this development's long-term vision.



Jefferson Quarry Redevelopment Master Plan

Location: Mankato, Minnesota

Client: City of Mankato, MN

Size: 52-acre site **Cost:** \$11,200

Project Timeline: March 2022 - January 2023

**no dispute history, claims, or litigation*

Reference: Paul Vogel, Community Development Director,
City of Mankato
pvogel@city.mankato.mn.us | 507-387-8640

Implementation Status: The 50-acre site is being redeveloped in phases, with the first phase being a "Quarry View" housing development that broke ground in 2025.

Project Outcome: The master plan established a concept for a street network and eventual development. The plan envisioned a central activated commercial node, residential development, a public plaza, access to the river's edge, and the regional trail along the river.

Relevance: Economic development, market analysis, site redevelopment strategies, community, property owner, and developer engagement, public/private partnership

Role and Responsibilities of Firm: Tom Leighton
(Project Manager)

For more than 150 years, Jefferson Quarry had produced high quality limestone for structures throughout the Midwest. Envisioning a new future for the depleted quarry, a property group acquired the 52-acre site, hoping to capitalize on its 3,000-foot Minnesota River frontage and dramatic, exposed limestone cliffs that surrounded the site on three sides.

The City of Mankato enlisted the support of Stantec to investigate the site's possibilities and develop a plan to realize its potential and meet community needs.



To fully inform the redevelopment master plan, our planning team conducted a technical analysis to understand site conditions relevant to redevelopment and researched market conditions that bear on a range of development types and formats. The market analysis was focused primarily on the potential for various types of housing and retail development.

We engaged with the community and key stakeholders to understand the neighborhood's and broader community's perspectives on the site's redevelopment. This was accomplished with three in-person public meetings and online engagement through the City's website during each phase.

This approach allowed us to discuss key issues about the site and surrounding area and to develop and refine redevelopment concepts.

Each open house was well attended, with several residents attending every open house. The plan also included robust engagement online, with hundreds of residents visiting the website and many comments offered during each phase.

Currently the City of Mankato and the property owner are working together to fund, design, and build the infrastructure that paves the way for vibrant, phased development.

5. Public Engagement Plan

Engagement Approach and Strategy

Truly effective engagement is an art, not a science. It's customizing a process to meet the community's needs and project goals. Our team has unparalleled experience working with stakeholders to build consensus around complicated issues and divergent perspectives through thoughtful planning, transparent decision-making, steady consensus-building, and tangible outcomes.

We will engage stakeholders and the public at key milestones during the planning process, when their feedback will be the most meaningful. This means we stop work at our desks, get out into the community, inform the public about what we've been doing, and get input that will drive the next phase.

While we have proposed initial ideas as part of our project work plan/scope. We look forward to collaborating to develop an engagement strategy to guide the future direction of this exciting redevelopment project.

Engagement Methods, Tools, and Creative Approaches

Our overarching engagement process will strategically use traditional, targeted, virtual, and innovative outreach tools and methods to reach an inclusive audience. This list of methods is a toolbox for project engagement strategies. We will evaluate the effectiveness of different methods and frequently review the strategy to confirm that we are reaching a diverse and representative segment of stakeholders and adjust if needed.



We design meetings that remove obstacles by creating family-friendly environments, using creative engagement tools, and providing multiple ways for attendees to share feedback.

Traditional

These are conventional methods that most planning processes already use. Examples we expect to use include public meetings, check-ins with the Janesville Plan Commission and other relevant boards, City Council briefings, etc.

Public Meetings: Public meetings should be engaging, inclusive, and easy to attend. Traditionally, those who participate in community meetings are individuals with a strong interest in the project and few barriers—such as time constraints, childcare needs, or language challenges. Our goal is to design meetings that remove as many obstacles as possible. Some examples of this include offering multiple time options, providing refreshments, creating family-friendly environments, using interactive engagement tools, and providing multiple ways for attendees to share feedback.

Public meetings will be led by a mix of Stantec staff, including, but not limited to, Amy Worsham (project manager and brownfields specialist), Renee Blain (design perspective), Katie Havener (local/technical perspective), and Jared Ward (questions related to data centers).

We recommend an open-house format that lasts about 1.5 hours, featuring stations with project information and background details, along with interactive and creative options for input.

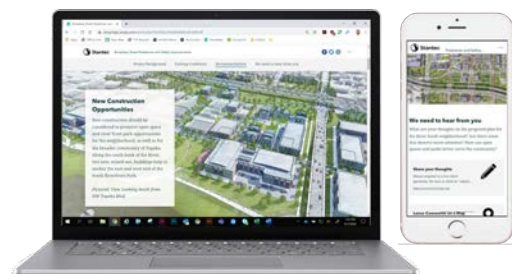
This approach avoids lengthy presentations that can burden parents and amplify dominant voices, providing a more balanced and welcoming experience. Open-house format engagement allows for more one-on-one interaction with the public and design team, allowing for personal feedback and conversation. Our goal for each public meeting is to allow each participant to provide their input.

Targeted

This will be outreach to specific groups that may not otherwise participate in the planning process or may provide specific and important feedback to inform the project. Groups that may require targeted outreach may include developers and brokers, students/youth, seniors, families, business owners, property owners, and renters.

Listening Sessions and Focus Groups: This engagement method offers an opportunity not only to give a presentation and take questions but actively listen to the concerns of various stakeholders where they traditionally gather. Listening sessions, often structured as focus groups, bring together people with shared interests to provide collective input or collaborate on solving site-specific challenges. **These sessions typically last between 1 to 2 hours, depending on the size of the focus group.**

Focus groups will be led by a mix of Stantec staff, including, but not limited to, Amy Worsham (project manager and brownfields specialist), Katie Havener (local/technical perspective), Tom Leighton (interviews, particularly in support of market analysis).



📍 Onward Moorhead: Comprehensive Plan, Moorhead, MN
[CLICK HERE](#) to view an example StoryMap.

Virtual

Internet-based outreach can help increase awareness and participation while helping to reach people who may not otherwise participate. Examples include a project website, social media, and interactive engagement tools like surveys, polls, and story maps.

We propose creating an online equivalent for each public meeting in the planning process to offer diverse opportunities to participate. The online equivalent is envisioned as a way for people who did not attend the meeting to not only review materials but also provide input comparable to the opportunity that was afforded to in-person meeting attendees. ***The virtual strategies can be ongoing throughout the project depending on the project's virtual engagement needs.***

Digital engagement will be led and managed by Joe Polacek.

Online Survey: Survey opportunities will be promoted with the help of the City's communication team and coordinated communications channels.

Story Map/Project Website: The project website will host key information to support in-person and online engagement opportunities.

Social Media: Helpful to gain broad project awareness and to garner participation in surveys and public meetings.

Innovative

These are creative and unconventional outreach methods designed to help collect information, increase awareness of the planning process, and boost participation. ***The amount of time varies depending on engagement method.***

Pop-ups and Charrettes will be led by a mix of Stantec staff, including, but not limited to, Amy Worsham (project manager and brownfields specialist), Renee Blain (design perspective), Katie Havener (local/technical perspective), and Jared Ward (questions related to data centers).

Inclusive Engagement for All Ages: We encourage incorporating creative input opportunities—such as Six-Word Stories, drawing exercises, and kids' activities—into community workshops.

Pop-Up Events: Pop-ups are geared toward specific audiences, like college students, bike riders, or families with children. Pop-up events may also take the place of a public meeting if there is good justification to do so. Hosting engagement at an already planned community celebration or fair can encourage broad engagement, awareness of the project, and reach a community less likely to attend a public meeting.

Charrette: A collaborative design charrette, will be incorporated to encourage a community-led design approach. Design charrettes will include community leaders, stakeholders, and design team experts to brainstorm ideas and develop design solutions. These allow for a holistic and inclusive approach to problem-solving while helping build consensus for the final plan.

Photo Inventories and Stories: Collecting images of specific places, features, or issues to capture and convey community experiences, values, and visions. Leverages visual storytelling to engage community members, foster empathy, and build a shared understanding of the community's needs and aspirations.

Demonstrated Experience



Six-Word Story Examples

We implemented six-word stories with Owatonna High School students dreaming about the future of their city and Minneapolis residents providing feedback on their comprehensive plan.



Local Artist Collaboration

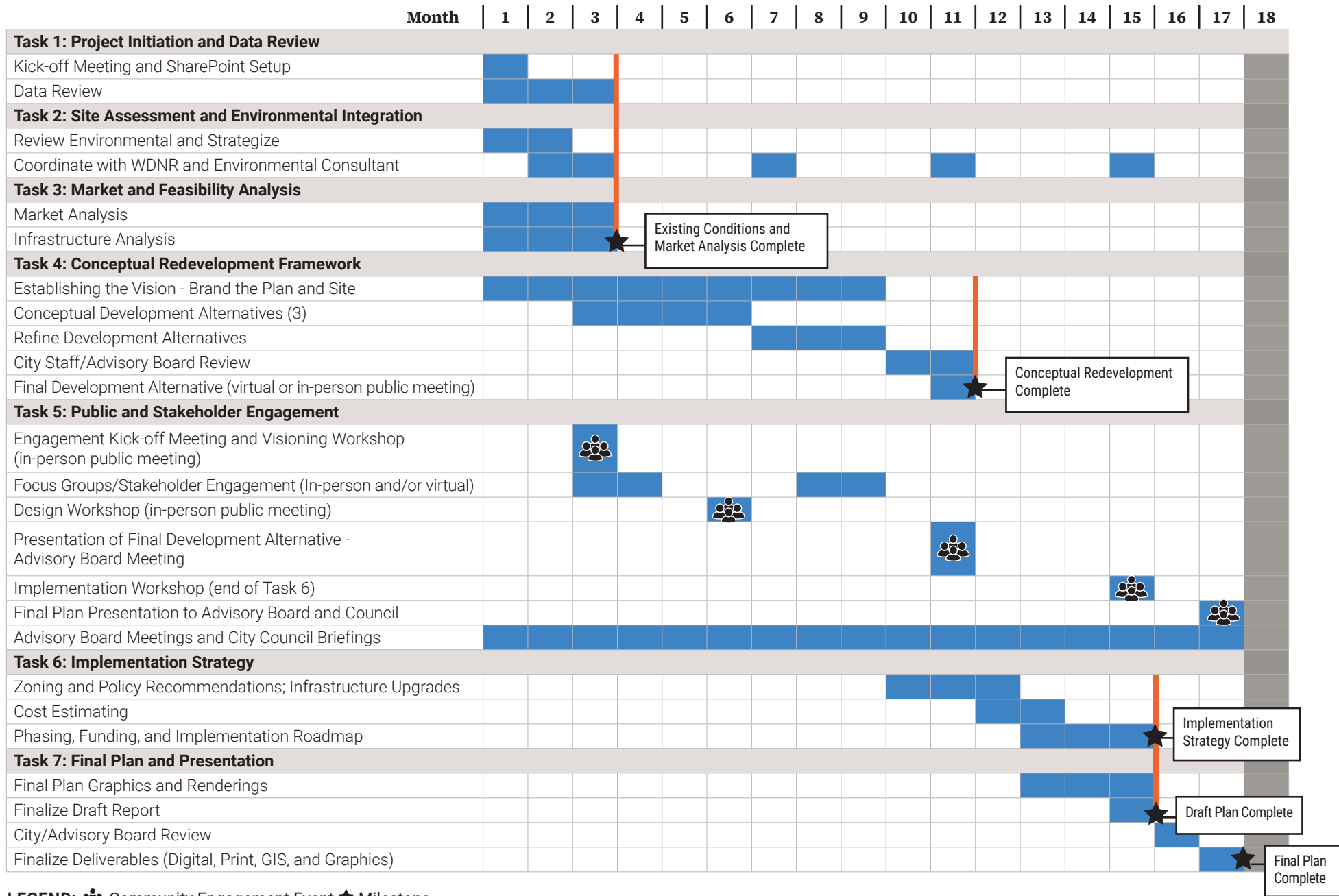
Our team collaborated with artist Monica Sheets on creative engagement for Bloomington's Lyndale Avenue Suburban Retrofit and numerous local artists in downtown Minneapolis for the 1st Avenue North Reconstruction.



Price Barbershop Redevelopment & Six West || College Park, GA

Our team partnered in an inclusive and comprehensive engagement strategy for the redevelopment of a historic barber shop and home, nestled within the Six West redevelopment project. Through our engagement, this sensitive population, who experienced displacement and environmental contamination, was given a platform to share their stories and lead the vision for the future of their neighborhood.

6. Project Schedule



LEGEND: 👥 Community Engagement Event ★ Milestone

7. Hourly Rate Sheet

We've included the hourly rates for our key staff in the table below.

KEY STAFF	PROJECT ROLE	HOURLY RATE
Jim Paulmann	Principal in Charge	\$284.00
Amy Worsham	Project Manager/Environmental Analysis and Strategy/Engagement/Phasing/Funding	\$241.00
Harris Byers	Senior Brownfields Project Manager/Client Liaison/Environmental Analysis and Strategy/Phasing	\$204.00
Elias Rashmawi	Senior Brownfield Development Advisor	\$299.00
Tom Leighton	Market and Feasibility Analysis/Development Economics Expert	\$204.00
Jay Demma	Market and Feasibility Analysis/Development Economics Expert	\$204.00
Katie Havener	Existing Conditions and Analysis/Engagement/Mobility and Circulation/Infrastructure Needs	\$204.00
Jacob Woelmer	Existing Conditions and Analysis/Infrastructure/Infrastructure Needs/Phasing	\$195.00
Renee Blain	Land Use and Urban Design/Engagement	\$176.00
Kaitlyn Woolard	Land Use and Urban Design	\$195.00
Evan Hartsfield	Landscape Architect	\$176.00
Steffi Shah	Urban Design	\$176.00
Anushree Nallapaneni	Urban Design	\$176.00
Joe Polacek	Public and Stakeholder Engagement/Branding and Graphics	\$170.00
Jared Ward	Engagement	\$274.00
Nadia Vogt	Green Infrastructure and Sustainability	\$204.00
Christian Burnson	Stormwater Infrastructure	\$195.00
Donald Polla	Cost Assumptions and Estimating	\$241.00
Jackson Kraemer	Cost Assumptions and Estimating	\$195.00
Erin Perdu	Zoning and Policy	\$214.00
Heidi Peper	Funding Research	\$241.00
Lindsey Brown	Funding Research	\$241.00

8. References

Our project experience showcases a variety of complex and innovative projects that highlight our commitment to excellence and strategic planning. We are confident our past work demonstrates our capability to deliver outstanding results tailored to your specific needs. We have also provided additional references below that can speak to our team's overall planning and brownfields work. We are happy to provide more upon request.

City of Homestead, Florida

Jared Beck
Director
City of Homestead, Florida
786-405-2825
jbeck@homesteadfl.gov

Ask Jared about his work with Project Manager, Amy Worsham and Urban Designer, Kaitlyn Woolard.

Calumet County, Wisconsin

Jason Pausma
Economic Development Director
Calumet County, Department of Administration
920-849-1684
jason.pausma@calumetcounty.org

Ask Jason about his work with Client Liaison and Senior Brownfields Project Manager, Harris Byers.

Babcock Ranch, Florida

Erica Woods
Senior Vice President - Entitlements and Approvals
Kitson & Partners Communities Acq LLC
941-685-0319
ewoods@kitsonpartners.com

Ask Erica about her work with Principal in Charge, Jim Paulmann on Babcock Ranch community planning. Jim has been working with this client since 2007.

Washington County, Wisconsin

Debora Sielski
Community Development Director
Washington County Public Agency Center
Community Development Department
26235-4772
deb.sielski@washcowisco.gov

Ask Debora about her work with Client Liaison and Senior Brownfields Project Manager, Harris Byers and the brownfields team. Stantec has been working with Washington County since 2018.

Center for Community Progress

Tasha Hall-Garrison
Associate Director of Engagement
Community for Progress
877-542-4842
thallgarrison@communityprogress.org

Ask Tasha about her work with Project Manager, Amy Worsham and Urban Designer, Kaitlyn Woolard. Amy has worked with Tasha since 2015.

Williams Parker

Charlie Bailey, III
Attorney at Law
Williams Parker
941-552-5551
cbailey@williamsparker.com

Ask Charlie about his work with Principal in Charge, Jim Paulmann.

City of Appleton, Wisconsin

Kara Homan
Director of Community Development
City of Appleton, Department of Community Development
920-832-6408
kara.homan@appletonwi.gov

Ask Kara about her work with Client Liaison and Senior Brownfields Project Manager, Harris Byers and the brownfields team.

Kansas State University Technical Assistance to Brownfields (TAB) Program

Beth Grigsby
TAB Assistant Regional Director EPA Region 5
Kansas State University
317-601-3839
beth27@ksu.edu

Ask Beth about her work with Senior Brownfields and Funding Specialist, Lindsey Brown, Project Manager, Amy Worsham and Urban Designer, Kaitlyn Woolard.



Stantec is a global leader in sustainable architecture, engineering, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.