



PLAN COMMISSION

February 13, 2018

6:00 P.M.

Common Council Chambers

8040 S. 6TH Street
Oak Creek, WI 53154
(414) 766-7000

Daniel Bukiewicz - Chair
Dawn Carrillo
Chaucey Chandler
Patrick Correll
Chris Guzikowski
Brian Johnston
Gregory Loreck
Fred Siepert
Christine Hanna
Edward Ciechanowski – ex-officio
Doug Seymour – ex-officio

The City's Vision

Oak Creek: A dynamic regional leader, connected to our community, driving the future of the south shore.

1. Call Meeting to Order
2. Roll Call
3. Approval of Minutes – January 23, 2018
4. Significant Common Council Actions - NONE
5. Tax Increment Financing District Public Hearings
 - a. TID NO. 14 PROJECT PLAN & BOUNDARIES - Hold a public hearing on a proposed district boundary and Project Plan for Tax Incremental Financing District (TID) No. 14. Follow this agenda item on Twitter **@OakCreekPC#OCPCTID14**.
 - b. TID NO. 15 PROJECT PLAN & BOUNDARIES - Hold a public hearing on a proposed district boundary and Project Plan for Tax Incremental Financing District (TID) No. 15. Follow this agenda item on Twitter **@OakCreekPC#OCPCTID15**.
6. New Business
 - a. TID 14 - Review and consider Plan Commission Resolution No. 2018-02 adopting the boundaries and Project Plan for Tax Incremental Financing District (TID) No. 14. Follow this agenda item on Twitter **@OakCreekPC#OCPCTID14**.
 - b. TID 15 - Review and consider Plan Commission Resolution No. 2018-03 adopting the boundaries and Project Plan for Tax Incremental Financing District (TID) No. 15. Follow this agenda item on Twitter **@OakCreekPC#OCPCTID15**.
 - c. PLAN REVIEW – Review site, building, landscaping, and lighting plans submitted by Dr. Kristen Hartman and Dr. Kristi Tolzman, Hartman & Tolzman D.D.S, for a new dental facility on the property at 280 E. Centennial Dr. (Tax Key No. 860-9033-002). Follow this item on Twitter **@OakCreekPC#OCPCDentist**.

Visit our website at www.oakcreekwi.org for the agenda and accompanying Plan Commission reports.

- d. REZONE & CONDITIONAL USE PERMIT - Review a request by Dr. Jacob Odders, Lakeshore Veterinary Specialists, to rezone a portion of the property at 9472 S. 27th St. from Rs-3, Single-Family Residential to B-4, Highway Business (no change to the NO, Mixed-Use Neighborhood Overlay District) with a Conditional Use Permit for an animal hospital (Tax Key No. 878-9000-001). Follow this item on Twitter **@OakCreekPC#OCPCLakeshore**.
- e. RECOMMENDATION FOR CONSULTANT – Review Selection Committee choice for consultant services for the Comprehensive Plan and Zoning Ordinance Update project and recommend Common Council award of contract.

Adjournment.

Dated this 8th day of February, 2018

Posted 2/8/18 sg

Public Notice

Upon reasonable notice, a good faith effort will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aid at no cost to the individual to participate in public meetings. Due to the difficulty in finding interpreters, requests should be made as far in advance as possible preferably a minimum of 48 hours. For additional information or to request this service, contact the Oak Creek City Clerk at 766-7000, by fax at 766-7976, or by writing to the ADA Coordinator at the Oak Creek Health Department, 8040 S. 6th Street, Oak Creek, Wisconsin 53154.

It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice

**DRAFT MINUTES OF THE
OAK CREEK PLAN COMMISSION MEETING
TUESDAY, JANUARY 23, 2018**

Mayor Bukiewicz called the meeting to order at 6:00 p.m. The following Commissioners were present at roll call: Commissioner Hanna, Commissioner Johnston, Commissioner Carrillo, Alderman Loreck, Alderman Guzikowski, Commissioner Correll, Commissioner Siefert, and Commissioner Chandler. Also present: Kari Papelbon, Planner and Zoning Administrator/Planner Wagner.

Minutes of the January 9, 2018 meeting

Commissioner Siefert moved to approve the minutes of the January 9, 2017 meeting. Alderman Guzikowski seconded. On roll call: all voted aye, except Commissioner Hanna. Motion carried.

**REZONE
M-1 MANUFACTURING TO B-4, HIGHWAY BUSINESS
I-DREXEL, LLC, ICAP DEVELOPMENT, LLC
410 AND 500 W. DREXEL AVE.
TAX KEY NOS. 782-9014-000 AND 782-9003-000**

Planner Papelbon provided an overview of the rezoning request (see staff report for details).

Commissioner Loreck moved that the Plan Commission recommends to the Common Council that the properties at 410 & 500 W. Drexel Ave. be rezoned from M-1, Manufacturing to B-4, Highway Business (no change to FW, Floodway; FF, Flood Fringe; or C-1, Shoreland Wetland Conservancy Districts) after a public hearing. Commissioner Siefert seconded. On roll call: all voted aye. Motion carried.

**PLAN REVIEW
HSI DREXEL RIDGE II, LLC
1875 E. HIDDEN CREEK CT.
TAX KEY NO. 779-9012-000**

Planner Papelbon provided an overview of the requested plan review for an expansion to the detached garage (see staff report for details).

Commissioner Chandler asked why there was a change from five to seven bays. Ashley Poull, HSI, 18500 W. Corporate Drive, Brookfield, WI, responded that they are looking for additional space for maintenance storage. Planner Papelbon added that the removal of two parking stalls for what would be equipment storage does not have any effect on the required number of parking stalls.

Commissioner Correll moved that the Plan Commission approves the site and building plans for the 7-bay detached garage building submitted by HSI Drexel Ridge II, LLC, for the property at 1875 E. Hidden Creek Ct. Commissioner Siefert seconded. On roll call: all voted aye. Motion carried.

**PLAN REVIEW
MATC
6665 S. HOWELL AVE.
TAX KEY NO. 718-9961-002**

Zoning Administrator/Planner Pete Wagner provided an overview of the request for a fire tower (see staff report for details).

Commissioner Siefert asked why the applicant wanted this extended to more stories. Jaime Vega, 700 W. State Street, Milwaukee, WI, responded that the original facility was built in the early 1990s and it is no longer technologically-useful to MATC at this time. They are doing minor remodeling, but the structure they are proposing is a state-of-the-art facility for training EMS, firefighters and police officers. Adding more stories onto the building will provide more opportunity to train properly to today's standards because in today's world, building are being built higher.

Commissioner Hanna asked about the enrollment. Mr. Vega responded that this facility is used by MATC students and local municipalities and enrollment is up. In order to get this project approved, they have to submit it to the state college board and it has been approved for enrollment.

Commissioner Chandler asked about the choice of building materials. Zoning Administrator/Planner Wagner responded that it is a metal-sided building. The existing tower is made out of CMU block. The proposed materials are better for modern-day training purposes. Mr. Vega stated that with new technology, the metal panels withstand more and they don't creep and move as much as CMU. The heat change created quite a bit of deterioration with the CMU. This is a building will be a standard industry fire training tower.

Mayor Bukiewicz stated that this facility is another great asset for the City of Oak Creek.

Mayor Bukiewicz asked Asst. Fire Chief Kressuk to speak regarding this proposal. Asst. Fire Chief Kressuk responded that he does not know what the interior layout will be. As far as why they are requesting 5 stories, there will be an opportunity for each of those stories to have specialized features for the variety of situations the fire service is brought into. Having a taller structure presents more realistic training opportunities. The difference between 3 and 5 stories can be dramatic; therefore it is a huge asset to have this facility. This is a development that will benefit the fire service directly through training opportunities; not only the number of opportunities, but the type.

Commissioner Siefert moved that the Plan Commission approves the site and building plans for the proposed fire training tower expansion located at 6665 S. Howell Avenue. Alderman Guzikowski seconded. On roll call: all voted aye. Motion carried.

Commissioner Carrillo moved to adjourn. Commissioner Loreck seconded. On roll call: all voted aye. The meeting was adjourned at 6:21 p.m.

ATTEST:

Douglas Seymour, Plan Commission Secretary

January 24, 2018
Date



PLAN COMMISSION REPORT

Proposal:	Project Plan and Boundaries for TID No. 14		
Description:	Proposed creation of Tax Increment Financing District No. 14, including review of the proposed Project Plan and district boundaries.		
Applicant(s):	City of Oak Creek		
Address(es):	610 W. Rawson; 7001 & 7045 S. 6 th St.		
Suggested Motion:	That Plan Commission adopts Resolution No. 2018-02 approving the Project Plan and boundaries for Tax Incremental Financing District (TID) No. 14.		
Owner(s):	Bioversal USA, Inc.		
Tax Key(s):	735-9990-000, 734-9019-001, 734-9001-002		
Lot Size(s):	7.832 ac, 0.080 ac, 2.565 ac		
Current Zoning District(s):	M-1, Manufacturing		
Overlay District(s):	N/A		
Wetlands:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Floodplain: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Comprehensive Plan:	Planned Industrial		

Background:

The City is proposing the establishment of Tax Incremental Financing District (TID) No. 14 at the northwest corner of 6th St. and Rawson Ave. The proposed TID includes 3 properties totaling approximately 10.5 acres, and is being proposed as a blighted area district. Blighted areas, per statute, are areas that include structures experiencing conditions that are detrimental to the community health, safety, welfare. Formerly the site of Wisconsin Industrial Fuel Oil, Inc., the properties have been underutilized for several years. As part of the proposed TID 14, the City has been in discussions with a developer working with the current landowner to investigate remediation and redevelopment of the properties. Redevelopment would include asbestos and chemical container removal, groundwater and soil remediation, capping, and new construction for

manufacturing-related uses. These positive outcomes would be further enhanced by aesthetic improvements to the area, and an increase in the number of employment opportunities.

Included in your packets are copies of the Project Plan and boundary map, which were reviewed by the Joint Review Board at a public meeting on February 1, 2018. Please refer to the Project Plan for specific details, goals, and a redevelopment concept.

Should the Plan Commission adopt Resolution 2018-02, the proposed TID No. 14 will go before the Common Council for approval on March 6. Final review by the Joint Review Board will occur following Council approval.

Options/Alternatives: Disapproval of the proposed TID would likely result in underutilized and environmentally contaminated properties to remain in their current state.

Respectfully submitted:



Douglas Seymour, AICP
Director of Community Development

Prepared:



Kari Papelbon, CFM, AICP
Planner

Attachments:

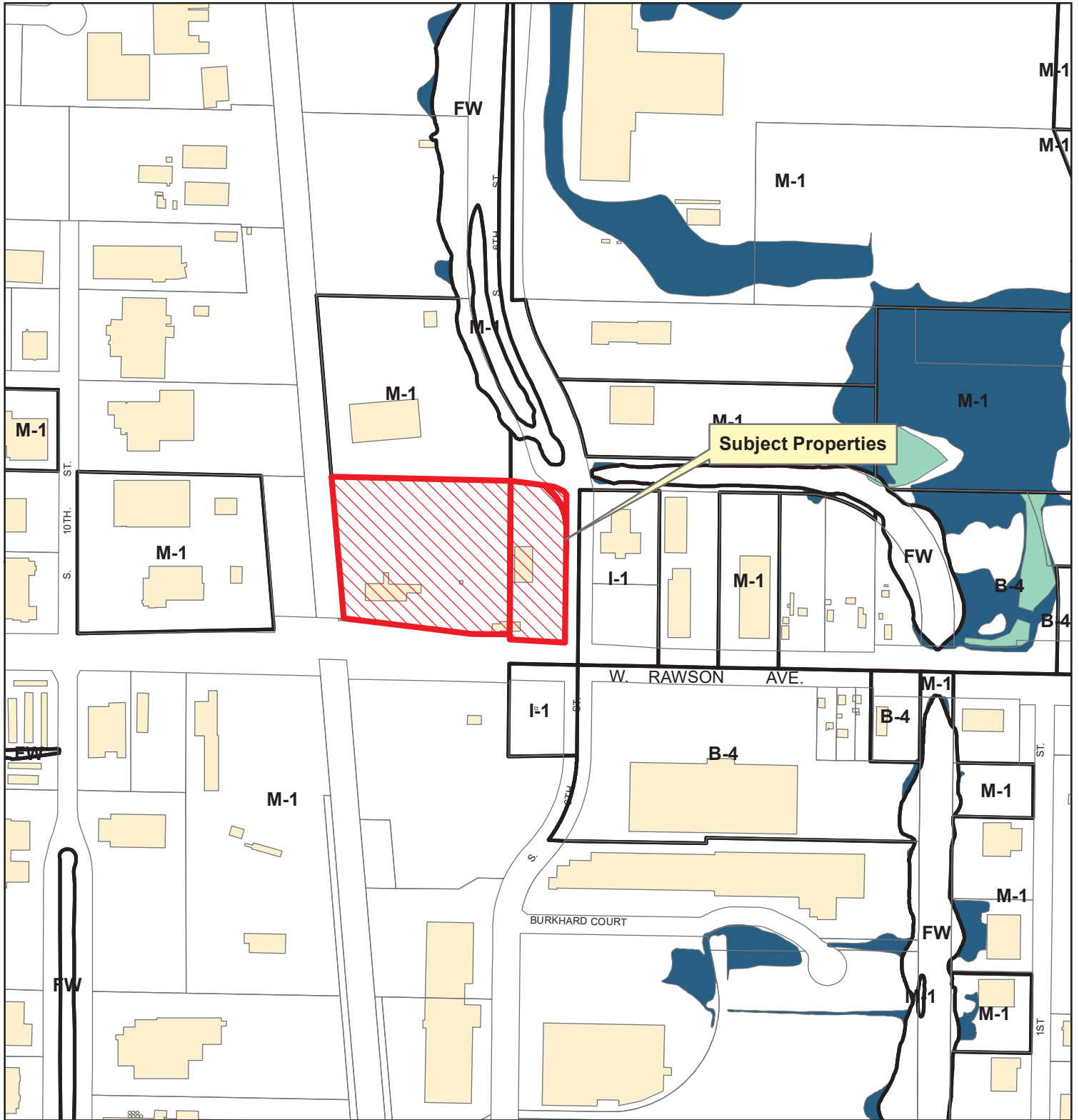
Location Map

Hearing Notice

TID No. 14 Project Plan

Location Map

TID 14: 610 W. Rawson, 7001 & 7045 S. 6th St.



This map is not a survey of the actual boundary of any property this map depicts.



Department of Community Development



Legend		Zoning Overlays	
	610 W. Rawson Ave.		C-1-Shoreland Wetland
	7001 S. 6th St.		FF-Flood Fringe
	7045 S. 6th St.		Lakefront Overlay
			NO-Mixed Use Neighborhood
			OO-Mixed Use Office
			RR-Regional Retail

Publish January 24 & 31, 2018

OFFICIAL NOTICE

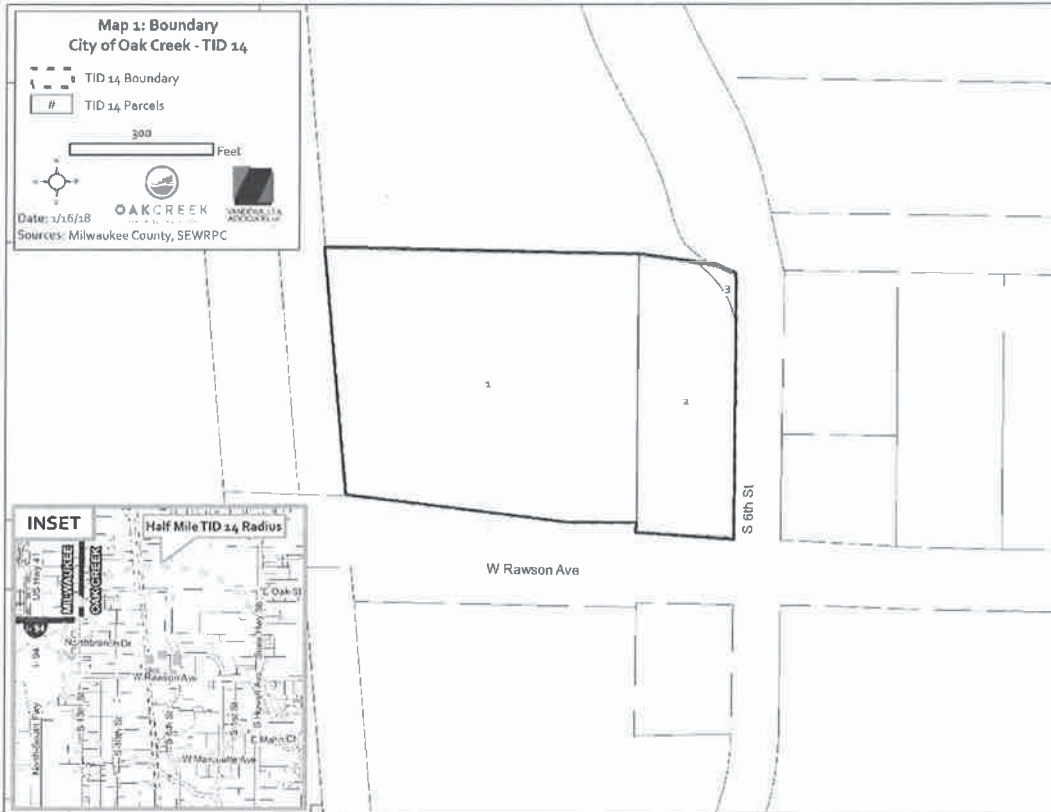
**NOTICE OF PUBLIC HEARING
CITY OF OAK CREEK, WISCONSIN
PLAN COMMISSION**

PLEASE TAKE NOTICE that a PUBLIC HEARING will be held at 6:00 p.m. or thereafter on February 13, 2018 in the Common Council Chambers in the Oak Creek Civic Center (City Hall), 8040 S. 6th Street, by the City of Oak Creek Plan Commission on the proposed creation of a Tax Incremental District (TID) No. 14 and Tax Incremental District (TID) No. 15, City of Oak Creek, Wisconsin, the proposed boundaries thereof (Boundary), and the proposed Project Plan for the districts.

The purpose of TID 14 and TID 15 is to provide financing for new infrastructure and to promote economic development in blighted areas of the City of Oak Creek, as defined by Wis. Stat. §66.1331(3)(a). Proposed project costs identified in the Project Plans include cash grants that may be provided by the City of Oak Creek to owners, lessees or developers of land within proposed TID 14 and TID 15, pursuant to Wis. Stat. §66.1105. The purpose of the public hearings is to hear those persons who wish to express their opinions for or against the creation of TID 14 and/or TID 15, the boundaries of the districts, and the Project Plans.

A map and legal description for each district and copies of the proposed Project Plans can be viewed at the Oak Creek Civic Center (City Hall) by appointment, 8040 S. 6th Street, Monday – Friday between the hours of 7:30 a.m. and 4:00 p.m. A copy will be provided by request. Any person(s) with questions regarding the proposed TID No. 14 and/or TID No. 15 and/or the Project Plans may call the Planning Department at (414) 766-7000.

The Proposed TID No. 14 and TID No. 15 boundaries are shown in the following maps and are located within the city limits of the City of Oak Creek, Wisconsin:



Dated this 17th day of January, 2018.

Catherine A Roeske
City Clerk
City of Oak Creek

PUBLIC NOTICE

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CITY OF OAK CREEK

TAX INCREMENT DISTRICT #14

Public Hearing Draft

January 26, 2018

Prepared by:



VANDEWALLE &
ASSOCIATES INC.
Madison . Milwaukee

ACKNOWLEDGEMENTS**Oak Creek Common Council**

Daniel Bukiewicz, Mayor
Steven Kurkowski, 1st District
Gregory Loreck, 2nd District
Richard Duchniak, 3rd District

Michael Toman, 4th District
Ken Gehl, 5th District
Chris Guzikowski, 6th District

Oak Creek Plan Commission

Mayor Daniel Bukiewicz, Chairperson
Gregory Loreck, Alderperson
Chris Guzikowski, Alderperson
Patrick Correll
Christine Hanna
Chaucey Chandler

Brian Johnston, Assistant City Engineer
Dawn Carrillo
Fred Siepert
Doug Seymour, Ex-Officio
Ed Ciechanowski, Ex-Officio

Oak Creek City Staff

Andrew Vickers, City Administrator
Melissa Karls, City Attorney
Doug Seymour, AICP, Director of Community Development
Kari Papelbon, CFM, AICP, City Planner
Bridget M. Souffrant, City Finance Director/Comptroller
Mike Simmons, City Engineer
Brian Johnston, Assistant City Engineer
Catherine A Roeske, City Clerk

Planning Assistance Provided by:

Vandewalle & Associates
120 East Lakeside Street
Madison, WI 53715
(608) 255-3988
www.vandewalle.com

247 Freshwater Way, Suite 530
Milwaukee, WI 53204
(414) 988-8631

Jolena Presti, AICP – Principal Planner
Dan Johns, AICP – Associate Planner, Project Manager
Jackie Mich, AICP – Associate Planner
Dan Eckberg – GIS Specialist

Economic Feasibility Analysis Provided by:

Hutchinson, Shockey, Erley, & Co.
1110 N Old World 3rd St # 630
Milwaukee, WI 53203
(414) 298-9898
Paul Thompson, Executive Vice President of Public Finance

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EXECUTIVE SUMMARY

Project Background

The City of Oak Creek proposes to create Tax Increment District #14 (TID #14 or the District) for an area at the northwest corner of W. Rawson Avenue and S. 6th Street, which will provide the financial means to facilitate the remediation of a blighted and contaminated site. The City seeks to stimulate and capture planned near-term growth in this area by advancing necessary site-specific redevelopment activities and public improvements, and offering redevelopment incentives for several aging, vacant and outmoded parcels within the District. These activities are intended to support new, complementary industrial uses along one of the City's major arterial streets.

The proposed boundaries of TID #14 includes approximately 10.48 total non-wetland acres across three parcels. The blight study required in the Plan as part of the statutory process found that each parcel within the district meets the statutory definition of blight. The site is not actively used at present, and in its current state is not in keeping with desired commercial/industrial character of the surrounding area shown on the future land use map in the City's *Comprehensive Plan* (2002). The current underutilization of these properties suppresses property values and does not maximize the efficient use of the City's available land resources. As such, the District is proposed to be designated as a blighted area district, as defined by Wis. Stat. § 66.1105(2)(ae)1, which provides a lifespan of up to 27 years and a 22-year spending period.

Pursuant to terms negotiated between the City and a developer for the site, the Common Council has authorized preparation of this Project Plan in order to provide a measure of financial assistance in the redevelopment of 610 W. Rawson Avenue, 7001 and 7045 S. 6th Street for a newly constructed, 180,000 square foot industrial facility to be fully completed in 2019. This development will replace an underutilized and contaminated site with several vacant structures and hazardous waste storage that creates safety concerns and impedes the City's development and redevelopment efforts in the surrounding area.

This Project Plan for TID #14 has been prepared in compliance with Wis. Stat. §66.1105. The Project Plan establishes the need for the District, lists proposed public improvements, provides an estimated time schedule for completion of priority projects, and their estimated costs. This Project Plan is to be adopted by resolution by the Common Council on recommendation of the City Plan Commission as the official Plan and guide for public and private sector development within the boundaries of TID #14.

Implementation of the Project Plan and construction of the public improvements listed will require a case-by-case authorization by the Common Council. Public expenditures for projects listed in the Project Plan should, and will, be based on market conditions and the status of development at the time a project is scheduled for construction. The Common Council is not mandated to make the public expenditures described in this Plan, but is limited to the types of expenditures listed herein.

Changes to the types of projects will require a formal amendment to the Project Plan with public review (including meetings with the Joint Review Board and Plan Commission public hearing) and Common Council approval. Redistribution of project costs within the budget estimates will not require an amendment to the Plan, provided that the projects meet the purpose and intent of the District.

As required by Wis. Stat. §66.1105(4)(f), a copy of this Project Plan will be submitted to the Department of Revenue and used as the basis of their certification of TID #14 in the City of Oak Creek.

Type of District, Size and Location

The District is proposed to be created as a Blighted Area District as defined by Wis. Stat. §66.1105(2)(ae)(1), which provides a lifespan of up to 27 years and a 22-year spending period. The District is comprised of three parcels totaling approximately 10.48 non-wetland acres, generally bounded by S. 6th Street to the east; W. Rawson Avenue on the south; and the Canadian Pacific rail line to the west. Within the Property Conditions Assessment found in Appendix A to this Plan the City has identified those properties within the District that meet the blighted property criteria supporting that designation. As of January 1, 2017, the base value of the land, improvements and personal property located within the District was \$639,600.

Estimated Total Project Expenditures

The purpose of TID #14 is to provide the necessary public infrastructure improvements and incentives needed to promote rehabilitation or conservation, encourage economic development, and increase property values. This Plan is written to provide funding for infrastructure improvements and other expenditures aimed at stimulating and enhancing economic development opportunities within the City of Oak Creek. During the 22-year expenditure period permitted under the Tax Increment Law, a total of \$2,645,164 in project costs, including finance charges and interest, is proposed.

The City expects to evaluate and use several alternative financing methods for the projects in order to provide overall lower costs of financing, preserve debt capacity, mitigate risk to the City, and provide other advantages as determined by the Common Council. The Common Council is not mandated to make the public expenditures in this Plan. The public expenditures are an itemization of eligible project costs that the City may undertake as well as a guide for the Plan Commission and Common Council to assist them in the decision-making process for public expenditures. Redistribution of project costs within the total budget estimate will not require amendments to the Plan, provided that the project meets the purpose and intent of TID #14.

Economic Development

As a result of the creation of this District, the City estimates that incremental land and improvements value of at least \$10,000,000 (in 2018 dollars) may be created as a result of development and appreciation in the value of the existing properties. Section VII of this Plan provides general assumptions as to the timing of new development and associated values. In addition, creation of the District is expected to result in other economic benefits as detailed in the Summary of Findings hereafter.

Expected Termination of District

Based on reasonable assumptions of value growth underlying the Economic Feasibility Study located in Section VII of this Plan, this District is projected to generate sufficient tax increments to recover all project costs by the year 2032, within the 27-year maximum life of this District.

Summary of Findings

As required by Wis. Stat. §66.1105, and as documented in this Project Plan and the exhibits contained and referenced herein, the following findings are made:

1. That “but for” the creation of this District, the development projected to occur as detailed in this Project Plan: 1) would not occur; or 2) would not occur in the manner, at the values, or within the timeframe desired by the City.
 - To support development within the District the City will need to make a substantial investment to pay for the costs of necessary public infrastructure and to close financing gaps as needed to make private development economically feasible. Due to extensive investment required, the City has determined that development of the area will not occur solely as a result of private investment. Accordingly, the City finds that absent the use of TIF, development of the area as described in the Plan is unlikely to occur.
2. The economic benefits of the Tax Increment District, as measured by increased employment, business and personal income, and property value, are sufficient to compensate for the cost of the improvements. In making this determination, the City has considered the following information:
 - As demonstrated in the Economic Feasibility Section of this Project Plan (see Section VII), the tax increments projected to be collected are expected to be sufficient to pay for the proposed project costs and provide a surplus of approximately \$51,081 at the time of District closure.
 - Redevelopment and/or expansion projects are expected to occur immediately following District creation. Any increment generated by new commercial or industrial construction may provide additional funding for infrastructure and development incentives.
3. The benefits of the proposal outweigh the anticipated tax increments to be paid by the owners of property in the overlying taxing jurisdictions.
 - If approved, the District’s creation would become effective for valuation purposes as of January 1, 2018. As of this date, the values of all existing development would be frozen, and the property taxes collected on this base value would continue to be distributed amongst the various taxing entities as they are now. Taxes levied on any additional value established within the District due to new construction, renovation or appreciation of property values occurring after January 1, 2018, would be collected by the District and used to repay the costs of TIF-eligible projects undertaken within the District.
 - Since the development expected to occur is subject to extraordinary site and other costs and requires significant improvements to public infrastructure, it is unlikely to take place or in the same manner or timeframe without the use of TIF. Because the District will generate economic benefits that are more than sufficient to compensate for the cost of the improvements, the City reasonably concludes that the overall benefits of the District outweigh the anticipated tax increments to be paid by the owners of property in the overlying taxing jurisdictions. It is further concluded that since the “but for” test is satisfied, there would, in fact, be no foregone tax increments to be paid in the event the District is not created. As required by Wis. Stat. §66.1105(4)(i)4, a calculation of the share of projected tax increments estimated to be paid by the owners of property in the overlying taxing jurisdictions has been made and can be found in Appendix C of this Plan.
4. The improvement of such area is likely to enhance significantly the value of substantially all of the other real property in the District.

5. The equalized value of taxable property of the District, plus the value increment of all existing tax increment districts within the City, does not exceed 12% of the total equalized value of taxable property within the City.
6. More than 50%, by area, of the real property within the District is determined to be blighted as defined in Wis. Stat. § 66.1333(2m)(bm).
7. No newly platted or replatted residential uses are anticipated under this Project Plan, and therefore will comprise less than 35% of land area within the District as required by Wis. Stat. 66.1105(2)(cm).
8. The City estimates that 0% of the territory within the District will be devoted to retail business at the end of the District's maximum expenditure period, pursuant to Wis. Stat. 66.1105(5)(b) and 66.1105(6)(am)1.
9. The Project Plan for the District is economically feasible and is in conformity with the Comprehensive Plan of the City.

I. INTRODUCTION

The Oak Creek Common Council has authorized the formation of Tax Increment District #14 (TID #14) to facilitate new, high-quality industrial development at a highly visible corner along one of the City's major arterial corridors. The District, as proposed, encompasses three parcels totaling approximately 10.48 acres at the northwest corner of S. 6th Street and W. Rawson Avenue.

The 2017 base value of the District is \$639,600. The proposed redevelopment project includes removal of asbestos from existing structures on the sites; removal and disposal of approximately 400 containers of various chemicals; remediation of groundwater and soil contamination, and site capping; and construction of a new building suitable for manufacturing and/or distribution.

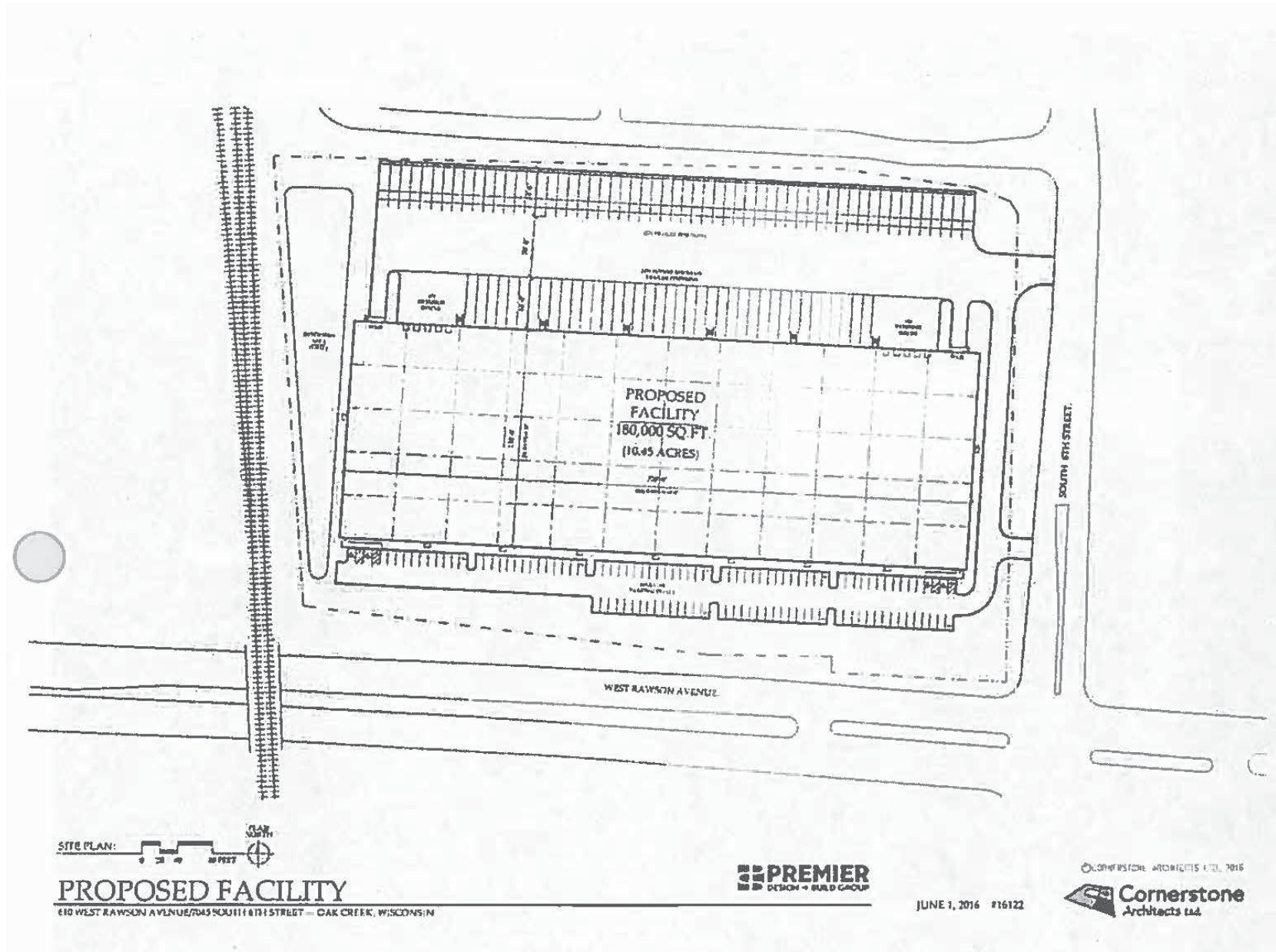
Bioversal USA Inc. is the current owner of record for each of the three parcels within the District, but foreclosure proceedings are underway on the property. The land previously belonged to Wisconsin Industrial Fuel Oil Inc., and likely has underground oil storage tanks that will need to be removed. A developer has worked with Bioversal and its lender to access the property for its studies and has an agreement to buy the property, pending creation of this District.

The developer has represented that the total costs of its redevelopment will be approximately \$14,000,000, including TIF-funded environmental investigation and remediation costs of approximately \$1,961,250 as authorized in this Project Plan, and the value increment of the redevelopment project will be in excess of \$10,000,000.

Redevelopment Concept

The Redevelopment Concept map on the following page depicts the proposed development that is expected to occur under the terms of a term sheet agreed to by the developer and the City of Oak Creek, including an approximately 180,000 square foot, newly constructed industrial facility. The Redevelopment Concept presented here is purely illustrative and subject to change under the terms of a valid development agreement that shall provide the necessary basis for any cash grants or other development incentives to be provided to developer pursuant to Wis. Stat. §66.1105(2)(f)2.d.

REDEVELOPMENT CONCEPT



II. DESCRIPTION OF HOW TAX INCREMENT DISTRICT #14 WILL PROMOTE THE ORDERLY DEVELOPMENT OF THE CITY OF OAK CREEK

Tax Increment District #14 has been created to promote the orderly redevelopment of several vacant and blighted parcels at a highly visible location in the City of Oak Creek. The District primarily enables the City to provide economic development incentives to induce development of a high-quality industrial facility that provides a significant contribution to the City's tax base and promotes job growth.

In order to achieve the goals of the City's *Strategic Action Plan* with respect to "Thoughtful Development and a Prosperous Economy," it is critical that the City maintain an inventory of "shovel-ready" sites available to accommodate deals within the marketplace. Continued activity and absorption of space at the City's existing business parks suggests that it would be prudent to examine opportunities to maintain ongoing inventory. This proposal addresses that need and further enhances the community by redeveloping a blighted brownfield property into a business (or businesses) that create jobs and long-term value with minimal additional demands on City services.

The City has and will continue to work with private sector partners to recruit other retail, commercial, manufacturing, and office development to the community for the purposes of providing jobs with living wages, increasing the tax base, and encouraging spin-off development and consumer spending within the community. Redevelopment in TID #14 is best served by a District that specifically allocates new increment to inducing new uses that will complement the desired character of the City and promote sustainable developments.

III. TAX INCREMENT DISTRICT BOUNDARY DESCRIPTION AND EQUALIZED VALUES

The boundaries of TID #14 are officially designated on the TID #14 Boundary Map (Map 1) and include the parcels listed in Table 1 on the following page. Each parcel is currently zoned M-1 Manufacturing, consistent with the proposed redevelopment uses. The District covers 10.48 acres over three parcels at the northwest corner of S. 6th Street and W. Rawson Avenue. A full legal description of the District is included in Appendix B.

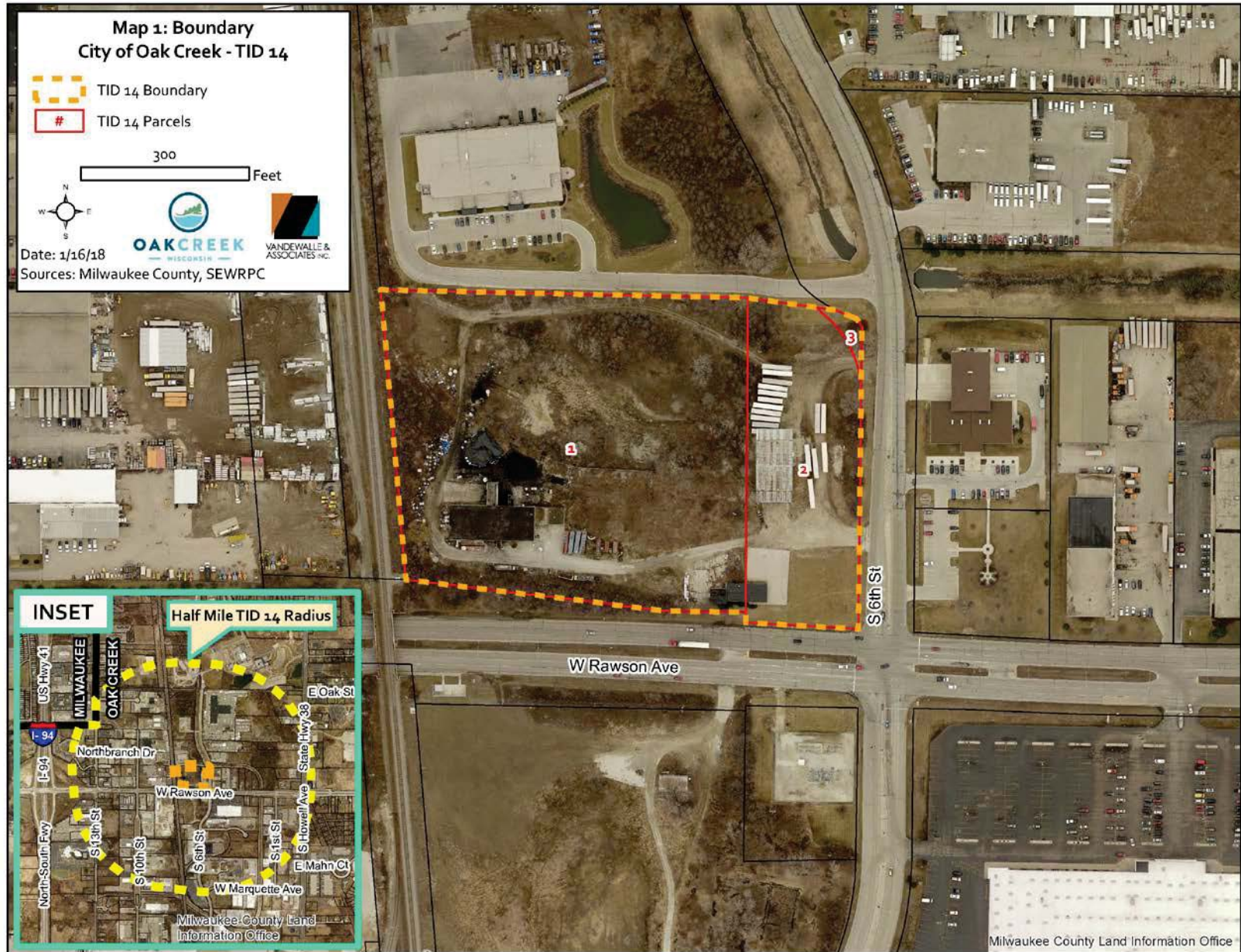
As of January 1, 2017, the real and personal property in TID #14 had an equalized assessed base value of \$639,600, and the City's total equalized value was \$3,318,333,100. The TID #14 base value, plus \$142,887,300 in value increment in six existing TIF districts and the estimated base values of TIDs #13 (adopted May 16, 2017) and #15 (created simultaneous to this District) of \$5,126,800 equals \$149,873,700 or 4.52% of the City's total - see Table 2 for summary calculations. This is less than the 12% maximum currently permitted under the Tax Increment Law.

TABLE 1: PARCEL LIST AND ASSESSED VALUES

Map ID	Tax Key	Owner	Address	Acres	Assessed Land Value 2017	Assessed Improvement Value 2017	Assessed Total Value 2017
1	7359990000	BIOVERSAL USA INC, AN IL CORP #B208	610 W. Rawson Ave.	7.83	\$136,000	\$166,100	\$302,100
2	7349001002	BIOVERSAL USA INC, AN IL CORP #B208	7045 S. 6th St.	2.57	\$301,100	\$35,200	\$336,300
3	7349019001	BIOVERSAL USA INC, AN IL CORP #B208	7001 S. 6th St.	0.08	\$1,200	\$0	\$1,200
TOTALS				10.48			\$639,600

TABLE 2: 12% TEST

Total City EAV (2017)		\$3,318,333,100
12% Test		\$398,199,972
Increment of Existing TIDs		
TID #6	0.53%	\$17,459,800
TID #7	0.47%	\$15,516,300
TID #8	0.82%	\$27,214,300
TID #10	0.43%	\$14,121,500
TID #11	2.07%	\$68,576,000
TID #12	0.00%	-\$600
Total Existing Increment	4.31%	\$142,887,300
Projected Base of TID #13	0.14%	\$4,487,200
Projected Base of TID #14	0.02%	\$639,600
Projected Base of TID #15	0.06%	\$1,859,600
Total Value Subject to 12% Test		\$149,873,700
Compliance	4.52%	PASS

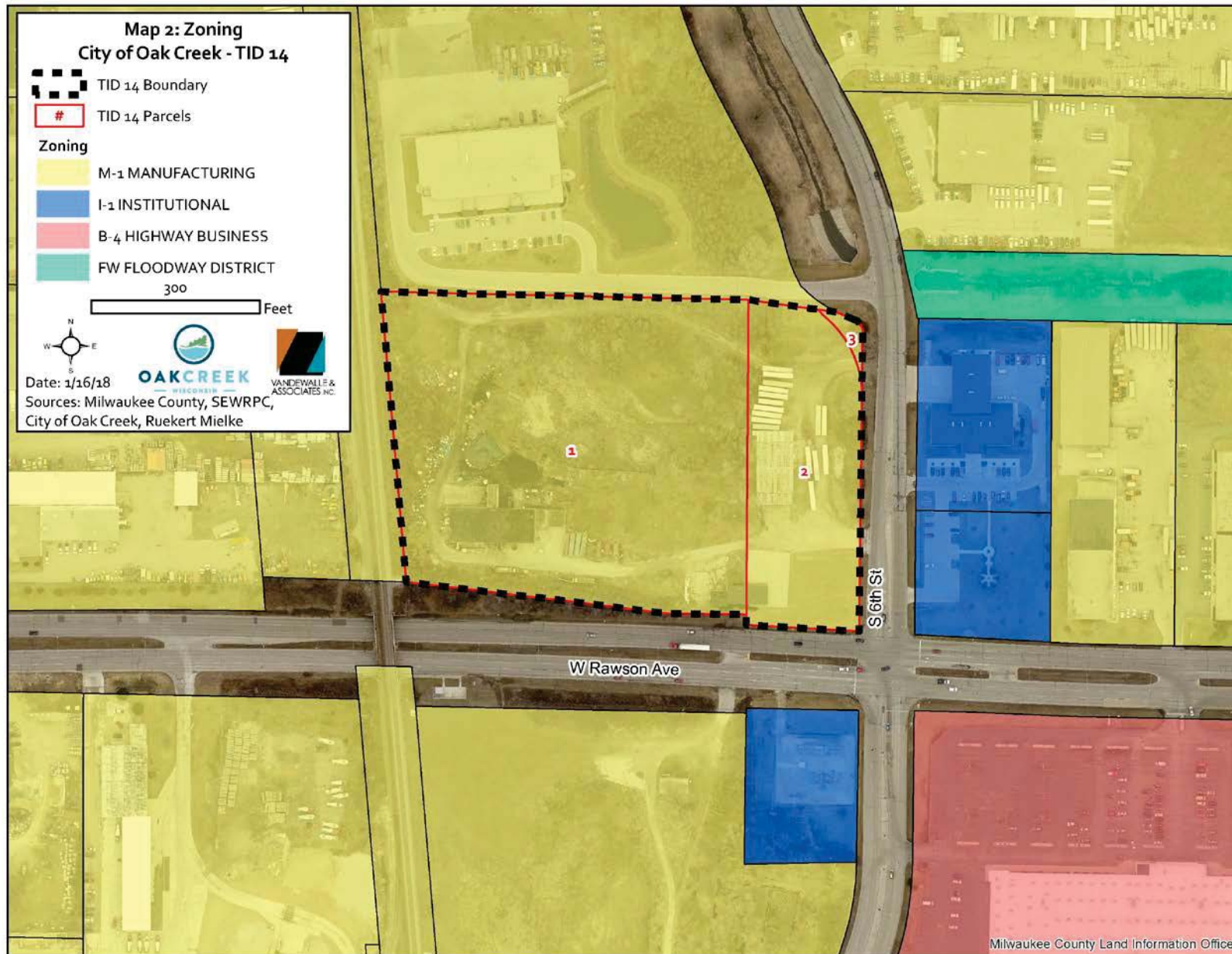


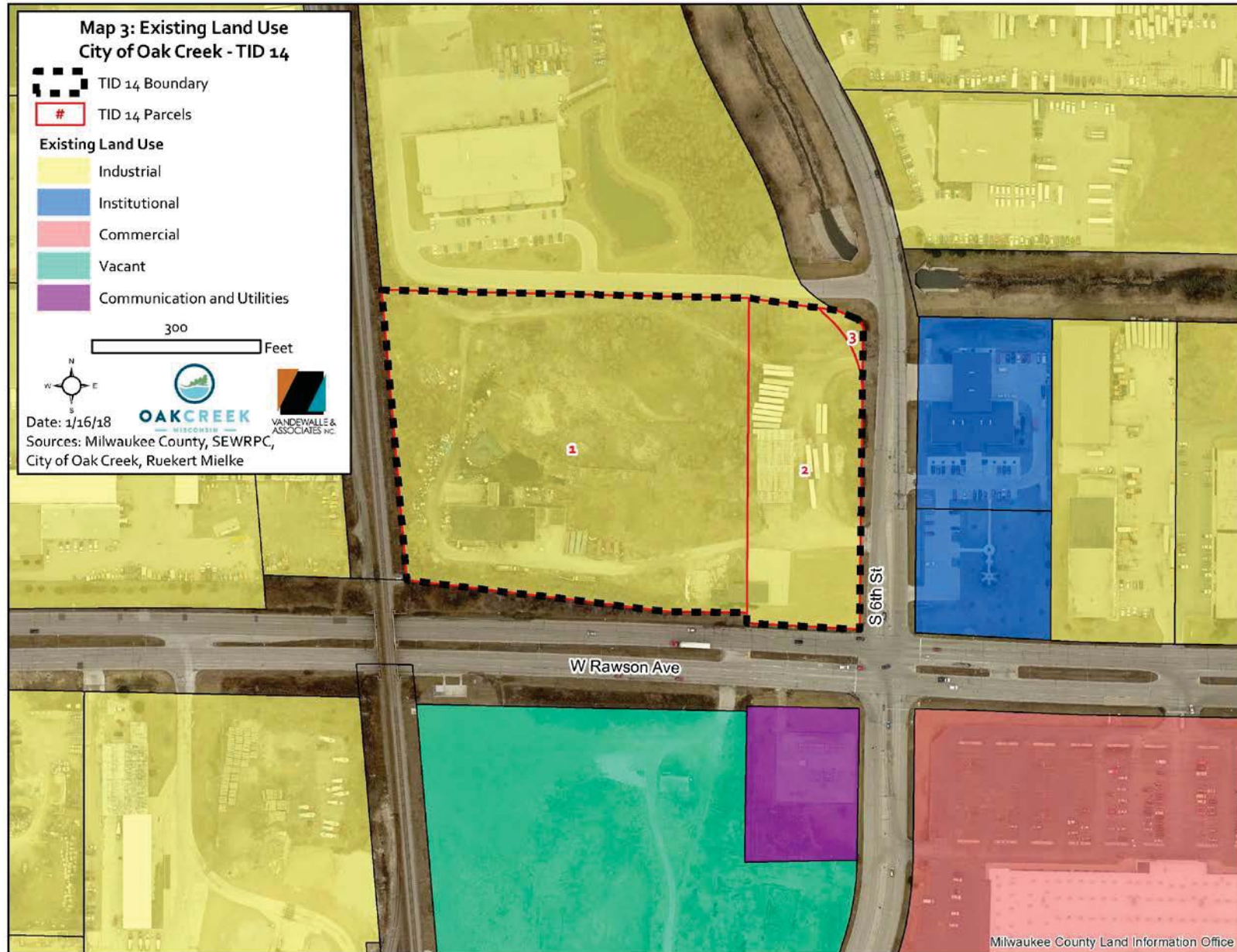
IV. EXISTING USES AND CONDITIONS OF REAL PROPERTY

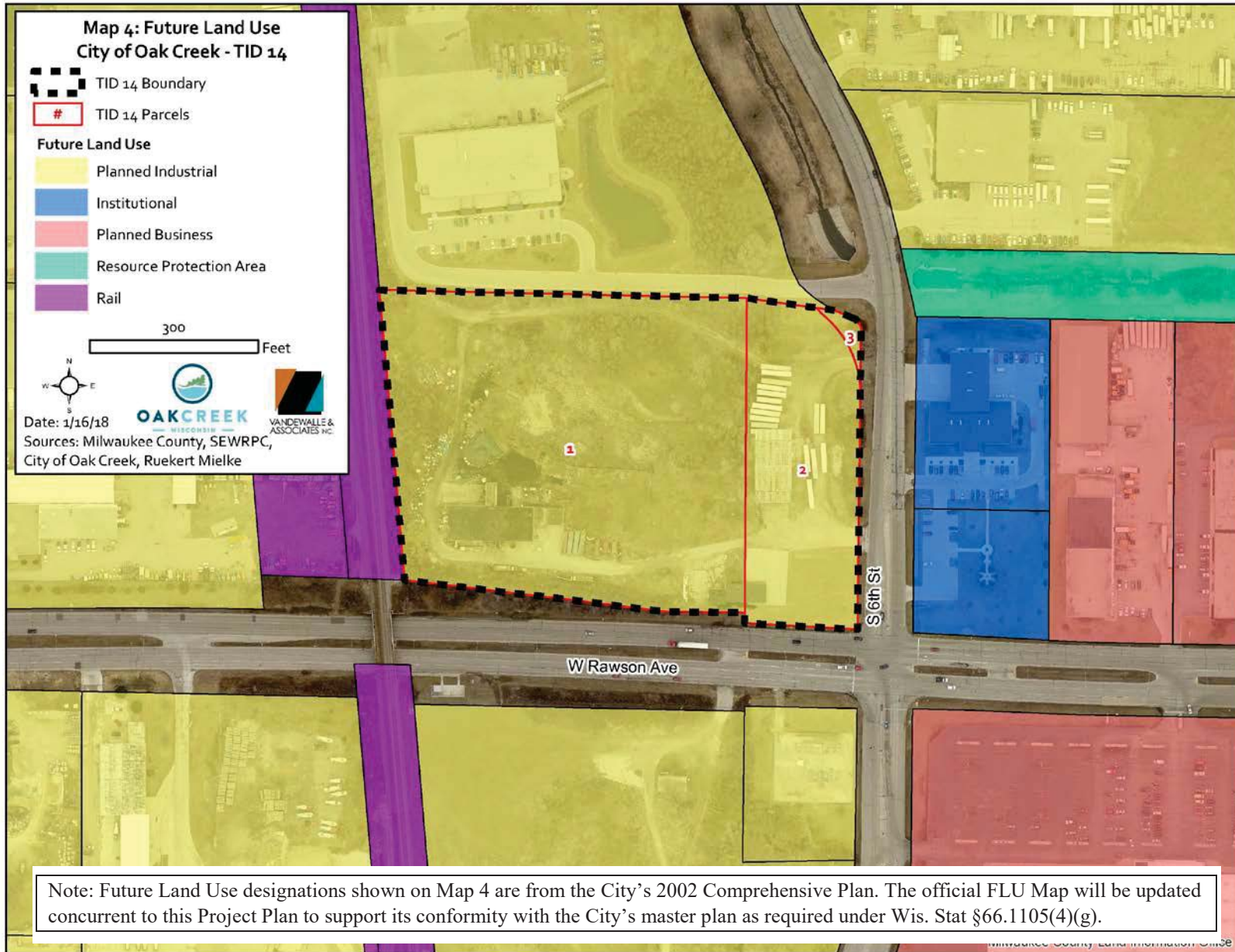
The Zoning Map (Map 2) reflects current zoning designations in TID #14 and immediate surroundings. Each of the three parcels is currently zoned M-1 Manufacturing, consistent with the redevelopment. The *2002 Oak Creek Comprehensive Plan* allows the City to rezone property when and if demand for rezoning takes place in order to maintain compatibility with the Future Land Use Map. The current future land use designations for the District and surrounding area from the Comprehensive Plan are shown on Map 4.

The Existing Land Use Map (Map 3) depicts existing land uses for the District. Lands within the District are predominantly vacant, and used for industrial and chemical storage purposes.

More than 50%, by area, of the real property within the District (10.48 acres, 100%) is determined to be blighted, as defined in Wis. Stat. § 66.1331(3)(a). A parcel-by-parcel assessment of conditions meeting statutory criteria is shown in Appendix A.







V. PROPOSED PUBLIC WORKS AND OTHER PROJECTS AND ESTIMATED COSTS

Per the Joint Review Board's approval of this TID #14 Project Plan, the total level of authorized spending on direct project costs for TID #14 will be \$2,170,000 exclusive of interest and finance charges, to facilitate growth and development over the District's 27-year life. As shown on Tables 5a, 5b and 6 in Section VII, the City anticipates additional interest and finance charges of approximately \$475,164 for total expenditures of \$2,645,164.

Below are descriptions of the major public improvement categories, which are necessary and standard improvements for eliminating blight and promoting redevelopment of blighted areas or those in need of rehabilitation or conservation work. In addition to a general description, each category contains a list of specific types of TIF-eligible expenditures. These project expenditures are listed in Table 3.

Note that the following list is not exhaustive, and includes TIF-eligible items that the developer, on the City's behalf, may undertake as a condition of the development incentives to be provided under a valid development agreement, and funded solely from the projected tax increments to be received from the anticipated redevelopment projects described in Section VII.

Expenditures within a half-mile are those priority projects, or portions thereof, that may occur within one-half mile of the District boundary per Wis. Stat. §66.1105(2)(f)1.n. and are shown in the descriptions below with an asterisk (*). In most cases, projects outside of the District boundary are incidental to or extensions of projects within the boundary that continue out of the District in order to be fully complete and of the greatest benefit to the District and City. All other expenditures within a half-mile not specifically identified herein will require an amendment to this Project Plan and approval of the Joint Review Board.

Consistent with the goals and purposes of the District as articulated in this Project Plan, all project expenditures are intended to promote orderly development, stimulate commercial revitalization, create jobs, enhance the value of property, and broaden the property tax base of the City of Oak Creek and the overlying taxing jurisdictions. Below are descriptions of those projects that are considered necessary and standard costs for promoting redevelopment within the District. In addition to a general description of eligible costs, some project categories contain a list of priority projects the City intends - but is not required - to undertake based on the projected tax increments to be received from property in the District.

Implementation and construction of the proposed projects identified herein will require case-by-case authorization by the Common Council. Public expenditures for projects listed in this Project Plan should and will be based on market conditions and the status of development at the time a project is scheduled for construction. The Common Council is not mandated to make the public expenditures described in this Plan. Redistribution of project costs within the total spending estimate will not require an amendment to the Project Plan provided that the expenditures meet the purpose and intent of the District as expressed in the Plan. Scheduling of project activities will be monitored to ensure that the projected economic stimulation is occurring prior to proceeding with other project activities. This monitoring will occur on an annual basis. If economic conditions are not altered by the proposed project activity, other project activities may be delayed and/or removed from the project schedule. The goal of the proposed projects is to provide the public improvements and inducements necessary to attract and stimulate private reinvestment and redevelopment.

The project costs shown in Table 3 are preliminary estimates provided by City departments and its consultants that may be adjusted and refined. The adjustments and refinements may include changing the year in which a project activity is undertaken and reallocating the cost of specific projects within the limitation of the total estimated project costs. The City reserves the right to increase these costs to reflect inflationary increases and other uncontrollable circumstances between 2018 and the time of construction. The City also reserves the right to increase certain project costs to the extent others are reduced or not implemented without amending the Project Plan. The tax increment allocation is preliminary and is subject to adjustment based upon the implementation of this Project Plan. Other adjustments to this Project Plan will be made on the recommendation of the Plan Commission to be reviewed and acted upon by the Common Council.

1. Capital Costs*

These costs may include, but are not limited to: the actual costs of the construction of public works or improvements; new buildings, structures, and fixtures; the demolition, alteration, remodeling, repair or reconstruction of existing buildings, structures and fixtures other than the demolition of listed historic properties; the use of sustainable (“green”) building features and renewable and on-site energy systems; the acquisition of equipment to service the District; the removal or containment of, and the restoration of, soil or groundwater affected by environmental pollution; the clearing and grading of land, and waterway improvements to improve navigation, recreation and water quality. Also included are on-street and off-street parking facility improvements including: repair, expansion, reconfiguration and construction of existing and new parking facilities; developer assistance with parking; directional and regulatory signage; landscaping, screening and beautification of parking facilities; and similar improvements necessary to serve the parking needs of the District. Such project may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Streetscaping - These costs may include, but are not limited to the planning and the actual costs of the construction of public works or improvements. These streetscaping elements may improve the aesthetics and functionality of the public streetscape and public domain adjacent to private development including landscaping, screening and beautification of facilities, installation of street furniture, trash receptacles, planters, public art, wayfinding signage, and any other streetscape elements that adds to the unique character appropriate for the District, enhances existing and planned amenities, and enhances integration of public and private space. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Public Parking Improvements – These costs may include, but are not limited to the planning, design, and the actual costs of the construction of public works or improvements to public parking facilities within and near the District. Public parking improvements under this category include repairs, aesthetic improvements, design, organization, configuration, wayfinding, access to, amenities on, and integration with the street and businesses at all public parking facilities. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Public Facility and Structure Improvements – These project costs may include, but are not limited to the planning, design, and the actual costs of the construction of public facilities and structures or the improvement of existing public facilities and structures. Potential projects under this category include, but are not limited to the construction of roadways and improvements in public use spaces. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Utility Upgrades and Improvements – These project costs may include, but are not limited to the planning, design, and the actual costs of the construction of utility upgrades and improvements. As redevelopment and investment occurs at catalytic sites, utilities may need to be relocated, upgraded, and improved. This category may include but is not limited to projects such as undergrounding above ground powerlines, upgrading and improving subsurface infrastructure in public rights-of-way as well as on private development sites, and any other utility upgrades or improvements that contribute to the orderly development within the District. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Miscellaneous Capital Costs – This category covers any additional projects that may be identified by the City in the future which may not be listed within the body of this document. As additional development occurs within the District the City will identify specific capital improvement projects necessary to continue advancing investment and development. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Priority Project

Railroad Bridge Improvements* – This project involves rehabilitation and beautification of the Canadian Pacific rail bridge over Rawson Avenue immediately southwest of the District, including rust removal, repainting, public art installations, and other “gateway” features that provide an attractive entrance to the District and surrounding area.

2. Demolition, Remediation, and Site Preparation*

TID #14 is a blighted TID area with blighted existing structures on these properties which are not likely to be reused as part of future redevelopment activities, whether on City-owned or private land, during the life of the District. Surveys for asbestos and other potential contaminants have not been conducted in any of these structures, but the age and construction types suggest that such contaminants may be present. Further, significant post-demolition regrading and other site preparation activities also are anticipated. Accordingly, expenditures of this type may occur anywhere in the District in addition to the three project areas listed below.

3. Property Acquisition and Relocation*

These costs include, but are not limited to, any deficit incurred resulting from the purchase of property for public use or the resale or lease as lessor by the City of real or personal property within the District or within one-half mile for consideration that is less than its cost to the City. Also included are relocation payments made in certain circumstances as the result of the City acquiring property within the District.

4. Economic Development Incentives

These costs include, but are not limited to, cash grants, loans, incentives, and any expenditures of the type described in any of the other categories listed in this section by or on behalf of a developer in order to induce development and ensure project feasibility. All development projects that receive some form of direct or indirect TIF participation will first enter into a development agreement approved by the Common Council that specifies the terms of the TIF contributions and the obligations of the receiving property or business owner. Such contributions may be in the form of direct cash grants or in “pay-as-you-go” payments over time. Economic development incentive payments may be provided to land owners, businesses or lessees anywhere within the District.

Due to the industrial history and land use in the District, economic development incentives will be a crucial tool to bridge resource gaps and make redevelopment economically feasible. The amount and form of TIF participation for a particular project, if any, will be determined on a project-by-project basis as described in a project development agreement depending upon a project’s specific needs, funding availability, and the project’s consistency with the goals and objectives stated in this Plan and other City plans and policies.

5. Administration and Professional Services

Project costs include, but are not limited to, costs incurred for architectural, planning, engineering, financial, marketing and market analysis, legal advice, and other services necessary to implement this Plan.

Other services covered in this general category may include developer recruitment and negotiations, capital improvement and infrastructure design, site design, public space design, and similar services whether conducted by City staff, contractors, or one or more of the City’s partner agencies or professional consultants. In addition, these costs include ongoing administration of the District, including cost recovery for service demands necessitated by and specific to the District’s development as well as the completion of required annual reports, forms and audits, and similar efforts.

6. Miscellaneous Redevelopment Funding

Active project management will be required for successful implementation of the TID #14 Project Plan. It is the intent of the Oak Creek Common Council to offer a wide range of services which may include, but are not limited to: recruitment of appropriately-qualified developers for each potential redevelopment site; marketing the District for potential businesses; providing low-interest loans and/or interest write-downs for property rehabilitation and redevelopment; providing grants for site acquisition and preparation; and cost recovery for service demands necessitated by and specific to the District’s development. In addition, implementation of this Plan may include the following general tasks, which City staff, contractors or partner organizations may reasonably undertake at the City’s discretion:

- Conducting more detailed planning and engineering studies;
- Developing more refined land use and redevelopment plans for implementation;
- Developing standards for which development within the District will need to conform;
- General guidance and referral of actions to other City committees and the Common Council;
- Establishing and managing an economic development master fund;
- Identifying and applying for additional non-TIF revenue sources such as grants;
- Public infrastructure construction oversight;

- Developing and implementing a business marketing plan;
- Developer recruitment;
- Business recruitment;
- Preparation of annual reports and submittal of required forms and fees to the state Department of Revenue; and
- Conducting audits.

7. Finance Charges and Capitalized Interest

Finance charges and interest include, but are not limited to, interest paid on debt obligations incurred to pay for project costs, debt issuance costs, capitalized interest, coverage and reserve funds, and costs of redemption prior to maturity. This also may include interest paid to developers under pay-as-you-go provisions included in an approved development agreement.

8. Donations to Other Districts

Allocations of surplus increment to other qualifying tax increment Districts within the City are authorized in accordance with Wis. Stat. §66.1105(6)(f). While no such donations are anticipated under this Plan, once all other obligations of the District have been met on an annual basis, and subject to available increment, the City may elect to allocate increment from TID #14 to other qualifying Districts by amending the list of eligible project costs in this Plan pursuant to Wis. Stat. §66.1105(4)(h).

TABLE 3: PRIORITY PROJECTS AND ESTIMATED COSTS

Expenditure Year	Capital Costs	Econ. Dev. Incentives	Admin./ Professional Services	Financing Costs & Interest	Total Expenses by Year
1 2018					\$0
2 2019					\$0
3 2020		\$114,474		\$82,881	\$197,355
4 2021		\$148,681	\$7,500	\$61,643	\$217,824
5 2022		\$148,210	\$7,500	\$57,290	\$213,000
6 2023		\$158,010	\$7,500	\$52,777	\$218,287
7 2024		\$158,165	\$7,500	\$47,809	\$213,474
8 2025		\$168,520	\$7,500	\$42,649	\$218,669
9 2026		\$169,262	\$7,500	\$37,107	\$213,869
10 2027		\$180,111	\$7,500	\$31,339	\$218,950
11 2028		\$181,377	\$7,500	\$25,285	\$214,162
12 2029		\$187,988	\$7,500	\$18,974	\$214,462
13 2030		\$195,117	\$7,500	\$12,307	\$214,924
14 2031		\$195,085	\$7,500	\$5,103	\$207,688
15 2032	\$75,000		\$7,500		\$82,500
Totals	\$ 75,000	\$2,005,000	\$ 90,000	\$ 475,164	\$ 2,645,164

VI. NON-TAX REVENUES AND NON-PROJECT COSTS

Non-Project costs are public works projects that only partly benefit the District or are not eligible to be paid with tax increments, or costs not eligible to be paid with TIF funds. The City does not expect to incur any non-project costs in the implementation of this Plan.

VII. ECONOMIC FEASIBILITY ANALYSIS

The information and exhibits contained within this section demonstrate that the proposed District is economically feasible insofar as:

- The City has available to it the means to secure the necessary financing required to accomplish the projects contained within this Plan.
- The City intends to incur project costs as incremental revenues allow and can adjust the timing of implementation as needed to coincide with the pace of redevelopment.
- The development anticipated to occur as a result of the implementation of this Plan will generate sufficient tax increments to pay for the cost of the projects.

Table 3: Priority Projects and Estimated Costs (Section V), lists provides an estimated cost by year for each spending category during the District's projected life. Soft costs for discretionary payments, administration and professional services, and finance charges/interest represent ongoing expenses, while capital costs for railroad bridge improvements are expected to be incurred in a single phase. All costs are shown in 2018 dollars.

Within this section are several additional tables that, together, provide a cash flow model demonstrating that the projected tax increment collections and all other revenues available to the District will be sufficient to pay all project costs. Each project will need to be addressed on an individual basis through negotiations and a review of project finances ultimately resulting in a development agreement. Each project also will be reviewed in a manner addressing the criteria of job creation, tax increment creation, and similar development criteria. One development project may address certain criteria while another may address different criteria. Consequently, the Common Council will review each project individually and make its determinations based on the project's implementation goals. The City reserves the right to implement only those projects that remain viable as the Plan period proceeds.

This Project Plan assumes minimum value increment of \$10,000,000 at the time of project completion per the terms of the development agreement between the City and Developer. Note that there is a one-year lag until the value of new construction is added to the tax roll and a two-year lag until the project generates tax increment. Based on the type and intensity of development estimated to occur, new construction in the District is projected to yield tax increment revenues of \$5,716,050 (in 2018 dollars) should it remain open for its entire 27-year life. Increment estimates are based on assessment data for comparable properties currently paying taxes in the City of Oak Creek and surrounding municipalities.

Financing for certain priority projects listed in Table 3 will be made on a case-by-case basis. The borrowing could be a mix of General Obligation, Revenue Bonds, and other bonds in order to keep borrowing flexibility on future City projects. (See Section VIII for detailed descriptions of these and other financing methods available to the City.) Tables 5a and 5b: Estimated Debt Service Financing Plan, reflect the draft term sheet between the City and developer for an upfront, City-financed grant (via general obligation borrowing) and a municipal revenue obligation (MRO) on developer-financed debt to be paid beginning in 2020, less an annual administrative fee. The borrowing rate on the City's debt increases from 2.0% - 4.0% over time, with a net interest cost of about 3.4%, and includes one year of capitalized interest plus related origination costs and rounding. The interest rate on the MRO is fixed at 3.5%, the City's prevailing borrowing 2018 rate. All financial calculations assume an effective mill rate of \$21.57 and are exclusive of inflation.

As shown on Table 7: Cash Flow Projection, TID #14 is expected to close on time, as soon as 2032, with a projected positive cash balance of \$51,081 and up to \$3,070,881 available at the end of its statutory life (the final collection year of 2046). The \$2,480,164 cost estimate for total debt service for the G.O. bond and MRO in Tables 5a and 5b is intended to be reflective of additional finance related costs; however, this amount is subject to change without having to amend this Project Plan and will vary depending upon the types of financing selected and the associated costs involved.

The information and exhibits contained within this Section demonstrate that the proposed District is economically feasible insofar as:

- The City has available to it the means to secure the necessary financing required to accomplish the projects contained within this Plan. A listing of “Available Financing Methods” is included in Section VIII.
- The City expects to complete the projects in one phase, and can adjust the timing of implementation as needed to coincide with the pace of private development. A discussion of the phasing and projected timeline for project completion is discussed under “Plan Implementation” within this Section. Table 5 provides a projection of the financing method for each phase and the time at which that financing is expected to be incurred is included.
- The development anticipated to occur as a result of the implementation of this Plan will generate sufficient tax increments to pay for the cost of the projects. Within this Section are tables identifying: 1) the development expected to occur, 2) a projection of tax increments to be collected resulting from that development and other economic growth within the District, and 3) a cash flow model demonstrating that the projected tax increment collections and all other revenues available to the District will be sufficient to pay all Project Costs.

Plan Implementation

To be successful, the District will need to be implemented in accordance with the following objectives:

- Projects identified will provide the necessary anticipated governmental services to the area. A reasonable and orderly sequence is shown in Tables 5a and 5b. However, public debt and expenditures should be made at the pace of private development to assure increment is sufficient to cover expenses.
- It is anticipated developer agreements between the City and property owners will be in place prior to major public expenditures. These agreements can provide for development guarantees or a payment in lieu of development. To further assure contract enforcement, these agreements might include levying of special assessments against benefited properties.
- The order in which public improvements are made should be adjusted in accordance with development and execution of developer agreements. The City reserves the right to alter the implementation of this Plan to accomplish this objective.
- Projected interest rates are based on current market conditions. Municipal interest rates are subject to constantly changing market conditions. In addition, other factors such as the loss of tax-exempt status of municipal bonds or broadening the purpose of future tax-exempt

bonds would affect market conditions. Actual interest expense will be determined once the methods of financing have been approved and securities or other obligations are issued.

- **If financing as outlined in this Plan proves unworkable, the City reserves the right to use alternate financing solutions for the projects as they are implemented.**

TABLE 4: 27-YEAR TAX INCREMENT PROJECTIONS

TIF Creation Year	2018	Inflation Rate	0.00%
Total Years of Collection	27	Base Tax Rate	0.02157
Total Spending Years	22	Base Value	\$639,600
TIF Expiration Year	2045	Value Increment Potential	\$10,000,000
Tax Exempt Discount Rate	3.50%	Projected Closure Year*	2032
Taxable Discount Rate	5.00%		

Calendar Year	Value Increment	Cumulative Value Added	Total TID Value	Annual Tax Increment	Cumulative Tax Increment	Cumulative Tax Exempt NPV	Cumulative Taxable NPV
2018		\$0	\$639,600	\$0	\$0	\$0	\$0
2019	\$5,000,000	\$5,000,000	\$5,639,600	\$0	\$0	\$0	\$0
2020	\$5,000,000	\$10,000,000	\$10,639,600	\$107,850	\$107,850	\$100,679	\$97,823
2021		\$10,000,000	\$10,639,600	\$215,700	\$323,550	\$295,228	\$284,153
2022		\$10,000,000	\$10,639,600	\$215,700	\$539,250	\$483,198	\$461,610
2023		\$10,000,000	\$10,639,600	\$215,700	\$754,950	\$664,812	\$630,616
2024		\$10,000,000	\$10,639,600	\$215,700	\$970,650	\$840,284	\$791,575
2025		\$10,000,000	\$10,639,600	\$215,700	\$1,186,350	\$1,009,822	\$944,869
2026		\$10,000,000	\$10,639,600	\$215,700	\$1,402,050	\$1,173,627	\$1,090,863
2027		\$10,000,000	\$10,639,600	\$215,700	\$1,617,750	\$1,331,893	\$1,229,905
2028		\$10,000,000	\$10,639,600	\$215,700	\$1,833,450	\$1,484,807	\$1,362,327
2029		\$10,000,000	\$10,639,600	\$215,700	\$2,049,150	\$1,632,550	\$1,488,442
2030		\$10,000,000	\$10,639,600	\$215,700	\$2,264,850	\$1,775,296	\$1,608,552
2031		\$10,000,000	\$10,639,600	\$215,700	\$2,480,550	\$1,913,216	\$1,722,942
2032		\$10,000,000	\$10,639,600	\$215,700	\$2,696,250	\$2,046,471	\$1,831,885
2033		\$10,000,000	\$10,639,600	\$215,700	\$2,911,950	\$2,175,221	\$1,935,641
2034		\$10,000,000	\$10,639,600	\$215,700	\$3,127,650	\$2,299,616	\$2,034,455
2035		\$10,000,000	\$10,639,600	\$215,700	\$3,343,350	\$2,419,805	\$2,128,564
2036		\$10,000,000	\$10,639,600	\$215,700	\$3,559,050	\$2,535,929	\$2,218,192
2037		\$10,000,000	\$10,639,600	\$215,700	\$3,774,750	\$2,648,127	\$2,303,552
2038		\$10,000,000	\$10,639,600	\$215,700	\$3,990,450	\$2,756,530	\$2,384,847
2039		\$10,000,000	\$10,639,600	\$215,700	\$4,206,150	\$2,861,268	\$2,462,271
2040		\$10,000,000	\$10,639,600	\$215,700	\$4,421,850	\$2,962,464	\$2,536,008
2041		\$10,000,000	\$10,639,600	\$215,700	\$4,637,550	\$3,060,238	\$2,606,234
2042		\$10,000,000	\$10,639,600	\$215,700	\$4,853,250	\$3,154,705	\$2,673,115
2043		\$10,000,000	\$10,639,600	\$215,700	\$5,068,950	\$3,245,978	\$2,736,812
2044		\$10,000,000	\$10,639,600	\$215,700	\$5,284,650	\$3,334,164	\$2,797,476
2045		\$10,000,000	\$10,639,600	\$215,700	\$5,500,350	\$3,419,368	\$2,855,251
2046		\$10,000,000	\$10,639,600	\$215,700	\$5,716,050	\$3,501,691	\$2,910,274
TOTALS	\$10,000,000			\$5,716,050			

*Given the scope and estimated timing of project costs contemplated in this Project Plan, TID #14 may close as soon as 2032.

TABLE 5A: ESTIMATED G.O. DEBT SERVICE FINANCING PLAN

Date	Principal	Coupon	Interest	Total P+I	Fiscal Total
03/01/2019	-	-	-	-	-
03/01/2020	55,000.00	2.000%	35,087.50	90,087.50	-
09/01/2020	-	-	16,993.75	16,993.75	107,081.25
03/01/2021	85,000.00	2.500%	16,993.75	101,993.75	-
09/01/2021	-	-	15,931.25	15,931.25	117,925.00
03/01/2022	85,000.00	2.500%	15,931.25	100,931.25	-
09/01/2022	-	-	14,868.75	14,868.75	115,800.00
03/01/2023	90,000.00	2.750%	14,868.75	104,868.75	-
09/01/2023	-	-	13,631.25	13,631.25	118,500.00
03/01/2024	90,000.00	3.000%	13,631.25	103,631.25	-
09/01/2024	-	-	12,281.25	12,281.25	115,912.50
03/01/2025	95,000.00	3.000%	12,281.25	107,281.25	-
09/01/2025	-	-	10,856.25	10,856.25	118,137.50
03/01/2026	95,000.00	3.250%	10,856.25	105,856.25	-
09/01/2026	-	-	9,312.50	9,312.50	115,168.75
03/01/2027	100,000.00	3.250%	9,312.50	109,312.50	-
09/01/2027	-	-	7,687.50	7,687.50	117,000.00
03/01/2028	100,000.00	3.250%	7,687.50	107,687.50	-
09/01/2028	-	-	6,062.50	6,062.50	113,750.00
03/01/2029	105,000.00	3.500%	6,062.50	111,062.50	-
09/01/2029	-	-	4,225.00	4,225.00	115,287.50
03/01/2030	110,000.00	3.500%	4,225.00	114,225.00	-
09/01/2030	-	-	2,300.00	2,300.00	116,525.00
03/01/2031	115,000.00	4.000%	2,300.00	117,300.00	-
09/01/2031	-	-	-	-	117,300.00
Total	\$1,125,000.00	-	\$263,387.50	\$1,388,387.50	-

Provided by: Hutchinson, Shockey, Erley, & Co.

TABLE 5B: ESTIMATED MRO DEBT SERVICE FINANCING PLAN

Date	Principal	Coupon	Interest	Total P+I	Fiscal Total
03/01/2020	-	-	-	-	-
03/01/2021	59,474.00	3.500%	30,800.00	90,274.00	-
10/01/2021	-	-	-	-	90,274.00
03/01/2022	63,681.00	3.500%	28,718.41	92,399.41	-
10/01/2022	-	-	-	-	92,399.41
03/01/2023	63,210.00	3.500%	26,489.58	89,699.58	-
10/01/2023	-	-	-	-	89,699.58
03/01/2024	68,010.00	3.500%	24,277.23	92,287.23	-
10/01/2024	-	-	-	-	92,287.23
03/01/2025	68,165.00	3.500%	21,896.88	90,061.88	-
10/01/2025	-	-	-	-	90,061.88
03/01/2026	73,520.00	3.500%	19,511.10	93,031.10	-
10/01/2026	-	-	-	-	93,031.10
03/01/2027	74,262.00	3.500%	16,937.90	91,199.90	-
10/01/2027	-	-	-	-	91,199.90
03/01/2028	80,111.00	3.500%	14,338.73	94,449.73	-
10/01/2028	-	-	-	-	94,449.73
03/01/2029	81,377.00	3.500%	11,534.85	92,911.85	-
10/01/2029	-	-	-	-	92,911.85
03/01/2030	82,988.00	3.500%	8,686.65	91,674.65	-
10/01/2030	-	-	-	-	91,674.65
03/01/2031	85,117.00	3.500%	5,782.07	90,899.07	-
10/01/2031	-	-	-	-	90,899.07
03/01/2032	80,085.00	3.500%	2,802.98	82,887.98	-
10/01/2032	-	-	-	-	82,887.98
Total	\$880,000.00	-	\$211,776.38	\$1,091,776.38	-

Provided by: Hutchinson, Shockey, Erley, & Co.

TABLE 6: SUMMARY OF SOURCES & USES (CASH FLOW ANALYSIS)

Assumptions			
Current Year	2018	Grant Payment Term	12
TIF Creation Year	2018	MRO Payment Term	12
Total Years of Spending Life	22	Interest Rate	3.50%
Total Years of Collections	27	Grant Principal	\$1,081,250
Expected Closure Year	2032	PAYGO Principal	\$880,000
		Inflation Rate	0.00%
		Base Tax Rate	0.02157
		First Year on Tax Rolls	2019
		Base Value	\$639,600
		Total Value Increment	\$10,000,000

Calendar Year	Annual Value Added	Cumulative Value Added	Total Value	Total TID Value	Value Increment	Total Taxes	Projected Tax Increment	Admin. Fee to City	Total Available for Incentives	Grant (GO Borrowing)			Increment Available for MRO	MRO (PAYGO)			Admin. and Capital Costs	Annual Balance to City	Cumulative Balance to City
										Interest	Principal	Remaining Principal		Interest	Principal	Remaining Principal			
2018	\$0	\$0	\$639,600	\$639,600	\$0	\$13,796	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
2019	\$5,000,000	\$5,000,000	\$5,639,600	\$5,639,600	\$5,000,000	\$13,796	\$0	\$0	\$0	\$0	\$0	\$1,125,000	\$0	\$0	\$880,000	\$0	\$0	\$0	
2020	\$5,000,000	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$121,646	\$107,850	\$0	\$107,850	\$52,081	\$55,000	\$1,070,000	\$769	\$0	\$0	\$880,000	\$0	\$769	\$769
2021	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$32,925	\$85,000	\$985,000	\$90,275	\$30,800	\$59,474	\$820,526	\$7,500	\$0	\$769
2022	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$30,800	\$85,000	\$900,000	\$92,400	\$28,718	\$63,681	\$756,845	\$7,500	\$0	\$769
2023	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$28,500	\$90,000	\$810,000	\$89,700	\$26,490	\$63,210	\$693,635	\$7,500	\$0	\$769
2024	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$25,913	\$90,000	\$720,000	\$92,288	\$24,277	\$68,010	\$625,625	\$7,500	\$0	\$769
2025	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$23,138	\$95,000	\$625,000	\$90,063	\$21,897	\$68,165	\$557,460	\$7,500	\$0	\$769
2026	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$20,169	\$95,000	\$530,000	\$93,031	\$19,511	\$73,520	\$483,940	\$7,500	\$0	\$769
2027	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$17,000	\$100,000	\$430,000	\$91,200	\$16,938	\$74,262	\$409,678	\$7,500	\$0	\$769
2028	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$13,750	\$100,000	\$330,000	\$94,450	\$14,339	\$80,111	\$329,567	\$7,500	\$0	\$769
2029	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$10,288	\$105,000	\$225,000	\$92,913	\$11,535	\$81,377	\$248,190	\$7,500	\$0	\$769
2030	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$6,525	\$110,000	\$115,000	\$91,675	\$8,687	\$82,988	\$165,202	\$7,500	\$0	\$769
2031	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$2,300	\$115,000	\$0	\$90,900	\$5,782	\$85,117	\$80,085	\$7,500	\$0	\$769
2032	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$7,500	\$208,200	\$0	\$0	\$0	\$208,200	\$2,803	\$80,085	\$0	\$82,500	\$50,312	\$51,081
2033	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$266,781
2034	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$482,481
2035	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$698,181
2036	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$913,881
2037	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$1,129,581
2038	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$1,345,281
2039	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$1,560,981
2040	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$1,776,681
2041	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$1,992,381
2042	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$2,208,081
2043	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$2,423,781
2044	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$2,639,481
2045	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$2,855,181
2046	\$0	\$10,000,000	\$10,639,600	\$10,639,600	\$10,000,000	\$229,496	\$215,700	\$0	\$215,700	\$0	\$0	\$0	\$215,700	\$0	\$0	\$0	\$0	\$215,700	\$3,070,881
TOTAL	\$10,000,000					\$6,116,139	\$5,716,050	\$90,000	\$5,626,050	\$263,388	\$1,125,000			\$211,776	\$880,000		\$165,000	\$3,070,881	

*Given the scope and estimated timing of project costs contemplated in this Project Plan, TID #14 may close as soon as 2032.

VIII. AVAILABLE FINANCING METHODS

Implementation of this Plan may require that the City issue debt obligations to provide direct or indirect financing for the Projects to be undertaken. The following is a list of the types of obligations the City may choose to utilize.

General Obligation (G.O.) Bonds or Notes

The City may issue G.O. Bonds or Notes to finance the cost of projects included within this Plan. The Wisconsin State Constitution limits the principal amount of G.O. debt that the community may have outstanding at any point in time to an amount not greater than five percent of its total equalized value. As of the date of this Plan, the City has a G.O. debt limit of \$165,916,655, or 5% of its total 2017 EAV, of which approximately \$53.1 million is currently unused and could be made available to finance project costs.

Bonds Issued to Developers (“Pay as You Go” Financing)

The City may issue a bond or other obligation to one or more developers who provide financing for projects included in this Plan. Repayment of the amounts due to the developer under the bonds or other obligations are limited to an agreed percentage of the available annual tax increments collected that result from the improvements made by the developer. To the extent the tax increments collected are insufficient to make annual payments, or to repay the entire obligation over the life of the District, the City’s obligation is limited to not more than the agreed percentage of the actual increments collected. Bonds or other obligations issued to developers in this fashion are not general obligations of the City and, therefore, do not count against the City’s statutory borrowing capacity.

Tax Increment Revenue Bonds

The City has the authority to issue revenue bonds secured by the tax increments to be collected. These bonds may be issued directly by the City or as a form of lease revenue bond by its Community Development Authority (CDA). Tax Increment Revenue Bonds and Lease Revenue Bonds are not general obligations of the City and therefore do not count against the City’s statutory borrowing capacity. To the extent tax increments collected are insufficient to meet the annual debt service requirements of the revenue bonds, the City may be subject to either a permissive or mandatory requirement to appropriate on an annual basis a sum equal to the actual or projected shortfall.

Utility Revenue Bonds

The City can issue revenue bonds to be repaid from revenues of its various systems, including revenues paid by the City that represent service of the system to the City. There is neither a statutory nor constitutional limitation on the amount of revenue bonds that can be issued, however, water rates are controlled by the Wisconsin Public Service Commission and the City must demonstrate to bond purchasers its ability to repay revenue debt with the assigned rates. To the extent the City utilizes utility revenues other than tax increments to repay a portion of the bonds the City must reduce the total eligible Project Costs in an equal amount.

Special Assessment “B” Bonds

The City has the ability to levy special assessments against benefited properties to pay part of the costs for street, curb, gutter, sewer, water, storm sewers and other infrastructure. In the event the City determines that special assessments are appropriate, the City can issue Special Assessment B bonds pledging revenues from special assessment installments to the extent assessment payments are outstanding. These bonds are not counted against the City's statutory borrowing capacity. If special assessments are levied, the City must reduce the total eligible Project Costs under this Plan in an amount equal to the total collected.

IX. CONSISTENCY OF ACTIVITIES WITHIN TAX INCREMENT DISTRICT #14 WITH THE CITY ZONING ORDINANCE, COMPREHENSIVE PLAN, AND OTHER DEVELOPMENT ORDINANCES

The anticipated uses of all parcels within TID #14 are generally consistent with the future land uses shown in the *City of Oak Creek Comprehensive Plan (2002)*.

TID #14 is being created under the “blighted area” definition of Wis. Stat. §66.1105(2)(ae)1., providing the City the flexibility of choosing to rezone those parcels shown on the Future Land Use Map as suitable for planned mixed use to other types of zoning if and when demand for rezoning takes place. Any zoning changes required to implement the projects listed herein will be made in accordance with the zoning ordinance on a project-by-project basis.

X. ANNEXED PROPERTY

Pursuant to Wis. Stat. §66.1105(4)(gm)1., there are no lands proposed for inclusion within the District that were annexed by the City within three years prior to the adoption of this Project Plan.

XI. ESTIMATE OF PROPERTY TO BE DEVOTED TO RETAIL BUSINESS

Pursuant to Wis. Stat. § 66.1105(5)(b) and 66.1105(6)(am)1, the City estimates that less than 35% of the territory within the District will be devoted to retail business at the end of the District’s maximum expenditure period.

XII. STATEMENT ON RELOCATION

It is not anticipated there will be a need to relocate persons or businesses in conjunction with this Plan. In the event relocation or the acquisition of property by eminent domain becomes necessary at some time during the implementation period, the City will follow applicable provisions of Wis. Stats. Chapter 32.

APPENDIX A BLIGHT STUDY AND PHOTO CATALOG

Map ID	Tax ID	Parcel Address	Acres	Existing Use	Blighted TID Criteria									Blighted Acres
					Dilapidated - Serious Building Deficiencies	Age/Obsolescence/No longer suits purpose built for	Faulty street or lot layout	Unsafe conditions	Obsolete platting	Diversity of ownership	Deterioration of structure	Deterioration of site improvement	Impairs sound growth	
1	7359990000	610 W. Rawson Ave	7.83	Industrial	X			X			X	X	X	7.83
2	7349001002	7045 S. 6th St	2.57	Industrial	X			X			X	X	X	2.57
3	7349019001	7001 S. 6th St	0.08	Industrial				X	X			X	X	0.08
Totals			10.48											10.48



APPENDIX B LEGAL DESCRIPTION

APPENDIX C IMPACT ON OVERLYING TAXING JURISDICTIONS

Current Base Value: \$639,600 (January 1, 2017)
Projected Total Value Increment: \$10,000,000 (At district closure)
Projected Total Tax Increment \$5,716,050 (From creation to closure)

Taxing Jurisdiction	2017 Tax Rate¹	% of Mill Rate by Jurisdiction	Taxes Collected on Base Value by Jurisdiction	Total Tax Increment Collected by the TID Over Life of the District	Annual Taxes Collected After TID Closure by Jurisdiction²	Increase in Annual Taxes Collected After TID Closure by Jurisdiction
City of Oak Creek	6.063891	28.11%	\$3,878	\$1,606,771	\$64,517	\$60,639
MATC	1.195006	5.54%	\$764	\$316,645	\$12,714	\$11,950
Milwaukee County	5.961157	27.63%	\$3,813	\$1,579,550	\$63,424	\$59,612
MMSD	1.639986	7.60%	\$1,049	\$434,553	\$17,449	\$16,400
Oak Creek School District	6.712102	31.11%	\$4,293	\$1,778,530	\$71,414	\$67,121
Total	21.572142	100%	\$13,798	\$5,716,050	\$229,519	\$215,721

1. Net millage rates including school and county sales tax credits.
2. Value increment for the estimated year of District closure shall be applied to each jurisdiction's levy limit pursuant to Wis. Stat §66.06023.

APPENDIX D	TAXING JURISDICTION CORRESPONDENCE
APPENDIX E	PROPERTY OWNER CORRESPONDENCE
APPENDIX F	PROOF OF PUBLICATION JRB MEETING AND PUBLIC HEARING
APPENDIX G	JOINT REVIEW BOARD MINUTES
APPENDIX H	PLAN COMMISSION RESOLUTION AND PUBLIC HEARING MINUTES
APPENDIX I	CITY COUNCIL RESOLUTION CREATING TAX INCREMENT DISTRICT #14
APPENDIX J	JOINT REVIEW BOARD RESOLUTION APPROVING THE PROJECT PLAN
APPENDIX K	CITY ATTORNEY LEGAL OPINION



PLAN COMMISSION REPORT

Proposal:	Project Plan and Boundaries for TID No. 15		
Description:	Proposed creation of Tax Increment Financing District No. 15, including review of the proposed Project Plan and district boundaries.		
Applicant(s):	City of Oak Creek		
Address(es):	330, 400, 410, & 500 W. Drexel Ave.		
Suggested Motion:	That Plan Commission adopts Resolution No. 2018-03 approving the Project Plan and boundaries for Tax Incremental Financing District (TID) No. 15.		
Owner(s):	330 Drexel Ave., LLC; Paluszynski Family Trust; Drexel Self Storage, Inc.		
Tax Key(s):	782-9018-000, 782-9017-000, 782-9014-000, 782-9003-000		
Lot Size(s):	1.172 ac, 1.095 ac, 2.190 ac, 1.459 ac		
Current Zoning District(s):	M-1, Manufacturing FW, Floodway		
Overlay District(s):	FF, Flood Fringe	C-1, Shoreland Wetland	
Wetlands:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Floodplain:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Comprehensive Plan:	Planned Mixed Use, Planned Industrial, Resource Protection Area		

Background:

The City is proposing the establishment of Tax Incremental Financing District (TID) No. 15 at the northeast corner of 6th St. and Drexel Ave. The proposed TID includes 4 properties totaling approximately 6 acres, and is being proposed as a blighted area district. As mentioned in the staff report for TID No. 14, blighted areas, per statute, are areas that include structures experiencing conditions that are detrimental to the community health, safety, welfare. These properties have historically been used for self-storage and manufacturing uses, the buildings for which are either vacant, showing signs of deterioration, or underutilized. Environmental hazards in several of the buildings and soil contamination will require remediation as part of the redevelopment.

As part of the proposed TID 15, the City has been in discussions with a developer working with the current landowners to acquire, rezone, and redevelop the parcels with a mix of commercial uses more consistent with the types of development that has occurred in the area. Plan Commissioners will recall that the Comprehensive Plan was recently updated to Planned Mixed Use for 410 and 500 W. Drexel Ave. Both parcels are also in the process of being rezoned to B-4, Highway Business, and will be combined via a recently-approved CSM. Redevelopment plans for 410 and 500 W. Drexel Ave. include new grocery and retail buildings that will be scheduled for Plan Commission review at the next meeting (February 27). Future commercial development of approximately 15,000 square feet on the remaining parcels are anticipated to follow the redevelopment of 410 and 500 W. Drexel Ave. as Phase 2. These positive outcomes would be further enhanced by aesthetic improvements to the area, and an increase in the number of employment opportunities.

Included in your packets are copies of the Project Plan and boundary map, which were reviewed by the Joint Review Board at a public meeting on February 1, 2018. Please refer to the Project Plan for specific details, goals, and a redevelopment concept.

Should the Plan Commission adopt Resolution 2018-03, the proposed TID No. 15 will go before the Common Council for approval on March 6. Final review by the Joint Review Board will occur following Council approval.

Options/Alternatives: Disapproval of the proposed TID would likely result in underutilized and environmentally contaminated properties to remain in their current state.

Respectfully submitted:



Douglas Seymour, AICP
Director of Community Development

Prepared:



Kari Papelbon, CFM, AICP
Planner

Attachments:

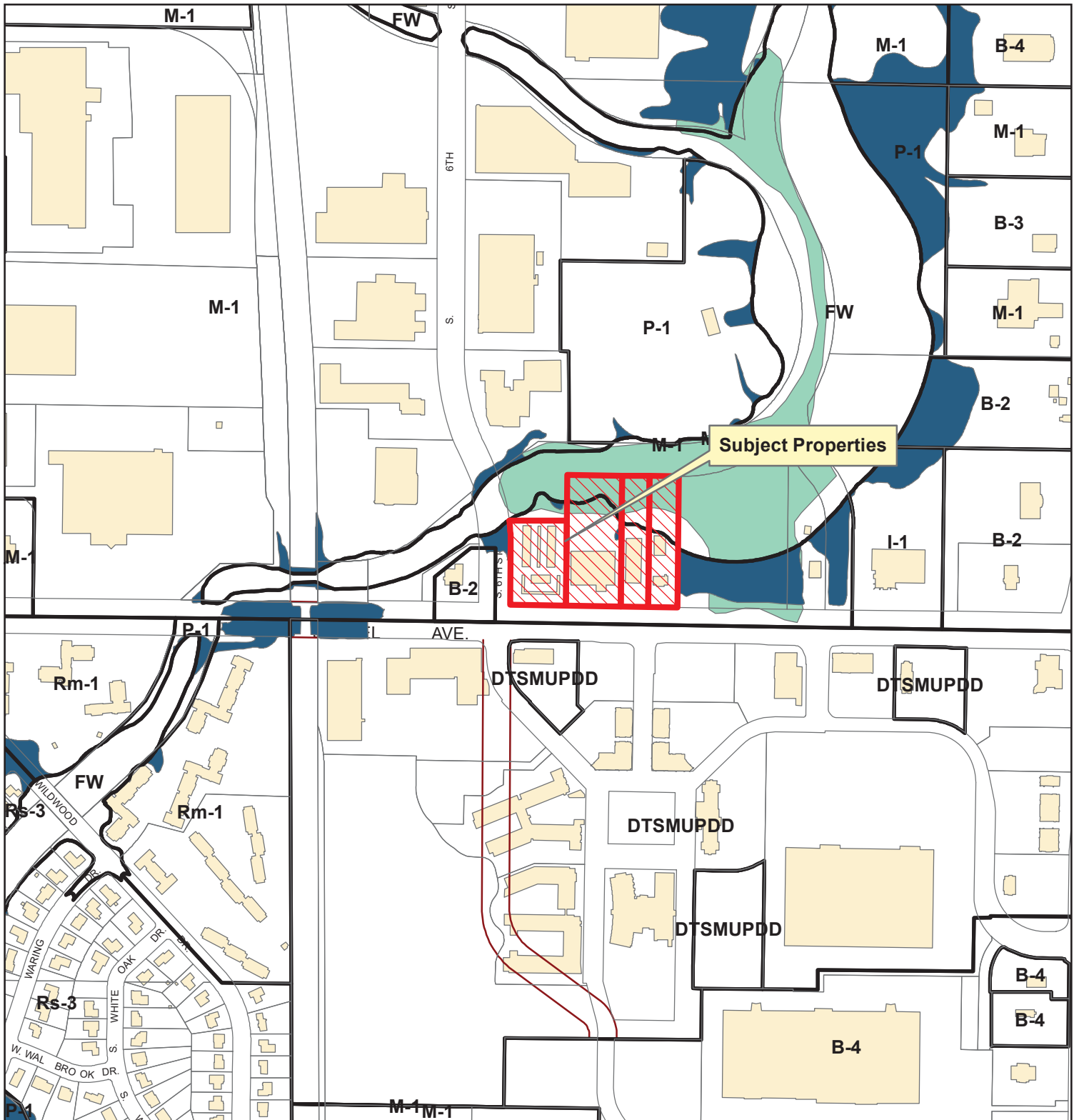
Location Map

Hearing Notice

TID No. 15 Project Plan

Location Map

TID 15: 330, 400, 410 & 500 W. Drexel Ave.



This map is not a survey of the actual boundary of any property this map depicts.



Department of Community Development



Legend		Zoning Overlays	
	330, 400, 410 & 500 W. Drexel Ave.		C-1-Shoreland Wetland
			FF-Flood Fringe
			Lakefront Overlay
			NO-Mixed Use Neighborhood
			OO-Mixed Use Office
			RR-Regional Retail

Publish January 24 & 31, 2018

OFFICIAL NOTICE

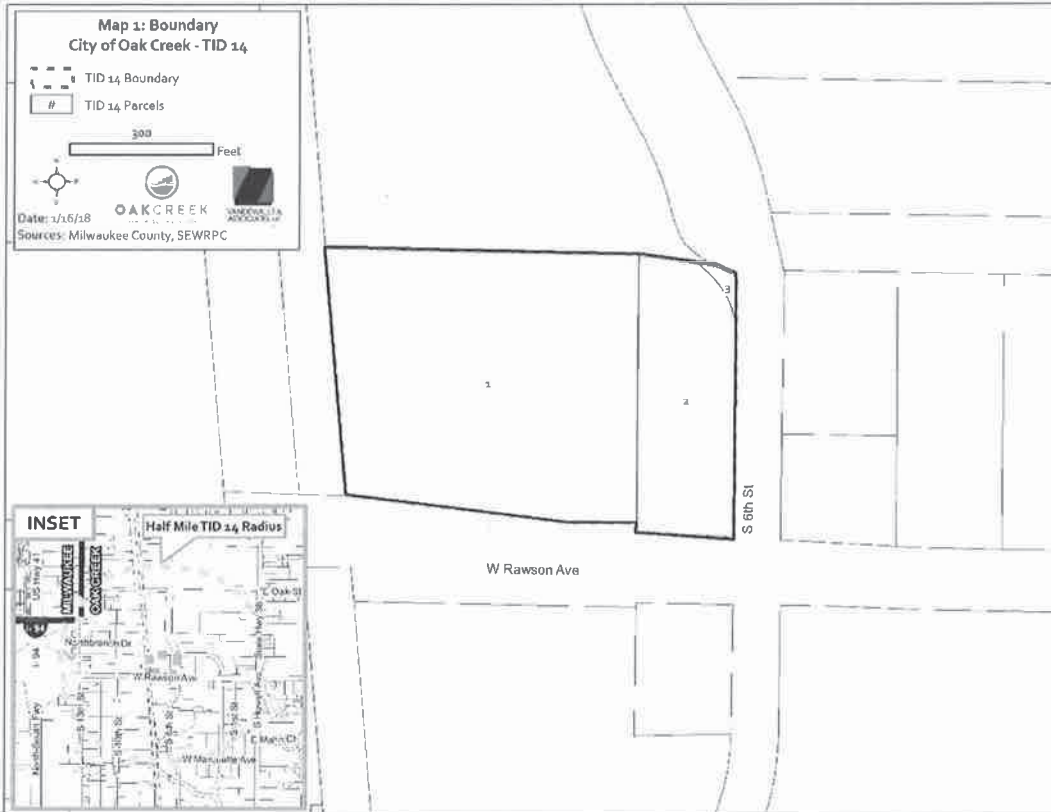
**NOTICE OF PUBLIC HEARING
CITY OF OAK CREEK, WISCONSIN
PLAN COMMISSION**

PLEASE TAKE NOTICE that a PUBLIC HEARING will be held at 6:00 p.m. or thereafter on February 13, 2018 in the Common Council Chambers in the Oak Creek Civic Center (City Hall), 8040 S. 6th Street, by the City of Oak Creek Plan Commission on the proposed creation of a Tax Incremental District (TID) No. 14 and Tax Incremental District (TID) No. 15, City of Oak Creek, Wisconsin, the proposed boundaries thereof (Boundary), and the proposed Project Plan for the districts.

The purpose of TID 14 and TID 15 is to provide financing for new infrastructure and to promote economic development in blighted areas of the City of Oak Creek, as defined by Wis. Stat. §66.1331(3)(a). Proposed project costs identified in the Project Plans include cash grants that may be provided by the City of Oak Creek to owners, lessees or developers of land within proposed TID 14 and TID 15, pursuant to Wis. Stat. §66.1105. The purpose of the public hearings is to hear those persons who wish to express their opinions for or against the creation of TID 14 and/or TID 15, the boundaries of the districts, and the Project Plans.

A map and legal description for each district and copies of the proposed Project Plans can be viewed at the Oak Creek Civic Center (City Hall) by appointment, 8040 S. 6th Street, Monday – Friday between the hours of 7:30 a.m. and 4:00 p.m. A copy will be provided by request. Any person(s) with questions regarding the proposed TID No. 14 and/or TID No. 15 and/or the Project Plans may call the Planning Department at (414) 766-7000.

The Proposed TID No. 14 and TID No. 15 boundaries are shown in the following maps and are located within the city limits of the City of Oak Creek, Wisconsin:



Dated this 17th day of January, 2018.

Catherine A Roeske
City Clerk
City of Oak Creek

PUBLIC NOTICE

PLEASE NOTE: Upon reasonable notice, a good faith effort will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aid at no cost to the individual to participate in public meetings. Due to the difficulty in finding interpreters, requests should be made as far in advance as possible, preferably a minimum of 48 hours. For additional information or to request this service, contact the Oak Creek City Clerk at 766-7000, or by writing to the ADA Coordinator at the Health Department, City Hall, 8040 South 6th Street, Oak Creek, Wisconsin 53154.

CITY OF OAK CREEK

TAX INCREMENT DISTRICT #15

Public Hearing Draft

January 26, 2018

Prepared by:



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ASSOCIATES INC.
Madison . Milwaukee

ACKNOWLEDGEMENTS**Oak Creek Common Council**

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 Gregory Loreck, 2nd District
 Richard Duchniak, 3rd District

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 Ken Gehl, 5th District
 Chris Guzikowski, 6th District

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EXECUTIVE SUMMARY

Project Background

The City of Oak Creek proposes to create Tax Increment District #15 (TID #15 or the District) for an area at the northeast corner of W. Drexel Avenue and S. 6th Street., immediately north of Drexel Town Square (TID #11), which will provide the financial means to facilitate the redevelopment of several blighted and contaminated sites. The City seeks to stimulate and capture future growth in this area by advancing necessary site-specific redevelopment activities and public improvements, and offering redevelopment incentives for aging, vacant or outmoded sites within the District. These activities are intended to support new, complementary uses adjacent to one of the region's most prominent and forward looking mixed-use commercial centers, Drexel Town Square.

The proposed boundaries of TID #15 includes approximately 5.92 total non-wetland acres across four parcels. One of these parcels, the former Metalspun Products facility, is currently vacant and showing physical signs of deterioration, while the other three parcels also exhibit physical conditions of blighting elements and a clear need for redevelopment. The blight study required in the Plan as part of the statutory process found that each parcel within the District meets the statutory definition of blight. While several of these parcels are still actively used for light industrial and storage purposes, these uses are not in keeping with the emerging retail character of the surrounding area and the parcel designations shown on the Future Land Use map in the City's *Comprehensive Plan* (2002). The current underutilization of these properties suppresses property values and does not maximize the efficient use of the City's available land resources. As such, the District is proposed to be designated as a blighted area district, as defined by Wis. Stat. § 66.1105(2)(ae)1, which provides a lifespan of up to 27 years and a 22-year spending period.

Pursuant to terms negotiated between the City and a developer for the site, the Common Council has authorized preparation of this Project Plan in order to provide a measure of financial assistance in the impending redevelopment of two parcels at 410 and 500 W. Drexel Avenue for new commercial uses in the near term. These uses include an approximately 22,000 square foot grocery store and approximately 6,000 square feet of additional retail space, to be completed in 2018 and 2019. These properties will replace a vacant former industrial building and a self-storage facility, respectively. Two parcels with longer-term redevelopment potential located immediately east of these properties (330 and 400 W. Drexel Ave, respectively) are also included in the District, for which the City may elect to incent or otherwise provide TIF assistance in the event one or more viable projects emerge in the coming years.

This Project Plan for TID #15 has been prepared in compliance with Wis. Stat. §66.1105. The Project Plan establishes the need for the District, lists proposed public improvements, provides an estimated time schedule for completion of priority projects, and their estimated costs. This Project Plan is to be adopted by resolution by the Common Council on recommendation of the City Plan Commission as the official Plan and guide for public and private sector development within the boundaries of TID #15.

Implementation of the Project Plan and construction of the public improvements listed will require a case-by-case authorization by the Common Council. Public expenditures for projects listed in the Project Plan should, and will, be based on market conditions and the status of development at the time a project is scheduled for construction. The Common Council is not

mandated to make the public expenditures described in this Plan, but is limited to the types of expenditures listed herein.

Changes to the types of projects will require a formal amendment to the Project Plan with public review (including meetings with the Joint Review Board and Plan Commission public hearing) and Common Council approval. Redistribution of project costs within the budget estimates will not require an amendment to the Plan, provided that the projects meet the purpose and intent of the District.

As required by Wis. Stat. §66.1105(4)(f), a copy of this Project Plan will be submitted to the Department of Revenue and used as the basis of their certification of TID #15 in the City of Oak Creek.

Type of District, Size and Location

TID #15 is proposed to be created as a blighted area district as defined by Wis. Stat. § 66.1105(2)(ae)(1), which provides a lifespan of up to 27 years and a 22-year spending period. The District is comprised of four parcels in the 300 to 500 blocks of W. Drexel Avenue, totaling approximately 5.92 non-wetland acres, generally bounded by S. 6th Street to the west; W. Drexel Avenue on the south; and the North Branch of Oak Creek to the north. Within the Property Conditions Assessment found in Appendix A to this Plan, the City has identified those properties within the District that meet the blighted property criteria supporting that designation. As of January 1, 2017, the base value of the land, improvements and personal property located within the District was \$1,859,600.

Estimated Total Project Expenditures

The purpose of TID #15 is to provide the necessary public infrastructure improvements and incentives needed to promote rehabilitation or conservation, encourage economic development, and increase property values. This Plan is written to provide funding for infrastructure improvements and other expenditures aimed at stimulating and enhancing economic development opportunities within the City of Oak Creek. During the 22-year expenditure period permitted under the Tax Increment Law, a total of \$885,000 in project costs is proposed.

The City expects to evaluate and use several alternative financing methods for the projects in order to provide overall lower costs of financing, preserve debt capacity, mitigate risk to the City, and provide other advantages as determined by the Common Council. The Common Council is not mandated to make the public expenditures in this Plan. The public expenditures are an itemization of eligible project costs that the City may undertake as well as a guide for the Plan Commission and Common Council to assist them in the decision-making process for public expenditures. Redistribution of project costs within the total budget estimate will not require amendments to the Plan, provided that the project meets the purpose and intent of TID #15.

Economic Development

As a result of the creation of this District, the City estimates that an additional land and improvements value of approximately \$5 million (in 2018 dollars) may be created as a result of development and appreciation in the value of the existing properties. Section VII of this Plan provides general assumptions as to the timing of new development and associated values. In addition, creation of the District is expected to result in other economic benefits as detailed in the Summary of Findings hereafter.

Expected Termination of District

Based on reasonable assumptions of value growth underlying the Economic Feasibility Study located in Section VII of this Plan, this District is expected to generate sufficient tax increments to recover all project costs by the year 2029, within the 27-year maximum life of this District.

Summary of Findings

As required by Wis. Stat. §66.1105, and as documented in this Project Plan and the exhibits contained and referenced herein, the following findings are made:

1. That “but for” the creation of this District, the development projected to occur as detailed in this Project Plan: 1) would not occur; or 2) would not occur in the manner, at the values, or within the timeframe desired by the City.
 - To support development within the District the City will need to make a substantial investment to pay for the costs of necessary public infrastructure and to close financing gaps as needed to make private development economically feasible. Due to extensive investment required, the City has determined that development of the area will not occur solely as a result of private investment. Accordingly, the City finds that absent the use of TIF, development of the area as described in the Plan is unlikely to occur.
2. The economic benefits of the Tax Increment District, as measured by increased employment, business and personal income, and property value, are sufficient to compensate for the cost of the improvements. In making this determination, the City has considered the following information:
 - As demonstrated in the Economic Feasibility Section of this Project Plan (see Section VII), the tax increments projected to be collected are expected to be sufficient to pay for the proposed project costs and provide a surplus of approximately \$20,940 at the time of District closure.
 - Redevelopment and/or expansion projects are expected to occur sporadically throughout the life of the District. Any increment generated by new commercial construction may provide additional funding for infrastructure and development incentives.
3. The benefits of the proposal outweigh the anticipated tax increments to be paid by the owners of property in the overlying taxing jurisdictions.
 - If approved, the District’s creation would become effective for valuation purposes as of January 1, 2018. As of this date, the values of all existing development would be frozen, and the property taxes collected on this base value would continue to be distributed amongst the various taxing entities as they are now. Taxes levied on any additional value established within the District due to new construction, renovation or appreciation of property values occurring after January 1, 2018, would be collected by the District and used to repay the costs of TIF-eligible projects undertaken within the District.
 - Since the development expected to occur is subject to extraordinary site and other costs and requires significant improvements to public infrastructure, it is unlikely to take place or in the same manner or timeframe without the use of TIF. Because the District

will generate economic benefits that are more than sufficient to compensate for the cost of the improvements, the City reasonably concludes that the overall benefits of the District outweigh the anticipated tax increments to be paid by the owners of property in the overlying taxing jurisdictions. It is further concluded that since the “but for” test is satisfied, there would, in fact, be no foregone tax increments to be paid in the event the District is not created. As required by Wis. Stat. §66.1105(4)(i)4, a calculation of the share of projected tax increments estimated to be paid by the owners of property in the overlying taxing jurisdictions has been made and can be found in Appendix C of this Plan.

4. The improvement of such area is likely to enhance significantly the value of substantially all of the other real property in the District.
5. The equalized value of taxable property of the District, plus the value increment of all existing tax increment districts within the City, does not exceed 12% of the total equalized value of taxable property within the City.
6. More than 50%, by area, of the real property within the District is determined to be blighted as defined in Wis. Stat. § 66.1333(2m)(bm).
7. While this blighted area district is found to be suitable for mixed-use development, no newly platted or replatted residential uses are anticipated under this Project Plan. However, any such development will comprise less than 35% of land area within the District as required by Wis. Stat. 66.1105(2)(cm).
8. The City estimates that 100% of the territory within the District will be devoted to retail business at the end of the District’s maximum expenditure period, pursuant to Wis. Stat. 66.1105(5)(b) and 66.1105(6)(am)1.
9. The Project Plan for the District is economically feasible and is in conformity with the Comprehensive Plan of the City.

I. INTRODUCTION

The Oak Creek Common Council has authorized formation of Tax Increment District #15 to facilitate new, high-quality retail development in a rapidly developing mixed-use corridor. TID #15, as proposed, encompasses four parcels totaling approximately 5.92 acres at the northeast corner of S. 6th Street and W. Drexel Avenue, immediately to the north of Drexel Town Square (TID #11).

The 2017 base value of the District is \$1,856,600. Within the District boundaries are a mix of existing businesses, including self-storage, the former facility for Metalspun, Roth Heating as well as various tenants on the Roth site. The proposed Phase 1 redevelopment of the two westernmost properties would create over 28,000 square feet of additional grocery and retail space (i.e. not including the two Roth properties). The developer has cited the following reasons from their TIF application for requesting that these properties be included in a tax increment district:

The current condition of these properties creates many hurdles for redevelopment, including:

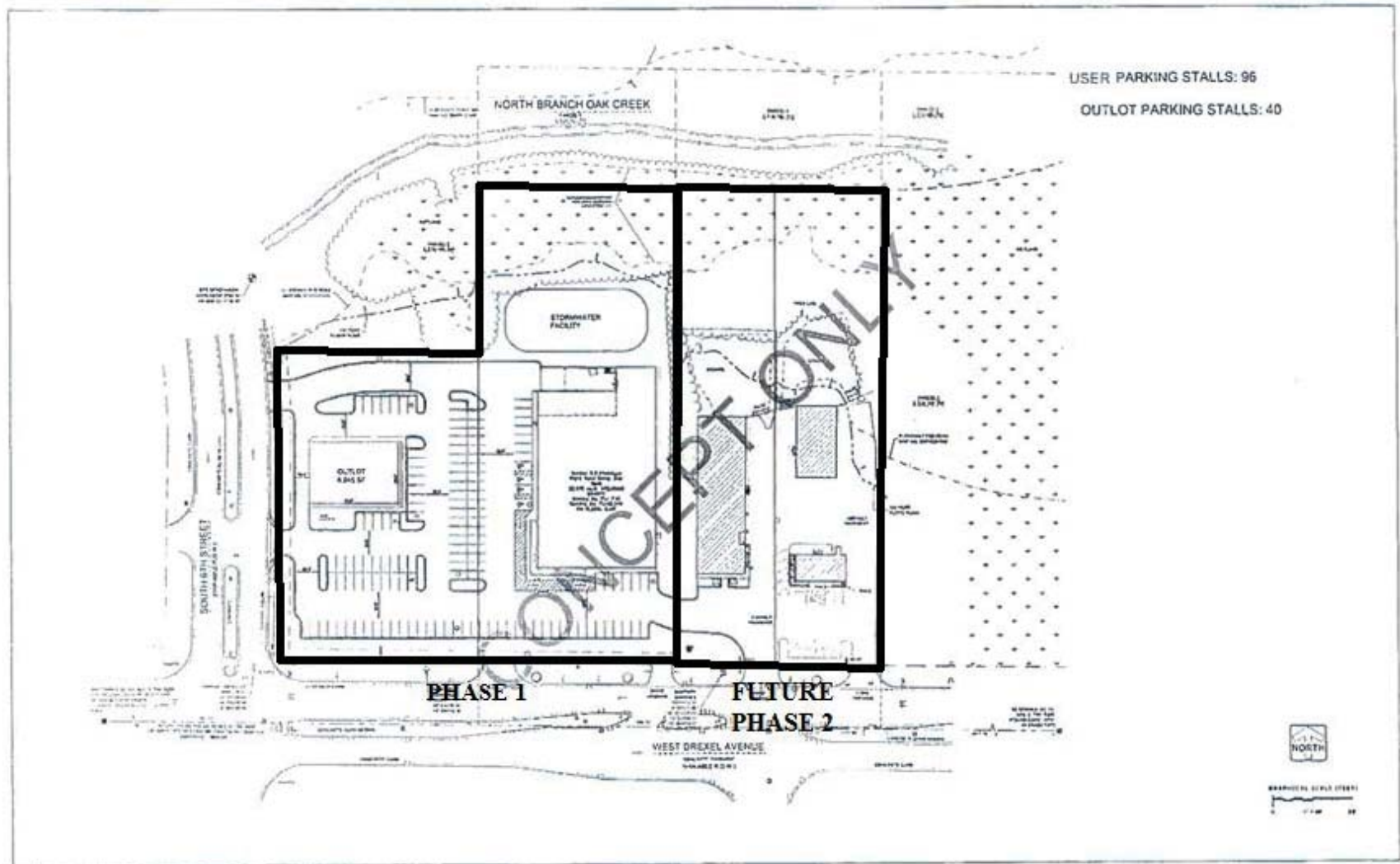
1. Each property is currently occupied by an ongoing business which must be relocated or purchased with the real estate, resulting in significantly inflated land acquisition costs.
2. Older buildings on site contain environmental hazards which increase cost of demolition.
3. Several environmental contaminants have been identified on the property and must be remediated prior to redevelopment.
4. Costs related to site utilities and grading are above average for this property due to multiple parcels being combined for redevelopment.

Redevelopment Concept

The Redevelopment Concept map on the following page depicts the proposed Phase 1 development that is expected to occur under the terms of a term sheet between a developer and the City of Oak Creek, including an approximately 22,000 square foot grocery store and 6,000 square feet of additional retail space. The City and its consultants estimate that the Roth properties, should they be made available for future redevelopment (shown as Phase 2), could reasonably accommodate up to an additional 15,000 square feet of inline retail space.

The Redevelopment Concept presented here is purely illustrative and subject to change under the terms of a valid development agreement that shall provide the necessary basis for any cash grants or other development incentives to be provided to developers pursuant to Wis. Stat. §66.1105(2)(f)2.d.

REDEVELOPMENT CONCEPT



- DREXEL AVE.



PINNACLE ENGINEERING GROUP

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II. DESCRIPTION OF HOW TAX INCREMENT DISTRICT #15 WILL PROMOTE THE ORDERLY DEVELOPMENT OF THE CITY OF OAK CREEK

Tax Increment District #15 has been created to promote the orderly redevelopment of several parcels in a rapidly evolving mixed-use corridor in the City of Oak Creek. The District primarily enables the City to provide economic development incentives to induce development of high-quality retail businesses that are consistent with the ongoing buildout of the nearby Drexel Town Square. The District will also help to finance critical road and utility improvements needed to service the site and surrounding area.

TID #15 is intended to provide assistance with the substantial acquisition, infrastructure and site preparation costs that often hinder the market viability of redevelopment projects. Accordingly, the creation of a TID #15 now allows the City to capture the incremental growth necessary to offset these kinds of costs, allowing several catalytic projects to move forward. Further, TID #15 provides a critical financing tool to further position the Drexel Avenue corridor as a prime (re)development location in the City, building on the momentum and excitement that the City is already experiencing through the Drexel Town Square project.

The multiple ownership structure of sites adjacent to Drexel Town Square in this location, coupled with the incompatible uses, condition of the buildings and possible environmental contamination, make this a challenging site to develop under current market conditions. Given the City's investment in the Drexel Town Square project to date, it is in the City's best interest to induce high quality, complementary development and to raise property values throughout the surrounding area.

The City has and will continue to work with private sector partners to recruit retail, commercial, manufacturing, and office development to the community for the purposes of providing jobs with living wages, increasing the tax base, and encouraging spin-off development and consumer spending within the community. Redevelopment in TID #15 is best served by a District that specifically allocates new increment to inducing new commercial uses that will complement the character of the area and are sustainable developments.

III. TAX INCREMENT DISTRICT BOUNDARY DESCRIPTION AND EQUALIZED VALUES

The boundaries of TID #15 are officially designated on the TID #15 Boundary Map (Map 1) and include the parcels listed in Table 1 on the following page. The District covers 5.92 acres over parcels at the northeast corner of S. 6th Street and W. Drexel Avenue. A full legal description of the District is included in Appendix B.

As of January 1, 2017, the real and personal property in TID #15 had an equalized assessed base value of \$1,859,600, and the City's total equalized value was \$3,318,333,100. TID #15 base value, plus \$142,887,300 in value increment in six existing TIF districts and the estimated base values of TIDs #13 (adopted May 16, 2017) and #14 (created simultaneous to this District) of \$5,126,800 equals \$149,873,700 or 4.52% of the City's total - see Table 2 for summary calculations. This is less than the 12% maximum currently permitted under the Tax Increment Law.

TABLE 1: PARCEL LIST AND ASSESSED VALUES

Map ID	Tax Key	Owner	Address	Acres	Assessed Land Value 2017	Assessed Improvement Value 2017	Assessed Total Value 2017
1	7829003000	DREXEL SELF STORAGE INC	500 W DREXEL AVE	1.46	\$209,700	\$404,300	\$614,000
2	7829014000	PALUSZYNSKI FAMILY TRUST U/I/D 10/29/92	410 W DREXEL AVE	2.19	\$179,700	\$372,100	\$551,800
3	7829017000	330 DREXEL LLC	400 W DREXEL AVE	1.10	\$141,700	\$242,800	\$384,500
4	7829018000	330 DREXEL LLC	330 W DREXEL AVE	1.17	\$151,600	\$157,700	\$309,300
TOTALS				5.92	\$682,700	\$1,176,900	\$1,859,600

TABLE 2: 12% TEST

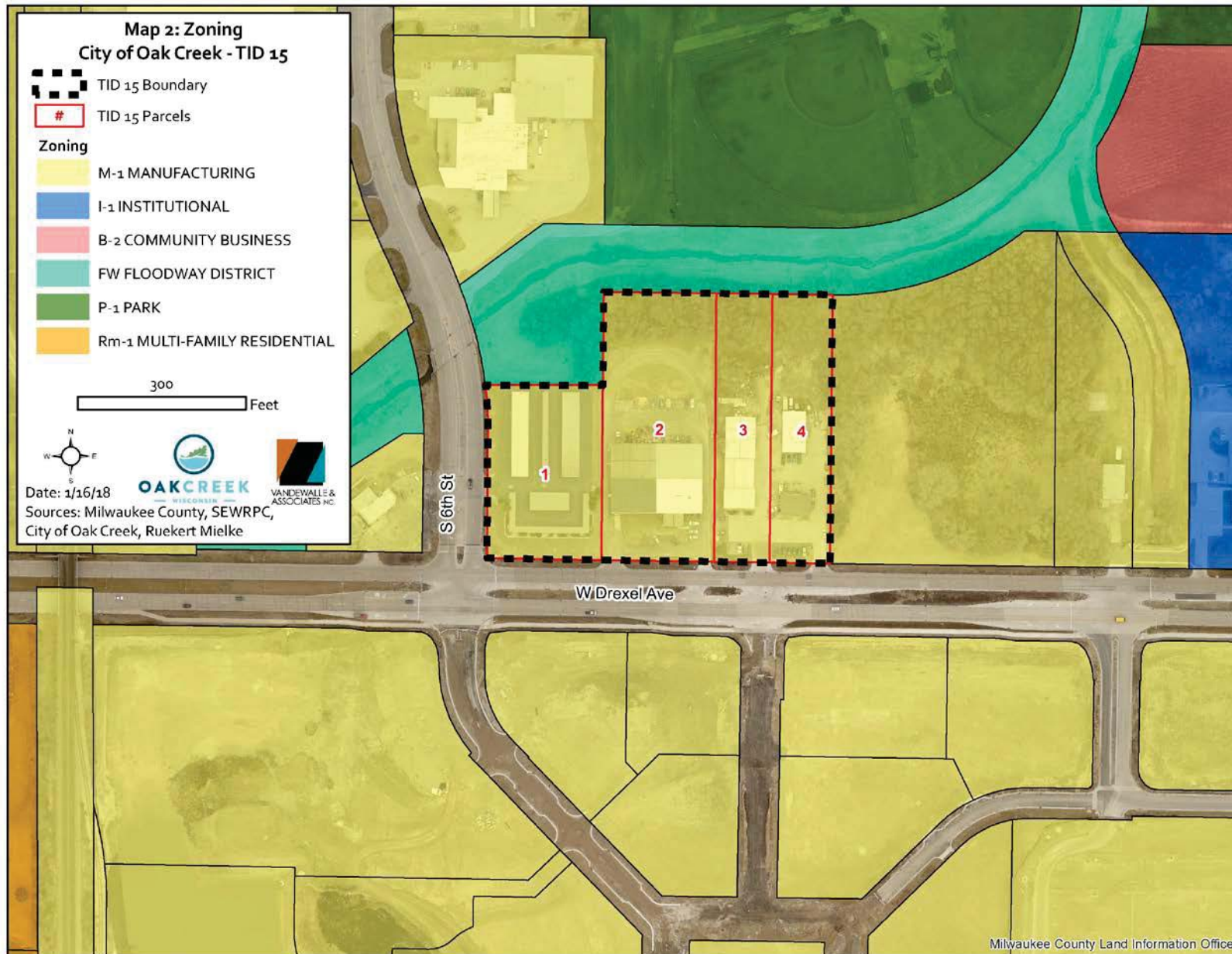
Total City EAV (2017)		\$3,318,333,100
12% Test		\$398,199,972
Increment of Existing TIDs		
TID #6	0.53%	\$17,459,800
TID #7	0.47%	\$15,516,300
TID #8	0.82%	\$27,214,300
TID #10	0.43%	\$14,121,500
TID #11	2.07%	\$68,576,000
TID #12	0.00%	-\$600
Total Existing Increment	4.31%	\$142,887,300
Projected Base of TID #13	0.14%	\$4,487,200
Projected Base of TID #14	0.02%	\$639,600
Projected Base of TID #15	0.06%	\$1,859,600
Total Value Subject to 12% Test		\$149,873,700
Compliance	4.52%	PASS

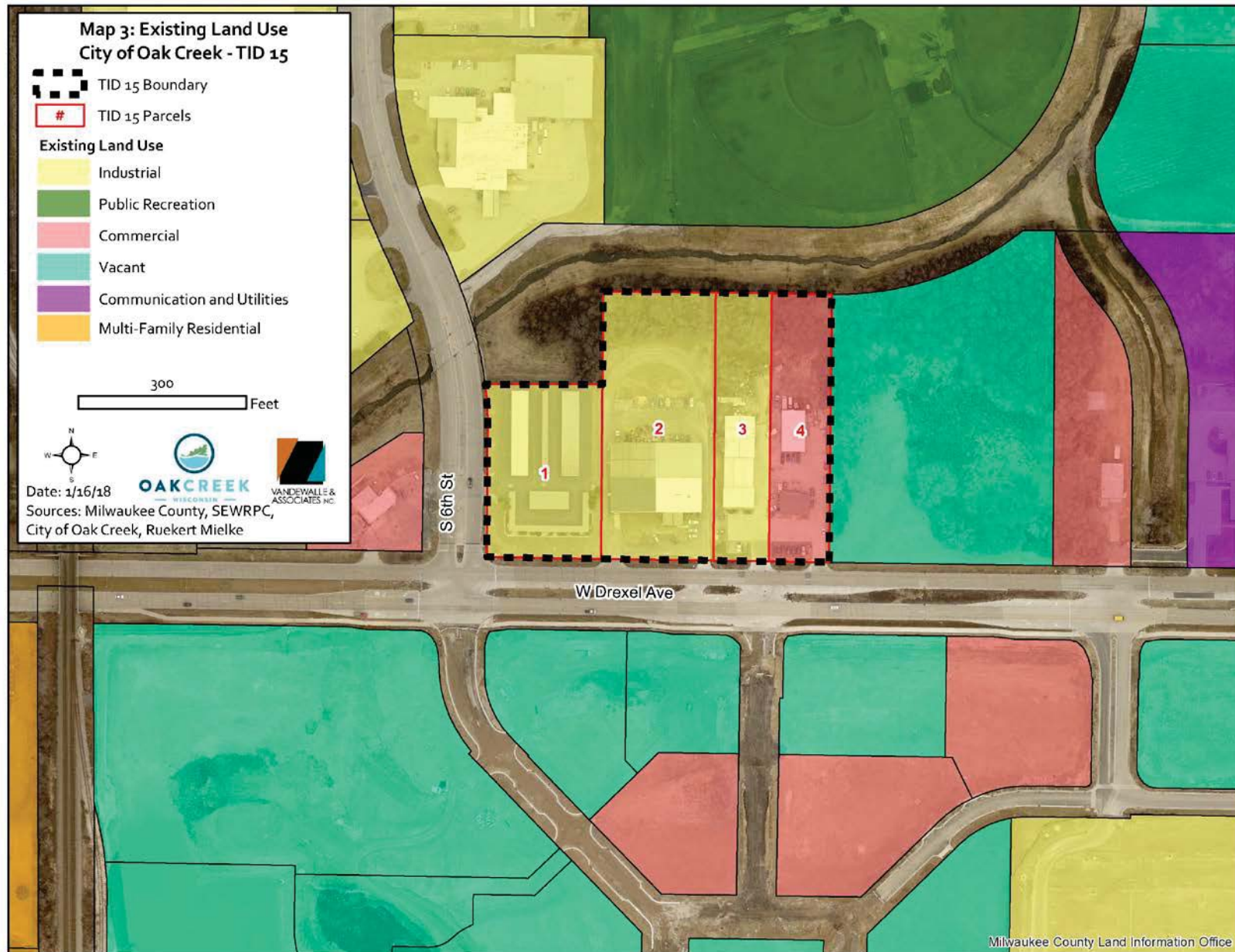
IV. EXISTING USES AND CONDITIONS OF REAL PROPERTY

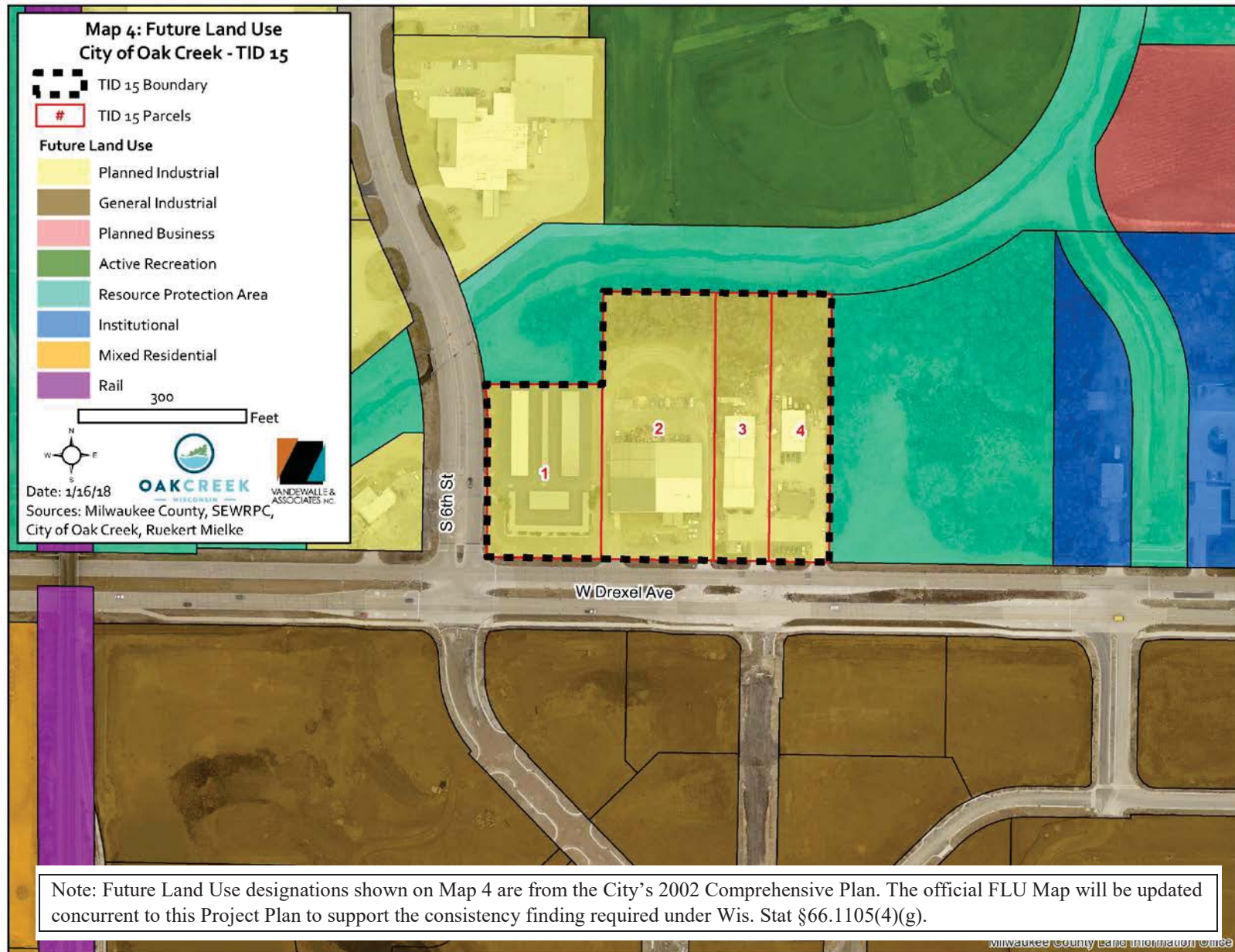
The Zoning Map (Map 2) reflects current zoning designations in TID #15 and immediate surroundings. Each of the four parcels is currently zoned M-1 Manufacturing, but will be rezoned for commercial/retail uses as redevelopment occurs. The *2002 Oak Creek Comprehensive Plan* allows the City to rezone property when and if demand for rezoning takes place in order to maintain compatibility with the Future Land Use Map. The future land use designations for the District and surrounding area from the Comprehensive Plan are shown on Map 4.

The Existing Land Use Map (Map 3) depicts existing land uses for the District. Lands within the District are predominantly used for general commercial and industrial purposes. At least one parcel is currently vacant, and others house a mix of storage, HVAC and other business types.

More than 50%, by area, of the real property within the District (5.92 acres, 100%) is determined to be blighted, as defined in Wis. Stat. § 66.1331(3)(a). A parcel-by-parcel assessment of conditions meeting statutory criteria is shown in Appendix A.







V. PROPOSED PUBLIC WORKS AND OTHER PROJECTS AND ESTIMATED COSTS

Per the Joint Review Board's approval of this TID #15 Project Plan, the total level of authorized spending on direct project costs for TID #15 will be \$885,000 exclusive of interest and finance charges, to facilitate growth and development over the District's 27-year life. As shown on Tables 5a, 5b and 6 in Section VII, the City does not anticipate any additional interest and finance charges.

Below are descriptions of the major public improvement categories, which are necessary and standard improvements for eliminating blight and promoting redevelopment of blighted areas or those in need of rehabilitation or conservation work. In addition to a general description, each category contains a list of specific types of proposed expenditures. These project expenditures are listed in Table 3.

Note that the following list is not exhaustive, and includes TIF-eligible items that the developer, on the City's behalf, may undertake as a condition of the development incentives to be provided under a valid development agreement, funded solely from the projected tax increments to be received from the anticipated redevelopment projects described in Section VII.

Expenditures within a half-mile are those priority projects, or portions thereof, that may occur within one-half mile of the District boundary per Wis. Stat. §66.1105(2)(f)1.n. and are shown in the descriptions below with an asterisk (*). In most cases, projects outside of the District boundary are incidental to or extensions of projects within the boundary that continue out of the District in order to be fully complete and of the greatest benefit to the District and City. All other expenditures within a half-mile not specifically identified herein will require an amendment to this Project Plan and approval of the Joint Review Board.

Consistent with the goals and purposes of the District as articulated in this Project Plan, all project expenditures are intended to promote orderly development, stimulate commercial revitalization, create jobs, enhance the value of property, and broaden the property tax base of the City of Oak Creek and the overlying taxing jurisdictions. Below are descriptions of those projects that are considered necessary and standard costs for promoting redevelopment within the District. In addition to a general description of eligible costs, some project categories contain a list of priority projects the City intends - but is not required - to undertake based on the projected tax increments to be received from property in the District.

Implementation and construction of the proposed projects identified herein will require case-by-case authorization by the Common Council. Public expenditures for projects listed in this Project Plan should and will be based on market conditions and the status of development at the time a project is scheduled for construction. The Common Council is not mandated to make the public expenditures described in this Plan. Redistribution of project costs within the total spending estimate will not require an amendment to the Project Plan provided that the expenditures meet the purpose and intent of the District as expressed in the Plan. Scheduling of project activities will be monitored to ensure that the projected economic stimulation is occurring prior to proceeding with other project activities. This monitoring will occur on an annual basis. If economic conditions are not altered by the proposed project activity, other project activities may be delayed and/or removed from the project schedule. The goal of the proposed projects is to provide the public improvements and inducements necessary to attract and stimulate private reinvestment and redevelopment.

The project costs shown in Table 3 are preliminary estimates provided by City staff and its consultants that may be adjusted and refined. The adjustments and refinements may include

changing the year in which a project activity is undertaken and reallocating the cost of specific projects within the limitation of the total estimated project costs. The City reserves the right to increase these costs to reflect inflationary increases and other uncontrollable circumstances between 2018 and the time of construction. The City also reserves the right to increase certain project costs to the extent others are reduced or not implemented without amending the Project Plan. The tax increment allocation is preliminary and is subject to adjustment based upon the implementation of this Project Plan. Other adjustments to this Project Plan will be made on the recommendation of the Plan Commission to be reviewed and acted upon by the Common Council.

1. Capital Costs*

These costs may include, but are not limited to: the actual costs of the construction of public works or improvements; new buildings, structures, and fixtures; the demolition, alteration, remodeling, repair or reconstruction of existing buildings, structures and fixtures other than the demolition of listed historic properties; the use of sustainable (“green”) building features and renewable and on-site energy systems; the acquisition of equipment to service the District; the removal or containment of, and the restoration of, soil or groundwater affected by environmental pollution; the clearing and grading of land, and waterway improvements to improve navigation, recreation and water quality. Also included are on-street and off-street parking facility improvements including: repair, expansion, reconfiguration and construction of existing and new parking facilities; developer assistance with parking; directional and regulatory signage; landscaping, screening and beautification of parking facilities; and similar improvements necessary to serve the parking needs of the District. Such project may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Streetscaping - These costs may include, but are not limited to the planning and the actual costs of the construction of public works or improvements. These streetscaping elements may improve the aesthetics and functionality of the public streetscape and public domain adjacent to private development including landscaping, screening and beautification of facilities, installation of street furniture, trash receptacles, planters, public art, wayfinding signage, and any other streetscape elements that adds to character of the District and surrounding area, enhances existing and planned amenities, and enhances integration of public and private space. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Public Parking Improvements – These costs may include, but are not limited to the planning, design, and the actual costs of the construction of public works or improvements to public parking facilities in and near the District. Public parking improvements under this category include repairs, aesthetic improvements, design, organization, configuration, wayfinding, access to, amenities on, and integration with the street and businesses at all public parking facilities. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Public Facility and Structure Improvements – These project costs may include, but are not limited to the planning, design, and the actual costs of the construction of public facilities and structures or the improvement of existing public facilities and structures. Potential projects under this category include, but are not limited to the construction of roadways and

improvements in public use spaces. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Utility Upgrades and Improvements – These project costs may include, but are not limited to the planning, design, and the actual costs of the construction of utility upgrades and improvements. As redevelopment and investment occurs at catalytic sites, utilities may need to be relocated, upgraded, and improved. This category may include but is not limited to projects such as undergrounding above ground powerlines, upgrading and improving subsurface infrastructure in public rights-of-way as well as on private development sites, and any other utility upgrades or improvements that contribute to the orderly development within the District. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Miscellaneous Capital Costs – This category covers any additional projects that may be identified by the City in the future which may not be listed within the body of this document. As additional development occurs within the District the City will identify specific capital improvement projects necessary to continue advancing investment and development. Such projects may occur within the District or within a half-mile of the District as necessary to further District goals. The cost of land acquisition, design, construction management, and other soft costs related to any of the above also may be included.

Priority Project

Railroad Bridge Improvements* – This project involves rehabilitation and beautification of the Canadian Pacific rail bridge over Drexel Avenue immediately southwest of the District, including rust removal, repainting, public art installations, and other “gateway” features that provide an attractive entrance to the District and surrounding area.

2. Demolition, Remediation, and Site Preparation*

TID #15 is a blighted TID area with blighted existing structures on these properties which are not likely to be reused as part of future redevelopment activities, whether on City-owned or private land, during the life of the District. Surveys for asbestos and other potential contaminants have not been conducted in any of these structures, but the age and construction types suggest that such contaminants may be present. Further, significant post-demolition regrading and other site preparation activities also are anticipated. Accordingly, expenditures of this type may occur anywhere in the District in addition to the three project areas listed below.

3. Property Acquisition and Relocation*

These costs include, but are not limited to, any deficit incurred resulting from the purchase of property for public use or the resale or lease as lessor by the City of real or personal property within the District or within one-half mile for consideration that is less than its cost to the City. Also included are relocation payments made in certain circumstances as the result of the City acquiring property within the District.

4. Economic Development Incentives

These costs include, but are not limited to, cash grants, loans, incentives, and any expenditures of the type described in any of the other categories listed in this section by or on behalf of a developer in order to induce development and ensure project feasibility. All development projects that receive some form of direct or indirect TIF participation will first enter into a development agreement

approved by the Common Council that specifies the terms of the TIF contributions and the obligations of the receiving property or business owner. Such contributions may be in the form of direct cash grants or in “pay-as-you-go” payments over time. Economic Development Incentive payments may be provided to land owners, businesses or lessees anywhere within the District.

Due to the industrial history and land use in the District, economic development incentives may be a crucial tool to bridge resource gaps and make redevelopment economically feasible. The amount and form of TIF participation for a particular project, if any, will be determined on a project-by-project basis as described in a project development agreement depending upon a project’s specific needs, funding availability, and the project’s consistency with the goals and objectives stated in this Plan and other City plans and policies.

5. Administration and Professional Services

Project costs include, but are not limited to, costs incurred for architectural, planning, engineering, financial, marketing and market analysis, legal advice, and other services necessary to implement this Plan.

Other services covered in this general category may include developer recruitment and negotiations, capital improvement and infrastructure design, site design, public space design, and similar services whether conducted by City staff, contractors, or one or more of the City’s partner agencies or professional consultants. In addition, these costs include ongoing administration of the District, including cost recovery for service demands necessitated by and specific to the District’s development as well as the completion of required annual reports, forms and audits, and similar efforts.

6. Miscellaneous Redevelopment Funding

Active project management will be required for successful implementation of the TID #15 Project Plan. It is the intent of the Oak Creek Common Council to offer a wide range of services which may include, but are not limited to: recruitment of appropriately-qualified developers for each potential redevelopment site; marketing the District for potential businesses; providing low-interest loans and/or interest write-downs for property rehabilitation and redevelopment; providing grants for site acquisition and preparation; and cost recovery for service demands necessitated by and specific to the District’s development. In addition, implementation of this Plan may include the following general tasks, which City staff, contractors or partner organizations may reasonably undertake at the City’s discretion:

- Conducting more detailed planning and engineering studies;
- Developing more refined land use and redevelopment plans for implementation;
- Developing standards for which development within the District will need to conform;
- General guidance and referral of actions to other City committees and the Common Council;
- Establishing and managing an economic development master fund;
- Identifying and applying for additional non-TIF revenue sources such as grants;
- Public infrastructure construction oversight;
- Developing and implementing a business marketing plan;
- Developer recruitment;
- Business recruitment;
- Preparation of annual reports and submittal of required forms and fees to the state Department of Revenue; and
- Conducting audits.

7. Finance Charges and Capitalized Interest

Finance charges and interest include, but are not limited to, interest paid on debt obligations incurred to pay for project costs, debt issuance costs, capitalized interest, coverage and reserve funds, and costs of redemption prior to maturity. This also may include interest paid to developers under pay-as-you-go provisions included in an approved development agreement.

8. Donations to Other Districts

Allocations of surplus increment to other qualifying tax increment Districts within the City are authorized in accordance with Wis. Stat. §66.1105(6)(f). While no such donations are anticipated under this Plan, once all other obligations of the District have been met on an annual basis, and subject to available increment, the City may elect to allocate increment from TID #15 to other qualifying Districts by amending the list of eligible project costs in this Plan pursuant to Wis. Stat. §66.1105(4)(h).

TABLE 3: PRIORITY PROJECTS AND ESTIMATED COSTS

Expenditure Year	Capital Costs	Econ. Dev. Incentives	Admin./ Professional Services	Total Expenses by Year
1 2018				\$0
2 2019				\$0
3 2020				\$0
4 2021		\$67,995	\$7,500	\$75,495
5 2022		\$67,995	\$7,500	\$75,495
6 2023		\$100,350	\$7,500	\$107,850
7 2024		\$100,350	\$7,500	\$107,850
8 2025		\$100,350	\$7,500	\$107,850
9 2026		\$100,350	\$7,500	\$107,850
10 2027		\$100,350	\$7,500	\$107,850
11 2028		\$81,390	\$7,500	\$88,890
12 2029	\$75,000	\$30,870		\$105,870
Totals	\$ 75,000	\$ 750,000	\$ 60,000	\$ 885,000

VI. NON-TAX REVENUES AND NON-PROJECT COSTS

Non-Project costs are public works projects that only partly benefit the District or are not eligible to be paid with tax increments, or costs not eligible to be paid with TIF funds. The City does not expect to incur any non-project costs in the implementation of this Plan.

VII. ECONOMIC FEASIBILITY ANALYSIS

The information and exhibits contained within this section demonstrate that the proposed District is economically feasible insofar as:

- The City has available to it the means to secure the necessary financing required to accomplish the projects contained within this Plan.
- The City intends to incur project costs as incremental revenues allow and can adjust the timing of implementation as needed to coincide with the pace of redevelopment.
- The development anticipated to occur as a result of the implementation of this Plan will generate sufficient tax increments to pay for the cost of the projects.

Table 3: Priority Projects and Estimated Costs (Section V), lists provides an estimated cost for each expenditure category for each year of the District's estimated life. Soft costs for discretionary payments, administration and professional services represent ongoing expenses, while capital costs for railroad bridge improvements are expected to be incurred in a single phase. All costs are shown in 2018 dollars.

Within this section are several additional tables that, together, provide a cash flow model demonstrating that the projected tax increment collections and all other revenues available to the District will be sufficient to pay all project costs. Each project will need to be addressed on an individual basis through negotiations and a review of project finances ultimately resulting in a development agreement. Each project also will be reviewed in a manner addressing the criteria of job creation, tax increment creation, and similar development criteria. One development project may address certain criteria while another may address different criteria. Consequently, the Common Council will review each project individually and make its determinations based on the project's implementation goals. The City reserves the right to implement only those projects that remain viable as the Plan period proceeds.

Phase 1 development of the proposed grocery and retail projects will yield a minimum of \$3.5 million in new value increment by 2020, with several speculative projects expected to occur beginning in 2022 and yielding an estimated \$1.5 million in additional value increment. Table 4: Tax Increment Projections, estimates the tax increment to be generated from this new construction within the District. Note that there is a one-year lag until the value of new construction is added to the tax roll and a two-year lag until the project generates tax increment. Based on the type and intensity of development estimated to occur, new construction in the District is projected to yield total tax increment revenues of \$2,739,390 (in 2018 dollars) over its 27-year life.

Financing for priority projects listed in Table 3 will be made on a case-by-case basis. While the City anticipates funding all project costs on a pay-as-you-go basis based on actual annual tax receipts, it may elect to borrow funds for other projects/costs to be added through amendment(s) to this Project Plan. Such borrowing could be a mix of General Obligation, Revenue Bonds, and Special Assessment B Bonds in order to keep borrowing flexibility on future City projects. (See Section VIII for detailed descriptions of these and other financing methods available to the City.) Tables 5a and 5b show example payback schedules for two municipal revenue obligations (MROs) to be issued based on a phased approach to estimated development within the District, with payments beginning in 2021 and 2023, respectively. These notes carry zero interest and therefore all tax increment from the projects, minus a fixed administrative fee, is applied to each respective MRO in the order of issuance. All financial calculations assume an effective mill rate of \$21.57 and are exclusive of inflation given the brief repayment schedules expected (eight and seven years, respectively).

As shown on Table 6: Cash Flow Projection, TID #15 is expected to close on time, as soon as late 2029, with a projected positive cash balance of \$20,940, with up to \$1,854,390 available at the end of its statutory life (the final collection year of 2046). The \$750,000 cost estimate for total principal debt service for the two MROs shown in Tables 5a and 5b is intended to be exclusive of additional finance related costs; however, this amount is subject to change without having to amend this Project Plan and will vary depending upon the types of financing selected and the associated costs involved.

The information and exhibits contained within this Section demonstrate that the proposed District is economically feasible insofar as:

- The City has available to it the means to secure the necessary financing required to accomplish the projects contained within this Plan. A listing of "Available Financing Methods" is

included in Section VIII.

- The City expects to complete the projects in one or multiple phases, and can adjust the timing of implementation as needed to coincide with the pace of private development. A discussion of the phasing and projected timeline for project completion is discussed under “Plan Implementation” within this Section. Tables 5a and 5b provides a projection of the financing method for each phase (municipal revenue obligations) and the time at which that financing is expected to be incurred is included.
- The development anticipated to occur as a result of the implementation of this Plan will generate sufficient tax increments to pay for the cost of the projects. Within this Section are tables identifying: 1) the development expected to occur, 2) a projection of tax increments to be collected resulting from that development and other economic growth within the District, and 3) a cash flow model demonstrating that the projected tax increment collections and all other revenues available to the District will be sufficient to pay all Project Costs.

Plan Implementation

To be successful, the District will need to be implemented in accordance with the following objectives:

- Projects identified will provide the necessary anticipated governmental services to the area. A reasonable and orderly sequence is shown in Tables 5a and 5b. However, public debt and expenditures should be made at the pace of private development to assure increment is sufficient to cover expenses.
- It is anticipated developer agreements between the City and property owners will be in place prior to major public expenditures. These agreements can provide for development guarantees or a payment in lieu of development. To further assure contract enforcement, these agreements might include levying of special assessments against benefited properties.
- The order in which public improvements are made should be adjusted in accordance with development and execution of developer agreements. The City reserves the right to alter the implementation of this Plan to accomplish this objective.
- Projected interest rates are based on current market conditions. Municipal interest rates are subject to constantly changing market conditions. In addition, other factors such as the loss of tax-exempt status of municipal bonds or broadening the purpose of future tax-exempt bonds would affect market conditions. Actual interest expense will be determined once the methods of financing have been approved and securities or other obligations are issued.
- **If financing as outlined in this Plan proves unworkable, the City reserves the right to use alternate financing solutions for the projects as they are implemented.**

TABLE 4: 27-YEAR TAX INCREMENT PROJECTIONS

TIF Creation Year	2018	Inflation Rate	0.00%
Total Years of Collection	27	Base Tax Rate	0.021570
Total Spending Years	22	Base Value	\$1,859,600
TIF Expiration Year	2045	Value Increment Potential	\$5,000,000
Tax Exempt Discount Rate	3.50%	Projected Closure Year*	2029
Taxable Discount Rate	5.00%		

Calendar Year	Value Increment	Cumulative Value Added	Total TID Value	Annual Tax Increment	Cumulative Tax Increment	Cumulative Tax Exempt NPV	Cumulative Taxable NPV
2018		\$0	\$1,859,600	\$0	\$0	\$0	\$0
2019		\$0	\$1,859,600	\$0	\$0	\$0	\$0
2020	\$3,500,000	\$3,500,000	\$5,359,600	\$0	\$0	\$0	\$0
2021		\$3,500,000	\$5,359,600	\$75,495	\$75,495	\$68,092	\$65,215
2022	\$1,500,000	\$5,000,000	\$6,859,600	\$75,495	\$150,990	\$133,882	\$127,325
2023		\$5,000,000	\$6,859,600	\$107,850	\$258,840	\$224,689	\$211,829
2024		\$5,000,000	\$6,859,600	\$107,850	\$366,690	\$312,425	\$292,308
2025		\$5,000,000	\$6,859,600	\$107,850	\$474,540	\$397,194	\$368,955
2026		\$5,000,000	\$6,859,600	\$107,850	\$582,390	\$479,096	\$441,952
2027		\$5,000,000	\$6,859,600	\$107,850	\$690,240	\$558,229	\$511,473
2028		\$5,000,000	\$6,859,600	\$107,850	\$798,090	\$634,686	\$577,684
2029		\$5,000,000	\$6,859,600	\$107,850	\$905,940	\$708,557	\$640,741
2030		\$5,000,000	\$6,859,600	\$107,850	\$1,013,790	\$779,931	\$700,796
2031		\$5,000,000	\$6,859,600	\$107,850	\$1,121,640	\$848,890	\$757,991
2032		\$5,000,000	\$6,859,600	\$107,850	\$1,229,490	\$915,518	\$812,463
2033		\$5,000,000	\$6,859,600	\$107,850	\$1,337,340	\$979,893	\$864,341
2034		\$5,000,000	\$6,859,600	\$107,850	\$1,445,190	\$1,042,091	\$913,748
2035		\$5,000,000	\$6,859,600	\$107,850	\$1,553,040	\$1,102,185	\$960,803
2036		\$5,000,000	\$6,859,600	\$107,850	\$1,660,890	\$1,160,247	\$1,005,617
2037		\$5,000,000	\$6,859,600	\$107,850	\$1,768,740	\$1,216,346	\$1,048,296
2038		\$5,000,000	\$6,859,600	\$107,850	\$1,876,590	\$1,270,548	\$1,088,944
2039		\$5,000,000	\$6,859,600	\$107,850	\$1,984,440	\$1,322,917	\$1,127,656
2040		\$5,000,000	\$6,859,600	\$107,850	\$2,092,290	\$1,373,515	\$1,164,524
2041		\$5,000,000	\$6,859,600	\$107,850	\$2,200,140	\$1,422,401	\$1,199,637
2042		\$5,000,000	\$6,859,600	\$107,850	\$2,307,990	\$1,469,635	\$1,233,078
2043		\$5,000,000	\$6,859,600	\$107,850	\$2,415,840	\$1,515,271	\$1,264,927
2044		\$5,000,000	\$6,859,600	\$107,850	\$2,523,690	\$1,559,365	\$1,295,258
2045		\$5,000,000	\$6,859,600	\$107,850	\$2,631,540	\$1,601,967	\$1,324,146
2046		\$5,000,000	\$6,859,600	\$107,850	\$2,739,390	\$1,643,128	\$1,351,658
TOTALS	\$5,000,000				\$2,739,390		

*Given the scope and estimated timing of project costs contemplated in this Project Plan, TID #15 may close as soon as 2029.

TABLE 5A: ESTIMATED DEBT SERVICE FINANCING PLAN (PHASE 1)

Calendar Year	Annual Value Added	Total Value	Total Inflation Value	Value Increment	Total Taxes	Projected Tax Increment	Admin. Fee to City	Total Available for Incentives	Interest	Principal	Remaining Principal
2018	\$0	\$1,165,800	\$1,165,800	\$0	\$25,146	\$0	\$0	\$0	\$0	\$0	\$525,000
2019	\$0	\$1,165,800	\$1,165,800	\$0	\$25,146	\$0	\$0	\$0	\$0	\$0	\$525,000
2020	\$3,500,000	\$4,665,800	\$4,665,800	\$3,500,000	\$25,146	\$0	\$0	\$0	\$0	\$0	\$525,000
2021	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$457,005
2022	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$389,010
2023	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$321,015
2024	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$253,020
2025	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$185,025
2026	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$117,030
2027	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$49,035
2028	\$0	\$4,665,800	\$4,665,800	\$3,500,000	\$100,641	\$75,495	\$7,500	\$67,995	\$0	\$49,035	\$0
TOTAL	\$3,500,000				\$880,569	\$603,960	\$60,000	\$543,960	\$0	\$525,000	

Debt financing assumptions provided by: Hutchinson, Shockey, Erley, & Co.

TABLE 5B: ESTIMATED DEBT SERVICE FINANCING PLAN (PHASE 2)

Calendar Year	Annual Value Added	Total Value	Total Inflation Value	Value Increment	Total Taxes	Projected Tax Increment	Admin. Fee to City	Total Available for Incentives	Interest	Principal	Remaining Principal
2018	\$0	\$693,800	\$693,800	\$0	\$14,965	\$0	\$0	\$0	\$0	\$0	\$0
2019	\$0	\$693,800	\$693,800	\$0	\$14,965	\$0	\$0	\$0	\$0	\$0	\$0
2020	\$0	\$693,800	\$693,800	\$0	\$14,965	\$0	\$0	\$0	\$0	\$0	\$0
2021	\$0	\$693,800	\$693,800	\$0	\$14,965	\$0	\$0	\$0	\$0	\$0	\$0
2022	\$1,500,000	\$2,193,800	\$2,193,800	\$1,500,000	\$14,965	\$0	\$0	\$0	\$0	\$0	\$225,000
2023	\$0	\$2,193,800	\$2,193,800	\$1,500,000	\$47,320	\$32,355	\$0	\$32,355	\$0	\$32,355	\$192,645
2024	\$0	\$2,193,800	\$2,193,800	\$1,500,000	\$47,320	\$32,355	\$0	\$32,355	\$0	\$32,355	\$160,290
2025	\$0	\$2,193,800	\$2,193,800	\$1,500,000	\$47,320	\$32,355	\$0	\$32,355	\$0	\$32,355	\$127,935
2026	\$0	\$2,193,800	\$2,193,800	\$1,500,000	\$47,320	\$32,355	\$0	\$32,355	\$0	\$32,355	\$95,580
2027	\$0	\$2,193,800	\$2,193,800	\$1,500,000	\$47,320	\$32,355	\$0	\$32,355	\$0	\$32,355	\$63,225
2028	\$0	\$2,193,800	\$2,193,800	\$1,500,000	\$47,320	\$32,355	\$0	\$32,355	\$0	\$32,355	\$30,870
2029	\$0	\$2,193,800	\$2,193,800	\$1,500,000	\$47,320	\$32,355	\$0	\$32,355	\$0	\$30,870	\$0
TOTAL	\$1,500,000				\$406,068	\$226,485	\$0	\$226,485	\$0	\$225,000	

Debt financing assumptions provided by: Hutchinson, Shockey, Erley, & Co.

TABLE 6: SUMMARY OF SOURCES & USES (CASH FLOW ANALYSIS)

Assumptions			
TIF Creation Year	2018	Est. Incentive Term (Years)	0
Total Years of Spending Life	22	Interest Rate	0.00%
Total Years of Collections	27	PAYGO 1 Principal	\$525,000
Expected Closure Year	2029	PAYGO 2 Principal	\$225,000
		Inflation Rate	0.00%
		Base Tax Rate	0.02157
		Base Value	\$1,859,600
		Total Value Increment	\$5,000,000

Calendar Year	Annual Value Added	Total Value	Total TID Value	Value Increment	Total Taxes	Projected Tax Increment	Admin. Fee to City	Total Available for Incentives	MRO Payments			Admin. and Capital Costs	Annual Balance to City	Cumulative Balance to City
									Interest	Principal	Remaining Principal			
2018	\$0	\$1,859,600	\$1,859,600	\$0	\$40,112	\$0	\$0	\$0	\$0	\$0	\$525,000	\$0	\$0	\$0
2019	\$0	\$1,859,600	\$1,859,600	\$0	\$40,112	\$0	\$0	\$0	\$0	\$0	\$525,000	\$0	\$0	\$0
2020	\$3,500,000	\$5,359,600	\$5,359,600	\$3,500,000	\$40,112	\$0	\$0	\$0	\$0	\$0	\$525,000	\$0	\$0	\$0
2021	\$0	\$5,359,600	\$5,359,600	\$3,500,000	\$115,607	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$457,005	\$7,500	\$0	\$0
2022	\$1,500,000	\$6,859,600	\$6,859,600	\$5,000,000	\$115,607	\$75,495	\$7,500	\$67,995	\$0	\$67,995	\$614,010	\$7,500	\$0	\$0
2023	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$7,500	\$100,350	\$0	\$100,350	\$513,660	\$7,500	\$0	\$0
2024	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$7,500	\$100,350	\$0	\$100,350	\$413,310	\$7,500	\$0	\$0
2025	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$7,500	\$100,350	\$0	\$100,350	\$312,960	\$7,500	\$0	\$0
2026	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$7,500	\$100,350	\$0	\$100,350	\$212,610	\$7,500	\$0	\$0
2027	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$7,500	\$100,350	\$0	\$100,350	\$112,260	\$7,500	\$0	\$0
2028	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$7,500	\$100,350	\$0	\$81,390	\$30,870	\$7,500	\$18,960	\$18,960
2029	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$30,870	\$0	\$75,000	\$1,980	\$20,940
2030	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$128,790
2031	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$236,640
2032	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$344,490
2033	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$452,340
2034	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$560,190
2035	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$668,040
2036	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$775,890
2037	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$883,740
2038	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$991,590
2039	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,099,440
2040	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,207,290
2041	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,315,140
2042	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,422,990
2043	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,530,840
2044	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,638,690
2045	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,746,540
2046	\$0	\$6,859,600	\$6,859,600	\$5,000,000	\$147,962	\$107,850	\$0	\$107,850	\$0	\$0	\$0	\$0	\$107,850	\$1,854,390
TOTAL	\$5,000,000				\$3,902,626	\$2,739,390	\$60,000	\$2,679,390	\$0	\$750,000		\$135,000	\$1,854,390	

*Given the scope and estimated timing of project costs contemplated in this Project Plan, TID #15 may close as soon as 2029.

VIII. AVAILABLE FINANCING METHODS

Implementation of this Plan may require that the City issue debt obligations to provide direct or indirect financing for the Projects to be undertaken. The following is a list of the types of obligations the City may choose to utilize.

General Obligation (G.O.) Bonds or Notes

The City may issue G.O. Bonds or Notes to finance the cost of projects included within this Plan. The Wisconsin State Constitution limits the principal amount of G.O. debt that the community may have outstanding at any point in time to an amount not greater than five percent of its total equalized value. As of the date of this Plan, the City has a G.O. debt limit of \$165,916,655, or 5% of its total 2017 EAV, of which approximately \$53.1 million is currently unused and could be made available to finance project costs.

Bonds Issued to Developers (“Pay as You Go” Financing)

The City may issue a bond or other obligation to one or more developers who provide financing for projects included in this Plan. Repayment of the amounts due to the developer under the bonds or other obligations are limited to an agreed percentage of the available annual tax increments collected that result from the improvements made by the developer. To the extent the tax increments collected are insufficient to make annual payments, or to repay the entire obligation over the life of the District, the City’s obligation is limited to not more than the agreed percentage of the actual increments collected. Bonds or other obligations issued to developers in this fashion are not general obligations of the City and, therefore, do not count against the City’s statutory borrowing capacity.

Tax Increment Revenue Bonds

The City has the authority to issue revenue bonds secured by the tax increments to be collected. These bonds may be issued directly by the City or as a form of lease revenue bond by its Community Development Authority (CDA). Tax Increment Revenue Bonds and Lease Revenue Bonds are not general obligations of the City and therefore do not count against the City’s statutory borrowing capacity. To the extent tax increments collected are insufficient to meet the annual debt service requirements of the revenue bonds, the City may be subject to either a permissive or mandatory requirement to appropriate on an annual basis a sum equal to the actual or projected shortfall.

Utility Revenue Bonds

The City can issue revenue bonds to be repaid from revenues of its various systems, including revenues paid by the City that represent service of the system to the City. There is neither a statutory nor constitutional limitation on the amount of revenue bonds that can be issued, however, water rates are controlled by the Wisconsin Public Service Commission and the City must demonstrate to bond purchasers its ability to repay revenue debt with the assigned rates. To the extent the City utilizes utility revenues other than tax increments to repay a portion of the bonds the City must reduce the total eligible Project Costs in an equal amount.

Special Assessment “B” Bonds

The City has the ability to levy special assessments against benefited properties to pay part of the costs for street, curb, gutter, sewer, water, storm sewers and other infrastructure. In the event the City determines that special assessments are appropriate, the City can issue Special Assessment B bonds pledging revenues from special assessment installments to the extent assessment payments are outstanding. These bonds are not counted against the City's statutory borrowing capacity. If special assessments are levied, the City must reduce the total eligible Project Costs under this Plan in an amount equal to the total collected.

IX. CONSISTENCY OF ACTIVITIES WITHIN TAX INCREMENT DISTRICT #15 WITH THE CITY ZONING ORDINANCE, COMPREHENSIVE PLAN, AND OTHER DEVELOPMENT ORDINANCES

The anticipated uses of all parcels within TID #15 are generally consistent with the future land uses shown in the *City of Oak Creek Comprehensive Plan* (2002).

TID #15 is being created under the “blighted area” definition of Wis. Stat. §66.1105(2)(ae)1., providing the City the flexibility of choosing to rezone those parcels shown on the Future Land Use Map as suitable for planned mixed-use to other types of zoning if and when demand for rezoning takes place. Any zoning changes required to implement the projects listed herein will be made in accordance with the zoning ordinance on a project-by-project basis.

X. ANNEXED PROPERTY

Pursuant to Wis. Stat. §66.1105(4)(gm)1., there are no lands proposed for inclusion within the District that were annexed by the City within three years prior to the adoption of this Project Plan.

XI. ESTIMATE OF PROPERTY TO BE DEVOTED TO RETAIL BUSINESS

Pursuant to Wis. Stat. § 66.1105(5)(b) and 66.1105(6)(am)1, the City estimates that less than 35% of the territory within the District will be devoted to retail business at the end of the District’s maximum expenditure period.

XII. STATEMENT ON RELOCATION

It is not anticipated there will be a need to relocate persons or businesses in conjunction with this Plan. In the event relocation or the acquisition of property by eminent domain becomes necessary at some time during the implementation period, the City will follow applicable provisions of Wis. Stats. Chapter 32.

APPENDIX A BLIGHT STUDY AND PHOTO CATALOG

Map ID	Tax ID	Parcel Address	Acres	Existing Use	Blighted TID Categories								Blighted Acres	
					Dilapidated - Serious Building Deficiencies	Age/Obsolescence/No longer suits purpose built for	Faulty street or lot layout	Unsafe conditions	Obsolete platting	Diversity of ownership	Deterioration of structure	Deterioration of site improvement		Impairs sound growth
1	7829013000	500 W Drexel Ave	1.46	Mini Storage		X						X	X	1.46
2	7829014000	410 W Drexel Ave	2.19	Vacant Ind.		X		X			X	X	X	2.19
3	7829017000	400 W Drexel Ave	1.10	Industrial							X	X		1.10
4	7829018000	330 W Drexel Ave	1.17	Industrial							X	X		1.17
Totals			5.92											5.92



Parcel 1



Parcel 2



Parcel 3



Parcel 4

APPENDIX B LEGAL DESCRIPTION

APPENDIX C IMPACT ON OVERLYING TAXING JURISDICTIONS**Base Value:** \$1,859,600 (January 1, 2017)**Projected Value Increment:** \$5,000,000 (At district closure)**Projected Total Tax Increment** \$2,739,390 (From creation to closure)

Taxing Jurisdiction	2017 Tax Rate¹	% of Mill Rate by Jurisdiction	Collected on Base Value by Jurisdiction	Increment Collected by the TID Over Life of the District	Collected After TID Closure by Jurisdiction²	Annual Taxes Collected After TID Closure by Jurisdiction
City of Oak Creek	6.0638907	28.11%	\$11,276	\$770,038	\$41,596	\$30,319
MATC	1.1950060	5.54%	\$2,222	\$151,751	\$8,197	\$5,975
Milwaukee County	5.9611575	27.63%	\$11,085	\$756,992	\$40,891	\$29,806
MMSD	1.6399858	7.60%	\$3,050	\$208,258	\$11,250	\$8,200
Oak Creek School District	6.7121019	31.11%	\$12,482	\$852,352	\$46,042	\$33,561
Total	21.572142	100.00%	\$40,116	\$2,739,390	\$147,976	\$107,861

1. Net millage rates including school and county sales tax credits.
2. Value increment for the estimated year of District closure shall be applied to each jurisdiction's levy limit under the terms of Wis. Stat §66.06023.

APPENDIX D	TAXING JURISDICTION CORRESPONDENCE
APPENDIX E	PROPERTY OWNER CORRESPONDENCE
APPENDIX F	PROOF OF PUBLICATION JRB MEETING AND PUBLIC HEARING
APPENDIX G	JOINT REVIEW BOARD MINUTES
APPENDIX H	PLAN COMMISSION RESOLUTION AND PUBLIC HEARING MINUTES
APPENDIX I	CITY COUNCIL RESOLUTION CREATING TAX INCREMENT DISTRICT #15
APPENDIX J	JOINT REVIEW BOARD RESOLUTION APPROVING THE PROJECT PLAN
APPENDIX K	CITY ATTORNEY LEGAL OPINION



PLAN COMMISSION REPORT

Proposal: Plan Review

Description: Site, building, landscaping, and related review for a proposed new dental clinic.

Applicant(s): Dr. Kristin Hartman and Dr. Kristi Tolzman, Hartman & Tolzman, D.D.S.

Address(es): 280 E. Centennial Dr.

Suggested Motion: That the Plan Commission approves the site and building plans for a dental facility submitted by Dr. Kristen Hartman and Dr. Kristi Tolzman, Hartman & Tolzman D.D.S, for the property at 280 E. Centennial Dr., with the following conditions:

1. That all relevant Code requirements are in effect.
2. That the plans are revised to include locations for all mechanicals, transformers, and utilities.
3. That all mechanical equipment, transformers, and utility boxes (ground, building, and rooftop) are screened from view.
4. That all revised plans (site, building, landscaping, etc.) are submitted in digital format for review and approval by the Department of Community Development prior to the submission of building permit applications.

Owner(s): 8870 Mayhew Drive, LLC

Tax Key(s): 860-9033-002

Lot Size(s): 0.820 ac

Current Zoning District(s): B-4, Highway Business

Overlay District(s): N/A

Wetlands: Yes No

Floodplain: Yes No

Comprehensive Plan: Planned Mixed Use

Background:

The Applicant is requesting site, building, landscaping, and lighting plan approval for a proposed 3,220 square-foot single-story dental clinic on the property at 280 E. Centennial Dr. As proposed, all dimensional requirements for the site, building, and setbacks are met.

Access to the site is via an existing curb cut on Mayhew Dr. and shared access easement over the parcel to the north. No additional access from Centennial Dr. is proposed. Parking is proposed on the west side of the site. Minimum parking requirements for medical and dental offices are calculated at five (5) patron stalls for each doctor, plus one (1) stall for each employee onsite during the largest shift. Information submitted by the Applicant states that two (2) doctors and a maximum of 10 employees will be onsite during any shift. Hours of operation are anticipated to be 7:00 AM – 8:00 PM Monday through Thursday, with the possibility of adding Friday hours at a later date. This equates to 20 required parking stalls. Plans provide for 23 stalls; thus, the minimum requirement is exceeded. Setbacks for the proposed parking stalls also appear to be met in the plans.

Landscape plans have been submitted showing parking lot screening, dumpster enclosure screening, and around the building. The following comments were provided to the Applicants' consultant:

- Code requires a minimum of 1 ornamental deciduous tree, no less than 2.5" caliper, for every 35 linear feet of public street frontage. The landscape plan shows no trees proposed on the south along Centennial Dr.
- Need additional parking lot screening along Mayhew Dr. between drifts.
- Need height details for installation as well as maturity for all plantings.
- All mechanicals, transformers, utility boxes, etc. must be screened.

Staff will continue to work with the applicant's consultants on landscaping amendments as needed. Final approval of landscape plans are to be approved by the Director of Community Development as stated in the conditions above.

The building itself is proposed to be constructed with 4-inch stone veneer (gray), pre-finished engineered wood siding, and glass as the primary exterior building materials. Per Code, the use of fiber cement (e.g., engineered wood) products requires a $\frac{3}{4}$ majority approval of the Plan Commission. Additionally, Section 17.1009(a)(2)(ii) states: "The façade of a manufacturing, commercial, office, institutional, or park building shall be finished with an aesthetically pleasing material. A minimum of seventy-five (75) percent of the visible perimeter (see diagram) shall be finished with an acceptable glass, brick or decorative masonry material." It will be up to the Plan Commission to determine whether the use of engineered wood fulfills this requirement.

Mechanicals, transformers, and utility box locations are not yet finalized. Approximate locations for building-mounted utility meters are shown on the south elevation. All ground, building, and rooftop mechanical units must be screened.

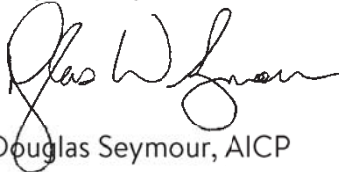
One 10' x 19' x 6' dumpster enclosure is proposed on the north within the access easement. Proposed materials include 4-inch stone veneer and pre-finished engineered wood siding to match the building,

with engineered wood siding over steel frame gates (facing the property to the north). Staff recommended that it be located attached/adjacent to the building if possible.

Comments from the Engineering Department stating that the distance between the new storm sewer and outlet pipe were provided to the Applicants' consultant. The Oak Creek Water and Sewer Utility notes that the plans show the sanitary lateral crossing property lines, which is not allowed. The end-of-the-line sanitary manhole may be used, or connection to the northeast running sanitary sewer via the right-of-way is acceptable. Staff recommends coordinating all requirements with the Engineering Department and Utility.

Options/Alternatives: The Plan Commission has the discretion to approve the plans as presented, approve with specified conditions, or disapprove the proposal. Disapproval will likely result in the existing, vacant condition of the property to remain.

Respectfully submitted:



Douglas Seymour, AICP
Director of Community Development

Prepared:



Kari Papelbon, CFM, AICP
Planner

Attachments:

Location Map

Narrative

Plans (A1.0, C-1 through C-5, LSP1.1 -1.2)

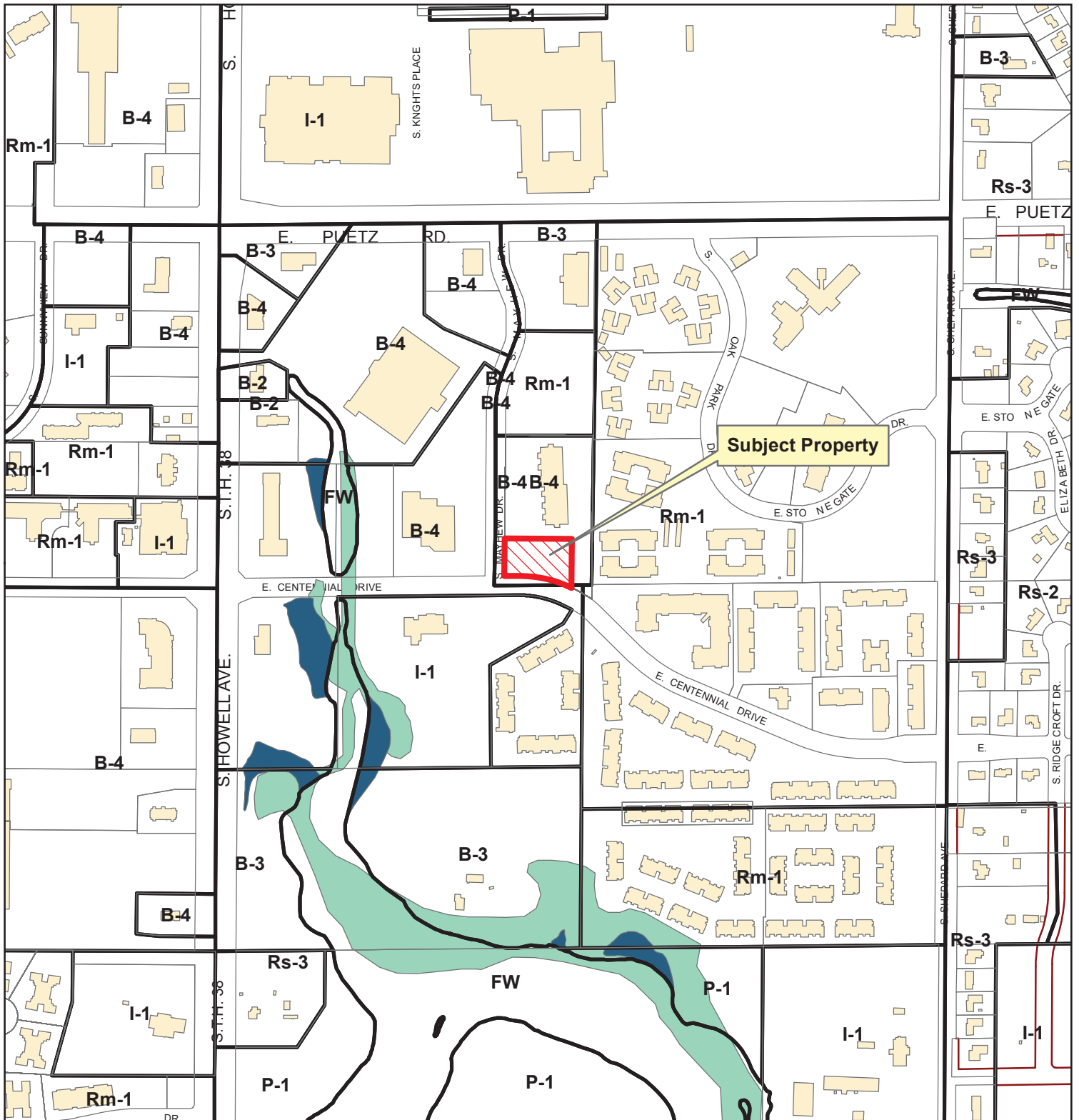
Building Plans (A2.1, A4.0)

Renderings

Neighboring buildings

Location Map

280 E. Centennial Dr.



This map is not a survey of the actual boundary of any property this map depicts.



Department of Community Development



Legend	
	280 E. Centennial Dr.
Zoning Overlays	
	C-1-Shoreland Wetland
	FF-Flood Fringe
	Lakefront Overlay
	NO-Mixed Use Neighborhood
	OO-Mixed Use Office
	RR-Regional Retail



N173 W21010
Northwest Passage Way

Jackson, WI 53037

Tel: 262.677-9933

Fax: 262.677.9934

Planning Commission
City of Oak Creek
8040 S. 6th St.
Oak Creek, Wisconsin 53154

January 16, 2018

Re: Project Narrative for Dr. Hartman & Dr. Tolzman

Introduction:

Attached to this project narrative you will find the graphical information regarding the proposed new building for Dr. Hartman & Dr. Tolzman, located at 280 E. Centennial Drive. The proposed project will also include associated site and parking components.

Background:

Dr. Hartman & Dr. Tolzman, DDS, is a woman-owned practice currently operating on Howell Ave. near the airport. The practice was originally founded 40 years ago, and Dr. Hartman purchased the dental practice in 1999, who then became partners with Dr. Tolzman in 2003. They have approximately 3,000 patients, 60% of whom reside within 3 miles of the proposed Oak Creek location. The hours of operation are Monday – Thursday from 7:00AM – 8:00PM, with the potential to have office hours on Fridays as well in the new location.

Existing Site:

The existing vacant site is 0.83 acres (35,991 s.f.) and contains an existing stormwater storage pond. There is currently no access to the site located along Mayhew Dr. and Centennial Dr., but there is an existing shared access easement along the north property line with the property to the north.

Proposed Development:

The proposed building will be approximately 3,220 sq. ft. and will be one story with no basement. Access to the property will be a new driveway cut located within the access easement shared with the property to the north. A trash enclosure utilizing the same construction materials as the building is proposed along the north property line and is intended to be accessed via the easement as well. Parking for the building will be provided in the front of the building for patients and employees. There will be no more than 10 employees in any shift.

The building will be constructed using a combination of 4" natural stone veneer, engineered wood siding and trim, commercial-grade windows and aluminum storefront entrances, and dimensional asphalt shingles. See attached drawings and imagery for further information.

We do not believe this development will negatively impact or be a nuisance to the neighborhood. The proposed use is similar in nature to surrounding properties. There will be very minimal traffic impact along Mayhew Dr. and Centennial Dr.

If you have any questions or concerns regarding this proposed development please feel free to contact our office.

Sincerely,

Jordan O'Connor

A handwritten signature in black ink that reads "John O'Connor". The signature is written in a cursive style with a large initial "J" and "O".

Design 2 Construct

MAYHEW DRIVE

SHARED ACCESS DRIVEWAY

EAST CENTENNIAL DRIVE

SITE DATA:

SITE AREA:	35,991 S.F.
AREA OF PROPOSED BUILDING:	6,883 S.F.
MAX. GROSS FLOOR AREA RATIO:	40% (ACTUAL: 8.9%)
TOTAL HARD SURFACE AREA:	6,209 S.F. (17.2% OF SITE)
SIDEWALK/CURB:	108 S.F.
CONCRETE CURB:	234 S.F.
CONCRETE AREA:	1,566 S.F.
LIGHT DUTY PAVING:	6,983 S.F.
TOTAL GREENSPACE AREA:	24,544 S.F. (68.4% OF SITE)
ZONING DISTRICT:	B-4
ALLOWABLE BUILDING HEIGHT:	50'-0"
BUILDING HEIGHT:	26'-0"
STREET YARD SETBACK:	25'-0"
SIDE YARD SETBACK:	10'-0"
REAR YARD SETBACK:	25'-0"
PARKING STALL REQUIREMENTS:	
OFFICE: 32 DOCTOR	10
1/2 STAFF EA WORK SHIFT	10
TOTAL # OF STALLS REQ'D:	20
TOTAL PARKING PROVIDED:	23 (INCL. H.C. STALLS)
HANDICAP PARKING REQUIRED:	2
HANDICAP PARKING PROVIDED:	2

DESIGN
2
CONSTRUCT
DEVELOPMENT CORPORATION

N173 W21010
NORTHWEST PASSAGE WAY
JACKSON, WI 53037

PHONE 262.677.9933
FAX 262.677.9934

info@design2construct.com

BUILDING DESIGN FOR:
DR. HARTMAN & DR. TOLZMAN
280 E. CENTENNIAL DRIVE
CANTON, WI 53114

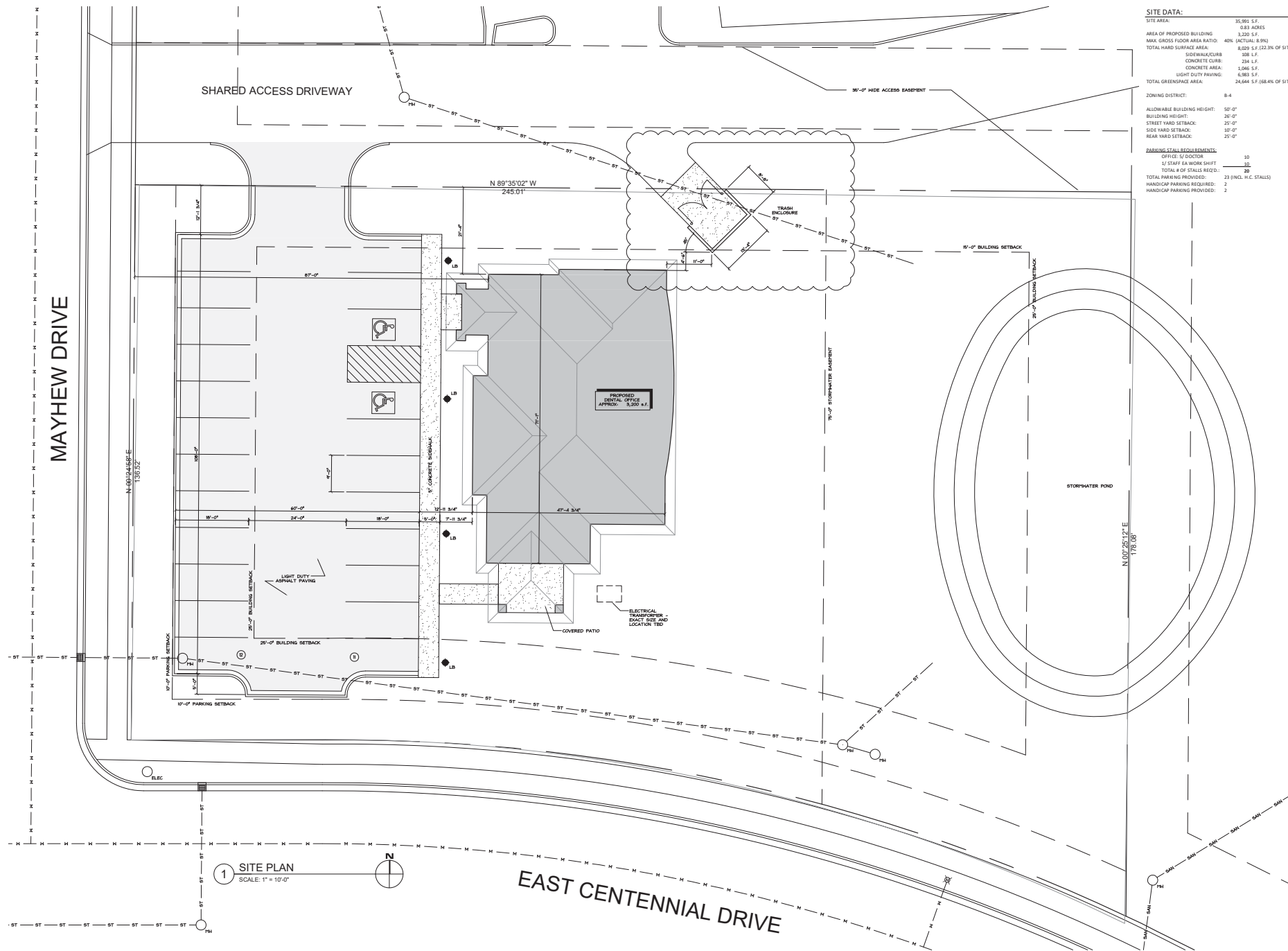
SHEET TITLE
PROPOSED SITE PLAN

REVISIONS

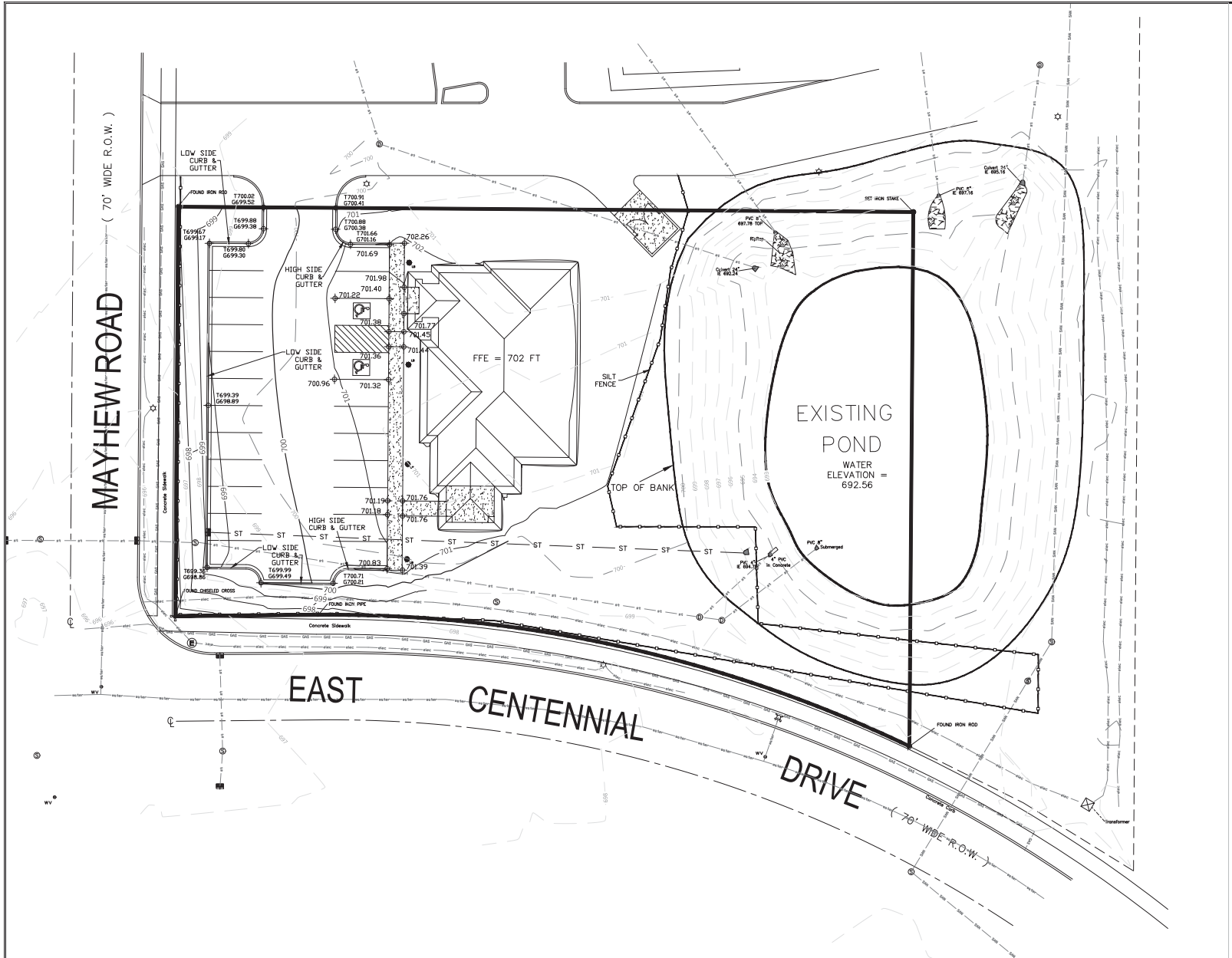
PROJECT DATA

DATE:	02.07.2018
JOB NO.:	17-00208
SET USE:	PLAN COMMISSION
FILE NAME:	C1-A10-2
DRAWN BY:	MVH
SHEET NO.:	

A1.0



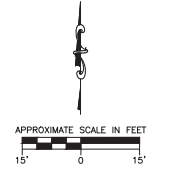
1 SITE PLAN
SCALE: 1" = 10'-0"



- LEGEND**
- 700.96 PROPOSED SPOT GRADE
 - T 699.12
G 688.62 PROPOSED SPOT GRADE - TOP OF CURB & FLOW LINE
 - 702 PROPOSED CONTOUR
 - 700 EXISTING CONTOUR

- NOTES:**
1. ALL PROPOSED ELEVATIONS ARE SHOWN AS FINISHED SURFACE GRADES, LOCATED AT GEOMETRY POINTS AND SPOT ELEVATIONS.
 2. GRADING AND DRAINAGE RECORD DRAWINGS PER CITY STANDARDS IS REQUIRED PRIOR TO OCCUPANCY PERMIT ISSUANCE.
 3. THE EROSION CONTROL PLAN MUST COMPLY WITH CITY OF OAK CREEK AND DNR TECHNICAL STANDARDS.
 4. STREETS SHALL BE KEPT CLEAN WITH STREET SWEEPING DURING CONSTRUCTION.
 5. ALL EXPOSED SOIL AREAS NOT DISTURBED FOR UP TO SEVEN DAYS MUST BE IMMEDIATELY RESTORED WITH SEED AND MULCH.
 6. EXCESS TOPSOIL SHALL BE REMOVED FROM THE SITE.

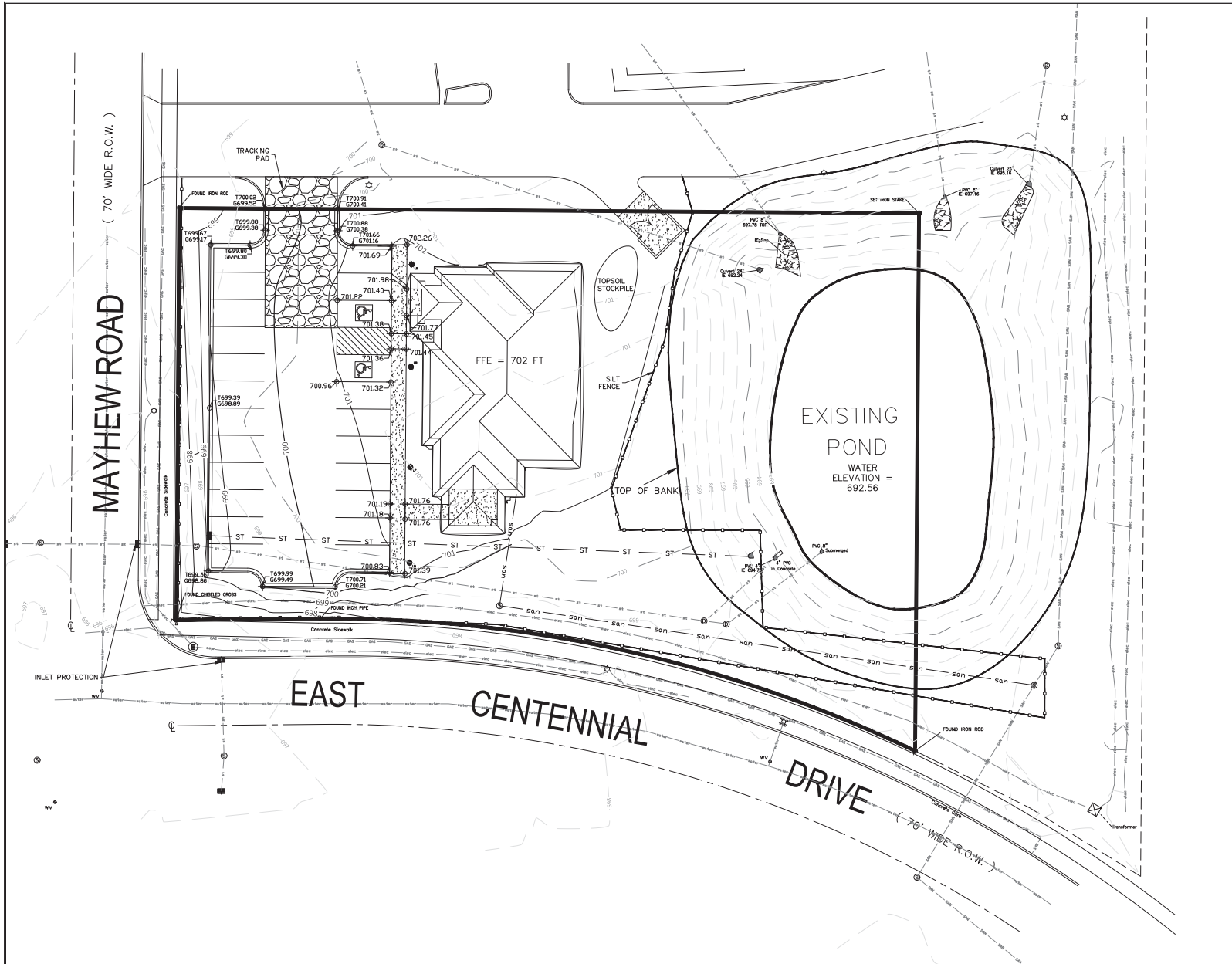
TO CONVERT TO THE CITY OF OAK CREEK DATUM,
SUBTRACT 580.56 FROM U.S.G.S. DATUM.



REVISION NO.	DESCRIPTION	DATE	BY	DESIGNED BY	DATE
				CAT	1/12/18
				CAT	1/12/18
				DAT	1/16/18

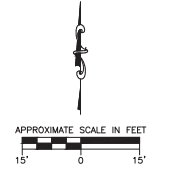
PROPOSED GRADING PLAN
280 E. CENTENNIAL DRIVE
HARTMAN & TOLZMANN DENTAL OFFICE
OAK CREEK, WISCONSIN

 735 NORTH WATER STREET, SUITE 510 MILWAUKEE, WI 53202 414.224.8000 (cell) - 414.224.8183 (fax)	KEY PROJECT NUMBER 1712-0897
	PROJECT SCALE 1" = 15'
	SHEET NUMBER C-1



- MAINTENANCE PLAN**
1. ALL EROSION AND SEDIMENT CONTROL PRACTICES WILL BE INSPECTED FOR FUNCTIONAL EFFECTIVENESS FOLLOWING EVERY 1/2-INCH OR GREATER RAIN EVENT OR AT LEAST ONCE PER WEEK. ANY NEEDED REPAIRS WILL BE MADE IMMEDIATELY TO ENSURE THE DEVICE FUNCTIONS AS DESIGNED.
 2. ALL SEEDED AREAS WILL BE WATERED, FERTILIZED, MULCHED AND RESEED AS NECESSARY TO MAINTAIN A VIGOROUS, DENSE VEGETATIVE COVER.
 3. ANY SEDIMENT REACHING A PUBLIC OR PRIVATE STREET SHALL BE REMOVED BY STREET CLEANING BEFORE THE END OF EACH DAY OR AS NECESSARY TO PREVENT DEBRIS FROM ENTERING A STORM SEWER, DITCH, OR WATERWAY.
 4. IN THE EVENT CONSTRUCTION ACTIVITIES RESULT IN SEVERE DUST CONDITIONS, SEE WNR TECHNICAL STANDARD 1068.
 5. IN THE EVENT OF DEWATERING ACTIVITIES, FOLLOW WNR TECHNICAL STANDARD 1061. ALL WATER DISCHARGED FROM THE DEWATERING EQUIPMENT MUST BE FILTERED BY A TYPE II GEOTEXTILE BAG SIZED FOR THE PUMP DISCHARGE FLOW RATE.

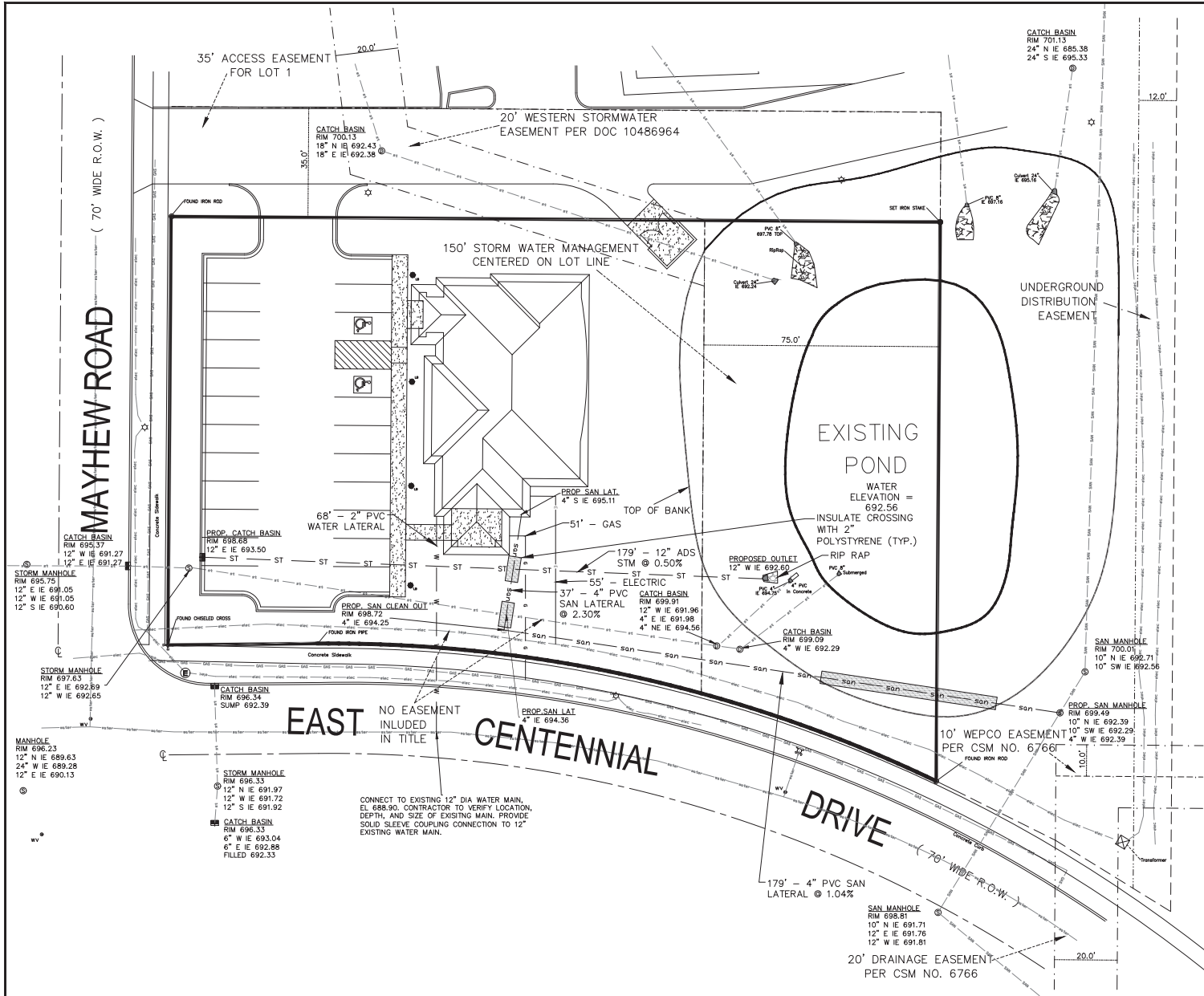
- CONSTRUCTION SCHEDULE - ANTICIPATED START DATE MAY 2018**
1. INSTALL PERIMETER SILT FENCE AND TRACKING PAD.
 2. STRIP AND REMOVE TOPSOIL WITHIN DISTURBANCE LIMITS FROM PROJECT SITE. TEMPORARY STOCKPILES SHALL BE PROTECTED WITH STRAW BALES, SILT FENCE, INTERCEPTOR SWALES, OR OTHER PERIMETER CONTROL MEASURES.
 3. ROUGH GRADE FOR PROPOSED IMPROVEMENTS.
 4. INSTALL SITE UTILITIES AND CONSTRUCT BUILDING.
 5. INSTALL AND SHAPE BASE COURSE, CONSTRUCT SIDEWALK, CURB AND GUTTER, AND DUMPSTER PAD.
 6. PAVE PARKING LOT.
 7. FINAL GRADE, TOPSOIL, INSTALL PLANT MATERIAL, SEED AND STABILIZE ALL DISTURBED AREAS.



REVISION NO.	DESCRIPTION	DATE	BY	DESIGNED BY	DATE
				CAT	1/12/18
				CAT	1/12/18
				DAT	1/16/18

EROSION CONTROL PLAN
280 E. CENTENNIAL DRIVE
HARTMAN & TOLZMANN DENTAL OFFICE
OAK CREEK, WISCONSIN

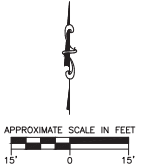
 735 NORTH WATER STREET, SUITE 510 MILWAUKEE, WI 53202 414.224.8300 (tel) • 414.224.8383 (fax)	KEY PROJECT NUMBER 1712-0897
	PROJECT SCALE 1" = 15'
	SHEET NUMBER C-2



- UTILITY NOTES**
1. ALL EXISTING UTILITIES ARE SHOWN FOR INFORMATIONAL PURPOSES ONLY AND ARE NOT GUARANTEED TO BE ACCURATE OR ALL INCLUSIVE. THE CONTRACTOR IS RESPONSIBLE FOR MAKING HIS OWN DETERMINATION AS TO THE TYPE AND LOCATIONS OF UNDERGROUND UTILITIES AS MAY BE NECESSARY TO AVOID DAMAGE THEREOF. CONTRACTOR/OWNER SHALL CALL "DIGGERS HOTLINE" PRIOR TO ANY CONSTRUCTION.
 2. ALL UTILITY WORK SHALL BE DONE IN ACCORDANCE WITH THE STANDARD SPECIFICATIONS FOR SEWER AND WATER CONSTRUCTION IN WISCONSIN - AND ALL STATE AND LOCAL CODES AND SPECIFICATIONS. IT IS THE CONTRACTOR'S RESPONSIBILITY TO DETERMINE WHICH SPECIFICATIONS AND CODES APPLY, AND TO COORDINATE ALL CONSTRUCTION ACTIVITIES WITH THE APPROPRIATE LOCAL AND STATE AUTHORITIES.
 3. SPECIFICATIONS SHALL COMPLY WITH THE CITY OF OAK CREEK STANDARDS.
 4. LENGTHS OF ALL UTILITIES ARE TO CENTER OF STRUCTURES OR FITTINGS AND MAY VARY SLIGHTLY FROM PLAN. LENGTHS SHALL BE VERIFIED IN THE FIELD DURING CONSTRUCTION.
 5. CONTRACTOR SHALL VERIFY ALL ELEVATIONS, LOCATIONS AND SIZES OF SANITARY, WATER AND STORM LATERALS AND CHECK ALL UTILITY CROSSINGS FOR CONFLICTS.
 6. CONTRACTOR SHALL ADJUST AND/OR RECONSTRUCT ALL UTILITY COVERS (SUCH AS MANHOLE COVERS, VALVE BOX COVERS, ETC.) TO MATCH THE FINISHED GRADES OF THE AREAS EFFECTED BY THE CONSTRUCTION.
 7. CONTACT THE CITY OF OAK CREEK 72 HOURS PRIOR TO ANY WORK WITHIN PUBLIC ROW AND EASEMENTS.

- PAVING NOTES**
- SPECIFIC PAVEMENT DESIGN**
- ASPHALTIC PAVEMENT
 - 6" CRUSHED AGGREGATE BASE COURSE
 - 3" ASPHALTIC CONC. (2 LIFTS: 1.50" LOWER, 2.50" UPPER)
 - CONCRETE SIDEWALK (SEE ARCHITECTURAL PLANS FOR LOCATION)
 - 5" CONCRETE ON 6" CRUSHED AGGREGATE BASE COURSE
- ASPHALTIC CONCRETE PAVING SPECIFICATIONS-**
- CODES AND STANDARDS** - THE PLACING, CONSTRUCTION AND COMPOSITION OF THE ASPHALTIC BASE COURSE AND ASPHALTIC CONCRETE SURFACING SHALL BE IN ACCORDANCE WITH THE REQUIREMENTS OF THE STATE OF WISCONSIN STANDARD SPECIFICATIONS FOR HIGHWAY AND STRUCTURE CONSTRUCTION, CURRENT EDITION, HEREAFTER, THIS PUBLICATION WILL BE REFERRED TO AS STATE HIGHWAY SPECIFICATIONS.
- WEATHER LIMITATIONS** - APPLY TACK COATS WHEN AMBIENT TEMPERATURE IS ABOVE 50° F (10° C) AND WHEN TEMPERATURE HAS NOT BEEN BELOW 35° F (1° C) FOR 12 HOURS IMMEDIATELY PRIOR TO APPLICATION. DO NOT APPLY WHEN BASE IS WET OR CONTAINS EXCESS OF MOISTURE. CONSTRUCT ASPHALTIC CONCRETE SURFACE COURSE WHEN AMBIENT TEMPERATURE IS ABOVE 40° F (4° C) AND BASE IS DRY AND WEATHER IS NOT RAINY. BASE COURSE MAY BE PLACED WHEN AIR TEMPERATURE IS ABOVE 30° F (-1° C).
- GRADE CONTROL** - ESTABLISH AND MAINTAIN REQUIRED LINES AND ELEVATIONS FOR EACH COURSE DURING CONSTRUCTION.
- CRUSHED AGGREGATE BASE COURSE** - THE TOP LAYER OF BASE COURSE SHALL CONFORM TO SECTIONS 301 AND 305, STATE HIGHWAY SPECIFICATIONS.
- ASPHALTIC MATERIALS** - THE ASPHALTIC MATERIALS SHALL CONFORM TO SECTION 455 AND 460, STATE HIGHWAY SPECIFICATIONS.
- SURFACE PREPARATION** - NOTIFY CONTRACTOR OF UNSATISFACTORY CONDITIONS. DO NOT BEGIN PAVING WORK UNTIL DEFICIENT SUBBASE AREAS HAVE BEEN CORRECTED AND ARE READY TO RECEIVE PAVING.
10. ALL PAVING SHALL CONFORM TO APPLICABLE CITY OF OAK CREEK ORDINANCES AND THE SUBSURFACE EXPLORATION AND GEOTECHNICAL ENGINEERING ANALYSIS PREPARED BY THE GEOTECHNICAL ENGINEER OF RECORD.

TO CONVERT TO THE CITY OF OAK CREEK DATUM,
SUBTRACT 580.56 FROM U.S.G.S. DATUM.



REVISION	DESCRIPTION	DATE	BY	DESIGNED BY	DATE
				CAT	1/12/18
				CAT	1/12/18
				DAT	1/16/18

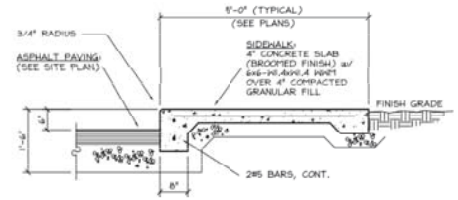
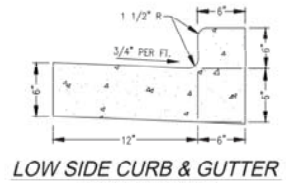
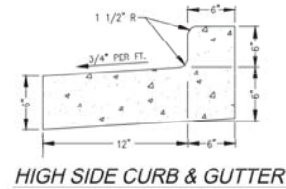
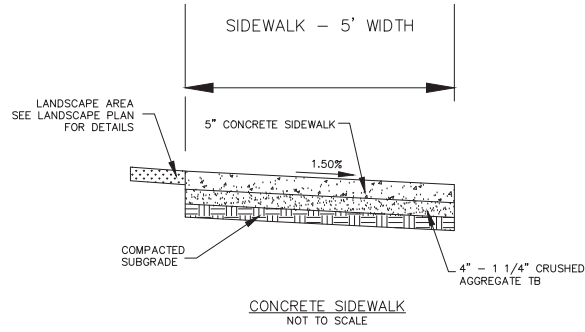
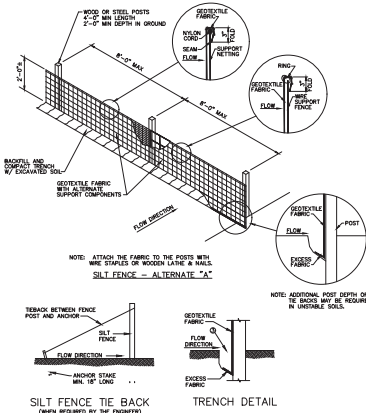
PROPOSED UTILITY PLAN
280 E. CENTENNIAL DRIVE
HARTMAN & TOLZMAN DENTAL OFFICE
OAK CREEK, WISCONSIN

KEY ENGINEERING GROUP LTD.
 735 NORTH WATER STREET, SUITE 510
 MILWAUKEE, WI 53202
 414.224.8000 (cell) - 414.224.8183 (fax)

KEY PROJECT NUMBER
1712-0897

PROJECT SCALE
1" = 15'

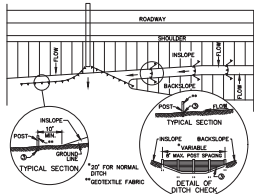
SHEET NUMBER
C-3



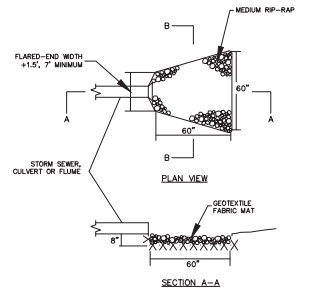
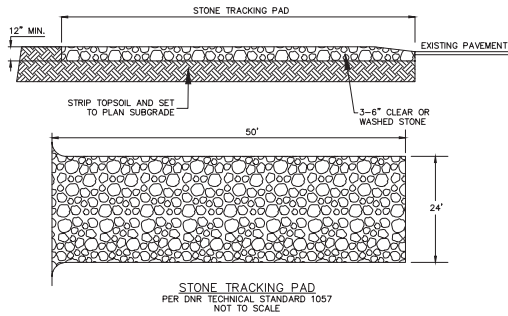
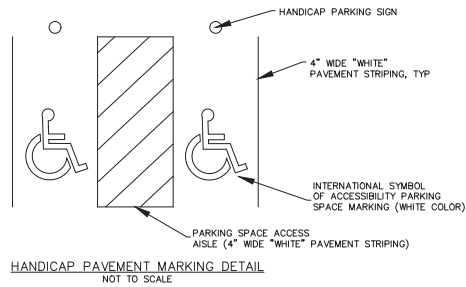
3 SIDEWALK CURB
SCALE: 1/2" = 1'-0"

SILT FENCE GENERAL NOTES:

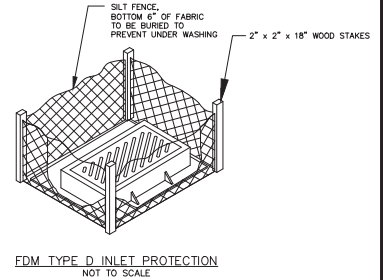
- DETAIL OF CONSTRUCTION NOT SHOWN ON THIS DRAWING SHALL CONFORM TO THE PERTINENT REQUIREMENTS OF THE STANDARD SPECIFICATIONS AND APPLICABLE SPECIAL PROVISIONS.
- WHEN PROPOSED THE SILT FENCE SHOULD BE CONSTRUCTED IN AN AREA OF UNDISTURBED SOILS WITH THE ENDS POINTING UP-SLOPE TO MAXIMIZE BOTH STRENGTH AND EFFECTIVENESS.
- CROSS BRACE WITH 2" x 4" WOODEN FRAME OR EQUIVALENT AT TOP OF POSTS AS DIRECTED BY THE ENGINEER.
- MINIMUM 14 GAUGE WIRE REQUIRED, FOLD FABRIC 3" OVER THE WIRE AND STAPLE OR PLANE WIRE BRACE ON 12" C/C.
- EXCAVATE A TRENCH A MINIMUM OF 4" WIDE AND 4" DEEP TO BURIED AND ABOVE THE GEOTEXTILE FABRIC (FOLD FABRIC TO FIT TRENCH AND BACKFILL) AND COMPACT TRENCH WITH EXCAVATED SOIL.
- WIRE SUPPORT POSTS SHALL BE 14 GAUGE MINIMUM WHEN WIRE WITH A MAXIMUM MESH SPACING OF 6". SECURE TOP OF GEOTEXTILE FABRIC TO TOP OF FENCE WITH STAPLES OR WIRE BRACE AT 12" C/C.
- GEOTEXTILE FABRIC SHALL BE REINFORCED WITH AN INDUSTRIAL POLYPROPYLENE NETTING WITH A MAXIMUM MESH SPACING OF 3/4" OR EQUAL. A HEAVY DUTY NYLON TOP SUPPORT CORD OR EQUIVALENT IS REQUIRED.
- STEEL POSTS SHALL BE ENDED "TYP" OR "T" WITH A MINIMUM WEIGHT OF 1.25 BARS IN (ENDED ANCHOR). PIN ANCHORS SUFFICIENT TO RESIST PULLING SHALL BE REQUIRED. WOOD POSTS SHALL BE A MINIMUM SIZE OF 4" DIA. OR 12" x 12" x 3-1/2" CROWN WOOD POSTS FOR GEOTEXTILE FABRIC REINFORCED NETTING SHALL BE A MINIMUM SIZE OF 4" x 4" x 12" OR 4" x 12" OR EQUAL.
- ALTERNATIVES A AND B ARE EQUAL AND EITHER MAY BE USED.



SILT FENCE INSTALLATION DETAIL
NOT TO SCALE



NOTE: REMOVE PROTECTION FROM PARKING LOT AREA UPON PLACEMENT/FINISH GRADING OF BASE.

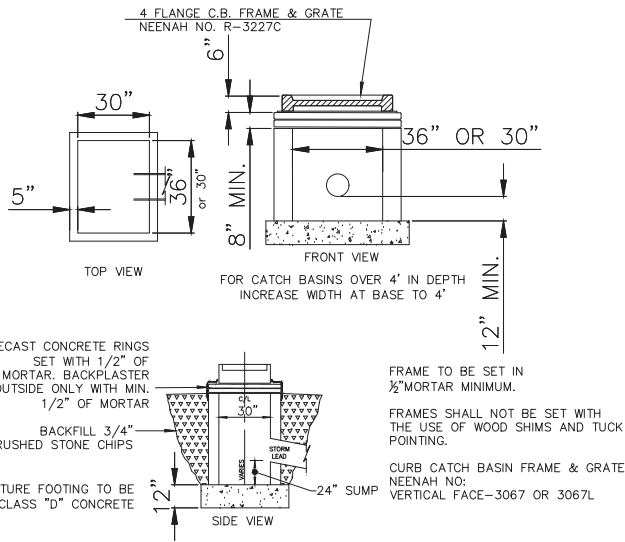


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				CAT	1/12/18
				DAT	1/16/18

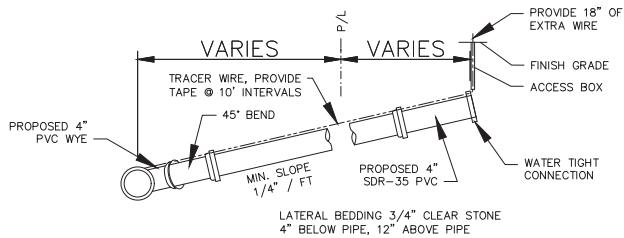
STANDARD DETAILS
280 E. CENTENNIAL DRIVE
HARTMAN & TOLZMAN DENTAL OFFICE
OAK CREEK, WISCONSIN



KEY PROJECT NUMBER 1712-0897
PROJECT SCALE N.T.S.
SHEET NUMBER C-4



STANDARD CATCH BASIN DETAIL
NOT TO SCALE



SANITARY SEWER DETAIL
NOT TO SCALE

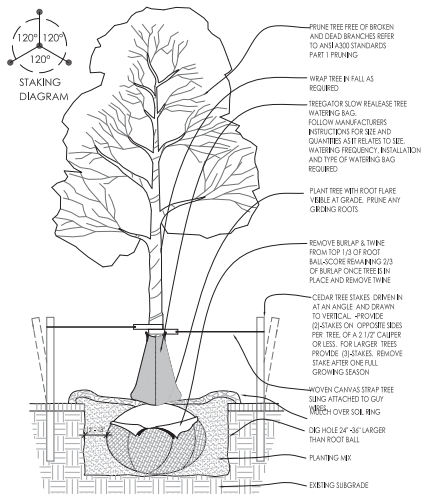
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				CAT	1/12/18
				CAT	1/12/18
				DAT	1/16/18

STANDARD DETAILS
280 E. CENTENNIAL DRIVE
HARTMAN & TOLZMAN DENTAL OFFICE
OAK CREEK, WISCONSIN

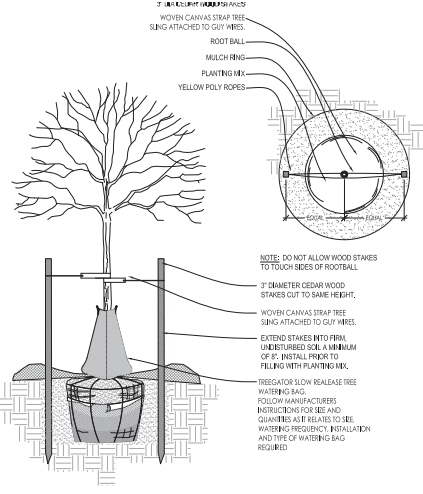


KEY PROJECT NUMBER 1712-0897
PROJECT SCALE NTS
SHEET NUMBER C-5

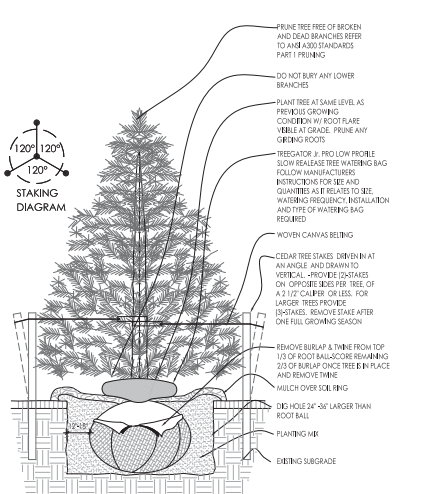
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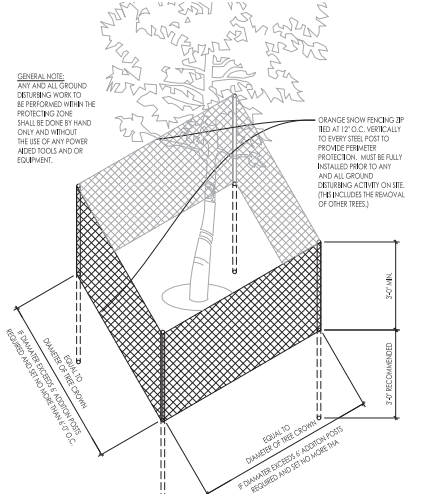
1 DECIDUOUS TREE PLANTING DETAIL SCALE: NONE



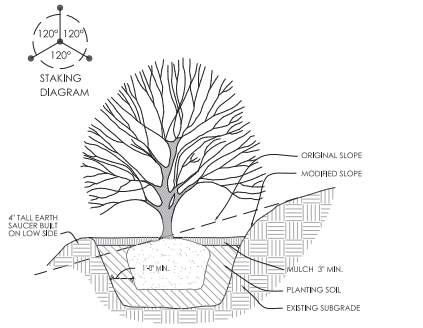
2 DECIDUOUS TREE STAKING PARKING ISLAND/RESTRICTED AREAS SCALE: NONE



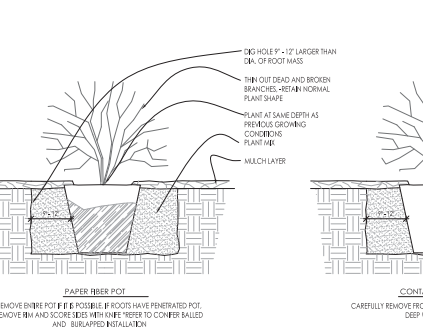
3 CONIFEROUS TREE PLANTING DETAIL SCALE: NONE



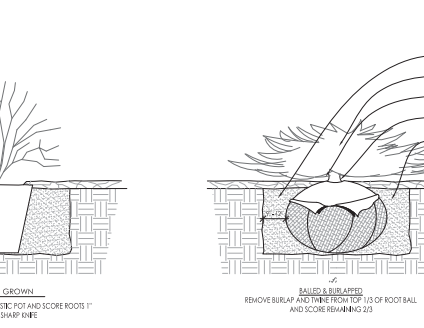
4 EXISTING TREE PROTECTION DETAIL SCALE: NONE



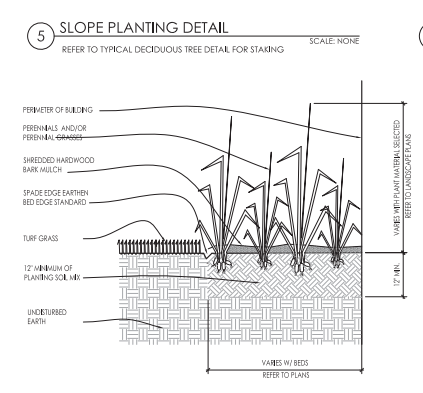
5 SLOPE PLANTING DETAIL SCALE: NONE



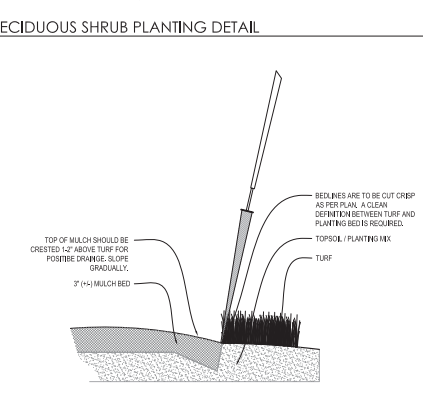
6 DECIDUOUS SHRUB PLANTING DETAIL SCALE: NONE



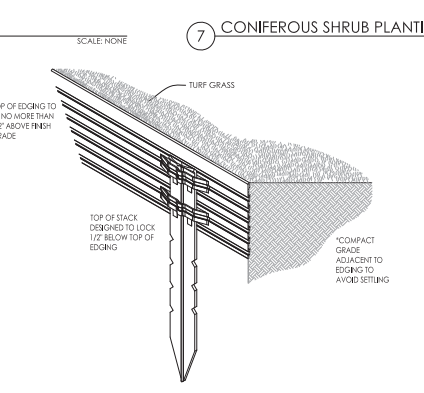
7 CONIFEROUS SHRUB PLANTING DETAIL SCALE: NONE



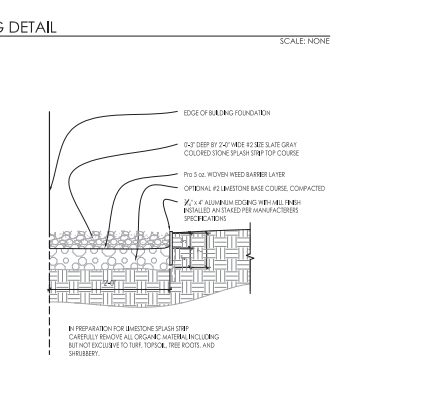
8 PERENNIAL BED PLANTING DETAIL SCALE: NONE



9 SPADE EDGE PLANT BED EDGE DETAIL SCALE: NONE



10 METAL LANDSCAPE EDGING DETAIL SCALE: 1/2\"/>



11 COMPACTED GRAVEL SPLASH STRIP SCALE: 1\"/>

Project:
HARTMAN & TOLZMANN DENTAL OFFICE
280 E. Centennial Drive
Oak Creek, WI

Issuance and Revisions:

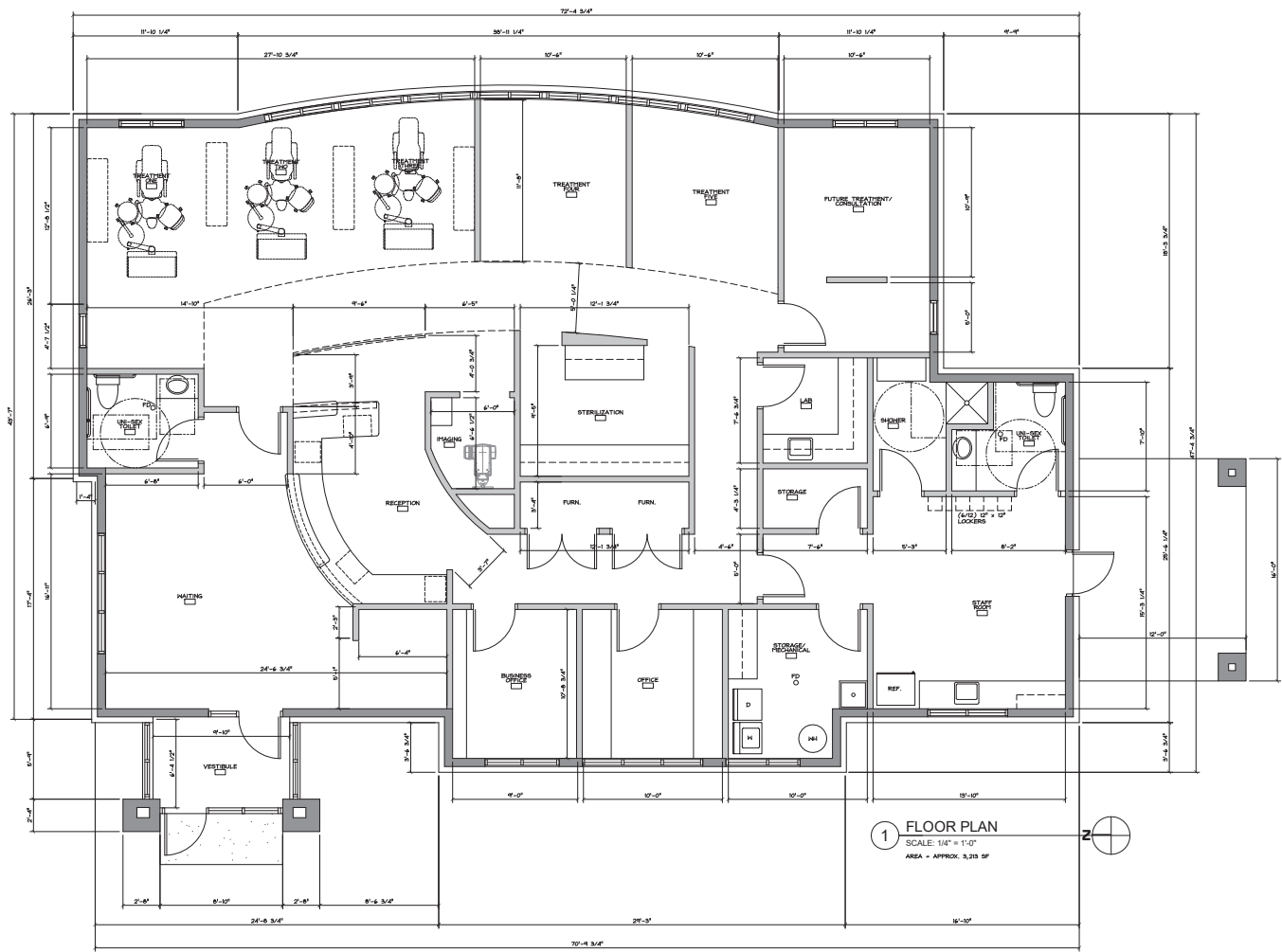
Date	Number	Description
01/10/18		Client Review Submittal
01/16/18		Revisions per Client Comments Plan Commission Submittal

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Sheet Title:
PROPOSED LANDSCAPE PLAN, PLANTING DETAILS
Date of Drawing: 01/16/18
Scale: As Noted
Drawn By: MCD
Job Number: L17-085
Sheet Number:

LSP1.2

NOT FOR CONSTRUCTION - PRELIMINARY - FOR ESTIMATING AND REVIEW ONLY - DO NOT SCALE THESE DRAWINGS - PROJECT NUMBER: L17-085 (SHEET 1 OF 12) - DATE: 01/16/2018 - 11:52 AM - PROJECT: HARTMAN & TOLZMANN DENTAL OFFICE - 01/16/2018



1 FLOOR PLAN
 SCALE: 1/4" = 1'-0"
 AREA - APPROX. 3,210 SF

BUILDING DESIGN FOR:
DR. HARTMAN & DR. TOLZMAN
 280 E. CENTENNIAL DRIVE
 OAK CREEK, WI 53154

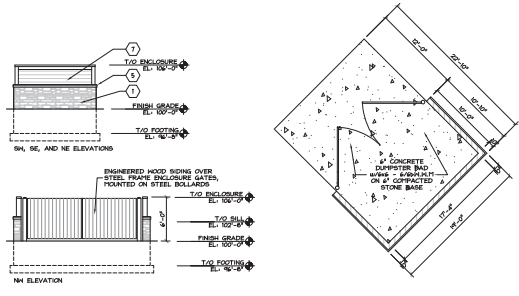
SHEET TITLE
 PROPOSED
 FLOOR PLAN

REVISIONS

PROJECT DATA

DATE	01.16.2018
JOB NO.	17-00208
SET USE	PLAN COMMISSION
FILE NAME	E4-A2.1
DRAWN BY	MVH
SHEET NO.	MVH

A2.1

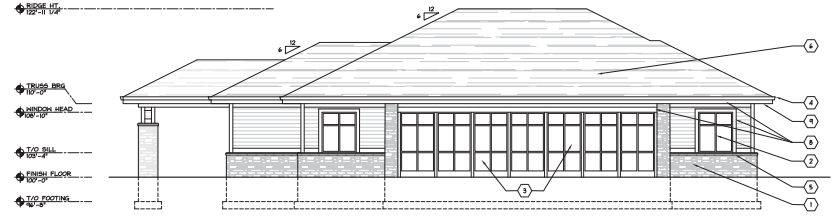


5 TRASH ENCLOSURE
 SCALE: 1/8" = 1'-0"

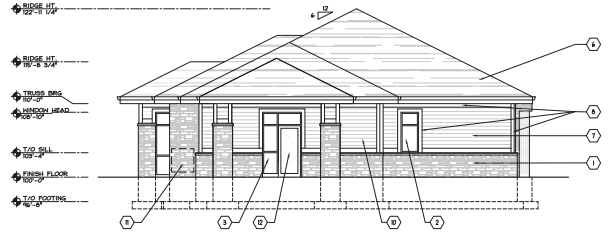
MATERIAL CALCULATIONS (BY FACADE)

FACADE	MASONRY (%)	GLAZING (%)	WOOD SIDING (%)
NORTH	32.15	21.62	46.23
EAST	20.64	60.28	28.68
SOUTH	31.02	21.62	47.46
WEST	32.64	33.54	33.96

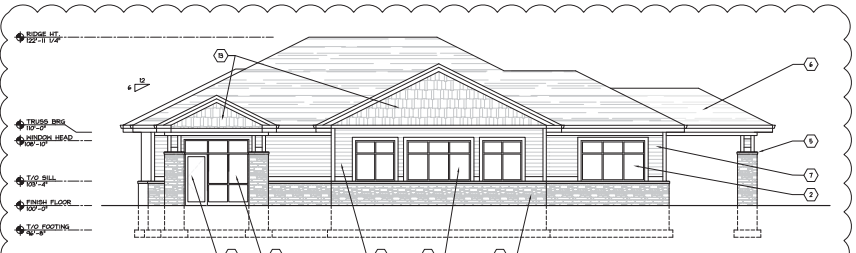
- TYPICAL BUILDING FINISHES**
- 4" STONE VENEER - (GRAY TONES) COLOR/BLEND "MANGHESTER" (HALGUST)
 - COMMERCIAL WINDOW SYSTEM w/ INSULATING GLASS
 - PRE-FINISHED ALUMINUM STOREFRONT SYSTEMS w/INSULATING GLASS
 - PRE-FINISHED GUTTER AND DOWNSPOUT COLOR TO MATCH FASCIA
 - STONE SILL/INTEL/COLUMN BASE CAP - COLOR TRD
 - 30 YEAR DIMENSIONAL ASPHALT SHINGLES
 - PRE-FINISHED ENGINEERED WOOD SIDING - EXPOSURE - COLOR TO MATCH LP SMARTSIDE MAROON GREY
 - PRE-FINISHED ENGINEERED WOOD FASCIA AND TRIM - COLOR TO MATCH LP SMARTSIDE WHITE
 - PRE-FINISHED ENGINEERED WOOD SOFFIT - COLOR TO MATCH LP SMARTSIDE
 - APPROX. UTILITY METER LOCATION - ELECTRICAL SERVICE AND NATURAL GAS
 - APPROX. UTILITY METER LOCATION - WATER METER
 - PRE-FINISHED ALUMINUM ENTRY SYSTEM w/INSULATING GLASS
 - ENGINEERED WOOD SIDING - ACCENT PATTERN - COLOR TO MATCH LP SMARTSIDE VICTORIAN GRAY
- NOTES:**
- REFER TO PROPOSED RENDERINGS FOR COLOR SCHEME/PALLETTE. ACTUAL MATERIAL FINISH SELECTIONS ARE FORTHCOMING
 - BUILDING SIGNAGE IS NOT PART OF THIS SUBMITTAL. A SEPARATE SIGNAGE APPLICATION PACKAGE WILL BE SUBMITTED IN THE FUTURE IF DESIRED.



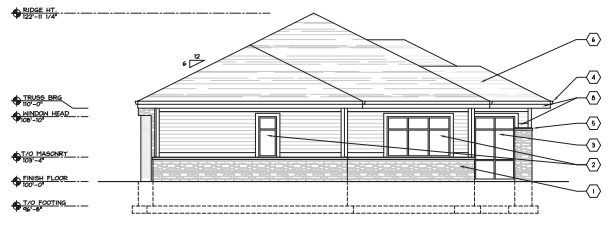
4 EAST ELEVATION
 SCALE: 1/8" = 1'-0"



3 SOUTH ELEVATION
 SCALE: 1/8" = 1'-0"



2 WEST ELEVATION
 SCALE: 1/8" = 1'-0"



1 NORTH ELEVATION
 SCALE: 1/8" = 1'-0"

SHEET TITLE
 EXTERIOR ELEVATIONS

REVISIONS

PROJECT DATA
 DATE: 02.07.2018
 JOB NO.: 17-00208
 SET USE: PLAN COMMISSION
 FILE NAME: G1-A4.0
 DRAWN BY: DLH
 SHEET NO.:

A4.0



PROPOSED BUILDING - FRONT

Dr. Hartman, Dr. Tolzman, DDS
Oak Creek, WI

DESIGN
2
CONSTRUCT
DEVELOPMENT CORPORATION

8173 W24010
NORTHWEST PARADE WAY
JACKSON, WI 53027

PHONE 262.877.9933
FAX 262.877.9934
info@design2construct.com



PROPOSED BUILDING - REAR

Dr. Hartman, Dr. Tolzman, DDS
Oak Creek, WI

DESIGN
2
CONSTRUCT
DEVELOPMENT CORPORATION

8473 M2010
NORTHWEST PARADE WAY
JACKSON, WI 53037

PHONE 262.877.9623
FAX 262.877.9934

info@design2construct.com



8872 S. Mayhew Drive

Primary Building Materials:

- Brick veneer
- Siding and trim (3 colors and patterns)
- Asphalt shingles

8872 S. Mayhew Dr.





8870 S. Mayhew Drive

Primary Building Materials:

- Stone veneer
- Siding and trim (2 colors and patterns)
- Asphalt shingles

8870 S. Mayhew Dr.

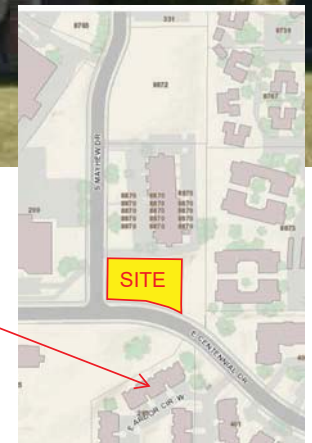




285 E. Arbor Circle W

Primary Building Materials:

- Brick veneer
- Siding and trim (1 color and pattern)
- Asphalt shingles



285 E. Arbor Circle



PLAN COMMISSION REPORT

Proposal: Rezone and Conditional Use Permit

Description: Review a request to rezone a portion of the property from Rs-3, Single-Family Residential to B-4, Highway Business, with a Conditional Use Permit for an animal hospital.

Applicant(s): Dr. Jacob Odders, Lakeshore Veterinary Specialists

Address(es): 9472 S. 27th St.

Suggested Motion: That the Plan Commission recommends to the Common Council that a portion of the property at 9472 S. 27th St. be rezoned from Rs-3, Single Family Residential to B-4, Highway Business (no change to the NO, Mixed-Use Neighborhood Overlay District), with a Conditional Use Permit for an animal hospital, after a public hearing and subject to conditions and restrictions that will be prepared for the Commission’s review at the next meeting (February 27, 2018).

Owner(s): AM Community Credit Union, C/O Trustone Financial Credit Union

Tax Key(s): 878-9000-001

Lot Size(s): 3.678 ac

Current Zoning District(s): B-4, Highway Business
Rs-3, Single Family Residential

Overlay District(s): 27th Street Overlay NO, Mixed-Use Neighborhood

Wetlands: Yes No Floodplain: Yes No

Comprehensive Plan: Planned Business

Background:

The Applicant is requesting that a portion of the property at 9472 S. 27th St. be rezoned from Rs-3, Single Family Residential to B-4, Highway Business in anticipation of constructing a new animal hospital on the

property. Animal hospitals are Conditional Uses in the B-4, Highway Business district. Plan Commissioners should note that the NO, Mixed Use Neighborhood overlay district will not change as part of this request.

According to the Comprehensive Plan, this portion of 27th Street and Ryan Road has been identified for Planned Business. This area is also part of the 27th Street Corridor Plan completed in partnership with the City of Franklin in 2007, which has additional design guidelines and an overlay district (Mixed-Use Neighborhood) that apply to these properties. Animal hospitals require a conditional use permit under the requirements of this B-4, Highway Business District. A copy of the Mixed-Use Neighborhood overlay district is included as an attachment to this report.

Per the attached narrative, Lakeshore Veterinary Specialists will be moving out of their current location in the adjacent multitenant building. However, there have been a few updates since the narrative was submitted. First, access to the site will be via the existing cross-access easement over the Pick 'n' Save property to the east. No additional access from Ryan Road or 27th Street are anticipated at this time. Second, the parcel to the north will not be a secondary access point at this time, and there will be no parking or truck circulation on the Applicant's parcel for the benefit of the parcel to the north. Finally, parking on the site plan has been designated for current and future phases of development.

As with the current location, the animal hospital will be a 24-hour/day, 7 days/week, year-round operation for referral specialty and emergency veterinary care. Pet relief areas will be designated, with staff members taking animals to the area on-leash for brief periods only. There will be no other outdoor areas, boarding, grooming, day care, training, retail sales of pet products, or on-site cremation services at the facility. Hazardous waste is handled in the same manner as a human hospital, and deceased pets are kept in a freezer at the rear of the facility for pick-up by private crematory services during non-routine business hours.

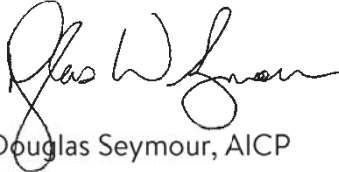
While staffing will fluctuate based on hospital needs, it is anticipated that 12 full- and part-time doctors and 48 staff members will be at the facility. Minimum parking requirements for animal hospitals are calculated at three (3) patron stalls per doctor, plus one (1) stall per employee at peak shift. Since the hospital will be staffed 24 hours/day, with staffing needs adjusted on an as-needed basis, there is no definitive peak shift. Therefore, a total of 84 parking stalls are required. Preliminary site plans show that 89 stalls are provided for the initial construction, with another 71 stalls designated as "future" parking areas should the planned future addition be constructed.

Included with this report is a preliminary rendering of the proposed building. While site, building, landscaping, lighting, and related approvals will occur at a later date, Plan Commissioners should be aware that the overlay district standards are over and above those required in the base zoning district. Examples of those standards include 4-sided architecture, specific building materials, site design, and increased landscaping elements. The Applicant is aware of these standards and requirements, and has indicated their desire and willingness to adhere to them.

With the above in mind and recognizing that staff will continue to work with the Applicant on issues related to the design of the site and building, staff has no objections to the proposed rezone and Conditional Use Permit requests. Should the Plan Commission agree, staff will prepare Conditions and Restrictions that for review at the February 27th Plan Commission meeting.

Options/Alternatives: The Plan Commission has the discretion to recommend or not recommend Common Council approval of the rezone and/or Conditional Use Permit requests. Should one or both not be recommended for Council approval, the Applicant may choose to request Council approval without recommendation. In that case, the Council would have the authority to approve of either or both requests, and remand the proposal back to the Plan Commission for Conditions and Restrictions. However, disapproval would likely result in the existing vacant condition of the property to remain.

Respectfully submitted:



Douglas Seymour, AICP
Director of Community Development

Prepared:



Kari Papelbon, CFM, AICP
Planner

Attachments:

Location Map

Overlay District Standards

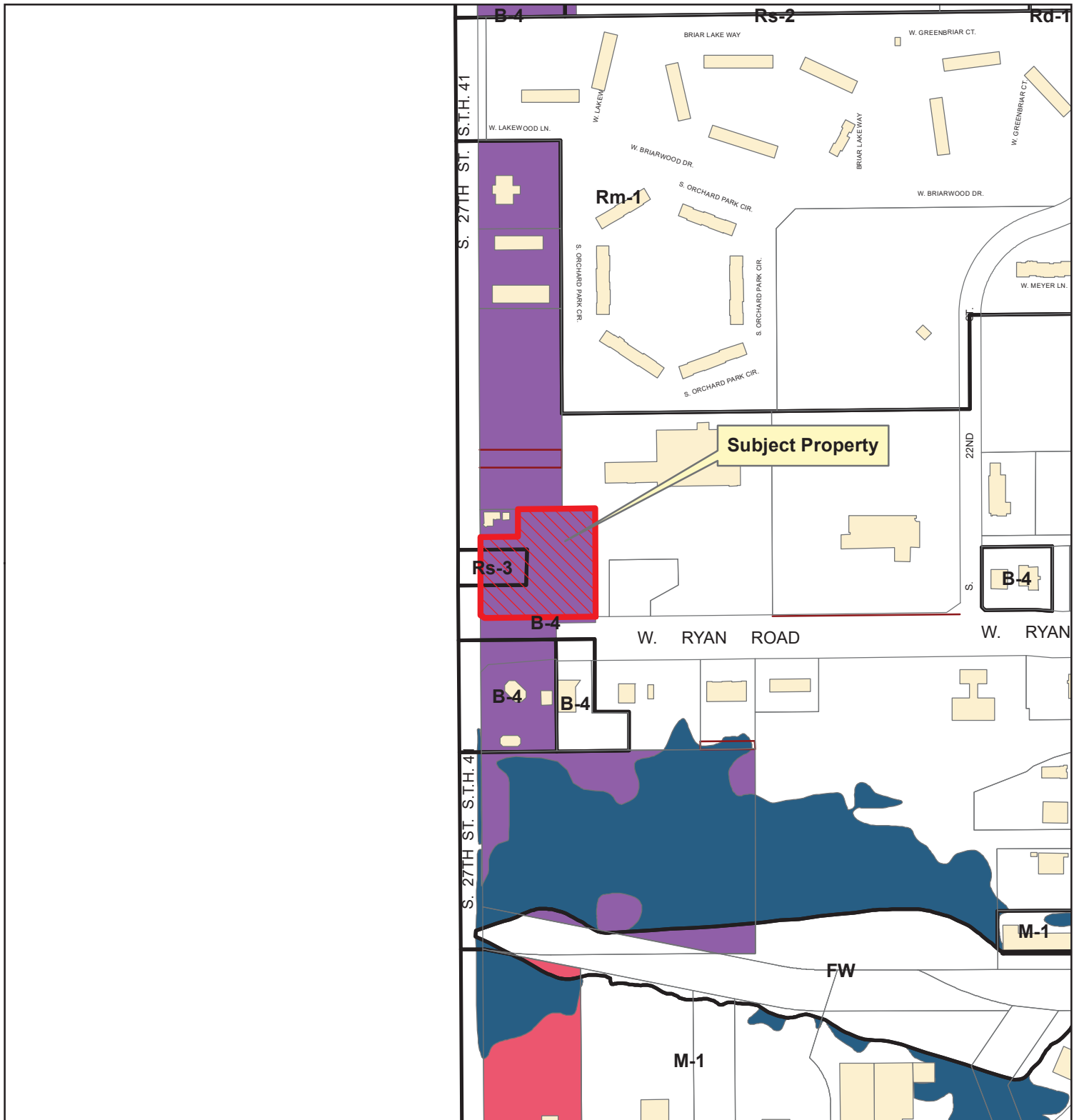
Narrative

Preliminary Site Plan

Preliminary Building Graphic

Location Map

9472 S. 27th St.



This map is not a survey of the actual boundary of any property this map depicts.



Department of Community Development



Legend	
	9472 S. 27th St.
Zoning Overlays	
	C-1-Shoreland Wetland
	FF-Flood Fringe
	Lakefront Overlay
	NO-Mixed Use Neighborhood
	OO-Mixed Use Office
	RR-Regional Retail

SEC. 17.0329 GENERAL 27TH STREET OVERLAY DISTRICTS DESIGN STANDARDS.

Coordinated efforts between the City of Oak Creek and the City of Franklin have resulted in the creation of four overlay districts along the 27th Street corridor within Oak Creek. The intent of the 27th Street overlay districts is to allow current permitted uses to maintain their permitted use standing while planning for coordinated development or redevelopment along the 27th Street corridor. Whether the current use is permitted or special use, does not change based on the overlay district zoning until the specific use changes. At that time the new overlay district zoning and design standards come in effect. The intent of the design standards is to provide creative ideas, stimulate forward thinking, promote quality design, and preserve designated woodlands and wetlands as well as ensure that the construction of buildings, facilities, and properties are compatible with their surroundings, are attractive, and enhance the corridor and building design and development standards established by the City of Oak Creek. These design standards shall apply to Sec. 17.0330 Regional Retail Overlay District, Sec. 17.0331 Mixed-Use/Office/Urban Village Overlay District Sec. 17.0332 Mixed-Use Neighborhood Overlay District, and Sec. 17.0333 Mixed-Use Office Overlay District and as shown on the Official Zoning Map.

(a) General Design Guidelines

1. Establish and improve the visual character of the 27th Street corridor to reflect its role as one of the most prominent entrances and gateways in the cities of Franklin and Oak Creek and Milwaukee County, and to establish a unique, quality identity for this important corridor.
2. Enhance the destination and market appeal of the corridor.
3. Design a visually pleasing, safe, and socially stimulating business district and destination for Franklin, Oak Creek, and southern Milwaukee County.
4. Facilitate well-planned, coordinated, quality private development along and across the corridor.
5. Ensure that public streets, buildings, infrastructure, and open spaces set a high standard for a quality physical environment throughout the corridor.
6. Enhance the quality of the pedestrian experience along the corridor by providing a pleasant experience for business patrons, employees, and residents.
7. Enhance economic investment for business and property owners.
8. Protect and conserve neighborhood character, and establish safe, convenient and attractive linkages between neighborhoods and shopping and employment areas.
9. Encourage flexible and individual creativity rather than uniformity.
10. Promote community awareness of the physical environment.
11. Preserve and protect environmentally sensitive areas including woodlands and wetlands.

(b) Design Principles

1. Land Use
 - a. Development must provide a mix of uses that encourage pedestrian activity, respect the natural topography and express the street's cultural identity. Fostering a mix of retail, restaurants, offices, service businesses, light industry, residential, civic/institutional uses, and public open spaces is encouraged.
2. Buildings

- a. Buildings must be, or appear to be at least two stories in height to give scale to the street. Buildings are located closer to the street to create a sense of enclosure for the public sidewalk. Building setbacks provide space for amenities that enhance pedestrian activity along the street.

3. Parking

- a. Parking lots must be primarily located on the sides and rears of buildings and are shared by two or more businesses. Large parking areas contain significant landscape islands with clear pedestrian walkways.

4. Streets

- a. Streets within developments must be designed to accommodate efficient traffic flow and multiple transportation choices including automobiles, bicycles, buses, and possible other mass transit options.

5. Walkability

- a. Sidewalks/terrace areas within developments must be a minimum of ten (10) feet wide with a six (6) foot unobstructed sidewalk zone and minimum four (4) foot wide terrace next to the public street. Street furnishings are provided in the terrace to enhance the pedestrian character and use of the street including pedestrian scale lighting, benches, bicycle racks, information kiosks, etc. Crosswalks are clearly marked and include pedestrian refuge islands for safe pedestrian and bicycle crossings.

6. Landscaping

- a. Street trees must be provided to shade the sidewalk, provide a sense of enclosure for the street, and visually unify the blockface.

(c) Design Standards

The following general design standards provide overarching design principles that are common to all new construction and renovation projects along the 27th Street corridor. These standards fit into four (4) functional categories: blockface design, building design, site design, and streetscape design.

1. Blockface Design

The buildings and sites along 27th Street are not isolated structures. The placement and appearance of the buildings, sites, and signs contribute to the character of the entire block and ultimately to the character of the street. A blockface is one side of a street block. Because 27th Street runs north and south, the blockface along the street area oriented either east or west. When the buildings along a street block are closely spaced or contiguous, the blockface becomes a cohesive vertical element or “street wall”. The opposing blockfaces along the street create a series of relatively parallel street walls that – to varying degrees – enclose the public streetscape and create outdoor, linear “rooms”.

a. The general guidelines for how private property owners can improve the blockface design include:

- 1) Coordinate building and site designs with adjoining properties.
- 2) Promote shared driveways and parking.
- 3) Use landscaping and furnishings to enhance the public sidewalk.
- 4) Consider infill development and landscaping to create a continuous blockface.

b. Circulation and Access

- 1) The internal transportation network for new developments or redevelopment of existing properties shall be designed to accommodate all modes of transportation and incorporate a network of interconnecting streets and blocks with respect to the natural landscape. The internal transportation network shall provide alternate routes to every destination, distributing automobile traffic and shortening walking distances.
- 2) Commercial buildings shall incorporate pedestrian walkways and open spaces and encourage safe movement through their site and to the surrounding area. Such walkways shall be connected with public streets in an engaging and identifiable manner and conflicts between pedestrians and vehicles shall be minimized, to the extent possible.
- 3) Development that maximizes the opportunity to preserve and access adjacent natural and scenic areas including Falk Park, the Root River Corridor, and the Oak Creek Corridor is expected. 4) Loading docks and other service requirements shall be placed at the rear of buildings and accessed from service driveways. Pedestrian areas and customer parking areas shall be separated from these areas.

2. Building Design

The design of buildings is a key part of shaping a positive and attractive character for the 27th Street corridor. New buildings and renovation of existing buildings shall enliven the public streetscape, complement the character of adjacent buildings, and provide inviting entrances to pedestrians. Building designs shall be sustainable, as well. "Green" architecture, which uses water, energy, and other natural resources more efficiently, is encouraged.

a. General design parameters for building design include:

- 1) Create buildings with details and proportions that are scaled to the pedestrian.
- 2) Complement scale and character of adjacent buildings.
- 3) Encourage mixed-use buildings.
- 4) Create inviting entrances.
- 5) Maximize storefront transparency.
- 6) Design all sides of the building visible to the public.
- 7) Encourage franchises to respect the character of the street.

- 8) Employ sustainable design practices.
- 9) Provide details that express the corridor's character and identity.

b. The building character and design standards.

- 1) Multi-story buildings with quality architectural design shall be located on prominent sites, such as key intersections, corners, terminations of street vistas, and on high points to serve as landmarks.
- 2) Exterior materials shall be durable, high-quality materials, true to form (such as stone below wood rather than the opposite), and appropriate for external use.
- 3) Brick, stone and terra-cotta shall be the primary materials for new buildings or additions.
- 4) The use of false brick or other "faux" sidings is not permitted.
- 5) Painting of natural brick and stone is not permitted.
- 6) Color choice shall complement the style and materials for the building's façade and provide a pleasing relationship with adjoining buildings.
- 7) Trash, service and mechanical areas shall be entirely screened from view and located on the side or rear of properties.
- 8) All visible sides of the building shall be designed with details that complement the front façade. Side façades that are visible from the public street shall receive equal design attention.
- 9) Building massing that creates modulation and articulation is encouraged.
- 10) Multi-story buildings that allow for a mix of retail, office or residential uses are encouraged.

c. Building details

- 1) Building design standards less than 20,000 square feet (excluding single and two family residential).

a. Building Materials and Colors

- (i) Façades shall be varied and articulated to provide visual interest to pedestrians. Within larger projects, variations in façades, floor levels, architectural features, and exterior finishes shall create the appearance of several smaller buildings.
- (ii) Masonry, stone, stucco and wood shall be used on the exterior to convey an impression of durability. Metal is not allowed as the primary exterior building material, but it may be used for accents including awnings.
- (iii) Where masonry is used for exterior finish, decorative patterns shall be incorporated. Ex. Multicolored masonry units such as brick, stone, or cast stone, in layered or geometric patterns, or split-faced concrete block to simulate a rusticated stone-type construction.
- (iv) Wood siding shall be bevel, shingle siding, or channel siding and not be applied in a diagonal or herringbone pattern.

- (v) Building façade colors shall be nonreflective, subtle, neutral, or earth tone. Building trim and architectural accent elements may feature brighter colors, but such colors shall be muted, not metallic, not fluorescent, and not specific to particular uses or tenants. Standard corporate and trademark colors shall be permitted only on a sign face and copy areas.

b. Roof Materials, Parapets and Roof Pitch

- (i) Pitched roof structures shall have a minimum roof pitch of 6/12.
- (ii) Flat roofs are permitted with detailed stepped parapets or detailed brick coursing.
- (iii) Parapet corners shall be stepped or designed to emphasize the center or primary entrance(s), unless the primary entrance is at the corner of the building.
- (iv) Visible sloped roofs shall be neutral in color, such as gray, black or dark brown.
- (v) Visible roof materials shall be wood or architectural grade composition shingle or sheet metal with standing or batten seam.
- (vi) All roof and wallmounted mechanical, electrical, communications, and service equipment, including satellite dishes and vent pipes, shall be screened from public view by parapets, walls, or by other approved means.

c. Building Façades

- (i) Decorative devices, such as molding, entablature, and friezes, are encouraged at the roofline. Where such ornamentation is present in the form of a linear molding or board, the band shall be at least eight (8) inches wide.
- (ii) Buildings shall incorporate features such as arcades, roofs, porches, alcoves, porticoes, and awnings to protect pedestrians from the rain and sun. Awnings and entrances may be designed to be shared between two (2) structures.
- (iii) For buildings designed to house retail, service, or office businesses, traditional storefront elements are required. These elements include:
 - Front and side building walls placed as close as permitted to property lines.
 - Clearly delineated upper and lower façades.
 - A lower façade dominated by large display windows and a recessed entry or entries.
 - Smaller, regularly spaced windows in the upper floor.
 - Decorative trims, such as window hoods, surrounding upper floor windows.
 - A decorative cornice near the top of the façade.

d. Change in Relief of Building

- (i) Buildings shall include changes in relief on ten (10) percent of their primary façade. Relief changes include cornices, bases, fenestration, fluted masonry, or other treatment for pedestrian interest and scale.

e. Windows

(i) Windows that allow views to the interior activity or display areas are required. Windows shall include sills at the bottom and pediments at the top. Glass curtain walls, reflective glass, and painted or darkly tinted glass shall not be used.

(ii) Ground floor window standards.

- All new buildings shall provide ground floor windows.
- Required window areas shall be wider windows that allow views into working areas or lobbies, pedestrian entrances, or display windows.
- Required windows shall have a sill no more than four (4) feet above grade. Where interior floor levels prohibit such placement, the sill shall be raised to allow it to be no more than two (2) feet above the finished floor level, up to a maximum sill height of six (6) feet above grade.
- Darkly tinted windows and mirrored windows that block two-way visibility are prohibited as ground floor windows along street facades.
- The primary façade of each building, or for corner buildings, each of the two facades, shall contain at least twenty (20) percent of the ground floor wall area in display areas, windows, or doorways. Blank walls are prohibited.
- Ground floor windows are also required on facades facing any public parking lot. The minimum requirement is sixteen (16) square feet per story, or six (6) percent of the façade, whichever is greater.

(iii) Upper floor window standards.

- Glass area dimensions shall not exceed 5'x7'. (The longest dimension may be taken either horizontally or vertically).
- Windows shall have trim or molding at least two (2) inches wide around their perimeters.

f. Modification of Standards

The Plan Commission may modify any of the above building design standards by a $\frac{3}{4}$ vote of members in attendance, but only if supplemental design elements or improvements are incorporated into the project (over and above those which are otherwise required) which compensate for the modification of the particular standard. In support of the modification request, the applicant shall detail such supplemental design elements in written and graphical form, and provide an explanation as to the nature of the standards for which the modification is requested.

g. Pedestrian Accessibility

- (i) Buildings shall maintain and/or enhance the pedestrian scale.
- (ii) Building entries shall comply with the accessibility requirements of the applicable state and federal codes.
- (iii) Special attention shall be given to designing a primary building entrance that is both attractive and functional.
- (iv) Buildings located at the intersection of two (2) streets shall utilize a corner entrance to the building unless this is deemed by the Plan Commission to be impractical.
- (v) Pedestrian environment may be enhanced by street furniture, landscaping, awnings, and movable planters of seasonal flowers.

2) Building detail for buildings more than 20,000 square feet

a. Building Materials

- (i) Building materials shall be unified throughout the building, and shall complement other buildings in the vicinity.
- (ii) Exterior building materials shall be of high and comparable aesthetic quality on all sides.
- (iii) Building materials such as glass, brick, decorative concrete block, or stucco shall be used.
- (iv) Decorative architectural metal with concealed fasteners may be approved if sensitively incorporated into the overall design of the building.

b. Building Design

- (i) The building exterior shall be unified in design throughout the structure, and shall complement other building in the vicinity.
- (ii) The building shall employ varying building setbacks, height, roof treatments, door and window opening, and other structural and decorative elements.
- (iii) A minimum of twenty (20) percent of all of the combined façades of the structure shall employ actual façade protrusions or recesses.
- (iv) A minimum of twenty (20) percent of all of the combined linear roof eave or parapet lines of the structure shall employ differences in height, with such differences being six (6) feet or more as measured eave to eave or parapet to parapet for buildings over fifty thousand (50,000) square feet.
- (v) Roofs with particular slopes may be required by the City to complement existing buildings or otherwise establish a particular aesthetic objective.
- (vi) Ground floor façades that face and are on properties that are in any part within one hundred (100) feet of public streets shall have arcades, display windows, entry areas, awnings, or other such features along no less than fifty (50) percent of their horizontal length.

c. Building Entrances

- (i) Public building entryways shall be clearly defined and highly visible on the building's exterior design, and shall be emphasized by on-site traffic flow patterns.
- (ii) Two (2) or more of the following design features shall be incorporated into all public building entryways:
 - canopies or porticos
 - overhangs
 - projections
 - arcades
 - peaked roof forms
 - arches
 - outdoor patios
 - display windows
 - distinct architectural details
- (iii) All sides of the building that directly face or abut a public street or public parking area shall have at least one public entrance, except that the City shall not require building entrances on more than two (2) sides of any building.

d. Building color

- (i) Building façade colors shall be non-reflective, subtle, neutral, or earth tone.
- (ii) The use of high intensity colors, metallic colors, black, or fluorescent colors on façades shall be prohibited.
- (iii) Building trim and architectural accent elements may feature brighter colors, but such colors shall be muted, not metallic, not fluorescent, and not specific to particular uses or tenants.
- (iv) Standard corporate and trademark colors shall be permitted only on sign face and copy areas.

e. Modification of Standards

The Plan Commission may modify any of the above building design standards by a $\frac{3}{4}$ vote of members in attendance, but only if supplemental design elements or improvements are incorporated into the project (over and above those which are otherwise required) which compensate for the modification of the particular standard. In support of the modification request, the applicant shall detail such supplemental design elements in written and graphical form, and provide an explanation as to the nature of the standards for which the modification is requested.

f. Building location

- (i) Where buildings are proposed to be distant from a public street, the overall development design shall include smaller buildings on pads or outlots closer to the street.

g. Screening

- (i) Mechanical equipment, refuse containers and any permitted outdoor storage shall be fully concealed from on-site and off-site ground level views, with materials identical to those used on the building exterior.
- (ii) Loading docks shall be completely screened from surrounding roads and properties. Said screening may be accomplished through loading areas internal to buildings, screen walls which match the building exterior in materials and design, fully opaque landscaping at time of planting, or combinations of the above.
- (iii) Gates and fencing may be used for security and access, but not for screening, and shall be of high aesthetic quality.

h. Traffic impact

- (i) All projects that include buildings over twenty thousand (20,000) square feet shall have direct access to an arterial or collector street, or shall dedicate public roads that have direct access to a public street.
- (ii) Vehicle access shall be designed to accommodate peak on-site traffic volumes without disrupting traffic on public streets or impairing pedestrian safety through parking lot design and capacity; access drive entry throat length, width, design, location, and number; and traffic control devices; and sidewalks.
- (iii) The site design shall provide direct connections to adjacent land uses if required by the City.
- (iv) Prior to development approval, the applicant's traffic engineer shall complete and present a traffic impact analysis following WiDOT guidelines. Where the project will cause off-site public roads, intersections, or interchanges to function below level of service C, as defined by the Institute of Transportation Engineers, the City may deny the application, require a size reduction in the proposed development, or require that the developer construct and/or pay for required off-site improvements.

3. Site Design

Site design refers to the physical arrangement of buildings, walkways, parking lots, landscaping, and other elements on a property. The placement of these elements of the site will contribute to the functional and aesthetic character of the site and the entire 27th Street corridor. For example, sites with large front parking areas or large setbacks generally contribute little to the aesthetic quality or walkability of 27th Street. Site development that places well-designed buildings closer to the street will strengthen the character and spatial enclosure of the street.

a. The general guidelines for how private property owners shall improve their sites include:

- 1) Locate buildings close to the street.
- 2) Connect entrances with public sidewalks.
- 3) Avoid parking in front yards.
- 4) Provide attractive landscaping/outdoor spaces.
- 5) Utilize woodlands and wetlands as functional open spaces.
- 6) Complement the public “streetscape”.
- 7) Locating and screening trash and utility areas away from the street.
- 8) Promote crime prevention through environmental design.
- 9) Employ sustainable design practices.

b. Parking

- 1) Parking lots shall be landscaped around the perimeter to screen the view from public streets.
- 2) Parking lots shall include landscape islands to break up large surface areas. A common standard is a nine (9) foot landscape island for every linear row of ten (10) to fifteen (15) parking spaces.
- 3) Parking for new buildings shall be primarily located at the rear and on the sides of the building for buildings fronting 27th Street. If parking in front can not be avoided, landscaping shall be provided between the parking area and the public street. For existing properties, where the site permits, parking in the front shall be relocated to the side and rear of the building as properties redevelop.
- 4) For properties such as gas stations - -where front parking cannot be removed – walkways, landscaping, architectural features, and lighting shall be provided to make these areas more attractive and inviting. Decorative fences, walls, and/or landscaped edges shall screen front parking areas from the public sidewalk. Screening shall not exceed forty-two (42) inches in height.
- 5) Large parking areas shall include walkways to allow safe pedestrians access to the building entrance and connect the site to adjacent streets and properties. Pedestrian walkways shall be designed with amenities such as special paving treatments (colored paver blocks or textured concrete), lighting, and furnishings to create a pedestrian friendly character.
- 6) Parking lots shall be connected with adjoining lots where practical.

c. Landscaping, Lighting, and Site Furnishings.

- 1) All landscaping standards in the City of Oak Creek Zoning Code Section 17.1010 shall be upheld in all 27th Street corridor overlay districts.
- 2) Lighting styles and fixtures shall complement the architectural design and coordinate with lighting in the larger development or on adjacent properties.

- 3) Light fixtures shall have a cut-off or beveled prism light that directs lighting toward the ground to minimize off-site impacts. Higher lighting levels shall be provided for pedestrian use areas. Low-level building and landscape accent lighting is encouraged, where appropriate.
- 4) Lighting and site furnishings (benches, trash receptacles, bicycle racks, etc.) shall be designed to complement the character of the building, and provide an attractive and strong relationship with adjoining properties and the public sidewalk.
- 5) Bicycle storage facilities shall be located near the building entrance.
- 6) Screen fences and/or landscaped buffers shall be provided at property edges, particularly where commercial and light industrial properties adjoin residential properties.
- 7) New streets as proposed as part of new developments shall provide "pedestrian friendly" streetscape with on-street parking.

d. Environment

- 1) All environmentally sensitive areas such as wetlands and woodlands as designated by the City Engineer shall remain uninterrupted.
- 2) All primary and secondary environmental corridors and isolated natural areas as recorded by the Southeastern Wisconsin Regional Planning Commission shall remain uninterrupted.
- 3) Development shall not negatively impact any environmentally sensitive areas.

e. Signage

Building signage shall fit with and enhance the character of a building and the overall environment of the 27th Street corridor. The 27th Street area shall be designated a special signage district to ensure well-designed and cohesive signage in the gateway corridor into the cities of Oak Creek and Franklin and Milwaukee County.

- 1) Preferred sign types include signs integrated into the design of the building, along a sign band, window signs, awning signs, projecting signs, and monument signs of six (6) to eight (8) feet in height.
- 2) Natural landscaping features shall be used in conjunction with monument signs.
- 3) Signs shall be simple and easy to read and include street names and addresses prominently.
- 4) Sign colors shall relate to and complement the primary colors of the building façade.
- 5) Sign design and placement shall fit the character of the building and not obscure architectural details.
- 6) Signage shall be centered within the prescribed signage area of the building.
- 7) Large pylon or post mounted box signs are prohibited on 27th Street.
- 8) Plastic, internally illuminated signs are not allowed.
- 9) Window signs shall not exceed fifty (50) percent of the total window area.
- 10) Billboards or signs on roofs, dormers, and balconies are not allowed.

- 11) Signs affixed to the exterior of a building shall be architecturally compatible with the style, composition, materials, colors, and details of the building, as well as with other signs used on the building or its vicinity.

4. Streetscape Design

The 27th Street/State Highway 41 corridor has long served as an auto-oriented commercial district and a major arterial street that historically provided a direct truck route between Milwaukee and Chicago. Public input during the 27th Street Corridor Planning process has identified the need to create a high-quality urban atmosphere for the 27th Street corridor. The following are standards for public street improvements to accomplish this goal.

a. The general design standards for public street improvements include:

- 1) Establish gateways and districts.
- 2) Accommodate multiple transportation modes (e.g., transit, autos, pedestrians, bicyclists).
- 3) Create and enhance pedestrian safety and comfort (e.g., crosswalks, lighting).
- 4) Visually 'unify' the streetscape (lighting, street trees, and street furniture).
- 5) Reduce visual 'clutter' (private signage and overhead utilities).

b. These standards are divided into four (4) parts:

1) Street Design

a. Sidewalks

- (i) Sidewalks shall be provided along South 27th Street in areas not served by the proposed multi-use trail system.
- (ii) All sidewalks shall be a minimum of six (6) feet wide, and include a minimum eight (8) foot wide landscaped terrace area.

b. Crosswalks

- (i) Clearly define crosswalk areas on 27th Street with reflective paint or specialty pavement such as colored concrete, or other DOT/City approved materials. Pavements shall meet ADA standards to allow for the ease of travel by persons with disabilities. Install handicap accessible curb ramps at all crosswalks.
- (ii) Provide refuge islands at all crosswalk locations that are wide enough for pedestrian and bicyclists.
- (iii) Provide pedestrian activated crossing lights, (countdown pedestrian walk lights) at key signalized intersections.

c. Medians

- (i) The nose of the median shall fully enclose the crosswalk and be wide enough to allow safe refuge for multiple pedestrians and bicyclists.
- (ii) Provide landscaping, lighting, and banners.
- (iii) Sections of medians that are too narrow for landscaping shall be paved with special colored paving in lieu of plain concrete to visually break up the wide expanse of pavement and add character to the area.
- (iv) Explore having businesses, or business association, fund special median landscape treatments.

d. Bicycle Circulation

- (i) Establish a continuous bicycle system on both sides of 27th Street through eight to ten foot wide offstreet multi-use paths within the right-of-way.

e. Stormwater Design

- (i) As 27th Street is reconstructed, the storm sewer system shall be designed to allow for stormwater infiltration and sediment collection.
- (ii) Open spaces along public right-of-ways shall be considered as locations for rain gardens to facilitate stormwater infiltration.

2) Streetscape Design

- a. Streetscape improvements shall be located in the terrace zone of the sidewalk and the median.

b. Lighting

- (i) New roadway lighting shall be selected to provide a unique identity for 27th Street. Lighting fixtures shall be directed toward the ground and not toward the sky.
- (ii) Existing and new roadway lighting shall accommodate banners, hanging floral baskets and holiday decorations that will improve the visual character and identity of the street.

c. Street Trees and Landscaping

- (i) Street trees for 27th Street shall be selected to provide visual interest and seasonal variety in compliance with WISDOT standards. Street trees shall have the same characteristics of both sides of the street in a given block.
- (ii) Provide low maintenance, perennial plantings in the medians. Higher maintenance plantings can be provided if individuals or groups take responsibility for contracting out annual planting and maintenance.

d. Street Furniture and Amenities

- (i) Street furniture and amenities shall be provided in higher pedestrian use areas and present a uniform design that complements the desired theme and identity for 27th Street.

3) Gateways and Entrances

- a. All entrances shall be designed to improve the visual character and identity of 27th Street.
- b. The design of key entrances shall present a coordinated identity and theme for 27th Street. The theme, colors, and design of entrance features and signage shall be coordinated with other design features such as lighting, furnishings, and street banners. Entrance features and signage shall be located to avoid clutter and confusion with other signage.
- c. The 27th Street Corridor Land Use Plan recommends a full highway interchange at the intersection of 27th Street and I94. Special landscaping, architectural, or public improvements shall be used at this interchange to identify this as an important community gateway.
- d. All intersections shall be beautified with landscaping and signage features that are scaled and proportional to respond to both the pedestrian and vehicular travelers.
- e. Neighborhood entrance signs or smaller business district signs shall be located in open spaces along the street. Easements on private property may be needed to locate these signs.

4) Wayfinding

- a. A coordinated wayfinding system shall be designed that directs visitors to the many public destinations located along and around 27th Street, and in both communities, such as the medical centers, the airport, park and ride facilities, parks, libraries, community centers, etc.
- b. Wayfinding signage shall be located in the terrace or median.

5) Regulatory Signage

- a. Opportunities to reduce the number of regulatory signs shall be evaluated to limit signage clutter and improve the visual character of the street while maintaining safety standards.
- b. Maximize opportunities to place multiple signs on each sign pole.
- c. Locate signs in sidewalk terrace areas, wherever possible. Limit the number of signs in the median.
- d. Inventory existing regulatory signage to identify and eliminate potential duplications. Consider use of electronic readerboard signage as a supplement or replacement signage along the corridor.

SEC. 17.0332 NO - MIXED-USE NEIGHBORHOOD OVERLAY DISTRICT

The Mixed-Use Neighborhood Overlay District is intended to provide local retail products and services, both single and multi-unit residential units along the 27th Street corridor, while preserving and maintaining the environmentally sensitive areas. The design standards of Section 17.0329 shall apply to the Mixed-Use Neighborhood Overlay District.

(a) Permitted Uses: The following are permitted uses, provided that there is no outdoor storage of merchandise:

1. Antique and collectors stores.
2. Art supply stores.
3. Automotive parts and accessories without installation.
4. Bakeries where not more than fifty (50) percent of the gross floor area is devoted to the processing of bakery goods; and not employing more than five (5) persons at any one time.
5. Banks, savings and loan associations and other financial institutions.
6. Barber shops.
7. Beauty shops.
8. Book or stationary stores.
9. Bowling alleys.
10. Business offices.
11. Camera and photographic supply stores.
12. Clothing stores.
13. Catering services.
14. Coin and philatelic stores.
15. Confectioneries and ice cream stores.
16. Currency exchanges.
17. Convenience food store.
18. Delicatessens.
19. Drug stores.
20. Florists.
21. Electronic equipment sales, service and repair.
22. Equipment rental with only inside storage facilities.
23. Essential services.
24. Fish markets.
25. Fruit stores.
26. Furniture stores.
27. Furriers and fur apparel.
28. Garden centers.
29. Grocery stores.
30. Gift stores.
31. Hobby and craft shops.
32. Interior decorators.

33. Insurance sales offices.
34. Janitorial supplies and services.
35. Jewelry stores.
36. Medical and dental clinics.
37. Mail order service stores.
38. Messenger services.
39. Laundries and dry cleaners, not employing more than five (5) persons on any one work-shift.
40. Law offices.
41. Liquor stores.
42. Meat markets.
43. Music stores.
44. Neighborhood food store.
45. Newspaper and magazine stores.
46. Office supplies and business machine stores.
47. Optical stores.
48. Pet stores and pet grooming.
49. Paint, glass, and wallpaper stores.
50. Public utility offices.
51. Photography and art studios.
52. Printing services, limited to no more than 2,000 square feet of floor area.
53. Plumbing and heating supplies.
54. Real estate sales offices.
55. Radio and television broadcast or recording studios, not including transmitting towers.
56. Restaurants, except drive-in restaurants. No live entertainment other than music or dancing shall be permitted.
57. Self-service laundry and dry-cleaning establishments.
58. Shoe stores and leather goods stores.
59. Soda fountain and ice cream stores.
60. Sporting goods stores.
61. Stockbrokers and securities dealers.
62. Taverns and cocktail lounges.
63. Testing laboratories.
64. Tailor or dressmaking shops.
65. Tobacco stores.
66. Travel agency.
67. Upholstering.
68. Variety stores.
69. Video tape sales and rental.
70. Vegetable stores.

(b) Permitted Accessory Uses:

1. Garages used for storage of vehicles used in conjunction with the operation of the business.
2. Off-street parking and loading areas.
3. Ground-mounted and building-mounted earth station dish and terrestrial antennas.
4. Solar collectors attached to the principal structure.

(c) Conditional Uses:

1. Animal hospitals.
2. Automotive, motorcycle, recreation vehicles, marine, and aircraft sales and service.
3. Car washes.
4. Contractor's offices and shops, provided that there shall be no outdoor storage of equipment and materials.
5. Drive-in and Drive-through facilities. No drive-in restaurant shall sell or dispense alcoholic beverages.
6. Gasoline service stations provided that all gas pumps are set back at least twenty-five (25) feet from the street right-of-way and are not closer than twenty-five (25) feet to a side or rear lot line. Service stations canopies shall be located not closer than twenty (20) feet to a street right-of-way or side or rear lot line.
7. Group day care centers.
8. Radio and television transmission towers, receiving towers, relay and microwave towers, and broadcast studios.
9. Multifamily residential.
10. Religious Institutions.

(d) Lot Area and Width: Lots shall have a minimum area of two (2) acres and shall be not less than 150 feet in width.

(e) Building Height and Area:

1. No principal building or parts of a principal building shall exceed fifty (50) feet in height. No accessory building shall exceed seventeen (17) feet in height.
2. The sum total of the floor area on tall floors of the principal building and all accessory buildings shall not exceed forty (40) percent of the lot area.

(f) Setback and Yards:

1. There shall be minimum front setback of twenty-five (25) feet from the right-of-way of all streets for single-family residential uses.
2. There shall be a maximum setback of twenty-five (25) feet from the right-of-way of all streets for commercial and multiunit residential uses.
3. There shall be a side setback on each side of all principal buildings of not less than fifteen (15) feet.
4. There shall be a rear setback of not less than twenty-five (25) feet.

5. There shall be a minimum wetland setback of fifty (50) feet.
6. Accessory building shall be located not less than five (5) feet from a side or rear lot line; except if it abuts a residential district, the setback provided shall be at least what the appropriate side or rear setback for a principal building would be in the adjoining residential district. However, in no case shall it be less than ten (10) feet.

(g) Design Standards:

1. Multi-unit residential buildings shall be no more than five (5) feet from the right-of-way.
2. A lot with multiple buildings, such as townhouses, shall include a community greenspace.
3. Multi-unit and mixed-use residential buildings greater than eight (8) units shall include underground parking.
4. Creative and unique development patterns are expected. Conventional subdivisions that do not respect the area's natural features or topography and do not create a sense of neighborhood shall not be allowed.
5. Multi-unit buildings on corner lots shall be designed with careful attention to architectural detail and site design since they are highly visible from adjacent streets.
6. Lots for apartment or condominium buildings shall balance the functional requirements of parking with the provision of pedestrian amenities. Transition areas between parking and commercial or residential uses shall be carefully designed and landscaped.
7. Courtyards or internal parks enclosed by apartment or condominium structures are highly encouraged. A logical network of walkways that connect sidewalks, common open space, and parking lots shall be provided.
8. When site conditions enable the locations of apartment or condominium buildings close to 27th Street, a landscape buffer between the street and development lot lines shall be provided.
9. Setbacks and screening shall be provided between apartment or condominium buildings/parking areas and adjacent properties.
10. Whenever possible, developments shall be organized around interconnected greenways.
11. Curb-cuts may be allowed to minimize disturbance to topography and other environmentally sensitive areas.
12. Large expanses of one housing style to type (i.e. single family, garden apartments, duplexes, etc.) are not desirable.
13. Neighborhood designs shall encourage walking to destinations in the area. Street layouts shall not be so circuitous and lacking in connections between streets that residents are forced to drive. The use of cul-de-sacs are not permitted, unless by using them, significant environmental resources are protected.
14. Front porches and stoops are encouraged on both single and multi-family units. 15. Buildings with multiple dwelling units are expected to include varied rooflines, and

varied façade depths to create variety and individuality of dwelling units within the building.



Planning Commission
City of Oak Creek
8040 S. 6th Street
Oak Creek, Wisconsin 53154

January 14, 2018

Re: Project Narrative:

Introduction:

Attached to this project narrative you will find the graphical information regarding the proposed business development located 9472 South 27th Street, the northeast corner of S. 27th Street and Ryan Road. The proposed development will be a new Veterinary Hospital which will include a 15,000 square foot building and the requisite site development needed to support the new building.

Lakeshore Veterinary Specialists (LVS), currently located at 2400 West Ryan Road will be the owner/ occupant of this building. LVS will be moving out of their existing tenant space in the multi-tenant building attached to the Pick n Save building just east of this property.

Existing Site:

The existing site is approximately 3.48 acres and is currently vacant. The site frontage is S. 27th Street on the West, West Ryan Road on the South, an adjacent like zoned vacant property and a bar/ restaurant to the North and the Pick n Save development to the East. Our proposed primary building orientation is toward S. 27th Street and West Ryan Road however we understand that the building will require four-sided architecture. Vehicular access to the site is currently permitted only from an existing cross access easement with the Pick n Save property, see attached easement exhibit. Access from S. 27th Street and West Ryan Road is prohibited by the Wisconsin Department of Transportation (DOT). There is an existing site access point on S 27th Street that will be required to be removed by the DOT. The DOT indicated a proposed public street is planned north of the property which will provide access into the back side of the Pick n Save property. This public road, when constructed, will also provide access to the site.

Site currently has several zoning designations which govern how the site can be developed. The base zoning designation is "B-4" Business. There is a remnant zoning designation of "Rs-3" Residential on the west side of the property which covers a small zone on the site. Additionally, there are two Overlay districts which apply to the site, "NO" Mixed Use Neighborhood Overlay district and "27th Street" Overlay District. The "Rs-3" district will be removed as part of this project.

N173 W21010

Northwest Passage Way

Jackson, WI 53037



Tel: 262.677-9933

Fax: 262.677.9934

New Site:

The site shown for this new development provides 140 total parking spaces. This number of stalls is shown to provide a visual of where parking can be provided but will vary depending upon how the site is developed. The site will have an initial building of approximately 15,000 square feet. This initial building will require only 84 parking stalls. At some point in the future LVS is anticipating an addition of approximately another 15,000 square feet. At this point the parking lot will be reconfigured and additional parking will be required.

Access to the site is as previously noted through a cross access easement on the Pick n Save parking lot. In conversations with the DOT it was suggested LVS discuss creating a shared access with the bar/restaurant neighbor to the north. The DOT has stated the access to that site is permitted and they would be supportive of making this a shared access point for both properties. The DOT also noted they would support an access swap between the properties in which the neighbor would give up their access and the access to the LVS site not permitted previously would then become the access for both sites. The site plan we are presenting with this submittal reflects this condition.

In an effort to negotiate this access swap with the neighbor LVS is proposing to provide additional parking and truck circulation for the neighboring site. This parking and the truck circulation will be provided by a permanent access easement with the neighbor. Additional parking for the neighbor would cross the property lines on the north side of the LVS site and the east/ south side of the neighbor's property.

Storm water management will be accomplished utilizing one proposed pond in the southeast corner of the site. Storm water management plans will follow with submittals for site and building approval at Plan Commission.

Landscaping for the site will follow all City of Oak Creek guidelines as outlined in the city ordinances.

New Building:

At the time of this submittal for Conditional Use and Re-Zoning the building has not yet been designed. We have had conversations with the City of Oak Creek Planning staff regarding the expectations for the building design. In an effort to help clarify the design intent for this project, we have attached a rendering of the LVS facility located in the City of Glendale. It is not our intent to replicate the Glendale facility, we simply want to illustrate the design style and materials used. The Glendale facility is comprised of masonry, brick, expanses of aluminum storefront and EIFS (Exterior Insulation Finish System). We understand the EIFS product is not permitted in Oak Creek and will exclude that material from the ultimate design of the project.

Plan of Operation:

The plan of operation for the new development will not change from the existing facility. This veterinary hospital will be a referral center for cases that can't be handled routinely by surrounding

area veterinary clinics/hospitals. It will also receive referrals for emergency care to be provided when surrounding hospitals are not open or available to provide the needed care. All parts of the operation will be within the building. The only exterior area to be utilized as part of the operation will be walking spaces for hospital patients. These patients are taken out on leash with a staff member to go to the bathroom and immediately brought back inside the facility. There will be no outside housing of patients associated with this business.

The following services will not be provided:

- Pet Boarding
- Pet Grooming
- Day Care
- Dog Training
- Retail sales of pet products
- On-site Cremation

The owners are keenly aware of concerns that are inherit with the development of veterinary hospitals, particularly noise, odor and waste. The final hospital design will address these issues to be certain that the surrounding businesses and residents are in no way affected by these concerns. Hazardous waste is handled the same as in a human hospital, and deceased pets will be kept in a freezer until they are picked up by a private pet crematory service. This will take place in back of the building and at times other than normal business hours.

The days and hours of operation will be 24hours Monday through Sunday, 365 days per year. The facility will be staffed by 12 Doctors and 48 staff members. Doctors and staff are a mix of full and part time positions. Staffing does vary based upon the needs of the hospital patients.

We do not believe this new development will negatively impact or be a nuisance to the surrounding neighborhood. This is an expansion of a long standing established use and is consistent with the nature of the surrounding neighborhood which is currently a mix of commercial development. The traffic patterns in the neighborhood are already established and will not be affected by the new development.

If you have any questions or concerns regarding this proposed development please feel free to contact my office.

Sincerely,

Mark Hertzfeldt

A handwritten signature in black ink, appearing to read 'Mark Hertzfeldt', enclosed within a large, loopy circular flourish.

Design 2 Construct

SITE DATA:

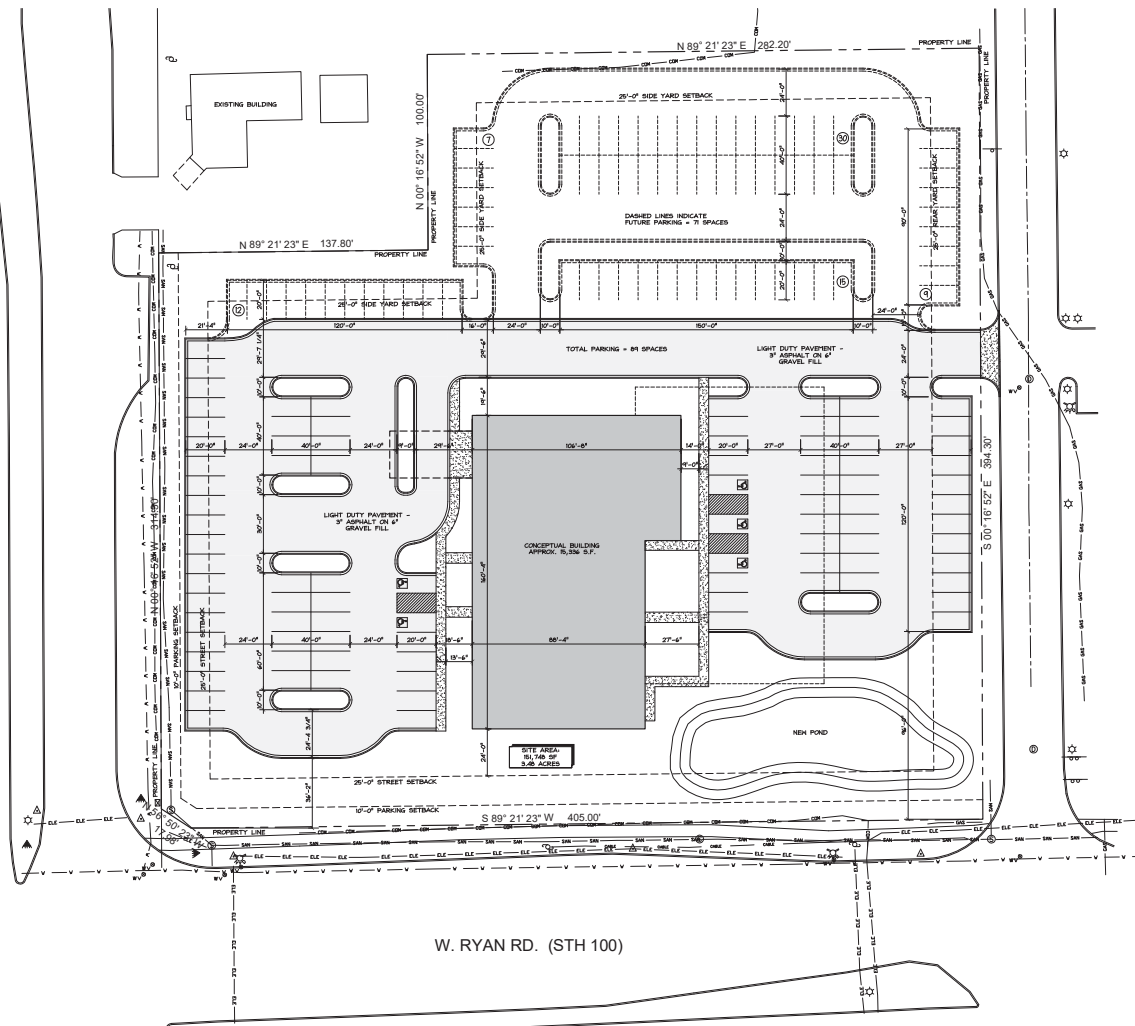
SITE AREA:	151,748 S.F.
	3.48 ACRES
AREA OF CONCEPTUAL BUILDING	15,336 S.F.
TOTAL HARD SURFACE AREA:	66,760 S.F. (44% OF SITE)
CONCRETE AREA:	3,253 S.F.
CONCRETE APRONS:	279 S.F.
SIDEWALKS/CURB:	283 L.F.
CURB	1,957 L.F.
LIGHT DUTY PAVING:	48,914 S.F.
TOTAL GREENSPACE AREA:	84,988 S.F. (56% OF SITE)

ZONING DISTRICT: B-4, BUSINESS W/INLAND & 27th STREET OVERLAY

ALLOWABLE BUILDING HEIGHT: 52'-0"
 BUILDING HEIGHT: XX'-X"
 FRONT YARD SETBACK: 25'-0"
 SIDE YARD SETBACK: 25'-0"
 REAR YARD SETBACK: 25'-0"

PARKING STALL REQUIREMENTS:
 TOTAL PARKING PROVIDED: 89 (INCL. H.C. STALLS)
 (NOT INCLUDING FUTURE)
 HANDICAP PARKING REQUIRED: 5
 HANDICAP PARKING PROVIDED: 5

SOUTH 27th STREET



W. RYAN RD. (STH 100)

1 SITE PLAN
 SCALE: 1" = 30'-0"



DESIGN
2
CONSTRUCT
 DEVELOPMENT CORPORATION

N173 W21010
 NORTHWEST PASSAGE WAY
 JACKSON, WI 53037

PHONE 262.677.9933
 FAX 262.677.9934

info@design2construct.com

BUILDING DESIGN FOR:
PROPOSAL #17-00202

SHEET TITLE
 SITE PLAN

REVISIONS

PROJECT DATA

DATE:	01.31.2018
JOB NO.:	17-00202
SET USE:	PRELIMINARY
FILE NAME:	C1-A1.0 - T2
DRAWN BY:	JG, BW
SHEET NO.:	JG, BW

A1.0 T2



CONCEPT PERSPECTIVE

Scale: N.T.S.



CITY OF

DESIGN 2 CONSTRUCT

N173 W21010 Northwest Passage, Jackson, WI 53037

P: 262.677.9933 F: 262.677.9934

JAN 16 2018
RECEIVED

LAKESHORE VETERINARY CLINIC
OAK CREEK, WI

PLAN COMMISSION REPORT

Proposal: Recommendation of Consultant
Description: Selection Committee consultant choice for the Comprehensive Plan and Zoning Code Update for Plan Commission recommendation to the Common Council.
Applicant(s): N/A
Address(es): N/A
Suggested Motion: That the Plan Commission concurs with the Selection Committee and recommends that the Common Council award the contract for the Comprehensive Plan and Zoning Ordinance Update project to Houseal Lavigne Associates.

Owner(s): N/A

Tax Key(s): N/A

Lot Size(s): N/A

Current Zoning District(s):

Overlay District(s): N/A

Wetlands: Yes No **Floodplain:** Yes No

Comprehensive Plan: N/A

Background:

As Commissioners are aware, the Common Council authorized staff to release a Request for Proposals (RFP) for the Comprehensive Plan and Zoning Code Update in September of 2017. The RFP was released on October 20, 2017, with a submission deadline of December 1, 2017. We received five (5) proposals by the deadline, of which three (3) were chosen for interviews by the Selection Committee (Community Development staff, Mayor Bukiewicz, Assistant City Engineer Brian Johnston, Plan Commissioner Siepert, and Communications Coordinator Leslie Flynn). The Selection Committee unanimously chose Houseal Lavigne Associates as the recommended consultant for the project based on the following:

1. Houseal Lavigne Associates is one firm providing all services for the project. Other prospective consultants, both interviewed and not interviewed, were partnering with at least one other firm

for some portion of the project. Having one firm for the whole project was viewed by the Selection Committee as beneficial because it adds a level of accountability and lessens the potential for firm conflict or similar issues.

2. Houseal Lavigne Associates is a national firm, with recognitions and awards from the American Planning Association. The firm has also authored publications for the American Planning Association addressing emerging planning and zoning challenges, and presented at national conferences on such topics as preemption of local sign codes and innovations in site design. Based in Chicago, the firm is familiar with regional and Midwestern regulatory trends, and has the unique benefit of providing national perspectives on local issues.
3. In addition to the breadth of national and regional knowledge, Houseal Lavigne Associates has planning and zoning project experience in Wisconsin.
4. As part of the presentation, Houseal Lavigne Associates representatives provided a graphic brochure with their Project Approach and Scope, and Preliminary Understanding of the City's unique challenges and opportunities to address in the Comprehensive Plan and Zoning Code Updates. This initial research was more specific, in-depth, and comprehensive than the other presentations. The Selection Committee felt that many of the areas identified showed that Houseal Lavigne Associates had a solid understanding of the City and a direct approach for the project.
5. Included within the proposal is one-year of cost-free support following adoption of the Comprehensive Plan and Zoning Ordinance.
6. Graphics shown in the presentation, in the proposal, and in the brochure were advanced, clear, and provided a level of professionalism currently lacking in the Comprehensive Plan and Zoning Code.
7. Planning and Zoning are the core of Houseal Lavigne Associates' principles and strengths. This is not an engineering or an architectural firm.

A copy of the consultant's proposal and brochure are included with this packet for your review.

Staff and the Selection Committee are requesting that the Plan Commission provide a formal recommendation of the consultant for Common Council approval and award of contract at their February 19, 2018 meeting. It is anticipated that the project will begin shortly after the finalization of the contract (early March).

Options/Alternatives: N/A

Respectfully submitted:



Douglas Seymour, AICP
Director of Community Development

Prepared:



Kari Papelbon, CFM, AICP
Planner

Attachments:

Houseal Lavigne Proposal (links to project examples were sent via email)

Brochure

Oak Creek, Wisconsin

2018 Comprehensive Plan and Zoning Code Update Proposal

December 1, 2017



Submitted by:

Houseal Lavigne Associates

188 W Randolph St

Suite 200

Chicago, IL 60601

Contact:

John Houseal

(312) 372-1008

jhouseal@hlplanning.com

December 1, 2017



Doug Seymour, Director of Community Development
City of Oak Creek
Community Development Department
8040 S. 6th Street
Oak Creek, WI 53154

**RE: 2018 Comprehensive Plan & Zoning Code Update
City of Oak Creek, WI**

Dear Mr. Seymour:

Houseal Lavigne Associates is pleased to present our qualifications in response to the City of Oak Creek's Request for Proposals to prepare a Comprehensive Plan and Zoning Code Update. We believe our firm is distinctly qualified to undertake this assignment and provide the City with a responsive, attractive, visionary, and implementable plan and zoning update that will serve the Oak Creek community for decades to come. We will work closely with City staff and officials, as well as other community stakeholders, to ensure that local expertise and insight strengthens the planning process. This coordinated approach, together with our award-winning planning experience, will provide an impressive, high-quality plan.

Houseal Lavigne Associates is an innovation-based, award-winning community planning, economic development, and urban design firm with extensive experience in a range of assignments, including comprehensive planning paired and packaged with zoning ordinance updates. Our firm has assisted numerous communities in updating, rewriting, and developing zoning ordinances as part of the comprehensive planning process, ensuring that development regulations are directly reflective of community goals, policies, and vision. Houseal Lavigne Associates has worked with more than 250 communities throughout the country, with assignments in more than twenty states including Wisconsin.

We have received numerous awards across the U.S. for our planning work, including the 2014 National Planning Excellence Award for an Emerging Planning and Design Firm from the American Planning Association (APA). This award specifically cited our influence over the planning profession and our leadership in the areas of implementation, outreach, creativity, innovation, and graphic communication.

We appreciate the opportunity to be considered for this important assignment and are excited at the prospect of working with the City of Oak Creek. Should you have any questions regarding this submittal, please do not hesitate to contact us.

Sincerely,

John Houseal, AICP
Principal
Houseal Lavigne Associates

**HOUSEAL LAVIGNE
ASSOCIATES, LLC**

CHICAGO, IL
188 West Randolph Street, Suite 200
Chicago, Illinois 60601
(312) 372-1008

SECTION 1
FIRM OVERVIEW

SECTION 1

FIRM OVERVIEW

Our project staff for the Oak Creek Comprehensive Plan and Zoning Code Update assignment is made up of professionals with specialized expertise in all areas of comprehensive planning, community outreach and engagement, zoning, and implementation. Our team has been specifically assembled to provide Oak Creek an effective and innovative Comprehensive Plan and Zoning Code Update.

We specialize in the completion of comprehensive plans and then sequentially completing the update of zoning ordinances. We have successfully completed similar projects in numerous communities and are confident in our ability to provide Oak Creek with synergistic approach.



Houseal Lavigne Associates is a nationally recognized award-winning firm, highly regarded for its innovative and creative approach to community planning. Houseal Lavigne Associates will serve as the primary agency for the Comprehensive Plan and Zoning Code Update assignment and brings to the team extensive national and regional experience.

Firm Information

Houseal Lavigne Associates, LLC

188 W. Randolph St., Suite 200
Chicago, IL 60601
(312) 372-1008

Primary Contacts

John Houseal, Principal

jhouseal@hlplanning.com
(312) 372-1008 x 101

Emily Gustin, Director of Marketing

egustin@hlplanning.com
(312) 372-1008 x 110



SERVICES

- Comprehensive Planning
- Downtown Planning
- Transit Oriented Development
- Corridor Planning
- Neighborhood & Subarea Planning
- Zoning/Regulatory Controls
- Design Guidelines
- Land Planning and Site Design
- Park & Recreation & Trail Master Planning
- Market & Demographic Analysis
- Fiscal/Economic Impact Analysis
- Development Services
- Retainer Services

Firm Profile

Houseal Lavigne Associates is an award-winning consulting firm specializing in all areas of community planning, economic development and urban design, with expertise in comprehensive planning, corridor planning, downtown planning, neighborhood planning, zoning, market analysis, project implementation and financing, and citizen engagement. We strive for a true collaboration of disciplines and talents, infusing all of our projects with creativity, realism, and insight.

Houseal Lavigne Associates provides a fresh approach to urban planning, a strong foundation in contemporary development practices, an insightful understanding of market and economic analysis, and an effective ability to conduct engaging community outreach. Our firm is able to meet the unique challenges of any planning assignment and is able to develop creative solutions that ensure compatibility between both the existing, new, built, and natural environments.

Houseal Lavigne Associates provides services ranging from detailed economic analysis to long-term community visioning; from smaller site planning and design projects to larger regional studies; from creating exciting new transit-oriented development plans to revitalizing historic downtowns; and from shaping broad community strategies to creating context sensitive zoning regulations.

Houseal Lavigne Associates consists of a team dedicated professionals experienced in community planning, urban design, and economic development. Our firm has worked with more than 250 communities in states across the country, providing professional planning services for both public and private sector clients.

Houseal Lavigne Associates is founded on a set of core principles that, when combined with our professional experience and expertise, creates a consulting firm that stands above the rest. These principles include Innovation and Technology; Vision and Creativity; Graphic Communication; Community Engagement; and Client Relationships.

Firm History

Houseal Lavigne Associates was founded in 2004 by John Houseal and Devin Lavigne. John and Devin first began working together in 2001 at the planning firm Trkla, Pettigrew, Allen & Payne (TPAP) where John served as a firm Principal and Devin as a Senior Associate. In 2003 TPAP was acquired by URS Corporation where John was promoted to Midwest Director of Urban Planning and Devin to Planning Manager of the Chicago office. In November 2004, they left URS to establish Houseal Lavigne Associates. Despite a sluggish national economy, Houseal Lavigne Associates has flourished, growing from the two founders working in a small room to a staff of 13 in a Downtown Chicago office working in 21 states throughout the nation.

Core Principles

Houseal Lavigne Associates is built on a set of core principles that guide every project we undertake. By continually honoring these principles, we consistently create plans that don't just meet our clients' needs, but are points of pride in their communities. Our principles result in plans that are recognized as some of the best in the industry. Our core principles are:

Innovation & Technology. The integration of the most current technologies should be used to improve the planning process and product—increasing communication and involvement with the public, gathering and assessing vital information, and producing more effective documents and recommendations.

Vision & Creativity. Vision and creativity are among the most important components of good planning and design, so we provide fresh, responsive, and intriguing ideas to our client communities.

Graphic Communication. All plans and documents should utilize a highly illustrative and graphic approach to better communicate planning and development concepts in a user-friendly, easy-to-understand, and attractive manner.

Community Engagement. Fostering a strong sense of community stewardship requires using an inclusive approach to citizen participation and serves as the foundation for the planning process.

Client Relationships. Meeting the needs of our clients is our top priority. We strive to achieve this by developing and maintaining strong professional relationships, being responsive to clients' concerns and aspirations, and always endeavoring to exceed expectations.



RECENT AWARDS

2017

IL APA - Outreach Award -
Envision Oak Park Comprehensive Plan

2016

MN APA - Innovation Award -
St. Cloud Comprehensive Plan

2015

MI APA - Daniel Burnham Award (Best Plan) -
Imagine Flint Master Plan

Michigan Chapter of Congress for the New
Urbanism - Mackinaw Prize - Imagine Flint Master
Plan

2014

American Planning Association
National Planning Excellence Award
for an Emerging Planning & Design Firm

MI APA - Planning Excellence Award for Public
Outreach - Imagine Flint Master Plan

IA APA - Daniel Burnham Award (Best Plan)
Coralville Community Plan

2013

Kane County Plan of the Year Award
City of St. Charles Comprehensive Plan

2012

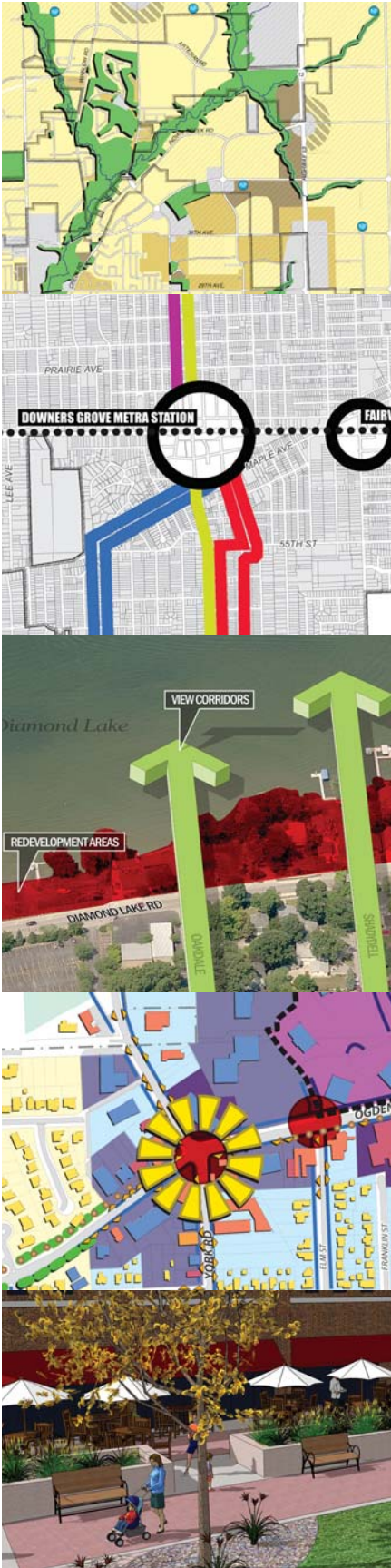
IL APA - Daniel Burnham Award (Best Plan)
Village of Downers Grove Comprehensive Plan

ACEC Illinois - Merit Award - Studies & Research
IL 47 Corridor Plan

Chaddick Institute - Development Regulation Award
Oak Brook Commercial Areas Master Plan

2011

IL APA - Gold Award - Implementation
Village of Bartlett Town Center



Approach to Planning

Our philosophy of community planning, visioning, goal setting, and implementation is built on a foundation of professional experience, sound planning and design practices, and a track record of award-winning projects. Our approach combines extensive community outreach and participation, highly illustrative and user-friendly maps and graphics, and utilization of cutting edge technologies. Our process will help establish a community vision, set community goals, and foster community consensus. Our approach to this assignment will include and be guided by the following core principles, which will allow us to successfully engage the community, develop viable and visionary solutions, and comprehensively respond to local issues and needs.

Focus on Urban Planning and Community Development. Houseal Lavigne Associates specializes in community planning, urban design, and economic development. It is our focus, it is our passion, and it is our area of expertise. We are a specialized urban planning firm whose efforts are not diluted or compromised by bureaucracy or competing interests. Our focus and size allow us to provide the creativity, flexibility, and responsiveness needed to meet our clients' needs without wasting precious resources.

Foundation of Experience. Houseal Lavigne Associates has extensive experience in community planning, visioning and goal setting, implementation strategies, comprehensive planning, economic development studies, urban design, and more. We have directed, managed, and assisted with similar planning assignments for communities across the country.

Engaging Community Outreach. One of our greatest strengths is our ability to design and conduct engaging and effective community outreach. It is a vital part of all of our planning projects and we believe it is a necessary component of any successful planning process. It is important that all interested persons have the ability to participate in the planning process, and to know they have been heard and their opinion taken into consideration. We believe strongly in fostering a stewardship for the community and achieving a high level of community consensus for planning initiatives.

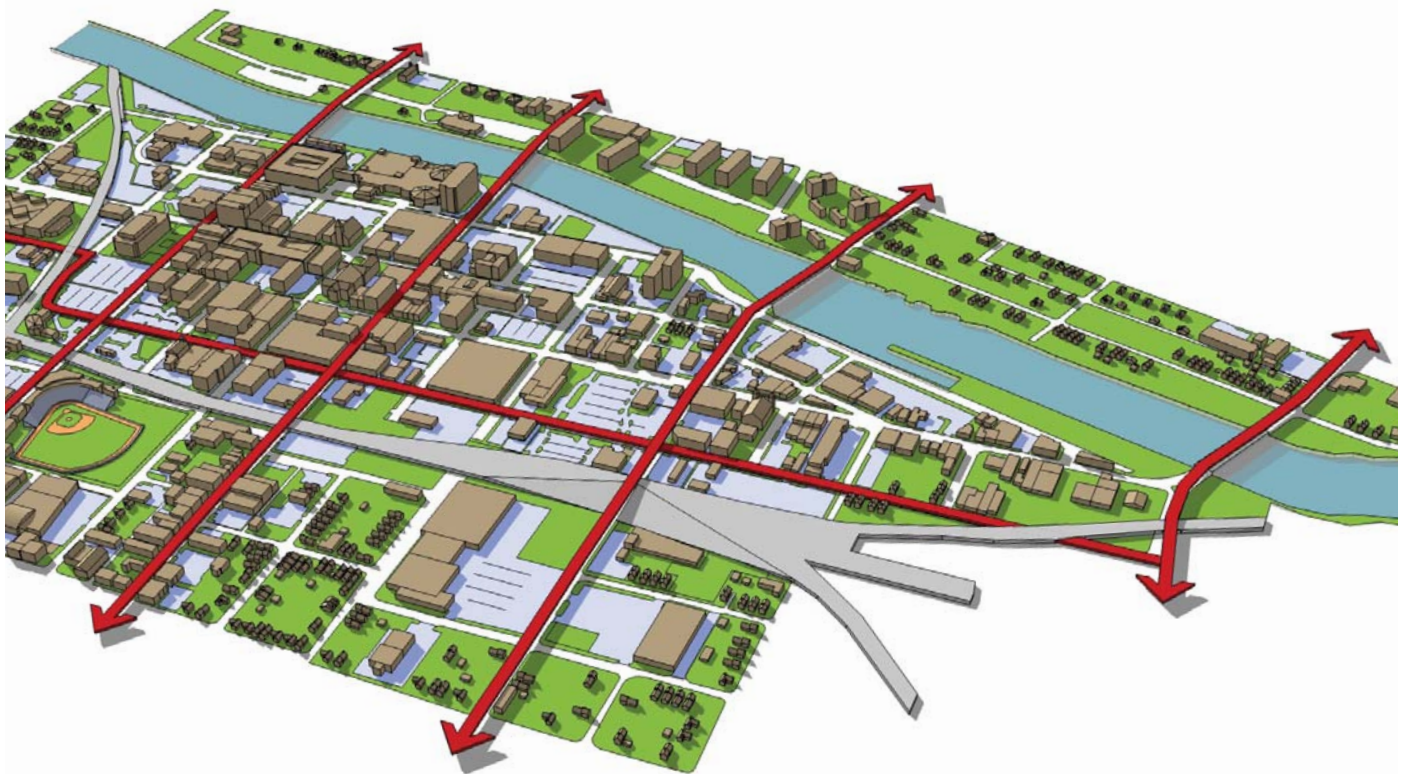
Illustrative Format and Quality Graphics. All of our projects incorporate a highly illustrative and graphic approach to communicating planning and development policies and recommendations. We have developed a distinct design approach to urban planning and community development projects which we incorporate into all of our projects. The results of this approach are reports and plans that are attractive, distinctive, and easy to use and understand.

Technology Integration. Integrating appropriate technologies can greatly improve the planning process and product. We specialize in the use of GIS, designing and hosting project websites, on-line surveys, key pad polling, and utilizing 3D rendering to improve planning and development concepts. Our maps and graphics are attractive and compatible with existing and developing information systems. When designed and managed appropriately, these technologies greatly improve communication and involvement with the public.

Vision, Creativity, and Innovation. We believe vision and creativity are among the most important components of good planning and design. Too often, vision and creativity are lacking in the planning process and final planning product. With the help of the community, we will establish a “Vision” that captures the local spirit and character, while presenting new ideas and concepts for consideration. Our fresh approach to planning and development will broaden the range of available options and maximize the potential of community resources.

Targeted Implementation. Identifying the “next steps” to be taken is an important part of any good plan. Plans are not meant to sit on a shelf gathering dust, but should be used on a regular and on-going basis as a foundation for decision-making. Our plans identify key implementation steps that should be taken to “jump start” the ultimate realization of the Plan’s vision and recommendations. Implementation steps outline the projects and actions to be taken and identify responsibilities, timing, and funding options.

Commitment to Client Satisfaction. Our Firm’s primary focus is on client satisfaction. We pride ourselves on our professional relationships, reputation, and client references. We develop strong relationships with our clients and are often considered “an extension of staff.” We are responsive to clients’ concerns, we are available at anytime to assist with unforeseen events and issues, and we are committed to doing whatever it takes to serve the client. Many of our “one-time” projects result in long-term on-going professional relationships with client communities.



SECTION 2
KEY PERSONNEL

SECTION 2

KEY PERSONNEL

We are able to begin work on this assignment immediately upon selection and are confident in our ability to provide both the Comprehensive Plan and Zoning Code Update by August 2019, assuming a kick-off of February 2018.

Our professional staff provides specialized expertise in a multitude of disciplines, including the sequential updates of both comprehensive plans and zoning ordinances. We are committed to developing creative solutions that ensure compatibility between the existing, new, built, and natural environments.

Principals **John Houseal**, **Devin Lavigne**, **Dan Gardner**, and **Nik Davis** will be actively involved in and oversee all aspects of the project, with senior staff providing project management. Principal and senior staff will be supported by our multi-disciplined professional staff.

The following pages provide more detailed information regarding our team’s key personnel that will be working with Oak Creek as it prepares its Comprehensive Plan and Zoning Code Update.

Current & Projected Workload

The nature and duration of most assignments is such that, as some plans are being adopted, others are beginning. Our workflow and staff capacity are carefully coordinated. We are confident in our ability to give the Oak Creek Comprehensive Plan and Zoning Code Update project our full commitment.

The following indicates the approximate percentage of completion for currently active projects and those for which we have recently been engaged.

Current Projects	% Complete
Aurora, CO Comprehensive Plan	80%
Bentonville, AR Comprehensive Plan	95%
Brentwood, MO Comprehensive Plan	95%
Eden Prairie, MN Comprehensive Plan	75%
Fort Lupton, CO Comprehensive Plan	75%
Jackson, TN Zoning	25%
Jackson, TN Parks & Recreation Plan	75%
Lisle, IL Downtown Plan	50%
River Forest, IL Comprehensive Plan	Beginning
Saginaw, MI Market & Economic Analysis	Beginning
Schaumburg, IL Comprehensive Plan	98%
Sioux City, IA Comprehensive Plan	20%



John A. Houseal, AICP

Principal | Co-Founder

John is a Principal and Co-founder of Houseal Lavigne Associates and has established himself as one of the region's top urban planning professionals. John's reputation and expertise within the profession as a leader in urban planning, contemporary development practices, and community outreach has garnered him wide recognition and numerous planning awards. John has been a featured speaker at national, regional, state, and local events and conferences for issues related to urban planning, zoning, transportation, context sensitive design, and the environment. John is recognized as one of the top community facilitators, consensus builders, and citizen participation experts in the region.

John maintains professional memberships with Lambda Alpha International, American Planning Association, the American Institute of Certified Planners, the National Trust for Historic Preservation, and Urban Land Institute. John received a Bachelor of Science in environmental sciences from University of Michigan and a Master of Environmental Planning for environmental and urban planning from Arizona State University. John is also an AICP certification instructor and has been responsible for preparing planners for professional certification since 2005.

Prior to co-founding Houseal Lavigne Associates, John was a Principal and the Director of Urban Planning for URS Corporation, a global multi-disciplinary engineering firm based in San Francisco, California. Working from the Michigan Avenue office in Downtown Chicago, John oversaw and directed the firm's urban planning and community development projects, often coordinating on assignments throughout the country. Prior to being the Director of Urban Planning for URS Corporation, John was a Principal with Trkla, Pettigrew, Allen and Payne (TPAP), a prominent planning and economic development firm in Chicago. While a Principal at TPAP, John directed a wide range of urban planning and community development assignments throughout the Midwest.

From revitalization plans for Chicago's south side neighborhoods to regional highway corridor studies, John has directed, managed, and assisted with a wide range of planning assignments. John has directed a number planning and development related assignments in several states, including comprehensive plans, corridor plans, downtown plans, neighborhood plans, master development/site plans, and more. John has also directed the zoning updates and amendments, as well as the creation of entirely new zoning ordinances, sign ordinances, planned unit development ordinances, overlay districts, and design and development guidelines.

Several unique and very significant assignments have been directed by John and provided significant momentum in his career, including the IDOT SWS Tools for Balanced Growth Study, which was the State of Illinois' first balance growth initiative; the Cap the Ike Study, which was a study examining the creation of "new land" by capping the Eisenhower Expressway for approximately 1.5 miles; and an FAA funded study to examine land use compatibility and the O'Hare Modernization Project (OMP). As project director, John's leadership skills and planning and design expertise were pivotal to the success of these, and many other assignments.

John has received several professional planning awards and distinctions, including an ILAPA Gold Award for Planning; an ILAPA Silver Award for Plan Implementation; an ILAPA Award for Planning Education; ILAPA Awards for Strategic Planning; the DePaul University Chaddick Institute Development Award; the Greater OBCC Commercial Revitalization Award, APA National Excellence Award, and induction into Lambda Alpha International, an international honorary fraternity for professional excellence in the field of land economics.

Education

Bachelor of Environmental Sciences
University of Michigan

Master of Environmental Planning Arizona
State University

Memberships

American Planning Association

American Institute of Certified Planners

Lambda Alpha International

OPRF Community Foundation
Board of Directors

Awards

2014 APA National Award for Excellence
Emerging Planning and Design Firm

2014 APA-MI Public Outreach Award
Imagine Flint Master Plan

2014 APA-IA Daniel Burnham Award
Coralville Community Plan

2012 APA-IL Daniel Burnham Award
Downers Grove Comprehensive Plan

2010 APA-IL Strategic Plan Award
River Forest Corridors Plan

2009 APA-IL Implementation Award
Ogden Avenue Enhancement Initiative

2007 APA-IL Daniel Burnham Award
Carpentersville Comprehensive Plan

2007 APA-IL Implementation Award
Palos Park Strategic Plan

DePaul University's Chaddick Institute for
Metropolitan Development Award 2012
Oak Brook Commercial Areas Plan 2008
Algonquin Downtown Plan

Commercial Revitalization Award
Oak Brook Commercial Areas Plan
Greater OBCC 2009

AICP Certification Instructor

APA National and APA State Chapters
2005 to present

John A. Houseal, AICP

Project Experience

Comprehensive Plans

60+ Comprehensive Plans including:

- Benton Harbor, MI
- Brookfield
- Brownsburg, IN
- Byron
- Carpentersville
- Coralville, IA
- Council Bluffs, IA
- Countryside
- Davis Junction
- Downers Grove
- Edinburg, IN
- Evergreen Park
- Fairview Heights
- Flint, MI
- Frederick, CO
- Forest Park
- Geneva
- Glen Ellyn
- Greater Bridgeport Region, CT
- Hammond, IN
- Harwood Heights
- Homer Glen
- Jackson, MO
- Jackson, TN
- Kenilworth
- Lynwood
- Lansing
- Marion, IA
- Mattoon
- Maywood
- Melrose Park
- Montgomery
- Morton Grove
- Mundelein
- Niles
- Oakbrook Terrace
- Oak Park
- Palos Heights
- Palos Park
- Pleasant Hill, IA
- Prairie Grove
- River Forest
- St. Charles
- St. Cloud, MN
- Sugar Grove
- Tipton, IN
- Tipton County, IN
- Westmont
- Whiting, IN
- Windsor, CO

Corridor Planning

70+ Corridor Plans including:

- Bellwood - Mannheim Road Corridor; 25th Avenue Corridor Plan
- Brookfield - Ogden Ave. Corridor Plan; 47th Street Corridor Plan; 31st Street Corridor Plan
- Carpentersville - IL Route 31 Corridor Plan; IL Route 25 Corridor Plan; Randall Road Corridor Plan
- Countryside - LaGrange Road Corridor Plan; Joliet Road Corridor Plan; Road Corridor Plan
- Davis Junction - IL Route 172 Corridor Plan
- Hinsdale - Odgen Avenue Corridor Plan
- IL 47 Corridor Study
- Kenilworth - Green Bay Road Corridor Plan
- Lockport - I-355 Corridor Master Plan
- Melrose Park - Lake Street Corridor Plan; Broadway Avenue Corridor Plan; North Avenue Corridor Plan
- Melrose Park Broadway Avenue Corridor Plan
- Montgomery - Montgomery Road Corridor Plan; Blackberry Creek Corridor Plan
- Naperville - Ogden Avenue Enhancement Study
- Oak Brook - 22nd Street Corridor Plan
- Palos Heights - Harlem Avenue Corridor Plan
- Portage, IN - Highway 20 Corridor Plan
- River Forest Corridors Plan-Madison Street Corridor Plan; North Avenue Corridor Plan; Lake Street Corridor Plan; Harlem Avenue Corridor Plan
- Traverse City, MI- Eight Street Corridor Plan; East Front Street Corridor Plan; West Front Street Corridor Plan; Garfield Avenue Corridor Plan; 14th Street Corridor Plan

Downtown Planning

30+ Downtown Plans including:

- Algonquin Downtown Plan
- Downers Grove Downtown
- Forest Park Madison Street Corridor
- Geneva Downtown Master Plan
- Huntly Downtown Master Plan
- McHenry Downtown Plan
- Melrose Park Historic Broadway Avenue District Plan
- Morton Downtown Master Plan
- Murray, KY Main Street Plan
- Round Lake Downtown Plan
- Oshkosh, WI Downtown Plan
- Winfield Downtown/TOD Plan

Zoning & Design Guidelines

30 Zoning & Design Guidelines

Assignments, including:

- Benton Harbor, MI
- Brookfield
- Carpentersville
- Chicago
- Dunwoody, GA
- Fairview Heights
- Flint, MI
- Geneva
- Harwood Heights
- Hinsdale
- Kenilworth
- Marion, IA
- McHenry
- Melrose Park
- Montgomery
- Muskogee, OK
- Murray, KY
- Northbrook
- Oak Brook
- Oakbrook Terrace
- Pace TOD Guidelines Manual
- Palos Park
- Palos Heights
- Prairie Grove
- Richton Park
- River Forest
- Wilmette

50+ Special Area Plans, including:

- Bellwood TOD master Development Plan
- Bellwood St. Charles Road Corridor/TOD Plan
- Countryside Dansher Industrial Park Subarea Plan
- Glenview The Glen Parcel 24 Master Plan
- Island Lake Commercial Areas Master Plan
- Marengo TOD & Western Corridor Planning Area
- Melrose Park Rose trail Neighborhood Master Plan
- Montgomery Preserve Subarea Master Plan
- Naperville Martin Mitchell Campus Master Plan
- Oak Brook Commercial Areas Master Plan
- Oakbrook Terrace Unit 5 Area Master Plan
- Palos Park Commercial Areas Master Plan
- Prairie Grove River Front Vision
- Rolling Meadows Golf Road Corridor Mobility Plan
- South Chicago Heights Station Area Plan
- Skokie Dempster Station Area Plan

Strategic Planning

- Fond du Lac, WI
- Morton Grove
- Palos Park
- Warrenville
- West Chicago

Retainer Services

- Brookfield
- Davis Junction
- Forest Park
- Harwood Heights
- Kenilworth
- Lockport
- Melrose Park
- Montgomery
- Oakbrook Terrace
- Palos Park
- Prairie Grove
- River Forest
- Round Lake
- Winnetka

Special Area Planning



Devin J. Lavigne, AICP, LEED AP

Principal | Co-Founder

Devin is a Principal and Cofounder of Houseal Lavigne Associates with special expertise in urban design, land-use planning, site planning, land planning, land-use regulation, graphic illustration and development visualization, geographic information systems, and web development. Devin received his Bachelor of Science from the School of Urban and Regional Planning at Ryerson Polytechnic University in Toronto Ontario.

Education

Bachelor of Science
School of Urban and Regional Planning
Ryerson Polytechnic University

Memberships

American Planning Association
American Institute of Certified Planners
National Trust for Historic Preservation
Congress for the New Urbanism
Urban Land Institute

Awards

American Planning Association
National Planning Excellence Award
for an Emerging Planning & Design Firm;
2014
Daniel Burnham Award
Downers Grove Comprehensive Plan
American Planning Association
Illinois Chapter, 2012
Daniel Burnham Award
McHenry County 2030 Comprehensive Plan
American Planning Association
Illinois Chapter, 2010
"Best Practice" Gold Award
Planning Mapper
American Planning Association
Illinois Chapter, 2010
SketchUp Design Award Google.com
"Plan" Gold Award
Carpentersville Comprehensive Plan
American Planning Association
Illinois Chapter, 2007
"Project, Tool, or Program" Gold Award
Planningprep.com
American Planning Association
Illinois Chapter, 2007

Lecturing/Instruction

UP 426 Urban Design Studio
University of Illinois at Urbana Champaign
2012 to present

AICP Certification Instructor

2005 to present APA Illinois Chapter
2008 APA Missouri & Kansas Chapters
2012 to Present National (D.C.) APA Chapter
www.planningprep.com - site co-creator

Devin is regarded as one of the profession's top designers and graphic specialists. Devin has presented at both national and state planning conferences about the importance in graphics and instructed on how best to communicate plans and planning concepts as well as the importance of development visualization. Devin has garnered national attention and has helped distinguish the firm's body work. At the American Planning Association's 2010 National Conference his presentation Better Graphics, Better Plans was regarded as "best in show" and at 2008 National Conference, Devin's SketchUp! portfolio was presented by Google to show planners how the software can be used by the profession.

In 2005 Houseal Lavigne Associated completed a project for NAVTEQ (Chicago Landmarks & Districts Study), the world's largest employer of map making professionals. Houseal Lavigne Associates was hired to identify key corridors and community areas for more detailed mapping in portable GPS devices. NAVTEQ used the final product to secure additional capital for research and development, and has applied mapping styles presented by Houseal Lavigne Associates into mapping programs to better present data.

Prior to co-founding Houseal Lavigne Associates, Devin was the Senior Planning Manager for URS Corporation, a global multi-disciplined engineering firm based in San Francisco, California. Working from the Michigan Avenue office in Downtown Chicago, Devin managed, directed and provided technical assistance to numerous studies. Devin joined URS through their acquisition of Trkla, Pettigrew, Allen and Payne (TPAP) a prominent planning and economic development firm in the City of Chicago.

Devin has managed, directed, authored and contributed to more than 100 planning studies, including a number of downtown plans, corridor plans, subarea plans, park master plans, and comprehensive plans throughout the country.

In addition to his responsibilities at Houseal Lavigne Associates, Devin is an adjunct lecturer at the School of Urban and Regional Planning at the University of Illinois in Champaign-Urbana. In 2011 Devin was asked by the school to revive the program's urban design studio, UP 426. The program introduces both graduate and undergraduate students to urban design and includes instruction on urban design analysis and planning graphics.

Devin maintains professional memberships with the American Planning Association, the American Institute of Certified Planners, the Congress for New Urbanism, the National Trust for Historic Preservation, Urban Land Institute and the National Association of Photoshop Professionals.

Devin J. Lavigne, AICP, LEED AP

Project Experience

Comprehensive Plans

40 Comprehensive Plans
Including:

- Brookfield
- Brownsburg, IN
- Carpentersville
- Coralville, IA
- Countryside
- Council Bluffs, IA
- Downers Grove
- Flint, MI
- Itasca
- Kenilworth
- Machesney Park
- Marion, IA
- McHenry County
- Melrose Park
- Montgomery
- Muskogee, OK
- Niles
- Oakbrook Terrace
- North Aurora
- Palos Park
- Prairie Grove
- Plainfield, IN
- River Forest
- Sugar Grove
- St. Charles
- St. Cloud

Downtown Planning

20 Downtown Plans including:

- Carbondale
- Downers Grove
- Downers Grove Pattern Book
- St. Charles
- St. Cloud
- Geneva
- Huntley
- McHenry
- Murray, KY
- Morton
- Round Lake
- Winfield, Downtown

Design and Development Guidelines

15 Guidelines including:

- Downers Grove
- Prairie Grove
- St. Charles
- Kenilworth
- McHenry
- Huntley
- IL Route 47
- Brookfield
- Round Lake
- Westmont
- Hinsdale
- Traverse City, MI

Corridor Planning

50 Corridor Plans including:

- Brookfield, Ogden Avenue Corridor Plan
- Carpentersville, IL Route 31 Corridor Plan
- Countryside, LaGrange Road Corridor Plan
- Downers Grove, Ogden Avenue Corridor Plan
- Hinsdale, Ogden Avenue Corridor Plan
- Homer Glen, 159th Street Corridor Plan
- Illinois Route 47 Corridor Plan
- Kenilworth, Green Bay Road Corridor Plan
- Melrose Park, Broadway Avenue Corridor Plan
- Montgomery, Orchard Road/Blackberry Creek Corridor Plan
- Naperville, Ogden Avenue Enhancement Study
- Oak Brook, 22nd Street Corridor Plan
- River Forest, Corridors Plan
- St. Charles, Main Street & Randall Road
- Westmont, Ogden Avenue Corridor Plan
- Traverse City Corridors Master Plan

Visualization & Illustration

25 assignments including:

- Carson City, NV Carson City Center
- Firestone Retail Development
- Westfield, Old Orchard Signage
- Naperville Park District, Naperville Riverwalk 3D Illustration
- Peoria River Trail Development Visualization
- Forest Park Shopping Plaza Redevelopment Sketch
- Center, Chicago Grove Shopping Center Redevelopment Sketch
- Plaza, Maywood River Pointe Plaza Rendering
- HOA, Las Vegas, NV, Taos Estates Entry Monument Render
- Machesney Park, Machesney Mall Redevelopment Concept
- Kenilworth, Green Bay Road Redevelopment Site Illustration
- Bellwood, TOD Development Visualization
- Hanover Park/Irving Park Road Development Concepts

Zoning & Regulatory

10 Studies including:

- Chicago, Broadway Avenue Zoning & Market Study
- City of Countryside Landscaping Ordinance
- City of Hammond, IN Landscaping Ordinance
- Westfield Old Orchard Signage Plan
- Westfield Hawthorn Woods Signage Study
- Green Bay Road Shadow Study
- Oakbrook Terrace Zoning Revisions

Parks & Recreation

10 Parks and Recreation assignments including:

- Geneva, Open Space & Recreation Master Plan
- Naperville Park District, Parks, Open Space & Recreation Master Plan
- Homer Glen, Open Space & Recreation Master Plan
- Naperville Park District, Naperville Trails Master Plan
- Robbins Green, Community Plan
- Machesney Park, Open Space Plan

Special Area Planning (TOD, Neighborhoods, Special District)

8 Special Area Plans including:

- Chicago, Stockyards Market & Land Use Analysis
- Countryside, Dansher Industrial Park Subarea Plan
- Oak Brook, Oak Brook Commercial Areas Master Plan
- South Chicago Heights, Station Area Plan
- Marengo, Transit Oriented Development Plan
- Naperville, Martin Mitchell Campus Master Plan
- Oakbrook Terrace, Unit 5 Area Master Plan
- Winfield, Downtown Winfield Marketing & Capacity Study
- Dunwoody, Village Master Plan
- Dunwoody, Georgetown/North Shallowford Road Master Plan
- Tulsa, OK Sector Plans

Special Projects

- NAVTEQ Chicago Landmarks & Districts Study
- IDOT Tools for Balanced Growth
- Healthy Chicago 2.0
- Chicago Neighborhoods Now

Strategic Planning

3 Strategic Plans, including:

- Oak Brook
- Palos Park
- Warrenville



Daniel T. Gardner

Principal

Dan Gardner has over twenty years of experience in planning, development, and real estate, with experience in both the private and public sectors. Prior to joining Houseal Lavigne Associates in 2007, Dan was the Director of Consulting Services for a prominent Chicago based real estate advisory firm where he directed numerous complex municipal projects related to fiscal, economic, and market analysis. Dan was also a Senior Manager with the Chicago office of Economics Research Associates (ERA), an international economic and real estate consulting firm where he was responsible for business development and overseeing both national and international projects.

His professional experience has involved projects ranging from the revitalization of large urban areas in Chicago, Milwaukee, and Omaha to small rural communities throughout the Midwest. His past projects include: analyzing market potential for residential, retail, office, entertainment and industrial development; instituting economic development programs and incentives; preparing grant applications for state and federal funds; facilitating community outreach; preparing developer requests for proposals and a range of related assignments.

In addition to his professional experience, Dan has served on several elected and appointed boards, commissions and advisory committees. His combination of professional and government experience gives him a unique perspective that is beneficial to clients. He understands and can relate to issues and concerns facing both private developers and public officials.

Dan was an elected Trustee for the Village of Glen Ellyn, Illinois (population 27,000) from 2003 to 2007, and prior to that served as the Chairman of the Village's Plan Commission. He currently serves on a Process Improvement Team to improve the business and economic climate in the Village. Throughout his tenure the Village maintained a balanced budget and significant cash reserves. From 2007 to 2012 he was a member of the Executive Committee of the Du Page County Community Development Commission and the Du Page County HOME Advisory Group, preparing policy recommendations and overseeing the allocation of millions of dollars in CDBG and HUD funds.

Dan has a Masters Degree in Public Administration (MPA) from the Illinois Institute of Technology (IIT) and a Bachelors of Science from Loyola University Chicago. In 2007 he was inducted into Lambda Alpha International, an organization recognizing career accomplishments in land economics. He is a member of the Urban Land Institute (ULI) where he formerly served on the Chicago Policy Committee and he is an active member of Illinois City/County Management Association (ILCMA) and the Illinois Development Council (IDC).

He is well versed in public speaking and meeting facilitation, having conducted hundreds of meetings throughout his professional and civic career. He routinely presents to professional organizations and serves as a guest speaker on a variety of topics related to planning and development issues. He has also authored or coauthored articles for professional publications and journals.

Education

Bachelor of Science, Loyola University
Masters of Public Administration,
Illinois Institute of Technology

Boards and Commissions

Served on Executive Committee
Du Page County Community Development
Commission

Du Page County HOME
Advisory Group

Village of Glen Ellyn Board of Trustees

Village of Glen Ellyn Plan Commission

Memberships

Urban Land Institute

Illinois City/County
Management Association

Illinois Development Council

Lambda Alpha International

Publications

"The Importance of Intergovernmental
Relationships " for ILCMA August 2008

"Incorporating Technology into Community
Outreach" for ILCMA October 2009

Daniel T. Gardner

Project Experience

Comprehensive Plans

- Benton Harbor, MI
- Brownsburg, IN
- Marion, IA
- Downers Grove
- Freeport
- Mundelein
- Highwood
- Glen Ellyn
- Jackson, MO
- Kenilworth
- Machesney Park
- Muskogee, OK
- Palos Heights
- Palos Park
- St. Charles

Downtown Planning

- Clarendon Hills
- Franklin Park
- Geneva
- Huntley
- Morton
- Round Lake
- Shorewood, WI
- Skokie
- Winfield

Zoning & Regulatory

Zoning and Regulatory Studies including:

- River Forest Zoning Ordinance Updates

Strategic Planning

- Oak Brook
- Lombard

Special Area Planning (TOD, Neighborhoods, Special District)

- Oak Brook, Oak Brook Commercial Areas Master Plan
- South Chicago Heights, Station Area Plan
- Marengo, TOD & Western Corridor Planning Area
- Lincolnwood Business Park
- Lake Barrington Business Park
- Bartlett Town Center

Corridor Planning

- City of Bellevue, NE
- Bellwood, Manheim Road Corridor
- City of Chicago, Lincoln Square
- City of Chicago, Commercial Avenue
- Freeport, West Galena Avenue
- Kane and McHenry Counties, Illinois Route 47
- Lockport, I-355 Corridor Master Plan
- Milwaukee, WI, 27th Street
- Naperville, 75th Street Market Study
- Oak Brook, 22nd Street Corridor Plan
- Omaha, NE, Maple Street
- River Forest, Village Corridors Plan
- Traverse City, MI (Study of 5 corridors)
- Rolling Meadows, Golf Road

Fiscal & Economic Impact Analysis

- Du Page County, Impact of O'Hare Airport expansion
- Village of Channahon
- City of Chicago
- Village of Glenview
- Village of Hoffman Estates
- Village of West Dundee
- Village of Plainfield
- City of Naperville
- Village of North Barrington

Special Projects

- Du Page County, Impact of Airport expansion
- Lombard, Downtown Vision
- New Urbanism Analysis of mall redevelopment sites
- IL Housing Dev. Auth. (IHDA) Tax Credit Studies
- Commonwealth Edison Valuation for easements

Market & Demographic Analysis

- Chicago
- Clarendon Hills
- Du Page County
- IL Housing Dev. Auth. (IHDA)
- Jackson, MO
- Kane County
- Marion, IA
- McHenry County
- Milwaukee, WI
- Mount Prospect
- Naperville
- North Barrington
- Oak Brook
- Omaha, NE
- Oklahoma City, OK
- Park Forest
- Skokie
- Mundelein
- Lockport
- South Chicago Heights
- Benton Harbor, MI
- Madison, AL
- Downers Grove
- Highwood
- Lombard
- Huntley
- River Forest
- Freeport
- Jackson, MO
- Marion, IA
- Macomb
- Peoria
- Bellevue, NE
- Carpentersville
- Cleveland, OH
- Colorado Springs, CO
- Coppell, TX
- Council Bluffs, IA
- Denver, CO
- Dubuque, IA
- East Dubuque
- Grayslake
- International development in Asia
- Indianapolis, IN

Market & Demographic Analysis Continued

- Channahon
- Flint, MI
- Johnsborg
- Kalamazoo, MI
- Lake Barrington
- Mount Prospect
- Nassau County, NY
- Palos Heights
- Palos Park
- Park Ridge
- Philadelphia, PA
- Rockford
- Round Lake
- Savanna
- Shorewood, WI
- Skokie
- Troy, OH
- West Dundee

Development Services

Assessment of development potential and review of developer proformas for municipal and private sector clients in several municipalities including:

- Chicago
- Milwaukee, WI
- Omaha, NE
- Wheaton
- Hoffman Estates
- Prairie Grove
- Naperville
- River Forest

Department of Defense Projects

Base Redevelopment and Closure (BRAC) and United States Air Force base feasibility studies in:

- Alaska
- Texas
- Georgia
- Texas
- Florida
- Washington D.C.
- Idaho



Nikolas Davis, ASLA

Principal

Nik brings more than 10 years of professional design and planning experience to Houseal Lavigne Associates and as a Principal manages much of the firm's versatile studio work, as well as hones skill specializations in urban design, landscape architecture, site plan development, streetscape design, and sustainability planning, from the individual lot level up to the regional scale. He provides the connection between the planmaking process and document creation, focusing on concept and site design, graphics, document layout, geographic information and cartographic renderings, and urban-form 3D modeling, using a breadth of software tools and drafting techniques.

Nik has extensive experience in landscape and planting design which includes conducting site visits and creating inventory and analysis maps, developing project bases, drafting general development and preliminary plans, producing hand and computer rendered sketches and plans, and submitting construction documents, specifications, plant list schedules, and cost estimates for review and installation. Nik has a diverse background in urban planning and design with experience in the preparation of research and inventory materials, site analysis maps, framework plans, preparation of conceptual development plans for a full range of residential, commercial, mixed-use, office and industrial park developments, and commercial corridors.

Prior to joining Houseal Lavigne Associates, Nik worked for consulting firms specializing in landscape architecture, streetscape design, urban design, zoning, and development planning. Nik has a Bachelor of Science in Landscape Architecture from Purdue University. He is a member of the American Society of Landscape Architects (ASLA), and some of his past work has been awarded recognition in sustainability and environmental stewardship.

Education

Bachelor of Science in Landscape Architecture, Purdue University

Memberships

American Society of Landscape Architects

ASLA Positions

ILASLA Allied Professionals Liaison

ILASLA Legacy Project Co-Chair

Past ILASLA Public Awareness Chair

Past ILASLA External Communications Officer

Presentations

A Pedestrian's PedPeeves

Fast and Funny Planning Presentation

2015 National APA Planning Conference

New Tools for Zoning & Development Visualization

2013 National APA Planning Conference

Putting Zoning on the Map

APA-CMS January, 2012

Integrating Sustainability

Into Development Regulations

October 2011, APA-IL State Conference

Awards

2014 APA-MI Public Outreach Award
Imagine Flint Master Plan

Winnebago County 2030 Land Resource Management Plan, Honor Award for Environmental Stewardship, Illinois American Society of Landscape Architects, 2009

Project Experience

Comprehensive Plans

- Aurora, CO
- Bentonville, AR
- Bristol, TN
- Buffalo, NY
- Cary
- Council Bluffs, IA
- Elgin
- Flint Master Plan, MI
- Hudson, OH
- Lynwood
- Maywood, IL
- Pingree Grove
- St. Charles, IL
- St. Cloud, MN
- Windsor, CO

Corridors

- Ames, IA
- Bentonville, AR
- Des Plaines
- Elmhurst
- Island Lake
- Homer Glen
- Kenilworth, IL
- New Lenox
- Park Ridge
- Peoria Heights
- Portage, IN
- Rolling Meadows, IL
- Traverse City, MI

Downtown/TOD Plans

- Carbondale
- Carson City
- Elmhurst
- Fort Dodge, IA
- Geneva, IL
- Hopkinsville, KY
- Hudson, OH
- Rolling Meadows

Streetscape Designs

- Bourbonnais
- Bradely - Broadway Street
- Chicago - 87th & Stony, Lake Street, Uptown-Broadway Avenue, Auburn Gresham-79th Street
- Des Plaines
- Elmhurst - North York
- Glen Ellyn
- Grayslake
- Huntley
- New Buffalo, MI
- Richton Park

Design Guidelines & Standards

- Chicago - Archer & Halsted
- Council Bluffs, IA
- Fort Dodge, IA
- Mundelein
- Pace TOD Guidelines Manual

Zoning/Form-Based Codes

- Baltimore, MD
- Bentonville, AR
- Buffalo, NY
- Cleveland Heights, OH
- Council Bluffs, IA
- Dunwoody, GA
- Flint, MI
- Fort Dodge, IA
- Hinsdale
- Mundelein
- Muskogee, OK
- New Orleans, LA
- Park Ridge
- Riverside
- Wilmette
- Winnebago County

Design Development & Concept Designs

- Bensenville
- Chicago
- Crystal Lake
- Deerfield
- Grayslake
- Lincolnwood
- Mokena
- New Lenox
- Richton Park
- St. Cloud, MN
- Olympia Fields
- Oswego - Prairie Market



Andrew Vesselinovitch, AICP, AIA

Senior Associate

Andrew is a Senior Associate at Houseal Lavigne Associates and brings more than 20 years of experience in community improvement through parks creation, bicycle promotion, and the planning and design of public spaces and facilities. Having worked in San Francisco, New York City, and Chicago, he is committed to making cities healthier and more socially engaging. Highlights include: producing of the framework plan for the Bloomingdale Trail (now known as the 606), a \$95 million 2.7 mile-long elevated rail-to-park and trail conversion in Chicago; preparing the schematic design for the more than \$100 million Chicago Riverwalk; leading a 20% increase in cycling in New York; and creating a new state park in Mendocino County, California. An American Institute of Certified Planners member, Andrew is actively involved in the American Planning Association's national leadership, where he currently chairs the urban design and preservation division. He is an active member of the American Institute of Architects, Chicago chapter, regional and urban design knowledge community, and volunteers at the Art Institute of Chicago and other community organizations.

Andrew has master degrees in architecture (Illinois Institute of Technology), urban design (City College of New York), and city and regional planning (University of California, Berkeley). He has a juris doctor from the University of California Hastings College of the Law and a bachelor of arts in history from Haverford College.

Education

Illinois Institute of Technology, Master of Architecture
City College of New York, Master of Urban Design
University of California - Berkeley, Master of City and Regional Planning
University of California - Hastings College of Law, Juris Doctor
Haverford College, Bachelor of History

Memberships

American Planning Association
American Institute of Certified Planners
American Institute of Architects
Illinois registered architect, 2016

Awards

American Planning Association
2016 National Planning Excellence Award for Urban Design
AIA Chicago Design Excellence
Divine Detail Award 2015

Teaching/Media

NewCity, Contributor
Illinois Institute of Technology, College of Architecture, Adjunct professor of urban design
Archeworks, Facilitator

Project Experience

Active Transportation & Design Projects

- Bloomingdale Trail (The 606) Framework Plan, Chicago, IL
- Chicago Riverwalk, Chicago, IL
- Chicago Transit Authority Blue Line Visioning, Chicago, Oak Park, and Forest Park, IL
- Chicago Transit Authority

- Cermak-McCormick Place Station, Chicago, IL
- Reedley Parkway Rail-to-Trail Conversion, Reedley, CA
- Bicycle Network, New York, NY
- Pier Design Competition, St. Petersburg, FL

Public Land Planning Projects

- Caspar Headlands State Park, Mendocino County, CA
- Mystic Lake, Lakeview, CA



Michio Murakishi

Senior Associate

Michio is a Senior Associate at Houseal Lavigne Associates with over 15 years of experience in community planning and economic development. Recognizing the significance of economic viability, he feels strongly that professional planning practices must be firmly rooted in financial and market realities. To this end, Michio brings special expertise to the firm in the areas of development strategy, deal negotiation, financial feasibility, and market analysis.

Education

Michigan State University, Bachelor of Arts
University of Cincinnati, Master of
Community Planning

Michio's consulting experience has concentrated principally on structuring complex real estate financial transactions for numerous public- and private-sector clients. He has worked with both municipalities and developers on taking development projects from the visioning stage through to project implementation. Michio is adept at speaking to diverse audiences, presenting findings and recommendations in an accessible and straightforward manner. He believes that community engagement should be driven primarily through the use of impactful visual tools, as well as clear and concise written communication. Representative work includes the negotiation of a public-private financing structure for the \$110 million Wheeling Town Center mixed-use development project, providing development advisory services to the ownership group of the iconic Cermak Plaza shopping center, securing public funding in support of a LEED-certified renovation of the historic Inland Steel Building, and serving as lead TIF analyst on the Olympic Village financing plan included in the Chicago 2016 bid book submitted to the International Olympic Committee.

Prior to joining Houseal Lavigne Associates, Michio worked at the Bureau of Economic Development at the City of Chicago's Department of Planning and Development. Previous to that, he spent several years operating his own consulting practice, worked in the national Capital Markets group at Jones Lang LaSalle, and held a senior position at a major Chicago-based development advisory firm. Michio received a Bachelor of Arts degree in Sociology from Michigan State University and attended the University of Cincinnati, where he earned a Master of Community Planning degree and full academic scholarship.

Project Experience

Development Advisory Services

- Batavia, IL
- Chicago, IL
- Evanston, IL
- Milwaukee, WI
- Park Ridge, IL
- Prospect Heights, IL
- St. Charles, IL
- Hanover Park, IL
- Lincolnshire, IL
- Oak Park, IL
- Palatine, IL

Public-Private Partnerships

- Capital Properties, Chicago, IL
- Cermak Plaza Properties, LLC, Berwyn, IL
- Urban R2 Development, Wheeling, IL

Market Analysis

- Franklin Park, IL
- Oak Creek, WI
- Palos Park, IL

Special Projects

- Chicago 2016, Olympic Village Financing Strategy
- Du Page County, Impact of O'Hare Airport Expansion
- Village of Prairie Grove, Impact of Annexation



Mohit Maheshwari

Senior Associate

Mohit Maheshwari is a Senior Associate at Houseal Lavigne Associates and manages Parks and Recreation, Comprehensive Plans, and Urban Design projects for the firm. Mohit has successfully managed federal planning, city planning, facility planning, and landscape architecture design and construction projects for both domestic and international markets.

Education

Master of Landscape Architecture,
University of Minnesota, Minneapolis

Bachelor of Architecture, Lucknow
University, India

Certification and License

Registered Landscape Architect, State of
Missouri

LEED, AP, USGBC

Master Gardner, Missouri Botanical Garden

Mohit brings over 15 years of global professional experience in multi-disciplinary project environments with expertise in project management, urban design, landscape architecture, community planning, and industrial master planning. He has extensive knowledge in collecting, analyzing, interpreting and presenting planning data through effective field investigations, surveys and research skills. Mohit possesses strong interpersonal skills to effectively develop relationships with municipalities, community stakeholders, regulatory bodies, commissions, local governments, contractors, and citizens.

Prior to joining Houseal Lavigne Associates, Mohit worked for multinational consulting firm specializing in project management, community and industrial master planning, urban design, landscape architecture, and land use planning and zoning. Mohit has a Master of Landscape Architecture from the University of Minnesota in Minneapolis and Bachelor of Architecture from the Lucknow University in India. He is a Licensed Landscape Architect and LEED Accredited Professional.

Project Experience

Parks and Recreation Master Plan

- Galesburg, IL
- Kirkwood, MO*
- Jackson TN
- St. Cloud MN
- Camp Wyman, Wildwood MO*
- Millennium Park, Creve Coeur MO*
- Buder Park, St. Louis County*

Master Planning

- Yanbu Industrial City Master Plan, KSA*
- Oak Brook Commercial Revitalization Plan, IL
- Choteau Island, IL*
- TEDA Leisure Golf Resort, China*
- Camp Wyman Master Plan, Wildwood MO*
- St. Peters Lakeside Office Park*
- North Central Missouri College, Trenton MO*
- Airlift Training Campus Master Plan, Little Rock Air Force Base, AK*
- Central East Side Neighborhood Revitalization Plan*
- McCully Barracks Germany*
- Hainerberg Housing Area Development Plan Germany*

Comprehensive/Real Property Master Plan

- Brentwood, MO
- Fort Lupton, CO
- Aurora, CO
- Yuma Proving Ground, Yuma AZ*
- USAG Kaiserslautern, Germany*
- USAG Grafenwoehr, Germany*
- USAG Hoenfels, Germany*
- Fort Benning Real Property Master Plan*
- NAS Corpus Christi Plan*
- MCAS Cherry Point Plan*

Design and Construction

- Palo Verde Housing, Edwards Air Force, CA*
- River Des Peres Beautification and Greenway, MO*
- Royal Commission Headquarters Site Development and Landscape, KSA*
- Air Force Housing, Incirlik Air Force Base, Turkey*
- Microsoft Technology Center, Creve Coeur MO*

Urban Design Guide

- Fort Knox, KY*
- Fort Bragg, NC*
- Federal Law Enforcement Training Center, GA*
- Military Ocean Terminal, Sunny point, NC*
- USAG Benelux, Belgium*
- USAG Baumholder, Germany*
- Fort AP Hill, VA*
- Navy Operational Support Center Design Guide, PA and NY*

Facility Planning

- Net Zero Energy Installation Plan Plan, Sembach Germany*
- Net Zero Energy Installation Plan, Miesau Army Depot, Germany*
- Energy Condition Optimization Plan, JBER AK*
- Facility Use Study, Yuma AZ*
- Facility Use Study, Baumholder, Germany*
- Facility Use Study, Sembach, Germany*

**Project experience at a previous firm*

SECTION 3
RELEVANT EXPERIENCE

SECTION 3

RELEVANT EXPERIENCE

Houseal Lavigne Associates is an award winning consulting firm specializing in all areas of community planning, urban design, and economic development, with expertise in comprehensive planning, zoning code, community outreach and implementation. We strive for a true collaboration of disciplines and talents, infusing all of our projects with creativity, national best practices, market reality, and community insight and understanding.

Houseal Lavigne Associates has worked with more than 250 communities throughout the country. In the last eleven years we have directed more than 70 comprehensive plans, 90 corridor plans, 35 downtown and TOD plans, 40 special area plans, 25 zoning and design guidelines assignments, and much more. Our national experience includes planning, design, economic, and zoning assignments in Illinois, Indiana, Michigan, Iowa, Wisconsin, Alabama, Arkansas, Colorado, Connecticut, Georgia, Kansas, Kentucky, Minnesota, Missouri, Nebraska, Nevada, Ohio, Oklahoma, Tennessee, and Virginia.

We have included full project samples for three projects in which we have conducted both comprehensive plans and sequential zoning ordinances for. Project examples include Flint, MI; Marion, IA; and Richton Park, IL. These examples are located on the flash drive included with this proposal.

Comprehensive Plan & Zoning Experience

The list below outlines our experience updating Comprehensive Plans and Zoning Ordinances.

- Benton Harbor, MI
- Brownsburg, IN
- Bristol, VA
- Carpentersville, IL
- Coralville, IA
- Countryside, IL
- Council Bluffs, IA
- Crest Hill, IL
- Crothersville, IN
- Culver, IN
- Downers Grove, IL
- Edinburgh, IN
- Fairview Heights, IL
- Flint, MI
- Forest Park, IL
- Frederick, CO
- Geneva, IL
- Glen Ellyn, IL
- Greater Bridgeport Region, CT
- Grundy County, IL
- Harwood Heights, IL
- Hawthorn Woods, IL
- Hudson, OH
- Itasca, IL
- Jackson, MO
- Jackson, TN
- Kenilworth, IL
- Lansing, IL
- Lincolnwood, IL
- Lynwood, IL
- Machesney Park, IL
- Marion, IA
- McHenry County, IL
- Melrose Park, IL
- Montgomery, IL
- Morton Grove, IL
- Mundelein, IL
- Muskogee, OK
- Niles, IL
- Northbrook, IL
- Oakbrook Terrace, IL
- Oak Park, IL
- Palos Heights, IL
- Palos Park, IL
- Pleasant Hill, IA
- Plainfield, IN
- Richton Park, IL
- River Forest, IL
- South Chicago Heights, IL
- Springfield-Sangamon County, IL
- St. Charles, IL
- South Beloit, IL
- Streamwood, IL
- St. Cloud, MN
- Sugar Grove, IL
- Tipton County, IN
- Tipton, IN
- Westmont, IL
- Wilmette, IL
- Windsor, CO



SECTION 4
APPROACH & SCOPE

SECTION 4

APPROACH & SCOPE

Houseal Lavigne Associates has provided a combined comprehensive plan & zoning ordinance update scope of work and delivery of services for communities across the country. Our process is integrated, coordinated, and ensures planning and zoning work hand in hand to help communities achieve their objectives and realize their aspirations.

We propose a two-part/twelve-step process for preparing the City of Oak Creek's comprehensive plan and zoning ordinance update. This program entails analyzing existing conditions to provide a concise and accurate assessment of the community's strengths and weaknesses, and issues and opportunities; developing and evaluating alternative plans and policies; preparing final comprehensive plan recommendations and implementation strategies that are measurable and specific; and preparing a zoning ordinance update that builds upon the comprehensive plan and touches every aspect of zoning and development regulations within the Oak Creek community.

Our approach to comprehensive planning places a significant emphasis on community participation. We recognize the importance of using the planning process in establishing community consensus and fostering a sense of stewardship for the plan. Our approach requires that residents, business persons, City officials, and other stakeholders get involved at every step of the planning process and be active participants that help to define issues, establish a vision, formulate ideas, and shape solutions. This approach casts a wide net of engagement by providing an assortment of both traditional and innovative web-based methods.

Our approach to zoning is to ensure the ordinance is user friendly, easy to understand, reflective of best practices and contemporary development standards, and supportive of the Comprehensive Plan and seen as a key implementation for plan recommendations.

We believe our proposed scope of work will produce a meaningful and responsive comprehensive plan for the City of Oak Creek, and a state of the art/up to date zoning ordinance that will deliver efficiency, ease of use, and quality development and land use arrangements. Should the City favor our basic approach, we will work closely with staff and other City officials to further refine this process, ensuring that all local needs and requirements are met. Each task of our proposed scope of services is presented in detail on the following pages.

PART ONE: COMPREHENSIVE PLAN

Part One of this two part process is the development of the new/updated Comprehensive Plan. Once completed, the new Comprehensive Plan will serve as the foundation for Part Two, the updating of the Oak Creek Zoning Ordinance.

Step 1: Project Initiation

To “kick-off” the planning process, we will conduct meetings with key City staff, Common Council, Plan Commission, Community Development Authority, Steering Committee, and other collaborative partners. These meetings will help establish a project framework before broader community outreach activities commence.

1a: Project “Kick-Off” – Community Development & Department Head Meetings

Prior to our first meeting with the City Council and Planning Commission, members of the project team will meet with City staff to review the project scope, schedule, and deliverables; begin the process of data needs identification, collection and issues analysis; and clarify any outstanding matters. Regular and “as-needed” meetings and conference calls with City staff will be held throughout the planning process to ensure a fluid communication process.

Prior to our first meeting with the Common Council, Plan Commission, Community Development Authority, Comprehensive Plan Update Steering Committee, or public, key members of the Consultant Team will conduct two meetings with City staff and department heads.

- **Community Development Department Kick-off** – An initial kick-off meeting will be held with the City’s Community Development Department staff. This first meeting will allow us to review the project scope, schedule, and deliverables; begin the process of data needs identification, collection and issues analysis; and clarify any outstanding matters. Regular and “as-needed” meetings and conference calls with City staff will be held throughout the planning process to ensure a fluid communication process. Our intent is to function as a unified and integrated team alongside City staff.
- **City Department Heads Meeting** – Immediately following a meeting with Community Development Department staff, the Consultant Team will host a meeting with key representatives from other City departments. Comprehensive Plan recommendations will have bearing on City policy that is beyond the purview of the CD department, and support from other City departments will be essential to plan implementation. The Consultant Team will work with CD department staff to engage other department heads throughout the process to ensure that plan recommendations are meaningful and actionable for all City departments.

1b: City Officials “Roundtable”: Common Council, Plan Commission, Community Development Authority

As part of “kicking off” the comprehensive planning process, a “Roundtable” workshop will be conducted with the Common Council, Plan Commission, and the Community Development Authority. As the community’s policy makers and advisors, it is important that these leaders have a chance to communicate and discuss their issues and concerns with each other and the Consultant Team at the very onset of the process. This initial dialogue will inform the Consultant Team and ensure that issues important to City officials are identified early. This workshop will help to direct the process as well as educate officials about the upcoming comprehensive planning process.

1c: Establish the CPSC

We recommend the establishment of a Comprehensive Plan Update Steering Committee (CPSC) be formed to provide a public face to the planning process and demonstrate a commitment on behalf of the City to seek meaningful input from beyond the walls of City Hall. The CPSC can serve as a community sounding board, meeting at key points along the process to discuss issues and overall planning direction, and provide feedback for Plan Commission and Common Council consideration. The CPSC should ideally be comprised of 12-15 people representing a diverse mix of community representation, possibly including 2 Alderman, 2 Plan Commission members, 2 Community Development Authority members, 2 business owners, 2 residents-at-large, and possibly representative from other agencies and organizations, not for profits, educational and health institutions, and more.

1d: CPSC Initiation & Orientation Workshop

An initial orientation and workshop will be conducted with the CPSC. Participants in the CPSC project initiation meeting would include City staff, key personnel from the Consultant Team, and members of the CPSC. The purposes of this meeting will be to: (a) review overall project objectives; (b) review and discuss the work program for the project; and (c) establish and discuss project roles and responsibilities. The project initiation meeting will conclude with a Project Initiation Workshop. The workshop is intended to solicit the views of the CPSC and staff regarding their concerns and aspirations for the City of Oak Creek.

Step 2: Outreach & Community Engagement

Community outreach and citizen participation are the cornerstones of our proposed planning process. Anticipating high levels of participation from an active and engaged community, our proposed outreach process includes both traditional (face-to-face) and web-based activities to obtain the broadest levels of participation in preparing the Comprehensive Plan Update for the City of Oak Creek. Community outreach is included throughout the entire planning process, with this step providing the initial participation efforts and laying the foundation for the remaining steps.

2a: Press Releases, Notices & Newsletter Articles

We will work with City staff to develop press releases, newsletter articles, and other means of public notice at different points in the planning process. These items will be disseminated on various platforms, including the City's official website, local newspapers, and local media outlets. Regular updates on these platforms is advisable throughout the process of preparing the City's comprehensive plan update.

2b: Community Workshop –Issues Identification and Aspirations

This community workshop is the first of many face-to-face community outreach events scheduled throughout the planning process. The purpose of this first workshop is to allow residents to provide input before any plans or recommendations are formulated. The workshop will: (a) review the purpose of the Comprehensive Plan, the planning process to be undertaken, and the schedule for the project; and (b) secure local views on concerns, issues, and potentials within the community.

2c: Business Workshop – Ensuring a “Business Friendly” Community

This workshop will be targeted specifically to business owners and managers and Oak Creek’s corporate citizens as an important stakeholder group. The purpose is to establish a dialogue and obtain feedback from those members of the business community that have a unique insight and perspective and whose assistance and involvement is crucial to the Plan’s ultimate success.

2d: Key Person Interviews & Focus Group Discussions

Key Person Interviews and Focus Group Discussions allow us to obtain first-hand insight into the community from a diverse array of perspectives. Confidential interviews/ focus group discussions will be conducted to obtain additional information regarding local issues and potentials. The Consultant Team will work with City staff to identify those individuals and groups to be interviewed. We recommend a broad sampling of interviewees who may possess unique perspectives or special insights into the community. Interviewees could include members of civic and community organizations, selected property owners, new or lifelong residents, builders and developers, local business leaders, and representatives of other government and quasi-governmental bodies.

2e: Interactive Project Website

We will design and host an interactive project website that is linked to the City’s official website. We are committed to utilizing the internet to maximize the participation and communication between stakeholders—as it relates to the new comprehensive plan—for the duration of the planning process and beyond. This website can be used to post project schedules and meeting dates; display graphics, maps, and draft documents; address frequently asked questions; or host a community discussion forum. The website will be the “one-stop-shop” for information related to the comprehensive planning process.

2f: Social Networking

If desired, we can integrate the project into the City’s existing social media accounts. For those residents that use the internet to stay informed, these tools are essential in keeping them connected with local comprehensive planning activities. Social networking tools can help increase awareness of the comprehensive plan and assist in increasing participation at outreach events, including traditional face-to-face meetings.

2g: map.social (Online Map-Based Engagement Platform)

We will feature map.social, a web-based community issues mapping tool on the interactive project website. Developed by Houseal Lavigne Associates, this award-winning tool allows website visitors to identify, map, and comment on geographic areas of concern and valued community amenities. map.social simplifies the mapping process and familiarizes residents with all areas of the community in a manner that is exciting, interactive, and effective. Input from residents allows us to create a composite map of community issues to assist with the establishment of community goals and objectives.

Step 3: Existing Conditions Analysis

This step will include the analysis of existing conditions and future possibilities within the community. It will be based on information provided by the City, as well as feedback from community service providers, and field reconnaissance, surveys, inventories, and analyses undertaken by the project team. An emphasis will be placed on the identification of current conditions that will ultimately guide the formulation of the City's vision, goals, and objectives included in its updated comprehensive plan.

3a: Review Vision 2020 Comprehensive Plan and other City Studies, Plans & Reports

The existing Vision 2020 Comprehensive Plan (adopted 2002), along with other previously prepared plans and studies will be assembled and reviewed, including the 27th Street Corridor Plan, Lakefront Redevelopment Action Plan, 2013 Park & Open Space Plan, Oak Creek Strategic Action Plan, Drexel Town Square Mixed Use Planned Development, and more. This review will help determine: (a) recently-adopted City policies that need to be reflected in the comprehensive plan update; (b) changes within the community that have occurred after the adoption of previous plans; (c) conflicts between plans and reports; (d) the validity of previously-collected data; and (e) deficiencies in any existing data or planning recommendations.

3b: Zoning & Development Controls

All the City's regulatory controls, including its zoning ordinance, zoning map, and subdivision regulations will be assessed to identify any potential land and development control issues, and to determine how development regulations may influence land use and opportunities for new development.

3c: Demographic & Market Overview

We will prepare a demographic and market overview and analysis of the Oak Creek community that will include an analysis of recent trends in population, households, income, age and gender characteristics, racial and ethnic composition, and labor force and employment. We will concurrently formulate a market overview that details the supply and demand trends, and development potential for residential, commercial, and industrial land uses.

3d: Existing Land Use & Development

We will prepare an existing land-use and development inventory and assessment, including a map comprised of all parcels in the City's planning jurisdiction. The existing land use will be analyzed to identify functional land-use areas, compatible and incompatible land-use arrangements, and other issues related to land-use and existing development conditions. This inventory and assessment will include a detailed examination of all of the City's land uses and unique areas.

3e: Community Facilities & Infrastructure

We anticipate that much of the information related to community facilities and infrastructure will be generated/provided by City. This information will be incorporated with other existing conditions information and presented in the final existing conditions analysis. We will prepare a facilities survey questionnaire for community service providers and will use the results—together with fieldwork and other research—to prepare a community facilities inventory and assessment, including a detailed map and exhibits.

3f: Transportation & Mobility

Our Team will prepare an assessment of the Oak Creek’s existing transportation conditions. This will include the existing street system, bike and pedestrian facilities, and public transportation. Problems, concerns, and opportunities for improvement will be identified. The analysis will assist with the development of recommendations that can improve access and control, linkages and connectivity, and overall safety and efficiency. The analysis will also include discussions and consideration of other jurisdictional transportation efforts including state, regional, county, and other planning levels.

3g: Environmental Features & Open Space

This step will include the review, inventory, and analysis of the City’s open space and environmental features, including all parks, areas of natural environment, water features, and other special natural and human-made features that add to the City’s character. In addition, problems, concerns, strengths, and opportunities for improvement will be identified.

3h: Issues and Opportunities Memorandum & Presentation

The results of the community outreach activities and the existing conditions assessment will be outlined in a presentation to a joint CPSC, Common Council, Plan Commission, CDA group session. The presentation will detail issues, opportunities, existing conditions, and trends that will be addressed in the new comprehensive plan. The issues and opportunities presentation will serve as a foundation for the future steps in the planning process. The objective of the presentation is to provide a summary of outreach efforts and existing conditions analysis, and develop an understanding of the priorities that should be addressed in the comprehensive plan update. This Issues and Opportunities assessment will serve as the foundation for the state required Issues & Opportunities element of the comprehensive plan.

Step 4: Community Vision, Goals, and Objectives

The purpose of this step will be to establish an overall “vision” for the future of the City of Oak Creek that can provide focus and direction for subsequent planning and zoning update activities and serve as the “cornerstone” of the consensus building process. Based on the Vision and previous steps in the planning process, preliminary Goals and Objectives will also be prepared.

4a: Community Visioning Session/Charrette

The Community Visioning Session will involve the Consultant Team, City Staff, elected and appointed officials, and all interested members of the community. The session will include both large group and small group working sessions to review and discuss conditions and potentials within the City. The large group will work together to identify issues and opportunities, and the small “breakout” groups will work together to develop “visions” for the future of the community. It will conclude with general agreement and understanding regarding the long-term role and character of Oak Creek and the projects and improvements that will be desirable in the future.

4b: Vision Statement

Following the visioning session, the Consultant will summarize the results of the group discussions, and will prepare a preliminary Vision Statement for the City of Oak Creek. The preliminary Vision Statement will be based on the Vision Session, feedback from the community outreach activities, and observations from the Consultant Team.

4c: Preliminary Goals & Objectives

Based on previous steps in the planning process, preliminary Goals and Objectives will be prepared which will provide more specific focus and direction for planning recommendations. As a starting point, we will establish new/updated goals for the existing/required chapters of the comprehensive plan, building up the goals of the existing plan as appropriate. Additional categories for goals and objectives will be identified and included as desired by the City.

Step 5: Community-Wide Plans & Policies

This phase of the project will entail the preparation of plans that are consistent with the Wisconsin state statutes. Accordingly, at a minimum, the comprehensive plan must contain the following elements: Issues & Opportunities; Housing; Transportation; Utilities and Community Facilities; Agricultural, Natural, and Cultural Facilities; Economic Development; Intergovernmental Cooperation; Land Use; and Implementation. These plans will serve as the core of the comprehensive plan. Each element of the plan will include the appropriate vision, goals, objectives, and implementation components required to fully capture the plan recommendations and community input.

5a: Land Use & Development Plan

The land use and development plan will include recommendations and policies for all land use areas in the City, including residential, commercial, industrial, and recreational areas. The plan will identify existing land uses and provide future land use designations for all areas within the City's planning jurisdiction. The land use and development plan will utilize text and illustrative maps and graphics to communicate planning concepts and principles.

5b: Transportation & Mobility Plan

Working with the City's transportation consultant, we will develop a transportation and mobility plan. The transportation and mobility plan should focus on the coordination and optimization of all modes of travel within the City, including vehicular, bicycle, walking, and transit services.

5c: Parks, Open Space, and Environmental Features; Agricultural and Cultural Facilities

This plan component will identify linkages, open space and parkland, agricultural resources and areas, sensitive natural resources and environmental features, and cultural amenities. The comprehensive plan will recognize the importance of the City's open space and environmental features, and seek ways to use enhance parks and recreation, improve trail quality and connectivity, and ensure a connected network of parks, trail, and open space throughout the community and into the wider region. Additionally, this section of the plan will address agricultural and cultural resources within the community.

5d: Housing & Neighborhoods

This element of the plan will identify the City's existing and projected housing needs, as well as the plans and policies for the different residential neighborhoods and housing types, including single-family, multi-family, mixed-use residential, senior housing, and affordable housing. The plan will seek to ensure that current and future housing needs are met, and that the community's neighborhoods are strong, safe, livable, and meet the overall quality-of-life needs for existing and future populations.

5e: Economic Development - Commercial and Industrial Areas Framework

This element of the plan will provide policies, plans, and recommendations to strengthen the City's economic position, including its commercial and industrial areas, and employment centers. This plan component will address education and workforce development, economic development strategies, and approaches to business development. Economic data, forecasting, and appropriate metrics will be established to bolster economic development monitoring and end ensuring its success over time.

5f: Community Facilities & Utilities

The community facilities and utilities plan will identify and inventory community facilities in the City, and include recommendations and policies for municipal facilities, services, and infrastructure.

5g: Implementation Strategy

An implementation program will be prepared that will describe the actions required to carry out the policies contained in the updated comprehensive plan, including recommendations related to zoning and other land-use regulations, priority improvement projects and redevelopment sites, capital improvement projects, funding sources and implementation methods, timing and prioritization, metrics and performance indicators, intergovernmental cooperation and general administration of the plan. While the implementation strategy could exist as a standalone plan element, it could also possibly be imbedded into each element of the plan; in so doing, implementation strategy components will have a contextual basis. Additionally, intergovernmental cooperation, a state required element, could be included as part of the implementation strategy, or if required, pulled out into a separate element apart from implementation.

Phase 6: Plan Documents & Adoption

The culmination of the planning process will be the preparation of the final comprehensive plan document that will be approved and adopted by the City of Oak Creek.

6a: Draft Comprehensive Plan Document

Utilizing work completed in the preceding steps, a draft comprehensive plan document will be prepared for local review and consideration. The draft plan will also a detailed implementation strategy that identifies specific projects and actions necessary to realize the vision and goals outlined in the plan.

6b: CPSC Working Session

A CPSC working session will be conducted to review, discuss, and reach agreement on the contents of the draft comprehensive plan before proceeding to the public hearing.

6c: Community Open House

A community open house will be held to allow residents and community stakeholders to drop in, review, and discuss the draft comprehensive plan. Members of the consultant team and City staff will be on hand to present the material, answer questions, and get feedback on the draft plan prior to initiating the official public hearing process.

6d: Plan Commission Public Hearing

The final comprehensive plan report will be presented to the Plan Commission at a public

hearing. This hearing will provide an opportunity for residents and the community at-large to comment on the plan, and the recommendations therein, prior to its adoption. Based on the discussion and feedback collected at the public hearing, the comprehensive plan will be revised and prepared for Common Council presentation and adoption.

6e: Final Plan - Common Council Presentation and Adoption

The final Comprehensive Plan will be presented to Common Council for consideration and adoption.

PART TWO: ZONING ORDINANCE UPDATE

Part Two of this two part process is the Zoning Ordinance Update. The update will use the recently adopted new comprehensive plan and the associated outreach and community assessment completed as part of Part One, as a policy guide for many of the likely anticipated zoning ordinance amendments.

Step 7: Project Initiation and Public Engagement & Outreach

Step 7 represents the kick-off of the zoning update project and is designed to provide City staff and the consultant team with opportunities to set project expectations and protocols, convey issues and concerns with the existing code, and engage those who administer and are impacted by the code.

7a: Staff Kick-Off – Review and Discuss Preliminary Zoning Issues

This step will include a meeting with City staff to review various aspects of Part Two of the project, including schedule, expectations, outreach, and adoption. The meeting will also provide an opportunity for staff and consultants to discuss issues related to the development of new regulations.

7b: Joint Plan Commission/ Board of Housing & Zoning Appeals Workshop

This step will include a joint workshop with the Planning Commission and the Board of Housing & Zoning Appeals to identify, review, and discuss zoning related matters within the City. The members will provide a unique perspective and insight into local zoning, planning, and development issues and will provide vital feedback and project focus. They also can articulate frustrations with the current zoning ordinance as a policy tool, such as difficulties in navigating the documents, unclear regulations, inconsistent references or definitions, issues with procedures of development review and approval, code enforcement, and insights into what sections and standards may need amending.

7c: Residential Areas Zoning Workshop

A workshop will be conducted with City residents, architects, and homebuilders to identify, review, and discuss zoning and ordinance related matters pertaining to the City's residential neighborhoods. It is anticipated that this workshop will focus on neighborhood character, parking/storage of recreational vehicles, home occupations, development intensity, infill development (teardowns, FAR, lot coverage), accessory units (in-law, extended family, "granny flats"), cluster housing, tree preservation, etc. This workshop will focus on aspects of regulations, procedures, and enforcement that may be an issue.

7d: Commercial Areas Zoning Workshop

A workshop will be conducted with commercial property and business owners, corporate entities, and other business community stakeholders in the City. This workshop will allow business persons, owners, managers, operators, tenants, brokers, and others to provide input regarding the impact of zoning controls on their ability to invest in Oak Creek, successfully operate a business, and meet the goals that the City has set forth for development and character. It is anticipated that this workshop will focus on commercial development character, on-site parking requirements, appropriate uses, development scale and intensity, signage, corridor related issues, development approval procedures, and more. This workshop is not intended to “revisit” the vision established by the Comprehensive Plan, but instead will focus on aspects of regulations, procedures, and enforcement that may be an issue in the commercial areas of the community, in order to better reflect contemporary best practices.

Step 8: Assessment and Framework

Step 9 includes an assessment of existing zoning ordinance and the development of a recommendations framework for moving forward.

8a: Review and Assessment of Existing Zoning Ordinance

A thorough review of the City’s existing Zoning Ordinance will be undertaken to determine strengths and weaknesses of the existing code as a baseline for preparing the new regulations. The existing ordinances will also be evaluated with regard to how well they do or do not support the recommendations and objectives of the new Comprehensive Plan. This review and assessment of the existing zoning ordinance will entail a detailed chapter-by-chapter, section-by-section review, highlighting areas where the existing regulations, standards, procedures, processes, and other requirements are problematic, when measured against community aspiration, national best practices, and effectively accommodating property investment while safeguarding and ensuring community character and sense of place.

8b: Plans & Regulations “Testing” (conformity analysis)

GIS, Pictomerty, Google StreetView, and other means will be used to conduct “conformity analysis”/“testing” of existing conditions against the bulk and use standards of the current code. This level of analysis is important, not only to determine if existing development is consistent with the existing code, but to fully understand the impact of new regulations on existing development, so as not to inadvertently create an excessive amount of legal non-conforming structures. The new zoning will need to not only appropriately guide and regulate new development going forward, but must also work with the existing building stock and development pattern in certain areas of the City.

8c: Zoning Diagnostic Report & Recommendations Framework

The findings of initial outreach and engagement and analysis conducted will be packaged into a zoning diagnostics report. This report will include narrative text, diagrams, tables, maps, renderings, photographs, and other appropriate elements to describe the issues with current regulations, and the concerns and priorities identified by the community. The report will provide the key recommendations for moving forward. It will identify the priority areas related to zoning that must be addressed, the rationale for such determination, and preliminary recommendations for how to proceed, what to prioritize, and approaches to be considered.

Step 9: Draft Districts – Design Standards, Concepts, Uses, & Bulk Regulations

This step includes the development of draft zoning language for various districts, possible creation of new zoning districts, review and update of the permitted and special uses, and the establishment of detailed regulations. During this task, we anticipate regular contact with City staff to review incremental recommendations and technical language.

9a: Preliminary Zoning Districts Maps

As the different districts are being drafted, a proposed new zoning districts map will be prepared for City staff review.

9b: Draft Residential Districts and Development Standards

Preliminary Residential Districts and Development Standards will be prepared for local consideration and discussion based on community feedback, research and assessment of best practices, and the overall “fit” and character of the different residential areas of the City. This phase of the Zoning Ordinance update will focus on the residential areas and issues and will be presented in easy to use manner, enabling residents, area architects, builders, and City officials and staff to effectively implement the new regulations and design standards. These sections will cover every type of residential character and unit type, from standard single-family detached residential to more dense multi-family and mixed-use areas.

9c: Draft Commercial/Business Districts and Development Standards

Preliminary Commercial and Business District and Development Standards will be prepared for local consideration and discussion based on community feedback, research of best practices, and assessment of commercial area character and investment/redevelopment potential. This phase of the Zoning Ordinance update will focus on the City’s non-residential areas with a focus on being responsive to the needs of business owners, property owners, and developers, in a manner that is balanced with other City objectives. Both the form and function of the City’s commercial and business areas will be effectively addressed with the new regulations, in a manner consistent with the priorities of the Comprehensive Plan.

9d: Draft Office/Industrial Districts and Development Standards

Preliminary Office/Industrial Districts and Development Standards will be prepared for local consideration and discussion based on community feedback, research of best practices, and assessment of commercial area character and investment/redevelopment potential. This phase of the Zoning Ordinance update will focus on the City’s employment and industrial areas with a focus on being responsive to the needs of business owners, property owners, and developers, in a manner that is balanced with other City objectives.

9e: Plan Commission Meeting

A Plan Commission meeting will be conducted to review and discuss the draft districts and district standards for the residential and commercial/business districts. Appropriate revisions will be made based on group review and discussion.

Step 10: Administrative, Procedural, and Development Standards

Step 11 includes the drafting of sections of the code related to administration, procedures and development standards of general applicability. These will include the statement of purpose and intent, definitions, variations and appeals, fences, sheds, parking, landscaping, etc. It will also address procedural matters related to legal notice, public hearing requirements, staff review, amendments to text and the zoning map, variances, appeals, planned developments, application submittal requirements, etc.

10a: Preliminary Development Standards for Parking and Loading, Landscaping, Site Improvements, etc.

Preliminary amendments for several “non-district” sections of the code will be prepared for local consideration and discussion. These will likely include but not be limited to parking, loading, landscaping, technology infrastructure, and more. It is anticipated that these draft sections will include illustrations and visualizations to aid in the conveyance of regulations and design concepts.

10b: Draft Administrative Components, Processes, and Procedures

This task will result in recommendations for application and approval procedures. It will also include flow charts and diagrams clearly articulating such procedures in order to ensure that applicants and code administrators understand who is responsible for various recommendations or approvals. This task will include the review of Planned Development and Special Use procedures and requirements to ensure necessary amendments are put into place to maximize process efficiency and effectiveness for the both the City and applicant.

10c: Draft Definitions

This task will result in the preliminary “definitions” section of the new ordinance, incorporating new terms that are not sufficiently covered in the current code, and the elimination of antiquated or unnecessary definitions that exist in the current code.

10d: Staff Review

Throughout the development of these preliminary recommendations for processes, procedures, definitions, and design standards of general applicability, the Consultant will work closely with City to staff, reviewing, discussing, and refining regulations in preparation for distribution to the Commission.

10e: Plan Commission Meeting

A Plan Commission meeting will be conducted to review and discuss draft language developed as part of step 11. At this point in the process, the group will have been engaged to discuss the conceptual zoning direction, regulations guiding development in each district, supplemental regulations applicable throughout the City, and definitions and administrative procedures.

Step 11: Draft and Final Zoning Ordinance and Zoning Map

The draft Zoning Ordinance and Zoning Map will be prepared for local consideration and discussion, based on feedback from previous steps in the planning process. This step will also include the formal public hearing process and, ultimately, the adoption of the new Zoning Ordinance and Zoning Map.

11a: Draft Zoning Ordinance

The draft updated Zoning Ordinance will be prepared for local consideration and discussion, based on feedback from previous steps in the planning process. This will include the creation of any additional graphics or diagrams that were not created as part of the preliminary draft.

11b: Public Draft Zoning Map

The public draft Zoning Map will be prepared for local consideration and discussion, based on feedback from previous steps in the planning process.

11c: Staff Review

A meeting will be conducted with City staff to review and discuss the draft ordinance and zoning map. Appropriate revisions will be made based on staff review and discussion. Revised Zoning Ordinance and Zoning Map will be prepared for public review and discussion.

11d: Plan Commission Public Hearing

A public hearing will be conducted with the Plan Commission to consider and recommend action on the draft Zoning Ordinance and Zoning Map.

11e: Common Council Presentation and Adoption

Following the public hearing and the recommendation of the Plan Commission, appropriate revisions will be made and the Final Zoning Ordinance and Zoning Map will be presented to the Common Council for adoption.

Step 12: On-Going Assistance

For a period of 12 months after adoption, and at no cost to the City, we provide on-going over-the-phone guidance regarding the interpretation of procedures, standards, graphics, definitions, and other applicable components of the new ordinance.

SECTION 5
SCHEDULE

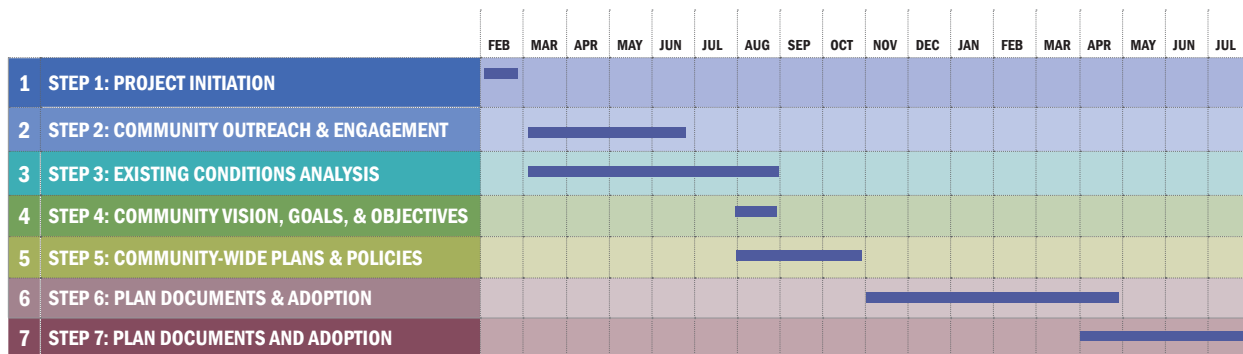
SECTION 5

SCHEDULE

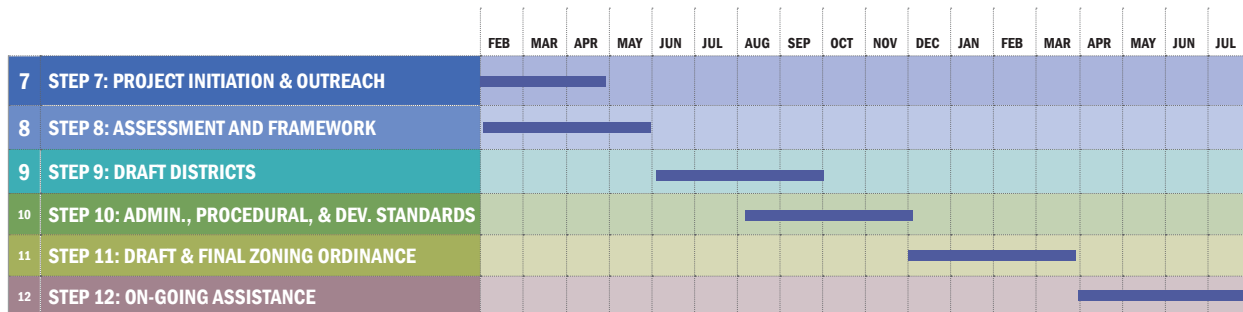
Project Schedule

The table below highlights the time period for each step of our proposed scope of work, as well as an indication of the meetings to be conducted and the deliverables to be provided along the way. We are ready to begin work immediately upon selection and are committed to devoting the personnel and resources necessary to completing the assignment by August 2019.

Comprehensive Plan Update Schedule:



Zoning Code Update Schedule:



SECTION 6
PROPOSED FEE

SECTION 6

PROPOSED FEE

Tasks:	Fee
PART ONE: COMPREHENSIVE PLAN	
Step 1: Project Initiation	\$5,000
Step 2: Outreach and Community Engagement	\$11,500
Step 3: Existing Conditions Analysis	\$25,200
Step 4: Community Vision, Goals, and Objectives	\$8,000
Step 5: Community-Wide Plans & Policies	\$35,400
Step 6: Plan Documents and Adoption	\$14,100
PART ONE SUBTOTAL	\$99,200
PART TWO: ZONING ORDINANCE UPDATE	
Step 7: Project Initiation and Public Engagement & Outreach	\$4,500
Step 8: Assessment and Framework	\$10,200
Step 9: Draft Districts - Design Standards, Concepts, Uses and Bulk Regulations	\$12,800
Step 10: Administrative, Procedural, and Development Standards	\$17,500
Step 11: Draft and Final Zoning Ordinance and Zoning Map	\$11,500
Step 12: On-Going Assistance	\$0
PART TWO SUB TOTAL	\$56,500
Total Cost	\$155,700
Direct Expenses	\$4,200
Not-To-Exceed Total (including Direct Expenses)	\$159,900

Oak Creek, Wisconsin

2018 Comprehensive Plan and Zoning Code Update

Consultant Interview

January 25, 2018



FIRM PROFILE



Houseal Lavigne Associates is an award winning consulting firm specializing in all areas of community planning, urban design, and economic development. Houseal Lavigne Associates has distinguished itself as industry leaders in technology and innovation and is recognized nationally for its plans and graphics. Collectively, the senior staff of Houseal Lavigne Associates has worked with more than two hundred communities in several states and has unparalleled experience in the areas of comprehensive planning, downtown planning, urban design, community outreach and facilitation, corridor planning, zoning and development regulations, parks and recreation planning, open space and environmental features, sustainability, market assessment and economic feasibility, and more.

John Houseal, AICP Principal | Co-Founder



John is a Principal and Co-founder of **Houseal Lavigne Associates** and has established himself as one of the nation's top urban planning professionals with a reputation as a leader in urban planning, contemporary development practices, and community outreach. John has directed, managed, and assisted with a wide range of planning assignments for communities across the country, from small farming towns with a few hundred residents to some of the nation's largest metropolitan areas that include millions of people. John has been a featured speaker at several national conferences and events on topics related to innovation in urban planning, zoning regulation and visualization, integrating transportation systems, context sensitive design, and environmental and sustainable planning initiatives.

Daniel Gardner, MPA Principal



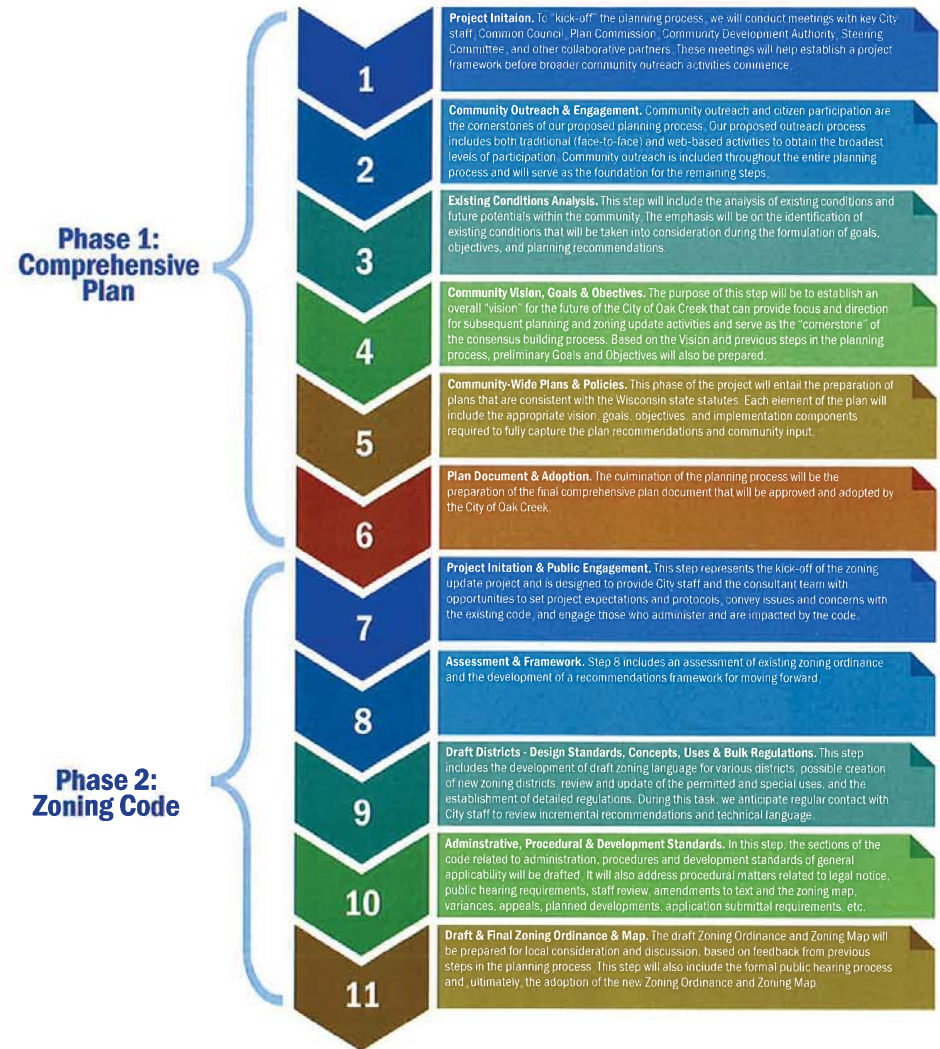
Dan Gardner is a Principal at **Houseal Lavigne Associates** and manages all market, economic and fiscal analysis for the firm. Dan has overseen successful development projects throughout the country and internationally. Dan brings over 20 years of public and private sector experience, as well as serving as an elected and appointed official in the Chicago region. His ability to strategically align public and private sector visions with market and development opportunities has led him to be recognized as a leading influencer in the field. Prior to joining Houseal Lavigne Associates in 2007, Dan held director and senior management positions with major Chicago and international development advisory firms.

RECENT AWARDS

- 2017**
IL APA - Outreach Award -
Envision Oak Park Comprehensive Plan
- 2016**
MN APA - Innovation Award -
St. Cloud Comprehensive Plan
- 2015**
MI APA - Daniel Burnham Award (Best Plan) -
Imagine Flint Master Plan
Michigan Chapter of Congress for the New
Urbanism - Macdonaw Prize - Imagine Flint
Master Plan
- 2014**
American Planning Association
National Planning Excellence Award
for an Emerging Planning & Design Firm
MI APA - Planning Excellence Award for Public
Outreach - Imagine Flint Master Plan
IA APA - Daniel Burnham Award (Best Plan)
Coralville Community Plan
- 2013**
Kane County Plan of the Year Award
City of St. Charles Comprehensive Plan
- 2012**
IL APA - Daniel Burnham Award (Best Plan)
Village of Downers Grove Comprehensive Plan
ACEC Illinois - Merit Award - Studies & Research
IL 47 Corridor Plan
Chaddick Institute - Development Regulation
Award
Oak Brook Commercial Areas Master Plan
- 2011**
IL APA - Gold Award - Implementation
Village of Bartlett Town Center
- 2010**
MO APA - Daniel Burnham Award (Best Plan)
City of Jackson, MO Comprehensive Plan
IL APA - Daniel Burnham Award (Best Plan)
McHenry County 2030 Comprehensive Plan

PROJECT APPROACH & SCOPE

We propose a two part, eleven-step process for preparing the City of Oak Creek's Comprehensive Plan and Zoning Code Update. Part One of this two part process is the development of the new/updated Comprehensive Plan. Once completed, the new Comprehensive Plan will serve as the foundation for Part Two, the updating of the Oak Creek Zoning Ordinance.



PRELIMINARY UNDERSTANDING

General Mitchell Airport. The General Mitchell International Airport is located at the northern boundary of Oak Creek. The City and the Airport Authority must work together to ensure that the development needs of both are met and are compatible. The Comprehensive Plan can provide a process for identifying future opportunities for collaboration.

Opportunities for Growth. The City has a unique mix of land uses, including large areas of undeveloped land. The Comprehensive Plan can identify targeted areas for future development to ensure that the City is able to manage growth and maintain the desired character of the community.

Greater Housing Variety. The population of Oak Creek is projected to continue increasing at a rapid rate. To accommodate this projected growth, the Plan will need to accommodate a growing population and the revised Zoning Ordinance will need to allow for a greater variety (and possibly higher density) of residential and mixed-use development.

Outlot Development. There is a high concentration of vehicle-oriented retail development along South Howell Avenue, primarily north of Ryan Road. This area has an overabundance of parking that could be utilized for future restaurants, stores, and offices. The Comprehensive Plan should provide policy direction and identify opportunities that encourage this type of infill development.

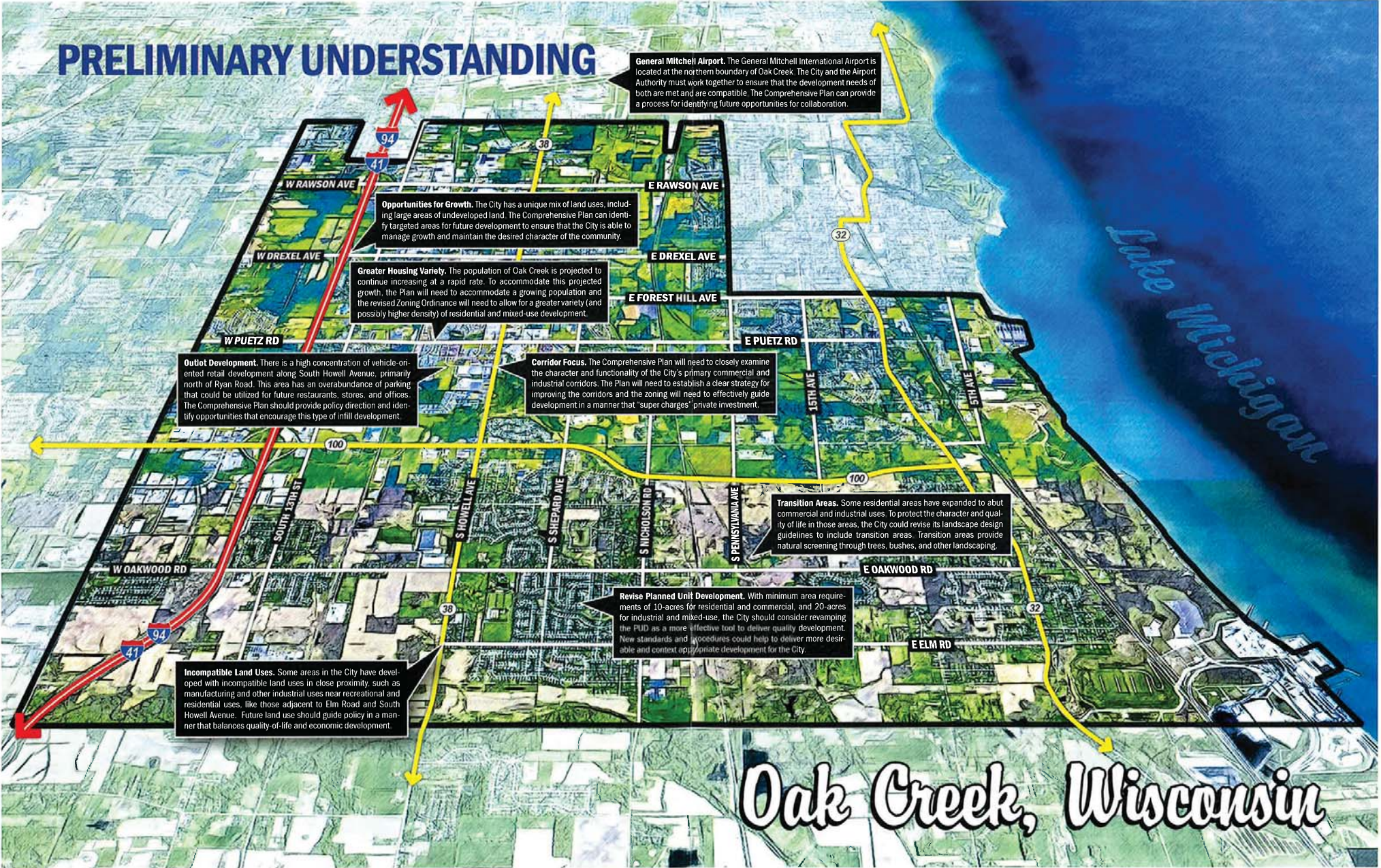
Corridor Focus. The Comprehensive Plan will need to closely examine the character and functionality of the City's primary commercial and industrial corridors. The Plan will need to establish a clear strategy for improving the corridors and the zoning will need to effectively guide development in a manner that "super charges" private investment.

Transition Areas. Some residential areas have expanded to abut commercial and industrial uses. To protect the character and quality of life in those areas, the City could revise its landscape design guidelines to include transition areas. Transition areas provide natural screening through trees, bushes, and other landscaping.

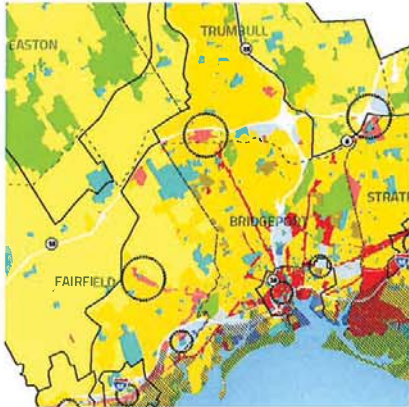
Revise Planned Unit Development. With minimum area requirements of 10 acres for residential and commercial, and 20 acres for industrial and mixed-use, the City should consider revamping the PUD as a more effective tool to deliver quality development. New standards and procedures could help to deliver more desirable and context appropriate development for the City.

Incompatible Land Uses. Some areas in the City have developed with incompatible land uses in close proximity, such as manufacturing and other industrial uses near recreational and residential uses, like those adjacent to Elm Road and South Howell Avenue. Future land use should guide policy in a manner that balances quality-of-life and economic development.

Oak Creek, Wisconsin



RELATED EXPERIENCE



Greater Bridgeport Regional Council, Connecticut
Regional Plan of Conservation & Development



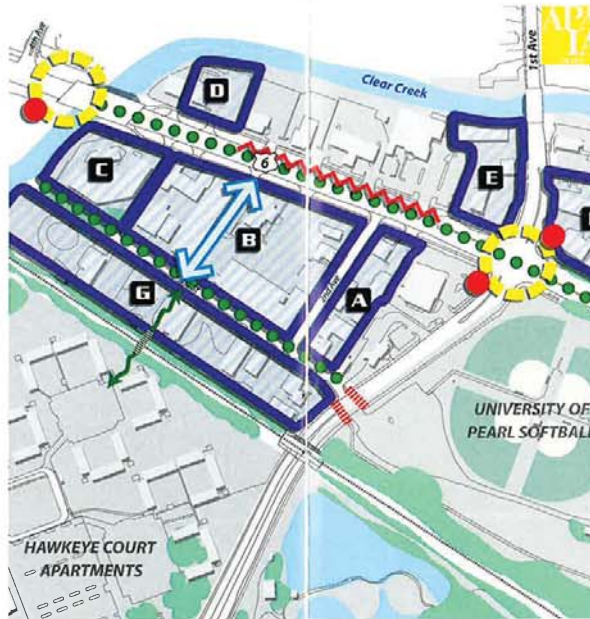
Flint, Michigan Flint Master Plan



City of Benton Harbor, MI Master Plan & Zoning Ordinance



City of Marion, IA Comprehensive Plan and Zoning Ordinance



Coralville, Iowa Coralville Community Plan



Hudson, Ohio Comprehensive Plan and Downtown Phase II Plan



St. Cloud, Minnesota Comprehensive Plan and Downtown Subarea Plan



City of Muskogee, OK Comprehensive Plan and Zoning Ordinance

FIRM STRENGTHS

Prioritizing this Assignment – The commitment of Principal and Senior staff to the community and this important project.

Responsive and Targeted Efforts – A planning process that identifies and focuses on project opportunities and high-priority issues and concerns.

Foundation of Outreach and Stewardship – A public participation program that builds support, consensus, and stewardship through a variety of outreach activities and media.

Team Approach – The establishment of a close working relationship with staff and officials, advisory groups, area residents, business and property owners, and other community stakeholders.

Focus on Implementation – An implementation strategy that clearly establishes the timing, priorities, action responsibilities, funding sources, and assistance programs to carry out the Plan and its recommendations.

Graphic Communication and Illustrations – An illustrative format with quality maps, graphics, and renderings that clearly and effectively communicate planning and development policies and practices, plan alternatives, and final recommendations.

Fresh Approaches and Creative Ideas – A commitment to creativity and innovation in planning and design, together with a pledge to offer new ideas and concepts for consideration.

Technology Integration – Integration of new technologies into the planning process to improve client contact, enhance communication and involvement, and produce superior plans and documents.

Commitment to Client Satisfaction – Simply put, client satisfaction is our most important objective.

Proven Results – A proven track record of award-winning projects and excellent client references.