Overview

- Program Evolution
- Program Structure
- Program Performance Overview
- Brownfield Inventory Process
- Redevelopment Planning
- Driving to a Deal
- Collaboration to Achieve Success
- Lessons Learned & Best Practices
- Next Steps & Challenges
- Questions?
Program Evolution

Innovative Ideas

• 2012 - EDWC Advisory Committee
  – “Deepening the Economic Development Toolbox” in Washington County

  • Creation and implementation of new innovative tools and funding supporting business growth activities
  • History of heavy manufacturing in Washington County
    – Dating back to 1840s
    – City & Village historic centers
  • Opportunity to focus on redevelopment of brownfield sites county wide
Program Evolution

Key Challenges to Success

• Smaller communities securing funding for brownfield redevelopment

• Smaller communities effectively promoting and managing redevelopment

• Gaining support from elected officials
Program Evolution

Funding (failure) to Launch the Program

• FY2012 US EPA Brownfield Assessment Grant
  – Key lessons learned:
    • Identification and collaboration with target communities and sites
    • Connecting assessments into long term plans
    • Stronger commitments on leveraging
Program Evolution

Regroup

Proactively creating a countywide Site Redevelopment Program vs. Reactively responding to individual problem sites
Program Evolution

Endorsement of Program

- Hit the ground running
  - Local government meetings
    - 7 Cities/Villages
    - Meeting with Towns
    - Initial identification of key sites for redevelopment
  - Community based organization discussions
  - Branding is everything

“Brownfield Sites” vs. “Redevelopment Opportunity Sites”

- Full buy-in by elected officials
Program Evolution

Key Components to Success

Formation of Site Redevelopment Coalition
Program Evolution

Key Components to Success

• Joint effort between County Planning and Economic Development Washington County
  – Focus from initial stages of program
  – Linking the program with EDWC initiatives

• Collaborative multi-disciplinary approach
  – Environmental expertise
  – Planning & market research
  – Economic Development
  – Local & County Leadership
Program Evolution

Key Components to Success

Formation of Site Redevelopment Steering Committee (SRC)
2013
Program Evolution

Secured Funding to Launch the Program

May 2014 – US EPA announces Washington County awarded a $600,000 Assessment Grant for Petroleum and Hazardous Brownfields

**First in Wisconsin!**
- County led coalition of local governments

**$200,000**
- $40,000 for each Coalition Partner

**$400,000**
- Countywide Inventory & Prioritization of Redevelopment Sites
- Phase I Environmental Site Assessment
- Phase II Environmental Site Assessment
- Remedial Planning
- Reuse/Redevelopment Planning
- Community Outreach
Program Structure

Site Redevelopment Steering Committee

- Active participation in redevelopment process
  - Determines funding of redevelopment sites
  - Set direction & goals of program
  - Oversee redevelopment inventory
- In-depth understanding of challenges and opportunities
- Serves as liaison between SRC and their local government board
- Forum for local municipal representatives to present their challenging sites, learn from the challenging sites of others, and share in the outcomes/best practices/lessons learned
- Enhances the development and retention of local best practices related to brownfields
Program Structure

Project Management Team

Deb Sielski, Deputy Planning & Parks Administrator – County SRP Project Manager

- Managing the implementation of all SRP activities
- Grant administration and reporting
- Point of contact for US EPA, Coalition Partners, Consultants, SRC and County Board
- Coordinates PMT meetings, SRC meetings, Coalition Partner meetings, etc.

David Holmes, Senior Environmental Scientist – Environmental Consultant

- Site redevelopment inventory
- Complete phase I & phase II environmental site assessments
- Complete site investigation
- Complete remedial planning
- Environmental expert - communications/meetings
Program Structure

Project Management Team

Jolena Presti, AICP, Principal Planner - Vandewalle & Assoc. Project Manager
Scott Harrington, AICP, Principal Planner
Jeff Maloney, Principal Designer

• Site Selection and Prioritization
• Assist in Remedial Action Planning
• Reuse/Redevelopment Planning
• Community Outreach & Involvement

Christian Tscheschlok, Executive Director
Deb Reinbold, Business Solutions Specialist

• Assist with site inventory and prioritization
• Connect potential business and other end-users with potential redevelopment sites that can be a focus for redevelopment investment and reuse
• Marketing redevelopment opportunities via an interactive Redevelopment Analysis Tool
Program Performance Overview

– Unveiling real environmental concerns

– Reducing risk to businesses
  ✓ County-wide Inventory and prioritization
  ✓ 13 sites - Phase I ESAs
  ✓ 15 sites - Phase II ESAs
  ✓ 1 site - Site Investigations and remedial action plans

– Connecting potential businesses and other end-users with redevelopment sites
  ✓ Redevelopment Site Analysis Web Tool
    https://businessreadywi.com/business-intelligence/redevelopment-tool/
  ✓ Employment retention/job creation
Program Performance Overview

- Community outreach and education
  - www.co.washington.wi.us/SRP
  - 3 - fact sheets
  - Numerous - public meetings

- Leveraging resources to provide best opportunity for successful redevelopment
  - Collaboration with WEDC, WDNR, banks, attorneys
  - Exceeded In-kind hours

- Opportunities for local governments
  - 2 - Redevelopment Opportunities Analysis/Plans
  - Redevelopment 101
Site Inventory & Prioritization

- Comprehensive data gathering to assemble inventory of suspected brownfield sites.
- Extensive data gathered from variety of sources
- Provide holistic understanding of the site
  - Ownership
  - Acreage
  - Land Use
- 115 parcels identified
Levels of Analysis

Ranking the sites based on 3-pronged criteria:

- Environmental Conditions
- Redevelopment Feasibility
- Community Goals
Environmental Conditions

- Potential Level of Contamination
- Potential for Human Contact with Contaminants
- Potential to Contaminate Groundwater
- Land Use Change Requiring Higher Remediation
- Potential for State & Federal Funding Assistance
- Potential Existence of a Viable Causer
<table>
<thead>
<tr>
<th>Environmental Conditions</th>
<th>Redevelopment Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Potential Level of Contamination                                                       • Potential for Near Term Redevelopment</td>
<td></td>
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<tr>
<td>• Potential for Human Contact with Contaminants                                           • Potential Cost of Assembly &amp; Redevelopment</td>
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<tr>
<td>• Potential to Contaminate Groundwater                                                   • Potential to Catalyze Redevelopment on Other Properties</td>
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</tr>
<tr>
<td>• Land Use Change Requiring Higher Remediation                                            • Potential to Assemble Entire Site</td>
<td></td>
</tr>
<tr>
<td>• Potential for State &amp; Federal Funding Assistance                                         • Inclusion in Special Plans and Districts</td>
<td></td>
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<tr>
<td>• Potential Existence of a Viable Causer                                                  • Potential to Eliminate Blight</td>
<td></td>
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<tr>
<td>• Potential to Replace Existing Inappropriate or Marginal Uses</td>
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</tr>
<tr>
<td>Environmental Conditions</td>
<td>Redevelopment Feasibility</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• Potential Level of Contamination                                                       • Potential for Near Term Redevelopment                                                   • Improves Blighted Areas for Reuse</td>
<td></td>
</tr>
<tr>
<td>• Potential for Human Contact with Contaminants                                           • Potential Cost of Assembly &amp; Redevelopment                                               • Creates New Jobs</td>
<td></td>
</tr>
<tr>
<td>• Potential to Contaminate Groundwater                                                   • Potential to Catalyze Redevelopment on Other Properties                                   • Increases Property Tax Base</td>
<td></td>
</tr>
<tr>
<td>• Land Use Change Requiring Higher Remediation                                            • Potential to Assemble Entire Site                                                       • Creates Opportunities to Retain/Expand/ Recruit New Businesses</td>
<td></td>
</tr>
<tr>
<td>• Potential for State &amp; Federal Funding Assistance                                        • Inclusion in Special Plans and Districts                                                   • Enhances Long-Term Economic Sustainability</td>
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<tr>
<td>• Potential Existence of a Viable Causer                                                 • Potential to Eliminate Blight                                                            • Creates or Maintains Livable Neighborhoods</td>
<td></td>
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</table>
Additional Factors

- Potential to Obtain Site Access
- Potential to Obtain Site Eligibility
- Potential Level of Property Owner / Developer Interest
- Potential Level of Local Government Interest and Capacity
- Presence of Clusters
- Potential Complexity and Cost of Assessment

The inventory is dynamic and as the program grows, newly discovered sites can be evaluated and added.
Site Inventory & Prioritization

- High concurrence across redevelopment feasibility and community goals
- 15 top sites identified through scoring/prioritization process
- 5 sites selected for advancement in redevelopment environmental assessments
Site Inventory & Prioritization Tool

- Organized, accessible, interactive data presented spatially within the county
- Identified both sites & parcels
- SRC members access relevant data for prioritization analysis
- Tracks prioritization scores
- Shareable, dynamic inventory tool that can grow with the program
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Richfield Northeast Corridor Opportunity Analysis

- Analyzed place-based assets, targeted planning areas, implementation recommendations
- Recommendations focused on:
  - Land uses
  - Public improvements & infrastructure
  - Brownfields & environmental
  - Policies & programs
  - Catalytic projects & programs
- Target Areas:
  - North Commercial Industrial
  - Downtown Richfield
  - The Farm
  - Holy Hill Frontage
Jackson Redevelopment Plan & Implementation Strategy

Opportunities:

• Capitalize on strengths both as desirable **Bedroom Community** and a strong Existing Employment Base

• Pursue **Targeted Redevelopment** and **New Investment** to meet needs of both residents and daytime population

• Improve Connections via physical improvements, trails, and pedestrian connections

• Create and enhance **Downtown Neighborhood** and **Promote Activity Centers**

**Project Purpose:** Develop a Plan and strategy that identifies key redevelopment opportunities in the Village to enhance, accelerate, and increase economic activity. Implement plan to connect sites to Site Redevelopment Program environmental assessment funds.
Differentiator: Drive to Deal

1. Set Context
2. ID Opportunity
3. Build Data-Driven Case
4. Hyper-Target End Users
5. Empower Decision-Makers
6. Structure Deal
7. Deliver
By Design – Anytime, Anywhere

BUSINESS-READY. LIFE-READY.

Washington County’s quality of life, abundant workforce and proximity to the Milwaukee market make it one of the best areas in the state to live your life and grow your business.

There are many reasons why Washington County is a great place to expand and relocate, but here are just a few:

- A population that’s growing more than twice as fast as the state’s population growth rate
- An excellent education system that touts a high school graduation rate that’s higher than both the state and country as a whole
- A median household income that exceeds the state and national averages

Don’t just take our word for it. Check out some of our latest project profiles to find out why companies are choosing to locate and grow in Washington County: EDWC Project Profiles.

Click to Register

Search available Washington County Properties!
“Brownfield” is NOT a dirty word in our vocabulary.

We have carefully forged a multitude of partnerships with varied entities both public and private to creatively drive a one-of-a-kind initiative for transforming what appear to be challenging sites into the county’s next major economic development opportunity. Couple this with our unique capabilities to package projects in ways that get deals done, and you have an experienced partner for your next redevelopment project. Go ahead, check out our quick links below.

One of our brownfield sites is a living example of what your competitors didn’t come close to achieving.

Redevelopment Site Analysis

This isn’t simply a database of sites. In 2003, VanD Velde and Associates worked with a very select set of brownfield sites both “Type A” and “Type B.” We then helped streamline your report to make your case.

Program Success Stories

Our communications strategy: results. The development and redevelopment program’s successes best. We’ve ascended. Click the link above to check them out.

Impact of Wisconsin’s Brownfields

Wisconsin has gained national attention for “consistently appearing at the forefront of brownfield redevelopment activity” (International Economic Development Council). Through approximately $162 million in local, state, and federal grants and incentives since 1998, Wisconsin’s public investments have generated impacts like these:

| Economic Output: | 53.4% of assisted sites located in low-to-moderate income census tracts |
| Employment: | $7.6 billion in direct and indirect permanent jobs |
| Distressed Areas: | 66% of assisted sites exceeded pre-development values 3.5 to 1 |
| Local Fiscal Benefits: | Post-redevelopment assessed values exceed pre-development values 14-fold ROI |
| State Fiscal Benefits: | 52% reduction in property taxes, and an additional 20% of the cost of brownfield cleanup was
| Greenhouse Gases: | Reduced by 18-28% relative to alternative greenfield development |
| Land Preservation: | 12,500 acres of conservation lands protected and / or cleaned up |
| Environmental Remediation: | 4.71% acres of contamination assessed and / or cleaned up |
| Public Open Space: | 7,900 dwelling units redeveloped / built new |

Major Partnerships

Redevelopment Analysis Tool

Transportation
- Distance to major interstate: 15 miles to I-43, 8 miles to I-41 miles
- Interstate: I-43, I-41
- Distance to major highway: 2 miles
- Four-Lane Highway: US-45
- Distance to Major Commercial Airport: 45 miles
- Distance to Local Airport: 3 miles
- Two-Lane Highway: .5 miles to ST HWY 33

Property Contact
- Company: City of West Bend
- Name: Ashley Mukasa
- Phone: 262-335-5171
- Email: amukasa@ci.west-bend.wi.us
- Address: 1115 South Main Street, West Bend, WI 53095

Attachments
- Water System Map
- Topographic Map
- Parcel Dimensions
- Former Gehl Property Phase 1 Report
- Proposed 2020 Comprehensive Plan Use
- Existing Zoning and Floodplain Map
- Transportation Info
- Stormwater Sewer Map
- Sanitary Sewer Map
- Former Gehl Property Phase 2 Report
Target End-Users
Empower Decision-Makers
### Project Background

**Business Name:** Acme Corporation  
**Project City:** Smallville, WI  
**Street Address:** 911 Innovation Way  

Acme is a small global company headquartered in the USA with production in the US and Canada. Company headquarters (office and a distribution facility) are based out of River City, Wisconsin. Manufacturing is based out of Smallville, WI with US production both in WI and 2 sites in TX. They have an assembly and staging facility in Canada. Their Smallville plant currently employs 98 FT and produces components used in the energy industry. Corporate-wide, company priorities include (1) re-evaluating its footprint across its various business units, (2) developing engineering resources and (3) increasing market share in emerging economies. In accomplishing this, Acme is optimizing its assets across and making new investments in select production facilities.

Consolidation of 5 production lines between WI and TX to one of their existing business units. Should Smallville win the new production, this would require Acme to expand the Smallville facility by roughly 190,000 SF on adjacent land owned by Smallville in its business park. In addition to job retention, a project win would result in 67 new positions as Acme would move its production business from its two facilities in Richmond, TX to this location. If unsuccessful, Acme would downsize its Smallville workforce significantly due to consolidation in the new location.

**Project Profile:**

Neighboring River City, WI; Richmond, TX and Ontario, Canada. Local employee intel suggests Canada option is unlikely due to cost of doing business there and River City's workforce has not been reliable for manufacturing.  

**SPEED TO MARKET:** workforce availability, build-out cost vs. acquisition, utility rates  
**Non-traditional site configuration and mitigation due to significant wetland infiltration.**

### Alternatives:

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Price per SF</th>
<th>Local Risk</th>
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<tbody>
<tr>
<td>New SF: 190,000</td>
<td>$39.13</td>
<td>*Includes pre-development costs</td>
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</table>

### Project Timeline

- **Secure Financing:** 1-Mar-18  
- **Break Ground:** 1-Apr-18  
- **Begin Production:** 1-Dec-18  
- **Full Production:** 1-Mar-19

### Sources and Uses

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<tr>
<th>Uses of Funding</th>
<th>Unknown</th>
<th>WEDC</th>
<th>Smallville</th>
<th>County</th>
<th>Lender</th>
<th>SBA</th>
<th>Equity</th>
<th>Total</th>
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<td>Land / Building Acquisition</td>
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<td>Pre-Development</td>
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<td>Construction</td>
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<td>$443,008</td>
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<td>$3,435,200</td>
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<td>$2,748,160</td>
<td>$6,870,440</td>
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<td>$2,190,000</td>
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<td>Working Capital</td>
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<td>$376,542</td>
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<td>Relocation / Moving Expenses</td>
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<tr>
<td><strong>Total</strong></td>
<td>$1</td>
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<td>$443,008</td>
<td>$500,000</td>
<td>$5,625,200</td>
<td>$2,748,160</td>
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<td>$1,582,807</td>
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### Projected Employment

<table>
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<tr>
<th>Position Title</th>
<th>Avg. Starting Hourly Wage</th>
<th>FT Positions Created</th>
<th>Existing FT Positions</th>
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<tr>
<td>Sheetmetal Assembler</td>
<td>$13.00</td>
<td>Year 1: 10</td>
<td>Year 2: 10</td>
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<tr>
<td>Sheetmetal Fabricator</td>
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<td>Year 1: 8</td>
<td>Year 2: 5</td>
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<tr>
<td>Shipping Clerk</td>
<td>$12.50</td>
<td>Year 1: 2</td>
<td>Year 2: 1</td>
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</table>
Deliver

**County and Village Partner with EH Wolf to Revitalize Site for Company Expansion in Slinger**

Brownfield sites whose historical uses present risk for real and/or perceived environmental concerns.

Company spends approx. $1,100,000 in environmental assessment and remediation, building demolition and grading.

**Today**

- **Base Property Value:** $667,300
- **Base Property Taxes:** $11,834 / year

**2016**

- **Company invests $4,100,000 in 50,000 sq ft building addition.**

**2017**

- **Performance based loan of $260,000 awarded to EH Wolf from county Attraction Fund with repayment opportunity from TID increment.**
- **Company expansion generates additional tax revenue; Village creates new Tax Increment District.**

**TIF Closes**

- **Property improvements increase property value by $3,280,000...**
- **... Resulting in new property tax revenue of $59,136/ year**

**Base property tax ($11,834 per year) continues to be paid to taxing bodies.**

Additional tax increment generated by the expansion is split to offset costs for Village infrastructure, replenish the County Attraction Fund, pay Admin Fees and assist with EH Wolf’s project financing until Tax Increment District is dissolved.

**Tax Increment District dissolves; Overlying Jurisdictions receive both the existing and increased property tax revenue from the district ($70,970 per year).**

**Taxing Bodies:**
- Municipality
- School District
- County
- Technical College
Village of Slinger
E.H. Wolf & Sons Expansion

- $4.1 M warehouse and office to support continued growth of local business (established in 1941).
- Industrial uses dating to <1892; former Slinger Foundry site; two former bulk fuel depots
- Economic benefits include: 19 new jobs; $1,200,00 in annual local wages; $59,000 in annual property tax revenues; and $194,000 in increased sales tax revenues.
- County provided $41,000 in Phase II ESA services
Collaboration to Achieve Success

E.H. Wolf & Sons Expansion

- Vandewalle & Assoc. Redevelopment Planning (Village Funded)
- Village of Slinger (Developer Funded TIF = $758,481)
- Washington County & Stantec (EPA BF Grant Funded Services = $41,000)
- Economic Development Washington Co. (County Attraction Loan = $260,000 @ 0% interest)
- WEDC (State of WI Brownfield Grant = $146,477)
- Property owner (E.H. Wolf & Sons = $4.1M private investment)
- Owner’s consultant (KRPG, Inc.)
- Owner’s attorney (Husch Blackwell LLP)
Germantown Saxony Village Development

- New development of 172 one-to-two bedroom apartments in six buildings, $28 million value

- Redevelopment of over 23 acres (3 parcels) in historic industrial area

- Program funded activities were a factor in helping to leverage $375,000 in State of brownfields cleanup funding

- Industrial uses for at least 125 years, with one parcel used as a bulk fuel storage and distribution facility and the other used as a lumberyard and ag-chem facility

SUCCESS!

This is just one of the many successful redevelopment projects where Site Redevelopment Program funded activities were a factor to achieve redevelopment success.
Collaboration to Achieve Success

Germantown Saxony Village Development

• Village of Germantown
• Washington County ($38,000 in EPA BF Grant Funded Phase I and II ESA Services)
• WDNR Green Team
• WEDC ($375,000 brownfield grant)
• Developer (J.B.J. Companies, Inc.)
• Developer’s consultant (Himalayan Consultants, LLC)
Lessons Learned & Best Practices

1. Provide a regular forum for municipal staff to learn and share best practices related to brownfields (i.e., work at building and retaining local institutional knowledge).

2. Try to fully integrate brownfield projects with local economic development programming.

3. Focus on documenting economic benefits in both broader and greater detail.
Lessons Learned & Best Practices

4. Minimize public use of the term “brownfields” (instead use “opportunity,” “revitalization,” or “redevelopment” sites).

5. Invest time in a comprehensive inventory of brownfield sites (and then in prioritizing and maintaining the inventory).

6. Focus on identifying and providing types of information on brownfield sites most useful to developers.
Lessons Learned & Best Practices

7. For EPA grants, make use of all of the tools available: inventory, assessments, remedial planning, reuse planning, market studies, area-wide planning, etc.

8. Try to use a multi-disciplinary approach that fully integrates planning, assessment, and economic development expertise.

9. Think of building “programs” not just completing “projects.”
Next Steps & Challenges

Secure Future Funding

- Secured $600,000 FY 2017 USEPA Brownfields Assessment Grant

- Applying for $1,000,000 FY2018 USEPA Brownfield Revolving Loan Fund Grant – fall 2017
Next Steps & Challenges

Future Goal – Sustainability

- Obtain sustainable program with permanent funding source in place in 3 years
  - County and local government investments
  - USEPA Brownfields RLF grant

- Develop online application to empower local governments to update potential redevelopment site inventory and site prioritization
Next Steps & Challenges

Future Goal – Maximum Leverage

• Work with County, local governments, EDWC and Wisconsin Economic Development Corporation to maximize leverage of projects
  • County Board Endorsement of EDWC’s “loan portfolio double down initiative” ($20M by 2020 of local sale tax revenue)
• Use grants to leverage at least $2 million in additional grants
• Exceed the minimum number of assessments outlined in Work Plan
Next Steps & Challenges

Future Goal – Connecting to Investors

- Continue integrating new sites and additional GIS layers into EDWC brownfield redevelopment web tool
- Continue EDWC’s efforts of promoting brownfield sites
- Connect with lenders and commercial real estate professionals and others on the front-line of declining industrial/commercial sites
Next Steps & Challenges

Future Goal – Partnerships

- Develop meaningful partnerships with community-based organizations on a site by site basis
- Continue to work with more municipalities throughout the County on redevelopment projects
- Partner with UWM – Public Health Program to quantify reduced risk to public health on remediated sites
Next Steps & Challenges

**Future Goal – Marketing**

- Develop return on investment and economic impact analysis
- Develop success story profiles and case studies
- Demonstrate the value of planning as it translates into improved economic conditions
- Improve communications with public and media
- Excel in promoting success stories that explain the challenges and benefits resulting from brownfield redevelopment (and the costs of inaction)
Next Steps & Challenges

Challenges to Future Success

• Acceptance of municipalities contributing to permanent funding mechanism
  • Governments competing for tax dollars
• Improve tracking and measurement of economic impacts (in all of its forms)
• Successful connections with real estate professionals & lenders
Next Steps & Challenges

Challenges to Future Success

- Maintain effectiveness, organization and regular meetings of the SRC
  - Defining success – what does it look like?
  - Program has evolved into something much larger than originally considered
    - Impact on program administration
    - Impact on EDWC
  - Sustaining momentum
Questions??

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Executive Director  
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Washington County  
tscheschlok@edwc.org  
262.335.5769
• Redevelopment Site Analysis Web Tool
  https://businessreadywi.com/business-intelligence/redevelopment-tool/

• Site Redevelopment Program website
  http://www.co.washington.wi.us/SRP