Washington County – Rock Falls Summit

September 13, 2018

Debora Sielski - Washington County Planning & Parks
David Holmes - Stantec Consulting Services, Inc.
Jackie Mich - Vandewalle & Associates
Christian Tscheschlok - Economic Development Washington County
Site Redevelopment Program Performance

✓ – Unveiling real environmental concerns
✓ – Reducing risk to businesses
✓ – Connecting potential businesses and other end-users with redevelopment sites
✓ – Converting sites to a higher & better use
✓ – Leveraging resources (financial & technical) to provide best opportunity for successful redevelopment
SRP Background

Key Components to Success

| Proactively creating a countywide Site Redevelopment Program | vs. | Reactively responding to individual problem sites |
SRP Background

Key Components to Success

• Meetings with local governments
  – Initial identification of key redevelopment sites
• Full buy-in by elected officials
• Formation of Site Redevelopment Coalition

• Branding is everything

“Brownfield Sites” vs. “Redevelopment Opportunity Sites”
SRP Background

Key Components to Success

- Partnership between County Planning and Economic Development Washington County
  - Focus from initial stages of program
  - Linking the program with EDWC initiatives
  - As part of their daily workflow & toolbox

- Collaborative multi-disciplinary approach
  - Environmental expertise
  - Planning & market research
  - Economic Development expertise
  - Local & County Leadership
SRP Background

Secured Funding to Launch the Program

US EPA Assessment Grant for Petroleum and Hazardous Brownfields
- FY 2014 - $600,000
- FY 2017 - $600,000

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 and Phase II Environmental Site Assessments
- Remedial Planning
- Reuse/Redevelopment Planning
- Community Outreach
SRP Structure

Site Redevelopment Steering Committee

- Active participation in redevelopment process
  - Determines funding of redevelopment sites
  - Sets direction & goals of program
- 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 and share in the outcomes/best practices/lessons learned
SRP Structure

Project Management Team

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

Tyler Betry, Planning & Parks Analyst
- 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 – Environ. Consultant

Rick Binder, Senior Associate
- Complete phase I & phase II environmental site assessments
- Complete site investigation
- Complete remedial planning
- Environmental expert - communications/meetings
SRP Structure

Project Management Team

Jolena Presti, AICP, Principal Planner and Project Manager
Scott Harrington, AICP, Principal Planner
Jackie Mich, AICP, Associate Planner

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

Christian Tscheschlok, Executive Director
Deb Reinbold, Business Solutions Specialist

- 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
SRP Assessment Process

- Initial Redevelopment Site Idea
  - Currently - EDWC, WEDC, Coalition Partner, local government
  - Lenders, developers
- Initial Discussion with PMT
  - Does the site fit the scope?
- Eligibility Determination
  - US EPA - Hazardous
  - WDNR – Petroleum
- SRC Approval or Coalition $40,000 Allocation Priority
- Access Agreements
  - 3- party agreement - land owner, County, Coalition Partner
- Phase I ESA
- Site Specific Sampling Plan
- Phase II ESA
- Further Site Investigation
- Remedial Action Plan
- Distribution of Reports
Village of 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 within the Village
Village of Jackson
Redevelopment Plan & Implementation Strategy

- Community wasn’t sure what sites to prioritize – Where to begin?
- Redevelopment Plan and Implementation Strategy:
  - Identifies key redevelopment opportunities
  - Implement plan to connect sites to Site Redevelopment Program funds
- Opportunities Uncovered:
  - Capitalize on strengths: desirable bedroom community, strong employment base
  - Pursue targeted redevelopment and new investment
  - Promote downtown activity centers
  - Improve physical connections
Village of Jackson – Site E
Former Grain Tower/Mill Cluster

- Redevelopment activity underway
Site Inventory & Prioritization

• Comprehensive data gathering to assemble inventory of suspected brownfield sites.
• Extensive data gathered from variety of sources:
  • Ownership
  • Acreage
  • Land Use
• 127 parcels identified
• Ranking of the sites based on 3-pronged criteria
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<th>Environmental Conditions</th>
<th>Redevelopment Feasibility</th>
<th>Community Goals</th>
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<td>• Potential Level of Contamination</td>
<td>• Potential for Near Term Redevelopment</td>
<td>• Improves Blighted Areas for Reuse</td>
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<td>• Potential for Human Contact with Contaminants</td>
<td>• Potential Cost of Assembly &amp; Redevelopment</td>
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<td>• Land Use Change Requiring Higher Remediation</td>
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<td>• Creates Opportunities to Retain/Expand/ Recruit New Businesses</td>
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<td>• Potential for State &amp; Federal Funding Assistance</td>
<td>• Inclusion in Special Plans and Districts</td>
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<td>• Potential Existence of a Viable Causer</td>
<td>• Potential to Eliminate Blight</td>
<td>• Creates or Maintains Livable Neighborhoods</td>
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<td>• Potential to Assemble Entire Site</td>
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Site Inventory & Prioritization

- High concurrence across redevelopment feasibility and community goals
- 15 top sites identified through scoring/prioritization process

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<th>Community Goals Composite Score</th>
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Checklist for project fit:

- PMT
- Coalition Members
- EDWC
STEP 2: DIGGING INTO THE ISSUES

Now consider the following questions to further evaluate site readiness. There is no scoring; rather, the questions aim to shed light on the potential advantages and hurdles associated with the site.

SITE COMPLEXITY

Is the site area relatively simple and free of costly complications? Simple sites are good candidates for redevelopment and likely to achieve a high return on investment for the SRP. If the site is highly complex, it will require additional funding and experienced project management to move it to completion.

ENVIRONMENTAL CONDITIONS:

These answers will help the PMT anticipate the costs of assessment, cleanup, and reaching site closure.

- Are there environmental concerns with the site? What are they?
- Will a Phase 2 Environmental Assessment (and beyond) likely be needed?

REDEVELOPMENT MARKET:

Knowing the answers to these questions will help the PMT understand the project’s market viability.

- Is there an end use or redevelopment/reuse scenario in mind for the site? This will inform how extensive site investigation and cleanup efforts need to be.
- Is there a developer at the table? If so, a return on investment for the SRP in the near term is much more likely.
- Does this site have potential to be a cluster (rather than a grouping of parcels)? The cluster could become a larger-scale project with many reuse possibilities. It may also have a greater community impact by leveraging other current investments. Describe the cluster;
- Are there other area projects in the works that could help drive the need for SRP funds? Complementary projects or developments may help leverage SRP investments in the near term. List the projects:

COMMUNITY GOALS:

These answers will help the PMT understand the importance of the site within the community as a whole.

- Is the site included in local plans, such as the community’s comprehensive plan, downtown plan, or economic development strategic plan? If so, the site is likely to have a greater impact on the community by leveraging other area projects and investments.
- Is there community support? If the planned reuse has support and is consistent with community planning and reuse goals, the project is more likely to go smoothly, and to generate a return on investment for the SRP.
- Are there incentives (such as TIF districts) already in place in the area or community? If so, there is a better chance of putting together a viable project.

STEP 3: IDENTIFY THE HURDLES

Finally, here or on a separate sheet please tell us about known hurdles or obstacles to redevelopment. This helps us craft a customized redevelopment strategy to address them.

QUESTIONS? READY TO SUBMIT THE CHECKLIST?

Contact Debora Siehle, Washington County Planning & Parks Dept.
(267) 335-4445 or deb.siehle@co.washington.pa.us
Advancement of Redevelopment Sites
WASHINGTON COUNTY SITE REDEVELOPMENT PROGRAM

KEY INFORMATION AT EACH STAGE

STAGE 0
Prepare for Community Change and Growth
- Where in the community do opportunities exist?

STAGE 1
Identify a Specific Opportunity Site or Area:
What makes it right for redevelopment?
- How does the site perform on the Screening Checklist?
- Is there developer interest in the site?
- Is this a priority site in community plan?
- Is a major event creating a need for change? (E.g., Superfund designation, natural disaster, loss/change in major employer, new road, or transit)

STAGE 2
Gather Information & Develop Reuse Strategy:
What is the redevelopment potential?
- What environmental issues may be present?
- What past land uses may affect the future use of the site?
- What future uses will be successful in the market?
- What future uses does the community desire?
- Is it market feasible?

STAGE 3
Advance Reuse Strategy:
How can we show this reuse strategy is possible?
- What redevelopment vision should the community communicate to potential developers or future users?
- How can the community test whether the vision is achievable?
- How can the community communicate it is achievable?
- What steps are needed to get the project off the ground?

STAGE 4
Marketing/Pre-Development:
How can we make it happen?
- What can the community offer to make the deal work?
- What sources of funding are available?
- How can the community expedite the redevelopment process?
- How can the community partner with other organizations or governments to advance the project?

OTHER SERVICES THAT CAN ADD IMPACT
- Communitywide Plan
- Community Visioning
- Regional Economic Asset Mapping & Opportunity Analysis
- Industry Cluster Analysis & Development
- Region Building, Innovation Cluster Building & Positioning
- Comprehensive Plans
- Economic Positioning Projects, Strategic Plans
- Process Diagrams
- Market Analysis* (general)
- Reuse Planning and Reuse Alternatives*
- Sub-Area Plans*
- Planning & Design Assistance
- Site Planning and Design*
- Landscape Architecture*
- Park & Open Space Planning*
- Remediation Strategy*
- Public Outreach & Participation
- Marketing Assistance
- Developer Recruitment
- Asset-Based Market Positioning
- Project Financing Strategy
- Communication & Visioning Tools
- Financial Feasibility
- Impact Dashboard*
- Fiscal Impact & Market Assessment
- Business Plan Development
- Funding Strategies*
- Grant Preparation and Procurement
- Sources & Use Analysis
- Environmental
- Phase 1 and/or 2 Environmental Assessment*
- Site Investigation*
- Evaluate Cleanup Options*
- Remedial Action Plan*
- Property Acquisition*

IMPLEMENTATION:
- Project Facilitation
- Brownfield Disposition

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DRAFT 8.29.2018

NOTE:
* These items are eligible for SRP funding

CONGRATS! Project completion and success.
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
Redevelopment Analysis Tool

**Transit 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: 5 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

**Former Gehl Property** - WEST BEND, WI 53095

Share | Save | Print | Export | Community | Attachments
---|---|---|---|---|---
Property Report | Labor Force | Demographics | Consumer Expenditures | Wages | Business

EXPORT PDF
Target End-Users

1. Empower Decision-Makers
2. Structure a Deal
Structure

A Deal

---

**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.

**Company Briefing:**

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 by Smallville in its business park. In addition to job retention, a project win would result in some 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.  

**Alternatives:**

Local Risk: SPEED TO MARKET; workforce availability; build-out cost vs. acquisition; utility rates

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<th>Alternatives</th>
<th>Local Risk</th>
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<td>SPEED TO MARKET; workforce availability; build-out cost vs. acquisition; utility rates Non-traditional site configuration and mitigation due to significant wetland infiltration.</td>
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<th>New SF:</th>
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*Includes pre-development costs

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**Project Timeline**

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<th>Break Ground</th>
<th>Begin Production</th>
<th>Full Production</th>
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**Sources and Uses**

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**Projected Employment**

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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.

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.

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

2016

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

2017

Property improvements increase property value by $3,280,000...

... Resulting in new property tax revenue of $59,136/ year

Today

Base Property Value: $667,300

Base Property Taxes: $11,834/ year

TIF Closes

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.
Cost-Benefit Analysis

- Jobs-direct & indirect
- Total wages
- Employee benefits
- New capital investment
- Supplier opportunities
- Site improvements
- New tax revenue
- New utility revenue
- Corporate citizenry (charitable donations)
EH WOLF FOUNDRY REDEVELOPMENT - Impact Report

The old Slinger Foundry property that we purchased for our new future warehouse was not ideal for our needs. It was environmentally contaminated and a majority of the property consisted of large rolling kettles that were not suitable for building. A great deal of soil needed to be removed and the property needed to be remediated to make it a buildable site. It would have been less expensive to put our facility in another, more ready to build location. However, a majority of our operations was located in Slinger WI and we wanted to stay there. It was our home. Having the Village of Slinger, the Wisconsin Economic Development Corporation and the Economic Development Washington County provide financial and informational support made the project possible. The project included remediation of the property at 203 Hartford Rd and the detention pond across the street. There was major removal of dirt from both locations and resulted in the construction of a 31,400 SQ FT new warehouse with a detention pond across the street along with a 15,000 SQ FT new office.

25 Years Net Benefit for Village of Slinger

<table>
<thead>
<tr>
<th>Net Benefits</th>
<th>Present Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present Value</td>
<td>($71,002)</td>
</tr>
<tr>
<td>Real Property Taxes</td>
<td>$877,223</td>
</tr>
<tr>
<td>FF&amp;E Property Taxes</td>
<td>$12,641</td>
</tr>
<tr>
<td>New Residential Property Taxes</td>
<td>$2,564</td>
</tr>
<tr>
<td>Building Permits and Fees</td>
<td>$23,982</td>
</tr>
<tr>
<td>Utility Revenue</td>
<td>$2,449,204</td>
</tr>
<tr>
<td>Miscellaneous Taxes and User Fees</td>
<td>$167,944</td>
</tr>
<tr>
<td>Benefits Subtotal</td>
<td>$2,743,558</td>
</tr>
<tr>
<td>Cost of Utility Services</td>
<td>($2,444,673)</td>
</tr>
<tr>
<td>Cost of Government Services</td>
<td>($335,886)</td>
</tr>
<tr>
<td>Costs Subtotal</td>
<td>($2,820,561)</td>
</tr>
<tr>
<td>TIF Contributions</td>
<td>$776,297</td>
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</table>

25 Years Net Benefits

Yearly Net Benefits

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$135,813</td>
</tr>
<tr>
<td>2</td>
<td>($77,002)</td>
</tr>
<tr>
<td>3</td>
<td>$155,361</td>
</tr>
<tr>
<td>4</td>
<td>$2,384,838</td>
</tr>
<tr>
<td>Total</td>
<td>$2,596,400</td>
</tr>
</tbody>
</table>
## Non-Tax Incentive vs. TIF Contributions for TIF

<table>
<thead>
<tr>
<th>Non-Tax Incentive</th>
<th>Per Job</th>
<th>Rate of Return</th>
<th>Payback Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,018,481</td>
<td>$17,868</td>
<td>9.3%</td>
<td>11.4 Yrs</td>
</tr>
</tbody>
</table>

### Graph

- **Incentive**
- Cumulative TIF Contributions
- Total Incentive

The graph illustrates the cumulative TIF contributions and the total incentive over time, with a payback period of 11.4 years.
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
- County provided $41,000 in Phase II ESA services
Collaboration to Achieve Success

- Private Investment
- Village of Slinger
- County SRP
- County Attraction Loan
Germantown

- 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
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)

-- Catalyst for Revitalization Technical Assistance
Recently Awarded--
Marketing our Success

- **EH Wolf Video**
  - [https://tinyurl.com/EHWolfVid](https://tinyurl.com/EHWolfVid)

- **Success Story Map**
  - [https://tinyurl.com/SRPStoryMap](https://tinyurl.com/SRPStoryMap)
Lessons Learned & Best Practices

- SRC meetings provide forum for municipal staff to learn and share best practices
- Fully integrate brownfield projects w/ local economic development programming.
- Minimize public use of the term “brownfields”
- Invest time in a comprehensive inventory of brownfield sites
- Focus on providing information most useful to developers
- Make use of all tools - inventory, assessment, remedial action planning, reuse/redevelopment planning, market studies
- Multi-disciplinary approach – fully integrating planning, assessment and economic development
Next Steps & Challenges

- Apply for $1,000,000 FY2020 USEPA Brownfield Revolving Loan Fund Grant - low or no interest loans for remediation
- Develop online application to empower local governments - inventory and prioritization
- Integrate new sites and GIS layers into EDWC web tool
- Connect with lenders and commercial real estate professionals
- Utilize ROI & Economic Impact Analysis Tool
- Excel in promoting success stories
- Achieve program sustainability
Questions??

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• Redevelopment Site Analysis Web Tool
  https://businessreadywi.com/business-intelligence/redevelopment-tool/

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