Site Redevelopment Program
WI DNR Brownfields 101 Conference
May 10, 2018

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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

**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

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Program Evolution

**Regroup**

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

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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

- 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

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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 Evolution

Key Components to Success

Formation of Site Redevelopment Steering Committee (SRC) 2013

Program Structure

Site Redevelopment Steering Committee

- Active participation in redevelopment process
  - Determines funding of redevelopment sites
  - Set direction & goals of program
  - Oversees redevelopment inventory
- In-depth understanding of challenges and opportunities
  - Set direction & goals of program
- Oversee redevelopment inventory
- 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 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
  - County-wide inventory and prioritization
  - 17 sites - Phase I ESAs
  - 17 sites - Phase II ESAs
  - 2 site - Site Investigations and remedial action plans

- Reducing risk to businesses
  - Redevelopment Site Analysis Web Tool
  - Employment retention/job creation

- Connecting potential businesses and other end-users with redevelopment sites
  - Redevelopment Site Analysis Web Tool
  - Employment retention/job creation

Program Performance Overview

- Community outreach and education
  - www.co.washington.wi.us/SP
  - 3 - fact sheets
  - Numerous - public meetings
  - 2 - success story project profiles
  - 1 - Lender commercial group meeting (great response...more to come)

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

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
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

Stage Setting and Outreach
Redevelopment Analysis Tool

Target End-Users

Empower Decision-Makers
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; $1,200,000 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

- 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)

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.
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.”

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**Next Steps & Challenges**

**Secure Future Funding**

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

- Applied for $1,000,000 FY2018 USEPA Brownfield Revolving Loan Fund Grant – Not Awarded this Round (scheduling interview with USEPA to learn how to improve for next application)

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

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