

Brownfield Summit Rock Falls, Illinois

Washington County, Wisconsin & Rock Falls, Illinois
September 13, 2018



FY2017 U.S. EPA Community-Wide Coalition Assessment Grant for
Hazardous Substance & Petroleum Brownfields

Cooperative Agreement No. BF-00E02304-1

Submitted by:
Debora Sielski, Deputy Director
Washington County Planning & Parks Department
April 30, 2021



Washington County Site Redevelopment Program (SRP)

| Name | Affiliation | Title (Role in SRP) |
|-----------------------|--|---|
| Deb Sielski | Washington County | Deputy Director Planning & Parks (County SRP Project Manager & Lead Project Management Team) |
| Tyler Betry | Washington County | Planning & Parks Analyst (Project Management Team) |
| David Holmes | Stantec Consulting Services, Inc. | Senior Environmental Scientist (Lead Environmental Consultant & Project Management Team) |
| Rick Binder | Stantec Consulting Services, Inc. | Senior Associate (Lead Environmental Consultant & Project Management Team) |
| Christian Tscheschlok | Economic Development Washington County | Executive Director (Project Management Team & Site Redevelopment Committee Member) |
| Jackie Mich | Vandewalle & Associates, Inc. | Assistant Planner (Planning Consultant & Project Management Team) |
| Mark Piotrowicz | City of West Bend | Director of Development (Coalition Partner & Site Redevelopment Committee Member) |
| John Walther | Village of Jackson | Village Administrator (Coalition Partner & Site Redevelopment Committee Member) |
| Tom Hostad | Hartford Area Development Corp. | Executive Director |
| Jamie Ludovic | Washington County | Central Services Director |
| Stephanie Ross | U.S. EPA | Acting Chief, Brownfields and NPL Reuse Section 3 (Program Officer for Washington County SRP) |

Rock Falls Redevelopment Representatives

| Name | Affiliation | Title (Role in Rock Falls) |
|-----------------|--|---|
| Mike Charles | IEPA-Site Remediation Program | IEPA Point of Contact Brownfields Projects |
| Kate Jennings | District Director - Congresswoman Cheri Bustos | Bustos serves on Environmental Committee |
| Linda Yang | Sr Principal - Terracon Consultants | Team Leader Environmental Consultants |
| Gary Camarano | Whiteside Co Economic Development | Director |
| Robbin Blackert | City of Rock Falls | City Administrator |
| Bill Wescott | City of Rock Falls | Mayor |
| Lauryn Coombs | US EPA | City of Rock Falls US EPA Project Team Member |
| Tony McCombie | 71st District, State of Illinois | State Representative & Brownfields Advocate |
| Jenessa Conner | IEPA- Site Remediation Program | IEPA Point of Contact Brownfields Projects |

Facilitators for Summit

| Name | Title |
|-------------|--|
| Blase Leven | Kansas State University Center for Hazardous Substance Research Director |
| Paul Roback | University of Wisconsin - Extension Community Development Educator |

Summit Introduction

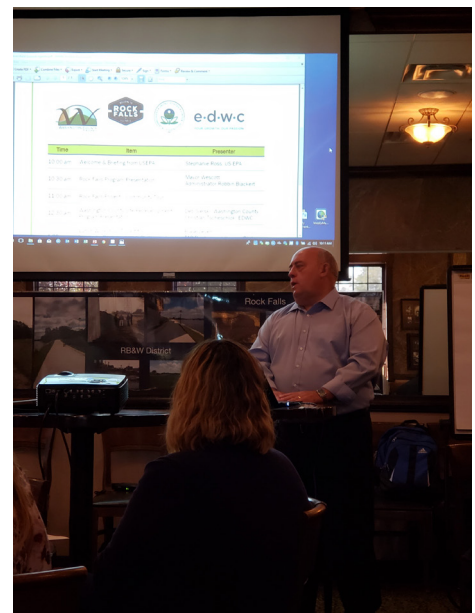
On September 13, 2018, representatives from Washington County, Wisconsin and the U.S. EPA visited Rock Falls, Illinois for a one-day summit and exchange between two successful, but different, brownfield programs. Both Washington County and Rock Falls have been recognized within their states and nationally as benchmark rural development programs leveraging strategic projects focused on both short- and long- term success. The summit provided an opportunity for the programs to share histories, challenges, and best practices with one another. This event was attended by public and private professionals from Washington County and Rock Falls, with the full list of attendees on page 1.



Stephanie Ross, Acting Chief, Brownfields and NPL Reuse Section 3 U.S. EPA, Region 5 and Program Officer for Washington County SRP provided an introduction to the event, expressing excitement for the summit, its discussion of sustainability and to celebrate the accomplishments of both participants. She also provided an update on the current Brownfield activities for U.S. EPA Region 5. Below is the agenda from the summit.

Agenda

- Rock Falls Program Presentation
- Rock Falls Project / Community Tour
- Washington County Site Redevelopment Program Presentation
- Lunch Workshop
 - “Toolkit for Leading a Sustained, High-Performing Brownfield Program” Blase A. Leven, Technical Assistance to Brownfields Director, Kansas State University
- Facilitated Discussion - Synthesizing Program Best Practices Paul Roback, UW Extension Washington County
- Planning Session - Framing a Sustained Brownfield Program Paul Roback, UW Extension Washington County Mission & Strategy, Business Model, Stakeholder Engagement, Connecting Mission to Marketplace, Management & Governance
- Closing - Summarize Outcomes - Next Steps



Rock Falls Presentation

Bill Wescott, the Mayor of Rock Falls, provided background on Rock Falls, a small community with a median income of \$48,242 that had experienced a significant loss of industry in recent decades. The City of Rock Falls took involuntary ownership of a former RB & W Reliant Fastener manufacturing facility, making it eligible for Illinois EPA Site Redevelopment Program (SRP) clean-up funding. In the years following Rock Falls taking possession, the City demolished the buildings on the property and constructed a road nearby, adjacent to the busiest intersection in Whiteside County. In all, 30 structures were demolished as part of the brownfield redevelopment creating the Riverside Bike & Walk Green space project known as the RB & W Park District.

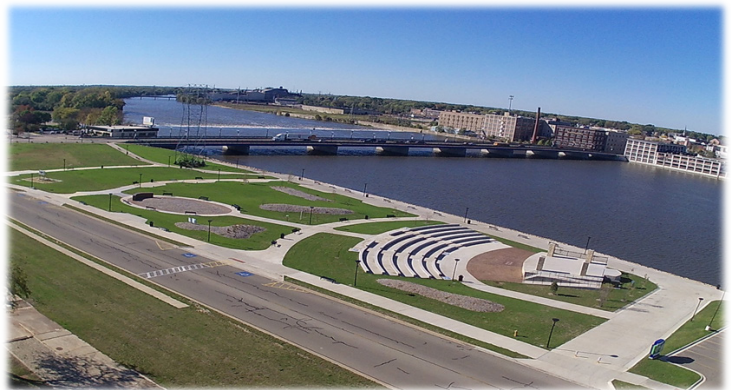
The projected output from the development of an additional six acres on the site is:

- 120 additional permanent jobs
- \$700,000 in additional property taxes paid into TIF
- \$80,000 in additional annual hotel/motel tax
- \$200,000 in additional electric, sewer & water

Before EPA clean-up funding



After EPA clean-up funding RB & W Park District

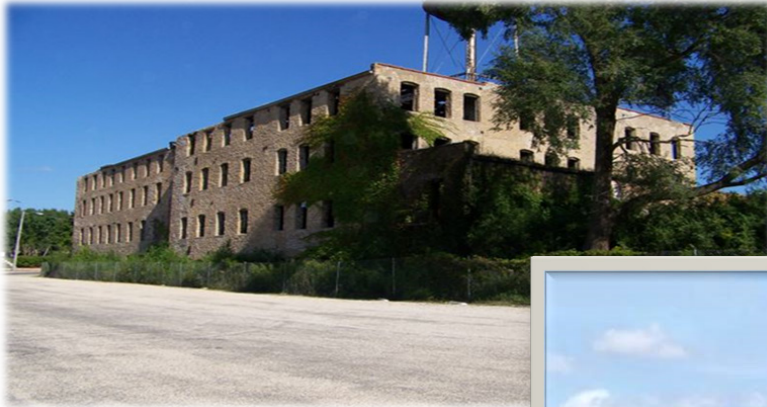


One of the redevelopment structures constructed on the site is a Holiday Inn Express & Suites, resulting in:

- 40 permanent jobs
- \$150,000 in property taxes paid into TIF
- \$80,000 annually in hotel/motel taxes
- \$80,000 annually in electric, sewer and water income.

A second project undertaken by the City of Rock Falls is the redevelopment of the 'Limestone Project.' The City took possession of this property in 2009 and received the U.S. EPA Assessment Grant in 2014. To complete the assessment, the structure was demolished in the summer of 2017. Thus far a total investment of \$8.5 Million has been made into the blighted site between federal, state and local entities.

The biggest obstacles to these projects were getting public participation in redevelopment planning, the public perception of the redevelopment plans, keeping the project's vision alive and the physical demolition of the limestone building for assessment. There is a rendering of the proposed future development on the site, but no further action has been taken as of 2018.



Before

Proposed Development



Rock Falls Community Tour

As a part of the Rock Falls' presentation, the participants visited the RB&W Redevelopment Site for a tour. With demolition and road construction starting in 2011, it was a long process to clean up the site and create the park that is there today. The 2011 riverfront road construction project connected the busiest intersection in the County!

Artwork and sculptures are included in the new park. This brings local talent to light and into the public view and lets community members feel a sense of positive ownership over the public space.



Washington County Site Redevelopment Program Presentation

Following Rock Falls' presentation, Washington County representatives Debora Sielski, Deputy Director Planning & Parks, Christian Tscheschlok, EDWC Executive Director, and Dave Holmes, Senior Environmental Scientist, gave a presentation on its work in brownfield redevelopment and its Site Redevelopment Program (SRP). The performance outcomes for the program are:

- 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 the best opportunities for successful redevelopment

Washington County focuses on proactively creating a county wide Site Redevelopment Program rather than reactively responding to individual problem sites, coordinating between local governments, and elected officials. The partnership between County Planning and Economic Development Washington County (EDWC) has focused the program and linked it with economic development initiatives. Washington County received a U.S. EPA Assessment Grant for Petroleum and Hazardous Brownfields, receiving \$600,000 in both FY 2014 and 2017.

The Site Redevelopment Steering Committee (SRC) has led with active participation in the redevelopment process, providing an in-depth understanding of challenges and opportunities, while serving as a liaison between the Redevelopment Committee and their local government board.

The SRP Assessment process:

- Initial redevelopment site idea
- Determine grant eligibility
- Seek SRC approval and access agreements
- Phase I Environmental Site Assessment (ESA)
- Complete a site-specific sampling plan
- Phase II ESA
- Further site investigation, remedial action plan, and a distribution of reports.

In looking for suspected brownfield sites, Washington County used a comprehensive approach gathering data from a variety of sources to identify 127 parcels and ranking the sites based on a set of criteria including environmental conditions, redevelopment feasibility and community goals. The top 15 sites have been identified through this prioritization process.

Focus is placed on end-users by empowering decision-makers, structuring a deal with them, and using web-based applications for data gathering and automated lead scoring (as of 2019). A deal is then brokered to ensure sustainable funding throughout the entire life run of the project.

A successful example of this collaborative effort is the E.H. Wolf & Sons Expansion in the Village of Slinger. The site was marked as an oil company site and was continued to be used for fuel and construction material purposes for decades. Washington County used SRP funds to complete a Phase I ESA that found lead, arsenic, and petroleum hydrocarbons on the property. This site redevelopment was an enormous benefit to the Village of Slinger's economic prosperity and public health.

Below are just a few benefits that the E.H. Wolf Site has done for the community.

- 89 new jobs created
- \$141 million salaries or wages paid to workers
- \$2 million property taxes and tax revenue
- \$19 million taxable sales and purchases expected in Washington County
- \$3.3 million in post-redevelopment property value

E.H. Wolf Before Redevelopment



E.H. Wolf After Redevelopment



Another success story is the Saxony Village Apartments in the Village of Germantown. With an estimated value of \$28 million, the Saxony Village Site Redevelopment project has transformed three vacant parcels totaling 23 acres into 172 one-to-two bedroom apartments spread over six buildings in the Village of Germantown. Before this project could begin, the land needed to be assessed and remediated for any potential contamination from previous industrial uses. Program funded activities were a factor in helping to leverage \$375,000 in State of Wisconsin brownfields clean-up funding. This site will bring many economic benefits to the community, including:

- \$28 million total project value
- Over \$1 million in Village Impact Fees
- Significantly increasing Village property tax base
- Economic reinvestment in Historic Downtown Germantown

Before



After



Lessons Learned

- SRC meetings offer opportunities to share best practices
- Minimize public use of the term 'brownfields'
- Invest time in 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 - integrate planning, assessment and economic development

Next Steps

- Apply for \$1M FY2020 U.S. EPA Brownfield Revolving Loan Fund Grant - Low/no interest loans
- Develop online application to empower local governments
- Integrate new sites & GIS layers into EDWC web tool
- Excel in promoting success stories
- Achieve program sustainability

Toolkit for Leading a Sustained, High-Performing Brownfields Program

Blase Leven from Kansas State University's Center for Hazard Substance Research led the lunch workshop with a presentation that touched upon local governments' role in the redevelopment of brownfields, which includes the facilitation of redevelopment and ensuring sustainability (financial & environmental). Leven placed emphasis on the local organization's need to lead the implementation of the programs, as local organizations know what the community needs, where to find resources, build it, run it and set its life expectancy.

Leven focused on the importance of planning the entire redevelopment process, one step at a time and keeping the public informed and involved. They also mentioned that there are three elements to a sustainable local brownfields program: strong formal leadership, continual community engagement, and self investment.



Competitive Tips for Leveraging Funds for Brownfields Revitalization

1. **Prepare an Annual Funding Strategy** – Resource Roadmap
2. **Do Your Homework** – briefing sheets, budgets
3. **Organize Local Support** – champions, letters of support
4. **Budget Matches** – include priority project in capital improvement plans, solicit local/state contributions
5. **Make the Rounds** – DC trip, regional offices, local tours
6. **Advocate** – Congress and State



The Kansas State University team reviewed these steps for promoting a Brownfields project.

1. Promote brownfields program to the development community.
2. Create a concise "resource roadmap."
3. Consider other sources of seed funding for revolving loan funds.
4. Land use considerations- consider long-term best use and plan clean-up accordingly.
5. Create a comprehensive plan for redevelopment.
6. Promote success of other local brownfields projects.

Facilitated Discussion- Synthesizing Program Best Practices

UW Extension educator Paul Roback facilitated a discussion on participant takeaways from the morning's presentations, tour, and the best practices from each for the future sustainability of both programs.

What were your "ah-ha" or takeaways from this morning?

- "Program verses project" thinking
- Special Economic Development tax on sales tax
- Need to leverage congressional support- strengthen state and federal advocates
- Annual funding plan
- Project briefing sheets
- TIF use is important
- Promoting success is important
- Number of funding sources Rock Falls used
- Key is sustainability
- Funding sources- key into new and different
- Do something instead of waiting for all of the answers
- New tax- employs sustainability of the program
- Get public and private entities on site tours
- Annual financial plan of funding sources
- Proposed success story- how we propose the site to look
- Need strong base-funding source
- Diverting project funds to support a larger program- current laws may prevent this
- Strong vision with continuity of staff and leadership (steadfast leadership)
- Projects with multiple phases- long-term plans built in steps
- Brownfield projects are more than technical- community project for redevelopment
- County-wide coalition may be a preferred model- vision to use sales tax dollars
- Economic Development is a common theme that has bridged across communities
- Leadership and strategic plan are top priorities
- Promoting success- video marketing
- Vision- keep after it, staff it, and do the work
- Collaboration of today leads to continued success
- Long-term plan and commitment with flexibility

Which of your assumptions were tested this morning?

- Parks and sculptures as Economic Development public amenity- Sterling residents calling it "their park"
- You can give land for \$1.00, but development will still need significant cash incentives
- Creativity in building demolition- cost effective
- Grants have their place with every program- potentially can get more grants to ensure program sustainability
- Demographics may not play to Washington County's favor in receiving grant, but we have been successful in receiving two grants

What similar strategies did these projects use? What were the differences?

Similarities:

- Multiple ways to get to end results- no cookie cutter way
- Being open to collaborations
- No staff on this full-time, need to get creativity to supplement our staff (e.g. retirees?)
- Focusing on specific projects
- Both initiatives looked at the grant as a leverage opportunity
- Creativity and being strong-willed leads to success- perseverance over the long haul



Differences:

- Rock Falls- We don't have a program. We have two people- one elected and one appointed
- Rock Falls- not as big of an environmental issue or barrier, it's an Economic Development opportunity that needs the right financing tools. Leveraging the riverfront is a good opportunity.
- Washington County- collection of jurisdictions
- Washington County- centralized grant process

What strategies have led to or will lead to project/program sustainability?

- Persistence- having a plan, collaboration, and having a program
- Rock Falls- a continued focus on vision that has lasted through leadership changes. It may be luck of the draw. What will next leadership do?
- Success with Economic Development and Environment. What about community engagement and building awareness with future elected?
- Community/stakeholder engagement with specific community stakeholders- controlling the message
- Go big or go home
- Strategy where everyone has "skin in the game." Define and clarify commitments for each stakeholder.
- Maintaining and strengthening multi-jurisdictional and departmental institutions with knowledge of brownfields
- Engage business community- build their knowledge on brownfields and strategies
- Program needs robust capital (state and federal funding), which can be the foundation, but not the sole source
- Outreach with local foundations
 - Engage and educate first
 - Ask for money down the road
 - Planning before approaching them
 - Invite to stakeholder's meetings at the front-end



Planning Session- Framing a Sustained Brownfield Program Washington County

Mission:

- To ensure economic growth and vitality through county wide collaboration and proactive redevelopment planning.

Goals:

- Prioritize certain redevelopment opportunities
- Advance strategic redevelopment and reinvestment in the area; historic downtowns, along rivers
- Turn dead sites into redevelopment opportunities
- Strengthen the local economy
- Improve quality of life and tax base of Washington County



Vision:

- A program that succeeds in redevelopment, job creation and will lead to a county free and clear of contaminated land.

Additional Vision Notes:

- Maximizing land use and tax base
- Program that is fully sustainable by being able to clearly demonstrate return on investment

Strategies:

Sustainability:

- Plan of action for annual financial plan and resources to achieve the financial plan- a task force with the Project Management Team (PMT) and other stakeholders, then SRC and local government
- Outreach and advocacy to federal and state elected officials- visit sites and lobby
- Change state laws for TIFs and taxing
- Dedicated full-time staff

Stakeholder Engagement:

- Sharing success stories
- Targeted events and engagements
- Marketing to lenders and developers
- Engage community-based organizations- Casa, Chambers, Environmental groups
- Partnerships on redevelopment projects
- Educate them on benefits of these programs

Success Factors:

- How many Phase I and II have been completed
- Increased tax base, jobs, and new investment
- Increased awareness of program and support
- Factors have to be quantifiable
- Highlight sites where the program definitely made a difference
- Good for public good and community
- Improvement- higher and better use

Challenges:

- More stakeholders = more potential change
- Turnover of elected officials and staff
- Lack of resources- financial, personnel, etc.
- Communication



Rock Falls

Mission/Goals (of Brownfields Program/Efforts):

- Transform to what the community wants to be
- Leverage success of riverfront
- Create market awareness
- Strive for Top Tier Effort and Results for the community
- Support Community Vision, which includes creating Quality of life & good place to work
- Continue best practices

Vision:

- Converge efforts to maximize economic, environmental, and community aspects of Rock Falls

Strategies:

Overall

- Visitors center with amenities (e.g., including electric car charging stations)
- Build on trails / river assets
- Involve County and other communities
- Development agreements consistent with development plans
- Increase mix and quality of housing within city limits
- Purchase land and control development

Funding

- Build on past successes and continue to utilize Incentive Zones (include Opportunity Zones)- to leverage and attract funds
- Use performance-based developer agreements in Incentives Zones
- Develop project proposals (w/hired help, if needed) for Opportunity Funds and other funding sources

Stakeholder Engagement:

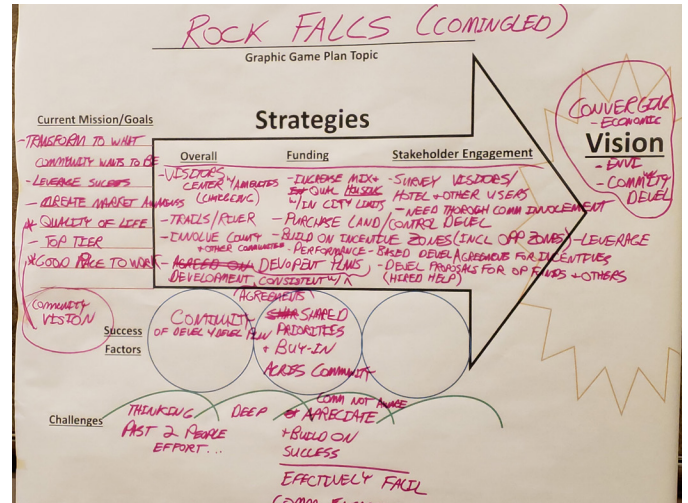
- Survey visitors / hotel and other users
- Need thorough community involvement

Success Factors:

- Continuity of development with development plan
- Shared priorities and buy-in across community
- Project-based input meetings

Challenges:

- Thinking past a two-person effort
- Community does not appreciate/is not aware of/ value the level of success to date
- Difficult to effectively facilitate community engagement



Next Steps & Evaluation

At conclusion of the summit, participants were asked to rate the event itself, the exchange of information, and the facilitators. Overall, the evaluations were very positive, with the most positive feedback coming on the topic of the session's enabling of its participants to share their ideas while also allowing others to do so. The most critical feedback received was directed at the lunch workshop and whether it provided resources to enable participants to lead a sustained, high-performing brownfield program though overall it still scored positively. The complete evaluation form with all collected responses is attached at the end of this document.

Parting Thoughts

UW Extension summary notes are very well done, clear and offer a measure of specific content upon which the County can build. As importantly, the notes reflect the key ideas of the day and conclusions reached very succinctly and accurately. Based on the session evaluation of how the lunch program was too general and needed to target to our more advanced needs: Both Washington County and the Rock Falls programs would appear to be charting a new path of high performance for which there may be few benchmarks and fewer still comparable communities with more advanced programs from which we can learn.

Parting Thoughts from participants:

- Focus and continuity of effort
- We are getting things done!
- Team perseverance
- Many accomplishments have been made, however, more is possible with community and stakeholder involvement
- Creative funding strategies for cleanup with redevelopment
- Talk to County Public Affairs Coordinator
- That this program is important and that a little support can go a long way
- We all face the same challenges in dealing with brownfields- sharing effective ideas is key
- Financial action plan for sustainability
- Washington County has a good program
- There are shared problems with shared solutions possible
- Great sites
- Washington County is leading the way in Wisconsin
- Washington County rocks!
- Thank you
- Solving the "brownfield puzzle" represents one of the greatest opportunities for Washington County to transform its communities for the benefit of current and future residents. We have the team and tools to do something extraordinary.
- Your project is important, your success matters, and it is a part of something greater- that's where the power is!



Notable Takaways

- A successful brownfields program needs strong leadership, commitment to a long-term plan, and flexibility.
- The SRP will need to develop a financial sustainability strategy in order to continue to have impact.
- The SRP should develop a communications and marketing strategy for various audiences.

Attachments

Attachment A: Rock Falls Invitation

Attachment B: Rock Falls Brownfields Presentation

Attachment C: Kansas State University Brownfields Presentation

Attachment D: Washington County Brownfields Presentation

Attachment E: Brownfield Summit Evaluation

Attachment A: Rock Falls Invitation

BROWNFIELD SUMMIT SEPTEMBER 13TH, 2018

WASHINGTON COUNTY, WISCONSIN

&

ROCK FALLS, ILLINOIS



A one-day summit and exchange between two successful but different brownfield programs.

Washington County Site Redevelopment Program visiting Rock Falls, IL to:

1. Exchange best practices
2. Maximize the program's impact on your community
3. Build a "success toolkit"
4. Chart a path to the program's long-term sustainability

Tentative Schedule

| | |
|---------|--|
| 6:30am | Depart Washington County |
| 10:00am | Arrive at Rock Falls - Refreshments - Introductions - USEPA Update |
| 10:30am | Rock Falls Program Presentation |
| 11:00am | Rock Falls Project / Community Tour |
| 12:30pm | Washington County Site Redevelopment Program Presentation |
| 1:00pm | Lunch Workshop "Toolkit for Leading a Sustained, High-Performing Brownfield Program" Blase A. Leven, Technical Assistance to Brownfields Director, Kansas State University |
| 2:30pm | Facilitated Discussion - Synthesizing Program Best Practices Paul Roback, UW Extension Washington County |
| 3:15pm | Planning Session - Framing a Sustained Brownfield Program Paul Roback, UW Extension Washington County Mission & Strategy, Business Model, Stakeholder Engagement, Connecting Mission to Marketplace, Management & Governance |
| 4:30pm | Closing - Summarize Outcomes - Next Steps |
| 5:00pm | Depart Rock Falls |
| 8:00pm | Arrival at Washington County |



Attachment B: Rock Falls Brownfields Presentation

Where City Life & Nature Meet



GIGABIT CITY

VISITROCKFALLS.COM



JUST 35 MILES AWAY

Rock Falls at a Glance

9200 Population – Whiteside County

- ✓ New 2017 estimates 8911 population

Staggering loss of Industry since 2001

Low Median Income

- ✓ Risen to \$40,543 since 2010 census

Utility Driven City Budget (ESW&F)

- ✓ 3300 Water & Sewer Customers
- ✓ 5500 Electric Customers


EAV realizing low increases

- ✓ 2017 EAV \$73,793,527 – 1.39% increase

River Front



Illinois EPA SRP Program 2005

- Site Remediation Program, Voluntary
 - Comprehensive Site Investigation
 - Remedial Objectives Development
 - Remediation Action Plan
 - Implementation
 - Remediation Action Completion/NFR
 - End Goal - Redevelopment
- 

RB&W Clean Up Begins



Site after fire & EPA Cleanup 2008

City of Rock Falls took involuntary possession of Reliant Fastener property, which made the property eligible for EPA clean up funding.



2011 Demolition & Road Construction



2011

Busiest Intersection in Whiteside County



Riverfront location is adjacent to busiest intersection in Whiteside County. Route 40 (1st Street and 2nd Street)

Our road construction project in 2011 through the riverfront site connected East 2nd Street with West 2nd Street at this intersection.

Ready for Redevelopment

30 structures demolished

17 acre RB&W site



Holiday Inn Express & Suites



Economic Impact to City of Redevelopment

To Date:

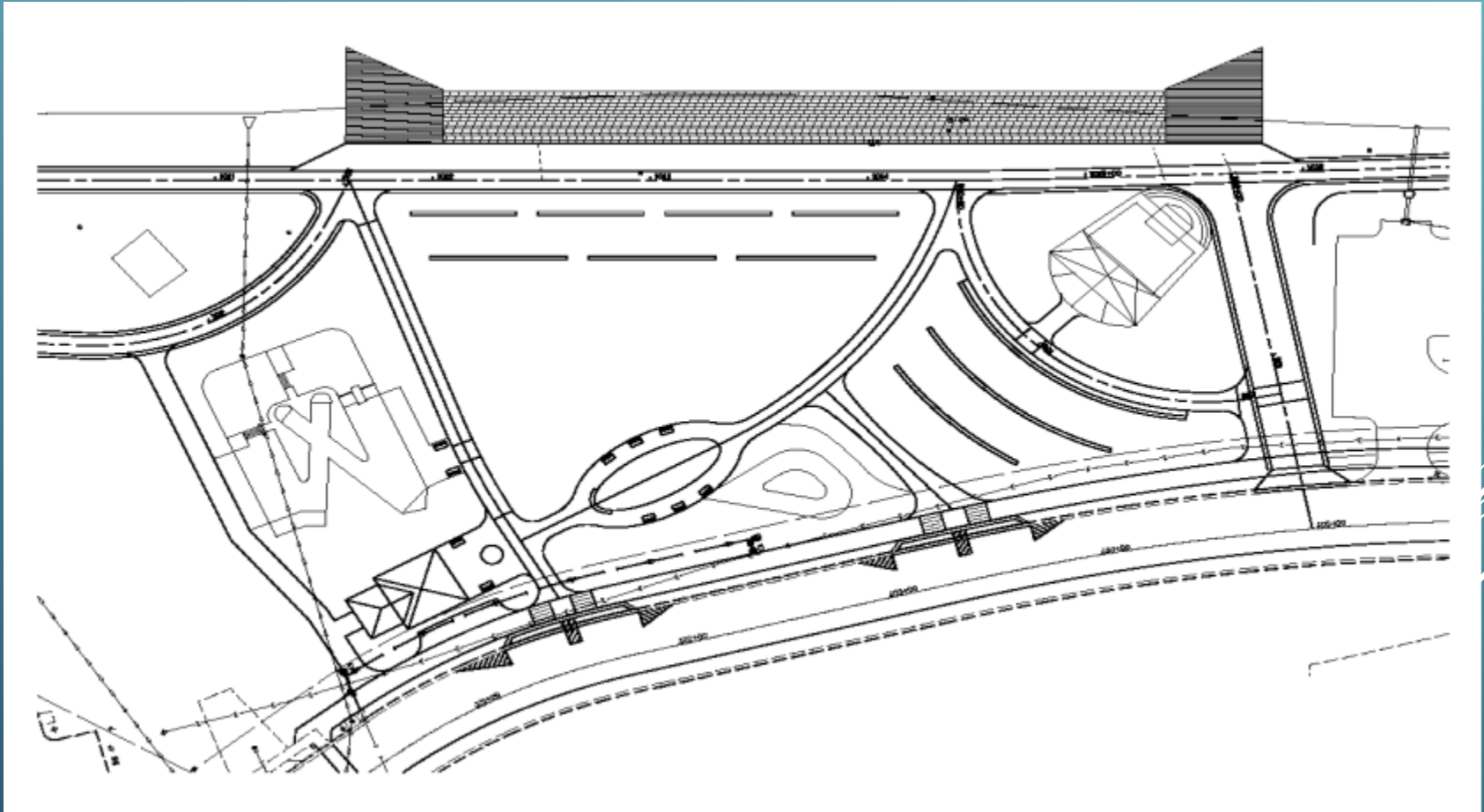
- 40 Permanent Jobs
- \$150,000 Property Taxes paid into TIF
- \$80,000 annually in Hotel/Motel Tax
- \$80,000 annually in Electric, Sewer & Water

Expected from development of additional 6 acres

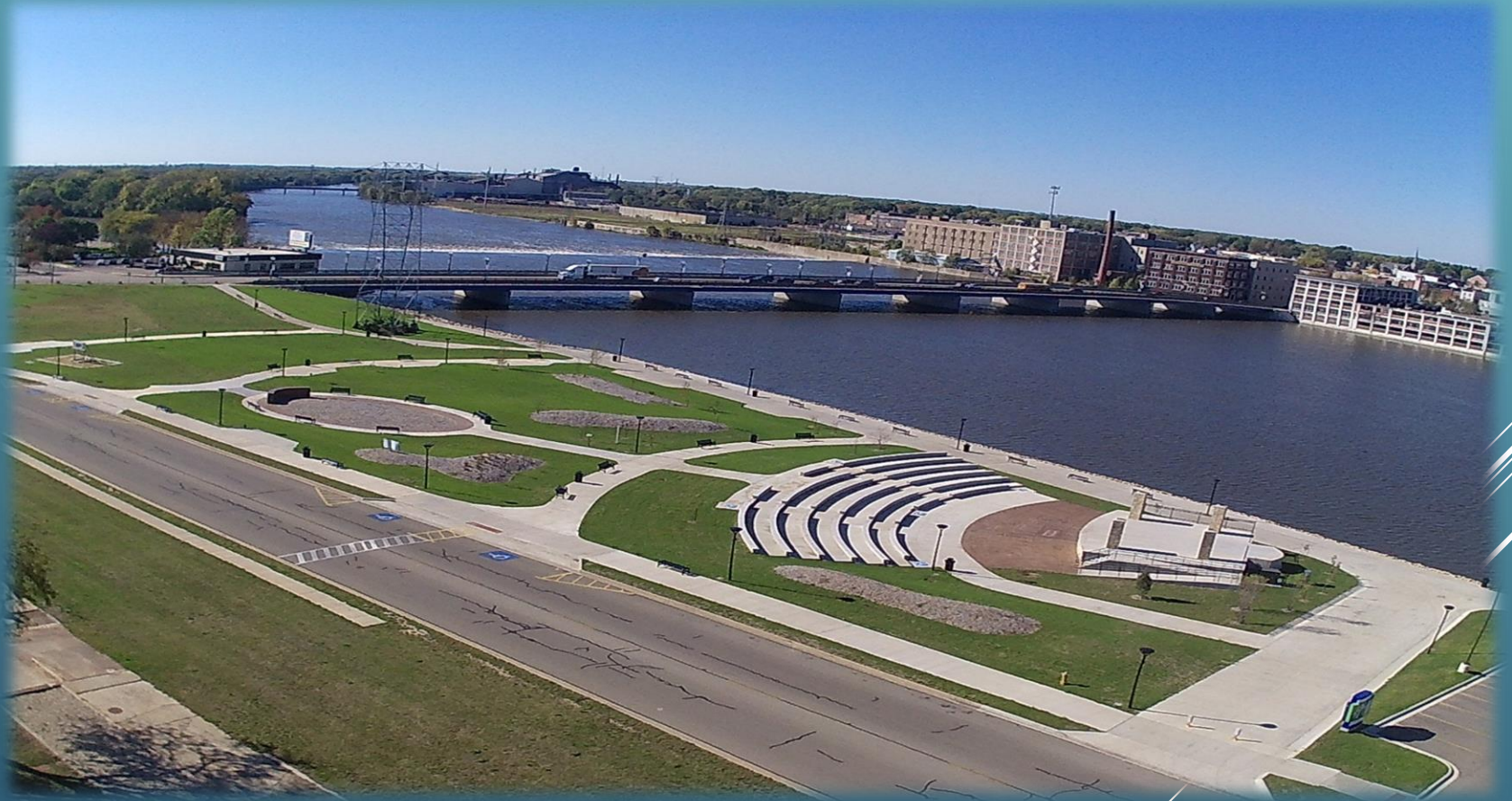
- 120 additional Permanent Jobs
- \$700,000 additional Property Taxes paid into TIF
- \$80,000 additional in Hotel/Motel Tax
- \$200,000 additional in Electric, Sewer & Water



RB&W District Greenspace Project



RB&W District Greenspace Project



RB&W District Greenspace Project



Movie Night in RB&W District



With Greenspace Comes More Commercial Development



History of Limestone Building The Beautiful Eyesore



Limestone Project



City took possession in 2009, received USEPA Assessment Grant in 2014.

Limestone Project



In order to complete
assessment
demolition was
necessary
Summer 2017
Demolition



Rendering of Future Development Proposal for Limestone Site




Federal, State & Local Investment on Blighted Site

- \$2,640,000 USEPA
- \$317,500 IEPA
- \$500,000 IDOT
- \$750,000 DCEO
- \$400,000 OSLAD - DNR
- \$37,500 State Representative Jerry Mitchell
- \$3,346,000 City of Rock Falls – Including Road
& Greenspace Construction
- \$990,000 Economic Redevelopment Incentives

Total Investment \$8,581,000

Biggest Obstacles

- ✓ Public Participation in redevelopment plan
 - ✓ Public Perception of redevelopment plan
 - ✓ Keeping Vision Alive
 - ✓ Demolition of Limestone Building for Assessment
- 

My Advice

Hire VERY good Brownfields
consultants



Attachment C: Kansas State University Brownfields Presentation



TAB

TECHNICAL ASSISTANCE TO BROWNFIELDS

Toolkit for Leading a Sustained, High-Performing Brownfield Program

Blase Leven

Director

Technical Assistance to Brownfields Program

Kansas State University

September 13, 2018

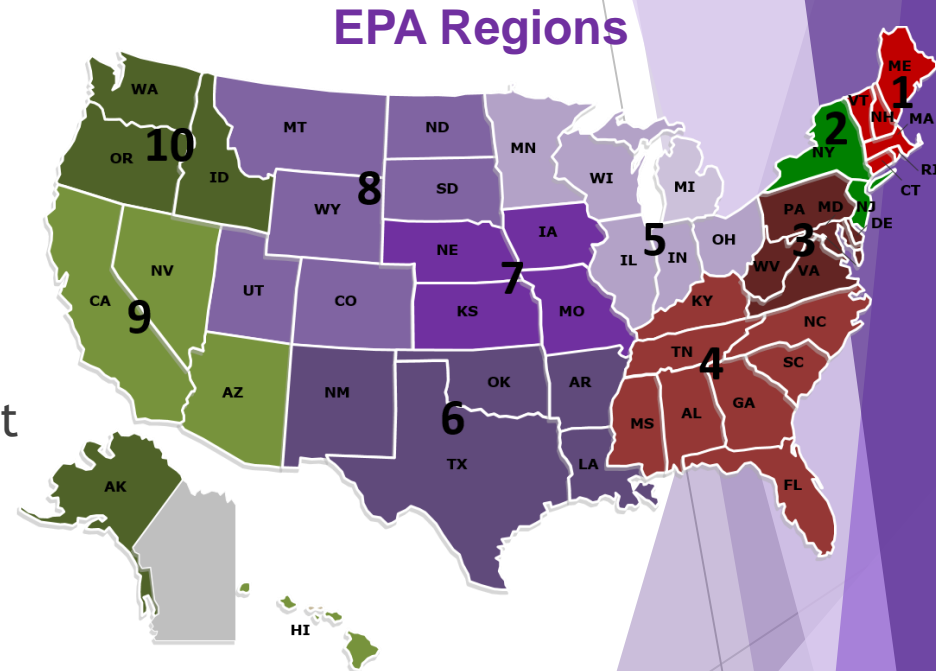
KANSAS STATE
UNIVERSITY.

Slides are available at:

<https://www.ksutab.org/?ResponseView=TABResourceDownloadView&id=3493>

Technical Assistance to Brownfield (TAB) Communities

- ▶ Assists communities and tribes with the brownfields redevelopment
- ▶ A national program
- ▶ Free planning, environmental and economic development expertise
- ▶ Funded by EPA via grants to 3 different entities
- ▶ K-State assists communities in EPA Regions 5, 6, 7 & 8, and Tribes in all Regions
- ▶ Center for Creative Land Recycling (CCLR) assists in EPA Regions 2, 9, and 10



- ▶ New Jersey Institute of Technology (NJIT) assists in EPA Regions 1, 3, and 4

So Far Today . . .
Lots of Good Examples . . .
Of lots of things . . .

Hiring Environmental
Contractors

Identify Funding

Environmental Cleanup

Implementing
Redevelopment

Site Inventory

Engaging Owner / Buyers

Re-Use Strategies &
Planning

Environmental Assessments

Community Engagement /
Input

Attract
Developers/Buyers/Tenan
ts

Feasibility
Assessments

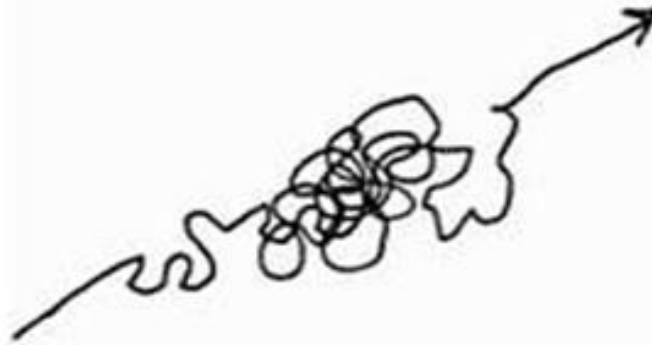
And . . . How can we Replicate & Sustain Brownfields Success?

Success



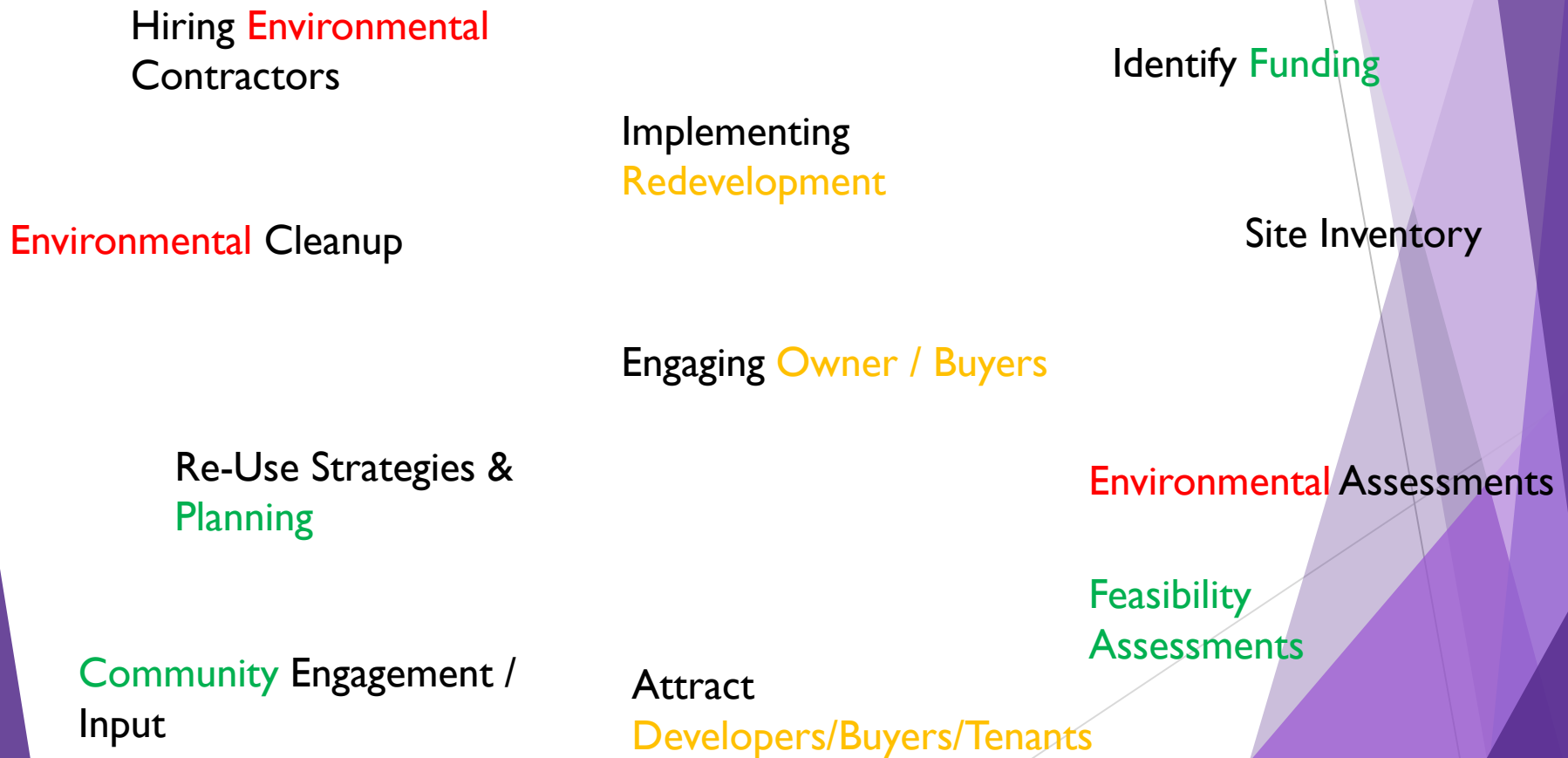
what people think
it looks like

Success



what it really
looks like

But What's the Goal And What's the Local Government's Role ?



“Brownfields”

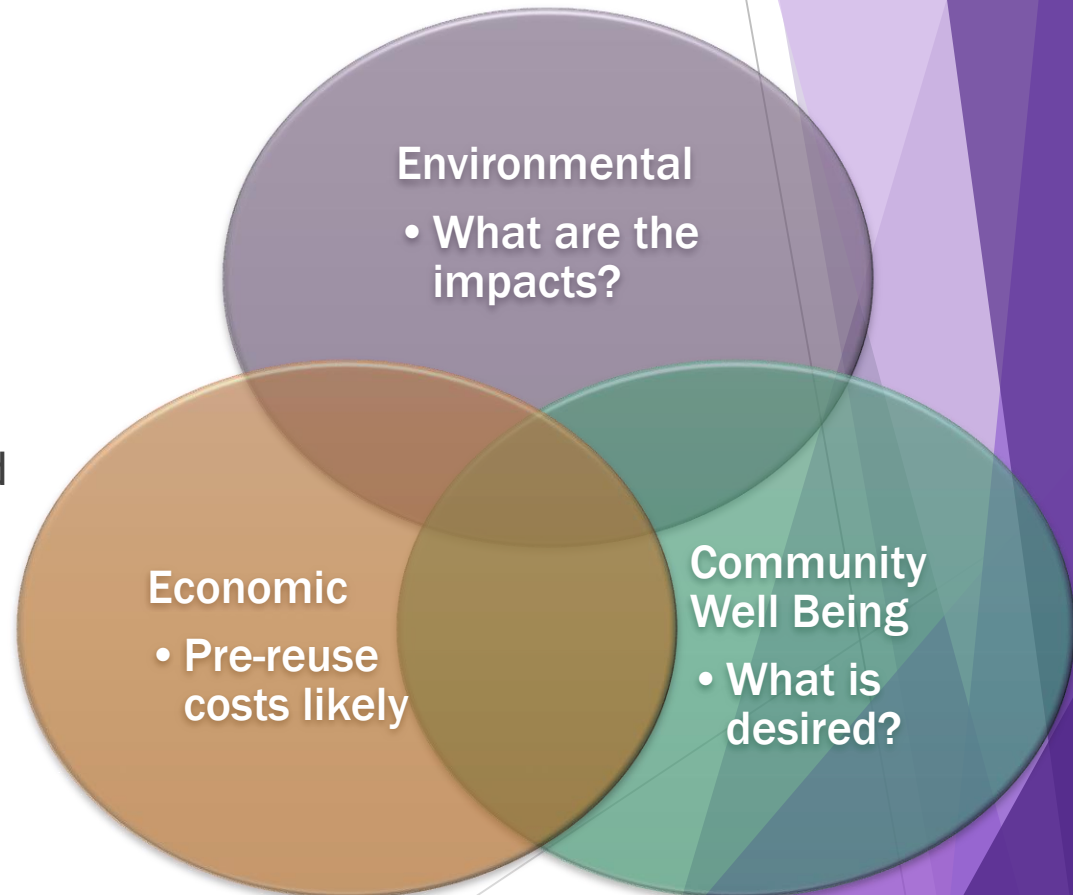
- ▶ Properties with possible **environmental** issues that are limiting use of the site (i.e., they are ‘stuck’)



- ▶ **Liability Protections** and **Funding** are available help address the environmental component of a Redevelopment Project

Sustainability: Of a Community

- ▶ Definition: “...real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.”*
- ▶ Challenge: **Properties are ‘stuck,’** due to real or perceived risks and needs
- ▶ Opportunity: **Clarify & Reduce risks;** and **meet the needs!**



*(Public Law 107-118 (H.R. 2869) - “Small Business Liability Relief and Brownfields Revitalization Act”, signed into law January 11, 2002).

Local Government's Role: Facilitate Redevelopment & Sustainability

and address the environmental (brownfields) aspects

- ▶ Local governments, nonprofits and tribes request brownfields resources on behalf of other stakeholders
- ▶ Community support is a *continuum* which ranges from “supportive” to “all in”
 - **Supportive**: planning, fee waivers, expedited permit review, infrastructure development, grant applicant/recipient
 - **All In**: interim title holder, site promotion/marketing, catalytic site developer

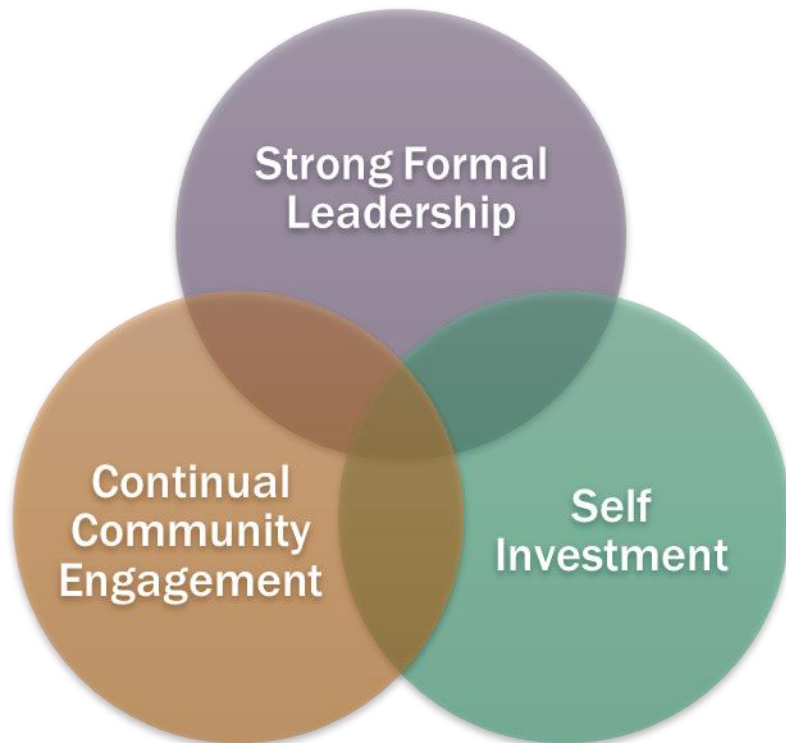
YOU are the architect of your program

- ▶ YOU decide the community need
- ▶ YOU design the structure
- ▶ YOU find the resources
- ▶ YOU build it
- ▶ YOU determine how well built it is
- ▶ YOU run it
- ▶ YOU decide its life expectancy

EPA is not, they provide partnership & resources

Sustainability: of Local Brownfield Programs

▶ Three elements



Six Keys:

- ▶ Rooted in economic development and planning
- ▶ Public and private partnerships
- ▶ Patience & persistence in education and marketing for gaining site access for assessments
- ▶ Facilitate: control, getting the environmental work done and liability protections in place; conveying property for private or City Development
- ▶ Fend off challenges using community participation and strong environmental counsel
- ▶ Leadership from the top and an aggressive vision

What are we trying to do . . . ?

Get Really good at:

- ▶ “Brownfields”
 - ▶ Type of Distressed Property, Resources, Process
 - ▶ Address the **environmental** issues of revitalization projects;
 - ▶ Using **funding** & resources Local governments and non-profits are most eligible for; to
 - ▶ reducing **risks and liability**
- ▶ As part of existing **planning** and **economic & community** development activities
- ▶ Sustainable
 - ▶ Communities - considering environmental, economic and community needs (our overall goal) via a
 - ▶ Brownfields Programs
 - ▶ . . . For a long time

Key Elements Observed in Successful Local Brownfield Programs

LEADERSHIP:

Someone is in charge leading the effort

- ▶ Someone senior, but with time
- ▶ Designed into their job - not an afterthought
- ▶ Delegation of work, not responsibility
- ▶ Not a political position
- ▶ Strong support of the Brownfield revitalization concept/value by municipal government
- ▶ Uses specialized consulting partnerships without relinquishing management
- ▶ Others - at strategic levels
 - ▶ Elected
 - ▶ Departments
 - ▶ Advisory Committees
 - ▶ Community Leaders



“Leadership from the top is essential, aggressively pursue all funding opportunities available – including grants, create a vision so that everyone knows where the you are headed and stick with it, develop as many partnerships as you can, and don’t give up – the **good** things in life take time.”

Dan Holderness, P.E.
City Engineer
Brownfields Program Manager
Coralville, Iowa
Population 19,900

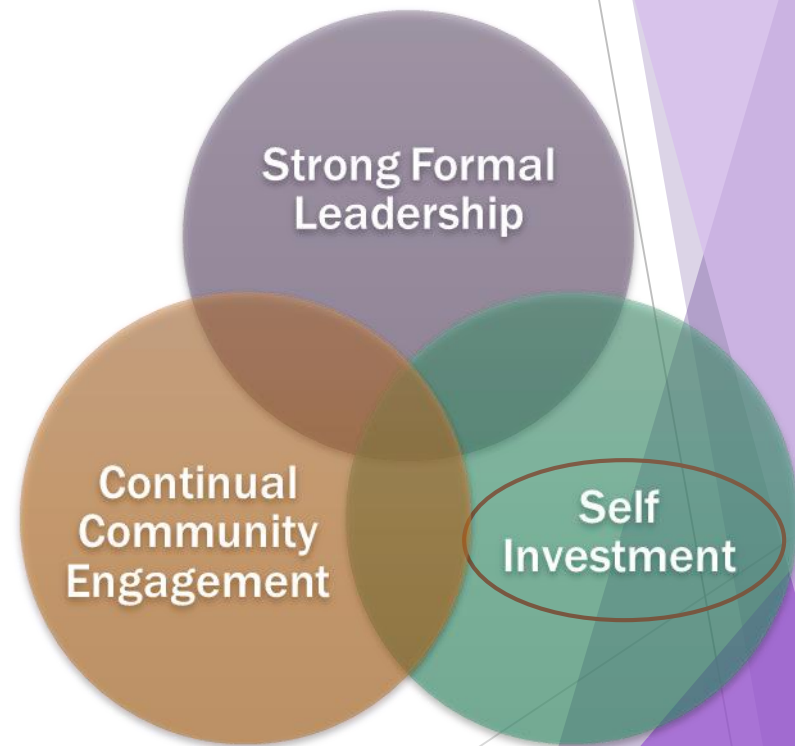


Key Elements Observed in Successful Local Brownfield Programs

SELF INVESTMENT:

If you won't invest as the local government, why would EPA or anyone else?

- ▶ Time by management and staff
 - ▶ Doing the homework
 - ▶ Managing the services provided
- ▶ Priority in municipal politics
- ▶ Real financial assistance
 - ▶ Including pursuing grants and external funds
- ▶ Do NOT be fully grant-dependent
 - ▶ Local government funding?
- ▶ Willingness to assume some level of calculated risk
- ▶ Will consider interim property stewardship
 - ▶ Inclusive of Continuing Obligations

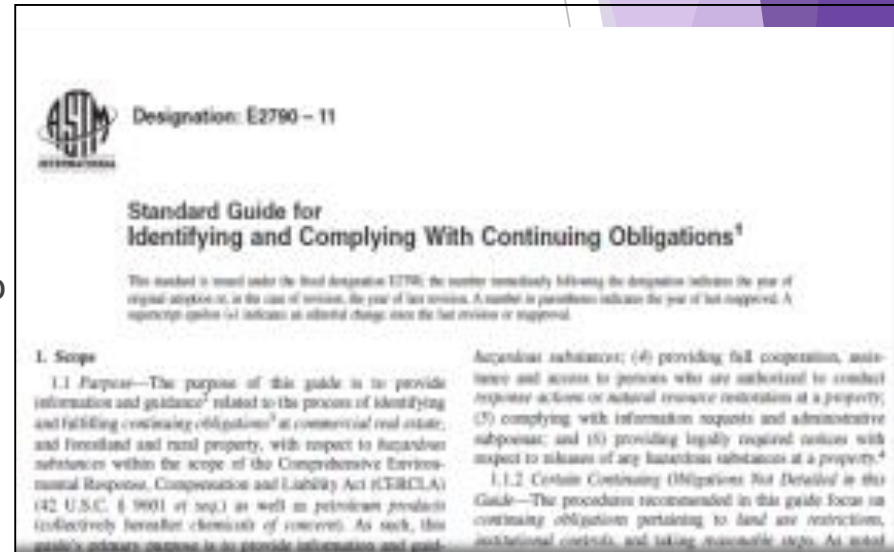


Self-investment involves more than cash . . . for example, **environmental expertise** and commitment to stewardship

- ▶ In house and/or acquired
- ▶ The bona fide prospective purchaser, contiguous property owner, and innocent landowner provisions all require compliance with the following ongoing obligations as a condition for maintaining a landowner liability protection:

- ▶ Complying with land use restrictions
- ▶ Not impeding effectiveness of institutional controls
- ▶ Providing cooperation, assistance and access to EPA and state agencies with CERCLA authority
- ▶ Complying with CERCLA information requests
- ▶ Taking reasonable steps to:
 - ▶ Stop continuing releases
 - ▶ Prevent future releases
 - ▶ Prevent or limit human or natural resource exposure

▶ Recent ASTM Standard Guide E2790-11 assists, but is not prescriptive regarding 'reasonable steps'.



Self-investment (continued) . . . for example, ties to **planning and economic/community development expertise**

- ▶ Willingness for departments to work together, and acquire more expertise as needed
- ▶ Willingness to **Do the Homework** to establish baseline economic, environmental and community conditions needed to identify revitalization opportunities and goals

Analyze data and spatial relationships:

- ▶ Economic, Transportation, Demographics, Education, Health Analyses



Many Great Data Sources . . .

The image displays four overlapping screenshots of data sources:

- United States FactFinder:** U.S. Department of Commerce, United States Census Bureau. Features a search bar with "KANSAS" and "Easy way" written in orange. Navigation tabs include MAIN, COMMUNITY FACTS, GUIDED SEARCH, ADVANCED SEARCH, and DOWNLOAD OPTIONS.
- Bureau of Labor Statistics:** UNITED STATES DEPARTMENT OF LABOR, BUREAU OF LABOR STATISTICS. Navigation tabs include Home, Subject Areas, Databases & Tools, Publications, Economic Releases, and Beta.
- EPA EJSCREEN:** EPA's Environmental Justice Screening and Mapping Tool (Version 2016). Includes a map interface with a "Select Location" panel and various tool icons like Generate Reports, Add Maps, Erase, Print, Measure, Bookmarks, and Basemap.
- City-Data.com:** A website for local data. The screenshot shows a search for "Brownfield Texas" and a data panel for "Brownfield, TX (income)".

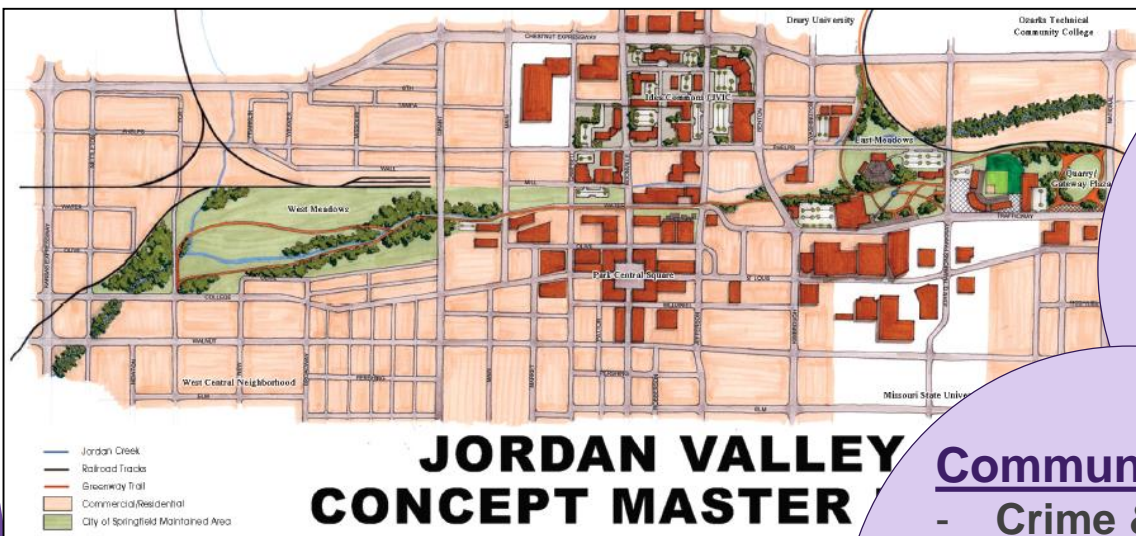
City-Data.com Data Panel:

- Median household income (\$): \$92,065
- Brownfield, TX (income): 79316
- Population: 1,204
- Households: 416
- Households by type:
 - Family (green bar)
 - Non-Family (purple bar)

Also - State Census Data Center Network:

<https://www.census.gov/about/partners/sdc/member-network.html>

Example: Springfield, Missouri Baseline Conditions, 1990s



Economic

- Unsuitable for businesses
- Declining tax base and infrastructure

Community

- Crime & Safety concerns
- Affordable health care & housing needed

Environmental

- flooding
- water quality issues
- Abandoned commercial & railyard

Analysis of Possible Economic Solutions . . .



Commerical Real Estate Development Opportunities

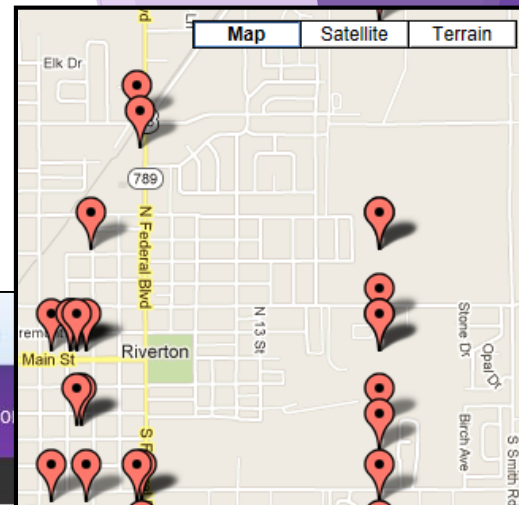
In the 1-mile radius trade area the following retailers and select personal service providers are in demand:

| Business Category | Goods or Services Provider | Business Examples | Property Type | Estimated Square Feet Supported | Typical Business Size (sf) | Estimated Number Businesses Supported |
|---|----------------------------|--|---|---------------------------------|----------------------------|---------------------------------------|
| Motor Vehicle & Parts Dealers | Goods | Auto Zone, O'Reilly Automotive | <ul style="list-style-type: none"> Retail Storefront Main Street, mall, or Free-standing | 79,287 | 7,000 | 11 |
| Bldg Materials, Garden Equip. & Supply Stores | Goods | Home Depot, ACE Hardware | <ul style="list-style-type: none"> Retail Storefront Industrial/warehouse flex Main Street, mall, or Free-standing | 18,128 | 10,500 | 2 |
| Electronics & Appliance Stores | Goods | Best Buy, Game Stop | <ul style="list-style-type: none"> Retail Storefront Main Street, mall, or Free-standing | 8,299 | 30,000 | 1 |
| Miscellaneous Store Retailers | Goods | Petsmart, Office Depot, Gymboree, Barnes & Noble, Dollar Store | <ul style="list-style-type: none"> Retail Storefront Main Street, mall, or Free-standing | 13,644 | 20,000 | 1 |

Market Analysis (Business Opportunity analysis for several sites on West Florissant Avenue Corridor, by DRP, Inc., a TAB Partner)

Could be basis for incentive zones, etc

Where are the Brownfields?



- ▶ Inventory and Prioritize Sites
- ▶ Use criteria related to revitalization goals:
 - ▶ Health threat
 - ▶ Gateway location
 - ▶ Blight
 - ▶ Eligible for funding/resources
 - ▶ Site Access?
 - ▶ Re-use plan and partners?

b.org/tools/bit

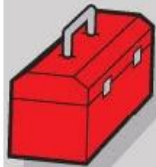
Home About Education Online Tools Resources Services Co

Brownfields Inventory Tool (BIT)


www.ksutab.org

BIT Home

BIT Home



BIT Toolbox




Site Inventory Data

Welcome to BIT

The Brownfield Inventory Tool (BIT) is a comprehensive brownfield program management system that allows users to track brownfield documents and data, and generate and export a variety of reports, including a Project Status Report and a Site Inventory Data Report. BIT can also be used as a collaborative tool, and all data is encrypted. If permission by the primary user is granted.

Every page within BIT comes with detailed instructions. PLEASE READ THE INSTRUCTIONS before using the tool. Selecting the BIT Tutorial icon below.

72% 9:16 AM



BiT

Brownfield Inventory Tool


Username

Password

Sign In

Don't have an account? Sign up.

KANSAS STATE UNIVERSITY



TAB

TECHNICAL ASSISTANCE TO BROWNFIELDS

Match to Revitalization Opportunities & Goals

Consider & Set up Funding Structure to Achieve Desired Economic Benefits of Projects and Programs

- ▶ Budget the Requirements and Map out Funding Sources for:
 - ▶ local government staff with proper expertise
 - ▶ Contracted expertise/studies
 - ▶ Proposals / fundraising / fiscal oversight
 - ▶ Services and Incentives provided to facilitate and incentivize redevelopment
 - ▶ Environmental Assessments/Cleanups
 - ▶ Site marketing websites and activities
 - ▶ Incentives for developers

Use Calculators & Proformas . . .

What Might be the Benefits?

Basic Public Economic Benefits Template

This template can be used for a number of purposes by a number of different organizations, such as: for non profit, local, state, or federal government to evaluate benefit of public investments in projects or initiatives

SUMMARY (for new site, plus an example)

| Item | Vicksburg Marketplace, Vicksburg (Source: Michigan Brownfield Redevelopment Program)* | Lemon Creek Winery, Grand Haven (Source: Michigan Brownfield Redevelopment Program)* |
|--|--|---|
| FUNDING AND INCENTIVES (\$ public investment related to benefits) | \$60,000 Local public funds for ESAs | \$845,910 DEQ Brownfield Redevelopment Grant for Demo and Cleanup |
| OUTCOMES | | |
| (actual values preferred, from developers, local gov offices, etc.. If actual values not available, estimates can be determined using Assumptions and Calculations, some of which are below. NOTE: Values in assumptions may vary widely from place to place. Seek professional advice when estimates are being developed for decisions) | | |
| Private Investment (Construction and/or Other): | \$1,300,000 | \$770,000 |
| Other Public Dollars Attracted: | \$436,000 Demo & Cleanup | |
| Jobs Created (FTEs during construction and/or upon full occupancy): | 75 | 6 |
| Increase in Property Value: | Substantial | \$130,700 |
| Other Outcomes of Interest , per below (e.g., increase in property tax revenues, sales tax revenues, etc.) | Contaminated soil and sludge removed, and groundwater monitored until no further action needed; 27,000sf of new retail | 1,200 tons contaminated soils and 6,000 gallons water removed; vapor barrier; refurbished and expanded building for wine tasting and retail |
| Leveraging Rates (\$Outcome / \$ Public Investment) | | |
| - Private Construction Dollars Leveraged: | \$22 per local public dollar invested | \$0.91 per DEQ dollar |
| - Total Dollars Leveraged (from all public/private sources, resulting from one or more specific public investment (s)) | \$29 per local public dollar invested (not including annual local tax revenues) | \$0.91 per DEQ dollar invested, not including annual state sales & property tax revenues |

Commonly Used Resources

- ▶ EPA (esp. Env Assessment/Cleanup)
- ▶ USDA
- ▶ HUD - CDBG
- ▶ EDA
- ▶ DOT
- ▶ Tax code incentives



- State funds & Brownfields Programs
- Local (general) funds & tools

TAB EZ Grant Writing Tool for EPA Assessment & Cleanup Grants



TAB EZ

BIT

TABEZ www.ksutab.org or www.tabez.org

In This Section:

- [Grant Applications Home](#)
- [Start New Application](#)

Quick Links:

- [Sample Grant Applications](#)
- [Tutorial](#)
- [Definitions](#)
- [Acronyms](#)

Grant Applications Home

Home > [Grant Applications Home](#)

Please Read!

My Grant Applications

| Application Name: | Owner: | Last Contributor: | Date: | | |
|----------------------|--------|-------------------|------------|----------------------|------------------------|
| Example1-Assessment | SW | SW | 08/27/2010 | EDIT | DELETE |
| Example2-Cleanup | SW | SW | 08/26/2010 | EDIT | DELETE |
| Example3-Cleanup-pet | SW | SW | 08/24/2009 | EDIT | DELETE |



**START A
NEW GRANT
APPLICATION**

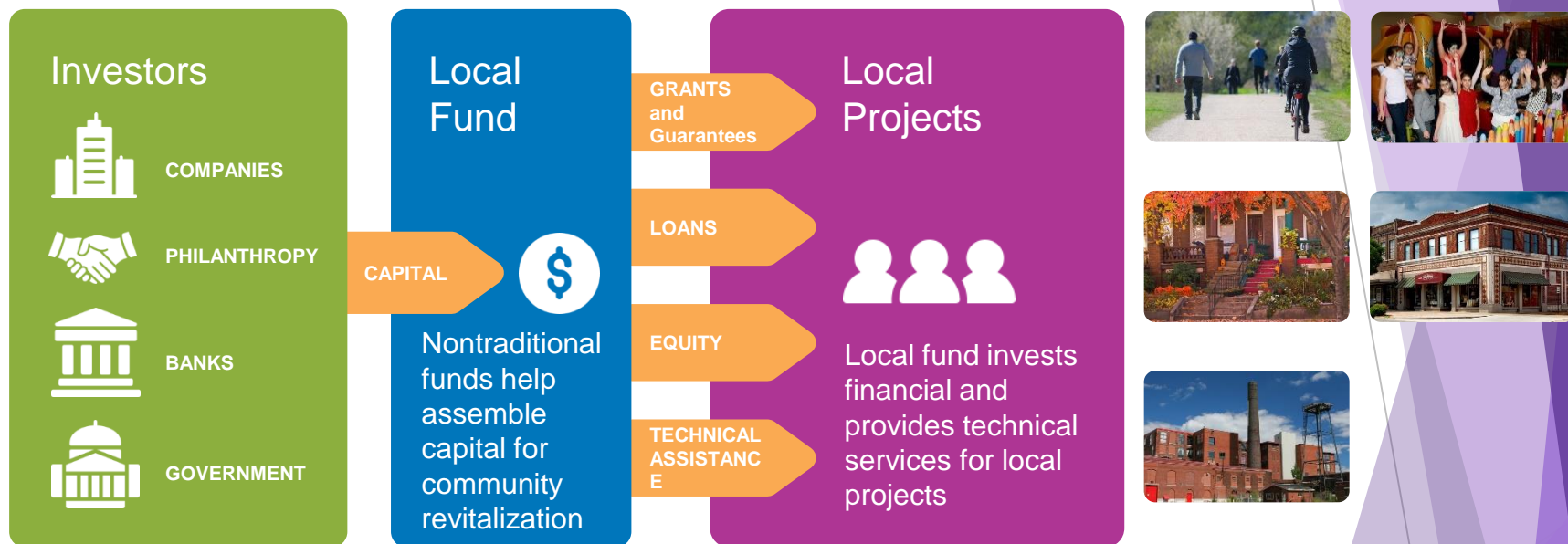


**HOW DO I
START A GRANT
APPLICATION?**



**SAMPLE
GRANT
APPLICATIONS**

Map the nontraditional financing options of your region, too!



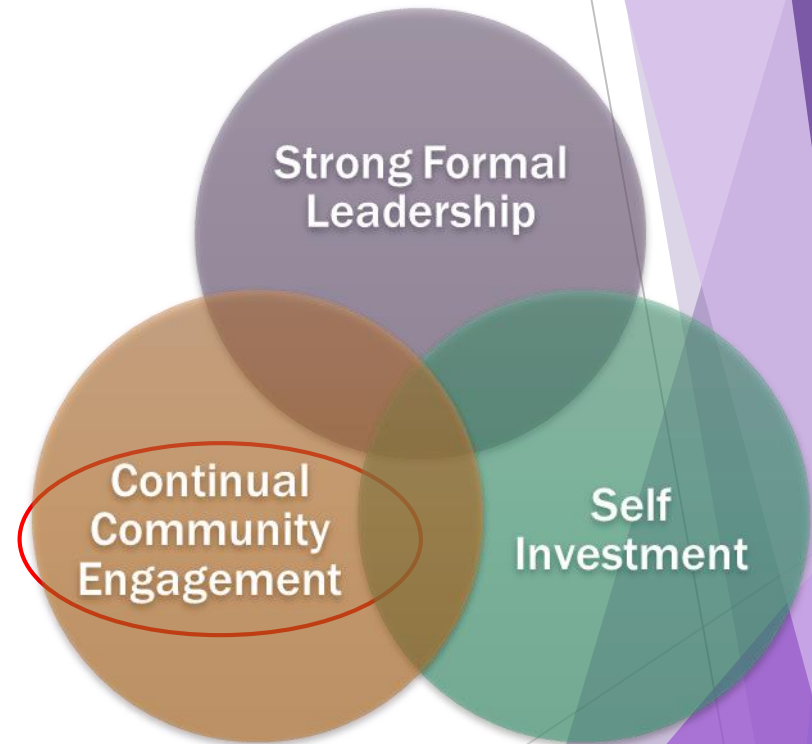
Put forth a nontraditional lending prospectus for developers that includes: Regional or state sponsored venture or equity funds, community loan funds, community development financial institutions (IFF, LISC, Enterprise, etc.), area bank CRA officers, and impact investment funds that are able and eager to co-invest together with your commitments to the project.

Key Elements Observed in Successful Local Brownfield Programs

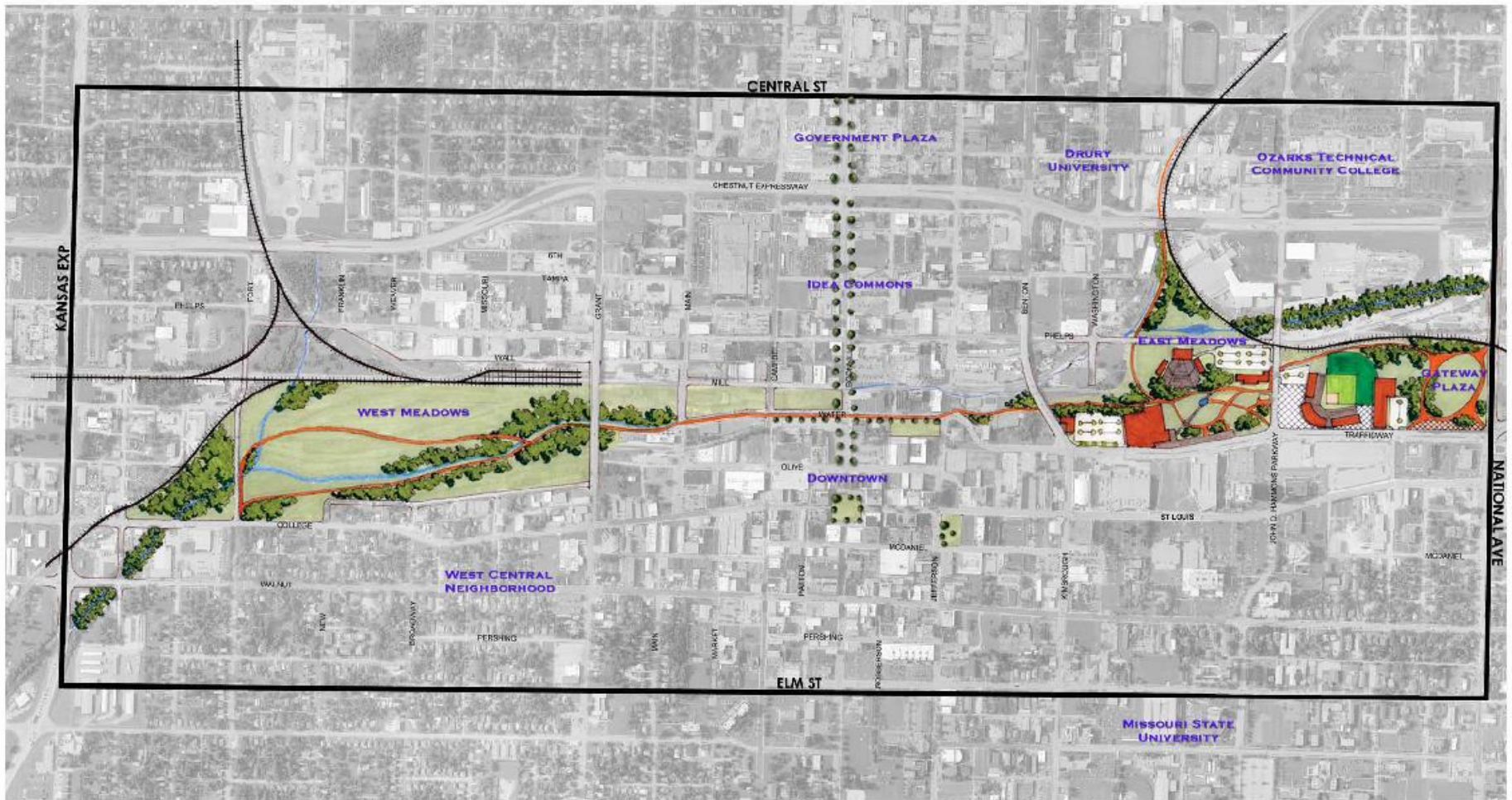
COMMUNITY ENGAGEMENT:

Part of the process, not just informed of it

- ▶ Community users understands the process, the resources and the LIMITS of the program
- ▶ The program is self-promoting within the community after the first 2 years
- ▶ Includes focused Outreach to all segments of community on a regular basis
 - ▶ All together
 - ▶ Separately (e.g., owners, buyers, developers)
- ▶ Community has to participate, does not have to manage program



Example: Springfield Missouri



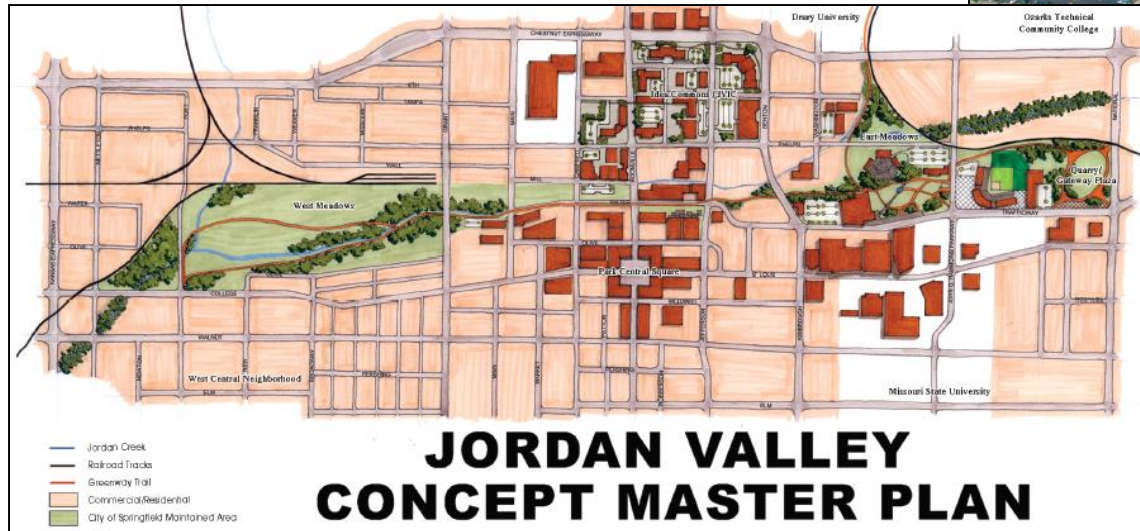
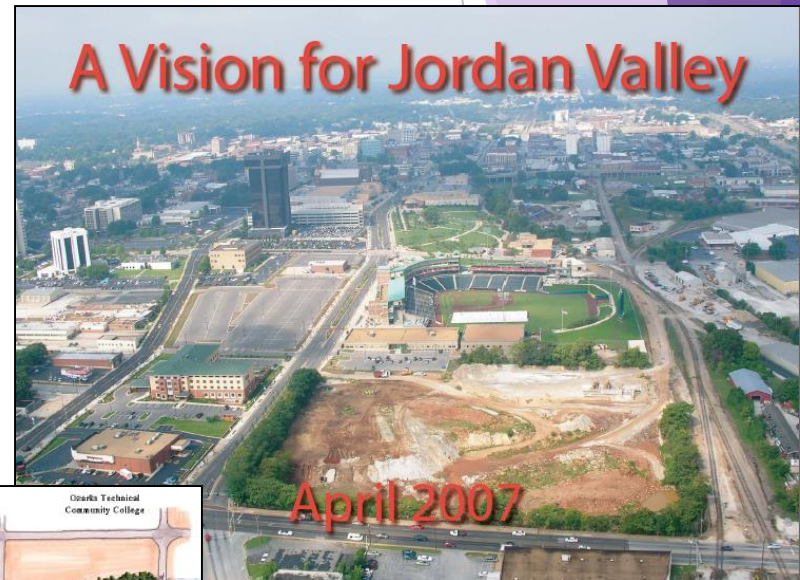
- Jordan Creek
- Railroad Tracks
- Greenway Trail
- Area Boundary
- Public Space



**JORDAN VALLEY
CONCEPT MASTER PLAN**

Importance of Redevelopment Planning Process

- ▶ Vision development
- ▶ Stakeholder coordination
- ▶ Eligibility for incentives
- ▶ Long-term Implementation
 - ▶ One step at a time!



City of Springfield, MO Missouri

Taking Community Input

- ▶ Find out what the community cares about
- ▶ What can we improve on?
- ▶ What is missing?
- ▶ What do we need?



Community Involvement Methods & Tools

► Inform

- Flyers
- News articles
- Web media
- Publish meeting notes
- Walking & bus tours

► Solicit input

- Mail-in surveys, web-surveys
- Phone surveys
- Meetings with key community representatives

► Participatory Planning

- Public meetings, day fairs
- Charrettes/Visioning workshops



Source: City of Springfield, MO

**Creates Supporters Attracts Funding
Attracts Developers / Businesses!**

Rank, Choose, and Evaluate Individual Projects/Initiatives

S.A.M. Sustainable Action Map

Name: _____ Decision: _____

Leadership Required

Manageable Risks

Value Delivered



Healthy Environment

Strong Community

Vital Economy



Natural: How does it impact environmental health?



Individual: How does it directly impact the well-being of people?



Community: How does it impact relationships, effective government, social justice, and overall livability?



Economy: How does it impact the local economy and at what long and short term costs?

S:

S:

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W:

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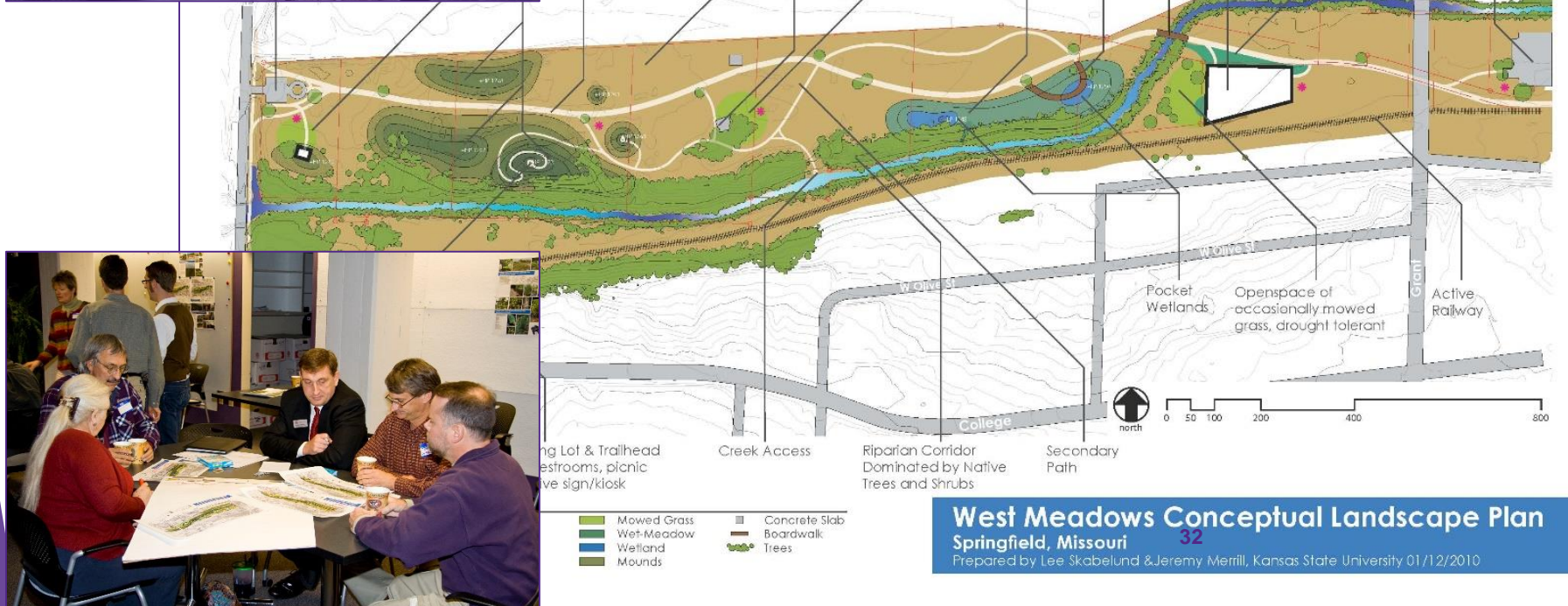
T:

SWOT: S=Strengths W=Weaknesses O=Opportunities T=Threats

City of Olympia. All Rights Reserved. Visit www.olympiawa.gov to download a copy



Renderings based on Small Group Input



Once Your Plan is Firm: Map / Schedule Funding Targets

- ▶ Funding Road Map, by a TAB Partner, to pursue external funds



VERTICAL INNOVATIONS, LLC RESOURCE ROADMAP

2017-2018 AGENDA FOR SUSTAINABLE COMMUNITY REVITALIZATION

2017-2018 FUNDING OPPORTUNITIES

| FUNDING OPPORTUNITY | DESCRIPTION | AMOUNT & MATCH | DEADLINE & KEY NEXT STEPS | CONTACT INFORMATION |
|---|--|------------------------------------|--|--|
| INFRASTRUCTURE & BUSINESS DEVELOPMENT | | | | |
| EDA Public Works and Economic Adjustment Assistance Program | This program supports rural and urban communities as they seek to advance new ideas and creative approaches to address rapidly evolving economic conditions. This includes, investments that support construction, non-construction, technical assistance, and revolving loan fund projects that create jobs | Up to \$3 million (match required) | <ul style="list-style-type: none"> ▪ Rolling Deadline ▪ Identify match ▪ Connect and coordinate with U.S. EDA's Representative for KS/NE/Western MO ▪ Ultimately, get the support of EDA Regional Director Angela Belden | <ul style="list-style-type: none"> ▪ Mark Werthmann Economic Development Representative 913-894-1586 mwerthmann@eda.gov |

ASSEMBLE CAPACITY TO SELECT/VET POTENTIAL DEVELOPER PARTNERS

Partnerships with developers have surfaced as a viable path to advance difficult and highly sophisticated projects. Locally-based redevelopment groups have found that assembling capacity through a timebound ad hoc committee can help shape a strong joint venture.

- Select a well-rounded committed group of civic leaders and business owners supplemented with seasoned real estate and finance professionals. Aim to coalesce a high level volunteer panel with a skillset complementary of the needs of the particular project to be developed.
- Committee is provisional, serves a distinct amount of meetings from start to end (set timeframe and dates at beginning) and is charged with providing expert content to the developer partner negotiation and selection process.
- Panelists bring their best knowledge of the market, financing, developer track records, community and partnerships to the selection process.
- Maintain confidentiality and disclose any conflicts of interest

Overall, you are asking each participant to contribute their best thinking and professional guidance to make this a win for the community while being rooted in the execution of a doable project. It is imperative to communicate that sticking with the process is important as the interactions and due diligence is iterative and build from one step to the next.

Example: Springfield, Missouri

- ▶ Received over \$7 Mil in EPA funds and technical assistance
- ▶ Attracted another \$460 Mil in public and private funding
- ▶ Over 250 Assessments, 11 cleanups, and Redevelopment of over 100 brownfields
- ▶ 60 acres of new greenspace and 23,000 m3 storm water capacity
- ▶ 100 Acres and numerous commercial/industrial buildings removed from flood plain

Economic

- Good business sites
- University technology startups
- Regional government

Community

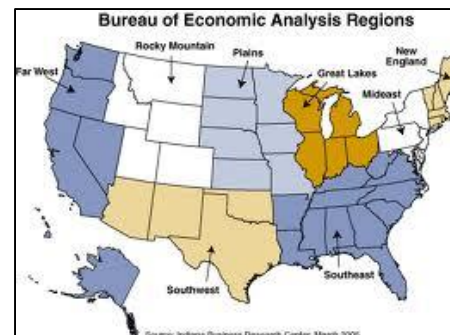
- safety
- recreation
- arts, food & entertainment
- Affordable health care and housing

Environmental

- flooding
- water quality

Success Does Not Depend on Size

- ▶ There are opportunities in small, medium, and big cities (especially when linked together in a region) to:
 - ▶ Save costs, provide services and products, and drive economies with:
 - ▶ Smart Growth Development
 - ▶ New energy, water, waste systems
 - ▶ Efficient buildings and infrastructure
 - ▶ Transportation and shared services
 - ▶ New manufacturing materials and techniques
 - ▶ Provide community value
 - ▶ Creating a nice place to live
 - ▶ Education
 - ▶ Critical services
 - ▶ Environment
 - ▶ Provide a healthy, safe places to live
- ▶ Brownfields play an important role!
 - ▶ By getting the Planning started and the Environmental issues addressed
 - ▶ Small successes lead to bigger success!



As you go build or overhaul your program

- ▶ Do not reinvent the wheel, but make it fit your revitalization vehicle - one size does not fit all
- ▶ Build in a speedometer' - it is very important to decide early the primary pace of your program
 - ▶ Near-term, at the speed of developers?
 - ▶ Long-term, in pace with 20-year plan?
 - ▶ Variable speeds for different services?



Acknowledgements

of Contributing KSU TAB Partners

- ▶ David Koch, 2nd Community, LLC, former KSU TAB Partner
- ▶ Sabine Martin, CTOR, LLC, a KSU TAB Partner
- ▶ Jesse Silverstein, DRP, a KSU TAB Partner
- ▶ Andy Seth and Matt Ward, Sustainable Strategies DC
- ▶ Rachel McIntosh, Cross-Sector Convergence, LLC
- ▶ Kate Lucas and Mary Hashem, Adaapta & RE Solutions, LLC(s)
- ▶ Matt Robbie, Skeo
- ▶ Maggie Egbarts, KSU TAB Regional Coordinator for EPA Regions 5 & 7

Expert Panelist: Andy Seth

- ▶ Sustainable Strategies DC



Competitive Tips for Leveraging Funds for Brownfields Revitalization

1. **Prepare an Annual Funding Strategy** – Resource Roadmap
2. **Do Your Homework** – briefing sheets, budgets
3. **Organize Local Support** – champions, letters of support
4. **Budget Matches** – include priority project in capital improvement plans, solicit local/state contributions
5. **Make the Rounds** – DC trip, regional offices, local tours
6. **Advocate** – Congress and State

Kate Lucas & Mary Hashem

- ▶ Adaapta, LLC, a KSU TAB Partner



Promoting Brownfields Redevelopment

1. Promote brownfields program to the development community
2. Create a concise “resource roadmap.”
3. Consider other sources of seed funding for revolving loan funds
4. Land use considerations – consider long-term best use and plan cleanup accordingly
5. Create a comprehensive plan for redevelopment
6. Promote success of other local brownfields projects

Matt Robbie

► Skeo



Matt Robbie
Senior Planner and Facilitator
Skeo Solutions

Equity Tools for Local Brownfields Redevelopment Programs

- Equitable development approach provides residents of economically distressed and low-income communities tools for participating in planning and prioritization of resource allocations.
- Prioritizing brownfield sites for assessment and cleanup is an opportunity for engaging diverse stakeholders
- Tools like collaborative problem solving and building cultural competency can help set the stage for a successful brownfields program that meets the needs of local residents.



Matt Robbie
Senior Planner and Facilitator
Skeo Solutions

What is Equitable Development?

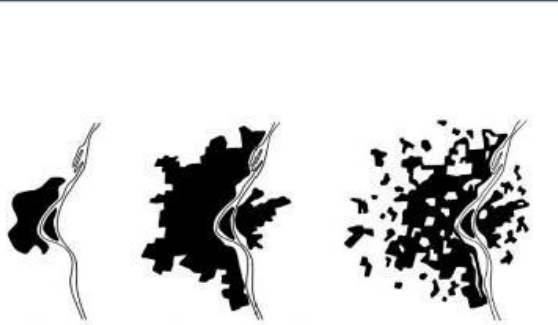
Equitable development ensures that current residents benefit from development and have a meaningful role in the planning process.



Why Do Disparities Exist Today?

Present day disparities and inequities are the result of public policy decisions. Some are:

- Intentionally discriminatory and target low income, people of color, tribal and immigrant communities.
- Neutral or benignly intentioned initiatives that positively impact some communities and negatively impact others.



Equitable Development Approach for Brownfields Revitalization

Freeport Forward! Riverfront Enterprise Area Plan

Location: Freeport, IL | Client: City of Freeport | Project Date: September 2015 – August 2016

Project Images



Vacant former industrial building



Tutty's Crossing Recreational Trail



Citizen Design Workshop



Citizen Design Workshop

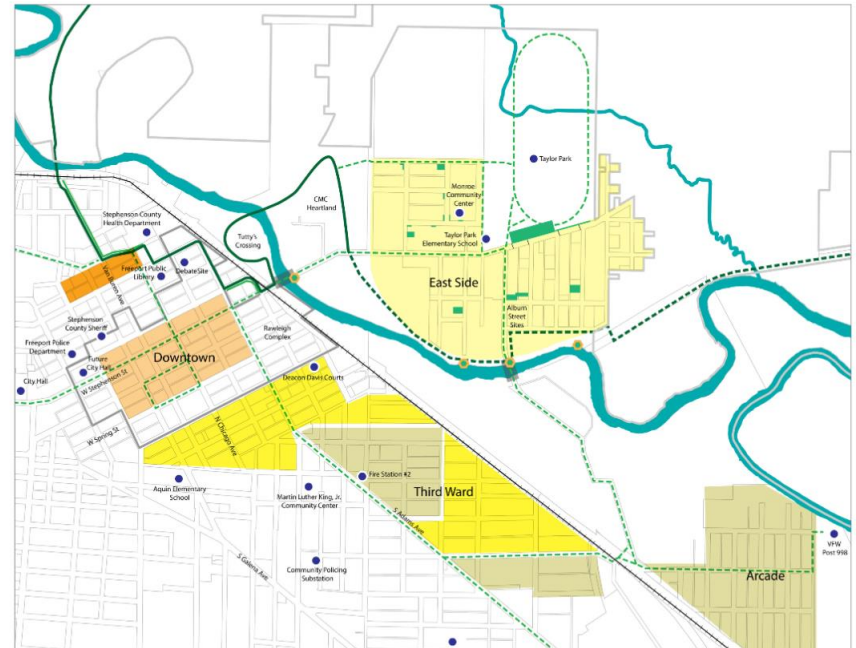


Riverfront Enterprise Area Revitalization Strategies



Downtown Revitalization Strategy

NEIGHBORHOOD TRANSFORMATION STRATEGIES



Vernice Miller-Travis
301.537.2115
vmiller-travis@skeo.com

Matt Robbie
802.231.3132
mrobbie@skeo.com

www.skeo.com



Exercise: Score Your Program



https://kstate.qualtrics.com/jfe/form/SV_eKCcNC64Orpa3hH

Rock Falls, Illinois



https://kstate.qualtrics.com/jfe/form/SV_2sM4cj6HPMDV5E9

Washington County, Wisconsin

The Brownfields Redevelopment Process

How are you at:

1. Planning - matching sites to community goals

Identify Brownfields and
Redevelopment Planning

2. Environmental - facilitating environmental clearance and liability protections

Investigate - Phase I/II site assessments, before
property transactions

Clean-up; if necessary

3. Redevelopment

Match sellers/buyers/incentives for completion of
redevelopment

4. How is the Leadership Aspect of your Program?

LEADERSHIP:

Someone is in charge leading the effort

- ▶ Someone senior, but with time
- ▶ Designed into their job - not an afterthought
- ▶ Delegation of work, not responsibility
- ▶ Not a political position
- ▶ Strong support of the Brownfield revitalization concept/value by municipal government
- ▶ Uses specialized consulting partnerships without relinquishing management
- ▶ Others - at strategic levels
 - ▶ Elected
 - ▶ Departments
 - ▶ Advisory Committees
 - ▶ Community Leaders

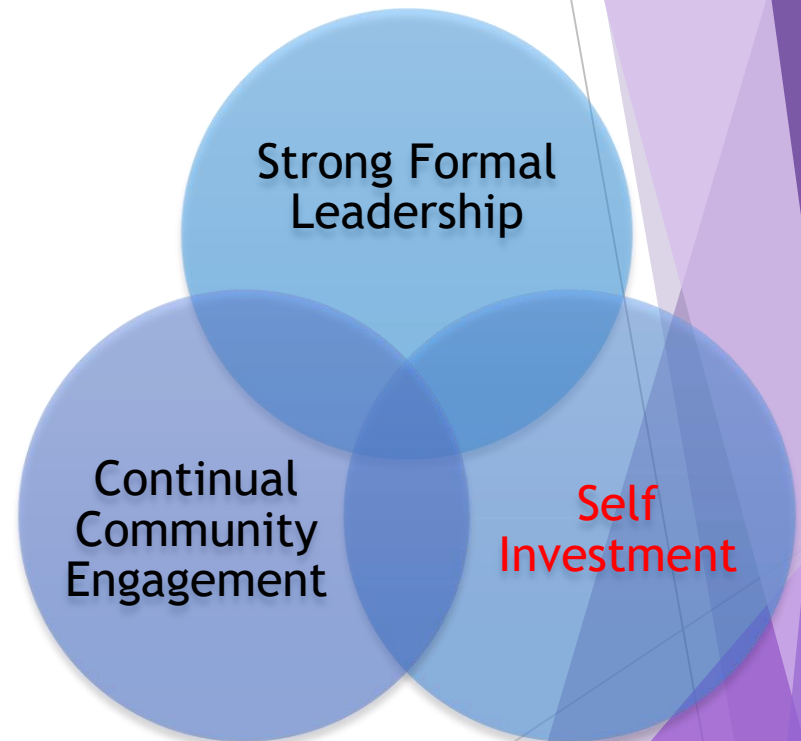


5. How about Self Investment Aspects?

SELF INVESTMENT:

If you won't invest as the local government, why would EPA or anyone else?

- ▶ Time by management and staff
 - ▶ Doing the homework
 - ▶ Managing the services provided
- ▶ Priority in municipal politics
- ▶ Real financial assistance
 - ▶ Including pursuing grants and external funds
- ▶ Do NOT be fully grant-dependent
 - ▶ Local government funding?
- ▶ Willingness to assume some level of calculated risk
- ▶ Will consider interim property stewardship
 - ▶ Inclusive of Continuing Obligations

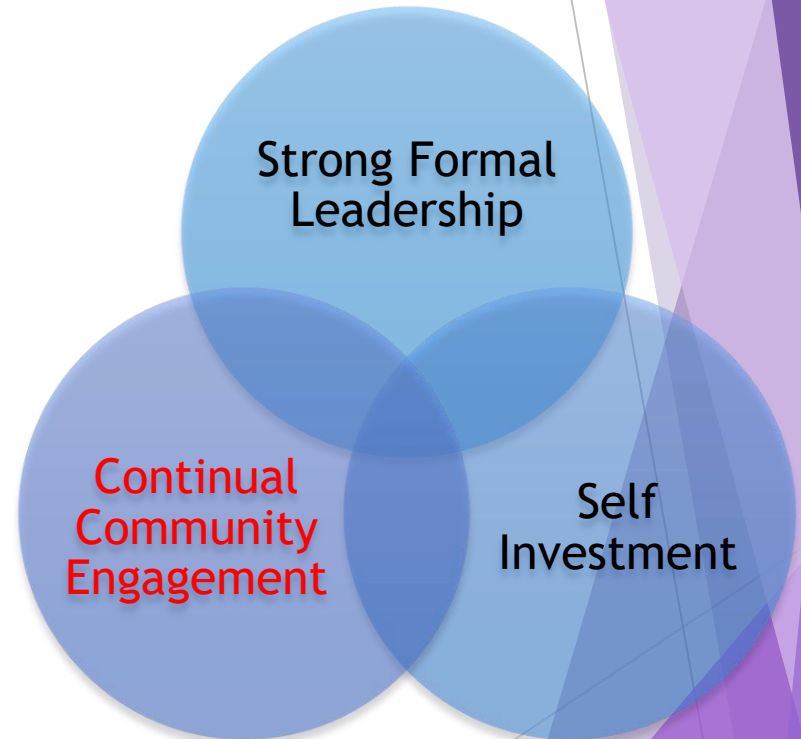


6. And, how about Community Engagement Aspects?

COMMUNITY ENGAGEMENT:

Part of the process, not just informed of it

- ▶ Community users understands the process, the resources and the LIMITS of the program
- ▶ The program is self-promoting within the community after the first 2 years
- ▶ Includes focused Outreach to all segments of community on a regular basis
 - ▶ All together
 - ▶ Separately (e.g., owners, buyers, developers)
- ▶ Community has to participate, does not have to manage program



TAB Assistance to Communities

Step 1: Planning

- Identify and inventory brownfields (BiT)
- Strategic planning and reuse visioning
 - Community outreach and input
 - Economic feasibility and sustainability analysis
- Redevelopment Goals
- Educational workshops
- Assist with applications for EPA Brownfields Grants (TAB EZ)

Step 2: Environmental Assessment

Step 3 Cleanup

- Help find and evaluate environmental consultants
- Review and explain to the community technical plans and reports
- Guidance through regulatory framework

TAB Assistance to Communities Cont.

Redevelopment

- Help identify funding sources
 - Resources Roadmap

Other TAB Resources



BiT

Brownfield Inventory Tool

- TAB EZ

- Webpage full of resources

- Online training modules and webinars

- Other assistance as needed and agreed upon

www.ksutab.org

| OPPORTUNITY | PURPOSE | AMOUNT AND MATCH | ANTICIPATED DEADLINE | KEY NEXT STEPS |
|---|---|--|--|---|
| COMMUNITY & RECREATIONAL SPACE | | | | |
| Land and Water Conservation Fund | <ul style="list-style-type: none"> ▪ To support and enhance outdoor park and recreational areas construction, expansions and improvements | <ul style="list-style-type: none"> ▪ Up to \$250,000 ▪ 50% match | <ul style="list-style-type: none"> ▪ Fall 2017 | <ul style="list-style-type: none"> ▪ Projects must be consistent with Missouri Statewide Comprehensive Outdoor Recreation Plan ▪ Dellwood received 1 grant since FY2014; Ferguson has received 3 grants since FY2014 |
| Kaboom! Build It Yourself & Creative Play Grants | <ul style="list-style-type: none"> ▪ To support creative outdoor recreation and build new playgrounds to enhance parks | <ul style="list-style-type: none"> ▪ Up to \$15,000 ▪ 160% local match | <ul style="list-style-type: none"> ▪ Deadlines: February 17, April 28, August 4 | <ul style="list-style-type: none"> ▪ Contact grants@kaboom.org to discuss specific project concepts and eligibility for different funding opportunities |
| USDA Community Facilities Direct Loans, Grants, & Loan Guarantees | <ul style="list-style-type: none"> ▪ Can be used on street improvements, public facilities, health care and educational facilities, local food, etc. | <ul style="list-style-type: none"> ▪ Significant loan funding available ▪ Maximum grant is 75% of project costs if under 5,000 pop. | <ul style="list-style-type: none"> ▪ Rolling | <ul style="list-style-type: none"> ▪ Discuss with Tim Rickabaugh, USDA Rural Development Representative for Missouri, at 573.876.0976 ▪ Dellwood would be strongest involved eligible applicant for grants |
| National Development Council (NDC), Public-Private Partnership (P3) | <ul style="list-style-type: none"> ▪ NDC designs-finances-builds-operates public facilities and bring non-profit bonding funds ▪ Municipality would lease to own facility from NDC | <ul style="list-style-type: none"> ▪ Guarantees a fixed-price of ~25% less than local bid costs | <ul style="list-style-type: none"> ▪ Rolling | <ul style="list-style-type: none"> ▪ Contact Stephanie Dugan at 325.668.6555 and Joe Gray at 561.537.0933 to discuss viability of NDC model for prospective development projects (community center, senior housing, etc.) |
| Low Income Housing Tax Credits (LIHTC) | <ul style="list-style-type: none"> ▪ To incentivize developers to acquire, rehabilitate, and/or build low- or mixed-income housing through federal tax credits sold to corporations or investor groups to raise equity for a project | <ul style="list-style-type: none"> ▪ New projects may qualify for 9% credits or 4% credits (if tax-exempt bonding is used) ▪ Up to 30% bonus for Qualified Census Tracts and Difficult Development Areas | <ul style="list-style-type: none"> ▪ Rolling | <ul style="list-style-type: none"> ▪ Contact Jennifer Schmidt with the Missouri Housing Development Commission (MHDC) at 816.759.6654 ▪ Encourage developers to consider eligible projects and apply to MHDC ▪ Census Tract 2125 is a Qualified Census Tract in St. Louis County (see page 33) |

The screenshot shows the TAB EZ website interface. At the top, there is a navigation bar with links for Home, About, Education, Online Tools, Resources, Services, and Contact. Below this, the main content area is titled 'Grant Applications Home'. On the left, there are 'Quick Links' for 'Sample Grant Applications', 'Tutorial', 'Definitions', and 'Acronyms'. The central part of the page features a table titled 'My Grant Applications' with columns for Application Name, Owner, Last Contributor, and Date. Below the table, there are three prominent buttons: 'START A NEW GRANT APPLICATION' (with a pencil icon), 'HOW DO I START A GRANT APPLICATION?' (with a question mark icon), and 'SAMPLE GRANT APPLICATIONS' (with a stamp icon).

Application Process for TAB Assistance

- Contact us
- We'll set up a meeting to discuss assistance needs
- Review needs and TAB capability
- Agree on a course of action
- Get started



Thank you...



TAB

TECHNICAL ASSISTANCE TO BROWNFIELDS

... please contact us for assistance!

Web site: <http://www.ksutab.org>

Blase Leven, KSU TAB Programs Director

785-532-0780(office) or **785-565-8198**(cell)

baleven@ksu.edu

Maggie Egbarts, TAB Coordinator for EPA Regions 5 & 7

785-280-0931 (office) or **785-230-6825** (cell)

maggiejessie@ksu.edu

KANSAS STATE
UNIVERSITY.

Attachment D: Washington County Brownfields Presentation

Washington County Site Redevelopment Program

A U.S. Environmental Protection Agency
Brownfield Redevelopment Program



e·d·w·c
YOUR GROWTH. OUR PASSION.

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

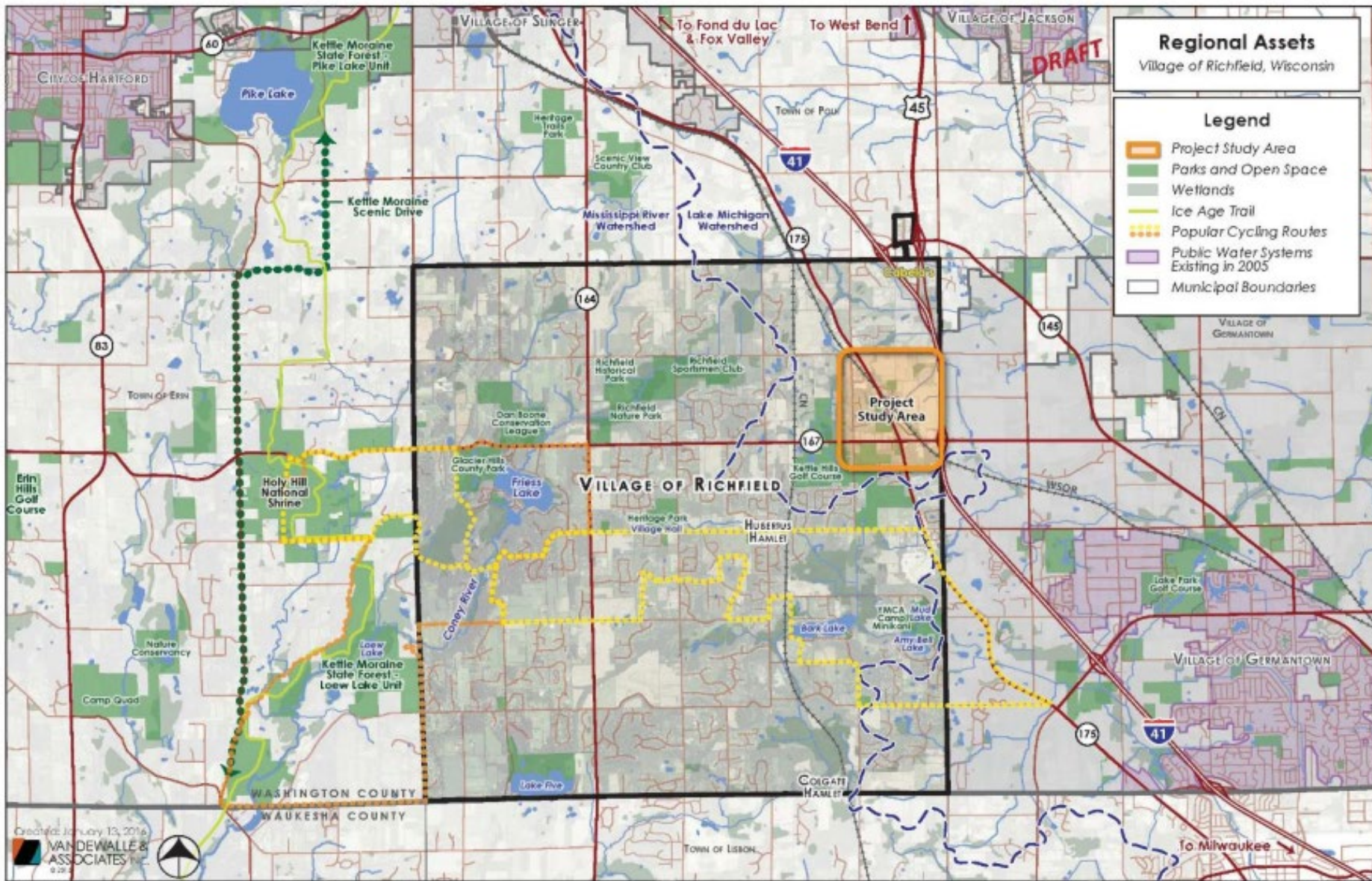


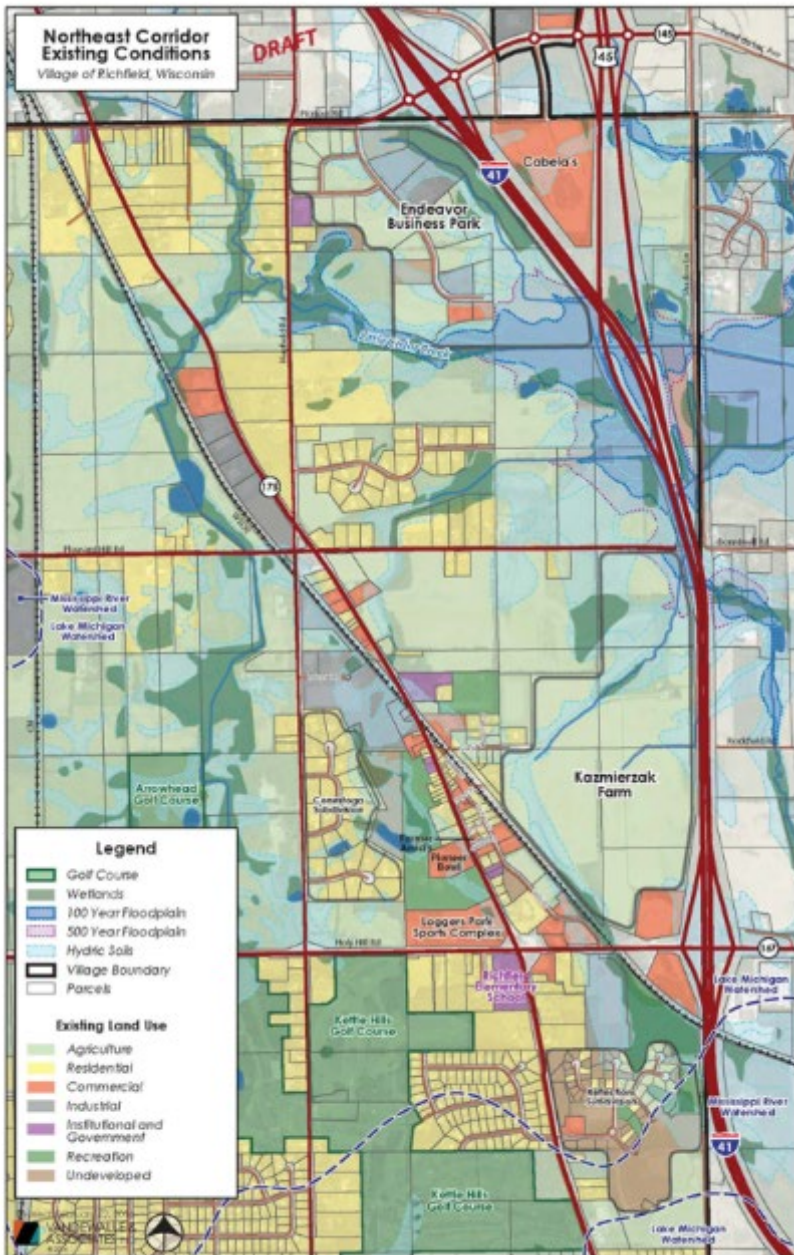
Village of Richfield

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





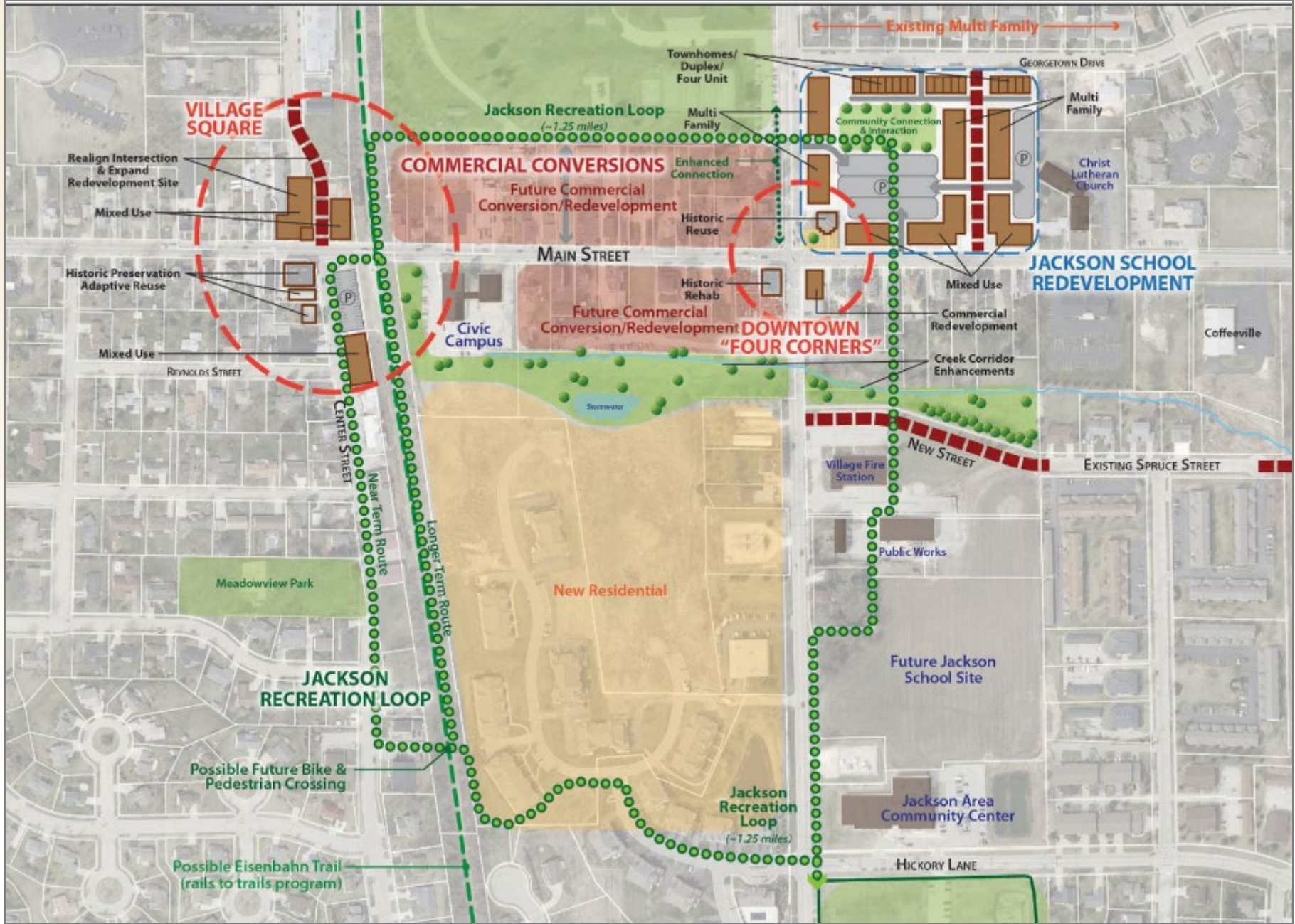


Village of Jackson

Redevelopment Plan & Implementation Strategy

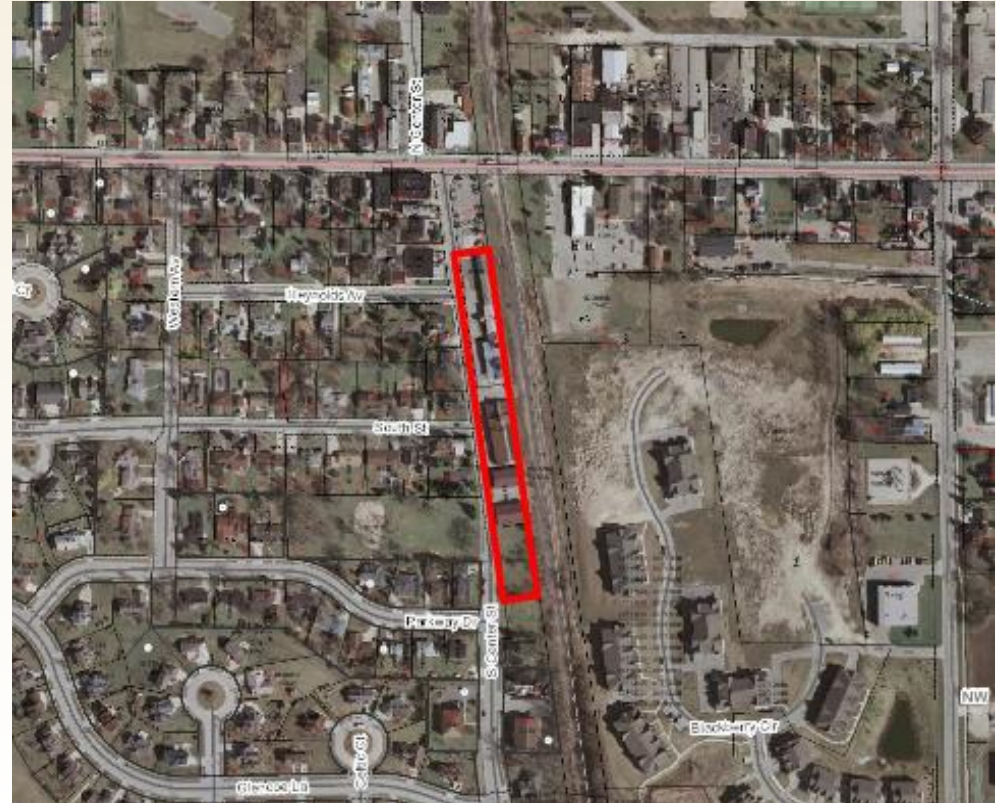
- Community wasn't sure what sites to prioritize – *Where to begin?*
- Redevelopment Plan and Implementation Strategy:
 - Identifies key redevelopment opportunities
 - Implement plan to connect sites to Site Redevelopment Program funds
- Opportunities Uncovered:
 - Capitalize on strengths: desirable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





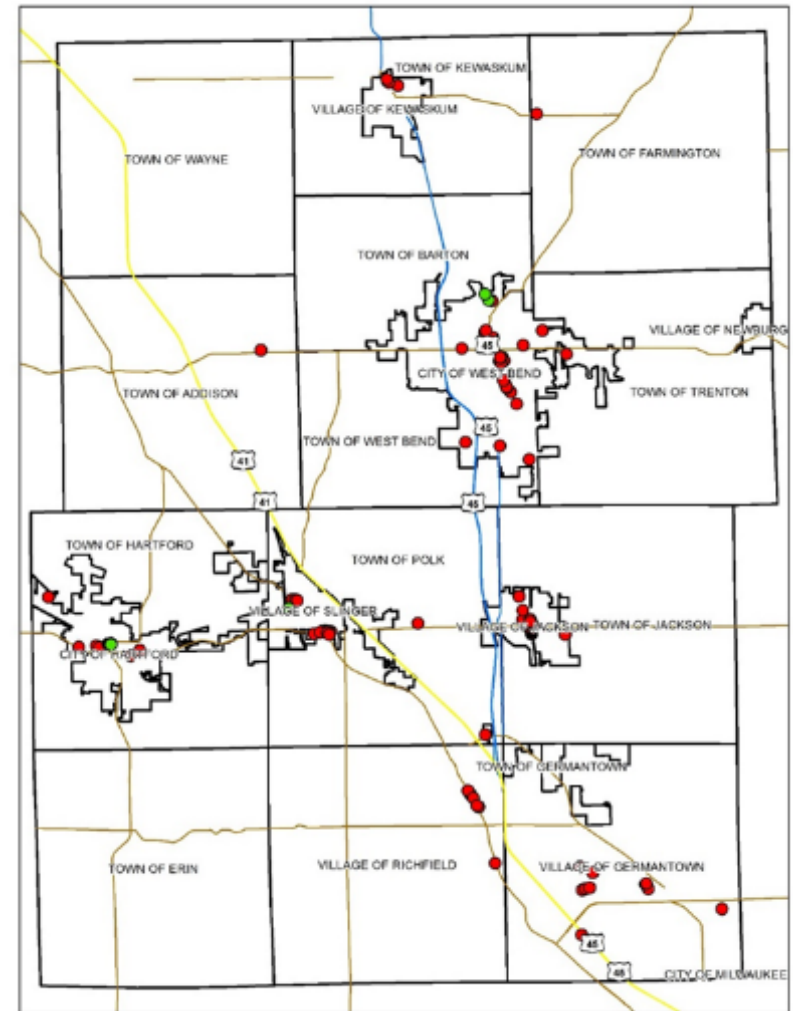
Village of Jackson – Site E Former Grain Tower/Mill Cluster

- 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



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

Redevelopment Feasibility

- Potential for Near Term Redevelopment
- Potential Cost of Assembly & Redevelopment
- Potential to Catalyze Redevelopment on Other Properties
- Potential to Assemble Entire Site
- Inclusion in Special Plans and Districts
- Potential to Eliminate Blight
- Potential to Replace Existing Inappropriate or Marginal Uses

Community Goals

- Improves Blighted Areas for Reuse
- Creates New Jobs
- Increases Property Tax Base
- Creates Opportunities to Retain/Expand/ Recruit New Businesses
- Enhances Long-Term Economic Sustainability
- Creates or Maintains Livable Neighborhoods



Site Inventory & Prioritization

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

Washington County Site Redevelopment Program
Composite Scoring & Rankings
Listing by Site Ranking
August 29, 2018

| Site ID # | Cluster | Location | Redevelopment Composite Score | Community Goals Composite Score | Environmental Adjusted Score | Total Composite Score | Ranking |
|-----------|---------|------------|-------------------------------|---------------------------------|------------------------------|-----------------------|-----------------|
| | | | Max 35 Min 7 | Max 36 Min 12 | Max 36 Min 12 | Max 107 Min 31 | Top 1 Bot 51 |
| | H | West Bend | 31 | 35 | 26 | 92 | 1 |
| 243 | | West Bend | 24 | 31 | 34 | 89 | 2 |
| | N | Hartford | 27 | 29 | 30 | 86 | 3 |
| | M | West Bend | 24 | 25 | 34 | 83 | 4 |
| 96 | | West Bend | 24 | 26 | 32 | 82 | 5 |
| 76 | | Jackson | 28 | 21 | 30 | 79 | 6 |
| | B | Slinger | 22 | 34 | 22 | 78 | 7 |
| | C | Slinger | 22 | 36 | 18 | 76 | 8 |
| 144 | | West Bend | 23 | 22 | 30 | 75 | 9 |
| 237 | | West Bend | 28 | 29 | 18 | 75 | 9 |
| | E | Jackson | 22 | 30 | 22 | 74 | 11 |
| 3 | | Hartford | 19 | 23 | 32 | 73 | 12 |
| 87 | | West Bend | 21 | 23 | 28 | 72 | 13 |
| | K | Hartford | 23 | 32 | 16 | 71 | 14 |
| | F | Jackson | 22 | 33 | 16 | 71 | 15 |
| 214 | | Jackson | 19 | 23 | 26 | 68 | 16 |
| 18 | | Slinger | 17 | 27 | 24 | 68 | 17 |
| | D | Richfield | 21 | 29 | 16 | 66 | 18 |
| 46 | | Germantown | 18 | 22 | 24 | 64 | 19 |
| | A | Hartford | 16 | 28 | 18 | 62 | 20 |
| 119 | | Jackson | 21 | 26 | 14 | 61 | 21 |
| | I | Kewaskum | 20 | 24 | 17 | 61 | 22 |
| | J | West Bend | 19 | 23 | 18 | 60 | 23 |
| 141 | | West Bend | 20 | 27 | 12 | 59 | 24 |
| 120 | | Jackson | 19 | 23 | 16 | 59 | 25 |



Redevelopment Site Screening Checklist

WASHINGTON COUNTY SITE REDEVELOPMENT PROGRAM



THE SITE REDEVELOPMENT PROGRAM (SRP) is a coalition of Washington County communities that coordinates efforts and resources to further the redevelopment of previously contaminated and underutilized sites, improving environmental conditions and renewing economic energy in Washington County.



The SRP is able to provide funding to assist with certain activities related to site redevelopment, including site investigation and reuse planning. This Checklist should be used to determine if a proposed site is ready for redevelopment and therefore appropriate for investment by the SRP.

STEP 1:

FUNDAMENTAL CONSIDERATIONS

| | | |
|--|--|---|
| <p>NO: The site is not a good candidate at this time.</p> | <p>Is there potential to obtain site access?</p> <p>NO <input type="radio"/></p> <p>Without access, the site is not a good candidate for SRP funding.</p> | <p>YES <input type="radio"/></p> <p>Access is essential to site closure; Contact the PMT for advice on the most successful method to gain access.</p> |
| | <p>Is the property owner interested in redevelopment and willing to work with the SRP?</p> <p>NO <input type="radio"/></p> <p>The site is not a good candidate for SRP funding.</p> | <p>YES <input type="radio"/></p> <p>Property owner interest is essential to moving forward to site closure. Contact the PMT for advice.</p> |
| | <p>Is the site eligible for EPA grant funding for site cleanup? To be eligible it must meet all three of the requirements that are listed below...</p> <p>NO <input type="radio"/></p> <p>Because the site cannot be defined as a Brownfield...</p> <p>A Brownfield is any real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.</p> <p>...and/or Washington County and/or the local government are responsible parties...</p> <p>...and/or the site has known open environmental enforcement actions</p> | <p>YES <input checked="" type="radio"/></p> <p>✓ 1. Meets the definition of a Brownfield:</p> <p>✓ 2. Neither Washington County nor local government are a responsible party</p> <p>✓ 3. Is free of known open environmental enforcement actions</p> |
| | <p>Is the end user/developer prepared to address Phase 1 findings?</p> <p>NO <input type="radio"/></p> <p>The site is not a good candidate for SRP funding.</p> | <p>YES <input checked="" type="radio"/></p> <p>Excellent! Move to the next question.</p> |
| | <p>Does the local government have the economic development tools, time, and resources in place to make the site a priority?</p> <p>NO <input type="radio"/></p> <p>The site is not a good candidate for SRP funding.</p> | <p>YES <input checked="" type="radio"/></p> <p>These tools make a project far more likely to be successful and provide a good return on investment for the SRP.</p> |



GREAT! Get ready to dig into STEPS 2 + 3



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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

NY **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.

NY **Are there environmental concerns with the site? What are they?** _____

NY **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.

NY **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. _____

NY **Is there a developer at the table?** If so, a return on investment for the SRP in the near term is much more likely.

NY **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: _____

NY **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.

NY **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.

NY **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.

NY **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.



Blank lined area for identifying hurdles or obstacles to redevelopment.



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QUESTIONS? READY TO SUBMIT THE CHECKLIST?

Contact Debora Sielski, Washington County Planning & Parks Dept:
(262) 335-4445 or deb.sielski@co.washington.wi.us



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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?



CONGRATS!
Project completion and success.

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 & Uses Analysis

ENVIRONMENTAL

- Phase 1 and/or 2 Environmental Assessment*
- Site Investigation*
- Evaluate Cleanup Options*
- Remedial Action Plan*
- Property Acquisition*

IMPLEMENTATION:

- Project Facilitation
- Brownfield Disposition

NOTE:

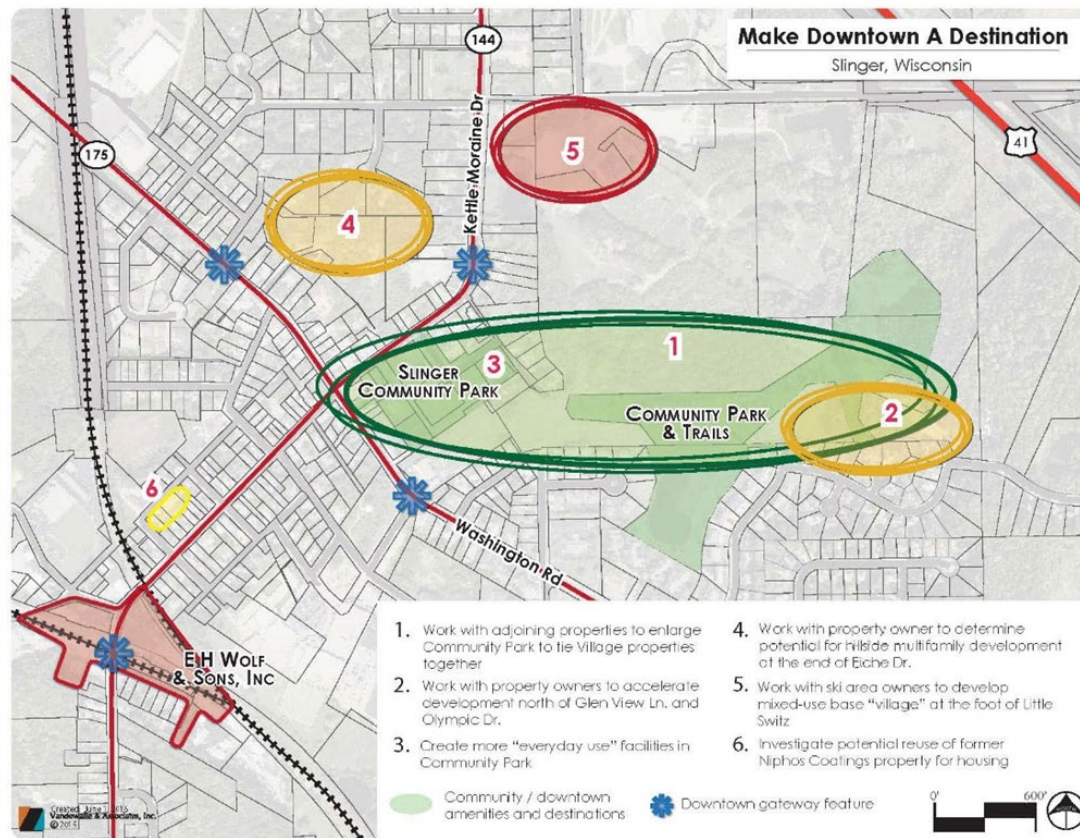
* These items are eligible for SRP funding



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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

BROWNFIELD
Redevelopment Sites | Redevelopment Buildings

SEARCH HEAT MAPS **LAYERS** COMPARE

Select:

Local Data ▼

- Flood Plain - FEMA 100 Year
- Land Use 2010 – Zoom in to Appear
- Parcels
- Parks
- Soils
- Traffic Counts - Total All Vehicles

Minimize

Imagery ©2017, DigitalGlobe, U.S. Geological Survey, USDA Farm Service Agency

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

Former Gehl Property - WEST BEND, WI 53095

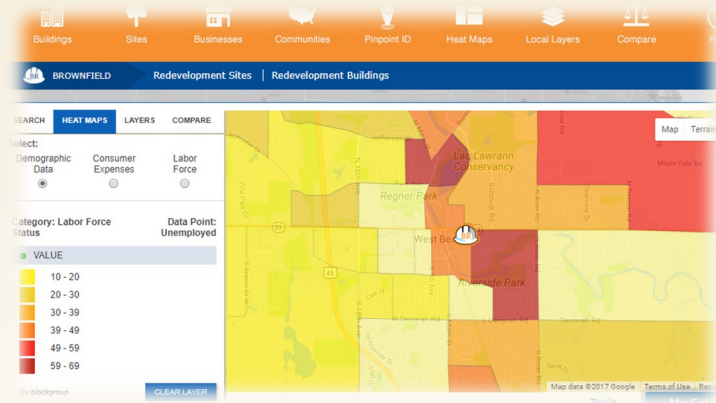
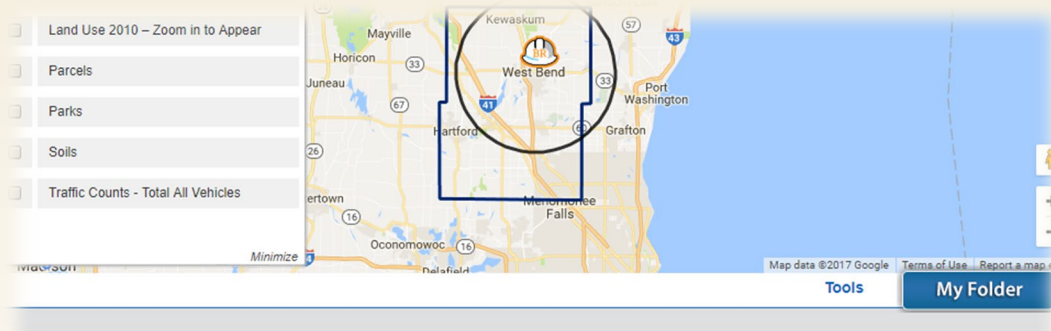
Share Save Print Export Community Attachments
[Back to](#)

Property Report
Labor Force
Demographics
Consumer Expenditures
Wages
Business

EXPORT PDF



Target End-Users



Former Gehl Property - WEST BEND, WI 53095

Share Save Print Export Community Attachments [Back to Search Results \(Sites\)](#)

Property Report Labor Force Demographics Consumer Expenditures Wages Business

EXPORT PDF

Labor Force Report (10 mile radius around 143 E. Water St.) Radius: 10 miles or DriveTime: minutes [MODIFY REPORT](#)

Hide All Charts

| Total Establishments | Total Employees |
|----------------------|-----------------|
| TOTAL | TOTAL |
| 3,388 | 39,679 |

Total Establishments by Size (2017) [Chart](#) Total Employees by Major SIC (2017) [Chart](#)

- 1-4 Employees
- 5-9 Employees
- 10-19 Employees
- 20-49 Employees
- 50-99 Employees
- 100-249 Employees
- 250-499 Employees



- Agricultural, Forestry, Fishing (SIC Range 01-09)
- Mining (SIC 10-14)
- Construction (SIC 15-17)
- Manufacturing (SIC 20-39)
- Transportation and Communications (SIC 40-49)
- Wholesale Trade (SIC 50-51)



1. Empower Decision-Makers
2. Structure a Deal
3. Prospect – new web intelligence & automated lead scoring (2019)



Structure A Deal

| Project Background | | |
|--------------------------|---|--|
| Business Name: | Acme Corporation | |
| Project City: | Smallville, WI | |
| Street Address: | 911 Innovation Way | |
| Company Briefing: | 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. | |
| Project Profile: | 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 own 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. | |
| Alternatives: | 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. | Local Risk: SPEED TO MARKET ; workforce availability; build-out cost vs. acquisition; utility rates Non-traditional site configuration and mitigation due to significant wetland infiltration. |
| New SF: | 190,000 | Price per SF: \$ 39.13 *Includes pre-development costs |

| 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 | | | | | | | | |
|------------------------------|------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|---------------------|
| Uses of Funding | Unknown | WEDC | Smallville | County | Lender | SBA | Equity | Total |
| Land / Building Acquisition | \$0 | | | | | | \$20,000 | \$20,000 |
| Pre-Development | \$0 | | | | | | \$564,820 | \$564,820 |
| Construction | \$0 | | \$443,008 | | \$3,435,200 | \$2,748,160 | \$244,032 | \$6,870,400 |
| Equipment | \$0 | | | \$500,000 | \$2,190,000 | | | \$2,690,000 |
| Working Capital | \$0 | \$376,542 | | | | | \$100,902 | \$477,444 |
| Relocation / Moving Expenses | \$0 | | | | | | \$513,053 | \$513,053 |
| Training | \$0 | | | | | | \$140,000 | \$140,000 |
| Other | \$0 | | | | | | | \$0 |
| Total | \$1 | \$376,542 | \$443,008 | \$500,000 | \$5,625,200 | \$2,748,160 | \$1,582,807 | \$11,275,717 |

| Projected Employment | | | | | | |
|-----------------------|---------------------------|----------------------|--------|--------|-------|-----------------------|
| Position Title | Avg. Starting Hourly Wage | FT Positions Created | | | | Existing FT Positions |
| | | Year 1 | Year 2 | Year 3 | Total | |
| Sheetmetal Assembler | \$13.00 | 10 | 10 | 5 | 25 | 36 |
| Sheetmetal Fabricator | \$14.00 | 8 | 5 | 5 | 18 | 20 |
| Shipping Clerk | \$12.50 | 2 | 1 | 2 | 5 | 14 |



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

e.d.w.c
YOUR GROWTH. OUR PASSION.

Performance based loan of \$260,000 awarded to EH Wolf from county Attraction Fund with repayment opportunity from TID increment.



2016

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

Company expansion generates additional tax revenue; Village creates new Tax Increment District.



2017

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

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

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

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.

EDWC
262-335-5769
2151 North Main Street
West Bend, Wisconsin, 53090

Job Creation

73.6 Total
57.0 Direct
16.6 Spin-off

Salaries

\$52,567 Average
\$57,660 Direct
\$35,040 Spin-off

Capital Invest.

\$5,457,882
Buildings + FF&E

Residential Dev.

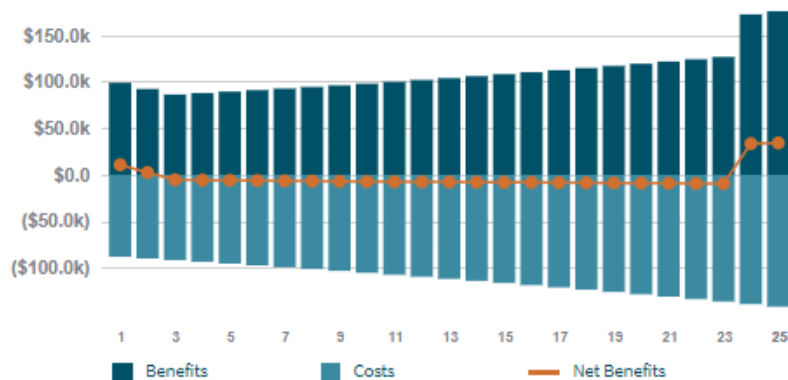
0.1 Homes
0.5 Relocations

25 Years Net Benefits

| | |
|-----------------|--------------------|
| County | \$135,613 |
| Municipality | (\$77,002) |
| School District | \$155,951 |
| Other | \$2,381,838 |
| Total | \$2,596,400 |

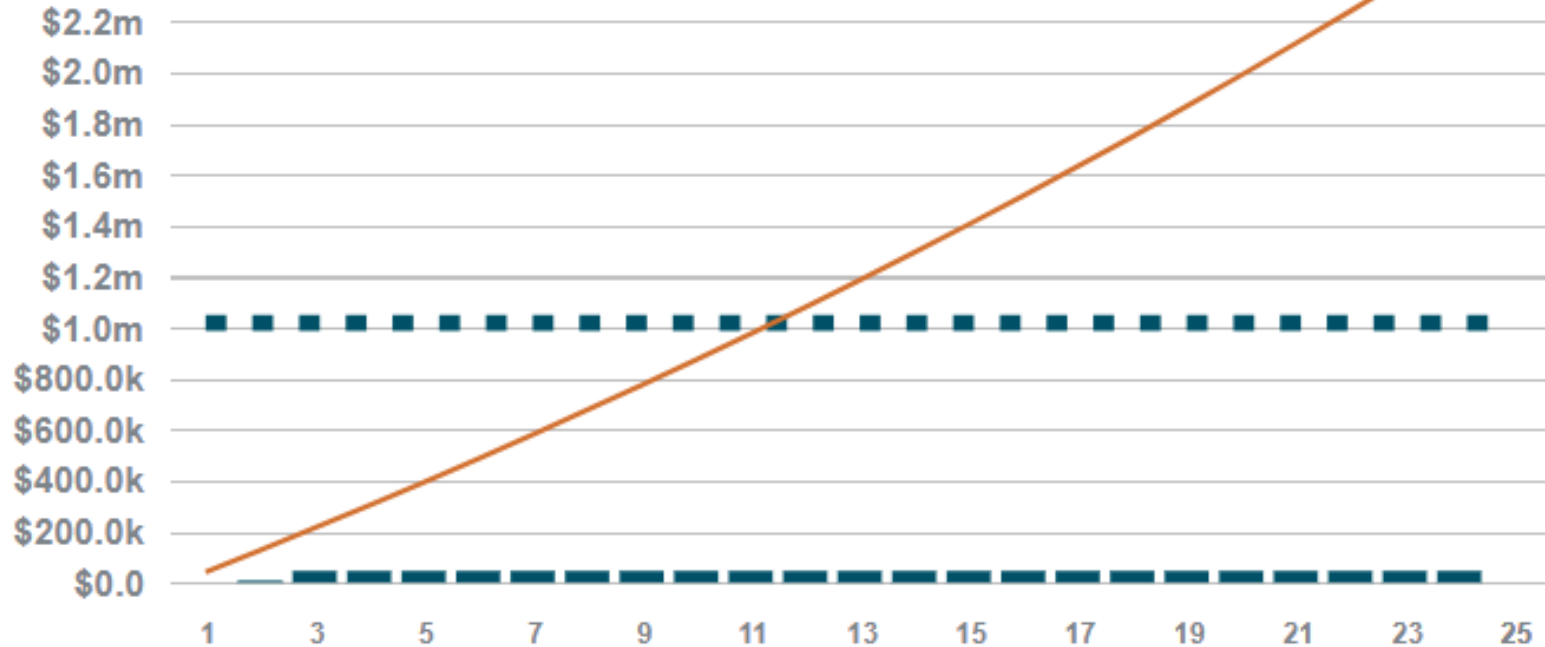
25 Years Net Benefit for Village of Slinger

| | |
|-----------------------------------|----------------------|
| Net Benefits | (\$77,002) |
| Present Value | (\$50,362) |
| Real Property Taxes* | \$87,223 |
| FF&E Property Taxes | \$12,641 |
| New Residential Property Taxes | \$2,564 |
| Building Permits and Fees | \$23,982 |
| Utility Revenue | \$2,449,204 |
| Miscellaneous Taxes and User Fees | \$167,944 |
| Benefits Subtotal | \$2,743,558 |
| Cost of Utility Services | (\$2,484,673) |
| Cost of Government Services | (\$335,888) |
| Costs Subtotal | (\$2,820,561) |
| *TIF Contributions | \$776,297 |



Non-Tax Incentive vs. TIF Contributions for TIF

| Non-Tax Incentive | Per Job | Rate of Return | Payback Period |
|-------------------|----------|----------------|----------------|
| \$1,018,481 | \$17,868 | 9.3% | 11.4 Yrs |



■ Incentive

— Cumulative TIF Contributions

■ Total Incentive



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>
- **Success Story Map**
 - <https://tinyurl.com/SRPStoryMap>

SRP Success Stories

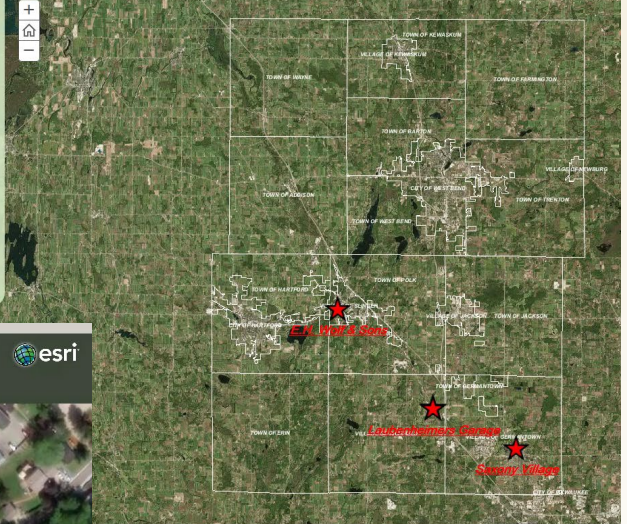
Site Redevelopment Program Success Story Map

Washington County

Site Redevelopment Program Success Stories

The successes of the County Site Redevelopment Program are directly related to the work that is contributed by the partners who are involved. Site redevelopment collaboration partners consist of local governments and organizations such as Economic Development Washington County, Wisconsin DNR, and Wisconsin Economic Development Corporation. Below are a few former contaminated and unused industrial sites, that have now been transformed into economically thriving areas of the community, and are success stories of the Washington County Site Redevelopment Program. Click on the following sites below!

1. E.H. Wolf & Sons
2. Amici's & Laubenheimer's
3. Saxony Village



E.H. Wolf & Sons Success Story

E.H. Wolf & Sons - Site History | Phase I & Phase II Environmental Assessments (ESAs) | Successful Redevelopment at E.H. Wolf & Sons

E.H. Wolf & Sons

E.H. Wolf & Sons, a fuel and petroleum distributor, is a long standing and well known stakeholder located in the Village of Slinger since the 1980s. The company sought to develop two unused parcels along an active railway totaling 0.86 acres. Historic uses of the parcels include a foundry operation, bulk oil storage and distribution, and a gravel parking lot. Due to the risk of environmental contamination from the historic uses, the property needed environmental site assessments (ESAs) prior to any redevelopment.

Site Redevelopment Funding Sources Funding for the ESAs and redevelopment work derived from the USEPA grant as well as funds from the WEDC and E.H. Wolf & Sons. E.H. Wolf & Sons contributed \$316,681 to abatement and cleanup. Furthermore, the company invested \$4.1 million in a new warehouse and office facility. The Village of Slinger supported the project with \$911,387 in TIF financing as well as utilizing \$41,000 in SRP funds for Phase I and II Environmental Site Assessments, positioning the site for cleanup and redevelopment.

E.H. Wolf and Sons, Inc. Success Story



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>



Attachment E: Brownfield Summit Evaluation

Brownfield Summit ~ Evaluation
September 13, 2018
18 Responses ~ 21 Participants

Please take a few minutes to complete an evaluation of today's process. Be brief and frank. Include your negative and positive comments. Your name is not required. Your evaluation is appreciated.

1. Today's session allowed us to:

| | Strongly Disagree | | Neutral | | Strongly Agree | Avg. |
|---|-------------------|--------|---------|---------|----------------|------------|
| Exchange best practices. | 2 (11%) | 0 (0%) | 1 (5%) | 7 (40%) | 8 (44%) | 4.1 |
| Elevate the profile of each program among current and future stakeholders. | 1 (5%) | 1 (5%) | 0 (0%) | 7 (40%) | 9 (50%) | 4.2 |
| Advance each program's leadership in collaborative approaches and outcomes. | 2 (11%) | 0 (0%) | 2 (11%) | 8 (44%) | 6 (33%) | 3.9 |
| Capture and synthesize best practices. | 1 (5%) | 1 (5%) | 2 (11%) | 7 (40%) | 7 (40%) | 4.0 |
| Brainstorm paths to sustainability. | 1 (5%) | 1 (5%) | 3 (17%) | 6 (33%) | 7 (40%) | 3.9 |

Comments:

- So surprised with all that inspired me
- This greatly exceeded my expectations, which were already pretty high

2. The lunch workshop provided resources for leading a sustained high-performing brownfield program.

Average: 3.9

Comments:

- We needed more advanced and specific tools and advice
- A few resources but would have liked more- too general
- Was hoping for more detail
- Lunch presentation- too general for too long (high performing already), discussion was very helpful though

| Strongly Disagree | | Neutral | | Strongly Agree |
|-------------------|--------|---------|---------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| 0 (0%) | 1 (5%) | 5 (29%) | 6 (33%) | 6 (33%) |

3. The afternoon planning session (Graphic Game Plan) identified strategies to work toward an identified vision.

Average: 4.3

Comments:

- I was skeptical over how useful this would be, but pleasantly surprised. Great job by Paul!
- Wow...lots covered and accomplished in a short time

| Strongly Disagree | | Neutral | | Strongly Agree |
|-------------------|--------|---------|---------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| 0 (0%) | 1 (5%) | 2 (11%) | 6 (33%) | 9 (50%) |

4. Today's session allowed me the opportunity to share my ideas while also allowing others to share their thoughts.

Average: 4.7

Comments:

- Everyone contributed

| | | | | |
|-------------------|--------|---------|---------|----------------|
| Strongly Disagree | | Neutral | | Strongly Agree |
| 1 | 2 | 3 | 4 | 5 |
| 0 (0%) | 0 (0%) | 0 (0%) | 6 (33%) | 12 (67%) |

5. Overall, how would you rate my facilitation of the afternoon discussions?

Average: 4.6

Comments:

- Paul, you have a gift for helping people share, distill and come to understanding
- Helpful that Paul understands what we do

| | | | | |
|--------|--------|---------|---------|-----------|
| Poor | | Neutral | | Excellent |
| 1 | 2 | 3 | 4 | 5 |
| 0 (0%) | 0 (0%) | 2 (12%) | 3 (18%) | 12 (70%) |

6. Additional Remarks:

- Need to master AV
- Great job overall
- Experienced facilitating really showed. Tie to Wisconsin idea was great!

We ask that you voluntarily respond to the questions below. The cumulative demographic information will be used to enhance our programming efforts.

Gender: 10 - Male 5 - Female 3 - No Answer

Race:

- Asian
- Black or African American
- Native American and Alaskan Native
- Native Hawaiian and Other Pacific Islander
- Some other Race
- Two or More Races
- White 16
- No Answer 2

Age:

- Under 18
- 18-34 4
- 35-49 3
- 50-64 8
- 65+ 2
- No Answer 1

Ethnicity:

- Hispanic or Latino
- Not Hispanic or Latino 13
- No Answer 5

Thank you!

Please return to the Washington County Community Development Educator