

# Washington County Site Redevelopment Program 2015

A U.S. Environmental Protection Agency  
Brownfield Redevelopment Program



November 12, 2015  
7:30AM

## Site Redevelopment Committee Meeting



# Agenda

1. Call to Order & Affidavit of Posting
2. Minutes of September 29, 2015
3. Site Redevelopment Program Timeline
4. Overview of October 15, 2015 Countywide Community Workshop
5. Site Inventory Process
6. Review and Approve Prioritization Process and Criteria
7. Facilitated Discussion – Program Principles for Decision Making
8. Next Steps in the Scoring Process
9. Discussion of December SRC Meeting
10. Public Comment
11. Adjourn



# Project Timeline

## Washington County Site Redevelopment Program (Countywide Portion of Grant - \$400,000)

Task	FY 2015 (Oct. 1, 2014 - Sept. 30, 2015)				FY 2016 (Oct. 1, 2015- Sept. 30, 2016)				FY 2017 (Oct. 1, 2016 - Sept. 30, 2017)			
	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q
Finalize roles & responsibilities of PMT members												
County finalizes contract with Stantec												
County finalizes MOA with coalition partners												
Complete background tasks for grant implementation												
Meetings with coalition partners to finalize target sites												
PMT meetings to discuss Countywide workshop												
PMT initiates work on site redevelopment inventory												
Ady conducts redeveloper interviews & finalizes report												
PMT initiates work on site prioritization & scoring criteria												
Countywide Workshop held on Oct. 15												
SRC meeting (Nov.) to approve prioritization process & criteria												
SRC review scoring/ranking and select sites for funding (Dec.)												
SRC meetings - prioritize sites for funding (ongoing)												
Community outreach (ongoing)												
EDWC develops webpages to integrate sites												
local government finalizes site access with owners (ongoing)												
Eligibility determinations submitted to EPA (ongoing)												
Conduct Phase I Environmental Site Assess (ESAs) (ongoing)												
Conduct sampling & analysis plans (ongoing)												
Conduct Phase II ESAs (ongoing)												
Conduct asbestos & haz material pre-demo surveys (ongoing)												
Complete remedial action plans (ongoing)												
Complete area-wide reuse/redevelopment plans (ongoing)												



# 4. Countywide Community Workshop

**October 15, 2015 from 6:00-8:00 PM**  
**Moraine Park Technical College**  
**2151 N Main Street, Auditorium**



# Purpose of the Meeting

- Identify community priorities to be addressed by brownfields program
- Use these priorities initially as part of the criteria for selecting priority sites
  - Redevelopment Feasibility
  - Environmental Conditions
  - Community Priorities/Goals





# Interactive Session:

## *Step One*

### Complete Individual Scoring Sheets



- Review list of community priorities
- Add to the list anything else that you would like to see addressed
- Select the 6-10 (including any that you've added) that you think are the most important
- Prioritize your top selections



# Interactive Session:

## *Step Two*

### Small Group Discussions

- Choose recorder
- Choose a spokesperson
- Add two issues per person to the group list
- Add any additional issues
- Select your top 5 using yellow-green stickers



# Interactive Session:

## *Step Three*

### Final Selections

- Spokesperson states priorities
- Place group list on wall
- Duplicates eliminated
- Select your top 5 using your blue stickers



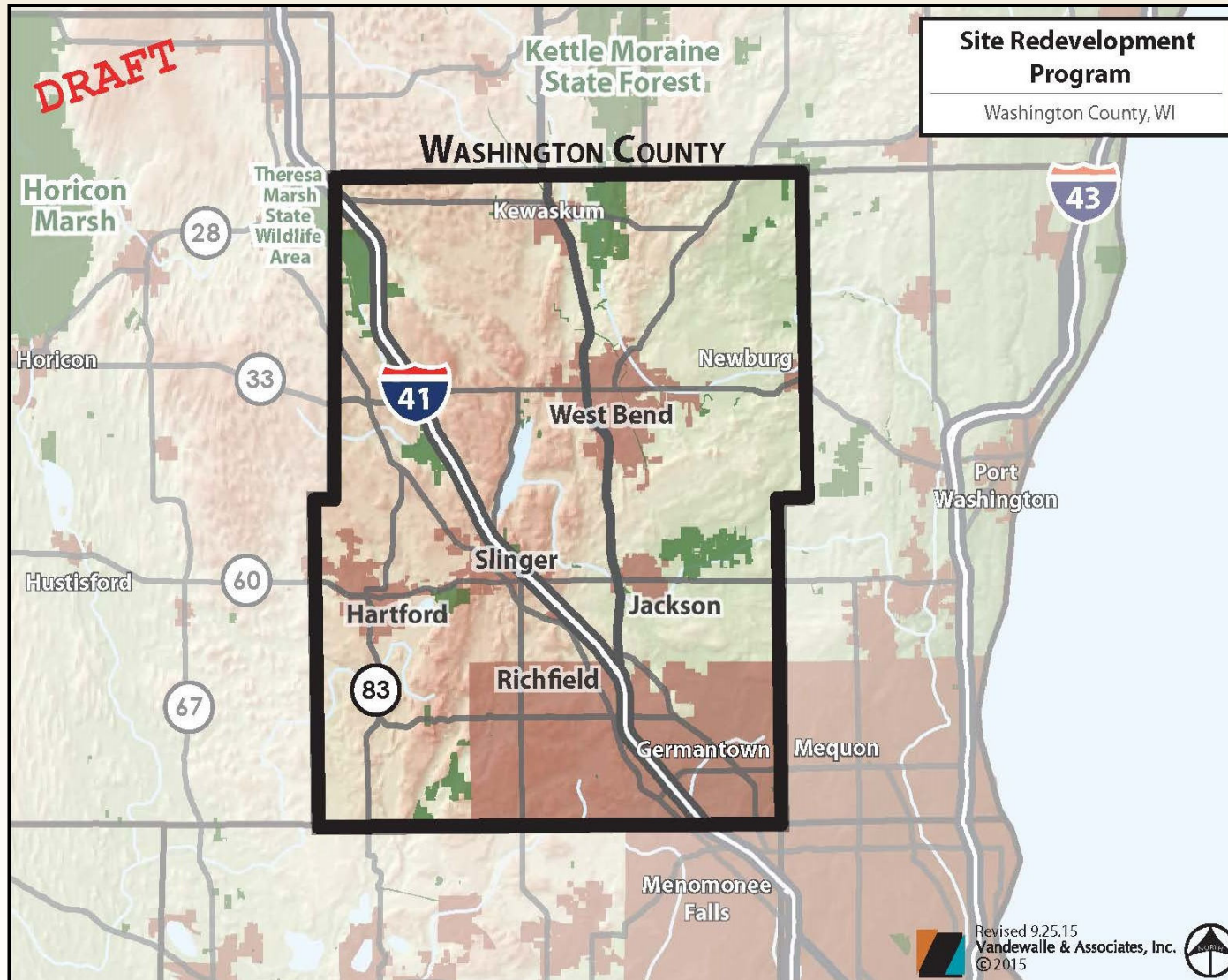


# Community Priorities Summary

- Provides opportunities for youth
- Creates new jobs
- Improves blighted areas for re-use
- Increases property tax base
- Creates opportunities to retain/expand/recruit businesses
- Protects groundwater
- Creates new recreational amenities
- Improves community image
- Enhances long term economic sustainability
- Creates new entertainment venues or opportunities
- Creates or maintains livable neighborhoods
- Creates tourism/Keeps money in the County



# 5. SITE INVENTORY PROCESS



# Inventory Development

- Include individual community identified sites/areas of concern
- Gather relevant data to compile a countywide site list
- Eliminate sites with no Recognized Environmental Concerns (RECs)



# Sources for Sites for Inventory Consideration

## Step 1

1. Community identified sites
2. Xcelligent database
3. Tax delinquency records
4. Municipally/county-owned
5. Landfills
6. DNR historic waste disposal sites
7. TIF parcel data
8. DNR BRRTs records
9. WI DATCP database



# Data Gathering

## Step 2

1. Acres
2. Site assessed value
3. Parcel tax delinquent
4. Vacant site (no building)
5. Generalized Zoning
6. Existing Land Use
7. Planned Future Land Use



# Data Gathering

## Step 3

1. Property currently available (for sale)
2. Railroad access
3. Railroad ID
4. Hwy access
5. HWY ID
6. Priority in Community Redevelopment Plans
7. Building on site for reuse or demo needed
8. Square footage of building for reuse
9. Code violations
10. Historic Land Use from Sanborn Maps



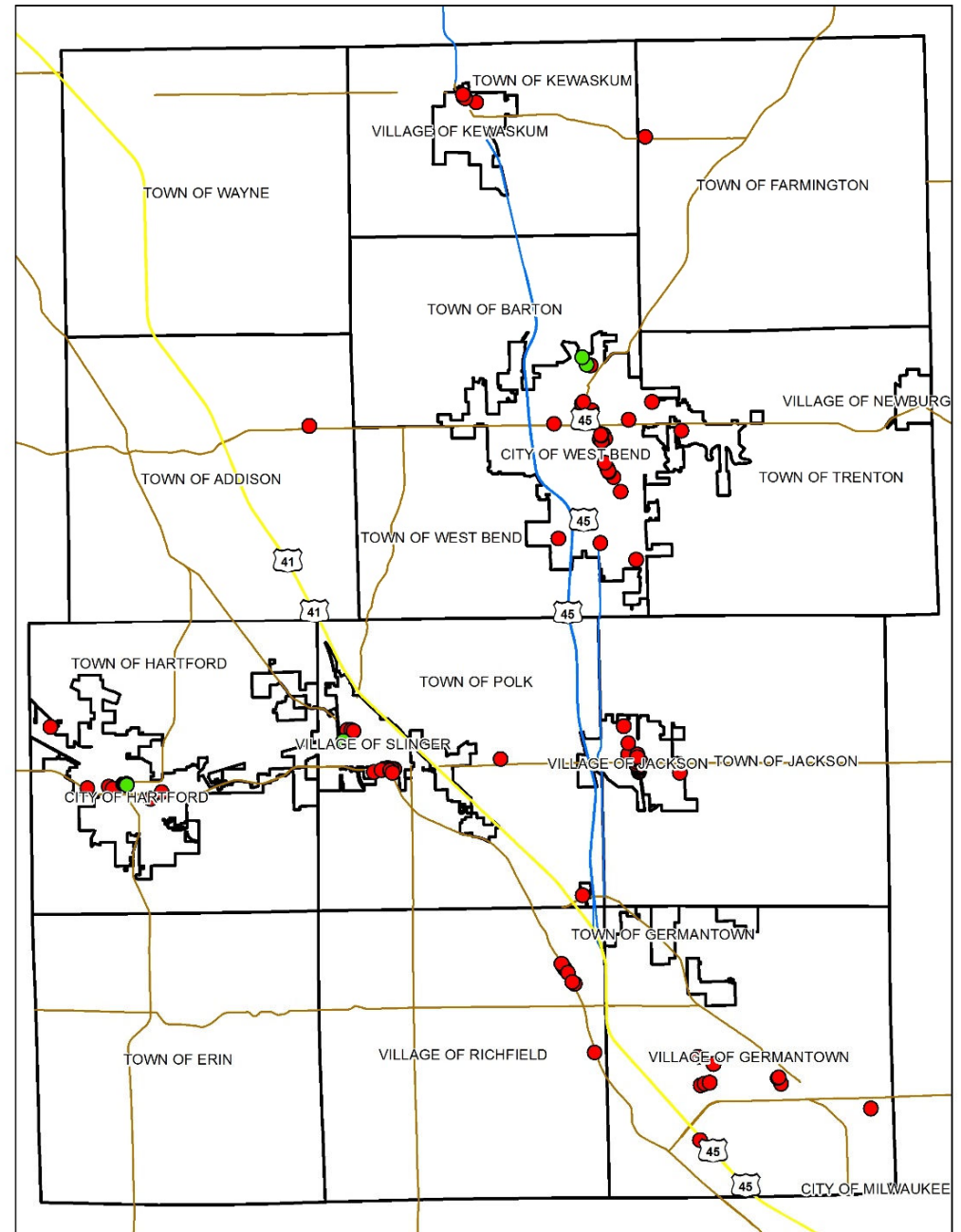


# Countywide Site Inventory

Green – Coalition  
Partner Priority  
Sites

Red – Countywide  
Inventory Sites

Total – 117 parcels  
➔ 57 sites



## 6. SITE PRIORITIZATION PROCESS



# Levels of Analysis

Ranking the Sites based on criteria:

- Environmental Conditions
- Redevelopment Feasibility
- Community Goals



# Economic Development Washington County

Washington County Site Revitalization Program – Summary of  
Developer Research Related to Criteria Identification and  
Prioritization

Summary for PMT, November 3, 2015



STRATEGY MATTERS



# Introduction – Redeveloper Interview & Respondents

## Redeveloper Interviews

Ady Advantage contacted leading developers recommended by the project partners to gain insights into the types of information that would be of greatest importance to them.

## Redeveloper Respondents

Organization	Location	Referred By
Drake Consulting Group, LLC	Mequon, WI	David Holmes
Cobalt Partners	Milwaukee, WI	David Holmes
General Capital Group	Fox Point, WI	Jolena Presti
Shaffer Development	Mequon, WI	David Holmes



# Conclusions and Implications

- Brownfield site selection is fundamentally different than greenfield site selection. Key differences are highlighted below.
  - **Implication: ED | WC will need new and distinct strategies for redevelopers.**

Factor	Brownfield	Greenfield
Audiences	Redevelopers - each with particular focus areas	Site Selectors and commercial real estate professionals; some companies directly
Selection Process	Emphasis on relationships, “gut feels,” ongoing go/no-go decisions; project can get derailed at any point. Everything is based on a single site – if the site doesn’t work out, the entire process is scrapped.	A formal, data-rigorous, and sequential process of elimination; always alternatives to the “final” site(s).
Major Risks	Community opposition; environmental contamination; financing.	Availability of labor force; site readiness.
Incentives	Expected to help offset risks. Communicate early in the process.	Welcomed, but not expected for most projects. Communicate later in the process after community deems the project a good fit.

- Redevelopers constantly update their financial model taking into account risks and costs (and, therefore, likely returns).
  - **Implications: Provide information about each parcel upfront in the process (incentives, cost, ownership, community alignment, zoning, etc.) to accelerate the process. Use a prepackaged set of tools to differentiate the SRP parcels from other redevelopment opportunities.**





# Conclusions and Implications

- Successful redevelopers can act like “cowboys” by going against the grain, moving independently, making quick decisions, and taking risks, but those characteristics also make them difficult to identify and communicate with.
  - **Implication: Building a database of potential redevelopers immediately. Provide substantial information about each parcel to help developers make decisions.**
- The preliminary list of redevelopment factors was confirmed by the research, but the weight and sequencing of specific items should be reviewed and possibly modified by the PMT.
  - **Implication: There may be opportunities to create communications, if not tools, to help redevelopers identify those parcels that are the best fit for them.**



# Community Priorities Summary

- Provides opportunities for youth
- Creates new jobs
- Improves blighted areas for re-use
- Increases property tax base
- Creates opportunities to retain/expand/recruit businesses
- Protects groundwater
- Creates new recreational amenities
- Improves community image
- Enhances long term economic sustainability
- Creates new entertainment venues or opportunities
- Creates or maintains livable neighborhoods
- Creates tourism/Keeps money in the County



# 7. Program Principles and Considerations

1. Use of USEPA funds for environmental assessments on SRC-selected Sites
2. SRC discretion to use funds based on development interest/need



# Other Factors

1. Potential to Obtain Site Access
2. Potential to Obtain Site Eligibility
3. Potential Level of Property Owner / Developer Interest
4. Potential Level of Local Government Interest and Capacity
5. Presence of Clusters
6. Potential Complexity and Cost of Assessment



## 8. Next Steps in Scoring Process

- **November 12-30** – Site scoring by individual PMT members
- **November 30-December 3** – Vandewalle to compile scores and determine site rankings
- **December 3** – Compiled scores and rankings forwarded to SRC members
- **December 10** – SRC meeting to review scores and rankings and select 1-3 sites for initial assessments



# 9. Next SRC Meeting – Dec. 10

## Planned Agenda

- Review Site Scoring and Rankings
- Review Additional Consideration Factors
- Select 2-3 Sites for Initial Assessment
- Update on Coalition Member Priority Sites
- Discuss next SRC Quarterly Meeting Date





## 10. COMMENTS FROM THE PUBLIC



# 11. ADJOURN

