

6 THINGS YOU REALLY NEED TO KNOW ABOUT DEVELOPMENT/SHOVEL READY CERTIFICATION

1. There is NO universally-accepted set of 'shovel ready/development ready' site certification criteria. Every entity that offers 'site certification' for a fee develops and markets their own set of guidelines/checkboxes for you to follow.
2. There truly is no such thing as "Shovel Ready." The name implies that someone can purchase a site today and start building tomorrow – and that simply cannot happen.
3. Commonality exists across all site certification programs. The simple truth is that for a site to be truly competitive, certain key aspects of the location should be fully documented.
4. All actions proposed under anyone's site certification program, are aimed at one thing: *minimizing risk*.
5. Engaging in the steps necessary to document one's development readiness will consume significant resources: talent (your staff), time (yours and your staff) and of course, MONEY. Most communities who are serious about this process appropriate an annual dollar amount over several years to complete the work.
6. Sites that can prove their development readiness by documenting key aspects that greatly reduce developer risk are simply more attractive than those that cannot!



BARE MINIMUMS – THE DIFFERENCE BETWEEN A FIELD AND A DEVELOPMENT SITE

1. **Site Ownership or Control:** Municipally-owned or controlled (muni has an option or a right of first refusal with a pre-negotiated price in writing)
2. **Clear Property Title:** Are there easements? Are there ground rights ceded to others? Are there air rights ceded to others? Are there liens on the property?
3. **Infrastructure:** Sufficient-sized utilities (water, wastewater, natural gas, electric, broadband/fiber) AND road access that accommodate the desired traffic
4. **Adequate Transportation:** How close is the site to commercial air service? Freight air service? Freight Rail? Distance from interstate access points?
5. **Appropriate Zoning:** If not zoned for the development you desire, your process to rezone including timeline and costs should be clear
6. **Environmental Clearances for Industrial Use:** In WI that includes DNR approved wetland delineations

Site Readiness Program:

GETTING YOUR DIRT READY FOR SHOW TIME



Site consultants and developers strongly desire that all of the following infrastructure, physical and technical site data information be verified by a licensed engineer. This could be the city engineer, county engineer or an engineering consultant. Verification must include the signature of the engineer, with seal affixed.

Rationale: In the site selection process, time is of the essence. Site consultants want assurances regarding the information being presented. This minimizes what many site consultants have experienced: A site, as presented, turns out NOT to be as ready as portrayed. You get one chance to make a good impression! The engineer's signature and seal at a minimum gives your municipality the assurance that the work was done correctly, and if not, gives you a good starting point to resolve whatever issues may be discovered during due diligence.

Criteria	Documentation
Site Location	<input type="checkbox"/> Map showing site relative to location in the city and county, and proximity to other municipalities
Site Details	<input type="checkbox"/> Aerial photo(s) <input type="checkbox"/> Site map/survey showing dimensions and acreage <input type="checkbox"/> ALTA survey, if available <input type="checkbox"/> Statement from planning department on any prior use of property <input type="checkbox"/> Zoning and brief description of allowable uses <input type="checkbox"/> Letter from city/county verifying zoning
Site Compatibility	<input type="checkbox"/> Map showing surrounding land uses <input type="checkbox"/> Photos of surrounding land use <input type="checkbox"/> Identification of any existing onsite structures <input type="checkbox"/> Identification of site hazards, including flash flooding
Site Ownership	<input type="checkbox"/> Documentation of ownership <input type="checkbox"/> Terms of sale or lease <input type="checkbox"/> Do mineral rights come with property? <input type="checkbox"/> Has a title search be completed on the property? If so, is there a clear title?
Topography	<input type="checkbox"/> Topographic map of site (2' foot contours best) <input type="checkbox"/> Identify any slopes greater than 20%
Geotechnical	<input type="checkbox"/> Soils and subsurface analysis, if available. If not, what would be a typical cost to complete and timing?

Utilities

Map showing water, sewer, electric, gas and fiber/broadband services and statement providing the following:

- ☐ Service providers for each utility
- ☐ Capacity including line size and KVA source and phase for electric
- ☐ Distance to nearest substation and its capacity for electric
- ☐ Is there redundant electric service and what is it (dual feeds, dual substations, dual power generation sources)
- ☐ Size and line size of natural gas serving the site
- ☐ Is there redundant gas service and if so, explain
- ☐ Water and sewer line sizes with GPM and PSI for water
- ☐ Is there redundancy in water service? If so, explain
- ☐ Available surplus capacity of water and sewer treatment facilities (average daily and peak)
- ☐ If some or all the infrastructure is not in place, provide a letter from providers or their engineers on timing to provide services, costs, how the services will be provided and any special processes required
- ☐ Map showing onsite and adjacent easements and widths including air space

Note: For sites that do not have infrastructure to the site, an engineering cost estimate and timing for construction. Completion should not exceed nine (9) months.

Transportation

Map showing:

- ☐ Rail or nearest access to rail
- ☐ Intermodal facilities and distance from site
- ☐ Adjacent highways
- ☐ Distance to Interstate/4-lane highways
- ☐ Nearest airport for cargo and passenger service
- ☐ Any road load restrictions
- ☐ Plans for any transportation infrastructure that will impact the site

Environmental

- ☐ Statement indicating that no known impediments exist relative to environmental, biological, historic and archeological and/or studies confirming each. If studies aren't completed, what will be the cost to complete and time required?
- ☐ Any man-made or natural disasters in the past impacting the site including, but not limited to, flash flooding, earthquakes, landslides, wildfire, hazardous waste, etc.

Floodplain/Wetlands

- ☐ FEMA flood insurance maps, if applicable
- ☐ Map showing any presumed or delineated wetlands

Special Districts and Incentives

- ☐ Any/All site-specific incentives available
- ☐ Potentially available local incentives

Taxation

- ☐ Current total property tax rate(s) for site, with each taxing jurisdiction's rate clearly indicated
 - ☐ Special district assessment(s), term(s) and annual assessment(s)
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ThriveED/JCEDC

2020 Plan of Work

Staff compiled survey results, reviewed 2019 work and discussed work to be done in 2020 to achieve goals of 5-year Strategic Plan. The following tasks will be given priority for calendar year 2020. These are organized around the goals of Thrive ED's Strategic Plan and include work to be done by the contracted staff to the organization, as well as by the members of the Board of Directors and/or Working Committees.

For JCEDC – the first three goals are all related to our Economic Development Work. The fourth goal is related to the Home Buyer Program, which is run under the JCEDC only.

I. BUSINESS DEVELOPMENT WORK: ON-GOING

Objective: *Enhance Competitiveness*

BOARD - The ThriveED Working Committee focused on Product Improvement met several times in 2019 and primarily focused on documenting water and wastewater treatment capacity available by municipality and tied to appropriate industrial sites & buildings. This proved to be a very difficult 'resource' to document and future work to document this may be replaced with questionnaires to individual municipalities to document the capacity at specific locations, rather than as a municipality as a whole.

The Product Improvement Committee needs to be revitalized and focused on:

- Gap financing or higher-risk Loan Fund(s) (individual county or two-county)
- Streamlining the permitting process
- Consistency in zoning language (i.e., manufacturing)

Objective: *Attraction:* Procedural Initiatives: (Staff)

- Continue to add & verify sites/buildings and correlated data points
- Maintain accurate overlay maps of all TID's in the two-county area, and an overlay map of all OZ's in the site and building database
- Maintain an accurate Mill Rate sheet for all industrial park locations in both counties, updated annually, and posted on website
- Continue professional management of all investment opportunities
- Develop a matrix of available incentives by 'bucket of interest' from the businesses' perspective; i.e., support to upskill existing workers, support to hire new workers, support to add new machinery & equipment, support to purchase or new construction
- Develop a program to help municipalities 'verify' that their greenfield sites are 'Construction Ready'

Outreach/Attraction:

- Targeting businesses in the following Industry sectors, that are located within a 3-hour drive from 26/94 intersection. Sort by NAICS – for postcard mailing designed to drive them to website or directly to ThriveED:
 - Food & Beverage Processing Industry
 - Advanced Manufacturing industry
- Partnering for Earned Media – work with existing businesses in target industry sectors to develop content for placement in appropriate trade publications for that industry sector
- Partnering for direct calls with Chicago/Milwaukee area CRE's and Site Selectors – with REDO's; WEDC and surrounding EDO's as possible.
- Partnering with existing businesses to attend trade shows in target sectors, as possible

Objective: *Retain existing primary industry sector businesses and support their growth.* This is staff work and includes:

- Continuing refinement of target lists and outreach to set up visits
- Develop a shared repository for aggregate reporting of visits made to businesses in both counties that retains confidentiality
- Report out quarterly on key points from businesses visited

II. **WORKFORCE/BUSINESS RETENTION/BUSINESS ATTRACTION/ENHANCING COMPETITIVENESS INITIATIVES**

Survey responses and staff input all point to the reality of the need to address the area's lack of workers issue as a focal point to retain existing employers, to attract new employers and to promote our region as competitive.

Objective: *Strengthen efforts to ensure an ongoing pipeline of local workers to meet existing business growth demands over time.*

Reality: While many funding streams and entities exist that are 'workforce' focused; none is structured to provide links within the labor basin area in a meaningful manner.

Proposal:

Pilot a program (to prove effectiveness and scalability) that links primary industry sector businesses with area K-12 institutions within the businesses' labor basin area (i.e., may be a 20-mile radius) AND Link K-12 students with ALL career opportunities that exist within their commutation area (i.e., may be a 20-mile radius). Ultimate Goal is to have a robust Business Education Alliance that ensures:

- *Area businesses are connected to and have established relationships with their primary supplier of future workers; the K-12 population of students; families and educators that exist within their labor basin, and that;*
- *All K-12 students have the opportunity to be exposed to ALL the career options that exist close to home.*

Launch initiative in one community (possibly Juneau). Proposal hinges on identifying an existing team member or hiring a contract team member to focus on working with Dodgeland School and the businesses located in the Juneau Industrial Park AND with Dodge County Government to:

- Create a list of all employers within a 20-mile radius of Dodgeland School District facility
- Document ALL the career opportunities available at all these employer's facilities in the 20-mile radius;
- Identify a primary set of contacts at Dodgeland School District to allow for ease of setting up employer tours; promoting YA opportunities; bringing business representatives into the classrooms to talk about careers close to home, etc.
- Identify a primary contact at businesses interested in promoting career opportunities to K-12 students enrolled at Dodgeland SD
- Expand business focus to link them with all K-12 education institutions within a 20-mile radius of them; and establish contacts at those K-12 institutions for businesses to get more engaged in future worker pipeline development.

Documenting the Workers: The number one issue driving new business investments is access to workers. To be competitive, we must be able to tell anyone making or influencing decisions about new business investments the story of our workforce as we understand it today – and the story of our future workforce.

Our 2018 Labor Availability Analysis documented a point-in-time summary of possible workers for businesses in the manufacturing sector only. Consistent input from businesses considering investments in our region and from site selectors, indicate a need to document today and tomorrow's workers. Tomorrow's workers include K-12 students in our region (or within labor basin areas). Decision makers want to know more about that population, and are looking for data that tracks trends in that population; such as increases/decreases in enrollment, students graduating, students learning specific skills, etc.

Proposal: As money allows, conduct a skill analysis of working aged residents within the labor basin (target area TBD). Done well, we should be able to create a point in time summary of 'transferable skills' and creativity, which translates to businesses and site selectors as a high degree of teach-ability.

Internally, staff will continue to track enrollment numbers in all K-12 institutions in the region, and track changes over time. We will continue to rely upon outside sources for information on enrollment, as well as information on numbers of school-aged residents being home schooled, etc.

III. **BRANDING/MARKETING/COMMUNICATIONS WORK: ONGOING**

All work under this section is designed to support the efforts listed above with a focus on:

- Increasing business investment opportunities
- Strengthening the worker pipeline
- Driving traffic to the website
- Building awareness of the Heart of the Heartland region as a prime business investment destination
- Promoting ThriveED as key source of economic development information for the region
- Building private and public sector financial support for economic development efforts

Objective: *Support Business Development & Workforce Development Goals with Branding/Marketing & Communications*

- Continue development of all “Readiness” materials and necessary databases; ONGOING and includes:
 - Refining ‘boiler plate’ WHY messaging
 - Data gathering and research that builds the competitive messaging.
 - Location-specific ‘why’ messaging for key real estate that meets the needs of target industry sector businesses
 - Refresh marketing materials to reflect Heart of the Heartland imagery
- Developing and Implementing Targeted Outreach Campaigns: FAB Q120, Advance Mfg. Q220, Site Selectors/CREs Q320 work includes:
 - Design/develop marketing materials tailored for specific target audiences and each distribution channel
 - Refine/validate contact information for each target audience segment:
 - FAB decision makers within 3-hour drive
 - Advanced Manufacturing decision-makers within 3-hour drive
 - Site Selectors/CRE’s
 - Identify appropriate distribution channels for each target audience

Objective: *Build awareness of business investment advantages in the region and of ThriveED as a resource.*

- Earned Media: ONGOING
 - Develop & Strengthen relationships with local/regional/state media
 - Identify key FAB & Advanced Manufacturing trade publications
 - Develop ‘co-authored’ articles with businesses in FAB & Advanced Manufacturing for publication in key industry trade magazines/e-zines, etc. (businesses making capital

- investments - articles focused on growing your business and partnering with your economic development team)
 - Expand regional/local/state media contacts to promote earned media opportunities
- Social Media: Focus on LinkedIn and Twitter, some FB for JCEDC ONGOING
- Promote ThriveED events and work on social media
- Engage with investors on social media to amplify their message and support their endeavors
- Share articles related to economic development trends and news on a regular basis
- Website: Continuous updating of content, databases ONGOING
 - Backlinks: Make backlinks available to organizations that wish to link back to ThriveED or homebuyer site
 - Development of "hot Maps" that show where ThriveED has assisted projects;
 - Develop themed 'micro-sites' – ONGOING focused on workforce-related or key ED-related content;
- Events/Presentations
 - Add in up to 6 'education sessions' in conjunction with JCEDC board meetings and invite ThriveED board/investors, prospects, elected officials and the general public to attend
 - Annual Meetings of the Partnership and the Board of Directors: (TBD)
 - Identify speakers
 - BOARD WORK: secure sponsors for events
 - Develop themed presentations to be delivered across the two counties, focused on "Improving our Competitiveness."
 - Target audiences: Municipal boards, committees, planning, permitting, zoning staff, etc.
 - Potential to 'share hosting' with others
 - Continue Conversations with ThriveED event series – Work with board to secure hosts to underwrite these events

Objective: *Retain and Grow Private Sector Investment to support Thrive ED efforts over time.* ONGOING

INVESTOR OUTREACH: BOARD WORK – develop an IRC Strategy

- Work with Steering Committee and Investor Relations Committee to develop plan to enhance Board development/investor attraction efforts

Objective: *Communicate and Update Dodge & Jefferson County audiences*

- ThriveED Annual Report: Published each year and disseminated widely within 4 weeks of publication
- JCEDC Annual Report: Published each Spring and disseminated to municipalities in Jefferson County
- E-updates: current list of ~145; 30% opened. ONGOING
- Economic Development Minute video series – 1-2 per month. Short videos providing brief best practices info about economic development related issues (e.g., confidentiality, development ready sites) Videos shared with Update audience, on social media and website.

IV. DELIVERING JEFFERSON COUNTY'S HOME BUYER PROGRAM

Objective: *Increase the number of home owners in Jefferson County*

- Deliver the Down Payment Plus and HOME Consortium down-payment assistance programs according to mandated guidelines
- Remain current on all program guidelines*
- Provide 9 Education seminars
- Assist with at least 30 new home purchases
- Counsel and vet all prospects to ensure compliance with program guidelines
- Market and promote education seminars and use of programs
- Maintain up-to-date website

Objective: *Increase the value of homes in Jefferson County*

- Deliver the HOME consortium post-purchase rehab and the Southern Housing Region Home Owner Rehab programs
- Remain current on all program guidelines
- Provide counseling and vet all prospects to ensure compliance with program guidelines
- Promote programs across the County
- Assist at least 10 existing homeowners with funds necessary to upgrade their homes

Objective: *Retain access to HUD Programs* (Dodd-Frank mandates that HUD certify all offices delivering home buying services; and all personnel delivering counseling – must be completed by YE 2020)

Execute all preliminary work mandated by HUD, to ensure that JCEDC can achieve HUD certification in 2020. TBD