

# TECUMSEH SITE REDEVELOPMENT PLAN



July 2015

Prepared by Stadtmueller & Associates, LLC

*Recommendations are based on public workshops, focus groups and research conducted from  
Sept. 2014 – Dec. 2014.*

# Acknowledgements

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# Tecumseh site redevelopment plan

## INTRODUCTION

This 40-acre site was once home to the Tecumseh Products Co., a small-engine manufacturer that had employed as many as 2,000 people. In 2007, Tecumseh sold the facility to Heus Manufacturing, a custom metal fabricator. That business failed in 2009, and the site has been idle ever since.

The first step in redeveloping the property was to conduct a site analysis and create a master plan. The plan was funded by Wisconsin Economic Development Corporation (WEDC), the City of New Holstein and the New Holstein Economic Development Corporation, a nonprofit organization.

Stadtmueller & Associates worked closely with East Central Wisconsin Regional Planning Commission (ECWRPC) to engage the community in a strategic placemaking initiative that is the foundation for future development. The citizen input gathered at the community workshops were incorporated into the concepts, and the process led to a master development plan, a master land division plan, an economic analysis of the site, and a public relations and marketing strategy.

## STATUS OF SITE

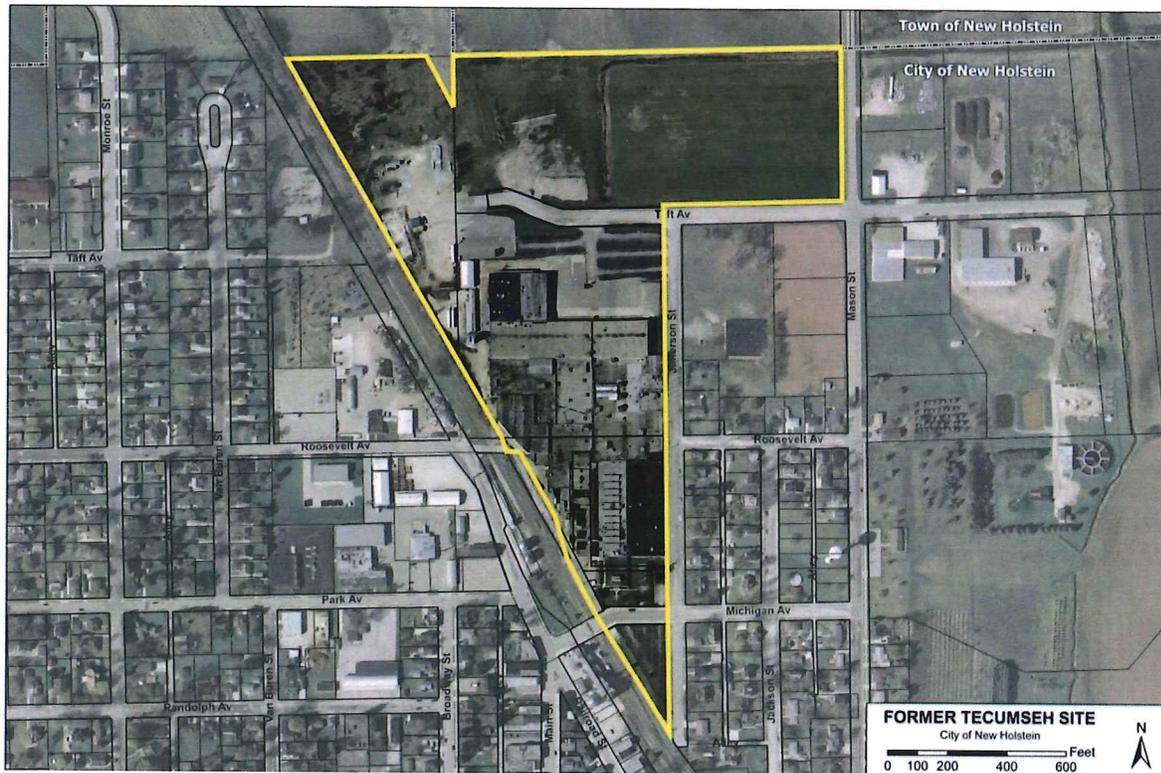
### Environmental Investigation

- Significant investigation across the site over multiple years.
- WDNR involved and will remain involved.
- “Cleanup” will involve abatement/demolition of buildings and infrastructure, and management of residual subsurface impacts.
- Groundwater remediation by natural attenuation.
- Contamination includes petroleum and chemicals associated with engine manufacturing.
- Redevelopment will play a role in cleanup – engineered barriers and soil removal activities.
- Funds to assist with remedial action costs may be available.



Tecumseh Co. is the viable causer and has fulfilled its obligation to clean the site according to heavy industrial guidelines by the Department of Natural Resources (DNR). To ready the site for mixed-use development, additional remediation is necessary and will be incorporated into the overall development plan.

Contamination includes petroleum and chemicals associated with engine manufacturing. Since the vacant manufacturing facility is no longer feasible for heavy industrial reuse, the site will remain as it is unless a development plan is created and a developer is selected to redevelop the site.



### Historical Timeline:

- 1800s – Founding of the Lauson Manufacturing Company
- 1956 – Tecumseh Products Co. begins operation of the Lauson Engine Division (eventually employing 1,700 workers at its peak).
- 2007 – Tecumseh Products Co. closes
- 2007 – Heus Manufacturing purchases the facility
- 2009 – Heus Manufacturing goes out of business.
- 2014 – The 40-acre property is now owned by Heus Acquisition LLC which declared bankruptcy in 2009. The ownership/title of the property will need to be transferred to a future developer through a foreclosure process.

## A COMMUNITY OPPORTUNITY

### Attributes of the Redevelopment Site:

- Centrally located – within a 30-mile radius of Manitowoc, Sheboygan, Fond du Lac and Appleton.
- Strong History/Cultural Roots – German ancestry/theme potential
- New Holstein residents have immense community pride – “family-oriented”
- Community/Neighborhood – potential for gathering place
- Green/Sustainability – remediation and adaptive reuse helps the environment
- Forty acres on edge of historic downtown district and residential neighborhoods
- Site is large enough for mixed-use (light industrial/commercial/residential)

Redevelopment of the site is legally and financially feasible and will entail a cooperative, long-term solution utilizing grants, environmental remediation and community vision for the property. With the appropriate remediation plan and market analysis, any type of real estate development can be considered for this site.

The nearly 40-acre former industrial property has been a reminder of the more than 1,700 jobs lost. Now, New Holstein has the opportunity to move beyond this adversity and create a new identity for the community.

This redevelopment plan will transform a former industrial area into a vibrant, sustainable neighborhood. The remediation and revitalization of the property will help to stimulate additional development while enhancing the quality of life in New Holstein. The project will also serve as a model for creating an emerging industry business cluster for other rural and small communities.

### Location & Context

*Source: NHEDC Economic Development Strategic Plan by Vierbicher – 2011*

- New Holstein is located on the southern edge of Calumet County on Highway 52/37.
- Historically, the community was a center for flour milling with German ancestry
- New Holstein’s total population has declined slightly over the past three decades
- As with many other rural communities, New Holstein’s population overall is aging
- Despite the closure of Tecumseh in 2007, the City has several remaining institutions and landmarks which continue to draw employees and visitors to the region, such as the historic Timm House museum, the Altona Supper Club, Honeymoon Acres, and the New Holstein Airport.
- Additionally, the community is a regional destination, with family-friendly attractions and events including the Library, Aquatic Center, Father’s Day Soccer Tournament and Firemen’s Festival.
- The community’s location off of a major highway system (Highway 151 is 12 miles to the west) has limited commercial sector growth.
- The majority of commercial activity has centered on downtown and the north Highway 52/37 corridor.

## Business and Employment

Source: Excerpt from NHEDC Economic Development Strategic Plan by Vierbicher – 2011

New Holstein increasingly serves as a bedroom community for multiple regional centers including Appleton, Sheboygan and Fond du Lac as well as nearby smaller communities, with resident commuting patterns extending to parts of Sheboygan and Manitowoc Counties. However, despite this growing regional influence, a larger percentage of workers are employed locally than would be expected for a small community, with over half of City residents also working in the community. Employers report that workers are willing to come from within a 25-mile radius to New Holstein, which is comparable to the commuting patterns for residents who leave for work. Census data from 2008 provides the most recent information on commuting patterns. This information, summarized below, highlights both the strong local employment base as well as the regional nature of the labor pool for New Holstein.

### Residential Employment Location

- 51% work in New Holstein
- 21% work in Chilton/Kiel
- 8% work in Town of NH
- 10% work outside Calumet Co.

### City Workforce Sources

- 39% of workers from City or Town
- 8% from Chilton/Kiel
- 18% from outside Calumet Co.

New Holstein has a relatively high number of employees, especially given its size. It also has a higher number of large employers than other communities. This provides leverage for recruiting other complementary companies, and also illustrates the potential for recruiting and growing more small companies to create a balanced economy and generate future growth potential. The regional population base and property tax rates allow New Holstein to be competitive for larger industries which require significant employment.

## Major Themes from 2011 Market Analysis

Source: Excerpt from NHEDC Economic Development Strategic Plan by Vierbicher – 2011

### **OPPORTUNITY:**

- New Holstein enjoys a central location regionally, with workers traveling to/coming from a 25 mile radius.
- There is ample available workforce and educational opportunities for additional training available in the area.
- The overall residential quality of life, community amenities, and clean and safe streets are an advantage.
- Presence of high quality municipal utilities facilitates business efficiencies in the City.
- New Holstein has retained an active residential market despite the economic downturn.
- There is commercial demand for industrial and back office space in New Holstein which is associated with regional companies requiring ancillary space needs.

## Competitive Assessment

Source: Excerpt from NHEDC Economic Development Strategic Plan by Vierbicher – 2011

### Competitive Advantage

- Quality of Life Amenities (pool, parks, schools)
- Municipal Infrastructure
- Community Amenities
- Existing Industry Base
- Development Sites Available
- Housing Availability
- Existing service/civic organizations

### Competitive

- Small Air/Rail Access
- Workforce Availability
- Relative Geographic Location
- Property Tax Rates
- Trade Area Population
- Strong Local Retail

### Competitive Weakness

- Highway Access/traffic counts
- Projected growth
- Lack of Consistent Message and Development Vision
- Unified Leadership

## PURPOSE & OBJECTIVES

**PURPOSE:** To create a comprehensive plan that includes land use guidelines, market analysis and community input to ensure that growth and development is orderly and predictable. The master plan will help take this community the next step by creating a vision to revitalize an obsolete, vacant property.

### OUTCOMES:

- Save taxpayers money by avoiding premature development and costly sprawl
- Plan efficiently for capital improvements
- Provide greater certainty to property owners and developers with what to expect
- To protect environmental resources and aesthetic qualities
- Strengthen local identity
- Ensure that basic infrastructure and public services will keep pace with new development.
- Make local decision-making more open and democratic
- To ensure that development meets local needs

### OBJECTIVES:

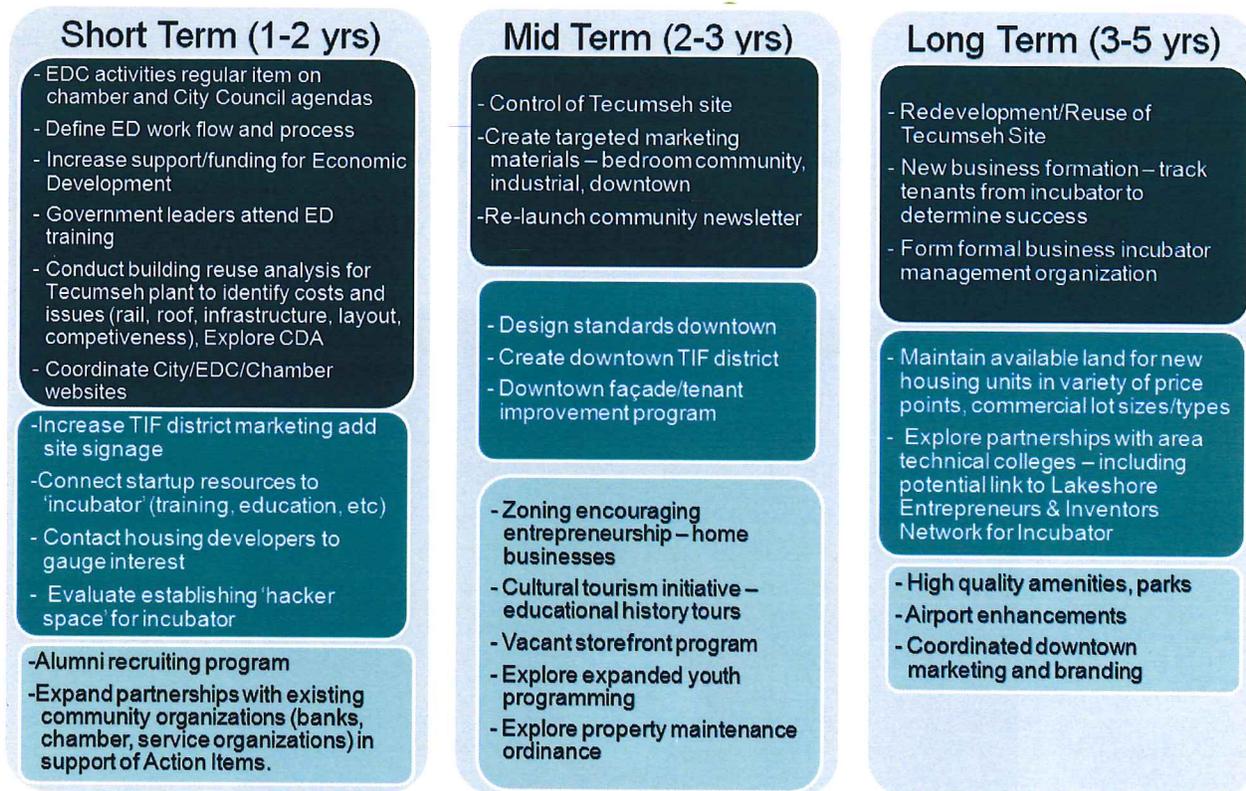
- Use a bottom-up approach to engage the community and establish a new Vision (Place Statement and Guiding Principles) for the former Tecumseh Site based on public input and market analysis.
- Establish strategies that incorporate regional and national economic development trends and growth patterns
- Improve local communication and increase visibility regionally through the creation/implementation of a PR/Marketing Plan.
- Identify a Leadership group to manage the development process, public relations and business recruitment activities – New Holstein Economic Development Corp. (NHEDC)
- Create a Land Use Plan and Economic Analysis of the site to outline an achievable absorption strategy while building on attributes of Historic Downtown District and surrounding neighborhoods.
- Encourage more community participation (through NHEDC and events) to enhance brand identity and strengthen the shared vision

## Review of prior research and plans (2011)

Source: Excerpt from NHEDC Economic Development Strategic Plan by Vierbicher – 2011

### Implementation Timeline

The outcomes and objectives identified during the strategic planning process were converted into specific initiatives which can be implemented by the City, EDC and partners over the next five years. An overview of these initiatives grouped by priority and timing is provided in the following graphic.



## PUBLIC PARTICIPATION

Three community input workshops were implemented to engage residents during the master planning process. Small focus groups and local business interviews were also conducted to seek input and feedback from key stakeholders. The ongoing public participation is what makes this a true "placemaking" effort, one in which the residents have a chance to voice their ideas and aspirations about the community in which they live.

Placemaking is a people-centered approach to the planning, design, and management of public spaces. Successful places have four key qualities:

1. They are accessible;
2. People are engaged in activities there;
3. The space is comfortable and has a good image; and
4. It is a sociable place – one where people meet each other and take people when they come to visit.



Project for Public Spaces

*\*Chart courtesy of Project for Public Spaces*

Engaging the community in a variety of ways helps build a shared vision while providing the foundation for a natural transition into the implementation phase of the project. The positive energy and community pride developed through this shared effort allows citizens to create a strong public-private partnership. This bottom-up approach is more successful long-term as plans are supported and carried out by multiple stakeholders within the community. Since the implementation phase can take years to accomplish, it is important to create a solid foundation during this initial planning phase.

**SWOT ANALYSIS:** SWOT Analysis is a strategic planning method used to evaluate the STRENGTHS, WEAKNESSES, OPPORTUNITIES and THREATS involved in a project, business venture or community. The key role of our SWOT analysis is to help develop the foundation for the redevelopment of the Tecumseh Site in New Holstein. The analysis also serves as a strategic tool that will lead to a well-rounded master plan.

**Tecumseh Site SWOT Analysis – Focus Group  
June 19, 2014 – New Holstein**

Present:

Mike Stutz, Dianne Reese, Brian Giebel, Scott Konkle, Jon Weir, Ron Karrels, Bob Bosma. Casey Langenfeld

\*Red represents top three prioritized thoughts/ideas from group.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Large land area – 40 acres</li> <li>• Close to Hwy 57</li> <li>• <b>All utilities are present</b></li> <li>• Rail access</li> <li>• <b>Multiple use options (residential/commercial/industrial)</b></li> <li>• Zoned heavy industrial</li> <li>• North of site – land for development</li> <li>• Current elevation lower than Jackson Street</li> <li>• Near downtown businesses</li> <li>• Easy acquisition of property</li> <li>• North – open land; South – residential/DT; East – residential; West – commercial</li> <li>• <b>Infrastructure is good</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>City split into two downtowns (Two Cities - New Holstein/Altona)</b></li> <li>• Two different opinions about plant</li> <li>• <b>Physical condition of plant</b></li> <li>• Environmental issues</li> <li>• RR is weakness for residential use</li> <li>• Poor Hwy access to transportation</li> <li>• Location weak – off the main path of traffic</li> <li>• Not a good location for commercial development</li> <li>• <b>Existing cost to secure the site (redevelopment/environmental)</b></li> <li>• County property taxes – current ownership</li> <li>• Uncertain future for RR service</li> <li>• Negative community perception of the closed plant</li> <li>• Existing residents may be negative toward future commercial/industrial use</li> </ul>

## OPPORTUNITIES

- Industrial reuse would create jobs
- Agriculture opportunity
- Redevelopment site area – new tax base
- **Bold move on the site = improved city image**
- Storage and warehousing use of the site
- More community involvement in redevelopment process
- Lots of land for development (marketing land)
- **Opportunity for development that attracts younger people**
- **General opportunity for growth in the City**
- Coat tail effect of successful redevelopment
- Mixed-use residential/commercial development
- Regional business development opportunity
- Buffer opportunity for site
- Opportunity for placemaking

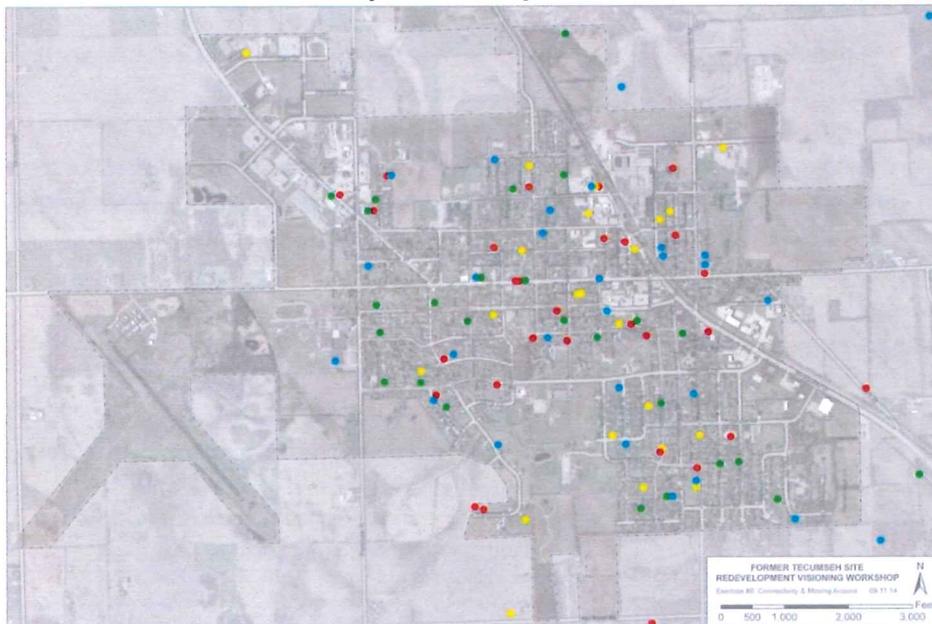
## THREATS:

- **Poor communication in community**
- **Negative community attitude**
- Lack of qualified workers
- Lack of investment and/or demand for products & services
- Lack of financing (public) and/or grants for redevelopment
- Uncertain about market demand for new uses
- Another failed giant manufacturer
- Nearby community competition
- **Cost and time to raise \$1.4 million to raze the building**
- Neighborhood opposition
- Environmental uncertainties
- Past attitude to preserve plant and industrial use
- Limited hwy access – no big box stores

## Workshop I – August 5, 2014

Placemaking (sociability/comfort & image) at the community level.

### Public Workshop Participant Location Map



Approximately 120 people attended and participated in the Aug. 5<sup>th</sup> Workshop from 6 p.m. - 8 p.m. at the Community Center, 1725 Silver Moon Lane, New Holstein, WI. Attendees were asked to place a colored dot on the map showing where they live.

**Appreciative Inquiry** is a method of problem solving that was pioneered by David Cooperrider of Case Western Reserve University in the mid 1980s.

To understand the basis of Appreciative Inquiry, it is helpful to look at the meaning of the two words:

**Appreciation** - *to recognize and value the contributions or attributes of things and people around us.*

**Inquiry** - *to explore and discover, in the spirit of seeking to better understand, and being open to new possibilities.*

When combined, this means that by appreciating what is good and valuable in the present situation, we can discover and learn about ways to effect positive change for the future.

Participants were broken into small groups and asked to write down three things that make New Holstein a great place to live, work or play? Each group recorded their answers on a flip chart by a facilitator and then prioritized by rating their top three. Participants were encouraged to share ideas and to be as specific as possible. Their suggestions could include features like, places to sit, play areas to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet.

### **Exercise #1: Appreciative Inquiry –**

**Purpose:** to acknowledge all of the positive things about New Holstein. Below is a summary of the input:

**Most mentioned attributes of New Holstein:**

Parks/Pool  
Airport  
Friendliness  
Safe  
Schools  
Centrally-located  
Small Town/Quiet

**Other common themes:**

Railroad  
Low-cost homes  
Community pride  
Garden center/Restaurants  
Assisted Living/Seniors  
Good Employment  
Walkable  
Clean and well-kept neighborhoods

## Exercise #2: Community Identity

### Purpose

Create a list of qualities and characteristics that define the community of New Holstein and contribute to its identity and “sense of place.” The chart below lists the common themes from the feedback.

PAST (historic)	PRESENT (current culture)	FUTURE (what should/could be?)
<p><u>Common Themes</u></p> <ul style="list-style-type: none"> <li>• Manufacturing/Blue Collar</li> <li>• Tecumseh</li> <li>• Agriculture</li> <li>• German Heritage</li> <li>• Timm House/ Historical Society</li> <li>• Hipke Canning</li> <li>• Community Pride</li> <li>• Strong Work Ethic</li> </ul>	<p><u>Common Themes</u></p> <ul style="list-style-type: none"> <li>• Small Business</li> <li>• Quality schools/ athletics</li> <li>• Low-cost homes</li> <li>• Airport/RR potential</li> <li>• Great fire/police services</li> <li>• Great Fireworks &amp; Picnic</li> <li>• Bedroom Community (commute for work)</li> <li>• Great Parks</li> <li>• Lack of Retail</li> <li>• Peaceful/Safe</li> <li>• Good work ethic</li> <li>• Aging Community</li> </ul>	<p><u>Common Themes</u></p> <ul style="list-style-type: none"> <li>• Attract mix of small business and manufacturing</li> <li>• Use airport and RR</li> <li>• Attract younger people</li> <li>• Outdoor recreation - (trails, athletics, add mini golf, go karts, etc.)</li> <li>• Attract TECH workforce</li> <li>• Add events/music/food</li> <li>• Community Gardens</li> <li>• More retail (fast food, pharmacy, grocery, coffee)</li> <li>• Dog Park/Skate Park</li> <li>• Enhanced quality of life</li> <li>• Medical Clinic</li> </ul>

During Exercise #2, workshop participants were asked to individually create a list of qualities and characteristics that define the community of New Holstein and contribute to its sense of place.

Although this exercise focused on the broader New Holstein community, many of the desirable future qualities could be incorporated into the redevelopment of the former Tecumseh site. In fact, many of the characteristics and ideas listed above led to planning-related recommendations:

- Provide a mix of land uses that meet the needs of New Holstein residents, as well as attract visitors and investment from outside the community.
- Encourage business growth and job creation on-site.
- Promote development that enhances quality of life.
- Add amenities and businesses that will attract a younger demographic.

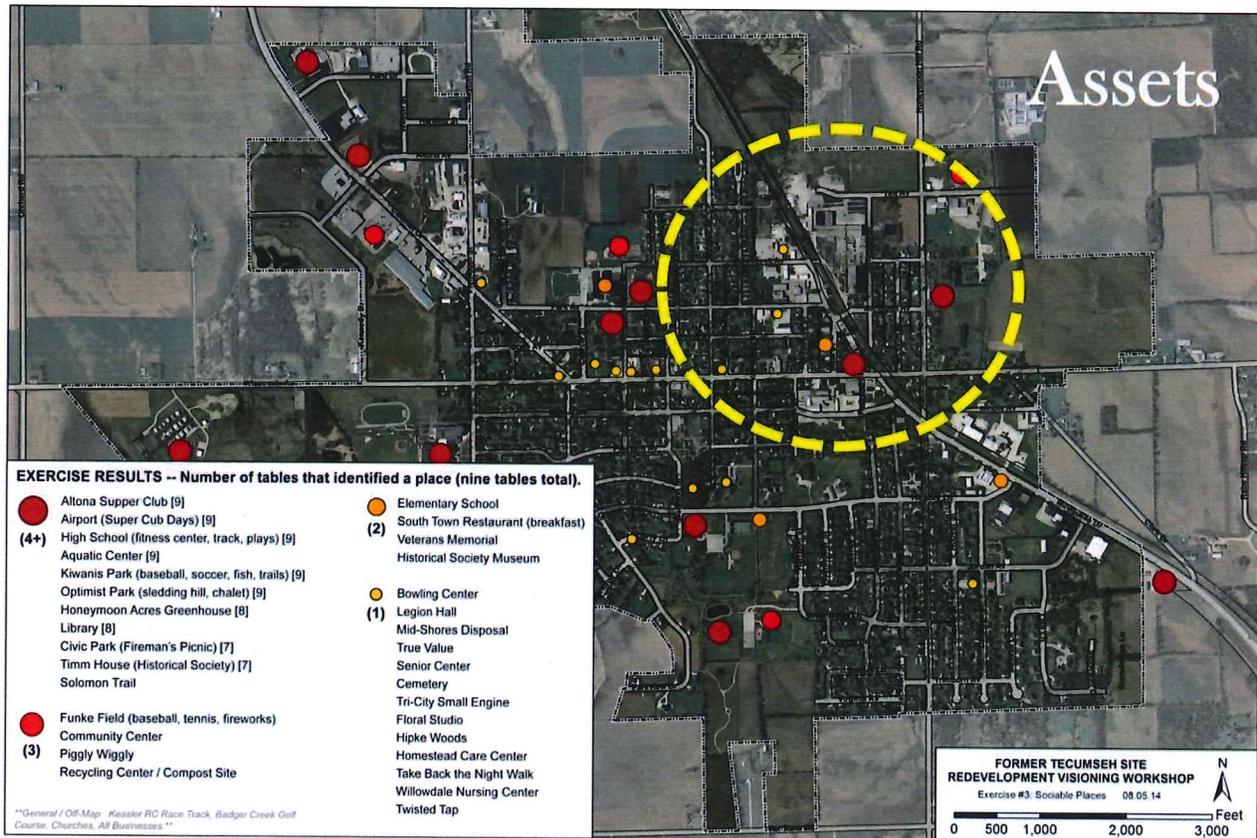
## Exercise #3: Sociable Places

### Purpose

Identify existing locations within New Holstein where social activities take place.

### Instructions

Using the worksheet provided, tell us what contributes to the identity of New Holstein. What is the past, current, and future identity? The map below shows the



## Exercise #4: Business & Event Gaps

### Purpose

Develop a list of business types and events/programming that could be added in New Holstein to serve the needs of residents and other businesses.

### Instructions

Using the worksheet provided, list the types of businesses and events/programming that should be brought into or formed in New Holstein.

Business types missing?		Events/programming missing?
<p><b>Common Themes:</b></p> <ul style="list-style-type: none"> <li>• Pharmacy</li> <li>• Fast Food/Sandwiches</li> <li>• Culvers/Ice Cream</li> <li>• Technical College</li> <li>• Coffee Shop</li> <li>• Clothing Store</li> <li>• Fitness Center</li> <li>• Organic Food/Grocery</li> <li>• Car Dealership</li> <li>• Brewery/Brew Pub</li> <li>• Department Store</li> <li>• Dentist</li> <li>• Small Manufacturing</li> </ul>	<p><b>Other ideas:</b></p> <ul style="list-style-type: none"> <li>• Go Karts/Mini - Golf/Recreation</li> <li>• Daycare</li> <li>• Nail Salon</li> <li>• Technology Ctr</li> <li>• Movie Theater</li> <li>• ATV park</li> <li>• Wedding Hall/Banquets</li> <li>• Electronics</li> <li>• Car Wash</li> <li>• Shoe Store</li> <li>• Papa Murphys</li> </ul>	<p><b>Common Themes:</b></p> <ul style="list-style-type: none"> <li>• Brew Pub/Beer Festival</li> <li>• Community Events/Live Music</li> <li>• Lake Activities/Canoe</li> <li>• Ethnic Events – German</li> <li>• Winter Rec -Skiing/Skating/Sledding</li> <li>• Live Theater</li> <li>• Fishing/Outdoor Recreation</li> <li>• Farmers Market</li> <li>• Community Gardens</li> <li>• Car Show</li> <li>• Designated Parks -Skate or Dog Park</li> <li>• Young Adult &amp; Senior Events</li> <li>• Movie Nights</li> <li>• More Sports Leagues</li> </ul>



## Exercise #5: Comfort & Image

### Purpose

Identify new attributes that could be added to the former Tecumseh site that would help make New Holstein an even greater place.

### Instructions

Using the post-it notes provided, list specific ideas for what you would add to the site to improve its comfort and image. Refer to the placemaking diagram on the handout. Share ideas with small group; place post-its on placemaking poster board.

### Common Themes:

- Mixed-use – residential with small business/retail
- Brewery/Brewpub
- Sports Complex/Fitness (mostly indoor)
- Community Garden
- Tech Center
- Some Park Space/Green Space
- Tie/connect to Downtown Historic Area
- Include RR & Airport in plan
- Create places for people to gather/recreation
- Create appropriate transition between mixed uses
- Daycare/Adult Care
- Warehousing & Light Manufacturing



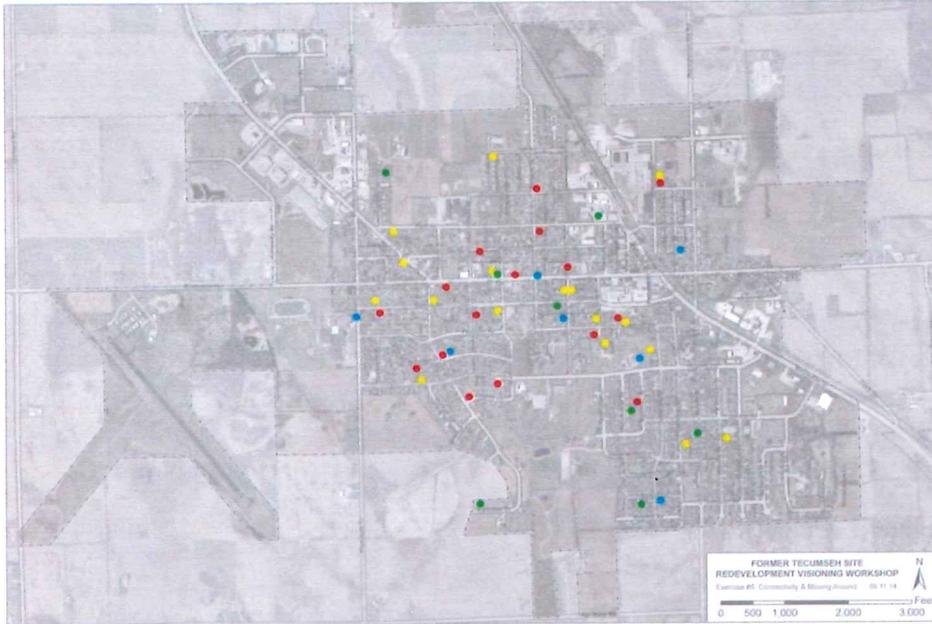
## How does Comfort & Image relate to a Great Place?

According to Project for Public Spaces, space that is comfortable and has a good image is key to its success. Comfort includes perceptions about safety, cleanliness, and the availability of places to sit or gather. Some of the measurable attributes of a great place include sanitation rating, building conditions, crime statistics and environmental data. Some of the intangible characteristics that contribute to comfort and image include being clean, safe, walkable, green, attractive, and historic.

## Workshop II – September 11, 2014

Placemaking (access & linkages / uses & activities) at the neighborhood level.

### Public Workshop Participant Location Map 9-11-14



Approximately 55 people attended the September 11 Workshop at the New Holstein High School Library from 6 p.m. – 8 p.m. Participants were asked to place a colored dot on the map to show where they live.

### Exercise #6: Connectivity

#### Purpose

Determine important linkages, and accompanying modes of transportation, to/from the former Tecumseh site.

#### Instructions

As a small group, use the city-wide map to identify key locations the site/development should connect to. What mode(s) of transportation should be used (walking, biking, etc).

### Importance of Connectivity

One way to make a great place is to create easy access with visible connections to its surroundings, both visual and physical. A successful space is easy to get to and get through. The edges of a space are important as well: For instance, a row of shops along a street is more interesting and generally safer to walk by than a blank wall or empty lot. Accessible spaces have adequate parking and are convenient to public transit. (Source: pps.org). Below are the results of the small group connectivity mapping exercise.

Table #1



Table #2

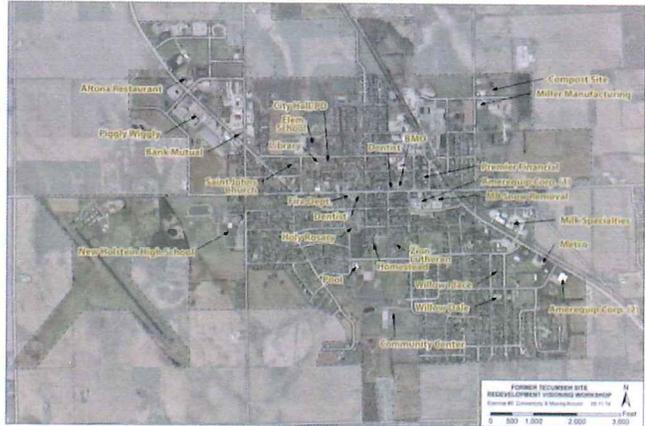


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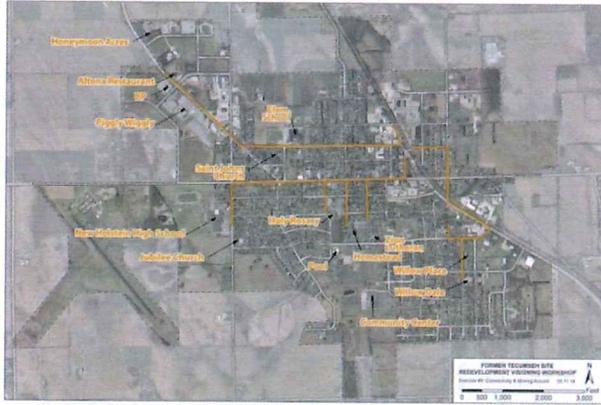


Table #4



Table #5



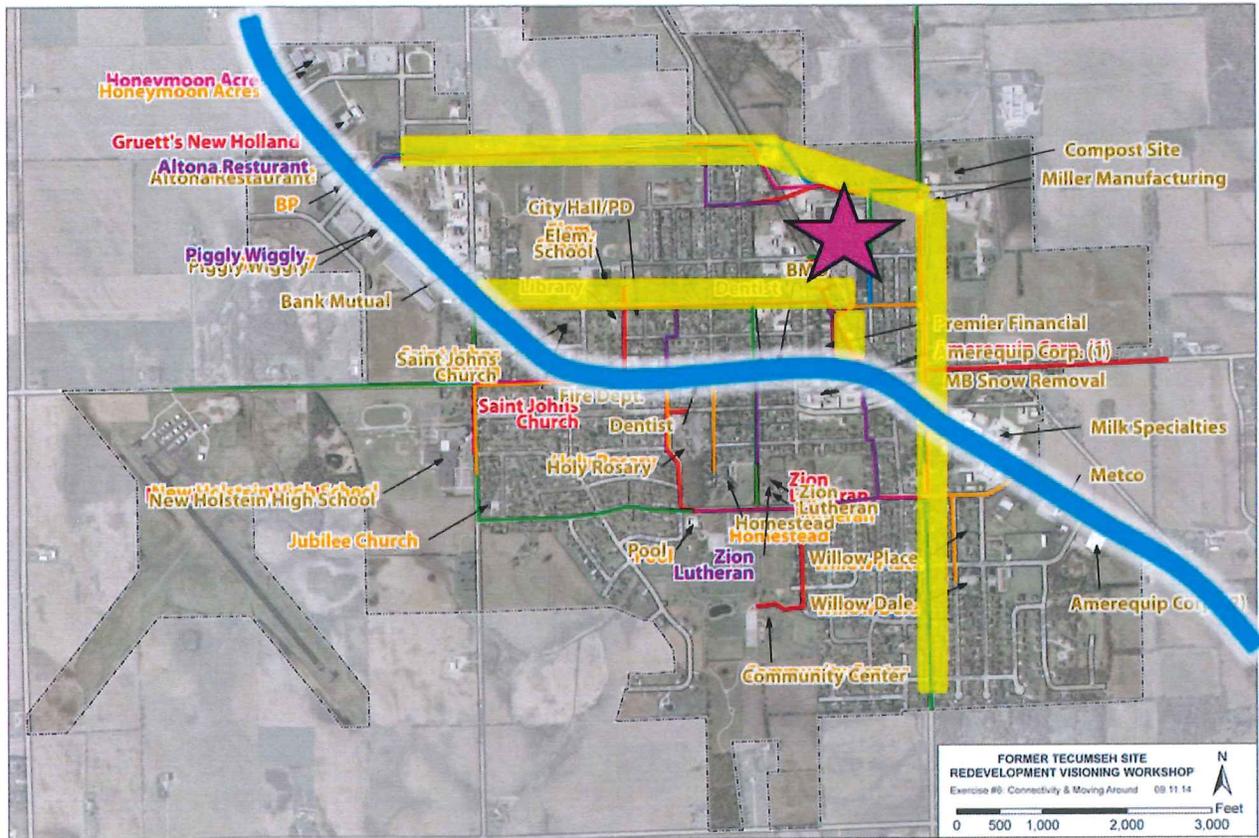
Table #6



Table #7



## Excercise #6 Connectivity



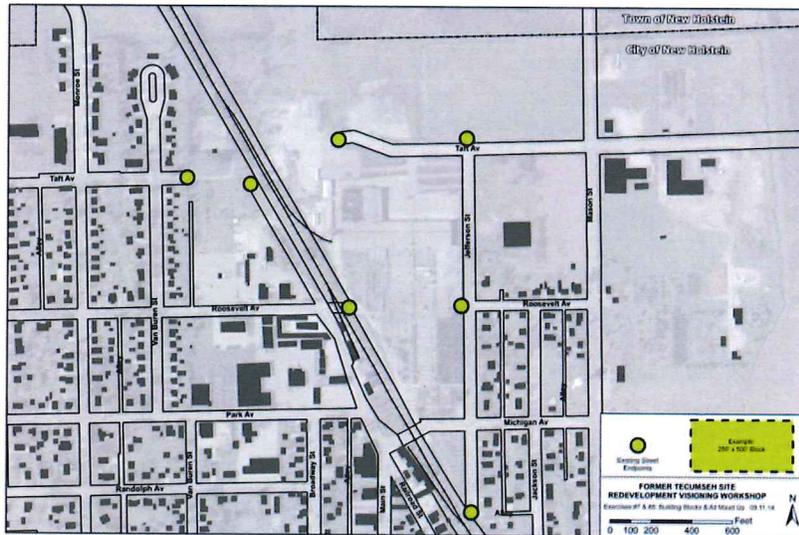
### Exercise Results

The composite map shows a consistent theme that includes Hwy 57 as an important link to regional destinations. The site has good connections to all east-west and north-east destinations from existing streets. Taft Street becomes a key link to the public library, City Hall and surrounding parks. The community values the relationship between the Tecumseh site and existing downtown, and would like to see a connection/link between the two spaces that creates a gateway to the development.

## Exercise #7: Building Blocks

### Purpose

To define and break up spaces within the former Tecumseh site.



### Instructions

As a small group, use the site-level map to generate potential street/block patterns for the site. How does your group's pattern relate the existing street network and adjacent railroad?

### Importance of Street Networks

Well-designed streets and street networks make travel more efficient by providing opportunities for mode choice and route choice. When the street network is comprised of a

connected grid of relatively short blocks, communities can create an interwoven array of streets that emphasize different modes and quality access for all users. Each street type can emphasize different mixes of modes, but is designed with all potential travelers in mind.

Street networks and their associated 'blocks' also help to define scale and use of space. The width, length and use of these blocks, along with careful planning and consideration of street right-of-way design, will be the primary 'building blocks' for the creation of new and vibrant spaces.

### Exercise Results

The seven different tables took approximately 15 minutes to evaluate the current site conditions and then began drawing out potential street and block patterns that, for the most part took advantage of adjacent street termini when considering connections. Additionally, most tables recognized the surrounding street grid, with only a few showing suggestions of new dead ends/cul-de-sacs. This shows general support for the notion of connectivity within the site.

As shown on the composite map, ensuring necessary access to the interior of the site is important, but limiting the total amount of new roadway is desirable from a cost standpoint. A good balance will need to be achieved in this arena.

The existence of the railroad was viewed as both a constraint and an opportunity, as some tables chose to identify new crossings so that connectivity to the west was improved. Others chose to use it as a barrier and developed street patterns which paralleled this feature. Some concerns might certainly arise with the establishment of new crossings and the City will need to work closely with the railroad in the early stages of this process to evaluate any potential new crossings.

## Exercise #7: Building Blocks - Table Results

Table #1



Table #2

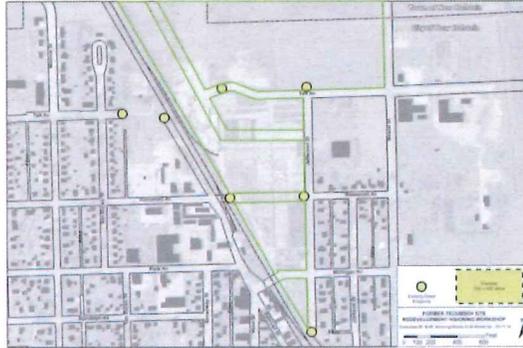


Table #3

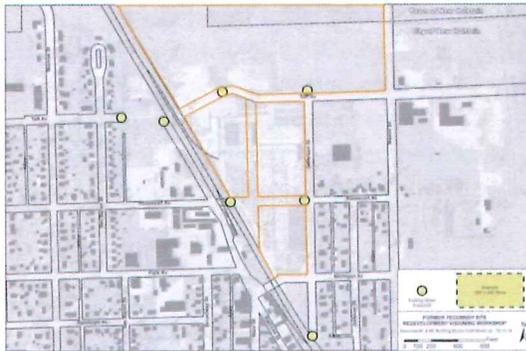


Table #4



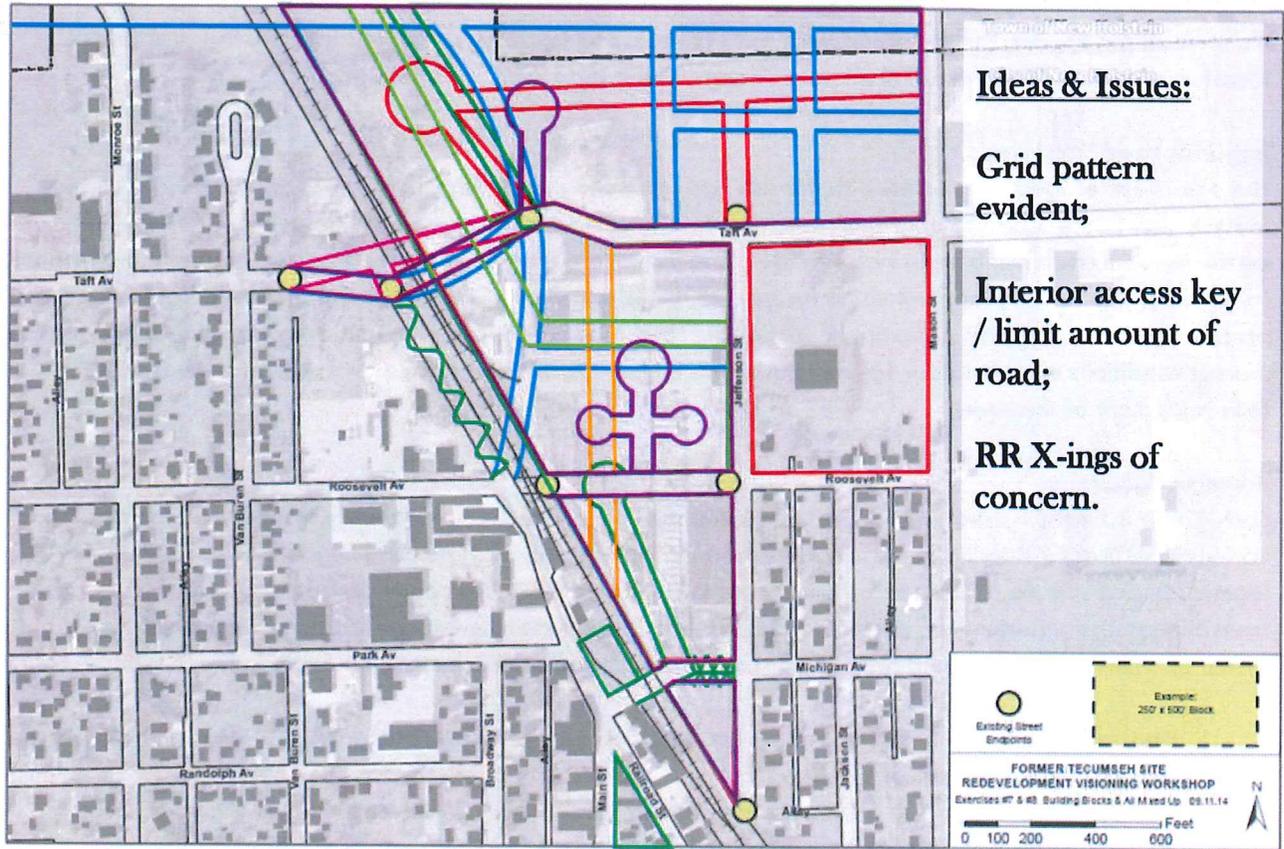
Table #5



Table #6



### Exercise #7: Building Blocks - Composite Map



## **Exercise #8: All Mixed Up**

### **Purpose**

**Generate discussion about appropriate land use types and ratios for the former Tecumseh site.**

### **Instructions**

**As a small group, use the street network map (developed for Exercise #7) to identify the mix and location of various land uses (residential, commercial, industrial, institutional, etc.).**

### **Importance of Land Use**

The actual use of land associated with this site had not been pre-determined before the workshops so that ideas about future land use and the function of the site could be developed by the public for further assessment. Determining what types of uses, and how those uses are arranged will be of utmost importance for creating the re-development vision for the site. Gauging community support for the type of uses proposed; examining their potential impact of the land use(s) on adjacent neighborhoods, and identifying market conditions and demands for these uses will all be of prime importance in moving forward with the redevelopment of the site.

### **Exercise Results**

Each group used their street network map (developed for Exercise #7) to identify the mix and location of various land uses (residential, commercial, industrial, institutional, etc.) based on a pre-determined legend/coding scheme. Each table's map results were unique. Some tables separated various land uses from one another, while others promoted more mixed-use development (both horizontally and vertically). When examining the composite map of all tables, several areas of commonality exist:

- 1) First, most participants seemed to agree that commercial/retail/office activity needs to be clustered in the southern portions of the site;
- 2) This area also seemed to be the preferred location for other public amenities and greenspace, indicating that it should be the 'social center' of a new neighborhoods as the area develops;
- 3) More intense industrial uses were generally concentrated in the northern portions of the site, and in areas adjacent to the railroad tracks;
- 4) The central portion of the site seemed to be targeted by most for moderate to high density residential uses;
- 5) Lower density residential uses were identified in the northeast portion of the site.

### Exercise #8: All Mixed Up – Table Results

Table #1



Table #2

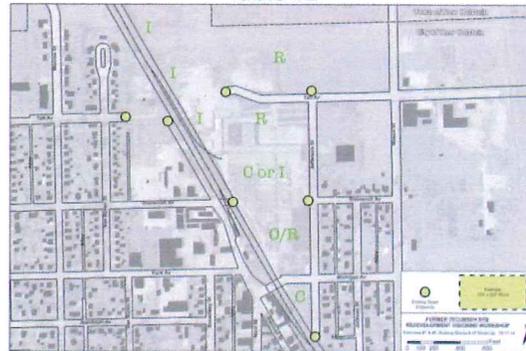


Table #3

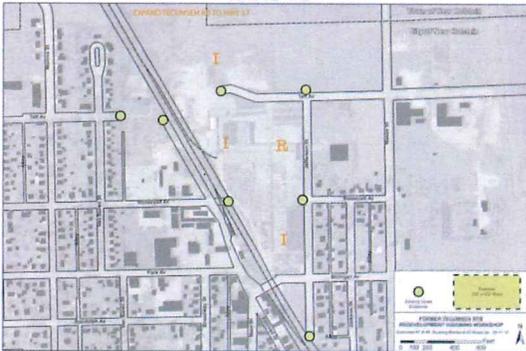


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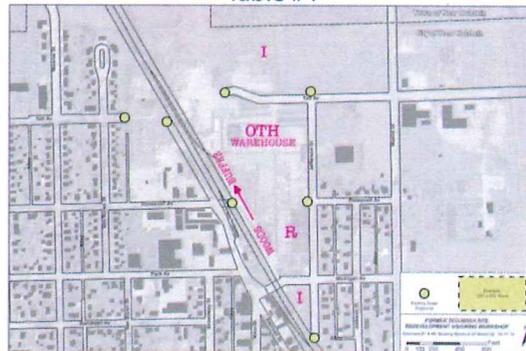


Table #5

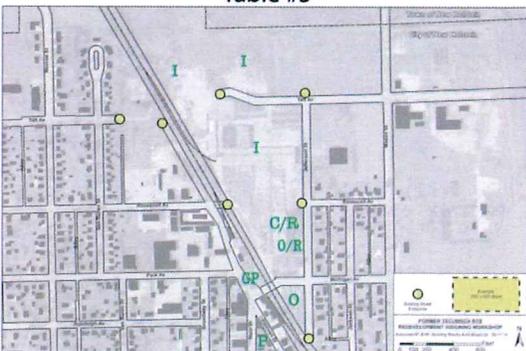


Table #6

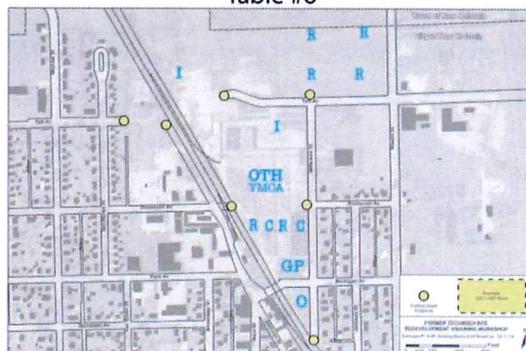
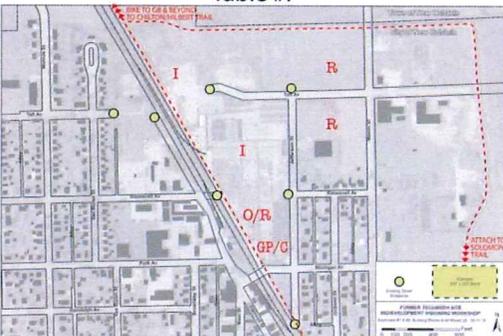
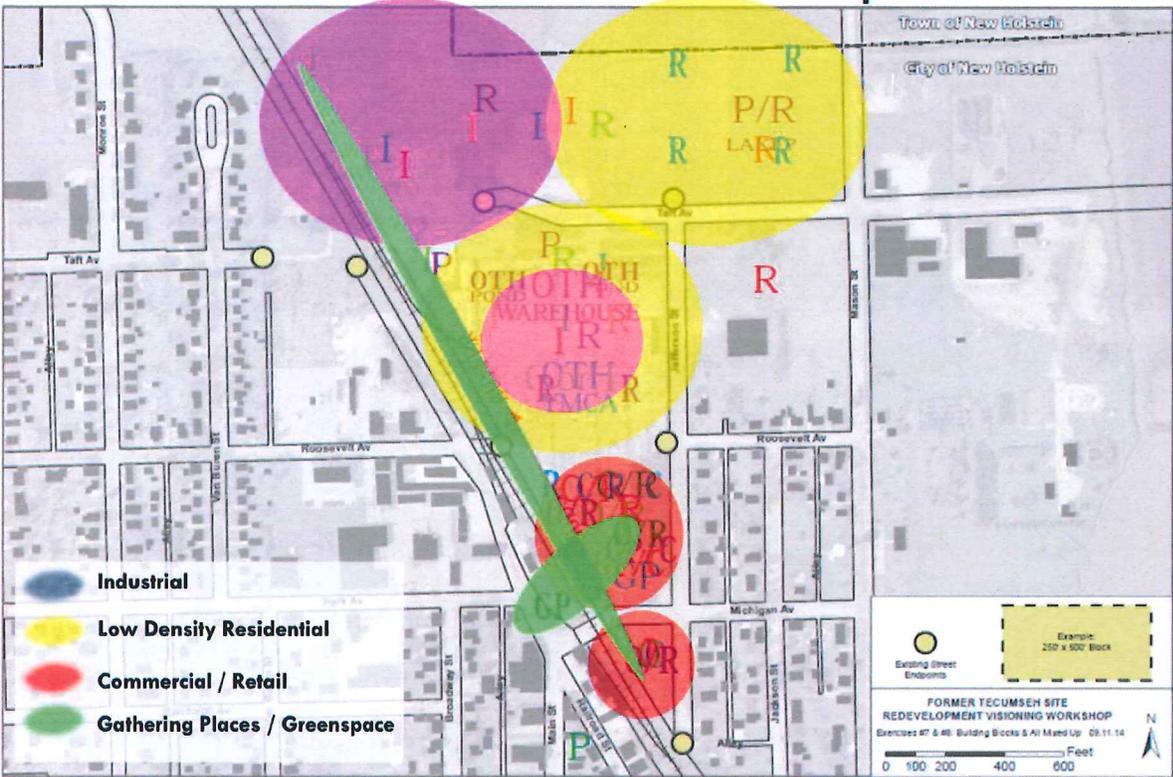


Table #7



### Exercise #8: All Mixed Up – Composite Map



## Exercise #9: Density and Intensity

### Purpose

Identify community preferences for the site regarding future development patterns (land use, building type/style, etc.).

### Instructions

Using the worksheets provided, assign a ranking to each type of development and offer comments/rationale, as applicable.

**DESIGN PREFERENCE SURVEY: Residential Types**

Please indicate your preference for each building type by placing an 'X' on a ranking from 0 - 4. Also, feel free to add explanations/comments in the space provided!

**Housing A: Single Family Housing**

- 1 or 2 story single family houses
- Attached or detached garages extend off of streets or alleys
- Lots vary comparable to surrounding neighborhood
- Street widths and patterns appropriate to scale of lots with sidewalks throughout
- Housing type might be integrated with limited amount of offices, or townhouses in appropriate locations.

**Housing B: Attached Single Family Housing**

- Most buildings are 2-3 stories
- Includes duplexes & townhouses (rowhouses)
- Garage attached to either street or alley
- Building and lot configurations may be required to promote open space
- Buildings set closer to sidewalk
- May be mixed with single family or small multi family housing
- May be adjacent to commercial uses

**Housing C: Small Multi Family Housing**

- 2 to 4 story buildings
- Wide variety of building designs
- Financing typically provided on surface lots, garage courts, and underground
- Lot right accessed from street, alley or private drive
- May be mixed with townhouses or larger multi family housing
- Some commercial uses may be found on the ground floor in some locations.

**Housing D: Larger Multi Family Housing**

- 1 to 6 story buildings
- Large scale buildings on larger lots may include larger multi building complexes
- Parking facilities provided on surface lots and underground parking
- May be mixed with small multi family housing
- Commercial and retail uses might be found on the ground floor at some locations
- May be adjacent to and mixed with commercial and employment uses

### Importance of Density and Intensity

Exercise #9 allowed participants to explore big picture future development scenarios for the former Tecumseh site. Having an idea of land use types, style and intensity can assist with ensuring that complementary land uses are sought for site as development opportunities arise.

## Exercise #9: Density and Intensity

### Exercise Results

This exercise was designed to gauge community preferences on land-use and density ranges through preference surveys on four different land-use categories – housing, retail, employment, and parking. Each category had four examples and descriptions of alternative building types and styles. Therefore, a total of 16 options were given and participants gauged their personal preference on a 0 to 4 scale for each option.

Graphs illustrating the aggregate results of the survey are shown below and can be generally described as follows:

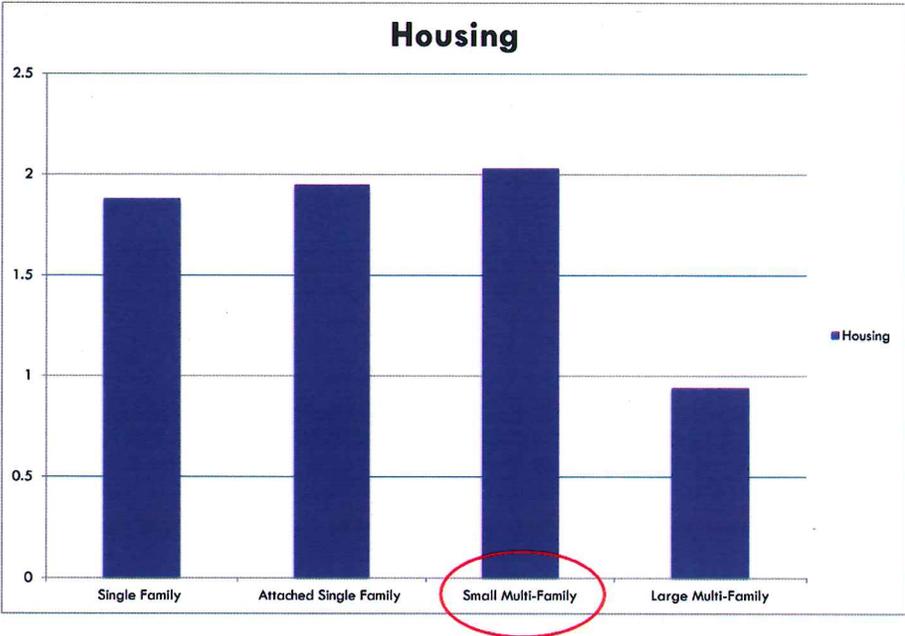
**Housing:** In general, a lower preference (1.6 points) for residential use was noted as compared to other uses for the site, although many people felt that some residential use ought to be integrated. Where supported, a slightly stronger preference existed for small, attached single and multi-family uses (i.e. townhouses, loft apartments, etc.)

**Retail:** Participants had a slight preference for multi-storied 'street oriented' commercial buildings versus single-story strip and free-standing building types. A low preference was given for large (big box) type of retail uses.

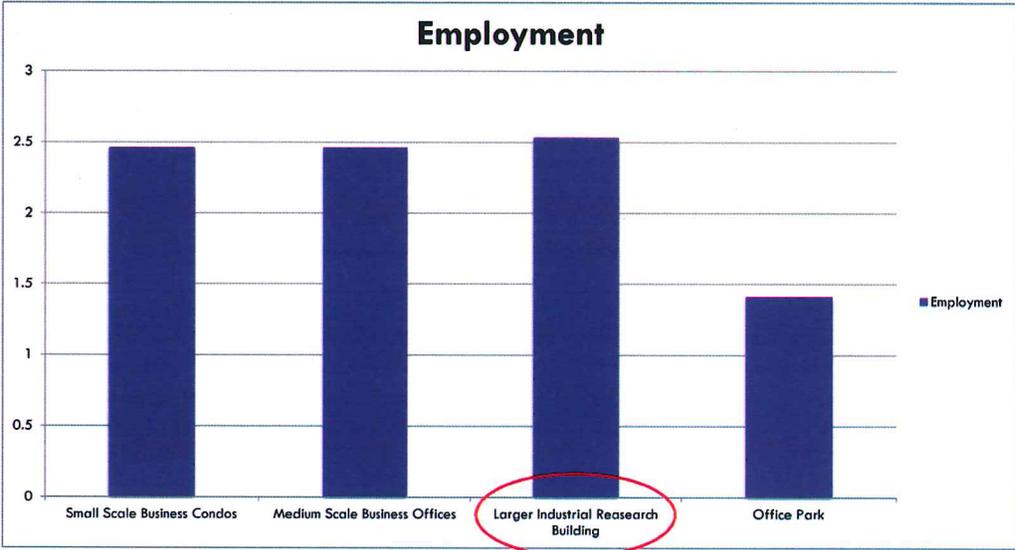
**Employment:** Preference for employment building types was pretty evenly distributed among small to medium business offices/condos, as well as larger industrial type research buildings. It was generally noted that a formal office park-style of development was not desirable for the site.

**Parking:** No strong preference was given for the type of on-street parking that might be developed/allowed within the site. Angled or parallel parking seemed to be evenly supported. Off-street parking in small surface lots was preferred by most, while only a few ranked structured parking as a possible option.

# Ex. #9 Results: Design Preference



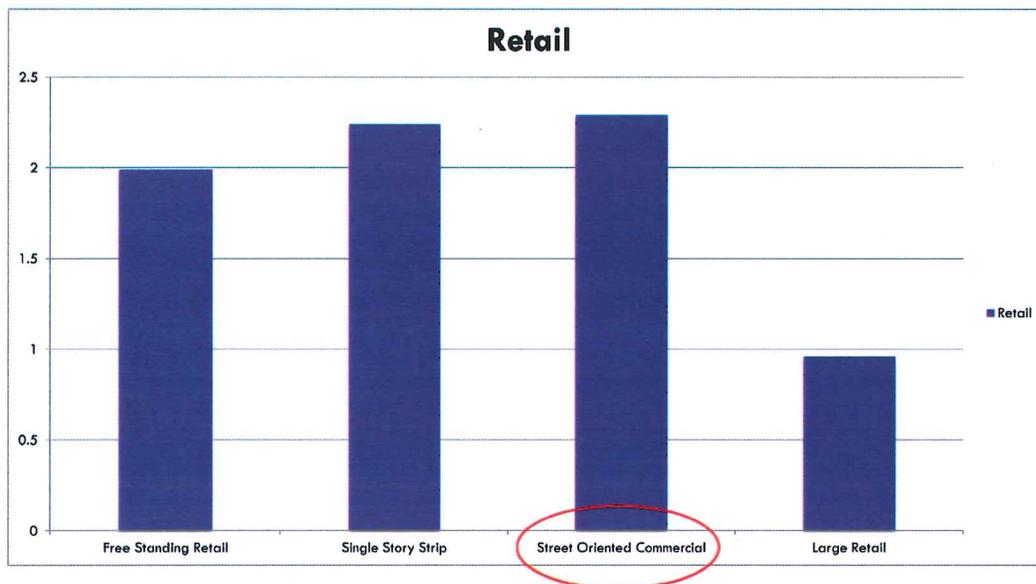
# Ex. #9 Results: Design Preference



## Ex. #9 Results: Design Preference



## Ex. #9 Results: Design Preference



## Exercise #10: Other Big Ideas

### Purpose

Brainstorm potential ideas and generate discussion pertaining to the long-term development of the former Tecumseh site.

### Instructions

Using the feedback form provided, jot down any other “big picture” ideas that could potentially be rolled into future redevelopment concepts and plans

## EXERCISE #10: ANY OTHER ‘BIG’ IDEAS?

Please use the space below to add any other concepts and ideas you may have for the future of the former Tecumseh site. Remember, no idea is too mild or wild.

### Brew Pub

Fast Food/Restaurant

Pharmacy

Any new technology –

Environmental/Bio energy.

### Jobs and careers

### New retail and restaurants

Target Store or warehouse

WMCA/YMCA

Burger King

Employment Agency

Little Caesars

Sports Center/Mini golf

Technical College

Green Space

### Farm Land

Prison/Correction Facility

### Town Square – Gathering Place

Office with residential above

Expansion of Mill and Salvage Co.

Senior Housing

### Downtown businesses

Theme Park

ATV/Motorcycle/Snowmobile store

Indoor Water Park with lap pool

Tie **Historical Area** (Wisconsin, Main, RR St.) into the plans.

Fish Farm

### Exercise Results

Dozens of ideas were generated by the individuals at each table. Many of these thoughts were mentioned during other exercises and pertain to specific business or land use desires for the site. When reviewed in the context of the “identity” statements that were generated early on in this process, a number of the ‘big ideas’ begin to align themselves with other re-occurring themes. In the summary table below, the ‘big ideas’ that were utilized as inspiration for the development of the subsequent Concept Plans are shown in red text.

# Workshop III – October 14, 2014

Concept plans, based on input gathered at Workshops I & II, for community members to react to. Approximately 60 people attended.

### Concept #1

Residential Expansion

**Description:**  
Typical residential development – driven by “Building Blocks” exercise, but not a lot of support and/or feasibility based on current market demands

**Elements Include:**

- Low, Medium & High Residential development
- Commercial/Retail Development
- Gridded street system
- Park
- Recreational Trail
- Redevelopment of Downtown (critical)

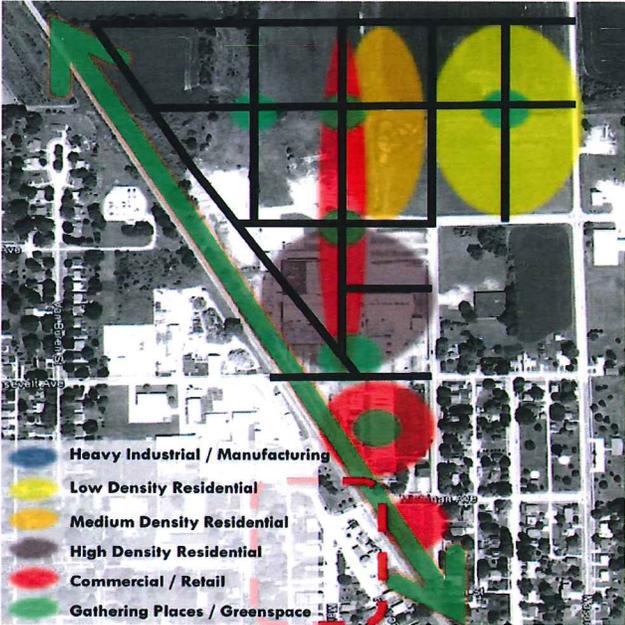
### Concept #2

Industrial / Research Park

**Description:**  
Typical industrial park development. No targeted focus. Combination of small manufacturing and office.

**Elements Include:**

- Focus on industrial development;
- Typical industrial park
- Some opportunities for research / office
- Park (Gathering space)
- Recreational Trail
- Redevelopment of Downtown (critical)

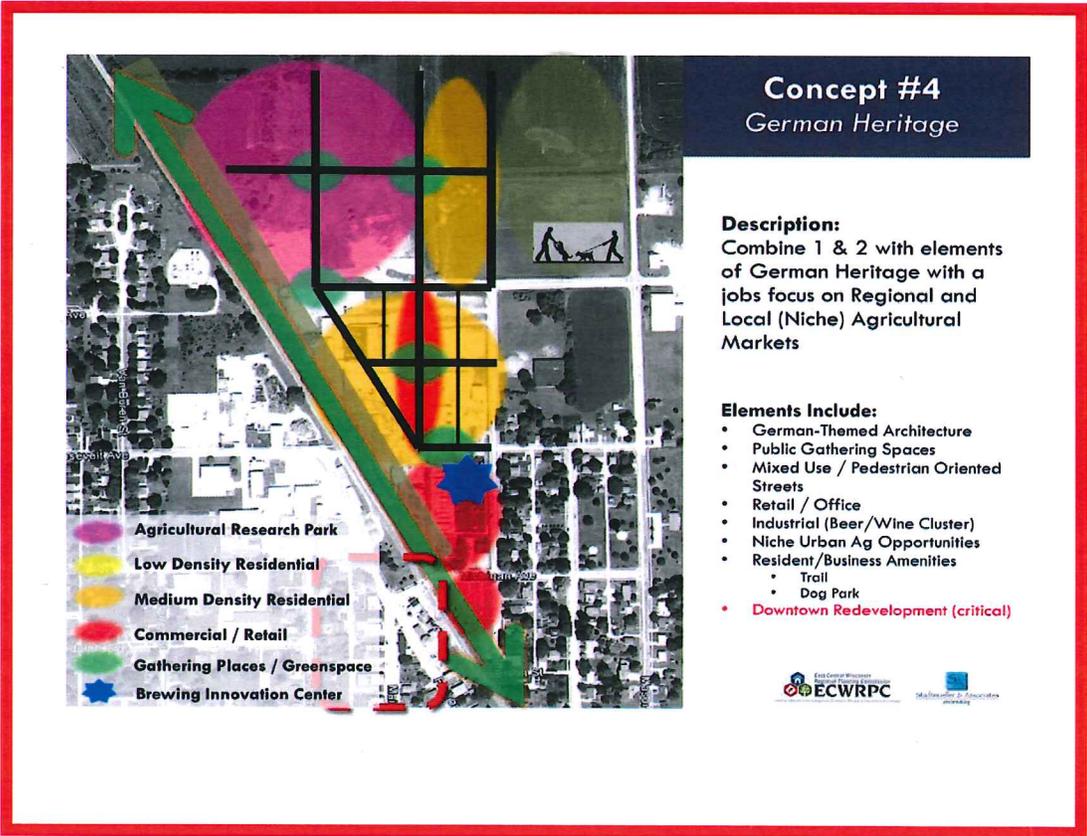


### Concept #3

Mixed-Use Urban Village

**Description:**  
 Similar elements as #1, but more intense/dense and mixed to address current market demands (rentals, low-maintenance, retirement, assisted living, etc.). Begins to make a 'place'.

- Elements Include:**
- Medium & High Residential development (different types)
  - More expansive Commercial/Retail Development w/LiveWork units
  - Industrial/Mfg./Research
  - Gridded street system
  - Park + Urban Parklets
  - Recreational Trail
  - **Redevelopment of Downtown (critical)**



### Concept #4

German Heritage

**Description:**  
 Combine 1 & 2 with elements of German Heritage with a jobs focus on Regional and Local (Niche) Agricultural Markets

- Elements Include:**
- German-Themed Architecture
  - Public Gathering Spaces
  - Mixed Use / Pedestrian Oriented Streets
  - Retail / Office
  - Industrial (Beer/Wine Cluster)
  - Niche Urban Ag Opportunities
  - Resident/Business Amenities
    - Trail
    - Dog Park
  - **Downtown Redevelopment (critical)**



# CREATING A PLACE

## Place Statement

### New Holstein

A community proud of its German heritage that leverages its regional agricultural resources and emerging business clusters to become a Craft Beer Industry destination.

#### Core Themes

- Community Driven
- Welcoming gateway
- German Heritage
- Mixed-use – Retail, Office and Residential
- Craft Beer/Wine Industry
- Connect to Downtown
- Authentic, defined spaces
- Activities/Events
- Gathering spaces/Sociability
- Communications

#### Guiding Principles

- Establish framework for community leadership and ongoing participation
- Provide gateway that welcomes people to a German-themed neighborhood
- Create design standards that incorporate German architecture features
- Create mixed-use, connected development
- Identify and recruit business clusters in the Craft Beer/Wine Industry
- Provide enhanced link to Downtown historic district
- Identify small business/retail area and an authentic Biergarten
- Offer activities and events for all ages
- Provide amenities and gathering areas for future tourists/visitors
- Develop a consistent brand for business recruitment and tourism

## Redevelopment Recommendations:

- Develop an Industry Cluster strategy focusing on the Craft Brewing Industry and related businesses.
- Educate the community on the Industry Cluster Concept.
- Seek potential business tenants/developers that complement existing nearby malt and brewing businesses.
- Rebrand the Tecumseh Site to emphasize new concept, raise the profile of the redevelopment project and share the story of the community.
- Identify an anchor business that will strengthen the development and serve as a catalyst for additional business recruitment.
- Incorporate surrounding Downtown and neighborhoods with redevelopment and new investment in existing properties, via façade improvements, streetscaping, branding and physical links.
- Some land-use recommendations for the redevelopment site:
  - Create a gateway to the site that provides a link to Downtown New Holstein
  - Provide buffer/screening between site and industrial businesses along the railroad track
  - Include some residential options in the site according to market demands
  - Create public improvements to the site (roads, landscaping, screening)
  - Create a welcome/educational center to help provide a visible gateway
  - Include event and gathering spaces within the development site
  - Preserve residential neighborhoods along Jefferson street by incorporating some new housing options adjacent to existing residential neighborhoods

## What is a Business Cluster Concept?

Industry clusters are groups of similar businesses in a defined geographic area that share common markets, suppliers, technologies, employee skills. These businesses are often linked by buyer-seller relationships and provide competitive advantage through this special connection and close proximity.

The term business cluster, also known as an industry cluster, competitive cluster, or Porterian cluster, was introduced and popularized by Michael Porter in *The Competitive Advantage of Nations* (1990). Some consider Harvard Business School's Michael Porter to be one of the most influential business scholars of the past decade.

He asserts that clusters have the potential to affect competition in three ways:

1. Increasing the productivity of the companies in the cluster
2. Driving innovation in the industry
3. Stimulating new businesses in the field

## Craft Brewing Industry Cluster Businesses

1. Agriculture (Hops/Grains/Grapes)
2. Brewing Suppliers
  - Equipment & Supplies
  - Ingredients & Processing (Malt, Hops, Stabilizers)
  - Milling & Grain Handling
  - Packaging & Dispensing
3. Brewpubs/Microbrews
4. Restaurants
5. Events
6. Research & Training Center
7. Wine Ingredients & Supplies

### **Example of a successful Craft Brewing Industry Cluster: Oregon**

#### **Statistics:**

- 285 million bottles of beer on the wall
- Oregon's brewing industry by the numbers
- 63: Number of brewing companies in Oregon
- 88: Number of brewing facilities in Oregon
- 1: Portland's rank among U.S. metro areas for craft brewing markets
- 1: Oregon's rank among states, craft beer consumption per capita
- 2: Oregon's rank, hop production
- 4: Oregon's rank, breweries per capita (behind Vermont, Montana and Maine)
- 860,000: Barrels of beer brewed in Oregon in 2007
- 5,000: Brewery jobs in Oregon
- \$2.25 billion: Annual impact of Oregon's beer industry
- 5.9%: U.S. market share of craft beers by dollars
- 3.8%: U.S market share of craft beer by volume
- 11.4%: Oregon market share of local craft beer by volume

**Sources: Oregon Brewers Guild, Brewers Association, John Dunham and Associates**

## REDEVELOPMENT PLAN

### Market Potential:

Source: *Bart Watson, Staff Economist for the Brewers Association*

**The Craft Brewing Industry Contributed \$33.9 Billion to the U.S. Economy in 2012, more than 360,000 Jobs**

[Small and independent American craft brewers](#) contributed \$33.9 billion to the U.S. economy in 2012. The figure is derived from the total impact of beer brewed by craft brewers as it moves through the three-tier system (breweries, wholesalers and retailers), as well as all non-beer products like food and merchandise that brewpub restaurants and brewery taprooms sell. The industry also provided more than 360,000 jobs, with 108,440 jobs directly at breweries and brewpubs, including serving staff at brewpubs.

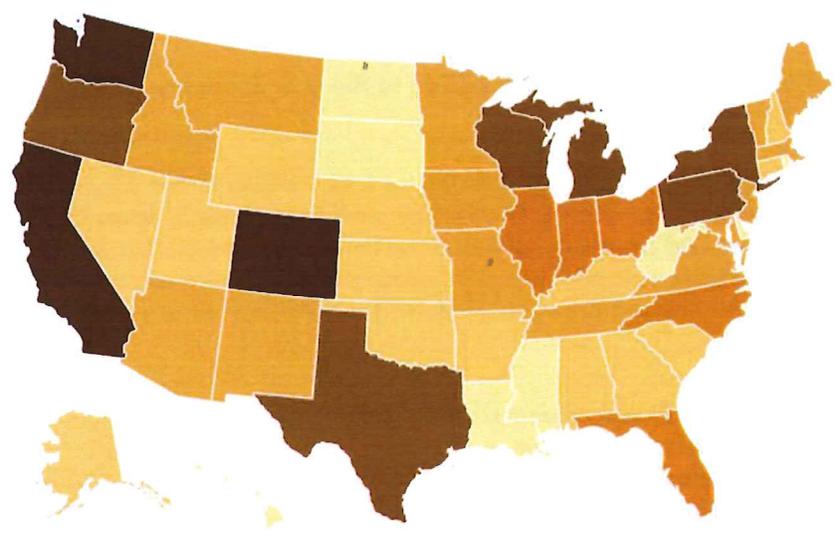
### Why is this plan feasible?

1. **Leveraging existing natural resources and community assets**
  - a. Agriculture business cluster (malt, grain, etc)
  - b. Community Garden Center
  - c. Historic Downtown – German Heritage
  - d. Abundant Farm Land
  - e. Centrally Located
2. **Emerging Industries**
  - a. Craft Beer industry is growing
  - b. Industry clusters are here already
3. **Community Development plays major role in Economic Development**
  - a. Creating quality-of-life attributes while focusing on niche markets are essential for every community in today's Global Economy!

[craft-beer industry](#)

STATE DATA **TOTAL BREWERIES** ANNUAL PRODUCTION PRODUCTION GROWTH (2011-12) BREWERIES PER 500,000 PEOPLE  
BREWERY DATA FIFTY LARGEST BREWERIES FASTEST-GROWING BREWERIES **NEW BREWERIES (OPENED IN 2012)**

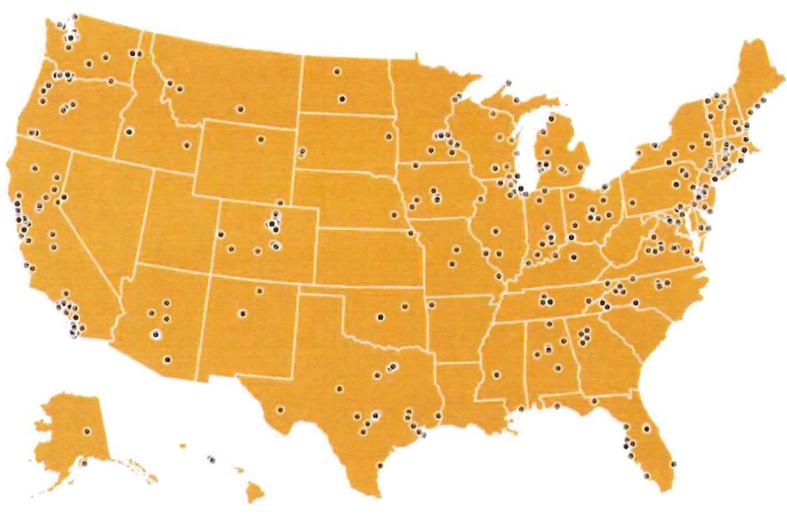
LESS MORE



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[craft-beer industry](#)

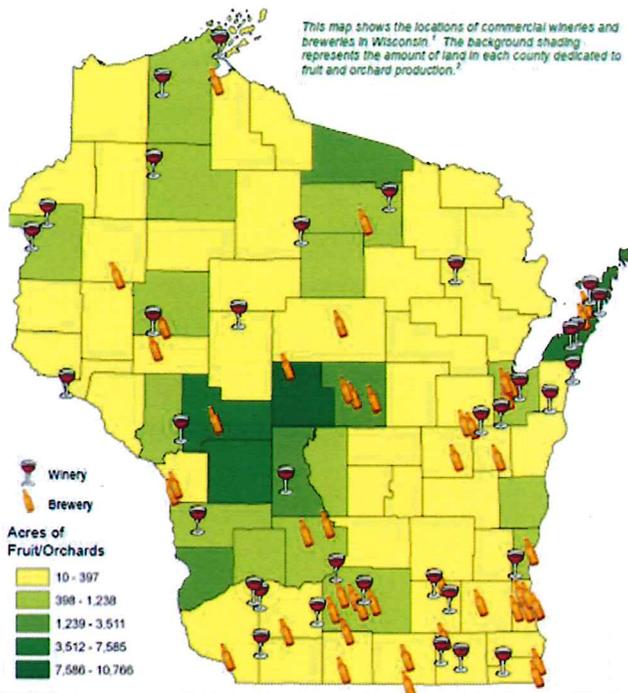
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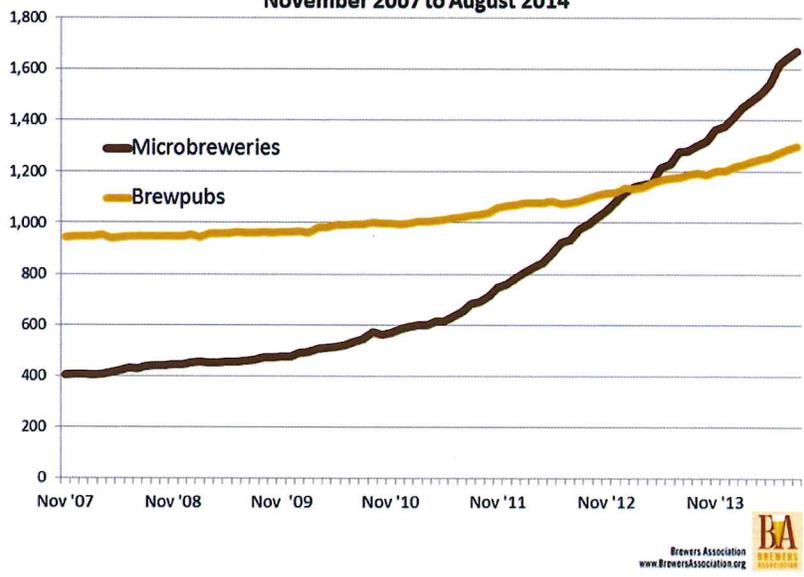
WISCONSIN LAND USE MEGATRENDS

Wisconsin Wineries and Breweries

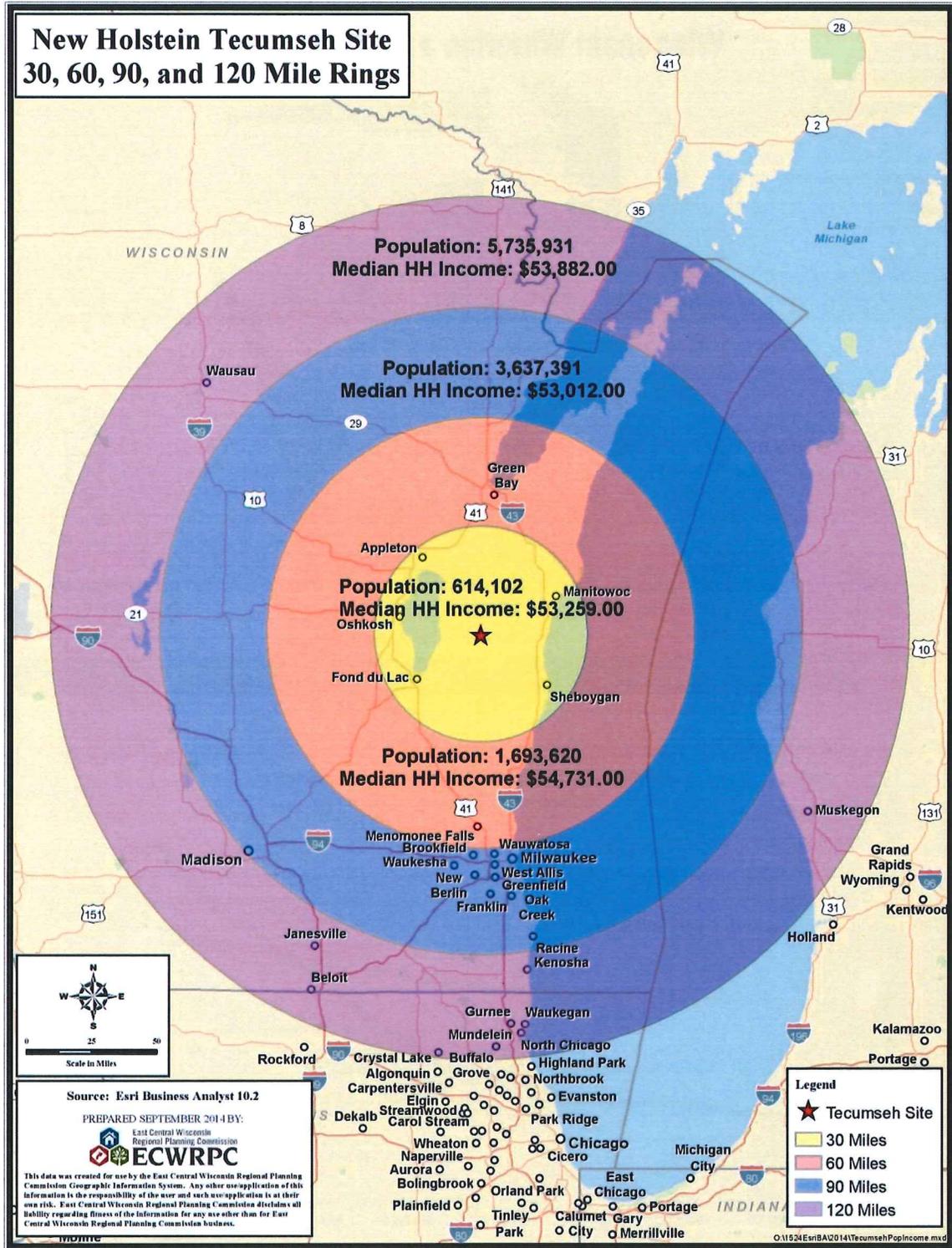


AGRICULTURE

Number of Microbrewery and Brewpub Facilities; November 2007 to August 2014



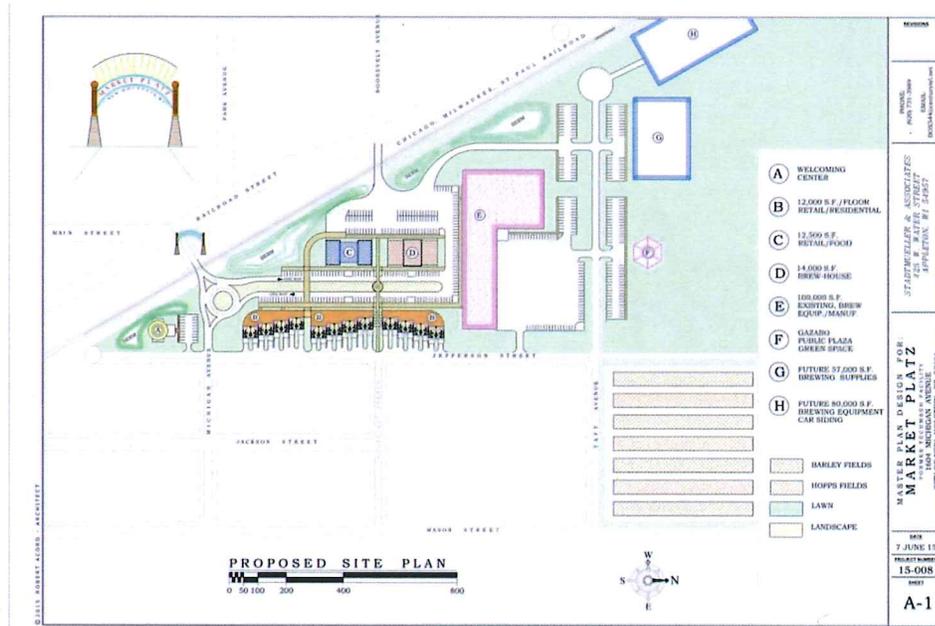
## Geography and Market Area:



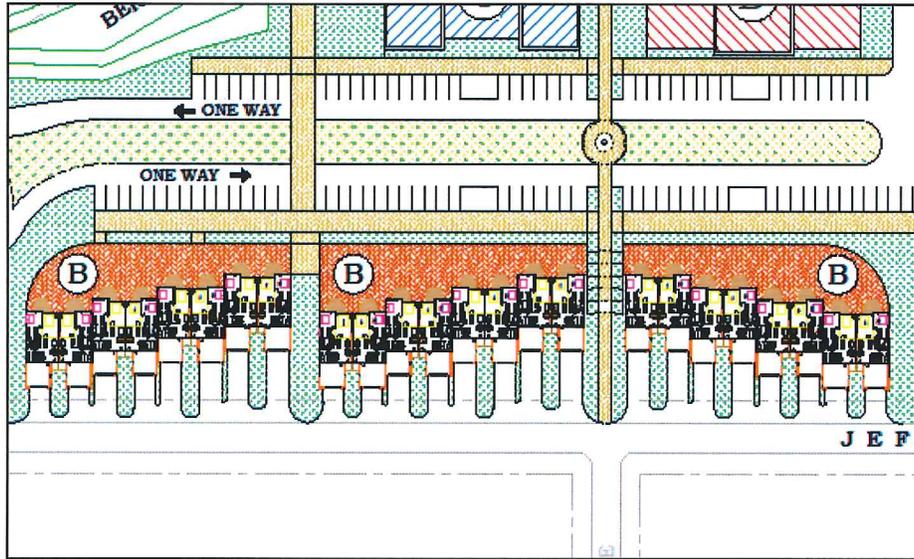
## Redevelopment Concept

The redevelopment potential for the Tecumseh site as a craft brewing cluster provides for mixed use commercial/industrial development areas with the potential for a small area of residential development over the retail/office projects. The key elements of the concepts include:

1. **Building A-Visitor/Education Center.** The craft brewing cluster may be positioned as a business park and a retail/festival center. The 3,000 square foot visitor/education center will act as a gateway feature that introduces visitors to the site and offers educational exhibits and classes.
2. **Buildings B (First Floors)-Office and Retail.** Small suites averaging 2,400 square feet will provide a location for craft brewing niche businesses and retailers
3. **Buildings B (Second Floors)-Residential Apartments.** The existing Jefferson Street residential neighborhood offers an opportunity to create a mixed-use project with residential units over the commercial space. Twenty-four apartments are provided in 3 separate buildings.
4. **Buildings C-Retail and Food Service.** One or more larger suites in a 12,000 square foot building will provide a location for a restaurant and other entertainment facilities.
5. **Building D-Micro brewing facility.** A 14,000 square foot micro-brewing facility with a tasting room and food service will provide an anchor for the craft brewing cluster concept.
6. **Building E-Distribution facility.** A local company has expressed interest in renovating approximately 100,000 square feet of the existing warehouse for use as distribution center.
7. **Building F-Public Gazebo.** A large area of open space may be used as an event area for outdoor festivals that support the craft brewing cluster concept.
8. **Building G-Craft Brewing Supply Center.** A 57,000 square foot building will provide an opportunity for a larger brewing supplier.
9. **Building G-Craft Brewing Equipment Center.** An 80,000 square foot building will provide an opportunity for a larger brewing supplier with access to the railroad siding.
10. **Agricultural Demonstration Plots.** An opportunity exists on the site for agricultural demonstration plots or small scale production of crops used in brewing, including barley and hops.



## Mixed-Use Residential Concept



### Residential Apartments Plan View Concept

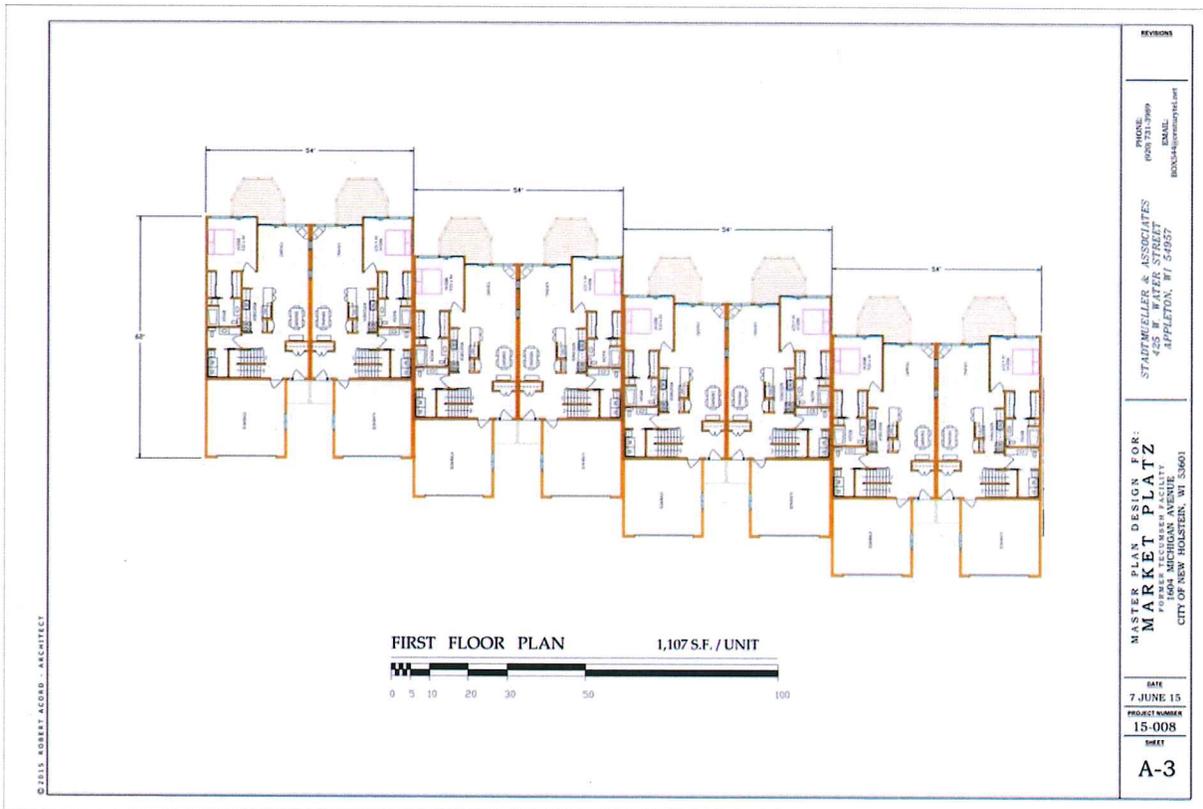
The elevations along Jefferson Street offer an opportunity to build residential units over commercial space that will provide for at-grade access and garages from Jefferson Street. The site may also be linked the retail area through green spaces and stairs.



### Residential Apartments Cross Section Concept

The residential units over the commercial space may be designed in a traditional German architectural style.

## Mixed-Use Residential Concept

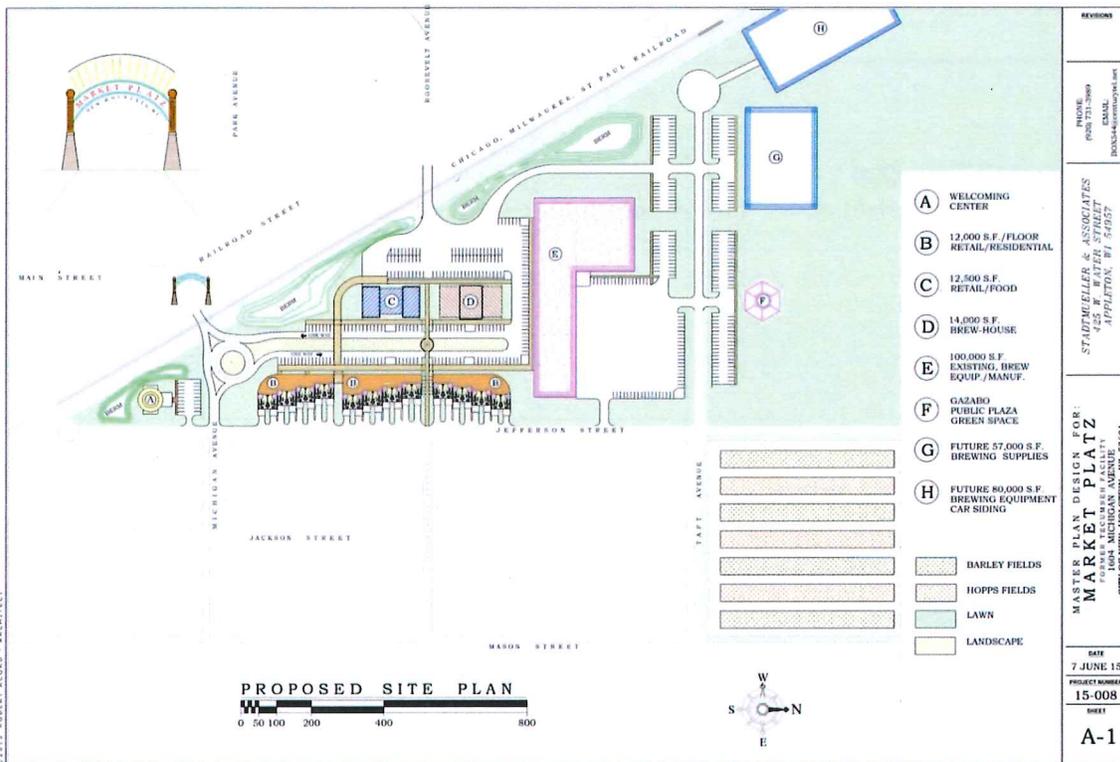


### Residential Apartments Floor Plan

The residential units may be offset above the commercial space to provide architectural interest and privacy.

## New Holstein Craft Brewing Cluster Phase 1 Business Recruitment/Leasing Concept

<b>Business Type</b>	<b>Phase 1 (SF)</b>	<b>%</b>
Marketing	2,400	1.70%
Equipment	2,400	1.70%
Ingredients	2,400	1.70%
Packaging	2,400	1.70%
Services	2,400	1.70%
<b>Total</b>	<b>12,000</b>	<b>8.51%</b>
Visitor/educational Facility	3,000	2.13%
Food & Entertainment	12,000	8.51%
<b>Total</b>	<b>15,000</b>	<b>10.64%</b>
Brewing Facility	14,000	9.93%
Distribution	100,000	70.92%
<b>Total</b>	<b>141,000</b>	<b>100.00%</b>



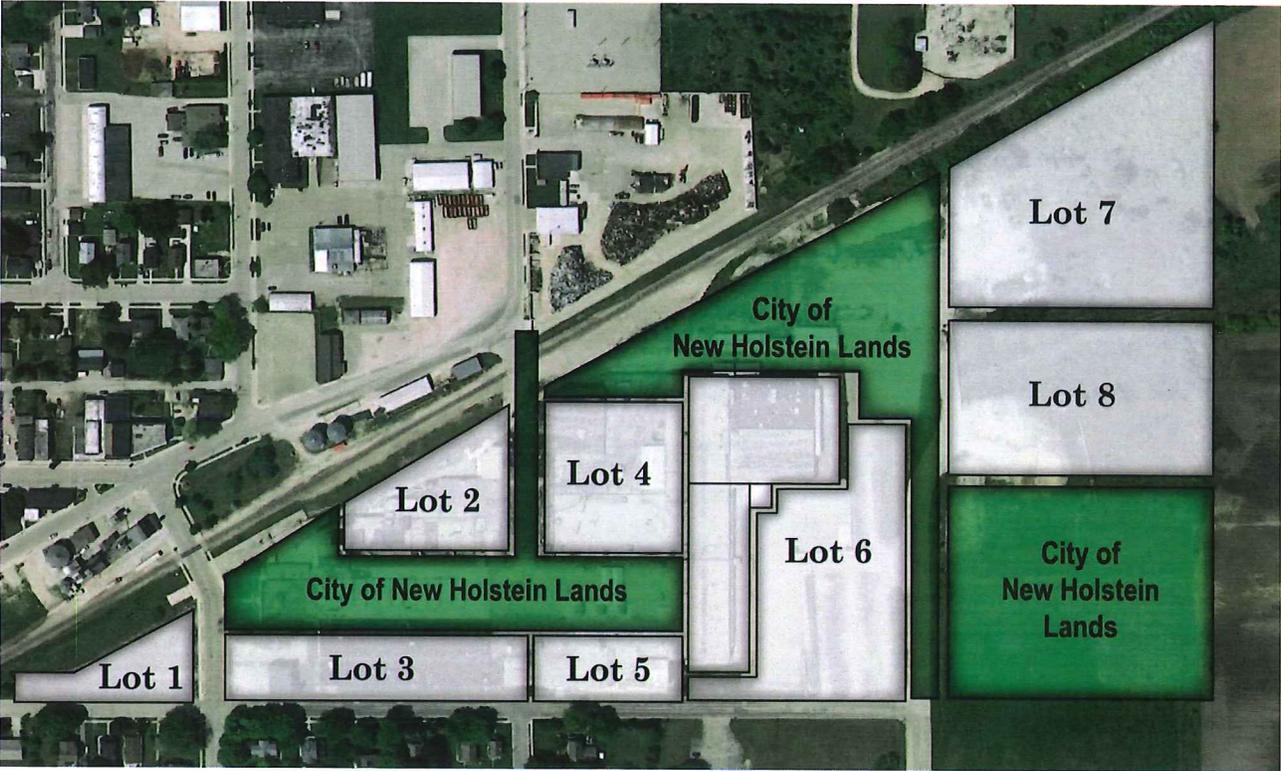
### Land Division Concept

The redevelopment of Tecumseh site will require the creation of new land survey that provides for both public areas for roads and open space and salable parcels for private development. The total site is approximately 32 acres. The Land Division concept contains eight parcels totaling approximately 18.43 acres of salable land and 14.50 acres of public land.

<u>Parcel</u>	<u>Acres</u>
Lot 1	0.33
Lot 2	0.97
Lot 3	1.65
Lot 4	1.74
Lot 5	0.83
Lot 6	5.80
Lot 7	3.75
Lot 8	<u>3.36</u>
Total	18.43

## TECUMSEH SITE REDEVELOPMENT PLAN

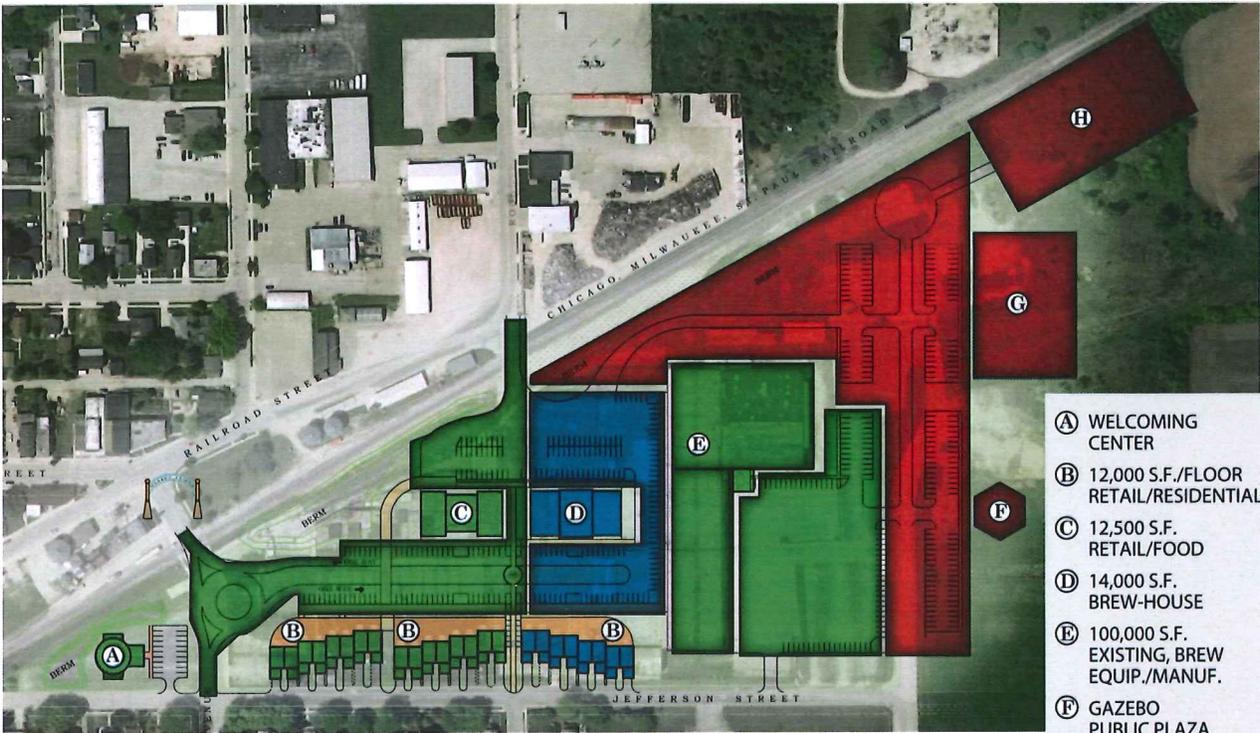
### Land Division Concept



# Project Phasing

The redevelopment of Tecumseh site may be implemented in three phases which will begin on the south side of the site at the intersection of Michigan and Jefferson Streets. This first phase will permit development of a visitor/education center and the initial development of the retail mixed-use plaza area creating a strong link to the historic preservation area on Main Street. In addition, Phase 1 will provide for the renovation of a portion of the existing warehouse as a distribution center. Phases 2 and 3 may be developed as demand for commercial and residential space permits.

## TECUMSEH SITE REDEVELOPMENT PLAN Redevelopment Phases



Phase 1: **Green**  
Phase 2: **Blue**  
Phase 2: **Red**

## Project Investment Summary

Based on the Business Recruitment/Leasing Concept the scope of development of each phase is estimated.

- Phase 1 provides for 163,000 square feet of development including the renovation of the exiting warehouse. The resulting estimated invest totals \$8,396,000.
- Phase 2 provides for 36,500 square feet of development with an estimated total investment of \$3,770,000.
- Phase 3 provides for 107,000 square feet of development with an estimated total investment of \$3,210,000.

### Phase 1 (Green)

Project Location	Project Type	Units	Size	Estimated Investment
Project A	Visitor Center	1	3,000	\$156,000
Project B1 (Commercial)	Commercial	1	12,000	\$1,200,000
Project B1 (Residential)	Town House	8	12,000	\$1,320,000
Project B 2 (Commercial)	Commercial	1	12,000	\$1,200,000
Project B 2 (Residential)	Town House	8	12,000	\$1,320,000
Project C	Commercial	1	12,000	\$1,200,000
Project E	Light Industrial	1	100,000	\$2,000,000
<b>Total</b>			<b>163,000</b>	<b>\$8,396,000</b>

### Phase 2 (Blue)

Project Location	Project Type	Units	Size	Estimated Investment
Project B 3 (Commercial)	Commercial	1	12,000	\$1,200,000
Project B3 (Residential)	Town House	8	12,000	\$1,320,000
Project D	Commercial	1	12,500	\$1,250,000
<b>Total</b>			<b>36,500</b>	<b>\$3,770,000</b>

### Phase 3 (Red)

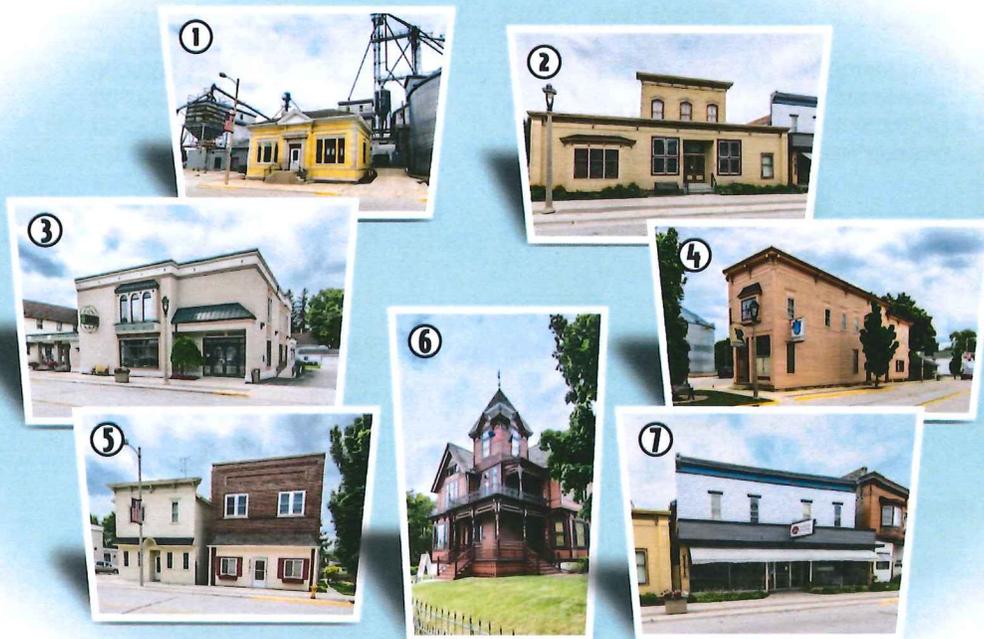
Project Location	Project Type	Units	Size	Estimated Investment
Project G	Commercial	1	57,000	\$1,710,000
Project H	Commercial	1	50,000	\$1,500,000
<b>Total</b>			<b>107,000</b>	<b>\$3,210,000</b>

**TECUMSEH SITE REDEVELOPMENT PLAN**  
Redevelopment Phases



## Downtown Historic Preservation

The redevelopment of Tecumseh site offers an opportunity to enhance the traditional “downtown” commercial area through renovation of key historically significant properties. The craft brewing cluster may provide increased demand for commercial space that will encourage new investment in these key properties. In addition, the agricultural facets of the craft brewing cluster complement the existing grain mill which is a prominent part of the historic “downtown.”



## **HISTORIC DOWNTOWN PROPERTIES**

1. Calumet Feeds & Supply Inc. • 2. Pioneer Museum  
3. Premier Financial • 4. Market Square Tavern  
5. Apartments • 6. The Timm House • 7. Julia's Furniture

## DEVELOPMENT PROCESS

### Leadership and Organization

- Economic Development Corp. EDC – is a 501(c) 3 organization – will manage process
- Funding – Currently EDC is funded by the City, Utilities and businesses/membership. Potential to raise funds (non-profit) through events, etc.
- Could increase participation from volunteers
- Recommend increase in hours for Jonathan or additional staff

#### Organizational Structure

Board of Directors  
Officers  
Community Accountability

#### Organizational Funding

Community Fundraising  
Grants  
Public Funding

#### Organizational Human Resources

Volunteers  
Employees

### Marketing and Business Recruitment

#### General Economic Development Strategy

Business Cluster Strategy: There are several types of businesses and companies that serve the craft beer/wine industries.

#### Business Cluster Implementation Tactics

Resource: Brewer's Association Website – "Find a Supplier" Menu

Four Market Segments (Local/Regional/National):

1. Microbrewery
2. Brewpub
3. Contract Brewing Company
4. Regional Craft Brewery

#### Marketing and Business Recruitment Support

Create Action Steps & Budget

### Community Relations & Education

#### General Community Public Relations

Community Branding Plan – Name the project site  
Public Relations Plan (See PR/Marketing Plan in Appendix)

**Project Information and Community Education**

Fundraising

Events

Community Workshops

Speaking/Presentation Opportunities

**Site Acquisition and Redevelopment**

**Site Control Plan**

Legal Issues

Property Tax and Fees

Acquisition Budget

**Redevelopment Funding**

Grant Applications

Grant Approvals

Funding Documentation

**Environmental Planning**

Environmental Assessment

Strategic Plan

Tactical Plan

**Environmental Remediation**

Pre-demolition Inspection

Pre-demolition Cleanup

**Demolition and Site Reclamation**

Demolition Plan

Demolition Bids

Demolition

Site reconstruction

**City of New Holstein Tax Increment Financing**

TIF Plan (Staff)

Plan Commission

Joint Review

Council Approval

**Land Planning**

Land Division Plan

Public Infrastructure Plan

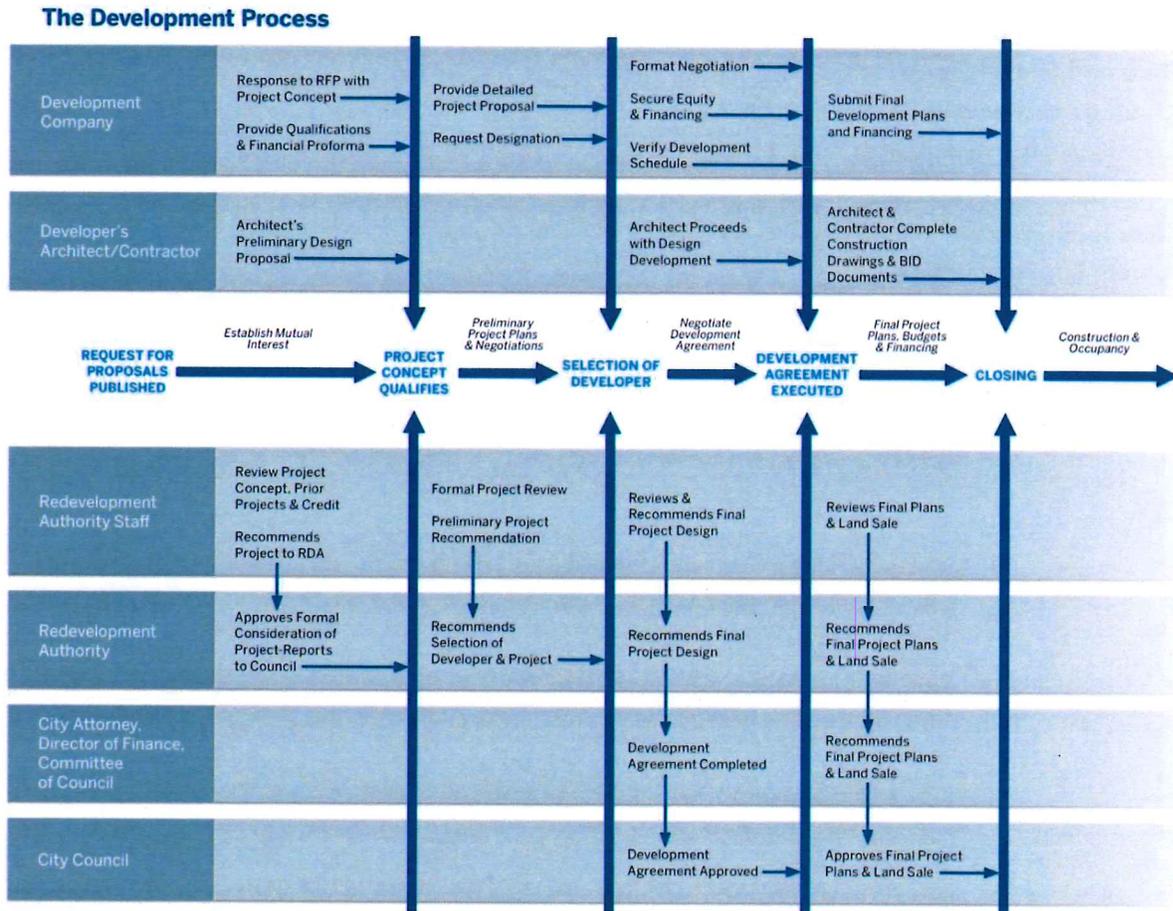
Zoning and Design Regulation

**Downtown Link Plan**

Property & Business Owners Relations

Building Stock Assessment

Nodes and Links



## NEXT STEPS:

### Master Planning

- CDA and City Council approval of Master Plan ✓
- Pre-development marketing and public relations

### Public Redevelopment Funding

- Tax Increment Financing (TIF)
- TIF Plan budget
- Redevelopment grant applications

### Property Acquisition

- Pre-development environmental planning
- Legal preparation
- Resolution of outstanding property taxes and fees

**Marketing and Developer Selection**

- Developer(s) Request For Proposals (RFP)
- Developer(s) selection

**Demolition and Site Reclamation**

- Final demolition and site reconstruction plan
- environmental remediation
- Demolition
- Site reconstruction

**Development Implementation**

- Close sale of land to developer
- Project environmental remediation
- Project construction

# New Holstein Place Statement:

A community proud of its **German Heritage** that leverages its regional **agricultural resources** and **emerging business clusters** to become a **Craft Beer Industry** destination.

## Core Themes

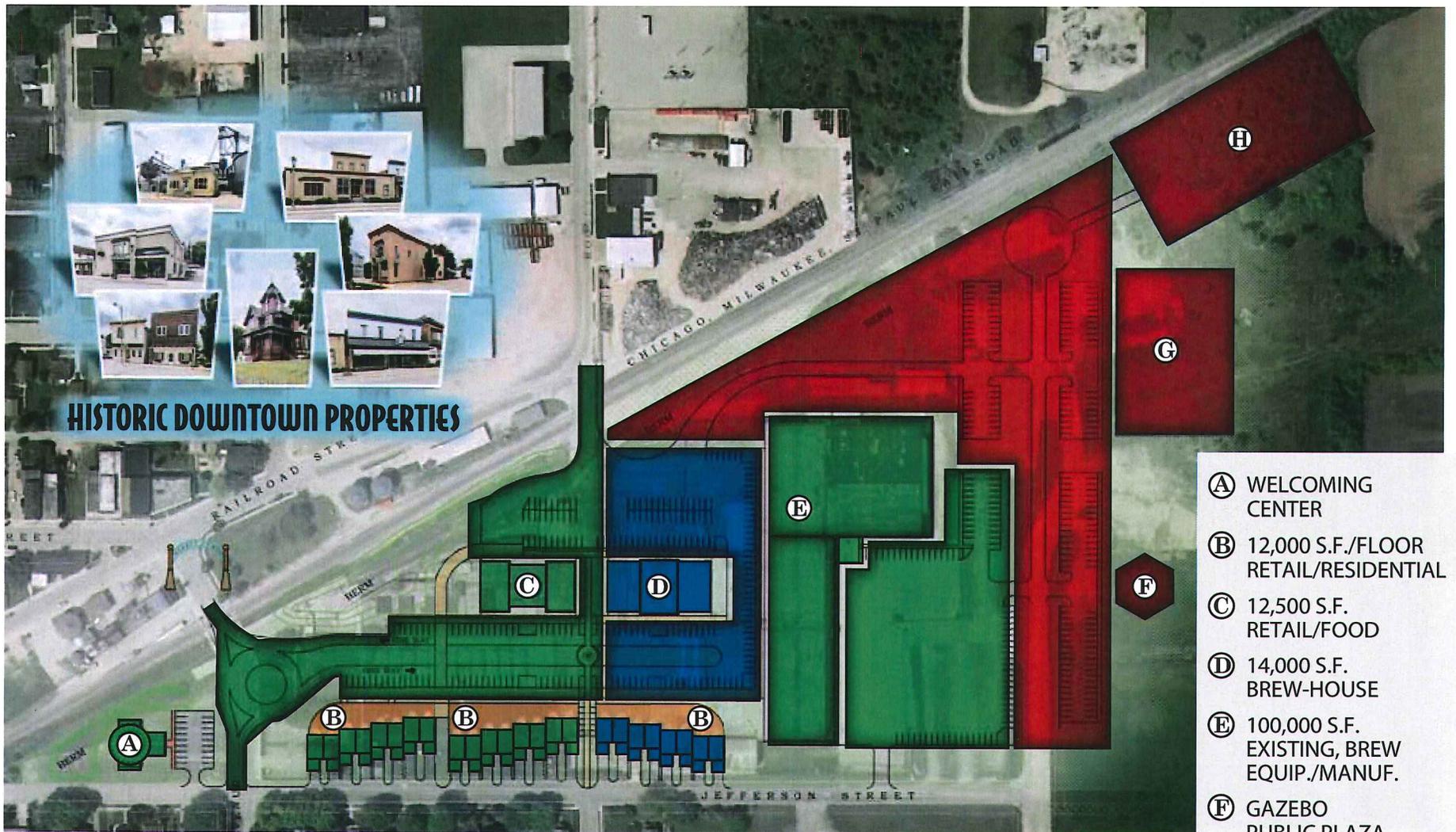
- Community Driven
- Welcoming gateway
- German Heritage
- Mixed-use – Retail, Office and Residential
- Craft Beer/Wine Industry
- Connect to Downtown
- Authentic, defined spaces
- Activities/Events
- Gathering spaces/Sociability
- Communications

## Guiding Principles

- Establish framework for community leadership and ongoing participation
- Provide gateway that welcomes people to a German-themed neighborhood
- Create design standards that incorporate German architecture features
- Create mixed-use, connected development
- Identify and recruit business clusters in the Craft Beer/Wine Industry
- Provide enhanced link to Downtown historic district
- Identify small business/retail area and an authentic Biergarten
- Offer activities and events for all ages
- Provide amenities and gathering areas for future tourists/visitors
- Develop a consistent brand for business recruitment and tourism

# TECUMSEH SITE REDEVELOPMENT PLAN

## Redevelopment Phases



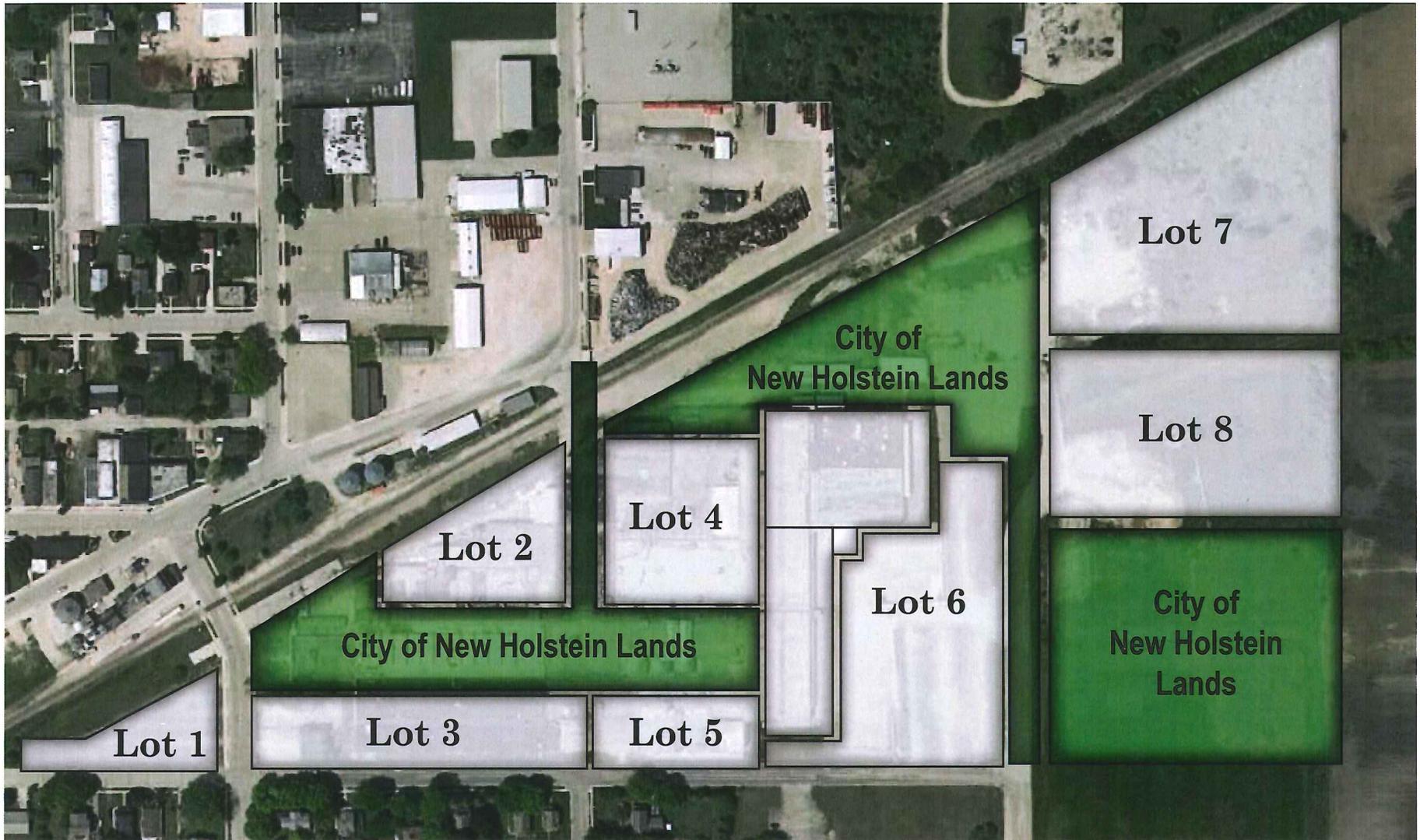
- (A) WELCOMING CENTER
- (B) 12,000 S.F./FLOOR RETAIL/RESIDENTIAL
- (C) 12,500 S.F. RETAIL/FOOD
- (D) 14,000 S.F. BREW-HOUSE
- (E) 100,000 S.F. EXISTING, BREW EQUIP./MANUF.
- (F) GAZEBO PUBLIC PLAZA GREEN SPACE
- (G) FUTURE 57,000 S.F. BREWING SUPPLIES
- (H) FUTURE 80,000 S.F. BREWING EQUIPMENT CAR SIDING

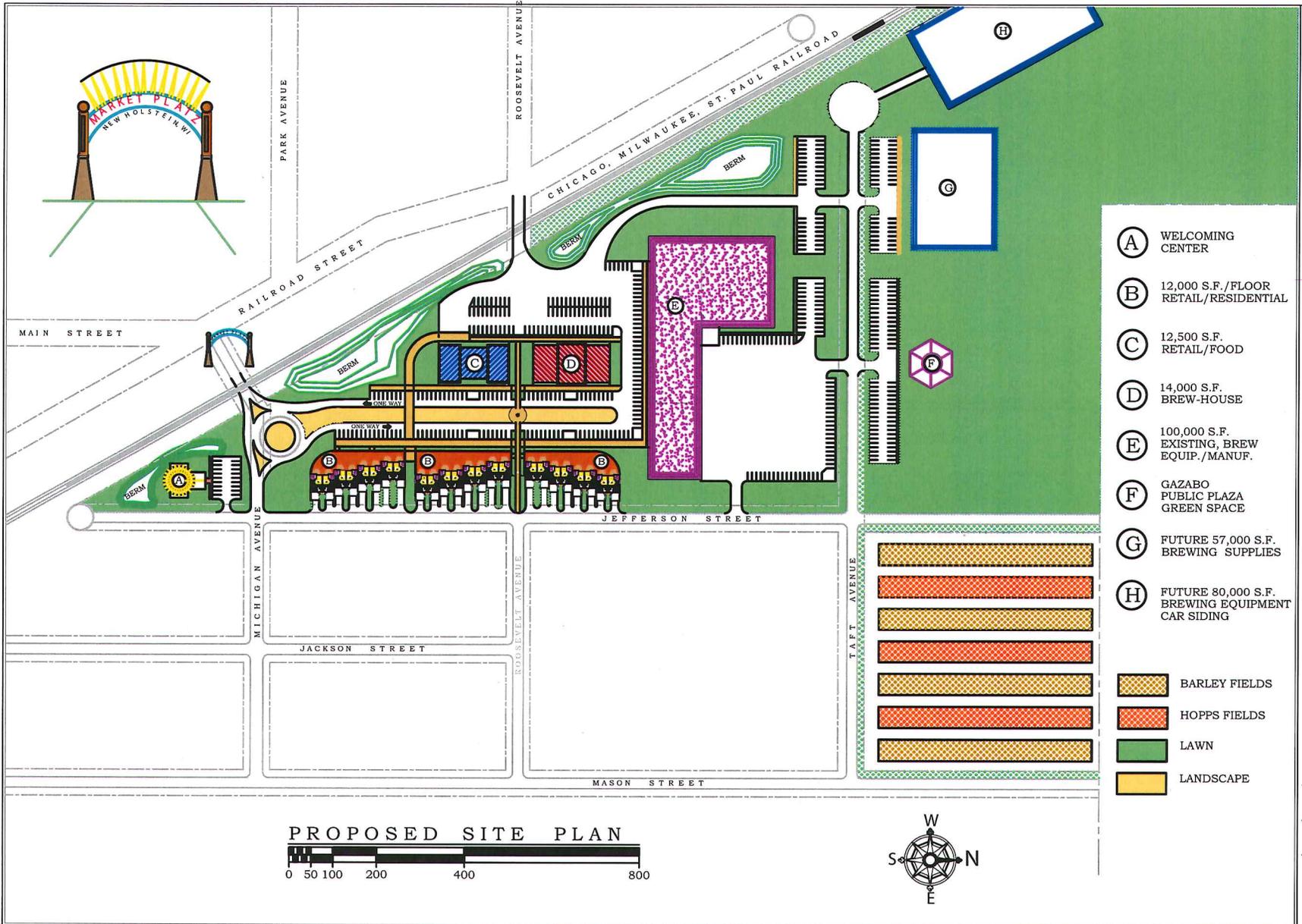
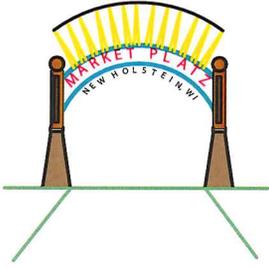
**Phase 1: Green**  
**Phase 2: Blue**  
**Phase 2: Red**



# TECUMSEH SITE REDEVELOPMENT PLAN

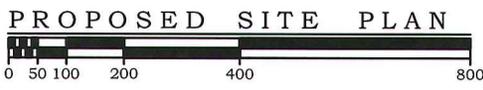
## Land Division Concept





- (A) WELCOMING CENTER
- (B) 12,000 S.F./FLOOR RETAIL/RESIDENTIAL
- (C) 12,500 S.F. RETAIL/FOOD
- (D) 14,000 S.F. BREW-HOUSE
- (E) 100,000 S.F. EXISTING, BREW EQUIP./MANUF.
- (F) GAZABO PUBLIC PLAZA GREEN SPACE
- (G) FUTURE 57,000 S.F. BREWING SUPPLIES
- (H) FUTURE 80,000 S.F. BREWING EQUIPMENT CAR SIDING

- BARLEY FIELDS
- HOPPS FIELDS
- LAWN
- LANDSCAPE



REVISIONS

PHONE: (920) 731-3989  
 EMAIL: BOX544@centurytel.net

STADTMUELLER & ASSOCIATES  
 425 W. WATER STREET  
 APPLETON, WI 54957

MASTER PLAN DESIGN FOR:  
**MARKET PLAZA**  
 FORMER TECUMSEH FACILITY  
 1604 MICHIGAN AVENUE  
 CITY OF NEW HOLSTEIN, WI 53601

DATE: 7 JUNE 15  
 PROJECT NUMBER: 15-008  
 SHEET:

A-1

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REVISIONS

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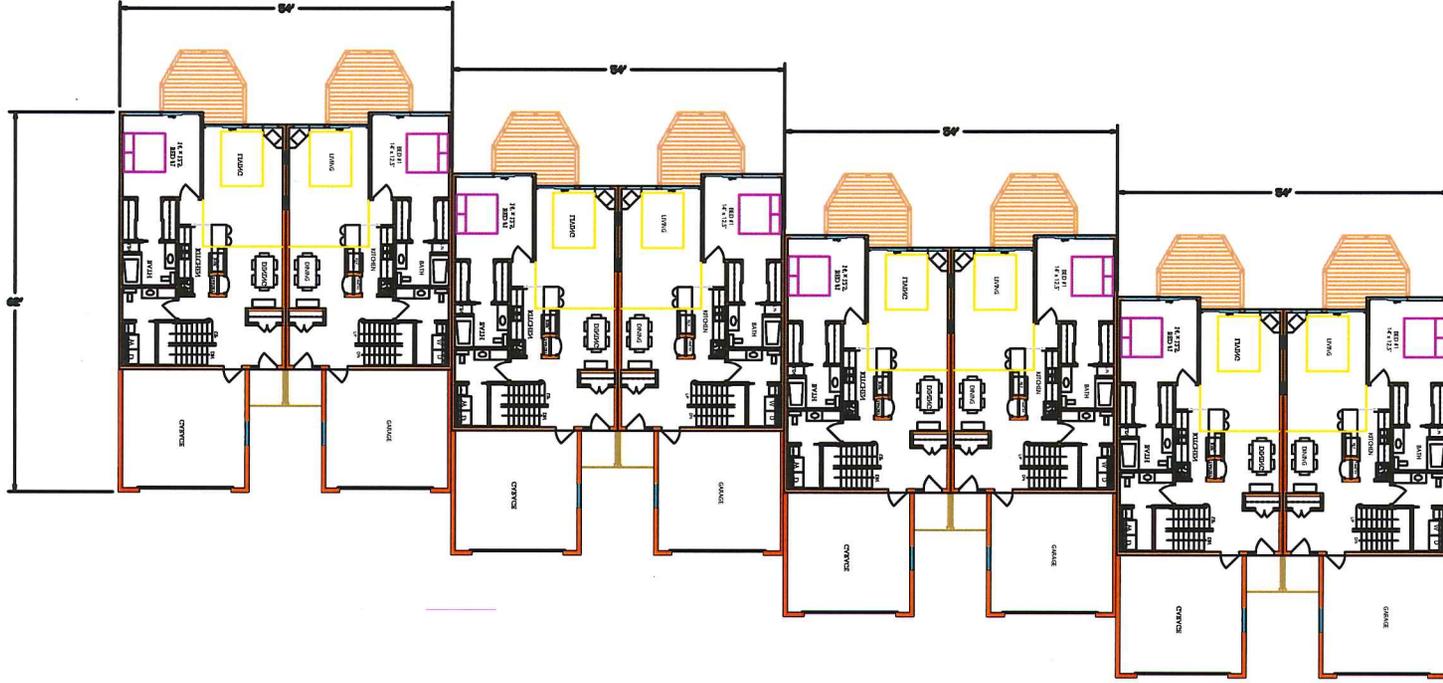
**STADTMUELLER & ASSOCIATES**  
485 W. WATER STREET  
APPLETON, WI 54967

MASTER PLAN DESIGN FOR:  
**MARKET PLATZ**  
FORMER TECHNISSER FACILITY  
1604 MICHIGAN AVENUE  
CITY OF NEW HOLSTEIN, WI 53601

DATE  
7 JUNE 15

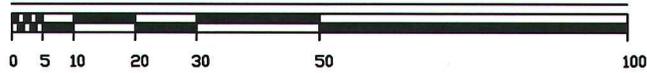
PROJECT NUMBER  
15-008

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FIRST FLOOR PLAN

1,107 S.F./UNIT



REVISIONS

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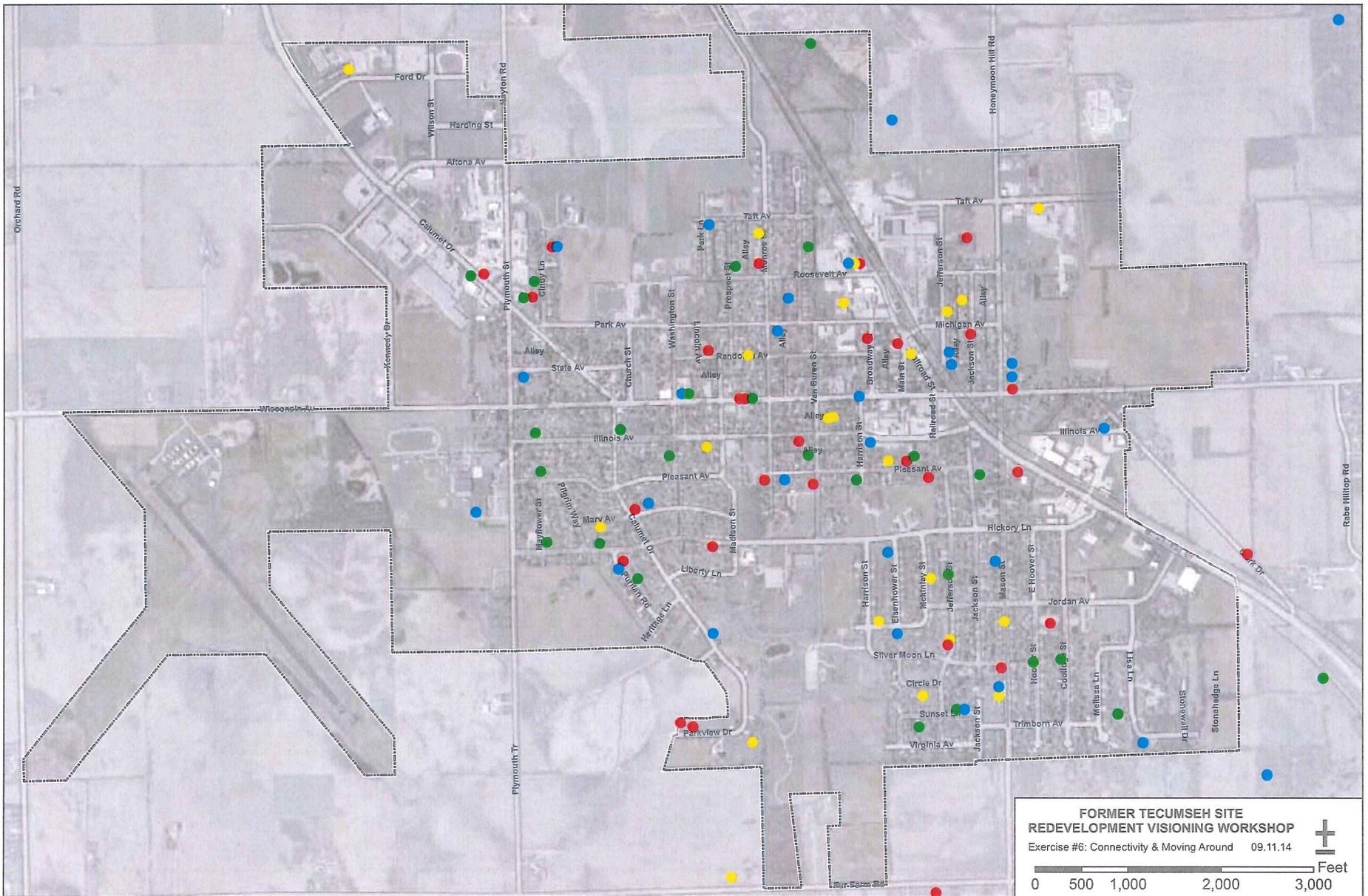
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SHEET

A-3

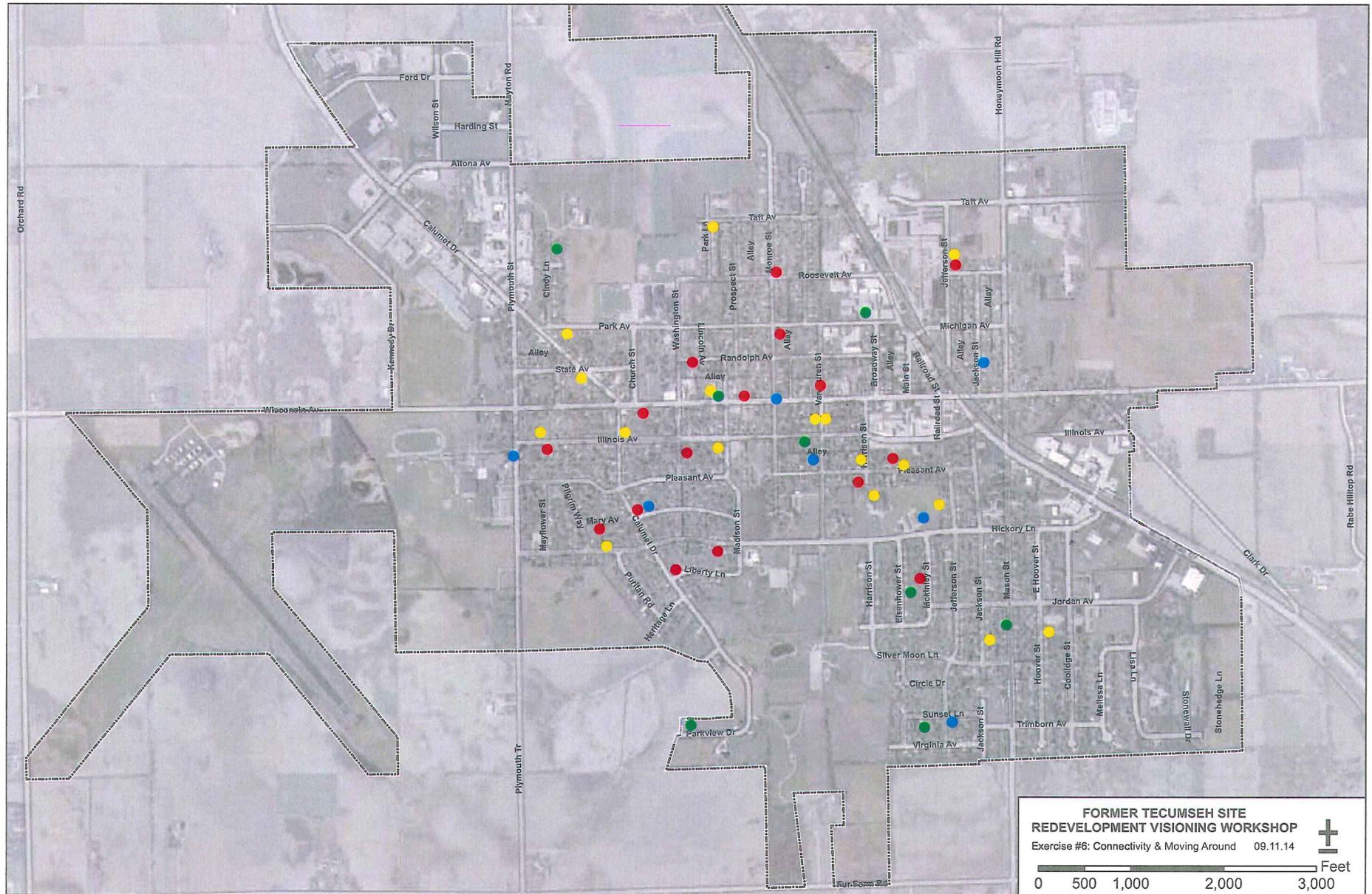
# Public Workshop Participant Location Map

5-5-14



# Public Workshop Participant Location Map

9-11-14



2014-15

Tecumseh Site - New Holstein  
Marketing & Public Relations Plan

2014-15 Public Relations Plan Draft

**Executive Summary**

Purpose of Plan: To begin fostering public-private partnerships and building support for the adaptive reuse of the former Tecumseh Products Company site, 1604 Michigan Ave, New Holstein.

Public relations efforts will center around feasibility and research results, community benefits of economic development, and the community pride generated from neighborhood revitalization

Each element of this plan encourages collaboration between community leaders, public officials, neighborhood businesses and residents, as well as other redevelopment advocates. Effective, ongoing communication will not only create awareness, but develop relationships that are critical to a successful outcome.

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**I. Research and Fact Fact Finding ....pages 3-6**

- a. Purpose
- b. Situation Analysis
- c. SWOT Analysis
- d. Public Participation

**II. Planning .... pages 7-8**

- a. Objectives
- b. Strategies
- c. Financial Projections/Budgets

**III. Implementation/Action .....pages 9-11**

- a. Primary & Secondary Vehicles
- b. Tactics & Timeline

**IV. Evaluation .....page 11**

## **I. Research & Fact Finding**

**a. Purpose** – To build awareness and support for the project vision: To

### **b. Situation Analysis**

The 40-acre site at 1604 Michigan Ave, New Holstein was home to the Tecumseh Products Co., a small-engine manufacturer that once had employed as many as 1,700 people. In 2007, Tecumseh sold the facility to Heus Manufacturing, a custom metal fabricator. That business closed in 2009, and the site has been idle since then.

The first step in redeveloping the property is to conduct a site analysis and create a master plan for the site. The plan is being funded by WEDC, the City of New Holstein and the New Holstein Economic Development Corporation, a nonprofit organization.

The process will include a master development plan, a master land division plan, an economic analysis of the site, and a public relations and marketing plan. Stadtmueller & Associates is working with East Central Wisconsin Regional Planning Commission (ECWRPC) to engage the community in a strategic placemaking initiative that will be the foundation for future development. The citizen input gathered at the community workshops will be incorporated into the redevelopment plan.

### **Status of the Site**

#### Historical Timeline:

- 1800s – Founding of the Lauson Manufacturing Company
- 1956 – Tecumseh Products Co. begins operation of the Lauson Engine Division (eventually employing 1,700 workers at its peak).
- 2007 – Tecumseh Products Co. closes
- 2007 – Heus Manufacturing purchases the facility
- 2009 – Heus Manufacturing goes out of business.
- 2014 – The 40-acre property is now owned by Heus Acquisition LLC which declared bankruptcy in 2009. The ownership/title of the property will need to be transferred to a future developer through a foreclosure process.

#### Financial Status:

- A process and budget will be created to acquire the property and implement the legal process. Site control is legally and financially feasible, and will entail a cooperative, long-term solution determined by the City of New Holstein and Calumet County.
- A WEDC Idle Site grant, and other grants, will be secured to help fund the acquisition costs, legal expenditures, demolition and environmental remediation costs.
- Future value of the redeveloped property should surmount any losses from the former closure and past municipal/county expenditures.
- After the environmental and acquisition process has been established, the master plan will be finalized and approved.
- Finally, an RFP (Request for Proposals) will be developed for specific development concepts.

#### Environmental Investigation:

- Significant investigation has been conducted across the site over multiple years
- The WDNR has been involved and will remain involved in the entire remediation process
- Cleanup of the site will involve abatement/demolition of the buildings and infrastructure, and management of residual subsurface impacts
- Groundwater remediation will be conducted by natural attenuation – long-term process
- Contamination includes petroleum and chemicals associated with engine manufacturing
- Tecumseh has fulfilled their obligation to clean the site according to heavy industrial guidelines by the WDNR.
- To ready the site for mixed-use development, additional remediation is necessary and will be incorporated within the overall development plan.
- Redevelopment will be part of the solution to the obsolete property. Engineered barriers, vapor barriers and soil removal activities will be part of the remediation plan.
- Several grant opportunities are available for the redevelopment of this site. Potential sources include: Wisconsin Department of Natural Resources (WDNR), Environmental Protection Agency (EPA), and the Wisconsin Economic Development Corporation (WEDC).
- Future property owners and/or developers will be protected from environmental liability through the VPLE program by the WDNR.
  - Voluntary cleanup and the Voluntary Party Liability Exemption (VPLE) -  
Any individual, business or unit of government that conducts an environmental investigation and cleanup of a contaminated property – following state requirements with the oversight of DNR staff – can receive an exemption from future environmental liability. This liability exemption applies to releases of hazardous substances that occurred before the exemption is granted.
- Public funding will be sought to create a financially feasible project, including TIF (Tax Incremental Finance) funding, loans and/or grants.

#### Key Selling Points:

- Centrally located – It is situated within a 30 mile radius of Manitowoc, Sheboygan, Fond du Lac and Appleton.
- History – German ancestry/theme potential
- Community pride and identity – “family-oriented”
- Community/Neighborhood – potential for gathering place
- Green/Sustainability – remediation and adaptive reuse
- Forty acres on edge of downtown - site is large enough that you can create a transition from warehouse/light industrial to mixed-use commercial/residential on the other end.

### c. SWOT Analysis

Tecumseh Site SWOT Analysis – Focus Group  
June 19, 2014 – New Holstein

Present:

Mike Stutz  
Dianne Reese  
Brian Giebel  
Scott Konkle  
Jon Weir  
Ron Karrels  
Bob Bosma  
Casey Langenfeld

\*Red represents top three prioritized thoughts/ideas from group.

#### STRENGTHS

- Large land area – 40 acres
- Close to Hwy 57
- All utilities are present
- Rail access
- Multiple use options (residential/commercial/industrial)
- Zoned heavy industrial
- North of site – land for development
- Current elevation lower than Jackson Street
- Near downtown businesses
- Easy acquisition of property
- North – open land; South – residential/DT; East – residential; West – commercial
- Infrastructure is good

#### WEAKNESSES

- City split into two downtowns (Two Cities - New Holstein/Altona)
- Two different opinions about plant
- Physical condition of plant
- Environmental issues
- RR is weakness for residential use
- Poor Hwy access to transportation
- Location weak – off the main path of traffic
- Not a good location for commercial development
- Existing cost to secure the site (redevelopment/environmental)

- County property taxes – current ownership
- Uncertain future for RR service
- Negative community perception of the closed plant
- Existing residents may be negative toward future commercial/industrial use

#### OPPORTUNITIES

- **Industrial reuse would create jobs**
- Agriculture opportunity
- Redevelopment site area – new tax base
- **Bold move on the site = improved city image**
- Storage and warehousing use of the site
- More community involvement in redevelopment process
- Lots of land for development (marketing land)
- **Opportunity for development that attracts younger people**
- **General opportunity for growth in the City**
- Coat tail effect of successful redevelopment
- Mixed-use residential/commercial development
- Regional business development opportunity
- Buffer opportunity for site
- Opportunity for placemaking

#### THREATS:

- **Poor communication in community**
- **Negative community attitude**
- Lack of qualified workers
- Lack of investment and/or demand for products & services
- Lack of financing (public) and/or grants for redevelopment
- Uncertain about market demand for new uses
- Another failed giant manufacturer
- Nearby community competition
- **Cost and time to raise \$1.4 million to raze the building**
- Neighborhood opposition
- Environmental uncertainties
- Past attitude to preserve plant and industrial use
- Limited hwy access – no big box stores

**d. Public Participation**

Three public input workshops were held to gather feedback from area residents.

**Workshop I – August 5, 2014**

**Placemaking (sociability / comfort & image) at the community level.**

**Workshop II – September 11, 2014**

**Placemaking (access & linkages / uses & activities) at the neighborhood level.**

**Workshop III – October 14, 2014**

**Concept plans, based on input gathered at Workshops I & II, for community members to react to.**

Numerous interviews were also conducted with local business owners and community leaders. The following Place Statement and guiding principles were created from the core themes that emerged:

**Place Statement:**

**New Holstein**

A community proud of its German heritage that leverages its regional agricultural resources and emerging business clusters to become a Craft Beer Industry destination.

**Core Themes**

- Community Driven
- Welcoming gateway
- German Heritage
- Mixed-use – Retail, Office and Residential
- Craft Beer/Wine Industry
- Connect to Downtown
- Authentic, defined spaces
- Activities/Events
- Gathering spaces/Sociability
- Communications

**Guiding Principles**

- Establish framework for community leadership and ongoing participation
- Provide gateway that welcomes people to a German-themed neighborhood
- Create design standards that incorporate German architecture features
- Create mixed-use, connected development
- Identify and recruit business clusters in the Craft Beer/Wine Industry
- Provide enhanced link to Downtown historic district
- Identify small business/retail area and an authentic Biergarten
- Offer activities and events for all ages
- Provide amenities and gathering areas for future tourists/visitors
- Develop a consistent brand for business recruitment and tourism

## **II. Planning**

### **a. Objectives**

1. Strengthen public-private partnership between EDC, City officials, WDNR, Environmental Consultants, WEDC, businesses and other key leaders in New Holstein
2. Gather input and develop positive relationship with neighborhood businesses and residents.
3. Garner support for public funding – Idle Industrial Site Redevelopment program (WEDC), TIF, Block Grant, Ready for Reuse grant/loan (DNR), Stewardship grants, Brownfield Grants (EPA and DNR).
4. Recruit potential businesses/developers for the site.
5. Initiate dialogue and collaboration with nearby destinations – Bill Beirns, Calumet Cty. Feed; Kevin Birschbach, Mid Shores Recycling; Pat Hickey, Briess Malt, Diane Thorson, BEMO Bank; Steve Notham, Premier Financial CU
6. Generate public awareness and enthusiasm for this project.
7. Recruit additional project investors and collaborators.
8. Engage entire community and communicate progress of development plan

### **b. Strategies**

1. Schedule meetings with key leaders to interview and determine future goals:
  - EDC to take leadership role for implementing plan
  - Casey Langenfeld, Mike Stutz, CDA and other City Officials
  - Kevin McNight, DNR
  - Naletta Burr, WEDC
  - Bill Beirns, Calumet County Foods
  - Kevin Birschbach, Mid-Shores Recycling
  - Pat Hickey, Briess Malt (Chilton)
  - Financial Institutions – Diane Thorson, BEMO and Steve Notham, Premier CU, New person at Bank Mutual
2. Conduct focus groups and one-on-ones with neighborhood groups/businesses to explain business cluster vision:
  - Library Board
  - Nearby residences
  - Schools
  - Chamber of Commerce

3. Create TIF process timeline. Apply for additional grants/redevelopment funds.
4. Create a list of potential investors and create a financial proforma.
5. Schedule meetings with representatives from area destinations – build a collaborative relationship:
  - Timm House
  - Joe McShaw –Honeymoon Acres
  - Pool
  - Schools
  - Altona Supper Club
6. Implement public participation events and/or workshops to gather input and generate PR. This also creates opportunity to educate the public about benefits to the community.
7. Create shared vision for the site that can identify type of investors/developers that could be a good fit for the plan. **\*Explore Briess role as anchor of cluster businesses!**
8. **Phase 1:** Promote workshops through direct mail (postcards, newsletters, etc), social media, websites and news media. Follow up with e-mail status updates.  
**Phase 2:** EDC to coordinate presentations to area service groups and community. Consider creating an event to serve as both fundraiser and platform to promote the vision.

**c. PR/Marketing Plan Budget 2015**

Plan Activity	Budget	Jan	Feb	March	April	May	June
Staff Volunteer Coordination, Presentations, Social Media management, e-mail communication, meeting coordination, Marketing/PR management)	27,000						
Logo/Brand development	\$3,000						
Signage	\$1,000						
Direct Mail	\$2,000						
Promotional Video	In-kind						
LoopNet	\$500						
Event(s)	\$2,500						
Public Relations	\$1,000						
Advertising	\$2,500						
<b>TOTAL</b>	<b>39,500</b>						

**III. Implementation/Action**

**a. Primary & Secondary Vehicles**

**1.Primary Vehicles:**

- **Focus Groups**
- **Community Outreach & Meetings**
- **One-on-one meetings**
- **Public Relations Activities/News Releases**
- **Web site Development & Facebook/social media**
- **E-mail Network expanded**
- **Rename Site/Logo Identity**

## **2. Secondary Vehicles:**

- **E-Mail updates to participants and City Leaders**
- **Advertising**
- **Newsletters**

### **b. Tactics & Timeline**

#### **Phase I – July 2014 – October 2014**

- ❖ Complete meetings with City officials and key leaders
- ❖ Plan and conduct focus group sessions and one-on-ones to gather input
- ❖ Identify Grant process/timeline and update TIF timeline
- ❖ Review environmental status and prepare FAQ sheet
- ❖ Complete contact list of all targeted audiences, including e-mail
- ❖ Implement Public Participation workshops with ECWRPC (August 5, Sept. 11 and Oct. 14)
- ❖ Promote public meetings with flyer in utility bill, postcards and ad in Tri-County Newspaper. Also promote through social media, e-mail and websites.
- ❖ Send news release to all area media promoting public process and ongoing updates.
- ❖ Prepare and send a newsletter (via e-mail and/or printed) to all residents to provide updates and development process timelines.
- ❖ Communicate strategy for reuse of site at the Oct. 14 meeting
- ❖ Generate e-mail updates to participants/leaders & continue updating CDA team
- ❖ Finalize prospectus and promote site via News Media, Facebook and direct mail.
- ❖ Prepare Concept Plans presentation for City Council and correlate with Oct. 14 public presentation.

#### **Phase II – November 2014- November 2015:**

- ❖ Create a new name and logo/signage to establish new identity for the Tecumseh site.
- ❖ ECD to Conduct Speaking Engagements at: Library, Schools, Historical Society, Chamber, Service Clubs, others?
- ❖ Finalize Pitch Deck for potential equity investors and set up meetings
- ❖ Create financial prospectus for investors
- ❖ Schedule dinner meeting for potential investors
- ❖ Organize a meeting and tour for commercial realtors
- ❖ Create renderings to show what the space could look like
- ❖ Create a sell sheet to hand out to realtors and potential developers
- ❖ Website development
- ❖ Advertise in the Insight Magazine publication, Tri-County News, HOV Chamber and Times Villager (or other Fox Valley and Sheboygan media)
- ❖ Seek feature opportunities with area media
- ❖ Update contact list with names added from events/workshops
- ❖ Continue Web & Identity Development and engagement
- ❖ List on LoopNet and on Craig's List

**IV. Evaluation:**

<b>Objective</b>	<b>Task</b>	<b>Outcome Measurement</b>	<b>Status</b>
1. Strengthen public-private partnerships	<u>Meetings with:</u> <ul style="list-style-type: none"> <li>•EDC to take leadership role for implementing plan</li> <li>•Casey Langenfeld, Mike Stutz, CDA and other City Officials</li> <li>•Kevin McNight, DNR</li> <li>•Naletta Burr, WEDC</li> <li>•Bill Beirns, Calumet County Foods</li> <li>•Kevin Birschbach, Mid-Shores Recycling</li> <li>•Pat Hickey, Briess Malt (Chilton)</li> <li>•Financial Institutions – Diane Thorson, BEMO and Steve Notham, Premier CU, New person at Bank Mutual</li> </ul>	Conduct meetings and established next steps: <ul style="list-style-type: none"> <li>-Work Plan</li> <li>-Accountability</li> <li>- Timeline</li> </ul>	All have been contacted and met with at least once. Collaboration is ongoing for each contact group.
2. Enhance relationship with neighborhood businesses and residents.	Conduct focus groups and one-on-ones with <ul style="list-style-type: none"> <li>•Library Board</li> <li>•Nearby residences</li> <li>•Schools</li> <li>•Chamber of Commerce</li> </ul>	Finish meetings and document the community's concerns and/or support of the project	EDC will schedule meetings and implement. Analyze input for overview.
3. Garner support for public funding	Create TIF timeline and meet with Naletta Burr from WEDC and Kevin McNight from WDNR	Meetings held and schedule created	Initial meetings with Naletta and Kevin have been completed. EDC to follow-up and create timeline.
4. Recruit potential businesses/developers for the site.	Identify key anchor business and create financial pro forma. Identify potential investors		
5. Collaborate with nearby destinations	<ul style="list-style-type: none"> <li>• Timm House</li> <li>• Joe McShaw –Honeymoon Acres</li> <li>• Pool</li> <li>• Altona Supper Club</li> </ul>		
6. Generate public awareness and enthusiasm	Host public workshops and share info via social media and traditional news outlets. Continue to communicate with public.		
7. Recruit additional project investors and collaborators	Explore interest of Briess to be key anchor of business cluster idea. Create shared vision and work plan to move forward.		
8. Communicate progress of planning	Phase 1: Promote workshops - direct mail, e-mail, social media, websites and news media. Phase 2: EDC to coordinate presentations and communication, including social media, events, newsletters, and PR.		

## **Former Tecumseh Site Redevelopment Frequently Asked Questions 9-11-14**

**1. Why is the City of New Holstein creating a master plan for the redevelopment of the former Tecumseh site?**

**Answer:**

A comprehensive plan that includes land use guidelines, market analysis and community input will ensure that growth and development is orderly and predictable. The master plan will help take this community to the next step in revitalizing an obsolete, vacant property. The master plan will also:

- Save taxpayers money by avoiding premature development and costly sprawl
- Plan efficiently for capital improvements
- Provide greater certainty to property owners and developers with what to expect
- To protect environmental resources and aesthetic qualities
- Strengthen local identity
- Ensure that basic infrastructure and public services will keep pace with new development.
- Make local decision-making more open and democratic
- To ensure that development meets local needs

**2. What is the City's role in the master plan process?**

**Answer:** The City's role is to lead and guide the planning and redevelopment process.

**3. Why is public participation an important part of the master plan process?**

**Answer:**

By asking questions and listening to the people who live, work, and play in a particular community, we can discover their needs and aspirations. This information can then be used to create a shared vision for the future. This vision provides the foundation for an implementation strategy for new development. In other words, "It takes a place to create a community and a community to create a place!"

**4. Who currently owns the Tecumseh property?**

**Answer:**

The 40-acre property is now owned by Heus Acquisition LLC which declared bankruptcy in 2009. To redevelop the property, the ownership/title of the property will need to be transferred to a future developer through a foreclosure process.

**5. What is the history of the Tecumseh property?**

**Answer:**

Historical Timeline:

- 1800s – Founding of the Lauson Manufacturing Company
- 1956 – Tecumseh Products Co. begins operation of the Lauson Engine Division (eventually employing 1,700 workers at its peak).
- 2007 – Tecumseh Products Co. closes
- 2007 – Heus Manufacturing purchases the facility
- 2009 – Heus Manufacturing goes out of business.

**6. Can the former industrial site be redeveloped?**

**Answer:**

Yes! Redevelopment of the site is legally and financially feasible and will entail a cooperative, long-term solution utilizing grants, environmental remediation and community vision for the property.

**7. What types of uses can be considered for the site?**

**Answer:**

With the appropriate remediation plan and market analysis, any type of real estate development can be considered for this site.

**8. Is there still environmental contamination concerns at the Tecumseh property and who is responsible for it?**

**Answer:**

Tecumseh Co. is the viable causer and has fulfilled its obligation to clean the site according to heavy industrial guidelines by the Department of Natural Resources (DNR). To ready the site for mixed-use development, additional remediation is necessary and will be incorporated into the overall development plan.

**9. What specific contaminants still exist at the property today?**

**Answer:**

Contamination includes petroleum and chemicals associated with engine manufacturing.

**10. Who will be responsible for cleaning up the site for future development?**

**Answer:**

Since the current facility is no longer feasible for heavy industrial use, the site will remain as it is unless a development plan is created and a developer is selected to redevelop the site. After the master plan is completed, an environmental and acquisition process will be established. A WEDC Idle Site grant, and other grants, will be secured to help fund the acquisition costs, legal expenditures, demolition and environmental remediation costs.

**11. How are you able to make this redevelopment process financially feasible?**

**Answer:**

- A budget will be created to acquire the property and implement the redevelopment process. Site control will entail a cooperative, long-term solution determined by the City of New Holstein and Calumet County.
- Future value of the redeveloped property will off-set losses from past municipal/county expenditures.
- After the master plan has been completed, an RFP (Request for Proposals) will be developed for specific development concepts.
- Several grant opportunities are available for the redevelopment of this site. Potential sources include: Wisconsin Department of Natural Resources (WDNR), Environmental Protection Agency (EPA), and the Wisconsin Economic Development Corporation (WEDC).

**12. What is the City's role in the redevelopment process?**

**Answer:**

Brownfield redevelopment requires a strong public-private partnership which includes some investment by both public and private sectors. This may include funding from private developers, private equity, local TIF (Tax Increment Financing) investment, as well as state and federal grants and incentives.

**13. What about the unpaid taxes and fees that are owed to the City and County from past property owners?**

**Answer:**

The future development will include a resolution/agreement for unpaid county and city taxes and fees.

**14. What does the environmental remediation process include and how will future property owners be protected from liability?**

**Answer:**

- Significant investigation has been conducted across the site over multiple years
- The WDNR has been involved and will remain involved in the entire remediation process
- Cleanup of the site will involve abatement/demolition of the buildings and infrastructure, and management of residual subsurface impacts
- Groundwater remediation will be conducted by natural attenuation – long-term process
- Redevelopment will be part of the solution to the obsolete property. Engineered barriers, vapor barriers and soil removal activities will be part of the remediation plan.
- Future property owners and/or developers will be protected from environmental liability through the VPLE program by the WDNR.
  - Voluntary cleanup and the Voluntary Party Liability Exemption (VPLE) -  
Any individual, business or unit of government that conducts an environmental investigation and cleanup of a contaminated property – following state requirements with the oversight of DNR staff – can receive an exemption from future environmental liability. This liability exemption applies to releases of hazardous substances that occurred before the exemption is granted.

Do you have another question? Contact us at [renee@stadtmuellerandassociation.com](mailto:renee@stadtmuellerandassociation.com)

For more information, go to our website at [www.stadtmuellerandassociates.com](http://www.stadtmuellerandassociates.com) or the project Facebook Page at <https://www.facebook.com/TecumsehNewHolstein>

