



## **CHAPTER #8**

# **ECONOMIC DEVELOPMENT**

## CHAPTER 8: ECONOMIC DEVELOPMENT

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## CHAPTER 8: ECONOMIC DEVELOPMENT

### INTRODUCTION

According to the Comprehensive Planning Law, the purpose of the Economic Development Element is to promote the stabilization, retention and expansion of the economic base, and quality employment opportunities. To address this element, this chapter includes:

- highlights of the labor force information from Chapter 3;
- an assessment of strengths and weaknesses with respect to attracting and retaining business and industry;
- an overview of programs that deal with environmentally contaminated sites for commercial or industrial uses; and
- a list of organizations (and contact information) providing economic development programs at the county, regional, state and federal levels.

**To learn more about economic development, see these chapters:**

- The Utilities and Community Facilities Chapter discusses water and wastewater issues.
- The Future Land Use Chapter identifies locations for business development and discusses development regulations like zoning and community design.
- The Agricultural, Natural & Cultural Resources Element includes information about the soils and development limitations in the area. This chapter also describes the importance of groundwater considerations in development approvals.

With respect to the 14 state comprehensive planning goals, those listed below relate specifically to planning for Buchanan's economic development:

- Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial and industrial structures.
- Encouragement of land uses, densities and regulations that promote efficient development patterns and relatively low municipal, state governmental and utility costs.
- Encouragement of coordination and cooperation among nearby units of government.
- Building of community identity by revitalizing main streets and enforcing design standards.
- Providing adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial and industrial uses.
- Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional and local levels.

## ECONOMIC DEVELOPMENT VISION

### ECONOMIC DEVELOPMENT VISION

*In 2040, Buchanan is suburban residential community offering a variety of shopping, restaurant, and entertainment choices for its many residents. Retail areas situated near STH 441 serve local residents, as well as, residents living in outlying areas of Brown, Calumet, and Winnebago Counties.*

*In addition to its great variety of commercial uses and residential neighborhoods, a few light industrial businesses have established near STH 55 in Buchanan. These locally owned businesses offer quality employment opportunities and are an important asset to the Town's tax base. Most residents continue to also find a great variety of employment opportunities in nearby communities that are easily accessible via regional highway corridors.*

*The Town's bicycle and pedestrian facilities allow residents to safely walk and bike between residential and business areas. This has increased opportunities for interaction between residents.*

*Overall, economic development in Buchanan is in harmony with the Town's natural environment and residential areas. Viable agricultural operations are flourishing and concentrated in the easternmost portion of the community. They are helping to retain the Town's historic rural character, open spaces and aesthetic views.*

## LABOR FORCE AND ECONOMIC BASE

Chapter 3: Community Profile provides a detailed analysis of the local and county economy and labor force. Highlights from that chapter include:

- Local workers are very mobile. Residents take advantage of highway access to commute to nearby employment centers.
- Manufacturing related occupations employed 29.4% of Town residents according to 2011-2015 ACS 5-Year Estimates.
- More than 20% of the Town's residents held educational, health or social services employment according to the 2011-2015 ACS 5-Year Estimates.
- 37.7% of Buchanan residents have earned advanced (Bachelor, Associate, Graduate) degrees, this is a higher percentage of residents when compared to Outagamie County,

City of Appleton, Village of Combined Locks, Town of Harrison, Village of Kimberly and Wisconsin<sup>1</sup>.

To support local economic activity, areas of commercial and industrial development are identified on the Future Land Use Map provided in Chapter 10 of this plan.

## **CURRENT BUSINESS INVENTORY AND BUSINESS ENVIRONMENT**

In order to prevent the plan from becoming quickly outdated, an all-inclusive list of existing businesses is not provided. Rather, businesses are profiled in more general terms.

Historically, commercial and industrial development in Buchanan occurred on scattered sites around the community. However, with the availability of public sewer and water through the Darboy Sanitary District and the opening of STH Highway 441 in the fall of 1994, historically development trends in the Town changed. Today, most business uses are concentrated primarily along CTH CE (and Van Roy Road) and CTH KK within close proximity to STH 441. These parcels enjoy visibility and accessibility from the highway. This area is a central shopping area, not only for Town residents, but for residents of nearby communities and outlying rural areas. It also provides entertainment and recreational uses (e.g. health clubs, movie theater, restaurants, etc.). Major employers in this area include Lowe's, Festival Foods, Pick n' Save and Red Robin.

Some business uses are also situated near STH 55, particularly near the intersection with CTH KK. The area has a mixture of contractor and service businesses that serve the surrounding area and Fox Cities. Future development in this area is contingent upon public infrastructure being provided in the form of sanitary sewers, public water, stormwater facilities and new streets. If infrastructure needs can be met, this area would be a realistic area to accommodate future commercial development. Keller Inc. a major employer in the Town is located in this area.

There is some industrial development in Buchanan as well. Several sites exist near STH 441 and along STH 55.

Other major employers in the Town include Kobussen Buses, Wisconsin International Raceway, Countryside Golf Club and Dave's Sport and Marine.

Smaller businesses, serving local residents are concentrated along CTH KK and near the intersection of CTH KK and CTH N. In some instances, businesses in Appleton, Harrison and Kimberly are immediately adjacent to those located in the Town of Buchanan. This sometimes creates an interesting situation when adjacent businesses are located in different communities.

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<sup>1</sup> Source: 2011-2015 ACS 5-Year Estimates, DP02.

## **EMPLOYMENT AND ECONOMIC FORECAST**

Employment projections for the Appleton MSA are provided in Chapter 3. It is assumed that employment projections for the Town of Buchanan will mirror projections for the Appleton MSA (Table 3-15). The largest industry in 2026 is projected to be Manufacturing, which is expected to grow by 8% (1,968 jobs). Other industries expected to add the largest number of jobs includes: Health Care and Social Services (2,585) and Administration and Support and Waste Management and Remediation Services (1,270). The increase in the Health and Social Services industry sector is most likely reflective of the aging population. Losses are expected to occur in the Construction industry (loss of 308 jobs) and Professional, Scientific, and Technical Services (130 jobs).

Local demand, historic development patterns, and highway access will continue to impact economic prosperity in the Town. Care will need to be taken to insure that the balance between new commercial and industrial development and residential uses will retain the Town's residential character. Since the population is expected to increase by over 50% during the planning period, it is anticipated that business development and employment opportunities will also be strong.

## **COSTS AND BENEFITS OF ECONOMIC DEVELOPMENT**

The Town of Buchanan has several positive attributes to offer potential businesses:

- a great location that is part of the Fox Cities and accessible throughout the I-41 corridor;
- properties with highway frontage and visibility from the highway;
- an attractive and safe community atmosphere that provides for a high quality of living;
- quality school districts that serve the area;
- reasonable tax rates;
- high education attainment compared to surrounding communities;
- proximity to UW-Oshkosh, Lawrence University, UW-Fox Valley and Fox Valley Technical College;
- low cost of living;
- low crime rate;
- low utilities rates (electric, water and sewer);
- natural areas and open spaces;
- high income averages compared to surrounding communities – suggesting disposable income to support non-essential businesses (e.g. entertainment, restaurants, and specialty shops); and
- extensive Town population growth is projected for Buchanan (refer to Chapter 3). This will ensure that the market base continues to expand over the planning period, which will support additional business growth.

While the Town of Buchanan enjoys advantages, there are several challenges that must be addressed if seeking to attract new businesses and industry. In particular:

- most residents travel outside of the Town to work and find shopping, dining and entertainment choices conveniently located near their place of employment;
- safe pedestrian and bicycle infrastructure that allows access between home, work, shopping and entertainment;
- accessibility of public transportation;
- sewer infrastructure is only available within the sanitary district and its capacity to serve business development is limited; and
- opposition to development from Town residents who perceive business uses as a threat to the Town's rural character and quality of living.

## **DESIRED FUTURE ECONOMIC DEVELOPMENT**

Input as to what type and where business (commercial and /or industrial) develop are desired was obtained using (1) a public visioning session, (2) an on-line visioning portal and (3) through input from the Town Plan Commission, Board and staff.

### **Public Visioning**

Residents were asked to rank two design preference surveys "Retail / Commercial Types" and "Employment Types" pertaining to economic development from 0 none of this type to 4 more of this type. A summary of the results from the two visioning session are provided in Chapter 2 and Appendix B.

### ***Retail / Commercial Types***

Residents equally preferred "Single Story Strip Commercial" (Rank 2.31) and "Free Standing Convenience Retail" (Rank: 2.22). These retail / commercial types are further described below:

Single Story Strip Commercial:

- one story strip commercial development of adjoining stores;
  - parking placed between building and street;
  - usually located on heavily traveled streets;
  - often next to free standing commercial uses;
  - auto-oriented development pattern with emphasis on convenience; and
  - some landscaping around perimeter, in parking lots and next to building.
- Examples include: Strip mall containing Runaway Shoes and The Barbershop a Hair Salon for Men.

**Free Standing Convenience Commercial:**

- corporate and franchise architecture;
- one-acre lots unrelated to surroundings
- parking often on all sides of the building;
- buildings often include a “drive-thru”;
- often next to strip commercial retail;
- usually located on heavily traveled streets;
- auto-oriented development pattern with emphasis on convenience; and
- some landscaping around perimeter, in parking lots and next to building.
- Examples include: Dunkin Donuts, Panda Express, Culvers and McDonalds.

In addition, residents were also somewhat supportive of “Large Retail Developments” (Rank: 2.01) and “Street Oriented Commercial & Mixed Use” (Rank 1.98). Large Retail Developments include large single story buildings on large lots (“Big Box” retail stores like Walmart), corporate architecture and design; building oriented towards large surface parking lot for maximum visibility from street; auto-oriented; serves community-wide market; and some landscaping around perimeter, in parking lot and adjacent to building. Street Oriented Commercial & Mixed Use include buildings that are usually 2-3 stories, more “urban” architecture, building materials along with landscaping, sidewalks and signage contribute to a strong sense of plan, easy pedestrian/bicycle/transit riders and automobile passenger accessibility, development may include seating areas, plazas and other community features and small office space and residential uses may be on the second floor.

**Employment Types**

Residents were somewhat supportive of Larger Light Industrial Research Buildings (Rank: 2.17). This type of employment includes 1 to 3 story buildings; may contain a variety of uses such as research, production, office, technology, warehouse and incubator business; may have a high level of character and design; pedestrian streetscape may be emphasized in building and site design; a mix of surface parking lots and on-street parking is typical; and may be adjacent to residential or other commercial uses.

**Priorities**

Residents were asked to label timing of new development. Vacant areas in the Town were highlighted and residents were asked to indicate if they felt the areas should be developed (1) High Priority (less than 5 years); (2) Medium Priority (5 to 10 years); Low Priority (10 to 20 years) and (4) Not Important / Never.

Residents gave highest priority to the undeveloped areas west of STH 55 (Rank: 1.5/1.0). Areas in the southeastern and southern part of Town (east half of the Town) received slightly lower priority rankings (2.2 to 2.6). Areas in the northeast part of the Town, by the Fox River, received the lowest priority rankings (3.2).

## **Other**

Residents indicated that they would like to have the ability to safely walk and bike to retail establishments, especially near STH 441 and CTH KK and STH 441 and CTH CE.

## **ECONOMIC DEVELOPMENT OPPORTUNITIES**

During the development of the last comprehensive plan, several economic development opportunities were identified. These primary opportunities are still relevant today. Supporting goals, objectives and policies are provided in Chapter 12, Implementation, to help the Town capitalize on these opportunities.

### **Capitalize On Highway Corridors**

The Town already has seen the effect a well-traveled highway corridor can have on retail development. Limited opportunities exist for continued development of vacant parcels and along connecting corridors (e.g. Eisenhower) near the STH 441 corridor. Another area along the CTH KK corridor between Spranger's Orchard and DeBruin Road would be well suited for commercial development.

### **Promote Community Identity in Business Districts**

To promote Town identity and awareness, it is recommended that the Town utilize a consistent sign style and perhaps incorporate a logo (like the logo on the Town website) to help make these signs more noticeable. Other strategies to promote community awareness could include:

- Require repeated use of certain landscape elements in Buchanan's commercial areas. By repeating the use of a certain flower, shrub or tree species, Buchanan's business areas can be easily distinguished from its neighbors.

### **Agriculture and Economic Development**

The Agricultural, Natural and Cultural Resources Chapter of this plan discussed several strategies for sustaining agriculture in the Town over the next 20 years and beyond. In addition to the program / policy initiatives indicated the Town can take other actions to support the local agricultural economy, including:

- Encourage local farmers to utilize area farmers markets as a centralized marketplace to sell produce. This large market serves the entire region and provides a fantastic opportunity to sell directly to the local population.
- Organize educational seminars for farmers about the tools the Town can provide to accommodate development requests (e.g. transfer and purchase of development rights, zoning ordinance tools) and other opportunities they may want to consider in their

farming practice (e.g. the sale of farm by-products for energy generation, organic farming opportunities, niche farming opportunities, etc.).

- Ensure that zoning allows for value-added operations on local farms to provide supplemental income without having to divide land.

## **ECONOMIC DEVELOPMENT TOOLS AND PROGRAMS**

### **Industrial Revenue Bond**

The Wisconsin Economic Development Corporation's (WEDC) Industrial Revenue Bond (IRB) Program allows all Wisconsin cities, villages and towns to support industrial development through the sale of tax-exempt bonds. The proceeds from the bond sale can be used to stimulate capital investments and job creation by providing private borrowers with access to financing at interest rates that are lower than conventional bank loans.

### **Town Internet Marketing**

The Town of Buchanan should consider utilizing its website to list local businesses in the Town. This could also be expanded to showcase a special business of the month. A business directory would allow citizens easy access to important information about local contractors, restaurants, and recreational facilities.

### **Town Capital Improvements Program (CIP)**

Through a CIP, communities are able to responsibly plan for future improvements. The Town of Buchanan does utilize this tool.

### **Outagamie County Revolving Loan Program & FCEDP**

Outagamie County has two revolving loan fund (RLF) programs. The RLF programs provide gap financing for new or expanding businesses in partnership with lending institutions. The purpose is to encourage private investment, create employment opportunities, and increase the overall health of Outagamie County's economy.

**Prosperity Fund:** Businesses in all of Outagamie County are eligible for loans up to \$70,000. Eligible uses include real estate, equipment, inventory, or working capital.

**Community Development Fund:** Businesses in all of Outagamie except the City of Appleton are eligible for loans up to \$300,000. Eligible uses include: real estate, equipment, inventory and working capital

The county is also working to support economic development through the Fox Cities Regional Partnership. This organization covers Outagamie, Calumet and the northern part of Winnebago Counties and is committed to helping businesses locate and expand in the Fox Cities.

### **State Agencies/Programs**

- Wisconsin Department of Administration (WDOA), Division of Housing (DOH) Bureau of Community Development - <http://www.doa.state.wi.us/Divisions/Housing/Bureau-of-Community-Development>. The bureau is one of three bureaus falling under the DOH. It is responsible for public infrastructure, blight elimination and business development activities.
- Wisconsin Economic Development Corporation (WEDC) – <http://inwisconsin.com/>. WEDC provides assistance for business and community development, start-up and business growth, industrial advancement, minority business development and LocateInWisconsin
- Wisconsin Department of Transportation (WisDOT) – <http://wisconsindot.gov>. The Office of Disadvantaged Business Enterprise (DBE) Program encourages firms owned by disadvantaged individuals to participate in all federal and state transportation facility contracts.
- Wisconsin Economic Development Institute, Inc. (WEDI) - <http://forwardwi.com/>. WEDI maintains the data portions of the former Forward Wisconsin’s website. It provides resources for businesses looking to either open a new location, to expand an existing business in Wisconsin or to start a new business.
- Department of Workforce Development (DWD) – <http://dwd.wisconsin.gov/>. This department builds and strengthens Wisconsin’s workforce by providing job services, training and employment assistance, and helping employers find necessary workers.
- Wisconsin Small Business Development Centers (SBDC) – <http://www.wisconsinsbdc.org/>. These centers help ensure the state’s economic health and stability. They offer formative business education, counseling, and technology training.
- UW-Extension – <http://www.uwex.edu/>. Provides small business management assistance workshops, one-on-one counseling, information on county revolving loan funds and other sources of financing, research into available government loans, and local demographic information.
- Wisconsin Division of Safety and Professional Services - <http://dsps.wi.gov/Programs/Industry-Services/Industry-Services-Programs/Wisconsin-Fund/>. The Wisconsin Fund provides grants to help small commercial businesses rehabilitate or replace their privately-owned sewage systems.
- Wisconsin Department of Natural Resources (WDNR) - <http://dnr.wi.gov/topic/Brownfields/RRProgram.html>. The WDNR Remediation and Redevelopment program oversees the investigation and cleanup of environmentally contaminated sites.

## **Federal Agencies/Programs**

- Department of Agriculture Rural Development Administration – <https://www.rd.usda.gov/>. Rural Business Opportunity and Rural Economic Development Loans and Grants.
- Occupation Safety and Health Administration (OSHA) - <https://www.osha.gov/dte/sharwood/>. The Susan Harwood Training Grants Program is awarded to nonprofit organizations for training and education. These grants can be used to develop training materials for employers and workers on the recognition, avoidance and prevention of safety and health hazards in the workplace.
- US Small Business Administration (SBA) – <https://www.sba.gov/>. SBA provides financial, technical and management assistance to help Americans start, run and grow their businesses.
- US Department of Commerce – <https://www.commerce.gov/>
- US Department of Transportation – <https://www.transportation.gov/>

## **ECONOMIC DEVELOPMENT ISSUES AND CONCERNS**

### **Residential Development as Economic Development – Keeping Taxes Competitive**

Presently, residential development is an important source of the local tax base income. In fact, it accounts for about three-quarters (73.6%) of the total assessed value in the Town. Accordingly, to some economic development in Buchanan is often seen AS residential development. Fortunately, from an economic standpoint, residential development is growing in the Town. Moreover, the housing being developed is of significant value. As such, it continues to provide an increasing share of the Town’s tax base. Therefore, residential development does provide economic development gains for the Town.

However, to a much greater degree than commercial and industrial development, housing requires extensive services to accommodate resident needs. These services include schools, parks, trails, public safety, roads and associated maintenance (including snowplowing), and other amenities.

A number of community studies have been completed across the country to compare tax revenue generated by different land uses (e.g. commercial, industrial, single family residential, multiple family residential, etc.) to the municipal services they require. Study after study demonstrates that single-family residential development often increases public costs by a larger amount than it increases tax revenue for local governments that must provide those services. Commercial and industrial development has a much more positive balance relative to tax dollars paid and dollars expended on services.

The premier example of such a study in Wisconsin was completed by the Town of Dunn (Dane County) in 1994. Subsequent studies rely on the Town of Dunn as a model in their efforts.<sup>2</sup> The study revealed that for every dollar in tax revenue collected by the Town of Dunn, \$1.24 cents in services was required in local services (including schools). The ratios for commercial and industrial uses were far more favorable (e.g. for every \$1 in tax revenues collected significantly less than \$1 of services is required). Not surprisingly, the ratio is most favorable for farmland and natural areas.

Fortunately, for Buchanan, the Town has a thriving business sector that contributes a significant share of income to the local tax base (See Table 8-1). In fact, Buchanan enjoys a much more significant business sector than many towns in Wisconsin.

It is important to ensure that local residential tax dollars cover the costs to provide needed services. Therefore, the Town supports new residential development paying a fair and proportionate share of service costs. Impact fees can be used to further ensure that new development is paying a fair and equitable share of road improvement and park costs. It should be noted that this fee income only is available as long as new development occurs.

**Table 8-1: Assessed Value, 2016**

Real Estate	Acres	Land Value	Improvement Value	Total Value	Percent of Total Assessed Valuation	Assessed Value Per Acre
Residential	1,777	\$76,652,300	\$350,478,700	\$427,131,000	73.6%	\$240,366.35
Commercial	596	\$42,710,000	\$91,920,800	\$134,630,800	23.2%	\$225,890.60
Manufacturing	17	\$893,600	\$4,728,400	\$5,622,000	1.0%	\$330,705.88
Agricultural	5,332	\$968,000	-	\$968,000	0.2%	\$181.55
Undeveloped	474	\$261,000	-	\$261,000	0.0%	\$550.63
Agricultural Forest	301	\$421,800	-	\$421,800	0.1%	\$1,401.33
Forest Lands	98	\$272,900	-	\$272,900	0.0%	\$2,784.69
Other	137	\$1,802,700	\$9,357,000	\$11,159,700	1.9%	\$81,457.66
Total	8,732	\$123,982,300	\$456,484,900	\$580,467,200	100.0%	\$66,475.86

Source: State of Wisconsin Department of Revenue, Division of State and Local Finance, Local Government Services Bureau, Final Statement of Assessments, 2016 <https://www.revenue.wi.gov/DORReports/2016SOAOutagamie.PDF>

### Providing Walkable Development Options

To go shopping in Buchanan today, most residents need to get into their cars. There are not complete walkway routes between business environments and there are only limited walkway connections between businesses. While the CE trail does provide access to some local business areas, getting to the CE Trail safely from Buchanan’s neighborhoods can be challenging. As a result, when shopping in Buchanan, patrons drive to one business and then choose to get back into their car and drive to the next business. During the visioning exercise,

<sup>2</sup> Additional Information about the Town of Dunn Community Services Study is available on-line at [www.town.dunn.wi.us](http://www.town.dunn.wi.us).

residents expressed a desire to be able to walk and / bike safely to retail areas near the STH 441 corridor. Moreover, there is very limited street lighting in Buchanan. For these reasons, those who walk to businesses in the evening carry flashlights.

### **Harmony between Business Growth and Rural Character**

As residential and commercial growth continues in Buchanan, it becomes more and more important that the Town have effective sign, exterior lighting, and landscape ordinances in place to promote compatibility among land uses and provide an attractive community-setting. Without effective ordinances, light from commercial areas can “trespass” into residential areas creating nuisances for some. Similarly, signage can overwhelm corridors and even individual business signs if too large, too tall, or overly repetitive can be an issue. Large signs situated nearer to residential neighborhoods will be visible from those homes at night, creating concern amongst residents. Likewise, the effective use of landscaping can establish sound, wind, and light buffers between neighborhoods and residential districts, help to beautify commercial areas, and provide stormwater benefits.

### **Environmentally Contaminated Sites**

Development efforts can sometimes encounter the challenge of potentially contaminated properties, which are commonly referred to as brownfield sites (see box at right). Brownfield sites vary in size, location, age, and past use. A brownfield site can be a former corner gas station or an empty manufacturing plant. There are an estimated 10,000 brownfields across Wisconsin<sup>3</sup>. These sites pose a number of problems for communities, including:

- Neighborhood deterioration and community blight.
- Potential harm to human health and the environment.
- Reduced tax revenue and economic growth.
- Attraction for vandalism, open dumping and other illegal activity.

#### **Brownfield Sites**

The United States Protection Agency (EPA) defines Brownfields as “A brownfield is a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

*Source: United States Environmental Protection Agency.*

The term "brownfield" was first used to distinguish developed land from unused suburban and rural land, referred to as "greenfield" sites. The EPA, states, and municipalities believe that choosing brownfield redevelopment over greenfield development yields several benefits for communities and for commerce. Brownfield redevelopment encourages the cleanup of contaminated sites. This is the major goal of most modern environmental regulations. The fewer

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<sup>3</sup> Wisconsin Department of Natural Resources, <http://dnr.wi.gov/topic/Brownfields/Brownfields.html>. Accessed 4/20/17.

the number of contaminated sites, the less the cumulative impact to the environment. Another benefit of brownfield redevelopment is that it revitalizes urban areas. (Many brownfields are centrally located in urban areas.) This leads to another perceived benefit -- the minimization of green space development. When brownfields are redeveloped or revitalized in urban areas, less farmland on the urban fringe is developed, maintaining green space and reducing the need for expanding infrastructure and utilities. Finally, when brownfields are redeveloped and new businesses begin operating, these properties return tax base and provide jobs. This is a major financial incentive for municipalities to develop and encourage programs for brownfield redevelopment.

Using one of several databases, interested residents can search for properties in Buchanan that have been affected by environmental contamination (and have been reported). The WDNR Bureau for Remediation and Redevelopment Internet website tracking list is one such database. This database is available at: <http://dnr.wi.gov/topic/Brownfields/clean.html>. This database (and new map feature) tracks identified sites from first reporting through closure or no further action. Records are kept in perpetuity regardless of whether or not contamination was actually found, the size of the incidence, and whether or not the site has been cleaned.

The WDNR database currently lists 24 sites when searching for "Buchanan". Three (3) of the sites are for leaking underground storage tanks (all closed) and 16 are for spills (all closed). The WDNR defines spills as "a discharge of a hazardous substance that may adversely impact, or threaten to impact public health, welfare or the environment". Spills are usually cleaned up quickly. Two sites are listed as No Action Required by RR Program (NAR), one of these sites (Lehrer Sanitary Service - Midwest Disposal, on Block Road) has been transferred to the WDNR's Waste and Materials Management (WMM) program, while the other one is listed as No Action Needed. Information on the Lehrer site is available on the Solid and Hazardous Waste Information System (SHWIMS) database. There was, or may have been, a discharge to the environment and, based on the known information, DNR has determined that the responsible party does not need to undertake an investigation or cleanup in response to that discharge. The remaining 3 sites are listed as general property (GP). This means that the activity type consists of records of various milestones related to liability exemptions, liability clarification, and cleanup agreements that have been approved by DNR to clarify the legal status of the property. A listing of GP designated properties include: (a) Fox Valley Greenway Expansion Redevelopment at the intersection of STH 55 and CTH CE; (b) the property at W3178 Van Roy Road; and (c) Quick Fuel NE LLC at 554 Carter Court.

Governments at all levels have recognized that brownfield redevelopment is an important issue. Numerous programs have been created to encourage brownfield redevelopment including grants, loans, and tax incentives. In the future, the Town should encourage landowners to pursue the cleanup and redevelopment of any contaminated or brownfield site. Likewise, to minimize future environmental impacts, the Town will encourage environmentally friendly business development that is properly permitted and regulated to protect the Town's natural environment, particularly its groundwater resources.

## **COORDINATION WITH OTHER COMPREHENSIVE PLAN ELEMENTS**

Economic development in Buchanan directly affects all other elements of this comprehensive plan. Specifically, the Economic Development Element impacts the Land Use, Transportation, Housing, and Utilities and Community Facilities Elements. Therefore, it is important that the elements are consistent and support one another.

### **Land Use Element**

New commercial and industrial development must be located in areas that the market will support. Furthermore, new commercial and industrial development should not create a nuisance for neighboring properties or natural resources. As such, new development should have a minimal environmental impact and be located in areas that have access to needed infrastructure. These concerns were carefully considered during the development of the Future Land Use Map.

### **Transportation Element**

Additional economic development may result in increased truck traffic for deliveries and more local traffic from customers frequenting businesses. The Town must work with the county and WisDOT to monitor traffic flows to ensure that new development is appropriately planned and sited to minimize its impact on adjacent roadways. This may periodically require traffic studies to understand the impacts of proposed developments. Pedestrian and bicycle access must also be considered.

### **Housing Element**

New economic development will bring visitors to the community. Economic development can also result in jobs that bring people to the community looking for places to live near their place of employment. Areas for additional housing development are provided on the Future Land Use Map.

### **Utilities and Community Facilities**

To support economic development, infrastructure (transportation, electricity, communication, public safety) must be available to meet the needs of business. The Utilities and Community Facilities Element discusses several planned capacity improvements to better serve the needs of the community, including the economic interests.

### **Agricultural, Natural and Cultural Resources**

Agricultural and agricultural related industries have been and are still important to the economy of Outagamie County. However as more and more rural residential development occurs in the eastern part of the Town, it will become increasing more difficult for viable farming operations to

exist due to fragmentation of agricultural lands and conflicts between agricultural and residential development.

Balancing the demands of economic development with the preservation of natural resources is a challenge. Conserving these resources is necessary to maintain and in some instances improve the quality of life for residents while providing an attraction tool for new businesses and workers.

Historic buildings and structures tell the story of the history of the Town. While promotion of economic development is important, special care must be taken to preserve not only the character but also the historical and cultural elements that remain.

### **Intergovernmental Cooperation**

Economic development goes beyond municipal and county boundaries. The Town does not exist in isolation but must work with others to promote economic development in the Town and the area.

## **ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, AND POLICIES**

The Town's Economic Development goals, objectives, and policies can be found in Chapter 12: Implementation.