

## Turning Brownfields into Opportunities for Urban Revitalization: *The North End and Park East Corridor in Milwaukee*

### Background

On June 16, 2009, the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) joined together to help communities nationwide improve access to affordable housing, increase transportation options, and lower transportation costs while protecting the environment. The [Partnership for Sustainable Communities](#) works to coordinate Federal housing, transportation, water, and other infrastructure investments to make neighborhoods more prosperous, allow people to live closer to jobs, save households time and money, and reduce pollution. The Partnership agencies support sustainable communities by providing technical assistance and capacity-building opportunities and by connecting communities to national, regional, State, and local funding resources that further sustainability activities.<sup>1</sup>

The Partnership agencies incorporate six principles of livability into Federal funding programs, policies, and future legislative proposals to support locally developed projects:

- Provide more transportation choices;
- Promote equitable, affordable housing;
- Enhance economic competitiveness;
- Support existing communities;
- Coordinate policies and leverage investment; and
- Value communities and neighborhoods.

Redevelopment in downtown Milwaukee, Wisconsin, highlights how resources from Federal agencies, combined with State and local resources, build on each other to provide broad economic, environmental, and social benefits. In Milwaukee, Partnership investments played a particularly important role in the clean-up and redevelopment of vacant brownfield sites. These activities have been key to local economic development.<sup>2</sup>

The city used an [EPA grant](#) to clean up downtown Milwaukee's largest industrial brownfield, an eight-acre site, and attract other resources and private investment. These efforts have led to the private sector development of The North End, an 83-unit mixed-use apartment building with approximately 12,000 square feet of ground-level retail space, on the brownfield site.

Combined with other nearby revitalization efforts supported by the Partnership, The North End development provides economic and environmental benefits to the city, while improving housing and transportation choices for residents:

- **The North End spurred renewal of the 60-acre [Park East Corridor](#)**, an area that surrounds and includes The North End. The corridor was the previous site of the [Park East Freeway](#), which was removed in 2003 to provide space for neighborhood development. Over time, development has brought in an estimated \$250 million in increased property values to the city. The city estimates that \$780 million of new office, commercial, and residential construction will take place in the corridor over the next 10 to 15 years.<sup>3</sup> City staff noted that the EPA grant and other Federal investments that support corridor developments are critical because, "Every piece of the financial puzzle is significant to getting a project off the ground."<sup>4</sup>
- **The North End project increased the city's tax base and property values.** In 2011, The North End's property taxes (payable in 2012) were approximately \$480,000. Before construction of Phase I in 2006 and 2007, property taxes were approximately \$120,000. Additionally, property values at The North End increased from \$2.4 million before 2007 to \$16.6 million in 2011.



- **Many first-time downtown residents now have access to housing.** Approximately 77 percent of The North End residents are living downtown for the first time.
- **Residents and visitors have better access** to Milwaukee’s downtown amenities, employment centers, and recreational opportunities. The North End is located within close proximity of major roadways and transit routes. Planned transportation improvements will also enhance bicyclist and pedestrian access to riverside green spaces.

Milwaukee Mayor Tom Barrett lauded the contributions of both The North End and the Park East Corridor to the city’s revitalization, stating that the corridor represents a “stretch of development opportunity made possible through...significant public investment to prepare the area for redevelopment.”<sup>5</sup> Mayor Barrett also noted that “Each new development [in the corridor] will enhance Milwaukee’s ongoing renaissance as well as contribute towards our local economy.”<sup>6</sup>

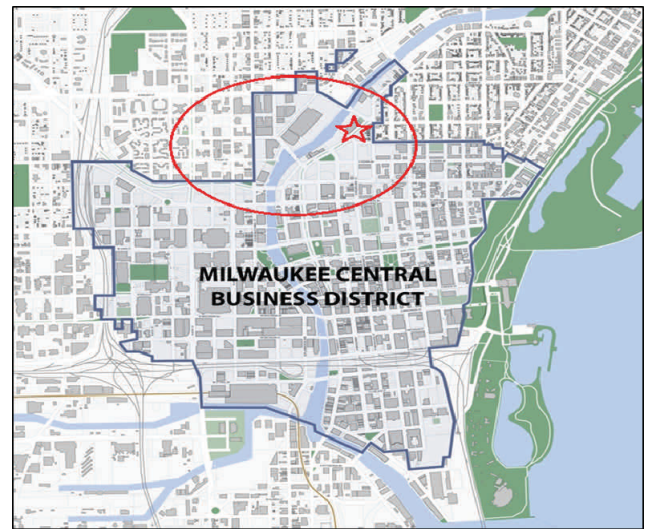
## The Park East Corridor

The Park East Corridor, which is part of Milwaukee’s central business district, is adjacent to the Milwaukee River (Figure 1).<sup>7</sup> The corridor is a desirable residential location due to its easy walking, driving, transit, and biking access to many of Milwaukee’s key businesses, schools (such as the Milwaukee School of Engineering), and cultural sites (including theaters and museums). The corridor is located within a few miles of Lake Michigan and numerous lakeside green spaces and parks. The corridor was originally developed around the elevated Park East Freeway (Figure 2); a one-mile extension of the freeway leading from Interstate 43 to downtown Milwaukee that opened in 1971. Due to community and environmental opposition, the entire freeway project was not completed and much of the land surrounding the partial spur was used for surface parking.

In the 1990s, a portion of the right of way was redeveloped into the East Pointe neighborhood, which included shops, condominiums, and rental housing.

The success of this neighborhood and other nationwide downtown revitalization efforts prompted removal of the freeway in 2003 to provide space for mixed-use neighborhoods. The freeway removal was funded in part by the Intermodal Surface Transportation Efficiency Act of 1991.<sup>8</sup> Local funding also came from a tax increment financing (TIF) grant.<sup>9</sup>

After the freeway spur was removed, the city completed a master plan for the corridor in 2005. The plan envisions a variety of uses for the area, including residential, business, and retail spaces located within three districts, each with a distinct character (Figures 3 and 4).<sup>10</sup>



**Figure 1:** The North End, Park East Corridor, and Milwaukee’s central business district. The red circle indicates approximate location of the Park East Corridor. The red star marks the approximate location of The North End. The blue line indicates Milwaukee’s central business district. [Source: <http://city.milwaukee.gov/Projects/ParkEastredevelopment.htm>]

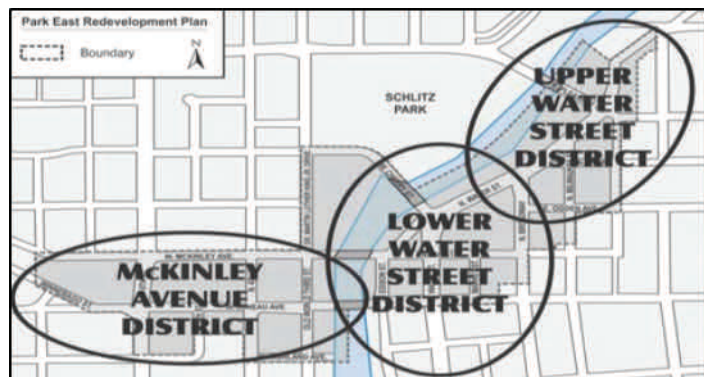




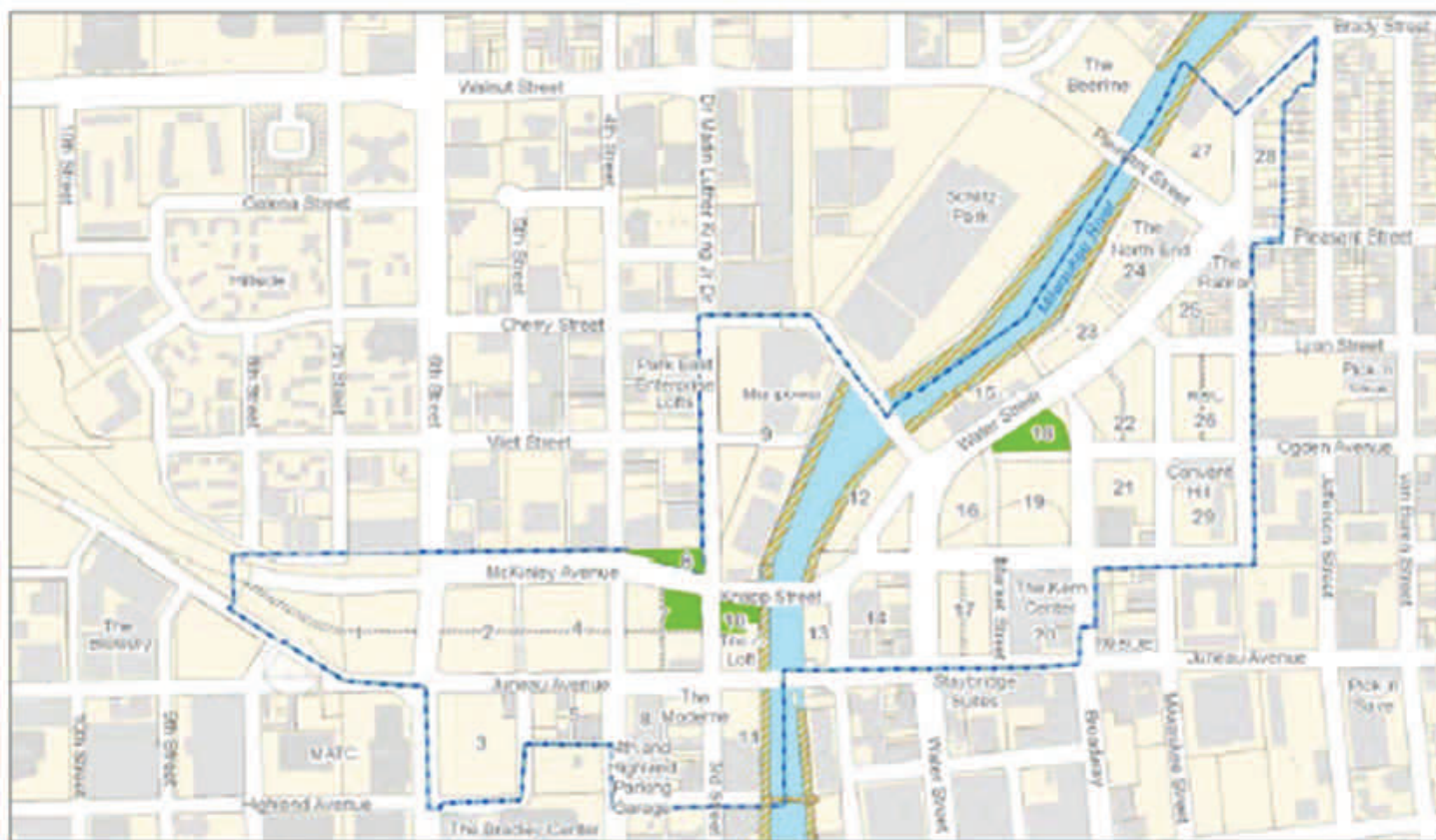
The city estimates that removing the Park East Freeway brought at least \$250 million of investment into the Park East Corridor.<sup>11</sup> Additionally, the freeway's removal has enhanced access between downtown Milwaukee and nearby neighborhoods, increased property values, and provided new space for businesses and recreation downtown.



**Figure 2:** The former Park East Freeway. The freeway is the elevated road. Note the absence of vehicles on the freeway compared to the surface road, demonstrating that the freeway was underutilized. [Source: [www.preservenet.com/freeways/FreewaysParkEast.html](http://www.preservenet.com/freeways/FreewaysParkEast.html)]



**Figure 3:** Park East Corridor districts. [Source: <http://city.milwaukee.gov/ImageLibrary/Groups/cityDCD/parkeast/plan/MasterPlan/Chap3MasterPlan.pdf>]



**Figure 4:** Park East Corridor redevelopment project boundary. The North End comprises blocks 23, 24, 27, and a portion of block 25. [Source: City of Milwaukee]

## The North End

Land made available by removal of the freeway has been transformed into the Park East Corridor, which contains both publicly, and privately, owned parcels, including The North End. The North End is at the northeast end of the corridor on the former site of the Pfister & Vogel Tannery, which operated from the mid-1800s until 2000, when it became vacant. Clean-up of the contaminated site was critical to redevelopment, as none of the tannery buildings were usable and the property was a key anchor for the corridor.

In 2006, EPA provided \$1.1 million in [Brownfields Revolving Loan Funds](#)<sup>12</sup> to the city to support clean-up activities. This represented about 20 percent of total clean-up costs.

The State of Wisconsin supplemented EPA's funds with a brownfields cleanup grant for \$900,000. The city also provided approximately \$1.4 million in local TIF funds for site clean-up. It took two years to demolish buildings, install groundwater monitoring wells, and remove contaminated soil as well as materials such as fuel oil, sulfates, chromium, and asbestos.

A private developer, the Mandel Group, purchased the site in 2001 and completed demolition and environmental remediation in 2006. The North End project involves five phases.

Phase I began in 2007 and was completed in 2009. It includes an 83-unit residential building, indoor parking, and 12,000 square feet of retail space that houses a fitness center, a nail salon, and a dry cleaner.<sup>13</sup> Costs for Phase I totaled \$22 million. In addition to its \$1.4 million contribution for environmental remediation and demolition, the city provided approximately \$1 million for Phase I for public infrastructure such as streets, sidewalks, and utilities through a TIF grant.

Construction for Phase II began in February 2012 and will be complete in 2013 (Figure 5). This phase focuses on building out the property and integrating it into the neighborhood. During Phase II, the private developer will construct two five-story buildings containing 155 residential units (20 percent of which will be affordable) and 2,280 square feet of retail space. The developer will also make several public infrastructure improvements. The total cost of Phase II is estimated at \$36 million.

Phase II is financed by a \$26 million loan from the Wisconsin Housing and Economic Development Authority. The city will also provide a \$4.6 million loan for Phase II as well as \$2.2 million in TIF funds for infrastructure improvements, including new streets, a public plaza, and a pedestrian walkway.

Phase II will contribute to transportation improvements that support connectivity in the downtown area. Both the city and the developer will contribute to integrating The North End with the existing transportation network. With funding assistance from the city, the developer will build a quarter-mile segment of [RiverWalk](#), a 3.3-mile pedestrian pathway along the Milwaukee River. The pathway is adjacent to retail businesses, including 23 restaurants with direct access to RiverWalk (see Figure 6).<sup>14</sup>



**Figure 5: Rendering of full North End project completion.** [Source: [www.eadp.com/#/news/press/42](http://www.eadp.com/#/news/press/42)]



The developer will also complete construction of Milwaukee Street, which will provide a direct vehicular and pedestrian connection to RiverWalk that did not previously exist in the area (Figure 7).<sup>15</sup>

Phases III through V will involve adding another 300 to 400 apartments and retail space.

Bicycle racks will be installed outside the building for public use and in the building's parking garage to provide safe bicycle storage for residents. Overall, The North End's future public plaza, bike amenities, new road connections, and integration with RiverWalk are expected to increase pedestrian and bicycle activity in the area, support access to a more multimodal, connected transportation system, and contribute to an enhanced downtown environment.



**Figure 6: RiverWalk.** [Source: [www.lakesidepainting.com/blog/article/check-out-art-milwauees-art-in-transit-jamboree/](http://www.lakesidepainting.com/blog/article/check-out-art-milwauees-art-in-transit-jamboree/)]



**Figure 7: Map of The North End (Phases I and II) showing roadways providing access to the Milwaukee River.** [Source: The Mandel Group]

While the city does not track the number of RiverWalk users, city staff reported that the system has been highly successful in attracting pedestrians to downtown and spurring economic activity. Since the inception of the RiverWalk project, values for properties adjacent to the pathway have increased by over \$875 million given the rehabilitation of commercial buildings and the addition of over 2,000 new housing units. Mayor Barrett has stated that the pathway "rates at the very top" of important downtown projects.<sup>16</sup> Connecting The North End to RiverWalk will allow residents and visitors to take better advantage of the city's amenities, improve quality of life, and continue to strengthen and augment the revitalization seen along RiverWalk.

## Park East Corridor and Downtown Milwaukee Redevelopment

In 2008, at a ribbon-cutting ceremony for the first building to be completed in the corridor, Mayor Barrett stated that “Development will add vitality to the Park East gateway as it adds to Milwaukee’s tax base... [this is a] step in transforming this underused land into a thriving neighborhood.”<sup>17</sup> Mayor Barrett’s expectations have been met, as dismantling the Park East Freeway and developing The North End have led to a significant increase in the property tax base and land values. The corridor’s property value is now estimated at \$88.5 million,<sup>18</sup> up from \$45 million in 2002.

Partnership investment has been critical to this transformation. For example, a \$42 million [HUD Section 221\(d\)\(4\) loan](#) helped a private developer build the Moderne,<sup>19</sup> a \$54 million apartment and condominium project. The city provided an additional \$9.3 million loan for the Moderne, which broke ground in 2011 and is expected to be complete in October 2012. City staff stated that support from the HUD program, which guarantees mortgage payments in case of default, was instrumental to the Moderne’s development.<sup>20</sup>

The Partnership has also invested in other projects near the corridor that have helped boost The North End:

- [Federal Transit Administration \(FTA\) – Milwaukee Intermodal Station](#)  
FTA provided funding to renovate the station’s waiting area and create improved space for Amtrak ticketing, as well as bus passenger facilities, restaurant, and retail space. The station, located about one-and-a-half miles southwest of The North End, serves as a gateway to downtown Milwaukee and increases connectivity and accessibility to downtown destinations and amenities.
- [FTA – Milwaukee Streetcar](#)  
Federal and local sources, including \$54 million from FTA, will fund the streetcar, expected to be complete in 2014. Phase I will include building a two-mile segment through downtown Milwaukee. The transit investment will spur economic development, strengthen and promote downtown Milwaukee as the region’s premier office and business location, and create and promote access to jobs for Milwaukee residents. The North End is located within one-half-mile of the planned Milwaukee Streetcar route, providing direct connections to downtown.
- [HUD – HOPE VI Grants](#)  
From 1993 to 2008, HUD awarded six Hope VI grants to the city, including one for \$45 million in 2003 and another for \$6.7 million in 2008. These grants helped rehabilitate public housing and improve the living environment for residents of severely distressed public housing projects. One project funded by the 2008 Hope VI grant is located near The North End and the Park East Corridor.<sup>21, 22</sup>
- [EPA – Brownfield Grants](#)  
In addition to the Brownfields Revolving Loan Fund grant provided to Milwaukee to support clean-up of the former Pfister & Vogel Tannery, EPA has provided other grants to the city for brownfields clean-up efforts. In 1998, EPA awarded a \$200,000 Brownfields Assessment Demonstration Pilot grant to help Milwaukee identify and assess clean-up activities in the Menomonee Valley,<sup>23</sup> as well as a \$250,000 Sustainable Development Challenge Grant to support redevelopment planning.<sup>24</sup> In 2011, EPA provided \$600,000 in brownfields grants to the city to support the clean-up of three industrial sites located approximately four miles northwest of The North End. The sites will be redeveloped for business, residential, and retail use.<sup>25</sup>

Public investment provides a catalyst for additional private sector investment. In addition to the Moderne and The North End, private sector investments have led to other developments in and near the corridor, including a hotel, a public plaza, and an apartment building across the river from The North End offering 119 affordable and 21 market-rate apartment units. Additionally, the Milwaukee School of Engineering will break ground in spring 2012 for sports facilities, a 780-car parking garage, and a park. The project is expected to be complete by summer 2013.

## Relation to Partnership Principles

The North End and Park East Corridor projects demonstrate how targeted Federal resources can be leveraged to attract other State, local, and private support (Figure 8). Underscoring these connections, The North End developer stated that, “The \$1.1 million [EPA] Brownfields Revolving Loan was a critical piece of the financial puzzle, enabling us to leverage other public funds from the State of Wisconsin and the City of Milwaukee for the demolition and environmental remediation of the site. Perhaps more importantly, it allowed us to arrange private bank financing to combine with the public financing and launch the clean-up effort.”<sup>26</sup>



**Figure 8:** Rendering of Park East Corridor with completed North End buildings. [Source: <http://forum.skyscraperpage.com/showthread.php?t=7246&page=67>]

The North End and Park East Corridor developments offer a range of benefits directly related to the Partnership’s six principles, as outlined below.

### ***Provide More Transportation Choices***

- The North End is located within one-half-mile of multiple bus lines. For example, the Bayshore Green Line that connects to the airport and major shopping destinations stops at The North End site.
- The North End and other nearby developments are located near major destinations and along key transit routes as well as roads with bicycle and pedestrian facilities. This location allows residents and employees to take advantage of convenient forms of transportation to accomplish daily tasks.

### ***Promote Equitable, Affordable Housing***

- The North End’s apartments were leased within several months, the fastest lease-up period that the developer had ever experienced. Staff at the Mandel Group believe this and similar experiences at its other downtown apartment communities indicate a pent-up demand for downtown housing. Seventy-seven percent of The North End’s current residents are first-time downtown residents.



- Twenty percent of the units built in Phase II will be affordable to individuals who earn less than 60 percent of Milwaukee County's median income. (In 2012, 60 percent of the median income for an individual was \$30,780).<sup>27</sup> This affordability requirement will be maintained for at least 15 years.

### ***Enhance Economic Competitiveness***

- Dismantling the Park East Freeway and developing The North End have led to a significant increase in the property tax base and land values. The corridor's property value is now estimated at \$88.5 million,<sup>28</sup> up from \$45 million in 2002. Before Phase I, the land value of The North End site was assessed at approximately \$2.4 million. In 2011, the assessed value, including the Phase I building and the four remaining undeveloped sites, was more than \$16.6 million.
- RiverWalk has increased property values. In 1994, when RiverWalk construction began, the collective value of properties located on the Milwaukee River along RiverWalk was \$357,506,400. In 2011, the collective value was \$915,551,100, representing over a two-fold increase in value in 17 years. The North End's contribution to RiverWalk will help extend the pathway, bolster the city's economic activity, and increase property values.
- The North End is located within the core Milwaukee downtown area and within one to five miles of several of the area's top employers, including AT&T Wisconsin, Columbia-St. Mary's Health, and Aurora Health Care.<sup>29</sup>
- The North End development created 15 permanent jobs for apartment and retail staff. Furthermore, from initial demolition and environmental remediation through the first phase of construction, nearly 33 percent of the work was done by emerging minority-owned businesses, surpassing the Mandel Group's goal of 10 percent. Working with Alderman Joe Davis, the African American Chamber of Commerce, the Hispanic Chamber of Commerce of Wisconsin, and the Mandel Group, the city is also using \$250,000 of TIF funds to help several small minority-owned contractors grow their businesses.<sup>30</sup>

### ***Provide Environmental Benefits***

- The cleanup involved removing contaminated soil and groundwater and underground storage tanks from the largest industrial brownfield site in downtown Milwaukee.
- The U.S. Green Building Council selected The North End as one of the first pilot projects in the country to participate in the [Leadership in Energy and Environmental Design for Neighborhood Development Program](#).

### ***Coordinate Policies and Leverage Investment***

- Federal and local support to remove a freeway provided a spark for local agencies and the private sector to collaborate on redevelopment opportunities in the Park East Corridor.
- Multiple Federal, State, and local partners worked together to take on the complicated process of assessing, cleaning, and redeveloping brownfields.
- The investment of each Partnership agency bolsters others' investments. Brownfields clean-up at The North End site provided new opportunities for businesses and residential housing. These successes paved the way for subsequent Federal and private sector investment within and outside the Park East Corridor. Simultaneously, these successes built on and strengthened previous investments. For example, transportation projects such as the Milwaukee Streetcar support The North End's new residential and business development by providing expanded travel options.





## Summary

The EPA brownfields grant to clean up the downtown site served as an initial catalyst that gave the city and private developers the ability to create new housing and business opportunities in The North End and the Park East Corridor. The success of these projects demonstrate how targeted Federal investment by Partnership agencies can advance and support activities already underway. The developer constructing The North End considered the EPA Brownfields Revolving Loan grant to be a critical component of the site's initial clean-up activities, without which The North End could not have been developed. The initial success of The North End and the Park East Corridor also gave necessary boosts to other projects that contribute to downtown Milwaukee's local economy and quality of life and attracted further private investment.

While much work remains to realize the full vision of the corridor, many positive impacts of the Partnership's investments are already visible. Previously vacant or contaminated sites have become productive areas that provide a tax base for the city, support retail and residences, offer diverse transportation choices for employees and residents, and contribute to building a dynamic, sustainable neighborhood.

*All images included in this document were drawn from publicly accessible sources, which are fully referenced below.*

1. For detailed information on these funding opportunities, please see [www.epa.gov/smartgrowth/pdf/2010\\_0506\\_leveraging\\_partnership.pdf](http://www.epa.gov/smartgrowth/pdf/2010_0506_leveraging_partnership.pdf).
2. Brownfields are properties for which development or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Please see <http://epa.gov/brownfields/overview/glossary.htm> for more information.
3. Park East Corridor Report: *TID 48-Park East Corridor Redevelopment Periodic Report 12/31/10*. 2010. <http://city.milwaukee.gov/ImageLibrary/Groups/cityDCD/business/TIF/2010-Reports/TID48.pdf>. 2/15/12.
4. Interview with city of Milwaukee staff. January 2012.
5. goMilwaukee. City of Milwaukee. Department of City Development. <http://city.milwaukee.gov/Projects/ParkEastredevelopment.htm>. 2/21/12.
6. Ibid.
7. The Corridor is approximately one-and-a-half miles long.
8. Funding was authorized by Section 1045 of ISTEA, which allowed funds that would have been used for an elevated busway along I-94 in Milwaukee to be used for other highway and transit projects in the area. For more information, see [www.fhwa.dot.gov/highwayhistory/howmany.cfm](http://www.fhwa.dot.gov/highwayhistory/howmany.cfm), <http://city.milwaukee.gov/Eastredevelopment/Park-East-history.htm>, and [www.preservenet.com/freeways/FreewaysParkEast.html](http://www.preservenet.com/freeways/FreewaysParkEast.html). Additional information from June 2012 phone conversation with Wisconsin DOT.
9. TIF is a mechanism that identifies projected tax gains from a project and uses them to subsidize development.
10. *Park East Redevelopment Plan*. 2004. <http://city.milwaukee.gov/Redevelopment-plan.htm> 2/12/12.
11. "Park East Redevelopment Plan Passes Council Unanimously." City.Milwaukee.gov. 6/15/04. 3/5/12. <http://city.milwaukee.gov/ImageLibrary/Groups/cityDCD/News/2004/ParkEastApproval061504.pdf>
12. U.S. Environmental Protection Agency. Revolving Loan Fund Grants. <http://epa.gov/brownfields/rflst.htm>. 3/4/12.
13. Nearly all (99 percent) of the units are leased as of this writing.
14. Since the late 1990s, developers that build new property within 50 feet of the river in the downtown area are required to add and maintain sections of RiverWalk that lie adjacent to the property. The city provides 70 percent of the funding needed for walkway construction and 50 percent of the funding needed for dock wall construction. Business owners fund the remainder. In total, 47 property owners have worked with the city to develop individual segments of RiverWalk.
15. The RiverWalk component associated with Phase II will cost approximately \$660,000 in total. Of this total, the Mandel Group will fund approximately \$194,000 and the city will fund the remainder.
16. Daykin, Tom. "RiverWalk turns 20 and is Still Growing." *Milwaukee-Wisconsin Journal Sentinel*. [Wisconsin] 17 September 2011. [www.jsonline.com/business/130031773.html](http://www.jsonline.com/business/130031773.html)
17. goMilwaukee. City of Milwaukee. Department of City Development. First Park East Ribbon-Cutting City's FlatIron Project Complete. <http://city.milwaukee.gov/FirstParkEastribboncutting.htm>. 3/7/12.
18. Park East Corridor Report: *TID 48-Park East Corridor Redevelopment Periodic Report 12/31/10*. 2010. <http://city.milwaukee.gov/ImageLibrary/Groups/cityDCD/business/TIF/2010-Reports/TID48.pdf>. 2/15/12.
19. Burkwald, Daniel. "Real-Estate Spotlight: Apartment Cluster Pops Up Near Milwaukee River." *BizTimes.com*. 3/15/12. 3/20/12. <http://www.biztimes.com/article/20120221/ENEWSLETTERS06/302219845/0/SEARCH>

20. Interview with city of Milwaukee staff. February 2012.

21. More information on Hope VI grants is available at [www.grants.gov/search/search.do?oppld=56894&mode=VIEW](http://www.grants.gov/search/search.do?oppld=56894&mode=VIEW) and [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/public\\_indian\\_housing/programs/ph/hope6/grants/revitalization](http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/hope6/grants/revitalization).

22. The project in proximity to The North End is Convent Hill. The Housing Authority of the city of Milwaukee will build 62 market-rate condos on the site of the former Convent Hill public high-rise apartment building. See Attachment 11 at [www.hacm.org/Reports-Resources/HOPEVI-SS-2008/](http://www.hacm.org/Reports-Resources/HOPEVI-SS-2008/). See also [www.hacm.org/Reports-Resources/HOPEVI-SS-2008/Milwaukee\\_WI\\_Exhibit\\_A.pdf](http://www.hacm.org/Reports-Resources/HOPEVI-SS-2008/Milwaukee_WI_Exhibit_A.pdf).

23. The Menomonee Valley is a 1500-acre region near downtown Milwaukee with many abandoned or underutilized properties.

24. The EPA Brownfields Assessment grants provide funding to “inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites.” More information is available at [www.epa.gov/brownfields/assessment\\_grants.htm](http://www.epa.gov/brownfields/assessment_grants.htm). See also <http://tinyurl.com/7fg8kam> and [www.sschc.org/content/view/12/46/](http://www.sschc.org/content/view/12/46/).

25. The area surrounding Century City is known as the 30<sup>th</sup> Street Industrial Corridor, which is the largest contiguous industrial parcel in the city. Additional information on 30<sup>th</sup> Street Industrial Corridor redevelopment efforts is available at <http://city.milwaukee.gov/Projects/30thStreetIndustrialCorridor.htm>.

26. June 2012. Mandel Group e-mail communication.

27. March 2012. Mandel Group e-mail communication.

28. Park East Corridor Report: *TID 48-Park East Corridor Redevelopment Periodic Report 12/31/10*. 2010. <http://city.milwaukee.gov/ImageLibrary/Groups/cityDCD/business/TIF/2010-Reports/TID48.pdf>. 2/15/12.

29. Metropolitan Milwaukee Association of Commerce. Major Employers in Metro Milwaukee. <http://tinyurl.com/7xjo3pk>. 2/20/12.

30. U.S. Environmental Protection Agency. Brownfields at-a-glance Pfister & Vogel Tannery. Transforming Milwaukee’s Largest Brownfield into a Sustainable Benefit for the Community. July 2010. [http://epa.gov/brownfields/success/milwaukee\\_redev.pdf](http://epa.gov/brownfields/success/milwaukee_redev.pdf). 3/15/12.