



October 9, 2026

WI Chapter APA Annual Conference

Planning with Purpose: Industrial Development In an Uncertain Economy



With You Today



Melinda Osterberg, CEcD
Senior Director
*Business & Investment
Attraction*

- Over **10 years** of planning experience
- 7 years in Economic Development
- **Certified Economic Developer**



Darin Buelow
Principal
*Real Estate & Location
Strategy*

- **~30 years** on location strategy
- Founding member of the **Site Selectors Guild**
- **Certified Site Selector**

About Deloitte

Deloitte is one of the world's leading professional services organizations, bringing together industry knowledge and multidisciplinary capabilities across audit and assurance, consulting, tax, and risk and financial advisory. With a global network spanning more than 150 countries and territories, Deloitte helps organizations navigate complexity, solve critical challenges, and create lasting impact

Deloitte's Real Estate and Location Strategy practice brings deep expertise in evaluating diverse site types across a broad range of locations in both corporate site selection and strategic site evaluation for economic development organizations

100+

Years of location strategy legacy

10,000+

Site selection projects worldwide

10+

Site certification programs supported

Our Wisconsin Experience: Indar Brownfield Site Transformation

- Represented Indar-Ingeteam through site selection for a 275-job, \$17M project
- Site evaluated and selected was a dormant brownfield
- Transformed a liability into a manufacturing and development success story for the regional economy
- Since opening, 3,000+ wind turbine generators have been manufactured at the facility



***CREATING AN
ECONOMY FOR ALL,
WHERE EVERY WISCONSINITE HAS
THE OPPORTUNITY TO THRIVE***



Business Investment & Attraction Strategic Focus: Industry Trends & Relationships

- **Industry Trends:** Monitor national and global site selection patterns to anticipate opportunities.
- **Key Relationships:** Engage industrial site selectors and influencers at IAMC, Area Development, and other forums. Cultivate visibility for Wisconsin through sponsorship & speaking opportunities.
- **Lead Cultivation:** Position Wisconsin through marketing and relationship-building



Business Investment & Attraction Strategic Focus: Community Readiness & Coordination

► Community Readiness:

- Support long-term plans to attract industrial investment and diversify tax base
- Advance site readiness efforts (Certified Sites Program) to improve Wisconsin's competitiveness

► Regional Coordination:

- Work with partners at all levels of the State to deliver timely, unified RFI responses
- Serve as a resource to communities, providing data, tools and best practices in site selection





Goals for This Session

- Build understanding of the importance of industrial development and how to plan for future industrial use
- Gain insight into how site selectors and companies evaluate communities, including infrastructure, energy, and readiness factors
- Strengthen your ability to build relationships and leverage resources to support informed industrial development decisions

The Importance of Industrial/Manufacturing Development

Industrial / Manufacturing development is an important component of economic and community development that creates jobs, brings new investment into the community, and builds a stronger economic base for the future

The Benefits of Industrial / Manufacturing Development to a Community



Creates good-paying jobs: Manufacturing often provides stable careers with competitive wages and benefits across a range of skill levels



Brings new money into the community: Manufacturers sell products outside the area, bringing outside dollars back into the local economy



Creates jobs beyond the factory: Industrial projects support local contractors, suppliers, trucking companies, restaurants, retailers, and other businesses



Grows the tax base: New buildings, equipment, and investment can generate additional revenue to help support schools, parks, public safety, community services, and other local priorities like housing and childcare



Diversifies the local economy: A healthy mix of industries makes a community less dependent on one employer or one type of business



Creates career opportunities close to home: More local jobs can help residents stay in the community rather than leave to find employment elsewhere



Supports workforce development: Manufacturers often partner with schools, colleges, and training programs to prepare people for in-demand careers



Encourages infrastructure investment: Industrial growth can help drive improvements to roads, utilities, broadband, and other infrastructure that benefits the broader community



Attracts additional investment: One successful industrial project can help attract suppliers, related businesses, and future development



Strengthens the entire community: More jobs, investment, and economic activity can support stronger businesses, public services, and quality of life

Planning for Industrial Development

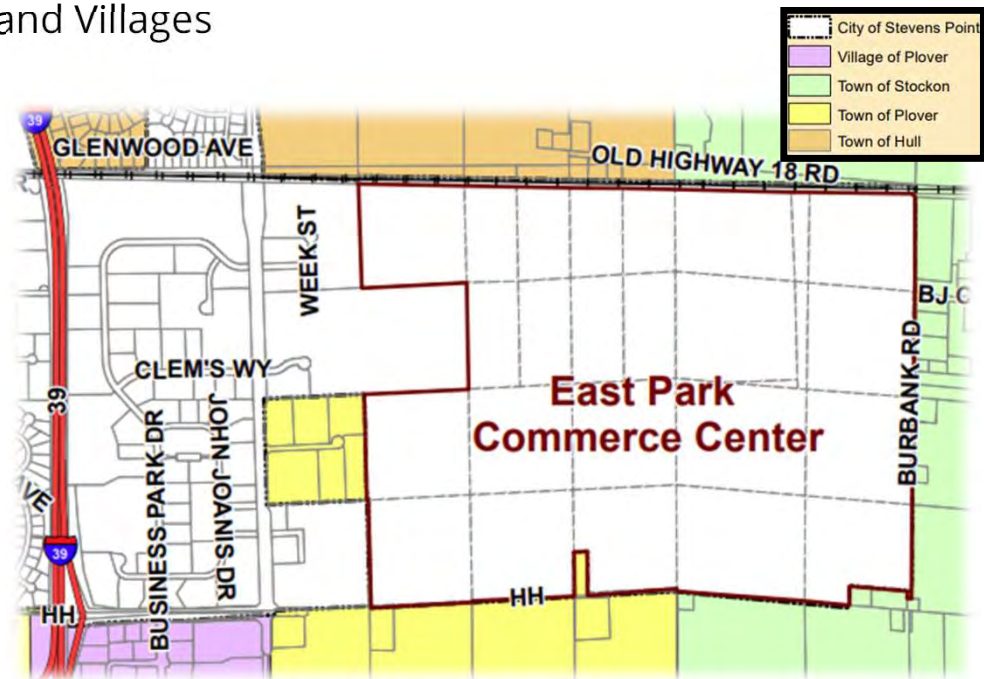


Historical Industry

Industry has occurred within populated centers where resources are available at the heart of communities (downtowns)



Over time, it has transitioned along transportation routes (rail and highways), and now exists primarily in industrial parks at the periphery of Cities and Villages



Industrial Acreage Is Not Always Development-Ready

- Many industrial projects have robust utility needs
- Planned industrial parks or sites that may seem well suited for industrial development aren't easily served by utilities
- In addition to transportation corridors, it is important to engage electric and natural gas providers to determine areas that have more capacity



Certified Sites



Why Certify Sites in Your Community?

Industrial land without intentional preparation stays invisible. Site certification and readiness efforts help sites be more visible and provide a more competitive offering to prospective clients and site selectors

What Communities Often Assume *VS.* What Site Selectors Actually Experience

"Good land will naturally attract the right companies and investment over time."

VS.

Site selection is **site elimination**, 50+ sites are reviewed per search; selectors are looking for **reasons to cut your site, not reasons to keep it.**

"Zoning alone is enough to signal we are open for business."

VS.

A zoned site is a starting point; it is **insufficient without due diligence and utility studies.**

"Infrastructure questions can be worked out once a prospect shows interest."

VS.

Utility capacity gaps discovered late in diligence **disqualify otherwise strong sites**

"Certification takes too much time, effort, and money for our community to justify"

VS.

Marquee projects expect certified sites and the ability to get immediate answers. Communities that can't respond quickly are eliminated.

The Benefits of Site Certification

Visibility



A certified site tells the market that a community isn't just open for business — it's prepared for it. Certified sites are featured on WEDC's interactive GIS map and promoted to national and international audiences

Marketability



Certification transforms a site from available to marketable. With documentation prepared and due diligence complete, communities can proactively promote their site to prospects before a project ever hits the market

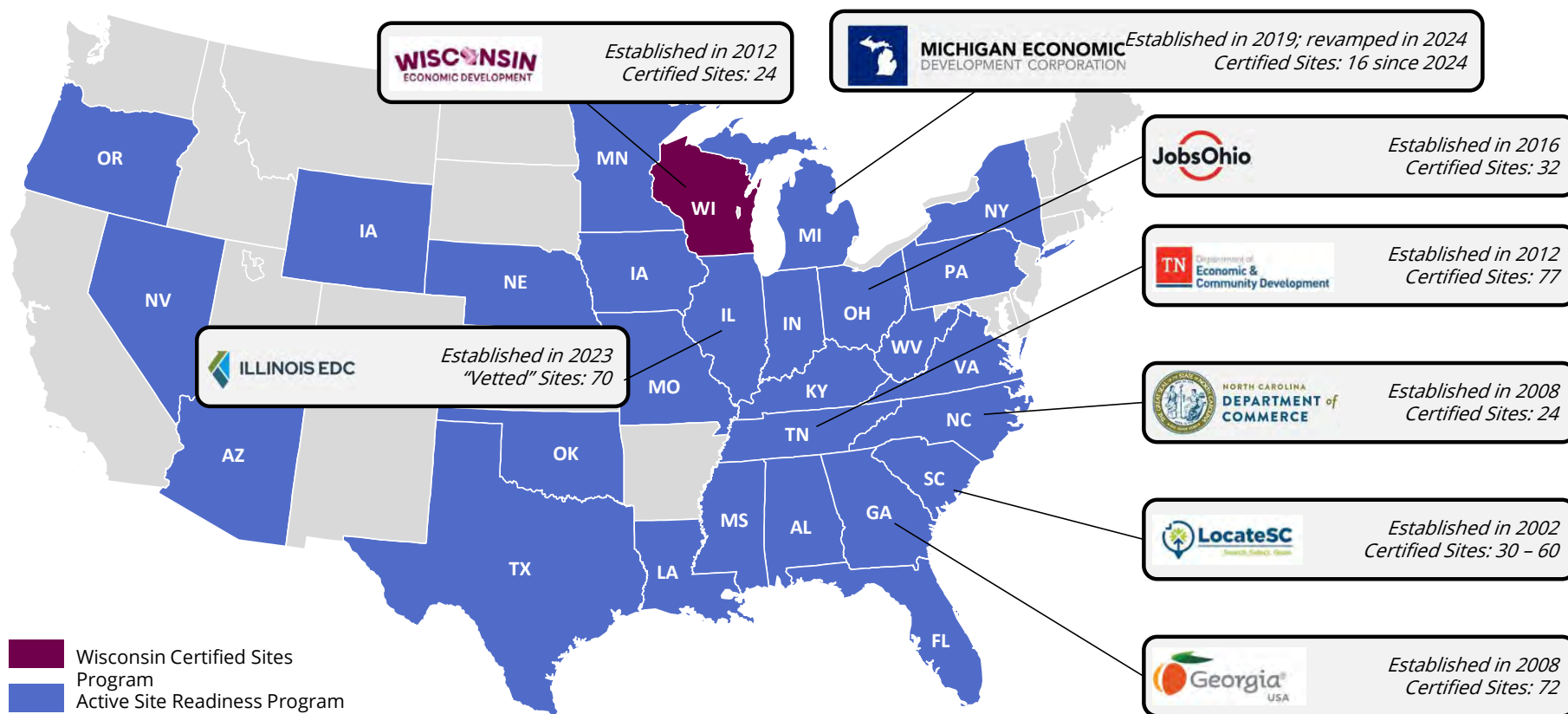
Credibility



The certification process uses a shared framework built around how industrial site selectors evaluate properties. The certification gives companies the confidence to move forward with a site.

Who is Competing for Your Next Employer?

The vast majority of states operate site readiness programs; certified sites in peer states are winning the projects your communities need



Copyright © 2026 Deloitte Development LLC. All rights reserved.

Source: Site Selectors Guild: The Value and Future of Site Readiness Programs in Corporate Location Decisions and prior project experience

Certification Gets Your Site in the Game

A certified site is not the finish line. It is the foundation for getting noticed, responding with confidence, and staying competitive when investors are narrowing options

GET SEEN

Earn early consideration from companies and site selectors actively evaluating locations.

RESPOND FASTER

Put verified site, utility, and diligence information at decision-makers' fingertips.

STAY COMPETITIVE

Reduce uncertainty and keep the site in contention as projects move through selection.

Certification does not guarantee a project — but without readiness and visibility, many sites never get considered.



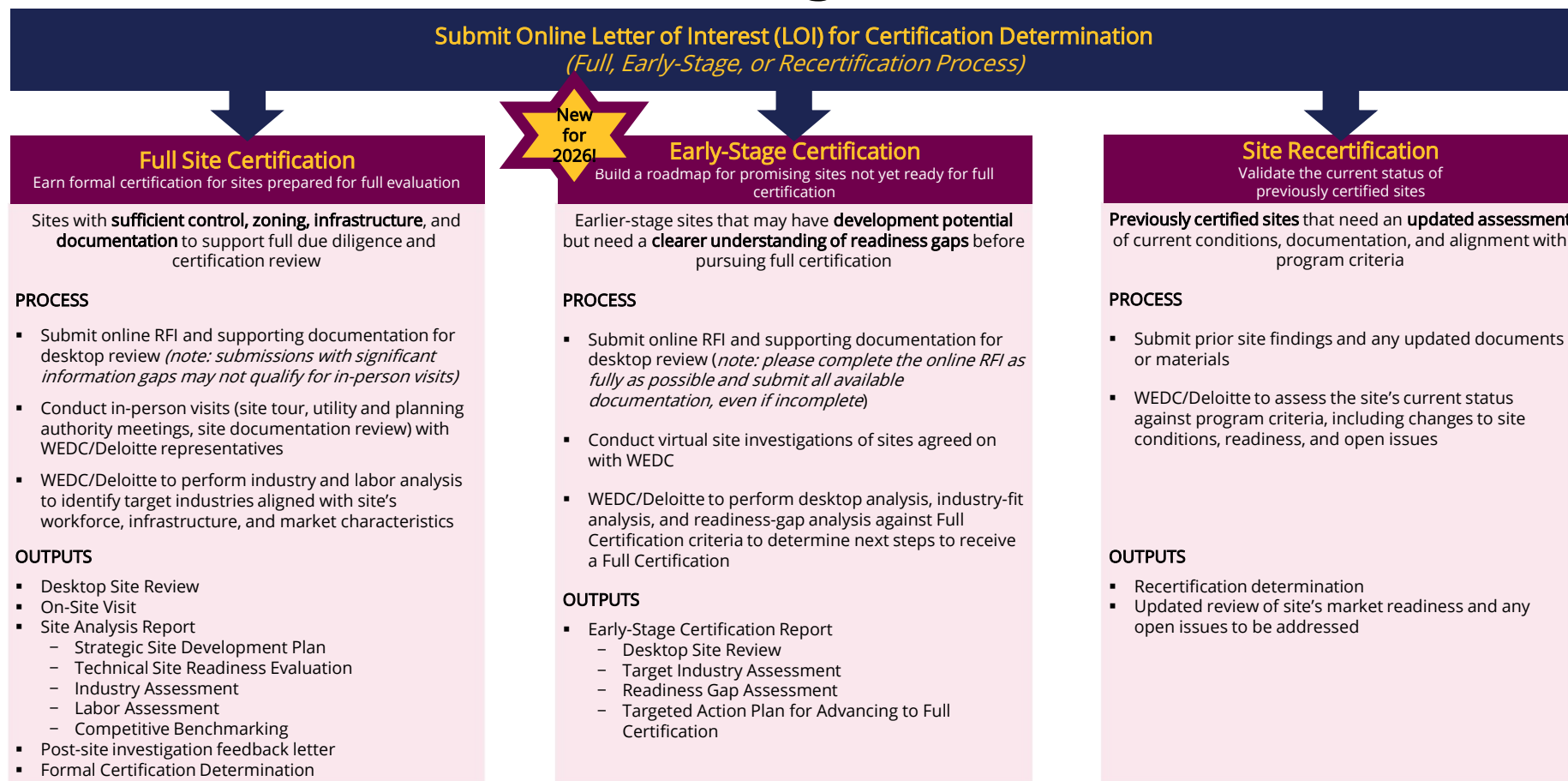
PROGRAM PROCESS AND TIMELINE

What Does “Readiness” Look Like?

Site certification is a due diligence process that evaluates and pre-qualifies a site's readiness for development which helps to de-risk a site and accelerate development timelines

	SITE CONTROL & ZONING	ENVIRONMENTAL & GEOTECHNICAL STUDIES	UTILITIES & INFRASTRUCTURE	TRANSPORTATION & ACCESS	WORKFORCE & MARKET ANALYSIS
IMPACT	<i>Documented site control is often a requirement for a site to move forward in the site selection process</i>	<i>Environmental and geotechnical studies surface material site risks early, reducing uncertainty, schedule disruption, and avoidable diligence surprises</i>	<i>Verified utility capacity is a leading competitive differentiator especially for projects with unique or large utility requirements</i>	<i>Documented transportation access and upgrades demonstrates the site can efficiently support inbound materials, outbound logistics, and workforce connectivity</i>	<i>Understanding your current workforce and talent pipeline helps align and target industries that best fit your site's strengths</i>
REPRESENTATIVE DOCUMENTS	• Ownership or option-to-purchase agreement • Current zoning • Boundary documentation • Easements and encumbrances review	• Environmental Studies • Wetlands delineation • Floodplain analysis • Topographic survey • Geotechnical report	• Utility infrastructure map with distance to site • Utility rate schedules • Utility capacities • Estimated lead time and cost for extension	• Access to nearest US highway, freight airports, port / intermodal • Rail service confirmation	• Labor presence • Industry presence

Wisconsin Certified Sites Program Overview



Case Studies



Matalco – Wisconsin Rapids

- Site was certified in 2014
- In 2018 Matalco, a Canadian aluminum billet manufacturer, conducted a search of the upper Midwest to site a manufacturing facility
- In 2019, Matalco selected Wisconsin Rapids Certified Site
- In late 2020, facility was operational
- \$80 million in CapEx, 100 jobs



What Planners Can Do Today.

- **Protect large industrial parcels**
 - Zoning
 - Land ownership, first right of refusal, option
- **Coordinate with Utilities during Comprehensive Planning**
- **Use Zoning as a Development Tool**
- **Know your industries**
 - What industries are a good fit for your community
- **Work with your partners**
 - Engage with Regional and County Economic Development Organizations & WEDC

Questions?

