VILLAGE OF GERMANTOWN
N112 W17001 MEQUON ROAD
GERMANTOWN, WI 53022

MEETING: **ECONOMIC DEVELOPMENT COMMITTEE**

DATE AND TIME: **MONDAY, FEBRUARY 13, 2023 5:00 P.M.**

LOCATION: Germantown Village Hall Board Room
N112 W17001 Mequon Road

NOTICE: Citizens not wishing to attend the meeting personally or virtually may submit any public comments by sending an email to comments@germantownwi.gov by 4 p.m. on the day of the meeting so that it can be provided to the members of the body for their consideration.

I. **CALL TO ORDER:** *This meeting has been given public notice in accordance with Section 19.83 and 19.84, Wis. Stats, in such form that will apprise the general public and news media of subject matter that is intended for consideration and action.*

II. **ROLL CALL:** Chairperson Pieper, J. Miller, Members Grgich, Sedgwick,

III. **APPROVAL OF MINUTES:** January 9, 2023 meeting.

IV. **PUBLIC COMMENT:** Please be advised per State Statute Section 19.84(2), information will be received from the public. It is the policy of this municipality that there be a three-minute time period, per person, with time extensions per the Chief Presiding Officer's discretion; be further advised that there may be limited discussion on the information received, however, NO ACTION will be taken under public comments.

V. **NEW BUSINESS:**

A. Economic Development Commission Strategic Platform.

VI. **SCHEDULE NEXT MEETING:**

VII. **ADJOURNMENT:**

UPON REASONABLE NOTICE, *efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For Additional information or to request this service please contact the Village Clerk at (262)250-4740 at least 2 days prior to the meeting.*

Notice is given that a majority of the Village Board may attend this meeting to gather information about an agenda item over which they have decision making responsibility. This may constitute a meeting of the Village Board per State Ex. Rel. Badke v. Greendale Village Board, even though the Village Board will not take formal action at this meeting.

Germantown Economic Development Commission Meeting Minutes for Monday January 9, 2023

1. Call to Order: Chair called to order at 5:30

2. Roll Call:
    a. Present: Pieper, Grgich, Jan Miller, Sedgewick
    b. Absent: None

3. Approval of Minutes – Grgich motioned to approve minutes for July 11, 2022, and November 14, 2022 meeting, second by Sedgewick. Approved 4-0.

4. Public Comment:

    Ms. Melanie Smythe asked questions about who was surveyed as part of the EDWC study, and whether raw survey comments from 2050 Comprehensive Land use Plan would be reviewed.

5. New Business

    a. Proposed Strategic Platform for the Economic Development Commission

    Presentation by Christian Tscheschlok summarizing work performed by EDWC on the Proposed Strategic Platform.

    Mr. Tscheschlok explained next step would be to finalize the Strategic Platform and present to the Village Board. He will send additional information to Commission members to review before the next meeting.

    Trustee Pieper suggested that members of the Commission work directly with Mr. Tscheschlok to complete

6. Schedule Next Meeting: 5:00 on February 13, 2023

7. Adjournment: Pieper adjourned @ 6:22

Germantown Economic Development Commission

Synthesizing Stakeholder Interviews

Presented by: Sarah Stern & Christian Tscheschlok

January 9, 2023

Key Stakeholder Interviews

Interviewed

- Lynn Grgich
- Steve Kreklow
- Jan Miller
- Jolene Pieper
- James Sedwick

- Unable to schedule interviews with
  - Terry Kaminski
  - Jeff Retzlaff

Topics

- Membership
- Internal factors / considerations
- Vision
- Mission
- Environmental factors / considerations
- Strategy
- Desired culture

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Consensus Themes – Membership

Role

- Establish development vision & mission
- Formulate resulting strategies
- Lead implementation
- Prioritize economic development efforts
- Offer insight, ideas and expertise
- Balanced voice of businesses & residents

Success Looks like

- Consensus vision, purpose & direction
- Board seeks EDC's recommendations on development matters / projects
- Contributing to progress along a cohesive strategy

Current KSA's

- Community connections & leadership
- Long-time residency
- Business experience
- Some real estate experience

KSA Gaps

- Understanding of development tools
- Connections to current business community
- Finance
- Architecture
- Legal
- Consensus-building & problem-solving

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Consensus Themes – Internal Assessment

Doing Well Today

- Nothing

Needs Improvement

- Clear and meaningful role within village government & decision-making
- Defined purpose
- Cohesive direction shared by the membership
- "Bought-in" strategy shared by commission, board, staff
- Understood authority

"One Thing"

- Give commission purpose & structure
- Thoughtfully grow commission membership
- Engage proactively

Should be Doing…but Avoiding

- Discussing what we DO want (vs. don't want)
- Formalizing the commission's charter with backing and authority from the board
- Focus & direction
- Contributing meaningfully to economic development
- Conscious action to make a real difference

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Consensus Themes – Vision & Mission

Purpose

- Establish & build cohesion around a development vision & strategy
- Promote economic activity
  - Help current businesses thrive
  - Attract new businesses & consumers
  - Grow mindfully
  - Remove barriers & blight
- Guide development policies
- Balance interests of businesses and residents
- Recommend development proposals

Values

- Transparency
- Accountability
- Insight
- Objectivity

Success Looks Like

- Meaningful partnerships with business, non-profits & neighborhoods
- Decision-making guided by cohesive strategy, clear priorities & consensus policies
- Making measurable contributions to a thriving village
- Board supports commissions work & values expertise

Obstacles to Success

- Lack of consensus & shared purpose
- Individual agendas / lack of cohesion
- Expense of doing business here
- Downtown perceptions (geography & blight)
- Lack of staffing dedicated to commission
- Fear of change

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Consensus Themes – Environmental Assessment

Unresolved Issues

- Establishing consensus on what we want (vs. debating over what we don't)
- Generating cohesion & balance between goals of residents and goals of business
- Creating a cultural center / identity (downtown)
- Clear posture to the development community
- Cost of doing business in Germantown relative to the competition

If only we had…

- Developed in ways supported by residents & businesses alike
- Asked companies to help / participate
- Put the right people on (vs. taking volunteers)

Next Big Thing

- Clear and concise mission for the commission and development priorities for the village
- Cohesive development strategy
- Diverse inventory of housing options
- Establish a community cultural & commercial center

Vulnerabilities

- Division
- Lack of direction & consensus
- Lacking the "right people" to serve on the commission
- Support and delegated authority from the board
- False start
- Empty storefronts and buildings

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Consensus Themes – Strategy

Legacy

- Re-igniting the commission…say what we are going to do, do what we say and celebrate wins
- Economically thriving community with a good balance of industrial, small business and residential assets

2023 "What"

- Vision and mission for the commission
- Economic development strategy
- Strategically supported adds to membership
- Set priority projects
- Make defined progress

2023 "How"

- Leverage partnership with EDWC
- Clearly describe success in measurable terms
- Members focused on adding value to resulting work
- Operate transparently with staffing support & budget

Metrics

- Approved plan with measurable outcomes
- Number of goals achieved
- Increased tax base
- Trainings undertaken
- Recommendations shaped & board approved
- Comp plan goals advanced
- Storefronts filled

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Summarizing

Consensus On

- Status quo for the commission is not an option – ignite or shut it down
- First priority – create a consensus vision and mission
- Second priority – establish a cohesive development strategy that balances business and resident needs & interests
- Defining and cultivating a "community center / downtown"

Divergence Around

- Audience
- Growth – managed or curtailed
- What we want (are targeting)
- Role of conservation & natural resource preservation
- Understanding of 2050 plan & codes (role in development)
- Role of 2020 strategic goals
- Defining balance between development & preservation
- Incentives / tools
- Delegated authority from the village board

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YOUR GROWTH. OUR PASSION.

Strategic Platform – Workshop Guide

Germantown Economic Development Commission

Prepared by: Christian Tscheschlok
Executive Director, EDWC
February 13, 2023

Getting Started

Level-Setting and Aligning

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EDC Workshop Summary – February 13, 2023

GOAL	**Align on a Strategic Platform for the Germantown Economic Development Commission that ignites its work and supports its charge to "stimulate and encourage economic development."**
HOW	**Build on previous plans and decisions (2050 Comprehensive Plan for example)** **Modify and focus where appropriate, reflecting changed conditions, needs and opportunities** **Leverage "Entrepreneurial Operating System" principles** **Maintain focus to and avoid distractions in our discussion, respectfully acknowledging when not** **Drive to decisions by building consensus and setting aside individual agendas**
AGENDA	**1. Build a shared foundation for tonight's workshop** **2. Craft the Commision's Vision** **3. Affirm / update / revise its Mission** **4. Forge its Guiding Principals** **5. Determine the resulting Major Bodies of Work** **6. Pull everything together into a proposed Strategic Platform** **7. Take action that would recommend the Commission's Strategic Platform to the Board** ***Note: Appendix contains relevant summary resources you may wish to consult and / or consider. Also please look back at the synthesis report of commission member interviews conducted in December.***

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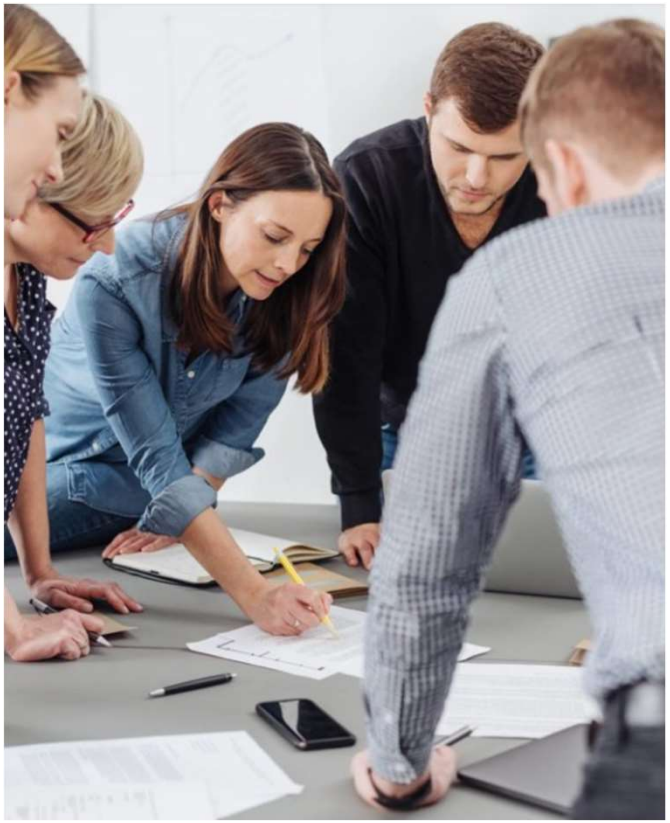
Germantown Economic Development Commission
Foundation for our Evolution



PURPOSE (ORDINANCE)

"Stimulate and encourage **economic development** in the Village."

STRUCTURE (ORDINANCE)

- **Membership**: 7 voting members who must be Germantown residents, business owners or community leaders. Two shall be Village Board members.
- **Terms**:
  - Village Board Members – shall serve during their term of office
  - Non-Board Members – 3 years; appointment at annual organizational mtg
- **Duties:**
  - Formulate and administer Village's economic development program
  - Recommend an annual budget for its activities
  - Advise the Board on economic development matters as called upon
  - Engage in policy deliberations and make recommendations to Board

WHY WE'RE EVOLVING

- **Lack of clarity around mission & consensus on direction**
  Members are not cohesively aligned around a shared approach and defined strategy that engages the commission in meaningful work to achieve desired economic development
- **Not fulfilling currently chartered duties**
  Meetings have been limited in scope and frequency. Consequently, the commission's true delegated authority is uncertain and impact on economic development nominal.

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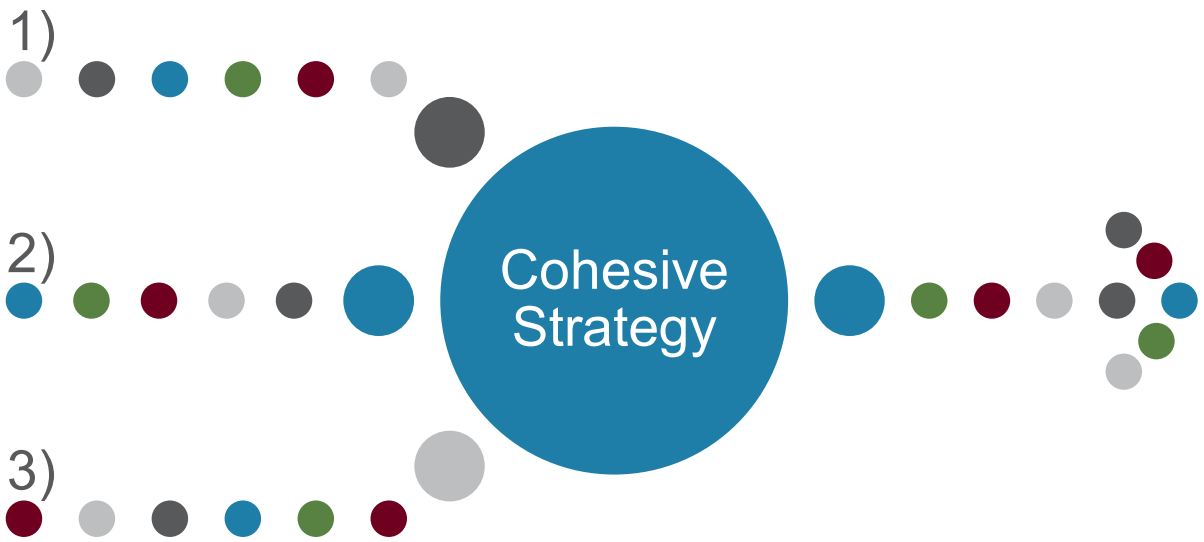
Members Agree on the First Step for Igniting the Commission: Forge a Cohesive Strategy

What are the top 3 ingredients to a cohesive strategy for the commission? Please list them below. We will share as a group.



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Forging the Components Step-by-Step

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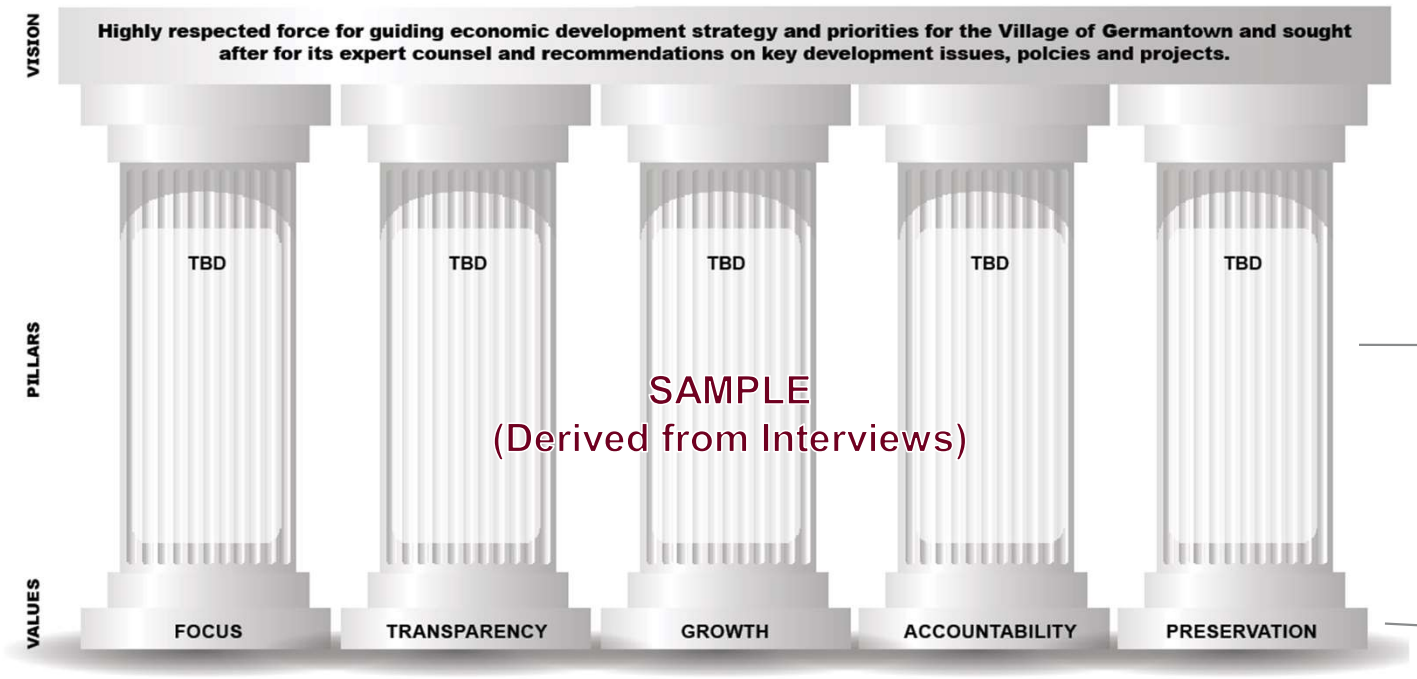
“Begin with the End in Mind” – Stephen Covey



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Step 1 – Determine the Commission's "North Star" Vision Statement

Declaration of what the commission aspires to be (look like) in the distant future.

Idea from Interviews
"Highly respected force for guiding economic development strategy for the Village of Germantown sought after for its expert counsel and recommendations on key development issues, policies and projects."

Your Ideation

"

Litmus Test

- ❑Is it motivating?
- ❑Is it memorable?
- ❑Is it future-oriented?
- ❑Is it descriptive?
- ❑Is it concise?
- ❑Does it show what we will look like?
- ❑Is it written in the present tense?
- ❑Will it effectively shape decisions?

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Step 2 – Determine Commission's Reason for Being Mission Statement

Clear statement of why the Commission exists…what the Commission does better than anyone.

Idea from Interviews
"Provide leadership to and execute on a cohesive economic development strategy that actively promotes economic growth while mindfully balancing the needs of businesses and residents."

Your Ideation

"

ORDINANCE
"Purpose of which shall be to stimulate and encourage economic development in the Village."

Litmus Test

- ❑Is it action-oriented?
- ❑Is it motivating?
- ❑Is it timeless?
- ❑Is it feasible?
- ❑Is it specific & concise?
- ❑Does it describe our present purpose?
- ❑Does it differentiate?
- ❑Does it focus our efforts?
- ❑Will it suggest when to say "no" to work?

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Step 3 – Determine Commission's Guiding Principles Values to Underpin Major Bodies of Work

Beliefs and principles that provide purpose and direction to the Commission's work.

Idea from Interviews
Focus
Transparency
Growth
Accountability
Preservation

Your Ideation

1.

2.

3.

4.

5.

Litmus Test

- ❑Is it adoptable?
- ❑Is it memorable?
- ❑Is it enduring?
- ❑Can we align our behavior to it?
- ❑Does it connect mission to vision?
- ❑Does it speak to what we need?
- ❑Can we build work and goals around it?
- ❑Will it keep us on course?

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Step 4 – Forge Commission's Major Bodies of Work

Values	*Work we need to do (Pillar)…*		*What the future look like as we complete this work…*
1.	Verb: What:		
2.	Verb: What:		
3.	Verb: What:		
4.	Verb: What:		
5.	Verb: What:		

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Putting it all Together

Affirming our Landing Spot and Setting the Stage for What Next

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Evaluating the Pillars

Pillars	My Pillars		Consensus Pillars		3rd Option / New Pillars	
	Pros / Benefits	Cons / Risks	Pros / Benefits	Cons / Risks	Pros / Benefits	Cons / Risks
1.						
2.						
3.						
4.						
5						

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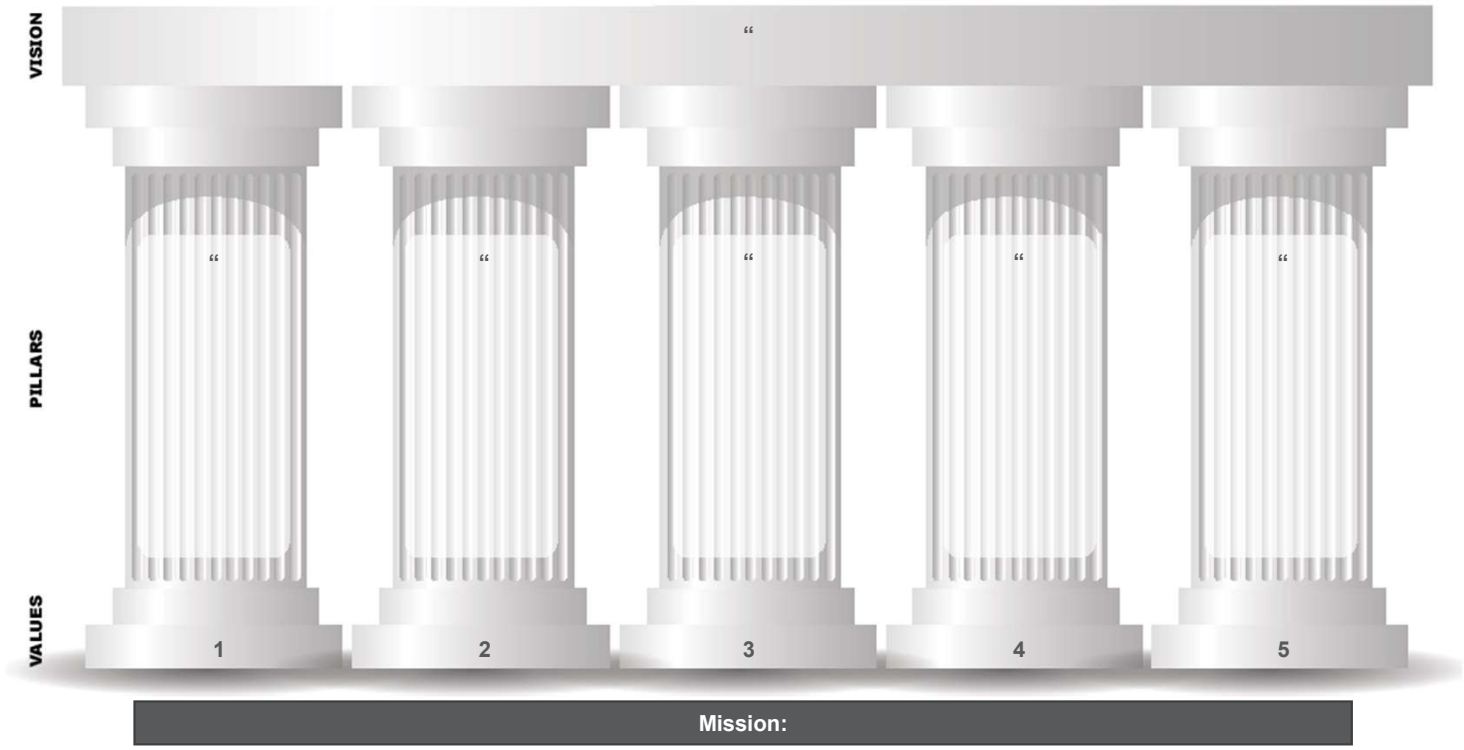
The Commission's Strategic Platform



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Appendix

Background – Plans– Reference Documents

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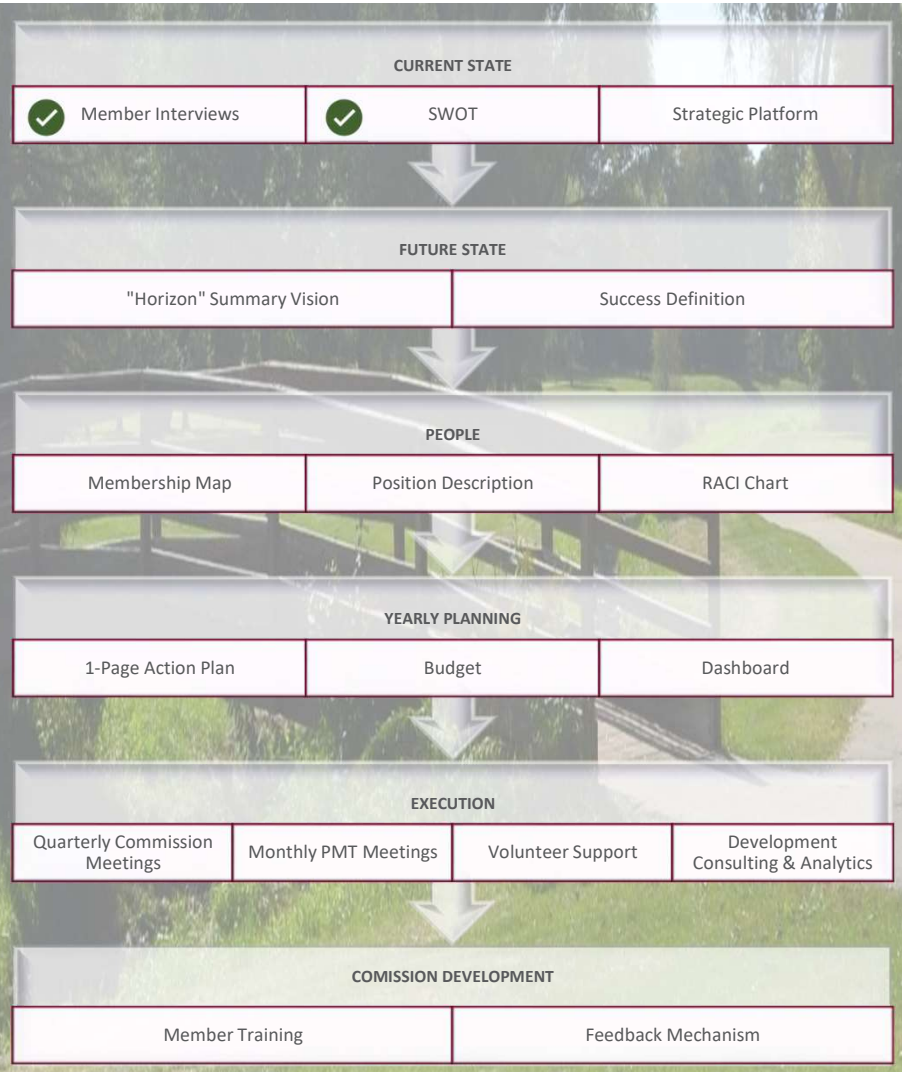
Ignite Process



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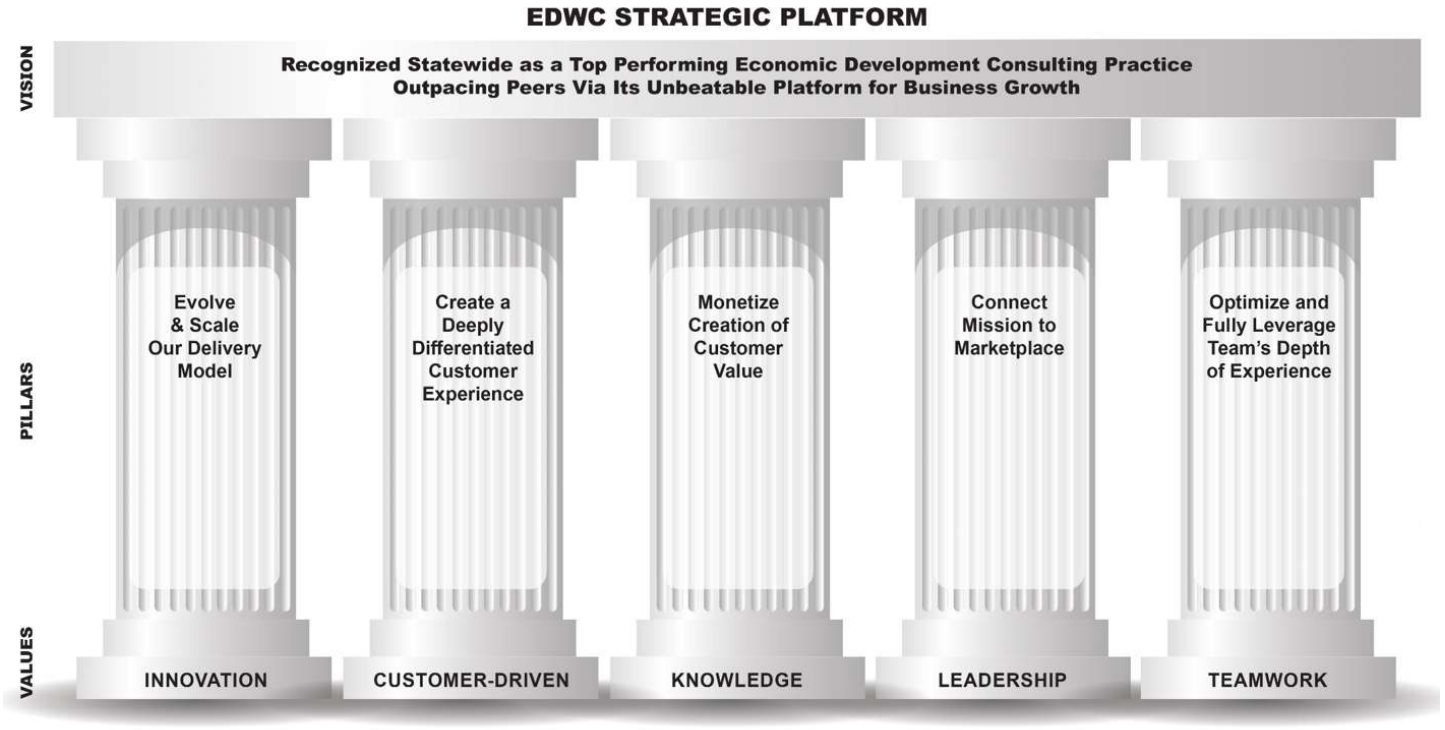
Sample Strategic Platform – EDWC's



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EDWC Summary of Commission Member Interviews

Consensus On

- Status quo for the commission is not an option – ignite or shut it down
- First priority – create a consensus vision and mission
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- Defining and cultivating a "community center / downtown"

Divergence Around

- Audience
- Growth – managed or curtailed
- What we want (are targeting)
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- Understanding of 2050 plan & codes (role in development)
- Role of 2020 strategic goals
- Defining balance between development & preservation
- Incentives / tools
- Delegated authority from the village board

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	**Strengths** **Member Passion** **Member Skills & Experience** **Change Consensus**	**Weaknesses** **Lack of Purpose & Direction** **Divergence Around "Want"** **Differing Views on Toolbox** **Lack of Cohesive Strategy** **Limited Delegated Authority**
External origin (attributes of the environment)	**Opportunities** **Geographic Location** **Untapped Corp. Community** **Holy Hill / 41 Corridor** **Greenspace** **Shape a Cultural Center**	**Threats** **More Proactive Neighbors** **Cost of Doing Business** **Growth Without Direction** **Unleveraged Core / Assets**

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2050 Comprehensive Plan – SWOT Summary
Economic Development Component (Section 6)

Table 6.3 – SWOT Analysis

	+	−
Internal	**Strengths** ▪ Educated workforce ▪ High per capita income ▪ High housing values ▪ Active Chamber of Commerce	**Weaknesses** ▪ High housing sales prices ▪ High utility costs
External	**Opportunities** ▪ Projected population increase ▪ Keep residents working in Germantown ▪ ARPA funding for infrastructure improvements	**Threats** ▪ Workforce shortage due to COVID-19 ▪ Company relocation ▪ Aging community ▪ Decrease in new workforce ▪ Increasing automation

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2050 Comprehensive Plan – Village Center District Development

Making a Neighborhood
While the Village Center primarily caters to auto-oriented commercial uses today, the future vision looks to create a neighborhood: compact, pedestrian-friendly, and mixed-use. Traffic and visits drive success of commercial and retail centers, and providing high-density housing offers additional market, visibility and dynamics to a neighborhood.

Making a Place
Public spaces must be flexible in their design. Placemaking is a collaborative process where community members, business partners, property owners, and the Village work together to reimagine public spaces through urban design, events, and programs. The goal of placemaking projects is to help people feel more connected to places: more excited to walk to lunch, shop locally, and stay/play for extended periods of time.

Making Connections
Great Village Centers are walkable, drivable, and bike-able and include a variety of civic spaces, such as complete streets, plazas, greens, and parks. The future vision looks to better connect Main Street, the Menomonee River, and Mequon Road through a combination of private sector development and public realm improvements.

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2050 Comprehensive Plan – Village Center District Next Steps

1. Identify key “first project” parcels for development and describe / illustrate multiple opportunities for each
2. List the key existing conditions (constraints and opportunities) for each parcel
3. Create a phasing plan for infrastructure improvements
4. Document current available subsidies as well as additional subsidies the Village could pursue
5. Describe what the Village wants in terms of both short-term and long-term missions
6. Conduct one-on-one meetings with property owners to determine interest in sale or redevelopment of their land
7. Evaluate existing regulations and design guidelines

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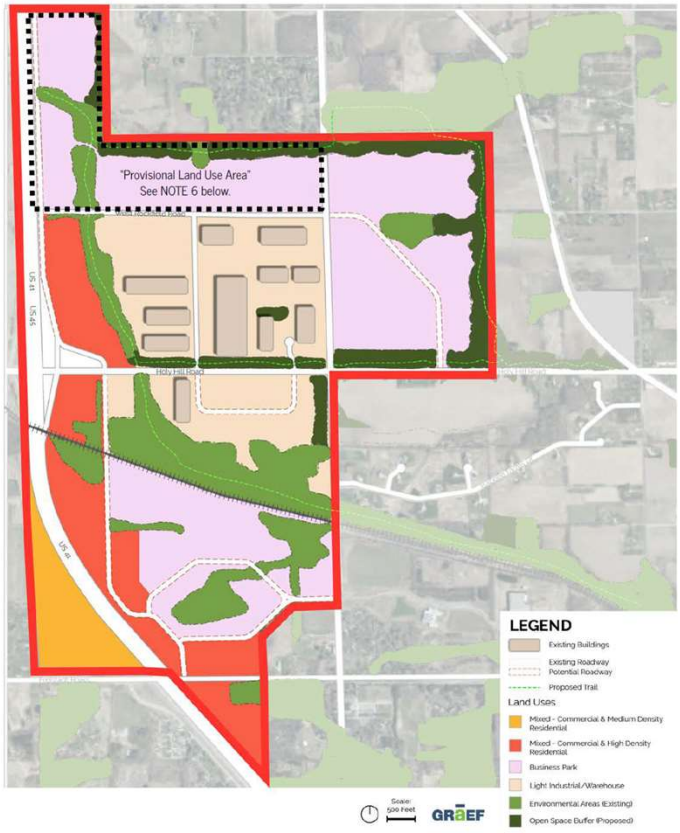
2050 Comprehensive Plan – Holy Hill/Freistadt District Development



Next Steps

In order to realize the vision for this area of Germantown, the Village should undertake the following:

1. Develop a master plan for the Holy Hill/Freistadt Road area that includes the following elements:
   - Street and Block framework
   - Preferred Future Land Use
   - Regional stormwater concept plan
   - Trail and Open Space plan
   - Regulations and Design Guidelines
   - Funding & Incentives
2. Adopt the master plan as an amendment to the Comprehensive Plan.
3. Re-zone. Develop a new zoning district, or develop an overlay zoning district with design guidelines that will provide specific regulations and expectations for future development in this area, based on the master plan.
4. Engage with the development community to determine interest in the area and further refine proposed development patterns in response to specific needs of tenants.

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2020 Village Board Strategic Plan – Top Priorities (UW Extension)

1. Planning- Complete the Comprehensive Planning process with public input that develops a unified community vision that addresses community growth (residential, commercial, and industrial), while balancing the desires of current residents and future generations.

2. Infrastructure- Develop a capital improvement plan for current and future infrastructure needs (e.g. roads, public works building, police department…).

3. Public Engagement- Build public trust through communication and transparency. Develop new strategies to engage the public; improve internal communications to create efficiencies and improved customer service.

4. Inter-Agency Relationships- Collaborate with civic groups, businesses, other government entities, including the Germantown School District, to provide community-focused services

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