

VILLAGE OF GERMANTOWN
N112 W17001 MEQUON ROAD
GERMANTOWN, WI 53022

MEETING: **ECONOMIC DEVELOPMENT COMMITTEE**

DATE AND TIME: **THURSDAY, MARCH 16, 2023 5:30 P.M.**

LOCATION: **Germantown Village Hall Board Room
N112 W17001 Mequon Road**

NOTICE: Citizens not wishing to attend the meeting personally 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:**
- III. **APPROVAL OF MINUTES:** February 13, 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 February 13, 2023

1. Call to Order: Village Administrator called to order at 5:
2. Roll Call:
 - a. Present: Grgich, Jan Miller, Sedgwick, Pieper (arrived late)
 - b. Absent: None

Sedgwick motion to appoint J Miller chair pro tem, second by Grgich. 3-0

3. Approval of Minutes – Sedgwick motioned to approve minutes for January 9, 2023 meeting with correction to the spelling of his name, second by Grgich. Approved 3-0.
4. Public Comment:

Ms. Melanie Smythe asked about the role of the strategic platform in relation to economic development and how the work fits under the Village's EDWC subscription.

Brian Bersch asked about bylaws for Commission and authority under ordinance.

Scott Hefle asked if EDWC has done similar workshops with other Economic Development Commissions in Washington County.

5. New Business

- a. Economic Development Commission Strategic Platform

Christian Tscheschlok and Sarah Stern provided background on the Strategic Platform project EDWC has been working on for the Economic Development Commission and the objectives of the workshop being held tonight.

Tscheschlok and Stern led the Commission through the Strategic Platform Workshop guide.

Commission is requesting feedback from the public, on a draft Strategic Platform developed by the Commission at the meeting tonight for the next meeting.

Commission agreed on draft Step 1 language with the change of "force" to "body" and adding "redevelopment and revitalization."

Commission agreed to Step 2 as drafted.

On Step 3 Commission identified additional values. Commission agreed to let EDWC work to combine them in a new draft.

Mr. Sedgwick and Mr. Kreklow were excused from the meeting. (Ms. Grgich continued taking minutes.)

Step 4

5 Values; these could change annually.

Commission members and others present made suggestions. EDWC will group similar thoughts together and reorganized into 5 values.

1. Results, focus: create metrics; define what economic development means to this group; this commission does have the specific duty to stimulate and encourage economic development.
2. Legacy, recognition: honor those who have built today's successes.
3. Managed Growth; revitalize vacant spaces; diverse development; don't want continued hodge-podge development.
4. Preservation; local
5. Balance; benefit both small businesses and large businesses; TIF policy

Trustee Pieper wants this commission to apply its efforts toward development of downtown Germantown, which is in the 2050 Plan and is different from the Village Centre District. These are two different centers.

Trustee Pieper directed EDWC to give options on TIF policy.

Next Step: EDWC will come back with a document for the commission to review before it is presented to the Village Board.

The commission asked to receive this document for review by 3/9 before our next meeting.

6. Schedule Next Meeting: Thursday March 16, 2023 at Village Hall

7. Adjournment: Pieper adjourned @ 6:34 PM



YOUR GROWTH. OUR PASSION.

Strategic Platform



Germantown Economic Development Commission

Presented by: Sarah Stern
Business Services Consultant
March 16, 2023

EDC Workshop Summary – March 16, 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

Maintain focus to and avoid distractions in our discussion, respectfully acknowledging when not
Drive to decisions by building consensus and setting aside individual agendas
Refocus this session for commission members

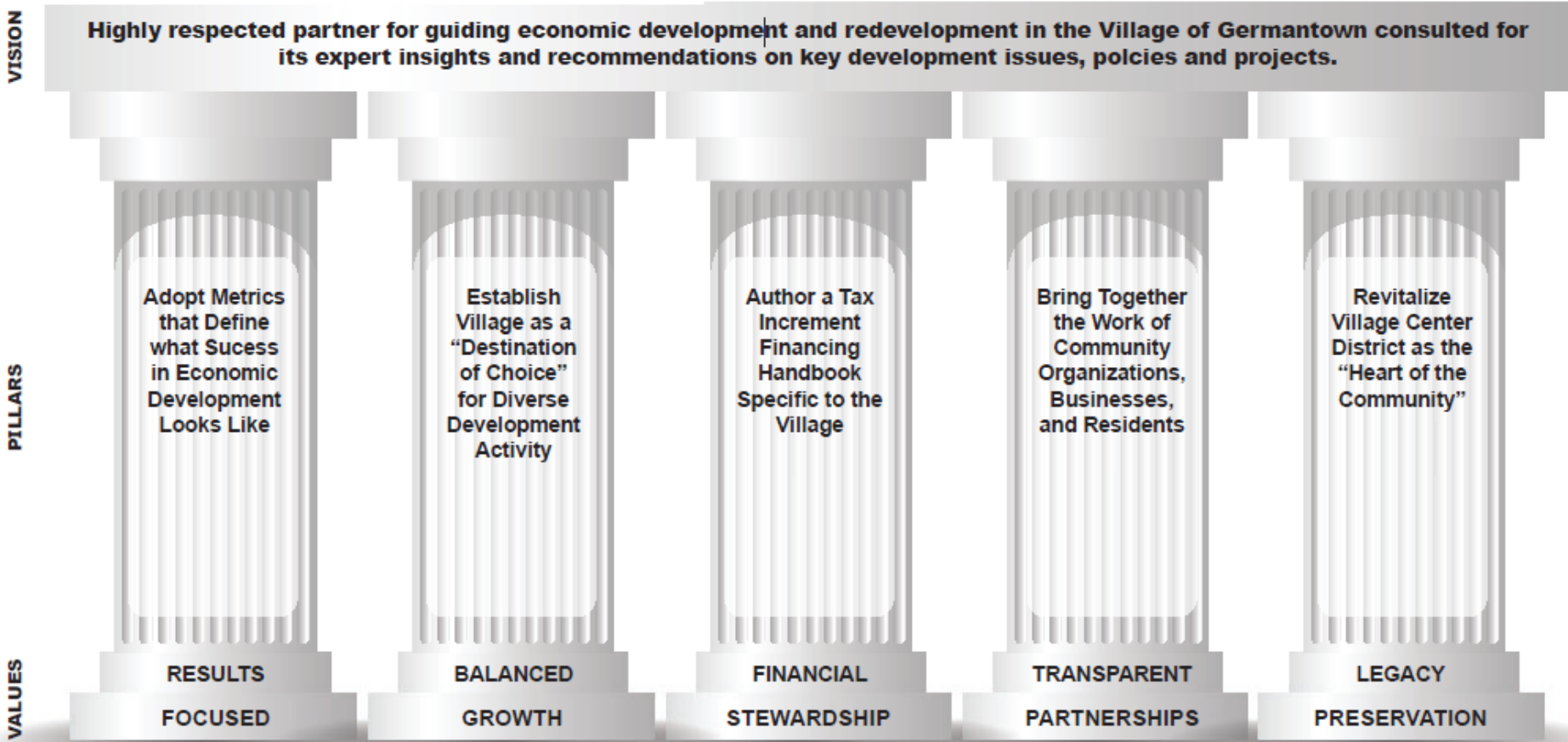
AGENDA

1. Unveil the Final Strategic Platform
2. Recap the thoughts produced at the February Workshop
3. Connect the Mission and Vision statements
4. Affirm the Commission’s Vision, Mission and Pillars
5. 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.

STRATEGIC PLATFORM

GERMANTOWN ECONOMIC DEVELOPMENT COMMISSION



"Provide leadership to a cohesive economic development strategy that actively promotes economic growth and mindfully balances the needs of businesses and neighborhoods."



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

- Statement as written is ok, but...
- Change “force” to “body”
- Add redevelopment, revitalize

Vision Statement Created

Highly respected partner for guiding economic development and redevelopment in the Village of Germantown consulted for its expert insights and recommendations on key development issues, policies and projects.

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?

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

- Ok per the commission members
- Sticky notes were provided by viewing public

Mission Statement Created

Provide leadership to a cohesive economic development strategy that actively promotes economic growth and mindfully balances the needs of businesses and neighborhoods.

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?

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

Your Ideation

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

1. Communication
2. Results Oriented
3. Mindful, Managed Growth
4. Sustainability
5. Local
6. Balance
7. Recognition
8. Legacy

Values Created

- *Results Focused*
- *Balanced Growth*
- *Financial Stewardship*
- *Transparent Partnerships*
- *Legacy Preservation*

Idea from Interviews

Focus
Transparency
Growth
Accountability
Preservation

Litmus Test

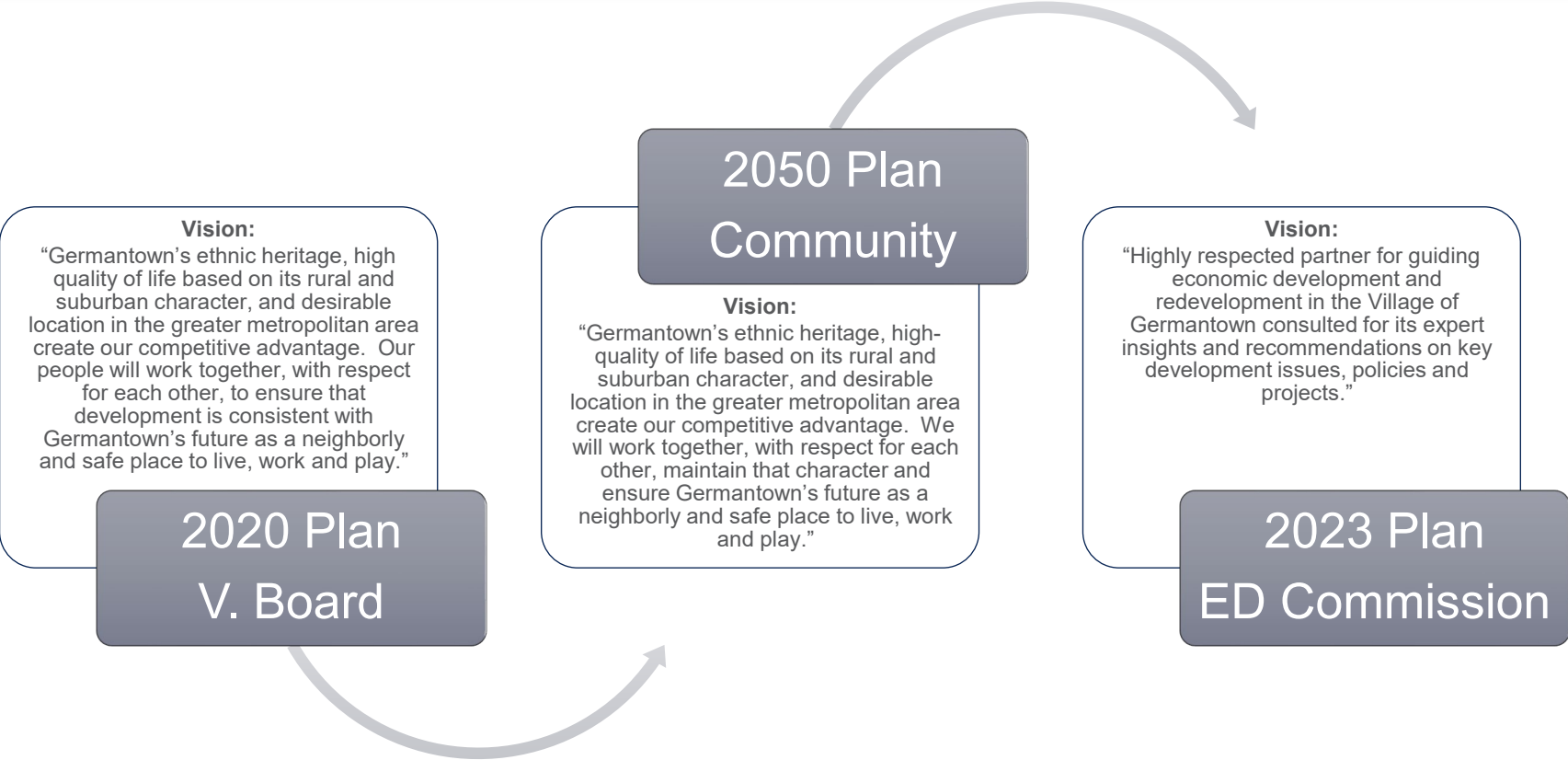
- ☐ Is it adoptable?
- ☐ Is it memorable?
- ☐ Is it enduring?
- ☐ Can we align our behavior to it?
- ☐ Does it connect mission to vision?
- ☐ Does it speak to what we need?
- ☐ Can we build work and goals around it?
- ☐ Will it keep us on course?

Step 4 – Forge Commission’s Major Bodies of Work

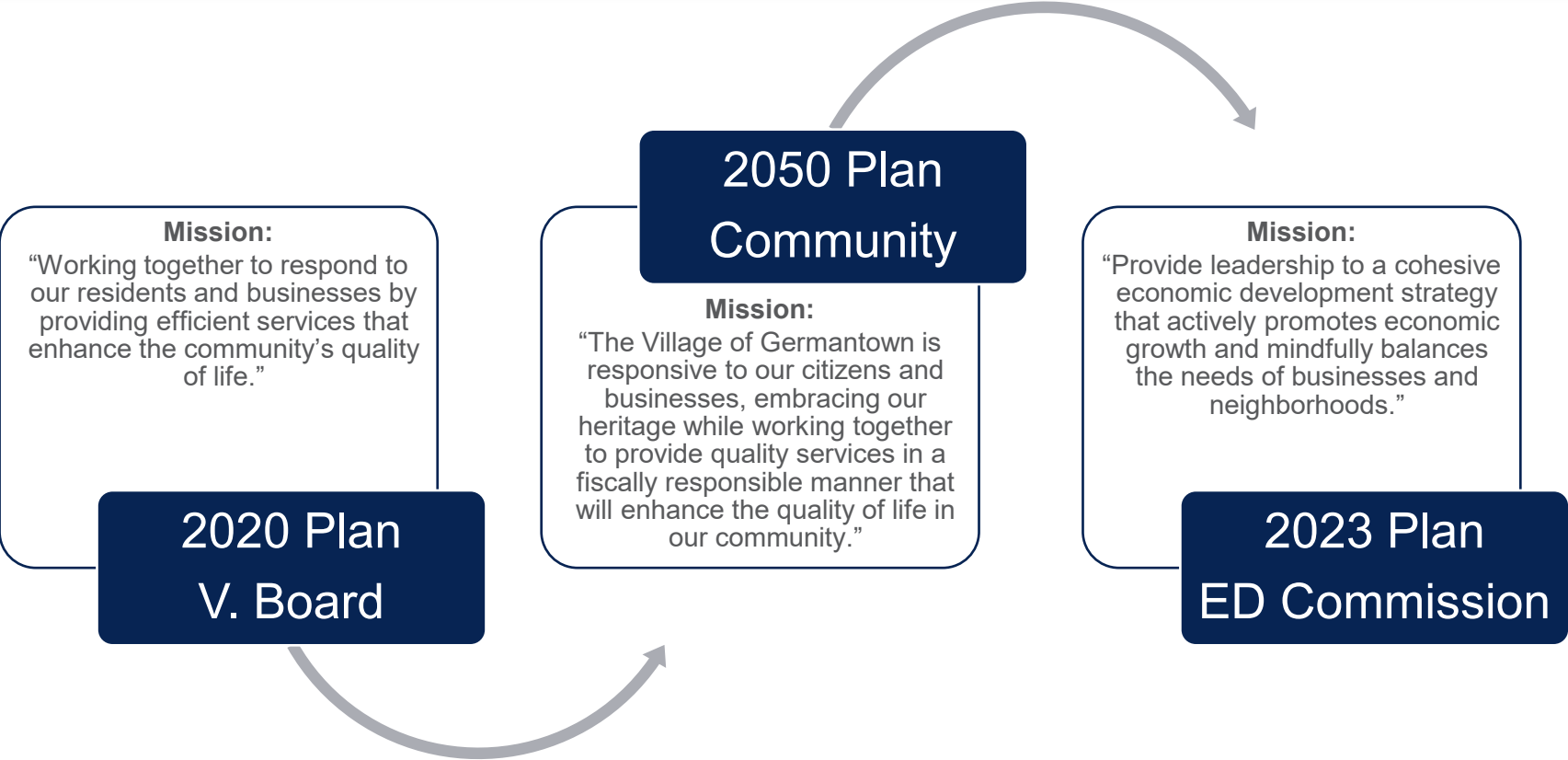
Values	Work we need to do...		Values	Pillars
1.Focused Results	Verb: Create What: Metrics	➔	Results Focused	Metrics that Define what Success in Economic Development Looks Like
2.Recognizing Legacy	Verb: Honor What: the legacy of those who have built our foundation of today's success	➔	Balanced Growth	Establish Village as a "Destination of Choice" for Diverse Development Activity
3.Managed Growth	Verb: Revitalize What: Vacant & Ignored real estate	➔	Financial Stewardship	Author a Tax Increment Financing Handbook Specific to the Village
4.Balance	Verb: Create What: a TIF Handbook	➔	Transparent Partnerships	Bring Together the Work of Community Organizations, Businesses, and Residents
5.Preservation	Verb: Preserve What: Old Germantown Mainstreet	➔	Legacy Preservation	Revitalize Village Center District as the "Heart of the Community"



The Vision Statement Connection



How the Mission Statements tie together



Take action



“Provide leadership to a cohesive economic development strategy that actively promotes economic growth and mindfully balances the needs of businesses and neighborhoods.”



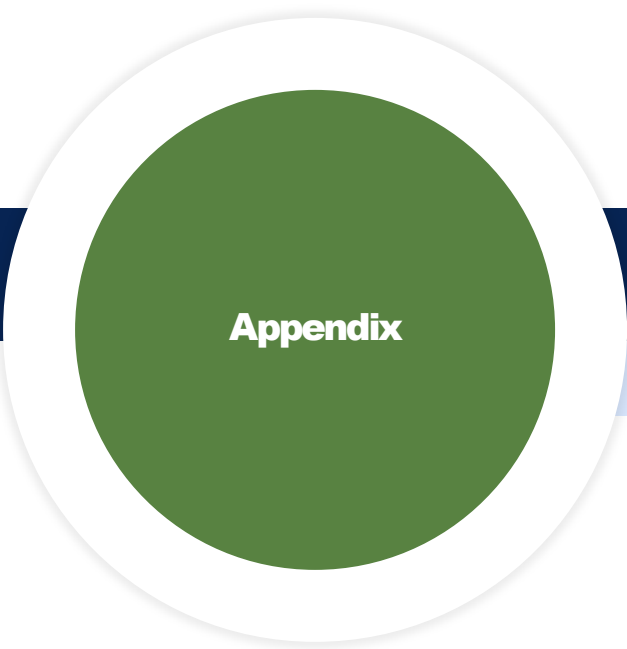
Ignite Process



Homework for Next Commission Meeting

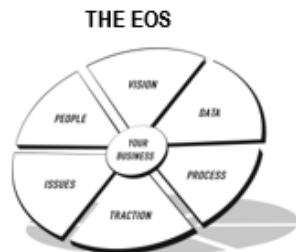
Values	Work we need to do (Pillar)...		What the future looks like as we complete this work...
1. Results Focused	Verb: Adopt What: Metrics that Define what Success in Economic Development Looks Like	➔	
2. Balanced Growth	Verb: Establish What: Village as a "Destination of Choice" for Diverse Development Activity	➔	
3. Financial Stewardship	Verb: Author What: a Tax Increment Financing Handbook Specific to the Village	➔	
4. Transparent Partnerships	Verb: Bring Together What: the Work of Community Organizations, Businesses, and Residents	➔	
5. Legacy Preservation	Verb: Revitalize What: Village Center District as the "Heart of the Community"	➔	





Appendix

Background – Plans– Reference Documents



“Our Horizon”

CORE VALUES	1. Customer Experience 2. Applied Innovation 3. Differentiated Expertise 4. Top Leadership 5. Impactful Teamwork	3-YEAR PICTURE
CORE FOCUS	Purpose: “Provide leadership, actively promotes economic growth, and mindfully balances the needs of businesses and neighborhoods Our Niche: Highly respected partner for guiding economic development and redevelopment, consulted for its expert insights	Future Date: December 31, 2025 Revenue: \$1M annual Profit: \$Profitable Measurables: • \$130,000 annual net consulting revenue • 70% RLF Program Utilization Rate • \$900M in projected 10-yr payroll
2030 TARGET	Total Annual Revenue: \$1M Cumulative Economic Impact: \$500M in CapInv and \$1B in projected 10-yr payroll Cumulative Fiscal Impact: \$50M in direct net public 10-yr benefit	What does it look like? • Brand recognition with repeat engagement • 12% annual revenue growth Authorities and accountability among board and management are clear and aligned with our business model • RLF servicing 75 percent current to previous quarter, leveraging automated workflows • Average net promoter score of +70 or better with 50% of customers offering their feedback • Core processes and procedures fully honed and operationalized up and down the organization • Washington County business community seeks out EDWC to overcome barriers to growth and ensure they are not “leaving opportunity on the table” • Municipalities leverage their subscription levels to the fullest and seek to find reasons to upgrade
MARKETING STRATEGY	Target Market: C-suite and HR executives of Southeast Wisconsin companies greater than 3 years in business who are experiencing pressures from complex growth initiatives and motivated to realize specific opportunity in Washington County Differentiators: 1. Local connections – faster turnarounds, better results, greater value 2. Unparalleled expertise – key, trusted member of customer’s project team 3. Complexity simplified – mitigate risk and drive to value Proven Process: EDWC “Winning Curve” (see attached) Guarantee: Get the deal done on time and with win-win results or EDWC covers our cost for you	

Getting our Arms around Economic & Community Development

