MEETING:	**REGULAR MEETING OF THE ECONOMIC DEVELOPMENT COMMISSION**
DATE & TIME:	**Tuesday, June 17, 2025 at 6:00 PM**
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.

AGENDA

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. **INTRODUCTION OF COMMISSIONERS:**

IV. **CITIZEN INPUT:** *Please be advised per 19.84(2) that information and comment will be received from the public. It is the policy of this municipality that public input be limited to a four (4) minute period per person with a time extension granted at the discretion of the Chairperson. Be advised that there may be limited discussion of the information received but no action will be taken under public comments.) Comments that may be injurious to village personnel or other individuals will not be allowed.*

V. **MEETING MINUTES:**

A. February 25, 2025 (ACTION)

VI. **NEW BUSINESS:**

A. Municipal Code Chapter 1.379 (REVIEW & UPDATE IF NEEDED)

B. Business Loan Fund & Application (REVIEW, PRESENTATION, & ACTION)

C. Renew “Beautification” Program / Select Permanent Name & Sub Committee Formation (REVIEW AND ACTION)

D. EDC Strategic Platform / EDWC Pillars Adopted by the Village Board in 2024 (REVIEW & DISCUSSION)

E. EDWC Support – Current Quarterly Hours Available & Possible Research Projects for EDWC (REVIEW & DISCUSSION)

F. Project Management Tool – (REVIEW, DISCUSSION & ACTION)

G. Meeting Logistics (DISCUSSION & ACTION)

1. Locations available for Sub-Committee Meetings (Village Hall, Library, Chamber of Commerce, Etc)
2. Scheduling / Agendas - Getting Items on the Agenda and Deadlines for Publication of Agenda
3. Minutes - Clerk's Office

VII. **SET THE NEXT MEETING DATE / TIME / LOCATION:**

VIII. **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)250-4745 at least 2 days prior to the meeting.

Notice is hereby given that a possible quorum of other boards, committees, and/or commissions may attend this meeting to gather information about an item over which they have decision-making responsibility. This may constitute a meeting of these bodies per State ex rel. Badke v Greendale Village Board, even though these bodies will not take formal action at this meeting.

MEETING:	**REGULAR MEETING OF THE ECONOMIC DEVELOPMENT COMMISSION**
DATE AND TIME:	**Tuesday, February 25, 2025 5:00 PM**
LOCATION:	**Germantown Village Hall Board Room N112 W17001 Mequon Road**

MINUTES

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.*

Chairperson Trustee Jolene Pieper called the Economic Development Commission meeting to order at 5:08 PM.

II. ROLL CALL:

Present: Chairperson Trustee Jolene Pieper, Member Joletta Kerpan, Member Scott Hefle, Member Jim Sedgwick
Excused: Member Kim Higginbotham, Member Dani Yegge
Also Present: Support Services Manager Erin Hirn, Deputy Clerk Maddy Laufenberg

III. CITIZEN INPUT: *(Please be advised per 19.84(2) that information and comment will be received from the public. It is the policy of this municipality that public input be limited to a three (3) minute period per person with a time extension granted at the discretion of the Chairperson. Be advised that there may be limited discussion of the information received but no action will be taken under public comments.)*

IV. MEETING MINUTES:

A. January 7, 2025

Motion: Approve as presented
Motioned By: Member Hefle
Seconded By: Member Sedgwick

Yes: Chairperson Pieper, Member Sedgwick, Member Hefle, Member Kerpan
No: None
Abstain: None

Motion Carried by Voice Vote (Yes 4, No 0, Abstained 0)

V. NEW BUSINESS:

DRAFT

Motion: Discuss both Item A and Item B together
Motioned By: Member Sedgwick
Seconded By: Member Hefle

Yes: Chairperson Pieper, Member Sedgwick, Member Hefle, Member Kerpan
No: None
Abstain: None

Motion Carried by Voice Vote (Yes 4, No 0, Abstained 0)

The applicant was available to answer questions from committee members.

A. Germantown Business Development Loan Pool Application-BKM Plumbing, LLC

B. Germantown Business Development Loan Pool Application-Mahalko Family Chiropractic, LLC

Motion: Approve Items A and B as presented
Motioned By: Member Sedgwick
Seconded By: Member Hefle

Yes: Chairperson Pieper, Member Sedgwick, Member Hefle, Member Kerpan
No: None
Abstain: None

Motion Carried by Roll Call Vote (Yes 4, No 0, Abstained 0)

VI. ADJOURNMENT:

Chairperson Trustee Pieper adjourned the Economic Development Commission meeting at 5:15 PM.

DRAFT

1.379 ECONOMIC DEVELOPMENT COMMISSION. (Cr. Ord. #16-07)

(1) **CREATION AND PURPOSE.** There is hereby created an Economic Development Commission of the Village of Germantown, the purpose of which shall be to stimulate and encourage economic development in the Village.

(2) **MEMBERSHIP.** The Economic Development Commission shall consist of 7 voting members, who must be Germantown residents, business owners or community leaders appointed by the Village President, and confirmed by a majority vote of the Village Board. The Village President shall appoint the Chairman.

(3) **TERM OF OFFICE.**

(a) Two of the appointed Commissioners shall be members of the Village Board and shall serve during their term of office as Village Board members.

(b) The first appointments of the 5 non-Board members shall be 2 for terms expiring on April 30, 2008, 2 for terms expiring on April 30, 2009, and one for a term expiring April 30, 2010.

(c) Thereafter, appointments shall be made as of the annual organizational meeting, and the terms of non-Board members shall be 3 years and until their successors are appointed and qualify.

(d) Members shall be reimbursed their actual and necessary expenses, including local travel expenses incurred in the discharge of their duties, but shall receive no other compensation.

(4) **MEETINGS.** The Commission shall conduct its meetings at scheduled times and places as shall be determined by the call of the Chairman. Written notice of all meetings and agendas shall be delivered to each Commission member at least 48 hours in advance of said meeting, in such form as will reasonably apprise the Commission members, the Village Board, the public and the press of the date, time and subject matter that is intended for consideration and action at the meeting. Minutes and recommendations of the Commission shall be submitted to the Village Board.

(5) **POWERS AND DUTIES.** The Economic Development Commission shall have the following powers and duties:

(a) Formulate, manage, and administer the Village's economic development program, carrying out short-range and long-range elements of the program.

(b) Recommend an annual budget for its activities and programs.

(c) As called upon, serve in an advisory role to the Planning Commission and Village Board on matters relevant to economic development in the Village.

(d) Engage in policy deliberations relative to economic development activities, such as business park development and marketing, and make policy recommendations to the Village Board.

Editor's note(s)—Section I of Ord. No. 16-07, adopted Aug. 20, 2007, enacted provisions designated as § 1.378. Inasmuch as there already exists a section so designated, to avoid duplication of numbers, said provisions have been redesignated as § 1.379.

GERMANTOWN BUSINESS DEVELOPMENT LOAN POOL (GBDLP)
VILLAGE OF GERMANTOWN, WISCONSIN

Guidelines and Application

PARTICIPATING PARTNERS

Participating Partners include:

- Village of Germantown
- Bank Five Nine

FUNDING SOURCE

- Public/Bank Consortium

DESCRIPTION

The Germantown Business Development Loan Pool (GBDLP) is a revolving loan fund designed to provide low cost loans for start-up costs for new businesses and/or expansion costs for existing businesses located in the Village of Germantown, Wisconsin.

ELIGIBLE ACTIVITIES

Eligible expenses include loans the following:

- Building improvements/ renovation or new construction
- Land or building acquisition
- Equipment purchase
- Costs associated with environmental and/or safety compliance
- Costs associated with the redevelopment of blighted or vacant land and facilities

INELIGIBLE ACTIVITIES

Ineligible expenses include loans for the following:

- Refinancing of existing debt or the interest payments on existing debt
- Improvements completed prior to loan approval
- Paying of taxes
- Contributing equity required of borrowers participating in other loan programs.
- Investing in interest bearing accounts, certificates of deposits, or other investments not related to job creation/retention
- Purchasing or financing equity in private businesses
- Subsidizing interest payments on existing loans
- Loans which would create a potential conflict of interest
- Loans for the purpose of speculative activities

APPLICATIONS

Applications are available at:

- Any participating Bank Five Nine

- By contacting Erin Hirn, Support Services Manager, Village of Germantown at 262-250-4750 or ehirn@ germantownwi.gov
- By contacting Steven Kreklow, Village Administrator at 262-250-4775 or skreklow@ germantownwi.gov

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I. Introduction

Bank Five Nine will commit $150,000 to establish a loan pool to encourage business development and revitalization in specified areas of the Village of Germantown. The loan proceeds will be utilized to fund a wide variety of commercial projects ranging from assisting new businesses locating in these areas with startup costs to helping existing businesses with renovations or expansion plans. The loans will carry below market rates and favorable terms.

The program is designed to encourage new investment in commercial and mixed-use projects by property owners and/ or tenants.

II. Program Description

The Germantown Business Development Loan Pool (GBDLP) is a pool of money made available by the participating banks for the purpose of making loans to achieve economic benefits.

Economic benefits are defined as:

- Business development, including the start-up or expansion;
- Business and job retention;
- Redevelopment of blighted land and vacant facilities for a mixed-use residential, commercial, or business purpose;
- Modernization and rehabilitation of existing mixed-use residential or commercial properties;
- Support for the use of new technologies, growth industries and/or high-tech firms. In general, lending policies and financing techniques will include, but are not limited to:
- Providing below market interest rates;
- Providing longer term loans than are traditionally available for a particular type of financing;
- Reducing the risk for non-participating commercial lenders by providing subordinate financing.

Eligibility Requirements

Eligible GBDLP projects must meet the following basic program eligibility requirements:

A. Eligible Areas

Eligible projects must be located in the areas specified in the attached Exhibit A.

B. Eligible Applicants

In order to be eligible for the program, an applicant and the proposed project must meet at least the following criteria:

1. The applicant must own or have a legal option to purchase the subject property, or have a Lease or an Agreement to Lease equal to, or greater than, the term of the loan. Proof of the length of the Lease or Agreement must be furnished. (A signed, notarized copy of the Lease or Agreement will be considered proof)

2. The applicant must demonstrate to the Participating Partners that there are adequate resources available to complete the project and create economic benefit. This will include proof of a commitment for financing, along with the necessary equity required by the primary lender(s). A current business plan must be submitted as part of the application process.

3. The taxes on the subject property must be up to date prior to the final approval by the Economic Development Commission and remain current for the length of the term of the loan.

4. If the project is for construction financing, plans and specifications must show the property will be substantially improved, and all reasonably usable space within the structure will be returned to a state of utility through repair or alteration.

5. An applicant is only eligible for the GBDLP program when full private financing or credit is not otherwise available on terms and conditions which would permit completion and/or the successful operation or accomplishment of the project to be financed.

6. The applicant and guarantors, if applicable, will have no concurrent interest in any other project receiving assistance through the program.

7. The applicant and guarantors, if applicable, must have a satisfactory credit history.

C. Eligible Loan Activities

1. Fixed asset loans for the acquisition and/or improvement of land, buildings, and equipment, including new construction or renovation of existing facilities, demolition and site preparation and environmental or safety compliance.

D. Ineligible Loan Activities

1. Loans for the purpose of investing in interest bearing accounts, certificates of deposits, or other investments not related to job creation/retention.

2. Loans which would create a potential conflict of interest.

3. Loans for the purpose of speculative activities.

4. Loans for the purpose of purchase or finance equity in private businesses.

5. Loans for the purpose of subsidizing interest payments on existing loans.

6. Loans for the purpose of refinancing loans made by other lenders.

7. Loans for the purpose of payment of taxes.

8. Loans for projects completed prior to GBDLP program approval.

IV. Loan Review Criteria

In general, Bank Five Nine and the Economic Development Commission will consider the following priorities and conditions when reviewing an application for financing:

A. Priority to businesses and developers looking to invest in the specified areas of the Village that further the planning goals and objectives to make these areas pedestrian oriented, mixed-use neighborhoods with vibrant commercial activities.

B. Priority based on job retention or new job creation through capitalization of start-ups, business expansion, or retention of businesses.

C. Priority to business which will attract large numbers of people to the specified areas of the Village.

D. Priority to businesses looking to locate in vacant properties the specified areas of the Village.

E. Priority based on security and repayment strength.

V. Loan Terms

It is the goal of the program to remain as flexible as possible in working with the individual needs of applicants. Therefore, the minimum/maximum loan amount, interest rate, term, and collateral will be negotiated, on a case by case basis, with the Participating Partners. The minimum loan amount shall not be less than $10,000 and the maximum loan shall not be greater than $25,000 subject to the availability of funds in the Pool.

In the determination of collateral requirements, the Participating Partners will consider the merits and potential economic benefits of each application. When appropriate and practical, GBDLP financing may be secured by liens or assignments of rights in assets of assisted firms as follows:

A. In order to encourage financial participation in a direct fixed-asset loan project by other lenders and investors, the term of the GBDLP program may be for a longer period than that of the other lender(s). The lien position of the GBDLP loan may be subordinate to pre-existing or concurrent debt, and made inferior to the lien, or liens, securing other loans made in connection with the project.

B. In projects involving direct working capital loans, the GBDLP program will normally obtain collateral such as liens on inventories, receivables, fixed assets and/or other available assets of borrowers. Such liens may be subordinate only to existing liens of record and other loans involved in the project.

C. In projects involving fixed asset loans, the GBDLP program normally will obtain collateral on the asset(s) to be financed as well as other assets of the company, as appropriate.

D. In projects involving guaranteed loans in the revolving phase, the lending institution ordinarily will be required to maintain a collateral position, to which the GBDLP loan is subrogated, in the assets of the borrower and/or principals of the borrower such as by taking liens on inventories, receivables, fixed assets, and/or other available assets of borrowers.

E. In addition to the above types of security, the GBDLP program may also require security in the form of assignments of patents and licenses, leases or stock certificates, and such other additional security as the grantee determines is necessary exposure.

F. The GBDLP program should ensure that the borrower obtains adequate hazard and other forms of insurance, as appropriate. The GBDLP program also will obtain a lender's loss payable endorsement on that insurance.

G. GBDLP loan requests submitted by closely held corporations, partnerships, or proprietorships dependent for their continuing success on certain individuals will ordinarily be expected to provide and assign to the GBDLP life insurance on these key persons. Personal guarantees will be required from principal owners.

VI. Application Process

A. An application is to be completed by the applicant and submitted to the Village of Germantown Department of Community Development. The preliminary application will be reviewed for completeness and eligibility.

B. All completed and eligible applications will be reviewed and final action will be taken by the Village of Germantown Economic Development Commission following recommendations from Bank Five Nine and Village Staff.

C. The application will be reviewed and approved or denied by the Village of Germantown Economic Development Commission, subject to the requirement that any application shall be approved by a majority vote and approved by Bank Five Nine. Terms and conditions of an approved project will be established as part of the final loan approval process.

D. The GBDLP loan processing and servicing will be handled by Bank Five Nine Centre.

GERMANTOWN BUSINESS DEVELOPMENT LOAN POOL APPLICATION

I. APPLICANT INFORMATION

Name: _____ Telephone: _____

Home Address: _____

Social Security Number: _____

II. PROPOSED PROJECT

Full Legal Name of Borrower: _____

Address: _____
Street City State Zip

Contact Person: _____ Phone Number: _____

Type of Business: _____

Year Business was established: _____

Years Under Current Management: _____

Number of employees: Current: _____ Proposed: _____

Business Ownership:

- Sole Proprietorship
- Corporation
- LLC
- General Partnership
- LLP
- S Corporation

Landlord Information: Name: _____

Phone Number: _____

Lease Expiration: _____ Annual Rent: _____

Any relationship between the business and the Landlord?

- Yes
- No

If Yes, Describe: _____

_____

III. LOAN REQUEST

Amount Requested: _____ Term Requested: _____

For what purposes will this credit be used? _____

_____

How will business repay this credit? _____

_____

Is business subject to either seasonal or cyclical cash flow variations? • Yes • No

If yes, please explain: _____

IV. PURPOSE OF LOAN

Describe the scope of work which the Business Development Loan Pool funds are proposed for, and the anticipated benefits to be realized from the proposed project. (Examples: benefits low income employees, youths, minorities, handicapped, veterans, elderly, local economic benefits, impact on the environment (if any), community benefits, financial impact on local government, etc.)

Please be as specific as possible by presenting a detailed outline of all proposed work, including all renovations, equipment, start-up costs and training costs, etc. If applicable, the design proposal should also accompany the application. Attach additional information if necessary.

_____

_____

_____

_____

_____

_____

_____

_____

_____

V. FINANCIAL INFORMATION

a. Does this business currently pay taxes to the Village of Germantown?
• Yes • No If yes, what is the amount $_____.
Enclose copies of tax bills (property, inventory and equipment if applicable).

b. Have you received any assistance from the Village of Germantown, Economic Development Washington County, State of Wisconsin or any federal programs for the above presented project or any other property? • Yes • No

c. Submit copy of deed or legal description of property, purchase and sales agreement or lease, whichever applies regarding use of loan proceeds.

d. Business financial statements for the past three (3) years if the business is already in existence. If the business is new, a business plan is required which must include projections for at least two years into the future.

e. Business' income tax returns for the past three (3) years, including all schedules.

f. Interim financial statements (if six (6) months have passed since the last fiscal year-end, provide all available interim statements).

g. Personal Financial Statement for each proposed borrower, owner, partner or guarantor.

h. Personal Federal Income Tax Returns for the past three (3) years for each proposed borrower, owner, partner or guarantor, include all schedules.

VI. COLLATERAL OFFERED TO SECURE LOAN *

Accounts Receivable
Aging Report (Attached) Date of Report: _____

Inventory
Inventory List (Attached) Valuation: _____

Equipment
Bill of Sale (Attached) Valuation: _____

Real Estate
Recorded deeds (Attached) Address: _____

Vehicles
Title(s) (Attached) Valuation: _____

* If any collateral is pledged, identify and indicate name of secured party.

VII. Bank Relationships

Bank Name	Loan Type	Account Number	Balance

VIII. Credit References (include loans from banks, finance companies, individuals, other financial institutions, etc.)

Creditor	Loan Type	Account #	Payment	Balance	Collateral

IX. Trade References (List your four largest trade creditors).

Trade Creditor	Trade Terms	High Credit	Balance	Collateral

X. Top Four Customers

Name and Address	Selling Terms	% of Sales

Please read this:

The information contained in this application is provided to induce the participating partners to extend credit to you. You acknowledge and understand that participating partners are relying on the information provided in this application in deciding whether to extend credit to the applicant. Each of you represents, warrant and certify that the information provided in this application is true, correct and complete. Each of you agree to notify participating partners immediately of any materially adverse change in (1) any of the information contained in this application or (2) you or any proposed guarantor's financial condition. The participating partners are authorized to make all inquiries it deems necessary to verify the accuracy of the information contained in this application. You authorize any person or credit reporting agency to give the participating partners any information it may have about you. Each of you signing below do authorize the participating partners to obtain credit checks on you, including consumer credit checks through credit reporting agencies and direct inquiries of business(es) where you have accounts, where you worked, or other sources; (b) to contact these sources at any time whether before, during or after the term of any agreement between you and participating partners to update information or to assist the participating partners in enforcing any obligations you owe to the program; and (c) to properly report any performance with regard to credit extended to any one who may properly receive such information.

Please sign here:

Corporation or partnership applicant:

_____
Name of entity

X_____
Authorized Signature

_____
Print Name

_____
Title

Individual, Sole Proprietor, and Guarantors:

X_____
Authorized Signature

_____
Print Name Date

X_____
Authorized Signature

_____
Print Name Date

X_____
Authorized Signature

_____
Print Name Date

Village of Germantown Business Loan Pool

Village of Germantown Business Loan Pool Provided By:

bank five nine®

Village of Germantown
Germantown Economic Committee
N112 W17001 Mequon Road
PO Box 337
Germantown, WI 53022-0337

Phone: (262) 250-4775
Fax: (262) 253-8255
email: skreklow@germantownwi.gov

EQUAL HOUSING LENDER

Village of Germantown

The Village of Germantown Business Loan Pool has been established to:

- Help business attraction efforts
- Increase capital investments
- Provide support for existing businesses in the Germantown area

The fund was established through a commitment from Bank Five Nine and the Village of Germantown. These organizations have teamed up to promote business growth in Germantown.

Eligible Businesses Include:

- All businesses in the Village of Germantown

Eligible Expenses:

- Acquisition of land, building and/or business
- Building improvements and/or construction
- Equipment purchases
- Environmental or safety compliance
- Any investment to promote business growth

How Do I Apply?

- Call Steve Kreklow, Village Administrator, for business loan guidance at (262) 250-4775.
- Request business package by emailing Steve Kreklow at skreklow@germantownwi.gov and submit as directed.

Important Note:

The Village of Germantown Business Loan Pool works in association with Bank Five Nine and their commercial lenders to provide gap resources for new and expanding businesses.

Loan Structure:

The Village of Germantown Business Loan Pool is available when full private financing or credit is not available on terms and conditions which would permit project completion. Interest rates are fixed at 1%. Each loan is evaluated separately on collateral, risk and terms. Loans are generally not less than $10,000 or more than $25,000.

Bank Five Nine has committed $150,000 of capital. Loan decisions are made by the Village of Germantown Economic Development Committee. The Village of Germantown will maintain the authority to modify, change or negate the terms or provisions of the loan requirements to best meet the objectives of the community.

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.**

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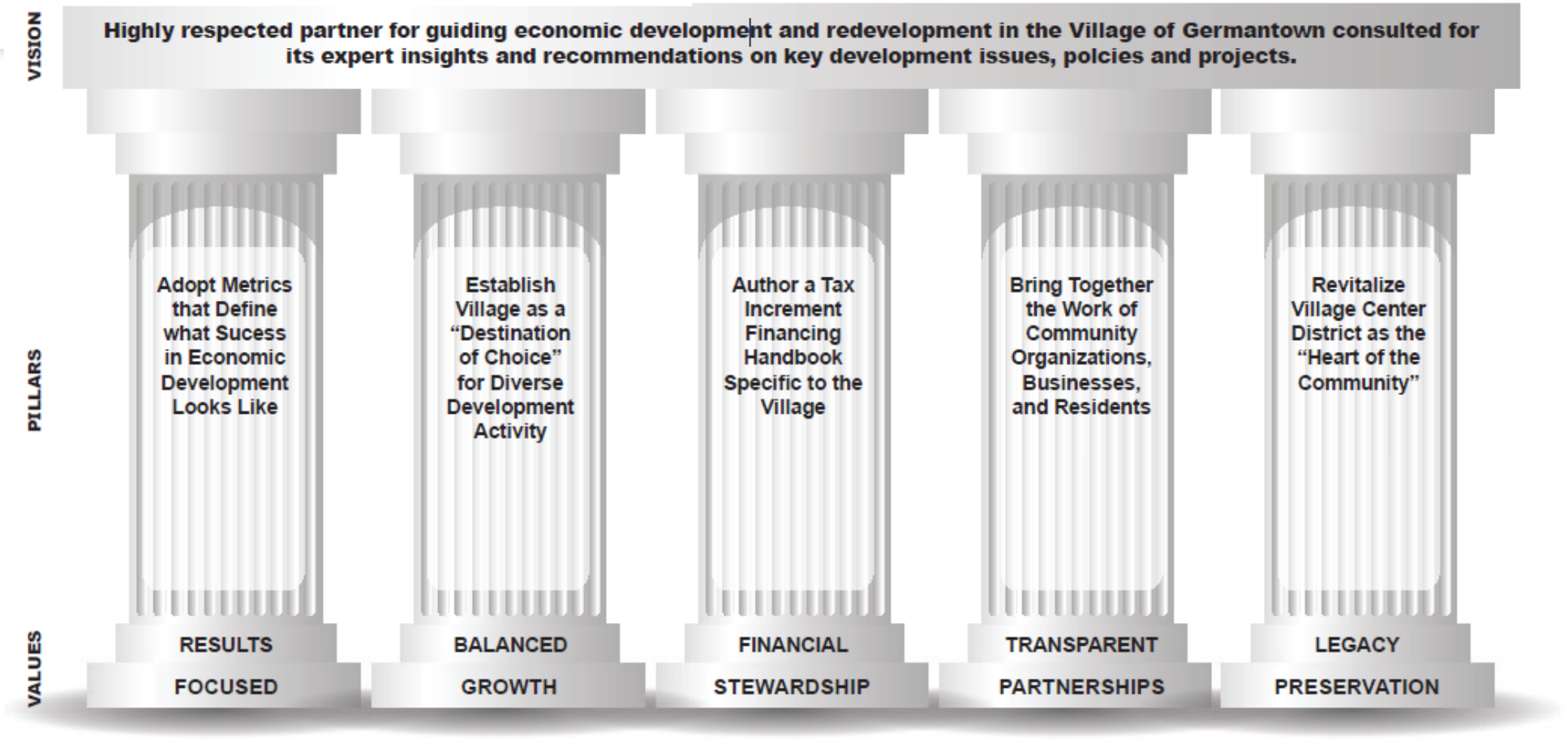
STRATEGIC PLATFORM

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."

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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

- 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?

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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

- 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?

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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. 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*

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…*		*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"

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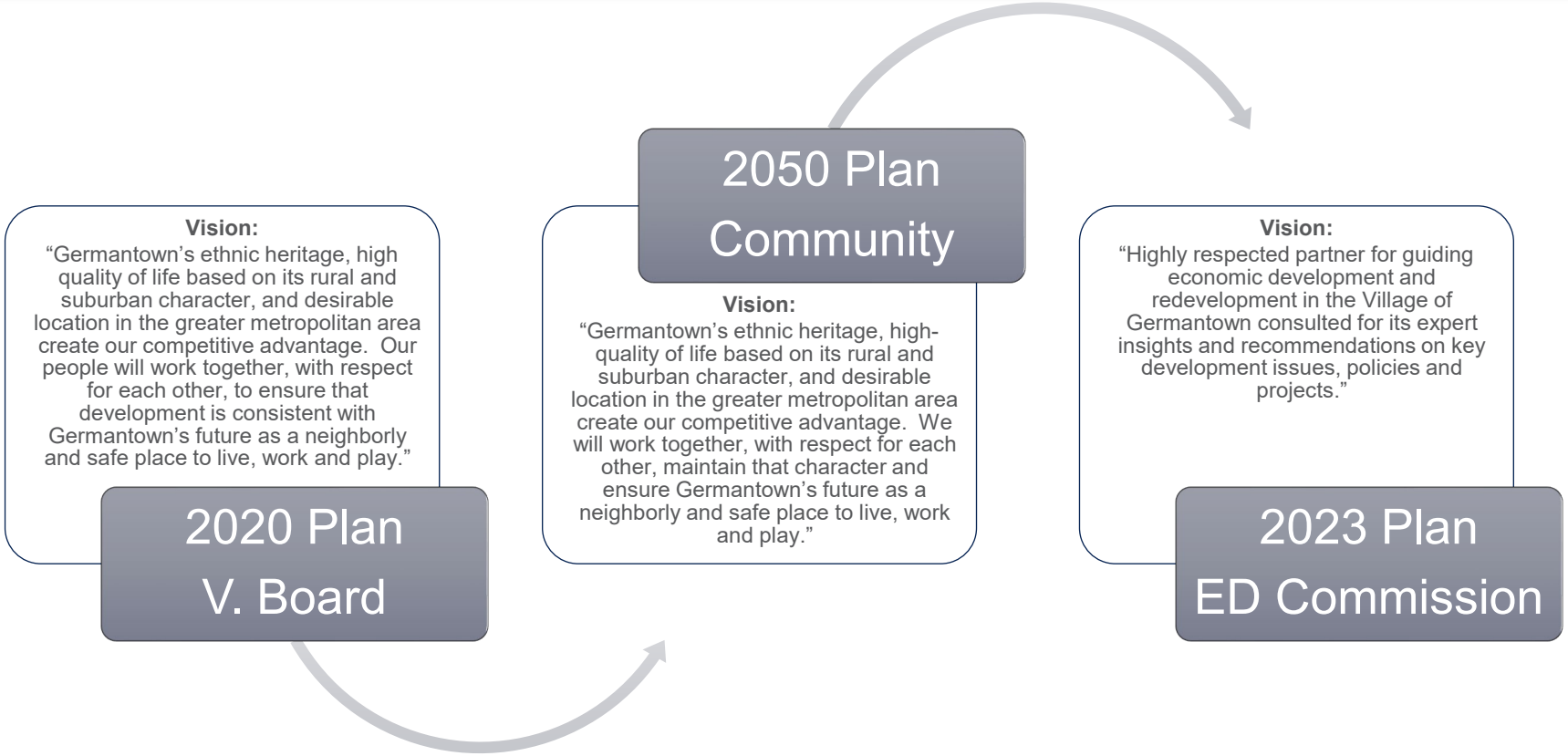
The Vision Statement Connection



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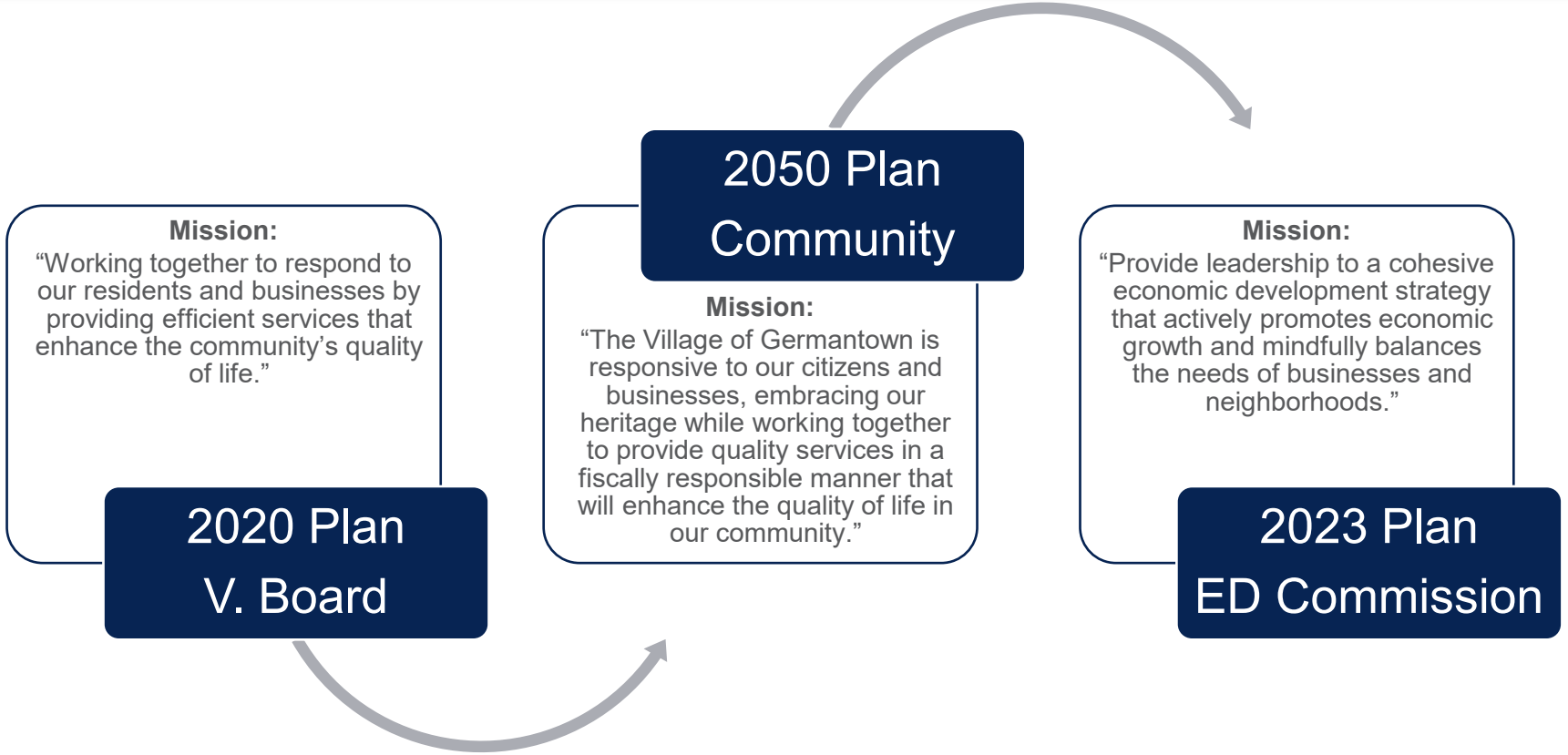
How the Mission Statements tie together



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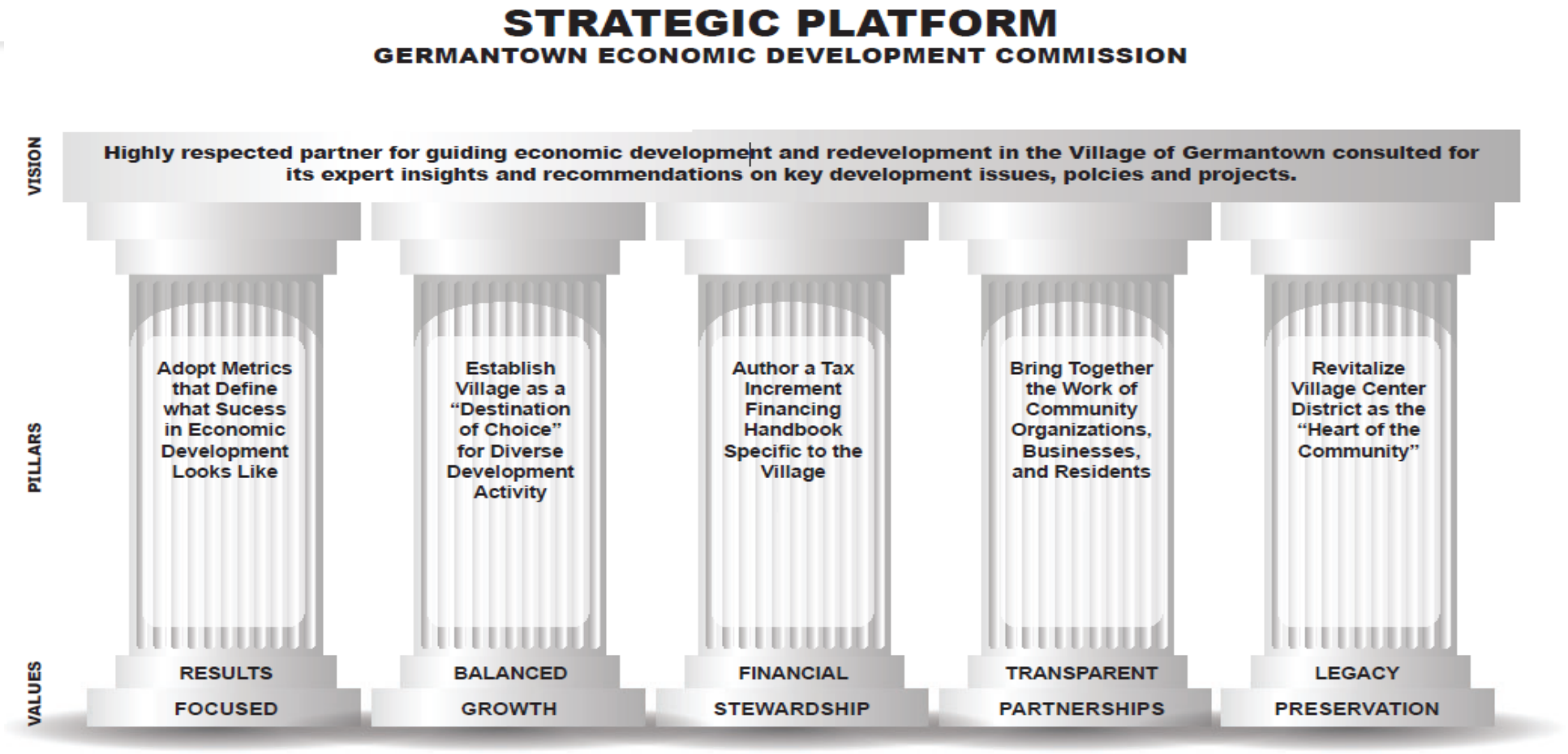
Take action



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

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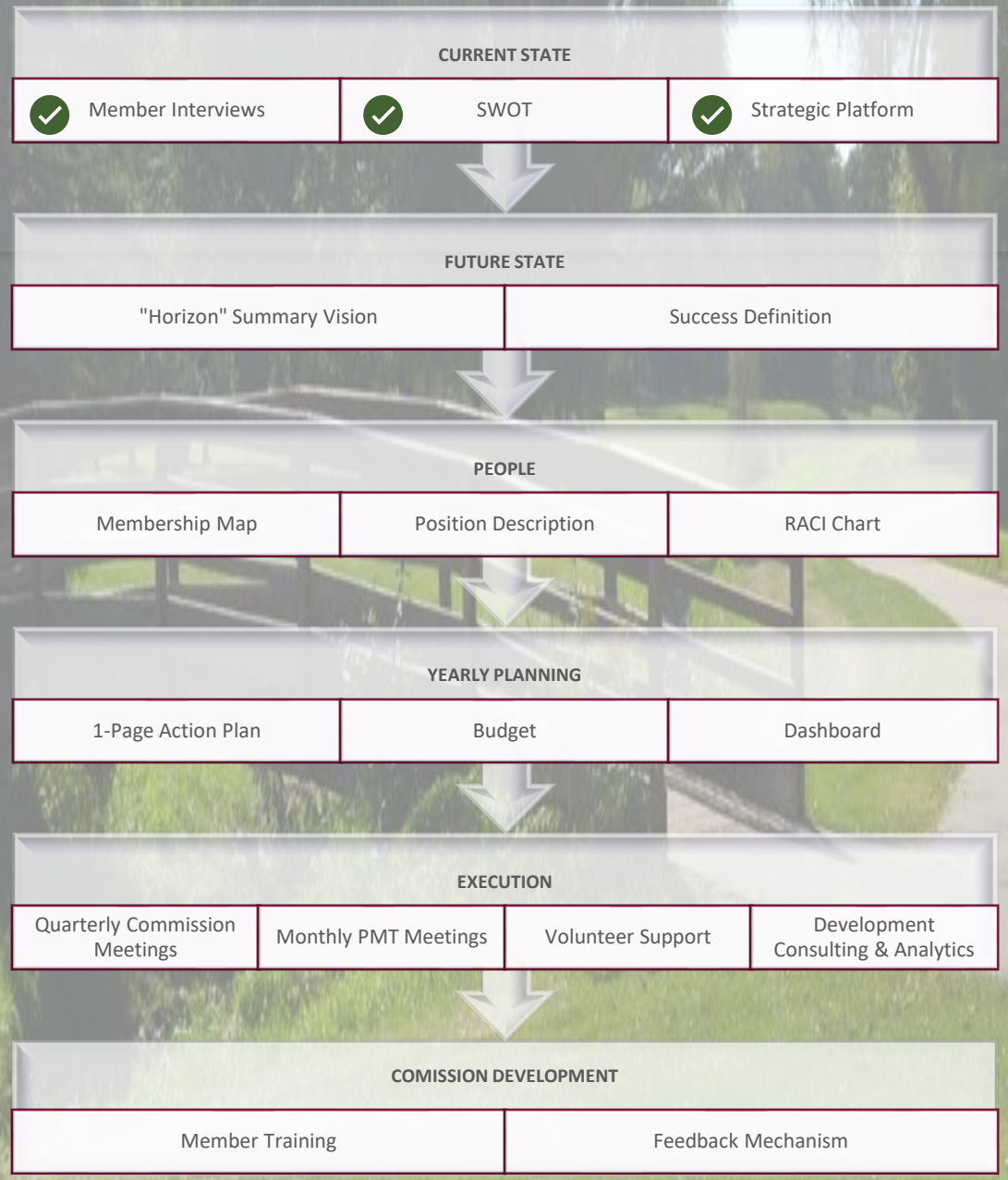
Ignite Process



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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"		

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Appendix

Background – Plans– Reference Documents

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THE EOS

"Our Horizon"

e·d·w·c
YOUR GROWTH. OUR PASSION.

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	

SAMPLE

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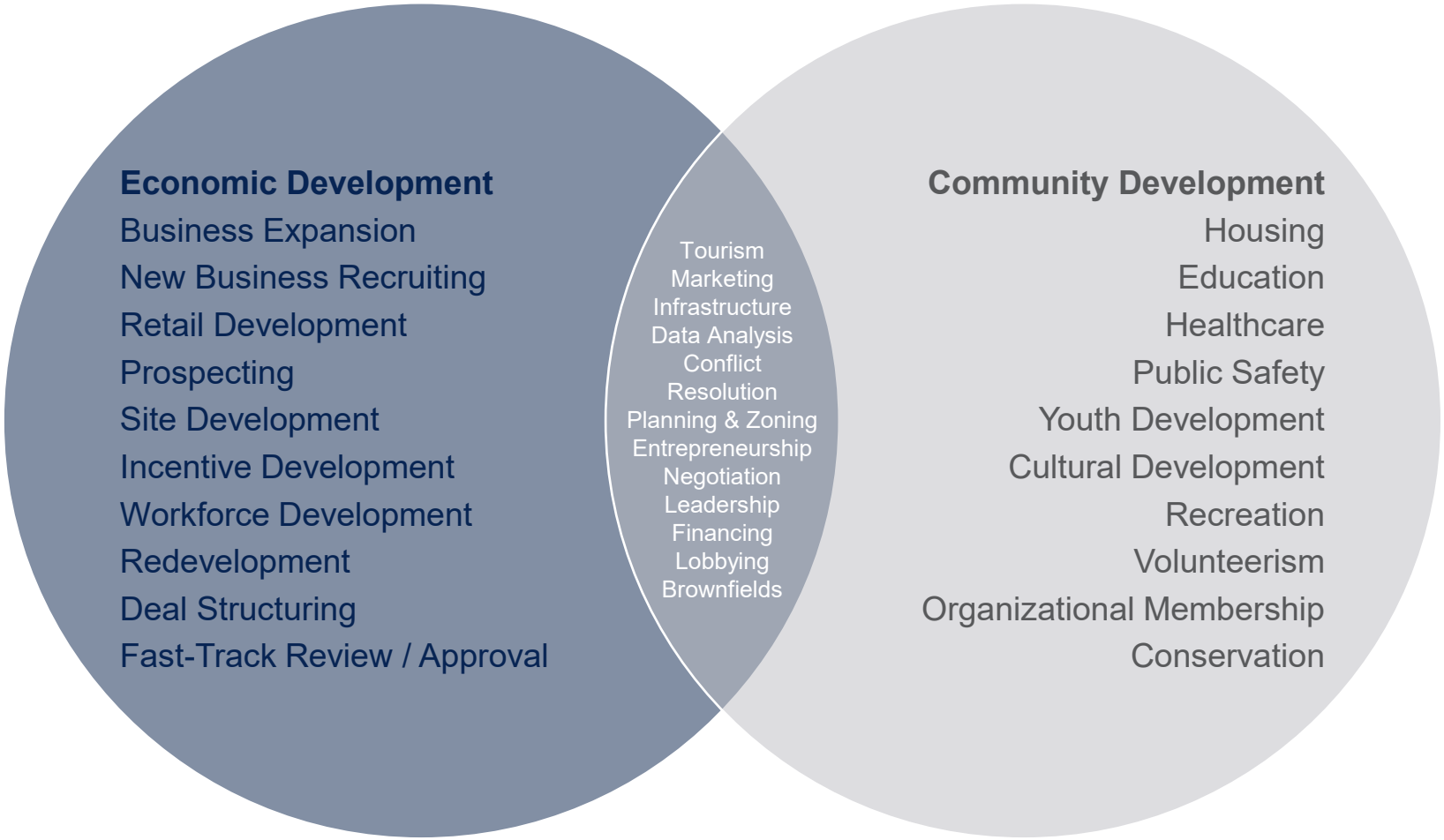
Getting our Arms around Economic & Community Development



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