

**MEETING:                   REGULAR MEETING OF THE ECONOMIC  
DEVELOPMENT COMMISSION**

**DATE & TIME:           Tuesday, September 9, 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](mailto: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.   **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.*
- IV.    **MEETING MINUTES:**
  - A.     July 8, 2025, Economic Development Commission Meeting Minutes (ACTION)
  - B.     August 8, 2025, "Celebrate Germantown" Sub-Committee Minutes (ACTION)
  - C.     August 11, 2025, Beautification Sub-Committee Minutes (ACTION)
- V.     **UNFINISHED BUSINESS:**
- VI.    **SUB-COMMITTEE REPORTS:**
  - A.     Goal A - Beautification Program Sub-Committee (DISCUSSION)
  - B.     Goal B - "Celebrate Germantown" Sub-Committee (DISCUSSION)
  - C.     Goal C - 2050 Comprehensive Plan Sub-Committee (DISCUSSION)
- VII.   **NEW BUSINESS:**
  - A.     Goal D - Business Loan Fund - 2025 Business Loan Applications - Target Businesses and Goal of \$100,000 by December 31, 2025 (DISCUSSION & ACTION)
  - B.     2050 Comprehensive Plan - Economic Development Section (pg 119-129) and Implementation Plan (pg 198-199) (DISCUSSION)
  - C.     EDWC - Review 2nd Quarter Hours (DISCUSSION)
  - D.     2026 Budget for EDC - Beautification Part of DPW (DISCUSSION)
  - E.     Updated 2025 Business Loan Pool Brochure (DISCUSSION & ACTION)
- VIII. **NEXT MEETING DATES:**
  - A.     October 14, 2025

ECONOMIC DEVELOPMENT COMMISSION AGENDA

September 9, 2025

Page 2

B. November 11, 2025

C. December 9, 2025

**IX. 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.

<b>MEETING:</b>	<b>REGULAR MEETING OF THE ECONOMIC DEVELOPMENT COMMISSION</b>
<b>DATE AND TIME:</b>	<b>Tuesday, July 8, 2025 6:00 PM</b>
<b>LOCATION:</b>	<b>Germantown Village Hall Board Room N112 W17001 Mequon Road</b>

**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 Jan Miller called the Economic Development Commission meeting to order at 6:00 PM.

II. **ROLL CALL:**

**Present:** Trustee Jan Miller, Member Joletta Kerpan(left at 7:00PM), Member Scott Hefle, Member Kimberly Higginbotham

**Excused:** Member Jim Sedgwick, Member Dani Yegge, Trustee Kristen Borst

**Also Present:** Administrator Steve Kreklow, and Chief Deputy Clerk Kasie Miller

III. **MEETING MINUTES:**

A. Minutes: June 17, 2025 (ACTION)

**Motion:** Approve as presented

**Motioned By:** Member Joletta Kerpan

**Seconded By:** Member Scott Hefle

**Yes:** Trustee Jan Miller, Member Joletta Kerpan, Member Scott Hefle, Member Kimberly Higginbotham

**No:** None

**Abstain:** None

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

- 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.*

There was no citizen input.

**V. UNFINISHED BUSINESS:**

A. Review Municipal Code Section 1.379 (ACTION)

Chairperson Trustee Jan Miller provided an update on the revisions to Municipal Code Chapter 1.379, which were reviewed by Village Attorney Brian Sajdak. Miller noted that the newly added section (5)(e) covered the Commission's concerns regarding administration of the Business Loan Pool. Additionally, Administrator Kreklow advised that the Village Board adopted a resolution in 2017 that granted the Commission the authority to manage the program.

**Motion:** Approve the edited changes to Section 1.379 of the Municipal Code related to Economic Development as put forth by Attorney Sajdak and move to the Village Board for final approval.

**Motioned By:** Member Scott Hefle

**Seconded By:** Member Joletta Kerpan

**Yes:** Trustee Jan Miller, Member Joletta Kerpan, Member Scott Hefle, Member Kimberly Higginbotham

**No:** None

**Abstain:** None

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

B. Business Loan Fund - Brochure & Target Businesses (DISCUSSION)

Trustee Jan Miller provided members with the current Business Loan Pool brochure and recapped the program for those members who were unable to attend the previous meeting. Miller established a goal for the Commission to have \$100,000 in approved applications to the Business Loan Pool by the end of 2025 and urged members to connect with potential businesses. Members discussed various strategies to promote the Business Loan Pool program, such as organizing a seminar with Bank Five Nine and gathering testimonials from prior Business Loan Pool participants.

**VI. NEW BUSINESS:**

A. Goal A – Beautification Program – Sub Committee is Kristen & Dani – UPDATE on the Village of Germantown approved action and ideas for VOG discussed at PWHC (DISCUSSION)

Trustee Jan Miller announced that during the Public Works and Highways Committee meeting on July 2, 2025, a contract was approved for an amount not to exceed \$15,000 to seal coat the parking lots at Village Hall and the Library. The Department of

Public Works also indicated that they would re-stripe the lines in the parking lots. Furthermore, the Public Works and Highways Committee presented six additional beautification ideas for the Economic Development Commission to consider. Members engaged in discussions regarding the ideas and will be requesting quotes from the Department of Public Works. The Economic Development Commission will then re-evaluate the ideas, with the potential to propose a 2026 budget request to the Village Board.

B. Goal B – “Celebrate Germantown” - Sub Committee – Joletta & Jim – Start the Germantown LOGO Contest” – (DISCUSSION AND ACTION)

Trustee Jan Miller established the Celebrate Germantown Subcommittee, with its first goal to launch a Germantown Logo Contest. The members engaged in discussions regarding the logistics of the contest and determined that the Subcommittee would present its findings at an upcoming Economic Development Commission meeting.

**Motion:** Appoint Members Joletta Kerpan and Jim Sedgwick to the Celebrate Germantown Subcommittee

**Motioned By:** Member Scott Hefle

**Seconded By:** Member Kimberly Higginbotham

**Yes:** Trustee Jan Miller, Member Joletta Kerpan, Member Scott Hefle, Member Kimberly Higginbotham

**No:** None

**Abstain:** None

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

C. Goal C – Revisit and Update 2050 Plan – Sub Committee – Kim & Scott – 2050 Comprehensive Plan Categories to start is Economic Development Section (p119 -129) and the Implementation Plan (p 202 – 203) include but not limited to Transportation and Schools. (DISCUSSION AND ACTION) (2050 Comprehensive Plan: [www.germantownwi.gov/578/2050-Comprehensive-Plan](http://www.germantownwi.gov/578/2050-Comprehensive-Plan))

Trustee Jan Miller established the 2050 Plan Subcommittee, with its first goal to evaluate the Economic Development Section and Implementation Plan to include, but not limited to, transportation and schools.

**Motion:** Appoint Members Kimberly Higginbotham and Scott Hefle to the 2050 Plan Subcommittee

**Motioned By:** Member Scott Hefle

**Seconded By:** Trustee Jan Miller

**Yes:** Trustee Jan Miller, Member Joletta Kerpan, Member Scott Hefle, Member Kimberly Higginbotham

**No:** None

**Abstain:** None

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

Member Jolitta Kerpan left after this vote at 7:00pm. Administrator Kreklow advised that the meeting could continue on as the remaining items were discussion only.

The members engaged in discussions regarding the Subcommittee's goals and determined that the Subcommittee would present its findings at an upcoming Economic Development Commission meeting. Additionally, Trustee Jan Miller advised that the Economic Development of Washington County (EDWC) would be invited to speak at the August or September Economic Development Commission meeting.

- D. EDWC – Review Current Quarterly Hours, Add to one of the Pillars - Operation Store Front -Identifying strategy to backfill empty storefronts. (DISCUSSION)

Administrator Kreklow explained the quarterly Economic Development of Washington County (EDWC) subscription status report and how hours were used and how they have been used in the past. He advised that the second quarter statement had not yet been released, but would provide that to the commission members once available. Administrator Kreklow provided examples of items the Economic Development Commission could request in order to utilize some of the EDWC's hours. Members engaged in discussion and would review the 2050 Comprehensive Plan Subcommittee's findings to guide their decisions regarding their EDWC's usage.

**VII. ADJOURNMENT:**

**Motion:** Adjourn

**Motioned By:** Member Scott Hefle

**Seconded By:** Member Kimberly Higginbotham

Chairperson Trustee Jan Miller adjourned the Economic Development Commission meeting at 7:36 PM.

**Meeting: Economic Development Sub Committee Celebrate Germantown**

**Date & Time: Friday, August 8 at 8:15AM**

**Location: Germantown Area Chamber of Commerce Board Room  
N112W16760 Mequon Rd, Germantown**

**Sub-Committee: Jim Sedgewick & Joletta Kerpan**

**Agenda & 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.*  
Meeting called to order at 8:40AM
- II. **ROLL CALL:** *All Present*
- III. **MEETING MINUTES:**
  - a. No Previous Meeting has occurred
- IV. **CITIZEN INPUT:** *(Please be advised per 19.94(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.*
  - a. Citizen Melanie Smythe had previously e-mailed and shared information on the MKE Flag Initiative
- V. **NEW BUSINESS:**
  - a. Germantown Logo Contest (DISCUSSION)
    - i. Explore private marketing groups for an official cohesive marketing plan including logo, marketing & promotion
    - ii. Bring in stakeholders in the community to discuss/brainstorm
  - b. Other Options to Celebrate Germantown (DISCUSSION)
    - i. Picture Contest to show off the features and activities of Germantown
    - ii. Contest to create a new and updated Germantown postcard
    - iii. Creation of a mural on the I-41 Lannon Rd/Mequon Rd bridge of Germantown
      1. Similar to those by Airport, zoo interchange etc
- VI. **ADJOURNMENT:** 9:02AM, Motion by Jim, 2<sup>nd</sup> by Joletta, all in agreement

## MINUTES - Beautification Sub-Committee Meeting

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 Kristen Borst called the Beautification Sub-Committee meeting to order at 6:31pm.

### II. ROLL CALL:

Present: Trustee Borst, Member Dani Yegge

### III. Citizen Input - Motion Made in Lieu of Citizen Input

Motion: Made by Trustee Kristen Borst to suspend Roberts Rules of Order and allow for interaction between the committee and citizens (two citizens present).

Seconded by: Dani Yegge

Moved forward with New Business in a discussion format between Committee and Citizens.

### IV. NEW BUSINESS:

Discussion on Beautification:

The following ideas were discussed:

- Art in the Village
- Welcome to Germantown signs
- Public/private partnerships and longevity
- Hanging Baskets or Median Flowers on Mequon Road
- Germanic Design elements
- German theme to showcase in windows (e.g. beer steins) for businesses - creates uniformity and connects businesses
  - Host scavenger hunts, trick or treat, candy walks, where you check off the “beer steins” within the village.
- Adopt a Spot - partner with businesses, map out spots based on gateways (e.g. Squire and Mequon Road, Mequon and Pilgrim Road)
  - Concrete slab put in designated spots and village/business partnership with benches, flowers, landscaping, artwork, etc.
- Survey business interest for participating in village initiatives
- Social media posts - highlighting businesses and residential
- Sister town in Germany - engage with them, get their flag, look at what Germanic elements they use and incorporate that into our designs and future designs
- How do we define beautification?

- Consideration: community engagement and how to improve engagement with the community, creating points of interest, beautification, to bring people together, walking around, etc.
- Need a cohesive plan before moving forward

Take Away's Ahead of Next Meeting:

- Trustee Kristen Borst
  - Reach out to Jeff Retzlaff to get document describing the major and minor gateways within the village
  - Reach out to President Soderberg regarding 2026 budget
  - Reach out to the school board to determine the feasibility of partnering with GSD on artwork, murals, metal yard art, benches, etc.
  - Determine which business walls are good for a mural
- Member Dani Yegge
  - Connect with Chamber of Commerce on social media, "beer stein" business window initiative and Adopt a Spot interest
  - Connect with Chamber of Commerce on meeting availability to further discuss these items
  - Determine which business walls are good for a mural

V. ADJOURNMENT:

Chairperson Trustee Kristen Borst adjourned the Beautification Sub-Committee Meeting at 7:32pm

## MINUTES - Beautification Sub-Committee Meeting

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 Kristen Borst called the Beautification Sub-Committee meeting to order at 6:31pm.

### II. ROLL CALL:

Present: Trustee Borst, Member Dani Yegge

### III. Citizen Input - Motion Made in Lieu of Citizen Input

Motion: Made by Trustee Kristen Borst to suspend Roberts Rules of Order and allow for interaction between the committee and citizens (two citizens present).

Seconded by: Dani Yegge

Moved forward with New Business in a discussion format between Committee and Citizens.

### IV. NEW BUSINESS:

Discussion on Beautification:

The following ideas were discussed:

- Art in the Village
- Welcome to Germantown signs
- Public/private partnerships and longevity
- Hanging Baskets or Median Flowers on Mequon Road
- Germanic Design elements
- German theme to showcase in windows (e.g. beer steins) for businesses - creates uniformity and connects businesses
  - Host scavenger hunts, trick or treat, candy walks, where you check off the “beer steins” within the village.
- Adopt a Spot - partner with businesses, map out spots based on gateways (e.g. Squire and Mequon Road, Mequon and Pilgrim Road)
  - Concrete slab put in designated spots and village/business partnership with benches, flowers, landscaping, artwork, etc.
- Survey business interest for participating in village initiatives
- Social media posts - highlighting businesses and residential
- Sister town in Germany - engage with them, get their flag, look at what Germanic elements they use and incorporate that into our designs and future designs
- How do we define beautification?

- Consideration: community engagement and how to improve engagement with the community, creating points of interest, beautification, to bring people together, walking around, etc.
- Need a cohesive plan before moving forward

Take Away's Ahead of Next Meeting:

- Trustee Kristen Borst
  - Reach out to Jeff Retzlaff to get document describing the major and minor gateways within the village
  - Reach out to President Soderberg regarding 2026 budget
  - Reach out to the school board to determine the feasibility of partnering with GSD on artwork, murals, metal yard art, benches, etc.
  - Determine which business walls are good for a mural
- Member Dani Yegge
  - Connect with Chamber of Commerce on social media, "beer stein" business window initiative and Adopt a Spot interest
  - Connect with Chamber of Commerce on meeting availability to further discuss these items
  - Determine which business walls are good for a mural

V. ADJOURNMENT:

Chairperson Trustee Kristen Borst adjourned the Beautification Sub-Committee Meeting at 7:32pm

**Meeting: Economic Development Sub Committee Celebrate Germantown**

**Date & Time: Friday, August 8 at 8:15AM**

**Location: Germantown Area Chamber of Commerce Board Room  
N112W16760 Mequon Rd, Germantown**

**Sub-Committee: Jim Sedgewick & Joletta Kerpan**

**Agenda & 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.*  
Meeting called to order at 8:40AM
- II. **ROLL CALL:** *All Present*
- III. **MEETING MINUTES:**
  - a. No Previous Meeting has occurred
- IV. **CITIZEN INPUT:** *(Please be advised per 19.94(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.*
  - a. Citizen Melanie Smythe had previously e-mailed and shared information on the MKE Flag Initiative
- V. **NEW BUSINESS:**
  - a. Germantown Logo Contest (DISCUSSION)
    - i. Explore private marketing groups for an official cohesive marketing plan including logo, marketing & promotion
    - ii. Bring in stakeholders in the community to discuss/brainstorm
  - b. Other Options to Celebrate Germantown (DISCUSSION)
    - i. Picture Contest to show off the features and activities of Germantown
    - ii. Contest to create a new and updated Germantown postcard
    - iii. Creation of a mural on the I-41 Lannon Rd/Mequon Rd bridge of Germantown
      1. Similar to those by Airport, zoo interchange etc
- VI. **ADJOURNMENT:** 9:02AM, Motion by Jim, 2<sup>nd</sup> by Joletta, all in agreement

# PROJECT STATUS REPORT – 2050 PLAN

Economic Development  
Commission

REPORT DATE	PREPARED BY	TARGET COMPLETION DATE
8/7/2025	Scott Hefle	TBD

## ACTIVITY COMPLETED SINCE LAST REPORT – FIRST REPORT - IDEAS

TASKS	NOTES
	<ul style="list-style-type: none"> <li>Incorporate the two school studies into the 2050 Comprehensive Plan (Roffer and the facilities Study plan).</li> </ul>
	<ul style="list-style-type: none"> <li>Review SEWRPC study as far as relevance and projections. Their numbers are very high for population growth.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify opportunities for further cooperation between school district and Village (vendors?)</li> <li>Review the “Mission Statement” of the Village. Has it changed?</li> <li>Identify the key ways EDC can support the Plan Commission and Village Board, like the UAC does for Public Works.</li> <li>Ongoing framework and outline as we move along and structure our ongoing mission.</li> </ul>

## ACTIVITY TARGETED FOR NEXT TWO WEEKS

TASKS	ON TRACK/OFF TRACK	NOTES

## TOPICS NEEDING TEAM INPUT

---

ISSUE	RESOURCE NEEDED	BY WHEN TO STAY ON TRACK

# Economic Development

## Introduction

The Village of Germantown takes a proactive view of economic development as an important facet of community vibrancy and success. A focus on economic development aids in creating jobs and income in the community, contributing to an overall sense of well-being and community stability.

### Objectives

This section will provide an overview of economic development within the Village of Germantown. This section will identify the economic characteristics and market conditions of Germantown and, using this information and data, project the Village's economic competitiveness within the region. In addition, this section will outline the recent economic development activities, policies, and programs as well as goals and strategies that can help initiate continued success of the Village's economic development initiatives.

## Economic Characteristics & Market Conditions

### Economic Base

While the foundation for economic growth is evident by the robust presence of existing businesses, increasing the demand for new businesses is key to the Village's future. This element of the economic development chapter begins to look at the many facets of Germantown's economic conditions, which enable the Village to chart a course for a healthy and diverse economic future. In 2022, the WI Department of Revenue reported that the Village's \$3.5 billion tax base of equalized value was primarily residential (67.17%) but had a sizable commercial (22.91%) and manufacturing

(7.89%) presence. This indicates there is significant room for growth to diversify the tax base and relieve pressure from the residential sector by encouraging commercial and industrial business operations to locate or expand in Germantown.

As of 2021, The Village of Germantown was home to 891 businesses. The economic base of the Village is largely comprised of service (34.68%), retail trade (16.5%), and manufacturing (11.34%) businesses. Table 6.1 displays the distribution of the types of businesses in Germantown. Table 6.1 also confirms the distribution of businesses is consistent with those of Washington County, although, notably, the percentage of businesses engaged in manufacturing is higher in Germantown at 11.34% compared to 6.74% in the County. Germantown has consistently maintained a significant presence of manufacturing businesses, and this is also reflected in the number of employees engaged in the industry, described in more detail below.

### Job & Labor Force

The labor force is an important indicator for potential economic investors in a community. Many businesses research the skills and education of a community's population as well as nearby amenities for potential employees when planning a new location or expansion of an existing facility.

As of 2020, there were an estimated 11,165 employed workers over the age of 16 in the Village of Germantown and 218 unemployed workers over the age of 16. The unemployment rate in the Village was 1.9%. The distribution of industries in which Germantown residents are employed is generally consistent with those of Washington

**Table 6.1 – Employment of Germantown Residents by Industry**

Industry	Germantown (Percent)	Washington County (Percent)	Wisconsin (Percent)
Agriculture, forestry, fishing and hunting, and mining	0.7%	1.1%	2.2%
Construction	4.1%	6.4%	5.9%
Manufacturing	18.7%	22.7%	18.0%
Wholesale Trade	5.2%	3.6%	2.7%
Retail Trade	8.6%	11.2%	11.0%
Transportation and warehousing, and utilities	3.3%	3.3%	4.6%
Information	1.7%	1.6%	1.6%
Finance and insurance, and real estate and rental and leasing	9.8%	6.3%	6.1%
Professional, scientific, and management, and administrative and waste management services	9.0%	8.3%	8.6%
Educational services, and health care and social assistance	25.4%	20.9%	23.4%
Arts, entertainment, and recreation, and accommodation and food services	6.4%	6.6%	8.2%
Other services, except public administration	4.8%	4.9%	4.2%
Public Administration	2.5%	3.0%	3.5%

▲ Source: 2020 American Community Survey 5-year Estimates

County (see Table 6.1). The industries in which the largest percent of Germantown residents work are “Educational Services, and health care and social assistance” (25.4%) and Manufacturing (18.7%). A larger percentage of Germantown are employed in the “Finance and insurance, and real estate and rental and leasing than in Washington County or the state of Wisconsin as a whole. Germantown relies heavily on the manufacturing industry for its job base, as well as its economic base as one of the top business sectors, as noted above.

According to the State of Wisconsin Department of Workforce Development, the largest employers located within the Village of Germantown are in the Manufacturing and Service industries. These include:

1. MGS Manufacturing Group
2. JW Speaker
3. Gehl Foods
4. David J Frank Landscape Contracting
5. Westrock

In 2020, 91.6% of Germantown residents utilized a car, truck, or van to commute to work and 87% drove alone. This is higher than the average in the Milwaukee metro area, where about 81.5% percent of all workers drove to work alone in 2018. More workers walked (0.7%) to get to work than used a bicycle (0.1%) or public transportation (0.1%), potentially signaling an opportunity for improved access to public transportation. The amount of time workers needed to complete their commute to work varied, with 16.9% of workers needing 30-34 minutes, 16.3% needing less than 10 minutes, and 15.5% needing 20-24 minutes. Of note, in 2019 only 25.6% of Germantown residents worked in Washington County, while 74.4% worked outside of the County. This signals an important opportunity for economic development if the Village can keep more residents working within the Village’s borders.

As seen in Table 6.2, residents in the Village exhibit a higher number of advanced degrees than those of Washington County overall, with 29.7%

**Table 6.2 – Educational Attainment  
(Population 25 years and over)**

Education Level	Germantown (Percent)	Washington County (Percent)
High School Graduate/ GED	21.4%	29.5%
Some College/ No Degree	18.9%	20.6%
Associates Degree	11.1%	12.0%
Bachelor’s Degree	29.7%	23.1%
Grad/Professional Degree	14.0%	9.8%

▲ Source: 2020 American Community Survey 5-year Estimates

possessing a bachelor’s degree compared to 23.1% of residents in Washington County as a whole. In addition, 14.0% of Germantown residents possess Graduate or Professional Degrees compared to only 9.8% of residents in Washington County. The higher proportion of individuals holding a bachelor’s degree or higher may be due to the manufacturing and technical knowledge base the resident population and local industry is involved in. This is supported by the fact that 32.4% of those in the Village with bachelor’s degree or higher majored in science and engineering areas of study, 29.2% majored in business, and 12.0% majored in science and engineering related fields.

Furthermore, residents in Germantown received higher per capita income than those in Washington County (\$42,450 compared to \$37,632 in 2021). This is expected to continue into the future, with Germantown residents projected to receive \$46,828 per capita income compared to \$41,907 per capita income for those in Washington County in 2026.

## VILLAGE OF GERMANTOWN 2050 COMPREHENSIVE PLAN

In 2019, 19.1% of workers in Germantown worked from their place of residence. Due to the widespread work-from-home experiences during the COVID-19 pandemic during 2020 and 2021, it is likely some businesses will continue remote work options and some workers may prefer to continue to work from their residence. 90.0% of Germantown residents had an Internet subscription, which would likely enable remote work capabilities, while 9.1% did not have an Internet subscription, likely making remote work a challenge or impossible.

### Business Parks & Job Centers

Germantown is home to several business parks and important job centers, mostly concentrated in the suburban-like south-central third of the village, including:

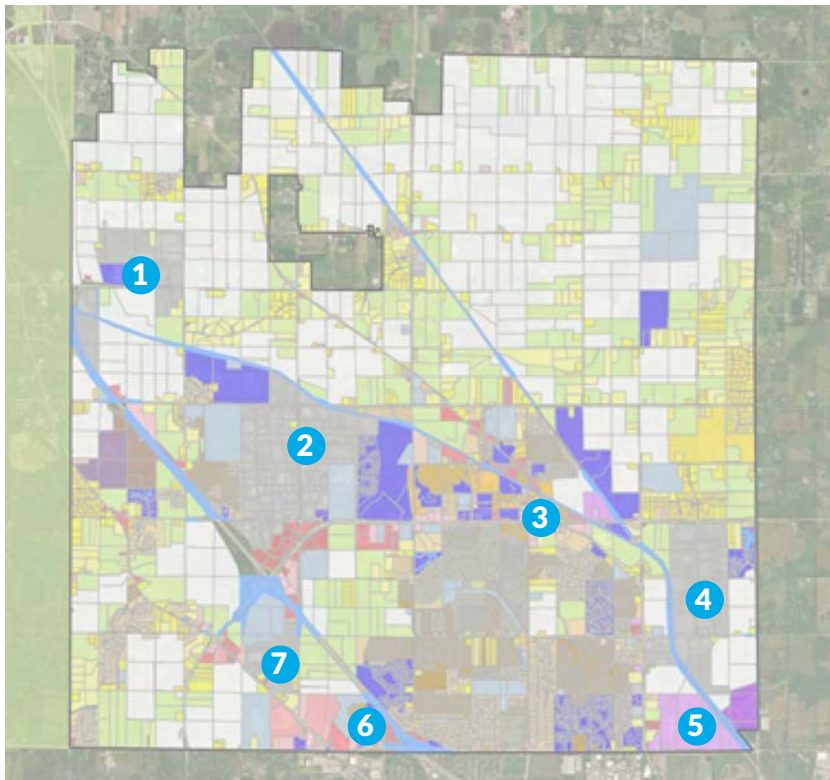
- Willow Creek Business Park
- Omega Hills Industrial Park, Germantown, conveniently located off of I-41 and STH 145
- Germantown Business Park

- Commercial Centers along Mequon Road and County Line Road
- Germantown Gateway Corporate Park
- Capstone 41 Business Park

### County & Regional Economic Development

From January-May 2021, the average monthly unemployment rate for the Milwaukee-Waukesha Metropolitan Statistical Area (MSA), which includes Germantown, was 5.08%. This is a reduction from the 7.9% monthly unemployment rate from January-December 2011, a decade ago, and only slightly higher than the lowest monthly unemployment rate of the past decade, 2.7% in December of 2017. Germantown's 2021 monthly unemployment rate of 4% was higher than the 3.66% monthly unemployment rate in Washington County and slightly higher than the 3.85% monthly unemployment rate in the state of Wisconsin. Note, the year 2020 was excluded from this analysis because of the uncharacteristic unemployment trends due to the COVID-19 pandemic.

Figure 6.1 – Major Germantown Business Parks & Job Centers



- 1 Germantown Gateway Corporate Park and Capstone 41 Business Park
- 2 Germantown Industrial Park
- 3 Mequon Road Commercial Areas
- 4 Germantown Business Park
- 5 Omega Hills Industrial Park
- 6 County Line Road District
- 7 Willow Creek Business Park

According to a 2020 report by the Southeastern Wisconsin Regional Planning Commission (SEWRPC) titled “A Comparison of the Milwaukee Metropolitan Area to Its Peers,” of which the Village of Germantown falls within, the Milwaukee Metro Area’s increase in jobs from 2010 to 2018, 8.8%, lags behind most of the Midwest areas and all of the other metro areas, most of which have seen double-digit growth since 2010. Following the recession of the late 2000s, most of the major national metro areas saw an increase in the size of the labor force between 2010 and 2018. With a slight gain of 0.9%, the Milwaukee Metro Area had among the smallest increase of all the metro areas experiencing an increase in labor force. The report also highlights 17.1% of the Milwaukee metro area Gross Domestic Product (GDP) was related to manufacturing in 2018. This compares to the average of 14.8% for the Midwest metro areas and 11.4% for the other metro areas. As previously noted, manufacturing is a key economic sector in Germantown.

## Economic Competitiveness

### SWOT Analysis

A SWOT Analysis is laid out below in order to assess Germantown’s economic competitiveness “Strengths, Weaknesses, Opportunities, and Threats.” This analysis is helpful to provide an overview of key elements affecting the Village’s current and future economic growth strategies and informs the goals and strategies described later in this section.

### SWOT Analysis: Breakdown

#### Strengths

- Educated workforce with higher percentage of workers with advanced degrees than the surrounding region (32.1% of Germantown workers have a bachelor’s degree compared to 23.9% of those in Washington County; and, 14.3% of workers in Germantown have a graduate or professional degree compared to 9.6% of those in Washington County).
- Germantown residents have a higher per capita income than those of Washington County (\$42,450 in Germantown compared to \$37,632

in Washington County in 2021; and, projected \$46,828 in Germantown compared to \$41,907 in Washington County, projected, in 2026).

- The Germantown Chamber of Commerce is an asset to the business community in the Village.

#### Weaknesses

- Housing values and sales prices in Germantown are relatively high compared to most metro areas.
- Germantown has comparatively high electric rates. According to the Strategic Energy Assessment by the Wisconsin Public Utility Commission for 2016-2022, Wisconsin’s average residential rate is 10.97 cents per kWh, where Michigan is only 10.87 cents per kWh, and Iowa’s rates are at 8.65 cents per kWh.
  - The difference is even greater for industrial customers reaching 7.81 cents per kWh in Wisconsin while only reaching between 6.06 to 7.25 cents per kWh for other Midwest states.
  - Manufacturing businesses are particularly susceptible to high electric rates due to higher energy demand than other industries.

#### Opportunities

- Germantown’s population is projected to increase (estimated 0.46% growth from 2021-2026 compared to slightly lower increase of 0.43% from 2010-2021).
- Most residents commute outside of the county for work, creating an opportunity to keep more residents working in Germantown.
- American Rescue Plan Act (ARPA) funds may be used for critical infrastructure

#### Threats

- COVID-19 related labor shortages may impact Germantown disproportionately. According to a 2020 report on “Wisconsin Economy and Workforce,” employers located in Washington County, of which Germantown is a part, have an employment mix that can be expected to bounce back slowly because a large segment of the workers in lower

Table 6.3 – SWOT Analysis

	+	-
<b>Internal</b>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Educated workforce</li> <li>▪ High per capita income</li> <li>▪ High housing values</li> <li>▪ Active Chamber of Commerce</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ High housing sales prices</li> <li>▪ High utility costs</li> </ul>
<b>External</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Projected population increase</li> <li>▪ Keep residents working in Germantown</li> <li>▪ ARPA funding for infrastructure improvements</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▪ Workforce shortage due to COVID-19</li> <li>▪ Company relocation</li> <li>▪ Aging community</li> <li>▪ Decrease in new workforce</li> <li>▪ Increasing automation</li> </ul>

skilled positions that were harder hit from the pandemic come from outside of the county.

- High energy rates are also triggering conversations about complete company relocation to states with lower or more affordable rates.
- Germantown has an aging community (Germantown population aged 65+ increased by 67% from 2000 to 2017).
- There has been a relative decrease in new workforce in Germantown (between 2000-2017, the Germantown population aged 20-44 decreased by 21%, nearly double the Washington County decrease of 12%).
- Increased automation in the manufacturing industry may continue to negatively affect job availability.

## Policies & Programs

### Policies

The Village has used several policies to encourage and support economic growth in the past. Primarily, Germantown has used Tax Incremental Financing (TIF) districts to support the growth of business parks and attract new investments. TIF allows municipalities to purchase land and

build the necessary infrastructure for industrial development such as roads or utilities. The increase in property tax revenue collected on the resulting development pays for the initial public expenditures over time. TIF can also be used to provide financial incentives to private companies in order to attract them to the community. As shown in Table 6.4, Germantown currently has four active Tax Incremental Districts (TID) in operation: TID #6, TID #7, TID #8, and TID #9. As of 2022, TID #9 is a new 38-acre district at the southwest corner of Donges Bay Road and Wasaukee Road that would support industrial development as a part of an overall 70-acre development area inclusive of a new Village Public Works Facility.

TID #6, created in 2014 is a Tax Incremental District mixed-use business park suitable for industrial and commercial purposes. Due to major infrastructure development to the park in 2016, it is classified as a major fund. It is located along Appleton Avenue south of Lannon Road. The estimated sale-able property consists of fifty-two acres. The project plan consists of site grading, sanitary sewer and water systems, stormwater management, street improvements, landscaping and other site improvement infrastructure and

related costs. The Village issued \$5,405,000 in General Obligation Community Development Bonds on October 1, 2014. The majority of those proceeds were spent in 2016.

Recently, the Germantown Joint Review Board approved an amendment to TID #7, adding land to pave the way for a new development: new construction of 800,000 square feet of industrial space in three buildings off Holy Hill Road by Capstone Quadrangle. The TID was adjusted to add the property where that development will occur to the district to allow Village assistance. The amendment also includes project costs for a public trail identified in the Village’s CORP - Goldendale Creek Loop Trail. The TID area is projected to create about \$61 million in new value, according to the TID project plan. Under state law (sec.66.1105(4)(gm)4.c., Wis.Stats.), a municipality cannot create a TID or add parcels to an existing TID if the total equalized value of the TIDs in the municipality exceeds 12 percent of the total equalized value for the municipality. As reported by the WI Department of Revenue in August 2022, the Village of Germantown’s

2022 TID value was approximately 4.7% of the total equalized value of property in the Village.

Despite past success, the Village should not rely exclusively on Tax Increment Financing (TIF) as an economic development tool and should continually investigate alternative financing mechanisms to supplement and/or replace the use of TIF when warranted.

The Village has an Economic Development Commission consisting of five active members and two open seats. The work of the Commission is intended to guide the development of the industrial and business parks and overall economic development in the Village. The Commission makes loan decisions under the Business Loan Pool program, discussed below.

During the past several decades, the Village of Germantown has worked with the Wisconsin Department of Natural Resources to clean up many contaminated brownfield sites, better positioning available land within the Village limits to be used productively.

**Table 6.4 – Tax Increment Districts (TID) in the Village of Germantown**

TID #	Location Reference	Status	Area (acres)	Type	Created/ Base Year	Maximum Life (year)
1	Germantown Industrial Park	Closed	78.6	n/a; pre-1995	1986	n/a
2	Germantown Industrial Park	Closed	22.3	n/a; pre-1995	1988	n/a
3	Germantown Industrial Park	Closed	60.3	n/a; pre-1995	1989	n/a
4	Germantown Industrial Park	Closed	23.1%	n/a; pre-1995	1994	2019
5	Washington Square Mall	Closed	457.2	Environmental Remediation	1998	n/a
6	Willow Creek Business Park	Active	192.6	Mixed-Use	2014	2034
7	Speaker Corporation	Active	51.6	Industrial	2018	2038
8	Germantown Gateway Corporate Park	Active	224.8	Industrial	2018	2038
9	Omega Hills Industrial Park	Active	38.15	Industrial	2022	2042

**Programs**

The Village of Germantown also has a Business Loan Pool, which was established to help business attraction efforts, increase capital investments, and 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. Eligible businesses include all businesses in the defined area for the Village of Germantown. Eligible expenses under the Business Loan Pool include the acquisition of land, building and/or business, building improvements and/or construction, equipment purchases, environmental or safety compliance, and any investment to promote business growth.

The Village of Germantown is home to an active Chamber of Commerce that offers various programs and initiatives to strengthen the economic landscape within the Village. Specifically, the

Chamber of Commerce helps members promote their businesses through networking, advertising, and event sponsorships. The Chamber empowers business owners to make personal connections with other business leaders, influencers, and community residents. The Chamber helps members grow and develop productive networks through local events, marketing, fund-raising, and leveraging valuable resources available such as SCORE, UW-Extension, Economic Development/Washington County, Wisconsin Safety Council, and more.

Additional programs are available from the Wisconsin Economic Development Corporation, including the Manufacturing and Agriculture Credit, Business Development Tax Credits, Training Grants, Wisconsin Certified Sites Program, Main Street and Connected Communities Program, and Revolving Loan Funds.

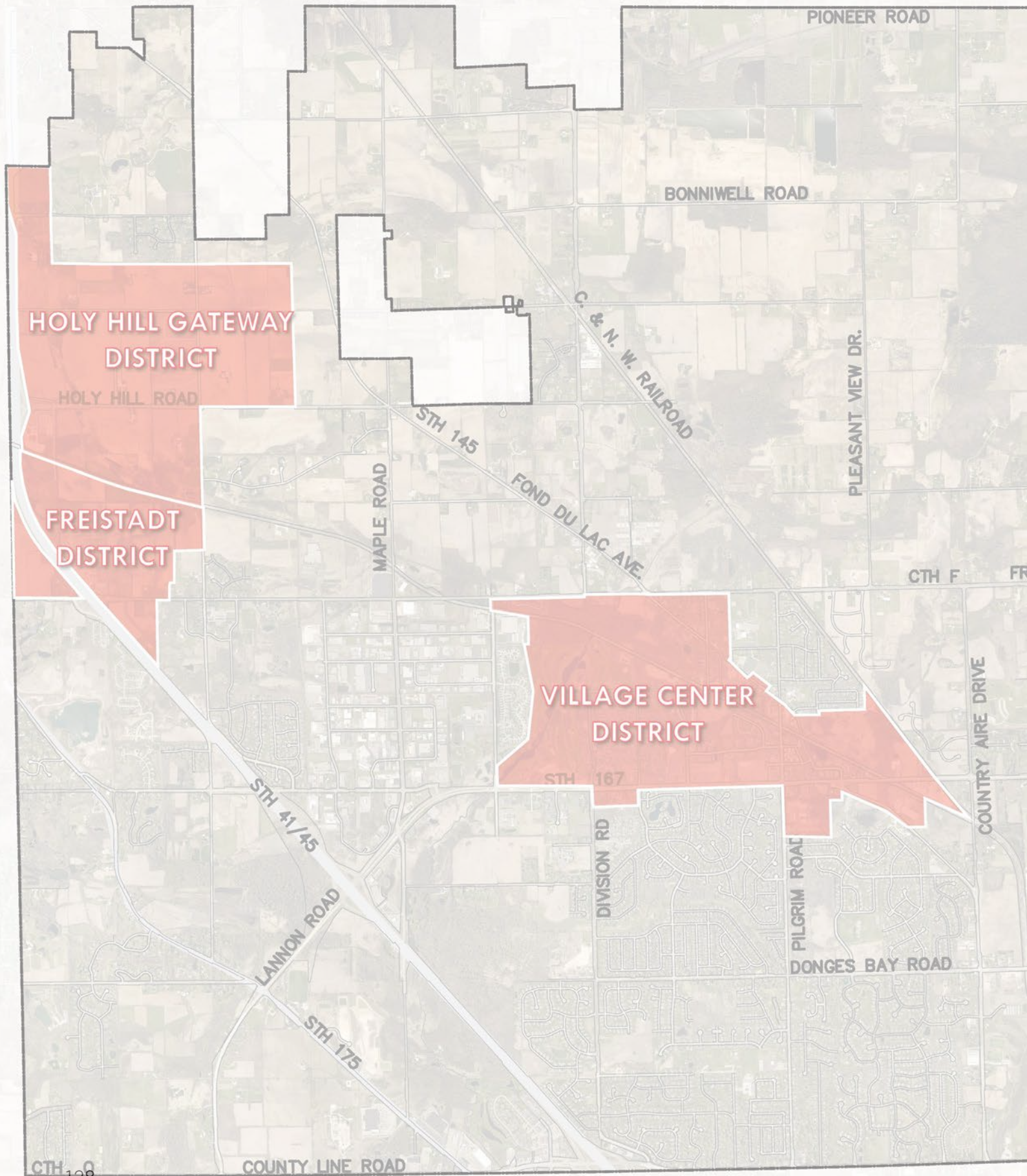


## Community Voices

The village should use **TIF funding** to design and build something the residents desire in the Main Street District.

Not chains! Antique stores, coffee shops, farm to table restaurants, green space, art/sculpture/museum or other things unique to downtown environments.





# OPPORTUNITY AREAS

As part of this Comprehensive Plan Update, Germantown residents and stakeholders have identified two key opportunity areas for future development: **Germantown's Village Center** and the **Holy Hill Gateway & Freistadt District**. These two opportunity areas represent the greatest potential for change in Germantown over the next 30 years. This section focuses on community ideas for what these areas could become in the future, and what types of development and design characteristics would be most desirable.

## Village Center Inspiration



## Community Voices

...wherever the downtown area is needs to be safely & easily accessible by foot or bike, **i.e., sidewalks, paved bike paths.**

The village should invest in a town center. A combination of shops, restaurants, green space with trails, nicer town homes and public spaces. Carve out an area along Mequon, Main or some other area of undeveloped land closer to the interstate? **Right now there is no heart of Germantown.**

# Economic Development

## Goals, Objectives, and Potential Action Steps

---

### Goal:

Promote economic, social, and environmental benefits through business and commercial activity in Germantown with a cohesive and unifying vision that inspires investment, tourism, and local pride.

### Why is this important?

The economy is constantly changing. Over the past few decades, the Upper Midwest has seen a shift from a manufacturing based economy to a diversification to include more tourism and services. Germantown has maintained and continued to attract manufacturing jobs and still maintains a sizable agricultural base in addition to its retail and service sector. Strengthening each of these parts of the economy while staying able to take advantage of new opportunities requires a variety of strategies for economic development.

Enhancing the attractiveness of commercial areas, both retail and industrial, will help to attract residents, employers, and a workforce that enjoys working in Germantown. This includes enhancing the attractiveness of buildings but also the streets and districts that bring them all together. Similarly, developing a unique character and visitor experience by promoting Germantown's natural and cultural resources will help to continue attracting visitors and tourists to support the local economy.

### Key Leadership:

Keeping economic development aligned with the Comprehensive Plan will require coordination between Village department staff, citizen boards and elected officials, including:

- Chamber of Commerce
- Community Development
- Economic Development Commission
- Plan Commission
- Public Works
- Village Board
- Germantown School District

Economic Development			
Objectives	Priority	Potential Action Step(s)	
1	Develop a Master Plan for the Holy Hill Gateway District to ensure compatible industrial expansion in Germantown by providing aesthetically appealing development along highly visible thoroughfares to ensure industrial expansion that is compatible with non-industrial surrounding land uses.	Short term (1-3 years)	A. Carry out the "Next Steps" identified in the Opportunity Areas section Chapter 6.
2	Develop the Village Center District, including a Master Plan, to enhance Main Street and Mequon Road as complementary mixed-use economic zones with a unique cultural identity.	Short term (1-3 years)	B. Engage with stakeholders along commercial streets to determine a vision for the district.
			C. Carry out the "Village Center: Next Steps" identified in the Opportunity Areas section of Chapter 6.
			D. Develop a specific set of design guidelines that define an acceptable Germanic architectural identity.
3	Incentivize well-designed buildings, entry features, and public infrastructure in business parks and industrial districts through the development approval process.	Short term (1-3 years)	E. Develop a set of desired building design guidelines for business parks, industrial districts, and corridors based on the context of surrounding buildings, landscapes, and architecture and Germanic Theme design requirements and guidelines.
4	Promote and support the development of industrial and commercial areas in Germantown using financing incentives and regulatory tools, including but not limited to Tax Increment Financing.	Ongoing	F. Evaluate the Village's use of TIF (past and current TIDs) including an assessment of both the positive and negative impacts the use of TIF has had on the overall financial health of the Village and other taxing districts.
			G. Explore Business Grant types based upon examples from comparable communities or regional/State entities including alternative financing mechanisms other than Tax Increment Financing (TIF).
5	Protect and promote the economic and aesthetic value of natural resources in Germantown for agriculture, recreation, and tourism.	Ongoing	H. Continue to update the Comprehensive Outdoor Recreation Plan every 5 years with information on the location and quality of natural resources for protection.
			I. Create zoning code regulations that support and accommodate agritourism and agricultural business uses.
6	Support regional economic development initiatives that impact Germantown.	Ongoing	J. Leverage the resources and programs of Economic Development Corporation of Washington County and SEWRPC.
		Short term (1-3 years)	K. Evaluate the need for an Economic Development Coordinator position in the Community Development Department.

# Village of Germantown Subscription Status Report Q2, 2025

[Time report](#) / [Village of Germantown](#)

## 2025 Subscription - Leader

Total hours

**8.91**



[See full project report](#)

**Tasks** Team



Breakdown of tasks sorted by hours.

[Detailed report](#)

[Export](#) ▾



Name	Hours ^	Billable hours
> Deal Structuring / Proforma	<a href="#">5.00</a>	5.00 (100%)
> Company Recruitment	<a href="#">3.81</a>	3.81 (100%)
> Consulting - General	<a href="#">0.10</a>	0.10 (100%)
<b>Total</b>	<b>8.91</b>	<b>8.91</b>



# Running Status Through 08/07/2025

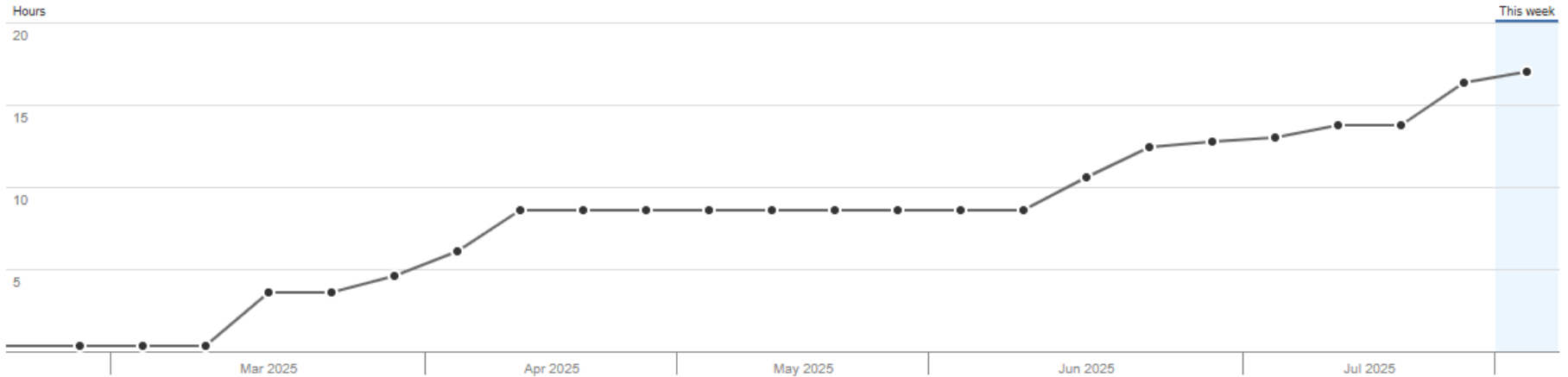
Village of Germantown

## 2025 Subscription - Leader

📅 01 Jan 2025 - 31 Dec 2025 (20 weeks left)

📈 Project progress | 📊 Hours per week

← This week →



Total Credit Hours Used

**16.97**

Billable **16.97**

Non-billable **0.00**

Budget remaining (72%)

**43.03**

Total budget **60.00**

