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Strategic Management Consultants

May 27, 2009

Ms. Stephanie Harling
Executive Director
Havenwoods Economic Development Corporation
c/o Pechiney Plastics Packaging
6161 N. 64th Street
Milwaukee, WI 53218

Dear Stephanie:

This letter and the related attachments provide documentation of Havenwoods Economic Development Corporation (HEDC) strategic planning workshop and retreat. It includes a brief recap of the retreat and a guide to the exhibits.

The retreat began with a review and discussion of the background input provided by members of the HEDC Board of Directors and its staff. A summary of that background input was provided as a standalone document in advance of the retreat. Key points raised and discussed in the context of that background assessment are captured in Exhibit A.

The Board and Staff then turned their collective attention to the current mission and vision for HEDC (and the Havenwoods neighborhood). Overall, the group agreed that the mission and vision still fit the organization and its long range aspirations for Havenwoods. The group did tighten the language in the mission and vision to add greater clarity. Subsequent to the retreat, Stephanie Harling and John Sterling made further minor refinements to the work of the Board and Staff. The resulting revised mission and vision are documented on the one page strategic plan attached as Exhibit D to this letter.

As a means to providing focus and clarity for strategic plan development, the group worked on an analytical exercise – Critical Success Factors. Retreat participants first brainstormed a list of factors critical to the success of HEDC over the next five years. That longer list was then used to craft a shorter list of the ten most critical factors. Finally, the group then engaged in a forced ranking exercise to further prioritize the success factors.

- The brainstormed, longer list of critical success factors is documented on Exhibit B
- The shorter, forced ranked list of critical success factors is documented as Exhibit C

Over the lunch period, the group discussed potential primary goals for HEDC – based upon the results of the critical success factors exercise. The group initially worked with four potential goals (Business Development; Livability; Community Development; and Organization Development), but clear redundancies between the potential goals enabled the group to pare the final plan down to three primary goals.

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Havenwoods Economic Development
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- Business Development – Attract, retain and support the quality of business that contribute to a vibrant urban community
- Livability – Make Havenwoods a place where people’s children want to live as adults
- Organization Development – Strengthen HEDC’s organizational infrastructure to ensure continuing success and viability

The retreat participants then developed strategies (i.e., answering the question, “*what is HEDC going to do to achieve the goal?*”) for each of the goals. The resulting draft one page plan was refined and tightened modestly by Stephanie Harling and John Sterling (editing a few strategies and combining others to eliminate redundancy). Exhibit D documents the final draft version of HEDC’s new one page strategic plan.

The last major activity at the retreat involved identifying near term priorities associated with implementing the one page strategic plan. Action planning forms were completed relative to each goal – including an identification of implementation initiatives and the individuals responsible for carrying out those initiatives. Subsequently, Stephanie Harling and John Sterling met to refine and expand upon the action plans – and to add timeframes to each initiative. The resulting final draft version of HEDC’s new strategic plan implementation task plan is attached as Exhibit E.

The meeting closed with a discussion of next steps and implementation monitoring. Overall champions from the Board of Directors were identified for each primary goal (Greg Reilly for Business Development; Les Wilson for Livability; and Steve Hentzen for Organization Development). The Board agreed that a standing agenda item for future Board meetings will involve reviewing progress against one of the three goals – on a rotating basis. Thus, each month progress on one of the goals will be discussed (creating essentially a rolling, quarterly review process). The action plans themselves include a detailed roadmap for strategic plan implementation.

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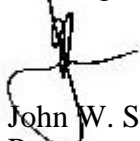
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Stephanie – the draft plans look very good and your Board did a great job of staying focused and on target throughout the retreat. Please let me know if we can help HEDC in any way as you embark on implementation of this new strategic plan.

Best regards,



John W. Sterling
Partner

BOARD OF DIRECTORS – STRATEGIC PLANNING RETREAT

EXHIBITS

- Exhibit A – Discussion Points and Ideas
- Exhibit B – Critical Success Factors Brainstorming
- Exhibit C – Critical Success Factors
- Exhibit D – Strategic Plan
- Exhibit E – Implementation Plan

BOARD OF DIRECTORS – STRATEGIC PLANNING RETREAT DISCUSSION POINTS AND IDEAS

Background Discussion Points

- Funding – BID restrictions and uses
- Economic downturn as a potential advantage
- Retail and housing on 60th
- State and federal programs
- Tie-in to West Lawn development
- Non-traditional approach to home ownership
- TIF for commercial district/strip
- Partner for 60th street development
- Active voice in Westlawn redevelopment
- LISC, WHEDA, Dept. of Commerce and various foundations – partner for redevelopment
- Agree on targeted anchors

Havenwoods PR

- Perceptions of NW side
- Growing Gower
- Advocacy for city
- Security
- Brokers (what they know)
- Hard data on businesses
- Desire to link with and improve the adjoining areas of the NW side
 - Whole NW side perception
 - Collaboration and partnership

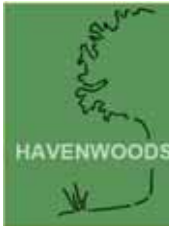
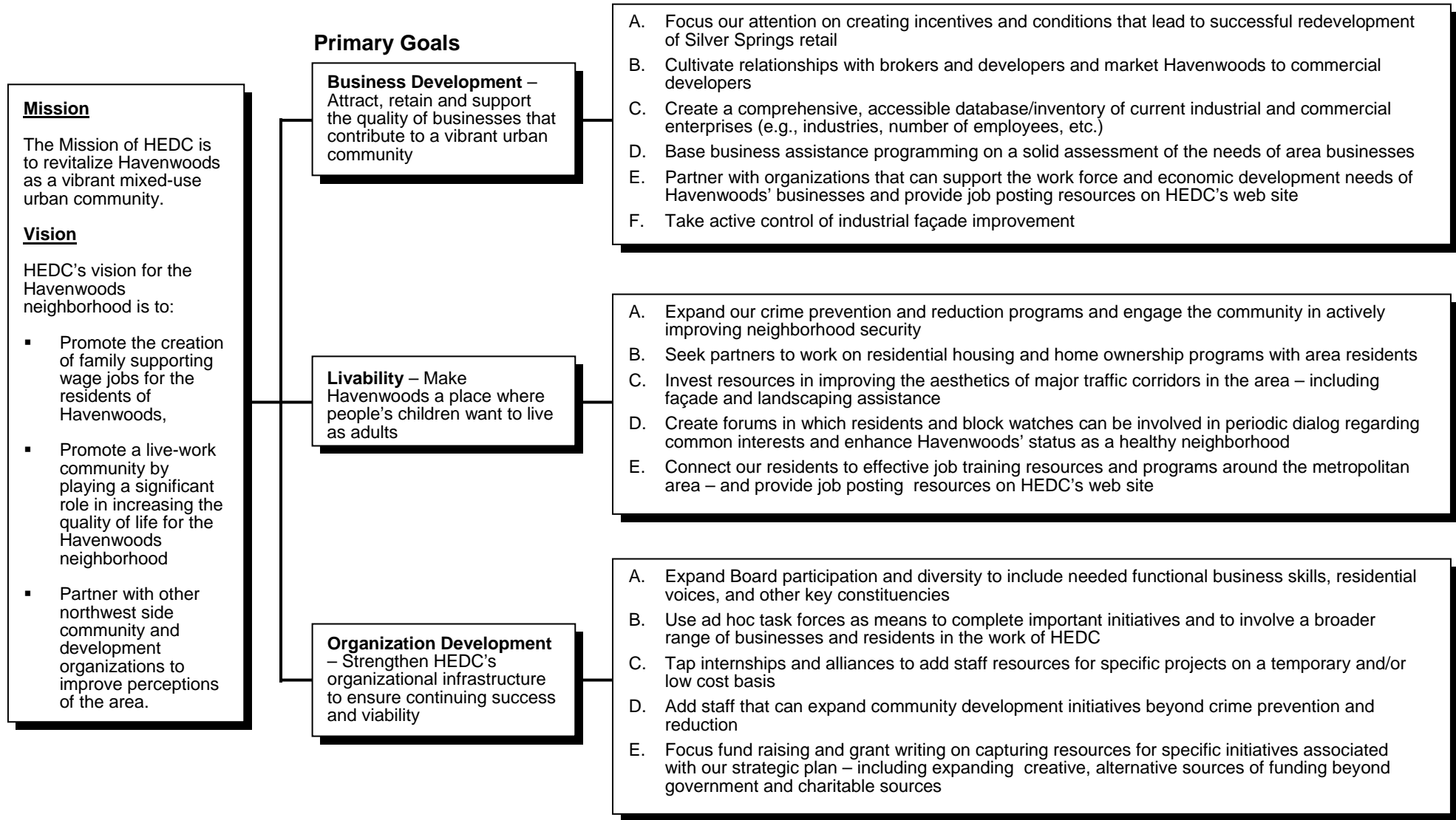
BOARD OF DIRECTORS – STRATEGIC PLANNING RETREAT CRITICAL SUCCESS FACTORS BRAINSTORMING

- Funding/fundraising
- Staffing
- Government cooperation/relations
- Perception of Havenwoods/image/visual appeal/notoriety/media relations
- Crime reduction/prevention
- Increased involvement of business and residents
- Attracting new business
 - Commercial/retail
 - Industrial
- Current retail property owners perceived disinterest in selling or redevelopment of properties.
- Diverse/mix of business – economic structure and viability
- Aesthetics of area – design standards
- Strategic plan and direction and focus of initiatives
- Collaboration with other organizations (EDC's and others)
- Board development
- Housing and home ownership
- Business retention
- Jobs – stability living wage

BOARD OF DIRECTORS – STRATEGIC PLANNING RETREAT CRITICAL SUCCESS FACTORS

Critical Success Factor	How Critical?	Present Capability to Perform?
1. Funding and fund raising (including government/city sources)	H	H
2. Staff/people to carry out the programs	H	H
3. Public relations and perceptions <ul style="list-style-type: none"> - Aesthetics - Crime prevention - Media relations 	M	H
4. Involvement and awareness of business and resources in HEDC	L	M
5. Attracting and retaining the right businesses <ul style="list-style-type: none"> - Commercial and retail - Industrial 	H	M
6. Collaboration with other organizations	L	M
7. Board development	M	M
8. Housing stock and home ownership	L	M
9. Business assistance – job training, recruitment, etc.	M	M
10. Strategic focus	H	M

STRATEGIC PLAN



IMPLEMENTATION PLAN

Primary Goal: Business Development – Attract, Retain and Support the Quality of Businesses That Contribute to a Vibrant Urban Community (Greg Reilly – Overall Champion)

Action Step	Responsibility	Timing	Related Strategy
Coordination on Westlawn redevelopment	Stephanie, Jim and David	2009-11 Ongoing	A, B
Do the business assistance needs assessment – database/inventory (concurrent)	Stephanie Intern	By 12/31/09	C
Reconfigure industrial façade program	Stephanie, David (plus, ad hoc architectural review panel)	2010	F
Monitor and act on vulnerable properties	Stephanie Liz	Ongoing, with specific targets	A, B
Broker cultivation	Stephanie David	Tactical Plan by 12/31/09 and Ongoing	B
Co-opt growing power in Silver Springs redevelopment	Stephanie	Produce store at 60 th – Ongoing	A, B
Use the database as a foundation for long term planning on industrial and commercial development	Stephanie	2010 and ongoing	C
Implement programs identified by needs assessment	Stephanie	2010	C

IMPLEMENTATION PLAN

Primary Goal: Livability – Make Havenwoods a Place Where People’s Children Want to Live as Adults (Overall Champion – Les Wilson)

Action Step	Responsibility	Timing	Related Strategy
Continue and expand block watch	Liz	Ongoing	A, D
Research potential partners for housing and home ownership	Stephanie	Milestones and task plan by 12/31/09 then Ongoing	B
Launch connections to and PR for job training programs	Stephanie	2010	F
Deliver on curb appeal projects	Liz Stephanie Staff	Summer 2009 with selected block watches	C
Expand landlord compact	Liz	Ongoing	C
Refresh the next wave of RR bridges and continue maintenance of existing streetscapes	Stephanie	RR Bridges – Fall 09 (one per year) Streetscape – Ongoing	C
Find a way to partner with Growing Power on livability and curb appeal – including funding sources	Stephanie Jim	Community Vegetable Garden 2010	C, D

IMPLEMENTATION PLAN

Primary Goal: Organization Development – Strengthen HEDC’s Organizational Infrastructure to Ensure Continuing Success and Viability (Overall Champion – Steve Hentzen)

Action Step	Responsibility	Timing	Related Strategy
Funding for community development staff (Public Allies)	Stephanie	By 5/29/09	C, D
Board recruiting and development	Board	Task plan by 12/31/09	A, B
Improve cash management and financial planning	Stephanie and Julie	Task plan by 12/31/09	E