



Chapter II. Recommendations

Final Draft for EDC Review & Comment

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**Building Quality of Life
through Strategic Economic Development**

The City of Madison

3-5 Year Strategic Economic Development Implementation Plan

Ticknor & Associates

June 2, 2008



II. Recommendations

Major Recommendations



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1. Fundamentally Improve the **Madison Business Climate through Zoning Modernization, Customer Service, and Better Communications**
 2. Support **Quality Job Creation by Existing Employers** *by Developing Superior Business Retention & Expansion Practices*
 3. Accelerate Physical Development Necessary for Quality Job Creation
 4. Make the City Economic Development Toolkit More Strategic
 5. Build the **Madison** Public/Private Economic Development Team
 6. Implement Necessary **City** Organizational Changes to Carry Out the Strategy
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1. Fundamentally Improve **Madison** Business Climate through **Zoning Modernization and Customer Service Initiatives**



Rationale: ▪ Almost all neighbor communities promote their favorable business climate. Working with employers on a timely and predictable basis will stimulate Madison job creation by favorably impacting the retention and expansion of existing local businesses and bettering chances for attracting outside employers.

- Because they have smaller staff and less experience working with City government, these changes are especially important to entrepreneurs and small business.
- It is important for the City to measure and communicate progress, not just give lip service.
- A growing number of citizen-focused governments are applying quality service principles, for example the Michigan Economic Development Corporation, Prince William County, Virginia, and the US Postal Service. Monona Terrace is a good example of this initiative within Madison.

- 1-1. Amend the Department of Planning and Community and Economic Development mission statement to include “economic development in support of high quality of life” as a fundamental goal.
- 1-2. Complete the pending Zoning Code modernization (in process).
 - This will allow so that basic sector economic development projects producing quality jobs and tax base to have fewer needs for special or conditional use permits.
- 1-3. Implement the Development Service Center (in process).
 - Redesign the physical space to make it more professional and customer friendly.
 - Implement Enterprise Permitting Software to make the development application process more consistent, transparent, and efficient.
 - **Develop Evaluate** Fast-Track permitting for projects with high basic sector employment impact and for green buildings.



- 1-4. Monitor regulatory, permitting, and economic development customer service.
 - Develop internal [process](#) metrics and customer comment techniques.
 - Post results regularly within the Department, and regularly report results to the EDC, Mayor, Council, and the public. [Leading examples are the Michigan Economic Development Corporation, Enterprise Scotland, and the Ireland Industrial Development Agency.](#)

- 1-5. Build understanding [of City goals and accomplishments](#) through better [external](#) communications [to the public and the business community](#).
 - Upgrade the DPCED website to fully reflect current organization and services.
 - Communicate DPCED plans and successes through a quarterly electronic newsletter and an annual report.
 - Encourage City Council to consider the economic development role of business climate issues in making City policies. Simultaneously encourage employers to report the positives as well as the negatives of the Madison operating environment.

- 1-6. Upgrade citizen/customer service across City Departments.
 - Use the greater emphasis upon customer service within the DPCED as a springboard to develop customer feedback systems for other City departments.
 - [Evaluate taking the City through a Baldrige quality management process.](#)



1. Fundamentally Improve Zoning Madison Business Climate

Key Implementation Steps	Target Dates	Leader	Benefit	Difficulty	Cost	Priority
1) Revise DPCED mission statement	2Q, 2008	DPCED Dir.	High	Low	\$0	1
2) Complete the Zoning Code modernization. (underway)	Through 2009		Critical	High	\$330,000	1
3) Implement Development Services Center (underway)	2008		Very High	Moderate	\$1.6 million	1
4) Monitor and communicate customer service ID best practices. Train staff & Implement changes. Regularly report outcome.	2Q, 2008 2009 Budget 2009	DPCED Dir.	Very High	High	\$50,000	2
5) Improve communications Upgrade DPCED website Establish Quarterly DPCED electronic newsletter Encourage Council/business rapprochement	2-3 Q, 2008 4Q, 2008 Ongoing	DPCED Dir. DPCED Dir. Council/ Business	High High High	Moderate Moderate TBD	\$7,000 \$5,000 \$0	2 3 2 2
6) Develop customer feedback systems for other City departments	2009	Mayor	High	High	TBD	1

For Priorities: 1 = Critical, 2 = Very Important, 3 = Important, 4 = Potentially Important but To be Determined



2. Support Quality Job Creation by Existing Employers

Rationale: ▪ Since the majority of quality job creation comes from existing employers, it is important to develop systematic proactive outreach programs to understand employer needs and remove obstacles to their growth.

- This provides invaluable input about how to improve local and workforce economic development services.
- It logically gives priority to employers that have the most opportunity to create the most quality jobs.
- It is most practical and most effective to conduct this process through a team of economic and workforce development professionals sharing information and working together to solve problems.

- 2-1. Partner with local economic development allies to conduct comprehensive business retention & expansion outreach to address employer expansion and workforce development needs and to build proof sources about Madison's competitive, highly educated workforce.
- Allies should include UW-Madison, Madison Area Technical College, Madison Gas & Electric, Alliant Energy, THRIVE, the Chamber of Commerce, the Workforce Development Board of South Central Wisconsin, Convention and Visitors Bureau, Madison Metropolitan School District, and other City Departments as needed.
 - Targeted employers will include: major existing basic sector employers and fast growing employers of all sizes and types. *and non-basic employers with a strong connection to Madison's basic-sector employers.*
 - Create a Retention & Expansion Task Force with key employers, educators, workforce personnel, and OBR staff to implement and evaluate the outreach plan.
 - Implement an account management plan and contact management support software to sustain contact relationships, determining whether to purchase the Synchronist or Executive Pulse [nationally available](#) systems or developing your own.
 - **Specific goals include:** identification of business expansion site needs to assist expansion on-site or identify alternative sites in Madison, identification of municipal service needs and connection to appropriate agencies (Metro, Community Services, CDGB, etc.), identification of key suppliers with the goal of assisting these to expand within or move to Madison, identification of workforce development needs, and connecting business space needs with community goals outlined in City plans (i.e. connecting businesses with available space, especially urban infill/redevelopment opportunities, that might not be as apparent as large employment centers).
 - Examples of organized local retention and expansion programs include Milwaukee 7, Greater Louisville, Inc., The Greater Richmond Partnership, Prince William County (VA) and literally hundreds of others across North America.



- 2-2. Capitalize upon these systematic contacts to:
- Convene employers for joint problem solving.
 - *Utilize these contacts to link employers with municipal and civic quality of life development opportunities.* Progressive communities have effectively built employer interest in workforce development, literacy programs, businesses education partnerships, green buildings, and a host of other social benefits through this means.
- 2-3. Recognizing that most small business development *programs and capabilities efforts* are outside of City government, leverage external organizations to enhance entrepreneurial and small business development.
- Establish a Small Business Solutions specialist on OBR staff *to expertly refer businesses to other service providers.*
 - Refine the Business section of the OBR website to enhance small business development referrals.
 - Continue to support and work with the Madison Development Corporation, Wisconsin Women’s Business Initiatives Corporation, Urban League of Greater Madison, UW-Madison Small Business Development Center, Latino Chamber of Commerce, and African American Black Business Association to provide small business development counseling.
 - Monitor future additional small business development opportunities through student entrepreneurship stemming from the *recent* Kauffman Foundation grant to UW-Madison.
 - Investigate whether to emulate the highly successful Littleton, Colorado “*Economic Gardening*” concept www.littletongov.org/bia/economicgardening by making highly qualified market research and web development staff available to Madison small businesses for business planning, market analysis, and development of websites to sell beyond Madison. This latter effort will increase non-basic sales of existing Madison retail businesses
- 2-4. *Conduct Support* a feasibility study for how to best further Madison’s incubation success as a tool for small business development.
- *Monitor need for additional incubator space for businesses in high technology, new media, manufacturing, or the arts.*
 - *If the need exists, financially support incubator development as the City has in the past.*



2. Support Quality Job Creation by Existing Employers

Key Implementation Steps	Target Dates	Leader	Benefit	Difficulty	Cost	Priority
1) Develop a superior retention & expansion program. Build partnership & establish employer Task Force Develop target list Purchase or create tracking and information analysis system	2009 2009 2009	OBR OBR OBR	Very high	High	\$35,000	1
2) Capitalize on systematic retention & expansion contacts Joint employer problem solving Recruiting support for municipal & civic community and quality of life development opportunities	2009 on	OBR	High	Moderate	\$0	3
3) Leverage external entrepreneurial and small business development resources Establish Small Business Solutions OBR staff Develop OBR website Continue small business contracts Monitor Kauffman impacts Support “Economic Gardening”	2009 2-4Q, ‘08 Ongoing Ongoing	DPCED Dir. OBR CDBG Manager ED Division Dir.	High Moderate Moderate TBD	Moderate Low Low Low	\$0 \$5,000 0 new \$0	2 2 2 TBD TBD
4) Incubation feasibility study	2009	ED Division Dir.	TBD	Low	\$30,000	2

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3. Accelerate Physical Development Necessary for Quality Job Creation

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- Rationale:**
- Employment activities contribute a positive benefit/cost to the local fiscal base.
 - Maintaining a strong Madison employment base is also environmentally sound. It limits suburban sprawl, supports transit, and supports quality housing and commercial districts within Madison's neighborhoods.
 - Most employers require properly zoned sites with full infrastructure in place to build new facilities creating quality jobs.
 - Because Madison is mostly land-locked and land for future employment generation is limited, the City must plan carefully for balanced growth in the future.
 - Companies now have more fully-developed business and technology park options in the balance of Dane County than in Madison.
 - Madison must guard against a future employment and residential tipping point in which the majority of new employer and residential investment is outside of the city.
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- 3-1. Continue to work with property and business owners in existing employment centers to expand, upgrade and construct state-of-the-art facilities.
 - These areas include, but are not limited to, University Research Park I, Silicon Prairie, Old Sauk Trails, Hillfarms/Marshall Erdman properties, the Stoughton Road Corridor, Center for Industry and Commerce, American Family Center, Pennsylvania Avenue/Northport Drive Corridor, Truax Airpark-East and Truax Airpark -West.
 - They impact middle-skill level jobs as well as knowledge workers.
 - The best results will often require application of City economic development tools, including TIF, Community Development Authority capabilities to bond, acquire land, and assist with parking and site improvements and forward thinking City capital budgeting for roads and infrastructure.
- 3-2. Because it is a world-class asset with the second highest level of science and technology research among all US universities, continue to work with UW-Madison to make development of University Research Park II an utmost priority.
 - Use City tools to develop complementary infrastructure.
 - Establish Research Park Specialized Manufacturing zoning status
 - Support the research park in efforts to recruit outside companies.
- 3-3. Restore the East Washington Capitol Gateway area as a major place of basic-sector employment.
 - Exert strong City leadership, including concept planning, land and property assembly, developer competitions, advocacy of a Business Improvement District, close collaboration with UW-Madison, and other appropriate means.
 - Establish a panel of outside advisors to help with this process.
- 3-4. Promote industrial and applied technology development in the Southeast Industrial Area, utilizing City land assembly and Tax Increment Financing.



3. Accelerate Physical Development Necessary for Quality Job Creation

Key Implementation Steps	Target Dates	Leader	Benefit	Difficulty	Cost	Priority
1) Continue to work with existing business/technology park owners and business. Include in Business Retention & Expansion calling. Track customer response feedback carefully.	Ongoing 2009 2009	OBR, Planning OBR OBR, Planning, EDC	Very High	Moderate	\$0 \$0 \$0	1
2) Make development of UW-Madison Research Park II an utmost priority. Continue City Engineer/Planning Director liaison. Develop full infrastructure plan. Negotiate infrastructure requirements to meet City urban density planning goals.	Ongoing 2-4Q, 08 4Q, 08	Eng., Planning DPCED Dir., Mayor & Council	Very High	Very High	TBD	1
3) Restore the East Capitol Gateway as a major employment district. Seek to establish vertical research buildings. Appropriate land assembly Developer competition Establish BID Develop public/private/foundation advisory committee	Ongoing 2009 1Q, 2009 TBD 2Q, 2008	DPCED Dir. Mayor/DPCED Dir.	High	Very High	TBD	2
4) Promote industrial and applied technology development in the Southeast Industrial Area. Reestablish Tax Increment District. Utilize City land assembly capabilities. Develop & implement Bio-Ag marketing plan , focusing on this area but including the whole city.	2008 TBD 2-4Q, 08 Ongoing	DPCED Dir. OBR Staff CBDG Manager ED Division Dir.	High	High	\$0 TBD \$235,000	1

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4. Make the City Economic Development Toolkit More Strategic

- Rationale:**
- Responsible economic development policy treats development incentives, including Tax Increment Financing (TIF), as an investment. It allocates incentives to yield the most quality job creation and net fiscal return. In order to maximize return on City economic development investment, Madison must rethink its TIF and impact fee assessment policies to favor basic development projects instead of housing and retail projects.
 - Growing international, national, and local competitiveness for Madison companies also requires a stronger City toolkit, as found in Ann Arbor, Austin, and Madison's neighbor communities, to provide incentives to keep or locate quality employers. Wisconsin communities commonly utilize TIF to provide infrastructure to business or technology parks, knowing that the net tax base enhancement justifies up front city expenditure. Many Wisconsin cities use TIF to buy and develop land for municipally-owned business parks. *recommends a fresh look.*
 - To allocate scarce public sector funds most appropriately, the City needs stronger analytic tools to gage the importance of incentives and project impact, both direct and indirect.
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- 4-1. Develop and utilize a benefit/cost model to measure the fiscal impact of key development projects and to align TIF and other City economic development tools with the benefit received.
 - Many economic consulting firms can build these models, as can some universities.
 - The Louisville public/private economic development partnership, Greater Louisville, Inc., and the York County (SC) Economic Development Board are good examples of this application.
- 4.2. Revise Madison Tax Increment Financing (TIF) policies (currently under review).
 - Give priority to basic sector projects generating quality jobs versus housing and retail projects.
 - Give priority to projects producing a substantial positive fiscal impact.
 - Give priority to projects with which the City faces substantial external competition.



- 4-3. Utilize the Community Development Authority and/or investigate creating a new public/private venture to catalyze basic sector employment creation opportunities within key physical priority areas, including along the East Washington Corridor.
 - This is a common practice for projects such a revitalizing Austin’s former airport or creating superior business parks in places such as Raleigh, Prince William County (VA) and Des Moines.
 - The City of Madison has a prior track record in assisting the development of such projects the Overture Center and Monona Terrace.
- 4-4. Capitalize a Project Facilitation Fund (beginning at \$1 million annually and adjusting as needed) to provide needed incentives to develop infrastructure or provide direct financial incentives to critically important high fiscal impact, high quality job-generating projects.
 - Although the state of Wisconsin does not allow incentive such a tax abatements found in most other states (and utilized by Ann Arbor to help locate a new Google operation and Austin to locate a new Samsung facility), it is better to have some incentives than none at all.
 - Program criteria still need to be developed in terms of project eligibility and final project funding approval, but ideally the fund will be highly flexible to facilitate unusual project needs beyond TIF. Ann Arbor, for example, created a special fund to pay for existing parking for several years as an incentive for Google to locate downtown rather than in a neighboring township.
- 4-5. *Develop matrix of* Develop or contract out for capabilities to gain greater state, federal and foundation economic development *non-profit programs and grants. that may be of use in reaching economic development goals and further staff grant-writing capabilities.*
- 4-6. Educate neighborhood organizations about opportunities to form Business Improvement Districts (BID’s) to provide local funds for neighborhood development, establishing the same principles of self-determination and self-help as utilized for the downtown Madison BID. , *buy working knowledgeable local partners to educate neighborhoods about BID opportunities..*
- 4-7. Utilize the Madison Capital Budget *Continue* to develop funding strategies to implement key physical priorities of this plan *and employment centers outlined in other City plans, using financial sources noted above and the Capital Budget.*



4. Make the City Economic Development Toolkit More Strategic

Key Implementation Steps	Target Dates	Leader	Benefit	Difficulty	Cost	Priority
1) Develop and utilize a fiscal impact benefit/cost model to allocate tools for major development projects. Contract for tool development. Apply to major projects to allocate TIF, justify land assembly, analyze whether to build parking, etc.	1Q, 2009 2009, ongoing	ED Div. Dir.	Very high	Low	\$50,000	1
2) Revise TIF policies to favor basic sector development and compete more effectively with neighbor and other Midwestern communities.	2-3Q, 2008	TIF Administrator	High	TBD	\$0	2
3) Utilize the Community Development Authority more aggressively to assemble land and/or provide parking to spur East Washington development.	Ongoing	CDA Board	High	High	TBD	TBD
4) Create Project Facilitation Fund	2009	Mayor, Council	High	TBD	\$1 mil.	1 to 2
5) Develop staff capabilities and expertise to seek state and foundation grants more effectively and to partner with state and local foundations. Assess upside potential Assign present or hire new staff or outside contract Develop matrix of programs and timelines	2009	ED Div. Team DPCED Dir.	TBD	Low	\$0 TBD	3 TBD
6) Encourage the formation of Neighborhood BIDs.	2009	Planning & OBR	Moderate	TBD	\$0	1
7) Utilize the Capital Budget to develop enhanced proactive funding strategies	2009	TBD	TBD	TBD	TBD	TBD

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Draft

Economic Development Implementation Plan



5. Build the Public/Private Economic Development Team

Rationale:

- Because employers create jobs and build tax base, limited public/private economic development contact and formal organizational cooperation drastically limits economic development success.
- For decades, the most common professional development themes of the International Economic Development Council (North America's leading economic development professional association) is building public/private partnerships.
- Madison has sufficient economic development planning issues and sufficient population size and economic importance to ultimately justify a public/private economic development organization dedicated specifically to the city.
- Working more effectively with economic development allies leverages scarce City resources and increases effectiveness by bringing other potential solution providers closer to employers and to City economic development staff.

5-1. Convene, energize and continuously utilize the Madison-based team of public and private economic development practitioners to help implement collaborative aspects of this plan.

- These practitioners include: Madison Gas & Electric, Alliant Energy, Department of Commerce, MDC, SBDC, WWBIC, Downtown Madison, Inc., Madison's Central Business Improvement District, Madison Area Technical College, Workforce Development Board of South Central Wisconsin, Dane County, the Greater Madison Chamber of Commerce and THRIVE .
- The whole is greater than the sum of the parts.

5-2. Convene a public/private economic development leadership group *informally* so that top City leadership can meet more regularly with business and educational leaders to address workforce development and business/education partnership opportunities and set the foundation for a future public/private economic development partnership organization.

- These Leaders should include the Mayor, Superintendent of Madison Metropolitan School District, UW Chancellor, President of MATC, and CEOs or HR Directors of major Madison employers.
- Cleveland, Chicago, Louisville, Silicon Valley, Kalamazoo and many other places have found this to be beneficial.



- 5-3. Convene public/private/non-profit leadership support to implement key tasks within this plan—especially the business retention & expansion strategies, external marketing, and the development of key physical priorities. Membership would be dependant upon the task at hand.
 - This will not only leverage City resources.
 - It will also provide complementary credibility and expertise.

- 5-4. Develop a more aggressive business attraction strategy.
 - Work in cooperation with UW-Madison, THRIVE, and existing employers once the retention & expansion strategy is fully operational. (Dane County is currently one of the least experienced THRIVE members in terms capabilities to respond to information requests from outside business investment prospects).
 - Reinststitute and develop a Madison business rapid response team, including the Mayor and key representative from MATC, UW-Madison, the City Economic Development Division, Chamber of Commerce, Convention and Visitors Bureau, Workforce Development Board of South Central Wisconsin and other key Madison City Departments.
 - All peer communities have business attraction strategies—in many cases very successful ones bringing divisions of such major companies as Google and Samsung.

- 5-5. Build the public/private alliance to support UW-Madison as a growth center for basic sector economic development and employment growth.
 - It is important that the City of Madison fully recognize the University as its most important economic development asset, fully supporting infrastructure development for University Research Park II and look for other cooperative opportunities in the future.
 - The University of Michigan, University of Texas and North Carolina State have been important beneficiaries of close cooperation with local public/private economic development efforts.

- 5-6. *Although conditions do not currently appear to be favorable*, Encourage the eventual formation of a countywide public/private development corporation that includes Madison, Dane County, and other neighboring communities as conditions become more favorable.



5. Build the Public/Private Economic Development Team

Key Implementation Steps	Target Dates	Leader	Benefit	Difficulty	Cost	Priority
1) Build the team of local economic development allies.	ASAP	ED Div. Dir. OBR	Critical	Low	\$0	1
2) Convene an informal public/private economic development leadership group.	2Q, 2008	Mayor	High	Low	\$0	1
3) Convene private and non-profit leadership support to implement key tasks within this plan, starting with business retention and expansion and the East Washington Capitol Gateway.	3Q, 2008	EDC Mayor	Very High	Low/ Moderate	\$0	1
4) Develop joint business attraction strategy. Convene partners/commit to marketing plan. Select target industries. Develop website information, target company/consultant list Mobilize existing employers through R&E (Strategy 3) Mobilize appropriate UW-Madison faculty. Work with CVB and UW-Madison to connect to Madison business and scientific meetings/conferences. Establish agreement to follow leads directly.	2-4Q, 2008 Ongoing Ongoing 2009 2009 Ongoing 2Q, 2008	OBR	High	High	\$50,000 to 100,000	2
5) Build public/private/non-profit leadership support for UW-Madison growth and development.	3Q, 2008	Mayor	High	Low	\$5,000	1
6) Seek opportunities to build a countywide public/private economic development partnership.	2009 or beyond	Mayor & Collaboration Council	High	Very High	TBD	4

For Priorities: 1 = Critical, 2 = Very Important, 3 = Important, 4 = To be Determined (For Future Action)

6. Implement Necessary City Organizational Changes to Carry Out the Strategy



Rationale: ▪ Improvement requires change.

- The City can not be more proactive without additional more dedicated **staff and budget** resources.
 - Because it involves real estate development, workforce development, financial incentives, and a strong ability to understand employer needs, economic development requires different professional education and /or/experience than city planning and community development.
 - It benefits from a proactive project development mentality.
 - To reinforce its seriousness about implementing a proactive strategy to stimulate quality economic development to enhance the local quality of life, the City of Madison also needs to do a better job in communicating its economic development goals, processes, and employer assistance. Capabilities.
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6-1. Fully staff the newly formed Economic Development Division within the Department of Planning and Community and Economic Development comprised of the Office of Real Estate Services (including TIF), Office of Business Resources, and the Office of Economic Revitalization (Community Development Authority, façade grants, and housing rehabilitation assistance).

- Retain a **forward thinking, team oriented** Economic Development Director with deep economic development experience including project management and public/private development financing, to lead the internal and external teams.
- Add staff to lead the Retention & Expansion function.
- Deepen the business attraction function.
- Retain a project development specialist, preferably with private sector development experience.
- Expand the OBR staffing role to support small business solutions.

6-2. Add capabilities *to central administrative, communications, GIS and website development capabilities (for newsletter and continuous website development)* to the Department of Planning and Community and Economic Development.

- Upgrade web site development and GIS capabilities internally or through external contracting.
- Create capabilities to issue a quarterly external newsletter.
- Hire or assign staff to pursue governmental and foundation grants (such as the successful \$1 million state grant for brownfield remediation).
- Gain efficiencies by centralizing certain administrative functions.



- 6-3. Designate and train more individuals with project management skills to help implement key physical priorities outlined in this plan.
 - Realizing key projects is a very complex and long-term process, as demonstrated by Allied Drive, Monona Terrace, the Overture Center.
 - This will help the City to become a more effective catalyst.
- 6-4. Develop Implementation Champions and Teams for each strategy area of this plan, including non-city partners as appropriate.
 - Have Team Leaders monitor implementation progress against plan metrics.
 - The Economic Development Director will be responsible to report progress annually to the EDC, Mayor and Council.
- 6-5. Expand funding for professional training, conference attendance, organization and association membership, and attendance at pertinent business events for all DPCED staff in an effort to maintain knowledge of current planning, community development and economic development trends, tools and resources.
- 6-6. Monitor implementation effectiveness and fine tune this implementation plan annually and fully update it every second year.
 - Continuous improvement is a learning process.
 - Conditions and priorities will change.
 - A formal roadmap is essential for knowing where you are going.



6. Implement Necessary City Organizational Changes to Carry Out the Strategy

Key Implementation Steps	Target Dates	Leader	Benefit	Difficulty	Cost	Priority
1) Fully staff the newly created Economic Development Division. Retain an experienced, highly skilled ED Director. Hire experienced economic developer to lead R&E Add another project manager to lead key physical projects/priorities Expand support of small business solutions	3Q, 2008	Mayor, DPED Dir.	Very high	Moderate	\$140,000	1
		Mayor, ED Div. Dir.	Very high	Moderate	80,000	2
		Mayor, ED Div. Dir.	Very high	Moderate	90,000	2
		OBR Manager	Moderate	Low	\$10,000	3
2) Develop or add stronger DPCED project management, central administrative, communications, GIS and website development capabilities.	2009	DPCED Dir.	High	Moderate	\$50,000	2
3) Project management designation of staff & training	2009	TBD	TBD	TBD	TBD	TBD
4) Develop Implementation Champions and Teams for each of the six major strategy areas. Monitor progress against metrics. Report annually to EDC, Mayor and Council	2Q, 2008		Very high	Low	\$0	1
	4Q, 2008					1
	4Q, 2008					1
5) Expand funding for DPCED staff training.	2009	DPCED Director	High	Low	\$10,000	2
6) Annually monitor implementation progress. Fully update the Implementation Plan every 2 years.	2Q, 2009 3-4 Q, '10	EDC, Mayor	High	Low	\$10,000	1

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