

# Aldersperson's Responses to Economic Development Plan Recommendations and Priorities, 9/3/08

**From: Brenda Konkol, District 2**

1. Of the recommendations outlined in the Plan, which do you view as the highest (first) priorities for the City to implement over the next couple of years?

Due to the budget . . . it's hard to prioritize any way except as attached.

2. Do you have additional questions regarding any of the recommendations?

There is the section that says the issues need further discussion and I have questions about many of those items.

3. Are there any recommendations you would like to discuss further before making a determination about whether or not you believe the recommendation is or is not a priority?

See answer to number 2.

4. Do you have any economic development priorities that are not outlined in the Plan?

I think we need to focus more on small businesses, since that is where most jobs are created!

## **Alder Konkol's attachment:**

NOW THEREFORE BE IT RESOLVED that the *3-5 Year Strategic Economic Development Implementation Plan* prepared by Ticknor & Associates, and the recommendations contained therein, is hereby accepted; and,

BE IT FURTHER RESOLVED that the DPCED should continue with plans to:

- a. Complete the Zoning Code modernization (1. 2.a.)
- b. Reestablish the Tax Increment District in the Southeast Industrial Area. (3. 4.a.)
- c. Retain an experienced, highly skilled ED Director. (6. 1.a.)
- d. Monitor progress against plan metrics. (6. 4.a.)
- e. Report annually to EDC, Mayor and Council (6. 4.b.)

BE IT FURTHER RESOLVED that the following items appear to be able to be done with minimal efforts by staff and minimal cost to the City and DPCED should work on if it is prioritized:

- a. Revise DPCED mission statement (1. 1.a.)
- a. Capitalize on systematic retention and expansion contacts. (2. 2.a.)
- b. Establish a Small Business Solutions OBR team. (2. 3.a.)
- c. Continue to support and work with small business contacts. (2. 3.c.)
- d. Monitor Kaufman impacts (2. 3.d.)
- e. Continue to work with existing business/business owners in employment centers. (3. 1.a.)
- f. Encourage the formation of Neighborhood BIDs. (4. 6.a.)

BE IT FURTHER RESOLVED that the DPCED should further explore the following recommendations and report back to the Common Council with potential plans for implementation, including costs, timelines, staffing necessary and other details as appropriate, prior to moving forward with these plans:

- a. Implement the Development Services Center (1. 3.a.)
- b. Identify best practices for monitoring and communicating customer service and regularly report outcome (1. 4.a. & 4.c.)
- c. Upgrade citizen/customer service across City departments and evaluate taking the City through a Baldrige quality management process. (1. 6.a.)
- d. Create a Retention and Expansion Task Force and develop target list. (2. 1.a. & 1.b.)

- e. Support “Economic Gardening” (2. 3.e.)
- f. Make development of UW-Madison Research Park II an utmost priority. Continue City Engineer/Planning Director liaison. Research and Development Center District status. Support the Research Park in efforts to recruit outside companies. (3. 2.a. b. & c.)
- g. Restore the East Capitol Gateway as a major employment district. Develop public/private/foundation advisory committee. Exert strong City leadership including concept planning, land and property assembly and development competitions. Establish BID. (3. 3.a. b. & c.)
- h. Utility City land assembly capabilities in the Southeast Industrial Area. (3. 4.b.)
- i. Revise TIF policies to favor basic sector development and compete more effectively with neighbor and other Midwestern communities. (4. 2.a.)
- j. 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. (4. 3.a.)
- k. 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 to develop matrix of programs and timelines. (4. 5.a.)
- l. Convene the team of local private and public economic development practitioners. (5. 1.a.)
- m. Convene an informal public/private economic development leadership group. (5. 2.a.)
- n. Convene private and non-profit leadership support to implement key tasks within this plan, starting with business retention and expansion and the East Washington Capital Gateway. (5. 3.a.)
- o. Encourage eventual formation of a countrywide public/private economic development partnership. (5. 6.a.)
- p. Project management designation of staff and training. (6. 3.a.)

BE IT FINALLY RESOLVED, that the following items, while important, given budget constraints for 2008 are not feasible to move forward with at this time. The DPCED should prioritize the following list and submit a realistic work plan and current cost estimates for the following items by June 2009.

- a. Develop and implement internal process metrics and customer comment techniques (\$50,000) (1. 4.b.)
- b. Upgrade DPCED website (\$7,000) (1. 5.a.)
- c. Communicate DPCED plans through a quarterly DPCED electronic newsletter and annual report (\$5,000) (1. 5.b.)
- d. Purchase or create account management plan and contact management support software. (\$35,000) (2. 1.c.)
- e. Refine OBR website (\$5,000) (2. 3.b.)
- f. Conduct an incubation feasibility study. (\$30,000) (2. 4.)
- g. Develop and implement Bio-Ag marketing plan, focusing on the Southeast Area by including the whole city. (\$235,000) (3. 4.c.)
- h. Develop and utilize a fiscal impact benefit/cost model to allocate tools for major development projects. (\$50,000) (4. 1.a.)
- i. Capitalize Project Facilitation Fund (\$1,000,000) (4. 4.a.)
- j. Utilize the Capital Budget to develop enhanced proactive funding strategies. (4. 7.a.)
- k. Develop more aggressive strategy and convene partners/commit to marketing plan. (\$50,000 - \$100,000) (5. 4.a.)
- l. Build public/private/non-profit support for UW-Madison basic sector growth and employment development. (\$5,000) (5. 5.a.)
- m. Hire experienced economic developer to lead R & E. (\$80,000) (6. 1.b.)
- n. Retain project development manager/specialist to lead key physical projects/priorities. (\$90,000) (6. 1.c.)
- o. Expand support of small business solutions. (\$10,000) (6. 1.d.)
- p. Add capabilities to DPCED to do: Communications, GIS and website development, external newsletter and to pursue grants. (\$50,000) (6. 2.a.)
- q. Expand funding for DPCED staff training. (\$10,000) (6. 5.a.)

- r. Annually monitor implementation progress. (\$10,000) (6. 6.a.)
- s. Fully upgrade Plan every two years. (\$60,000) (6. 6.b.)

**From: Lauren Cnare, District 3**

Thoughts on Recommendations from the Economic Development Implementation Plan

Area 1

Let's get at customer service first (Rec. 1-6a). That citizen word-of-mouth will influence how businesses hear and develop opinions about the City. However, do not engage in a Baldrige process – too cumbersome. Use a PDCA cycle or other quick hit process.

Where is that development center (Rec. 1-3a)? 2008 is rapidly spinning away . . . This will reinforce what every citizen experiences and learns with the improved individual customer service from the recommendation above.

Area 2

I strongly support growing here at home (Rec. 2-1) and advocate a strong relationship with the University.

(Rec. 2-1c) Sounds like we need a sales force. I am not opposed to that, but think it deserves an in-depth look at how the public sector can do that well – open records, reconciling preferences for types of employers, etc.

(Rec. 2-2a) Let's empower United Way to lead this. This City can be a player, on the board, at the table, but not the leader.

(Rec. 2-3) Why establish a Team to refer out for small business assistance? Use a Web site – maybe with the city.

Area 3

Strong support for 3-1a!

Rec. 3-2b – How is this different than Research Park zoning? Not sure if we need something different or not. Clarify.

Area 4

Not at all in favor of 4-4a.

Strongly in favor of 4-5a.

Not sure all neighborhoods can or want to avail themselves of BIDs. Feels Balkanizing for a city of Madison's size.

Area 5

Strongly support Rec. 5-4. One stop shop with a one-stop person.

Rec. 5-4a. Involve alders in this effort – provide training, too. They are closest to the ground, sometimes an early stop in the quest to place a business, and have the sense of the immediate community – and its support or opposition.

Area 6

I support a planned investment in this area.

Additional Thoughts . . .

Have we considered a re-branding campaign for Madison? If the state can do it, maybe we can . . .

Lastly, please encourage working with the local school district. They are key to growing our workforce, another part of the decision to build a business in Madison. With the new superintendent, this is the time to

make an effort at working together. The schools here are not doing well, parents don't like the environment or services, and leave for other communities. Still nearby, but not participating in Madison's tax base or promotion.

**From: Satya Rhodes-Conway, District 12**

1. Of the recommendations outlined in the Plan, which do you view as the highest (first) priorities for the City to implement over the next couple of years?

A. Improve customer service, especially 1.4 a and b and 1.6a.

B. Support and grow small business, especially 2.3a

2. Do you have additional questions regarding any of the recommendations?

No.

3. Are there any recommendations you would like to discuss further before making a determination about whether or not you believe the recommendation is or is not a priority?

There are a number that I do not understand all the details of, but I trust we'll discuss them as we move toward implementation.

4. Do you have any economic development priorities that are not outlined in the Plan?

I'd like to see a focus on helping existing businesses be more energy efficient, and offering other education and resources to local businesses. I'd like to see us work with larger employers on their workforce transportation needs. I think we should look at what the city can do to improve job quality. We might also explore if there are ways to grow existing home-based businesses to the next level. That's just off the top of my head....

**From: Thuy Pham-Remmele, District 20**

1. Of the recommendations outlined in the Plan, which do you view as the highest (first) priorities for the City to implement over the next couple of years?

Number 1 "Improve climate" is first priority Number 6 "Implement" is second.

2. Do you have additional questions regarding any of the recommendations?

Not at this time

3. Are there any recommendations you would like to discuss further before making a determination about whether or not you believe the recommendation is or is not a priority?

In areas 2 & 3 "quality job creation" I fear that while we are creating jobs for college grads (who are sure to find jobs somewhere), we are ignoring the entry level positions so very needed for our under educated, homeless, and minorities. Currently in Madison we have a far greater need to find more jobs for high school dropouts than for graduating Ph.D.s.

4. Do you have any economic development priorities that are not outlined in the Plan?

As stated above, we have a great need for entry level(even big box store)jobs for those disadvantaged members of our city. This does not seem to be addressed in the Implementation Plan.