

**CITY OF MADISON  
2010 ECONOMIC DEVELOPMENT WORK PLAN  
COMMON COUNCIL ECONOMIC FORUM  
JUNE 22, 2009**

The following list of possible projects and programs for the City's 2010 Economic Development Work Plan ("Work Plan") was developed using the following as a guide:

- *Accepted 3-5 Year Strategic Economic Development Implementation Plan*
- 2009 Economic Development Work Plan
- Observations regarding the current economic recession
- Insight of the City's new Economic Development Director

Although each of these are potential projects to include within the Work Plan, the City does not have staff or financial resources to work on all of these at this time. We are looking for input from the Common Council, Economic Development Committee, and other business/community organizations with regard to what should be considered priorities, along with additional ideas that Alderpersons and others may have. The recommendations reference directly back to those found within the *3-5 Year Strategic Economic Development Implementation Plan* accepted by the Common Council on August 5, 2008.

This list is based on a survey presented to the Economic Development Committee (EDC) on June 3, 2009, and this summary includes some of their initial feedback. The EDC will continue to work on preparing a 2010 Economic Development Work Plan at their Wednesday, July 1, 2009 meeting. Aldermanic input provided to the EDC prior to their July 1<sup>st</sup> meeting will be greatly appreciated.

A definition of the symbols preceding each item are as follows:

ED PLAN - A recommendation that is found within the accepted 3-5 Year Strategic Economic Development Implementation Plan

\*\*\* - A project or program already underway

ED PLAN \*\*\* - A recommendation of the 3-5 Year Strategic Economic Development Implementation Plan that is already underway

\_\_\_\_\_ - An idea for a project or program not currently underway, and not found within the 3-5 Year Strategic Economic Development Implementation Plan. It is a recommendation for a new program/project from City staff or the EDC.

## **RECOMMENDATION # 1 – CUSTOMER SERVICE**

### **ED PLAN \*\*\* Zoning Code Modernization**

*Complete re-write of the City's Zoning Code.*

### **ED PLAN \*\*\* Development Services Center**

*Development Services Center website, implementation of ELAM permitting software, and physical space development of a center.*

### **ED PLAN \*\*\* Dept. of Planning & Community & Economic Development website**

*Complete re-design of the DPCED website.*

### **\*\*\* Road Construction Information/Assistance**

*Continued partnership between the Office of Business Resources, City Engineering, and the Chamber Small Business Advisory Council, and Central Business Improvement District to use the Road Construction Survival Guide and Road Works website developed in 2009 to outreach to and help prepare business owners who will be impacted by road construction in 2010.*

### **Streamlining Process**

*This effort would include a closer look at the City's current development review process in concert with the new ELAM permitting software and proposed Development Services Center to see if further efforts can be made to streamline approval processes within the City of Madison.*

### **ED PLAN Monitoring/Benchmarking Customer Service**

*As outlined in the 3-5 Year Strategic Economic Development Implementation Plan, this recommendation calls for a formalized approach to gather and measure customer feedback (such as through a Baldrige or similar process).*

### **ED PLAN Communication/Collaboration/Attitude**

*Work with existing business organizations (region/City/district) to participate in implementation of the work plan objectives, develop and communicate an overall regional/city competitiveness vision, and develop/evangelize with internal/external markets the "why" and necessity of the vision, strategy, and action plans.*

## **RECOMMENDATION # 2 – QUALITY JOB CREATION/RETENTION/EXPANSION**

### ED PLAN Proactive retention/expansion

*As outlined in the 3-5 Year Strategic Economic Development Implementation Plan, this project would include the purchase of retention/expansion software to manage a proactive effort on the part of City staff and other economic development partners to reach-out to businesses in a proactive manner to determine their future retention/expansion needs.*

### \_\_\_\_\_ Proactive retention/expansion (revised)

*The approach above requires allocation of financial resources to purchase software, additional staff capacity (as outlined in the 3-5 Strategic Economic Development Implementation Plan), and availability of volunteers in the private sector to assist with the effort. The current economic recession puts the likelihood of all three of these components in jeopardy.*

*One of the goals of this effort is to determine what business needs are at the moment, and where there may be opportunities for expansion. Given that all businesses have unique needs at the moment, an alternative approach in lieu of purchasing software and starting a new effort at this time, is to do more to promote the resources that are already available to businesses within the community, while working with those businesses that contact us.*

### \_\_\_\_\_ <sup>\*\*\*</sup> Small Business Conference

*If the City wishes to host a fourth bi-annual small business conference in 2011, planning will need to be during the second half of 2010.*

### \_\_\_\_\_ Workforce Summit

*The 2009 Economic Development Work Plan called for a Workforce Summit in 2009. Given staffing demands, we will not be able to host this event in 2009.*

### \_\_\_\_\_ Workforce Development

*In lieu of, or in addition to, a Workforce Summit continue the work of the Workforce Development Sub-Committee of the EDC to further explore the role the City should play relative to workforce development throughout the community.*

ED PLAN\*\*\* Business Requests/Prospects

*City staff receives numerous unsolicited requests on a weekly basis from businesses, site selectors, developers, the Department of Commerce, etc. with ideas for businesses interested in expanding within Madison or re-locating to Madison. Economic Development Division staff serves as a lead on these prospects by providing information about available space, demographic information, and financial assistance.*

---

Business Creation/Talent Portal

*Major economic recessions, such as the one we are currently facing, result in a significant number of highly skilled unemployed/underemployed individuals along with opportunities for new business development. The City could foster the connection of individuals with opportunities through the development of an online business creation/talent portal.*

---

Product Beta-testing in Appropriate Clusters (such as “Green Industries”)

*Businesses often require beta-testing of new products with potential customers. Madison is already recognized as a “green community,” taking a lead in new efforts for sustainability. There may be opportunities to reach-out to companies in the growing “green” business cluster to complete their beta-testing here. Especially in cases where firms are not already familiar with Madison, this could be an effective way to introduce them to Madison, with the goal of accommodating their future expansions here.*

---

Common Council – Business Relations

*Arrange additional opportunities for Alders to tour and meet with employers within their Districts.*

---

Economic Development Impacts of Projects/Policies

*Greater utilization of the EDC for review/input of projects and policies from an economic development standpoint.*

---

Demographic Shift

*Further explore the impact that shifting demographics will have on the Madison economy.*

ED PLAN \*\*\* Small Business Assistance

*As outlined in the 3-5 Year Strategic Economic Development Implementation Plan, continue/strengthen outreach/cooperation with organizations that provide small business planning assistance.*

### **RECOMMENDATION # 3 – PHYSICAL DEVELOPMENT**

\_\_\_\_\_ <sup>\*\*\*</sup> Community Infrastructure (roads, facilities, etc.), including related real estate transactions

*Continued investment in City infrastructure (roads, facilities, etc.), including the necessary real estate transactions for said projects.*

ED PLAN <sup>\*\*\*</sup> Physical Development Projects

*Implementation of physical development projects, including but not limited to: UW Research Park II, Capitol Gateway, BioAg Gateway (including BioLink), Truman Olson, Royster Clark, Garver, Union Corners, Edgewater Hotel, Public Market, Marcus Hotel (and related private development), and the Downtown Library (and related private development), the Villager, Allied Drive, Badger/Ann/Park projects, Truax, and the Lake Point redevelopment.*

\_\_\_\_\_ “Green” Workforce and Business “Homesteading”

*Given its central location, available transit, mixed-use neighborhoods, etc. living or locating a business within the City of Madison provides individuals with a greater opportunity to live or run their businesses in a more sustainable manner than most other locations within the region. As a way to retain/attract a quality workforce within the community and employers who consciously wish to be more “green,” promoting the concept of “green” workforce and business “homesteading” could be further explored.*

ED PLAN Business Incubator Study

*As outlined in the 3-5 Year Strategic Economic Development Implementation Plan, study the demand/appropriateness of additional business incubators within the City of Madison. The concept of a “green business” incubator and free incubator space could be included.*

\_\_\_\_\_ Job Creation – Physical Development Connection

*On a more formalized level, consider the strategic connection between physical development projects within the City of Madison and their ability to provide space for quality job creation.*

\_\_\_\_\_ Neighborhood (including downtown) reinvestment

*Continued investment in older housing stock and older neighborhood commercial areas (including downtown).*

## **RECOMMENDATION # 4 – ECONOMIC DEVELOPMENT TOOLKIT**

### **ED PLAN \*\*\*** Promotion of Available City Financial Assistance

*Continued promotion of financial assistance available through the City of Madison, including BREWD, TIF, Capital Revolving Fund, Facade Improvement Grant, Housing Revenue Bonds, Home Ownership loans, Energy Efficiency Stimulus Funds, and other CDA-sponsored economic and neighborhood revitalization projects.*

---

#### Federal, State, Foundation Funding Guide

*A more proactive review/promotion of federal, state, and foundation funding options available to the City or directly to businesses for economic development activities.*

---

#### Commercial Real Estate Database

*Collaboration with the local commercial brokerage community, and allied economic development partners, to enhance the type and accessibility of information about available commercial real estate.*

### **ED PLAN** Promotion of Business Improvement Districts (BIDs)

*In partnership with neighborhood business districts, promote the use of Business Improvement Districts (BIDs) to enhance and capture opportunities within those corridors.*

---

#### Economic/City Financial Metrics

*In coordination with the Madison Measures project, develop additional metrics to measure the state of the Madison economy.*

---

#### “Madison” Branding Campaign

*Develop a campaign for branding Madison as a preferred/competitive location for business.*

---

#### Explore Future TIF Opportunities

*In the context of the economic development emphasis of the recently adopted TIF Policy, review and map opportunities where the use of TIF could leverage additional private investment over the next five-ten years.*

---

#### Community Tours

*Meet/tour other Wisconsin/Midwest communities to learn more about their economic development approaches in an effort to gain additional ideas for Madison. This could also include tours of businesses within Madison.*

\_\_\_\_\_ Business Appreciation

*Events/activities in recognition and appreciation of businesses located within the City. This could be in partnership with community organizations directly supported by the business sector.*

ED PLAN \*\*\* Continued Partnership with the CDA for Economic Development Projects

*Per the 3-5 Year Strategic Economic Development Implementation Plan, further explore ways in which the Community Development Authority (CDA) can continue to promote economic development within the community.*

\_\_\_\_\_ \*\*\* Home Ownership and Rehabilitation Programs

*Continued promotion of the home ownership and rehabilitation programs managed by the Office of Economic Revitalization.*

ED PLAN \_\_\_\_\_ Benefit/Cost Model

*As recommended in the 3-5 Year Strategic Economic Development Implementation Plan, 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.*

ED PLAN \_\_\_\_\_ Project Facilitation Fund

*As recommended in the 3-5 Year Strategic Economic Development Implementation Plan, capitalize a Project Facilitation Fund (beginning with \$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.*



## **RECOMMENDATION # 5 – PUBLIC/PRIVATE ECONOMIC DEVELOPMENT TEAM**

### **ED PLAN \*\*\*** Evangelism of Business Resources and Vision

*In partnership with other economic development and business organizations, do more to share the resources available in Madison with employers who are looking elsewhere for possible expansion/location, and the vision of a great business sector throughout the entire community.*

---

#### City Partnerships

*Similar to the “Sister Cities” concept, develop relationships with U.S. cities in other regions of the Country for the purpose of generating leads of businesses looking for Midwest locations.*

### **ED PLAN \*\*\*** Better utilization and partnership with allied business and economic development organizations

*Promote better utilization and partnership with the City’s allied business and economic development organizations, including: Chamber, CVB, THRIVE, MAGNET, BID, DMI, Smart Growth Greater Madison, Dane County, UW, MATC, Urban League, MMSD, business incubation facilities, Central BID, neighborhood business associations, neighborhood planning councils, etc.*

## **RECOMMENDATION # 6 – ORGANIZATIONAL CHANGES**

### **ED PLAN**    Mission Statement

*As outlined in the 3-5 Year Strategic Economic Development Implementation Plan, revise the DPCED mission statement to include “economic development in support of high quality of life” as a fundamental goal.*

### **ED PLAN**    Staffing

*As outlined in the 3-5 Year Strategic Economic Development Implementation Plan, fully staff the Economic Development Division.*

### **ED PLAN \*\*\***    Training

*As outlined in the 3-5 Year Strategic Economic Development Implementation Plan, expand funding for professional training of Economic Development Division staff.*