

Madison Greater Downtown Economic Investment Strategy

Final Scope of Work

06/20/2025

Downtown Madison, Inc. and its partners are engaging a consulting team to develop an Economic Investment Strategy for Madison's Downtown. For the purposes of this effort, the study area will generally correspond with the Greater Downtown Area as depicted in the Downtown Madison Strategic Plan. That area is bounded by the Yahara River to the northeast, Lake Mendota to the northwest, Lake Monona and John Nolen Drive to the east and southeast, Lathrop Street to the west, and Wingra Drive and Olin Avenue to the south. Geographies immediately adjacent to the Greater Downtown Area may be considered when examining physical, social, and economic connections between Downtown and the surrounding neighborhoods and districts.

The Greater Downtown Economic Investment Strategy (Greater Downtown EIS or EIS) will be informed by the City-led citywide Economic Development Plan and will serve as both a companion and input into the City-led update the Downtown Plan. It is anticipated that all three of these important efforts will provide foundational components to the City's update to the Comprehensive Plan.

The consultant team for the Greater Downtown EIS will be led by MIG, Inc. and supported by Vandewalle & Associates and NEOO Consulting under the same contract, as well as EQT by Design under a separate contract. The MIG Team will set key growth targets, delineate market supported investment priorities and strategies, and identify important linkages, city and place building opportunities and strategies. These will all recognize and leverage economic growth, strategic positioning, and relevant synergies with adjacent districts and corridors proximate to the downtown core.

The Greater Downtown EIS will rely on a balanced approach of data-driven analysis and community and stakeholder input and feedback. The EIS will be built through the development of three key strategies and integrate both short-term wins and longer term initiatives and strategies, including: 1) Economic Development Strategy; 2) Funding Strategy; and 3) Governance, Management, and Oversight Strategy for implementation of the EIS. These strategies will be guided by an updated Vision and Big Moves for Downtown that will be informed by the community and stakeholders and co-created by the teams working on the Greater Downtown EIS and the Downtown Plan Update.

Task 1. Project Management and Coordination

1.1 DMI Breakfast Rollout

Jay Renkens will participate in DMI's What's Up Downtown in June of 2025 to present an overview of the Greater Downtown Economic Investment Strategy and join a panel discussion with the Mayor and project managers from the City of Madison and DMI.

1.2 Project Kickoff Meeting

Upon receiving notice to proceed, MIG will work with Downtown Madison, Inc. (DMI) to schedule a two-and-a-half-hour Project Kickoff Meeting with a core group of stakeholders that will likely include the members of the Project Leadership Team (PLT). At this meeting, MIG will confirm project logistics and lead a discussion on project guiding principles and success metrics. This includes but is not limited to:

- The expected project schedule;
- The detailed deliverables associated with each major task. This includes discussion on why the task is important and how the deliverables will inform the process and deliverables;
- MIG and DMI will agree to the project boundary or boundaries for use throughout the project;
- The outreach strategy will be discussed at the meeting to better coordinate the Greater Downtown EIS and Downtown Plan Update efforts and further delineate the role, number of meetings, and timing of meetings for the PLT, Center City Collaborative (CCC), and various technical experts (see Task 7).
- A discussion of specific strategies to most effectively secure broader resident and business community input at key milestones in the process.

The Project Kickoff meeting will be conducted virtually. It is assumed that PLT membership will be confirmed with the DMI directly following contract execution.

1.3 Bi-Weekly Project Management Team (PMT) Meetings

The Project Management Team (PMT) will hold approximately thirty-two (32) PMT meetings throughout the project. Representatives from the MIG Team, DMI, the City, and the BID will have representatives on the PMT. The PMT Meetings will be used to manage logistics for upcoming events and deliverables as necessary, but will also be utilized as working sessions to workshop and advance elements of the EIS throughout its development.

1.4 Project Leadership Team Meetings (up to 12)

The MIG Team will participate in up to twelve (12) Project Leadership Team (PLT) meetings throughout the process. PLT Meetings will include representatives (staff and board as appropriate) from DMI, the Business Improvement District (BID), and the City of Madison. PLT Meetings will focus on providing input and feedback into key analysis, recommendations, and deliverables.

During the first one or two PLT Meetings, the Greater Downtown EIS Team and the City's Downtown Plan Update Team will coordinate on the development of distinct, but complementary problem statements that can be used in stakeholder and community outreach, as well as other messaging throughout the coordinated efforts.

1.5 Ongoing Project Coordination and Communication

Throughout the proposed 15-16 month timeline of the Greater Downtown EIS process, MIG will provide additional project coordination and communication outside of the regularly scheduled PMT meetings. MIG will also prepare and submit monthly invoices as a part of this task.

1.6 Project Closeout

MIG will prepare and transfer final project files for all interim and final deliverables to DMI at the conclusion of the project. Final files will include editable Microsoft Word documents for the final Strategy report. MIG will also conduct a project closeout meeting with the PMT and submit a final invoice.

Task 2. Existing Conditions and Gap Analysis

2.1 Existing Mapping and Data Collection and Review

MIG will work with the City of Madison and the Vandewalle Team to collect and review available GIS data and maps previously created for Madison Gas and Electric (MG&E) or for other purposes, provided they have the rights to share and disseminate plan information.

MIG assumes that all new maps will be created using ArcGIS and/or Adobe Illustrator and exported as a PDF file. Any new mapping data provided to the team will be packaged and delivered within one month of the Project Kick-Off (see Task 1.1). Spatial data will be compatible with ArcGIS or AutoCAD. In addition, all deliverables created throughout Task 2 will be shared with the City.

The following are identified as foundational for the strategy development process:

- *Context Map*: A map indicating the project area's location within the larger regional and citywide context. The context map will clearly delineate the Greater Downtown geography and the City's Downtown Area Plan geography.
- *Base Map*: A base map of the study area. Two versions of the base map are necessary - one will have an aerial base and the other will be a vector map showing curblines and building footprints. The base map and thus all subsequent maps will include the Greater Downtown boundary and the City's Downtown Area Plan boundary unless otherwise indicated.
- *Boundaries and Districts*: A map to clearly communicate the boundaries of the Greater Downtown study area, the Downtown Plan study area, the BID boundary, the mall maintenance boundary, historical districts, and any other relevant districts with defined boundaries within or immediately adjacent to Greater Downtown.

- *Figure Ground (Building Footprints):* A figure-ground diagram depicting existing structures. For any additional mapping of existing structures, MIG assumes that building footprint data is available from DMI and/or the City of Madison or can be made available.
- *Existing Land Use and Built Landscape:* An existing land use map reflecting what buildings are on the ground today and what uses are in those buildings. For any additional mapping of existing land use, MIG assumes that existing land use data is available from DMI and/or the City of Madison or can be made available.
- *Existing Circulation Networks:* A map or maps that provide information on the existing and planned multi-modal circulation network within Greater Downtown. Priority entries and gateways will also be identified within the circulation network/s.
- *Existing Multimodal Travel Patterns:* A map or maps that summarizes data available from Placer.ai, Strava, City of Madison Metro Transit, and B-Cycle to understand major origins, destinations, and route choices within the Greater Downtown area.
- *Existing Infrastructure and Amenities:* A map that depicts the existing capacity of major utility infrastructure and access to public amenities including parks, plazas, trails, and community facilities in and adjacent to Greater Downtown. If this data does not exist, MIG will work with Vandewalle, DMI and City staff to understand the existing capacity of public utility infrastructure and amenities.

2.2 Granular Street Level Assessment

Using the available mapping provided in Task 2.1, MIG will work with Vandewalle, DMI, and the BID to conduct a granular street level assessment of existing edge conditions and opportunity sites to inform the strategy recommendations (see Tasks 3 and 4).

- *Existing Ground Floor Edge Conditions:* A map depicting existing ground floor conditions including ground floor uses, current vacancies, perceived safety, and level of transparency. A key input for perceived safety will be the Safe Growth project's mapping. For mapping of existing ground floor land use, MIG assumes that existing land use data is available from DMI and/or the City of Madison or can be made available.
- *Opportunity Sites:* Using the information above, MIG and Vandewalle will map existing development and redevelopment opportunities based on GIS data, stakeholder input, and tour observations. The map will depict land under public ownership, vacant parcels, surface parking lots, and parcels with a low improvement to land value. MIG will utilize available assessor's data to determine public ownership and to calculate improvement to land (I:L) ratios.
- *Connectivity and Quality:* A map or maps depicting connectivity as it relates to the pedestrian, bicyclist, transit, and motorist experiences. This will include sidewalk conditions, crosswalks, bike lanes, street lighting, and disconnected blocks within Greater Downtown and along key corridors connecting Downtown to adjacent neighborhoods and districts.

MIG assumes the data identified above exists and is available from either DMI, the City of Madison, or Vandewalle. Any additional data development and/or mapping by MIG will be conducted following a discussion and approval from DMI.

2.3 Inventory and Compilation of Existing and Planned Projects

The MIG Team will prepare a Request for Information (RFI) for DMI to facilitate collection and transfer of data and documents to MIG. The MIG Team will review available data and relevant policy and planning documents to develop an even greater understanding of the current conditions and dynamics in Madison's Downtown and Greater Downtown. MIG assumes this effort will include the review and analysis of:

1. GIS and any relevant AutoCAD spatial data;
2. Economic Development initiatives; and
3. Existing mapping and data representing currently funded and planned Greater Downtown projects (public improvements and private development).

MIG assumes the data identified above exists and is available from either DMI, the City of Madison, or the Vandewalle Team. Any additional data development or research on MIG's part will be conducted following a discussion and approval from DMI.

Note that the City of Madison will prepare a current land use inventory, as well as a review of previous plans and implementation as part of their Phase 0 of the Downtown Plan Update. These preliminary deliverables will be shared with the MIG Team when they are available.

2.4 Infrastructure and Amenities Gap Analysis

Building on the Existing Infrastructure and Amenities mapping from Task 2.1, the MIG Team will work with DMI, the BID, and the City of Madison to complete an analysis whereby a visual narrative will be developed highlighting key assets that are drivers of visitation, investment, economic growth, and quality of life in the Greater Downtown. The primary purpose is to help identify the unique components and physical dynamics that shape Greater Downtown's and its subdistrict's distinctive character - helping to establish a rationale for investment considerations.

In addition, the MIG Team will perform a capacity and access analysis around different types of public and private amenities. One-quarter mile buffers will be used to determine what areas currently have access to amenities and where there are gaps. Amenities analyzed will likely include outdoor gathering space, children's play, groceries, cultural facilities (such as Monona Terrace and Overture Center for the Arts), sidewalks, bike facilities, and transit. The analysis will be conducted in ArcGIS and the results will be depicted in a series of Adobe Illustrator maps exported to PDF files.

It should be noted that the City of Madison will perform a more in-depth analysis to determine whether there are areas within the Downtown Area Plan boundary where there may be challenges to new development, redevelopment, or adaptive reuse based upon the condition and/or capacity

of major utilities and telecommunications. That analysis will help to test and inform the land use and urban form elements of the Downtown Plan Update and will likely be completed in the latter portion of the EIS effort.

2.5 Economic and Market Analysis

The MIG Team will conduct an economic and market analysis that will focus on six primary topics: 1) socio-economic trends and projections; 2) industry segments; 3) retail and restaurants; 4) office supply and demand; 5) housing supply and demand; and 6) hospitality and tourism impacts and demand. Where possible, the data will be parsed for Greater Downtown and the City's Downtown Area Plan geographies and will include comparisons to the City of Madison and the region. Data and analysis will be coordinated and aligned with the Citywide Economic Development Plan. Stakeholder outreach will be coordinated with DMI and the City of Madison. The BID will play a key role in outreach to small businesses.

1. ***Socio-Economic Trends and Projections:*** To understand demographic trends and to understand how those shape Madison's Downtown now, and may shape the Greater Downtown in the future, the MIG Team will prepare a summary of the socio-economic trends within Madison's Downtown in the past 15 years (pre-COVID, COVID, and post-COVID), as data is available. To ensure the Greater Downtown EIS is inclusive and supports the changing demographics of Greater Downtown residents, workers and visitors, the summary will include population projections. Where possible and based on data availability and granularity, the MIG Team will utilize the City's growth projections and those provided in the Dane County Housing Strategy. Using US Census Bureau and other available data, the summary will include:

- Overall Population, Age, and Race
- Characteristics of Historically Marginalized and Underrepresented People
- Student Population, Age, and Race – the MIG Team will work with the City to determine the best methodology for determining student population and demographic characteristics
- ESRI Tapestry Segments
- Educational Attainment
- Median Household Income
- Persons Living Below the Poverty Level
- Housing Tenure and overall house security within Madison and Greater Downtown
- Commuting Patterns

We will support this data-driven analysis with stakeholder engagement to ensure our understanding of existing conditions is grounded in the lived experience of those in the study area and those who stand to benefit most from the project's outcomes.

2. ***Industry Segments:*** For the analysis of key industry segments, the MIG Team will summarize existing industries and their impact on Downtown Madison and the Greater Downtown geography (including number of employers, square footage of space,

employees, and economic impact where feasible based on available data), industry infrastructure and technology needs, as well as identification of opportunities for new and growth industry segments. Key industries will likely include biotechnology, advanced manufacturing, and information technology; cultural, arts, and entertainment assets; education; government; hospitality; and education. The MIG Team will also include a discussion of how to leverage advantages and address disadvantages for each industry segment included in the analysis.

3. **Retail, Restaurants, and Entertainment:** For the analysis of retail, restaurants, and entertainment, the MIG Team will summarize the quantity and type of retail, restaurants, and entertainment businesses within the Greater Downtown study area. The analysis will include mapping of retail, restaurants, and entertainment by type and an estimate of categories that may be saturated and/or underrepresented.
4. **Office Supply and Demand:** For the analysis of office supply and demand, the MIG Team will summarize the supply of office space within the Greater Downtown study area by age, class, and size. Any planned office development will be included in the summary. Office vacancy will be summarized using available data and mapped if possible. The MIG Team will use DMI's Placer.ai account to summarize the level of in-person attendance for leased office space. Data sources can miss major parts of the Greater Downtown market (small businesses being an example). Therefore, we will work to understand who is in Downtown sectors and their needs through direct and detailed stakeholder engagement.
5. **Housing Supply and Demand:** For the analysis of housing supply and demand, the MIG Team will quantify housing supply within the Greater Downtown study area by type, size, tenure, and price. The analysis will also include housing supply under construction and housing development that has already been approved and funded, as well as proposals that are deemed very certain by members of the PMT or PLT. The MIG Team will utilize the City's 2023 Housing Snapshot Report (2025 as well when available), Housing Forward, the latest Housing Affordability Report, the 2019 Equitable Development in Madison Report, other city policies, and the socio-economic trends and projections in Task 2.5.1 to characterize housing needs and potential in Downtown Madison and the larger Greater Downtown geography.
6. **Hospitality and Tourism:** For the analysis of tourism activity for Downtown and Greater Downtown, the MIG Team will analyze data on the number of visitors, hotel room supply, vacancy rates, room nights, visitation patterns, and local and regional visitor impacts in and near Downtown. Using DMI's Placer.ai account, the analysis will include an assessment of the day-trip vs. out-of-town visitor trends, as well as development of an understanding of where visitors are coming from and what they are doing. On the flip side, the analysis will highlight areas of Madison and the region that have low visitation to Downtown. To the extent possible using existing data, the MIG Team will include a summary of visitation spend. Additional data sources will include Destination Madison's 2025 Visitor Sentiment Survey and other relevant data available from Destination Madison.

Task 3. Strategy Framework

3.1 Draft and Refined Economic Drivers and Investment Targets

In close collaboration with the City of Madison, the MIG Team will work with the PMT, PLT, and CCC to develop a set of economic drivers and investment targets for Downtown Madison and the larger Greater Downtown geography. The Economic Drivers and Investment Targets will include baseline metrics and targets in several critical categories including population, households, housing types, priority industry segments, retail and restaurants, entertainment offerings, and hotel rooms. The draft Economic Drivers and Investment Targets will highlight short- and long-term horizons be presented in a memo and short Powerpoint slide deck that will include a brief rationale for each target. The PMT and PLT will provide a consolidated set of comments to MIG. MIG will revise the Economic Drivers and Investment Targets memo and slide deck and design a one-pager infographic-style summary of the using Adobe Illustrator.

3.2 Draft and Refined Goals and Objectives

MIG will evaluate inputs from the PMT, PLT, CCC, and broader community engagement to develop a set of goals and objectives for the Greater Downtown that support or advance economic development and drive private investments in and around Downtown Madison. The goals and objectives will articulate high level strategic direction and frame key initiatives to achieve the targets identified in Task 3.1. They will build on previous efforts and be aligned with the Citywide Economic Development Plan and the City's Comprehensive Plan. The goals and objectives will inform the Big Moves (developed in collaboration with the City and their Downtown Plan Update) and EIS strategies (Economic Development, Funding, and Governance) and will respond to specific opportunities and challenges unique to the Greater Downtown.

3.3 Draft and Refined Vision and Big Moves

In close collaboration with the City of Madison, the MIG Team will work with the PMT, PLT, CCC, and broader community to develop and refine a Vision and set of up to eight (8) Big Moves for Downtown Madison that likely address identity, economic vibrancy, infrastructure, programming, activation, inclusion and equity, safety, climate preparedness and adaptation, funding, and management. The Vision and Big Moves will be informed by stakeholder and community input, data analysis and key findings from earlier tasks, as well as the targets, goals, and objectives from earlier in Task 3. It is anticipated that the Big Moves will include or tee up catalytic combinations of public and private projects. The Big Moves will be accompanied by precedent photos and examples when possible. The MIG Team will prepare an illustrative rendering or other appropriate graphic for each Big Move.

3.4 Economic Development Strategy

Building on the Economic and Market Analysis (see Task 2.5) as well as prior work in Task 3, the MIG Team will prepare a 5-8 page economic development strategy focused on socio-economic trends, tax base growth, physical development opportunities, industry sector growth opportunities, enhancing district identities, and improving public spaces to support economic growth and Greater

Downtown vibrancy. The strategy will include quick wins, short-term actions, and long-term strategies while identifying potential catalytic projects on underutilized sites, proposing enhancements to strengthen connectivity and public life, and outlining necessary, supportive infrastructure upgrades. It will also inform discussion of public-private partnerships and potential funding mechanisms, offering actionable recommendations supported by examples to illustrate key opportunities.

Task 4. Recommendations and Catalytic Opportunities

4.1 Draft Recommendations and Maps

The MIG Team will develop a set of narrative recommendations representing policy, regulatory, and programmatic actions and strategies for the Greater Downtown study area. A focus will be on how DMI, the BID, and the private sector can directly affect change in the Greater Downtown area. Recommendations related to DMI or other parties advocating for additions or changes to City policies will be developed in coordination with the City of Madison and with consideration toward existing city-wide policies and strategies. In certain instances, recommendations may be articulated that will provide input into the City's Downtown Plan Update. These recommendations will be clearly delineated as such. Recommendations will be organized into four major categories as described below.

- ***Commercial and Employment Recommendations:*** Actions and strategies for future employment uses, workforce development, small business creation and support, and business recruitment and retention. The MIG Team will coordinate with the Citywide Economic Development Plan to align with and make suggestions for City Economic Development programs, such as Façade Improvement and Building Improvement Grants, and how those programs better support downtown businesses that have very different needs than a business in other parts of the city.
- ***Neighborhood and Housing Recommendations:*** Actions and strategies for improving existing housing stock and its connectivity to Downtown and other parts of Greater Downtown, as well as housing supply and product diversity to align with and support economic targets, goals, and objectives. Neighborhood and housing recommendations will integrate strategies for generational wealth creation combatting displacement.
- ***Infrastructure and Amenities Recommendations:*** Actions and strategies to ensure residents, employees, and visitors have convenient access to amenities essential to supporting and growing those populations. These may include grocery stores, childcare facilities, fitness centers, healthcare services, public gathering spaces, public restrooms, signage and wayfinding, and other public education and awareness efforts. The MIG Team will also identify opportunities for unique amenities—such as cultural hubs, specialty retail, outdoor recreational spaces, and public art—that will create a distinctive identity for Greater Downtown and elevate its overall appeal within the region.

- ***Equity, Inclusion, and Belonging Recommendations:*** Actions and strategies to ensure that equity, inclusion, and belonging are embedded into all areas of the Greater Downtown EIS, that there is alignment with the City's Equity Priority Areas, and that a space is provided for actions and strategies that may not typically be included in an Economic Development Strategy. Actions and strategies will be centered on economic opportunity, economic mobility, equitable development, neighborhood stabilization, environmental justice, and creating inclusive and welcoming spaces and programs.

4.2 Draft Catalytic Opportunities

MIG will build on recently completed plans to test and confirm the future economic development vision, which will include exploratory concepts for catalytic opportunities to advance the Big Moves and achieve the Targets, Goals, and Objectives established in Task 3.

The MIG Team will perform a Soft Parcel Analysis. The Soft Parcel Analysis will be based on the asset mapping completed in an earlier task, as well as existing mapping from Vandewalle highlighting land available to develop, market research, and land use analysis, the MIG Team will identify sites, areas and/or infrastructure requirements, with the purpose of identifying opportunities for future economic growth through public and private investment. Specifically, the analysis will identify sites or large portion of sites that are vacant or used as surface parking, parcels that are publicly owned, and parcel whereby the value of improvements is less than the value of the land on which they sit.

The MIG Team will utilize the results of the Soft Parcel Analysis and input from the PMT and PLT to identify up to five (5) priority focus areas where there are opportunities to advance economic development priorities. For each focus area, the MIG Team will identify any infrastructure or service gaps that may be necessary to fill or remedy in order to support growth. In addition, the MIG Team will work closely with the City of Madison to identify any policy or regulatory recommendations that would support economic development and associated investment in each focus area. It is expected that DMI staff will perform outreach to the University of Wisconsin and private property owners to discuss strategies, and gain consensus and feedback on planned recommendations.

The MIG Team will develop concepts for the catalytic opportunities and associated focus areas. We will look for innovative uses and programs that add to the value of Greater Downtown while ensuring feasibility. Concepts will include a list of priorities, strategic considerations (including financial viability) and opportunities to enhance economic development, sustainable growth, equity, diversity and safety in Downtown Madison and the larger Greater Downtown geography. For each focus area, we will develop recommendations of viable uses that maximize economic benefit and help to address challenges and needs. It is critical to develop a use program with a consensus-based approach, realistic expectations of market conditions, use mix, as well as financial returns. Sketch level concepts will be shared with the PLT for discussion and MIG will incorporate up to two (2) rounds of consolidated comments. The MIG Team will provide relevant precedent photos of examples already implemented elsewhere. The MIG Team will also develop sketches or photo simulations of each catalytic opportunity. The vantage points and views will be chosen to help

illustrate redevelopment and development potential and inspire the potential for supportive public spaces, streetscape improvements, neighborhood connections, and/or activation.

In addition to advancing key economic development strategies, the Catalytic Opportunities will help inform and/or confirm direction for the City on future land use planning and the alignment of public and private interests with the goal of forming future public-partnerships, the goal of which will be to seed economic development and strategic growth outlined in the Greater Downtown EIS and the Downtown Plan Update. These recommendations are not intended to replace City land-use or economic development plans or the City's authority to direct zoning or other land use. Nor are they intended to limit the rights or uses of private development interests.

4.3 Revised Recommendations and Maps

The MIG Team will revise the draft recommendations and accompanying maps based upon input and feedback provided by the PMT, PLT, CCC, and community.

4.4 Revised Catalytic Opportunities

The MIG Team will revise the draft Catalytic Opportunities based upon input and feedback provided by the PMT, PLT, CCC, and community.

4.5 Economic Impact Analysis

The MIG Team will perform an economic impact analysis to estimate and understand increases to the industry presence, tax base, jobs, wages, and spending in Downtown Madison resulting from the Strategy's recommendations. The MIG Team will coordinate with the City of Madison and other economic development experts to confirm the methodology and assumptions. The methodology, analysis and key findings will be summarized in a memo brief. Key findings will be incorporated into the Greater Downtown EIS and the Executive Summary as appropriate.

Task 5. Action Plan

5.1 Draft and Final Project, Policy and Program Prioritization and Phasing

MIG will work closely with the PLT to prioritize the various recommendations and develop a year-by-year phasing plan that considers the timing and availability of funding and logical sequencing of initiatives and improvements. Our work will incorporate short-, medium-, and long-term phasing strategies at the district scale, identifying those blocks and parcels already best suited to absorb catalytic new investment and those places where strategic public realm and core infrastructure investments will facilitate the greatest development potential. It should be noted that the City's Capital Improvement Plan (CIP) is largely set for the next 5 years, so any public realm or infrastructure priorities for the next 5 years that deviate from the CIP will identify alternative funding sources.

5.2 Draft and Final Funding Strategy

MIG will work with the PLT to identify a suite of existing and recommended funding sources to implement the Strategy's recommendations and then recommend specific funding and financing tools for each major initiative. The funding strategy will include a discussion of incentives for economic sectors and development types that may not be market supported within the timeline suggested in Task 5.1. MIG will also provide examples of how other downtowns and center cities have addressed such gaps and successfully implemented solutions. The funding strategy will incorporate public-private funding opportunities, equitable development strategies, and mechanisms to capture the value created by strategy implementation. Strategies will consider innovative funding mechanisms, funding sources, partnerships, and other opportunities to incent and support economic growth, community enhancements, infrastructure investment and the viability and vibrancy of Downtown and the larger Greater Downtown area. The funding strategy will be summarized in a standalone memo. Highlights will be incorporated into the Greater Downtown EIS.

5.3 Draft and Final Governance, Management, and Oversight Strategy

MIG will prepare a governance, management, and oversight strategy that identifies the elements of the EIS that fall to public side (City/County/State), private side (DMI/BID/Community), and/or some sort of public-private partnership. MIG will identify best practices and case studies for downtown management, interfacing with our expert colleagues from organizations like the International Downtown Association and the Urban Land Institute to compile a series of archetypical models.

Additionally, MIG will offer high-level recommendations for a governance, management, and oversight framework and the organizational resources needed to properly implement Greater Downtown and/or Downtown district development and management responsibilities especially as they relate to DMI and the BID, including the recommendations and best practices for the private use of public land. The governance, management, and oversight strategy will also address what existing or new entities should be responsible for strategy implementation, as well as what the role of DMI and the existing or expanded Business Improvement District/s should play. The governance, management, and oversight strategy will also identify the roles of partners (e.g. Destination Madison, The Chamber, etc.) and the Center City Collaborative (CCC) moving forward. The governance, management, and oversight strategy will be summarized in a standalone memo. Highlights will be incorporated into the Greater Downtown EIS.

5.4 Action Plan Summary Matrix

The MIG Team will summarize the key elements of the Task 5.1, 5.2, and 5.3 deliverables in an Action Plan Summary Matrix that will be organized by goal and/or big move.

Task 6. Documentation and Adoption

6.1 Administrative Draft Strategy

The MIG Team will create a full draft Greater Downtown EIS, including the proposed text and graphics, for internal review. The Greater Downtown EIS will help the client quantify and communicate the economic benefits of increased public and private sector investment by using a combination of qualitative and targeted quantitative approaches. The MIG Team will showcase similar projects from other cities with demonstrated economic success, emphasizing how investments in comparable sectors (e.g., mixed-use developments, biomedical corridors) resulted in measurable improvements like increased property values, reduced vacancy rates, and job creation. The Administrative Strategy will be delivered as a Microsoft Word document with minimal gaps. Original graphics (maps and renderings) will be collected in a single PDF document that will accompany the Microsoft Word strategy narrative.

6.2 Formatted Draft Strategy

Incorporating the feedback from the Internal Review Draft Strategy, the MIG Team will lay out the Strategy in Adobe InDesign using an approved template. MIG will provide a set of sample pages in the proposed layout for review and approval by the PLT. The MIG Team will provide a PDF of the formatted strategy document for internal review.

6.3 Public Review Draft Strategy

The MIG Team will incorporate one consolidated set of comments on the Formatted Draft Strategy to prepare and deliver the Public Review Draft Strategy in formats suitable for printing and posting online.

6.4 Adoption Process Presentation

The MIG Team will prepare an overview presentation for use by staff in the review and adoption process. The MIG Team will not provide in-person support for the adoption process but can virtually participate in up to two meetings.

6.5 Final Strategy

Following adoption and/or approval of the Strategy, MIG will incorporate any remaining edits and finalize the Strategy. The document will be provided in high-resolution and low-resolution formats suitable for printing and posting online. MIG will also provide a lightly formatted Word document with Final Strategy text.

6.6 Executive Summary

After adoption and/or approval of the Strategy, MIG will prepare an Executive Summary that can be included in the Final Strategy (if desired) and be published as a standalone document. It is

anticipated that the Executive Summary will be four (4) pages in length, formatted in Adobe InDesign, and provided in web-ready and print-ready PDF files.

Task 7. Community and Stakeholder Engagement

EQT by Design, with support from the MIG Team and in coordination with DMI and the City of Madison, will create a community engagement strategy that encourages participation from a broad base of Downtown and Greater Downtown stakeholders, while actively seeking out and lifting up the perspectives of underrepresented populations. Engagement methodologies will likely include focus groups, interviews, surveys, polls, online self-paced learning, interactive public workshops, and community tours, depending on the type of input needed for each section listed in this document. The engagement strategies for the Greater Downtown EIS and the City's Downtown Plan Update will be coordinated to maximize efficiencies and minimize confusion amongst stakeholders and the community. While some engagement efforts will happen separately and on different timelines, some engagement activities will be shared. The intent is for all engagement to be coordinated and cohesive, as well as focused on gathering input and feedback on a shared/defined set of key questions and core issues.

The MIG Team will participate in up to five (5) meeting windows throughout the strategy development process for the Greater Downtown EIS. Each meeting window will consist of a trip to Madison for two or three MIG staff. Meeting windows will typically consist of two (2) or three (3) days on the ground with a series of meetings scheduled throughout the days and on some evenings. For any meetings that are not scheduled as part of a designated meeting window, MIG will participate virtually.

7.1 Community Engagement Plan Review

EQT by Design will prepare a Community Engagement Plan as a part of their separate contract associated with the Greater Downtown EIS. MIG will review the Community Engagement Plan, provide comments, and coordinate with EQT by Design to ensure that the engagement strategy is aligned with the MIG Team's scope of work and overall strategy development process.

7.2 Stakeholder Interviews and Focus Groups (16)

MIG will help to identify a series of appropriate stakeholder interviews and focus group meetings. MIG will facilitate discussions with up to sixteen (16) different stakeholders or focus groups to discuss a range of topics impacting Downtown and the larger Greater Downtown geography, including organizational responsibilities and coordination; evolving real estate needs; demand for local area employers; the visitor experience; and Downtown programming and events. Upon finalizing the list of participants, MIG will coordinate with the PMT to determine if staff from DMI, the City, and/or the BID should participate in these meetings.

7.3 Center City Collaborative Meetings (up to 4)

MIG will participate in up to four (4) Center City Collaborative (CCC) meetings throughout the process. CCC meetings will be organized and facilitated by EQT by Design.

7.4 Technical Expert Meetings (up to 4)

The MIG Team will participate in up to four (4) meetings with various technical experts throughout the process. It is expected that technical experts may include utility providers, commercial lenders, and developers. Upon identifying participants in the Technical Expert Meetings, MIG will coordinate with the PMT to determine if staff from DMI, the City, and/or the BID should participate in these meetings.

7.5 Community Meeting Participation (up to 3)

The MIG Team will participate in three (3) in-person community meetings. EQT by Design will be responsible for scheduling and coordination of the community meetings. MIG will work with EQT by Design and the City of Madison, when jointly hosted, to develop the agendas, as well as any posters and handouts for the community meetings.

7.6 Community and Stakeholder Engagement Coordination and Support

MIG will work with DMI and EQT by Design to provide necessary input and feedback for additional community and stakeholder outreach that is not identified above. This may include support for digital engagement (e.g. web ready materials, social media materials, etc.) or messaging and communications as needs dictate and resources allow.

SCOPE AND BUDGET ASSUMPTIONS

The MIG Team has made the following assumptions concerning the administration of the Madison Greater Downtown Economic Investment Strategy (EIS). These assumptions are intended to clarify DMI and MIG Team roles and responsibilities.

Project Management

- The MIG Team and DMI staff will work as a team throughout the project. Project management issues that arise during the project will be dealt with quickly through a conference call or Zoom meeting to keep the process moving.
- MIG will provide project management for the overall project and be responsible for management of the Consultant team (MIG Team). MIG will prepare for and facilitate bi-weekly meetings with the Project Management Team (PMT). These meetings will often include project updates. However, the primary purpose will be working sessions to advance the project tasks and deliverables. MIG will provide an agenda and work session materials, with more time for items requiring more significant review prior to the work session. If there are no timely work session needs, MIG may cancel a meeting and provide a project update via email.
- DMI staff will be responsible for project coordination tasks throughout the process, including: providing relevant reports and documentation to the MIG Team; reviewing all documents and providing comments; publicizing and arranging public meetings; and scheduling/arranging workshops and public hearings.
- DMI staff and EQT by Design will keep MIG informed of all significant issues that arise in the community that may have a significant effect on the project (e.g., policy shifts, major project applications, major events, and major reports or studies).
- If the primary client contact or Project Manager changes during the course of the project and necessitates more than an hour of MIG staff time to reinitiate the project, this will be considered extra services.
- If the MIG Project Manager changes during the project, MIG will provide a thorough briefing and update, limiting any additional time required by the client to reinitiate the project to one hour.

Budget

- The Project Management budget assumes a 15-month schedule and additional budget will be requested for Project Management if the schedule slips more than two (2) months beyond that term.
- The project budget is an estimate of how project costs are allocated among tasks and subtasks and among MIG Team members. The MIG Team will not exceed the total contract amount without the express approval of DMI. The prime consultant (MIG, Inc.) may reallocate costs among tasks and subtasks and consultant team members in order to carry out the tasks and subtasks in the Scope of Work. MIG will notify DMI of significant cost reallocations in conjunction with monthly invoicing.

- DMI will compensate the MIG Team for work carried out at the request of DMI that is outside of the final Scope of Work included in the Primary Services Agreement. MIG will inform DMI of any work that is out-of-scope and subject to additional costs prior to conducting the work. DMI will compensate the MIG Team for this work on a time-and-expenses basis according to current bill rate schedules.
- Direct costs have been estimated based on current pricing (e.g. airfares and hotel room rates). If travel costs increase significantly over the course of the multi-year project timeframe, MIG may have to revise direct costs accordingly.

Invoicing

- MIG will bill monthly for services rendered on a task percent complete basis with expenses in addition as incurred per the contract budget.
- DMI's Project Manager will review and approve MIG's monthly invoices, which will include all work covered by the MIG Team. Any questions or issues related to the monthly invoice will be dealt with quickly through a conference call with MIG and DMI's Project Manager. DMI will pay invoices within 30 days of receipt.

Schedule

- During quarterly project schedule updates, MIG and DMI will mutually set specific dates for drafts, reviews, and finalization of each deliverable. MIG will make every effort to meet the deadlines outlined in the project schedule. DMI staff will make every effort to meet the deadlines as outlined in the project schedule developed and agreed upon by DMI and MIG.
- DMI will not hold the MIG Team responsible for schedule delays that are the result of circumstances or events beyond the control of the MIG Team.

Public Outreach

- DMI staff will be responsible for distributing any hard copies of project outreach materials prepared by MIG.
- EQT by Design will memorialize all public comments and inputs received during the public outreach process and provide this information to MIG.
- MIG will provide two (2) or three (3) staff for each in-person meeting window.
- MIG will travel to Madison up to five (5) in-person meeting windows.

Documents

- The MIG Team will provide draft examples and suggestions for document format, graphic look and content for milestone documents. DMI staff will provide clear direction for preferred format, graphics and content for milestone documents.
- If available, DMI will provide the MIG Team with graphics (e.g., logos, photographs) of local scenes, landscapes and other applicable imagery to support the production of work products, documents and outreach materials.

- DMI (and PMT and PLT as applicable) will conduct one round of review each of the administrative draft, screen-check draft, and public hearing documents, unless otherwise noted in the Work Plan. DMI's Project Manager will coordinate document review by City departments and the CCC.
- DMI staff will provide a single, consolidated set of comments in electronic format on all documents. All comments will be reviewed by DMI staff to resolve any inconsistencies and provide clear direction. If possible, changes will be provided using track-changes or similar digital comment format.
- DMI staff will not distribute working draft or administrative draft documents to decision makers or the public.
- Interim deliverables will be delivered in Microsoft Word, Microsoft Excel or PDF formats. All final deliverables will be provided in PDF format.

GIS and Mapping

- DMI (in partnership with the City, County, and/or State) will provide current and available GIS data that is reasonably accurate for the purpose of completing the project.
- The MIG Team will not produce any new GIS data, other than what is specifically identified in the tasks outlined in the Scope of Work. The creation of any new data will be considered extra services and require an increase in fee.
- During the project initiation phase, DMI staff will confirm the boundaries of the Greater Downtown study area that will be used during the project.