



Department of Planning & Community & Economic Development

Economic Development Division

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- Office of Business Resources
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TO: Economic Development Commission

FROM: Matthew B. Mikolajewski, Office of Business Resources Manager *MM*

SUBJECT: Current and Potential Office of Business Resources Activities

DATE: September 3, 2008

In the context of prioritizing the implementation of recommendations outlined within the 3-5 Year Strategic Economic Development Implementation Plan ("ED Plan"), the following memo describes the current activities of the Office of Business Resources ("OBR"). The memo continues with staff suggestions regarding new economic development activities outlined in the ED Plan that could be started with limited allocation of new financial resources or new staff.

Current Activities

Following is a summary of current activities of the Office of Business Resources (OBR) staff. Some projects will conclude in 2008, while others will continue into 2009 as noted.

BioAg Gateway (southeast Madison)

Marketing Plan

The firms of Hiebing and Vandewalle & Associates are currently retained by the City to develop and implement a marketing strategy for the BioAg Gateway and southeast Madison. A marketing plan and marketing materials will be prepared by the close of 2008. Throughout 2009, OBR staff will continue to implement the marketing plan, using marketing materials to reach-out to businesses that may be interested in locating within the BioAg Gateway.

Facilitating State and University of Wisconsin Partnerships

A portion of the marketing plan noted above will likely call for building partnerships with the State and UW to facilitate development of the BioAg Gateway. These efforts started under the contract noted above in 2008, and will likely need to be carried forward by OBR staff in 2009.

World Dairy Campus Owners Association

The City owns 27 acres of BioAg Gateway property that was parceled-off from the former World Dairy Campus. The World Dairy Campus includes private streets and private common areas governed by an Owners Association. The City must revive and reposition the Owners Association to effectively

accommodate the vision of the BioAg Gateway. These efforts began in 2008, but will likely continue with OBR as the lead through 2009.

This project is directly related to Recommendation # 3-4 (BioAg Gateway) of the ED Plan.

Capitol Gateway Corridor Plan Implementation

With the adoption of the Capitol Gateway Corridor (CGC) Plan in 2008, and the creation of the new Urban Design District later this year and the UW's announcement/creation of its first urban IT Tech Incubator, the positioning of the CGC is one of the most significant employment center opportunities in Madison. OBR will be actively engaged in working to promote and manage desired development activity in the CGC in 2009. This project is directly referenced in Recommendation # 3-3 of the ED Plan.

University Research Park II

OBR may be involved in efforts to implement University Research Park II.

Truman Olson Army Reserve Center Disposition

OBR, in partnership with other Department and City staff, has played a central role in the disposition of the Truman Olson Army Reserve Center property at 1402 S. Park Street. Work on the Truman Olson project will continue through 2009, and will include efforts to accommodate homeless providers elsewhere who had expressed interest in the Truman Olson property, work with the Department of Defense on the disposition of the property, possible implementation of a Tax Increment Finance (TIF) District within the Wingra BUILD planning area, continued outreach to stakeholders within the Wingra BUILD planning area, and implementation of the Wingra BUILD Plan. The Truman Olson project provides both strong community development and economic development opportunities, and is directly related to Recommendation # 3 of the ED Plan, which calls for accelerating physical development necessary for quality job creation. OBR staff will likely remain a part of the staff team on this project.

Northside Market Study

In partnership between OBR and Planning Division staff, the City currently has under contract the firm R.A. Smith National to prepare a market study for the Northside. The market study will be used during the preparation of the Northport – Warner Park – Sherman Plan. Although the market study component will be completed in 2008, OBR staff will likely continue to participate in the planning process throughout 2009. OBR staff may also be involved with the implementation of the plan, coordinating with developers and businesses interested in the Northside.

BREWD Program Promotion

The City of Madison has received \$1 million from the State Department of Commerce to capitalize a new brownfield remediation program. The City budgeted funds in 2008 to market the program; however, due to time constraints, this marketing project was not completed. Funds will be reauthorized for this marketing effort in 2009. OBR staff will likely play a lead role in this effort.

This effort is related to Recommendation # 4 of the ED Plan, which calls for making the City's economic development toolkit more strategic. This marketing effort will increase awareness of this valuable tool, and additional staff time will be required to administer the loans.

Street Vending – Sidewalk Cafe Program

Management of the street vending (including Camp Randall), sidewalk cafe, and banner programs are currently housed within the Office of Business Resources. These programs will continue in 2009.

OBR staff serves as primary staff for the Vending Oversight Committee.

Small Business Conference

The Office of Business Resources will work with the Mayor's Office to host a Small Business Conference during the spring of 2009. OBR will play a lead role in planning for this event.

This event is related to Recommendation # 2-3 of the ED Plan, which calls for leveraging external organizations to enhance entrepreneurial and small business development.

Road Construction

OBR staff recently began having discussions with the Chamber's Small Business Advisory Council (SBAC) to explore ways in which the City and SBAC can collaboratively work to improve the experience of businesses directly impacted by road construction. Working with the City Engineering Division, OBR staff may be engaged with this effort in 2009.

This project may touch upon some of the customer service and public/private partnership themes expressed within the ED Plan.

Workforce Development Sub-Committee

The Economic Development Commission's Workforce Development Sub-Committee continues to explore ways in which the City can play a greater role in the development of the City's current and future workforce. OBR staff will likely continue to work on these efforts next year.

Economic Development Commission Staffing

OBR staff will continue to serve as lead staff for the City's Economic Development Commission.

Business Requests

OBR staff field requests from dozens of businesses every month regarding available space, financial assistance, business planning resources, City ordinances, demographic analysis, project positioning, permits, and processes. Some requests for information can be answered in a day, while other business concerns take weeks to resolve. OBR staff time must be reserved to accommodate these requests.

Business Prospects – Site Selection

OBR staff work on several major business prospects throughout the year. Whether direct prospects to the City, or indirect prospects through the State Department of Commerce, Thrive, and Dane County, OBR staff devote significant time to researching prospect needs, and working with fellow Economic Development Division staff on pulling together appropriate proposals. Many prospects come with limited advanced knowledge and short windows of response. Adequate OBR staff time must be reserved to respond to these requests when they become apparent.

Business Partnerships

OBR staff serve as liaisons between the City and several Madison business organizations including Madison's Central Business Improvement District (BID), the Chamber Small Business Advisory Council (SBAC), the Downtown Madison Inc. (DMI) Economic Development Committee, the Metropolitan Neighborhood Business Council (MNBC), all of the individual Neighborhood Business Associations, the South Central Wisconsin Commercial Brokers Group, THRIVE, the Regional ED Pros, and the University of Wisconsin-Madison (OCR, URP, etc.).

OBR staff maintain close connections with the staff of allied economic development organizations throughout the community.

Capital Ideas Technology Zone

A member of OBR staff serves on the Capital Ideas Technology Zone board.

Research

OBR staff serve a lead role in collecting, maintaining, and sharing business and economic data about the City of Madison with other City offices, departments, and agencies.

Possible New Activities

The following recommendations outlined in the 3-5 Year Strategic Economic Development Implementation Plan ("ED Plan") are activities that could be completed with little or no additional financial allocation by the City. The EDC should be mindful of the current activities noted above when considering the allocation of staff resources.

Recommendation # 1 – Customer Service

- 1-1a. Revise DPCED Mission Statement (Department-wide, not just OBR).
- 1-4a. Identify customer service best practices.

The ED Plan provides initial examples of customer service best practices. What are others? Prior to purchasing software or a system to measure customer service experiences, the EDC and staff could further research the City's options without incurring additional expense. Based on what is viewed as most appropriate for Madison, additional financial resources could be allocated at a later date to fully implement this recommendation.

- 1-5a. Upgrade the DPCED website to fully reflect current organizations and services.
- 2-3b. Refine OBR website.

Recommendation # 2 – Support Quality Job Creation

- 2-1a. Create Retention and Expansion Task Force.
- 2-1b. Develop target list for Retention and Expansion Effort.

Prior to purchasing a software management system and hiring another economic developer to implement a more proactive retention/expansion effort, the EDC and staff could explore this effort in greater detail. What have other communities done, what is best for Madison, how can we engage a volunteer effort of the business community, and how will we respond to business calls?

2-1e. Additional research about "economic gardening" concept for small business.

Recommendation # 3 – Physical Development

All the physical development priorities outlined in the ED Plan are currently being implemented in some manner by City staff using existing City resources.

Recommendation # 4 – City Economic Development Toolkit

4-3a. Utilize the CDA 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.

4-5a. Develop staff capabilities and expertise to seek state and foundation grants.

4-6a. Encourage the formation of Business Improvement Districts (BIDs).

Recommendation # 5 – Build the Public/Private Economic Development Team

5-1a. Convene the team of local private and public economic development practitioners.

5-2a. Convene an informal public/private economic development leadership group.

5-3a. Convene private and non-profit leadership support to implement key tasks within this plan.