

**CITY OF MADISON
2010 ECONOMIC DEVELOPMENT DIVISION WORK PLAN
FINAL VERSION
OCTOBER 6, 2009**

This version of the 2010 Economic Development Division Work Plan was approved by the Economic Development Committee on September 30, 2009.

RECOMMENDATION # 1 – CUSTOMER SERVICE

Zoning Code Modernization

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

Staff: Director, Office of Business Resources, Office of Real Estate Services

Deliverables: Although not housed within the Economic Development Division, the Zoning Code re-write will have a significant impact on business development within the City. This was a priority outlined within the 3-5 Year Strategic Economic Development Implementation Plan, and received the most support among possible 2010 projects/programs when circulated to members of the EDC and Common Council. The deliverable for the Economic Development Division will be review and suggestions regarding Zoning Code text and mapping decisions that will likely be made in 2010.

Schedule: 1st and 2nd Quarter

Road Construction Information/Assistance

Description: Continued partnership between the Office of Business Resources, City Engineering, 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. Toward the end of 2010, similar efforts will begin for 2011 projects.

Staff: Office of Business Resources

Deliverables: As with 2009, Office of Business Resources staff will provide City Engineering with mailing lists of businesses impacted by road construction projects. OBR staff will attend regularly held business meetings for major projects and interface with impacted businesses as appropriate. Toward the later part of 2010, OBR staff will work with City Engineering on planning and notification of major 2011 projects.

Schedule: All Year

RECOMMENDATION # 2 – QUALITY JOB CREATION/RETENTION/EXPANSION

As outlined in the accepted *3-5 Year Strategic Economic Development Implementation Plan*, attention will be given to the creation, retention, and expansion of quality jobs while implementing the components of Recommendation #2. Quality jobs are defined as those that pay at least a living wage, have competitive benefits, and have promotional and human growth opportunities. City staff will encourage through available means development and tracking of quality jobs created, retained, and expanded through the activities noted within this recommendation.

Business Requests/Prospects

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

Staff: Director, Office of Business Resources, Office of Real Estate Services

Deliverables: Staff will continue to respond to inquiries as they are received. Staff will develop a process for tracking and reporting on the work completed through these efforts to the Common Council.

Schedule: All Year

Small Business Assistance

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

Staff: Office of Business Resources

Deliverables: Staff will continue to respond to inquiries received from existing and prospective small business owners, and will continue to forward these individuals to appropriate resources throughout the community. Staff will prepare a process for tracking and reporting to the City Council on the number of small businesses receiving support from City staff.

Schedule: All Year

Economic Development Impacts of Projects/Policies

Description: Greater utilization of the Economic Development Committee for review/input of projects and policies from an economic development standpoint.

Staff: Director

Deliverables: Director will work with the Mayor's Office, Council leadership, and EDC Chair on identifying if and when EDC input on projects and policies is warranted, and follow-up accordingly.

Schedule: All Year

RECOMMENDATION # 3 – PHYSICAL DEVELOPMENT

City Real Estate Transactions

Description: Continued investment in City infrastructure (roads, facilities, etc.) will require the ongoing support of staff to complete necessary real estate transactions.

Staff: Office of Real Estate Services

Deliverables: Real estate transactions (purchase agreements, leases, easement agreements, etc.).

Schedule: All Year

Physical Development Projects

Description: Continued implementation of physical development projects. Each project will have different set of specific deliverables and a different schedule depending on the project. The project name and "lead staff" are noted as follows.

The amount of staff resources devoted to projects noted with an asterisk (*) will be dependent upon further action of the Mayor and Common Council with regard to the 2010 Budget.

As outlined in the accepted *3-5 Year Strategic Economic Development Implementation Plan*, attention will be given to the creation, retention, and expansion of quality jobs while implementing the physical development projects outlined within Recommendation #3. Quality jobs are defined as those that pay at least a living wage, have competitive benefits, and have promotional and human growth opportunities.

On a more formalized level, this Work Plan advocates for a greater understanding of the strategic connection between these and other physical development projects within the City of Madison and their ability to provide space for quality job creation. City staff will encourage through available means development and tracking of quality jobs created, retained, and expanded through the physical development projects outlined below, as well as other future projects.

Economic Development Division staff will work on the following physical development projects in 2010:

Allied Drive (Office of Real Estate Services, Office of Economic Revitalization)

BioAg Gateway marketing, Advisory Board, BioLink, and Owners Association (Director, Office of Business Resources)

Burr Oaks (Office of Real Estate Services, Office of Economic Revitalization)

Capitol Gateway consultant contract (Director, Office of Business Resources)

Center for Industry and Commerce and Interstate Commerce Park (Office of Real Estate Services)

* Central Library (Office of Real Estate Services)

* Central Park (Office of Real Estate Services)

* Edgewater Hotel (Director, Office of Real Estate Services)

Garver Feed Mill (Office of Real Estate Services)

Lake Point (Office of Real Estate Services, Office of Economic Revitalization)

* Madison Municipal Building Hotel and Government East Parking (Director, Office of Real Estate Services)

* Royster Clark (Director, Office of Real Estate Services)

Truax (Office of Real Estate Services, Office of Economic Revitalization)

Truman Olson (Office of Business Resources, Office of Real Estate Services, Office of Economic Revitalization)

Union Corners (Director, Office of Real Estate Services)

Villager (Office of Real Estate Services, Office of Economic Revitalization)

Street Vending and Sidewalk Café Program

Description: Maintenance, and expansion, of Street Vending and Sidewalk Café programs.

Staff: Office of Business Resources

Deliverables: Management of programs.

Schedule: All Year

RECOMMENDATION # 4 – ECONOMIC DEVELOPMENT TOOLKIT

Brownfield Remediation (BREWD)

Description: The City's Brownfield Remediation (BREWD) program is a grant and loan program available to assist property owners with the remediation of environmentally contaminated properties to be redeveloped for employment purposes. Additional information is available at: <http://www.cityofmadison.com/business/OBR/brewd.cfm>

Staff: Office of Real Estate Services and Office of Business Resources

Deliverables: Revision to BREWD guidelines (assuming not completed in 2009), and dialogue with representatives of potential projects. Report as necessary to the State Department of Commerce.

Schedule: All Year

Capital Revolving Fund

Description: The Capital Revolving Fund provides low-interest loans to businesses for capital improvements. Additional information is available at: <http://www.cityofmadison.com/planning/capRevFund.html>

Staff: Office of Real Estate Services

Deliverables: Underwriting of new projects and maintenance of existing loans.

Schedule: All Year

Business Energy Efficiency Grant Program (stimulus funds)

Description: The Business Energy Efficiency Grant Program will provide grant and loan funds through the Federal Stimulus program to businesses to make upgrades to their facilities that both reduce energy usage and

create/retain jobs. As of adoption of this Work Plan, program guidelines are still being prepared.

Staff: Office of Business Resources

Deliverables: Working with the Community Development Division, promote and select firms to receive Business Energy Efficiency Grants.

Schedule: 1st and 2nd Quarter

Façade Improvement Grants

Description: The City provides façade improvement grants to tenants and commercial property owners to make improvements to the exterior facades of their buildings. Additional information about the program can be found here: <http://www.cityofmadison.com/planning/Facade.html>

Staff: Office of Economic Revitalization

Deliverables: Underwriting and maintenance of grants.

Schedule: All Year

Home Ownership and Rehabilitation Programs

Description: The City has several home ownership and rehabilitation programs available to assist Madison homeowners. Additional information can be found through the following website: <http://www.cityofmadison.com/planning/cedu.html>

Staff: Office of Economic Revitalization

Deliverables: Underwriting and maintenance of programs.

Schedule: All Year

Bond Financing

Description: The City of Madison, through its Community Development Authority (CDA), can assist economic development projects with the issuance of tax-exempt revenue and redevelopment bonds.

Staff: Office of Economic Revitalization

Deliverables: Work with the CDA to issue tax-exempt revenue and redevelopment bonds for new projects.

Schedule: All Year

Tax Increment Financing (TIF)

Description: The City of Madison utilizes Tax Increment Financing for public improvements and direct business assistance. Additional information is available at: <http://www.cityofmadison.com/planning/TIF.html>

Staff: Director, Office of Real Estate Services

Deliverables: Underwriting of new TIF projects, maintenance of existing TIF districts and loans, and creation of new TIF districts. In addition, the City TIF policy will be revisited with regard to options for supporting business development in the absence of an identifiable financial gap. Also, in the context of the economic development emphasis of the recently adopted TIF Policy, staff will continue to review opportunities where the use of TIF could leverage additional private investment.

Schedule: All Year

Federal, State, Foundation Funding Guide

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

Staff: All Staff

Deliverables: In light of new direct and indirect funding opportunities made through Federal Stimulus programs, presentation to the Common Council of financial resources that become apparent throughout the year.

Schedule: All Year

Commercial Real Estate Database

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

Staff: Director, Office of Business Resources

Deliverables: A robust commercial database to augment or replace the current LOIS system.

Schedule: All Year

Economic Dashboard

Description: Maintenance of an economic “dashboard” to gauge the state of the Madison economy during the current economic recession.

Staff: Director, Office of Business Resources

Deliverables: Periodic updates to the Economic Dashboard.

Schedule: All Year

Continued Partnership with the CDA for Economic Development Projects

Description: 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.

Staff: Director, Office of Economic Revitalization

Deliverables: Dependant upon specific projects.

Schedule: All Year

RECOMMENDATION # 5 – PUBLIC/PRIVATE ECONOMIC DEVELOPMENT TEAM

Evangelism of Business Resources and Vision

Description: In partnership with other economic development and business organizations, continue 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.

Staff: All Staff

Deliverables: Continued evangelism.

Schedule: All Year

Further utilization and partnership with allied business and economic development organizations

Description: Promote further 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.

Staff: All Staff

Deliverables: Continued partnership building.

Schedule: All Year

Communication/Collaboration/Attitude

Description: 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.

Staff: All Staff

Deliverables: Continued partnership building.

Schedule: All Year

RECOMMENDATION # 6 – ORGANIZATIONAL CHANGES

To implement the aforementioned projects and programs, at a minimum the following two staff additions are recommended.

First, it is recommended that the new CDA Redevelopment Manager position be filled as of January 1st of next year. Although the primary impetus for the CDA Redevelopment Manager position is the Truax project, this individual will likely have the skills necessary to assist with some of the other CDA Physical Development projects noted previously in this Work Plan. This, in turn, would further free-up time of the Office of Real Estate Services staff to focus on other, non-CDA, physical development projects.

Second, it is recommended that the Street Vending Monitor position be filled as of January 1st of next year. The Street Vending and Sidewalk Café programs have been historically managed by a full time Street Vending Coordinator and a part-time Street Vending Monitor. The Street Vending and Sidewalk Café programs have both grown in size over the past decade. Street Vending and Sidewalk Café activity occurs from morning until late into the night, especially on weekends. The programs require both office time (applications, staffing to the VOC) and time within the field addressing vending problems and insuring compliance with rules and regulations. The schedule and need for both office and field time make it challenging for a single person to manage all aspects of the programs.

ADDITIONAL POTENTIAL PROJECTS/PROGRAMS RECEIVING SUPPORT

The following is a list of other efforts that received significant support through the ranking exercise completed by the Economic Development Committee and Common Council, along with general input from Economic Development Division staff. Projects and programs are listed in no particular order.

Given the staffing constraints noted above, the Economic Development Division is unable to devote significant attention to these projects next year. These are; however, very important projects/efforts that deserve further attention by the Economic Development Division. The allocation of additional staff to the Division would make one or more of these projects possible.

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.

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). Additional financial resources would be needed to retain a consultant, purchase software, etc. for this effort.

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.

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.

“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.

“Madison” Branding Campaign

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

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.

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.

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.

ADDITIONAL POTENTIAL PROJECTS/PROGRAMS “NOT” RECEIVING SUPPORT

The following projects/programs were included in the ranking exercise completed by members of the Economic Development Committee and Common Council. These projects/programs did not receive a significant priority ranking from respondents at this time. They are included as a point of reference for the preparation of future work plans.

Small Business Conference

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

Workforce Development

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. This may include the hosting of a workforce summit.

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.

Common Council – Business Relations

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

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. This item would likely require additional resources to hire a consultant.

Business Appreciation

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

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. This would likely require additional financial resources to purchase the necessary software.