

Employment and Workforce Development

Vision: All citizens in Madison will be able to access the training they need to secure quality jobs and to advance along a career pathway.

Threats to that are:

- lack of training in some sectors
- lack of connection between trainers and employers
- training is not always available/affordable to those who need it
- Jobs created are not always quality – wage and benefits

Opportunities are:

- local workforce development board has started building industry partnerships
- many existing training opportunities
- strong federal interested in green jobs training

Goal 1 – Policies that create sustainable markets

Implement policies that promote job quality and job creation.

Subgoal: City of Madison policies promote job quality standards wherever possible, eg prevailing or living wage, provision of health benefits, project labor agreements, community benefits agreements, right to organize, local hire, apprenticeship utilization, etc.

Recommendations:

- Review all economic development subsidies (TIF, Capital Revolving Loan Fund, etc) and attach job quality standards where possible.
- Review all procurement and contracting policies and attach job quality standards where possible.
- Review all community development grants and programs and attach job quality standards where possible.

Why: to ensure that any jobs created by City investments and spending are family-supporting jobs that city residents can benefit from; to promote the sustainability of the local economy by increasing the spending power of city residents.

Subgoal: City policies and programs assist companies in transitioning to the green economy where it will save or create jobs.

Recommendation: Identify companies that are:

- in an industry with opportunities to retool into more sustainable products or production; or
- high energy users that could benefit from energy efficiency or renewable energy investments

and target them for economic development assistance.

Why: to create or retrain jobs in the Madison economy, to make companies more sustainable, to build the green economy in Madison

Subgoal: City funds support organizations that meet or exceed standards for job quality and creation.

Recommendation: Adopt policies that place “strings” on City funding such that it must be repaid if job creation and quality standards are not met.

Why: to ensure that taxpayer dollars are benefiting the local economy via job creation and the promotion of family-supporting jobs.

Subgoal: “Green economy” sectors such as renewable energy and energy efficiency have a strong market in Madison and are supported by public policy.

Recommendation: Adopt policies that will increase the market for energy efficiency and/or renewable energy and/or other sustainable industries.

What: Enact policies that promote:

- Renewable energy
 - Install renewable energy facilities on City buildings and land
 - PACE financing program
 - Solar Agent
 - Etc.
- Energy Efficiency
 - Retrofit City buildings for energy efficiency
 - PACE and/or municipal bill financing
 - point of sale retrofit requirement
 - one-stop-shop for retrofit information
 - etc.
- Green building
 - Build City buildings to a minimum LEED Silver standard
 - Give green buildings permit priority; density bonuses; etc.
 - Etc.
- Recycling
 - Enforce recycling laws at all addresses (businesses and multi-unit residential in addition to single family homes)
 - Purchase recycled products
 - Require recycling plans for events that require a street use or park use permit
 - Develop and implement a zero waste plan for the City
 - Etc.
- Local sustainable agriculture
 - Purchase local food for City functions
 - Give vendors who require a City permit a discount if they can certify that they use over 50% locally sourced foods

- Etc.
- Water conservation, reuse and infiltration
 - Write and implement water conservation plans for City departments
 - Structure rates to promote conservation and infiltration
 - Make terrace rain gardens available to more households
 - Enact a green infrastructure policy
 - Use permeable pavement where possible
 - Etc.
- Low-carbon transportation
 - Build a platinum-level bicycle infrastructure
 - Do not provide free parking for City employees
 - Do not provide City managers with fleet cars as a matter of course
 - Require transportation demand management plans for large events that require a street use or park use permit
 - Etc.

Why: to promote the green economy via public policy, to overcome market barriers that keep individuals or businesses from instituting sustainable practices.

Goal 2 - Green Business Development

Target renewable energy, energy efficiency, low-carbon transportation, local sustainable food and other “green” sectors in our economic development efforts

Subgoal: new sustainable businesses start and grow in the Madison area

Recommendation: Develop Sustainable Business Incubator site within city limits

Why: to support new and growing sustainable businesses, to promote clustering of sustainable businesses

Subgoal: local businesses source more of their supplies locally

Recommendation: Map and develop supply chains for sustainable businesses. Direct City support to businesses in these supply chains.

Why: to promote the local economy and businesses, to reduce transportation costs and impacts

Note: Supply chains are likely to be regional or at the state level. Work with entities like Thrive in the mapping process, but direct support to businesses in the City.

Subgoal: Businesses in Madison adopt more sustainable practices

Recommendation: Promote “Greening” of existing businesses

What:

- Education and technical assistance for green purchasing
- Energy efficiency and renewable energy grants and technical assistance
- Education, assistance and enforcement around recycling
- Education and technical assistance for water efficiency and infiltration

Why: to save local businesses money, to build the market for sustainable products, to reduce the environmental impact of the business community, to give consumers an opportunity to choose sustainable businesses to patronize

Goal 3 – “Green jobs” training

Develop coherent training pathways in “green” sectors that are widely accessible, lead to industry-recognized credentials and meet quality standards.

Subgoal: un- or under-employed individuals can access life and job skills training that leads to employment.

Recommendation: Design and fund programs that explicitly include low-income communities in the benefits of any sustainability work done, in this case job training and employment via culturally appropriate training programs, local hire policies, etc.

Why: to ensure that everyone can benefit from the growing sustainable economy

Subgoal: training programs for individuals wishing to gain employment or advance in green sectors is available.

Recommendation: work with training providers and workforce intermediaries to ensure that job training in green sectors is available in Madison.

Why: to ensure that workers wishing to obtain a green job can access adequate training, to ensure that green businesses have a diverse and talented pool to hire from

Subgoal: Workers can move easily between levels of training and employment on a career pathway in green sectors.

Recommendation: Connect steps in green career pathways and get various training providers to coordinate and fill gaps where needed.

Why: to make it possible to workers to enter training programs at any level of skill and move through a coherent training and employment pathway in green industries, to provide quality training for the Madison workforce, to connect and coordinate training providers

Subgoal: Each sustainable sector in Madison has a coherent strategy for workforce development.

Recommendation: Form industry partnerships and develop sector strategies for green sectors eg wind, solar, efficiency

What: Convene stakeholders (separately for each sector) from industry, workforce development, labor and training providers to discuss employment and hiring projections, training resources and needs, and standards and certification.

Why: to give training providers an accurate sense of what jobs need to be filled and what skills are needed to fill them, to give employers a way to access well-trained candidates and obtain training for current workers

Note: Industry partnerships are most likely to be effective at a regional or statewide level. However, Madison can play a role in convening and encouraging stakeholders regardless of geographic scope, and will benefit from such partnerships even if they encompass more than the City.

Resources:

Economic Development Plan

Economic dashboard

<http://legistar.cityofmadison.com/detailreport/matter.aspx?key=17631>

Center on Wisconsin Strategy

<http://cows.org/pdf/xrp-WRTP.pdf>

<http://cows.org/pdf/rp-greencollarjobs.pdf>

<http://cows.org/pdf/rp-greenerpathways.pdf>

<http://cows.org/pdf/rp-GreeningWisconsin.pdf>

<http://cows.org/pdf/rp-greenerkills.pdf>

WRTP

<http://www.wrtp.org/>

Good Jobs First

<http://www.goodjobsfirst.org/>

Community Benefits Law Center

<http://www.communitybenefits.org/legal>

Dane County Buy Local

Efficiency Cities Network

www.encyciencycities.org

Thrive

New North (mapped the wind industry supply chain)

Milwaukee Shines (mapping and building the solar thermal supply chain in Milwaukee)
<http://www.ci.mil.wi.us/milwaukeeeshines>