

**CITY OF MADISON**  
**2014~~2~~ ECONOMIC DEVELOPMENT DIVISION WORK PLAN**  
**FINAL DRAFT VERSION**  
**DECEMBER~~October~~ 19~~5~~, 201~~0~~1**

This ~~final draft~~ version of the 2014~~2~~ Economic Development Division (“EDD”) Work Plan was ~~approved by~~presented to the Economic Development Committee on ~~December~~October-19, 201~~0~~1 for the purpose of discussion and action.

The recommendations referenced below reflect the recommendations outlined in **The City of Madison 3-5 Year Strategic Economic Development Implementation Plan** accepted by the Common Council on August 5, 2008.

**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 (“EDD”), 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. 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 2014~~finalized during the first half of the year.

Schedule: 1<sup>st</sup> and 2<sup>nd</sup> Quarter

**Development Review Process Implementation**

Description: Implementation of the ~~accepted~~ 201~~0~~1 Development ~~Review~~–Process ~~Improvement Initiative report- recommendations~~.

Staff: Director, Office of Business Resources

Deliverables: The ~~Economic Development Committee will forward to the~~ Madison Common Council ~~accepted the~~ Development–Review Process Improvement Initiative report recommendations ~~in December 2010 on~~ June 21, 2011. EDD staff will assist with the implementation of these recommendations in 2014~~2~~. This work effort will include adding property tax base and job creation, expansion, and retention information to land use applications and staff reports; along with a

**consideration of how to incorporate financial and fiscal analysis into the review of projects.**

Schedule: All Year

## **Road Construction Information/Assistance**

Description: Continued partnership between the Office of Business Resources, City Engineering, the Chamber Small Business Advisory Council (SBAC), and the 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, and their customers, who will be impacted by road construction in ~~2011~~2012. ~~OBR staff will also work with the Chamber SBAC on the development of a revised version of the Road Construction Survival Guide.~~ Toward the end of ~~2011~~2012, similar efforts will begin for ~~2012~~2013 projects.

Staff: Office of Business Resources

Deliverables: As with ~~2010~~2011, the Office of Business Resources ("OBR") 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 ~~2011~~2012, OBR staff will work with City Engineering on planning and notification of major ~~2012~~2013 projects.

Schedule: All Year

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

As outlined in the accepted *3-5 Year Strategic Economic Development Implementation Plan*, EDD staff will encourage and support 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 personal growth opportunities.

### **Business Requests/Prospects**

Description: City staff receives numerous unsolicited requests on a weekly basis from businesses, site selectors, developers, the ~~Department of Commerce~~Wisconsin Economic Development Corporation, 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 resources.

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 these inquiries ~~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: ~~Office of Business Resources staff will continue to respond to inquiries received by existing and potential small business owners for information about business planning assistance, financial assistance, and community information. Staff will continue to connect entrepreneurs to available external resources, such as the Wisconsin Women's Business Initiative Corporation and Madison Development Corporation. Office of Business Resources staff will also continue to work on neighborhood business district issues that impact small business. A Small Business Development Specialist ("Specialist") position will be added to the Office of Business Resources staff in the 1<sup>st</sup> or 2<sup>nd</sup> Quarters of 2011. The Specialist will respond to inquiries received from existing and prospective small business owners, and will work with these individuals to connect his or her needs with appropriate City Departments; as well as, public and private resources throughout the community. The Specialist will enhance the work of City staff with neighborhood business districts, including those impacted by road construction. The Specialist will further explore the concept of economic gardening, and how it can be applied to the City of Madison. Finally, the Specialist will prepare a process for tracking and reporting to the Common Council on the number and nature 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, Common Council leadership, and the EDC Chair on identifying ~~if and when EDC input on~~ projects and policies where EDC input is warranted, and follow-up accordingly.

Schedule: All Year

### **Madison Local Food Committee**

Description: The Common Council and Mayor recently created a committee to develop recommendations and initiatives aimed at strengthening the local

food system and fostering entrepreneurship within the farm-to-table value chain. This will involve staffing the committee, coordinating with other local initiatives such as the proposed Southern Wisconsin Food Hub and FEED Kitchens, and developing recommendations for a potential future public market.

Staff: Director, Office of Business Resources

Deliverables: Economic Development Division staff have been charged with staffing the committee.

Schedule: Quarters 1 & 2

### **Downtown Alcohol License Management and Business Development Plan**

Description: On July 5, 2011, the Common Council directed the City's Alcohol Policy Coordinator and Economic Development Division staff to develop a plan to concurrently manage downtown alcohol licenses and promote non-alcohol related business development.

Staff: Director, Office of Business Resources

Deliverables: Economic Development Division staff have been charged with preparing the plan, in coordination with the City's Alcohol Policy Coordinator.

Schedule: All Year

### **Sister City Collaboration**

Description: The relationships that we have and continue to build with our Sister Cities could open opportunities for business development within the City of Madison by providing points of contact between our business community and that of our Sister Cities' for businesses interested in opening or expanding operations in the United States.

Staff: Director, Office of Business Resources

Deliverables: Working with the Sister City Collaboration Committee, research the economies of our Sister Cities and make a determination of what, if any, opportunities exist for collaboration from an economic development standpoint.

Schedule: 1<sup>st</sup> & 2<sup>nd</sup> Quarters

### City Promotion

**Description: Promote the City of Madison as a desirable/competitive business location.**

**Staff: Director, Office of Business Resources, Office of Real Estate Services, Office of Economic Revitalization**

**Deliverables: Attending regional, national, and international conferences, making strategic contacts, and partnering with the State of Wisconsin on trade missions.**

**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

### **Development Projects**

Description: 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 through development projects within the community. The following list includes all of the development projects that are anticipated to require EDD staff support in 2011-2012. The list includes both projects that will result in permanent private employment opportunities, as well as those projects that will provide housing and community amenities.

City staff will encourage through available means development and tracking of permanent jobs created, retained, and expanded through the development projects outlined below, as well as other future projects. Temporary jobs associated with construction of these projects will also be tracked.

Economic Development Division staff will work on the following development projects in ~~2011~~2012:

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

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

BioLink (Director, Office of Business Resources)

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

Capitol East District marketing and repositioning (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)~~

Dean Morningstar Dairy Redevelopment (Office of Real Estate Services)

Don Miller Holdings Remediation/Repositioning Redevelopment (Director, Office of Real Estate Services, Office of Business Resources)

University Crossing at University Avenue and Whitney Way (Office of Real Estate Services)

Edgewater Hotel (Director, Office of Real Estate Services)

Garver Feed Mill (Office of Real Estate Services)

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

Madison Sustainability Commerce Center (Director, Office of Business Resources)

~~Public Market~~Judge Doyle Square (Director, Office of Real Estate Services, Office of Business Resources)

~~— Madison Public Market~~

~~— High Speed Rail Station~~

- Government East Parking

- Potential Hotel

- ~~—~~ Potential relocation of Madison Municipal Building functions

- Private investment

Royster Clark (Director, Office of Real Estate Services)

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

Truman Olson acquisition, demolition, and redevelopment (Office of Business Resources, Office of Real Estate Services, Office of Economic Revitalization)

Union Corners (Director, Office of Real Estate Services)

The Village on Park (Office of Real Estate Services, Office of Economic Revitalization)

### **Transportation Master Plan for a Livable City**

Description: This plan for a livable city will build on existing transportation and land use plans by integrating and harmonizing their recommendations, and making new recommendations where needed. It will cover the entire City.

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

Deliverables: Staff participation in the development of the plan.

Schedule: All Year

### **Arbor Hills – Leopold Neighborhood Plan**

Description: The preparation of the Arbor Hills – Leopold Neighborhood Plan

Staff: Office of Business Resources

Deliverables: Staff is assisting the Planning Division by conducting business interviews and outreach as part of the preparation of the plan.

Schedule: 1<sup>st</sup> & 2<sup>nd</sup> Quarter

### **700 & 800 Blocks of State Street Design/Planning**

Description: The design/planning for the reconstruction of the 700 & 800 Blocks of State Street.

Staff: Office of Business Resources

Deliverables: The 700 & 800 Blocks of State Street are home to a significant number of street vendors. As the Planning Division and City Engineering prepare plans for the reconstruction of these two blocks, the Office of Business Resources staff will remain engaged to insure an attractive and functional accommodation of street vending into the new design.



Schedule: 3<sup>rd</sup> & 4<sup>th</sup> Quarters

**Northport-Warner Park-Sherman Neighborhood Plan Implementation**

**Description: The Common Council adopted the Northport-Warner Park-Sherman Plan in 2009 to help guide the future success of Madison's Northside neighborhoods. Several of the recommendations outlined in this plan are related to economic development and property redevelopment. The Economic Development Division will assist with efforts to implement these elements of the plan, along with spearheading a direct business outreach effort within these neighborhoods.**

**Staff: All staff**

**Deliverables: In consultation with the area neighborhood associations, Northside Business Association, Northside Planning Council, Northside Neighborhood Resource Team, Alders, residents, property owners, and business owners, prioritization and implementation of items identified in the aforementioned plan. Further, the Economic Development Division will include Northside businesses within the broader City Business Retention/Expansion Interviews outlined below in Recommendation # 4.**

**Schedule: All year**

**Nolen Centennial Project, including Alliant Energy Center and Monona Terrace**

**Description: The Nolen Centennial Project presents an exciting opportunity to enhance the John Nolen Drive gateway to downtown, while helping to support and link between our two convention facilities, the Alliant Energy Center and the Monona Terrace Community and Convention Center. The Nolen Centennial Project will enhance this area of our community for both neighborhood residents and visitors, while facilitating conventions and trade shows such as the World Dairy Expo.**

**Staff: Director**

**Deliverables: Continued participation in the Nolen Centennial Project and collaboration with the Convention & Visitors Bureau, Monona Terrace, and Alliant Energy Center on facilitating successful convention business along the John Nolen Drive corridor.**

**Schedule: All year**

### **Street Vending and Sidewalk Café Program**

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

Staff: Office of Business Resources

Deliverables: Management of programs.

Schedule: All Year

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

#### **City of Madison Promotional Materials**

**Description: The preparation of paper and digital promotional materials to aid in marketing the City of Madison as a desirable/competitive business location. The materials will be used to respond to prospect requests for information, and as part of an enhanced business engagement with our Sister Cities. Materials will include folders/packets of general community information/demographics/economic metrics, brochures, an enhanced web presence, videos, etc.**

**Staff: Director, Office of Business Resources**

**Deliverables: The aforementioned promotional materials.**

**Schedule: 1<sup>st</sup> & 2<sup>nd</sup> Quarters**

#### **Brownfield Remediation (BREWD)**

Description: The City's Brownfield Remediation, Employment, and Workforce Development (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: ~~Promotion of the program, accepting and processing of applications, and reporting as necessary to the State Department of Commerce.~~ The City committed all available BREWD funds to three projects in 2011. During 2012, staff will manage these commitments.

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

### **Facade Improvement Grants**

Description: The City provides facade 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>[business](http://www.cityofmadison.com/business)

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/homeloansplanning/eedu.html>

Staff: Office of Economic Revitalization

Deliverables: Underwriting and maintenance of programs.

Schedule: All Year

### **Workforce Housing – Healthy Neighborhood Initiative**

Description: [The City provides deferred payment loans of up to \\$10,000 to match the funds borrowers receive from their employer to assist with the purchase and rehabilitation of a home in the Greenbush and Vilas neighborhoods. Additional information about the program can be found at www.cityofmadison.com/homeloans.](http://www.cityofmadison.com/homeloans)

Staff: [Office of Economic Revitalization](http://www.cityofmadison.com/homeloans)

Deliverables: Underwriting and maintenance of the program.

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 private development projects. 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 TIF Policy, staff will continue to review opportunities where the use of TIF could leverage additional private investment.

Schedule: All Year

### **Small Cap TIF Loan Program**

Description: The City provides 0% interest, forgivable loans of up to \$80,000 to eligible borrowers to finance a portion of the purchase price and rehabilitation costs of an eligible property located in the Mansion Hill – James Madison Park Neighborhood. More information about this program is available at [www.cityofmadison.com/homeloans](http://www.cityofmadison.com/homeloans).

Staff: Office of Economic Revitalization

Deliverables: Underwriting and maintenance of the program.

Schedule: All Year

**Zoom Prospector/Locate In Wisconsin Commercial Real Estate Database**

Description: The Wisconsin Economic Development Association (WEDA) is in the process of implementing Zoom Prospector/Locate In Wisconsin, which will provide the State with a robust database of available commercial real estate, along with useful demographic and community information.

Staff: Office of Business Resources

Deliverables: Office of Business Resources staff ~~has played a lead role in collaboration with WEDA on the implementation of this new economic development tool in 2010, and will continue in this role in 2011~~ will insure that the City of Madison information remains current on this website.

Schedule: All Year

### Thrive's Business Retention/Expansion Interviews Link Program

Description: Thrive ~~is implementing the e-Synchronist~~ recently implemented the *Business Link* software program, which will provide regional communities with a platform for storing information gathered during business retention efforts. Collectively, ~~e-Synchronist-~~ *Business Link* will enable Thrive to develop reports on the state of the region's economy.

Staff: Director and Office of Business Resources

Deliverables: ~~Office of Business Resources staff has played a lead role in collaboration with Thrive on the implementation of this new software in 2010. During 2011, Office of Business Resources staff will interview and gather information from the City's top-20 private-sector employers to begin populating the software program. Interviews of businesses found in other industry clusters will likely follow. Using Thrive's *Business Link* as a platform, the Director and Office of Business Resources staff will kick-off a proactive business retention/expansion effort.~~

Schedule: All Year

### Economic Dashboard

Description: ~~Maintenance of an economic "dashboard" to gauge the state of the Madison economy.~~

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, Office of Real Estate Services

Deliverables: Dependant upon specific projects.

Schedule: All Year

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

### **Participation in Thrive's *Advance Now* economic growth strategy**

**Description: Thrive is in the process of preparing a regional economic growth strategy through an initiative called *Advance Now*. The City is already participating in this effort, and should continue to do so in 2012.**

**Staff: DPCED Director, EDD Director**

**Deliverables: Participation in *Advance Now* planning initiative.**

**Schedule: All Year**

### **Promotion of Business Resources and Vision**

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

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: Greater Madison Chamber of Commerce, Madison Convention and Visitor's Bureau, THRIVE, MAGNET, Central Madison Business Improvement District, Downtown Madison Inc., Smart Growth Greater Madison, Dane County, University of Wisconsin - Madison, Madison College, Edgewood College, Urban League of Greater Madison, Madison Metropolitan School District, business incubation facilities, 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/neighborhood) to participate in implementation of the work plan objectives, develop and communicate an overall regional/city/neighborhood competitiveness vision, and develop/promote 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



## **ADDITIONAL POTENTIAL PROJECTS/PROGRAMS RECEIVING SUPPORT**

Under current staffing and funding levels, 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 or funding to the Division would make one or more of these projects possible.

### **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 interviewing existing Madison companies, likely working with other economic development partners, to learn more about their future retention/expansion needs. This would likely be an expansion of Thrive's Business Link Program to include more companies than currently envisioned.~~

### **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.