

In recent years, the City of Madison has taken significant steps toward improving the city through an emphasis on environmental and economic performance. These efforts helped position the City of Madison to outperform many of its peers. Madison ranked in the Top 25 Green Cities list in a recent *Forbes* magazine and the Madison area economy ranked among the strongest 20 metro areas in a recent Brookings Institute Report. Madison must continue to develop an environment that takes advantage of these efforts and builds off of its tremendous assets.

One area where the City of Madison can improve its delivery on both environmental and economic goals is through efforts to enhance sustainable economic development. As part of the research conducted to generate recommendations, the following data demonstrates that Madison has a growing presence of organizations that are implementing green business practices and producing green products and services through a triple bottom line approach.

- 16 = Members of WasteCap Resource Solutions in Madison
- 70 = Business vendors at 2009 Isthmus Green Day Expo
- 15 = Mpower Business Champions
- 47 = Mpower Business Pledges
- 232 = Number of businesses participating in MGE's Green Power Tomorrow
- 60 = Active area members of Wisconsin Green Building Association
- 19 = Businesses in Madison receiving Travel Green Wisconsin Certification
- 27 = Businesses that participate in Community Car
- 14 = Number of Madison area LEED certified green buildings
- 43 = Member farms in Madison Area Community Supported Agriculture Coalition
- 15 = Individuals from Dane County enrolled in the Bachelor of Science in *Sustainable Management offered through UW-Extension*

Additional indications are that many more area businesses are interested in becoming more sustainable and improving their chances to better serve a growing green economy. For example, Thrive, Madison's regional economic development organization, also recognizes sustainability as one of the most important opportunities for growth and one of our greatest regional assets

To improve Madison's ability to support these businesses, Madison's approach to achieving sustainable economic development should be equally focused on both "green" and "economic growth". Madison must consider the impact that decisions might have on either and to do otherwise would be unhealthy for the area's long-term quality of life and environmental and economic sustainability.

It is with intentional consideration and emphasis on a mutually-beneficial approach that helped generate the following vision, goals and recommendations.

Vision: Strengthen Madison's overall economy by engaging entrepreneurs, growing the workforce, developing spaces and built environment that support and encourage a regenerative green economic climate while reinforcing the expansion of existing businesses and encouraging the development of new green business.

Goals:

- Provide and promote jobs that support "green/sustainable" initiatives and products;
- Develop and provide working and living environments (housing, offices, others) and services that support a "green/sustainable" life style and;
- Provide growth and development of the strong environmental social responsible community.

Subgoal: Determine if the City of Madison Planning, Zoning, Codes and Ordinances provide an economic environment for encouraging sustainable business practices.

Recommendation: Review Planning, Zoning, Ordinances and Code requirements

What: Within six months, conduct an analysis to see if the current policies are support or inhibit the development of sustainable economic development.

Why: In discussions with local developers and business they indicated that the first thing to encourage sustainable business and sustainable projects requires that the City should first not present obstacles to the development of these businesses and secondly the City should offer incentives to encourage both current and new business to be sustainable businesses.

How: The first task will require the formation of a Task Force or Focus Group comprised of various businesses to assist the city in the analysis the current codes and ordinances.

Things to assess include:

- i. Do these documents encourage sustainable development and redevelopment?
- ii. Are there incentives for the redevelopment or development of sustainable buildings, businesses or industries?
- iii. Are there obstacles, such as requiring excessive amounts of parking for a business that wants to encourage mass transportation and non-car transportation for its employees?

From this Task Force a series of recommendations should be developed that would encourage sustainable economic development related to new and existing facilities. Those could include incentives for sustainable projects (both new and remodeling) and expedited approvals through the city process for sustainable projects.

Subgoal:	Encourage local sustainable businesses to share resources, information and best practices to foster their mutual economic growth and development.
Recommendation:	Organize, promote and support a Madison Green Economic Symposium.
What:	A full-day event to share best practices and access to local resources for businesses.
Why:	Attendance at the Small Business Conference Green Practices workshop was significant indicating a strong interest in green practices by local businesses. Currently, no local forum for broad knowledge and information sharing supports this desire.
How:	Conduct an analysis of the specific topics of interest for the symposium. Some of the topics could include: <ul style="list-style-type: none">i. Encourage networking of sustainable businessesii. Sharing of best sustainable practicesiii. How to make your business sustainableiv. How sustainable are you?v. How to engage the sustainable community in Madisonvi. The value of being sustainable beyond the marketing

Subgoal:	Increase the market for green product/services through investments in local vendors
Recommendation:	Develop a sustainable purchasing consortium.
What:	Create a database of sustainable products/service (ethical, green, fair trade, etc.) and negotiate purchasing agreements with local vendors.
Why:	The city of Madison has already established sustainable procurement policies for a variety of products and services including cleaning supplies, electronics, electronic disposal, operational supplies and green office materials such as lighting, carpeting and furniture. An exhaustive database and criteria for policies does not exist and both the city and the business community could benefit from a partnership in creating a robust list of local sustainable products and services. In addition, the city could received discounted pricing by being a participate in the purchasing agreements.
How:	Define the potential scope of a sustainable purchasing consortium and a plan to develop sustainability criteria (i.e. local, green) as well as a plan to explore immediate and long-term consortium purchasing opportunities.

Key resources: Monette McGuire (City of Madison), Abby Corso (Delta Institute – buyingbetter.org), Jessie Lerner (Mpower Madison), Erica Symonds (Wisconsin Project Interest Research Group)

Subgoal: Increase the city's capacity to engage in opportunities for strategic initiatives that promote sustainable economic development

Recommendation: Review the city of Madison's existing strategic economic development plan to improve alignment with global, national and local market trends and community and local economic assets.

What: Existing policies, programs and publications should receive a thorough review. Because Madison already demonstrates leadership in the following areas, an emphasis should be put on the Renewable Energy and Energy Efficiency industry, Smart and Clean Technology industry, Eco-tourism industry, Alternative Transportation industry and Sustainable Agriculture industry.

Why: During the last five years, the global economy experienced a dramatic market shift resulting in substantial business activity towards sustainability (i.e. triple bottom line accounting, corporate social responsibility, environmental risk mitigation). A goal of energy independence, the impacts of global warming, national security implications, global health, financial benefits achieved through efficiency are just a few among the many market drivers. As major stakeholders in the global business world have taken significant strides to emerge as leaders in this new economy, the implications require strategic planning at all levels of government. Unfortunately, the city's current economic development plan was drafted during the early stages of the market shift.

In addition, the emerging green economy is diverse and widespread. A focused strategic plan could ensure that several existing and promising initiatives, programs and partnerships involving city staff and resources are being used for their highest value and biggest impact. These efforts being conducted somewhat piecemeal include workforce development, resources aimed at helping businesses be greener and more efficient and policies to encourage sustainable decision-making by businesses.

How: A group should be assembled including local green economy experts and sustainable business leaders to provide a cluster inventory and analysis of key industries. The result should include a specific set of recommendations to be amended to the current strategic plan including roles and responsibilities for the public, education and non-profit sector.

Key resources: Tim Cooley (City of Madison), Matt Peterson (Vertatique), John Imes (Travel Green Wisconsin), Amanda White (Bike Federation of Wisconsin), Lee Edwards (Virent Systems), Sonya Newenhouse (Madison Environmental Group), See Appendix A

Subgoal: Give businesses a tool for determining how green they are

Recommendation: Develop a Sustainability Index

What: Sustainability Index would include a number of easily determined baselines in key sustainability categories, including energy use, transportation, human resources, waste management.

Why: Business already inclined to become greener (i.e. who understand “triple bottom line”) will want to know where they stand. Once standards are developed, businesses can decide where they want to be on the ‘scale” and what they have to do to get there.

How: Create the categories and webtools (on city website) for self-assessment. Baseline categories would be easy (does your business promote carpooling or use of alternative transportation; has your business had an energy assessment through FOCUS or otherwise; is your business located in a LEED-certified building, etc.)

Key Resources: Rebecca Ryan (Next Generation Consulting)

Subgoal: Increase the amount of “local” food consumed annually in Madison in the next ten years

Recommendation: Identify the amount of money currently being spent on local food production and consumption

What: Create accurate and meaningful metrics to measure local food production and consumption, and secondarily work out what the city will use as a definition for 'local' food

Why: A 2004 UW-Extension study concluded that 1 billion dollars are spent on food annually in Dane County. To know what percent of this is currently grown or raised locally would be a valuable number for goal-setting and to better evaluate the city’s existing local food programs and policies.

How: City helps underwrite the costs for these numbers to be generated and shared. Some figures are tracked by various groups and would need only to be compiled, while other figures could be parsed out through joint surveys conducted through Dane County Institutional Food Market Coalition.

Key Resources: Olivia Parry (Institutional Food Market coordinator), See Appendix D

Subgoal: Support creation of new markets for locally grown food

Recommendation: Increase support for ongoing Public Market and Packaging facility efforts

What: Designate a staff member from Planning and Development Department to work in coordination with Office of Business Resources as a resource to both projects.

Why: Evidence suggests a public market could not only be another avenue to connect local growers with consumers, but that similar to the experience of farmer's markets around the city businesses surrounding the market receive spin-off sales. The lack of a local packaging facility remains a "weak link" between producers and buyers for local foods.

How: Ensure these projects are adequately funded and remain a priority for the city.

Key Resources: See Appendix D

Subgoal: Diversify the economic model

Recommendation: Support and participate in ongoing local currency, cooperatively run organizations, and innovative ideas to facilitate new beneficial corporate business structures.

What: Wisconsin and Madison in particular have a robust and continuing history of cooperatively run businesses and an established local currency as well as progressively modeled organizations.

Why: Given the national financial collapse and subsequent ongoing deep recession of 2008 and in light of a continued absence of any national level reform two years later, we should take local initiative to stabilize our economy through diversity of the economic model with systems which are more transparent, circulate goods and profits locally, are responsive to local owner operators, and encourage civic life through participation.

How: Look for opportunities for the City to publicize Madison Hours and Dane County TimeBank and ways these could be used in city operations (ie. TimeBank credits for beach clean-up days.) Capitalize on the UN declaring 2011 the Year of Cooperatives by showcasing our impressive list of operational local co-op's, and share information about how to found cooperatives on the City website. Find ways to participate or sponsor efforts

to create legislation to enable “For-Benefit Corporations” as a business model in Wisconsin.

Key Resources: Stephanie Rearick (Director Dane County TimeBank), Jon Hain (Madison Hours), Anne Reynolds (UW Center for Cooperatives), See Appendix C

Subgoal: Prepare workforce for high growth green sector jobs.

Recommendation: City of Madison should develop work opportunities in areas that utilize the newly developing “green” workforce “pipeline.” Partner with one major business or group of businesses to develop a sustainable manufacturing site with City of Madison.

What: Workforce Development Board of Southwest Wisconsin in partnership with local and regional industries and educational institutions (e.g. technical colleges) has developed training platforms targeted in a number of high growth areas, all of which are emphasizing sustainability as a key focus. These platforms are designed to train workers in high demand, quasi-technical skills that can be utilized by area businesses and industries, including energy, construction, advanced manufacturing, biotechnology, health, agriculture and IT.

How: City of Madison could develop projects that require utilization of the newly developing “green” workforce—for example, retrofitting existing buildings and/or developing sustainable sites (e.g. sites that utilize recycled materials or distributed renewable generation and that are energy efficient) for manufacturing and factory production in the City of Madison.

Why: “Green” project development will provide an opportunity to employee new workers who have developed technical skills in designing and constructing energy efficient buildings and sites. Ultimately, developing a sustainable manufacturing site in partnership with local industry can help restore a manufacturing base within the City of Madison. New workers can be connected to their place of employment via public transportation and provide new sources of localized economic activity.

Key Resources: Workforce Development Board of Southwest Wisconsin (Pat Schramm); THRIVE (Sean Robbins), See Appendix B

Appendix A

THRIVE—State of the Madison Region: 2009-2010

Annual Employment	2006	518,195 (nonfarm and wage jobs)
Employment Growth	2001-07	7.3%
Establishment growth	2001-07	9%
Productivity (value of products Produced: ratio of Total wage and salary)	from '06-'07	\$1.71-\$1.74
Per capita personal income	2007	\$38,067
Average wage per job	2007	\$37,476
Poverty rate	2007	10%

Department of Administration- Division of Energy (Statewide)

Focus on Energy- Statewide Evaluation

Business Programs (July 1, 05- June 30, 06):	Annual KWh saved (132,002,393)
	Annual KW saved (28,405)
	Annual therms saved (9,719,657)
	Number participants (13,117)

MGE-Economic Development

Number of Business Parks and Incubators	9 (Dane County) 7 (Madison)
Green Business Partners	Tons of Carbon dioxide emissions offset (76,000)

National Governors Association Center—WI's Green Economy

Green Jobs by Green Economy Sector (2007)—High/increasing levels of concentration in bold

Recycling and Waste (4000)
Air/Environment (3,500)
Energy Efficiency (2,800)
Waste and Wastewater (2,550)
Transportation (250)
Energy Infrastructure (590)
Research and advocacy (480)
Energy Storage (410)
Ag (220)
Energy Generation (190)
Green Building (100)
Advanced Materials (less than 10)
Finance and Investment (less than 10)
Business Services (less than 10)

Venture Capital Investment in Clean Technology (WI)

2007 24 million

2008 1.5 million

Green Technology Patents (WI)

2006-2008: 59

Appendix B

Workforce Development and Training - Resources

UNIVERSITY OF WISCONSIN

--NELSON INSTITUTE for Environmental Studies – Center for Sustainability and Global Environment (SAGE) - www.sage.wisc.edu

Baseline: Graduate Degree in Conservation Biology and Sustainable Development; Water Resources Management and Environmental Resources

--CENTER for INTEGRATED AGRICULTURAL SYSTEMS (UW-Madison) - www.cias.wisc.edu

--PUBLIC UTILITIES INSTITUTE/ENERGY CENTER WISCONSIN

Baseline: Certificate in Engineering in Energy Sustainability; Research Centers in solar energy and bioenergy

Goal: Increase efforts to recruit green jobs in energy area through liaison with PUI and its members.

UNIVERSITY OF WISCONSIN EXTENSION

Bachelor of Science in Sustainable Management: Based on principle of Triple Bottom Line: offered in collaboration with 4 UW campuses

Number of Being Green Business Partnerships (15)

Small Business Development Center

Baseline: 120 new businesses created in 2008

- 628 SBDC clients assisted
- 4,436 Training Attendees
- 152 training events offered
- Top 5 Business sectors—Entertainment/Recreation (4.8%); Manufacturing (4.1%); Other services (13.4%); Professional/technical services (5.3%); retail Trade (7.5)%

MADISON AREA TECHNICAL COLLEGE

Baseline: No customized workplace training modules appear oriented toward promoting sustainability

GOAL: Develop green/sustainability programming (eg TBL) offer customized workplace training modules designed to promote sustainability

Baseline: MATC offers certificate in Renewable Energy Technology

CENTER ON WISCONSIN STRATEGY—2010 “Mapping Green Career Pathways” Report

Preparing workers for “green collar” jobs:

- 1,331 firms in WI identified as able to produce equipment for renewable technology (wind turbines, solar panels, etc.)
- 72% energy professionals indicate there will be shortage of qualified workers in renewable energy and energy efficiency fields in next 5 years

Wisconsin Apprenticeship Programs: Manufacturing

Baseline: Training offered by Madison area unions

- Bricklayer
- Carpentry, construction, etc.
- Cement Mason
- Construction Craft
- Residential Electrician
- Environmental Systems Technician/HVAC Installer
- Glazier
- Heat and Frost Insulator
- Iron worker
- Painter/Decorator
- Plumber
- Roofer
- Sheet Metal Sprinklerfitter
- Steamfitter
- Taper and Finisher
- Tile setter/terrazzo

Seeds of WORKFORCE CHANGEA Regional Approach to Improving our Economic Landscape in Southwest and South Central Wisconsin. (Center of Wisconsin Strategy, July 2006)

- Union Membership, 2003 15.9% (All wage and salary workers)
- Low Wage Workforce (2000 Census) 19.4% (Dane County)
- Non-Low Wage Workforce 80.9% (Dane County)

Top Five Industries by Employment (2004) (Dane County)

- Health Care (40,201)
- Educational Services (38,360)
- Government (36,894)
- Retail Trade (34,670)
- Manufacturing (28,129)

Top 10 Industries by Projected Gain in Employment (2004-2014) (Dane County)

- Ambulatory Health Care Services (30%)
- Social Assistance (37%)
- Administrative and support (25%)
- Food services (18%)
- Computer systems (68%)
- State and local gov. (7%)
- Nursing and residential care (40%)
- Merchant wholesalers (27%)
- Specialty trade contractors (16%)
- Ins. Carriers (11%)

Occupations with high projected growth (new jobs plus replacement jobs)

- Health Care (high wage)
- Computer software engineers (high wage)
- Customer service reps (medium wage)
- Retail sales (medium wage)
- Receptionists/information clerks (medium wage)
- Personal home care aids (low wage)
- Food preparation (low wage)
- Child care and education (low wage)

Appendix C

1. DIRECTOR'S REPORT *DANE COUNTY TIMEBANK* prepared Thursday, Feb. 25, 2010

I Project Update

A. Members - 1509 – 28 members added since last Director's Report – and surpassed 1500!

B. # hours exchanged - 40709.62

1597.3 since last Director's Report, 819.4 in last 30 days.

C. New outreach areas and coordination

Allied Dr.- South/Southwest Madison - Store open – Attracting new staff and members, overstaffing somewhat to get items and processes in order. Good team meeting. Name change to Maxine's. Sale on St. Paddy's Day, Cookout tent. May 22. Last 30 days: 20 Time Dollars spent at store; 60 Time Dollars spent to staff store. TOTAL since open: 1445.15 spent at store, 1726.25 spent to staff store. Have moved store in with Joining Forces for Families and Allied Wellness Center – not wheelchair accessible (but free with excellent outreach opportunities). Participating in discussions and planning as core partner of Allied Wellness Coop.

Central KC large and active. Middleton suffering attrition, may combine with new West KC. Stoughton received a \$1000 Model Communities grant! Recruiting for more East participation. Will also need to replace Terrie Anderson as Chair of North. All-Kitchen Cabinet meeting (at Leadership Meeting) is needed to solidify future event plans and structure questions (re. Electing KC members, etc)

2. UN declaring 2012 International Year of Cooperatives

<http://www.un.org/News/Press/docs/2009/dev2784.doc.htm>

3. Cooperatives in Madison

http://www.willystreet.coop/about_co_op

Anne Reynolds UW Center for Cooperatives

1/2/10

Definition of cooperatives: Cooperatives are businesses that are owned and controlled by the people who use them. Consumers form cooperatives to increase their buying power. Producers (such as farmers) form cooperatives to increase their power to sell goods in the marketplace.

Workers who form cooperatives enjoy the benefits of self-governance and a share in the net margin. Housing cooperatives provide housing at cost and are operated democratically.

What are the potential benefits of the cooperative model?

- Locally owned and operated
- Profits returned to members
- Encourage civic life through member participation
- Cooperative model may have advantages over other business models in some market situations.

How could the City of Madison promote cooperatives?

The City could provide information and tools for starting cooperatives on a website:

Share resources like this 16 page booklet, which provides an introduction to cooperatives:

Cooperatives in WI : The Power of Cooperative Action

(http://www.uwcc.wisc.edu/info/uwcc_pubs/wiCoops07.pdf)

Tools for co-op start-ups:

Link to co-op start-up documents on the WI Department of Commerce website

UWCC website for start-up resources and other information: www.uwcc.wisc.edu

List of cooperatives in Dane County:

This list would benefit networking and provide information on local cooperatives.

- b) Union Cab (worker-owned taxi company)
- c) Wisconsin RX (pharmaceutical purchasing cooperative)
- d) The Alliance (cooperative that negotiates health benefits for businesses)
- e) Group Health Cooperative (consumer-owned clinic and insurance)
- f) Willy Street Cooperative (consumer-owned grocery store)
- g) Independent Pharmacy Cooperative (joint purchasing for pharmacies)
- h) Landmark Cooperative (farmer-owned agricultural marketing & services)
- i) Natures Bakery (worker-owned bakery)
- j) UW Credit Union
- k) Heartland Credit Union
- l) Etc.

Other ideas:

- b) Promote connections by encouraging business and civic groups to invite cooperative leaders to discuss their businesses and the cooperative model.
- c) Share information on tools for conversion of existing small businesses to employee ownership. Promote understanding of this tool for keeping small businesses viable. Ohio Employee Ownership Center, Kent State University has a website that includes FAQs, case studies, etc: <http://www.ocockent.org/>

Do cooperatives promote sustainable practices?

Cooperatives are businesses that are owned by the users of the cooperative. They are responsive to the needs and desires of their owners. If the owners are interested in issues related to sustainability, the cooperative will implement these practices.

Many cooperatives have been leaders in sustainable practices. Organic Valley and Country Natural Beef have farmer-owned cooperatives that practice values-based agriculture and marketing. Food cooperatives, like Willy Street Grocery Store, have been leaders in supporting local and organic farmers. Farm supply cooperatives in WI are currently exploring options to aggregate and supply biomass to power plants like Charter Street.

Appendix D

<http://www.city-data.com/city/Madison-Wisconsin.html>

<http://www.city-data.com/us-cities/The-Midwest/Madison-Economy.html>

http://www.city-data.com/county/Dane_County-WI.html

<http://www.uwsp.edu/cnr/landcenter/forestplanning/countypages/dane.htm>

<http://www.macsac.org/farmlist.html>

- 2010 will have 44 MACSAC farms serving greater Madison
- mostly w/in 75 miles
- approx. 6000 shares, one share= enough vegetables for 4 adults for one week
- average \$525 per share lasting 20 weeks.
 - {\$3,150,000}

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

- Dane County Farmers Market
- Larry Johnson 455-1999
- Summer Market on the Square = 29 Saturdays, 160 vendors from as far as 4+ hours away
 - 2003 survey and attendance count. Averaged 20,000 people per day. Customer estimates spending \$8 million per season (\$13.79 per shopping group per week) and an additional \$6 million at downtown businesses.

<http://www.cityofmadison.com/residents/farmersMarket.cfm>

- 8 farmers markets in the city- Sun, Tues, Wed, Thurs, Sat.

<http://bcn.boulder.co.us/basin/local/sustain6.htm>

- “Our food footprint, using figures from the U.S. Department of Agriculture and related sources is about 1.5 acres. “ “That number is easily converted to acres per pound. Data on our per-capita consumption of each foodstuff in pounds is also available. “

<http://www.reapfoodgroup.org/Why-Buy-Local/why-buy-local.html>

- why buy local

<http://www.cacscw.org/gardens/>

- Community Action Coalition for South Central WI
- 50 community gardens in Madison area = 30 acres
- “In 2007, one family was able to grow over 150 pounds of produce equivalent to \$389 in savings on one 400 square foot garden plot. “
- 43560 square feet per acre
- {possible food production in existing garden space= \$1,270,863}
- {goal – to realize this potential?}

<http://www.somethingspecialwi.com/suppliers.html>

- participating wholesale suppliers

<http://www.uwex.edu/ces/agmarkets/aic/documents/sharedkitchens.pdf>

- Community Kitchen
- cherokeemarsh@gmail.com
- Ellen Barnard
- 12/2009 awaiting the outcome of a feasibility study

Bike the Barns <http://www.macsac.org/bikethebarns/>

Buy Fresh Buy Local <http://www.reapfoodgroup.org/Programs-Events/buy-fresh-buy-local.html>

Isthmus Beer and Cheese Fest <http://www.thedailypage.com/beercheese/>

Slow Food Madison <http://www.slowfoodmadison.org/>

Wisconsin Original Cheese Festival <http://www.wicheesefest.com/>