

Public Comments Received on 3-5 Year Strategic Economic Development Implementation Plan Draft , 11/07-3/19/08

Subject: Remarks on Economic Development Project

I would like to preface my remarks by explaining who I am since it will perhaps be relevant in interpreting my concerns. I am a 55 year old male who was born and raised in Madison and went through the Madison public school system. I have practiced law in Madison for over 25 years and feel that I am closely tied in to the business community since my practice is very largely business oriented.

To answer your questions, I offer the following:

1. 1. The next 3 to 5 years are absolutely critical to Madison's future, and promoting economic development in the community is an essential element to defining our future. Our schools are radically changing. We are also finding many more people moving here from places like Chicago. We need to make sure that we have an economic platform that will be able to provide jobs, not only for people who may be less educated than what we are traditionally used to in Madison, but also for other highly educated people who would find Madison an attractive place to live. We are absolutely in competition with Fitchburg, Sun Prairie, Verona, Oregon, etc. If those other communities create a friendlier economic environment, then the development and the jobs will go there. We will be left with a city where the schools will deteriorate further, where people will find it difficult to find good jobs and from where our stable middle and upper class flees. The state and the University have always protected us. I don't think we can continue to rely on that.
2. 2. In terms of experiences with what programs should be added, modified or removed from the City's economic toolbox, I believe that we need to make a concerted effort to simplify our processes and make them more user friendly. For example, if you try to develop in the central city, you will often have to go through the applicable neighborhood association, the Urban Design Commission, the Ped-Bike Committee, the Landmarks Commission, the Plan Commission and finally, the Common Council. At each of those steps, I have felt that the attempt is made to throw as many roadblocks up as can be imagined (and the imaginations are great) and only if you pass through each of those roadblocks are you worthy to develop in the city of Madison. Oftentimes, the direction coming out of each body will conflict with the direction given by one of the other bodies. Developers and entrepreneurs know this. I talk to people throughout the country and often I hear a remark about Madison such as "Boy, I hear that's a tough place to do business." I sense that some of the people on the foregoing commissions pride themselves on that comment. Frankly, I think that that reputation will destroy the beautiful city that we have.

We also need to use whatever economic development tools we have to encourage development. This means that we ought to be finding creative ways to use as much TIF in a project as can be justified. TIF is not a gift to a developer. It's a way we can get positive development moving in this community. And the city ought not be pigs about the repayment. The city will, through the development, be receiving an annuity through the increased tax base, which we sorely need. The city does not need to add equity kickers which only serve to dissuade people from developing here. Other sources of funds such as TEA grants should also be encouraged. The city ought to make the developer feel as if the city is trying to create reasons for the developer to want to be here. If we create that type of attitude, we will ensure that we will have the quality developers who have in the past developed here continue to work in the community that they know and love. I point out as an example the Gary Gorman/Don Miller fiasco. From what I have read (and I was not otherwise involved so I apologize if what I read was inaccurate), the city refused to open up its pocketbook to make that development possible. As a result, we still don't have anything positive happening on East Washington Avenue (and we have likely so annoyed a quality developer that one wonders whether he will continue to work here). If risk is an issue, there are ways, such as pay-as-you-go TIF, that are available and are used by other communities to reduce risk while still assisting in the development.

3. 3. My experience with other communities has generally been far more positive than what I have seen in Madison. As noted above, the goal in Madison seems to be to put up so many roadblocks that the developer chooses to just walk away (taking their jobs and their tax base with them). In other communities I have often experienced a team approach. For a recent example, in a community just outside of Madison's boundaries, the City administrator put together his entire staff team, including planners, attorneys, engineers and controllers, to show my client how its project could work. Not only did they offer TIF assistance, they helped figure out ways we could enhance the amount available. In the years to come, that city will be raking in tax dollars that the city of Madison decided to forego. That staff also assisted in working with Plan

Commission and Common Council members to make sure that those members understood the project and felt comfortable with it. If you are a developer and you have a choice between going through the process just described and the process that currently exists in Madison, which would you choose? Add in that Madison schools are deteriorating and that crime is increasing and the case for going to outlying communities just keeps getting stronger and stronger.

As I mentioned above, Madison is at a critical stage. If we do not change our modus operandi, we will become Milwaukee. Now may be the last time we have to turn things around. The process has to be top-down and start with the Mayor. We need to do all that we can to encourage development. The following summarizes some specific steps that need to be taken:

- a. a. Get rid of the Landmarks Commission, Urban Design and Ped-Bike so that we have two steps to work through—the Plan Commission and in many cases the Common Council. I am not saying ignore the issues that those other commissions deal with but incorporate them in a less intimidating and confusing way into a new simplified process.
- b. b. Create an economic development team approach that prides itself on getting deal done. Include a high level mayoral assistant (akin to a city administrator), a planner, an engineer, someone from the controller's office and an in-house legal counsel. This group should be working on how the deal can get done rather than focusing on the negatives. (I can offer some real horror stories.)
- c. c. Try to provide whatever financial assistance is legally available so long as the city can minimize its risk of loss. Pay-as-you go TIF would be one mechanism for doing so. Make the deal economically attractive for the developer since other communities will likely be doing so.
- d. d. Do not let neighborhood associations control development. We are an economic region—not just a group of neighborhoods, each trying to foist a development that they perceive to be negative off on someone else.

Thanks for listening.

Harvey Temkin

Subject: Re: 11/28 General Public Listening

Re: Session #1 -- Does "listening" mean City staff are listening to the General Public, or the other way around?

If I can be considered a part of the "General Public" and you want to listen to me (as a resident of the Town of Rutland, south of Madison and between Oregon and Stoughton), I have a few thoughts to share:

Before Madison considers too much new development, please read the article entitled: "A Generalized Meltdown of Financial Institutions" at <http://www.informationclearinghouse.info/article1877.htm>

Living in a rural area south of Madison and being the founder of the Friends of Badfish Creek Watershed, I am aware that development will increase the amount of treated effluent running into the Badfish Creek, which runs through our Township.

Eventually, we'd like to see Madison residents and those north of Madison in DeForest, etc., be able to use grey water so that less effluent will be going into the Badfish Creek. I'd suggest that Madison wait until such time that grey water can be successfully re-used before adding more households and drilling more wells, etc. Madison needs to consider that you already have some well water problems and water drainage from the lakes, in addition to needing to be assured that there's a successful program in place to prevent algae from filling the lakes.

Because Madison's development is an invitation for more people to come to the area, I know that the City of Fitchburg, the Village of Oregon and the City of Stoughton are hoping to have some of your business and resident-overflow. Some of us who live in the rural areas, however, are concerned about intrusions into wildlife preserves and losing the quality farm land to construction (at the same time I understand some farmers would happily sell their land to developers to obtain their retirement "pension").

In addition to my concern for losing farm land--which we need in order to grow safe, quality crops and have enough to feed ourselves locally so we don't have to pay high shipping costs, I'm also concerned that we are going to run out of water, especially since we are apparently already drilling into the deep aquifers. Professor Cal DeWitt of the Gaylord Nelson Environmental Institute at the UW-Madison discovered this situation while doing research in the Fitchburg area this summer. As a consequence, Dane County has budgeted for preparation in 2008 for a groundwater recharge map of Dane County. It would be detailed to the 40-acre level.

Please think beyond "how" to develop. Please start thinking in terms of "whether or not" development is desired in terms of future sustainability. Please consider the roads with impervious surfaces and what that does to our groundwater safety as well as the amount of gas and oil consumed and the depletion of those resources. We can no longer think in terms of "just" filling in wetlands and plopping cement or blacktop on land. There is a much bigger picture to consider -- the future of our children who have to live with what we build. An idea of interspersing buildings with agricultural land and prairies and wetlands might be something to consider--as well as building "up" instead of "out". I'm sure there are examples of European, Asian and other American cities we can use as role models for building sustainably in Dane County. Please start thinking "outside the box" to include the question: How can we protect our environment and assure sustainability of food and water resources?

Caroline Werner

Town of Rutland resident

Subject: Re: Economic Development

Thanks for your reply. I understand. I also want to make sure you see that we are *bus* advocates, not *business* advocates (although we are that too of course). I just want to make sure that there is acknowledgment in your plan for the importance of transportation. Motor vehicle travel, parking and transit are land use issues that necessarily impinge on businesses. In the past, development has occurred without due recognition of the importance of incorporating intelligent land use features into a comprehensive economic plan, and I hope that mistake will not be repeated.

Businesses would benefit from promoting transfer points and I see the Hilldale Shopping Area as a potential role model.

At Hilldale, parking structures ensure there is adequate parking while a number of buses run up and down University Ave. There are coffee shops where travelers can have a snack before hopping onto a bus. There are stores that cater to many needs/wants. The Union Corners development had many of these desirable features and I am unclear why that project is stalled at the moment.

The State of Wisconsin has an important role to play in supporting business. Unfortunately, the WMC is working in the opposite direction, and is no doubt laughing all the way to the bank over its victories.

I express personal opinions that are not positions expressed by Madison Area Bus Advocates.

Susan De Vos

Subject: RE: Economic Development Retreat Invitation

I am unavailable for this meeting. Thank you for the invitation.

I would like, however, to remind economic and development leaders that some communities believe that attracting older people is a facet of economic development that should not be ignored. Primary owners of new condominiums may be individuals 60+. Proximity to medical facilities and the university campus and the amenities of downtown living are important magnets to this population. Design elements, including pedestrian safety and housing considerations, may need adjustments. [I understand that UW has plans for retirement housing on its campus for alumnus and retired staff.] Therefore, I recommend special consideration of the 76 million 60+ individuals who will soon demand our attention and drive their varied and unique interests to the fore.

Best wishes, Christine

Christine Beatty, Director
Madison Senior Center

Subject: Economic Development

Madison is a wonderful town. Whenever I am traveling and am asked where I'm from, the response is inevitably something along the lines of "You're lucky. Madison is such a great city." There are many things that make Madison a great place to live, but one thing really sets Madison apart from other communities and that is its lakes. Without them Madison just wouldn't be Madison.

Economic development depends upon businesses - large and small, high tech and low, industrial and commercial - and the one thing that all businesses need to thrive is good employees. Employees are the foundation of any successful business. In our increasingly mobile society, where people can and do move about the country (and world) in search of new and better places to live and work, quality of life becomes a huge economic asset as it attracts and keeps the kinds of people that successful businesses (and successful communities) need.

One needn't search long in Madison to find people who came and stayed because of the beauty of the place, beauty that is created largely because of the lakes. The lakes are probably Madison's greatest economic asset.* Without them I'm not sure what truly separates Madison from other midsize college towns.

Any economic development plan must include, at its core, a way to protect and improve upon an economy's greatest asset. Some businesses, such as American Family, are beginning to show a willingness to invest in protecting the lakes and they should be commended for that. What is really needed, however, is a thoughtful, serious discussion amongst the business community as to how they can pull together and, in cooperation with local governments and private citizens, work to support and build upon the things that are already happening and need to happen to protect the lakes. A significant investment in the lakes is one of the most important things that can be done to ensure the long term competitiveness of Madison and its attractiveness to employers and employees alike as a place to do business and live.

This can not simply be done by Madison businesses, however. Just as transit is a regional issue, so too is protecting the lakes. Companies like Epic Systems in Verona attract good employees by not just being good employers, but because the region has a great quality of life and is a great place for young professionals and families to settle. Verona benefits. Middleton benefits. Cottage Grove, Waunakee, McFarland, Fitchburg and others benefit. The lakes are a regional asset and must be recognized as such.

In short enhanced economic development is absolutely critical but that development must not pose any new threats to the lakes. Since the lakes are absolutely at the heart of the quality of life we enjoy here it only makes

sense to incorporate their protection in a meaningful way into any new economic development planning that goes on. Not doing so would be very shortsighted for the long term economic health of our area.

* I say probably because nobody seems to have hard data on what the lakes mean economically to the community and the entire region. Funding a comprehensive economic study of the lakes and the economic benefits they bring from property values, recreation, tourism, attracting businesses and residents etc., would be high on my priority list!

Subject: input

Hello:

I think something very competitive for small business coming from minority groups is delete the condition about the owners must be citizens.

Many business from minorities, the owners are foreigner, like me. We have no chances to apply to MBE program. I know this is a State program and rules, but this is a forum where we can tell about problems we have to do business with you. Thank you,

Rafael Curutchet

Southern Services Co LLC

Input for City of Madison
11-28-2007 Listening Session
Regarding development of an Economic Development Plan

Social Justice and “good” jobs are equally important

1. **An economic development plan must emphasize social justice.** This counts with residents of Madison:

- City economic development policy should promote and expand job training and educational opportunities, particularly to benefit those members of our community who are low-income and members of minority racial and ethnic backgrounds.
- City policy should prioritize programs of economic and social aid and protection to our community's most vulnerable residents and should protect funding for such programs as part of an economic development agenda.
- City policy should seek opportunities to make affordable, quality health care benefits available to small businesses and the self-employed
- In granting contracts and economic support for development projects and when purchasing goods and services, the City should prioritize and favor locally owned firms, unionized firms and firms with a proven track record of recruiting and hiring a diverse workforce.
- Investment of economic development monies into community development helps economic development by providing the skilled workforce, social safety nets and quality-of-life infrastructure needed for attracting and insuring the success of new businesses. In other words, economic development investment in social justice enables strong economic development.

2. **An economic development plan must create good jobs:**

- Minimum wage jobs that meet the standard of a living wage and are indexed to inflation

- Offer a career path towards improvement.
- Support mechanisms and training to allow for advancement

3. If jobs created by economic development are not “good” jobs, there will be a negative benefit impact, creating additional burdens on the community from low wage earners in areas such as:

:

- Education
- Social Services
- Housing
- Public safety

Growth for growth’s sake gets us nowhere

Unbridled economic development simply to raise the tax base and to “grow” the economy can have hidden costs that make it undesirable, such as:

- Increasing population without providing accompanying public and social infrastructure. Example, who is going to pay for the new roads, new schools, public works, social services (especially if the new jobs are marginal ones),

Density is very important and spending TIF and other monies to accomplish this *does* aid economic development indirectly (example: enabling better public transit).

- It is short-sighted to simply say projects to increase density are for “neighborhood improvement” rather than for economic development.
- The opposite of density is sprawl which impacts agricultural land – an important “local” resource and it places additional stress on the area transportation networks.

The charge has been leveled that there are people in the Madison community who don’t want economic development.

- The issue isn’t economic development vs. no economic development. The issue rather is what kind of economic development do we want? It is more accurate to say that there are people in the Madison community who don’t want unbridled, thoughtless economic development.
- Growth for the sake of growth can be detrimental (more traffic, stress on infrastructure, more crime, additional burdens on schools, housing, a larger economically disadvantaged population, etc.).

What could be more inherent to Madison’s Culture than the Wisconsin Idea?

Emphasize the “Wisconsin Idea” in economic development planning, meaning a close partnership with the UW’s capacity for generating new business should be a major focus of any economic development focus and spending.

This partnership needs be applied to generating a broad range of job types, not just high-tech jobs.

Coordinate with surrounding Communities

Economic development must be coordinated between all the Counties boarding the Madison Metropolitan area. This applies to:

- Coordination and delivery of social services and infrastructure
- Developing solutions
- Creating regional authorities to solve problems that span municipal boundaries
- Developing appropriate revenue streams to fund solutions and multi-jurisdictional entities

Invest in local and basic sector industries

Investment in basic sector companies should **focus on locally grown businesses whenever possible**. Local companies have more of a commitment to the community and given Madison's resources and with the UW as an economic engine, there should be a broad range of such investment opportunities without needing to cater to national and multi-national corporations that have no such community ties.

If Madison does invest **in attracting an "outside" business, it should do so when that business is a basic-sector business** (i.e. not a retail business, restaurant, etc.), and when:

- That business does not compete directly with existing locally-owned businesses
- That business provides good-paying jobs and good career ladders
- Factors exist to insure that business will make a long-term commitment to the community.

Regarding both non basic-sector and basic-sector businesses, **investment of city resources should favor those businesses that re-circulate dollars within the local economy.**

- Example, a business that uses banking, accounting, and other sourcing from outside the community is basically draining money from the local economy.
- Preference should be given to businesses that re-circulate dollars by using other local businesses and that invest profits locally.

Development must be sustainable

The City should critically evaluate prospective development projects to fully understand any potential environmental and economic impact.

Preference should be given to initiatives and programs that promote energy efficiency and the use of renewable energy by the City of Madison and its residents.

Leverage the use of TIF financing

- City policy should require businesses that receive economic subsidies, including Tax Incremental Financing (TIF) funds, from the City to pay their employees a living wage, indexed to inflation and provide health insurance benefits.
- TIF should be used to support projects that would not otherwise occur and where there are clear public benefits, economic and otherwise, and include Public Benefit Agreements.
- The location and scope of TIF districts should be driven by priorities set by the City.
- There should be a uniform application of minimum financial feasibility criteria for funding TIF Districts.
- There should be tangible, measurable economic benefits from developers receiving Tax Incremental Financing and developers who fail to produce these results should be required to repay the TIF subsidy with interest.
- City policies should promote and expand affordable and accessible public transportation options to promote economic development along transportation corridors making jobs and commercial activities more accessible.
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In conclusion

City policy should promote economic development that:

- Benefits the general public in ways that favor and further the creation of family-supporting jobs; equal opportunity; a rising standard of living; a more equal distribution of wealth and workers' rights.
- Preserves the environment
- Strengthens neighborhoods
- Is guided by local resident associations
- Follows neighborhood plans
- Pursues transit, bicycle and pedestrian friendly designs
- Improves the quality of life of all city residents.

From:

Rick Richards

Member of Dane Buy Local

Chair of the Economic Issues Task Force, Progressive Dane
(608) 255-5023
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Subject: City 3-5 Year Economic Development Plan

Zach,

I just read the news article about the City's 3-5 Year Economic Development Plan and a session tomorrow night. I can't be at the session, but I do have a concern after looking at the report.

I quickly read over the draft of the plan and I think it leaves out a certain population in our community. Through my church, I have a prayer partner that has really opened my eyes to the problems that people who have been in prison face when they re-enter the community. The following is an excerpt from a talk she gave in church this past Sunday.

Wisconsin's prison population has doubled since 1995 and the state corrections budget is over a billion dollars. Thousands of Wisconsin men and women are now in prison – disproportionately black men and women, shattering families and endangering children. When they return to the community many find limited resources and hands in helping and healing, so they return to prison and the cycle continues with far reaching consequences for our lives in Wisconsin...

Middle Passage II - The Lifecycle of Re-Entry intends to head off the trend of lost lives by using a faith-based approach to provide teaching/learning tools to help heal the hurt and begin to prepare a place for people to put their lives together with a positive purpose in mind.

When is the last time you wrote a letter to a friend or family member you know is in prison? We all know someone in prison. We have come to regard people in prison as the throw away portion of the population and this needs to change!

According to the United Way of Dane County, there are 600 ex-prisoners that return to the Madison area each year and if nothing is done to help them, 400 will end up going back to prison. Their families are devastated, they can't get jobs or housing and most of them need education and job training. Many of these people and their families become forgotten in the community and don't show up in the unemployment statistics. If they can't find a way to contribute to the community, then they just become a drain on the community. If given a chance and some basic skills, they can become productive contributors to the local economy and the costs to the community go down.

I recently read that it costs \$50 to provide a six week job training program to someone in the Allied Drive area. Then I hear that people have to pay \$2,500 to get a good parking spot at the Kohl Center. This is the same amount of money that would fund 50 people in a job training program!

Please see the attached Education and Employment and Reentry Briefing Paper. It does a good job of explaining what challenges ex-prisoners face and what is successful in making them productive in the community again. Many of these ex-prisoners could be filling important service related jobs in our community and contributing to the economy instead of being a drain on it.

The U.S. Department of Labor has taken a strong position supporting successfully re-integrating ex-prisoners into our local economies. Please see the attached documents.

I hope that as we develop an economic plan for Madison we can make sure that we don't leave out entire classes of people that could contribute to the economy, but appear to be overlooked by this draft plan.

I've blind copied my friend with the message.

Thank you for all of your work on this!

Bill Patterson

To: Tom Tichnor

Fr: Lori Kay, UW Director of Community Partnerships

Re: Planning workshop follow-up

Hello Tom,

As I mentioned to you at the workshop, I'll offer a few follow-up thoughts:

First, your consulting study is an excellent effort on the City's part that should result in good improvements.

Second, my ideas for a brand/slogan/mantra are along the lines of "Growing for Good" or "Good Growing," or "Good to Grow," etc., etc., all following your 'grow the pie' metaphor.

Third, the business community needs to be engaged from the beginning in planning/participating in some mayoral initiatives or new projects that they support. A sense of trust and better communication need to be fostered and then nurtured--relations have recently been quite damaged.

I'd put in a plug for Matt M. as a great potentially effective liaison, however. As Chair of the BID Board, I've been very pleased to work with him.

Fourth, I would pass along what I've heard from others: perhaps in the future, separate events for City staff and community might be better, at least initially, maybe culminating in a joint endeavor/report out session. This might help create a balance between critiques and risk-taking (in speaking out). Staff could meet together and evaluate community ideas or recommendation, as well as add their own.

I also serve on the Downtown Madison Inc. Board (ex officio) and the Greater Madison Convention and Visitors Bureau Board, both of which have just completed significant visioning studies. A final thought is that perhaps an ad hoc group from all the relevant groups might study ways to integrate and/or create a joint agenda or strategic plan based on all of the new data and recommendations.

The above are just comments and ideas. I look forward to the draft report and getting to action!

Thanks,

Lori M. Kay

Director, Community Partnerships

Office of the Chancellor

Subject: Strategic Economic Development Implementation Plan

Most opinions expressed to you about Madison's Strategic Economic Development Implementation Plan will primarily be made by employees who are on the government payroll suckling on my tax dollars and are "Progressive Dane" operatives.

With that being said, I, a hard working Republican of Libertarian persuasion who has little precious time for this "opinion" nonsense, express my non-"Progressive" opinion by offering 3 simple steps to Madison's Strategic Economic Development:

- 1) Eliminate Government (eliminate government jobs)
- 2) Agressively Cut Taxes (especially business taxes)
- 3) Require all remaining government employees who can read to study "Liberal Fascism" by Jonah Ginsberg and "Free to Choose" by Milton Freedman.

Having done all of the above you will have saved my tax money by NOT splurging on an unnecessary Strategic Economic Development Implementation Plans and will have succeeded in economic evelopment never-the-less.

The last item may seem unusual but most government employees have plenty of free time on their hands. Just read their work-time posts on "Progressive" blogs. I am sure you can relate.

Ciao! - A 1988 UW Graduate relocating out of Madison.

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7 March 2008



Mr. Michael Gay
City of Madison
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Re: Comments regarding the Draft Economic Development Implementation Plan dated February 20, 2008

Dear Mr. Gay:

I read with great interest the 47-page outline addressing issues of concern related to the economic development climate in the City of Madison. I was asked to provide commentary which I did make at the meeting of the City of Madison Business Improvement District Board Meeting of March 6, 2008. What follows are my comments regarding the draft Report, as well as my own perspective regarding the economic development climate in this community.

I am currently a member of the City's Business Improvement District and until 1998, worked for the City of Madison for 30 years in the area of human resources, and then later as an Assistant City Attorney, during which time I was exposed in a very intimate way to how the City of Madison does business internally, as well as how it does business with external entities. Over the last decade, I have represented individuals and businesses which have either been prosecuted by the City or required the City's forbearance with respect to alcohol beverage licensing, zoning and other issues. Hence, I think it is fair to conclude that I have seen the process from the inside and the outside.

One thing that is abundantly clear to me is that the City of Madison bureaucracy is not friendly to the private sector along the entire spectrum of City services from planning to prosecution. All too often, in my experience, I have seen City bureaucrats exercise their discretion in a way that is reflective of the notion, "I am doing what I am doing because I

can," rather than determining whether the end result is fair, just or promotes economic vitality within our community.

One of the central problems to effective promotion of economic development in this community is the political structure which is, unfortunately, not uncommon statewide. That structure includes a relatively weak Mayor and a relatively weak Common Council. Just as nature abhors a vacuum, power is exercised somewhere. That power is exercised relatively strongly by the bureaucracy -- people who get a regular paycheck every two weeks and people who are not elected. That is an institutional problem that can only be overcome if elected officials are more assertive with regard to the direction of the bureaucracies that they govern.

Over the past quarter century or so, I have seen the power of neighborhood associations grow dramatically. Neighborhood associations by their very nature reflect the interests of their members. What they lack is an overarching vision that is reflective of things that are important to the community at large. In terms of the political process, there is not an alderperson of whom I am aware that is not looking in his or her rearview mirror at the president of the neighborhood association from the perspective of wondering whether that individual will run against the alder in the next election. That puts incredible pressure on alderpersons to strongly defend the interests of their neighborhood associations to the detriment of larger community concerns.

There also appears to be a culture in this community that idolizes Madison's quality of life. I certainly appreciate the quality of life in this community and it is an important component. However, I think there is too little recognition of the fact that quality of life can only be attained through vibrant economic activity. After all, at the end of the day, quality of life lives on the tax generation of economic vitality. I believe there is too little public appreciation for the relationship between vital economic development activity and quality of life. In order to sell economic development in Madison, public officials need to communicate very effectively, that quality of life is inextricably bound to economic development.

From a regulatory perspective, I find it interesting that all ordinances being considered by the City of Madison must have attached to it a fiscal note signed by the comptroller so that policymakers have that necessary fiscal information in terms of making a decision about a particular public policy. In certain other governmental contexts, environmental assessments are required of certain legislation to determine that environmental regulations are not violated under existing law. It seems to me that it would also be wise to require an economic development assessment with every piece of new legislation so that the policymakers have before them an understanding of the impact that the regulation could have on economic development. This is not so much designed to put economic development on

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the alter so much as it is to assure that in its policymaking judgment, economic impacts are taken into consideration.

I also note that the Economic Development Commission is largely composed of members who are employed by the government or by private non-profit entities, many of whom rely upon government funding to do what they do. I think a strong, effective economic development commission requires a larger percentage of members who are actively involved in running private, for-profit business entities.

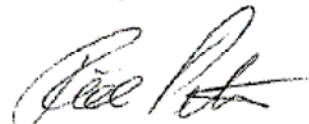
In a related way, it is significant to note that if a business entity from outside the area is seeking to develop a facility in Madison, that company is very unlikely to make a phone call to the Mayor or the County Executive. What that entity will do is call another business person in the community so that they get a lay of the land from their business perspective. Without maintaining a strong relationship with the business sector in this community and a commitment from that business sector to promote Madison as a business friendly atmosphere, no plan, regardless of how comprehensive, will succeed. Despite the ubiquity of modern communication, word of mouth is still of high significance, particularly with the business community. Business people talk to other business people.

If you agree that a private sector buy-in is critical, a sea change will need to occur. Given the long-term perception of hostility by the business community about governmental action, the business community will need to really believe that the City is as committed as they are. Providing that comfort will not come easy and will require much more than the adoption of an economic development policy. If this cannot be accomplished, just put the plan on the shelf like so many other consultant generated reports.

Please feel free to share this with whoever you wish.

Thank you for the opportunity to make these comments.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Petri", written in a cursive style.

Rick Petri

11/29
PM

City of Madison – Economic Development Plan

Opinion:

City should play a limited role...leverage existing resources and initiatives from private sector and other strategically targeted public and nonprofit efforts (i.e. WIRED grant)

WIRED Initiative [\$5 mil, 3 years]
Talent Development
Sector...
System...

How do we leverage this initiative and the regional economy paradigm?

What does the city view as EDC's/WDB's/REDE's role?

Job creation goals are very difficult to measure/evaluate...as state audit has shown, often fall through the cracks. *How can Madison avoid this common pitfall as we seek to strategically invest our limited resources to enhance 'good' business and creation of economic opportunity for all?*

As a CDBG commissioner, our Business Development resources are pretty small:
2006: 14.1% of total funds: \$1.064 mil on A. and 138K on B.

- A. Business Creating Jobs [jobs created which meet wage standard levels or create advancement opportunities, with 51% for LMI]
- B. Micro-business (small business entrepreneur)
[Business created and viable after 4 years]

Is the city willing to prioritize specific goals that benefit the low income and minority communities?

Ideas:

Talent Development-
On the Job Training / Mentoring Component Strategy (modified internships/apprentices)
System Development-
Collaborate with Pat Schramm and the WDBSCW on Talent/Workforce Development
Sector Development-
Continue identifying our natural strengths and assets (land, research university, etc)
Social Development-
Reach out to and invest in low income and minority communities to train (in school)

Opinion on recent news events...

It is a myopic, short-sighted view of progress in our economic development activities as a city which seeks to separate out workforce and community development from economic development.

Keep city's benefits for city residents

Madison has released a draft economic development implementation plan, which I encourage city residents to review. Then they should let the mayor and their representatives know what they'd like from our city's economy.

The draft plan promotes economic development as a means to create quality jobs for city residents and expand the tax base. While creating quality jobs is a great goal, how do we assure they are filled by city residents when there is only a 2.5 percent unemployment rate and half of city jobs are for non-resident commuters?

Won't these new jobs just generate more sprawl or increase the resident/non-resident income disparity identified in the plan? Will the expanded tax base from new businesses pay for required services and infrastructure, or increase existing property taxes?

I'd like the plan to identify more ways for Madison residents to benefit from the city's prosperity and recoup the cost of providing the services and infrastructure. With the good economic conditions described in the draft plan, we can afford to be more progressive and think outside of the box of trickle-down economics.

Approaches might include supplementing or replacing city property taxes with a municipal income tax like that used in Michigan or Ohio. Or using tolls so all those coming to Madison for work, play or business will contribute to maintaining the city.

— Steven Klafka, Madison

WSS
3-17-08

Subject: Housing Committee Thoughts on ED Listening Sessions

At its December meeting the Housing Committee noted the listening sessions and authorized my submitting brief comments. The main concern of the Committee was that an economic development strategy for Madison *must* include a housing component in order to be successful.

Given that the population growth in Dane County is continuing year in and out, the amount of land is limited, and housing production costs continue to rise faster than incomes, and, given that federal housing resources are not growing, a deliberate strategy for an adequate supply of “workforce housing” is essential to limiting upward pressure on wages.

In addition, developing public transportation choices serves workers and their families as well the direct environmental impacts that limiting automobile use in the City provides.

The Housing Committee is available for collaboration with the Economic Development Commission, in addition to our participation on the TIF Policy Committee on which two of our members serve.

Thomas Hirsch, AIA, chair
City of Madison Housing Committee

Subject: Economic Development Plan

Here are my comments regarding the Economic Development Plan:

1. Transportation. Historically, great cities have grown up around ports. Ports, railroads, canals, roads, airports, etc. are very important to economic development. For Madison, I recommend that we have a section in the report that deals with transportation and includes recommendations for commuter rail as recommended in the Transport 2020 plan, better airline schedules and connections, repairs to our roads and new roads as needed (for example hwy M near the new UW research park), high speed rail connections to Chicago, Milwaukee and Minneapolis with a station at Monona Terrace, maintain and improve Metro bus service, and planning for streetcars as a future phase of the Transport 2020 plan.

2. Education. No mention is made of the Madison Metropolitan School District. Madison public schools are important to our economic development. Our public schools are where we train many of our future leaders, business people, creative thinkers, and workers. Our public schools must be high quality in order to attract families to locate in Madison. Currently, we have excellent public schools but the quality is stagnant, no longer improving, and in danger of declining.

3. Land for development. In addition to the East Washington Build, I recommend that we include other areas that have land available for development that could support major new employers. In my district, this includes the Hill Farms site. There are also possibilities for redevelopment of the area around Vernon Blvd, between Segoe Rd and Midvale Blvd. Throughout the city, there are many areas that can be identified, including the Royster-Clark site and Northside site mentioned by Alder Clausius.

4. City Market and Mayor Dave's Obihiro Idea. The new market can be both an attractive place to visit that contributes to the quality of life and an economic development tool. The Obihiro Idea is for the city to start small restaurant incubators that help places get started with the idea that they would later expand. This could be

located with the market. It could be expanded to include other businesses such as clothing stores, gift shops, book stores, art galleries, etc. I suggest that the market and incubators (Obihiro Idea) be located in conjunction with the new hotel near Monona Terrace and a future rail station.

5. Tourism. Tourism is a good way to bring visitors and their money (economic development) into the city.

6. Cross-reference other plans. Other city plans and reports, such as the Comprehensive Plan and the Platinum City Bicycle Report, have important recommendations for improving our sense of place and quality of life, which are important for attracting a highly skilled work force.

Thanks for considering these ideas.

Tim