

ECONOMIC DEVELOPMENT STRATEGY

DRAFT "WORK-IN-PROGRESS" PRESENTATION TO COMMON COUNCIL



3-16-15





EDC Strategy Subcommittee THANKS!



**Mark Greene,
EDC Chair**



**Ed Clark,
Subcommittee Chair**



Meghan Blake-Horst



Pat Schramm



Craig Stanley



Alder Mark Clear

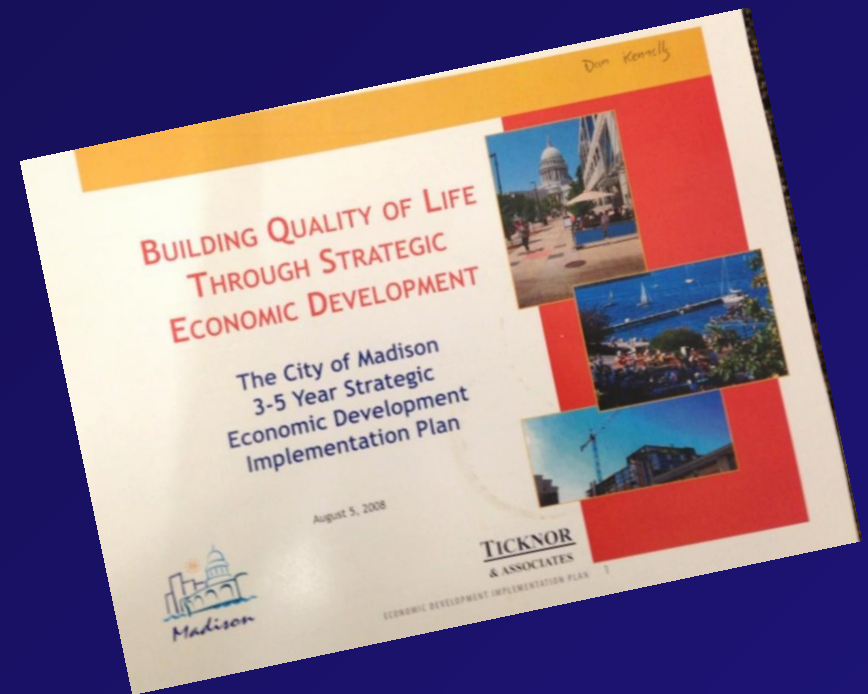


MARCH 16, 2015



2008 Plan Implementation

- ✓ TIF Policy
- ✓ BRE Program
- ✓ Capitol East District
- ✓ Division Staffing
- ✓ Zoning Modernization
- ✓ Website
- ✓ Research/Industrial Parks
- ✓ Development Review Process Improvement





Inputs and Oversight

- **DATA ANALYSIS**
- **STAFF TEAM**
- **EDC - OVERSIGHT**
- **EDC SUBCOMMITTEE - DETAILED GUIDANCE**
- **ECONOMIC SYMPOSIUM (SEPT. 2014)**
- **COMMUNITY MEETINGS (SEPT/OCT 2014)**
- **PRESENTATIONS OF DATA TO VARIOUS ORGANIZATIONS**

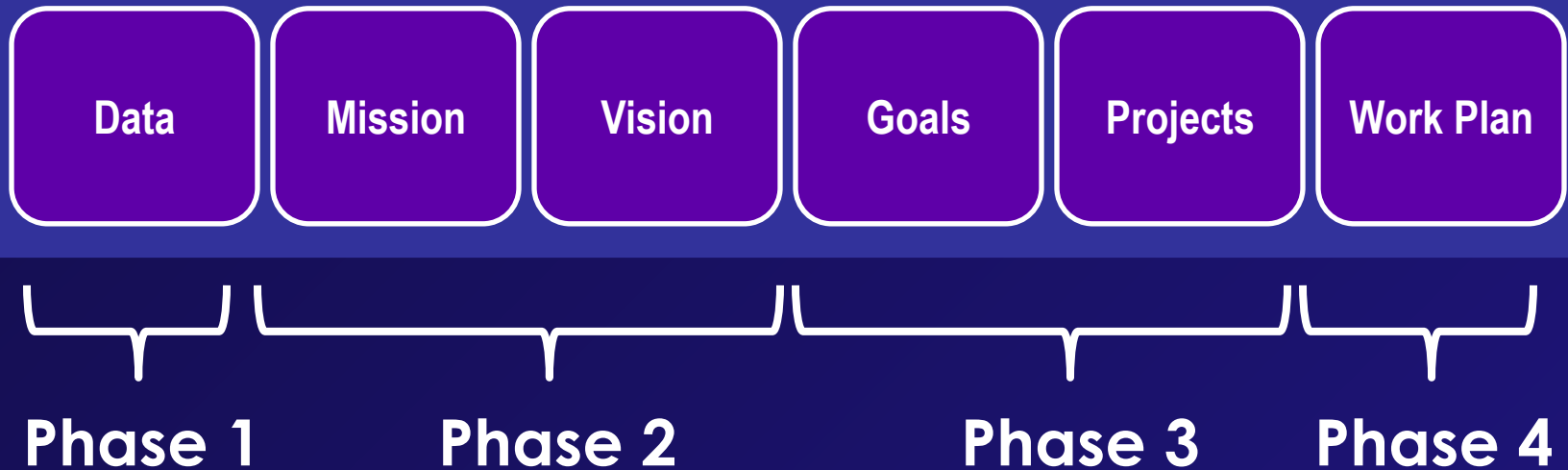


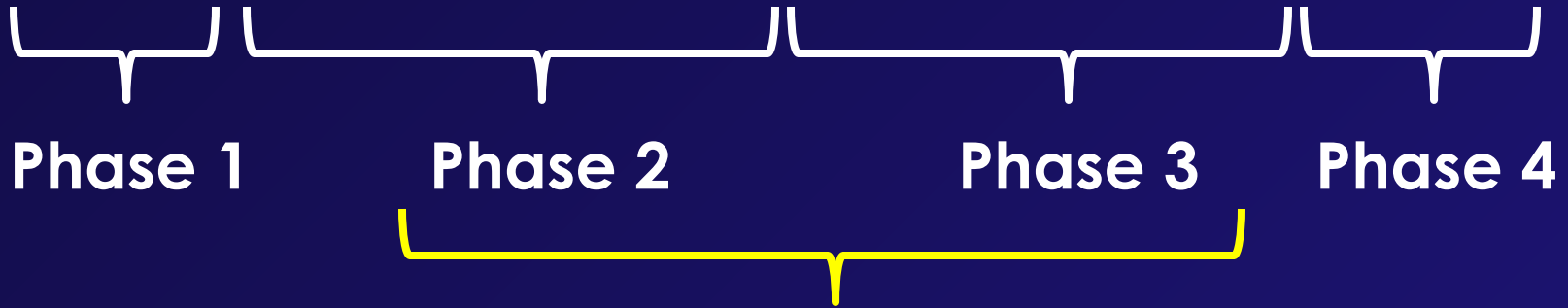
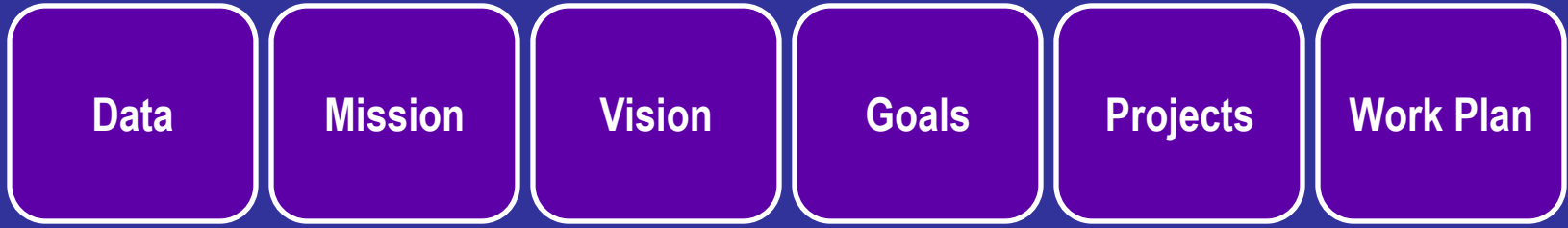
Caveats, & Things to Keep in Mind

1. This is a **work-in-progress**. It's all open for discussion
2. Differentiate between what ***is*** economic development vs. what's ***important*** to economic development
3. Today is focused on **broad goals** and **potential projects** - the implementation plan (funding, metrics, assignments of responsibility) is a next step
4. There are multiple **audiences and users**
5. The goal isn't a document, the goal is a policy guide and work plan that **drives decisions in the months and years ahead**



Structure





TODAY'S FOCUS

Data

Mission

Vision

Goals

Projects

Work Plan

10 TAKEAWAYS FROM THE DATA

ASSETS & OPPORTUNITIES

1. We are an “Economic Engine” for Wisconsin
2. “EPIC babies”
3. Tap UW horsepower
4. Bio/health/IT/Food
5. We’re growing & changing

CONCERNS & CHALLENGES

1. Tax base distribution
2. Future of perimeter neighborhoods
3. EPIC Dependency
4. Achievement gap & future workforce
5. Equity and opportunity

Data

Mission

Vision

Goals

Projects

Work Plan

3 Components

- **Create jobs and businesses**
- **Grow Tax Base**
- **Expand Economic Opportunity**

Data

Mission

Vision

Goals

Projects

Work Plan

4 Themes

- **Innovation**
- **Talent**
- **Opportunity**
- **Place**

Data

Mission

Vision

Goals

Projects

Work Plan

**So Far, 8 Goals and a
Few Potential Projects
For Each**

Data

Mission

Vision

Goals

Projects

Work
Plan

Not Started, Will Include:

- Prioritization
- Responsibilities
- Partnerships
- Funding Strategy
- Success Measures



PUBLIC INPUT PROCESS (SO FAR)

- **ECONOMIC SYMPOSIUM (SEPT. 2014)**
- **COMMUNITY MEETINGS AT VILLAGE ON PARK (SEPT. 2014)**
- **COMMUNITY MEETING AT WARNER PARK (OCT. 2014)**
- **PRESENTATIONS OF DATA TO VARIOUS ORGANIZATIONS**



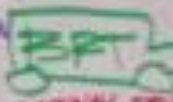
Vision



PLACE

Goals
HOW DO WE GET "EDGY"
IN A COMMITTEE
STRUCTURE
MMSD
change structure
add to it

→ BUT DOES SAN FRAN
CLIQUE DO?
LIVE + VISIT
WANT TO BE
HERE THIS WAY!



SCHOOLS
AS COMMUNITY
LEADERS

TRIST
COX
BE LIKE
PROJECTS
LRT

IS IT BEAUTIFUL
VS.
IS IT BIG?



AMBIENT EQUALITY
NEEDS/FOOD
UTILITIES!



TAP INTO STRENGTHS
VS. FORGIVE IT

PHILANTHROPY
CORPORATE
EXAMPLES

DOMINANT IN WEST/LEFT-TOWNE/NEIGHBORHOODS
+ RETAIL
& SERVICES



FOOD RETAIL
ACCESS

UPGRADE
INFRASTRUCTURE
BUT RETAIN PLACE IN
PROCESS

PLACE-BASED
CURRICULUM
EX-GEOMETRY IN THE CITY
APPLIED LEARNING

NOBEN WATERFRONT
CENTENNIAL / PARK ST

CAP EAST
ASSEMBLY
DEVELOPMENT

★ HEC / NOBEN
REGIONAL
TRANSPORTATION
DISTRICT

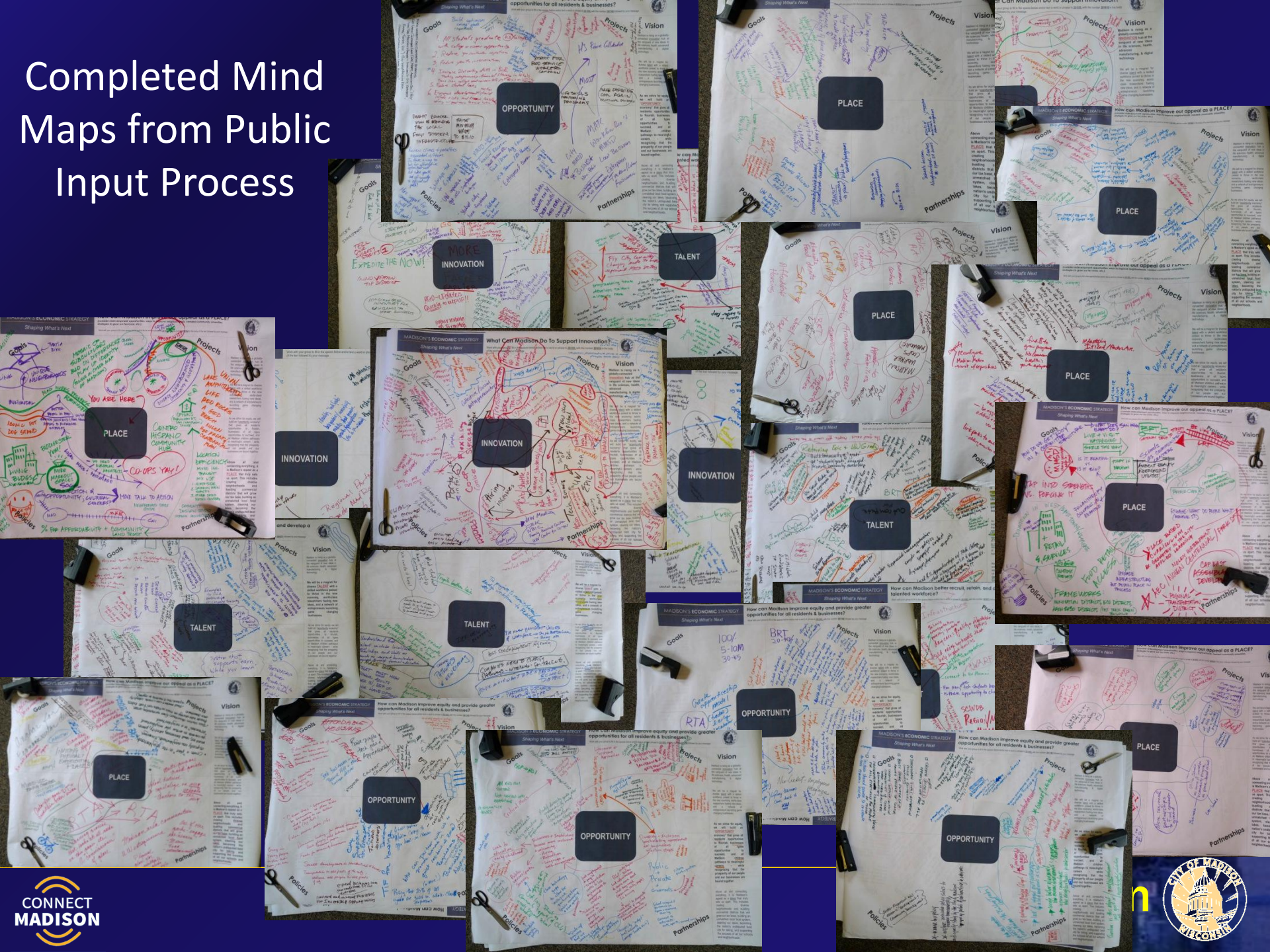
Partnerships

THANKS TO
MADISON FOR
POLICIES

FRAMEWORKS:
INDUSTRIAL DISTRICTS, ECO DISTRICTS,
MADISON DISTRICTS (THE TRAIL GREEN)
BELLWETHER

Have all and connecting everything it is Madison's appeal as a PLACE that truly sets us apart. This includes creating vibrant neighborhoods and bustling commercial districts that will grow our future building an...
...for the...
...and supporting the success of all our schools and neighborhoods.

Completed Mind Maps from Public Input Process



Common Themes and Ideas From the Symposium and Community Meetings

1. Education and career pathways
2. Transportation
3. Redevelopment of commercial corridors
4. Entrepreneurship
5. Partner with the University
6. Retain Epic grads and spin-outs
7. New models for business (i.e. coops)
8. Food
9. Developing and keeping young people
10. Expanding opportunity & addressing racial equity



8 GOALS



8 GOALS

- 1. CONNECT** Madison businesses with talent, capital, facilities, ideas, and new markets to foster innovation and entrepreneurship in all sectors.
- 2. CONNECT** Madison's prosperity, jobs, and economic opportunities to people and communities that are disadvantaged, disenfranchised, and disconnected from the growth of the local economy – with a particular focus on career paths for young people.
- 3. CONNECT** Madison's real estate development and redevelopment opportunities with unmet market demand and work to develop key sites and corridors.
- 4. CONNECT** Madison residents and businesses to their City government by making Madison a model of civic innovation.



8 GOALS CONT.

5. **CONNECT** the region's robust food system to our economy and embrace food's role as a platform for community-based entrepreneurship and wealth-building
6. **CONNECT** Madison's large bicycle industry cluster, identity as a bike-friendly city, and appeal as a destination for bicycle-based recreation and tourism to become the bicycling epicenter of North America
7. **CONNECT** Madison with an efficient and technology-enabled multi-modal transportation system.
8. **CONNECT** Madison's various creative industry sectors (arts, music, theater digital technology, graphic design, gaming design, etc.) to build stronger links between these disciplines and enhance creative industries as an economic driver and visitor draw



GOAL 1: CONNECT Madison businesses with talent, capital, facilities, ideas, and new markets to foster innovation and entrepreneurship in all sectors.

Projects & Initiatives

1. Continue to invest in “innovation infrastructure”
2. Create a one-stop shop for business needs
3. Expand the City's Business Retention, Expansion, & Recruitment programs
4. Increase Coordination with UW Madison commercialization efforts
5. Support broad-based entrepreneurship including IT and Non-IT (e.g. food, advanced manufacturing, services, construction)
6. Identify and support Innovation Districts as areas of the City that will be hubs of innovation in specific industry sectors



GOAL 2: CONNECT Madison's prosperity, jobs, and economic opportunities to people and communities that are disadvantaged, disenfranchised, and disconnected from the growth of the local economy – with a particular focus on career paths for young people.

Projects & Initiatives

1. Create the "Madison Promise" program that would guarantee that every Madison HS student a pre-career experience (internship, mentorship, etc.).
2. Create neighborhood "business support liaisons"
3. Increase the level of minority contracting for city projects
4. Support workforce training programs linking potential workers to the needs of local companies
5. Leverage the Public Market District as a platform for minority food entrepreneurs
6. Enhance the City's Childcare Assistance Program in partnership with employers
7. Create **Opportunity Zones** where the City targets economic development programs and resources to foster greater economic opportunity



GOAL 3: CONNECT Madison's real estate development and redevelopment opportunities with unmet market demand and work to develop key sites and corridors.

Projects & Initiatives

1. Create a Robust Land Banking Program
2. Introduce Fiscal Impact Analysis Into Development Review Process
3. Support efficient, compact, multi-use, and transit-oriented development and redevelopment on key commercial corridors
4. Build on the City's recent TIF policy updates and create a comprehensive and clear citywide TIF strategy
5. Identify "Nodes and Destination" as areas where the city will conscientiously target and provide incentives for multi-use, transit-oriented activity centers.



GOAL 4: CONNECT Madison residents and businesses to their City government by making Madison a model of civic innovation

Projects & Initiatives

1. Utilize opportunities for crowd sourced governance and virtual committee meetings
2. Establish customer-service kiosks for some city functions
3. Create a multi-platform “customer response” system for the City
4. Make the City a laboratory for beta-testing and prototyping technology
5. Explore the potential of creating a city "Chief Innovation Officer" focused on keeping the city at the forefront



GOAL 5: CONNECT the region's robust food system to our economy and embrace food's role as a platform for community-based entrepreneurship and wealth-building

Project & Initiatives

1. Implement the Madison Public Market District as a catalyst
2. Explore the development of a Food Innovation Center
3. Create a Startup Business Grant/loan program targeted to minority food entrepreneurs
4. Encourage Local Food Purchasing by Institutional Food Buyers (including grocers)
5. Coordinate a network of fresh produce retail operations in partnership with neighborhood grocers
6. Coordinate with Madison College, FEED Kitchens, and the Wisconsin Food Hub Coop as key food infrastructure and training facilities



GOAL 6: CONNECT Madison's large bicycle industry cluster, identity as a bike-friendly city, and appeal as a destination for bicycle-based recreation and tourism to become the bicycling epicenter of North America

Project & Initiatives

1. Direct outreach to area bike industry companies and potential recruitment of suppliers and customers
2. Continued improvements to bike infrastructure throughout the city
3. Attract additional bike-related events to the city
4. Achieve Platinum Bike Status
5. Create events and programs focused on advanced manufacturing, custom fabrication & prototyping in the bike industry



GOAL 7: CONNECT Madison with an efficient and technology-enabled multi-modal transportation system.

Projects & Initiatives:

1. Analyze the economic development benefits of improved transit in Madison
2. Conduct a survey of local businesses to gauge the transportation needs
3. Create a staff team focused on integrating emerging transportation technologies and services
4. Leverage transit (particularly transit stations) as catalysts for development
5. Focus transit investment on connecting job opportunities with people who need jobs.
6. Evaluate opportunities for strategic consolidation of parking in key activity centers



GOAL 8: CONNECT Madison's various creative industry sectors (arts, music, theater digital technology, graphic design, gaming design, etc.) to build stronger links between these disciplines and enhance creative industries as an economic driver and visitor draw

Projects & Initiatives

1. Support the development of additional music/entertainment venues and the success of existing venues
2. Incorporate arts and design into the planning of infrastructure projects and public facilities
3. Convene events that highlight different elements of Madison's creative industry sectors
4. Support the incorporation of gallery spaces, performance venues, and other creative expressions into existing businesses
5. Promote more cultural/historic/arts-based tourism

- 1. Refine Mission/Vision/Goals**
- 2. Hone in on projects / initiatives for each goal**
- 3. Meet with key partnering organizations**
- 4. Host Round 2 of public engagement**
- 5. Refine based on feedback**
- 6. Develop Work Plan**
- 7. Create draft of the complete package**
- 8. Host Round 3 of public engagement**
- 9. City committee review**
- 10. Common Council Adoption**

Discussion Prompts

What
Excites
You?

Any
questions
about the
Data?

What
projects
are
priorities?

What do
you love /
hate?

What's
Missing?

What
Goals
should be
top
priorities?

Who else
should we
talk to?

Are you on
board with
the
Mission/
Vision?



ECONOMIC DEVELOPMENT STRATEGY

DRAFT "WORK-IN-PROGRESS" PRESENTATION TO COMMON COUNCIL

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