

An aerial photograph of the Oscar Mayer campus in Columbus, Ohio. The image shows several large, multi-story brick buildings, parking lots, and a baseball field. A highway with a '113' shield is visible in the lower right. The text 'Oscar Mayer Strategic Assessment Committee' is overlaid in large, bold, black font. The date 'April 9, 2018' is overlaid in the bottom center. The background is a semi-transparent blue gradient at the top.

# Oscar Mayer Strategic Assessment Committee

**April 9, 2018**



- 1. Call to Order / Roll Call**
- 2. Approval of Minutes – March 13, 2018 Meeting**
- 3. Public Comment**
- 4. Disclosures and Recusals**
- 5. General Updates and Announcements**
- 6. Equitable Development Presentation**
- 7. Economic Development**
  - Connect Madison**
  - Regional Economic Development Strategies**
  - Market Data**
  - Workforce**
- 8. Environmental Issues**
- 9. Owners Status Report**
- 10. Initial Study Area Boundary Discussion (continued)**
- 11. Adjournment**

## Equitable Development

<https://policylink.zoom.us/j/6762958057>

# Equitable Development: The Path to an All-In Madison

Presentation for the Oscar Mayer Strategic  
Assessment Committee  
April 9, 2018



**PolicyLink**

Lifting Up What Works®

**PolicyLink** is a national research and action institute advancing economic and social equity by Lifting Up What Works.®

**All-In Cities**, an initiative of PolicyLink, accelerates the work of government leaders and community advocates to advance racial economic inclusion and equitable growth.

**All-In Cities:**  
Building an Equitable Economy  
from the Ground Up

**PolicyLink**



## Overview

- 1. Why Equity Matters to City Futures**
- 2. Madison's Equity Imperative**
- 3. Defining Equitable Development**
- 4. Principles & Practice**
- 5. Resources**

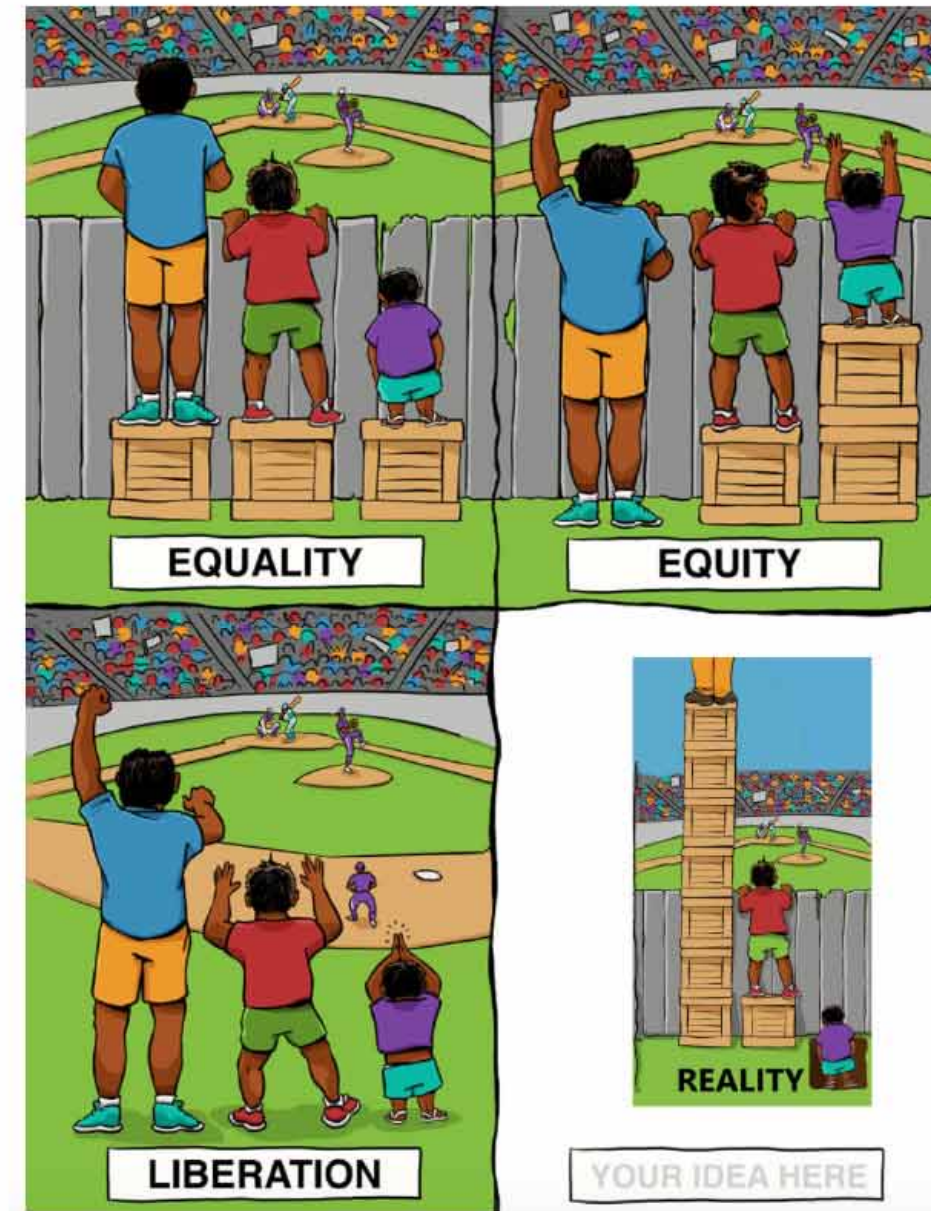


## What Is Equity?

Equity is just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

Attaining equity requires eliminating barriers and providing people with the optimal opportunity to thrive.

**Source:** Center for Story-Based Strategy and the Interaction Institute for Social Change, the4thbox.com



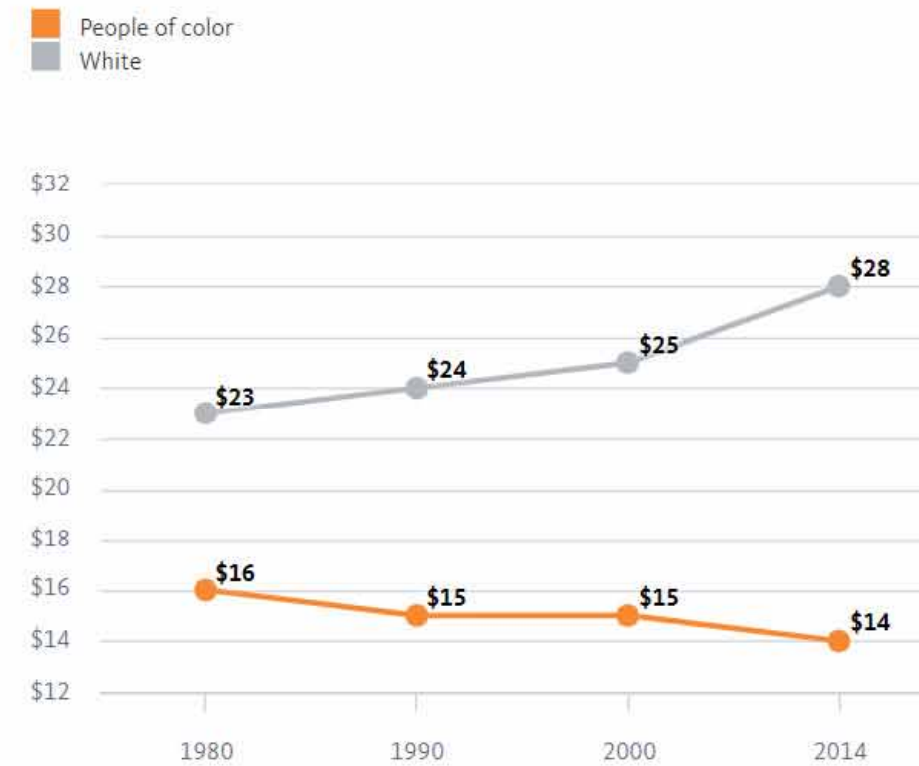
# Why Equity? City Growth, But Not for All...

**Table 1: Few large U.S. metro areas achieved broadly inclusive economic growth from 2010 to 2015**

	Growth <i>Added jobs, output, jobs at young firms</i>	Prosperity <i>Improved productivity, ave. wages, standard of living</i>	Inclusion	
			Overall inclusion <i>Improved employment, middle-class wages, working-poverty</i>	Racial inclusion <i>Improved outcomes for whites and people of color and reduced racial disparities</i>
Albany, NY	X	X	X	X
Austin, TX	X	X	X	X
Birmingham, AL	X	X		
Boston, MA-NH	X	X		
Charleston, SC	X	X	X	X
Charlotte, NC-SC	X	X		
Cincinnati, OH-KY-IN	X	X		
Cleveland, OH	X	X		
Columbus, OH	X	X	X	
Dallas, TX	X	X		
Dayton, OH	X	X	X	
Denver, CO	X	X	X	X
Des Moines, IA	X	X		X
Detroit, MI	X	X		
Harrisburg, PA	X	X		
Houston, TX	X	X		X
Knoxville, TN	X	X		
Louisville, KY-IN	X	X		
McAllen, TX	X	X		
Milwaukee, WI	X	X		X
Minneapolis, MN-WI	X	X		
Nashville, TN	X	X		
Oklahoma City, OK	X	X	X	
Omaha, NE-IA	X	X	X	
Philadelphia, PA-NJ-DE-MD	X	X		
St. Louis, MO-IL	X	X		
San Antonio, TX	X	X	X	
San Francisco, CA	X	X		X
Tulsa, OK	X	X	X	
Worcester, MA-CT	X	X	X	

Source: Brookings Metro Monitor, 2017

**Median hourly wage by race/ethnicity: Dallas City, TX, 1980-2014**



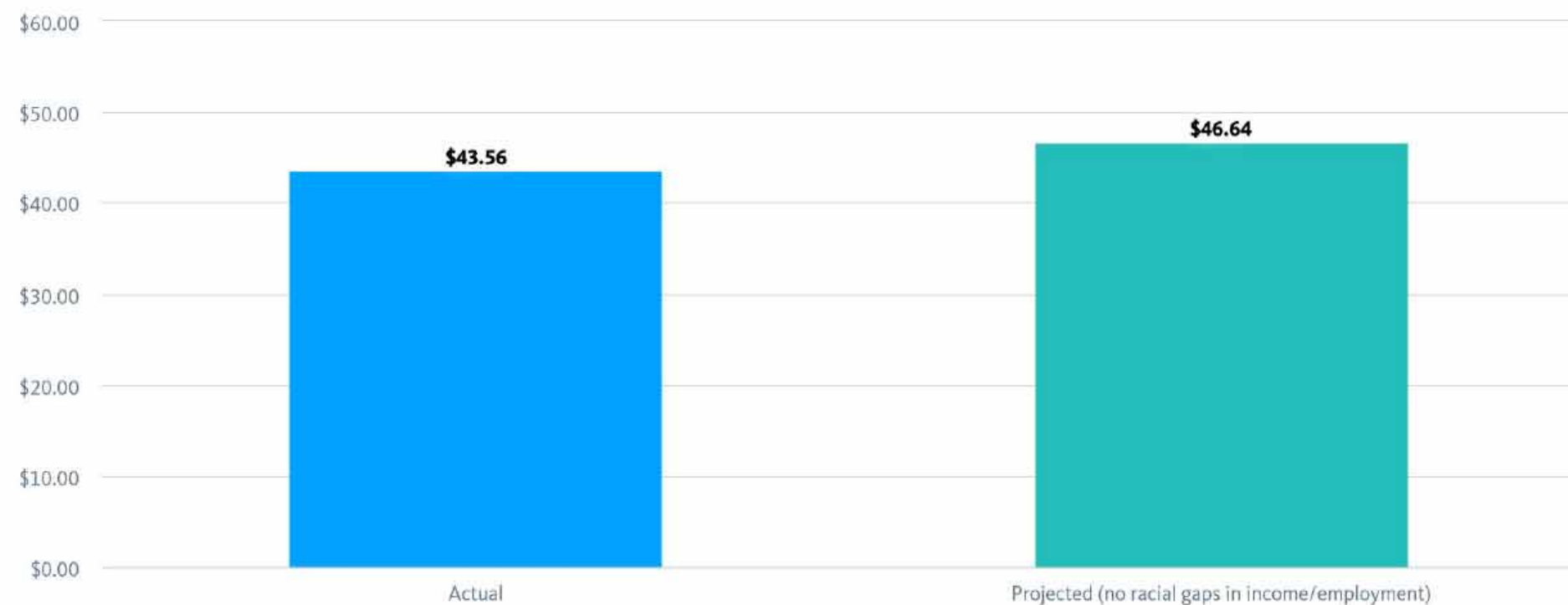


## Equity Will Make Cities Stronger

*“As an economist, I worry that these inequities pose a serious threat to future economic growth... As people of color become a majority of the population, the failure to end their economic exclusion means a failure of the American economy.”*

*-Larry Summers,  
All-In Nation*

Actual GDP and estimated GDP with racial equity in income (billions): Madison, WI Metro Area, 2015



Bureau of Economic Analysis; IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)





# Madison's Equity Imperative

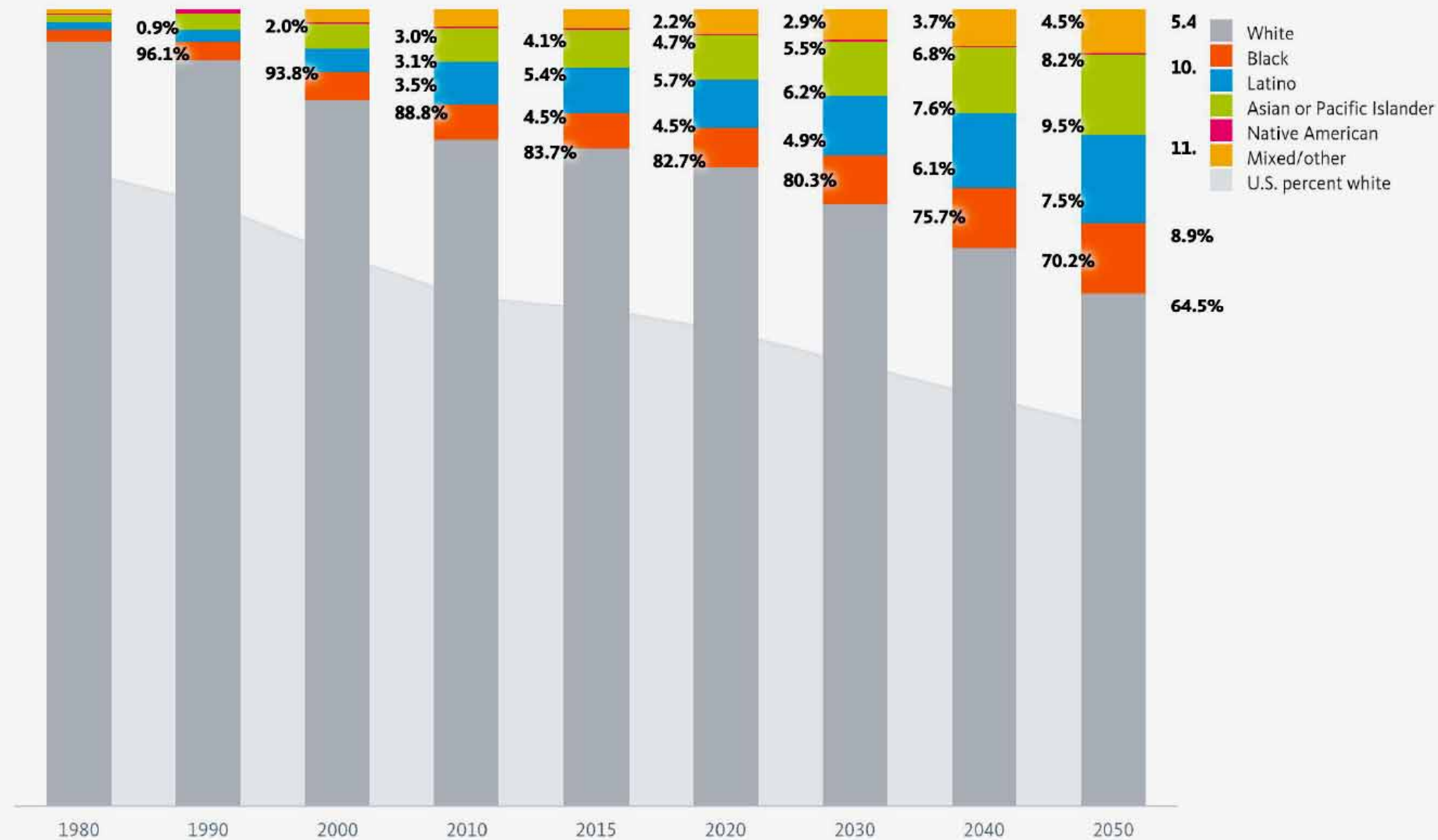
**PolicyLink**

Lifting Up What Works®



# Demographics: A Changing Region

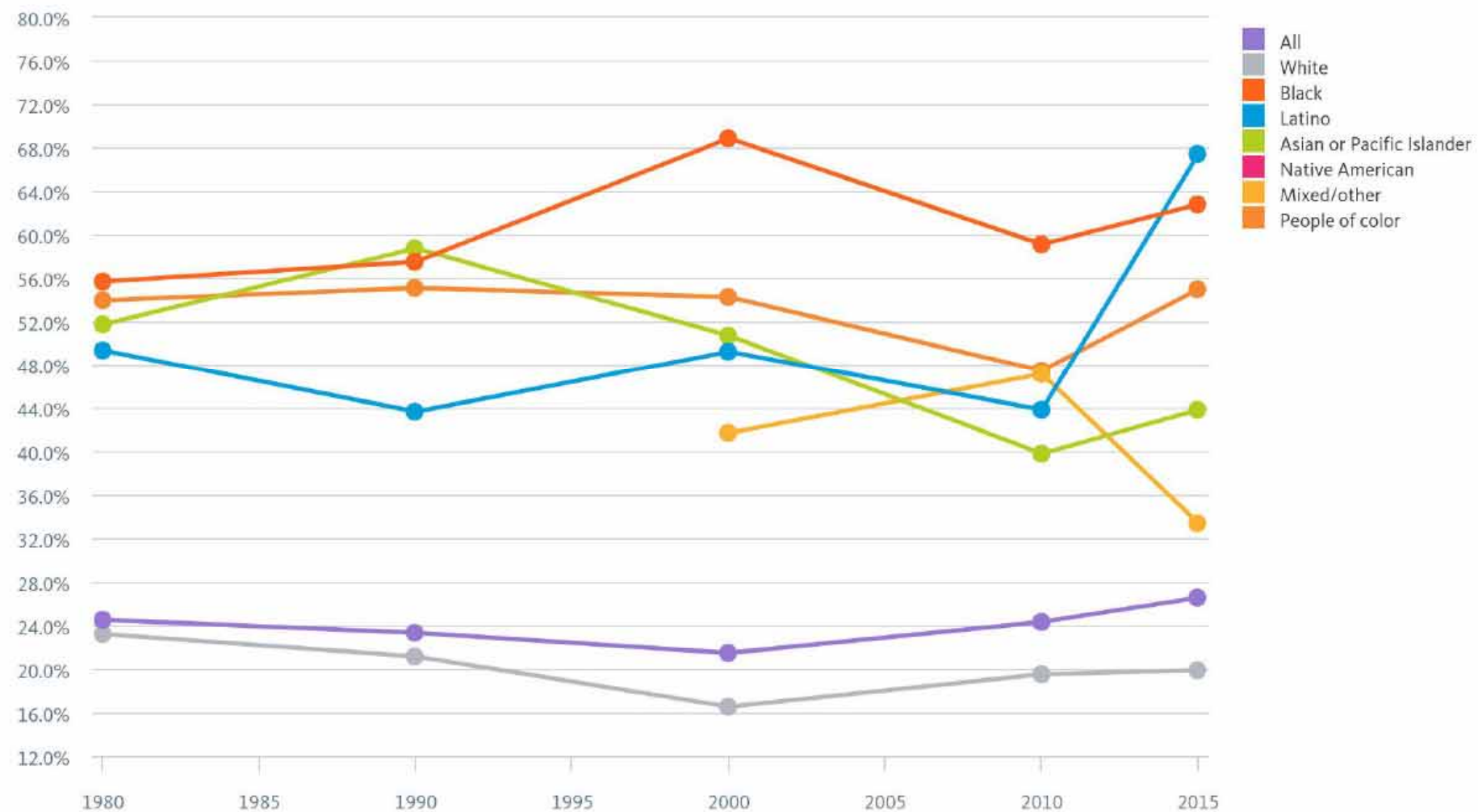
Racial/ethnic composition: Madison, WI Metro Area, 1980-2050





# Economic Vitality: Economic Insecurity

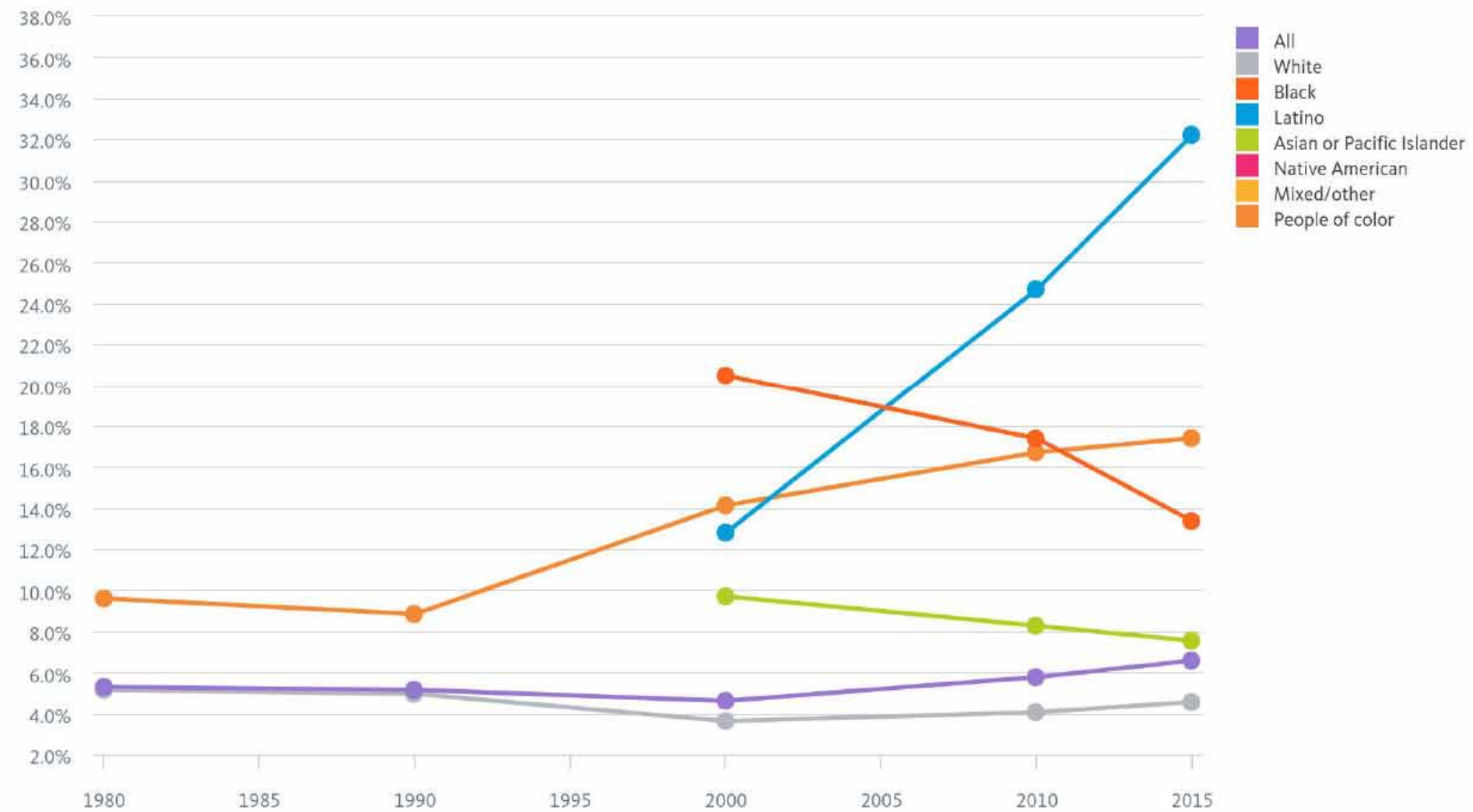
Percent people below poverty by race/ethnicity: Madison, WI Metro Area, 200%, 1980-2015



IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)

# Economic Vitality: Working Poverty

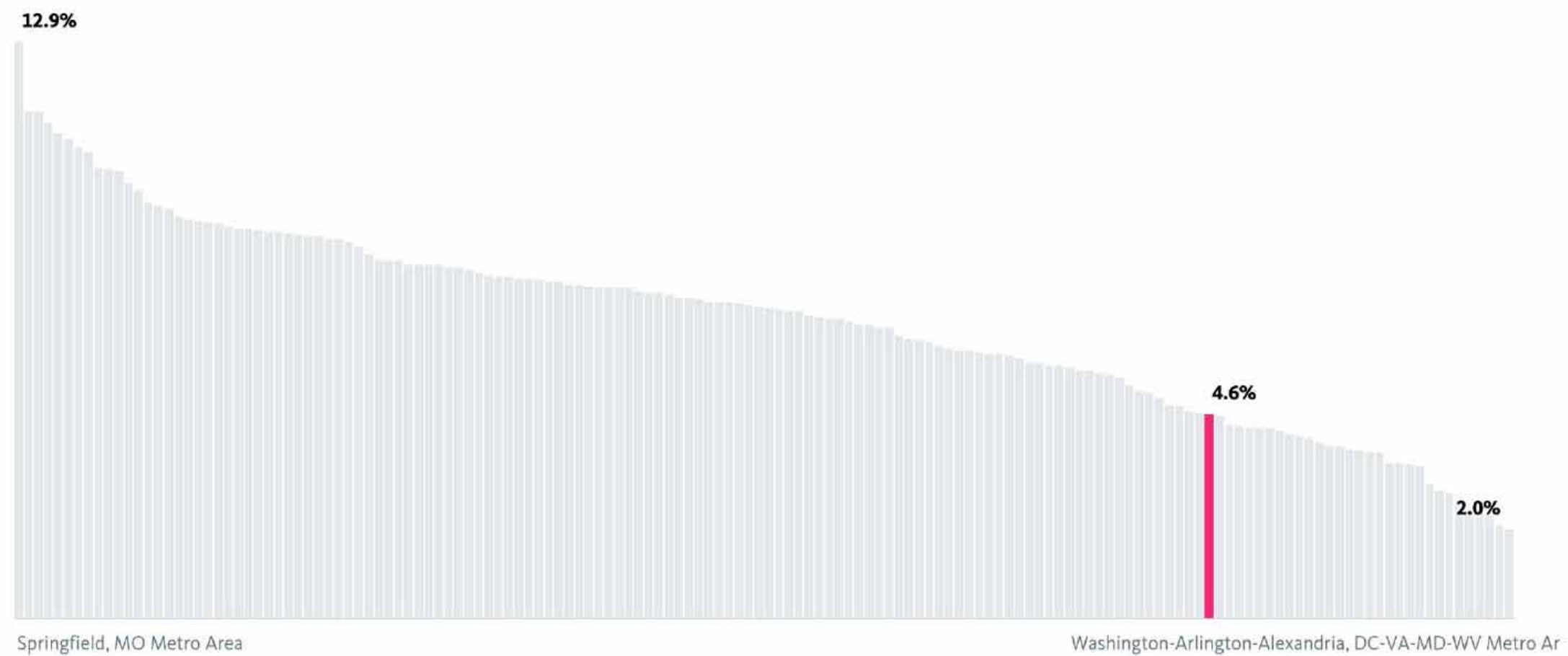
Percent working poor by race/ethnicity: Madison, WI Metro Area, 200%, 1980-2015



IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)

# Economic Vitality: Working Poverty

Percent working poor, ranked: Madison, WI Metro Area, White, 200%, 2015

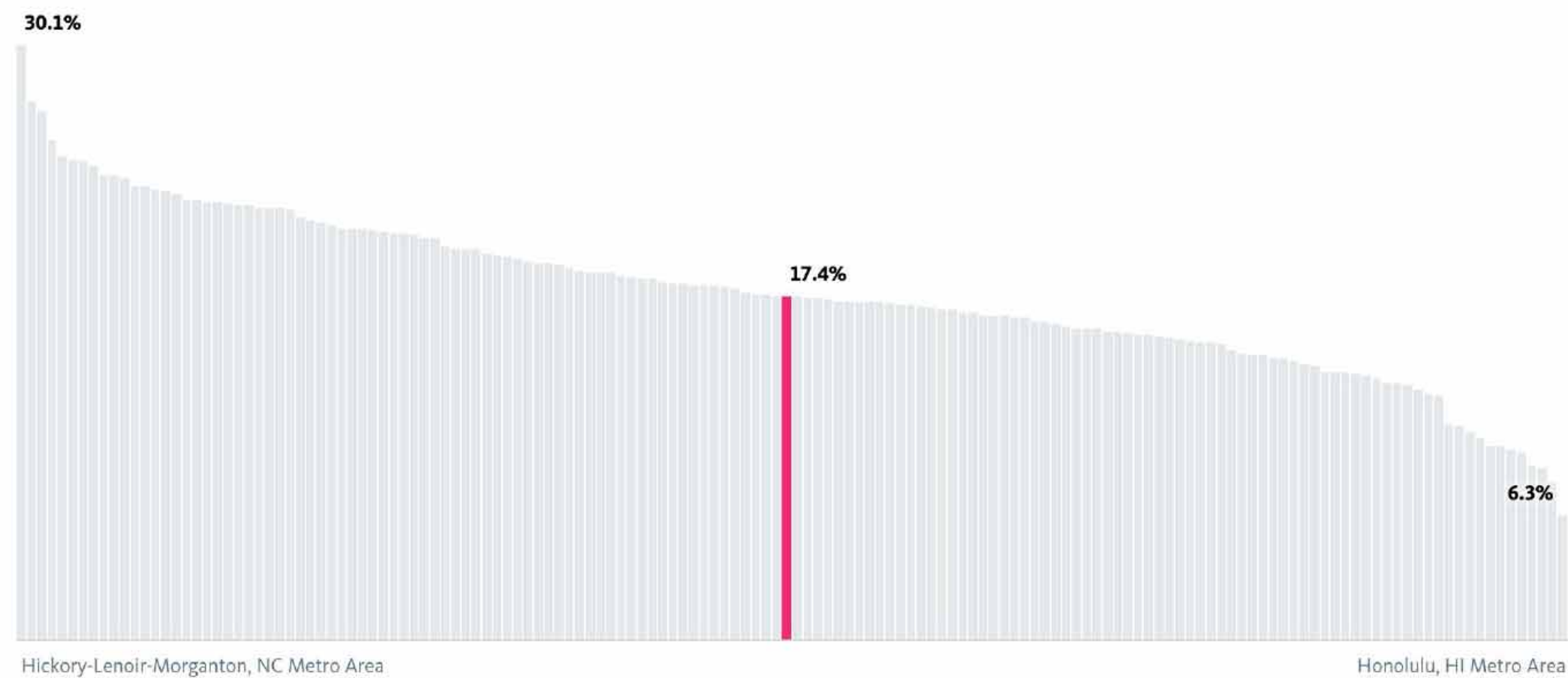


IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)



# Economic Vitality: Working Poverty

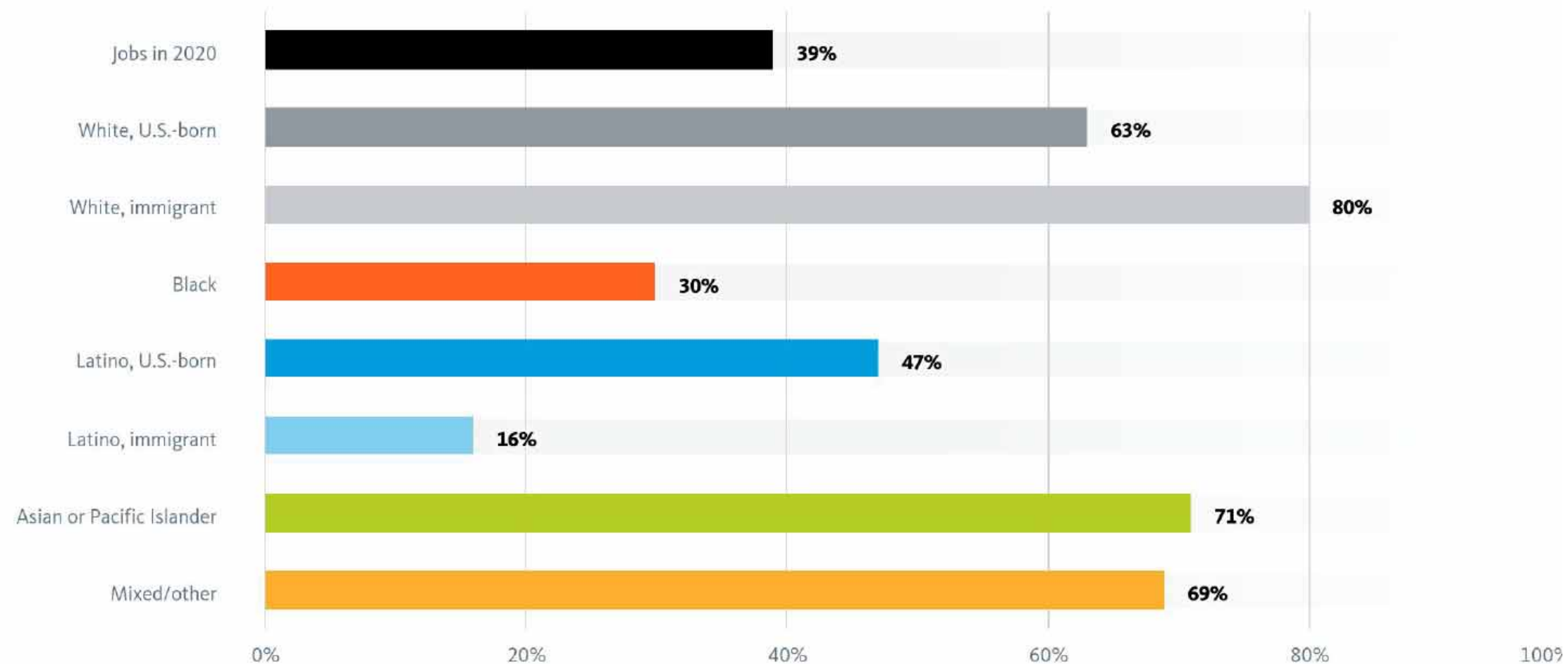
Percent working poor, ranked: Madison, WI Metro Area, People of color, 200%, 2015



IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)

## Readiness: Postsecondary Attainment

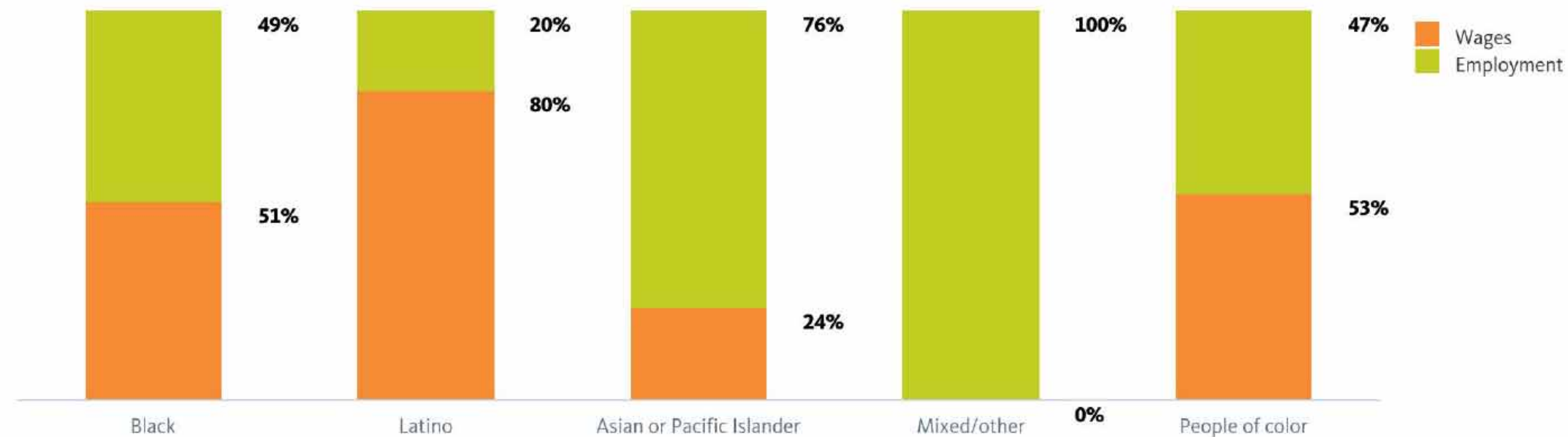
Current educational attainment and projected state/national-level job education requirements by race/ethnicity and nativity: Madison, WI Metro Area, AA degree or higher, 2015



IPUMS; Georgetown University Center on Education and the Workforce  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)

## Sources of Racial Inequity in Income

Wage and employment shares of gain by race/ethnicity: Madison, WI Metro Area, 2015



IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)



# Equitable Development



Image source: [Native American Community Development Institute](#)



## The Transformation That Is Needed

- From race-blind to **race-conscious**
- From trickle-down to **“trickle-up” community wealth generation**
- From trophy projects to **neighborhoods connected to the regional economy**
- From costly business attraction to **growing from within**
- From any jobs to **quality jobs for workers without BAs**
- From GDP growth to **rising living standards for lower-wealth residents**
- From closed-door dealmaking to **public accountability**

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## What Is Equitable Development?

Equitable development is a positive development strategy that ensures everyone participates in and benefits from the region's economic transformation—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making accountable and catalytic investments to assure that lower-wealth residents:

- live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them);
- connect to economic and ownership opportunities; and
- have voice and influence in the decisions that shape their neighborhoods.



# Equitable Development Principles

**#1: Integrate people and place**

**#2: Reduce local and regional disparities**

**#3: Promote investments that are equitable, catalytic, coordinated, and have a triple bottom line**

**#4: Ensure meaningful community leadership and engagement**



# Equitable Development Practice

## Oakland Army Base

- \$800 million, 250 acre transportation and logistics center adjacent to port
- Coalition of 30 organizations and city adopted community benefits agreement:
  - Living wage and limits on temp jobs
  - No pre-screen for criminal records
  - Targeted apprenticeships
  - Jobs resource center





## Equitable Development Practice

### Cincinnati Minority Business Accelerator

- This accelerator, run by the Cincinnati Chamber of Commerce, supports the growth of local, minority-owned companies through annual spending goals.
- In 2014, 40 local corporations and nonprofit organizations committed to spend \$1.1 billion with 30 local minority-owned businesses.





# Equitable Development Practice

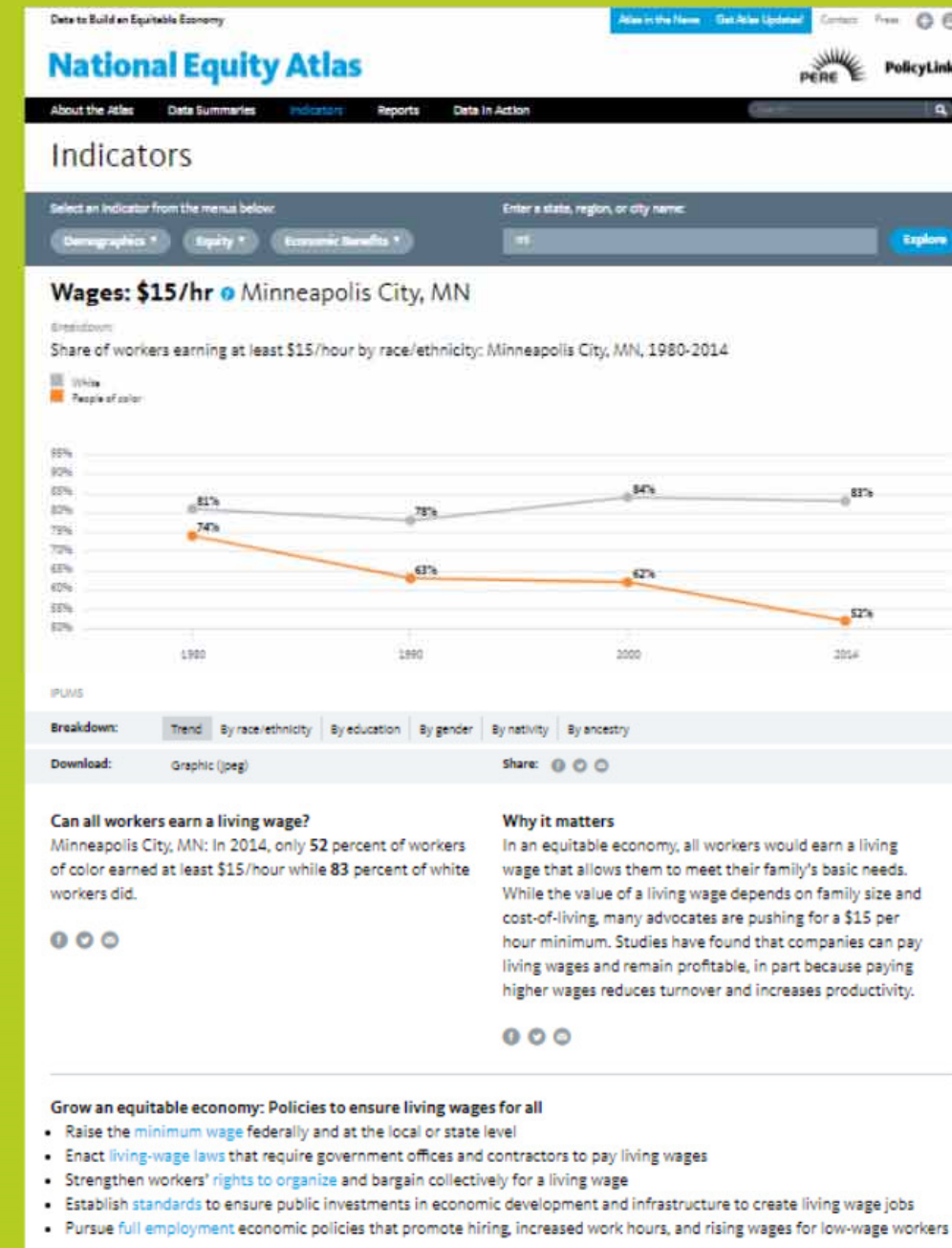
## Detroit Kitchen Connect

- A program of Eastern Market Corporation, DKC helps community kitchen partners become centers of food activity in their neighborhoods, providing opportunities for entrepreneurship.
- Provides access to commercial, licensed kitchen facilities and equipment, technical assistance, workshops, and other startup services for food businesses.



# Resources

- [National Equity Atlas](#): Data for 100 largest cities, 150 largest regions
- [All-In Cities Policy Toolkit](#)
- Equity Is the Superior Growth Model [newsletter](#)
- [Equitable Development: The Path to an All-In Pittsburgh](#)
- [The Equity Solution: Racial Inclusion is Key to Growing a Strong New Economy](#)



# Thank you!

Sarah Treuhaft  
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@streuhaft

Please visit us online at:

[www.policylink.org](http://www.policylink.org)  
[twitter.com/policylink](https://twitter.com/policylink)  
[facebook.com/policylink](https://facebook.com/policylink)



# Economic Development



# ECONOMIC DEVELOPMENT STRATEGY



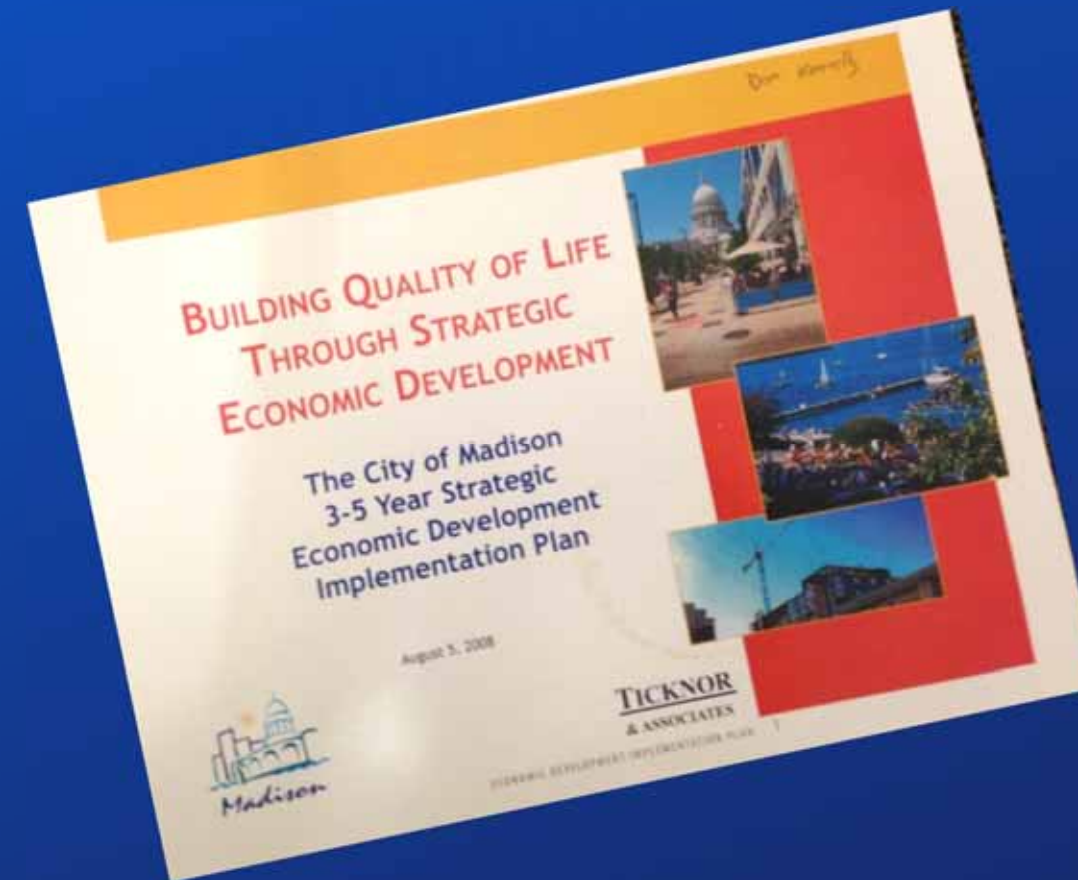
Oscar Mayer Strategic Assessment Committee

April 9, 2018

# 2008 Plan Implementation

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







# PROCESS

2014

Data Analysis &  
Initial Input

2015

Draft Goals &  
Projects

2016

Pick 5  
Strategies &  
Projects

2017

Adopted  
3/8/17

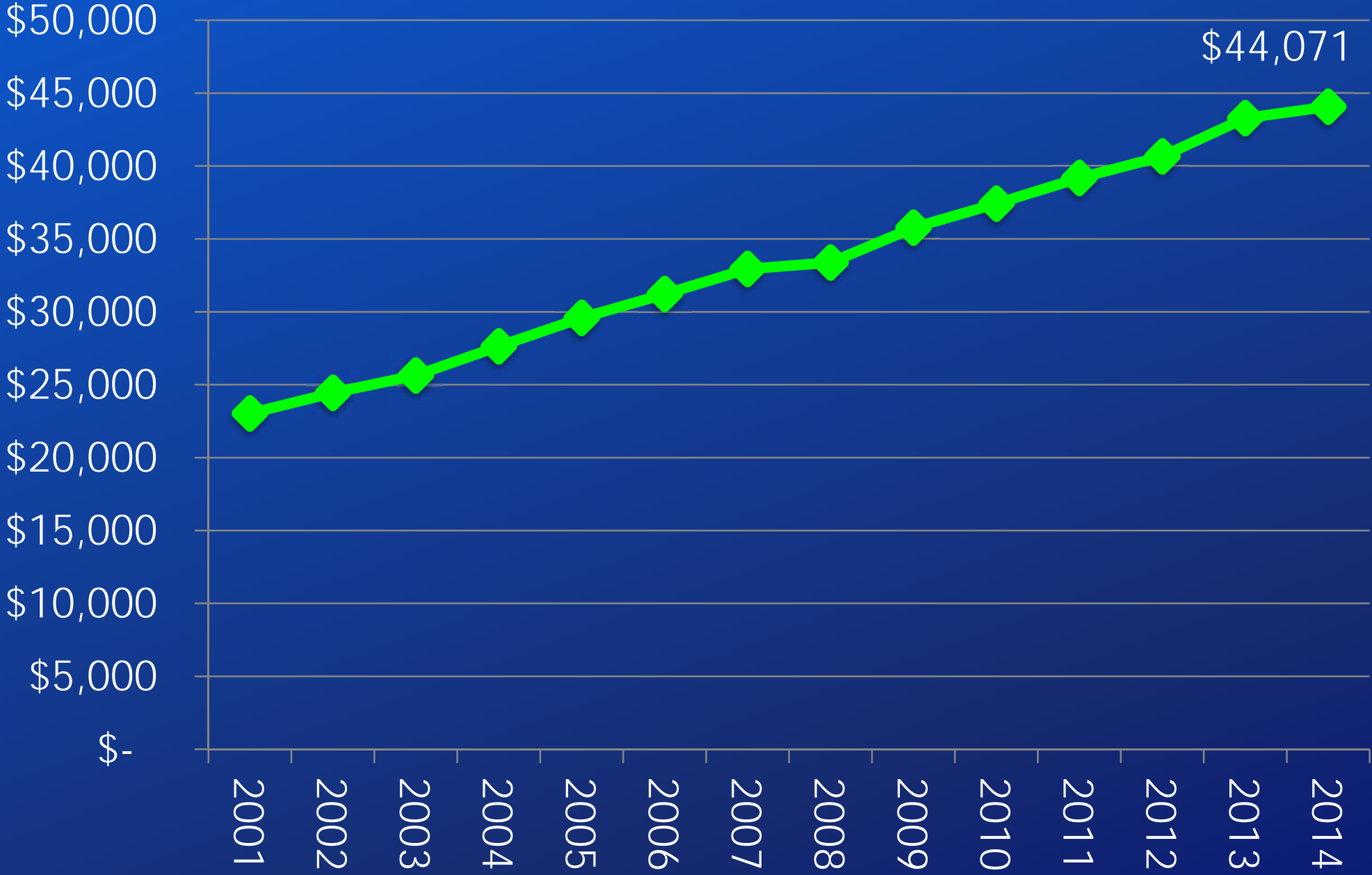


## Economic Data Highlights

- 4.9% Madison Area GDP Growth
- 3,000 new residents per year
- 20,000 jobs created since 2010
- \$4.75 billion in new tax base since 2012
- 500 new businesses started since 2009

# Growing Economy

Madison MSA  
GDP (\$m) 2001-2013





# Adding Jobs

## Total Jobs in Dane County



# Growing Small and Large Businesses

## 2002-2014 Change in Number of Businesses by Business Size (Employment)



# Employment Growth at Top and Bottom (less in the middle)

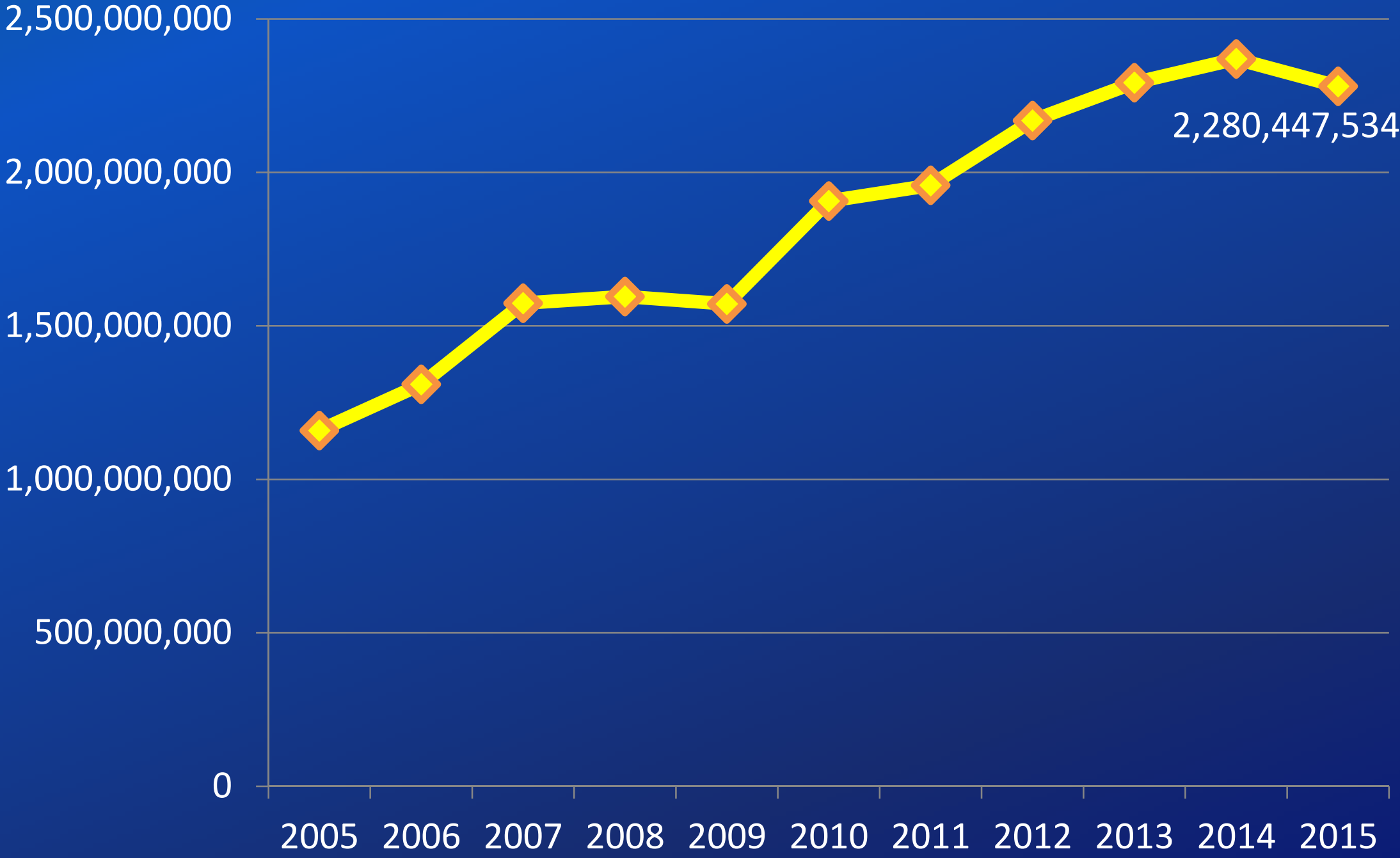
## Top 10 Occupations for Projected Employment Growth in Dane County(2014-2024)





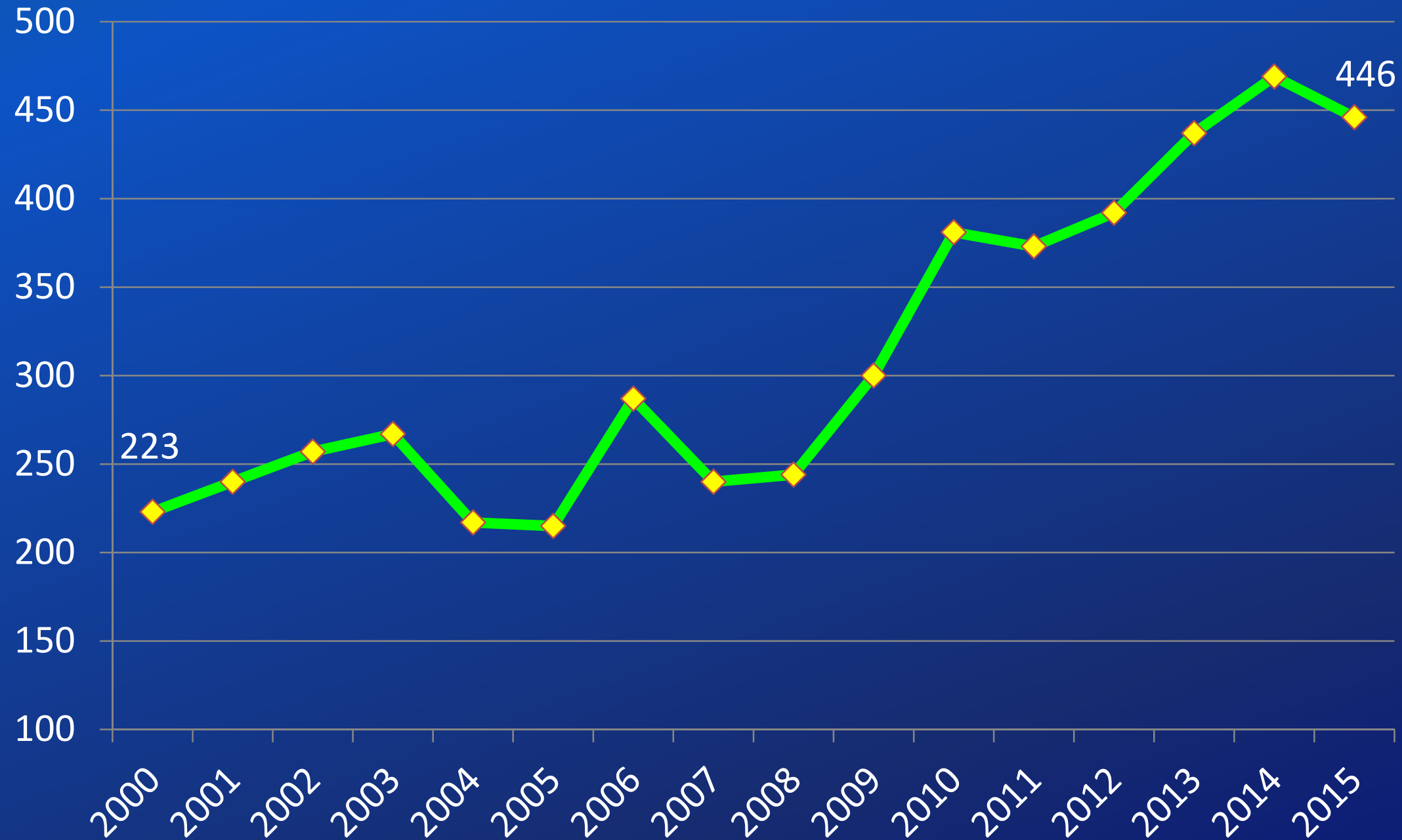
# Globalizing Economy

## Exports From Madison MSA



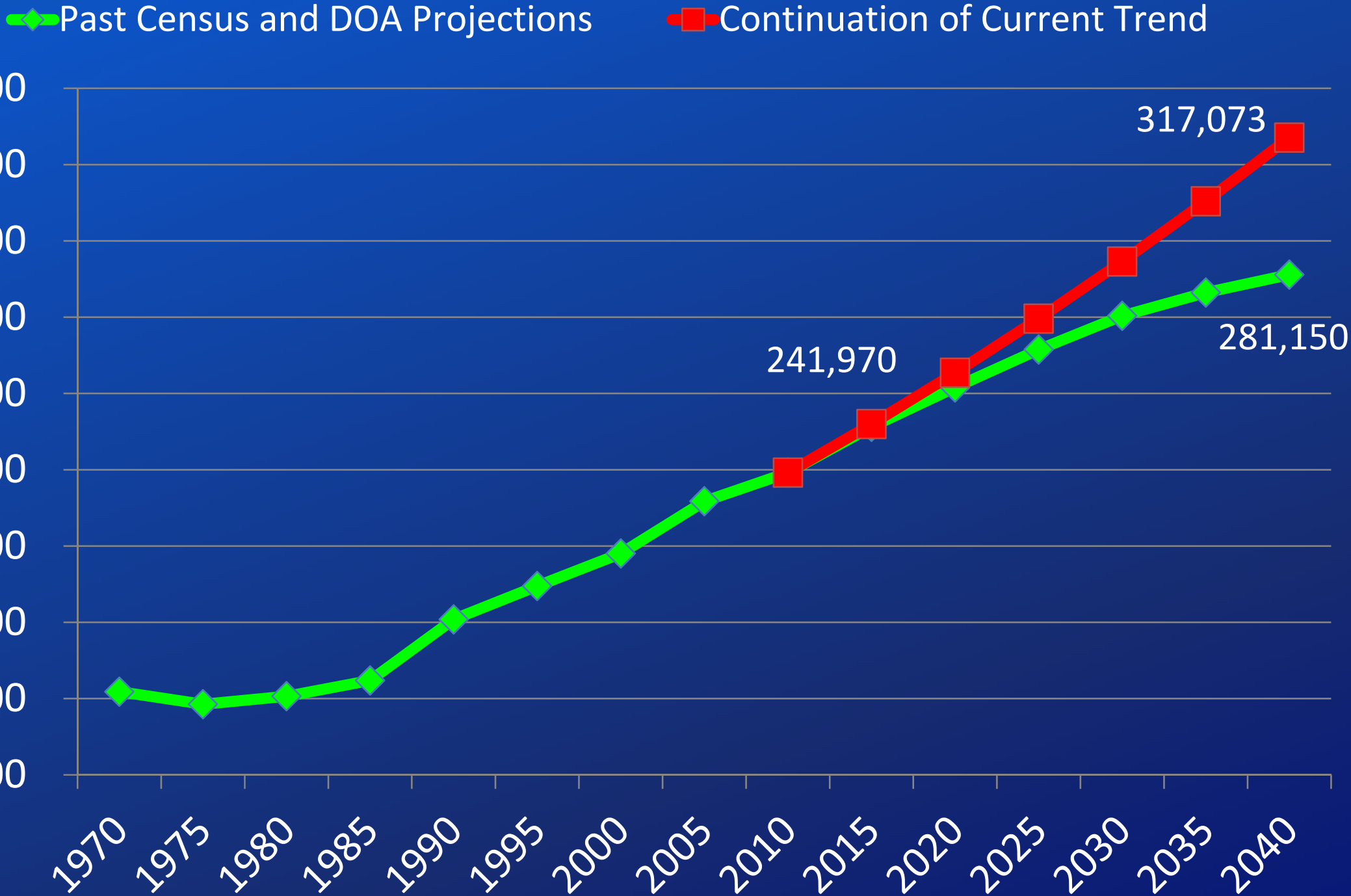
# Innovative / Inventive Economy

## U.S. Patents Issued in Dane County



# More People

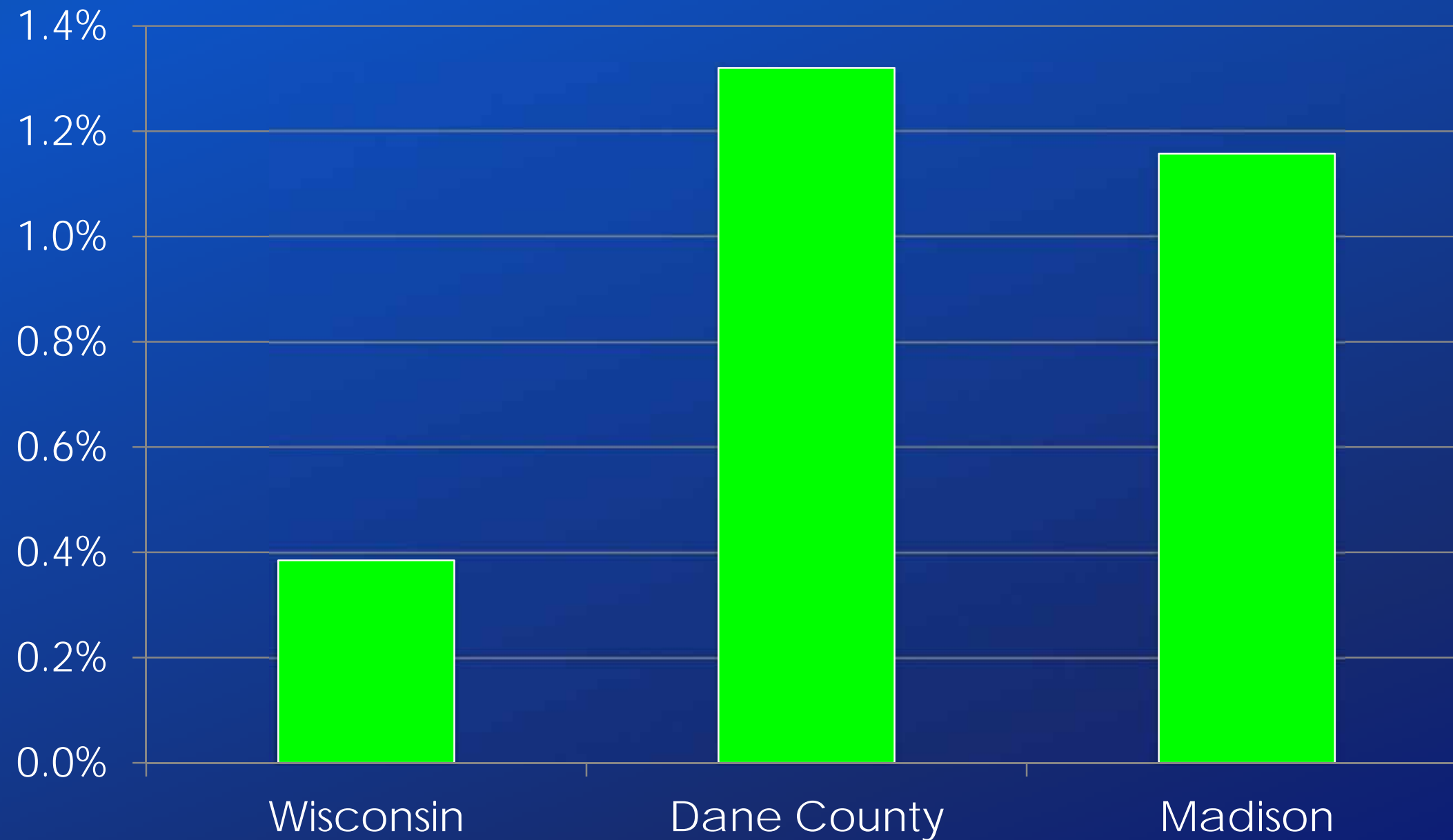
## City of Madison Population





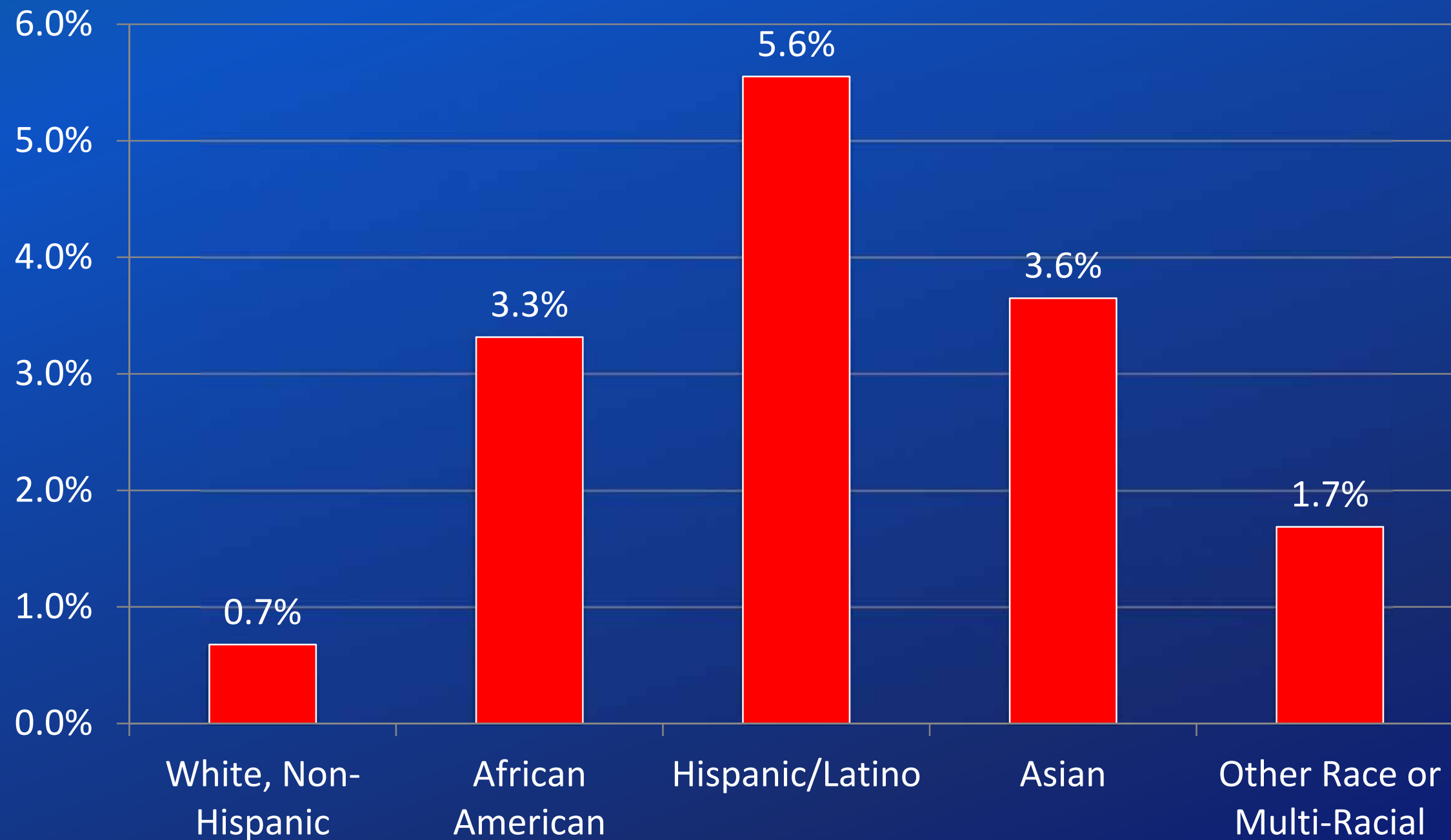
# Madison Growing Faster than Wisconsin, Slower than the Rest of Dane County

## 2010-2014 Annual % Population Growth



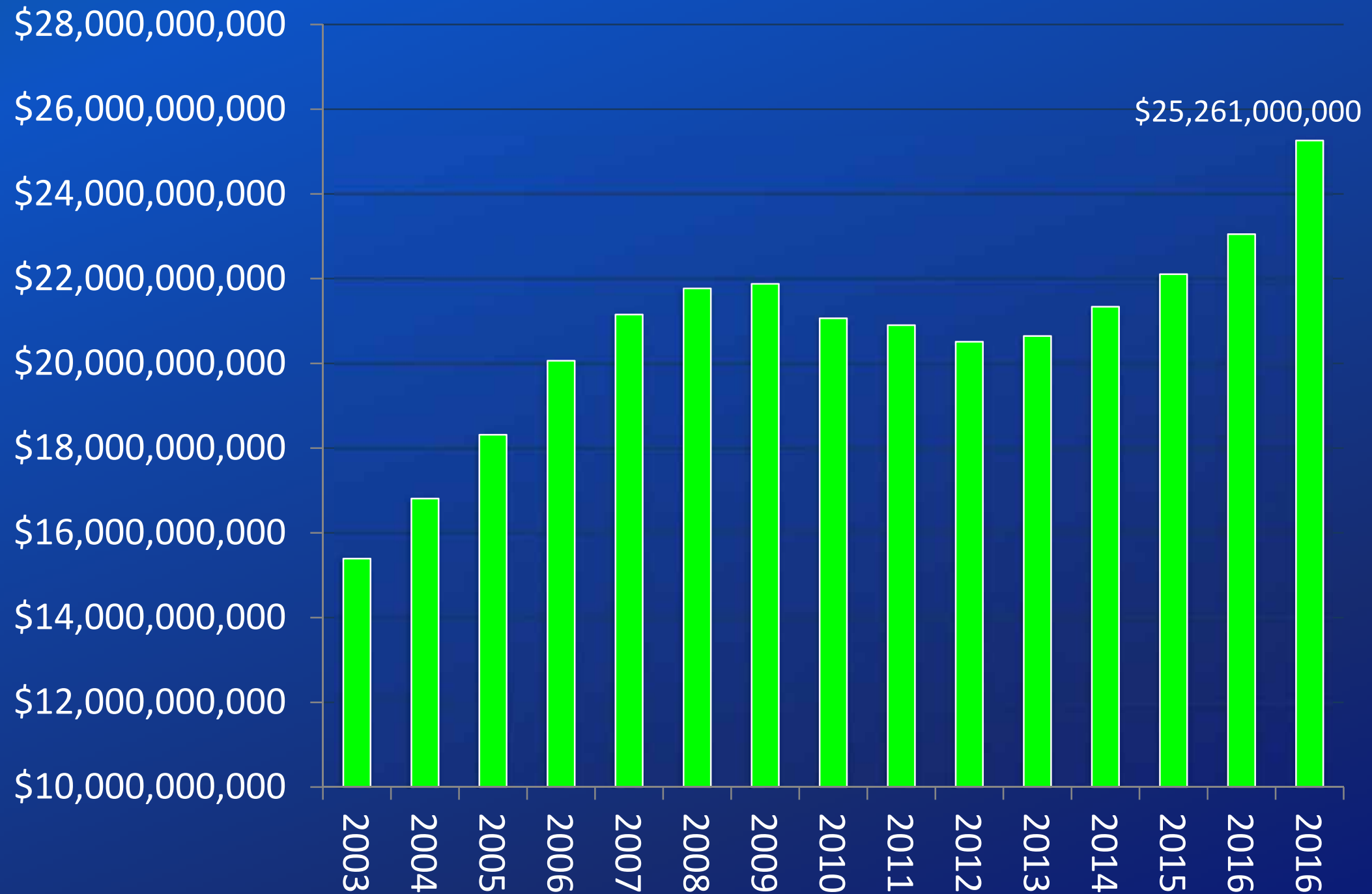
# Madison's Future is Much More Diverse Than Its Past

2000-2012 Annual Growth Rate



# Growing Taxbase

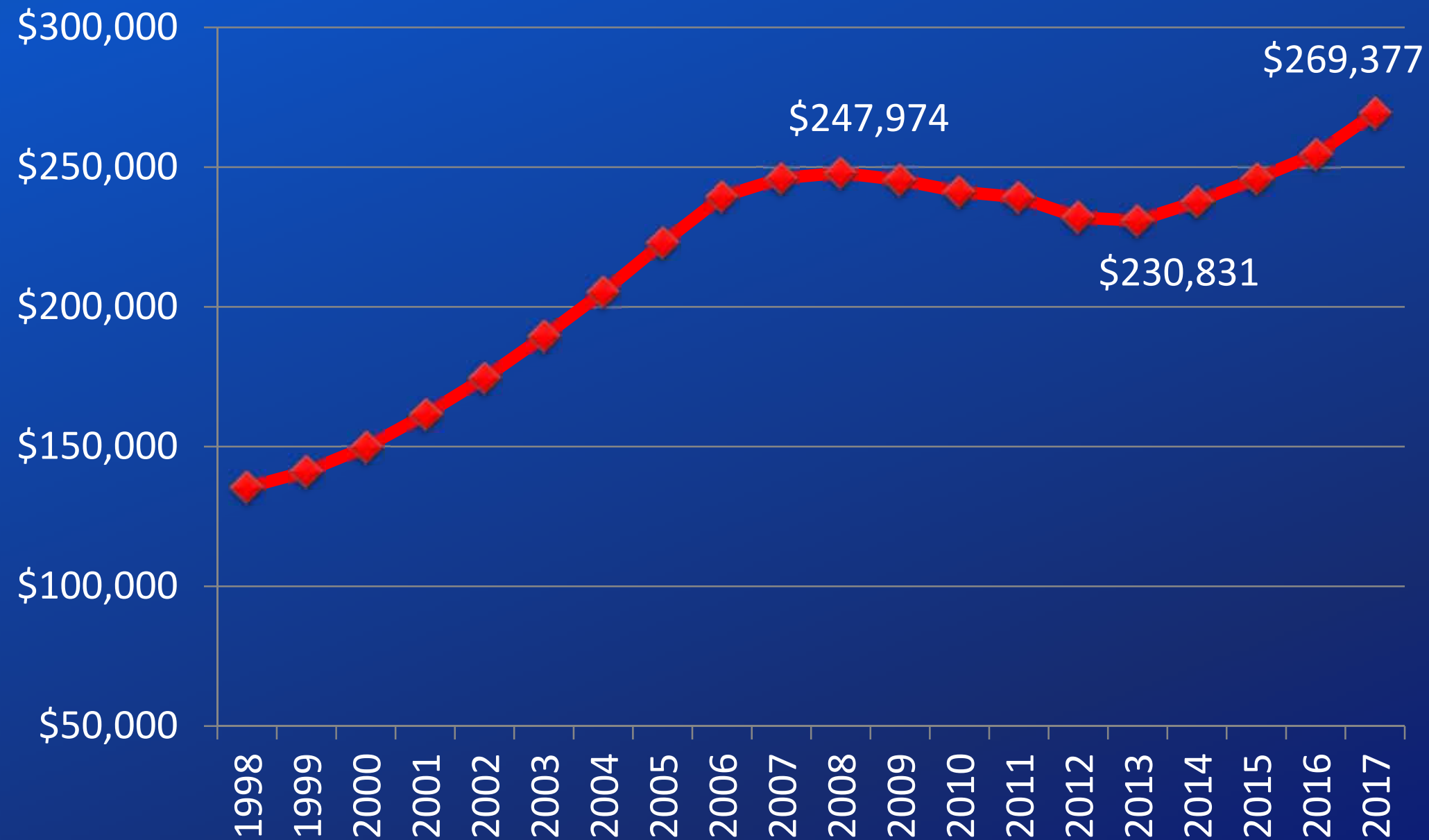
## Total City of Madison Tax Base





# Housing Values Recovered and Growing

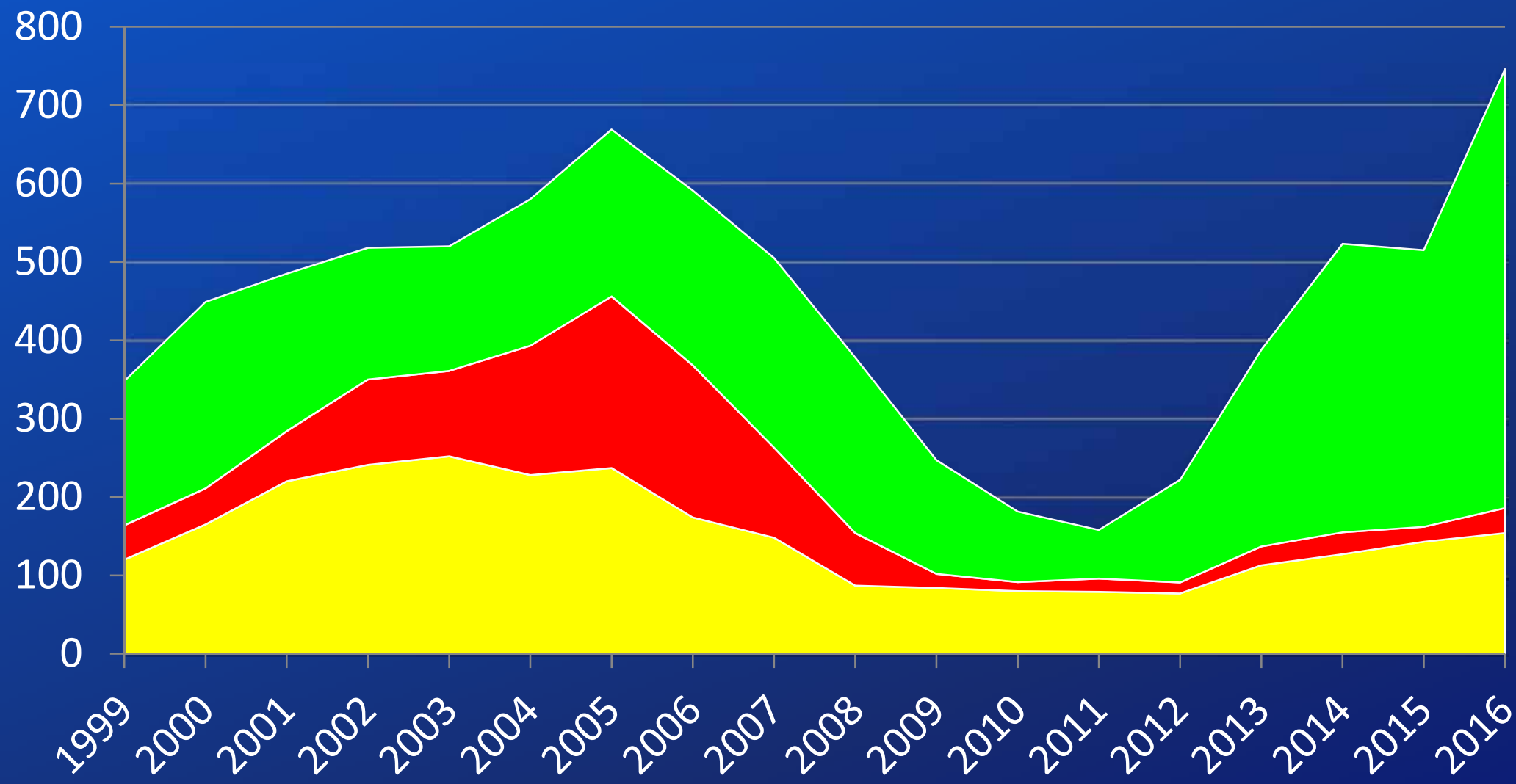
## Average Single Family Home Valuation



# Lots of New Construction, Mostly Commercial and 8+ Unit Residential Buildings

## New Construction Added Value in \$m

- Single Family Homes
- Condos & 2-7 Unit Apartments
- Commercial & 8-unit+ apartments



Between 2001 and 2016, total jobs in Dane County grew by **15%**, compared to **3%** Statewide

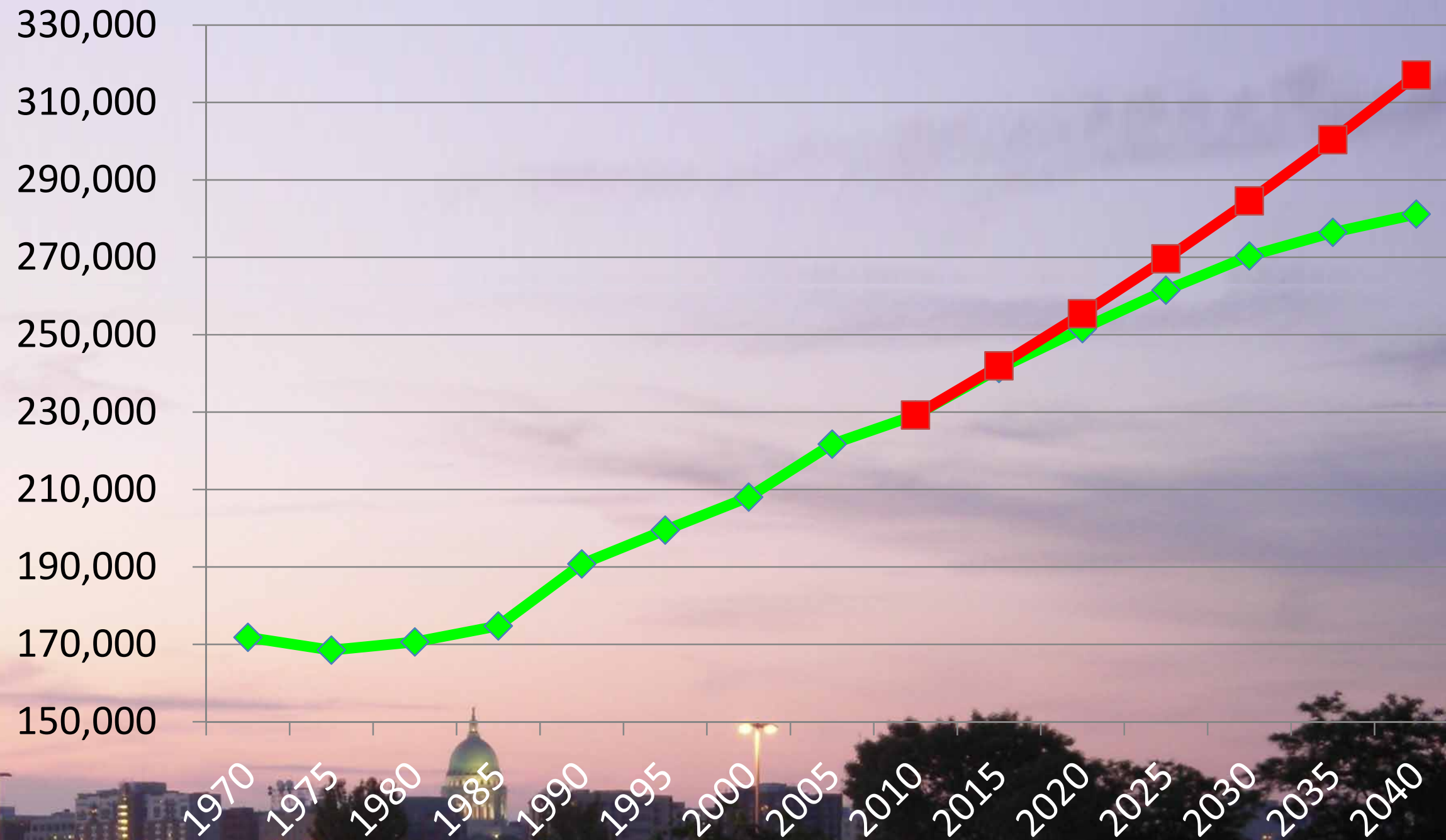
	Total Jobs in Wisconsin	Total Jobs in Dane County
2001	2,717,660	279,208
2016	2,794,170	322,184
Total Job Growth (2001-2016)	76,510	42,976
Percentage Job Growth	3%	15%

Dane County is 9% of Wisconsin's population but is responsible for **56%** of the State's total job growth since 2001

	Total Jobs in Wisconsin	Total Jobs in Dane County
2001	2,717,660	279,208
2016	2,794,170	322,184
Total Job Growth (2001-2016)	76,510	42,976
Percentage Job Growth	3%	15%
Percentage of net Wisconsin Job growth occurring in Dane County	$42,976 / 76,510 =$	<b>56%</b>



# The next 40K to 80K Madisonians?



# The next 40K to 80K Madisonians?



# 5 STRATEGIES

***STRATEGY 1:*** Support businesses, cultivate entrepreneurship

***STRATEGY 2:*** Grow tax base and encourage redevelopment

***STRATEGY 3:*** Build on competitive strengths in key economic sectors (*Food systems, IT, Biotech, Precision Manufacturing*)

***STRATEGY 4:*** Make economic case for transportation investments

***STRATEGY 5:*** Strengthen the long term workforce

# 5 STRATEGIES

*STRATEGY 1:* Business

*STRATEGY 2:* Development

*STRATEGY 3:* Key Industries

*STRATEGY 4:* Transportation

*STRATEGY 5:* Career Pathways



# 5 STRATEGIES

*STRATEGY 1:* Business

*STRATEGY 2:* Development

*STRATEGY 3:* Key Industries

*STRATEGY 4:* Transportation

*STRATEGY 5:* Career Pathways

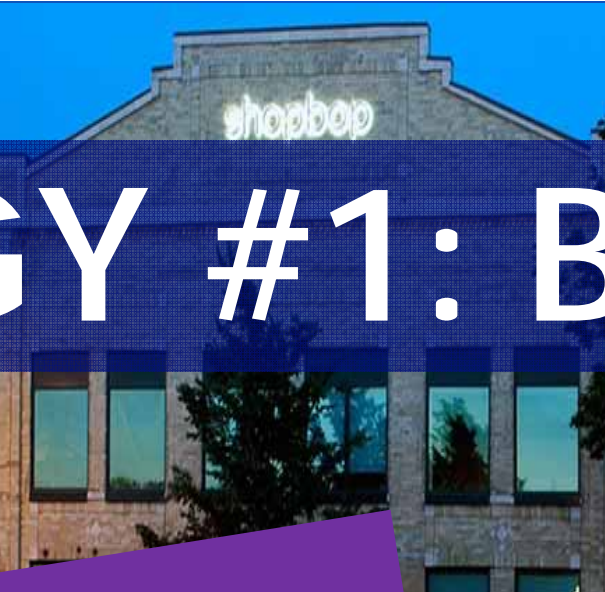
**EFFORTS ALREADY UNDERWAY**

**PRIORITY 1 PROJECT**

 **EQUITY LENS**



# STRATEGY #1: BUSINESS



EFFORTS ALREADY UNDERWAY

PROJECT: BAT

 EQUITY LENS





# STRATEGY #2: DEVELOPMENT

EFFORTS ALREADY UNDERWAY

PROJECT: DEVELOPMENT ZONES

EQUITY LENS





# STRATEGY #3: KEY INDUSTRIES

EFFORTS ALREADY UNDERWAY

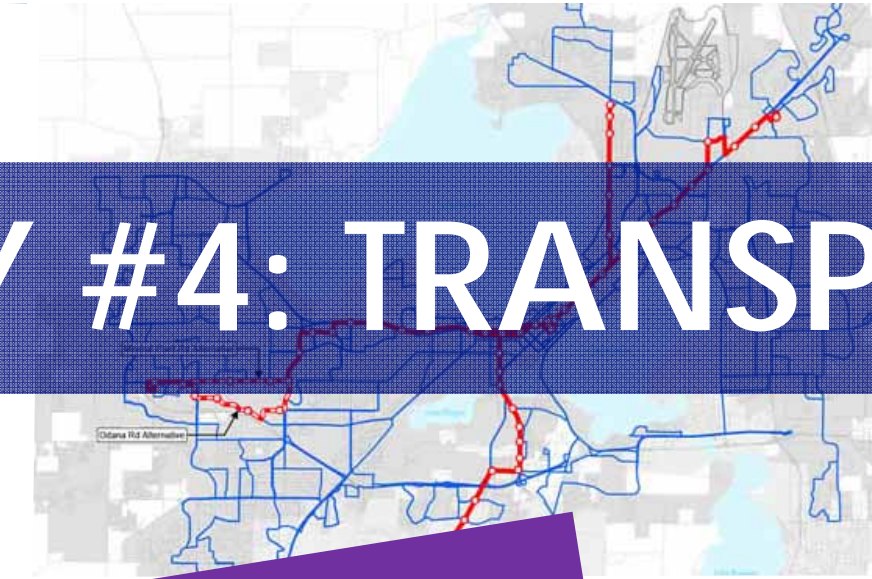
PROJECT: BUSINESS WALKS / BRE

EQUITY LENS





# STRATEGY #4: TRANSPORTATION



EFFORTS ALREADY UNDERWAY

PROJECT: BUSINESS COALITION

EQUITY LENS





# STRATEGY #5: CAREER PATHWAYS

EFFORTS ALREADY UNDERWAY

PROJECT: WORK-BASED LEARNING

EQUITY LENS





# IMPLEMENTATION

Project	EDC lead	Primary Staff	Timeline
<b>#1 Business Assistance Team</b>	Susan Bulgrin	Ruth Rohlich and Mike Miller	Underway – An interagency staff team led by Ruth is implementing first steps.
<b>#2 Development Districts</b>	Craig Stanley	Dan Kennelly, Tom Otto, and Matt Wachter	Late 2018 into 2019/20 – Initial research in progress
<b>#3 BRE/Business Walks</b>	Frank Staniszewski	Ruth Rohlich	Underway – two business walks are being planned for 2018
<b>#4 Transportation</b>	Ald. Denise Demarb	Dan Kennelly and Tom Otto	Ongoing engagement but no new EDD initiative anticipated in 2018
<b>#5 Work Based Learning</b>	Pat Schramm	Matt Mikolajewski	Ongoing engagement but no new EDD initiative anticipated in 2018
<b>Incorporation of Equity Analysis</b>	Marianne Morton	All	Incorporate equity tool into each project. Start with BAT



Thanks!!

Dan Kennelly

Office of Business Resources Manager

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# Oscar Mayer Committee

## Paul Jadin

April 9, 2018

MADISON REGION ECONOMIC PARTNERSHIP



# Data Dashboard


**MADISON REGION ECONOMIC PARTNERSHIP**

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## DATA DASHBOARD





# Sector Reports



## Completed

- Ag, Food & Beverage

## On-deck

- Information Communications Technology
- Advanced Manufacturing
- Healthcare
- Life Sciences

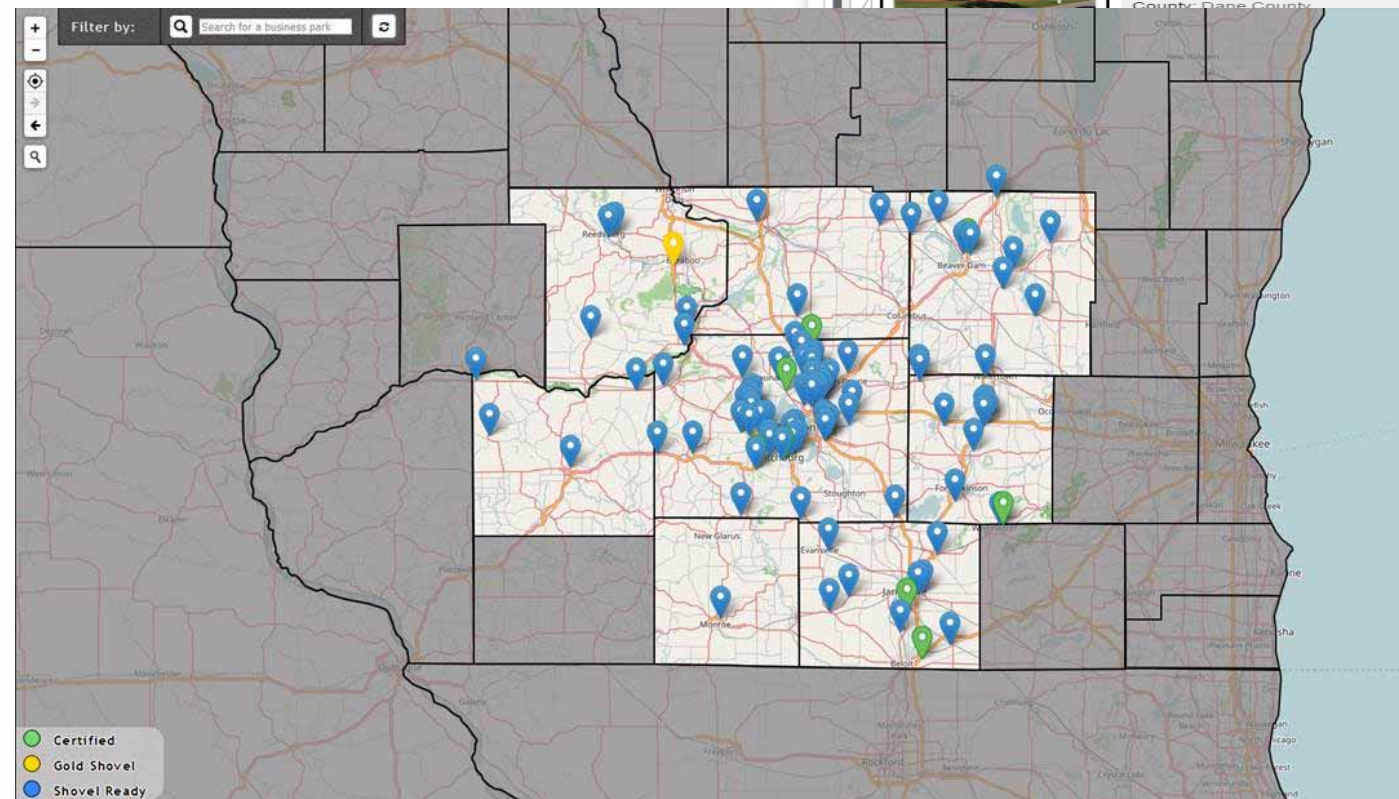
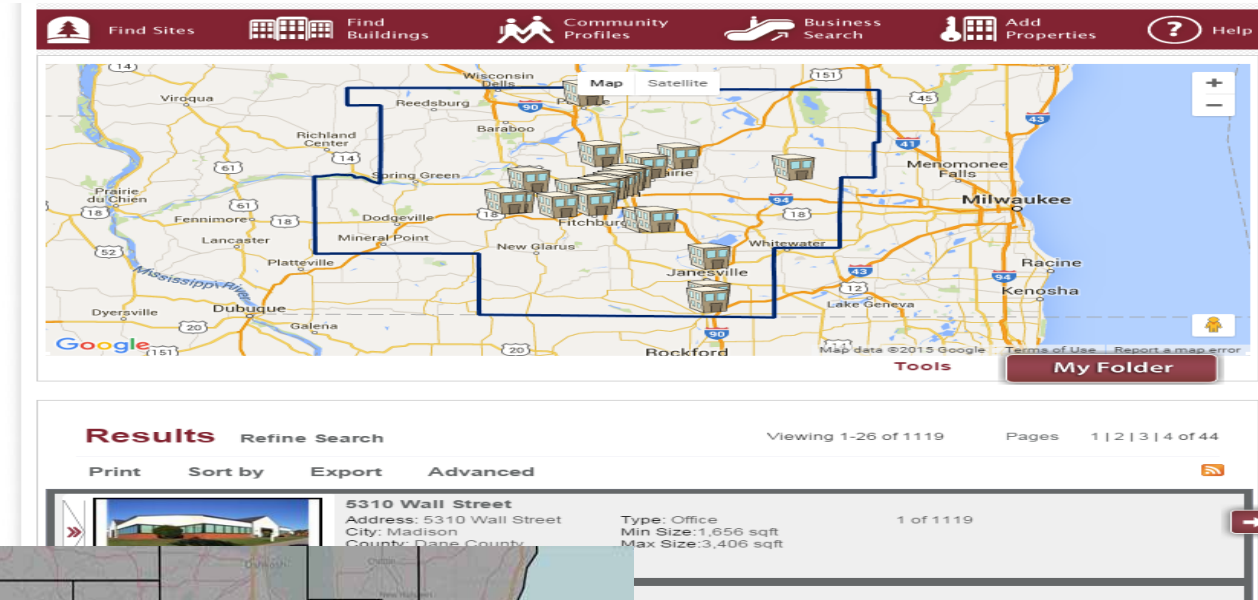




# Web-Sites and Buildings

## Locate in WI

A searchable database of available sites and buildings.



← **Brand New MadREP Industrial and Business Park Searchable Web Portal**





## 2018 RFI's to Date

(in other words)



# OPPORTUNITIES



2012	2017	2018
<b>5-10</b> per year	<b>37</b>	<b>14 (4 strong)</b>
All from WEDC	Majority direct <b>9</b> International	<b>12</b> direct <b>2</b> WEDC
<b>0</b> wins	<b>3-5</b> wins	<b>On pace to exceed 50</b>



## Site Selector Outreach

- Fam Tour (Kohler, WI)
- U.S. Open (Erin Hills, WI)
- Site Selectors Guild (Tucson, AZ)
- Mid-America Economic Development Council Site Selector Conference | MAEDC (Chicago, IL)
- Business Facilities LiveXchange (Park City, UT)
- Site Selector newsletters





# We Attract New Companies from the US and Abroad: Site Selector Outreach



Local & national offices





# Top Site Selector Criteria

- Workforce
- Infrastructure / Structures
- Incentives
- Quality of Life / Education / Districts
- Labor Environment



# Foreign Direct Investment (FDI)

- **Foreign Direct Investment (FDI)**
  - An investment made by a company or entity based in one country, into a company or entity based in another country.
  - We work with Organization For International Investment (**OII**)
  - We attend the **SelectUSA** Summits around the world (Germany, Canada, USA)
- **A Local Case Study: The Little Potato Company**
  - Based in Edmonton, *Canada*
  - Built in *DeForest*
  - *MadREP* played the LEAD role in Finding their site and securing their investment in this region





# Global Interest in our I&E Ecosystem

SECTOR



Physical Space

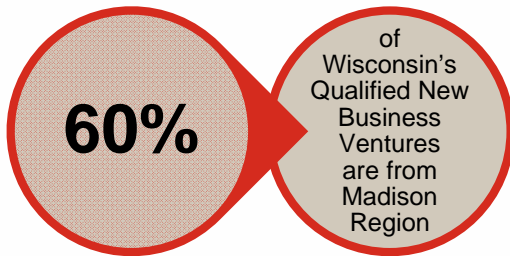


Wisconsin Games Alliance

Mentorship



Capital



Law & Entrepreneurship Clinic  
UNIVERSITY OF WISCONSIN-MADISON

Connections







# International Focus

- Netherlands
- Canada
- Japan
- Spain
- Israel
- Germany
- Argentina\*\*\*
- Mexico (WEDC)
- China (WEDC)
- Belgium
- Denmark
- Nigeria



WISCONSIN MANUFACTURING  
EXTENSION PARTNERSHIP





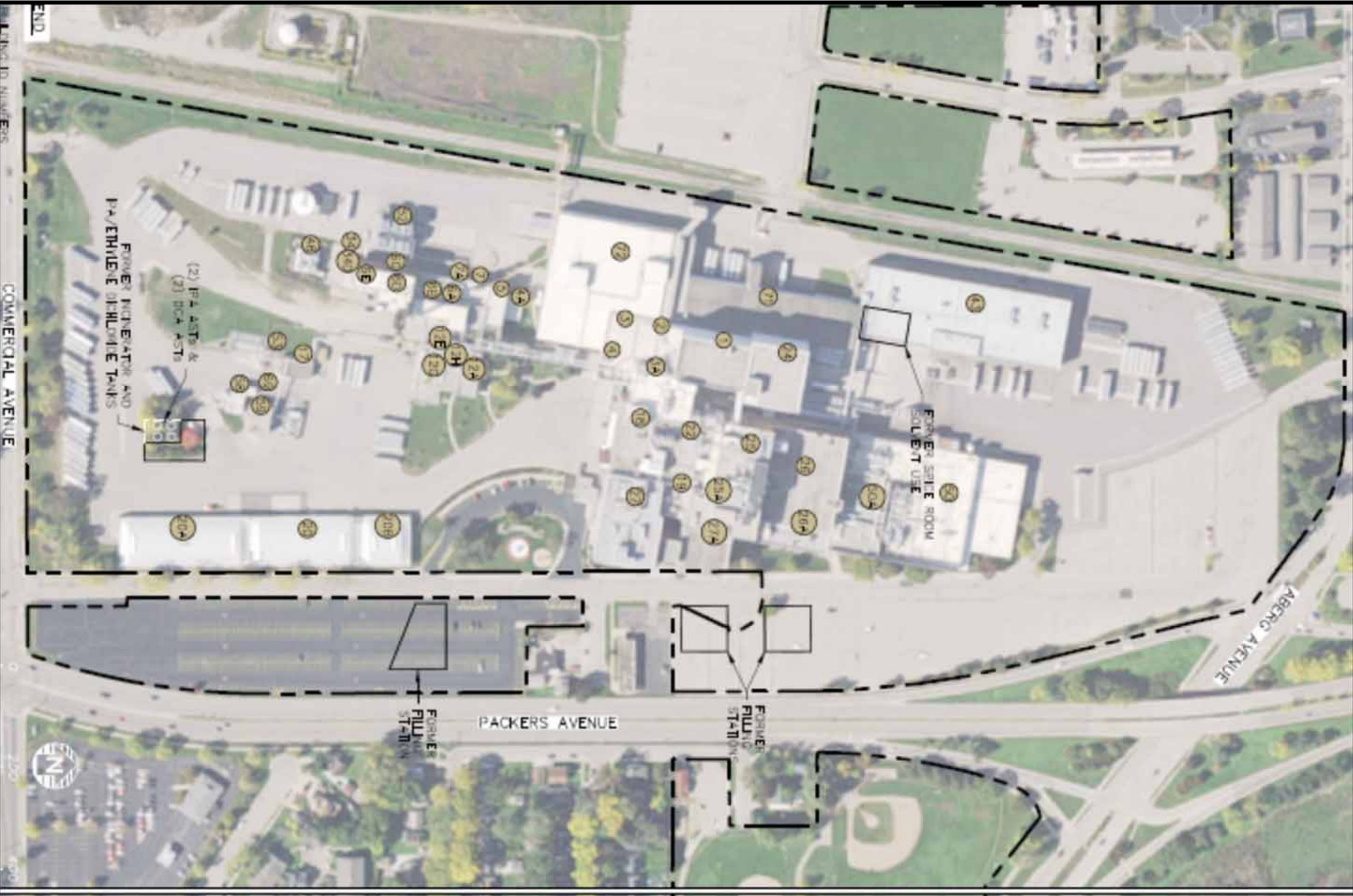
# Questions & Discussion

*Thank you*

[madisonregion.org](http://madisonregion.org)

## Enivironmental Issues





ABERG AVENUE

FORMER SEWEE ROOM  
SOLENT USE

FORMER  
FILTRATION  
STATIONS

PACKERS AVENUE

FORMER  
INVERTATOR  
STATION

FORMER INVERTATOR AND  
PA/ETHYLENE DIHLOMIDE TANKS

(2) PA ASTS &  
(2) DCA ASTS

COMMERCIAL AVENUE



END

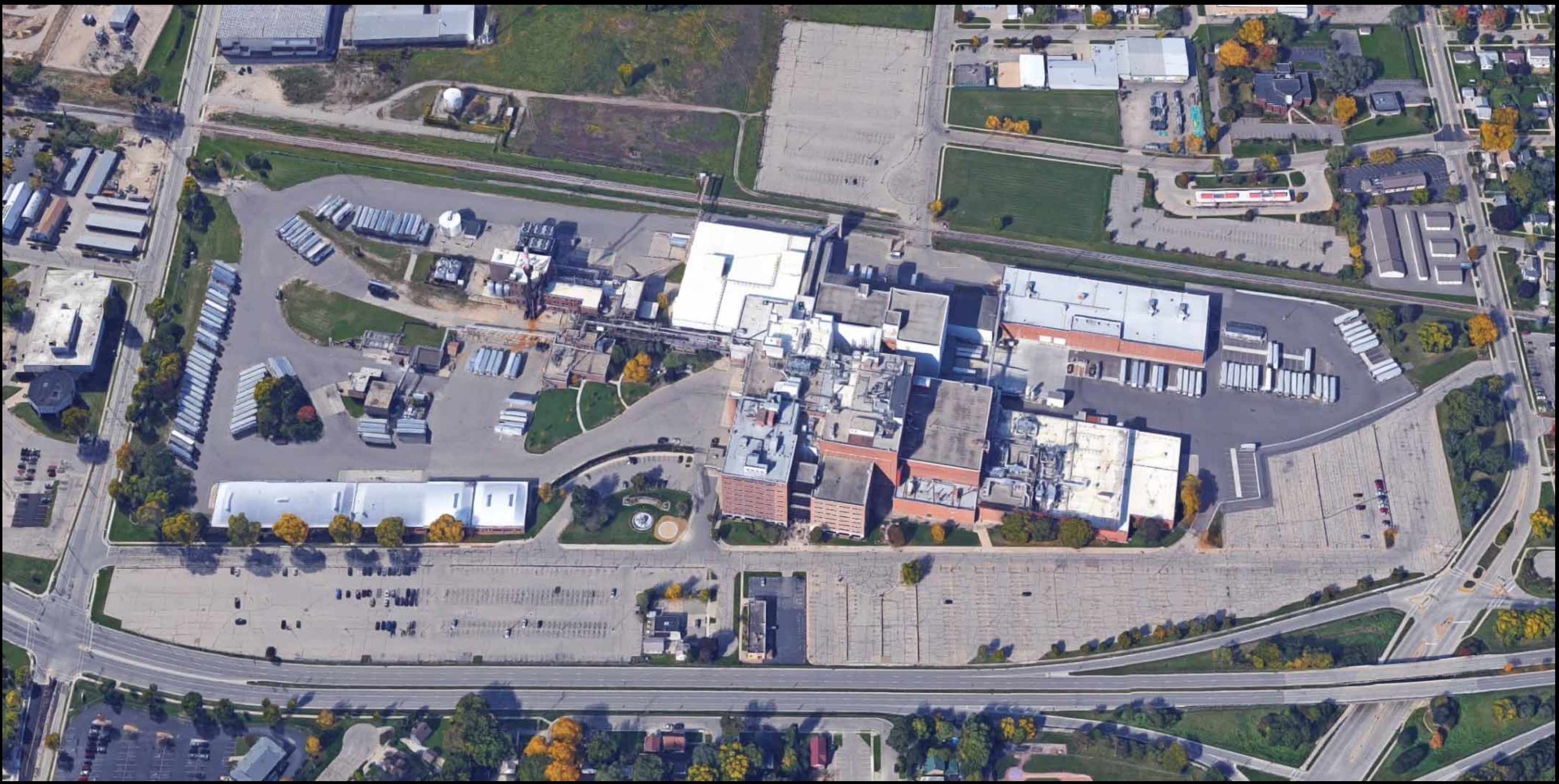
Scale: 1" = 100'

250 500

# Owners Status Report



# Oscar Mayer Site

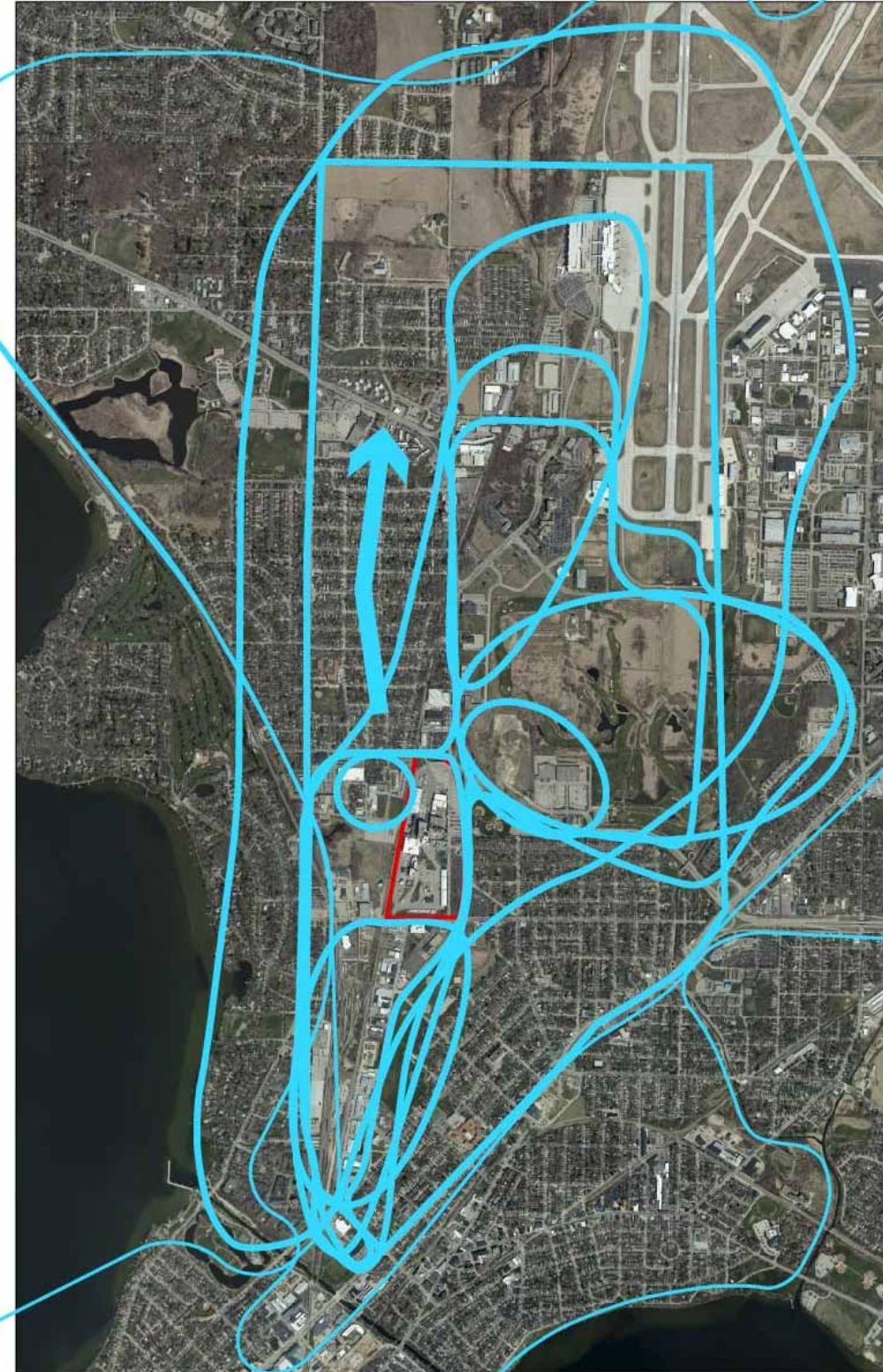
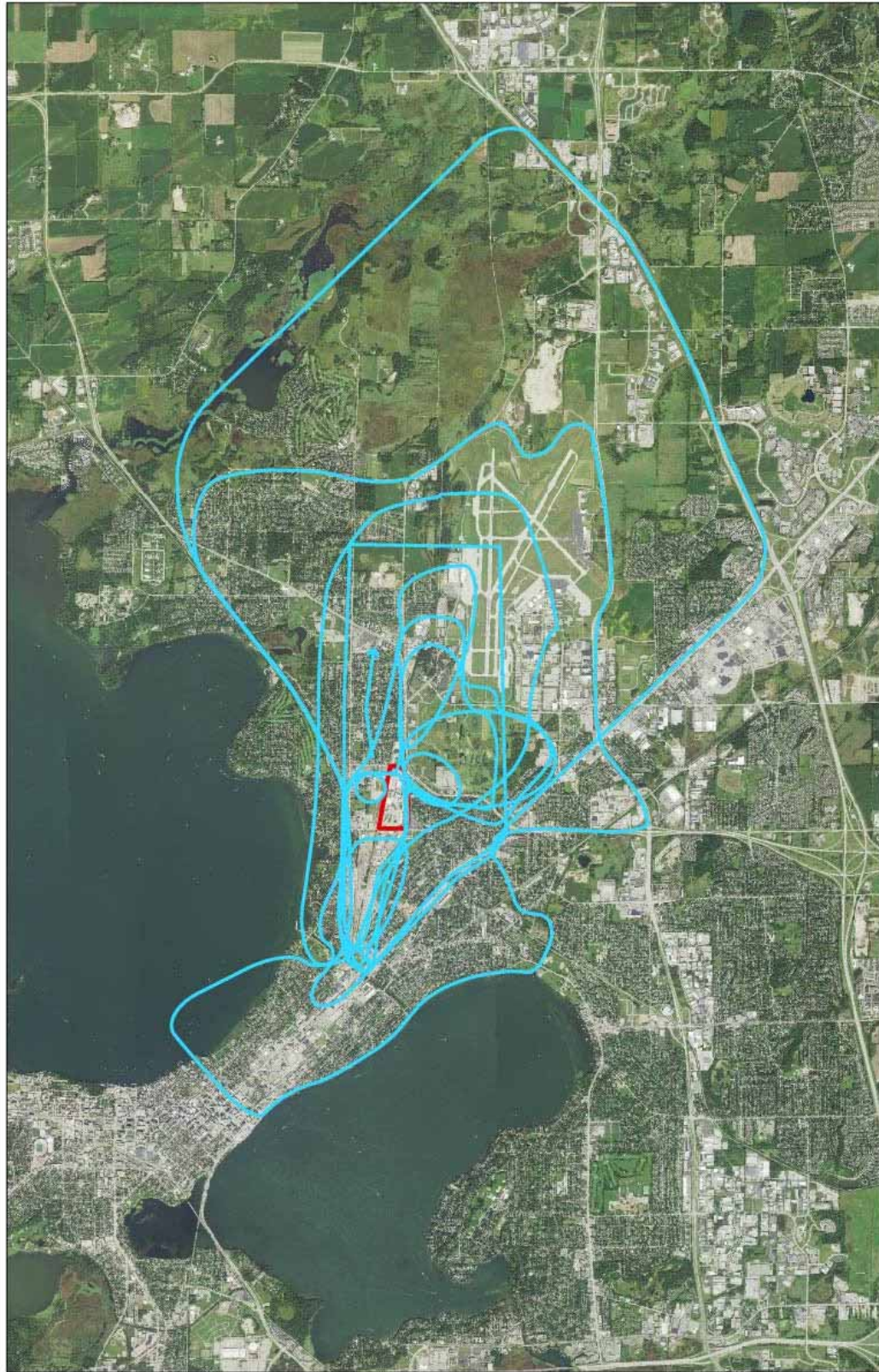




## **Boundary Discussion (continued)**



# Initial Boundary Discussion





## Website + Staff Contacts

**Website:** [www.cityofmadison.com/oscar-mayer](http://www.cityofmadison.com/oscar-mayer)

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