



VISION

Madison will become a globally-connected **innovation** hub at the vanguard of new ideas in life sciences, health, advanced manufacturing, food, & digital tech.

We will be a magnet for diverse **talent** with a skilled workforce poised to thrive in the new economy, world-class researchers fueling new ideas, and a network of entrepreneurs launching game changing businesses.

As we strive for equity, we will build an "**opportunity** economy" that gives all residents opportunities to flourish, businesses of all sizes opportunities to succeed, and all Madison children pathways to meaningful careers - while recognizing that the prosperity of our people and our businesses are bound together.

Above 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 tax base, building an unmatched local food system, cleaning our lakes, becoming the nation's undisputed best city for biking, and supporting the success of our schools.

DRAFT GOAL STATEMENTS

INNOVATION

1. Become the startup capital of the Midwest. Madison will strive to help create more new business starts per capita than any city in the Midwest region.
2. Make Madison the nation's leading hub of healthcare technology. Madison will support this industry potentially with collaborative marketing, events, business support services, etc. Madison will strive to help create at least 10 new health-IT companies with 20 or more employees over the next 10 years.
3. Make Madison a portal for venture capital on the coasts seeking to find under-valued Midwest-based startup investment opportunities. Working with partners, the City will seek out opportunities to connect Madison companies to VC and help foster at least 5 VC deals per year.
4. Madison itself will be a model of innovation in municipal government operations with technology to improve public input processes and frontline customer service

TALENT

1. Madison will Guarantee every Madison high school student an opportunity for some pre-professional work experience in a field of their choosing prior to graduating high school
2. Madison will continue to lead Wisconsin in attracting college-educated 20 to 40 year olds to professional positions.
3. The City will retain 25% of students graduating from college in Madison and 25% of the workforce cycling out of EPIC and other major local employers.

OPPORTUNITY

1. Madison will Reverse course on racial equity trends. In the next 15 years, the City will reduce African American and Latino poverty rates by 25%, reduce the unemployment rate for African American & Latino workforce to be equal or less than the national average, and increase median household incomes for African American and Latino Households to be at least 5% greater than the national median. The City will not only address Madison's glaring weaknesses with racial equity, we will overcompensate and become a city known as a place where people of color can not only meet baseline economic needs but find opportunities to thrive, start businesses, and build wealth.
2. Madison will lead the country in the total number of cooperative businesses created over the next 10 years and be recognized as the nation's leader in coop conversions and coop startups
3. Madison will lead the Midwest in the percentage of new businesses launched by women-owned entrepreneurs. The city will strive to see that over the next 10 years, 50% of new businesses launched in Madison will be launched by women entrepreneurs.
4. Madison will be a leader in minority vibrant and growing food economy to become a leading city for minority food entrepreneurship. Through the Public Market and related efforts, the City will help create 25 new minority-owned food businesses over the next 10 years.
5. Madison will create a transportation system that connects job opportunities with people who need jobs. Madison will be a 45-minute or less commute City. All major employment concentrations (Downtown, business parks, major companies, etc.) will be accessible to every part of the city in 45 minutes or less via transit.

PLACE

1. Madison will embrace the "10-10-100" local food target. Within 10 years 10% of food consumed in Madison will be grown and/or processed within 100 miles of the City limits. In the process of striving for this goal, Madison will build its position as one of the nation's best food cities and continue to grow Madison food-based businesses.
2. Make Madison North America's Bicycle Capital. There are three parts to this goal. Part 1: Improve bike infrastructure and amenities to Increase bicycle ridership and make Madison the nation's top city for mode share by bike by 2020. Part 2: build on Madison's existing bike industry cluster by working with local companies in the industry to attract and co-locate suppliers, customers, and businesses in parallel sectors. Part 3: Make Madison a recognized destination for cycling-related events and tourism.
3. Keep Madison's Tax base Growing and Keep Madison Strong and Thriving as the Economic Center of South-central Wisconsin. The City of Madison will retain 75% of or more Dane County's Tax base. Bring Tax base into development conversations. Actively bring tax base impacts into conversations
4. Create new activity centers outside the downtown. Madison will seek to redevelop key destination sites and out-dated retail centers to create mixed-use anchor destinations outside the downtown. Within 30 years, the east side and west side of Madison will have transit-connected mixed use "City Centers" serving as secondary "downtowns" in the community.
5. Madison's downtown will continue to be the beating heart of the city. Over the next 30 years, 30% of all of Madison's population growth and 30% of all employment growth will occur within the greater downtown area.