

Dane County Comprehensive Plan Housing and Economic Development Work Group Survey Exercise 8/29/06

Goal 1: Dane County will help to build and promote a robust, sustainable economy that enhances Dane County's quality of life for all residents

Objectives - "build and promote... for all residents"

P N W R

1) Increase Dane County's capacity to promote and support economic development

(so that:

a. We can better serve as a resource

b. We can be a more effective partner

c. We can continue to identify and pursue new and strategic opportunities for economic development

d. We can increase our presence, both inside and outside of Dane County, and signal to the business community that we actively support business development and job creation)

2) Ensure continued funding for Dane County programs and agencies that provide opportunities for economic growth and workforce development

3) Encourage collaboration between communities within Dane County for economic development

4) Assist communities in planning and building organizational capacity for economic development

5) Work with the Collaboration Council, regional partners, and surrounding counties to create and promote a shared vision for regional growth

6) Integrate and promote opportunities for minorities in economic development and employer recruitment strategies, to increase minority participation

7) Provide assistance to communities developing commercial and industrial areas so they are well designed and properly located (TABLE – needs work)

8) Encourage the cooperation and collaboration between private and public sectors to promote economic development

9) Utilize Committees and/or Subcommittees that focus on economic development to:

a. Serve as the mechanism for bringing economic development opportunities and initiatives to the County Board of Supervisors

b. Help promote the Goals, Objectives and Policy Recommendations of the comprehensive economic development plan (Objection - Eileen Bruskewitz)

10) Continue to provide technical assistance to Dane County communities pursuing economic development

11) Work with the Collaboration Council and other Dane County organizations and communities to:

a. Implement the economic development plan

b. Reduce duplicative efforts and streamline the delivery of services

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Goal 1 - Cont'd

Objectives - "sustainable economy ...quality of life"

P N W R

- 1) Encourage businesses to locate and expand in a manner that makes efficient use of land and transportation routes and corridors with the minimum impact on the natural and cultural environment
- 2) Encourage siting and development of worksites that are adjacent to existing employment centers
- 3) Encourage the use and adaptive reuse of historic and underutilized buildings for economic development
- 4) Identify, maintain and work to enhance factors that keep and attract investment in Dane County
(Objection - Kyle Richmond)
- 5) Encourage land use and development that protects and preserves Dane County's watershed and natural resources
- 6) Promote the expansion and creation of sustainable business and industry

Goal 2: Support the creation of a range of quality employment and business ownership opportunities

Objectives

P N W R

- 1) Encourage communities to seek businesses that provide a range of goods, services, and employment options to meet the needs of residents
- 2) Encourage entrepreneurial activity, training and development, especially targeting economically disadvantaged areas and groups including minorities, immigrants, and people with disabilities
- 3) Explore revenue sharing agreement opportunities, as well as appropriate public participation protocols, with Dane County communities
- 4) Pursue economic development policies that generate and re-circulate wealth in Dane County

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Goal 3: Support the **creation, retention, attraction, expansion, and incubation of business, industry and agriculture**

Objectives

P N W R

- 1) Encourage the identification of an adequate number of developable sites for locating business and industry
- 2) Identify and enhance existing and potential sectors that drive Dane County's economy
- 3) Promote the protection of economically productive areas, including farmland and forestry
- 4) ~~Encourage the development of organizational capabilities and resources in Dane County to promote economic development REDUNDANT see GOAL 1~~
- 5) Promote economic development that recognizes the assets and attributes of each community
- 6) ~~Encourage~~ **Identify and pursue** inter-county regional economic development opportunities **and collaboration**
- 7) Encourage intergovernmental agreements between Dane County municipalities to leverage resources, reduce costs and maximize benefits
- 8) **Encourage the development and use of retention and marketing strategies in Dane County communities**

Goal 4: Promote workforce development that maximizes benefits to the workforce, business and industry

Objectives

P N W R

- 1) Work with Dane County Job Center, UW Center on Wisconsin Strategy, Jobs with a Future, school districts, technical colleges, City of Madison and the Workforce Development Board to:
 - a. Identify and help provide educational and training opportunities for residents of Dane County so they can participate in, contribute to, and benefit from the local economy;
 - b. And, in conjunction with workforce agencies, work with area employers to better understand how to develop, train, and re-tool employees and future employees to increase worker readiness
 - c. Identify, maintain and enhance factors that keep and attract talent and skills to Dane County
- 2) Encourage workforce development efforts that meet the needs of industry and employers
- 3) **Work with surrounding counties, the Collaboration Council and organizations to explore opportunities for regional workforce development and job creation**

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SECTION 1 - POLICY RECOMMENDATIONS ECONOMIC DEVELOPMENT - GENERAL

Programs and Funding

P N W R

- 1) Maintain support for Dane County programs, and key agencies and organizations that promote economic development
- 2) Expand the BUILD program and prioritize high-need areas for commercial development and revitalization
- 3) Promote loan programs that provide low interest and gap financing to small, minority, women and worker owned businesses in Dane County
- 4) Promote increased funding for small business financing in Dane County
- 5) Use county resources to leverage other resources in order to attract, grow, expand, and retain desirable business and industry
- 6) Provide incentives for businesses to locate in areas served by existing, or future, regional transit to make jobs more accessible to workers
- 7) Support investment and incentives for business expansion that benefits the local and regional economy
- 8) Designate economic development assistance priority to companies that pay above average wages

9) Promote the use of minority and women owned business in county contracts and RFPs

Development and Land Use

P N W R

- 1) Direct commercial development in rural areas in accordance with local land use plans
- 2) Promote the use of contaminated sites for commercial and economic development
- 3) Encourage communities to provide adequate public infrastructure to enable businesses to operate and expand successfully
- 4) Promote commercial development that clusters into districts and complements and reinforces existing neighborhoods and development
- 5) Promote the development of neighborhood scaled commercial development located within or at the edges of residential neighborhoods
- 6) Develop rural commercial development design and siting guidelines to minimize adverse impacts on rural agricultural operations, to preserve scenic views, and to facilitate the efficient provision of services

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SECTION 1 ECONOMIC DEVELOPMENT - GENERAL

Development and Land Use - cont'd

P NW R

- 7) Promote the location of business and industrial development in communities where a full range of urban services exists

- 8) Encourage all communities within central urban service areas to adopt commercial development standards that 1) minimizes traffic congestion and incompatible land uses, and 2) promotes pedestrian circulation

- 9) Promote the creation of compact urban, mixed-use developments in underutilized or vacant sites (infill areas) to avoid the conversion of agricultural or open space areas
- 10) Promote the revitalization of downtown and main streets and enforce design standards
- 11) Develop and promote guidelines for sustainable business practices to increase energy efficiency and reduce environmental impact

Regulation

P NW R

- 1) Identify and remove unnecessary regulatory barriers to commercial and small business development (TABLE – needs work)

- 2) Streamline permitting and regulatory processes for Dane County business

- 3) Provide preferential treatment in the review and approval process for new commercial and mixed-use developments that are sited on existing transportation corridors and routes
- 4) Reduce zoning, land uses, and regulation that are a barrier to small business development and work to reduce barriers redundant (TABLE – needs work)

- 5) Implement customer-friendly permitting processes to efficiently assist business and industry without reducing service standards, and encourage local governments to do the same

Outreach and Education

P NW R

- 1) Develop a strategic plan that would instruct communities how best to deal with competition from big box development while maintaining the viability of small businesses

- 2) Establish a business-to-business mentor program that targets minority businesses and entrepreneurs
- 3) Work to develop an atmosphere of openness and welcome to minorities (TABLE – needs work)
- 4) Assist communities in developing well designed commercial and industrial areas by creating a database of economic development activities, policies, standards, tools and best practices
- 5) Encourage the expansion of industrial, government, and educational sites consistent with adopted local and regional plans

- 6) Promote the expansion of knowledge-based service, research, and manufacturing businesses

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SECTION 1 ECONOMIC DEVELOPMENT - GENERAL

Outreach and Education - cont'd

P NW R

- 7) Develop and promote a collaborative approach between residential and commercial real estate developers and management with the public sector
- 8) Promote mentorship programs between businesses to encourage the sharing of effective business and financial practices
- 9) Promote entrepreneurship and small business ownership through education, training and private/public partnerships
- 10) Continue to provide technical assistance to small businesses and minority businesses

Other

P NW R

- 1) Encourage the preparation of impact studies for major industrial development proposals that identify positive and negative economic effects (Objection – Eileen Bruskewitz)
- 2) Foster the development of housing and employment centers outside downtown Madison (TABLE – needs work)
- 3) Support the development and growth of bio science businesses (TABLE – needs work)
- 4) Create measures to evaluate economic development incentives to ensure that policies promote economic stability, increase employment, and improve incomes
- 5) Calculate the costs of regulatory barriers to businesses (TABLE – needs work)
- 6) Support the development of industrial parks, that are compatible with adjacent and surrounding land uses, to promote expansion of existing industries and to attract new industries
- 7) Use downtown Madison's economic and cultural activity to promote economic vitality throughout the region
- 8) Promote the development of desirable, attractive, compact, and convenient shopping and commercial areas that are asset to the region
- 9) Urge local units of government to develop plans of emerging activity centers in order to guide public investment and private investment, as well as services, facilities, and commercial development
- 10) Actively market Dane County as a place to locate bio science research and manufacturing, operations at events such as the bioscience fair/trade show duplication of existing effort (Objection - Ashok Kumar, Dorothy Wheeler, Jim Cavanaugh)
- 11) Identify and promote 'buy local' policies used by local governments and other public institutions to help strengthen local businesses

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SECTION II - INDUSTRY SPECIFIC SUPPORT

Recreational, Cultural and Historical Tourism and Enterprise Development

P N W R

- 1) ~~ID and reduce barriers to recreational tourism~~
- 2) ~~Assist in the coordination between tourism, sheriffs department, towns and rural areas regarding recreational events~~
- 3) Work with the Convention and Visitor's Bureau as well as communities and organizations, to inventory, promote, facilitate and market: 1) recreational tourism; 2) cultural tourism; 3) agricultural tourism; 4) historical and architectural tourism; and, 5) overnight accommodations opportunities in Dane County, outside of the City of Madison
- 4) Allow for condominium, housing, and rental live-work units that combine studios, galleries, and artisan shops as a conditional use in residential areas
- 5) Promote the renovation and preservation of historic buildings
- 6) Identify potential areas for arts districts for the purpose of focusing resources and promoting cultural opportunities
- 7) Promote and support the arts, artists and cultural planning throughout Dane County as a means to identify, celebrate and honor our culture and heritage, and promote economic development – (TABLE – needs work)
- 8) **Develop a multi-county cultural plan to promote arts and culture in South Central Wisconsin, and to stimulate economic activity and opportunities**
- 9) Continue support for recreational resources such as the Dane County Park System
- 10) Work to protect Dane County lakes, streams, and other natural resources to preserve the viability of our recreation and tourist industry
- 11) **Support the Overture Center**
- 12) **Ask the Executive to call the Mayor and talk about how to get the outdoor games back**
- 13) **Develop an office of events facilitation**
- 14) **Promote the use and participation of game management planning, so people know where they can hunt**

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SECTION II - INDUSTRY SPECIFIC SUPPORT - CONT'D

Agricultural Enterprise

P N W R

- 1) Pursue institutional food purchasing policies that provide new markets for area farmers
- 2) Ensure that farming remains a viable business/industry
- 3) Support and encourage the development of regional agricultural enterprise including:
 - a. agricultural cooperatives
 - b. manufacturing to process soy beans, produce and other farm products
 - c. new agricultural technologies
- 4) Promote agricultural commerce by strengthening transportation infrastructure such as rail transit and roads
- 5) Promote combining class one parcels together or recreate class one parcels to encourage long-term quality agricultural production
- 6) Enhance the economic viability of retaining land in agricultural use through creative and flexible regulation, as well as incentives
- 7) Create farm priority zones large enough to protect substantial tracts of agricultural land in order to encourage farmers to continue farming
- 8) Support farm marketing programs in order to promote Dane County agriculture and help farmers improve their profitability
- 9) Identify new markets for production agriculture, biotechnology, value-added processing and Community Supported Agriculture (CSA)
- 10) Enforce state statute of tax credit penalties for land re-zoned out exclusive (A-1) agriculture (TABLE – needs work/info)
- 11) Help to foster the formation of cooperative marketing approaches for farmers to coordinate product delivery
- 12) Encourage, educate, and assist farmers with entering agricultural or conservation easement programs to protect productive agricultural lands
- 13) Work to protect forests and the timber industry in Dane County
- 14) Explore the possibility of establishing a Dane County agricultural enterprise development center to support and incubate the development of local food products and agricultural businesses
- 15) Enhance technical assistance to agriculture related businesses
- 16) Establish procurement policies that require 10 percent of food purchases by Dane County to be from locally grown or organic farm sources (Objection - Eileen Bruskwitz, Fred McGee)
- 17) Promote the development of organic processing facilities to process organic farm products
- 18) Support and promote the development of community markets for agricultural products in order to promote and preserve the county's agricultural industry

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SECTION II - INDUSTRY SPECIFIC SUPPORT

Agricultural Enterprise - cont'd

P NW R

- 19) Promote the purchase and consumption of locally grown and organic farm products in all Dane County facilities and those organizations and entities receiving financial assistance from Dane County
- 20) Provide technical assistance to Dane County agricultural producers in the development of marketing cooperatives
- 21) Promote and support initiatives to market and expand opportunities for food products grown and made in Dane County
- 22) Allow for small acreage farming zones (less than 35 acres), in zoning ordinances so that small scale commercial cultivation and value-added food production can occur

23) Support and help promote farmer training programs and initiatives

Renewable energy

- 1) Support initiatives and industry that pursue production of renewable energy as well as associated technology

SECTION III - WORKFORCE DEVELOPMENT

General

P NW R

- 1) Promote family supporting jobs and employment to reduce the number of children in poverty
- 2) Promote higher minimum wage in Dane County (Objection - Fred McGee, Eileen Bruskewitz)
- 3) County will provide economic development assistance to enterprises that pay the Dane County living wage or above
- 4) Promote workforce development that assures Dane County residents can be employed by industry and business
- 5) Work with the City of Madison to reach employment targets defined by the Isthmus 2020 Plan
- 6) Strengthen Dane County's support for workforce development and job training, especially for smaller communities
- 7) Promote opportunities and policies to facilitate commuting to increase labor supply
(Objection – Juscha Robinson, Jim Cavanaugh, Ashok Kumar, Emanuel Scarborough)
- 8) Work with Dane County school districts to promote their use of existing Department of Commerce funding for school to work programs to help students become employed
- 9) Work with the labor unions, business trades and area schools to expand and develop apprenticeships programs, and target minorities
- 10) Promote a diversity of employment opportunities through a variety of industries, professional trades, and cooperative business enterprises

11) Bring more jobs to Dane County for unskilled or low-skilled workers, or jobs where individuals can be employed with minimal training

12) Dane County should become a more reliable partner in attracting workers and making sure they are trained for the job market

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SECTION III - WORKFORCE DEVELOPMENT

General - cont'd

P NW R

- 13) Promote the use of minorities in commercial and residential building
- 14) Promote and expand partnerships with area employers to strengthen welfare to work programs and increase employment opportunities for youth and Dane County residents
- 15) Provide tax credits to employers for providing employees with education and childcare
- 16) Work to integrate the former prison population into the workforce
- 17) Dane County should follow the principles of the Job Creation Act
- 18) Promote programs that educate young people and residents about financial management and life skills
- 19) Work with the business, education, and the financial industry to expand savings and financial literacy programs to increase financial management among youth

Work supports

P NW R

- 1) Promote policies that increase healthcare coverage to Dane County residents
- 2) Encourage employers to accommodate employees' needs for day care, transportation, and other family care needs
- 3) Encourage employers to accommodate the needs of older workers, persons with disabilities, and those with special needs
- 4) Encourage the development of jobs for workers with special needs, older workers and persons with disabilities
- 5) Incorporate child care availability and incentives into workforce development programs
- 6) Support skills training, services, and increased assistance to the unemployed who are looking for employment
- 7) Work with the private sector, high schools, and MATC to create business internships and mentor programs that help youth and minorities make a successful transition into the workforce
- 8) Promote and support Develop entrepreneurship and financial literacy programs that integrate youth and minorities through mentoring programs, apprenticeships, and adopt-a-class private/public partnership models
- 9) Expand promotion of job training, vocational training, and employment programs throughout Dane County
- 10) Increase access to the Dane County Job Center and its services to Dane County residents, youth and in the school districts
- 11) Promote and ensure the availability of early childhood education as part of the county's workforce development strategy

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SECTION IV – INFRASTRUCTURE SERVICES (Communication, Transportation, Utility)

P N W R

- 1) Provide county incentives to foster participation in a regional bus system
- 2) Continue efforts to improve transit service to all shopping and commercial areas
- 3) Foster the provision of reliable electric transmission in Dane County to satisfy the economic needs of existing and future business and industry, including the needs for the growth of the high-tech sector
- 4) Explore, encourage, help develop and invest in a county-wide WI-FI telecommunications system to improve business opportunities, and keep business and the private sector competitive
- 5) Encourage communities to provide adequate public infrastructure to enable businesses to operate successfully
- 6) Work with the MPO, City of Madison and Dane County communities and organizations to promote a county-wide multi-modal transportation system that links neighborhoods, communities, services and employment
- 7) Work with the City of Madison to improve transit services to the Dane County Regional Airport

SECTION V – INFRASTRUCTURE (Organizational capacity, development, and technical support)

P N W R

- 1) Develop and maintain a Dane County website with economic development resources including resources and information for business development, retention and expansion
- 2) Develop a more user friendly interface between Dane County and the public
- 3) Work to create a culture of inclusiveness, as well as criteria, to better integrate minorities in economic development
- 4) ~~Integrate minorities in economic development efforts and opportunities redundant~~
- 5) Encourage the development of programs to provide and promote basic financial literacy for residents of Dane County
- 6) Expand technical assistance to communities throughout Dane County:
 - a. To provide economic development education
 - b. To help them plan and develop strategies to attract and retain downtown businesses
 - c. To support commercial revitalization that redevelops underutilized and unused parcels
- 7) ~~Offer technical assistance to cities and villages to facilitate economic development planning and commercial growth, and direct resources towards that end~~
- 8) Provide information and educational opportunities about tax increment financing to the Towns
- 9) Work with local economic development organizations to help develop strategies to retain, expand and attract businesses

Intergovernmental Cooperation

- 1) Promote regional economic development cooperation within Dane County
- 2) Explore and identify advantages and opportunities for working with other counties to promote economic development
- 3) Work with the Collaboration Council and surrounding counties to promote:
 - a. multi-county economic development cooperation,
 - b. combined economic development efforts, and
 - c. discussions to address growth issues beyond Dane County's borders
- 4) ~~Explore advantages to working with other counties on economic development~~

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SECTION V – INFRASTRUCTURE (Organizational capacity, development, and technical support)

Intergovernmental Cooperation - cont'd

P NW R

- 5) Dane County should partner with local communities to facilitate a full spectrum of commercial redevelopment activities
- 6) Encourage inter-governmental development and revenue sharing
- ~~7) Reach out to adjoining counties to engage in combined economic development efforts~~

SECTION VI - REVENUE

P NW R

- 1) Pursue grant, loan and foundation opportunities to assist in promoting economic development in Dane County
- 2) Continue to pursue and maximize methane processing and production from County landfills
- 3) Explore state and county mechanisms for tax-base sharing of manufacturing and mercantile tax base to reduce competition between communities
- 4) Work with Dane County communities to identify possible revenue sharing opportunities and potential projects that would provide mutual economic benefit
- 5) Explore establishing a commuter tax for the approximate 35,000 workers who commute into Dane County each day
- 6) Explore the use of a wheel tax for vehicles registered in Dane County to help offset the costs of providing transportation upgrades, maintenance, and new roads in Dane County
- 7) Identify policies that would keep dollars in Dane County, as well as promote the re-circulation of those dollars
- 8) Work with the private sector to identify opportunities that promote Dane County business and cluster industry
- 9) Explore fee for service opportunities for providing housing and economic development technical assistance to surrounding communities
- 10) **Work to support and cultivate angel and venture capital investment networks**

SECTION VII - EXPENSES/COST REDUCTION

P NW R

- 1) Identify and pursue economic policies that reduce the long term operational expenses of Dane County including but not limited to:
 - a. Replacing County fleet vehicles, trucks and equipment with more fuel efficient models as they retire, and retrofit where possible
 - b. Pursue policies that reduce costs associated with Dane County Parks maintenance
 - c. Retrofitting Dane County buildings and facilities for increased energy efficiency, and continue to do so as new technology develops
- 2) Build all new county facilities to maximize energy efficiency and reduce life-cycle costs
- 3) Conduct a vehicle miles traveled (VMT) audit for Dane County departments that use county owned vehicles and trucks to determine most efficient routes for doing business
- 4) Promote energy conservation and public transit use as a tools to reduce demand for infrastructure