

# Dane County Comprehensive Plan Economic Development Goals & Objectives HED Work Group July 7, 2006

## Section I.

**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**

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 <sup>1</sup>

3) Identify, maintain and work to enhance factors that keep and attract investment in Dane County

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

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

6) Provide assistance to communities developing commercial and industrial areas so they are well designed and properly located

7) Encourage businesses to locate and expand in a manner that makes efficient use of land and transportation corridors with the minimum impact on the natural and cultural environment

8) Encourage development that is sited along existing transportation arterials

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<sup>1</sup> In the appendix I will list Dane County's ED programs and support agencies (see 2006 DC ED Budget)

- 9) Encourage siting and development of worksites that are adjacent to employment centers ~~workers accessibility to jobs~~
- 10) Encourage the cooperation and collaboration between private and public sectors to promote economic development
- 11) Encourage the use and adaptive reuse of historic and other buildings
- 12) Utilize the Dane County Subcommittee 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
- 13) Continue to provide technical assistance to Dane County communities pursuing economic development
- 14) Incorporate findings from the Dane County Economic Development Activity Survey in the economic development plan to reduce duplication of programs and initiatives
- 15) 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
- 16) ~~Build~~ Integrate opportunities for minorities into economic development strategies, employer recruitment, and housing policy (was a policy)

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

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

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

- 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
- 5) Promote economic development that recognizes the assets and attributes of each community
- 6) Encourage inter-county regional economic development opportunities
- 7) Encourage workforce development efforts that meet the needs of industry and employers
- 8) Encourage intergovernmental agreements between Dane County municipalities **to leverage resources, reduce costs and maximize benefits**

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

Work with Dane County Job Center, UW Center on Wisconsin Strategy, school districts, technical colleges, City of Madison and the Workforce Development Board to:

- a. ~~Support efforts~~ **identify and provide** opportunities for education and training for ~~new and current~~ residents of Dane County to participate in, contribute to, and benefit from the local economy  
  
and,
- b. 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 and help build a stronger workforce and ~~Initiate a dialogue with the private sector business to better understand how to develop, train and channel people into the labor pool~~ **(was a policy)**
- c. Identify, maintain and enhance factors that keep and attract talent and skills to Dane County

## Section II.

### BUSINESS/COMMERCIAL/INDUSTRIAL DEVELOPMENT

#### DANE COUNTY PROGRAMS AND SERVICES<sup>2</sup>

1. Maintain support for Dane County programs, destination sites, and key agencies and organizations that promote economic development
2. Expand the BUILD program and prioritize high-need areas such as (~~the Town of Madison~~ **redundant**) Fitchburg and municipal city border areas, to plan for commercial **development and** revitalization
3. ~~Strengthen “Main St.” business development~~ — **Expand technical assistance to communities throughout Dane County:**
  - A. To help them attract and retain downtown businesses
  - B. To support commercial revitalization that redevelops underutilized and unused parcels
4. ~~Provide assistance to rehabilitate downtown commercial facades~~ — **redundant (BUILD program)**
5. ~~Continue financial support from Dane County to the Cultural Arts Commission~~ — **redundant above** see Goal 1, Obj. 2
6. ~~The County's Economic Summit Council should work with other municipalities, business and industry, and educational institutions in order to develop guiding principles for countywide economic development~~ **done**
7. ~~Put more county emphasis on low doc/no doc programs like the old Dane County Development Corporation~~ **change to:**
8. **Promote loan programs that provide low interest and gap financing to small businesses in Dane County**
9. Work with Madison Dane County Development Corporation (**and other community development corporations?**) to increase funding for small business financing in Dane County ~~Bolster Dane County Development Fund financing by promoting public/private partnerships at the micro and macro level~~ (**local and regional level??**)
10. Eliminate redundant and overlapping planning efforts (i.e. Attain Dane)

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<sup>2</sup> Suggested changes to current DC ED programs are listed under Dane County Programs and Services – continued support for *individual* programs will be identified in the appendix and intro)

## Section II. cont'd

### **DEVELOPMENT - GENERAL**

11. Use county funds to leverage other resources in order to attract, grow, expand, and retain desirable business and industry
12. Provide incentives for businesses to locate in areas served by existing, or future, regional transit to make jobs more accessible to workers
13. Promote regional economic development cooperation
14. ~~The county will~~ Encourage communities to provide adequate public infrastructure to enable businesses to operate **and expand** successfully
15. ~~Discourage commercial strip development by encouraging new commercial development to cluster into districts~~ **redundant see next policy**
16. Promote commercial development **that clusters into districts** and complements and reinforces existing neighborhoods and development
17. Promote the location of business and industrial development in communities where a full range of urban services exists ~~are provided efficiently~~
18. ~~Develop industrial where infrastructure exists~~ **redundant**
19. Provide preferential treatment in the review and approval process for new commercial and mixed-use developments that are sited on existing transportation arterials
20. Direct commercial development in rural areas ~~only as appropriate~~ in accordance with local land use plans
21. **Promote the use of Brownfields for commercial and economic development (req. by state statute)**
22. **Provide information and educational opportunities about tax increment financing to the Towns**
23. Allow Dane County to provide grants to help communities cover TIF projects
24. ~~The county will~~ Encourage communities to provide adequate public infrastructure to enable businesses to operate successfully.
25. Encourage the preparation of impact studies for major industrial development proposals that identify likely positive and negative economic effects

## Section II. cont'd

### **DEVELOPMENT - GENERAL**

26. Identify and remove unnecessary regulatory barriers to commercial and small business development
27. ~~Reduce zoning, land uses, and regulation that are a barrier to small business development and work to reduce barriers~~ redundant
28. Streamline permitting and regulatory processes for Dane County business
29. ~~Assist~~ Support the development and growth of bio science businesses
30. Implement customer-friendly permitting processes to efficiently assist business and industry without reducing service standards, and encourage local governments to do the same
31. ~~Encourage local governments to provide customer-friendly permitting processes to efficiently assist business and industry without reducing service standards~~
32. 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
33. Establish a business-to-business mentor program that targets minority businesses and entrepreneurs
34. Explore advantages of working with other counties (governments?) on economic development (working with other counties on ED is one of the goals of the Collaboration Council initiative)
35. Create measures to evaluate economic development incentives to ensure that policies promote economic stability, increase employment, and improved incomes
36. ~~Remove all barriers to capital for all Dane County citizens that want to start businesses~~ not within the County purview
37. ~~Provide assistance to small businesses~~ redundant
38. Calculate the costs of regulatory barriers to businesses
39. Work to develop and atmosphere of openness and welcome to minorities
40. Foster the development of housing and employment centers outside downtown Madison

## Section II. cont'd

### **DEVELOPMENT - GENERAL**

41. Assist communities in developing well designed commercial and industrial areas by creating a database of economic development activities, policies, standards, tools and best practices from other communities
42. ~~Assist communities in planning and developing commercial and industrial areas that are well designed and properly located~~ **redundant**
43. **Promote the development of** ~~appropriately located~~ neighborhood scaled commercial development located within or at the edges of residential neighborhoods
44. Develop rural commercial development design and siting guidelines ~~and regulations~~ **(redundant see ANCR and Land Use Policies)** to minimize adverse impacts on rural agricultural operations, to preserve scenic views, and to facilitate the efficient provision of services
45. ~~Provide the necessary public infrastructure to enable businesses to operate successfully~~ **redundant see above**
46. ~~Direct~~ Support investment and incentives for business expansion that benefits the local and regional economy
47. ~~Assist in~~ Support the development of industrial parks, that are compatible with adjacent and surrounding land uses, ~~for both the~~ to promote expansion of existing industries and to attract new industries
48. ~~Implement~~ Create a fund to invest in sensible growth ~~to~~ that fosters commercial redevelopment opportunities as well as community revitalization ~~in general~~
49. Recognize downtown Madison as the region's major activity center and encourage greater diversity and vitality in the future??
50. Promote the development of desirable, attractive, compact, and convenient shopping and commercial areas that are an economic and aesthetic asset to the region
51. Urge local units **of government** to develop detailed plans of major emerging activity centers in order to guide public investment, including services, facilities, and private investment and development ~~efforts~~
52. Encourage all communities within central urban service areas to adopt standards that minimize the adverse impacts of commercial development such as traffic congestion, incompatible land uses and poor pedestrian circulation

## Section II. cont'd

### **DEVELOPMENT - GENERAL**

53. Encourage the expansion of industrial, government, and educational ~~areas~~ **sites** consistently with adopted local and regional plans
54. Promote the expansion of knowledge-based service, research, and manufacturing businesses
55. Work to ~~Dane County should~~ develop a cooperative approach with residential, commercial and real estate development and management

### **INDUSTRY SPECIFIC SUPPORT**

#### ***Recreational, Cultural and Historical Tourism and Enterprise Development***

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. Inventory, promote, facilitate and market: recreational and cultural tourism, agricultural tourism and historical and architectural tourism opportunities in Dane County, outside of the City of Madison
4. ~~Promote and facilitate recreational tourism, especially through special events~~ **redundant**
5. Integrate cultural, recreational, and agricultural tourism in promotion materials
6. Allow for condominium, housing, and rental live-work units that combine artist ~~and performing art~~ studios, galleries, and artisan shops as a conditional use in residential areas
7. ~~Allow galleries and artist studios as a conditional use in residential areas~~ **redundant**
8. Promote the renovation and preservation of historic buildings
9. Identify potential areas for arts districts for the purpose of focusing resources and promoting cultural opportunities
10. 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

11. ~~Work with the Convention and Visitor's Bureau to~~ inventory, market and promote overnight accommodations ~~and destination sites~~, outside the City of Madison

## Section II. cont'd

### ***Recreational, Cultural and Historical Tourism and Enterprise Development***

12. ~~Inventory assets of different areas of the county and market them as a package~~  
~~redundant~~
13. ~~Focus on developing the tourism segment of economy and~~ Continue support for recreational resources such as the Dane County Park System
14. Protect Dane County water and other natural resources to preserve the viability of our recreation and tourist industry

### ***Agriculture***

1. ~~Pursue purchasing policies that provide new markets for area farmers and healthy food options for Dane County employees~~
2. Encourage farming as a viable state business/industry
3. Promote the development of agricultural ~~enterprise~~ including ~~and~~ agricultural cooperatives
4. Promote agricultural commerce by strengthening transportation infrastructure such as rail transit
5. Promote the development of agricultural processors such as a soy bean processor and ethanol plant
6. Support and encourage the development of new agricultural technologies
7. ~~Dane County should work with the State of WI on the citing statute to better promote agricultural business expansion, retention and siting~~ (communities determine whether or not they want to introduce siting standards not the state – this policy is covered in numerous ways in ANCR Work Group policies)
8. Promote combining ~~Put~~ class one parcels together or recreate class one parcels to encourage long-term quality agricultural production
9. Enhance the economic viability of retaining land in agricultural use through creative and flexible regulation and incentives
10. Create farm priority zones large enough to protect substantial tracts of agricultural land in order to encourage farmers to continue farming
11. Develop a farm marketing program to promote Dane County agriculture and help farmers improve their profitability

## Section II. cont'd

### ***Agriculture***

12. Enforce state statute of tax credit penalties for land re-zoned out exclusive (A-1) agriculture
13. Identify new markets for production agricultural, biotechnology, value-added processing and Community Supported Agriculture (CSA)
14. Foster the formation of cooperative marketing approaches for farmers to coordinate product delivery
15. Assist farmers in entering agricultural or conservation easement programs to protect productive agricultural lands
16. **Work to protect forests and the timber industry in Dane County** (req. as part of the state statute)
17. Establish a Dane County Agricultural Enterprise Development Center
18. ~~Implement a "Buy Dane County" farm products campaign (already underway)~~
19. Create an electronic website to market Dane County and county products over the Internet
20. ~~Support environmentally friendly agricultural economic development by creating programs and campaigns (redundant ANCR deals with conservation and preservation as it relates to ag)~~
21. Establish a county-supported business incubator for small, local food and agricultural businesses
22. Provide **technical** assistance to agriculture related businesses
23. Establish procurement policies that require 10 percent of food purchases by Dane County to be from locally grown or organic farm sources
24. Promote the development of organic processing facilities to process organic farm products
25. ~~Support environmentally friendly and~~ community oriented markets for agricultural products through policies that compliment and leverage state and federal efforts in order to promote and preserve the county's agricultural industry
26. Promote the purchase and consumption of locally grown and organic farm products in all Dane County facilities, and those receiving financial assistance from Dane County

## Section II. cont'd

### ***Agriculture***

27. Provide technical assistance to Dane County agricultural producers in the development of marketing cooperatives
28. ~~Establish~~ Promote and support a food label for food products grown and made in Dane County (initiative underway)
29. Allow for small acreage farming zones in zoning ordinances so that small scale commercial cultivation and value-added food production can occur
30. Promote the development of farm markets and farm stands in Dane County

### ***Alternative energy***

1. Support initiatives and industry that pursue production of alternative energy as well as associated technology

### ***Other***

1. Create mentorship programs between businesses to encourage the sharing of effective business and financial practices
2. ~~Develop~~ Promote entrepreneurship and small business ownership through education, training and private/public partnerships
3. **Continue to** provide technical assistance to small businesses and minority business owners
4. Designate economic development assistance priority to companies that pay above average wages and/or are locally owned
5. ~~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**
6. ~~Study and assess~~ **Identify and promote** 'buy local' policies used by local governments and other public institutions to strengthen local businesses and the workforce, ~~and pursue implementation as appropriate~~
7. ~~Support local community efforts to encourage new desirable industries~~ **redundant**
8. Inventory and provide information on land available for re-development
9. Promote the creation of compact urban, mixed-use developments in underutilized or vacant to avoid the conversion of agricultural or open space areas

## Section III. WORKFORCE DEVELOPMENT

1. Pursue ~~ways to raise wages or lower costs of lower income families~~ **economic policies** that increase wages and ~~reduce expenses for low-income families to reduce the level~~ **number** of children in poverty
2. Promote higher minimum wage (Doyle passed statewide leg. that prevents local jurisdictions from setting minimum wages)
3. **Promote policies that increase access to healthcare through group purchasing, local chambers of commerce, A-CHIP and other programs**
4. Develop a campaign that assures all Dane County residents can be a resource for industry and business **redundant??** – see Goal 4
5. County will not provide economic development assistance to low wage enterprises
6. Encourage employers to recognize employees' needs for day care facilities, transportation, and other work supports as well the special needs of older workers and persons with disabilities
7. Promote increased employment in the expanded Isthmus by 2020 to be consistent with the Isthmus 2020 Committee recommendations
8. Strengthen **Dane County's support** and role in the area of workforce development and job training, especially for smaller communities
9. Promote ~~ways~~ opportunities and policies to facilitate commuting to increase labor supply
10. ~~Assist outlying urban service areas in promoting job creation and economic development that will enable them to move toward diverse employment and community balance~~ **redundant**
11. Incorporate child care availability and reimbursement incentives into workforce development programs and land uses
12. Support skills training, services, and increased assistance to the unemployed who are looking for employment
13. 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
14. Work with the labor unions, business trades and area schools to expand and develop apprenticeships programs

### Section III. WORKFORCE DEVELOPMENT cont'd

15. Work with the private sector, **high schools, and MATC** to create business internships and mentor programs that help students and youth make a successful transition into the workforce, and target minorities
16. Promote a diversity of employment opportunities through a variety of industries, professional trades, and cooperative business enterprises
17. Promote and support ~~Develop~~ entrepreneurship **and financial literacy** programs for youth through mentoring programs, apprenticeships, and adopt-a-class private/public partnership models
18. Identify and support ~~Establish~~ mentor programs between the private sector, HS, Tech college – and target minorities