



MADISON REGION, WISCONSIN ADVANCE NOW 2.0 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

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TABLE OF CONTENTS

Summary Background.....	2
SWOT Analysis.....	4
Strategic Direction	62
Action Plan	120
Evaluation Framework	146
Economic Resilience	148

SUMMARY BACKGROUND

"The key is not the age of the institution but its creativity and its persistence. A single game changer, no matter how transformative or creative, does not an economy reshape. Sustaining the gain means engaging in a continuous process of inquiry and investigation, reinvention and renewal, in which one gain leads to another, and then another, and then another. Successful metros, in other words, never stop. They do not rest on their laurels, they build on their successes."

Bruce Katz and Jennifer Bradley
The Metropolitan Revolution

The Madison Region has experienced great success in recent years, in part driven by a process initiated over seven years ago when leaders from throughout Madison Region engaged in a dynamic strategic initiative that would become known as *Advance Now*. Supported by funding from the organization Thrive – since reorganized as the Madison Region Economic Partnership (MadREP) – the *Advance Now* initiative was the first holistic, transformative strategy for economic growth for south central Wisconsin. This process engaged over 2,000 regional stakeholders and led to the development of five interrelated goal areas: 1) Advance Economic Competitiveness; 2) Advance Innovation and Entrepreneurship; 3) Advance Human Capital; 4) Advance Madison Region's Story; and 5) Advance Regional Cooperation, Leadership, and Diversity.

This five-plank platform has led to numerous successes and continues to build momentum. In July 2015, MadREP achieved the Investing in Manufacturing Communities Partnership designation by the U.S. Economic Development Administration, one of only 24 regions nationwide to do so. Positive attention has been gained by the region for new initiatives such as the Economic Development and Diversity Summit, a joint effort by MadREP and the Urban League of Greater Madison. The 2018 Summit attracted approximately 575 attendees, eager to talk about increasing opportunities for all citizens in the region and discuss solutions to the region's disparity issues. The Summit has grown to become one of the region's signature annual events. In addition to MadREP's impactful programs and marketing efforts, the region continues to build on its powerful public and private sector assets. The University of Wisconsin's expanding economic impact and the nation's leading electronic systems firm Epic Systems Corporation are two prime examples.

However, as Katz and Bradley note in the quote that leads this section, community and economic development is an ongoing, never-ending process that requires consistent investment and forward-thinking pursuit of high-value growth in what continues to be the most competitive economy in our history. To continue forging ahead in overcoming identified challenges and increasing regional competitiveness, it is time for the region to again assess its competitive position through a comprehensive quantitative and qualitative research process.

A core conceit of the *Advance Now* process is the benefit of regional thinking and collective action to uplift the fortunes of all local communities affiliating with this designation. Conceptually, regionalism is challenging in that different communities, many of whom may compete for companies and talent, are expected to come together behind shared goals and agendas. This is especially true in a region like the Madison Region with such intra-regional variation between counties. Some might even ask, "Why a region?", as trends in Madison and Dane

County compare favorably with some of the nation's strongest communities while other Madison Region counties struggle to keep pace.

The answer, popularized by the Brookings Institution and other august research bodies and think tanks, is that city and county boundaries matter less and less as new technologies, ways of working, understanding of labor force dynamics, and other factors make the regional geography the principal point of emphasis for economic assessment and strategy. "A rising tide lifts all boats" may be a well-worn aphorism, but data consistently show that intra-regional linkages matter for the collective welfare of communities within designated employment and labor sheds. The "whys" of regionalism thus come down to demonstrable benefits for those metropolitan areas that can work together effectively despite the challenges of partnering across what are sometimes wide ideological and inter-personal divides.

The Advance Now 2.0 strategy represents a refreshed blueprint to ensure that the Madison Region continues its trajectory as a national community of choice. The process will also serve as MadREP's five-year update to the Comprehensive Economic Development Strategy (CEDS) process as required by the U.S. Economic Development Administration (EDA).

SWOT ANALYSIS

In order to move forward effectively, the Madison Region must look to its past trends and current conditions to determine the optimal path for future success. This SWOT Analysis will provide critical findings informing the community's strategic priorities. It is structured in two parts: first comes the telling of the "Madison Story." This comprises a focused, holistic understanding of the region's trends and competitive position through the identification of key narratives that leverage data tables, charts, graphs, and interwoven narratives from the extensive public input conducted for the SWOT Analysis process, including with key public and private partners in government, economic development, industry, education and training, and social services. The narratives will answer key questions about Madison Region's people, its quality of life and place, and economic structure issues that affect the community's ability to create lasting prosperity.

The second component is a set of **Regional Scorecards** keyed to data indicators profiled by MadREP in its Data Dashboard. The Scorecards benchmark the Madison Region against nine other high-performing regions, including the four included in the Madison Story. The Scorecards supplement the key narratives in the Madison Story to further illuminate competitive trends, assets, and challenges. These findings will eventually suggest potential tactical priorities and tactics to address them.

FOCUS GROUPS AND INTERVIEWS: A thorough assessment of a community's strengths, weaknesses, opportunities, and challenges must be informed by input from the people that live and work in the Madison Region. Thus, Market Street Services conducted a series of focus groups and one-on-one interviews with residents and business leaders in the region during July 2018. The input gathered during these discussions has been summarized and incorporated into this assessment when relevant and appropriate. **Public input is differentiated throughout the report and presented in red text.**

DATA SOURCES: A variety of public and private data sources are used throughout this assessment. A great deal of information is drawn from the U.S. Census Bureau and other public sources, including the U.S. Bureau of Labor Statistics (BLS), the U.S. Bureau of Economic Analysis (BEA), the National Center for Education Statistics (NCES), the Federal Bureau of Investigation (FBI), the Internal Revenue Service (IRS), and the Wisconsin Department of Public Instruction (WDPI). Proprietary data covering economic composition (employment and wages by sector and occupation) are provided by Economic Modeling Specialists, Inc. (EMSI).

GEOGRAPHIES: Through this assessment, the Madison Region is represented by a **six-county area** including Columbia, Dane, Dodge, Jefferson, Rock, and Sauk counties. **This geography conforms to the requirements of the EDA's CEDS assessment** and is slightly different than MadREP's region or the federal designated Madison Metropolitan Statistical Area (MSA). For certain indicators, data was only available at the MSA level and is labelled as such. In the Madison Story, the CEDS region is benchmarked against four MSAs with which Madison Region competes for jobs, workers, and investment: **Ann Arbor, Michigan; Austin-Round Rock, Texas; Portland-Vancouver-Hillsboro, Oregon-Washington; and Raleigh, North Carolina.** Additional details regarding these geographies are provided in the Methodology Appendix. Comparative data for Wisconsin and the U.S. are incorporated as needed to highlight certain key trends.

1. Madison's success must be seen in the context of top destination regions

Without question, the Madison Region has performed well versus other top Midwest regions. Its population growth, economic dynamism, and other trends position it as a true destination for Wisconsin and adjacent states. But put into the context of top U.S. metropolitan areas that are drawing talent and investment from across the country, Madison Region's trends come into clearer focus. It cannot yet be said that the Madison Region has ascended to this highest tier of the nation's true destination metros. While this gives the region something to aspire to, it is an important distinction because it provides perspective and context for local stakeholders who may have a different understanding of the Madison Region's current status. Though the comparison regions are also comprised of core, suburban, and rural counties, the fact that an entire metropolitan area is used as the point of reference for both high-level and finer-grained trends again points out the imperative that local leaders acknowledge the impact that all component communities have on the external perception of a region's competitive position and relative performance.

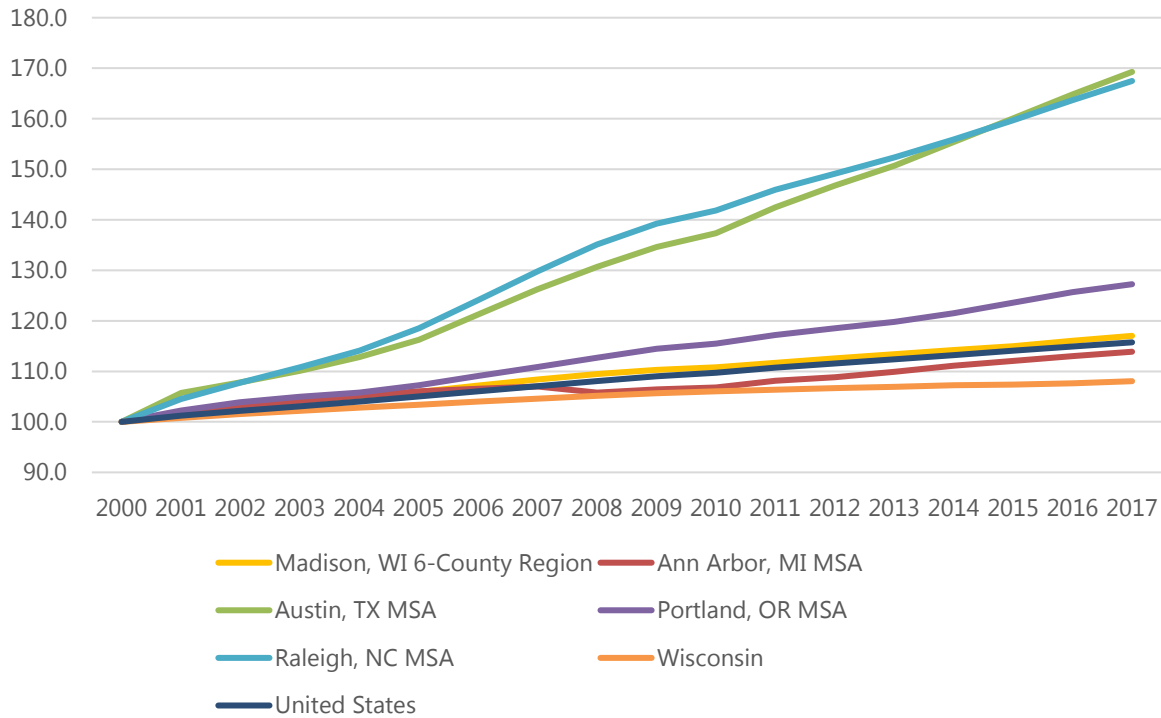
Throughout public input, participants noted how the urgency for economic development in the Madison Region – particularly in the City of Madison – has lagged as the region and economy has prospered. While the first *Advance Now* process led to resource development and partnership-building that supported the reorganization of Thrive into MadREP and built momentum for strategic implementation, stakeholders report that success has led some local leaders and investors to question their commitment to proactive economic development.

This SWOT Analysis could potentially influence the mindsets of anyone complacent about the Madison Region's competitive position or future prospects. While positive, the region's trends are not as robust as destination metros driving the nation's growth in the post-recession economy. Though the Madison Region has structural advantages in the University of Wisconsin-Madison and state government, this is by no means a perpetual insurance policy against economic stagnation. Communities that do not sustain an aggressive pursuit of quality growth are the ones that get passed by as competitor regions build the assets and capacity to excel in the global marketplace.

Population growth is perhaps the most basic indicator to measure an area's attractiveness as a place to live. Residents who remain in a community or move there from elsewhere in the country or world are "voting with their feet" in terms of their perception of an area's current vitality and future prospects. With talent assuming primacy as an economic development competitive factor in the knowledge economy, regions that emerge as hubs for smart, talented, entrepreneurial people will lead the way in future high-quality job creation.

Seen in the following charts, the **Madison Region's population growth has only slightly exceeded state and national rates and falls well below the trends of its destination metro benchmarks.**

POPULATION INDEX, 2000 = 100



Source: U.S. Census Bureau, Population Estimates

Since 2000, the six-county Madison region has experienced moderate growth slightly above the average American community. While the region has grown faster than the national and state average, its rate lags significantly behind all benchmark communities except Ann Arbor. This is the case both before and after the Great Recession. The Madison Region's population grew by 8.0 percent between 2007 and 2017, compared to Austin (34.1 percent); Portland (14.8 percent); and Raleigh (29.1 percent). Dane County has population growth rates closer to those of these regions (5-Year: 6.6 percent; 10-Year: 13.7 percent; and 15-Year: 21.5 percent), but intraregional dynamics are of concern, as will be discussed in the next section.

POPULATION, 2002-2017

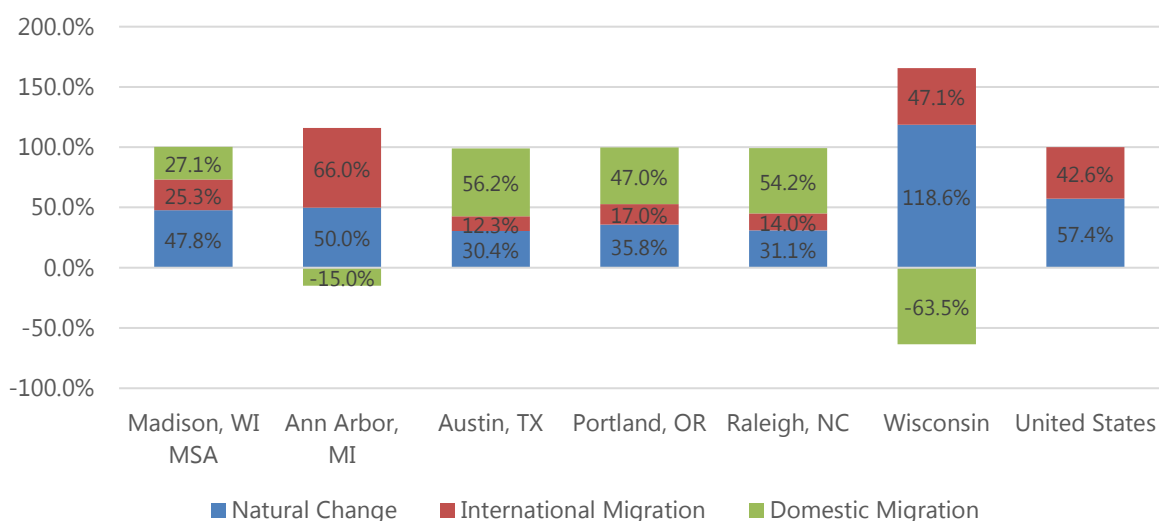
	2002	2007	2012	2017	5-Year Change	10-Year Change	15-Year Change
Madison, WI 6-County Region	869,339	919,425	954,657	992,572	4.0%	8.0%	14.2%
Ann Arbor, MI MSA	332,763	345,310	351,333	367,627	4.6%	6.5%	10.5%
Austin, TX MSA	1,347,822	1,577,856	1,834,566	2,115,827	15.3%	34.1%	57.0%
Portland, OR MSA	2,002,918	2,137,828	2,285,177	2,453,168	7.4%	14.8%	22.5%
Raleigh, NC MSA	859,117	1,034,476	1,188,920	1,335,079	12.3%	29.1%	55.4%
Wisconsin	5,445,162	5,610,775	5,721,075	5,795,483	1.3%	3.3%	6.4%
United States	287,625,193	301,231,207	313,993,272	325,719,178	3.7%	8.1%	13.2%

Source: U.S. Census Bureau, Population Estimates

Overall, population change is influenced by two factors: natural change (births minus deaths) and net migration (both domestic and international). Net migration reflects the portion of population growth that is most closely tied to a community's relative attractiveness and success in meeting the wants and needs of existing and prospective future residents. It speaks to an important component of a community's ability to provide a sustainable workforce: its ability to attract and retain talent. Ideally, a community should aspire to in-migration from skilled talent both foreign and domestic in origin.

Data profiled in the following chart show that the Madison Region continues to see its growth roughly equally divided by natural change and in-migration, about half from the U.S. and half from other countries. While net migration rates are higher than the state, nation, and metro Ann Arbor, when seen versus the talent magnets of Austin, Portland, and Raleigh, Madison's trends come into clearer focus. These three destination metros experienced the largest share of their growth from net domestic migration, a testament to their reputations as communities with dynamic economies producing high-value jobs.

COMPONENTS OF POPULATION CHANGE, 2010 – 2017



Source: U.S. Census Bureau, Population Estimates

Per the U.S. Census Bureau, over the last seven years, just over half (52.2 percent) of the Madison Region's population growth is attributable to net in-migration (domestic and international). This trails the share of growth attributable to in-migration in Austin (68.5 percent), Portland (64.0 percent), and Raleigh (68.2). However, in comparison to the state, the Madison Region is in a far better position; the state of Wisconsin experienced a significant loss in its population in terms of domestic migration, with increases instead fueled by natural change and international migration.

Data from the Internal Revenue Service (IRS) offers more detailed insight into communities' migration trends – specifically, the top sources and destinations for domestic migrants to and from a given county. This data is compiled from anonymized tax return data. If a given tax filer moves from one county to another between tax

years, their return – and all its associated exemptions – is categorized as having migrated between counties. Examining the number of exemptions that move from county to county in a given year can provide a rough estimate of the net flow of actual people from place to place.

TOP SOURCE AND DESTINATION METROS

Top Source Metros	10-Year Net	5-Year Net	Top Destination Metros	10-Year Net	5-Year Net
Chicago, IL-IN-WI	5,763	3,367	Minneapolis, MN-WI	-2,104	-1,105
Milwaukee, WI	5,348	1,619	Seattle, WA	-1,053	-737
Whitewater, WI	2,430	1,245	San Francisco, CA	-910	-700
Rockford, IL	1,675	1,059	Phoenix, AZ	-1,193	-669
Platteville, WI	758	378	Denver, CO	-824	-548
Racine, WI	924	359	Dallas, TX	-940	-414
Bloomington, IL	292	223	Austin, TX	-662	-379
La Crosse-Onalaska, WI-MN	428	230	Portland, OR-WA	-593	-338
Eau Claire, WI	448	219	Boston, MA-NH	-465	-336
			San Jose, CA	-589	-327
			Washington, DC	-584	-276

Source: IRS Migration Files via Moody's

These data clearly show that, **while the Madison Region is a Midwestern talent magnet, it is actually a net exporter of residents to the destination metros profiled in this report and others** like Seattle, the Bay Area, Denver, Dallas, Phoenix, and the nation's capital. Trends echo findings from the Advance Now 1.0 process, when data revealed that net migration into the Madison Region was limited geographically, heavily favoring Wisconsin counties and Upper Midwestern metros and states. Seven years later, that is still true.

These migration trends impact economic growth as attraction of top talent adds to a community's working age population. In an MSA where there are steady increases in the dependent age groups (children and the elderly), there needs to be concurrent increases in the labor force to counter-balance the non-earning population. The workforce dependency ratio provides insight into how much pressure there is on the Madison Region's productive population versus its benchmarks. The Madison Region has a ratio on par with the Portland and Raleigh MSAs and more favorable than the state and nation. However, the Ann Arbor and Austin MSAs surpass the Madison Region, with roughly two times as many working age residents as non-working age residents.

WORKFORCE DEPENDENCY RATIOS, 2017

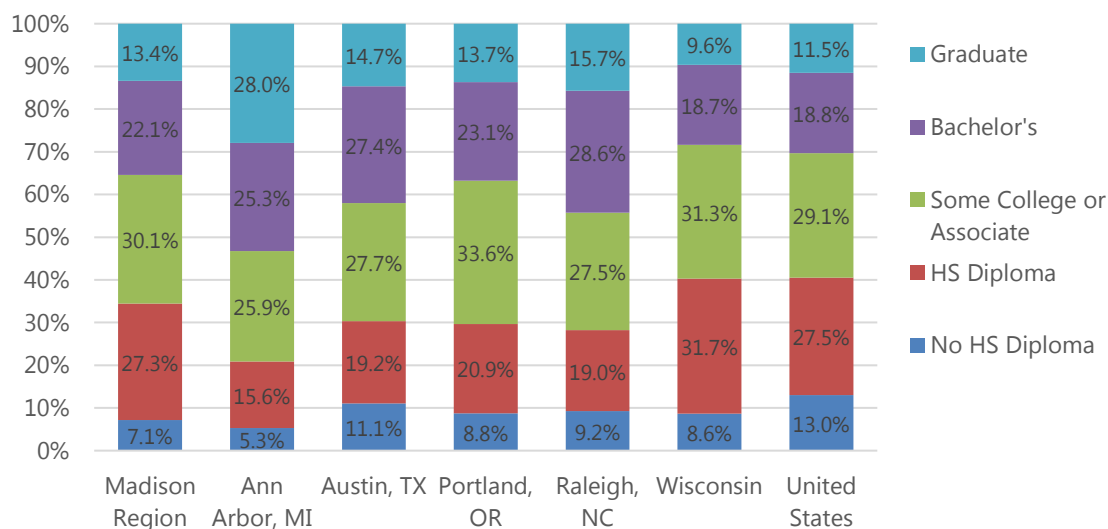
	Workforce Dependency Ratio
Madison Region	1.76
Columbia County	1.57
Dane County	1.95
Dodge County	1.68
Jefferson County	1.64
Rock County	1.53
Sauk County	1.45
Ann Arbor, MI	2.12
Austin, TX	1.94
Portland, OR	1.77
Raleigh, NC	1.77
Wisconsin	1.59
United States	1.61

Source: U.S. Census Bureau

An important indicator of the relative skill levels of a regional workforce is the adult population's level of educational attainment. Data show that compared to the state and nation, the Madison Region has a well-educated workforce, but when compared to the high-performing metros chosen for this assessment, the region is not as competitive. The six-county region's percentage of adults with a bachelor's degree or higher (35.5 percent) lags significantly behind Ann Arbor (53.3 percent), Austin (42.1 percent), Portland (36.8 percent), and Raleigh (44.3 percent). This reality could potentially impact the Madison Region's competitive position for emerging and next-generation technologies; firms in these sectors typically gravitate to metros with significant numbers of advanced-degree graduates.

Educational attainment trends in the Madison Region have been positive. The percentage of adults with a bachelor's degree or higher in the six-county Madison region increased by 2.8 percentage points since 2011, the second largest increase of the comparison geographies. The Portland MSA experienced an only slightly higher increase of 2.9 percentage points. Similarly, the Madison Region experienced the greatest decrease in the share of adults without a high school diploma. Except for Ann Arbor, the six-county region has the second smallest share of all the comparison geographies.

EDUCATIONAL ATTAINMENT, 2016



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

Degree completion data speak to an important competitive issue: the pipeline of potential skilled talent available to existing and future companies. If this talent can be effectively retained, then workforce capacity can be effectively sustained. For this criterion, the Madison Region compares well with its peer metros. The University of Wisconsin-Madison is an obvious asset for the region, with nearly 43,000 students enrolled and over 12,000 degrees and certificates (or 2/3 of all completions in the region) awarded in 2017. When scaled by population, there were nearly 190 degrees and certificates per every 10,000 residents earned in the Madison Region, surpassing all comparison geographies except Ann Arbor, the home of University of Michigan.

It is incumbent on economic development professionals, in partnership with the private sector and education and training partners, to ensure that talented local graduates of Madison Region institutions are connected to employment opportunities through internships, job boards, career days, and other means to increase the likelihood that they will remain in the region after college. Workforce dependency ratios and employer feedback citing shortages for key local occupations compels a need for action in the Madison Region to address its long-term talent capacity.

DEGREE COMPLETIONS, 2007-2017

	2007		2012		2017	
	#	per 10K residents	#	per 10K residents	#	per 10K residents
Madison Region	17,727	192.8	19,911	208.6	18,793	189.3
Ann Arbor, MI	18,695	541.4	21,256	605.0	22,851	621.6
Austin, TX	22,712	143.9	27,163	148.1	32,455	153.4
Portland, OR	19,164	89.6	26,176	114.5	29,136	118.8
Raleigh, NC	10,853	104.9	13,067	109.9	18,096	135.5
Wisconsin	75,175	134.0	84,886	148.4	84,254	145.4
United States	3,349,030	111.2	4,058,308	129.2	4,503,502	138.3

Source: Economic Modeling Specialists, Intl.

Average wage rates are a double-edged sword in economic development. On one hand, relatively high wage rates are often a reflection of a highly educated, skilled, and/or productive workforce. On the other hand, they reflect a key business cost and can deter some employers that have particularly labor-intensive operations, including headquarters and regional offices of information and communications technology companies. Even so, because economic vitality is now largely tied to talent capacity, higher average wages are far more a competitive advantage for regions than a detriment. **Among its metro benchmarks, the Madison Region's average wages are the lowest**, a full \$6,000 below Portland. While some of this can be attributed to higher costs of living, Madison still trails the cost-comparable metros of Austin, Raleigh, and Ann Arbor.

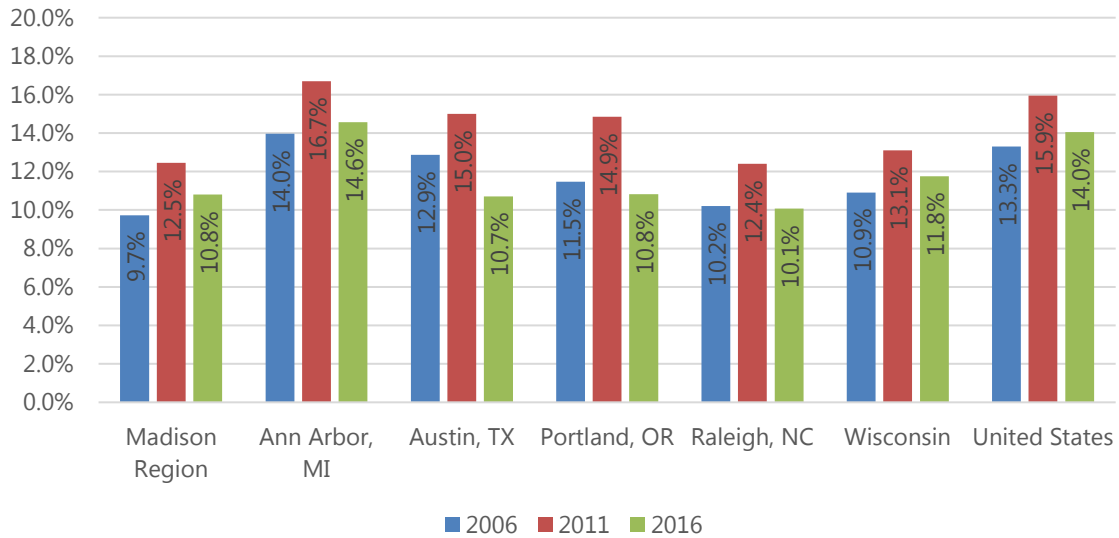
ANNUAL AVERAGE WAGES, 2002-2017

	2002	2007	2012	2017	5-Year Change	10-Year Change	15-Year Change
Madison Region	\$31,928	\$37,332	\$41,293	\$47,338	14.6%	26.8%	48.3%
Ann Arbor, MI	\$39,026	\$45,282	\$46,644	\$51,881	11.2%	14.6%	32.9%
Austin, TX	\$38,031	\$44,160	\$49,311	\$56,021	13.6%	26.9%	47.3%
Portland, OR	\$36,125	\$41,909	\$46,879	\$53,469	14.1%	27.6%	48.0%
Raleigh, NC	\$35,237	\$41,026	\$44,504	\$51,435	15.6%	25.4%	46.0%
Wisconsin	\$31,464	\$36,634	\$40,269	\$45,099	12.0%	23.1%	43.3%
United States	\$35,512	\$42,574	\$46,905	\$52,284	11.5%	22.8%	47.2%

Source: Economic Modeling Specialists, Intl.

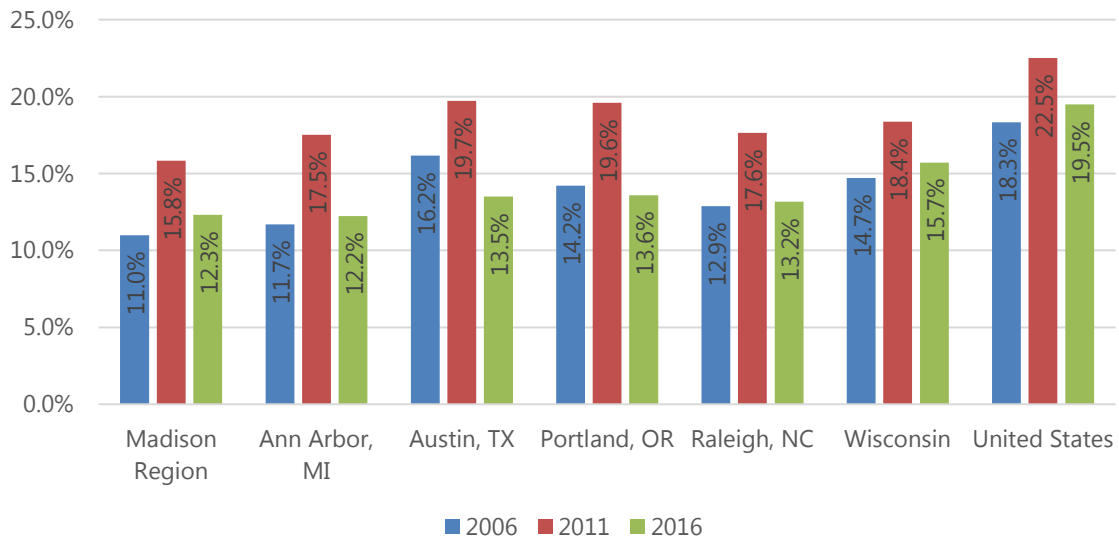
Despite lower average wages, **poverty rates in the Madison Region are comparable to the comparison regions**. Total poverty in the Madison Region is significantly below the national average and is higher than only Raleigh. Youth poverty in the Madison Region and the Ann Arbor MSA is lower than all other comparison geographies.

TOTAL POVERTY RATES, 2006-2016



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates

YOUTH POVERTY RATES, 2006-2016



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates

What will ultimately impact long-term poverty trends is the dynamism of the Madison Region's economy. Data show that the Madison Region has not excelled economically compared to top peers, with five-year growth trends exceeding only the state of Wisconsin. From 2007 to 2017, a period that spans the national onset of and subsequent recovery from the Great Recession, the Madison Region lags significantly behind all its comparison regions and the nation, surpassing only the state. The region did not fully recover from its job losses during the

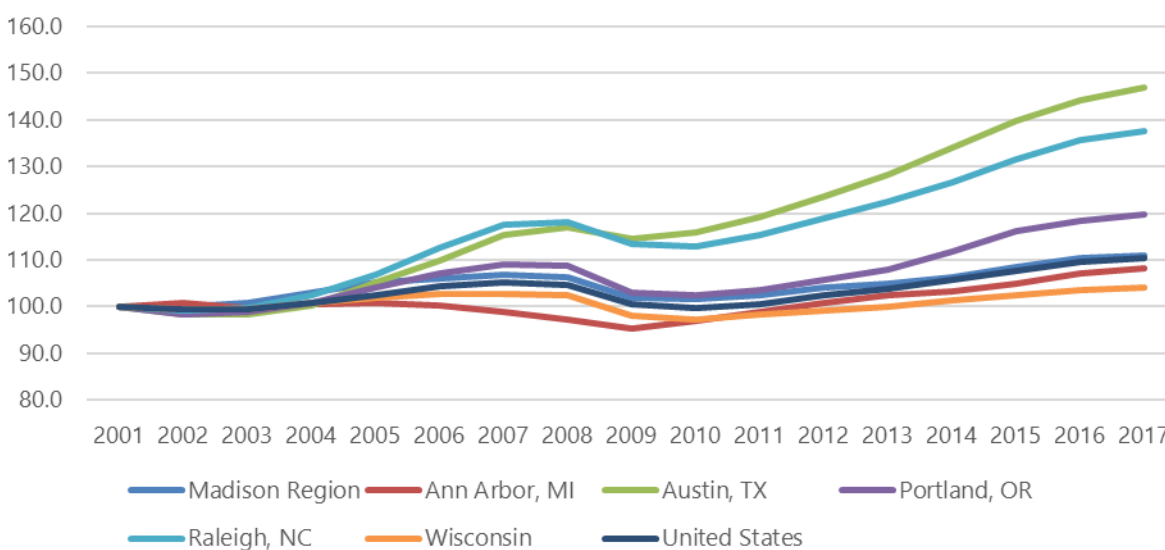
Great Recession until 2015, over a year after the nation reached this threshold. Both five- and ten-year employment data are telling for the Madison Region. Mirroring population trends, the Madison Region trails five-year growth in its destination metro benchmarks by multiples of two and even three. Seen across the last decade, metro Austin's economy grows by 27.4 percent, compared to 4.0 percent in the Madison Region, which exceeded only Wisconsin's ten-year trend.

EMPLOYMENT, 2007-2017

	2007	2012	2017	5-Year Change	10-Year Change
Madison Region	551,735	537,616	573,884	6.7%	4.0%
Ann Arbor, MI	216,876	221,280	237,748	7.4%	9.6%
Austin, TX	844,345	906,143	1,075,383	18.7%	27.4%
Portland, OR	1,171,687	1,136,725	1,286,684	13.2%	9.8%
Raleigh, NC	561,150	567,268	655,835	15.6%	16.9%
Wisconsin	3,082,893	2,970,070	3,122,960	5.1%	1.3%
United States	152,488,099	148,464,262	159,732,809	7.6%	4.8%

Source: Economic Modeling Specialists, Intl.

EMPLOYMENT GROWTH INDEX, 2001 = 100



Source: Economic Modeling Specialists, Intl.

Looking at economic composition provides clues as to how structural dynamics are affecting overall employment and wage trends. Though this analysis is conducted only for the Madison Region, data provide useful insight into the region's comparative trends versus its peer metros.

The following table provides a high-level overview of economic composition by examining the major sectors of the Madison Region's economy. The "location quotient" or "LQ" provided in the table is a statistic that measures the relative concentration of employment in a given sector as compared to the national average. An LQ of 1.0 indicates that a sector is exactly as concentrated in the local economy as it is nationally (as measured by its share of total employment). An LQ above 1.0 could imply that a region offers some form of competitive advantage. Given that the City of Madison is the state capital and home to the University of Wisconsin-Madison, it is not surprising that government far and away the largest sector in the region, comprising nearly one out of every five jobs. The next largest sectors are manufacturing and health care and social assistance.

ECONOMIC COMPOSITION BY EMPLOYMENT, MADISON REGION, 2017

NAICS	Description	2017 Jobs	2017 LQ	Change during Recession (2007-2010)		Post-Recession Change (2010-2017)		2017 Average Wages	
				Madison	US	Madison	US	Madison	% of US
90	Government	105,736	1.20	3.2%	2.0%	(1.0%)	(1.0%)	\$50,215	94.8%
31	Manufacturing	64,602	1.43	(19.0%)	(17.0%)	9.0%	7.0%	\$54,784	83.1%
62	Health Care & Social Assistance	62,690	0.87	6.3%	7.0%	10.0%	18.0%	\$49,543	102.0%
44	Retail Trade	57,152	0.97	(6.1%)	(7.0%)	4.0%	10.0%	\$27,506	89.4%
72	Accommodation & Food Svcs.	48,197	0.98	(0.9%)	(2.0%)	15.0%	21.0%	\$16,391	79.7%
54	Professional, Scientific, & Technical Svcs.	28,798	0.79	(2.7%)	(2.0%)	20.0%	19.0%	\$69,522	80.8%
23	Construction	27,994	0.90	(27.8%)	(28.0%)	28.0%	23.0%	\$58,735	109.6%
81	Other Svcs. (except Public Administration)	26,439	0.96	2.9%	(1.0%)	(2.0%)	1.0%	\$28,289	97.0%
56	Admin & Support & Waste Mgmt. & Remediation Svcs.	25,740	0.72	(7.4%)	(12.0%)	20.0%	22.0%	\$31,228	84.0%
52	Finance & Insurance	22,505	1.01	(4.3%)	(8.0%)	(13.0%)	7.0%	\$72,696	71.1%
42	Wholesale Trade	21,527	1.00	(7.8%)	(9.0%)	14.0%	7.0%	\$58,188	78.0%
51	Information	18,695	1.75	6.2%	(11.0%)	46.0%	4.0%	\$85,554	86.4%
48	Transportation & Warehousing	15,192	0.77	(12.6%)	(8.0%)	14.0%	22.0%	\$41,592	80.8%
55	Mgmt. of Companies & Enterprises	13,655	1.68	9.5%	1.0%	113.0%	22.0%	\$98,136	82.9%
11	Agriculture, Forestry, Fishing & Hunting	9,225	1.33	11.6%	0.0%	27.0%	10.0%	\$33,359	104.6%
71	Arts, Entertainment, & Recreation	8,833	0.90	(4.2%)	(3.0%)	16.0%	19.0%	\$17,346	50.9%
61	Educational Svcs.	7,680	0.52	8.0%	8.0%	7.0%	14.0%	\$24,557	62.1%
53	Real Estate & Rental & Leasing	6,964	0.73	(5.2%)	(11.0%)	(2.0%)	12.0%	\$44,357	84.8%
22	Utilities	1,849	0.92	3.0%	0.0%	1.0%	0.0%	\$109,713	103.9%
21	Mining, Quarrying, & Oil & Gas Extraction	409	0.18	(22.9%)	(1.0%)	8.0%	(7.0%)	\$74,839	73.3%
Total, All Sectors		573,884		(4.4%)	(5.0%)	10.0%	11.0%	\$47,338	90.5%

Source: Economic Modeling Specialists, Intl.

Post-recession employment growth has largely been driven by gains in management of companies and enterprises (7,240 added jobs), information (5,819 jobs), construction (5,284 jobs), and professional, scientific, and technical services (4,137 jobs). The region's most concentrated sectors are information (LQ = 1.75), management of companies and enterprises (1.68), manufacturing (1.43), agriculture, forestry, fishing, and hunting (1.33), and government (1.20), all of which align with the region's five key industry strengths identified during *the Advance Now 1.0* process. It is notable that the Madison Region's agriculture sector is the only industry with an LQ higher than 1.0 with wages at or exceeding national average. This speaks to the historical strength of this vital part of the regional economy.

Declining government employment should be of concern to Madison Region leaders. This factor, in addition to sharp drops in the Finance and Insurance sector, likely contribute to the relative under-performance of the Madison Region versus its peers profiled in this report. For those Madison Region stakeholders who have allowed dependence on government employment to make them complacent related to the region's need for aggressive economic development, these trends are likely eye-opening. Without visible and sustained efforts to pursue in-demand talent and employment prospects, the Madison Region leaves itself exposed to more pervasive economic decline if state budgets remain challenged. It also affects the region's ability to absorb current and future workers with these skill sets.

2. Intra-regional trends are diverging

As one SWOT Analysis interviewee noted, the Madison Region's key challenge is that "Madison is insular and isolated from economic realities, but that's not the case for the region. It's a constant struggle."

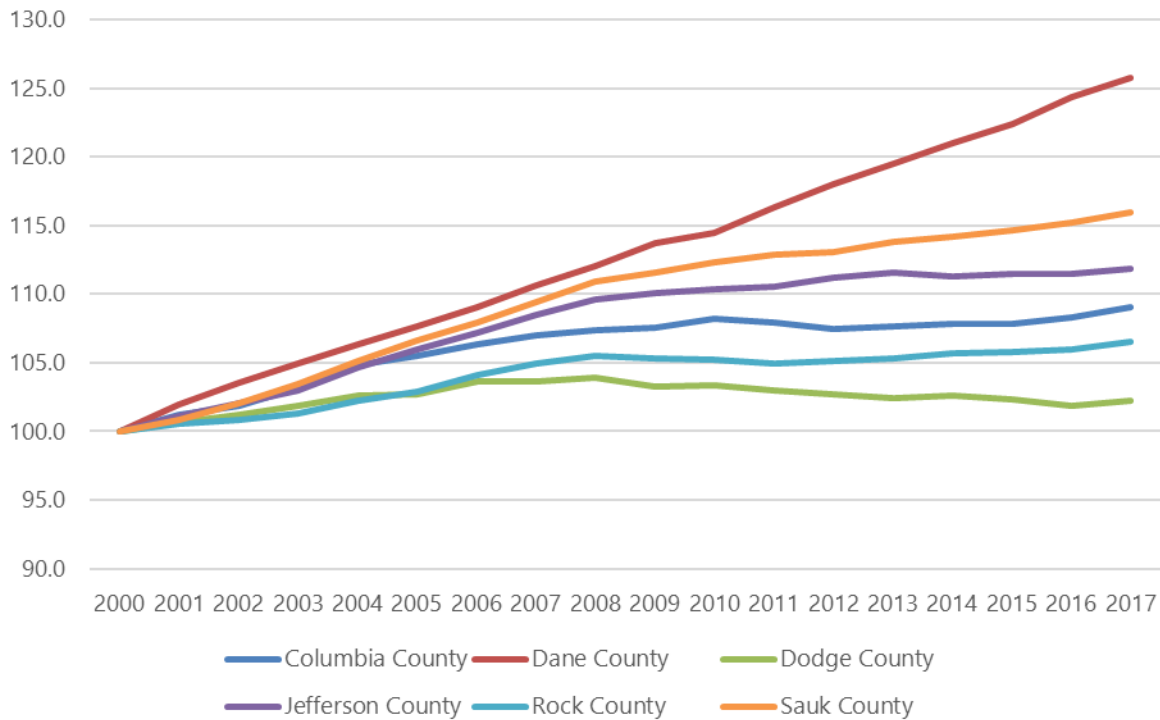
Whether this sentiment is the result of perception or reality, disaggregating Madison's regional trends on a county by county basis does reveal key differences in performance dynamics and trends. While to a certain extent all large, diverse regions will experience divergence between component communities, structural dynamics in the Madison Region including the presence of state government, a major state research university, key technology sector employers in the core city/county, and other factors make the distinctions in the Madison Region starker.

As data in the previous section show, the performance of all local governments matters when assessing trends at the metropolitan level. The Madison Region's core communities would be wise to acknowledge that trends in the outer counties affect them and vice versa. Improved relationships and coordination between elected officials, economic development entities, and private businesses across the Madison Region will lead to improved economic outcomes, stronger state and federal advocacy, and a greater likelihood that issues bridging city and county lines like marketing, talent, transportation, recreation infrastructure, utilities, and other competitive factors will be addressed more effectively.

Data show that Dane County has emerged as a consistent outlier compared to the region's outer counties across multiple indicators, principally population growth factors, educational attainment, economic dynamism, and average wages. Though there are signs that suburban communities – especially their school districts – are seeing growth, if the entire region cannot benefit from dynamism being seen in the core, then it will likely not rise to the level of the comparison metros.

One clear area of divergence is population growth. **When indexed from the year 2001, Dane County accounts for just over three fourths (76.1 percent) of overall population growth in the six-county region.** During this period, Dane added nearly 110,000 residents. Rock County was next with roughly 10,000 residents, followed by Jefferson County with 9,000, and just under 8,000 in Sauk County. Dodge County had the least growth, adding just under 2,000 residents in the 17-year period. It should be acknowledged that while there is an imbalance of growth rates across the region, there has been overall growth in every county. This positive trend contrasts with many regions that have seen migration from the periphery to the core resulting in population loss in rural communities. If slower-growing Madison Region counties could even slightly improve their population trends, issues like an unsustainable dependency ratio highlighted in the previous section could be allayed.

POPULATION INDEX, MADISON REGION, 2001 = 100



Source: U.S. Census Bureau, Population Estimates

Divergent trends in public school districts are less prominent. As seen in the following table that consolidates data for multiple K-12 indicators across the Madison Region's largest school districts, trends across the region's 19 largest systems (out of 57 total districts) are mixed. While the Madison Metro School District has lost students over a five-year period, the decline was minimal (only one half of one percent, or 144 students). The most rapid growth was experienced by Sun Prairie Area School District (14.3 percent, or 1,055 students), Middleton-Cross Plains Area (10.7 percent, or 711 students), and Monona Grove (9.6 percent, or 304 students) school districts. Fastest growing enrollment was all in Dane County suburbs. This may also be due to limited room for population growth in the City of Madison as well as rising housing costs. Strategies that promote densification in core districts that can accommodate this growth could provide additional opportunities for students to access Madison Metro schools.

PUBLIC SCHOOL STATISTICS

	County	2017-18 Enrollment	5-Year Change in Enrollment	2016-17 Grad Rate	5-Year Pct. Pt. Change	% Econ Disadv	2016-17 Grad Rate for Econ Disadv	Gap
Madison Metropolitan SD	Dane	26,968	(0.5%)	83.0%	8.4%	46.2%	70.1%	20.3%
Janesville SD	Rock	10,182	(1.4%)	89.4%	3.2%	47.5%	80.3%	14.3%
Sun Prairie Area SD	Dane	8,428	14.3%	94.7%	1.4%	24.6%	85.6%	11.3%
Middleton-Cross Plains Area	Dane	7,325	10.7%	90.8%	6.5%	17.6%	76.3%	17.0%
Beloit SD	Rock	6,823	(2.3%)	88.3%	4.7%	74.4%	86.0%	5.8%
Verona Area SD	Dane	5,543	4.3%	95.0%	1.5%	28.6%	90.9%	5.4%
McFarland SD	Dane	4,343	1.2%	73.5%	(11.9%)	14.7%	59.6%	18.4%
Waunakee Community SD	Dane	4,252	7.3%	96.3%	0.7%	8.1%	71.4%	26.1%
Oregon SD	Dane	4,038	8.1%	97.2%	3.9%	15.9%	86.5%	12.6%
De Forest Area SD	Dane	3,762	8.0%	96.3%	2.1%	17.2%	91.9%	5.2%
Watertown Unified SD	Jefferson	3,670	(4.5%)	88.2%	(3.9%)	42.4%	78.1%	15.4%
Beaver Dam Unified SD	Dodge	3,518	(2.6%)	83.9%	(8.8%)	48.2%	75.4%	14.3%
Milton SD	Rock	3,497	3.2%	96.7%	6.3%	18.8%	90.3%	7.4%
Monona Grove SD	Dane	3,456	9.6%	92.9%	2.8%	18.1%	85.3%	8.9%
Stoughton Area SD	Dane	3,050	(7.3%)	96.6%	0.8%	24.8%	92.9%	4.3%
Baraboo SD	Sauk	2,995	(3.2%)	85.9%	(5.7%)	40.1%	67.3%	24.4%
Fort Atkinson SD	Jefferson	2,812	(7.6%)	89.5%	1.4%	33.5%	79.7%	13.6%
Reedsburg SD	Sauk	2,806	6.2%	88.6%	(3.2%)	42.3%	87.3%	1.9%
Portage Community SD	Columbia	2,420	(8.3%)	91.6%	9.6%	37.1%	81.8%	12.5%
Wisconsin		860,138	(1.3%)	88.6%	1.1%	38.7%	77.4%	16.2%

Source: Wisconsin Department of Public Instruction

Note: The graduation gap measures the difference between the average graduation rates of students who are economically disadvantaged and those who are not.

In terms of graduation rates, Madison Metro (83 percent) lags behind all of the examined public school districts except McFarland School District (73.5 percent). On a positive note, Madison Metro experienced the highest percentage point improvement (8.4 percentage points) in graduation rates over the five-year period. Five of Madison Region's largest public school districts experienced graduation gaps between economically disadvantaged students and their higher-income peers larger than the state figure of 16.2 percent. These were: Waunakee (26.1 percent), Baraboo (24.4 percent), Madison Metro (20.3 percent), McFarland (18.4 percent), and Middleton-Cross Plains Area (17 percent).

Focus group participants said that addressing the region's growing population of disadvantaged students has not been a priority amongst most communities. This leaves some districts with few resources to address these challenges. Voters in higher-income districts have also been opposed to expansions that would bring in students from more economically diverse systems. An example raised was the defeat of a referendum to grow Milton schools by welcoming additional students from Janesville. Educators noted that there is also limited cross-district collaboration in "cradle to career" talent development. According to one interviewee, a key challenge is that every school district is "in a different place" in terms of student demographics, performance dynamics, and local economic drivers.

A priority, both statewide and in local districts, is the preparation of public school students for college and careers. Statewide requirements for career planning have led to multiple programs in local K-12 systems. The region-wide focus is called Inspire Madison Region with an objective of career preparation. **Input participants reported that responses to Inspire have been positive, but a challenge has been identifying a "driver" to embed the program in local districts and ensuring connectivity with the state's Career Cruising program.** Education leaders also noted an ongoing resistance to career and technical education (CTE) from parents, especially in higher-income districts who feel their children should matriculate solely to four-year universities. Continued outreach to parents, students, counselors, and businesses was said to be critical to change perceptions of CTE and increase funding and participation in trades-focused programs.

Even so, efforts such as the Fab Lab in the Waunakee district and the forthcoming STEM Academy in the Madison Metro district are proof that development of career-supportive skills is an increasingly prominent focus in the region.

Similar to overall public K-12 trends, college readiness and higher education matriculation levels across Madison Area's largest districts have been mixed. As seen in the following table, Middleton-Cross Plains and Waunakee, both in Dane County, have the highest levels of proficiency and highest competitive average ACT scores. Beloit in Rock County is the lowest-performing of those examined. Madison Metro's 2017-18 proficiency rates lag the state and rank among the lower third of the largest districts. Statewide, over half (55.1 percent) of high school graduates enroll in postsecondary school. Twelve of the districts examined surpassed that percentage, including the fastest growing districts.

COLLEGE READINESS, LARGEST 18 MADISON REGION PUBLIC SCHOOL DISTRICTS, 2017-18

	County	2017-18 3rd Grade ELA Prof	2017-18 8th Grade Math Prof	2018 Avg ACT Score	5-Year # Change	% enrolling in post-secondary school, 2016-17	% of those going out of state, 2016-17	% of those going to 4-year, 2016-17
Waunakee Community SD	Dane	57.6%	63.0%	23.4	(1.9)	76.5%	20.9%	79.6%
Middleton-Cross Plains Area SD	Dane	60.7%	62.4%	23.1	(2.4)	73.9%	31.1%	81.1%
Monona Grove SD	Dane	55.7%	41.0%	22.2	(1.1)	70.2%	13.3%	71.5%
Sun Prairie Area SD	Dane	42.7%	41.2%	20.7	(2.0)	67.4%	16.5%	65.3%
Oregon SD	Dane	49.7%	38.7%	21.3	(2.5)	66.8%	19.4%	78.2%
Verona Area SD	Dane	44.9%	26.8%	21.2	(2.4)	64.3%	25.7%	72.5%
Madison Metropolitan SD	Dane	37.3%	31.0%	20.9	(3.1)	63.2%	20.0%	64.9%
De Forest Area SD	Dane	42.1%	38.7%	21.8	(2.1)	62.7%	11.5%	58.8%
Fort Atkinson SD	Jefferson	42.4%	43.7%	19.8	(2.5)	58.5%	14.0%	67.8%
Portage Community SD	Columbia	39.6%	37.3%	20.1	(2.9)	58.4%	9.5%	59.5%
Beaver Dam Unified SD	Dodge	45.8%	27.0%	18.9	(2.5)	58.2%	9.7%	70.3%
Milton SD	Rock	58.2%	33.2%	20.4	(1.7)	55.2%	21.1%	69.9%
Reedsburg SD	Sauk	31.3%	35.4%	18.8	(3.0)	51.7%	22.6%	71.0%
Baraboo SD	Sauk	44.4%	47.9%	20.0	(2.8)	51.4%	18.1%	66.0%
Stoughton Area SD	Dane	35.8%	41.6%	20.8	(2.7)	51.2%	17.6%	66.9%
Watertown Unified SD	Jefferson	28.3%	39.0%	19.2	(3.5)	51.2%	14.0%	70.2%
McFarland SD*	Dane	46.7%	37.0%	19.1	(4.9)	50.9%	16.0%	57.7%
Beloit SD	Rock	21.1%	14.5%	16.5	(3.1)	35.7%	14.3%	47.0%
Janesville SD	Rock	45.2%	28.3%	18.9	(2.6)	32.6%	20.2%	52.8%
Wisconsin		40.2%	36.6%	19.8	(2.2)	55.1%	18.5%	66.1%

Source: Wisconsin Department of Public Instruction

*Sorted by percentage of students enrolling in postsecondary school

Some stakeholders note that the region would benefit from more of a balance between college and career preparation, with some feeling that the focus on college is too narrow, particularly with the region's strengths in agriculture and manufacturing. Others expressed a desire to see more emphasis on entrepreneurship in addition to both college and career readiness.

Currently, Madison Metro School District is implementing the Personalized Pathways initiative, which aims to expose students at an earlier age to careers in health services. In 2019, the initiative will add an IT track. By 2020, all ninth graders will identify a pathway with the goal of integrating focused experiential learning into the

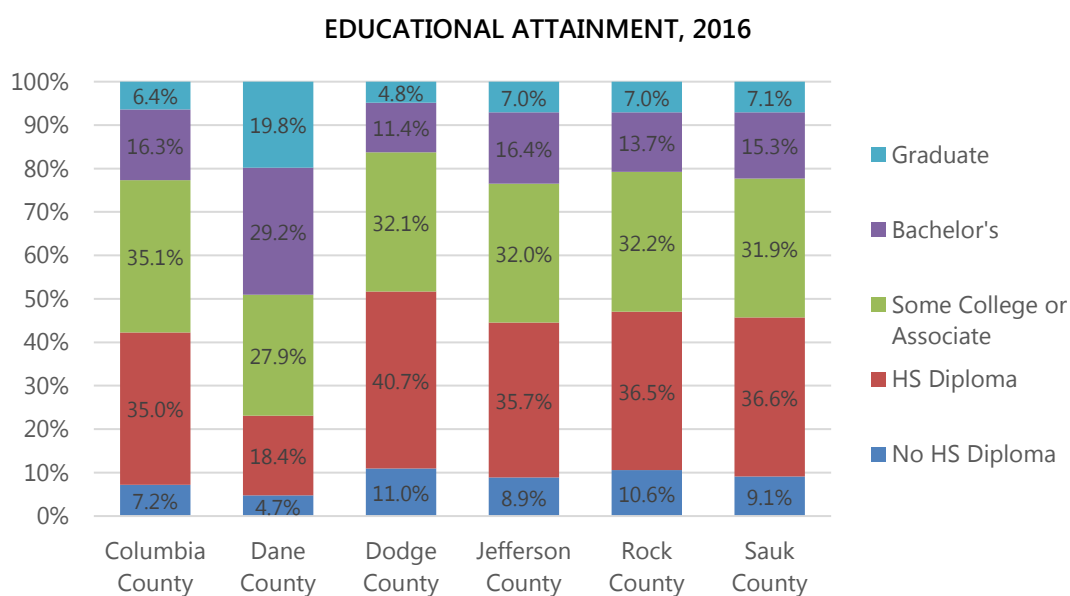
curriculum. The program is intended to be a prototype, but currently roughly one-third of students in the MadREP region will be impacted. School officials are engaging two- and four-year schools for partnership opportunities.

Opportunities for adult education beyond high school are increasing in the Madison Region. Madison College, the region's principal two-year training institution, has seen budget increases along with the technical college system as a whole and does not have a student tuition freeze like the University of Wisconsin-Madison.

Even though one stakeholder noted the state's technical college system has "flown under the radar for years," that is starting to change as local employers report shortages in multiple occupational categories. Leaders report that certain high-demand programs are experiencing enrollment constraints. According to a Madison College official, programs that are most space-impacted include allied health, information technology, advanced manufacturing, and transportation fields. The official noted that space constraints will partially be allayed by other entities like the Urban League of Greater Madison taking up some of the region's training slack.

As an example, the Urban League is implementing training academies in customer service, trades, healthcare administration, medical scheduling, information technology, and education assistance. These five to seven week programs prepare adults directly for transition to the workforce.

Intra-regional workforce trends in the Madison Region are probably most divergent in terms of educational attainment. Seen by many companies as a proxy for workforce skills capacity, there are stark differences between the percentage of adults in Dane County with bachelor's degrees or higher (49.0 percent) and the other five counties, none of which has a bachelor's-plus attainment above 24.0 percent. These trends impact the economic structures of the region's counties and portend continuing differentiation between knowledge economy intensity in Dane County and the region's less educated communities.



Source: U.S. Census Bureau

When examined versus other core cities, Madison's percentage of adults with a doctoral degree is equally high. In the context of this report's benchmark communities, 5.8 percent of City of Madison adults have a doctoral degree, which was second only to Ann Arbor (9.6 percent), and above the cities of Austin (2.4%), Raleigh (2.3%), and Portland (2.0%).

Multiple stakeholders noted that workforce capacity will be a greater challenge in the coming years for Madison Area counties outside of Dane as their average workforce ages are higher, they have experienced much slower population growth, and do not feature the same intensity of high-wage technology sector jobs that serve to attract younger workers.

Labor force participation rates (LFPR) measure the percentage of a community's working age population that makes up its economy's available labor force. The Madison Region surpasses all comparison geographies with a much higher percentage of its working age population working or looking for work. In fact, even the counties with the lowest LFPRs (Jefferson and Rock counties) lag only the Austin MSA and the state. While some of the working age population might not be able to be captured due to age, disability, caretaking for a disabled family member and other factors, there may be opportunities for the Madison Region to capture those individuals that have dropped out of the labor force due to perceived lack of job opportunities that match with their skills and abilities. This would aid in lowering dependency ratios and boosting the region's available workforce to accommodate growth in key occupational categories.

LABOR FORCE PARTICIPATION RATES, 2017

	2017	5-Year Change
Madison Region	70.8%	0.3%
Columbia County	69.0%	(0.4%)
Dane County	73.6%	0.5%
Dodge County	67.2%	0.6%
Jefferson County	66.6%	(2.1%)
Rock County	66.5%	1.7%
Sauk County	70.0%	(2.1%)
Ann Arbor, MI	63.0%	0.2%
Austin, TX	68.8%	(0.4%)
Portland, OR	66.2%	0.2%
Raleigh, NC	66.5%	(0.5%)
Wisconsin	67.6%	0.1%
United States	62.9%	(0.9%)

Source: U.S. Bureau of Labor Statistics, U.S. Census Bureau

Similar to demographic trends, disparities in employment growth across Madison Region counties are increasingly acute. As with population, **Dane County accounted for nearly all the region's ten-year employment growth.** From 2007 to 2017, Dane County added 28,263 jobs, eclipsing Columbia County (852 jobs) and Dodge County (111 jobs). Jefferson, Rock, and Sauk counties actually *lost* a total of 7,076 jobs during this time. The Great Recession impacted outer counties more harshly than Dane County. Between 2007 and 2009, Dane County lost approximately 10,000 jobs but had mostly recovered by 2012. Conversely, Columbia County reached its 2007 level of jobs in 2015, and Dodge County in 2016. Jefferson, Rock, and Sauk have yet to reach their pre-recession employment levels.

EMPLOYMENT BY COUNTY, 2002-2017

	2002	2007	2012	2017	5-Year Change	10-Year Change	15-Year Change
Madison Region	517,413	551,735	537,616	573,884	6.7%	4.0%	10.9%
Columbia County	22,893	23,865	22,988	24,717	7.5%	3.6%	8.0%
Dane County	310,010	333,710	333,268	361,973	8.6%	8.5%	16.8%
Dodge County	36,561	38,468	37,266	38,579	3.5%	0.3%	5.5%
Jefferson County	38,693	39,855	37,605	36,978	-1.7%	-7.2%	-4.4%
Rock County	72,225	75,170	67,001	72,215	7.8%	-3.9%	0.0%
Sauk County	37,031	40,667	39,487	39,423	-0.2%	-3.1%	6.5%
Wisconsin	2,979,694	3,082,893	2,970,070	3,122,960	5.1%	1.3%	4.8%
United States	143,990,909	152,488,099	148,464,262	159,732,809	7.6%	4.8%	10.9%

Source: Economic Modeling Specialists, Intl.

Trends since 2012 have improved slightly for the Madison Region's non-core counties, with Columbia County's economy growing by 7.5 percent, Rock County's by 7.8 percent, and Dodge by 3.5 percent. However, Jefferson and Sauk still shed jobs over this period.

A key factor contributing to Dane County's sustained economic expansion is what some stakeholders call the "Epic Effect." Since relocating from the City of Madison to Verona in 2005, global health IT firm Epic Systems has experienced significant growth. In 2010, the firm expanded its campus and now includes nine buildings with individual offices for 3,600 workers, a cafeteria building, a learning center, and auditorium that seats over 5,000, a four-story underground parking ramp, one of the largest "gravel gardens" in the country, and a tin-roofed tree house retreat. Today, the campus houses a workforce of nearly 10,000 and is one of the state's fastest growing companies. **Even though Epic is a closely-held company that rarely reports corporate data, local officials estimate that Epic adds between 1,000 and 1,500 employees per year; another 1,000 workers per year were reported to "churn" out of Epic, with many remaining in the region to start companies or join other firms.**

Partially due to the presence of high-paying technology jobs like Epic in Dane County, wages and wage growth are another issue of intra-regional difference. While Dane County's wages are on par with competitors, the remaining counties have average wages that lag even the state.

ANNUAL AVERAGE WAGES BY COUNTY, 2002-2017

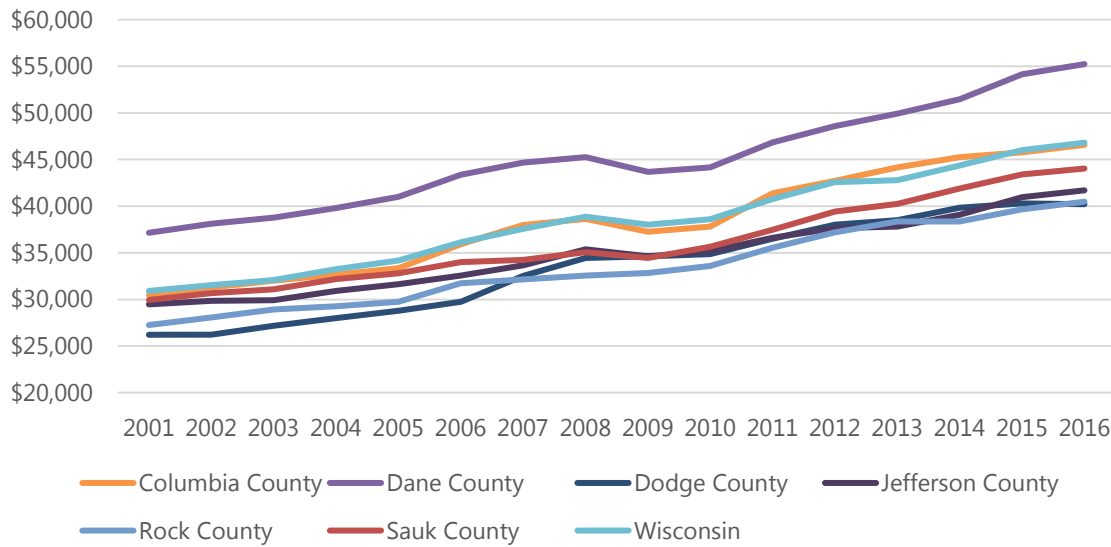
	2002	2007	2012	2017	5-Year Change	10-Year Change	15-Year Change
Madison Region	\$31,928	\$37,332	\$41,293	\$47,338	14.6%	26.8%	48.3%
Columbia County	\$25,662	\$30,702	\$33,572	\$38,349	14.2%	24.9%	49.4%
Dane County	\$34,087	\$40,455	\$44,867	\$51,697	15.2%	27.8%	51.7%
Dodge County	\$29,504	\$34,072	\$37,872	\$42,203	11.4%	23.9%	43.0%
Jefferson County	\$27,069	\$30,681	\$33,176	\$37,607	13.4%	22.6%	38.9%
Rock County	\$31,668	\$35,265	\$37,846	\$42,001	11.0%	19.1%	32.6%
Sauk County	\$25,706	\$29,016	\$32,434	\$36,880	13.7%	27.1%	43.5%
Wisconsin	\$31,464	\$36,634	\$40,269	\$45,099	12.0%	23.1%	43.3%
United States	\$35,512	\$42,574	\$46,905	\$52,284	11.5%	22.8%	47.2%

Source: Economic Modeling Specialists, Intl.

Lower wages in the Madison Region's non-core counties are partially allayed by more manageable living costs in these areas. However, these data do not tell the entire story. When indexed to national average wages, earnings in Columbia, Jefferson, and Sauk counties are well below levels necessary to keep pace with Madison Region's cost of living. Thus, workers in these counties are slowly becoming poorer despite being employed.

This finding is borne out in per capita income data, which provide a benchmark of income that includes not only wages, but also other income such as interest income and government assistance. Dane County is clearly an outlier in the region, with a 2016 per capita income of \$55,232. Columbia County (\$46,574) is nearly on par with the state (\$47,850), while the remaining counties lag far behind, all with per capita incomes between \$40,000 and \$44,000.

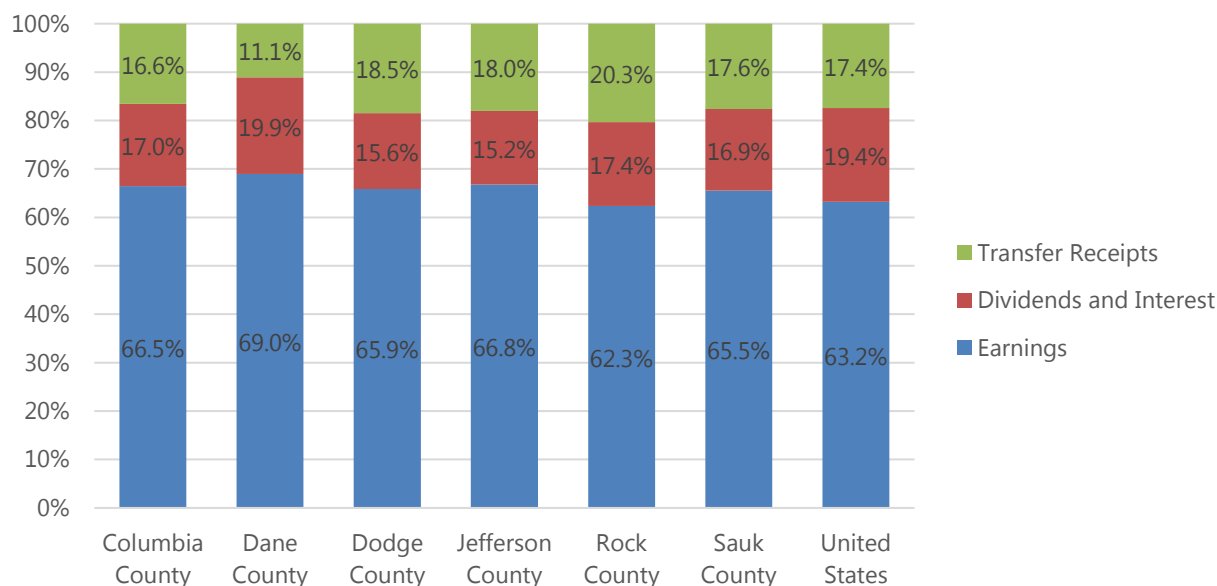
PER CAPITA INCOME BY COUNTY, 2001-2016



Source: U.S. Bureau of Economic Analysis

Incomes in the Madison Region's non-core counties are also depressed because of the residents' sources of income. Much higher numbers of outer-county residents receive income from so-called "transfer receipts," which typically include government assistance like Social Security benefits, social welfare programs, veterans' benefits, and disability benefits. Earnings from private employment and dividends and interest from investments are almost always greater than monies from government redistribution programs.

COMPONENTS OF PERSONAL INCOME BY COUNTY, 2016

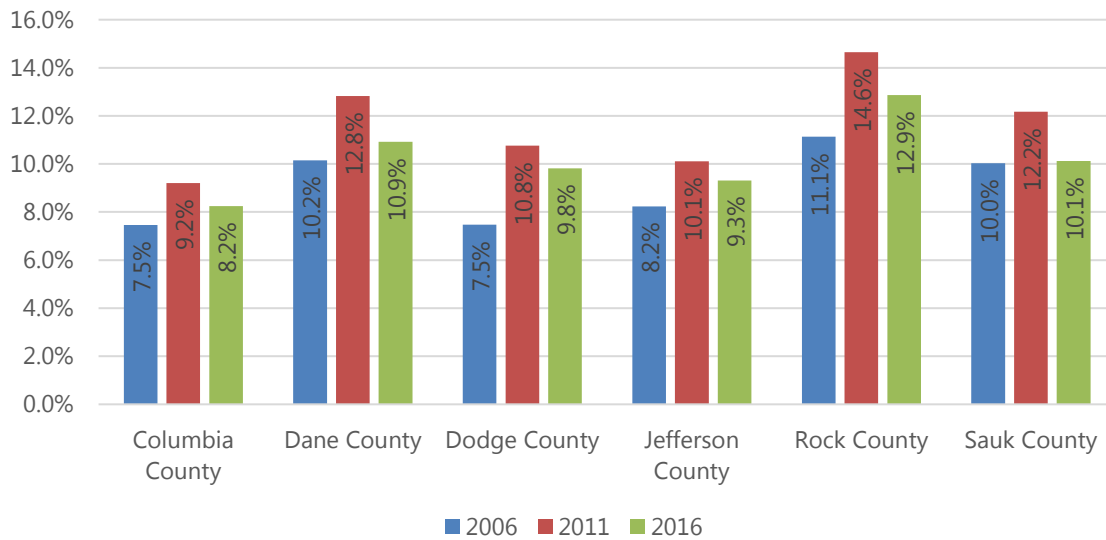


Source: U.S. Bureau of Economic Analysis

Average wages and sources of income, combined with other factors like crime, family composition, access to transportation, child care availability, drug use, teenage pregnancy, and other criteria contribute to a community's poverty dynamics. Interestingly, though Dane County has the region's highest wages and incomes, it also features its second-highest poverty rate. This reality acknowledges not only the pockets of extreme poverty in the City of Madison, but also likely the presence of thousands of college students who often have few sources of income. The impact college students (particularly those who have declared residency in the region) have on Dane County's poverty rate is borne out by youth poverty data, where the county has the lowest rate among its regional peers.

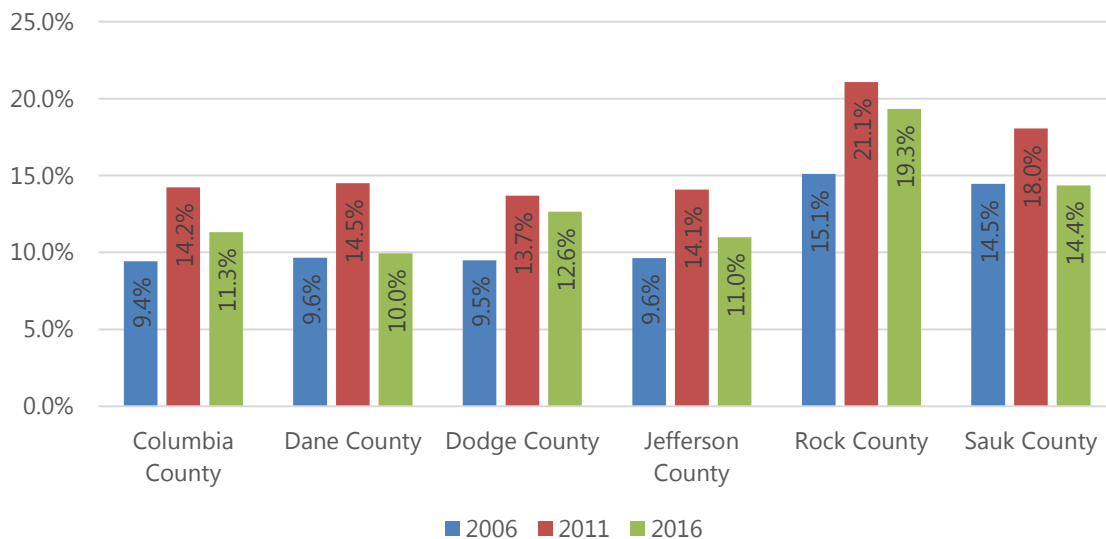
On a positive note, poverty rates have declined across the Madison Region in recent years, though they are still above 2006 levels.

TOTAL POVERTY RATES BY COUNTY, 2006-2016



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates

YOUTH POVERTY RATES BY COUNTY, 2006-2016



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates

Addressing the Madison Region's intra-regional disparities in population and economic growth, wages and income, and other issues will be a challenge due to economic and demographic differences between the core and outer region.

Many stakeholders interviewed for this SWOT Analysis process said the onus is on Madison-Dane County officials to pursue "inside-out" engagement of the region's more rural counties rather than expecting them to proactively

reach out to leaders in the core. However, others countered that the region's rural counties ignore opportunities in Madison-Dane County at their peril.

What is clear is that a renewed emphasis on regional coordination, collaboration, communication, and coalition-building will be necessary for the Madison Region to move beyond intra-regional divergence and find common ground that can advance a collective agenda for equitable, sustainable change.

3. Addressing unifying issues can advance the entire region

While certain trends in the Madison Region vary across its counties, the ultimate success of the six-county CEDS region will be dependent on collectively addressing issues that impact the competitiveness of the entire region. Most of these challenges cross city and county boundaries and require coordinated effort and attention to achieve desired results. The implementation of Advance Now has broken down certain barriers between Madison Region governments, economic development organizations, and other entities. However, silos stubbornly remain and will continue impeding regional progress without investments of time, effort, trust, and patience necessary to build bridges instead of walls.

Acknowledging that collaborative action advancing shared regional goals and objectives benefits counties individually and collectively is an important first step to promoting and implementing a regional agenda. While economic development officials can make the argument that the Madison Region is a single labor shed with opportunities for joint marketing, improved resource accessibility, intra-regional mobility enhancements, and other benefits of working together, it is incumbent on elected officials and corporate leaders to also sing the praises of regionalism from a shared songbook. Data supporting the contention that the whole of the Madison Region will be greater than its parts can help initiate important dialogues and empower these leaders to make a strong case for regionalism.

Disparities affecting various racial and ethnic groups exist nationwide but are more pronounced in some communities than others. Work done to bridge these gaps has benefit across the entire community. At the most basic level, improving statistics for subgroups also improves overall community statistics.

The shared regional issues profiled in the following pages are not listed in order of importance or any other predetermined ranking criteria. Identifying strategic opportunities to address these challenges will be the charge of the Advance Now 2.0 action plan.

DIVERSITY AND INCLUSION

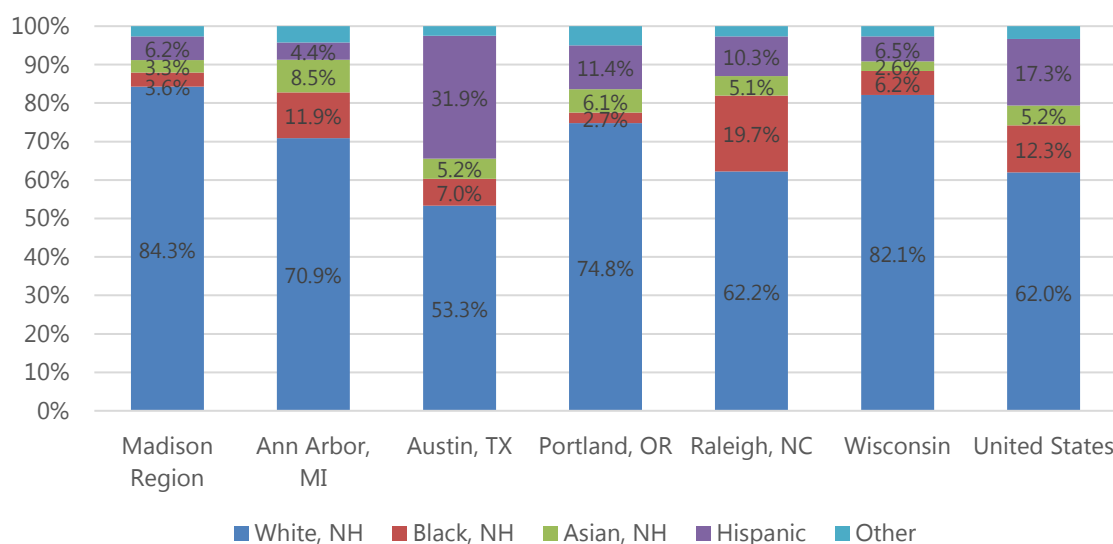
Racial and cultural diversity, among other types of diversity, is an important aspect of healthy communities. Increasing diversity poses both challenges and opportunities as communities venture to be welcoming to people of different races, ethnicities, religions, and sexual preferences and promote inclusion of different voices in community, political, and business networks.

Because the need for improved diversity and inclusion was a key finding in the Advance Now 1.0 process, strategies were proposed to address these concerns. A key outcome of these recommendations was the creation in 2013 of the region's first Economic Development and Diversity Summit, a partnership between MadREP and the Urban League of Greater Madison. The Summit has since become an annual event, with participation, programming, and attendance increasing every year.

Stakeholders lauded both organizations for their efforts to elevate the issue of diversity and connect it directly to economic development outcomes. However, despite more aggressive attempts to engage and influence area employers and other key organizations, stakeholders believe that the region has yet to achieve its desire for greater inclusivity. Some believe that regional companies “check diversity off their list” by sending representatives to the Summit (typically not their CEOs) instead of implementing serious and sustained programs to improve the diversity of their workforces or treatment of current minority employees. While event organizers follow up with participating employers, some stakeholders believe there should be more in-depth and ongoing partnerships with employers to implement diversity programs. Others noted that quantifiable metrics tracking progress in diversity and inclusion initiatives stemming from the Summit should be encouraged and implemented.

As with the research process for Advance Now 1.0, data analysis for this SWOT Analysis demonstrated that diversity and inclusion and inequity between majority and minority populations continues to be an issue in the Madison Region. In fact, the City of Madison features the greatest income disparity between White and African-American residents in the nation. Data also show that the Madison Region is the least diverse racially and ethnically of the comparison geographies, including the state. Even so, the region is becoming more diverse overall. Since 2006, the most rapidly growing groups in terms of population change are Asian and other, which includes two or more races, Native American, Native Hawaiian, and some other race. Whites have experienced the greatest decrease in proportion of the racial and ethnic distribution (1.5 percent),

RACIAL AND ETHNIC DISTRIBUTION, 2016



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

Disparities in educational attainment are a nationwide issue as they are in Madison Region. Differences are greatest between White and African-American adults as the following table shows. By and large, the Madison Region's trends are consistent with national data. However, while the Madison Region's African-American adults

perform slightly worse than national averages for educational attainment, the reverse is true of the region's Hispanic residents.

EDUCATIONAL ATTAINMENT BY RACE AND ETHNICITY, 2016

	Madison 6-County Region		United States	
	No HS Diploma	Bachelor's +	No HS Diploma	Bachelor's +
White, Not Hispanic	5.4%	36.2%	8.0%	33.8%
Black	15.2%	17.7%	15.7%	20.0%
Asian	12.5%	62.1%	13.7%	52.1%
Hispanic	32.6%	17.3%	34.3%	14.7%
Native American	11.6%	13.1%	20.7%	14.0%
Some Other Race Alone	39.2%	8.8%	39.8%	10.8%
Two or More Races	9.7%	34.4%	13.3%	29.1%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

Educational attainment is directly related to earnings potential and income levels. At the national level, in second quarter of 2018 the median earnings of a worker with less than a high school diploma was less than half (43 percent) of an individual with a bachelor's degree or higher. With such a large gap between racial and ethnic groups in terms of educational attainment, resulting income and poverty gaps are not surprising. This holds true in the Madison Region.

Across the board, minority residents in the six-county Madison Region have higher rates of total and child poverty than their national equivalents, in some cases by wide margins. Nearly half of the region's African-American youth under age 18 are living in poverty, well above the national figure of 37.4 percent. Just over one-third of Madison Area Hispanic youth also live in poverty.

POVERTY BY RACE AND ETHNICITY, 2016

	Madison 6-County Region		United States	
	Total Poverty	Child Poverty	Total Poverty	Child Poverty
White, Not Hispanic	9.4%	8.8%	10.6%	12.7%
Black	34.1%	45.7%	26.2%	37.4%
Asian	22.1%	20.4%	12.3%	12.5%
Hispanic	28.5%	36.1%	23.4%	31.3%
Two or More Races	24.4%	26.7%	19.3%	21.6%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

There was much discussion amongst stakeholders of all races and ethnicities in the SWOT Analysis input process related to issues of diversity and inclusion. Minority participants noted that many regional leaders "do a lot of talking" but are not committed to being partners for long-term solutions. "Madison has a lot of spectating," one

interviewee noted, adding that long-term commitments from private corporations to fund diversity and inclusion (D&I) programs is necessary to ensure sustainability. It is also incumbent on organizations to effectively “make the business case for diversity” to help justify requested corporate spending.

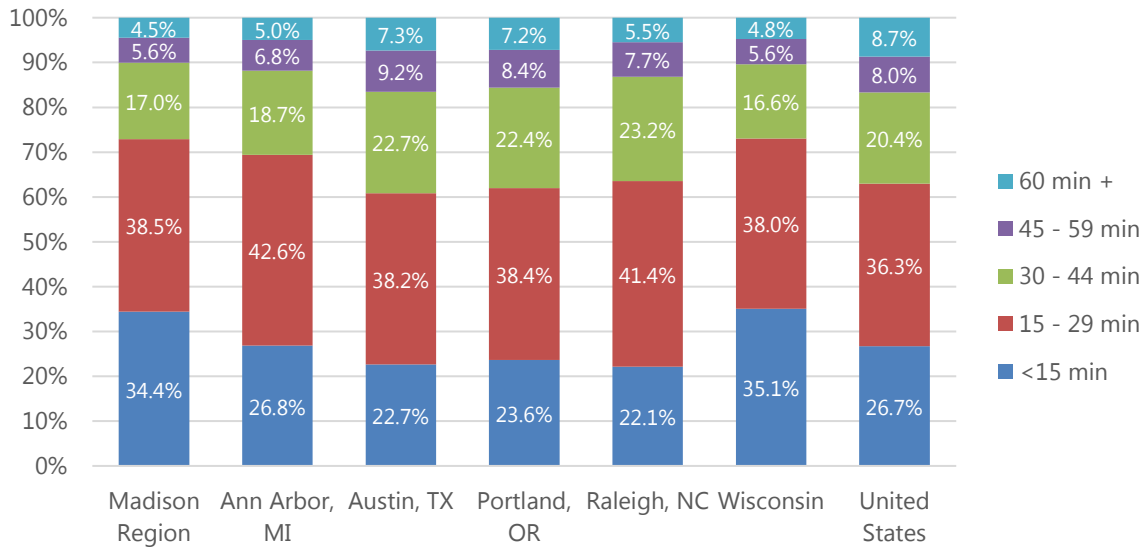
Many input respondents spoke about the need to not just increase the number of minorities in leadership positions – both within private firms and in a volunteer capacity – but also provide mentorship and empowerment support. Some minorities serving on appointed boards and committees said they felt like “tokens” and were not valued for their expertise or perspectives. Leaders noted that retention and attraction of minority professionals was difficult because of a lack of support systems for new hires and their spouses. One interviewee noted that black professionals in the Madison Region have “one foot in and one foot out the door,” frustrated that they do not have a place either in white society or among the high percentage of low-income African-Americans in the region.

CONNECTIVITY

Despite a current lack of reported traffic congestion and long commute times in the Madison Region, many stakeholders feel that the region’s steady growth, densification, and suburbanization bode ill for future transportation patterns. Input participants with perspectives from other communities (i.e., “pre-boom” Seattle) warn that if the Madison Region does not proactively address the potential for congestion, the issue will eventually become acute and solutions will become much more challenging. In fact, when asked to name the Madison Region’s top competitive issue, a surprising number of top leaders identified the need for regional transit as their number one concern.

Currently, so-called “super-commuters” (those who commute more than 45 minutes to work) comprise a relatively small percentage of Madison Region commuters compared to the benchmark metros. The Austin MSA, famous for its crippling traffic congestion and far-flung suburbanization, features the highest rate of super-commuting. Commuters in fast-growing Portland and Raleigh also spend longer than average times getting to work. As the Madison Region’s population continues to increase, similar congestion trends could become a reality if measures are not taken to mitigate these externalities of growth.

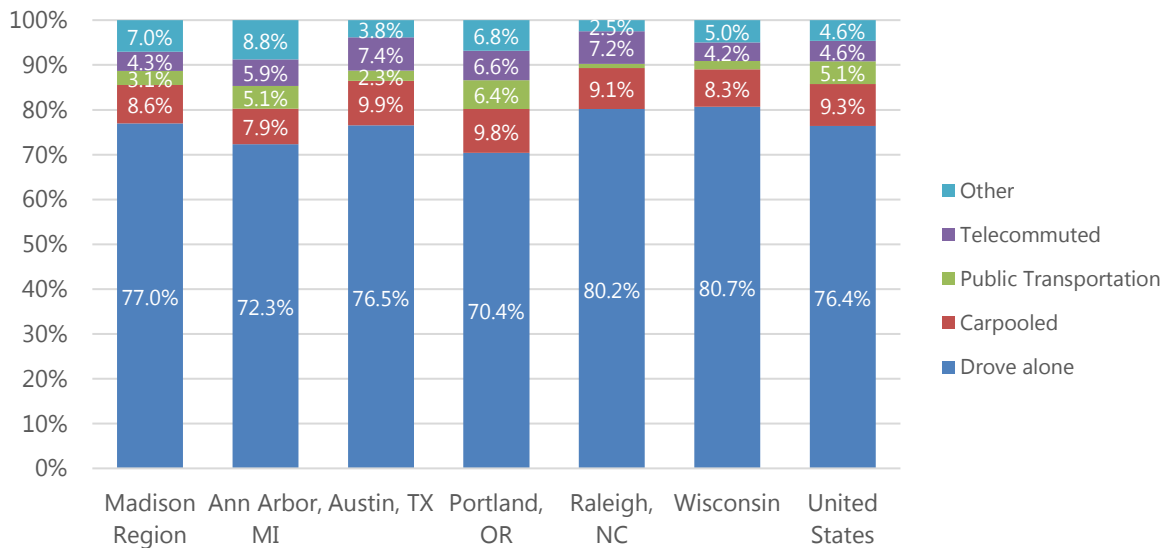
TRAVEL TIME TO WORK, 2016



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

Data show that the Madison Region is more dependent on cars than all comparison metros except Raleigh. Over three-fourths of all Madison workers commute alone to work via an automobile.

MODE OF COMMUTE, 2016

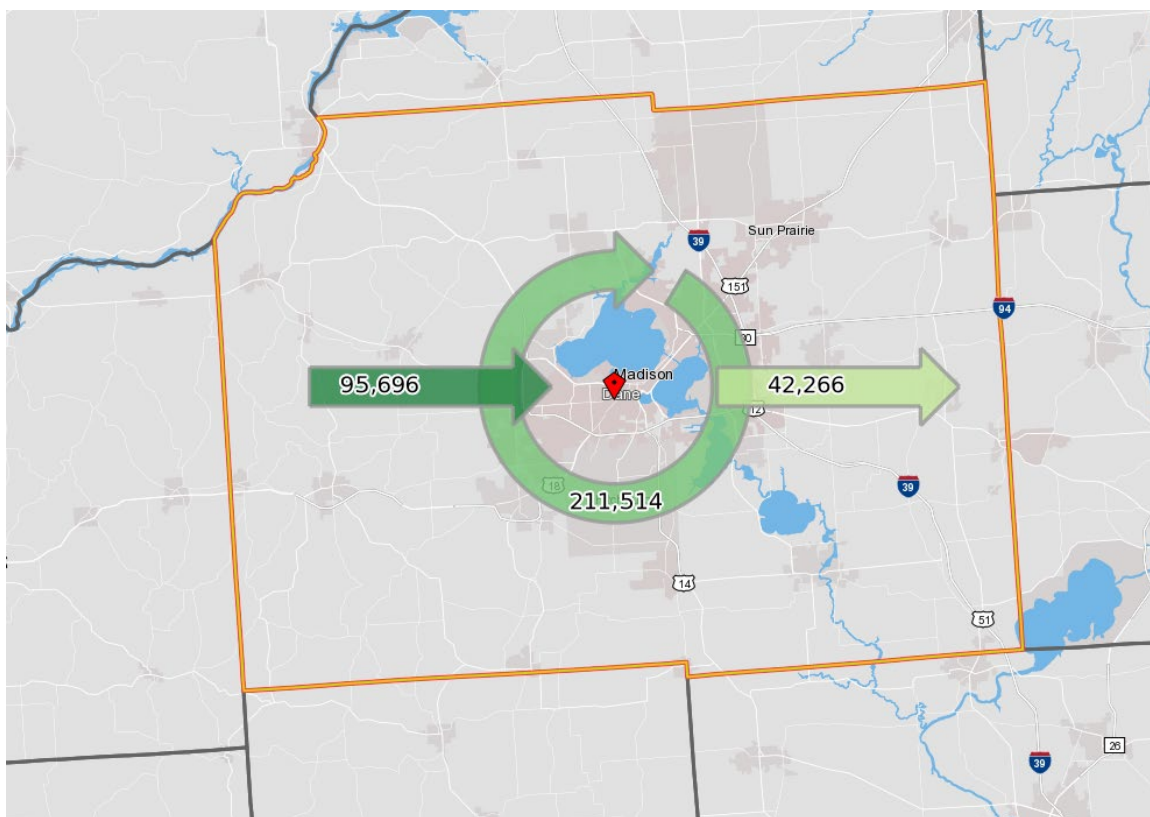


Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

Interconnectivity of the Madison Region labor shed can also be seen through commuting patterns. According to Census OnTheMap, in 2015 (the most recent data available), 31.2 percent of workers (nearly 96,000 individuals)

in Dane County live outside of the county, while 42,000 Dane County residents out-commute. Over 19,000 of these workers (46.0 percent) earn more than \$3,333 per month. Similarly, 47,529 in-commuters to Dane County (49.7 percent) earn above the \$3,333 monthly threshold. These data highlight the symbiotic nature of the Madison Region labor shed and economy, with workers (and a percentage of their spending) shared across county boundaries. Acknowledging this interconnectivity and its impact on sub-regional economies supports arguments favoring enhanced regional collaboration and coordination in the Madison Region.

INFLOW/OUTFLOW JOB COUNTS, DANE COUNTY, 2015



Source: Census OnTheMap

Stakeholders overwhelmingly expressed that the region needs expanded regional transit options. Many agree that in the long term, regional transit should consist of several modes of travel, including expanded bus service throughout the region, bus rapid transit (BRT), commuter rail, as well as road infrastructure improvements that include bicycle and pedestrian features.

In 2013, the Madison Area Transportation Planning Board completed a transit corridor study that recommends BRT as a viable prioritized option for the region due to its potential to provide high capacity and reduced travel times based on ridership levels and estimated costs. It is important to note that this issue is an example of the stark contrast between state and local priorities. In 2011, state legislators eliminated a provision enabling the creation of regional transit authorities (RTAs) between multiple governments. Existing RTAs created in Dane

County and other areas were dissolved. Advocacy to reinstate RTA enabling legislation and increase state budget allocations for transit is ongoing.

Providing alternative commuting modes to single-occupancy automobiles is a long-term workforce consideration for the Madison Region. When mode of transportation is examined by age group, younger populations use public transportation and other modes (taxi, Uber, walking, biking, etc.) than other age groups. A 2013 study by the American Public Transportation Association that found that Millennials prefer multi-modal options, with public transportation ranked the highest. This was echoed by a 2014 study from The Rockefeller Foundation and Transportation for America that found that low cost and flexibility were the top reasons cited for Millennials' preference for multi-modal mobility.

A private company named Walk Score produces well respected indices that measure communities by their comparative walkability, bikeability, and access to transit. Walking and biking are two travel modes increasingly popular as methods of commuting as well as exercise. Per Walk Score, the Madison MSA compares well with the benchmarks in this report save for Portland, Oregon, a region known for being well planned to accommodate multiple mobility modes.

WALKSCORE.COM STATISTICS, 2018

Core City	Walk Score	Transit Score	Bike Score
Madison, WI	49	38	63
Ann Arbor, MI	51	45	68
Austin, TX	40	34	51
Portland, OR	65	51	81
Raleigh, NC	30	29	37

Source: Walk Score

Another important indicator of relative connectivity is a community's passenger air capacity. This is true not only for the general public, but also businesses who often require cost-competitive, direct, and frequent flight options to hub and second-tier airports. Data for Dane County Regional Airport are consistent with expectations for a small-metro airport. The benchmarks for this report are either primary passenger hubs (Detroit International Airport) or major secondary hubs (Austin, Portland).

AIR STATISTICS, 2018

Region	Closest Airport	Departing Passengers, March 2018	10-Year Change	Cargo Capacity (lbs.)	10-Year Change	Ticket Cost, 4Q17
Madison, WI	Dane County Regional-Truax Field	936,000	21.9%	54m	170.0%	\$477.11
Ann Arbor, MI	Detroit Metro Wayne County	15,310,000	(1.9%)	356m	14.5%	\$371.14
Austin, TX	Austin-Bergstrom International	6,817,000	60.6%	181m	(7.7%)	\$345.62
Portland, OR	Portland International	9,108,000	29.3%	525m	6.7%	\$377.80
Raleigh, NC	Raleigh-Durham International	5,596,000	14.0%	190m	(5.5%)	\$353.18

Source: Bureau of Transportation Statistics

With fewer competing carriers and routes, the average airfare from Dane County Regional Airport is also about \$100 higher than the benchmark airports. **Despite this, input respondents were pleased with the ease of travel from Dane County Regional and expressed satisfaction about the two new direct-flight markets added in June 2018. However, there was also a desire to see even more flight options and nonstop destinations.**

One of the most critical connectivity factors in modern communities is accessibility to competitive high-speed broadband communications; increasingly, companies, entrepreneurs, and even households are seeking speeds of at least 1 gigabit to access the internet and send/receive files. According to the U.S. Census Bureau, a lower percentage of Madison Region households have broadband internet subscriptions than all the comparison metros. A comparatively high number of the households do not have computers at all.

PERCENTAGE OF HOUSEHOLDS WITH BROADBAND ACCESS, 2016

	Broadband Internet Subscription	Dial-up Subscription Only	Computer with No Internet Subscription	No Computer at All
Madison Region	83.7%	0.6%	6.9%	8.8%
Columbia County	79.6%	0.6%	6.6%	13.2%
Dane County	87.8%	0.4%	6.4%	5.5%
Dodge County	79.4%	0.7%	7.2%	12.7%
Jefferson County	79.8%	0.9%	6.5%	12.8%
Rock County	78.7%	0.5%	8.0%	12.8%
Sauk County	76.3%	1.8%	9.7%	12.2%
Ann Arbor, MI	88.1%	0.3%	5.6%	6.0%
Austin, TX	86.6%	0.2%	8.4%	4.8%
Portland, OR	87.8%	0.5%	5.6%	6.1%
Raleigh, NC	87.7%	0.4%	6.0%	5.9%
Wisconsin	80.6%	0.7%	7.0%	11.6%
United States	80.8%	0.4%	8.1%	10.7%

Source: U.S. Census Bureau, American Community Survey 1-year Supplemental Estimates

While broadband access is an issue for the entire six-county region, it is most pressing in the area's more rural communities. Outside of Dane County (87.8 percent access to broadband), none of the other five counties reach 80.0 broadband absorption.

This is consistent with stakeholder input that found broadband connectivity to be a significant competitive concern in the Madison Region's rural counties. A focus group participant noted that telecommuting could be an option for more people in the more rural areas if they had access to reliable broadband connectivity. A statewide initiative, the Broadband Forward Community Certification Program, has made a difference in the Madison Region, but has only in certain "patches."

Solutions could also be provided by Connect America, a national coalition devoted to expanding rural broadband. In Wisconsin, its partners include the Wisconsin Rural Schools Alliance, Wisconsin Economic Development Association, Wisconsin Technology Council and Wisconsin Realtors Association. Wisconsin is second only to California in the dollar amount allocated to states in the Connect America Fund II program administered by the FCC through 2020.

HOUSING

Availability of quality affordable housing is a major issue across America, and the Madison Region is no exception. As is typical in communities with major public universities, neighborhoods closer to campus often find elevated rents to accommodate students with housing allowances and parental support and older, subdivided housing stock not competitive for most homebuyers.

The National Association of Realtors (NAR) publishes reliable data on housing costs, value, and affordability for metropolitan statistical areas across America. Per NAR, the median price of single-family homes in the Madison MSA is equivalent to Ann Arbor and Raleigh, roughly \$30,000 below Austin, and far lower than Portland, Oregon, known for being a higher-cost community.

HOUSING DATA

	Median Sales Price of Existing Single-Family Homes, 2017	Affordability Index, 2016	Median Home Value, 2016
Madison MSA	\$267,900	191.8	\$240,200
Ann Arbor, MI	\$263,700	204.4	\$244,700
Austin, TX	\$295,800	162.2	\$263,300
Portland, OR	\$381,800	124.0	\$345,000
Raleigh, NC	\$266,800	182.1	\$237,700
United States	\$248,800	167.1	\$205,000

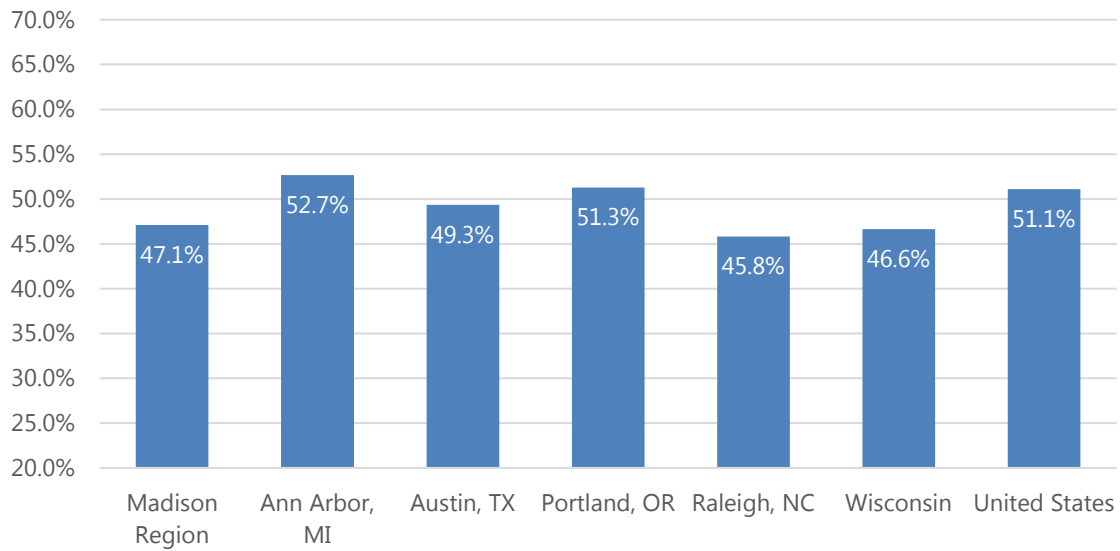
Source: National Association for Realtors and U.S. Census Bureau, American Community Survey 5-Year Estimates

NAR evaluates the cost of housing relative to incomes to arrive at its measure of housing affordability. An affordability index value of 100 indicates that the median income-earning family has exactly enough income to qualify for a mortgage on a median priced home. Values below (not enough income) and above (surplus income) the median qualify an area's relative affordability. For example, a composite housing affordability index (HAI) of 160.0 means a family earning the area's median income has 160 percent of the income necessary to qualify for a conventional loan covering 80 percent of a median-priced existing single-family home. Per NAR data, the Madison MSA home affordability is second only to Ann Arbor.

This affordability data contrasts with feedback from certain SWOT Analysis input respondents, though opinions varied based on the stakeholder's place of residence. For example, City of Madison and Dane County residents tended to feel that the cost of for-purchase housing was a growing concern, particularly workforce housing and affordable starter homes for young professionals and young families. They perceived that housing supply does not meet demand and believe developers have been slow to build large speculative subdivisions. However, stakeholders in the region's rural counties were less concerned about housing cost than the dynamics of the supply, preferring to see newer and higher quality starter home options as well as more modern, market-rate multifamily stock. A number of input respondents would like to see a regional housing study conducted to determine existing housing preferences and obtain feedback from municipalities and counties regarding their appetite for various housing options.

Another way to measure housing affordability is to examine how much an average household spends on rent. The U.S. Department of Housing and Urban Development has determined that families spending over 30 percent of income on housing are cost burdened and may have trouble being able to pay for other necessities. The six-county Madison Region has the lowest percentage of renters spending more than 30 percent of their income on rent of all comparison regions except Raleigh. Within the region, Dane County has the highest percentage of renters in unaffordable units, with over half (52.7 percent) of renters spending 30 percent or more of their income on rent. However, this is common in university-based communities where students often have no reported source of income.

PERCENTAGE OF RENTERS SPENDING 30 PERCENT OR MORE ON RENT, MADISON REGION, 2016



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

Taken collectively, the issues profiled in this section represent opportunities for regional leaders to come together around shared solutions to uplift not only Madison Region communities experiencing divergent trends from Dane County, but also solidify the competitive position and data profile of the entire six-county region.

4. Madison's innovation ecosystem is on the rise, but must still evolve

It has been said that research universities are the “steel mills of the 21st Century.” In the University of Wisconsin-Madison and the local innovation capacity it has spawned, the Madison Region benefits from one of the highest capacity modern steel mills in the country. The university is consistently in the top ten for sponsored research among public institutions nationwide. While this investment, renewed attempts to leverage it for economic gain, and the broader Madison Region's innovation ecosystem position the region well for future high-value job creation, data and qualitative feedback show that it has yet to match the vibrancy of its peers.

True innovation hubs can succeed in the long term because they develop “cultures” of entrepreneurship that embed these principles and qualities in generations of residents and attract newcomers eager to live and work in a community that values risk, experimentation, small business and startup investment, and does not stigmatize those who fail in their new ventures. In this regard, the Madison Region is challenged by a reported risk-aversion and fear of failure that is said to afflict many Midwestern U.S. communities. However, the Madison Region has purposely made strides to pursue a more innovation-driven and entrepreneurial mindset and is seeing positive momentum in its startup economy and funding. It is also cultivating qualities of life and place that retain and attract young talent and technology professionals.

Some stakeholders feel that Madison's status as an emerging innovation and startup hub “flies under the radar” and would benefit from purposeful promotion to key external constituencies. They said that improving the awareness of Madison's entrepreneurial and research and commercialization assets would attract stronger interest from venture capital “on the coasts” and other investors less focused on risk-avoidance than local banks.

Statewide, innovation rankings are mixed. In the Kauffman Foundation's 2017 State Report on Early-Stage Entrepreneurship released in February 2019, Wisconsin was ranked 45th out of 50 states based on four metrics: 1) Rate of new entrepreneurs, 2) Opportunity share of new entrepreneurs, 3) Startup early job creation, and 4) Startup early survival rate. Another index, the 2016 Milken Institute State Technology and Science Index, ranks the state 22nd, based on indicators related to human capital investment, risk capital and entrepreneurial infrastructure, research and development inputs, technology concentration and dynamism, and technology and science workforce. The Consumer Technology Association's 2018 U.S. Innovation Scorecard ranks Wisconsin 33rd, based on 12 indicators related to talent, infrastructure, and laws and regulations. Yet another index, the 2018 WalletHub Most and Least Innovative States, ranks the state 30th, based on 22 indicators related to human capital and innovation environment. However, what is abundantly clear is that when innovation in Madison is evaluated at the regional level, it performs better than the state. Although the Madison MSA is not included in the Kauffman Index of Startup Activity, which ranks the largest 40 metros, StatsAmerica ranks 380 metros on these criteria. Per StatsAmerica, the Madison MSA is ranked 33rd in the nation, based on human capital and knowledge creation, business dynamics, business and industry indicators, employment and productivity factors, and economic well-being.

Assessing the Madison Region's innovation and entrepreneurial ecosystem begins with a look at key small business trends. Self-employment, an indicator of a community's entrepreneurial spirit and dynamism, is comparatively low in the Madison Region. Just over five percent of all jobs in the six-county area are held by the self-employed, lagging all comparison geographies except Ann Arbor. Self-employment has also declined in the Madison Region over the last decade though at comparable rates to the benchmark geographies.

SELF-EMPLOYMENT AS A PERCENTAGE OF TOTAL EMPLOYMENT, 2017

	2002	2007	2012	2017	5-Year Change	10-Year Change	15-Year Change
Madison Region	5.7%	5.9%	5.2%	5.2%	0.0%	(0.7%)	(0.5%)
Columbia County	9.3%	9.0%	8.1%	7.1%	(0.9%)	(1.9%)	(2.1%)
Dane County	4.9%	5.1%	4.4%	4.6%	0.2%	(0.6%)	(0.4%)
Dodge County	7.0%	7.6%	6.4%	6.5%	0.1%	(1.1%)	(0.6%)
Jefferson County	8.0%	8.3%	7.4%	7.6%	0.2%	(0.7%)	(0.4%)
Rock County	5.5%	6.1%	5.7%	5.3%	(0.4%)	(0.7%)	(0.2%)
Sauk County	6.7%	6.7%	5.9%	6.0%	0.1%	(0.6%)	(0.7%)
Ann Arbor, MI	4.3%	5.3%	4.6%	4.2%	(0.4%)	(1.1%)	(0.1%)
Austin, TX	6.4%	7.2%	7.0%	7.1%	0.1%	(0.1%)	0.7%
Portland, OR	8.0%	8.4%	8.3%	7.4%	(0.9%)	(1.0%)	(0.5%)
Raleigh, NC	5.6%	6.1%	6.3%	5.8%	(0.5%)	(0.3%)	0.2%
Wisconsin	5.9%	6.3%	5.6%	5.6%	(0.1%)	(0.7%)	(0.4%)
United States	6.6%	7.1%	6.8%	6.5%	(0.3%)	(0.6%)	(0.1%)

Source: Economic Modeling Specialists, Intl.

At the intra-regional level, the Madison Region's rural counties feature far higher self-employment rates than Dane County. Partially, this is likely due to the presence of huge employment hubs like the University of Wisconsin-Madison, state government, UW Health, and Epic Systems. This is also a function of the economic mix of these outer counties, as can be seen in the following table. The top two sectors for self-employment in the region are construction and agriculture. On a positive note, self-employment in Professional, Scientific, and Technical services – often a higher-paying sector – rose by over 12 percent in the past ten years. Just over 3,800 individuals run their own firms in this field in the Madison Region. Other higher-paying sectors that have experienced growth in self-employment over the time period examined are Finance and Insurance, which experienced 10.5 percent growth, and Transportation and Warehousing, which grew by 32 percent.

SELF-EMPLOYED STATISTICS BY NAICS, MADISON REGION, 2017

NAICS	Description	Self-Emp.	% of Total Emp.	10-Year Change in Self-Emp.	Self-Emp. LQ	Self-Emp. Wages
11	Agriculture, Forestry, Fishing and Hunting	4,020	43.6%	(21.2%)	2.67	\$27,340
21	Mining, Quarrying, and Oil and Gas Extraction	<10	NA	NA	0.02	NA
22	Utilities	<10	NA	NA	0.22	NA
23	Construction	4,162	14.9%	(26.9%)	0.86	\$25,594
31	Manufacturing	729	1.1%	(11.2%)	1.08	\$34,352
42	Wholesale Trade	258	1.2%	(38.6%)	0.65	\$38,891
44	Retail Trade	1,667	2.9%	(25.9%)	0.92	\$26,332
48	Transportation and Warehousing	1,320	8.7%	32.0%	1.00	\$30,904
51	Information	341	1.8%	(28.8%)	0.71	\$22,730
52	Finance and Insurance	1,044	4.6%	10.5%	1.65	\$38,604
53	Real Estate and Rental and Leasing	1,212	17.4%	(20.5%)	0.87	\$35,371
54	Professional, Scientific, and Technical Services	3,835	13.3%	12.4%	1.05	\$36,415
55	Management of Companies and Enterprises	0	0.0%	0.0%	0.00	\$0
56	Admin/Support & Waste Mgmt./Remediation Svs.	2,103	8.2%	6.9%	0.77	\$19,071
61	Educational Services	1,083	14.1%	27.1%	1.36	\$18,580
62	Health Care and Social Assistance	2,658	4.2%	(15.1%)	1.07	\$32,758
71	Arts, Entertainment, and Recreation	1,100	12.5%	(0.5%)	0.81	\$14,091
72	Accommodation and Food Services	559	1.2%	(25.4%)	0.90	\$25,465
81	Other Services (except Public Administration)	3,756	14.2%	13.2%	0.74	\$18,168
Total, All Sectors		29,852	5.2%	(8.9%)		\$27,212

Source: Economic Modeling Specialists, Intl.

Employment change in firms with fewer than 50 employees is another useful indicator for examining small business trends. In the second quarter of 2017, the most recent data available, just over a quarter of the Madison Region's workers were employed at small firms, about on par with Austin and Raleigh but below Ann Arbor and Portland. Of concern is the recent five-year trend in employment growth at these small firms. Growth in the Madison Region was the lowest of all the comparables and well below the dynamism of Austin, Portland, and Raleigh's firms with under 50 employees.

EMPLOYMENT IN FIRMS WITH LESS THAN 50 EMPLOYEES, 2007-2017

	Employment in Firms with Less than 50 Employees					Percent of Total Employment		
	2Q2007	2Q2012	2Q2017	5-Year Change	10-Year Change	2Q2007	2Q2012	2Q2017
Madison Region	115,888	110,296	117,336	6.4%	1.2%	29.0%	28.4%	27.5%
Columbia County	6,337	6,033	6,597	9.3%	4.1%	39.2%	38.1%	37.2%
Dane County	66,724	65,011	69,417	6.8%	4.0%	28.0%	27.4%	26.2%
Dodge County	8,737	8,274	8,209	(0.8%)	(6.0%)	31.7%	29.0%	27.3%
Jefferson County	9,958	8,705	9,278	6.6%	(6.8%)	33.3%	31.9%	33.4%
Rock County	15,345	14,056	14,756	5.0%	(3.8%)	26.8%	27.5%	26.1%
Sauk County	8,787	8,217	9,079	10.5%	3.3%	29.6%	28.7%	30.5%
Ann Arbor, MI	36,384	37,491	40,283	7.4%	10.7%	29.7%	31.1%	32.7%
Austin, TX	162,539	182,033	222,211	22.1%	36.7%	27.2%	27.9%	27.2%
Portland, OR	235,452	228,151	262,125	14.9%	11.3%	29.5%	29.7%	29.4%
Raleigh, NC	126,778	122,491	141,770	15.7%	11.8%	29.9%	27.1%	26.2%
Wisconsin	687,141	655,490	680,974	3.9%	(0.9%)	29.1%	28.7%	27.9%

Source: U.S. Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics

Growth in young companies also helps illuminate small business trends. According to the U.S. Bureau of Labor Statistics, roughly 80 percent of new businesses fail after one year of operation, and of those that remain, half fail after five years. Thus, this indicator gives insight into the small business churn in a community and the generation of new businesses replacing those that have closed. Close to nine percent of all workers in the six-county Madison Region are employed at firms in their first five years of existence. Although on par with the state, the region lags the intensity of these firms in all the comparison regions. As with trends in businesses with under 50 employees, growth of young firms in the Madison Region is well below all the benchmarks except Ann Arbor. Five-year growth rates in Austin (33.5 percent), Portland (25.7 percent), and Raleigh (18.8 percent) all exceed the Madison Region's 9.3 percent increase in employment at new firms.

Austin's success in this area can be further explored by looking at the number of net new firms between 2012 and 2017. According to EMSI, during this period, Austin added a net of 2,420 Professional, Scientific, and Technical Services firms and 1,923 Health Care and Social Assistance firms. Over the same period, the Madison Region experienced a net loss in firms in nine sectors and only saw increases of over 100 in two sectors: health care and social assistance (898) and accommodation and food services (128).

EMPLOYMENT IN FIRMS FIVE YEARS OLD OR LESS, 2007-2017

	Employment in Firms 5 Years Old or Less					Percent of Total Employment		
	2Q2007	2Q2012	2Q2017	5-Year Change	10-Year Change	2Q2007	2Q2012	2Q2017
Madison Region	43,417	33,689	36,832	9.3%	(15.2%)	10.9%	8.7%	8.6%
Columbia County	1,846	1,654	2,039	23.3%	10.5%	11.4%	10.5%	11.5%
Dane County	25,897	21,220	21,623	1.9%	(16.5%)	10.9%	9.0%	8.2%
Dodge County	2,814	2,591	2,808	8.4%	(0.2%)	10.2%	9.1%	9.3%
Jefferson County	3,412	1,972	2,873	45.7%	(15.8%)	11.4%	7.2%	10.3%
Rock County	5,679	3,744	4,217	12.6%	(25.7%)	9.9%	7.3%	7.4%
Sauk County	3,769	2,508	3,272	30.5%	(13.2%)	12.7%	8.8%	11.0%
Ann Arbor, MI	16,980	12,208	12,509	2.5%	(26.3%)	13.9%	10.1%	10.2%
Austin, TX	96,895	94,830	126,639	33.5%	30.7%	16.2%	14.5%	15.5%
Portland, OR	100,846	78,909	99,228	25.7%	(1.6%)	12.7%	10.3%	11.1%
Raleigh, NC	61,578	51,488	61,171	18.8%	(0.7%)	14.5%	11.4%	11.3%
Wisconsin	252,003	185,532	210,738	13.6%	(16.4%)	10.7%	8.1%	8.6%

Source: U.S. Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics

To this point, we have examined small business and entrepreneurship trends broadly. For modern economies, however, transformational innovation and commercialization activities catalyzed by major research universities have become an important – some would say necessary – function of these institutions. After 1980's Bayh-Dole Act liberalized intellectual property rights from government-funded research, public and private universities have built significant infrastructure to conduct cutting-edge research and capitalize on this activity through private-sector partnerships, technology transfer, and commercialization activities.

Some public research institutions have made greater headway translating innovation into job creation. Those that have lagged must often make purposeful attempts to evolve their institutional cultures away from the "publish or perish" mentality to a mindset focused on applied research that not only fosters new discoveries but innovation that can create attract private investment and create opportunities for new spinoff companies. The following table shows that the University of Wisconsin-Madison is a national leader among public university research and has been for years. Amongst its peers in this SWOT Analysis, the University of Wisconsin-Madison trails only the University of Michigan in Ann Arbor in terms of total expenditures.¹

¹ It should be noted that, while the Raleigh MSA only contains North Carolina State University, the Research Triangle region also houses research powerhouses Duke University and the University of North Carolina at Chapel Hill. If these institutions were factored into this table, total research expenditures for the region would increase significantly.

RANKINGS BY TOTAL RESEARCH & DEVELOPMENT EXPENDITURES, 2011 & 2016

Public University	Rank	2011 Expenditures (\$000)	Rank	2016 Expenditures (\$000)
University of Wisconsin-Madison	4	\$1,111,642	6	\$1,157,680
University of Michigan	2	\$1,279,123	2	\$1,436,448
University of Texas at Austin	28	\$632,171	34	\$621,692
Oregon Health and Science University	67	\$334,324	72	\$331,524
Portland State University	186	\$58,975	189	\$56,572
University of Portland	606	\$1,257	694	\$701
North Carolina State University	58	\$378,154	47	\$489,918

Source: National Science Foundation

Note: Rankings are based on 902 public institutions in 2016, and 911 public institutions in 2011.

Stakeholders acknowledged that there has been strong improvement in the university's approach to research and commercialization but feel there are still challenges to overcome. Indeed, though its research activity is among the highest in the nation, stakeholders said that the University of Wisconsin-Madison continues to struggle to evolve its institutional culture towards a more aggressive commercialization model. For instance, attempts to link faculty tenure to entrepreneurial activity have failed to gain traction. Others noted that the university continues to struggle versus top peers in attracting privately sponsored research. Even so, most agree that the university has taken notable strides in recent years to evolve its technology transfer and commercialization process, including an overhaul of intellectual property policies designed to ease the path of institutional research to market. One interviewee noted that there is still a suspicion on campus of private companies and a belief that faculty should be doing "real" research, but attitudes are slowly changing in favor of greater faculty flexibility. Others said that the university is partially hamstrung by regulations and attitudes at the systemic (regents) level and by the state legislature's control over publicly owned facilities on campus.

Certain stakeholders would like to see a better balance between administrative requirements and flexibility that allows for greater levels of creativity by innovators. They would also like a clearer commercialization path for existing businesses seeking to partner with the university.

Technology transfer and commercialization services at UW-Madison are managed by the Wisconsin Alumni Research Foundation (WARF), an independent non-profit organization that also provides research support and grant funding. Overall, WARF has over 2,500 technologies under management across multiple categories and reviews between 30 and 50 inventions per month to assess their "patentability" and market potential. Of the roughly 400 inventions per year it assesses, WARF ends up patenting about 190; it has 1,500 patents already licensed. In fiscal year 2017-18, 15 companies were spun out of WARF-licensed technologies.

Data show that UW-Madison has been active in a variety of commercialization measures, particularly total patents, running royalties, gross license income received, and active licenses and options. The university compares favorably to the peer institutions profiled for this report, many of which are national research powerhouses. A

caveat in the comparison versus the University of Texas-Austin is that the UT system does not break out research data by institution; system-wide research and commercialization data will naturally be inflated compared to single-campus totals.

UNIVERSITY COMMERCIALIZATION ACTIVITY, 2016

	Total Research Expenditures	Total Licenses	Gross License Income Received	Startups	Active Licenses and Options	Patents	Running Royalties
University of Wisconsin-Madison	\$1,108,564,000	58	\$23,561,000	9	612	187	\$22,368,000
University of Michigan	\$1,393,105,207	153	\$23,391,292	12	470	176	\$8,602,907
University of Texas System*	\$2,710,405,610	200	\$216,001,636	33	1,188	213	\$38,532,510
Oregon Health and Science University	\$334,546,555	91	\$1,537,848	6	410	20	\$483,500
North Carolina State University	\$489,918,000	101	\$3,844,823	12	779	53	\$3,035,313

Source: Association of University Technology Managers

*AUTM does not have data for the Austin campus only—this figure is an aggregation of all campuses within the University of Texas System.

The U.S. Patent and Trademark Office reported 247 sources of patent production from 2000 to 2015 in the Madison MSA. WARF was by far the leader with over 1,600 patents during the 15-year period. Individually owned patents (358) were next, followed by private corporations including Monsanto Technology (215), Promega (162), Cummins Filtration IP (94), Third Wave Technologies (87), General Electric (80), Trek Bicycle (40), Thermo Electron Scientific Instruments (39), Mirus Bio (36), Nelson Industries, Inc. (35), NCR (35), Epic Systems (34), and the U.S. Department of Agriculture (30).

Improved intellectual property policies and more aggressive pursuit of research commercialization at the University of Wisconsin-Madison, coupled with dynamism at University Research Park and a growing number of startup success stories, has created momentum and enthusiasm around innovation in the Madison Region.

Stakeholders spoke positively about the region's evolution into an innovation hub with an increasingly strong and coordinated technology ecosystem. Some cautioned that there is a long-term generational risk as senior researchers at UW-Madison step away with a smaller cohort of mid-level researchers in place to pick up their slack. However, a new generation of entry-level researchers more focused on commercialization opportunities and a growing cadre of serial entrepreneurs emerging in and relocating to Madison are causes for optimism. Key challenges to take the Madison Region's innovation ecosystem to the next level include the aforementioned need for increased levels of venture capital and improved awareness of the region's assets as well as more talent with "C-suite experience," less risk-aversion among local funders, and an embedded mentality favoring the provision of stock options for employees versus traditional salaries and benefits. One interviewee also expressed concern that rising costs of living and limited supply of quality workforce housing will challenge the region's ability to attract and retain junior researchers and entry-level technology talent.

The realities of the Madison MSA's startup ecosystem can be seen in data comparing the region to top peers such as Austin, Raleigh, and Portland. The following table highlights the comparative weakness of the Madison

Region versus these entrepreneurial hubs in terms of total venture capital deals, recipients, and funding awards. Size is also a factor here; the Madison MSA's population is well below these benchmark areas, which distorts the region's performance. To that point, when venture capital is indexed to population, metro Madison's per capita investments compare more favorably to the benchmarks but still trail Austin by over half.

VENTURE CAPITAL BY METRO, 2016

MSA	No. of Deals	No. of Companies	Amount Invested	Amount Invested Per Capita
Madison MSA	38	38	\$143.1M	\$219
Ann Arbor, MI	22	21	\$62.42M	\$170
Austin-Round Rock, TX	188	182	\$977.22M	\$462
Portland-Vancouver-Beaverton, OR-WA	77	74	\$297.08M	\$121
Raleigh-Cary, NC	52	50	\$218.95M	\$164

Source: National Venture Capital Association

These data also do not fully convey the progress the Madison Region has made expanding capacity in key technology ecosystem assets such as co-working spaces, incubators, accelerators, networking spaces, events, and mentors, technology transfer expertise, and institutional intellectual property policies.

As the region focuses on developing a more robust startup culture, retaining and expanding success stories like Epic Systems and Exact Sciences will continue to be a critical mandate for the Madison Region's economic development entities, governments, and UW-Madison. Trends to date have been positive, with Epic growing by over 2,000 employers per year and Exact Sciences new \$60 million corporate headquarters at University Research Park.

Regional Scorecards

This section presents a complete series of scorecards that demonstrates how the six-county Madison Region compares to nine metropolitan areas for jobs and talent, including those referenced throughout this report. These scorecards update the data indicators accessible in MadREP's Data Dashboard, all of which directly reflect how the region compares to top competitor regions across the nation in the following areas:

1. **People:** age distribution, educational attainment, migration, median age, population, racial/ethnic diversity
2. **Prosperity:** poverty, wages, household income, gross domestic product, per capita income
3. **Employment:** employment, unemployment, regional commuting patterns, workforce dependency
4. **Industry & Development:** business size and number, home sale counts, location quotients of key business sectors, patent production, build permits, exports
5. **Living Costs:** commuting, housing cost, regional price parities

Each of these five scorecards presents a series of rankings (1-10), evaluating the performance of the Madison Region against the following nine Metropolitan Statistical Areas with which it shares attributes and/or competes for jobs and workers:

- | | | |
|------------------|---------------------|-----------------------|
| 1. Ann Arbor, MI | 4. Columbus, OH | 7. Portland, OR |
| 2. Austin, TX | 5. Indianapolis, IN | 8. Raleigh, NC |
| 3. Boulder, CO | 6. Lincoln, NE | 9. Salt Lake City, UT |

All data for the aforementioned comparisons is collected at the metropolitan level. Because of data availability, when noted, the Madison MSA was used in lieu of the six-county region. Scorecards include column headings with the primary city names for each metropolitan area for ease of interpretation and comparison. **Rankings are color-coded with top performers appearing in shades of green, middle-of-the-pack in shades of yellow and orange, and bottom performers in shades of red. For those indicators that are not considered "good" or "bad," the gradation is from yellow to green. A ranking of "1" signals that the community is the top performer but does not necessarily have the highest value (for example, the community with the lowest crime rate would receive a ranking of "1").** The value for the US is included for comparison but is not ranked.

These scorecards reinforce narrative trends in that the Madison Region is strong but falls behind top competitor regions in key indicators including population growth, migration, average annual wages, per capita income, job growth, and home sales. This perspective is important as regional leaders assess and acknowledge the next steps needed to take the Madison Region to the next level of success.

PEOPLE

	Madison	Ann Arbor	Austin	Boulder	Columbus	Indy	Lincoln	Portland	Raleigh	Salt Lake City	US
% of Population Aged 25-44, 2017	26.6%	25.7%	32.9%	26.4%	29.0%	27.6%	26.1%	30.0%	28.9%	31.0%	26.5%
Rank	7	10	1	8	4	6	9	3	5	2	
% of Population Aged 65+, 2017	14.9%	13.4%	10.6%	13.7%	12.9%	13.4%	13.7%	14.4%	11.8%	10.5%	13.7%
Rank	10	5	2	7	4	5	7	9	3	1	
% of Adults with a Bachelor's or Higher, 2016	35.5%	53.2%	42.0%	59.3%	34.8%	32.2%	36.7%	36.8%	44.3%	32.2%	30.3%
Rank	7	2	4	1	8	9	6	5	3	9	
Net Migration as % of Total Population Change, 2010-2017	46.3%	51.0%	68.5%	67.5%	50.2%	43.5%	49.2%	64.0%	68.2%	23.6%	42.6%
Rank	8	5	1	3	6	9	7	4	2	10	
Median Age*, 2016	35.9	33.4	33.9	36	35.7	36.1	33.2	37.6	36.1	32.1	37.7
Rank	6	3	4	7	5	8	2	10	8	1	
10-Year Population % Change, 2007-2017	8.0%	6.5%	34.1%	12.2%	12.9%	11.1%	13.3%	14.8%	29.1%	16.0%	8.1%
Rank	9	10	1	7	6	8	5	4	2	3	
% White, Not Hispanic, 2016	84.3%	70.9%	53.3%	78.4%	74.7%	73.8%	83.3%	74.8%	62.2%	73.2%	62.0%
Rank	10	3	1	8	6	5	9	7	2	4	

*Madison MSA was used in lieu of the six-county region.

Sources: U.S. Census Bureau Population Estimates and American Community Survey

PROSPERITY

	Madison	Ann Arbor	Austin	Boulder	Columbus	Indy	Lincoln	Portland	Raleigh	Salt Lake City	US
Total poverty rate, 2016	10.8%	14.6%	10.7%	10.8%	14.0%	13.2%	12.0%	10.8%	10.1%	9.4%	14.0%
Rank	4	10	3	4	9	8	7	4	2	1	
Overall average annual wage, 2017	\$47,338	\$51,881	\$56,021	\$59,194	\$49,709	\$48,530	\$42,181	\$53,469	\$51,435	\$50,131	\$52,284
Rank	9	4	2	1	7	8	10	3	5	6	
Median household income*, 2016	\$63,642	\$62,484	\$66,093	\$72,282	\$57,440	\$54,261	\$54,168	\$62,772	\$65,834	\$64,564	\$55,322
Rank	5	7	2	1	8	9	10	6	3	4	
Real GDP (in millions), 2017	\$62,479	\$24,896	\$140,403	\$25,388	\$127,072	\$125,980	\$19,542	\$159,284	\$78,479	\$84,192	\$18,952,238
Rank	7	9	2	8	3	4	10	1	6	5	
Per capita real GDP, 2017	\$62,947	\$67,720	\$66,358	\$78,718	\$61,130	\$62,101	\$58,946	\$64,930	\$58,782	\$69,979	\$58,186
Rank	6	3	4	1	8	7	9	5	10	2	
Per capita personal income, 2016	\$49,089	\$52,814	\$51,566	\$63,707	\$47,725	\$49,681	\$45,511	\$50,489	\$50,444	\$46,023	\$49,204
Rank	7	2	3	1	8	6	10	4	5	9	

*Madison MSA was used in lieu of the six-county region.

Sources: U.S. Census Bureau American Community Survey, Economic Modeling Specialists Intl. (EMSI), U.S. Bureau of Economic Analysis

EMPLOYMENT

	Madison	Ann Arbor	Austin	Boulder	Columbus	Indy	Lincoln	Portland	Raleigh	Salt Lake City	US
Annual unemployment rate, 2017	2.8%	3.6%	3.1%	2.4%	4.1%	3.3%	2.6%	3.9%	4.0%	3.1%	4.4%
Rank	3	7	4	1	10	6	2	8	9	4	
Monthly unemployment rate, April 2018	2.1%	2.8%	2.8%	2.3%	3.4%	2.8%	2.6%	3.7%	3.2%	3.0%	3.7%
Rank	1	4	4	2	9	4	3	10	8	7	
% of workers commuting in*, 2015	26.8%	53.2%	23.5%	50.9%	20.3%	19.1%	23.7%	11.6%	37.9%	27.8%	NA
Rank	5	1	7	2	8	9	6	10	3	4	
% of residents commuting out*, 2015	17.6%	40.5%	20.3%	40.9%	14.8%	12.7%	15.1%	9.9%	31.4%	14.3%	NA
Rank	6	9	7	10	4	2	5	1	8	3	
10-Year employment change	4.0%	9.6%	27.4%	12.1%	9.0%	9.1%	6.3%	9.8%	16.9%	14.7%	4.8%
Rank	10	6	1	4	8	7	9	5	2	3	
Ratio of 18-64 population to under 18/over 65, 2017	1.76	2.12	1.94	2.02	1.73	1.62	1.73	1.77	1.77	1.61	1.62
Rank	6	1	3	2	7	9	7	4	4	10	

*Madison MSA was used in lieu of the six-county region.

Sources: U.S. Bureau of Labor Statistics, U.S. Census Bureau OnTheMap and American Community Survey, Economic Modeling Specialists Intl. (EMSI)

INDUSTRY AND DEVELOPMENT

	Madison	Ann Arbor	Austin	Boulder	Columbus	Indy	Lincoln	Portland	Raleigh	Salt Lake City	US
Average firm size, 2017	22.3	29.3	19.1	13.6	23.3	22.6	18.0	14.9	17.2	17.0	16.2
Rank	7	10	6	1	9	8	5	2	4	3	
Information Sector LQ, 2017	1.75	1.06	1.48	2.19	0.80	0.78	0.96	1.13	1.82	1.35	NA
Rank	3	7	4	1	9	10	8	6	2	5	
Mgmt. of Companies Sector LQ, 2017	1.68	0.34	0.43	0.46	2.28	0.87	0.81	2.13	1.12	1.34	NA
Rank	3	10	9	8	1	6	7	2	5	4	
Manufacturing Sector LQ, 2017	1.43	0.78	0.68	1.16	0.83	1.08	0.90	1.24	0.69	0.96	NA
Rank	1	8	10	3	7	4	6	2	9	5	
Agriculture Sector LQ, 2017	1.33	0.14	0.16	0.36	0.38	0.40	0.59	1.08	0.35	0.06	NA
Rank	1	9	8	6	5	4	3	2	7	10	
Government Sector LQ, 2017	1.20	2.65	1.09	1.14	1.04	0.83	1.26	0.83	0.99	0.99	NA
Rank	3	1	5	4	6	9	2	9	7	7	
# of firms per 1,000 workers employed in the region, 2017	44.9	34.1	52.5	73.7	42.9	44.2	55.7	67.3	58.3	58.7	61.5
Rank	7	10	6	1	9	8	5	2	4	3	
Total exports (in millions), 2016	\$72,255	\$29,684	\$120,712	\$23,774	\$127,142	\$119,089	\$24,940	\$128,572	\$70,686	\$78,789	\$8,211,366
Rank	6	8	3	10	2	4	9	1	7	5	
# of patents awarded, 2010-2015	3,080	4,125	15,747	4,404	2,983	3,925	412	11,577	8,301	3,163	756,535
Rank	8	5	1	4	9	6	10	2	3	7	
<i>Patents per 10,000 residents</i>	<i>31.0</i>	<i>112.2</i>	<i>74.4</i>	<i>136.6</i>	<i>14.4</i>	<i>19.3</i>	<i>12.4</i>	<i>47.2</i>	<i>62.2</i>	<i>26.3</i>	<i>23.2</i>
<i>Rank</i>	<i>6</i>	<i>2</i>	<i>3</i>	<i>1</i>	<i>9</i>	<i>8</i>	<i>10</i>	<i>5</i>	<i>4</i>	<i>7</i>	

INDUSTRY AND DEVELOPMENT, CONTINUED

	Madison	Ann Arbor	Austin	Boulder	Columbus	Indy	Lincoln	Portland	Raleigh	Salt Lake City	US
Home sale counts, 2017	10,634	-	34,416	-	38,949	48,782	-	44,146	24,257	21,389	5,230,046
Rank	7		4		3	1		2	5	6	
<i>Sale counts per 10,000 residents, 2017</i>	107.1	-	162.7	-	187.4	240.5	-	180.0	181.7	177.8	160.6
Rank	7		6		2	1		4	3	5	
# of housing permits*, Aug 2013-Jul 2018	21,148	1,779	119,624	7,741	40,511	42,030	10,883	70,556	66,560	36,363	5,923,200
Rank	7	10	1	9	5	4	8	2	3	6	
<i>Housing permits per 10,000 residents*</i>	213.1	48.4	565.4	240.0	194.9	207.2	328.3	287.6	498.5	302.2	181.8
Rank	7	10	1	6	9	8	3	5	2	4	

*Madison MSA was used in lieu of the six-county region.

Sources: Economic Modeling Specialists Intl. (EMSI), U.S. Patent and Trademark Office, Zillow, U.S. Census Bureau Building Permits Survey

LIVING COSTS

	Madison	Ann Arbor	Austin	Boulder	Columbus	Indy	Lincoln	Portland	Raleigh	Salt Lake City	US
% of commuters driving alone, 2016	77.0%	72.3%	76.5%	65.2%	82.5%	83.8%	81.3%	70.4%	80.2%	75.0%	76.4%
Rank	6	3	5	1	9	10	8	2	7	4	
Mean travel time to work, 2016	21.8	23.4	26.4	22.4	23.5	24.8	18.7	26.2	25.4	22.5	26.1
Rank	2	5	10	3	6	7	1	9	8	4	
Median existing single-family home sale price*, 1Q18	\$272,800	\$264,900	\$296,400	\$588,500	\$185,100	\$176,100	\$184,300	\$384,800	\$274,300	\$322,000	\$245,500
Rank	5	4	7	10	3	1	2	9	6	8	
Average monthly owner-occupied housing cost, 2016	\$1,348	\$1,507	\$1,592	\$1,635	\$1,321	\$1,141	\$1,159	\$1,544	\$1,374	\$1,341	\$1,328
Rank	5	7	9	10	3	1	2	8	6	4	
Average contract rent, 2016	\$796	\$934	\$983	\$1,194	\$709	\$691	\$677	\$970	\$842	\$878	\$870
Rank	4	7	9	10	3	2	1	8	5	6	
Regional price parities, All items, 2016	97.7	101.8	100.0	108.9	93.0	92.8	92.5	101.7	95.9	99.4	100.0
Rank	5	9	7	10	3	2	1	8	4	6	

*Madison MSA was used in lieu of the six-county region.

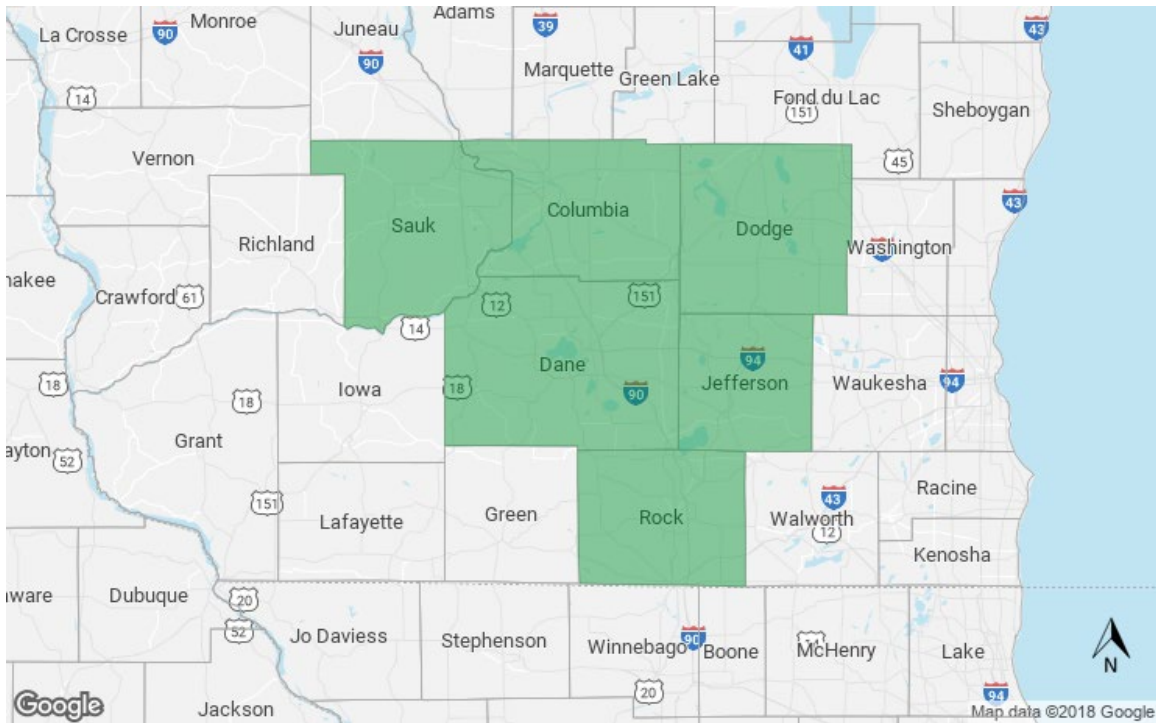
Sources: U.S. Census Bureau American Community Survey, National Association of Realtors, U.S. Bureau of Economic Analysis

Methodology

GEOGRAPHIES

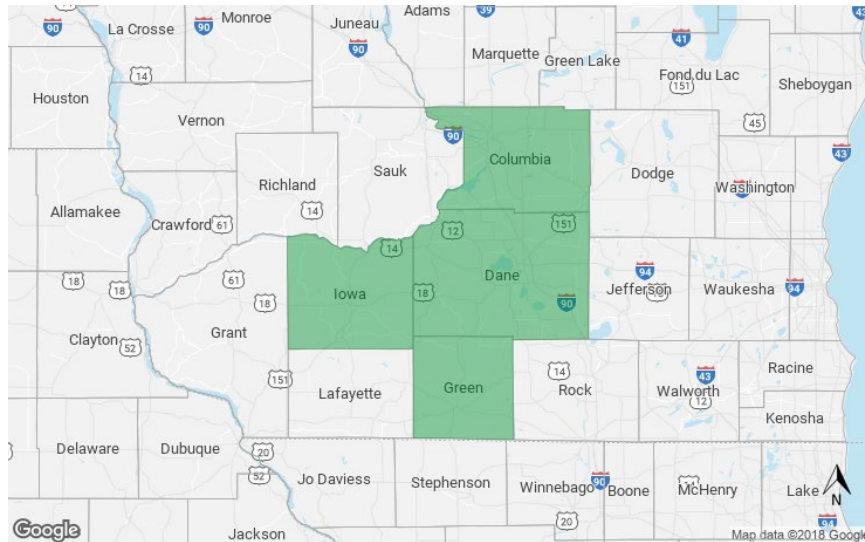
Through this assessment, the Madison Region is represented by a **six-county area** (denoted by "Madison Region") including Columbia, Dane, Dodge, Jefferson, Rock, and Sauk counties. This geography conforms to the requirements of the EDA's CEDS assessment.

MADISON SIX-COUNTY REGION



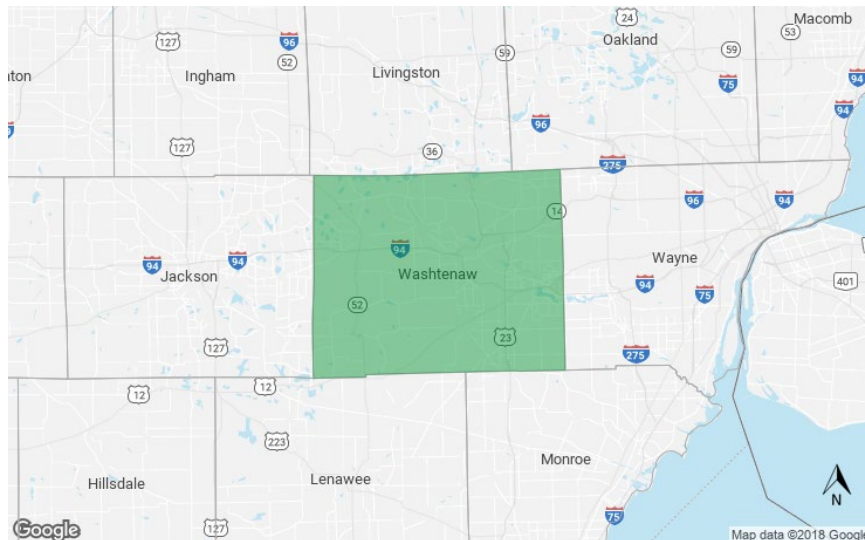
The six-county region is slightly different than MadREP's region or the federal designated Madison Metropolitan Statistical Area (MSA). For certain indicators, data was only available at the MSA level and is labelled as such.

MADISON, WISCONSIN MSA



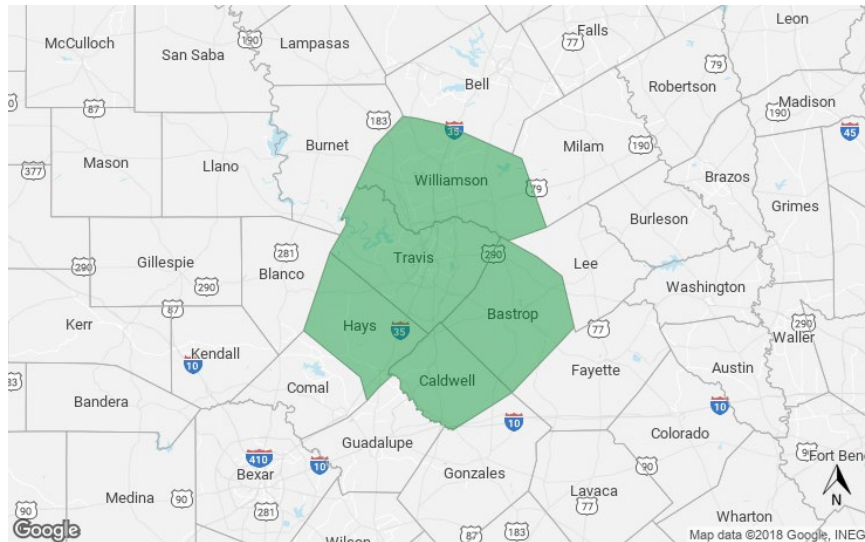
Throughout this research document, the CEDS region (Madison Region) is benchmarked against four MSAs with which the Madison Region competes for jobs, workers, and investment, as follows. Wisconsin and the U.S. are incorporated as comparison geographies throughout this document as needed to highlight certain key trends.

ANN ARBOR, MICHIGAN MSA



Although the Ann Arbor MSA is a one-county region compared to the Madison Region's six counties, it is the home of the University of Michigan, a highly ranked public research university that frequently competes with University of Wisconsin-Madison, particularly in innovation-related indicators.

AUSTIN-ROUND ROCK, TEXAS MSA



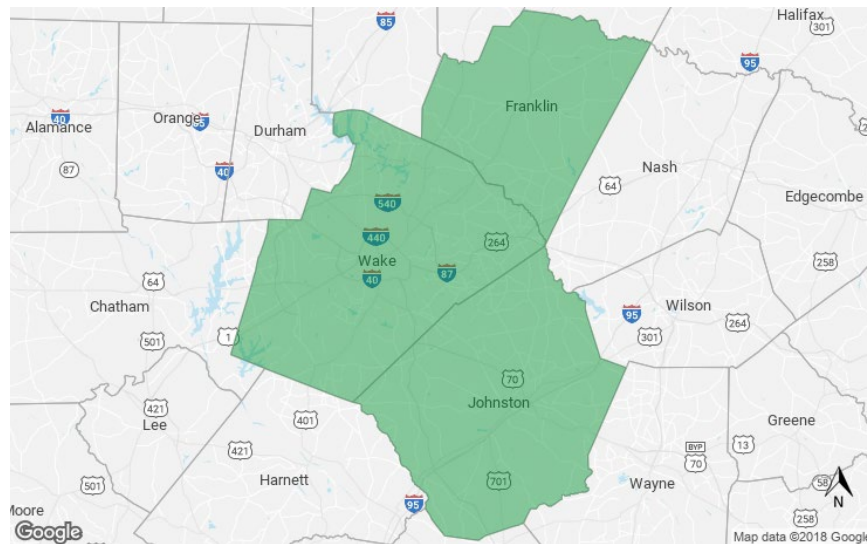
Like Madison, Austin is a state capital. The Austin MSA is a five-county region and is the home of the University of Texas. Austin is known for its “cool” factor and has experienced significant growth in its tech sector.

PORTLAND-VANCOUVER-HILLSBORO, OREGON-WASHINGTON MSA



Although not a state capital, Portland is Oregon’s largest city. The region is known as a talent magnet but, like Madison, has issues with housing availability and affordability.

RALEIGH, NORTH CAROLINA MSA



Raleigh, NC is the state capital, and its three-county region is a major component of the well-known Research Triangle, which is home to the world's largest high-tech research and development park, the Research Triangle Park. North Carolina State University, one of the three universities that serve as anchors for the Research Triangle, is located in Raleigh.

SCORECARD SOURCES

Source	Indicator
U.S. Census Bureau, Population Estimates, 2017	10-Year Population Change, 2007-2017
	Net Migration as % of Total Population Change, 2010-2017
	Ratio of 18-64 population to under 18 and over 65
	% of Population Aged 25-44
	% of Population Aged 65+
U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016	% of Adults Aged 25+ with a Bachelor's Degree or Higher
	Median Age
	% White, Not Hispanic
	Total Poverty Rate
	Median household income
	% of commuters driving alone
	Mean travel time to work
	Average monthly owner-occupied housing cost
	Average contract rent
Economic Modeling Specialists, Intl. (EMSI), 2017	Overall average annual wage

Source	Indicator
	Real Gross Domestic Product (GDP)
	Per capita real GDP
	10-year employment change, 2007-2017
	Average firm size
	Information sector location quotient (LQ)
	Management of Companies sector LQ
	Manufacturing sector LQ
	Agriculture sector LQ
	Government sector LQ
	# of firms per 1,000 workers employed in the region
	Total exports
U.S. Bureau of Economic Analysis, 2016	Per capita personal income
	Regional price parities, all items
U.S. Bureau of Labor Statistics, 2017	Annual unemployment rate
	Monthly unemployment rate, April 2017
U.S. Census Bureau, OnTheMap, 2015	% of workers commuting in
	% of workers commuting out
U.S. Patent and Trademark Office, 2015	# of patents awarded, 2010-2015
	Patents per 10,000 residents
Zillow, 2017	Home sale counts
	Home sale counts per 10,000 residents
U.S. Census Bureau, Building Permits Survey, August 2013-July 2018	# of housing permits
	Housing permits per 10,000 residents
National Association of Realtors, 1Q2018	Median existing single-family home sale price

SWOT Analysis Conclusion

The Madison Region has made great strides since the launch of the Advance Now strategy earlier in the decade. The evolution of MadREP as a key player in regional economic development, continued dynamism and investment in Downtown Madison and other regional activity centers, runaway corporate success stories such as Epic Systems, and a higher profile and more robust innovation ecosystem centered around the University of Wisconsin-Madison all bode well for the region's continued economic trajectory. However, compared to the top performing U.S. regions, including those selected for this report, the Madison Region must do more to reach the status of a true national and global destination for technology talent and investment.

The Madison Region's success, while still not shared equally across its six counties, lays the groundwork for a more expansive and purposeful pursuit of regional growth and prosperity. Coming together around an ambitious, holistic strategy for economic, workforce, and community development will drive the region further towards its "next level" competitive position – a prerequisite for achieving the nationally recognized dynamism of the destination metropolitan areas profiled in this report.

While regional strategies make sense in theory, in practice they are often harder to execute because of the inherent difficulty in bringing cities and counties together while they still compete for talent and investment. The benefit of so-called "co-opetition" – the notion that local entities can compete for companies and workers but not to the detriment of these prospects landing in the region – takes time to instill in the mindsets and practices of local officials and corporate leaders.

In fact, it is the very diversity created by balanced regional employment growth that will differentiate the Madison Region. Its economy was just ranked the most industrially diverse in the nation by the research firm EMSI, which noted that "a diversified economy is a resilient economy." Metropolitan areas that can not only preach the gospel of regionalism but back up their words with actions have – and will – be national growth leaders. Examples include Denver, Austin, Minneapolis, Nashville, and many others.

It is hoped that the Advance Now 2.0 CEDS process reasserts the need for coordinated and collaborative regionalism in the Madison Region. All key players need to be involved in advancing the community's competitive position, economic dynamism, and talent development or trends will continue to diverge between faster and slower growing counties. The issues that unite the Madison Region – a shared labor shed, mobility, housing, external promotion, environmental protection, diversity and inclusion, etc. – can be the glue that binds action and investment behind a holistic strategic plan for the region.

The Madison Region's continued evolution into a nationally recognized knowledge and employment hub is testament to the progress that can be made through collective pursuit of regional goals. One must only look back to the conclusions of the competitive profile in the first Advance Now process over seven years ago to see how far the region has come. That report's conclusion reads, "The Madison Region is at a critical turning point; the region's once-stable employment bases and quality of life factors can no longer be taken for granted. Building and preparing for stronger, more diverse employment opportunities accessible to the

entire workforce must be an important outcome of the Advance Now process, as will be sustaining and enhancing the high quality of place that residents of the Madison Region value.”

The Madison Region has advanced on both counts with its economy and population growing and quality of life and place amenities continuing to strengthen. But, as the 2012 report noted, taking this dynamism for granted comes with tremendous risk. As the region prepares for its next steps strategically, it will be important to keep past lessons in mind as the Madison Region again faces the challenge of uniting for collective gain.

While there are still elements holding the Madison Region back from its aspirational goals, the region has nevertheless emerged as an increasingly visible contender for the mantle of “next hot startup community” among U.S. peers of its size. Achieving that status will require greater levels of investment, regional coordination and collaboration, a culture that more fully embraces risk and failure, and even a certain swagger that may run counter to the Madison Region’s Midwestern ethos but is necessary to stake the region’s claim to greater national prominence.

STRATEGIC DIRECTION

The Advance Now 2.0 action plan represents a refreshed strategic blueprint from the original plan to ensure that the Madison Region continues its trajectory as a national community of choice. It serves as the six-county region's CEDS plan for the purposes of federal investment. Strategic recommendations flow directly from the SWOT Analysis and attempt to tactically address the priority challenges and opportunities identified by its research.

The Advance Now 2.0 plan is structured by a series of top-line goals each containing **Strategic Drivers** and corresponding **Key Actions** that will foster attainment of the goals. The **goals differ from the first Advance Now strategy** and represent an evolution of the Madison Region's strategic framework based on the perspectives of regional stakeholders and analysis of the area's competitive trends.

Strategic priorities reflect the Madison Region's need to:

- Stay relevant and connected globally and nationally to major metros, companies, and markets of the world
- Leverage research and data that outline key industry trends, strengths, and think-tank-like perspectives on the influence and importance of technology
- Continue to reinforce the innovation and entrepreneurial ecosystem, discover new opportunities, and connect partners
- Capitalize on 21st Century expertise in economic development
- Reinforce the University of Wisconsin-Madison and major regional employers in industries of strength
- Develop critical infrastructure serving the local economy
- Leverage best practices for growing the talent base

VISION STATEMENT

The Madison Region will:

Work together to accommodate future growth;

Become known as a competitive location for businesses and talent;

Foster economic growth through targeted support of existing employers and innovators; and

Ensure all residents have equal opportunities for success.

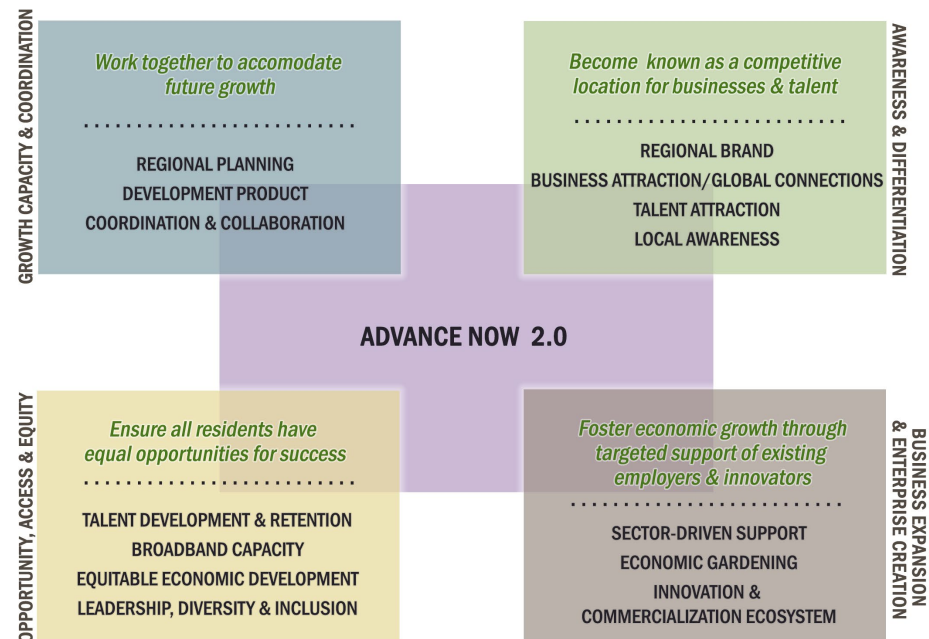
ADVANCE NOW
Madison Region's Strategy for Economic Growth

TAKING OUR REGION TO THE NEXT LEVEL

..... 2013 - 2018 Strategy 2019 - 2024 Strategy



THE MADISON REGION WILL...



Regional Realities

A common challenge faced by many U.S. regions regardless of size is the lack of consistency between federal statistical designations and the service geographies of many planning and development entities. This divergence of planning and programmatic service areas can lead to confusion, difficulties reaching consensus on strategic priorities and plans, and discontinuity of implementation processes and partnerships.

The Madison Region – more so than most regions of its size – is faced with a confounding array of variant service geographies and data-reporting definitions. The following table shows the eight counties included in some type of regional aggregation associated with the Madison Region. Regional designations are included for:

- The federal EDA's definition of the Madison economic area for the purposes of Comprehensive Economic Development Strategies (**and the geography used for the Advance Now process**);
- MadREP's programmatic service area;
- The Madison Metropolitan Statistical Area (MSA) as determined by the federal Office of Management (OMB) and Budget; and
- The Madison Consolidated Statistical Area (CSA), a broader economic and labor geography also defined by the OMB.
- The region's two workforce development boards

COUNTY COMPOSITIONS OF MADISON REGIONAL DESIGNATIONS

<i>County</i>	CEDS	MadREP	Madison MSA	Madison CSA	Workforce Development Board of South Central Wisconsin	Southwest Wisconsin Workforce Development Board
<i>Columbia</i>	X	X	X	X	X	
<i>Dane</i>	X	X	X	X	X	
<i>Dodge</i>	X	X			X	
<i>Green</i>		X	X	X		X
<i>Iowa</i>		X	X	X		X
<i>Jefferson</i>	X	X			X	
<i>Rock</i>	X	X		X		X
<i>Sauk</i>	X	X		X	X	

The Madison Region also has four different technical college districts. **The MadREP geography is the only one that includes all eight counties.**

These varying definitions of what constitutes the Madison “region” complicate the development and implementation of regional programs, policies, and action plans. Despite this, the Madison Region has demonstrated through the Advance Now 1.0 process that it was ready to come together in new and important ways to implement a holistic strategy for the benefit of the entire community. While great progress was achieved, there is still much more to do to ensure that Advance Now efforts to date can be taken to the next level.

Advance Now 2.0 provides a framework to uplift the prospects of all Madison Region counties, but in order for the strategy to be most impactful, local communities must acknowledge and embrace key tenets of regionalism that underpin effective communication and collaboration.

In over 21 years of facilitating strategic visioning planning for more than 165 cities, counties, regions, states, and provinces in the U.S. and Canada, Market Street has seen the emergence of the region as the most important strategic geography in today's technology-driven economy. The issues we face are so complex and the competition so strong, economic success can simply not be attained without sustained collaboration and coordination across city and county boundaries.

To be a valued contributor to regional competitiveness and growth, local Madison Region communities must become intimately familiar with their own economies and tactical priorities to achieve their desired job and wealth creation goals. This will enable partners to pursue locally-informed agendas while working effectively with regional entities like MadREP to customize and optimize guidance and support activities. In other words, localities must embrace asset-based economic development and determine what they must implement both independent of and in partnership with MadREP and other regional organizations.

Urban, suburban, and rural Madison Region communities must acknowledge their inter-dependence and mutual benefit from effective strategic implementation, regardless of whether growth directly impacts the locality or is accrued through spill over effects. This concept can often be a hard sell to elected officials and other leaders who want to demonstrate tangible growth to their constituents but understanding how to maximize the benefit of proximity to regional assets will enable localities to best leverage these opportunities. Similarly, the City of Madison, Dane County, and other faster-growing communities must embrace the diversity that rural counties provide to the regional economy, workforce, and local competitiveness.

Finally, all Madison Region communities and investors must understand that, while a certain amount of growth support from regional economic development partners can be expected, **receiving the full breadth of supportive programming requires a necessary threshold of investment** to provide the programmatic and personnel capacity necessary to fully implement a holistic and comprehensive regional strategic agenda.

ADVANCE NOW IS THE REGION'S STRATEGY

As the designated economic development agency for its eight-county geography, MadREP is the lynchpin of regional efforts to support high-value job creation. Either directly or in partnership with local entities, MadREP accomplishes this through a diverse suite of services, including:

- Proactive business retention and expansion efforts
- Targeted business attraction via outreach to site selection professionals and in response to prospect inquiries
- Strategic development of target industries, including agriculture, food and beverage manufacturers, information technology, biosciences, healthcare, and advanced manufacturing
- Expansion of international opportunities for regional businesses, including trade and foreign direct investment
- Delivery and analysis of economic data that affects the Madison Region
- TIF Analysis and rural transportation and workforce housing planning
- Mapping of industry supply chains to identify and address gaps, disconnects, and opportunities
- Convening education/workforce development professionals and business/industry representatives to address human capital needs
- Support of physical innovative spaces and expansion of entrepreneurship resources across the region
- Technical assistance to entrepreneurs, including help with market valuation, market position, and value proposition
- Marketing the Madison Region's economic development assets and opportunities to national and international audiences
- Expanding access to business and leadership opportunities for emerging and minority professionals
- Convening the region's economic development professionals to collaborate and leverage resources to achieve common goals²

In addition to supporting growth in the region's core, MadREP also provides a host of services across multiple programmatic categories that benefit the Madison Region's rural communities.

Though MadREP will be charged with taking the lead on many strategic activities focused on economic and talent development and will serve as a facilitator, advocate, communicator, connector and other key roles, **the Advance Now 2.0 plan is bigger than any one organization. Implementation of comprehensive economic development strategies is a "team sport;" an "all-hands-on-deck" mentality is necessary if the strategy is to be effectively translated from paper to practice.**

² Source: <http://madisonregion.org/about/>

As Advance Now 2.0 is implemented, multiple partners will assume primary or secondary responsibility for putting the plan into motion. Issues and opportunities will be aligned across all Madison Region counties, with local concerns lifted to the regional level as necessary to optimize the area's competitive position. This will foster a culture of collaboration that will view the Madison Region's diversity as a strength not an impediment to progress. Ultimately, city and county partners must acknowledge their shared future and the benefit of coordinated strategic action to build healthy communities and a globally competitive region.

Steering Committee

A **Steering Committee** convened to oversee the Advance Now 2.0 strategy was instrumental in guiding the process and making key decisions about the Madison Region's strategic economic direction over the next five years. Members of the Steering Committee included:

Ruben	Anthony	Urban League of Greater Madison
Julia	Arata-Fratta	Wegner CPAs
Juli	Aulik	UW Health
Turina	Bakken	Madison Area Technical College
Pam	Christenson	MGE
Jeannie	Cullen-Schultz	JP Cullen
Mary	Gage	Wisconsin Economic Development Corporation
Tim	Gaillard	MadREP Board Chair
Becky	Glewen	City of Beaver Dam
Vic	Grassman	Center for Dairy Research
Mark	Greene	SafetyNet
Mo	Hansen	City of Waterloo
Matt	Kures	UW Extension
Ben	Miller	UW-Madison
Matt	Mikolajewski	City of Madison
Van	Nutt	Middleton Chamber of Commerce
Nate	Olson	Dodge County
Tracy	Pierner	Blackhawk Technical College
Vicki	Pratt	Thrive Economic Development (Jefferson and Dodge Counties)
Andy	Richards	Discovery to Product (D2P)
Cliff	Sanderson	MEC
Jason	Sergeant	City of Evansville
Pat	Schramm	Workforce Development Board of South Central Wisconsin
Steve	Sobiek	City of Portage
Paul	Soglin	City of Madison
Neil	Stechschulte	City of Sun Prairie
Steve	Steinhoff	Capital Area Regional Planning Commission
Donna	Walker	Alliant Energy
Ed	White	Sauk County Development Corporation
Tim	Wiora	Wisconsin Manufacturing Extension Partnership
Mike	Zimmerman	City of Fitchburg

Market Street would also like to thank MadREP staff **Paul Jadin**, President, **Michael Gay**, Senior Vice President of Economic Development, **Gene Dalhoff**, Vice President of Talent and Education, **Craig Kettleson**, Enterprise Development Director, and **Jessica Reilly**, Marketing and Communications Director, for their important guidance and support during the Advance Now 2.0 process.

Highest Priority Actions

The following Key Actions were confirmed by the Steering Committee as the highest priority activities for the Madison Region to focus on during implementation. As such, they will be pursued in the first year after the launch of Advance Now 2.0 and take precedent when resource and staffing decisions are made related to the strategy's initiatives. They are the "biggest rocks" that will cause the widest ripples across the Madison Region's economy.

Listed in **order of priority**, the initiatives include:

1. **Assess opportunities to provide gigabit broadband connectivity to regional residents and businesses**
2. **Develop a brand identity and messaging platform for the Madison Region**
3. **Effectively prepare Madison Region K-12 students for college and careers**
4. **Conduct proactive, coordinated business retention and expansion (BRE) visits across the Madison Region**
5. **Continue evolving two- and four-year higher education programming to align with and support the regional economy**
6. **Optimize processes to bring innovative technologies to market**
7. **Continue enhancing and developing sector-specific Centers of Excellence in the Madison Region**
8. **Build consensus for the creation of a multi-county regional planning commission in the Madison Region**

While these strategic priorities will derive the greatest return on investment for local resources, they are still supported by the full breadth of tactics and actions in the Advance Now 2.0 strategy.

***Note:** For certain tactics and actions in the Advance Now 2.0 strategy, Market Street has identified a best practice effort that can provide context for the Madison Region's pursuit of this recommendation. Elements of the plan with an associated best practice in Appendix A have been identified by a **BP** included parenthetically after the action's title.*



Growth Capacity and Coordination

THE MADISON REGION WILL WORK TOGETHER TO ACCOMMODATE ITS FUTURE GROWTH.

KEY STRATEGIC DRIVERS: *1) Regional Planning; 2) Development Product and Infrastructure; 3) Coordination and Collaboration*

The Madison Region is a diverse, multi-dimensional metropolitan area that belies easy definition or seamlessly united strategic action. Despite its differences, the region has acknowledged its collective role as an economic and labor shed and purposefully championed the Advance Now process as a vehicle for strategic coordination, economic growth, and wealth creation.

Nearly seven years into Advance Now implementation, the Madison Region has continued to experience economic and population growth that has taxed its ability to sustain this momentum. With opportunities for new development constrained by the Madison isthmus, growth has naturally migrated to suburban and ex-urban locations. This is a positive trend that enables the region to continue to accommodate expansion while bolstering the tax digests of cities and counties across the metro area. However, as jobs and residents continue to locate outside core communities, the need to connect workers, homes, and businesses across the region and ensure that physical and inter-community constraints to growth are mitigated is heightened.

REGIONAL PLANNING

Land use and transportation planning in the region is fractured; this is a function of legacy planning districts and a complicated multi-county regional geography that finds a populous, relatively dense core county surrounded by suburban and rural communities with different growth trajectories and challenges. However, as population trends and pressures increasingly bind the Madison Region counties together through an integrated set of competitive issues, **a new perspective and framework is necessary to formalize opportunities for discussion, compromise, and shared action on future land use and mobility planning, programming, and project development.**

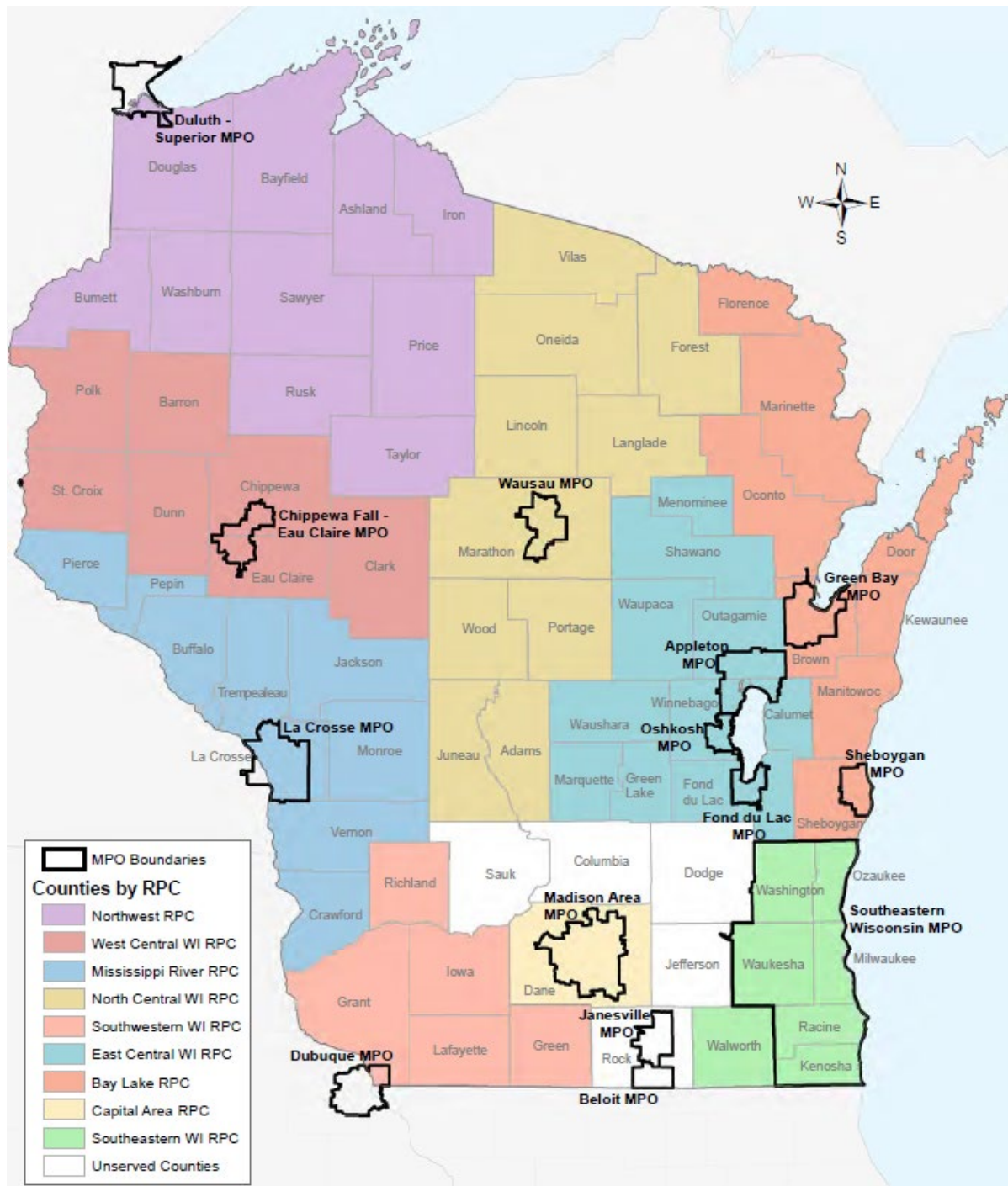
This framework could allow for opportunities to focus on and leverage existing sub-regional entities and processes but coordinate them through a Madison Region lens to ensure that individual city, county, and multi-county efforts are aligned to achieve a holistic growth vision. This functional integration of sub-regional planning activities would enable the Madison Region to design, adjust, and implement land use policies and plans that optimize coordinated action around key growth-related issues such as mobility, housing, environmental sustainability, parks and recreation, utilities and telecommunications infrastructure, and others.

Currently, as the map on page 16 shows, the Madison Region is a hodgepodge of affiliated and non-affiliated planning districts with varying degrees of overlap. **Regional planning commissions (RPCs)** serve the broader

purpose of ensuring a comprehensive, coordinated approach to local, regional, and state issues affecting land use and mobility. Dane County is its own RPC while Iowa and Green counties are part of the Southwestern Wisconsin RPC. The remaining Madison Region counties – Columbia, Dodge, Jefferson, Rock, and Sauk – are **the only counties in all of Wisconsin not served by an RPC**. Discussions in the early 2000s to form a multi-county RPC in the Madison Region broke down before agreement was reached on a workable model.

The region is also home to three **metropolitan planning organizations** (MPOs) in Madison, Janesville, and Beloit that leverage state and federal monies to develop and implement short- and long-term transportation plans.

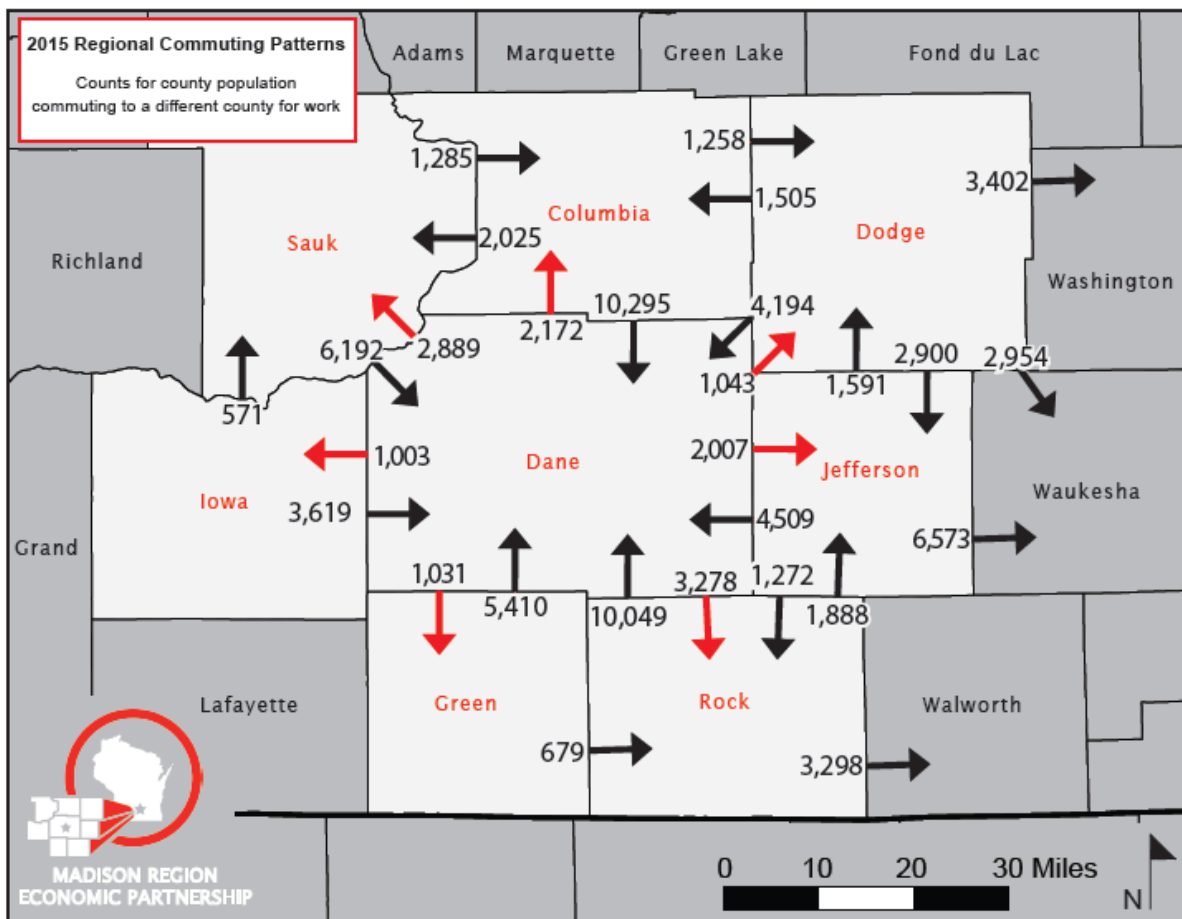
WISCONSIN RPCs AND MPOs



Source: State of Wisconsin (<https://wisconsindot.gov/Pages/doing-bus/local-gov/plning-orgs/default.aspx>)

With such a challenging planning landscape, it is no wonder that the Madison Region has been unable to find consensus on collective approaches to address major competitive issues that emerged in the Regional Assessment, most prominently housing, mobility, and infrastructure. Another key impediment to developing a regional mobility vision is state legislation prohibiting local jurisdictions from establishing regional transit authorities (RTAs). The lack of RTAs severely limits jurisdictions' ability to raise revenue to fund transit planning, construction, and operation.

Because management of land use, housing, transportation, and other growth-supportive infrastructure is intimately linked, it makes sense to collectively pursue strategic initiatives for these categories. Moreover, as the below map shows, **commuting patterns confirm the interconnectedness of Madison Region counties.**



Whether this is politically feasible considering that Dane County is its own RPC and Green and Iowa counties are currently in a different RPC would be up to local and regional leaders to determine. However, now is an important time to begin these discussions as the Madison Region stands poised for continued strong growth that will increasingly distribute new population beyond Dane County. The fact that five counties affected by this growth are the only ones in the entire state not currently affiliated with an RPC adds to the urgency of these conversations.

The window of time for the Madison Region to proactively manage its growth from a multi-county perspective is brief and narrowing quickly. Advance Now 2.0 provides a useful and high-profile vehicle to convene key stakeholders around this issue.

Madison Region planning would of course not be starting from a blank slate. Nearly every city and county in America conducts comprehensive planning to inform their future growth, and the Madison Region is no exception. Most prominently, the Capital Area RPC is four years into an initiative branded A Greater Madison Vision designed to “guide public and private decisions about how the region grows, to foster exceptional quality of life, economic opportunity and a healthy environment for all.” Greater Madison is defined as “Dane County and surrounding communities.”⁴

KEY ACTION: *Build consensus for the creation of a multi-county regional planning commission in the Madison Region*

Potential Components:

- ✓ Identification of a lead management entity to empanel a coordinating committee of local public and private sector leaders to discuss options for a Madison Region RPC
- ✓ Determination of the optimal configuration of the region's RPC
- ✓ Consensus-building around the need for and benefits of a Madison Region RPC
- ✓ Partnerships with state officials to initiate the process of RPC development
- ✓ Coordinated effort to configure, fund, staff, and program the RPC

KEY ACTION: *Charge the proposed RPC with articulating a Madison Region growth vision based on existing plans and studies (BP1)*

Potential Components:

- ✓ Compilation of current city and county comprehensive and transportation plans
- ✓ Integration of local plans through a regional lens to identify consistencies, inconsistencies, gaps, and opportunities for synthesis

⁴ Source: <https://greatermadisonvision.com/faq>

- ✓ Articulation of a shared growth vision for comment, discussion, revision, and enhancement by regional partners, with additional research and outreach conducted as necessary
- ✓ Expression of the approved Madison Region growth vision to inform implementation of local area plans

KEY ACTION: Leverage the proposed Madison Region RPC to coordinate the development of an integrated regional housing assessment (BP2)

Potential Components:

- ✓ Framing of the process in the context of the aforementioned Madison Region growth vision
- ✓ Conducting an inventory of all existing studies and plans to leverage for this purpose, most recently including the housing study and needs assessment completed by the Sauk County Development Corporation to guide immediate and future housing actions in Sauk County
- ✓ Assessment of existing development regulations and housing supply, including cost dynamics, types, age and condition, and growth trends
- ✓ Projection of housing demand by type, location, cost tier, and purchase/lease options, including highlighting inter-county Madison Region commuting patterns and their effect on current and future housing dynamics
- ✓ Determination of necessary actions to meet demand and potential constraints to realize sustainable and affordable housing supply
- ✓ Special attention to programmatic and policy options to develop affordable housing, including lease-to-own programs, scattered-site housing, community land trusts, land banking, developer incentives, transit-oriented development, inclusionary zoning, and other tools
- ✓ Public education as to why housing is an important economic and talent development factor, including the provision of quality multi-family housing in suburban and rural communities
- ✓ Commitments from Madison Region RPC member counties to coordinate local housing strategies with the regional plan
- ✓ Leveraging of future statewide housing research and strategy, including the potential use of state economic development funds to help companies create affordable housing for employees

KEY ACTION: *Secure state legislation enabling the development of regional transit authorities (RTAs)***Potential Components:**

- ✓ Outreach to metropolitan areas of size across Wisconsin to build a coalition advocating for enabling legislation to create regional transit authorities
- ✓ Support provided to state representatives to craft legislation accommodating regions' vision for the utilization of RTAs
- ✓ Sufficient investment in campaigns to promote passage of the RTA enabling legislation

KEY ACTION: *Advance development and funding of a regional transit plan through a Madison Region RTA or another creative approach***Potential Components:**

- ✓ Assessment of the strategy with greatest likelihood of success to facilitate development of regional transit solutions
- ✓ Pursuit of a go-forward solution to regional transit planning – either through RTAs or another legislative or non-legislative approach – reflective of and integrated with existing local and regional transportation planning efforts, including the Rural Transportation Initiative in Dodge County
- ✓ If an RTA option is pursued, determination of governmental components of a Madison Region RTA, securing of voter approval of authority creation, and partnerships with rural counties not included in the RTA to determine need for transit capacity and options for providing service

DEVELOPMENT PRODUCT AND INFRASTRUCTURE

To sustain diverse economic growth, the Madison Region must be able to accommodate expansion of existing firms and relocation of targeted employers. This requires a competitive supply of “product” – development sites and buildings for office, commercial, and industrial uses. It also requires that Madison Region communities provide a competitive infrastructure capacity to accommodate these sites and buildings and ensure the effective movement of goods and people.

According to economic development professionals and private developers, the Madison Region is experiencing low vacancy rates and challenges meeting demand for space due to multiple factors, including a conservative lending environment and lengthy permitting processes in some jurisdictions that discourage speculative building development and tenant pre-leasing. Certain districts are also experiencing heightened demand as technology companies looking to appeal to Millennial workers choose neighborhoods based on assets first, then look for real estate options.

Regional Assessment input highlighted the region's industrial market as the least active in terms of product development. More options to repurpose and/or redevelop existing sites and buildings in the urban core should complement greenfield product available in suburban and rural communities. There is also a dearth of so-called "megasites" for major manufacturing or logistics operations.

Madison Region governments and private property owners have two principal options to demonstrate the marketability of development sites as "shovel-ready" to potential investors. At the state level, the Wisconsin Economic Development Corporation (WEDC) implements a Certified in Wisconsin site certification process. Locally, MadREP's Gold Shovel Site Verification Program assists communities, counties, and private land owners in packaging and marketing development-ready land to site selectors and business owners. A lower-cost option to the Certified in Wisconsin designation, the Gold Shovel program is not held to the same level of review, documentation, and assessment as the state certification but still covers all the necessary shovel-ready criteria with professional verification.

"Shovel ready" designation also depends on the connectivity of these sites to multiple components of infrastructure, including some or all the following: four-lane highways and interstates; broadband internet; rail frontage; inland port access; multi-modal transload capacity; water and wastewater; and electrical. Local and regional economic development organizations and governments typically focus aggressively on sustaining and developing competitive infrastructure capacity. But securing funds and approval for these projects can be challenging. Sufficient planning, development, and advocacy to provide competitive infrastructure for economic development is a critical component of strategic activity.

KEY ACTION: *Provide a competitive supply of economic development sites and speculative buildings*

Potential Components:

- ✓ Assessment of site and building availability based on current and projected needs
- ✓ Determination of necessary enhancements and identification of resources to facilitate site expansion, development, and provision of infrastructure
- ✓ Leveraging of MadREP's Gold Shovel Site Verification Program or WEDC's Certified in Wisconsin site certification processes to better position development sites for investment and inform elected officials and other influencers about the requirements to make sites competitive for top employment prospects
- ✓ Continued demand analysis and data production to support outreach to development partners and industrial and commercial brokers to promote speculative building opportunities for targeted business sectors
- ✓ Continuous updating of data and specifications on new, enhanced, and certified sites and buildings on local, regional, and state-level economic development websites
- ✓ Ongoing relationships with site selectors in industry sectors of significance

KEY ACTION: *Aggressively pursue ongoing planning and development of economic development-supportive infrastructure*

Potential Components:

- ✓ Continuous focus on assessment of existing infrastructure capacity and projected needs
- ✓ Concurrency of site certification with local and regional comprehensive planning
- ✓ Incorporation of infrastructure approval and funding priorities into annual state and federal legislative agendas
- ✓ Identification and securing of state, federal, and non-profit grants fully or partially funding critical local and regional infrastructure projects
- ✓ Consistent updating of online site and building databases to ensure they reflect ongoing or planned infrastructure upgrades

COORDINATION AND COLLABORATION

The Advance Now process and the evolution of MadREP have brought the Madison Region together in new ways to collaborate on issues important to the region's capacity to grow sustainably and equitably. Assets are connected now in ways they were not previously while a pervasive understanding of Advance Now and its implementation has been instilled across the region. Though great progress has been made, stakeholders noted that the Advance Now 2.0 process provides the opportunity to take this coordination and collaboration to the next level to ensure all communities and constituencies are truly represented in regional economic, community, and workforce development activities.

This includes ensuring that economic development protocols function effectively – a challenge due to the size and complexity of the Madison Region. Typically, a prospect employer (or, by proxy, their site consultant) interested in relocating to the region will approach state, regional, or local officials to request specific data and inquire about the availability of sites and buildings meeting their criteria. If the inquiry comes to the state or regional economic development organization, a process typically ensues in which local economic development agencies and departments are alerted to the opportunity and asked to submit proposals. As the relocation project proceeds, state and/or regional officials continue to work with local practitioners to provide additional information to the prospect, host them for site visits, and negotiate incentives deals and other agreements.

Despite what they acknowledge are earnest and purposeful efforts by MadREP to effectively serve its full regional geography, some leaders feel that Advance Now and MadREP are still perceived to be "Madison-centric." They would like leadership groups to become more "well-rounded," inclusive, and better connected across diverse geographies. However, as is true for all holistic regional strategies, programming, outreach, and engagement must be accommodated by local investment to ensure these efforts are sustainable.

Regionalism does not occur by right; it results from contributions of time, energy, and resources from all represented communities. Community leaders must expend social capital to ensure that regional efforts and organizations have the local support necessary to be successful.

KEY ACTION: *Recalibrate and renew Advance Now regional collaboration frameworks (BP3)*

Potential Components:

- ✓ Full engagement of existing volunteer base to discuss current collaboration efforts and potential for an enhanced framework
- ✓ Outreach to under-represented regional constituencies to determine process design that would best accommodate their strategic goals
- ✓ Development of value proposition to secure commitments from representative constituency groups to participate in collaborative strategic implementation
- ✓ Acknowledgement of localities' responsibility to invest time and resources in regional efforts to receive programming and coordination support
- ✓ Establishment of optimal participation rosters and meeting frequencies and reprogramming of meeting agendas to be more focused, action-oriented, conversational, and inclusive
- ✓ Incorporation of enhanced collaboration efforts into proposed internal marketing initiative (see Awareness and Differentiation) to demonstrate positive impact of Advance Now implementation

KEY ACTION: *Build trust through better formalizing regional economic development prospecting efforts (BP4)*

Potential Components:

- ✓ Collaborative approach to establish effective protocols for receipt and distribution of prospect leads, including a clear designation of the point-of-first contact
- ✓ Development of prospect/project management and communications guidelines through memoranda of understanding (MOUs) or some other formal arrangement
- ✓ Effective coordination of prospect inquiries, responses to data requests, facilitation of site searches, provision of site-specific real estate services, and management of economic development projects
- ✓ Ongoing communication with the Wisconsin Economic Development Corporation to ensure prospect management processes remain consistent through any local staffing transitions
- ✓ Regular and effective follow up with local economic development partners on status of leads and projects, feedback on site visits, and explanation (if provided) on prospects' location decisions

- ✓ Binding anti-poaching agreements among economic development entities to not proactively recruit employers from other Madison Region communities



Awareness and Differentiation

THE MADISON REGION WILL BE KNOWN AS A COMPETITIVE LOCATION FOR BUSINESSES AND TALENT

KEY STRATEGIC DRIVERS: **1) Regional Brand; 2) Business Attraction/Global Connections; 3) Talent Attraction; 4) Local Awareness**

As the Regional Assessment showed, the Madison Region is a Midwestern destination, but not yet a national attractor of jobs and talent. While the Madison Region's population and economic growth has been positive, it is far below the rates of top U.S. investment hubs such as Austin, Raleigh, or Portland, Oregon. Although there must still be aggressive efforts to build the Madison Region's competitive capacity in key areas of economic development, equally robust strategies must be advanced to improve the region's awareness for talent and business prospects across the country. Outside influencers and investors must become more familiar with the Madison Region's strengths and assets across multiple competitive criteria, including industry sectors, talent, quality of life, and business climate. To this end, MadREP should be bolder in touting its role in regional wins.

Internally, Regional Assessment stakeholders noted that awareness must also be improved of Advance Now's dynamics, benefits, and the importance of regionalism to the future of cities and counties across the Madison Region. Piecemeal efforts to improve the area's competitive position will not be as effective as regional solutions.

REGIONAL BRAND

It is vital that U.S. regions differentiate themselves in the marketplace through the development and dissemination of a compelling brand identity and value proposition. Though it takes years – sometimes decades – for brands like Silicon Valley and the Research Triangle to penetrate the national psyche, it is critical that an identity be established for the Madison Region that establishes the metro area as a top national and global destination for jobs, talent, entrepreneurship, and investment.

KEY ACTION: **Develop a brand identity and messaging platform for the Madison Region (BP5)**

Potential Components:

- ✓ Creation of a unique brand, tagline, value proposition, and multi-media presence
- ✓ Comprehensive marketing of the Madison Region brand across all regional economic development communications platforms
- ✓ Leveraging of the regional brand by Madison Region cities, counties, businesses, institutions, and organizations

- ✓ Capitalizing on the WEDC's Think-Make-Happen state marketing effort and the work done to incorporate the Madison Region into this campaign

BUSINESS ATTRACTION/GLOBAL CONNECTIONS

The transformation of the Thrive organization into MadREP and subsequent hiring of skilled, experienced staff elevated the Madison Region into a new tier of professional economic development. The region is now represented by a team that has significantly moved the needle on the Madison Region's awareness among site selectors, prospect businesses, sector-specific experts and influencers, and other important constituencies responsible for driving local investment. The Advance Now 2.0 process provides the opportunity to continue the region's momentum in engaging and attracting high-value employers to local cities and counties.

KEY ACTION: Implement targeted external prospect attraction activities

Potential Components:

- ✓ Representation at national and global trade shows and sector-specific conferences, meetings, and symposia that enable the Madison Region to build relationships with potential investors
- ✓ Sponsorships of local, regional, and national events and meetings
- ✓ Well-planned prospecting trips to markets with strong potential investment opportunities
- ✓ Attraction of sector-specific meetings and events to the Madison Region

KEY ACTION: Leverage an effective suite of multi-media marketing tools

Potential Components:

- ✓ A newer, cleaner, more visually compelling MadREP economic development website that remains user-friendly, data-rich, interactive and housing key regional and local information
- ✓ Electronic newsletters and other timely content for current and potential investors and other key audiences
- ✓ Dynamic, active, and regular use of multiple social media platforms
- ✓ Electronic sales sheets for the Madison Region's targeted business sectors posted online and available for distribution to corporate prospects and other key constituencies
- ✓ Full utilization of the WEDC's Supply Chain Marketplace directory that enables companies to find Wisconsin suppliers online and suppliers to broaden their customer base

KEY ACTION: *Invest in a comprehensive Madison Region earned media program (BP6)*

Potential Components:

- ✓ In-house development or contract with a proven national public relations firm to promote the Madison Region's strengths, assets, opportunities, and noteworthy successes
- ✓ Directed outreach to media representatives seeding local stories of interest
- ✓ Coordination with destination marketing efforts and other related earned media outreach
- ✓ Hosting of top media personnel in the Madison Region to promote noteworthy companies, entrepreneurs, facilities, activity districts, and amenities

KEY ACTION: *Build relationships with important economic development influencers*

Potential Components:

- ✓ Assessment of existing inbound events and familiarization tours for corporate relocation professionals and site selectors to determine the potential to retool or expand programming to enhance their awareness of Madison Region assets and competitive advantages
- ✓ Attendance at high-profile corporate real estate and site selector events and meetings such as Select USA
- ✓ Scheduling of face-to-face appointments in communities that are home to multiple site selection firms

KEY ACTION: *Develop an integrated action plan to attract foreign-direct investment (FDI) to the Madison Region*

Potential Components:

- ✓ Consensus-building to ensure the plan secures the necessary buy-in, participation, and investment of public and private partners across the region
- ✓ Identification of partner – local, regional, or state organization or institutions or contracted firm – to assist with assessment and development phases of FDI action plan
- ✓ Enhancement of the Madison Region's capacity to market internationally, potentially including marketing missions and relationships with foreign-based economic development representatives
- ✓ Full integration of the FDI action plan into existing and planned marketing and attraction activities
- ✓ Coordinated implementation, including securing sufficient resources to effectively advance the action plan

- ✓ Integration with state efforts led by WEDC, including foreign travel and state-affiliated international marketing offices

KEY ACTION: Determine the value proposition and potential support for branding and marketing the "Madwaukee corridor" between Madison and Milwaukee (BP7)

Potential Components:

- ✓ Outreach to partners to assess and confirm support and viability
- ✓ Assessment of the most compelling technology value proposition to differentiate the corridor globally (i.e., information and communications technologies [ICT] in Internet of Things, cybersecurity, Smart Cities, and broadband)
- ✓ Resource development and acquisition to support brand creation and marketing effort
- ✓ Collaborative development of Madwaukee brand and communications program
- ✓ Potential creation of capacity to support full-time staffing of corridor promotion efforts

TALENT ATTRACTION

Availability of skilled talent to serve the expansion needs of existing firms and attract prospect companies is the most important competitive criteria in modern economic development as technological advances drive the highest value job creation in today's economy. The Madison Region has a strong workforce, but compared to talent hubs like Austin, Raleigh, and Portland, suffers in comparison in terms of educational attainment and population in-migration. The Regional Assessment found that the Madison Region – similar to nearly every community in the country – lacks sufficient talent to accommodate its growing economy. There are also diverging trends in Dane County versus the rest of the Madison Region, with the core experiencing stronger population growth in higher educated workers while rural counties see their labor force dependency ratios (job availability versus average worker age) become more challenging.

Development of a sustainable pipeline of trained talent will be addressed later in this Advance Now 2.0 strategy. However, talent production is only one component of effective workforce development programming. Also important is the attraction of skilled professionals to the region; this challenge is compounded by national talent shortages that find all regions of size promoting themselves to relocation prospects across the country. The Madison Region must redouble efforts to differentiate itself for talent looking for a new destination to live and work.

KEY ACTION: Create an online resource hub for talent attraction (BP8)

Potential Components:

- ✓ Website with a unique domain (URL) targeted to internal and external talent prospects interested in Madison Region employment opportunities in coordination with state and regional partners

- ✓ Information-rich content on the region's quality of life, educational assets, neighborhoods and housing, opportunities for volunteership and engagement, and community and social services
- ✓ Interactive, consistently updated database of internship, apprenticeship, and employment opportunities in coordination with top regional employers and connected with the Inspire Madison Region online network and the state's Career Cruising software system
- ✓ Appointment of local talent "ambassadors" to moderate discussion forums on the site and engage directly with talent prospects

KEY ACTION: Host and attend on- and off-campus job fairs, hiring expos, and other events targeting potential talent prospects

Potential Components:

- ✓ Staffed presence at career and job fairs in the Madison Region and beyond, both on-campus and off
- ✓ Quantitative research identifying top external markets to focus on for attendance at career and hiring events
- ✓ Partnerships with employers to leverage available positions as attractors for top external talent
- ✓ Determination of opportunities to develop, program, promote, and host job-prospect events in the Madison Region

KEY ACTION: Pursue alumni of Madison Region colleges and universities as high-value relocation prospects (BP9)

Potential Components:

- ✓ Outreach to alumni offices and representatives of all two- and four-year Madison Region colleges and universities to access their databases of non-local alumni to pursue for targeted talent attraction program
- ✓ Complementary effort to leverage data analytics to develop a roster of regional alumni based on publicly posted profiles and social media activity
- ✓ Differentiated campaign for attracting out-of-market Madison Region alumni back to the area
- ✓ Connecting alumni to internship and apprenticeship opportunities in high technology jobs via the proposed talent attraction portal
- ✓ Focus on non-local alumni entrepreneurs to consider the Madison Region for relocation of their businesses and employees

- ✓ Hosting of out-of-market Wisconsin Alumni events to present information about and employment opportunities in the Madison Region

LOCAL AWARENESS

When it comes to the Advance Now plan, Regional Assessment stakeholders spoke of a disconnect between the initiative's success and certain leaders' perception of its impact. They noted that some public officials and community leaders are "not seeing the connection between local growth and the Advance Now plan." Stakeholders said these misperceptions extend to attitudes that Advance Now is "Madison-centric" and affect contribution levels for organizational staffing and strategic programming from the full complement of Madison Region partners. To get to the core of this misperception issue, purposeful action must be taken to demonstrate the true reality of Advance Now's impact and maximize the initiative's capacity for regional benefit.

KEY ACTION: *Research and identify best-practice community engagement strategies*

Potential Components:

- ✓ Examination of comparison regions to assess and identify formal and informal campaigns that have effectively promoted strategic implementation processes
- ✓ Outreach to – either in-person or remotely – representatives of the best-practice region(s) to discuss their internal marketing experiences and programmatic options for the Madison Region
- ✓ Identification of best-practice campaign components with the greatest applicability to the Madison Region to inform development of a local initiative (see next Key Action)

KEY ACTION: Formalize an internal awareness-building campaign for Advance Now

Potential Components:

- ✓ Leveraging of learnings from best-practice community engagement analysis
- ✓ Development of quantitative and qualitative impact data before and after Advance Now's launch to demonstrate the accrued value of the strategy's implementation
- ✓ Engagement with elected officials, city and county staff, and private sector leaders from all Madison Region communities, which may include presentations to county boards of supervisors, city councils, government agencies, and other influential groups
- ✓ Media outreach and partnerships
- ✓ Joint activities with higher education institutions, community organizations, and non-profit entities
- ✓ Continued hosting of MadREP ED 101 Seminars

KEY ACTION: *Enlist Advance Now Ambassadors to help tell the story of the strategy's impact*

Potential Components:

- ✓ Identification of potential champions at the local and regional level to serve as Advance Now Ambassadors
- ✓ Outreach to identified candidates, including elected officials and top business people from large and small companies
- ✓ Complementing Ambassador program through expansion of the MadREP Board of Directors to include additional representation from partners in rural counties
- ✓ Training sessions and development of talking points to support Ambassadors' engagement with stakeholders
- ✓ Public acknowledgement, awards, and events celebrating Ambassadors' contributions



Business Expansion and Enterprise Creation

THE MADISON REGION WILL FOSTER ECONOMIC GROWTH THROUGH TARGETED SUPPORT OF EXISTING EMPLOYERS AND INNOVATORS

KEY STRATEGIC DRIVERS: *1) Sector-Driven Support; 2) Economic Gardening;
3) Innovation and Commercialization Ecosystem*

While job creation success is contingent on several factors that contribute to a community's competitive position, there are numerous tactics that can support employers' growth ambitions and enable innovators and entrepreneurs to start and scale businesses. Put another way, economic developers do not create jobs but rather help foster a competitive climate for job-creation. MadREP and its local and regional partners currently implement a number of programs to support growth in the Madison Region's target sectors. Similarly, efforts by MadREP and others seek to enhance the region's "ecosystem" for innovation and entrepreneurship, thereby improving the chances that a startup business can achieve success in the marketplace.

Because resources to support economic development are finite, it is necessary to focus these resources on target business sectors the Madison Region is most competitive for. MadREP currently pursues global industry leadership in the following sectors: **Advanced Manufacturing; Agriculture, Food & Beverage; Healthcare; Information Technology; and Biosciences.** Recently, MadREP has partnered with the UW Center for Community and Economic Development (CCED) to develop detailed cluster reports and strategies for all its target sectors. These can be found on the MadREP website at <http://madisonregion.org/about/research-and-reports/>. This research reflects the importance of data to inform sector-driven strategies. **An understanding of current structural economic dynamics is critical to determining the most effective way forward for sector and cluster development.** The target sector reports will therefore drive tactical strategic efforts for MadREP and its key partners.

SECTOR-DRIVEN SUPPORT

As noted, MadREP has developed detailed tactical recommendations to support growth in its targeted sectors. Because of the exhaustive assessments and development plans produced by MadREP and CCED, the Advance Now 2.0 process did not include a target sector analysis.

As such, **the recommendations in this section largely apply to the Madison Region's target sectors generally rather than specifically.** Detailed tactical activities to support job creation in the region's targets can be found in the aforementioned sector plans for:

- Advanced Manufacturing
- Agriculture, Food, and Beverage
- Healthcare
- Information Technology
- Biosciences

Sector reports will include comprehensive, actionable, and specific recommendations to expand sectors and build clusters in these Madison Region targeted categories. Upon their completion, the Advance Now 2.0 Strategy will be updated to include these reports as an Appendix.

KEY ACTION: Conduct proactive, coordinated business retention and expansion (BRE) visits across the Madison Region

Potential Components:

- ✓ Business calls scheduled based on target sector category and employer size
- ✓ Special attention paid to small ICT companies throughout the region.
- ✓ Use of customer resource management (CRM) software, customized for Madison Region businesses, updated consistently after each BRE call and accessible by all economic development partners based on established protocols
- ✓ Calls conducted by local and/or regional professional staff through coordinated efforts to reduce duplication and ensure effective follow up on identified challenges and opportunities
- ✓ BRE visits that engage employers in conversations rather than impersonal surveys
- ✓ Connections made via BRE calls between existing businesses and local or external technology experts who can assist Madison Region employers with incorporating cutting-edge technologies into their business operations
- ✓ Regularly scheduled debrief sessions between local and regional economic development professionals to share information on existing business dynamics and growth strategies
- ✓ Continued use of BRE and ED 101 training sessions and Rural Economic Development Summits to inform local existing business retention and expansion programs and practices

KEY ACTION: *Continue enhancing and developing sector-specific Centers of Excellence in the Madison Region***Potential Components:**

- ✓ Continued support for expansion and implementation of the Center for Dairy Research (CDR), including the Entrepreneurial Food and Beverage Center, securing of grants available for designated agriculture, food, and beverage centers of excellence, and food-related efforts such as the Artisan Food Products Network (AFPN), WINK, MPM, and FEED Kitchens
- ✓ Advancement of strategies leveraging the extensive work done by MadREP to create the Wisconsin Games Alliance (WGA), including planning and hosting of M+DEV 2.0, fully leveraging the annual, Forward Festival, development of a business and financial plan for statewide expansion of WGA, and connecting WGA members with potential customers and investors outside the region
- ✓ Effective launch and leveraging of StartingBlock Madison by connecting tenant companies with established Madison Region firms, business leaders, elected officials, institutional representatives, investors, and education and training providers
- ✓ Ensuring that the Madison Public Market project becomes a reality and serves as a Center of Excellence for the Agriculture, Food, and Beverage sector
- ✓ Determination of high-value, achievable opportunities to develop additional Centers of Excellence for Madison Region target sectors and key sub-sectors with 100Crypto/Blockchain being a prime first target

KEY ACTION: *Assist targeted local firms with international market-building and growth of product exports (BP10)***Potential Components:**

- ✓ Continued linkages between existing firms and prospective international customers, sister regions, representatives of foreign trade organizations and offices, and overseas industry groups
- ✓ Hosting of foreign trade representatives, international delegations, foreign regional economic agencies, and consulate generals and connecting them with Madison Region businesses
- ✓ Partnerships with the U.S. State Department and U.S. Embassies in key foreign markets to connect industry sectors, create economic strategies, and further trade opportunities
- ✓ Promotion and implementation of the ExporTech Program in collaboration with the Wisconsin Manufacturing Extension Partnership (WMEP) and Wisconsin Economic Development Corporation
- ✓ Promoting the benefits of the Wisconsin Global Navigation Network (WGNN) to local and regional employers

- ✓ Leveraging of information and support from the Madison International Trade Association

KEY ACTION: *Advocate for a competitive Madison Region business climate and sufficient funding levels for public and non-profit partners*

Potential Components:

- ✓ Leveraging local public and private partners to inform state and federal legislative priorities and agendas developed by local and regional chambers of commerce⁵
- ✓ Support for policy priorities of Madison Region cities and counties
- ✓ Working with businesses to identify anti-competitive policies and practices and partnering with elected and appointed officials and staff to address them
- ✓ Outreach to institutional partners to determine budgetary priorities for integration into legislative agendas and lobbying activities
- ✓ Grant-writing support for key public, non-profit, and institutional partners
- ✓ Support to secure Community Development Block Grant (CDBG) CLOSURE funds for eligible projects

ECONOMIC GARDENING

Conceived and promoted by the Edward Lowe Foundation, economic gardening is a staffed program fostering the growth of small to mid-sized companies by focusing on strategic growth challenges such as developing new markets, refining business models, and gaining access to competitive intelligence. Economic gardening specialists help business executives identify issues hindering their growth and then apply tools to deliver insights and information to accelerate market expansion and job creation. Economic gardening is purposefully targeted on local companies with high growth potential that lack the staffing capacity to market-build effectively. Eligible businesses typically are domiciled in the U.S., employ between ten and 99 workers, and produce revenue between \$1.0 and \$5.0 million per year.

KEY ACTION: *Implement an economic gardening program in the Madison Region (BP11)*

Potential Components:

- ✓ Partnership with the Edward Lowe Foundation and National Center for Economic Gardening to design the Madison Region's program and train economic gardening specialists
- ✓ Development of tool kit and resource portfolio for participating businesses

⁵ Per its bylaws, MadREP does not engage in advocacy efforts.

- ✓ Regional scan of existing employers to identify program-eligible firms with compelling asset bases, especially in high-growth sectors such as ICT
- ✓ Leveraging of target sector data from UW-Madison, its affiliated research entities, and other higher education institutions in the region
- ✓ Outreach to eligible firms for participation in the economic gardening program
- ✓ Promotion of program successes to secure necessary resources and build a client pipeline

INNOVATION AND COMMERCIALIZATION ECOSYSTEM

The Madison Region is on the rise as a nationally recognized metro area for innovation, private research, and institutionally-sponsored research and commercialization. Driven by an annual research budget at the University of Wisconsin-Madison that typically ranks among the top six of public institutions, a growing research portfolio at the University of Wisconsin-Whitewater, and strong R&D from private firms such as Epic Systems, the Madison Region has steadily developed resources, capacity, facilities, and organizations supporting the growth of its innovation and commercialization ecosystem. As with all emerging technology economies, the Madison Region still faces key challenges to optimize its ecosystem, including availability of talent, multi-stage investment capital, business “receptors” for university-derived innovation, established entrepreneurial founders and mentors, and external awareness of the Madison Region as a competitive startup community.

The linchpin of the region’s institutional research commercialization system is the Wisconsin Alumni Research Foundation (WARF), a nonprofit technology transfer office founded in 1925, making it one of the oldest in the country. WARF’s mission is to support scientific research within the UW–Madison community by providing financial support, actively managing assets, and moving innovations to the marketplace for a financial return and global impact. Currently, WARF has roughly 2,500 technologies under management across multiple categories and provides millions of discretionary dollars per year back to the university for faculty recruitment and retention, student fellowships, and new facilities.

KEY ACTION: *Sustain and expand the University of Wisconsin-Madison’s institutional research capacity*

Potential Components:

- ✓ Implementation of UW-Madison’s five-year UW2020 initiative to support collaborative, multidisciplinary, multi-investigator research projects that are high-risk, high-impact, and transformative or require the acquisition of shared instruments or equipment
- ✓ Continued work to establish a culture of innovation and commercialization on campus to complement updated intellectual property (IP) policies

- ✓ Purposeful outreach to private sector and not-for-profit partners to fund endowed faculty chairs, joint research appointments, student scholarships, and research initiatives and facilities
- ✓ Elimination of institutional impediments to interacting with Centers of Excellence

KEY ACTION: Support the enhancement of sponsored research at the University of Wisconsin-Whitewater

Potential Components:

- ✓ Continued work by the Office of Research and Sponsored Programs to advance discovery, innovation, and entrepreneurship through support of faculty, staff, and student research
- ✓ Pursuit of federal, non-profit, and private grants to foster faculty research in communications disorders, economics, healthcare, biological sciences, and other subject areas of focus
- ✓ Connections between corporate end-users and university faculty to identify high-value sponsored research opportunities

KEY ACTION: Optimize processes to bring innovative technologies to market

Potential Components:

- ✓ Full support for WARF's ongoing enhancement of its technology transfer and investor-engagement programs, including leveraging economic development networks and marketing outreach to promote WARF-managed technologies and connect corporate and individual investors with UW-Madison research faculty
- ✓ Provision of private sector expertise and perspectives on technologies being assessed by WARF for market viability, patentability, potential licensure, and investment
- ✓ Identification of experienced corporate professionals to mentor research faculty and/or join management teams of startups spun out of UW-Madison research
- ✓ Leveraging of WiSys Technology Foundation support and programming to advance UW-Whitewater research commercialization opportunities
- ✓ Development and promotion of a detailed, graphical "process map" for stages of commercialization path from discovery to market for all Madison Region research campuses, organizations, and investors
- ✓ Outreach to the Wisconsin Technology Council's Innovation Network to foster and connect innovation and entrepreneurship with market applications

KEY ACTION: Effectively scale and promote the Madison Region's hubs of entrepreneurship

Potential Components:

- ✓ Effective positioning of Whitewater University Technology Park as opportunity to align UW-Whitewater's research and educational competencies and the resources of the City of Whitewater, house UW-Whitewater faculty spin-out enterprises, leverage of staff and student expertise, retain alumni talent, and develop local startup businesses
- ✓ Leveraging target-sector development activities to market relocation, investment, and partnership opportunities at the UW-Madison-affiliated University Research Park (URP)
- ✓ Promoting URP's next phase, URP West, and connecting investors, tenants, and developers to investment opportunities in its proposed commercial and residential "New Urbanist" mixed-use neighborhoods
- ✓ Supporting the ongoing development of the Spark Building, including promoting StartingBlock Madison and facilitating intersections between entrepreneurs and investors through networking events, classes, contests, and other programs
- ✓ Capitalizing on research activity and collaboration opportunities at the Discovery Building (Wisconsin Institutes for Discovery) and its first-floor Town Center
- ✓ Partnering Madison area innovators and companies with campus-based innovators at UW-Madison and WARF's Discovery to Product (D2P) unit

KEY ACTION: Fully leverage Madison Region programs to foster entrepreneurship and enterprise development

Potential Components:

- ✓ Continuing efforts by MadREP to provide business technical assistance to local startups
- ✓ Promoting, supporting, and connecting networked assets to accelerators and coworking spaces, including the MGE Innovation Center, Janesville Innovation Center, University Research Park Accelerator, the Gener8tor accelerator program, and Madworks Coworking, the Doyenne Group, 100State, Sector67, and the Portage Enterprise Center
- ✓ Advancing the efforts of the UW-Whitewater Innovation Center as a mixed-use incubator catering to startup and early-stage companies through provision of office and laboratory space, business consultation, business education, and workshops
- ✓ Advancing the mission of Madison Area Technical College's Center for Entrepreneurship through assisting in business creation and retention, providing tools for startups and early-stage businesses, and assisting underserved populations such as women and minority entrepreneurs

- ✓ Providing business expertise to the Commons, a Milwaukee-based organization expanding to Madison that brings student entrepreneurs together to work on real-world innovation problems
- ✓ Support for Bunker Labs, which empowers military entrepreneurs as innovation leaders
- ✓ Partnering to advance the UpStart program, designed to equip Madison Region women and people of color with tools and knowledge to launch or expand new business ventures
- ✓ Marketing support for American Family Insurance's DreamBank space, designed to help innovators find inspiration, tools, and services to spur new enterprise ideas
- ✓ Participation by Madison Region startups, innovators, and entrepreneurs in Wisconsin Technology Council events such as the Wisconsin Early Stage Symposium; Wisconsin Entrepreneurs Conference; Wisconsin Tech Summit; Brew, Bites & Bytes; Governor's Business Plan Contest; and Wisconsin YES! Business Plan Contest to network, learn, and compete to secure startup funding

KEY ACTION: Promote greater awareness of the Madison Region as an innovation and startup hub

Potential Components:

- ✓ Working with key partners like chambers of commerce and the Wisconsin Tech Council to engage researchers, business leaders, public officials, and organizational representatives to promote the Madison Region's entrepreneurial assets by providing information and talking points on institutional and private research investments and activities, incubation and acceleration programs, capital availability and awards, successful startup companies and entrepreneurs, and ecosystem resources like technology events, mentorship, and networking opportunities
- ✓ Leveraging earned media program (see Awareness and Differentiation) to seed national stories about the Madison Region's innovation and commercialization ecosystem and successful startups
- ✓ Promotion of major existing events, including ForwardFest Madison, M+DEV Madison Game Development Conference, the Wisconsin Science Festival, and others
- ✓ Determination of additional technology- and startup-focused events to attract attention and visitation to the Madison Region

KEY ACTION: Expand capital availability and investment at all stages of the startup path to market (BP12)

Potential Components:

- ✓ Continued connection of established Madison Region investment funds and firms with local entrepreneurs, innovators, and startups

- ✓ Creation of a non-profit, professionally-managed venture fund to support Madison Region startups with loans, grants, or equity investments
- ✓ Outreach to identify members and build a branded network of Madison Region angel investors
- ✓ Leveraging of awareness-building of the Madison Region's startup ecosystem to attract early and series-stage capital to area startups
- ✓ Capitalizing on efforts of new WARF venture officer to make direct investments into local startups
- ✓ Strengthened connections to national and global venture capital markets through directed activities during external marketing trips
- ✓ Active promotion of pitch events and competitions like 1 Million Cups Madison, startup weeks and weekends, hackathons, and others
- ✓ Engagement with the Wisconsin Technology Council's Investor Networks to connect Madison Region funding opportunities with capital investors across the state



Opportunity, Access, and Equity

THE MADISON REGION WILL ENSURE THAT ALL RESIDENTS HAVE EQUAL OPPORTUNITIES FOR SUCCESS

KEY STRATEGIC DRIVERS: *1) Talent Development and Retention; 2) Broadband Capacity; 3) Equitable Economic Development; 4) Leadership, Diversity, and Inclusion*

Similar to other growing communities seeing expansion in their technology sectors and a renewed investment in their urban cores, the Madison Region is at greater risk of displacement of lower-income residents who cannot afford rising rents or elevated tax payments. These trends also threaten to exacerbate earnings disparities between well-paid technology professionals and workers in lower-wage service sectors, trades, and production operations.

In public input conducted for the Advance Now Regional Assessment, many stakeholders expressed a desire to see issues of income inequality, access to jobs and technology, and preparation of a workforce for the jobs of the future embedded in the strategic framework of the Advance Now 2.0 initiative. The region can capitalize on a legacy of equity-based programming that has already applied millions of dollars in resources to address these concerns. This includes diversity and inclusion initiatives spurred by the first Advance Now strategy.

There is no more important determinant of a child's future success than his or her performance in school and development of the skills necessary to succeed in college, the workplace, and life. Because of the Madison Region's geographic diversity, it is home to a broad spectrum of public school districts, private schools, and higher education institutions. The region is also located in two workforce development districts; the Workforce Development Board of South Central Wisconsin serves Columbia, Dane, Dodge, Jefferson, Marquette and Sauk counties, while the Southwest Wisconsin Workforce Development Board oversees Grant, Green, Iowa, Lafayette, Richland, and Rock counties.

With such a diverse and complicated network of education and training institutions and organizations, it is difficult to provide one-size-fits-all solutions to prepare the Madison Region workforce. Flexibility and collaboration are necessary to support local efforts, scale them to additional districts when feasible, and apply regional strategies when projected benefits support all Madison Region city and county students.

TALENT DEVELOPMENT AND RETENTION

With local and U.S. unemployment levels at historic lows, availability of skilled talent is a national crisis. Regional Assessment feedback and quantitative research confirmed that the Madison Region is not immune to this trend. Employers report having difficulty finding a sustainable supply of trained talent, especially in rural communities where older workers are retiring and population growth has slowed. Even so, labor force

participation rates and feedback from social services professionals show that there is still slack in the regional workforce due to adults who have dropped out of the labor pool. It will take multiple strategies to ensure that the Madison Region has a competitive talent base for existing and future employers. In addition to talent attraction efforts proposed earlier in this strategy, education and workforce institutions and local employers must partner to effectively develop and retain talent while reengaging eligible workers in the regional labor force.

KEY ACTION: *Expand affordable pre-kindergarten education programming in the Madison Region to all eligible families (BP13)*

Potential Components:

- ✓ Assessment of existing programming, usage rates, current and potential funding streams, and statutory opportunities to provide universal pre-kindergarten capacity to Madison Region districts
- ✓ Determination of necessary fiscal, programmatic, facility, and policy enhancements to accommodate requisite levels of pre-kindergarten programming
- ✓ Best-practice scan to identify school districts, cities, and regions that have effectively advanced universal pre-kindergarten programming
- ✓ Confirmation of preferred strategy to secure sustainable resource commitments to provide universal pre-kindergarten capacity in as many Madison Region school districts as possible
- ✓ Incorporation of universal pre-kindergarten funding in to state legislative priorities and advocacy efforts

KEY ACTION: *Effectively prepare Madison Region K-12 students for college and careers*

Potential Components:

- ✓ Customized implementation of Madison Regional Career Pathways program in middle and high school, tied to the region's priority employment sectors
- ✓ Optimized articulation of Career Pathways curriculum with two and four-year colleges
- ✓ In partnership with the Wisconsin Department of Public Instruction and Wisconsin Economic Development Corporation, expanded application of Inspire Madison Region program into area districts to connect high school students to experiential learning activities with employers, ensuring that the program is fully coordinated with state Career Pathways efforts
- ✓ Identification of resources to expand the Madison Education Partnership (MEP) research-practice partnership between UW-Madison's Wisconsin Center for Education Research (WCER) to additional local districts beyond the Madison Metropolitan School District

- ✓ Development of programs demonstrating the value of career and technical education (CTE) to students, parents, and career advisors
- ✓ Expansion of the Early College STEM Academy beyond the Madison Metropolitan School District to include as many regions and districts as possible that are not currently participating
- ✓ Implementation of career awareness forums like Quest in Waunakee School District in all regional districts
- ✓ Creation of fabrication ("fab") labs in all Madison Region school districts to introduce students to additive manufacturing and makerspace skills
- ✓ Continued expansion and promotion of experiential learning opportunities like job shadowing, internships, apprenticeships, and career mentoring in all regional school districts
- ✓ More active promotion of the Workforce Development Board of South Central Wisconsin's Youth Apprenticeship Program in Madison Region districts to connect students to employers in 11 key industry sectors
- ✓ Improved awareness of the Workforce Development Board of South Central Wisconsin's Trade Up campaign to promote careers in the construction sector to students, parents, and educators
- ✓ Expansion of the Leadership Greater Madison-Youth civic leadership development program for high school sophomores beyond Dane County districts
- ✓ Greater support for Blackhawk Technical College efforts to enhance opportunities to engage high school students and their influencers through enhanced marketing, a redesigned website, implementation of a CRM, and dual credit, transcribed credit, and articulation agreements with K-12 Districts
- ✓ Strengthened connections between Moraine Park Technical College and K-12 districts through creation of an inclusive learning environment in the K-16 system
- ✓ Enhanced collaborations between Southwest Wisconsin Technical College and K-12 districts to provide students opportunities to explore college and career options and enhance their preparation for postsecondary education and employment.
- ✓ Increased usage of dual-credit and transfer programs with Madison Area Technical College to earn college credit towards careers and four-year degrees

KEY ACTION: *Reinvigorate the Madison Region's Business and Education Collaborative (BEC)*

Potential Components:

- ✓ Renewed engagement of partners to fulfill the Collaborative's mission to connect business community stakeholders with K-12 school districts, post-secondary institutions, and workforce development partners
- ✓ More aggressive promotion of BEC to ensure full participation by businesses and education and training stakeholders who would benefit from its facilitated discussions
- ✓ Improved demonstration by business representatives of skills dynamics of future jobs and careers and clarification of what the education and training community can do to best prepare students for these opportunities
- ✓ Development of regional accountability standards based on optimal alignment of industry and education
- ✓ Leveraging a reinvigorated BEC to optimize business participation in Southwest Wisconsin Workforce Development Board and Workforce Development Board of South Central Wisconsin assistance programs to find skilled workers, train/retrain incumbent workers, design customized training, including on-the-job services, and screen potential employees
- ✓ Encouraging employer participation in Workforce Development Board of South Central Wisconsin sector-specific training for Biotechnology/Life Sciences, Healthcare, and Manufacturing

KEY ACTION: *Continue evolving two- and four-year higher education programming to align with and support the regional economy*

Potential Components:

- ✓ Advancement of Blackhawk Technical College's strategic priority to provide students with guided pathways to careers to increase the percentage of students completing credentials while decreasing time-to-completion
- ✓ Utilization of Blackhawk Technical College's guided pathway tools such as meta-majors and math pathways, mixed-method student placement, GED pathways, co-requisite remediation, and interest inventories
- ✓ Improved student success at Moraine Park Technical College through innovative programming development and delivery and flexible learning and delivery models to improve student access, engagement, and success
- ✓ Apprenticeship, certificate, technical diploma, and associate degree programs at Southwest Wisconsin Technical College that respond to district workforce needs and prepare students for living-wage jobs and career advancement.

- ✓ Provision by Southwest Wisconsin Technical College of customized training, retraining, and technical assistance to businesses, industries, and individuals to foster economic development and expansion of employment opportunities.
- ✓ Improved alignment of Madison Area Technical College with community needs by gaining more employer input and partnering across districts, strengthening work/learning opportunities (internships, apprenticeships), enhanced community access and engagement with college resources, and better integrated entrepreneurship-support services
- ✓ Support for the successful launch and leveraging of Madison Area Technical College's South Campus
- ✓ Securing of sufficient resources to enable technical colleges to fulfill training obligations in high-demand occupations
- ✓ Improved career counseling services for opportunities in emerging technologies and non-traditional occupations
- ✓ Enhanced engagement of private sector experts in technical college advisory committees to inform data projections of future employment and training demands
- ✓ Development of additional customized training partnerships between private employers and technical colleges
- ✓ Identification of new opportunities to designate regional technical colleges as National Science Foundation (NSF) national technology centers for the Madison Region's priority business sectors
- ✓ Collaborative program-development efforts between education and training institutions and non-profit partners, including the Urban League of Greater Madison, local United Ways, faith-based organizations, Big Brothers Big Sisters, local community centers, and other entities
- ✓ Alternative program access options such as creative scheduling, accelerated and short-term programs, online and remote access education, summer semesters, non-residential higher education models, professional degree options, and certificate/badging programs
- ✓ Outreach to University of Wisconsin-Rock County and University of Wisconsin-Baraboo/Sauk County administrators and program officers to ensure that curricula targets four-year degree opportunities prioritized by Madison Region campuses
- ✓ Increased student participation in UW-Whitewater's High-Impact Practices (HIPs) and co-curricular experiences programs, building on the foundation of the LEAP (Liberal Education and America's Promise) initiative
- ✓ Implementation of the UW-Madison Area Technical College of Letters and Science's SuccessWorks program in additional colleges at the university and potential use of the program model in other Madison Region higher education institutions

- ✓ Engagement with Beloit College and Edgewood College administrators and faculty to enhance connectivity with local and regional businesses

KEY ACTION: Maximize opportunities to retain local secondary and post-secondary graduates (BP14)

Potential Components:

- ✓ Continued efforts to engage students with experiential learning opportunities with local employers through Inspire Madison Region, the Business and Education Collaborative, and K-12 district-level programs
- ✓ Aggregated listing of apprenticeships and internships on the Madison Region's proposed online talent hub (See Awareness and Differentiation: Talent Attraction) as a resource to connect talent with local employers
- ✓ Engagement with Leadership Greater Madison and MAGNET regional young professional programs to foster professional development and civic involvement
- ✓ Utilization of the Madison Region's technical colleges' full suite of career-supportive programming, including career exploration assistance, industry credentialing, experiential learning services, job search resources, and journey worker programs
- ✓ Partnerships to ensure higher education institutions' job placement offices are fully engaged with Madison Region employers
- ✓ Leveraging of Southwest Wisconsin Technical College career pathways and collegiate transfer opportunities enabling graduates to continue their educations
- ✓ Supporting Madison Area Technical College efforts to improve student preparedness for the workplace by expanding predictive testing and assessment; developing an advising-based profile to address learning styles and unique needs; offering credit for prior learning; improving Bridge programming; and optimizing the early alert system
- ✓ Encouraging graduates of UW-Rock County and UW-Baraboo/Sauk County to transfer to four-year institutions within the Madison Region
- ✓ Implementation of UW-Whitewater's Reimagining the First Year initiative, Retention and Graduation Inclusive Excellence Committee, and the Advising Task Force

KEY ACTION: *Expand workforce participation through adult education and reskilling initiatives (BP15)*

Potential Components:

- ✓ Support for and promotion of Urban League of Greater Madison programs including 1,500 Jobs for 1,500 Families, Accelerated Career Academies in healthcare administration, medical scheduling, IT, customer services, and skilled trades occupations, Career Readiness Services including the National Work Readiness Credential, Featured Employer Seminars, Job Clubs, and ADVANCE Employment Services
- ✓ Determination of opportunities to use Urban League programs as models for implementation in additional Madison Region communities
- ✓ Fostering improved access to Blackhawk Technical College through implementation of flexible education tools such as enhanced delivery priorities, shared curriculum options, and the revised Credit for Prior Learning program
- ✓ Continuing education opportunities at Southwest Wisconsin Technical College, including Adult Basic Education, GED/HSED, bridge, and other programs that help unskilled or low-skilled individuals prepare for work, postsecondary education, or career advancement.
- ✓ Improved recruitment and strategic outreach at Madison Area Technical College through a renewed focus on attracting nontraditional students, improved marketing, and better mobile access, including texting capabilities
- ✓ Utilization of the Workforce Development Board of South Central Wisconsin's and Southwest Wisconsin Workforce Development Board's Layoff Aversion and Assistance and Rapid Response programs for displaced workers
- ✓ Leveraging of the Workforce Development Board of South Central Wisconsin's Foundations for the Trades Academy apprenticeship readiness program to help participants prepare for career pathways in the construction and utilities industry
- ✓ Promotion of the Inspire Rock County web-based career preparation and readiness platform
- ✓ Building awareness among the incumbent workforce of training opportunities for well-paying careers, especially in occupations experiencing talent shortages
- ✓ Embedding pre-screened adults interested in specific careers on-site with employers to receive on-the-job training leading to placement in a full-time position
- ✓ Enhanced promotional support of Madison Region technical college programming to eligible adults, including through enhanced outreach and engagement with community, non-profit, faith-based, government, and organizational partners

- ✓ Leveraging proposed online talent portal (see Awareness and Differentiation) to connect adult learners with available retraining and reskilling programs and other supportive services

BROADBAND CAPACITY

With emerging data-intensive technologies proliferating in the New Economy, all communities must now provide cost-competitive gigabit broadband connectivity to be competitive for companies, entrepreneurs, and talent. The challenge is that these services are extremely cost-intensive to implement, especially in geographic areas without the density to support private broadband infrastructure investment. Another issue is that high-speed fiber may be in the ground, but not necessarily connected the “last mile” to certain homes and businesses. Both contingencies were mentioned during Regional Assessment feedback as roadblocks to equitable local development.

KEY ACTION: *Assess opportunities to provide gigabit broadband connectivity to regional residents and businesses (BP16)*

Potential Components:

- ✓ Assessment of existing connectivity capacities and deficits in partnership with local governments and utility providers
- ✓ Determination of fiber enhancements and extensions prescribed in land use and comprehensive planning
- ✓ Exploration of viable strategies to implement capacity enhancements, including the potential to incent gigabit service from a private or non-profit provider, link to institutional fiber trunk lines, or publicly fund comprehensive gigabit broadband connectivity
- ✓ Effective implementation of the MadREP-led program leveraging Rural Broadband ReConnect monies from the US Department of Agriculture to provide broadband service in eligible rural areas beginning with the US Highway 151 corridor
- ✓ Partnering with the Wisconsin Rural Schools Alliance, Wisconsin Economic Development Association, Wisconsin Technology Council and Wisconsin Realtors Association to leverage Wisconsin's participation in the Connect Americans Now coalition to extend broadband to rural communities
- ✓ Incorporation of state-level broadband policy and funding needs into legislative agendas and lobbying activities

EQUITABLE ECONOMIC DEVELOPMENT

Recent years have found the issue of equitable growth increasingly becoming a concern in the field of economic development. This has been exacerbated by events such as the public competition for Amazon's

second headquarters that led to the awarding of billions in incentives by states and cities that were already seeing strong investment. Many public officials openly condemned these awards, citing the need to boost the welfare of incumbent workers and address pressing infrastructure issues before incentivizing outside firms so extensively.

In response to desires to ensure greater equity in economic development, new place-based models are emerging to focus strategic activities on communities in need. At the federal level, the new Opportunity Zone program is seen as a potential boon for underinvested communities, albeit with the caveat that new investments are prioritized for districts that otherwise would not see this activity.

Another new model focuses programmatic attention on opportunities to build “bottom-up” growth through linking small, neighborhood-based businesses to one or more established regional customers. Community wealth building (CWB) strategies leverage a portion of these “anchor” institutions’ annual expenditures to establish a network of cooperative enterprises in surrounding neighborhoods to increase asset ownership, prevent product and services “leakage,” create living-wage jobs, ensure economic stability, and develop the financing and management capacities that can take projects to scale.

Worker cooperative economic development that does not rely on anchor institutions is also proliferating in communities across the U.S. These models have gained broad recognition as moving the needle on reducing income inequality, creating wealth, and stabilizing neighborhood-based businesses. As an example, New York City legislated \$1.2 million in new cooperative support funding in 2015 and increased that level every year since. The city has seen a quadrupling of cooperatives that have generated generating more than 500 new jobs.ⁱ

KEY ACTION: *Advance efforts to secure investment for designated Madison Region Opportunity Zones*

Potential Components:

- ✓ Coordinated state, regional, and local efforts to incorporate the promotion of designated Opportunity Zones into holistic economic development programming
- ✓ Identification of highest priority, highest impact development sites in each Zone
- ✓ Leveraging relationships with private, institutional, and philanthropic investors to create Opportunity Funds and direct them to high-value potential investments in designated Madison Region Census tracts
- ✓ Linkages between Opportunity Fund investments and existing/future programs and strategies focused on asset-based neighborhood revitalization and targeted job creation

KEY ACTION: Implement an anchor-based “community wealth building” pilot program in a disinvested Madison Region neighborhood (BP17)

Potential Components:

- ✓ Regional scan to identify valid pilot program locations with one or more potential anchor institutions and disinvested surrounding neighborhoods
- ✓ Outreach to partners in preferred district(s) to confirm participation in pilot program
- ✓ Consideration of the potential for local officials, neighborhood leaders, and small business advocates to visit a high-performing example community wealth building program like the Evergreen Cooperative in Cleveland, Ohio
- ✓ Public announcement of the pilot launch following finalization of contractual agreements between anchor and program operator
- ✓ Program launch through leveraging a portion of the anchor’s annual business expenditures to establish a network of enterprises based on community wealth building and ownership models
- ✓ Exploring opportunities to link the pilot effort to other expanding sectors of the local economy
- ✓ Leveraging the pilot program to explore opportunities for expansion of CWB program to other Madison Region districts

KEY ACTION: Create a multi-organizational leadership team to assess and inform development of worker cooperatives

Potential Components:

- ✓ Information-gathering and presentation to potential partner organizations to secure participation in worker cooperative initiative
- ✓ Leveraging the final team to engage in a study of existing worker cooperative efforts in the Madison Region and design of a training program for interested neighborhood partners
- ✓ Utilization of new federal legislation making it easier for employee-owned businesses to access capital
- ✓ Engagement of large institutional partners and private firms to serve as contracted clients with the cooperatives
- ✓ Later-term creation of a staffed alliance of local worker cooperatives to inform policy and programmatic priorities

LEADERSHIP, DIVERSITY, AND INCLUSION

A focus on improving diversity and inclusion in the Madison Region was one of the major initiatives emerging from Advance Now implementation. In its five-year history, the Madison Region Economic Development and Diversity Summit has become a signature event for the region and summit organizers MadREP and the Urban League of Greater Madison. Seeking to advance the region's desire to become a model for economic inclusion, the annual Summit features keynote speakers, breakout sessions, and networking opportunities to engage, educate, and empower attendees around issues related to economic, workforce, and community development. Attendees include business executives, community leaders, economic development professionals, educators, elected officials, entrepreneurs, and emerging leaders.

While Regional Assessment stakeholders widely praised what the Summit has been able to accomplish and lauded its ongoing growth, many would like to see attendees comprise a more influential cohort of local executives rather than "designees" and explore ways that diversity and inclusion programming can be better inculcated into Madison Region places of employment. Rather than a one-day event, the consensus opinion of input participants was to explore opportunities for the Summit to inform longer-term programmatic implementation and impact.

KEY ACTION: *Continue to enhance the annual Madison Region Economic Development and Diversity Summit*

Potential Components:

- ✓ Exploration of additional programmatic components based on analysis of similar events across the country
- ✓ Enhanced efforts to seek attendance from CEOs of the region's largest employers, potentially through better articulating the business case for diversity and consequences of not attending the Summit
- ✓ Assurance of participation from all eight counties in the MadREP service area
- ✓ Improved follow-up from the Summit, potentially including case studies of how employers are applying lessons from the event in their everyday operations and measurable improvements in diverse hiring processes

KEY ACTION: *Design and launch year-round diversity and inclusion programming (BP18)*

Potential Components:

- ✓ Determination of entity to house the program as a staffed department or in partnership with one or more key entities like the Urban League of Greater Madison
- ✓ Design and implementation of programs to enhance workplace diversity and inclusion at local firms

- ✓ Development of a diversity and inclusion toolkit for employer use or training for local human resources staff and other corporate representatives in diversity and inclusion best practices
- ✓ Leveraging of and coordination with diversity and inclusion efforts of UW-Madison and other major local employers as well as non-profit and community organizations
- ✓ Programming and hosting of networking events, diversity and inclusion seminars and forums, annual corporate diversity awards, and multicultural celebrations

Strategic Direction Conclusion

Advance Now has laid a strong foundation for regional economic development in the Madison Region, guided by the steady hand of the Madison Regional Economic Partnership, which has become an influential program implementer, partner, steward, and promoter of the region's investment opportunities to prospects across the nation and world.

As Advance Now moves to its next iteration through the development of this 2.0 strategy, the Madison Region has the opportunity to explore and implement more ambitious and aggressive efforts to improve regional job and wealth creation, talent development, and quality of life enhancement.

In order to accomplish these goals, there must be purposeful efforts to further improve regional coordination and collaboration and an acknowledgement by local public and private partners that the benefits of regional participation outweigh the challenges of selling regional agendas to elected officials and corporate investors.

As corroborated by multiple Regional Assessment input participants, accommodating more robust programmatic output and regional coordination activities will require increased resource and staffing levels, principally at MadREP. The urgency, momentum, and investment levels seen during the development and launch of Advance Now must be further enhanced if the Madison Region is to continue strong growth. Now is not the time for status quo thinking or limiting strategic ambition; to achieve the destination status of comparison areas such as Austin, Raleigh, and Portland, the Madison Region must redouble efforts to invest in and implement a transformative agenda for positive change.

As former Secretary of State Colin Powell noted in his book, *Leadership*:

"'If it ain't broke, don't fix it' is the slogan of the complacent, the arrogant, or the scared. It's an excuse for inaction, a call to non-arms. It's a mindset that assumes (or hopes) that today's realities will continue tomorrow in a tidy, linear, and predictable fashion. Pure fantasy."

Strategic Best Practices

Market Street maintains an extensive library of best practice programs, processes, organizations, and efforts for application to key competitive opportunities and challenges identified through our comprehensive research process. Best practices recommended to inform the Madison Region's Advance Now 2.0 strategy were selected based on their specific relevance to actions and efforts the community can pursue. Ultimately, local leadership should use these best practices as guidelines and potential programmatic models to inform strategic efforts custom-tailored to the Madison Region.

BP1: Vision 2050 (Southeastern Wisconsin Region)

Southeastern Wisconsin contains about five percent of the total area of Wisconsin, but accounts for about 36 percent of the state's population, 34 percent of its jobs, and 37 percent of its wealth. Having reached a pivotal moment in its development, the region acknowledged that more than ever it will need to compete with other areas to attract residents and businesses. To increase its competitiveness, VISION 2050 recommends a long-range vision for land use and transportation in the seven-county region. It makes recommendations to local and state government to shape and guide land use development and transportation improvement, including public transit, arterial streets and highways, freight, and bicycle and pedestrian facilities, to the year 2050. Developing VISION 2050 involved substantial work over a three-year period, culminating with the Regional Planning Commission adopting the plan on July 28, 2016. VISION 2050 recommends:

- Encouraging sustainable and cost-effective growth
- Preserving the region's most productive farmland and primary environmental corridors, which encompass the best remaining features of the Region's natural landscape
- Encouraging more compact development, ranging from high-density transit-oriented development to traditional neighborhoods with homes within walking distance of parks, schools, and businesses
- Significantly improving and expanding public transit, including adding rapid transit and commuter rail, and improving and expanding local and express transit services to support compact growth and enhance the attractiveness and accessibility of the region
- Enhancing the region's bicycle and pedestrian network to improve access to activity centers, neighborhoods, and other destinations
- Keeping existing major streets in a state of good repair and efficiently using the capacity of existing streets and highways
- Strategically adding capacity on highly congested roadways, incorporating "complete streets" roadway design concepts to provide safe and convenient travel for all, and addressing key issues related to moving goods into and through the region

<https://www.vision2050sewis.org>

BP2: Workforce Housing Initiative (Montgomery County, MD)

In communities where real estate is expensive or limited in supply, there frequently exists a “gap” – a lack of available options for workers who cannot afford market-rate housing but earn too much to qualify for traditional forms of assistance. In response, many localities have focused on “workforce housing” that can enable members of the local economy to live close to where they work. Among the most active communities in this space is Montgomery County, Maryland, a suburb of Washington, D.C., which operates two programs. The first is carried out through “inclusionary zoning” – a requirement that new developments with at least 50 units set aside 12.5 to 15 percent of the inventory as Moderately Priced Dwelling Units (MPDU) which are available for rent or purchase to households earning less than approximately 70 percent of the area median income. For households that earn too much to qualify for these units, Montgomery offers the Workforce Housing Program, which provides for-sale residences and townhomes at a below-market scale. The MPDU program has created an average of 418 units each year since 1978.

<https://www.montgomerycountymd.gov/DHCA/housing/singlefamily/mpdu/index.html>

<https://montgomerycountymd.gov/DHCA/housing/singlefamily/workforce/index.html>

BP3 Q2030 (Quad Cities, IL-IA)

The Q2030 strategic plan represents the first time in the history of the six-county Quad Cities region that business, government, non-profit, academic institutions, and the trades have come together for the shared purpose to move the region forward economically. The plan embraces a spirit of coordination, collaboration, alignment, and partnerships across four principal goal areas and dozens of strategic activities.

Q2030 is implemented through a coordinated network of partners and volunteers that includes:

- **Q2030 Steering Committee Advisory Board:** This volunteer group serves as the governance body overseeing the implementation of Q2030 and is an extension of the Steering Committee.
- **Q2030 Steering Committee:** This influential group of leaders from the public and private sectors serves as the “keepers of the goals” of the Q2030 Regional Action Plan to ensure implementation honors the development and approval of the visioning process and plan.
- **Priority Workgroups:** Workgroups are charged with integrating the Q2030 Regional Action Plan into their own programs of work, identifying gaps between what is taking place and what is proposed in the plan, and working to close those gaps.
- **Champions:** Each workgroup has one or more volunteer champions to ensure implementation partners are effectively engaged and focused on activation of the key priorities.
- **Loaned Experts:** Loaned experts from public and private Quad Cities partners help inform, advance and apply tactics for strategic application.

Since implementation, the Q2030 initiative has made strong progress in bringing the region together behind a shared vision for sustained economic growth.

<https://www.q2030.org>

BP4: Metro Denver Economic Development Corporation Code of Ethics (Denver, CO)

The Metro Denver Economic Development Corporation (EDC) is the economic development arm of the Denver Metro Chamber of Commerce representing 70 cities, counties, and economic development organizations from nine counties. To ensure that standards of conduct were advanced and adhered to by Metro Denver EDC's full complement of diverse economic development organizations, the EDC developed a code of ethics for local partners to follow. Components of the code include the following pledges:

- "When representing the Metro Denver Economic Development Corporation (EDC), we shall endeavor to sell 'Metro Denver First' and our individual communities and projects second."
- "We shall honor the confidentiality requested by both our fellow members of the Metro Denver EDC and our prospects."
- "We are committed to the concept of competition for locations and expansions among our individual communities and projects, provided that the prospect has asked for specific proposals or has settled on a Metro Denver location."
- "At no time shall any member of the Metro Denver EDC solicit a fellow member's prospects."
- "We are committed to sharing among our membership as much information as is necessary and prudent on any activity undertaken by or in the name of the Metro Denver EDC."
- "At no time shall any economic development organization member of the Metro Denver EDC advertise or promote its respective area to companies within another member's geographic area in a manner that is derogatory or insulting to the other geographic area."

Member municipalities and organizations have approved the code, which has been effective in promoting and maintaining regional cooperation across several economic development-related issues, not solely leads management. Other regions across the U.S., such as Northeast Indiana, have adopted regional economic development codes of ethics modeled around Metro Denver EDC's agreed non-compete standards.

metrodenver.org/about/partners/code-of-ethics/

BP 5: "We Don't Coast" Campaign (Omaha, NE)

Largely to overcome Omaha's "flyover" community perception, the Greater Omaha Chamber launched a regional brand and image initiative based upon extensive research showing that Omaha ranks highly against other metro areas across the country but lacked an identity. The Chamber convened thousands to create a cohesive, recognizable brand that sought to communicate the region's attributes, character and "can do" spirit. We Don't Coast was launched as a multi-faceted campaign to use across the region to share greater Omaha's story; positively communicate its character; and grow, retain, and attract business and talent. The campaign was presented a 2015 ACE: Award of Excellence by the Association of Chamber of Commerce Executives. Though it is not exclusively an internal brand, the We Don't Coast initiative in Omaha was

nevertheless intended to serve both an external and internal awareness-building purpose to positively commute the attractiveness and distinctiveness of the greater Omaha region.

<https://www.omahachamber.org/wedontcoast/>

BP6: *Chattanooga (TN) Earned Media/Public Relations Strategy*

Ever since Walter Cronkite called Chattanooga the “dirtiest city in America” in the 1970s, the community has been focused on changing both its local realities and external perceptions. Beginning in the 2000s, the Chattanooga Chamber of Commerce, partnering with the region’s Convention and Visitor’s Bureau, contracted with a national public relations firm to try to change the outside perceptions of Chattanooga as a declining industrial city with few modern assets for companies, talent, or visitors. Focusing on strengths such as its revitalized downtown, America’s first city-wide gigabit fiber network, emerging entrepreneurial climate, and other assets, the public relations (earned media) strategy has seen notable success. Since implementing the strategy, the Chattanooga region has been featured in hundreds of business media placements with more than 1 billion impressions worldwide in a wide range of national, regional trade and online outlets including The Wall Street Journal, New York Times, The Economist, Fortune, CNN, Fox Business News, CNBC, and The Huffington Post.

BP7: *Greater Austin-San Antonio Corridor*

The Greater Austin-San Antonio Corridor Council was founded by several Austin and San Antonio business and civic leaders who believed it was imperative that the growing region have a neutral location to discuss issues of the day. Now, nearly 30 years later, the Corridor Council seeks to provide jobs and economic growth to the region, provide the infrastructure required by growth in a manner designed to preserve the area’s lifestyle and quality of life, and promote a sense of regional identity within and beyond its communities. A key mission is to foster infrastructure development that improves the safety and efficiency of mobility throughout the 126-mile long, 6,731 square mile region. As such, the Corridor is a key developer for planned highway, air, freight, and commuter rail projects.

<http://www.thecorridor.org>

BP8: *ImaginePittsburgh.com (Pittsburgh, PA)*

The Allegheny Conference on Community Development, a local economic and community development organization launched the ImaginePittsburgh website as a communications platform and a searchable job listing aggregator to connect job seekers with local employment opportunities. The website showcases the region as a place not only to work, but also as a community to live, play, and learn. The talent attraction initiative sponsors events in the community, has hosted online job fairs during which participants can chat in real time with recruiters at regional employers, and features a “Neighbors” section on the website that profiles Pittsburgh natives, settlers, and “boomerangers” where the residents offer their personal perspective about living and working in the region. The ImaginePittsburgh.com talent portal has continued to be expanded upon and improved, with the Allegheny Conference recently introducing strategic marketing initiatives to target talent such as veterans leaving military service, IT talent, and “boomerangers.” Additionally, the

Allegheny Conference and partners launched the ¡Hola Pittsburgh! initiative aimed at targeting and attracting Latinos, especially Puerto Ricans, to the area.

<https://imaginepittsburgh.com>

BP9: Greater Grads (Oklahoma City, OK)

Greater Grads is an initiative of the Greater Oklahoma City Chamber's Education and Workforce Development division. It launched in 2006 to build Oklahoma City's talent base by connecting talent – specifically college graduates – with employers in the Oklahoma City region.

The program consists of three parts:

- InternOKC summer program: Interns can be enrolled in this four-week series that includes a kick-off session and four lunch sessions that highlight the benefits of living and working in the Oklahoma City region. This fosters peer networking and provides resources to help students transition from college to career.
- A Greater Grads Career Fair is held each spring with more than 100 recruiters from local companies. A link on the Greater Grads website provides attendees with resume and interviewing tips to maximize their success and efficiently utilize the time of participating employers.
- Website for graduates and employers: This website focuses on promoting Oklahoma City to recent college graduates and young professionals and connecting them with jobs available at local businesses.

A year after Greater Grads' debut, a partnership was formed with the Alliance of Emerging Professionals, Oklahoma City's young professionals group. These recent college graduates returned to their campuses to promote the Greater Grads program and website to college students during monthly AEP social events.

greatergrads.com

BP10: Metro Indianapolis Export Plan (Indianapolis, IN)

As part of the Global Cities Initiative, a joint project by the Brookings Institution and JP Morgan Chase, the Indy Chamber conducted extensive market research, regional business surveys, and in-person interviews to develop a regional plan to grow exports and develop a global strategy for economic development. The resulting export market analysis, assisted by Butler University and the Indiana University-Purdue University Indianapolis, identified four objectives to support and grow the region's exports:

1. Increase efficiencies in the Metro's supply chain, focusing on logistics;
2. Increase number of exporting companies by 20 percent by 2020;
3. Reduce transportation costs for Metro Indy firms; and
4. Increase international awareness and build a global reputation.

https://www.jpmorganchase.com/corporate/Corporate-responsibility/document/metro_indy_gci_export_plan_low_resolution.pdf

BP11: St. Paul/Ramsey County (MN) Economic Gardening Program

The City of Saint Paul and Ramsey County, in partnership with the Edward Lowe Foundation and the National Center for Economic Gardening, implement a metro-wide Economic Gardening Program aimed at connecting seasoned businesses with strategic research, facilitated CEO discussions, and access to a team of specialists that provide expert knowledge in their respective fields. The program provides free tools and resources for companies looking to take their business to the next level. Often referred to as a "grow from within" strategy, economic gardening helps existing companies within a community grow by focusing on strategic growth challenges, such as developing new markets, refining business models, and gaining access to competitive intelligence. Economic gardening specialists help CEOs identify which issues are hindering their growth and then leverage sophisticated tools to deliver insights and information that CEOs can apply to grow their companies. Participating businesses must be domiciled in the county, have between \$1 and \$50 million in annual revenue and employ between 10 to 99 full-time workers. Accepted companies spend about 60 hours over the course of eight months collaborating with their research team.

<https://www.stpaul.gov/departments/planning-economic-development/economic-development/economic-gardening-program>

BP12: New Orleans (LA) Startup Fund

Research found that the angel and venture capital markets in New Orleans were young and undersized compared to other markets in the country. Because of this, Greater New Orleans business and community leaders came together to launch the New Orleans Startup Fund, a non-profit 501(c)(3) evergreen venture fund. Administered by the Greater New Orleans (GNO) regional economic development organization, the mission of the Startup Fund is to provide seed capital and technical assistance to early-stage firms that demonstrate significant growth potential.

The Startup Fund takes a two-pronged approach to solving this critical need. First, the Startup Fund makes financial investments in early-stage companies, which must be headquartered in GNO, Inc.'s ten-parish region. Second, the Fund provides concurrent technical assistance to its portfolio companies. Once companies enter the Startup Fund's portfolio, they are paired with professional staff and network partners to receive assistance in several areas. All applications to the Fund are made online through the organization's website.

<http://gnoinc.org/initiatives/gno-inc-initiatives/new-orleans-startup-fund/>

BP13: Universal Pre-K (Oklahoma)

Since 1998, Oklahoma has had fully funded pre-school for every child, regardless of family income. If a child is four years old by September 1, he or she is qualified to attend school for a year prior to entering kindergarten. Researchers from Georgetown University's Center for Research on Children in the United States conducted extensive, peer-reviewed research on Oklahoma's pre-K programs and consistently found that

the children who enrolled in pre-k outperformed those who did not, across both racial and class lines. Oklahoma does not receive federal funding specifically for Pre-K; however, districts are able to use their Title I dollars to pay for the cost of pre-k. As of the 2016-17 school year, 99 percent of Oklahoma districts offer public school pre-k. In 2016, the Oklahoma Academic Standards (OAS) included Pre-K for the first time, supporting a seamless education from Pre-K through 12. The OAS provide learning standards and objectives for classroom learning.

<https://sde.ok.gov/sites/ok.gov.sde/files/Legislative%20Briefing%20PreK%20Program.pdf>

BP14: Campus Philly (PA)

Campus Philly is a nonprofit organization that fuels economic growth by encouraging college students to study, explore, live and work in the Greater Philadelphia region. The organization helps anchor students in the Philadelphia area by connecting them with employers for internships, building their networks, and investing in the community. Through the Open Arts program, thousands of students are given free tickets for 60 arts venues in the region. The Student Leaders Network features over 450 students eager to explore neighborhood development, build leadership skills, and form a cross-campus network of leaders. The Inclusive Leadership Conference is a full-day leadership conference that attracted 339 students from 24 schools. The Campus Philly website hosts internship and career fairs for college students and employers as well as managing an online job and internship portal.

<http://campusphilly.org/>

BP15: UpSkill Houston (TX)

In 2013, the Greater Houston Partnership, an association of business leaders representing 1,200 member companies in 11 counties, created a task force of 79 leaders from large companies, education and training providers, workforce and economic development entities, and social services. The task force in turn developed UpSkill Houston, an industry-led effort to “better align the supply of middle skills labor to employers’ needs creating a robust workforce pipeline.” The program seeks to increase the number of available workers that have the necessary skills to support the region’s seven key sectors: Petrochemical Manufacturing; Industrial and Commercial Construction; Healthcare; Port, Maritime, Logistics; Utilities; Advanced Manufacturing; and Oil & Gas—Upstream and Midstream. UpSkill Houston’s work focuses on closing the skills gap in the region and aligning collective efforts. It pursues three fundamental objectives:

- Attract unemployed and underemployed Houston residents and youth to advanced technical and craft careers across the region—in part by raising awareness of and changing perceptions about these careers.
- Train individuals in the technical and employability skills necessary for success—using curricula built around industry demand and aligned across the sector for portability.
- Place and retain these workers on career paths that reward those who continue to upgrade their skills and mentor those who need a little support.

UpSkill Houston provides resources, structure, and convening opportunities to foster region- and sector-wide collaboration among employers and educational institutions, as well as training and service providers (community-based organizations and government agencies).

houston.org/upskillhouston/

BP16: Rural Broadband (Colorado)

Across the country, there is growing attention on the issue of broadband internet and the impact that it has on the economic divide between rural and urban areas. Reliable, quality internet is necessary in today's economy where it enables farmers to connect with markets and opens opportunities for telemedicine, public schools and education, and small businesses. In response to increased attention by state lawmakers who prioritized the needs of rural communities and a growing number of rural advocates, Colorado signed into law three bills aimed at accelerating the state's investment in rural broadband. The new laws will open new funding for broadband deployment and established a minimum download and upload speeds of 10 Mbps/1 Mbps. The state currently has 77 percent coverage, but the goal is to reach 100 percent by 2020. Legislative analysts estimate that more than \$115 million will go to broadband grants to extend high-speed internet to rural Colorado between 2019 and 2023.

BP17: Evergreen Cooperatives (Cleveland, OH)

The Evergreen Cooperatives of Cleveland is an initiative championed by a conglomeration of Cleveland-based institutions (including the Cleveland Foundation, the Cleveland Clinic, University Hospitals, Case Western Reserve University, and the municipal government) who work together to create living wage jobs in six low-income neighborhoods known as Greater University Circle. Five key strategic pillars drive the Evergreen Cooperative's mission:

1. Leverage a portion of the multi-billion dollar annual business expenditures of anchor institutions into the surrounding neighborhoods;
2. Establish a robust network of Evergreen Cooperative enterprises based on community wealth building and ownership models designed to service these institutional needs;
3. Build on the growing momentum to create environmentally sustainable energy and green collar jobs;
4. Link the entire effort to expanding sectors of the economy, many of which are recipients of large-scale public investment; and
5. Develop the financing and management capacities that can take this effort to scale.

Evergreen Cooperatives of Cleveland currently operates three business lines: Evergreen Cooperative Laundry, GreenCity Growers Cooperative, and Evergreen Energy Solutions.

<http://www.evgo.com>

BP18: Diversity Council (Rochester, MN)

The Diversity Council is a non-profit organization formed in Rochester, Minnesota when the leadership of Rochester Public Schools recognized the need to combat racism and discrimination in the school system. The Diversity Council began in 1989 as Building Equality Together (BET). "Spark! Workshops" are the Diversity Council's flagship program, starting in 1996 with just a handful of facilitators reaching students at three Rochester middle schools. By 2003, the workshops had reached more than 15,000 students in public and private schools. The Diversity Council also offers professional diversity training for adults with the Becoming the Solution program, parent training with Can Do Kids, and an anti-bullying after school program for youth called Student Leaders Creating Change. In addition to education programs, the Diversity Council provides community leadership and offers consulting services on diversity issues to local businesses and organizations.

<https://www.diversitycouncil.org/about>

ACTION PLAN

This section complements the Advance Now 2.0 Strategic Direction by operationalizing the plan based on implementation priorities, roles and partnerships, organizational capacity, and performance measures designed to enable implementation partners to track progress of Advance Now 2.0's regional impact.

IMPLEMENTATION PARTNER COORDINATION

Much of the work of economic, community, and workforce development is inter-connected. As an example, a region's competitiveness for companies is dependent on the quality of the workforce, which is influenced by the desirability of the region as a place to live. As these different strategic focused areas are linked, so too must be the representatives working to enhance and advance them.

Experience has shown that if sufficient capacity is not present to coordinate the various aspects of strategic implementation, the visioning initiative as a whole will suffer. Making connections and "cross-pollinating" the different partners working to implement Advance Now 2.0 is a critical component of strategic activation and must be purposefully and sufficiently staffed and resourced.

Market Street recommends that MadREP continue to serve this coordination function as it has since Advance Now's launch earlier this decade. MadREP is the most logical entity to manage strategic implementation because of its effective history of guiding Advance Now, its existing network of relationships, the trust it has built up in the community, and its current staff and programmatic capacity. As coordinator, MadREP would continue to administer all the working parts of strategic implementation, from the management of partners to communications internally and externally.

We also propose that MadREP consider the creation of a staffed position to coordinate strategic implementation. This individual would be charged with ensuring that implementation partner entities are collaborating and communicating to the degree necessary to ensure integration of strategic efforts, elimination of programmatic overlaps, identification and advancement of resource-development synergies, and reporting of implementation progress and successes partners, investors, and the media.

VOLUNTEER STRUCTURE

Dedication to the implementation of the Advance Now 2.0 plan by key public and private regional leaders will ensure that all the hard work and input that went into plan development will bear fruit through implementation in the months and years ahead.

Advance Now Implementation Committee

Market Street recommends that top volunteers stay engaged in Advance Now 2.0 by serving as an Implementation Committee. This group could be comprised of the Advance Now 2.0 Steering Committee with potential key additions. While the ultimate roles, meeting frequencies, and terms of service of the Implementation Committee would be determined at a later date, it is nevertheless important that an

influential group of leaders serves as the “keeper of the goals” of Advance Now 2.0 to ensure that implementation honors the development and approval of the strategic process and action plan.

While the Committee would have no organizational governance authority over any of the implementation partners, it would nevertheless serve a critical advisory function, ensuring that the key partners engaged in implementation are represented around the table. This would enable the Committee members to assist staff with ensuring that implementation is collaborative, effectively networked, and free of programmatic redundancies. On an ongoing basis, the Implementation Committee would be kept apprised of all strategic investments and programming and receive reports from Chamber staff and other partners.

There is also the potential to create an **Executive Committee** of the Implementation Committee comprised of a smaller number of key leaders. The Executive Committee would meet more frequently than the larger group and potentially have additional decision-making authority.

Work Groups

Most communities implementing comprehensive strategic plans seek to engage and leverage local experts and program operators by creating volunteer teams to oversee implementation of specific components of the strategy. In addition to developing the capacity to effectively inform and optimize goal implementation, Work Groups provide the opportunity to build a connected network of leaders across multiple constituency groups and strategic categories to ensure that the region is advancing its strategic vision in a coordinated and collaborative way.

The assembly of these volunteer Work Groups allows those entities currently involved in various implementation activities to meet and discuss how to integrate (and potentially expand) their programs and responsibilities to best support implementation

As the coordination entity, MadREP's job will be to make connections between Work Groups, support information capture and flow, foster communications across the network, and make sure volunteers' experiences are positive and rewarding. Day-to-day Work Group management would be the role of the Strategic Implementation Coordinator staff position.

As subsets of the Implementation Committee, each Work Group should be chaired by at least one member of the Committee. The membership of each Work Group would include practitioners and representatives of entities that have implementation roles for that strategy. Work Groups would be charged with integrating Advance Now 2.0 into their own suite of programs, identifying gaps between what is taking place and what is proposed in the plan, and working to close those gaps.

The focus area, number, and composition of the Work Groups would be determined by the Implementation Committee and staff moving forward. It is also possible that there is an **existing group or committee** that could serve the role of strategic Work Group, potentially with enhanced membership.

KEY PARTNER ENTITIES

Successful implementation of Advance Now 2.0 will require coordinated action from a range of community partners. The following table lists the potential implementation partners identified in the First-Year Action Timeline and Five-Year Implementation Matrix. This list is not intended to be final or comprehensive; it would be difficult to accurately list every single supporting entity that could contribute to each effort. But the following represents the organizations Market Street has identified as key partners.

POTENTIAL STRATEGIC IMPLEMENTATION PARTNERS

Abbreviation	Organization
AE	Alliant Energy Economic and Community Development
AFPN	Artisan Food Products Network
AW	Arts Wisconsin
BC	Beloit College
BMPO	Beloit Metropolitan Planning Organization
BF	BioForward Wisconsin
BTC	Blackhawk Technical College
CARPC	Capital Area Regional Planning Commission
CDR	Center for Dairy Research
CCG	City and county governments
DCAC	Dane County Airport Commission
D2P	Discovery to Product
EC	Edgewood College
MCC	Greater Madison Chamber of Commerce
MCVB	Greater Madison Convention and Visitors Bureau
JMPO	Janesville Metropolitan Planning Organization
CC	Local chambers of commerce
EDO	Local economic development organizations
MATC	Madison Area Technical College
MTPB	Madison Area Transportation Planning Board
MEP	Madison Education Partnership
MGE	Madison Gas and Electric Economic Development
MITA	Madison International Trade Association
MEC	Madison Enterprise Center
MadREP	Madison Region Economic Partnership
MT	Metro Transit
MPTC	Moraine Park Technical College
K12	Public K-12 school districts
SBDC	Small Business Development Centers
SWTC	Southwest Wisconsin Technical College
SWWDB	Southwest Wisconsin Workforce Development Board

SWRPC	Southwestern Wisconsin Regional Planning Commission
TED	Thrive Economic Development (Jefferson and Dodge Counties)
UWBR	United Way of Blackhawk Region
UWDC	United Way of Dane County
UWW	University of Wisconsin - Whitewater
UWBS	University of Wisconsin-Baraboo/Sauk County
UWM	University of Wisconsin-Madison
UWRC	University of Wisconsin-Rock County
URP	University Research Park
UL	Urban League of Greater Madison
UWH	UW Health
WARF	Wisconsin Alumni Research Foundation
WAB	Wisconsin Arts Board
WCER	Wisconsin Center for Education Research
ATCP	Wisconsin Department of Agriculture, Trade, and Consumer Protection
DNR	Wisconsin Department of Natural Resources
DOT	Wisconsin Department of Transportation
DWD	Wisconsin Department of Workforce Development
WEDC	Wisconsin Economic Development Corporation
WEN	Wisconsin Entrepreneurs Network
WGA	Wisconsin Games Alliance
MEP	Wisconsin Manufacturing Extension Partnership
WRA	Wisconsin Realtors Association
WRSA	Wisconsin Rural Schools Alliance
WTC	Wisconsin Technology Council
WYEN	Wisconsin Youth Entrepreneurship Network
WITF	WiSys Technology Foundation
WBSCW	Workforce Development Board of South Central Wisconsin

Implementation Timelines

Every strategy needs a realistic schedule for implementation, particularly one as ambitious as the plan created through this process. This section contains **three action timelines**: the first covers a “pre-implementation” period; the second details activities that should occur in the first full year of implementation; and the third provides a brief overview of potential lead entities, estimated costs, potential funding sources, and other considerations for all strategic recommendations.

Market Street has included a preliminary estimate of selected implementation costs based on these timelines. Line-item and total cost projections are included in a table after the three timelines.

PRE-IMPLEMENTATION TIMELINE

The Advance Now 2.0 plan is an ambitious program of work that takes strategic activity in the Madison Region to the next level. To ensure that the region is prepared and aligned for success, Market Street recommends a "pre-implementation" period prior to the formal launch of the strategy. During this time, stakeholders and partner organizations in the community must assess critical implementation capacity and generate support for the strategy and the implementation framework among key constituencies and leaders.

Launch and duration periods are only estimates; Madison Region leaders may find that activities can be advanced more or less rapidly than proposed. The "launch" of pre-implementation will also be contingent on MadREP's communications and outreach preferences related to Advance Now 2.0 and its activation. For example, the strategy could be promoted to the public and media with an official launch of implementation activities occurring at a later date, perhaps oriented around MadREP's annual investor event, the Diversity Summit, or some other milestone.

PRE-IMPLEMENTATION TIMELINE

Action		Launch & Duration	Notes
1	Develop and launch a communications plan to build awareness and support for Advance Now 2.0 implementation	Month 1 to 3	Design and activate a strategy for optimal and sustained promotion of Advance Now 2.0 and its implementation, including partner, media, and community engagement and the potential creation of a Speaker's Bureau and corresponding PowerPoint presentation Present the plan to all partners and seek commitments to assist with implementation Consider the creation of a mechanism for public, private, and institutional partners to officially pledge their support for Advance Now 2.0
2	Assess implementation fiscal and staffing needs	Months 1 to 6	Assess fiscal and personnel resources for implementation and determine the need for capacity enhancements or restructuring of existing budgets Integrate assessments into budgetary planning and confirm strategies to enhance budgetary resources as necessary
3	Formalize Implementation Committee membership	Months 1 to 3	Outreach to Steering Committee members to determine their interest in serving on an Implementation Committee Identify potential additional members and reach out to them to brief them and confirm their commitments Set a first meeting date for the Committee

4	Consider the need to hire a strategic implementation coordination staff	Months 2 to 6	Assess existing staffing levels and confirm the need to hire a new employee at MadREP to manage strategic coordination Create a job description, advertise for, and hire the staff person
5	Confirm Work Group configuration and chairs	Months 2 to 4	Determine the number and focus area for the Advance Now 2.0 Work Groups Based on focus area, identify one to two Chairs for each Group taken from the Implementation Committee roster Outreach to prospects and confirm their intentions to serve as Chairs
6	Hold initial Implementation Committee meeting	Month 3	Brief the Committee on pre-implementation activities and introduce (potential) new members Discuss communications strategies and opportunities for a strategic launch event with Committee members
7	Populate strategic implementation Work Groups	Months 3 to 6	Leverage confirmed Work Group Chairs and other partners to develop invitee rosters for Work Groups Outreach to invitees and secure commitments to serve
8	Hold second Implementation Committee meeting	Month 5	Update the committee on communications and partner outreach, Work Group development, and preparation for strategic rollout
9	Hold initial Work Group meetings	Months 6 to 8	Hold the initial meetings of each strategic Work Group, briefing them on the Advance Now 2.0 process and having them begin to vet their programs and budgets against strategic recommendations
10	Hold a high-profile public rollout event for the Strategy or its implementation	Month 8	Host an official community-wide Advance Now 2.0 rollout event either to officially announce the strategy to the community or as a call to action for its implementation; promote the event in preceding months as part of communications plan developed in Action 1
11	Hold third Implementation Committee meeting	Month 8	Bring the Committee up to date on activities since its last meeting

FIRST YEAR ACTION PLAN

The following key corresponds to cells in the First Year Action Timeline matrix on the following pages. Implementation partners should **always** refer to the Advance Now 2.0 strategy for full descriptions of sub-actions and strategic activities. For the sake of brevity, sub-actions have been removed from the matrix.

- **KEY ACTION** includes its title as well as each action's corresponding Goal Area and Strategic Driver (both are abbreviated) in the Advance Now 2.0 strategy.
- **LEAD** corresponds to the potential lead entity(ies) guiding implementation of that action and tasks.

- **SUPPORT** lists key entities that could assist/influence implementation of that action and sub-tasks.
- **STATUS** refers to the existing dynamics of the action and sub-tasks.
 - **O** = Ongoing action(s)
 - **E** = Expanded/enhanced action(s)
 - **N** = New action
- **LAUNCH** refers to the estimated launch date for initiation of the strategic activity.

Because the official launch date of Advance Now 2.0 has yet to be confirmed, the First Year Action Timeline will not utilize a specific year/month to represent initiation of strategic implementation. Instead, the first 12 months of implementation will be differentiated by quarter. Please note, therefore, that Quarter 1 does not refer to the calendar year but rather the first quarter after the official launch of Advance Now 2.0 implementation.

At the beginning of each new year of the campaign, Market Street recommends that MadREP and its allies review past year successes and challenges prior to finalizing the implementation action plan for the forthcoming year. A variety of factors may require that individual action items be adjusted, particularly in the latter years of the campaign.

The First Year Action Plan incorporates the Advance Now 2.0 priority Key Actions as confirmed by the Steering Committee. However, there are many Madison Region activities that are ongoing which also contribute to strategic implementation. Market Street has attempted to capture both new and ongoing activities in the first year activity matrices. It is also assumed any implementation partner's current strategic activities will continue during Advance Now 2.0's "pre-implementation" phase.

FIRST YEAR ACTION PLAN: ADVANCE NOW 2.0 STRATEGY

Key Action		Implementation Entity		Sta- tus	Launch	Y1 Goals
		Lead	Support			
GCC RP	Build consensus for the creation of a multi-county RPC in the Madison Region	TBD	BMPO, CARPC, CCG, JMPO, CC, EDO, MTPB, MadREP, MT, SWRPC, DOT	N	Q3	<div>✓ Outreach conducted</div> <div>✓ Initial discussions held</div> <div>✓ Progress made on confirmation of need and support for creating a new entity</div>
GCC DPI	Aggressively pursue ongoing planning and development of ED-supportive infrastructure	TBD	BMPO, CARPC, CCG, JMPO, CC, EDO, MTPB, MadREP, MT, SWRPC, DOT	O	Q2	<div>✓ Completed assessment of priority infrastructure projects</div> <div>✓ Incorporation of priorities into legislative agendas</div>

Key Action	Implementation Entity		Sta- tus	Launch	Y1 Goals	
	Lead	Support				
GCC CC	Recalibrate and renew Advance Now regional collaboration frameworks	MadREP	All local and regional implementation partners	E	Q1	✓ Through pre-implementation and after strategic launch, formalization of enhanced framework, including Impl Committee and Work Groups
	Build trust through better formalizing regional ED prospecting efforts	MadREP	CCG, EDO	E	Q2	✓ Initial discussions held on opportunities for formalizing lead/prospect protocols ✓ Draft MOU language created ✓ Initial discussion on non-compete agreement
AD RB	Develop a brand identity and messaging platform for the Madison Region	MadREP	AE, CCG, MCVB, CC, EDO, MGE, TED, UWM, WEDC	N	Q2	✓ RFP developed, distributed, and branding firm hired ✓ Coordinating committee empaneled ✓ Design process launched
AD BA	Implement targeted external prospect attraction activities	MadREP	AE, BF, BTC, CDR, CCG, MCC, MCVB, CC, EDO, MATC, MTPB, MEP, MGE, MITA, MPTC, K12, SWTC, SWWDB, TED, UWW, UWBS, UWM, UWRC, URP, UWH, WARF, ATCP, DOT, DWD, WEDC, WGA, MEP, WTC, WITF, WBSCW	O	Q1	✓ Continued aggressive, coordinated pursuit of high-value prospects in partnership with state and local entities ✓ Optimized event visitation schedule and marketing trips
	Leverage an effective suite of multi-media marketing tools	MadREP	AE, BF, BTC, CDR, CCG, MCC, MCVB, CC, EDO, MATC, MTPB, MEP, MGE, MITA, MPTC, K12, SWTC, SWWDB, TED, UWW, UWBS, UWM, UWRC, URP, UWH, WARF, ATCP, DOT, DWD, WEDC, WGA, MEP, WTC, WITF, WBSCW	E	Q1	✓ Refreshed MadREP website ✓ Continued utilization of effective multi-media marketing toolkit
	Build relationships with important	MadREP	AE, BF, BTC, CDR, CCG, MCC, MCVB, CC, EDO, MATC, MTPB, MEP, MGE, MITA,	O	Q2	✓ Continued planning and hosting of inbound

	Key Action	Implementation Entity		Sta- tus	Launch	Y1 Goals
		Lead	Support			
	economic development influencers		MPTC, K12, SWTC, SWWDB, TED, UWW, UWBS, UWM, UWRC, URP, UWH, WARF, ATCP, DOT, DWD, WEDC, WGA, MEP, WTC, WITF, WBSCW			events for top site consultants ✓ Selective visitation of real estate and site selector conferences
AD LA	Research and identify best-practice community engagement strategies	MadREP	n/a	N	Q3	✓ Research completed on best-practice engagement strategies to promote local initiatives
	Formalize an internal awareness-building campaign for Advance Now	MadREP	All key implementation partners	N	Q4	✓ Campaign design begun
BEEC SDS	Conduct proactive, coordinated BRE visits across the Madison Region	MadREP	AE, BF, BTC, CDR, CCG, MCC, MCVB, CC, EDO, MATC, MTPB, MEP, MGE, MITA, MPTC, K12, SWTC, SWWDB, TED, UWW, UWBS, UWM, UWRC, URP, UWH, WARF, ATCP, DOT, DWD, WEDC, WGA, MEP, WTC, WITF, WBSCW	E	Q1	✓ Continued BRE visits and follow up activities in collaboration with local EDOs ✓ Continued holding of ED101 and Rural ED Summits ✓ Initial discussions held on shared use of BRE CRM system
	Continue enhancing and developing sector-specific Centers of Excellence in the Madison Region	MadREP	AE, AFPN, AW, BC, BF, BTC, CDR, CCG, D2P, EC, MCC, CC, EDO, MATC, MEP, MGE, MITA, MEC, MPTC, K12, SWTC, SWWDB, TED, UWW, UWBS, UWM, UWRC, WRP, UL, UWH, WARF, WAB, ATCP, DOT, SWD, WEDC, WGA, MEP, WTC, WITF, WBSCW	N	Q1	✓ Continued development of existing Centers ✓ Confirmation of subject area of next Center of Excellence ✓ Initial process design for new Center creation
	Assist targeted local firms with international market-building and growth of product exports	MadREP	AE, BF, BTC, CDR, CCG, MCC, MCVB, CC, EDO, MATC, MTPB, MEP, MGE, MITA, MPTC, K12, SWTC, SWWDB, TED, UWW, UWBS, UWM, UWRC, URP, UWH, WARF, ATCP, DOT, DWD, WEDC,	O	Q1	✓ Continued implementation of existing relationship building and ExporTech program

Key Action	Implementation Entity		Sta- tus	Launch	Y1 Goals	
	Lead	Support				
			WGA, MEP, WTC, WITF, WBSCW			
	Advocate for a competitive Madison Region business climate and sufficient funding levels for public and non-profit partners	MadREP	AE, BF, BTC, CDR, CCG, MCC, MCVB, CC, EDO, MATC, MTPB, MEP, MGE, MITA, MPTC, K12, SWTC, SWWDB, TED, UWW, UWBS, UWM, UWRC, URP, UWH, WARF, ATCP, DOT, DWD, WEDC, WGA, MEP, WTC, WITF, WBSCW	E	Q1	<ul style="list-style-type: none">✓ More active engagement with local and regional partners to help inform legislative priorities✓ Support for promotion and advancement of city and county policy priorities within the parameters of MadREP’s incorporated bylaws
BEEC ICE	Sustain and expand the UW-M’s institutional research capacity	UWM	AE, BF, CDR, CCG, D2P, MCC, CC, EDO. MEP, MITA, MEC, MadREP, SBDC, ATCP, TED, URP, UWH, WARF, WCER, WEDC, WEN, WGA, MEP, WTC	O	Q1	✓ Continued support however necessary to advance UW-M’s research mission, output, and impact
	Support the enhancement of sponsored research at the UW-Whitewater	UWW	AE, BF, CDR, CCG, CC, EDO, MadREP, K12, SBDC, ATCP, WEDC, WEN, MEP, WTC, WITF	E	Q3	✓ Outreach to UWW completed to determine potential enhanced research support opportunities
	Optimize processes to bring innovative technologies to market	WARF WITF	AE, BF, CDR, CCG, D2P, MCC, CC, EDO. MEP, MITA, MEC, MadREP, SBDC, ATCP, TED, URP, UWH, WEDC, WEN, WGA, MEP, WTC	E	Q1	✓ Support provided as needed to optimize translation of UWM and UWW technologies to market
	Effectively scale and promote the Madison Region’s hubs of entrepreneurship	TBD	AE, BC, BF, BTC, CDR, CCG, D2P, EC, MCC, CC, EDO, MATC, MEP, MGE, MITA, MadREP, MEC, MPTC, K12, SBDC, SWTC, SWWDB, TED, UWBR, UWDC, UWW, UWBS, UWM, UWRC, URP, UL, WUH, WARF, ATCP, DWD, WEDC, WEN, WGA, MEP, WTC, WITF, WBSCW	O	Q1	✓ Support provided as needed to maximize capacity and impact of entrepreneurial hubs
	Fully leverage Madison Region programs to foster	TBD	AE, BC, BF, BTC, CDR, CCG, D2P, EC, MCC, CC, EDO, MATC, MEP, MGE, MITA, MadREP, MEC. MPTC, K12,	O	Q1	✓ Support provided as needed to maximize capacity and impact of

Key Action	Implementation Entity		Sta- tus	Launch	Y1 Goals
	Lead	Support			
entrepreneurship and enterprise development		SBDC, SWTC, SWWDB, TED, UWBR, UWDC, UWW, UWBS, UWM, UWRC, URP, UL, WUH, WARF, ATCP, DWD, WEDC, WEN, WGA, MEP, WTC, WITF, WBSCW			entrepreneurial programs
OAE TDR Effectively prepare Madison Region K-12 students for college and careers	K12	AE, BF, BTC, CCG, MCC, CC, EDO, MATC, MEP, MGE, MadREP, MEC, MPTC, SBDC, SWTC, SWWDB, TED, UWBR, UWDC, UWW, UWBS, UWM, UWRC, UL, UWH, WCER, DWD, WEDC, MEP, WRSA, WTC, WYEN, WBSCW	O	Q1	✓ Ongoing support from all partners to optimize programs, capacity, impact, and outcomes
Reinvigorate the Madison Region's Business and Education Collaborative	MadREP	AE, BF, BTC, CCG, MCC, CC, EDO, MATC, MEP, MGE, MEC, MPTC, SBDC, SWTC, SWWDB, TED, UWBR, UWDC, UWW, UWBS, UWM, UWRC, UL, UWH, WCER, DWD, WEDC, MEP, WRSA, WTC, WYEN, WBSCW	E	Q3	✓ Completion of outreach to BEC partners to assess current program and identify needed enhancements
Continue evolving two- and four-year higher education programming to align with and support the regional economy	All Higher Ed Insts.	AE, AW, BF, CDR, CCG, D2P, MCC, CC, EDO, MEP, MGE, MITA, MEC, MadREP, K12, SBDC, SWWDB, TED, UWBR, UWDC, URP, UL, UWH, WARF, WAB, WCER, ATCP, DWD, WEDC, WEN, WGA, MEP, WRSA, WTC, WITF, WBSCW	O	Q1	✓ Ongoing support from all partners to optimize programs, capacity, impact, and outcomes
Maximize opportunities to retain local secondary and post-secondary graduates	TBD	AE, AW, BF, CDR, CCG, D2P, MCC, CC, EDO, MEP, MGE, MITA, MEC, MadREP, K12, SBDC, SWWDB, TED, UWBR, UWDC, URP, UL, UWH, WARF, WAB, WCER, ATCP, DWD, WEDC, WEN, WGA, MEP, WRSA, WTC, WITF, WBSCW	O	Q1	✓ Ongoing efforts to connect students and graduates with opportunities in local businesses
Expand workforce participation	TBD	AE, BF, BTC, CCG, MCC, CC, EDO, MATC, MEP, MGE,	O	Q1	✓ Continuing implementation of

Key Action	Implementation Entity		Sta- tus	Launch	Y1 Goals	
	Lead	Support				
	through employer adult education and reskilling initiatives		MadREP, MEC, MPTC, SBDC, SWTC, SWWDB, TED, UWBR, UWDC, UWW, UWBS, UWM, UWRC, UL, UWH, WCER, DWD, WEDC, MEP, WRSA, WTC, WYEN, WBSCW		adult education, retraining, and upskilling programs	
OAE BC	Assess opportunities to provide gigabit broadband connectivity to regional residents and businesses	TBD	AE, BC, BMPO, BF, BTC, CARPC, CCG, DCAC, EC, MCC, JMPO, CC, EDO, MATC, MTPB, MGE, MadREP, MEC, MPTC, K12, SBDC, SWTC, SWWDB, SWRPC, TED, UWBR, UWDC, UWW, UWBS, UWM, UWRC, URP, UL, UWH, WARF, ATCP, DNR, DOT, DWD, WEDC, WEN, WGA, MEP, WRA, WRSA, WTC, WITF, WBSCW	E	Q1	<div>✓ Completion of existing connectivity and capacity scan</div> <div>✓ Completion of determination of necessary capacity enhancements</div> <div>✓ Coalition of partners established to design development strategy</div>
OAE EED	Advance efforts to secure investment for designated Madison Region Opportunity Zones	MadREP	AE, CCG, CC, EDO, SBDC, TED, ULWEDC, WRA	N	Q3	<div>✓ Outreach to local partners completed</div> <div>✓ Identification of highest priority Zone investment opportunities process begun</div>
OAE DI	Continue to enhance the annual Madison Region Economic Development and Diversity Summit	UL MadREP	AE, AW, BC, BTC, CCG, EC, MCC, MCVB, CC, EDO, MATC, MEP, MGE, MEC, MPTC, K12, SBDC, SWTC, SWWDB, TED, UWBR, UWDC, UWW, UWBS, UWM, UWRC, UWH, WAB, WCER, DWD, WEDC, WEN, MEP, WRA, WRSA, WTC, WYEN, WBSCW	O	Q1	<div>✓ Completion of discussion among partners on strategies to enhance Summit</div> <div>✓ Incorporation of enhancement strategies into next Summit</div>

FIVE YEAR IMPLEMENTATION MATRIX

Based on the realities of how comprehensive community and economic development strategies are implemented, Market Street has prepared the following framework as a resource for MadREP and its partners as they work to implement the region's strategy.

Complemented by the detailed potential actions for each tactical recommendation in the Advance Now 2.0 strategy, these matrices should be utilized by implementation entities to guide efforts, inform resource development, manage outreach, help track progress, and identify “what’s next” on the implementation to-do list. Note: One-time costs are indicated in *ITALICS*.

FIVE YEAR IMPLEMENTATION MATRIX: ADVANCE NOW 2.0

Key Action	Launch Year	Lead Implem- enter(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
GROWTH CAPACITY AND COORDINATION						
Build consensus for the creation of a multi-county regional planning commission in the Madison Region	1	TBD	Y1-\$5,000 Y2-\$15,000	State & local budgets	<ul style="list-style-type: none"> Y1 costs for outreach and coordination – potential private funding Y2 costs for lobbying for state legislation Costs for creation/operation of RPC beyond purview of AN2 budget 	<ul style="list-style-type: none"> Creation of RPC representing Madison Region counties
Charge the proposed RPC with articulating a Madison Region growth vision based on existing plans and studies	3	Madison RPC	n/a	Madison RPC budget	<ul style="list-style-type: none"> Planning process costs outside purview of AN2 budget, though private contributions possible to supplement public planning monies 	<ul style="list-style-type: none"> Unified growth vision and plan to inform local government and regional activities
Leverage the proposed Madison Region RPC to coordinate the development of an integrated regional housing assessment	3	Madison RPC	\$50,000	Madison RPC budget Private contributions	<ul style="list-style-type: none"> Housing assessment potentially funded by public and private monies 	<ul style="list-style-type: none"> Understanding of current and projected housing demand Strategies to inform development controls
Secure state legislation enabling the development of regional transit authorities	3	TBD	Y3-\$5,000 Y4-\$25,000	Public and private monies	<ul style="list-style-type: none"> Y3 costs for partner outreach and hosting Y4 costs for lobbying and advocacy campaign 	<ul style="list-style-type: none"> Approved RTA legislation

Key Action	Launch Year	Lead Implem- enter(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
Advance development and funding of a regional transit plan through a Madison RTA or another creative approach	4	TBD	n/a	State and federal monies	<ul style="list-style-type: none"> Costs to establish, program and operate Madison RTA beyond purview of AN2 budget 	<ul style="list-style-type: none"> Creation of Madison Region RTA Determination of optimal go-forward transit-development strategy Securing approval, funding, and constructing enhanced/new capacity
Provide a competitive supply of economic development sites and speculative buildings	2	MadREP	\$75,000	MadREP budget + local public & private monies	<ul style="list-style-type: none"> One-time cost for capacity assessment Expectation that local EDOs and city-county departments would contribute to study cost 	<ul style="list-style-type: none"> Understanding of existing and optimal site and building inventory
Aggressively pursue ongoing planning and development of ED-supportive infrastructure	1	TBD	n/a	State, federal, non-profit monies	<ul style="list-style-type: none"> Costs to plan, develop, and construct infrastructure beyond purview of AN2 budget 	<ul style="list-style-type: none"> Optimal provision of infrastructure to support business expansion and attraction
Recalibrate and renew the Advance Now regional collaboration frameworks	1	MadREP	\$5,000	MadREP budget	<ul style="list-style-type: none"> Estimated costs are for meeting hosting and support 	<ul style="list-style-type: none"> Better coordinated and engaged strategic implementation network

Key Action	Launch Year	Lead Implem- enter(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
Build trust through better formalizing regional economic development prospecting efforts	1	MadREP	Y1-\$2,500 Y2-\$12,500	MadREP budget	<ul style="list-style-type: none"> Y1 costs for outreach and engagement Y2 for legal advisement for MOUs or other structured partnership agreements – could also be secured pro bono 	<ul style="list-style-type: none"> A more seamless economic development prospect and project management system
AWARENESS AND DIFFERENTIATION						
Develop a brand identity and messaging platform for the Madison Region	1	MadREP	Y1-\$2,500 Y2-\$85,000 Y3-5-\$2,500	MadREP budget	<ul style="list-style-type: none"> Y1 costs for administration and volunteer engagement Y2 for brand design and implementation Y3-5 for updates and maintenance 	<ul style="list-style-type: none"> A compelling identity and messaging platform for the Madison Region
Implement targeted external prospect attraction activities	1	MadREP	\$100,000	MadREP budget	<ul style="list-style-type: none"> Annual cost of holistic event and prospecting program 	<ul style="list-style-type: none"> Dynamic program that consistently generates high-value prospect leads and projects
Leverage an effective suite of multi-media marketing tools	1	MadREP	Y1-\$17,500 Y1-5-\$25,000	MadREP budget	<ul style="list-style-type: none"> One-time costs for website enhancement Annual costs for multi-platform communications program 	<ul style="list-style-type: none"> Compelling online and digital media presence for Madison Region
Invest in a comprehensive Madison Region earned media program	3	MadREP	\$75,000	MadREP budget	<ul style="list-style-type: none"> Annual contract with established national public relations firm 	<ul style="list-style-type: none"> Positive national awareness of Madison Region's strengths, assets, and newsworthy firms

Key Action	Launch Year	Lead Implem- enter(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
Build relationships with important economic development influencers	1	MadREP	\$25,000	MadREP budget	<ul style="list-style-type: none"> Inbound site consultant events and meeting attendance 	<ul style="list-style-type: none"> Strong network of relationships with top prospect site location professionals and firms
Develop an integrated action plan to attract foreign-direct investment (FDI) to the Madison Region	2	MadREP	Y2- \$75,000 Y3-5- \$75,000	MadREP budget	<ul style="list-style-type: none"> One time cost for FDI assessment and development plan Costs potentially allayed by state and local government and EDO funds and grants Y3+ implantation costs for foreign marketing missions and contract ED representation 	<ul style="list-style-type: none"> Improved international investment activity in the Madison Region
Determine the value proposition and potential support for branding and marketing the "Madwaukee corridor" between Madison and Milwaukee	2	MadREP Milwaukee 7	Y2- \$150,000 Y3-5- \$100,000	MadREP budget M7 budget Public and private contributions	<ul style="list-style-type: none"> One time cost for brand assessment and development strategy Annual costs for implementation 	<ul style="list-style-type: none"> Maximized development potential from dynamic bi-metro technology corridor
Create an online resource hub for talent attraction	2	TBD	Y2- \$75,000 Y3-5- \$15,000	Multiple potential funders	<ul style="list-style-type: none"> One-time cost for portal design and development Ongoing annual costs for maintenance and updates 	<ul style="list-style-type: none"> One-stop-shop for talent interested in remaining in or relocating to the Madison Region
Host and attend on- and off-campus job fairs, hiring expos, and other events	3	TBD	\$25,000	Multiple potential funders	<ul style="list-style-type: none"> Annual costs for travel, materials, promotion, hosting, and other costs 	<ul style="list-style-type: none"> Targeted attraction of talent with skills

Key Action	Launch Year	Lead Implementer(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
targeting potential talent prospects						desired by local companies
Pursue alumni of Madison Region colleges and universities as high-value relocation prospects	3	TBD	\$50,000	Multiple potential funders	<ul style="list-style-type: none"> Costs for data analytics, outreach, and potential non-local events 	<ul style="list-style-type: none"> In-migration of Madison Region graduates interested in returning to live and work
Research and identify best-practice community engagement strategies	1	MadREP	\$2,500	MadREP	<ul style="list-style-type: none"> One-time research and engagement costs 	<ul style="list-style-type: none"> Determining an engagement model that will work best for the Madison Region
Formalize an internal awareness-building campaign for Advance Now	1	MadREP	Y1-\$2,500 Y2-5-\$20,000	MadREP budget	<ul style="list-style-type: none"> One-time costs for partner engagement and outreach Annual costs for media engagement, communications, events, sponsorships, materials 	<ul style="list-style-type: none"> Greatly enhanced knowledge of Advance Now activities and impact among regional stakeholders
Enlist Advance Now Ambassadors to help tell the story of the strategy's impact	2	MadREP	\$5,000	MadREP budget	<ul style="list-style-type: none"> Administration, logistics, materials 	<ul style="list-style-type: none"> Effective team of local leaders promoting Advance Now to their networks and constituencies
BUSINESS EXPANSION AND ENTERPRISE CREATION						
Conduct proactive, coordinated BRE visits across the Madison Region	1	MadREP	Y2-\$15,000	MadREP budget	<ul style="list-style-type: none"> Y2 costs for acquisition and customization of BRE CRM system 	<ul style="list-style-type: none"> Shared prospect and project management system for local and regional EDOs

Key Action	Launch Year	Lead Implem- enter(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
			Y3-5- \$2,000		<ul style="list-style-type: none"> Y3-5 costs = license fees and updates 	
Continue enhancing and developing sector-specific Centers of Excellence in the Madison Region	1	MadREP	Y1-\$5,000	MadREP budget	<ul style="list-style-type: none"> Development costs for existing Centers beyond purview of AN 2.0 budget Y1 costs for assessment of new Center opportunity Design, development, and programming of new Center outside purview of AN 2.0 budget 	<ul style="list-style-type: none"> Continued expansion of target sectors through development of existing and new Centers of Excellence
Assist targeted local firms with international market-building and growth of product exports	1	MadREP	\$7,500	MadREP budget	<ul style="list-style-type: none"> Ongoing costs of relationship-building and outreach Promotion of ExporTech 	<ul style="list-style-type: none"> Consistently increasing export revenue for local firms
Advocate for a competitive Madison Region business climate and sufficient funding levels for public and non-profit partners	1	TBD	\$5,000	TBD <u>Not</u> MadREP budget, per bylaws	<ul style="list-style-type: none"> Costs for partner and elected official outreach logistics Trips to lobby federal officials in D.C. likely allayed by volunteer participation costs 	<ul style="list-style-type: none"> A globally competitive Madison Region business climate Full funding for critical Madison Region programming
Implement an economic gardening program in the Madison Region	3	MadREP	Y3-\$10,000 Y4-5-\$7,500	MadREP budget	<ul style="list-style-type: none"> One-time costs for Edward Lowe training Annual costs for ongoing training and data assessment 	<ul style="list-style-type: none"> Expansion of mid-sized firms into large regional employers

Key Action	Launch Year	Lead Implementer(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
Sustain and expand the University of Wisconsin-Madison's institutional research capacity	1	UWM	n/a	UWM budget State and federal budgets	<ul style="list-style-type: none"> Costs beyond purview of AN2.0 budget 	<ul style="list-style-type: none"> Continued top 5 UWM national research status
Support the enhancement of sponsored research at the University of Wisconsin-Whitewater	1	UWW	n/a	UWW budget State and federal budgets	<ul style="list-style-type: none"> Costs beyond purview of AN2.0 budget 	<ul style="list-style-type: none"> Sustained expansion of UWW's research capacity and impact
Optimize processes to bring innovative technologies to market	1	WARF WITF	n/a	WARF budget WITF budget	<ul style="list-style-type: none"> Technology commercialization costs outside purview of AN2.0 budget 	<ul style="list-style-type: none"> Establishment of Madison Region as a national startup and research commercialization hub
Effectively scale and promote the Madison Region's hubs of entrepreneurship	1	TBD	n/a	Multiple program operation entities	<ul style="list-style-type: none"> Program development, implementation and enhancement costs beyond purview of AN 2.0 budget 	<ul style="list-style-type: none"> Continued expansion of Madison Region's entrepreneurial ecosystem and culture
Fully leverage Madison Region programs to foster entrepreneurship and enterprise development	1	TBD	n/a	Multiple program operation entities	<ul style="list-style-type: none"> Program development, implementation and enhancement costs beyond purview of AN 2.0 budget 	<ul style="list-style-type: none"> Continued expansion of Madison Region's entrepreneurial ecosystem and culture
Promote greater awareness of the Madison Region as an innovation and startup hub	3	MadREP	\$25,000	MadREP budget	<ul style="list-style-type: none"> Partner outreach and engagement Sponsorship and promotion costs 	<ul style="list-style-type: none"> National awareness of Madison Region as innovation, startup

Key Action	Launch Year	Lead Implementer(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
				Partner budgets		and entrepreneurial center
Expand capital availability and investment at all stages of the startup path to market	4	TBD	n/a	TBD	<ul style="list-style-type: none"> Costs for establishment of public-private venture fund beyond purview of AN 2.0 budget 	<ul style="list-style-type: none"> Improved capital availability for local startups and firms looking to innovate
OPPORTUNITY, ACCESS, AND EQUITY						
Expand affordable pre-kindergarten education programming in the Madison Region to all eligible families	3	TBD	\$20,000	Government budgets and private monies	<ul style="list-style-type: none"> One-time costs for advocacy and public outreach Program development and funding costs outside purview of AN2.0 budget 	<ul style="list-style-type: none"> Universal pre-k for all eligible Madison Region families
Effectively prepare Madison Region K-12 students for college and careers.	1	K12	n/a	School district budgets Private monies	<ul style="list-style-type: none"> Program and curricula development costs beyond purview of AN 2.0 budget Private monies dedicated to district and campus support 	<ul style="list-style-type: none"> High school graduates fully prepared for college or the workplace
Reinvigorate the Madison Region's Business and Education Collaborative	1	BEC	Y1- \$15,000 Y2-5- \$5,000	MadREP budget	<ul style="list-style-type: none"> Y1 costs higher for renewed outreach and promotion Annual costs for partner and stakeholder engagement logistics 	<ul style="list-style-type: none"> Fully leveraging the business community to support local education
Continue evolving two- and four-year higher education programming to align with and support the regional economy	1	Higher Ed Insts	n/a	Higher education budgets	<ul style="list-style-type: none"> Program development and implementation costs beyond purview of AN 2.0 budget 	<ul style="list-style-type: none"> Seamless integration between talent production and local employer hiring demands

Key Action	Launch Year	Lead Implementer(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
Maximize opportunities to retain local secondary and post-secondary graduates	1	TBD	n/a	TBD	<ul style="list-style-type: none"> Ongoing experiential education program implementation costs beyond purview of AN 2.0 budget New program costs could include administration of a coordinated graduate retention program 	<ul style="list-style-type: none"> Maximizing the output of local institutions by connecting graduates with local employment opportunities
Expand workforce participation through employer adult education and reskilling initiatives	1	TBD	n/a	TBD	<ul style="list-style-type: none"> Ongoing adult education program implementation costs beyond purview of AN 2.0 budget New program costs could include development of a comprehensive, coordinated regional re-/up-skilling initiative 	<ul style="list-style-type: none"> Full engagement of the underemployed and those who have dropped out of the regional workforce
Assess opportunities to provide gigabit broadband connectivity to regional residents and businesses	1	TBD	Y1-\$5,000 Y2-\$25,000	Government budgets Private monies	<ul style="list-style-type: none"> One-time Y2 costs for public and leadership engagement One-time Y2 costs for promotion of broadband legislation Broadband construction and operational costs beyond purview of AN 2.0 budget 	<ul style="list-style-type: none"> Competitive high-speed broadband connection speeds for all Madison Region residents and businesses
Advance efforts to secure investment for designated Madison Region Opportunity Zones	1	MadREP	Y1-\$15,000 Y2-5-\$5,000	MadREP budget Government budgets EDO budgets	<ul style="list-style-type: none"> One time Y1 costs for property and parcel assessments Annual costs for ongoing assessment of Opportunity Zone priorities 	<ul style="list-style-type: none"> Effective revitalization of disinvested properties and districts

Key Action	Launch Year	Lead Implem- enter(s)	Estimated Cost	Potential Funding Source(s)	Cost and Funding Notes	Desired Outcome(s)
Implement an anchor-based "community wealth building" pilot program in a disinvested Madison Region neighborhood	4	TBD	n/a	Philanthropic and non-profit budgets Government budgets	<ul style="list-style-type: none"> Costs for pilot program development implementation, and scaling to other communities beyond purview of AN 2.0 budget 	<ul style="list-style-type: none"> Wealth-creation, asset development and entrepreneurial training for low-income communities and residents
Create a multi-organizational leadership team to assess and inform development of worker cooperatives	4	TBD	\$5,000	Philanthropic and non-profit budgets Government budgets	<ul style="list-style-type: none"> Costs for leadership team management and meeting logistics 	<ul style="list-style-type: none"> Inclusive and successful grassroots economies throughout the Madison Region
Continue to enhance the annual Madison Region Economic Development and Diversity Summit	1	UL MadREP	\$15,000	Sponsorships Attendance receipts	<ul style="list-style-type: none"> One-time costs for program enhancement 	<ul style="list-style-type: none"> Continued expansion of Summit reach and impact
Design and launch year-round diversity and inclusion programming	3	TBD	n/a	Philanthropic, non-profit grants Government budgets Private sector monies	<ul style="list-style-type: none"> Costs for development of administration organization and program creation and implementation beyond purview of AN 2.0 budget 	<ul style="list-style-type: none"> A fully inclusive and welcoming Madison Region that celebrates diversity and leverages it for economic gain and societal benefit

Estimated Implementation Costs

Estimating a definitive number for the Advance Now 2.0 programmatic budget would be very difficult to accomplish defensibly. This is largely due to the comprehensive nature of the strategy. To accurately incorporate budgets for all implementation partners and estimate new spending based on additional personnel, capital projects, facilities, and programs necessary to implement the Advance Now 2.0 plan would be a broad approximation at best. It would also result in a total well into the hundreds of millions of dollars.

Instead, Market Street's policy is to project direct costs that might legitimately be incurred directly by the implementation coordination entity (MadREP) or other lead organizations as they plan, administer, and coordinate select Advance Now 2.0 activities and programs. These do not include bricks and mortar construction of buildings or research centers, development of education and training programs or curricula, creation of major initiatives such as universal pre-K or regional broadband, or any other significant expenditure that would require significant budgetary expenditures from institutions or government or a major resource development campaign.

It is always recommended that the **regional network of implementation partners use these budget estimates as a starting point** to determine the anticipated impact of Advance Now 2.0 implementation on their current and potential spending. All regional implementation partners must therefore assess existing capacity in the context of anticipated Advance Now 2.0 implementation needs to determine the potential to either recalibrate existing spending or seek additional revenue. This practice also presupposes a pre-implementation need for organizations to confirm lead and/or support status for each Key Action.

What follows are the anticipated Advance Now 2.0 expenditures that could legitimately be incurred by lead implementation entities to move forward on strategic recommendations. Some of these expenditures are likely accommodated by existing spending, but many are not, especially new or greatly enhanced efforts. As was seen in the implementation timelines, certain Key Actions are currently not "assigned" to an existing organization; so the confirmation of ownership of these activities will of course affect that entity's implementation budget.

The following estimates are therefore applied to selected Key Actions in Advance Now 2.0, but not a specific organization, government, or institution. **Projections also do not include personnel costs, which legitimately comprise the largest budgetary expenditures for many programmatic elements.**

SELECTED IMPLEMENTATION COSTS: ADVANCE NOW 2.0 LEAD ENTITIES

	Y1	Y2	Y3	Y4	Y5	Total
GROWTH CAPACITY AND COORDINATION						
Build consensus for the creation of a multi-county regional planning commission in the Madison Region	\$5,000	\$15,000	\$0	\$0	\$0	\$20,000
Leverage the proposed Madison Region RPC to coordinate the development of an integrated regional housing assessment	\$0	\$0	\$50,000	\$0	\$0	\$50,000
Secure state legislation enabling the development of regional transit authorities (RTAs)	\$0	\$0	\$5,000	\$25,000	\$0	\$30,000
Provide a competitive supply of economic development sites and speculative buildings	\$0	\$0	\$75,000	\$0	\$0	\$75,000
Recalibrate and renew the Advance Now regional collaboration frameworks	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Build trust through better formalizing regional economic development prospecting efforts	\$2,500	\$12,500	\$0	\$0	\$0	\$15,000
AWARENESS AND DIFFERENTIATION						
Develop a brand identity and messaging platform for the Madison Region	\$2,500	\$85,000	\$2,500	\$2,500	\$2,500	\$95,000
Implement targeted external prospect attraction activities	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Leverage an effective suite of multi-media marketing tools	\$42,500	\$25,000	\$25,000	\$25,000	\$25,000	\$142,500
Invest in a comprehensive Madison Region earned media program	\$0	\$0	\$75,000	\$75,000	\$75,000	\$225,000
Build relationships with important economic development influencers	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Develop an integrated action plan to attract foreign-direct investment (FDI) to the Madison Region	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
Determine the value proposition and support for branding and marketing the "Madwaukee corridor" b/w Madison and Milwaukee	\$0	\$150,000	\$100,000	\$100,000	\$100,000	\$450,000
Create an online resource hub for talent attraction	\$0	\$75,000	\$15,000	\$15,000	\$15,000	\$120,000
Host and attend on- and off-campus job fairs, hiring expos, and other events targeting potential talent prospects	\$0	\$0	\$25,000	\$25,000	\$25,000	\$75,000
Pursue alumni of Madison Region colleges and universities as high-value relocation prospects	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000
Research and identify best-practice community engagement strategies	\$2,500	\$0	\$0	\$0	\$0	\$2,500
Formalize an internal awareness-building campaign for Advance Now	\$2,500	\$20,000	\$20,000	\$20,000	\$20,000	\$82,500
Enlist Advance Now Ambassadors to help tell the story of the strategy's impact	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
BUSINESS EXPANSION AND ENTERPRISE CREATION						
Conduct proactive, coordinated BRE visits across the Madison Region	\$0	\$15,000	\$2,000	\$2,000	\$2,000	\$21,000
Continue enhancing and developing sector-specific Centers of Excellence in the Madison Region	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Assist targeted local firms with international market-building and growth of product exports	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$37,500
Advocate for a competitive Madison Region business climate and sufficient funding levels for public and non-profit partners	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Implement an economic gardening program in the Madison Region	\$0	\$0	\$10,000	\$7,500	\$7,500	\$25,000
Promote greater awareness of the Madison Region as an innovation and startup hub	\$0	\$0	\$25,000	\$25,000	\$25,000	\$75,000

	Y1	Y2	Y3	Y4	Y5	Total
OPPORTUNITY, ACCESS, AND EQUITY						
Expand affordable pre-kindergarten education programming in the Madison Region to all eligible families	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Fully leverage the Madison Region's Business and Education Collaborative	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000	\$35,000
Assess opportunities to provide gigabit broadband connectivity to regional residents and businesses	\$5,000	\$25,000	\$0	\$0	\$0	\$30,000
Advance efforts to secure investment for designated Madison Region Opportunity Zones	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000	\$35,000
Create a multi-organizational leadership team to assess and inform development of worker cooperatives	\$0	\$0	\$0	\$5,000	\$5,000	\$10,000
Continue to enhance the annual Madison Region Economic Development and Diversity Summit	\$15,000	\$0	\$0	\$0	\$0	\$15,000
TOTAL	\$255,000	\$655,000	\$732,000	\$609,500	\$584,500	\$2,836,000

Estimated implementation costs (not including personnel) for these select Key Actions is slightly over \$2.8 million for the five-year Advance Now 2.0 implementation period. This translates into \$567,200 per year in spending.

As noted, this figure includes certain expenditures that are already covered by organizational budgets and others that are not. Market Street advises MadREP and all implementation partners consider these projected implementation costs in the context of existing budgets and work during the pre-implementation period to formalize the Advance Now 2.0 budget requirements and resource-development realities and opportunities for all key partners.

There must also be **sufficient staff capacity** to implement new and expanded programs. As with programming, all opportunities to reposition existing staff should be considered before new personnel are hired. However, **it can be assumed based on the experience of past Market Street client communities that additional staff capacity will be necessary to effectively implement the full breadth of the Advance Now 2.0 strategy.**

This applies not only to MadREP but other lead and support implementation entities in the Madison Region. All opportunities for partnerships, resource-sharing, staff collaborations, and other joint activities should be considered under the Advance Now 2.0 implementation framework to help allay costs and maximize the efficiencies of strategic activities.

RESOURCE OPPORTUNITIES

Many regions implementing a comprehensive economic, workforce, and community development strategic plan engage in a public fundraising campaign to source monies to satisfy certain implementation demands. While this is common, that is not to say it is universal.

Other communities source implementation monies from existing investors through established resource development processes. Still others work with regional partners to identify state, federal, and philanthropic grant opportunities for joint pursuit. It has been Market Street's experience that the vision and components

of the Advance Now 2.0 plan are well aligned with the funding priorities of many holistically focused grant programs. As the strategic coordination entity, MadREP will work with partners across the region to consistently assess the most viable means to secure implementation funding for the initiative.

A key source of grant monies is the federal government, especially the Economic Development Administration. In addition to funding strategic planning processes themselves, the EDA supports implementation through programs such as disaster recovery funds, Regional Innovation Strategies (RIS) program components including the i6 Challenge and Seed Fund Support Grant Competition, funding for Research and National Technical Assistance projects, and others.

EVALUATION FRAMEWORK

Measuring performance is a critical component of any community and economic development initiative. Metrics help investors, implementation partners, and the community determine if implementation is having the desired impact and producing the desired return on investment.

Market Street recommends that the Madison Region track performance on a set of specific **Core Measures** representing community outcomes that will be impacted by effective implementation of the strategy's recommendations. They seek to measure the Madison Region's performance in key demographic, socioeconomic, economic, and quality of life indicators that the strategy seeks to impact.

The practice of establishing performance goals associated with the implementation of a community and economic development strategy has become a common practice. These often include specific job and income growth projected to occur in the five-year implementation timeframe. However, it is extremely difficult to establish meaningful estimates for quantifiable gains that are influenced by trends that are often beyond local control; the unforeseen Great Recession is a good example of that reality. In addition, there is typically a lag of between one to three years for the release of certain economic and demographic data that would affect the timeliness of performance reporting.

Rather than establish specific attainment metrics, Market Street recommends that the Madison Region assess its performance by **comparing its key trends against the state and nation**. Aspirational outcomes would include improving relative performance against these geographies over time. Actual results could be measured annually to determine progress and recalibrate strategic priorities. Proposed Core Measures include the following.

CORE MEASURES

Performance Measure	Current Value			Current Difference		Source
	Madison Region	Wisconsin	United States	Wisconsin	United States	
Per Capita Income (2017)	\$51,510	\$48,941	\$51,640	● \$2,569 ● -	● -	BEA
Average Annual Wage (2017)	\$47,761	\$45,475	\$52,847	● \$2,286 ● -	● -	EMSI
Five-Year Wage Growth (2012-2017)	15.5%	12.8%	12.5%	● 2.7% ● 3.0%	● 3.0%	EMSI
Five-Year Employment Growth (2012-2017)	6.9%	5.1%	8.1%	● 1.8% ● -	● -	EMSI
Five-Year Manufacturing Job Growth (2012-2017)	5.5%	2.7%	4.3%	● 2.8% ● 1.2%	● 1.2%	EMSI
Percentage of Jobs that are Manufacturing (2017)	11.4%	15.1%	7.9%	● -3.7% ● 3.5%	● 3.5%	EMSI
Total Poverty Rate (2017)	10.7%	11.3%	13.4%	● -0.6% ● -	● -	SAIPE
Child Poverty Rate (2017)	11.3%	14.6%	18.4%	● -3.3% ● -	● -	SAIPE
% of 25+ Pop. w/ Associate's Degree (2017)	10.6%	10.5%	8.3%	● 0.0% ● 2.3%	● 2.3%	ACS
% of 25+ Pop. w/ Bachelor's Degree or Higher (2017)	36.2%	29.0%	30.9%	● 7.2% ● 5.3%	● 5.3%	ACS
Ratio of Population Aged 25-44 to 45-64 (2017)	1.01	0.89	1.01	● 0.1 ● 0.0	● 0.0	ACS
% of Population Aged 25-44	26.6%	24.7%	26.4%	● 2.0% ● 0.2%	● 0.2%	ACS
% of Households w/ Broadband Internet Subscription (2017)	80.6%	77.6%	77.5%	● 3.0% ● 3.1%	● 3.1%	ACS
% of Commuters using Public Transportation (2017)	3.2%	1.9%	5.1%	● 1.4% ● -	● -	ACS

ECONOMIC RESILIENCE

Market Street believes that the concept of Economic Resilience undergirds the entire Advance Now 2.0 strategic direction and action plan. Sustainable wealth creation for all Madison Region residents regardless of place of residence, age, gender, race or ethnicity, religious affiliation, political philosophy, or skill level is ultimately dependent on the development of quality jobs that pay above the regional average and capitalize on strong projected growth.

Quality job creation and its corresponding influence on economic resilience is ultimately dependent on multiple factors that determine the Madison Region's competitive position for development, expansion, and attraction of the employers that will produce these jobs. These key factors – talent development and attraction, marketing, existing business services, innovation and entrepreneurship, infrastructure, community development, programs targeting at-risk workers, low-income students, and disinvested neighborhoods, regional connectivity, collaboration, and communication, proactive and progressive land use and transportation planning, quality of place, diversity and inclusion, advocacy and public policy, tax and incentive climate, disaster preparedness and response, and housing – are all incorporated into the Advance Now 2.0 recommendations.

The implementation network and framework established for the first Advance Now process and recommended for enhancement in Advance Now 2.0 enables MadREP and its public and private partners to address unforeseen issues, opportunities, threats, and natural disasters as they occur. A great example of this is the community's response to historic flooding caused by severe weather in south-central Wisconsin in late August and early September of 2018. Even months after the floods people living and working in Dane County were still being affected by the aftermath of the damage.

MadREP mobilized its staff and partners to secure and distribute Disaster Recovery Microloans: no-interest loans that assist businesses with a short-term source of funds for repair work, operating expenses, and operating losses from the floods. As of February 2019, MadREP had closed on \$357,000 in loans for eligible local businesses.

Performance measurements will be critical to the Madison Region's process of Advance Now 2.0 implementation and fostering of economic resilience. Job creation, income, wages, youth and adult poverty, educational attainment, broadband accessibility, transit usage will all help the Madison Region measure its resilience in the face of changing economic dynamics and unforeseen threats.

Through effective and sustained implementation of Advance Now 2.0, as was demonstrated in the strategy's first iteration, the Madison Region will continue to experience the heightened job and wealth creation and poverty reduction driven by successful activation of the first Advance Now initiative.

ⁱ Source: Larson, Sandra. "Worker Co-ops Catch on in Philadelphia," Next City. <https://nextcity.org/features/view/worker-co-ops-catch-on-in-philadelphia>