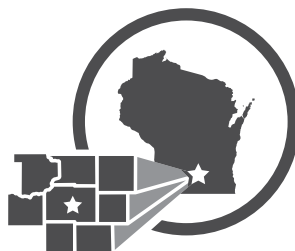
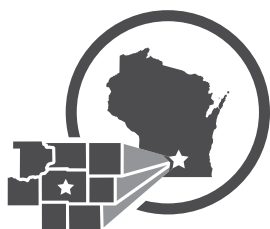


2013

STATE OF THE MADISON REGION REPORT & *ADVANCE NOW* WORKGROUP REPORTS



Madison Region
Economic Partnership

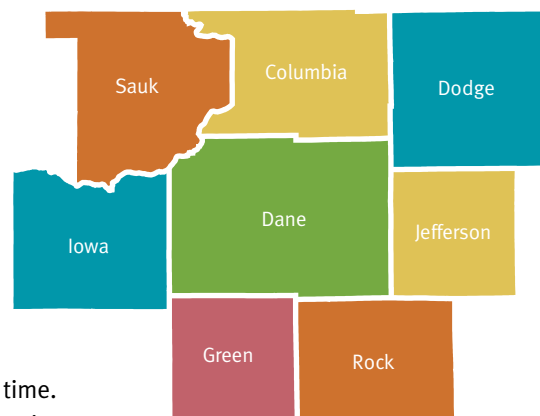


Madison Region Economic Partnership

A NEW NAME: Madison Region Economic Partnership

What's in a name? That's a question that Thrive, the economic development partnership for the eight-county Madison Region, has been asking for quite some time. While the name Thrive captures the tremendous potential and outcome of doing business in this region, it lacks the specificity in our geography and collaborative nature that tells the rest of the world where and who we are. Hence, we share in this publication our new name—Madison Region Economic Partnership—and with it, a new logo. These identifiers communicate the great counties, communities, and businesses that comprise this region, while speaking to the fundamental collaboration that moves our economy forward. We believe they capture the energy and essence of our collective efforts to build a more prosperous future for this dynamic Wisconsin region.

As we usher in a new era under the name Madison Region Economic Partnership, we remain as committed as always to ensuring that people and businesses thrive here.



THE MADISON REGION: An Economic Overview


Our annual State of the Madison Region Report provides an objective analysis of the economic performance of the eight-county Madison Region. This year's report evaluates the Madison Region over time and compares it with the performance of the United States, Wisconsin, and three peer regions: Austin, Texas; Des Moines, Iowa; and Lincoln, Nebraska. Throughout this report, data for the Madison Region is comprised of the aggregate data for its eight counties, whereas comparison region data are based on metropolitan statistical areas as defined by the federal Office of Management and Budget. Peer regions were selected based on their similarities to the Madison Region in the following ways: state capitals; presence of a major university; comparable employment bases in public versus private sectors; vital part of their state's economy despite not being the largest metropolitan area; and other parallels in quality of life, geography, and amenities.

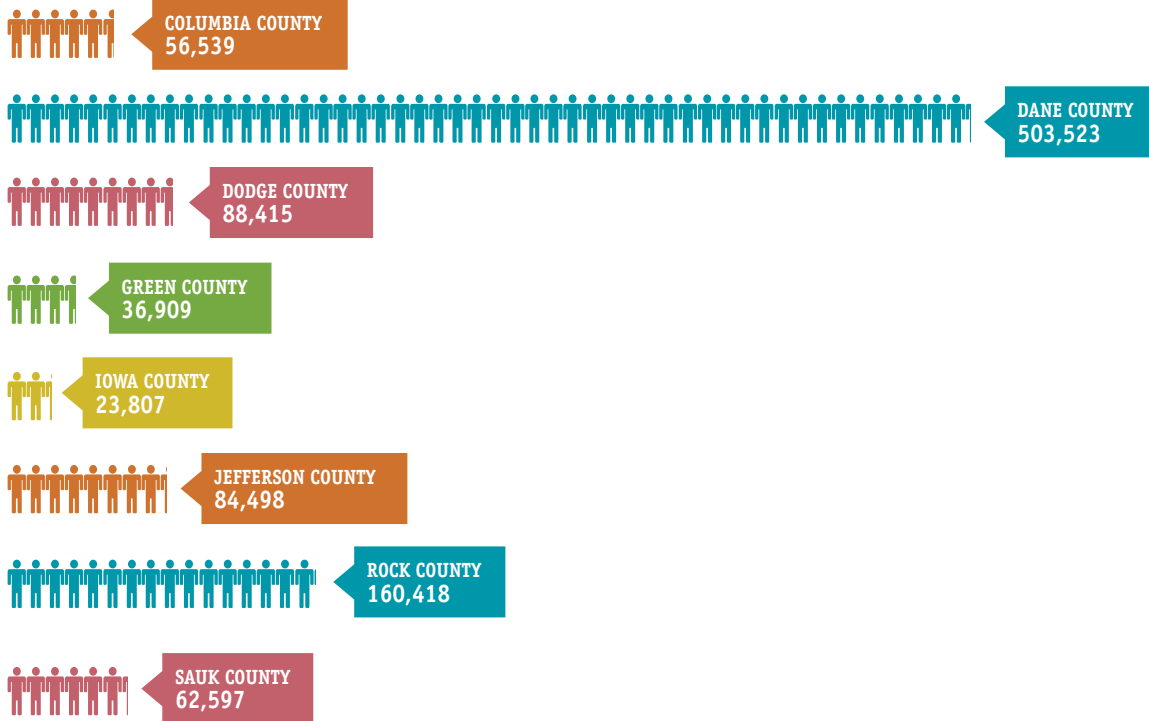
ADVANCE NOW: Madison Region's Strategy for Economic Growth

The *Advance Now* Strategy is the Madison Region's comprehensive blueprint for economic development in the five-year period of 2013–2017. The Madison Region Economic Partnership has convened leaders from across the region into workgroups tasked with steering initial implementation of the strategy's five goal areas. The latter portion of this publication summarizes the key recommendations of these workgroups, with more detailed reports available online at thrivehere.org/workgroup-reports.

PEOPLE

ESTIMATED REGIONAL POPULATION 2012

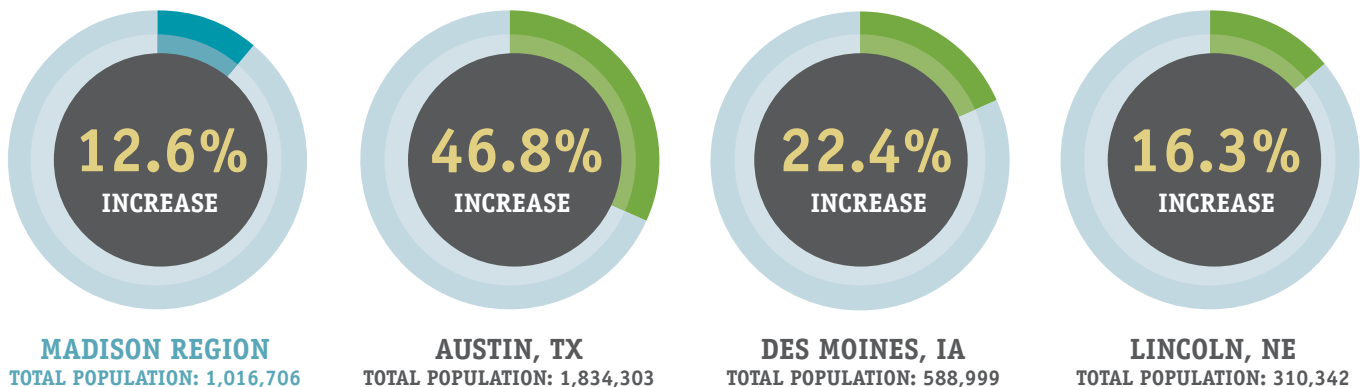
 = 10,000 people



Source: U.S. Census Bureau, Annual Estimates of the Resident Population - 2012 Population Estimates

POPULATION GROWTH 2000–2012

The Madison Region's population grew 12.6% between 2000 and 2012. Though now surpassing one million residents, the Madison Region exhibits the lowest rate of growth among its peer regions.



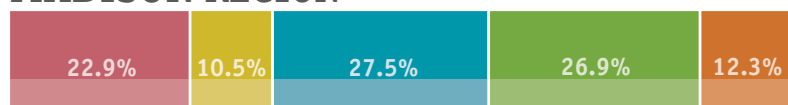
Source: U.S. Census Bureau, 2000 Census and Annual Estimates of the Resident Population - 2012 Population Estimates

PEOPLE

AGE DISTRIBUTION 2010

The Madison Region and all its peers hold the highest concentration of their population in the 25–44 age group. However, all compared communities experienced the greatest growth within the 45–64 age group from 2000 to 2010.

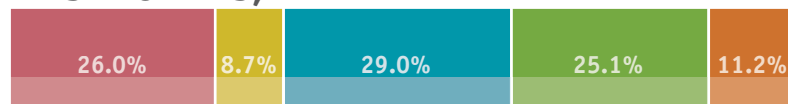
MADISON REGION



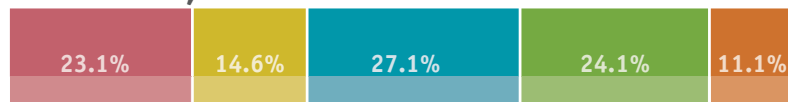
AUSTIN, TX



DES MOINES, IA



LINCOLN, NE



- Under 18
- 18 to 24
- 25 to 44
- 45 to 64
- 65 and Over

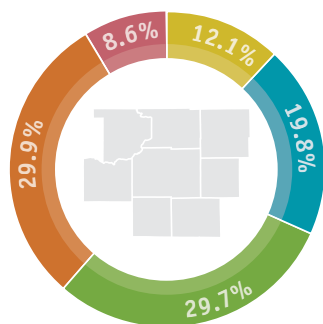
Source: U.S. Census Bureau, 2010 Census

PEOPLE

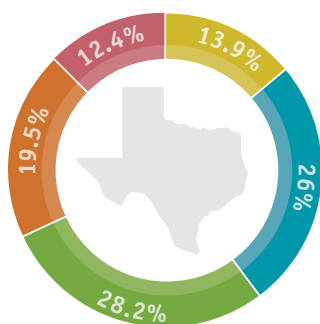
EDUCATIONAL ATTAINMENT ESTIMATES 2007–2011 FOR ADULTS 25 AND OLDER

The Madison Region's educational attainment distribution feeds the many levels of our workforce pipeline. However, we lag peer regions in the generation of baccalaureate degrees.

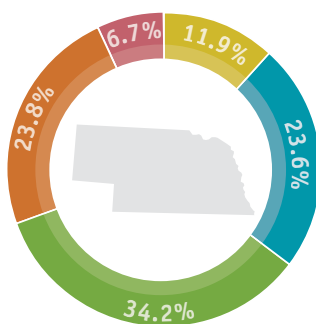
- Graduate or Professional Degree
- Bachelor's Degree
- Some College/Associate Degree
- High School Graduate (includes equivalency)
- Non-High School Graduates



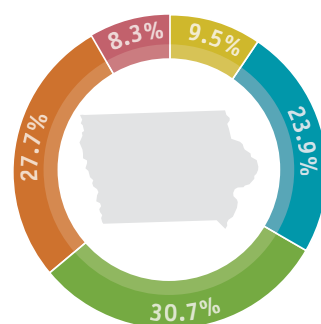
MADISON REGION



AUSTIN, TX



LINCOLN, NE

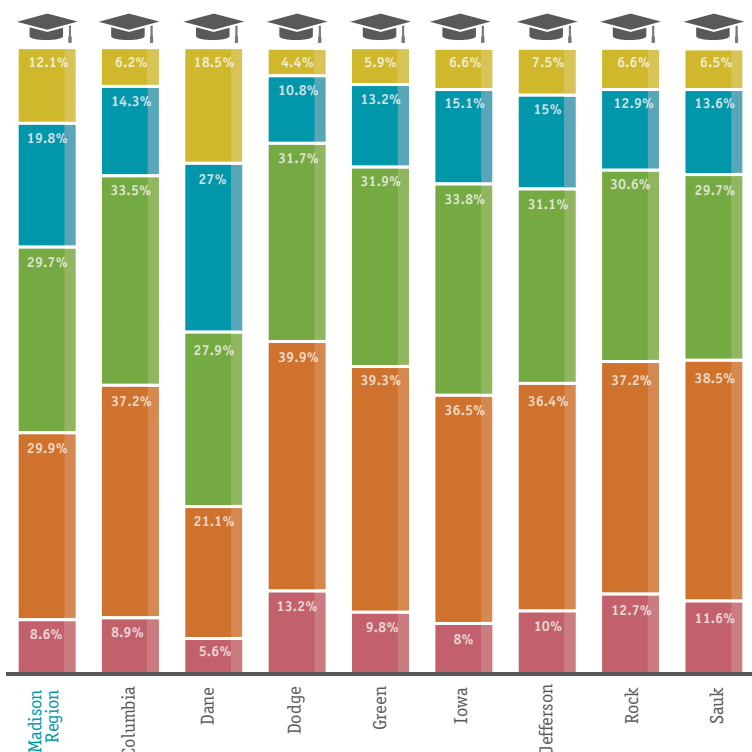


DES MOINES, IA

Source: 2007–2011 American Community Survey, 5-Year Estimates

COUNTY BREAKDOWN: EDUCATIONAL ATTAINMENT ESTIMATES 2007–2011 FOR ADULTS 25 AND OLDER

- Graduate or Professional Degree
- Bachelor's Degree
- Some College/Associate Degree
- High School Graduate (includes equivalency)
- Non-High School Graduates



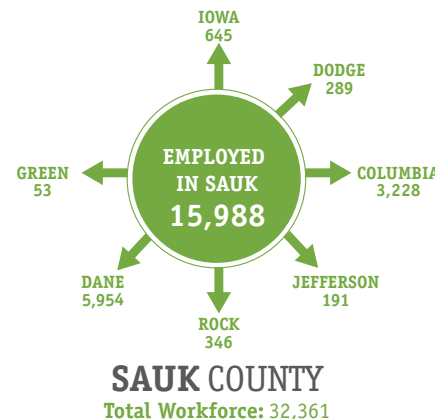
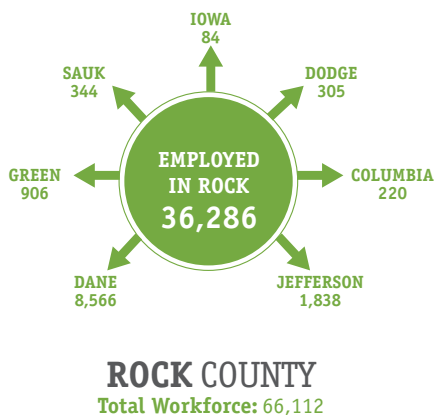
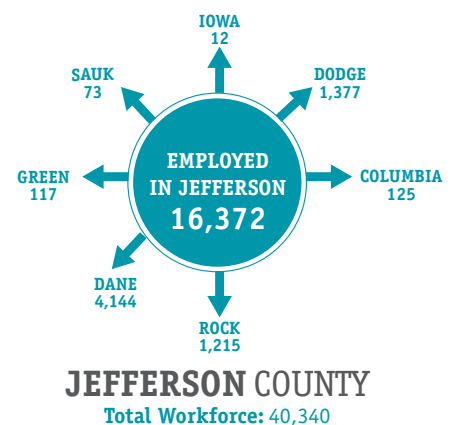
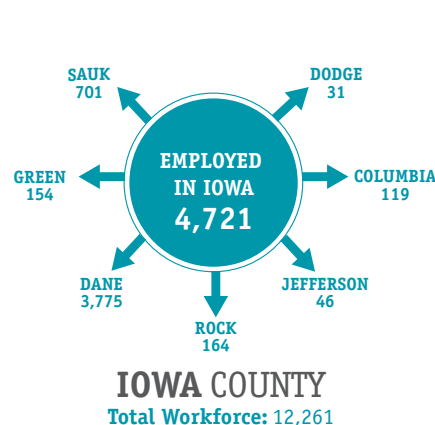
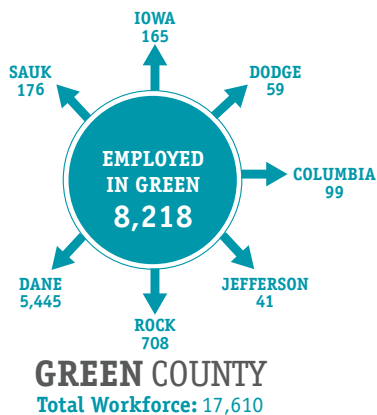
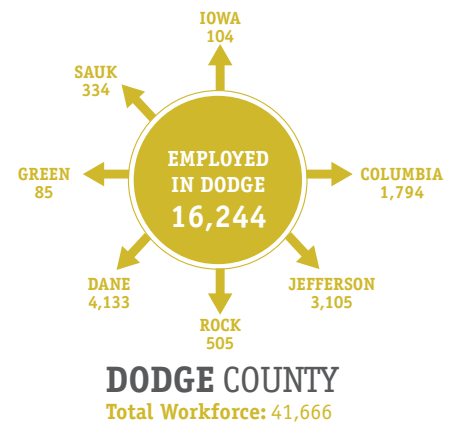
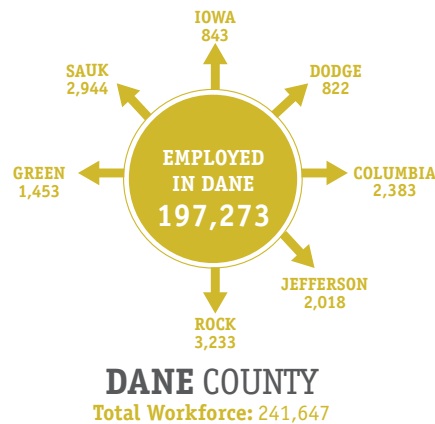
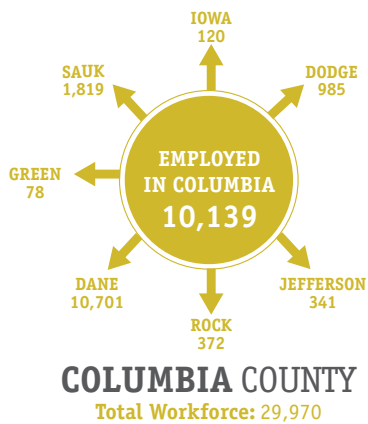
The Madison Region boasts high educational attainment, with more than 30% of adults over age 25 holding a bachelor's degree or higher. However, significant disparities in education attainment exist across our eight counties.

Source: 2007–2011 American Community Survey, 5-Year Estimates

PEOPLE

REGIONAL COMMUTING PATTERN 2010

Madison Region residents cross county lines every day for both work and leisure. More than one-third of Columbia, Green, and Iowa County workers travel into Dane County for employment, demonstrating one way that our economy functions as a region.



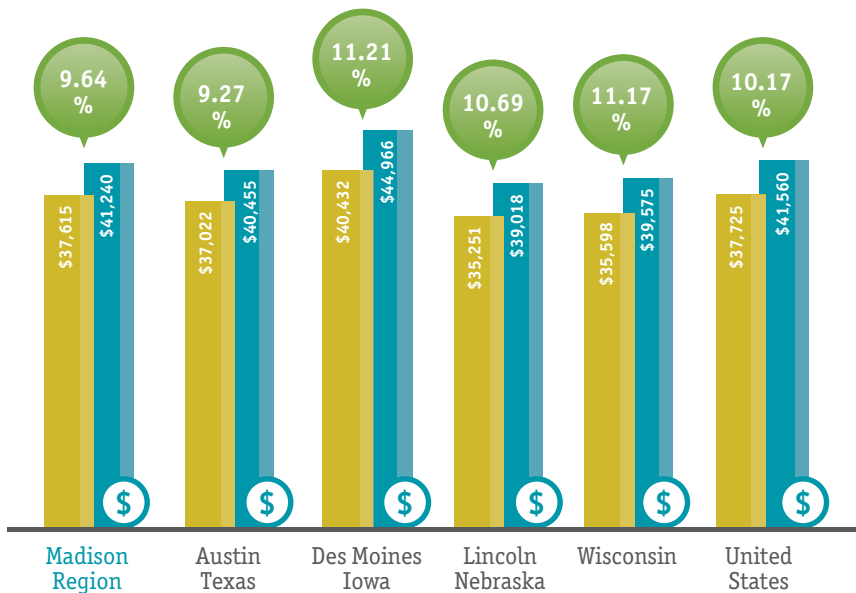
Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, based on U.S. Census Bureau's Longitudinal Employer Household Dynamics data

PROSPERITY

PER CAPITA INCOME 2006 & 2011

Between 2006 and 2011, the Madison Region saw a lower rate of growth in per capita income than two out of its three peer communities, the state, and the nation.

● 2006 ● 2011 ● % Change 2006–2011

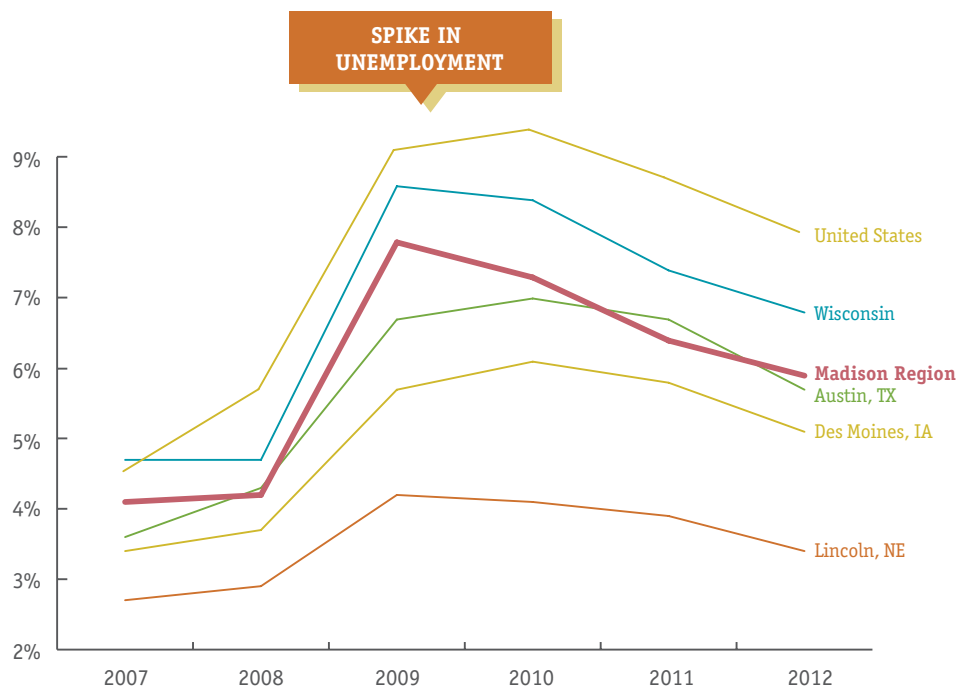


Source: U.S. Bureau of Economic Analysis, Personal Income Summary

INCOME AS IT RELATES TO COST OF LIVING

According to The Council for Community and Economic Research, the Madison and Janesville MSAs have a higher cost of living index than all peer regions. With lagging per capita income and a higher cost of living, the Madison Region can become more competitive by reversing these key economic indicators.

UNEMPLOYMENT RATE 2007–2012



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

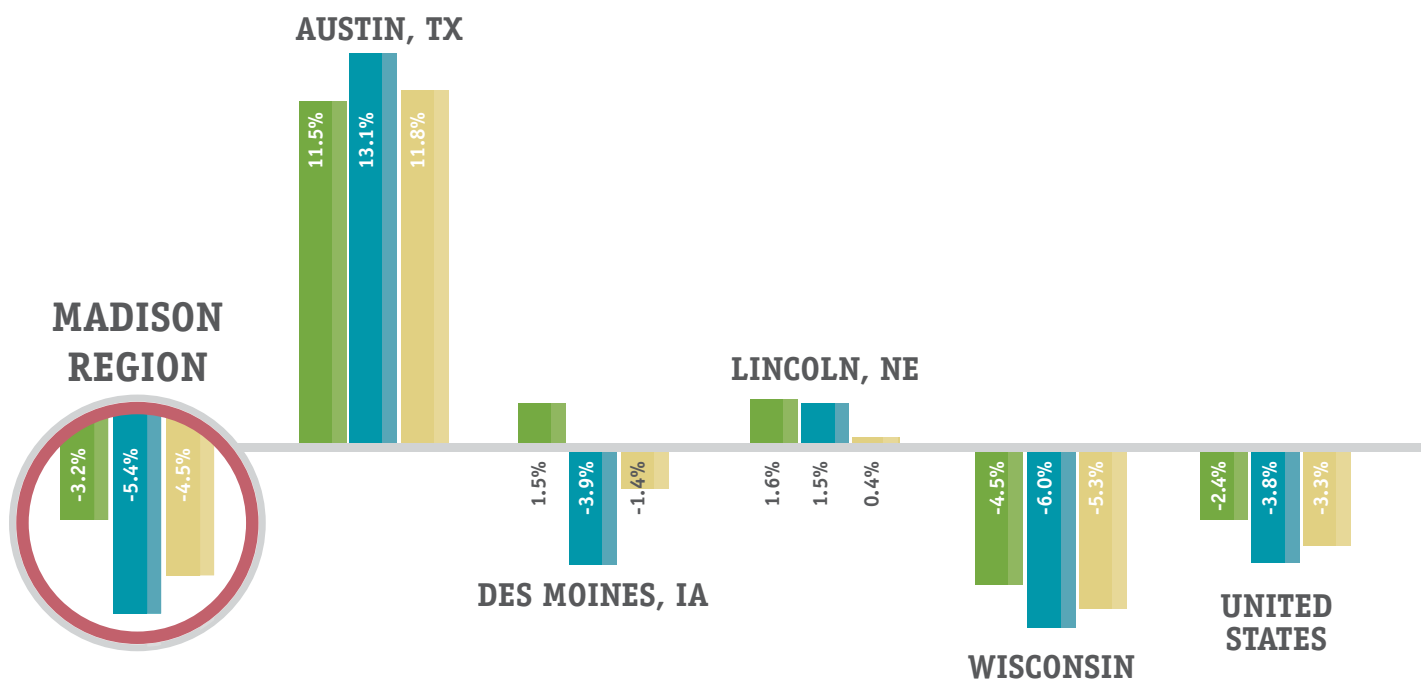
The Great Recession caused a spike in unemployment rates, with all compared regions experiencing a slow recovery that has not yet return to pre-recession levels. While the Madison Region maintains a lower unemployment rate than the State of Wisconsin and the United States, it continues to lag peer regions.

PROSPERITY

CHANGE IN BUSINESS ESTABLISHMENTS 2006–2011

The Madison Region experienced a decline in business establishments of all sizes between 2006–2011, a trend mirrored in many peer geographies but notably reversed in Austin and Lincoln.

● 1–4 Employees ● 5–9 Employees ● All Establishments

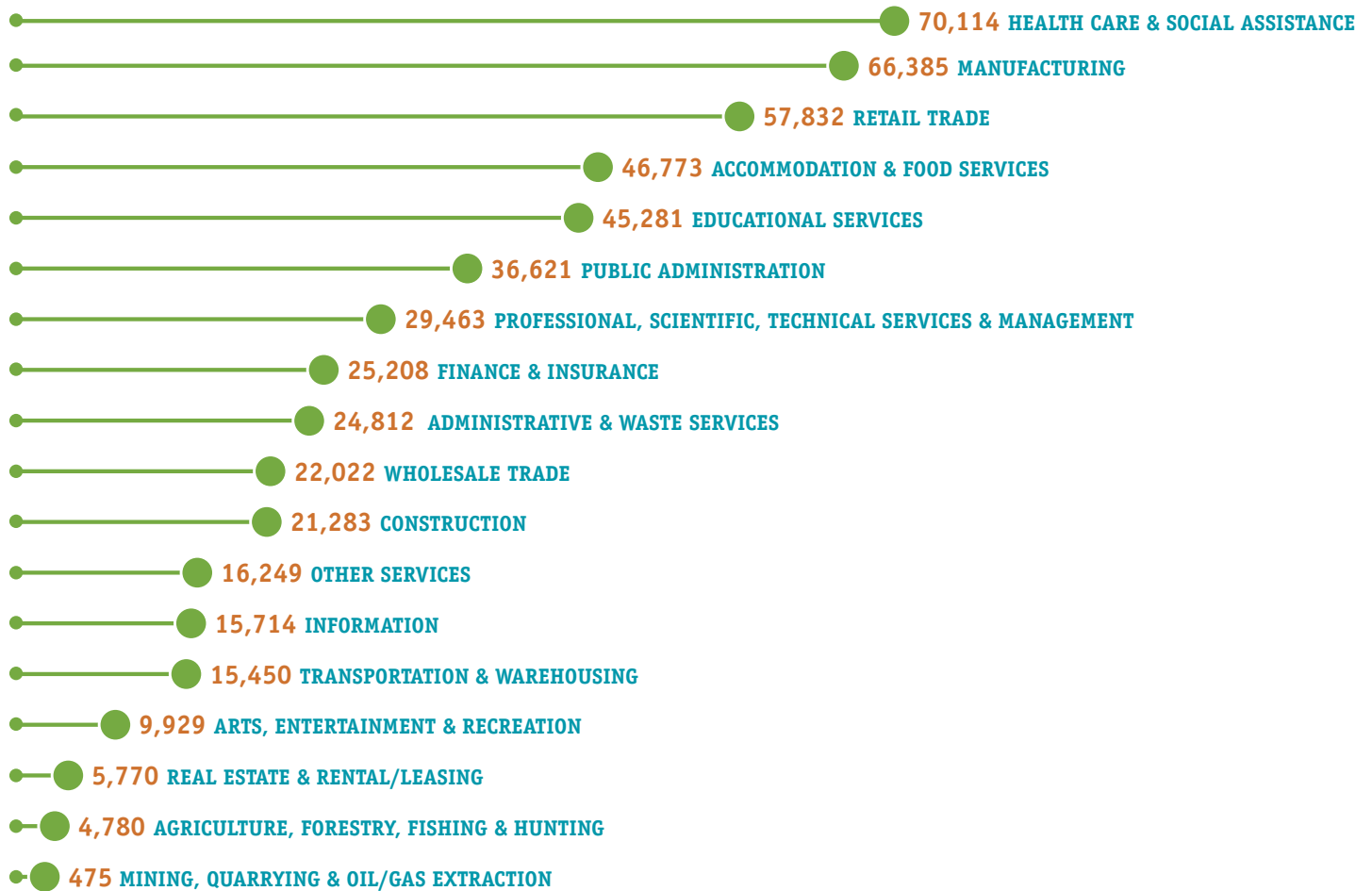


Source: U.S. Census Bureau, County Business Patterns

PLACE

REGIONAL EMPLOYMENT 2012

The Madison Region employs over 500,000 people in a broad spectrum of leading and legacy industries.

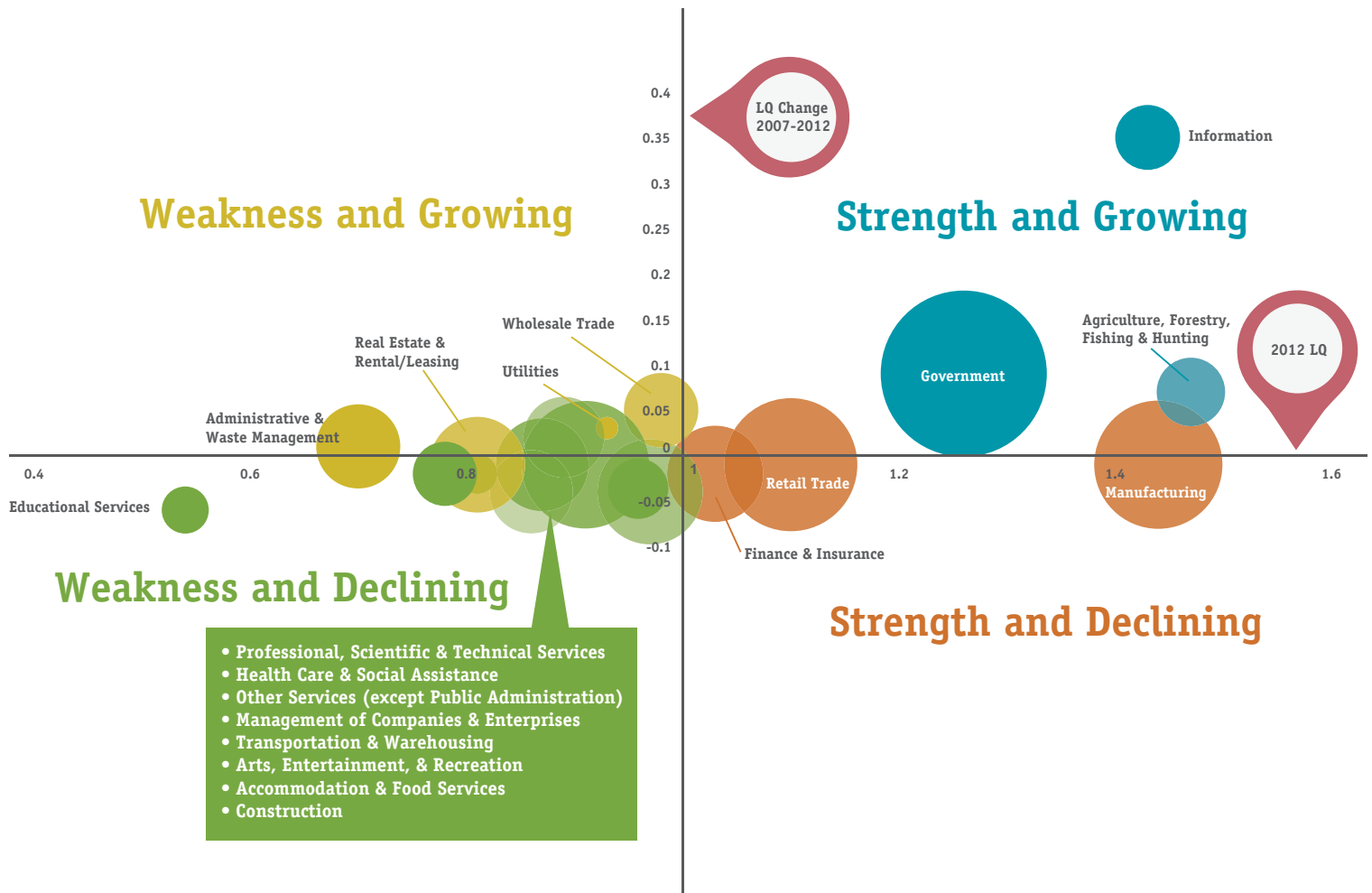


Source: Wisconsin Department of Workforce Development, Quarterly Census of Employment and Wages

PLACE

REGIONAL INDUSTRY LOCATION QUOTIENTS AND SHARE OF EMPLOYMENT 2007–2012

The Madison Region boasts strong and growing employment in both information and agriculture industries relative to the nation. Public sector, manufacturing, retail trade, and health and social assistance industries maintain high shares of employment in the region.



NOTE: Circle size reflects relative employment in respective industry.

Source: EMSI Analyst

ABOUT LOCATION QUOTIENTS

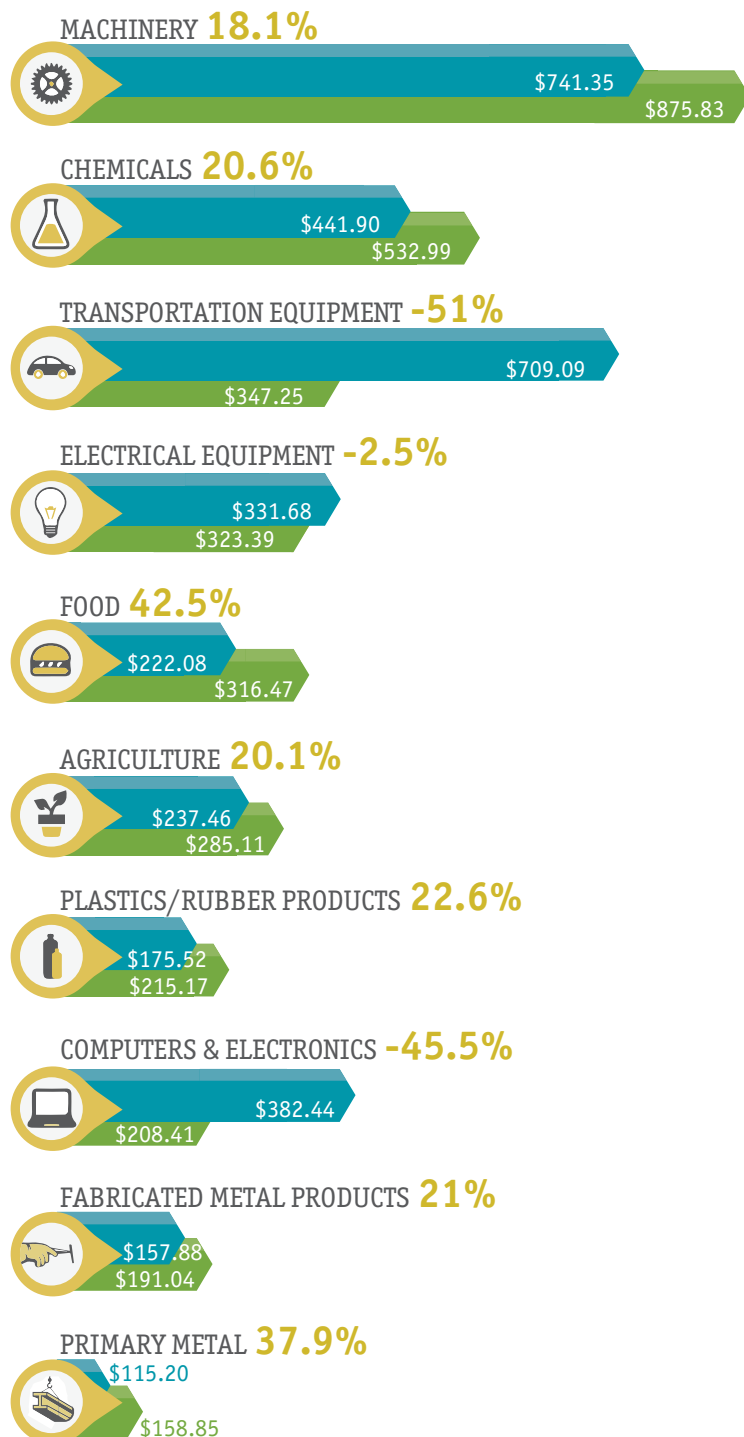
Location quotients are used to measure the relative concentration of local employment in a given business sector. A location quotient larger than 1.0 indicates that the region has a larger share of employment in that sector than the nation, while a location quotient less than 1.0 indicates a smaller local share of employment than the nation. Though location quotients can reveal important information about a regional economy, competitive advantage is not derived solely from employment concentration. Talent base, infrastructure, support services, transfer of academic research to the marketplace, and the capacity of educational institutions are among additional assets that should be considered in identifying competitive target clusters.

PLACE

MADISON REGION TOP 10 INTERNATIONAL EXPORT PRODUCT INDUSTRIES (MILLIONS) 2010

The Madison Region produces many goods in high demand by international markets. Seven of the top 10 export product industries experienced significant growth from 2005–2010.

● 2005 ● 2010 ● % Change 2005–2010



MADISON MSA'S TOP FIVE EXPORT MARKETS 2010 (BY DOLLAR VALUE)

Canada	\$17.3 million
Mexico	\$8.0 million
China	\$6.6 million
Brazil	\$3.9 million
Germany	\$3.0 million

Madison MSA Export Growth Rate 2009–2010 (BY VALUE)

15.1%

2010 Rank by Export Growth Rate Among Largest 100 Metros

10th

Source: Emilia Istrate and Nicholas Marchio, *Export Nation 2012* (Brookings Institution, 2012). Brookings analysis of data from BEA, BLS, IRS, Moody's Analytics, NAFTA, and USITC

ADVANCE NOW: Madison Region's Strategy for Economic Growth

In 2011 the Thrive Board of Directors embarked on a **bold and comprehensive strategic planning process** which gave rise to the *Advance Now* Strategy for economic growth. With the assistance of Mac Holladay and his team at Market Street Services, Thrive and its many partners focused the plan on moving the Madison Region from economic complacency to leadership.

Dozens of regional stakeholders participated in the planning process, dozens more lent technical expertise, and hundreds of people throughout the region weighed in at community forums. The plan effectively outlines five years of goals, objectives, and actions in the areas of:

- **Economic Competitiveness** (includes supplemental reports from staff on business retention and expansion and international development)
- **Innovation and Entrepreneurship**
- **Human Capital**
- **Marketing**
- **Leadership and Diversity**

The completion of this strategy moves Thrive—now known as the Madison Region Economic Partnership—from a study and planning phase into execution, with actionable and value-added next steps.

A new president was brought on board in late 2012 to lead the implementation of the plan and to put a team in place to carry out the actions set forth in it. After filling the roles of vice president of marketing and vice president of strategic partnerships with very capable individuals earlier this year, we began assembling the **workgroups which would steer the final implementation strategy**. Since that time we have also added a senior vice president of economic development.

Those workgroups, one for each plank of the platform, have been led by 10 extraordinary co-chairs who gave countless hours to facilitating 70 volunteers in developing ideas and actions which will help animate *Advance Now*.

The workgroups were charged with reviewing the existing strategy to reinforce or amend pieces of their plank and with highlighting initial steps that represented must-do actions or game-changing ideas that either came from best practices throughout the nation or build on a regional idea which is already taking place but not yet fully scaled.

What follows is a compilation of actions that will be incorporated into the Madison Region's economic development game plan for the remainder of this year. This first year plan puts the region into a **new realm of economic development and has us poised to compete in a way that, until now, the Madison Region had been unable**.

Following adoption of the workgroup reports, a Policy and Planning Committee will be established, comprised of board members who sat on the workgroups. This committee will continue to monitor and update the strategies while keeping a close ear to volunteer advisors with expertise in the five areas.

The constant theme that overrides this is collaboration. We know that in today's global economy, businesses make decisions on a regional scale. We are stronger working across municipal and county boundaries, and Madison Region Economic Partnership is committed to convening the network of public and private partners that will drive the successful implementation of *Advance Now*.

We are honored to serve alongside our many partners, and are confident that the outcomes of our collective efforts will shape a stronger economy in this region. The opportunity is great, and the potential even greater.



Bill Johnston
Chair, MREP Board of Directors



Paul Jadin
President, MREP



ECONOMIC COMPETITIVENESS

The Economic Competitiveness plank of the *Advance Now* platform is the most comprehensive, purely economic development piece of the overall strategy and has commanded the attention of numerous economic development professionals. The Economic Competitiveness Workgroup focused on three key areas that practitioners determined would add immediate value to their efforts.

KEY RECOMMENDATIONS/TRANSFORMATIVE IDEA

1) Economic development and investment related decisions are driven by data. Madison Region Economic Partnership (MREP) will help position the region by collecting, tracking, and analyzing economic data from throughout the region.

Additionally, MREP will initiate a regional value chain mapping project, which will provide an excellent Business-to-Business or Business-to-Consumer resource for emerging and small-to-medium sized firms. To augment this value chain mapping project, as well as to accelerate data access, a companion and interactive online database should be developed, which would be updated regularly.

Last, an industry cluster wheel—with an emphasis on identifying, categorizing, and assigning a strength indicator—should be developed to link the dashboard and the value chain mapping tool together. These indicators would provide a qualitative assessment or ranking to the following eight categories: business climate (with an emphasis on the economic development tool box), infrastructure, market share, property, quality of life/place, resources/networks, technology/innovation, and talent/workforce.

2) To help raise the collective awareness of the region from an inside-out strategy, MREP should work collaboratively with existing leadership programs to incorporate a triple bottom line focus (i.e. economic, environmental, and social) as well as a regional perspective to train both local elected officials and future community leaders.

In order to develop the most educated and informed local elected officials on economic development in the country, MREP should work with the Wisconsin Economic Development Association (WEDA) to tailor and deliver its existing local elected official training seminar to every regional local unit of government.

3) A survey conducted by the UW-Madison Alumni Association found that more than 50% of alumni would consider relocating to the Madison Region if conditions were right. To address this problem, MREP should work aggressively toward recruiting back the graduates and their spouses that the region has lost to the coasts or other large metropolitan areas. In addition to working with employers and alumni, the Bring Back Our Badgers campaign will communicate to former Badgers the possibilities of starting, moving, or growing businesses in the Madison Region. An added feature of this campaign involves the development of a regional cost of living calculator, which will be powered by primary and secondary data sets to help drive the region's affordability proposition of living and working within the region compared to elsewhere. The MREP Board of Directors has asked that this be referred to the Human Capital Workgroup.

IMPLEMENTATION

MREP will contract with qualified vendors to deliver the templates for the data dashboard, the mapping tool, and cluster component. Partnerships will be formed with UW-Extension, UW-Madison, state agencies, and trade associations to populate the dashboard. MREP will also work with WEDA and various government associations to enhance the leadership effort. MREP will coordinate the Bring Back Our Badgers Campaign through the UW system with the aid of the cost of living calculator.

MREP's Division of Strategic Partnerships will be in charge of all data collection, and the Division of Economic Development will spearhead the leadership efforts.

See pages 12–13 for supplemental Economic Competitiveness staff reports on business retention and expansion and international development.

REGIONAL BUSINESS RETENTION & EXPANSION EFFORTS

In the *Advance Now* plan, the need for a regional business retention and expansion (BRE) effort was identified in a number of sections. Under the pillar of Economic Competitiveness, the plan identified the need to professionalize and better coordinate current BRE efforts and to leverage the BRE program to attract new businesses to the region. Under Human Capital, the plan identified the need to conduct a regional employer survey to determine priority career and technical training needs and to communicate the workforce findings to education and workforce providers. Within Innovation and Entrepreneurship, the plan recommends utilizing BRE visits to identify challenges and barriers in private firms' concept, prototype development, and testing phases. The following development plan is recommended to address these calls for action on regional BRE efforts.

STAFF RECOMMENDATION – REGIONAL BRE DEVELOPMENT PLAN

1) Create/assemble Steering Committee and come to consensus on:

- Stated objective(s) for regional BRE effort (i.e. keep/grow jobs/companies, supply chain, etc.)
- How success will be measured (i.e. visits, referrals, jobs saved/created, companies saved/expanded, increased profitability or market share, etc.)
- Base list of questions to include, regardless of survey instrument. (Partners can choose to include additional questions if desired, but all will agree to base list of questions.)
- What data will be shared, when, and in what format
- Initial list of key companies to visit (by employment, cluster, or other mutually accepted criteria)
- Timeline to complete first wave of BRE visits to companies identified above. (Visits to move forward even if more than one survey instrument is currently in use by partners.)
- Identification of parties responsible for targeted companies
- Identification of members to be included in Regional BRE Review/Resource Team (i.e. economic development directors, technical college partners, workforce development board representatives, etc.) and follow-up protocol

2) BRE Training, Visits, and Survey Collection

- Train volunteers (if identified as a need by Steering Committee)
- Pre-visit preparation
- Assistance by Madison Region Economic Partnership (MREP) staff if necessary/desired in some locales

3) Program Management and Data Management (INTERNAL)

- Create system to manage data collected from BRE surveys (Note: MREP will work with its partners and WEDC. Information is expected to be collected via two or more platforms.)
- Measure results (as identified by the Steering Committee)
- Establish means to share information in the aggregate with partners

4) Gather Regional BRE Review/Resource Team for quarterly meetings

- Members report on their visits
- Address red flags. If actionable issues have not been resolved, tasks will be assigned to team members for follow-up, either directly or with other partners.
- Review green-flag opportunities and corresponding actions taken, or assign follow-up actions
- MREP staff reports on any trends or issues of common concern identified from data results
- MREP staff reviews other information of interest, including supply chain information/opportunities
- Opportunities to leverage BRE results identified and assignments for action made

IMPLEMENTATION

MREP's regional BRE efforts will be led by the VP of Strategic Partnerships in association with the Senior VP of Economic Development and in collaboration with local economic development organizations and partners across the eight-county Madison Region. We will need to approach 1,000 visits per year to better map our supply chain and to enhance our ability to preserve and grow what we have while reaching out to non-MREP businesses in the supply chain for attraction purposes. This will be staff intensive, but costs related to software should be funded by Wisconsin Economic Development Corporation.

INTERNATIONAL TRADE DEVELOPMENT PLAN

Our future regional economy will be its strongest when we produce the goods and services needed by the citizenry of the world's major metropolitan centers to live, work, and play. Furthermore, the Madison Region must be an international leader in agriculture, manufacturing, and talent, and stay physically connected to major metropolitan regions through infrastructure like fiber, ports, airports, highways, and rail. Wisconsin (with \$22B in annual exports), and more importantly the Madison MSA (with \$2B in annual exports), are well positioned to capitalize on these assets.

To address the continued rapid globalization of the world's economy, the Madison Region Economic Partnership (MREP) will create and implement a plan for exports and foreign direct investment in partnership with the federal and state government, private corporations, economic development entities, and trade organizations.

STAFF RECOMMENDATION – INTERNATIONAL TRADE DEVELOPMENT PLAN

- 1) Create an International Steering Committee
 - Guide initial efforts and create international strategic plan
- 2) Develop a Value/Supply Chain Map of Industry Clusters
 - Work with industry cluster staff from Wisconsin Economic Development Corporation (WEDC)
- 3) Work with UW Office of Corporate Relations to profile research and development facilities, labs, and other design and testing capabilities at UW-Madison
- 4) Create partnerships with WEDC, Wisconsin Department of Agriculture, Trade, and Consumer Protection (DATCP), and Wisconsin Manufacturing Extension Partnership (WMEP)
 - Cost share dollars, roles, and responsibilities
 - Strategize with WEDC and WMEP prior to Washington, D.C. visit to facilitate a team approach
 - Market MREP-State partnership programs simultaneously to economic development organizations and corporations
- 5) Make external visits
 - Visit Minneapolis International Marketing Office—a strong new program—to learn best practices
 - Visit Washington, D.C. to meet with federal agencies and Brookings Institution
- 6) Hire new staff—International Marketing Manager (0.5 FTE)
- 7) Identify and secure corporate sponsors locally
- 8) Pursue grant dollars
- 9) Participate in outreach programs

IMPLEMENTATION

MREP's international trade efforts will be led by the SVP of Economic Development and in collaboration with VPs of both Marketing and Strategic Partnerships, local economic development organizations, and partners across the eight-county Madison Region.

INNOVATION & ENTREPRENEURSHIP

The Innovation and Entrepreneurship portion of the *Advance Now* Strategy seeks to transform the Madison Region's economy by capitalizing on sources of innovation and ensuring that entrepreneurs are supported throughout the startup process. The Innovation and Entrepreneurship Workgroup reviewed the *Advance Now* Strategy and made recommendations on how to best leverage and grow the Madison Region's resources.

KEY RECOMMENDATIONS/TRANSFORMATIVE IDEA

The Innovation and Entrepreneurship Workgroup recommends the creation of an asset-based regional innovation and entrepreneurial ecosystem focusing primarily on mentorship and innovative spaces, with secondary goals of increasing access to capital and growing our own entrepreneurs.

First and foremost, the Innovation and Entrepreneurship Workgroup proposes to enhance and expand the University of Wisconsin's MERLIN Mentor Program throughout the region with existing and new partnerships. This involves adding new mentors to the program outside of Dane County, finding funding, and establishing a new framework for collaboration and matchmaking. MERLIN was adapted from a Massachusetts Institute of Technology program and has in turn served as a model for other locations.

Additionally, and equally important, is the workgroup's vision to grow and create financial and operational sustainability for innovative spaces such as Sector67 (prototyping community and hackerspace in Madison), Wisconsin Innovation Kitchen (kitchen incubator in Mineral Point), and the FEED Kitchen (kitchen incubator in Madison). A second innovative hackerspace pilot project outside of Madison increased access to start-up capital for inventors and entrepreneurs, and new opportunities for innovation and entrepreneurship at UW System universities (particularly UW-Madison and Whitewater) are also targeted for the next 12 months. There are many public and private organizations in place with both human and virtual resources that will be instrumental partners.

Finally, the workgroup recommends developing the next generation of entrepreneurs and inventors by integrating youth of all ages throughout the entrepreneurship ecosystem.

IMPLEMENTATION

Madison Region Economic Partnership (MREP) Division of Economic Development will work with educational institutions and other organizations throughout the Madison Region to identify new entrepreneurs, find new inventions, match compatible mentors, and establish the framework for the regional eight-county mentor system. Social networks will be formed, social media and new web resources will be used, and best practices of the MERLIN Mentor program will be duplicated.

MREP Division of Economic Development will also work directly with Sector67, the City of Madison, and developers to find new space, facilitate financing, and enhance operational sustainability of Sector67. The City of Madison, Dane County, private foundations, and other partners will be important to the future success of Sector67. MREP will work with community leaders, economic development organizations, and existing regional mentorship partners to identify new resources and opportunities for existing innovative spaces and find champions for new opportunities (i.e. new pilot hackerspace outside of Madison). MREP and its partners will advocate for new policies that facilitate the framework needed for effective collaboration.

HUMAN CAPITAL

The *Advance Now* strategy identifies the Madison Region's need to grow and attract top talent through a coordinated pipeline, while ensuring that the current and future workforce meet and exceed expectations of firms and business clusters that are starting up, expanding, and locating in the region. The Human Capital Workgroup addressed these needs with the following key recommendations and suggested implementation for the next year.

KEY RECOMMENDATIONS

The primary recommendation of the workgroup was to align education and workforce development efforts with target sector initiatives. To that end, the group identified the following actions:

- Create a roundtable solution that will give business, economic development, educators, and workforce professionals a platform for collaboration and will generate specific and actionable efforts that will provide an opportunity for the business community to become more engaged.
- Conduct data collection and trend analysis on emerging industries and related job forecasts to inform the work of each roundtable.
- Based on the trends and identified needs, align workforce needs with educational offerings linked to those needs. In addition, identify regional educational gaps related to emerging or high need industries.
- Build both longer-term strategies for workforce development, but also shorter-term, innovative, more responsive solutions.
- Recruit roundtable participants from existing employer engagement groups such as the Technical College Program advisory boards representing the targeted clusters, the Workforce Development Board and Economic Development sponsored sector teams, K-12 Business Education Partnership members, and industry associations such as WMC members, and Chambers of Commerce from the region.
- Explore a strategy to house employer engagement information that is easily accessible to employers and partners.

A second recommendation of the Human Capital Workgroup was to forge strong partnerships between educators, parents, students, and regional businesses. Within this objective, workgroup members agreed that parent engagement must be the first priority, particularly in terms of evaluating potential career options for their students. To help accomplish this, the group advised the following:

- Be proactive in partnering with the region's school districts and existing partners (such as Chambers of Commerce and nonprofit agencies) to inform parents throughout the region about the new Academic Career Plan requirements and strategies for parents to become involved.

To accomplish the above recommendations, as well as collaborative actions recommended by other workgroups, the Human Capital Workgroup put forth a third recommendation to create a "Collaboration Protocol" that will establish and maintain a collaborative framework where we can work toward "WE SOLUTIONS." This would be a strategy that keeps industry and the public/community partners in close collaboration so they are aware of what industry and workers need and can mobilize resources to be responsive. The Collaborative Protocol would:

- Clearly identify the role of each partner
- Create a specific timeline and describe the resources required for the effort
- Secure commitment by each partner specific to time, talent, and resources committed

IMPLEMENTATION

Under the above recommendations and additional input from the workgroup, the Madison Region Economic Partnership (MREP) would be responsible for recruitment of roundtable partners, conducting data collection and trend analysis, and either become the custodian or help determine the custodian of employer engagement information. MREP would facilitate the roundtable partners using a collaboration protocol. Finally, MREP would also play a lead role in marketing to parents regarding their student's academic plan development.

MARKETING

The *Advance Now* Strategy identifies the essential need to tell the Madison Region's story. Though the region has tremendous assets and opportunities for business expansion and attraction, no entity has made an impactful effort to tell the world—or even the region itself—about them. The Marketing Workgroup recognized that the region must first define its story by determining a focus that accurately heralds the region's strengths and embodies each of our eight counties.

KEY RECOMMENDATIONS/TRANSFORMATIVE IDEA

The Marketing Workgroup makes key recommendations to the Madison Region Economic Partnership (MREP) in its collaborative efforts to tell the Madison Region's story based on business and marketing goals, audience, and initial focus of the story.

The workgroup established marketing goals to support the primary business goal of facilitating growth among existing businesses. These marketing goals are:

- Increase awareness of our region's competitive advantage(s)
- Increase consideration of this region for business expansion, start-up, investment, etc.
- Unify eight-county region

The Marketing Workgroup recommends an initial emphasis on the internal audience, acknowledging that this will help unify the region and maintain consistency of message when going before an external audience. Internal audiences include:

- Businesses and business leaders within the region
- Economic development partners
- Regional media outlets
- State and local elected officials

The workgroup agreed that a well-defined marketing focus will position the region to become globally recognized around a message that all eight counties can claim, control, and communicate. Using research and input from regional leaders, the workgroup determined an initial focus of the regional story based on these assets:

- Unparalleled industry strength in Agriculture, Advanced Manufacturing, and Life Sciences
- Innovations that reinforce the region's leadership in these industries, particularly as they stem from advancements in technology
- Related support through research and development, skilled workforce, renowned education system, and high quality of life

The MREP Board of Directors also recommended a stronger emphasis on the region's emerging leadership in information technology.

In defining this focus for phase-one efforts, the workgroup recognized that the most demonstrative stories will connect the dots among the region's leading industries and among the work of the other *Advance Now* workgroups.

IMPLEMENTATION

MREP will be the lead implementation agent on the region's marketing efforts, working with contracted marketing and public relations agencies. Because the marketing initiative must reflect the entire region, success will rely on the input and collaboration of many partner entities. Campaign implementation will adopt the new brand, creative platform, and message platform developed by marketing agency Nelson Schmidt. The Marketing Workgroup provided input to Nelson Schmidt on brand development, operating under direction from MREP that the region's brand should align with the statewide *In Wisconsin* business climate brand championed by Wisconsin Economic Development Corporation. The final region name, organization name, and logo were determined based on feedback from MREP staff, the Marketing Workgroup, and the regional economic development professionals, with ultimate approval from the MREP Board.

LEADERSHIP & DIVERSITY

The success of *Advance Now* relies on being inclusive of our diverse communities and engaging leaders as we grow and develop the Madison Region. The Leadership & Diversity Workgroup looked at ways to assist small and large businesses with providing more job opportunities for emerging leaders, diverse professionals, and those who are economically disadvantaged. The workgroup also assessed how these needs are being addressed currently, and what might be done better. The leading recommendations of the workgroup will offer the region's emerging leaders and communities of color increased opportunity for personal and professional success, ultimately providing a reason to call the Madison Region home.

KEY RECOMMENDATIONS/TRANSFORMATIVE IDEA

The workgroup delivers the following recommendations to Madison Region Economic Partnership (MREP) in commitment to strengthening the ways that the region's businesses embrace diversity and inclusion in their workforce.

- 1) Establish a regional recruitment team that will benchmark best practices and produce an annual progress report on Diversity and Inclusion among the region's medium and large private sector employers.
- 2) Partner with the Urban League of Greater Madison (ULGM) to expand the Annual Workplace Diversity & Leadership Summit to a regional scale and promote the business case for diversity and inclusion.
- 3) Establish an online directory that serves as a conduit for information about volunteer activities across all eight counties, linking emerging leaders with opportunities for board and civic service.
- 4) Partner with employers and civic/professional groups to offer monthly networking and social events that rotate among the region's eight counties and build relationships among leaders, professionals, and citizens.

IMPLEMENTATION

Establishing outcome-based partnerships among public and private entities will be critical to increasing personal and professional opportunities for emerging leaders and communities of color. It will also prove essential to foster involvement between people of other communities, other parts of the region, and other perspectives and experiences.

To create a regional recruitment team, MREP will collaborate with the ULGM and its private business partners to form an adept team of professionals who will receive diversity and inclusion training from seasoned human resource managers. MREP has already fully partnered with ULGM on its 2013 Workplace Diversity & Leadership Summit, and will build upon this partner relationship going forward to broaden the reach and scope of this event.

MREP will also partner with ULGM to implement the online directory of volunteer activities. MREP will host and maintain the directory of opportunities, while ULGM will manage the list of potential volunteers. MREP and ULGM will work together to match volunteers with appropriate board and civic service opportunities.

Finally, MREP will convene the region's emerging leader organizations under a regional umbrella on a regular basis, starting in the second or third year of *Advance Now* implementation. MREP will help facilitate the coordination of shared activities and the development of an annual event for emerging leaders in all eight counties.

ADVANCE NOW WORKGROUP MEMBERS

Thank you to the many business and community leaders from across the region who are volunteering their time, energy, and expertise on the *Advance Now* workgroups.

ECONOMIC COMPETITIVENESS

Pamela Christenson, Madison Gas & Electric **(co-chair)**
James Otterstein, Rock County Planning, Economic Development,
and Community Development Agency **(co-chair)**
Gary Becker, Vierbicher
Pauline Boness, Village of McFarland
Edward Clarke, Madison College
Nancy Elsing, Columbia County Economic
Development Corporation
Kim Erdman, Watertown Economic Development Corporation
Mary Gage, Wisconsin Economic Development Corporation
Dennis Heling, Jefferson County Economic
Development Corporation
Matt Kures, UW-Extension
Ruth Rohlich, City of Madison
Todd Schmidt, Village of Waunakee
Anna Schramke, Green County Development Corporation
Christina Slaback, Evansville Chamber of Commerce
Neil Stechschulte, City of Sun Prairie
Cynthia Sweet, UW-Madison Office of Corporate Relations
Lorin Toepper, Madison College
Mary Willmer-Sheedy, Rock County 5.0

INNOVATION AND ENTREPRENEURSHIP

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Aaron Olver, City of Madison Department of Planning and
Economic Development **(co-chair)**
Allen Dines, UW-Madison Office of Corporate Relations
Bill Dougan, UW-Whitewater
Nancy Elsing, Columbia County Economic
Development Corporation
Vic Grassman, Economic Development Professional
Aaron Hager, Wisconsin Economic Development Corporation
Al Hulick, City of Janesville
Neil Lerner, UW-Madison Small Business Development Center
Chris Meyer, Sector67
Claus Moberg, SnowShoe
Jan Moen, Madcelerator
Scott Resnick, Hardin Design & Development
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HUMAN CAPITAL

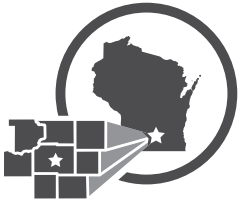
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Gabrielle Banick, Blackhawk Technical College
Bob Borremans, Southwest Wisconsin Workforce
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Karen Coley, Moraine Park Technical College
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Lynn Forseth, Madison College
Timothy Gaillard, UW Hospital & Clinics
Michael Johnson, Boys & Girls Club of Dane County
Angela Jones, United Way of Dane County
Jim Morgan, Wisconsin Manufacturers & Commerce
John Morning, Southwest Wisconsin Agriculture Group
Joe Parisi, County Executive, Dane County
David Phillips, Office of Economic & Workforce
Development, Dane County
Howard Teeter, Anteco Pharma
Barb Tucker, Southwest Wisconsin Technical College
Dennis Winters, Wisconsin Department of
Workforce Development

MARKETING

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Katie Kennedy Shepherd, Boomtown Communication **(co-chair)**
Pamela Christopher, Monroe Chamber of Commerce
Kristine Euclide, Madison Gas & Electric
Vic Grassman, Economic Development Professional
Rod Hise, The Luminis Group (contracted consultant)
Bill Johnston, Wisconsin State Journal at Capital Newspapers
Bruce Kepner, Alliant Energy
Diane Morgenthaler, Greater Madison Convention &
Visitors Bureau
Ruth Rohlich, City of Madison
Mayor Paul Soglin, City of Madison
Jela Trask, Nelson Schmidt (contracted consultant)
Dianne Walleser, Madison College
Kennan Wood, Wood Communications Group
Heidi Zoerb, UW-Madison College of Agriculture & Life Sciences

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Anne Carter, Alliant Energy Corporation **(co-chair)**
Anne Katz, Arts Wisconsin
Molly Lahr, Wisconsin Technology Council
Annette Miller, Madison Gas & Electric
Bill Rizzo, UW-Extension
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Madison Region
Economic Partnership

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Madison Region Economic Partnership

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Pledged as of May 23, 2013

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The QTI Group
Whyte Hirshboeck Dudek
Workforce Development Board of South Central Wisconsin

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U.S. Department of Commerce Economic Development Administration

STATE OF WISCONSIN

Wisconsin Economic Development Corporation

LOCAL GOVERNMENT

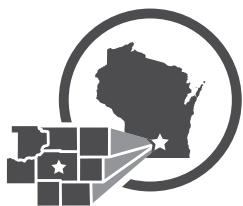
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