



MadREP

2024-2028

ELEVATE MADISON REGION

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY

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This document, the draft Comprehensive Economic Development Strategy, is a work-in-progress and not a final version. The information contained within is subject to change based on new data being collected from our external partners and ongoing analysis by our team.

We are actively seeking input from the public and are committed to incorporating this feedback into the final strategy. We believe that community input is vital to shaping a robust and effective Economic Development Strategy.

Please note that while we strive for accuracy, due to the dynamic nature of the data and the fact that it is still being collected, there may be updates or modifications in the final version. We appreciate your understanding and patience during this process.

We encourage you to share your thoughts, ideas, and concerns regarding this draft. Your feedback will play an essential role in refining and finalizing this strategy. [Please use this survey to provide your comments.](#)

Thank you for your participation and contribution towards building a stronger economic future.

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Source: Wisconsin Water Condition Viewer (Wisconsin Department of Natural Resources, n.d.). Available at: https://dnrmads.wi.gov/H5/?viewer=Water_Condition_Viewer. (Accessed: 11 January 2024)

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Introduction

Southcentral Wisconsin has achieved remarkable success in recent years. A pivotal moment occurred over a decade ago when leaders from across the Madison Region embarked on an ambitious strategic initiative known as Advance Now. This groundbreaking endeavor marked the first comprehensive and transformative approach to fostering economic growth in the area. To market the multi-county region nationally and internationally, leaders understood it was imperative to establish a robust regional identity, as well as foster unity and cooperation among the counties. With the active involvement of over 2,000 regional stakeholders, Advance Now gave rise to the MadREP brand and five interconnected areas of focus: 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.

Building upon the successes of the past decade, we are thrilled to introduce "Elevate: Madison Region", the new comprehensive economic development strategy (CEDS) carefully crafted by the Madison Region Economic Partnership (MadREP). This visionary plan will guide development activities in the Region from 2024 to 2028. The report showcases the remarkable economic development projects in Dane, Dodge, Columbia, Jefferson, Rock, and Sauk County, underscoring their unwavering commitment to revitalizing communities, fostering economic growth, and addressing key challenges.

The *Advance Now* strategy has yielded numerous successes and **Elevate: Madison Region** is poised to leverage this momentum to further propel progress and growth. The Region has garnered positive attention for new investments and initiatives, including Workforce Innovation Grants, a recent Biohealth Tech Hub designation, and the Economic Development and Diversity Summit, a collaborative effort between MadREP and the Urban League of Greater Madison. The 2023 Summit drew over 500 enthusiastic attendees, eager to discuss opportunities to enhance inclusivity for all citizens in the Region and address the existing disparity issues. The annual Summit has grown to become one of the Region's signature events. Moreover, in addition to MadREP's impactful programs and marketing efforts, the Region continues to leverage its robust public and private sector assets, such as the University of Wisconsin's expanding economic impact and Epic Systems Corporation, a leading healthcare records systems firm in the nation.

The Madison Region has faced challenges in establishing regional institutions. Unlike other regions in Wisconsin, we are not currently part of a multi-county regional planning agency, and we are also one of only two regions in the state that is not designated as an Economic Development District. Regionalism presents a conceptual challenge, encouraging diverse communities, often in competition for companies and talent, to unite under shared objectives and agendas. The Madison Region has a dominant urban core with a strong rural ring where the variation among counties is notable. However, it is imperative to recognize the significance of regional cohesion, as trends in Madison and Dane County compare favorably with some of the nation's most prosperous metro areas. Conversely, certain counties within the Madison

Region encounter challenges in economic wellness indicators, such as the attraction and retention of high-quality employers and talent. The urban centers of Southcentral Wisconsin rely heavily on their rural neighbors for their shared economic success, as the agricultural, manufacturing and logistics activities and resources from the surrounding areas play a crucial role in sustaining the growth and development of these cities. Embracing regional collaboration unlocks immense potential for growth and prosperity.

The surge in popularity of the "why a region" concept can be attributed to influential institutions such as the esteemed Brookings Institution¹ and other renowned research bodies and think tanks. As the economic landscape undergoes transformation due to new technologies, evolving work patterns, labor dynamics, and various other factors, the significance of city and county boundaries diminishes. Instead, emphasis is placed on regional geography as the primary driver for economic evaluation and strategy.

While the phrase "a rising tide lifts all boats" may appear cliché, empirical evidence consistently demonstrates the paramount importance of intra-regional connections for the overall well-being of communities within defined employment and labor areas. Thus, the rationale behind regionalism lies in the tangible benefits it brings to metropolitan areas that effectively collaborate, even in the face of wide-ranging ideological and interpersonal differences. The **Elevate: Madison Region** update reinforces MadREP's role as a regional entity that fosters cohesion in our area, yielding economic benefits for all individuals and jurisdictions within its 8-county service area. MadREP is actively pursuing an Economic Development District (EDD) designation for the 6 counties that are presently not encompassed by an EDD, aiming to access enhanced opportunities for growth and prosperity.

The "MadREP Region" is a collaborative effort between eight counties in Wisconsin including Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, and Sauk. This region serves as a hub for economic development and job creation initiatives. However, when looking at the Comprehensive Economic Development Strategy (CEDS) and Economic Development District (EDD), it only includes six of these counties - Columbia, Dane, Dodge, Jefferson, Rock, and Sauk. This is because Iowa and Green counties are also encompassed by Prosperity Southwest's CEDS. Despite this quirk, all eight counties work closely together to promote economic growth and success for the entire region.

The **Elevate: Madison Region** strategy represents a rejuvenated blueprint aimed at perpetuating the Madison Region's position as a national community of choice. This endeavor also serves as MadREP's five-year update to the Comprehensive Economic Development Strategy (CEDS), as required by the U.S. Economic Development Administration (EDA). Recent investments in the Region, including the Bio-Health Tech Hub, workforce development, economic diversity programs, projected Amtrak service, renewable energy projects, tech

¹ Muro, Mark, Maxim, Robert, Parilla, Joseph, & de Souza Briggs, Xavier. (2022, December 15). *Breaking Down an \$80 Billion Surge in Place-Based Industrial Policy*. Retrieved from <https://www.brookings.edu/articles/breaking-down-an-80-billion-surge-in-place-based-industrial-policy/>

incubators, affordable housing, and educational partnerships, contribute significantly to its growth and prosperity. By sharing these exceptional models, other regions can learn from their proactive efforts and achieve revival, economic expansion, and community improvement.

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Executive Summary

The executive summary provides an overview of the remarkable economic development initiatives undertaken by Dane, Dodge, Columbia, Jefferson, Rock, and Sauk counties in Southcentral Wisconsin. These counties have successfully revitalized their communities through strategic projects, partnerships, and innovative strategies. Examples include the transformation of vacant retail spaces into vibrant malls, investments in technical colleges to enhance training capacity, and the redevelopment of downtown areas. Thorough assessments of strengths, weaknesses, opportunities, and threats have further guided their progress. Recognizing the importance of public-private collaborations, these counties have achieved success through proactive measures.

In Dodge County, a notable success story was the arrival of Hobby Lobby in Beaver Dam. This ambitious project involved the transformation of a former Shopko store, turning an interior mall into an accessible outdoor shopping destination. Through strategic utilization of tax incremental financing (TIF), the city effectively stimulated economic activity and paved the way for future growth opportunities.

Jefferson County's remarkable success centered around the redevelopment of an older urban block in Watertown, resulting in the creation of the Benson Family Town Square. Additionally, strategic investments in technical colleges have significantly enhanced training capabilities, particularly for nursing programs and advanced laboratories.

Rock County has achieved extraordinary success in revitalizing its economy following the closure of Janesville's GM facility. Through the strategic implementation of tax incremental districts (TIDs), the city actively fosters industrial and mixed-use developments. Furthermore, downtown revitalization efforts and public sector investments paved the way for private sector developments like the Woodmans Sports and Community Center.

Beloit has also undergone a remarkable downtown transformation, attracting events and visitors through the conversion of former manufacturing spaces into office and entertainment facilities. Presently, the city is focused on addressing the housing shortage and deploying TIF to bolster affordable housing initiatives and make strategic investments in multi-family housing.

In Columbia County, utility companies; including Alliant Energy, WEC Energy Group, and Madison Gas and Electric; UW-Madison, Madison College, Shell Global Solutions US, and the Electric Power Research Institute are collaborating to construct a first-of-its-kind CO₂-based energy storage system. This innovative new battery system is one such example of our Region pioneering sustainable solutions for the future.

In recent years, Sauk County has boasted an array of successful ventures, including the Great Sauk State Trail, Culver Community Park, and land management by the Ho Chunk Nation. The county prioritized public-private partnerships for housing needs and collaborated with the school district to streamline career routes. Additionally, significant investments were made in ATV/UTV accessibility and bolstering the infrastructure of the Tri-County Airport.

These projects showcase the unwavering commitment of local governments, businesses, and community organizations to enhance their communities and drive economic development. Leveraging public and private partnerships, investing in infrastructure, fostering diversity, and employing innovative strategies have been crucial to their success.

The counties have identified their strengths, weaknesses, opportunities, and threats. Strengths include a strong work ethic, skilled workforce, transitioning wage structure, public-private partnerships, quality of life amenities, and improved access to essential services. However, weaknesses such as a lack of diversity, limited opportunities for the un-degreed, transportation issues, resistance to change, and inconsistent leadership have been recognized.

Opportunities for growth lie in marketing efforts, collaboration, leveraging unique assets, advocating for regional infrastructure projects, and exploring innovative funding approaches. Threats include complacency, resistance to change, income disparities, volunteerism decline, and the impact of growth on climate change and quality of life.

MadREP is committed to supporting the counties by assisting in marketing efforts, collaboration with stakeholders, advocating for regional infrastructure projects, and increasing communication with local stakeholders. By actively engaging with the counties and addressing their needs, MadREP aims to contribute to the economic growth and success of the Region.

The projects and initiatives undertaken by Dodge, Jefferson, Rock, and Sauk counties serve as exemplary models for other regions to learn from and replicate. They demonstrate the potential for revitalization, economic growth, and community enhancement when proactive measures are taken.

Recent regional investments in Southcentral Wisconsin

Establishment of a Bio-Health Tech Hub: A sizable investment in creating a Bio-Health Tech Hub underlines the Region's commitment to nurturing growth and innovation in the biotechnology and health care industries.

Increased Funding for Workforce Development: A significant boost in funding through Workforce Innovation Grants underscores the Region's dedication to enhancing its workforce's skills and capabilities in line with industry demands.

Initiation of Economic Diversity Programs: The launch of facilities and programs focused on supporting economic diversity aims to build a resilient and diverse economic landscape, reducing reliance on specific industries and fostering a more sustainable and inclusive economy.

Anticipated Amtrak Service to Madison: The potential introduction of an Amtrak service to Madison promises to improve regional connectivity and accessibility, enhancing transportation links, facilitating business interactions, and promoting tourism.

Investments in Renewable Energy Projects: Significant investments in renewable energy initiatives highlight the Region's commitment to sustainability and environmental stewardship. These projects stimulate economic activity in the emerging renewable energy sector while contributing to a greener future.

Expansion of Tech Incubators and Innovation Centers: The launch and growth of technology incubators and innovation centers foster a supportive environment for startups and entrepreneurs by providing resources, mentorship, and networking opportunities crucial for the Region's tech and startup ecosystem.

Strategic Affordable Housing Projects: Investments in affordable housing initiatives address the workforce's housing needs, recognizing the importance of housing in attracting and retaining talent, thereby contributing to the Region's overall economic well-being.

Partnerships with Educational Institutions: Strengthened collaborations between local businesses and educational institutions ensure that academic programs meet the evolving needs of industries, facilitating a seamless transition for students into the workforce and supporting a skilled and adaptable labor pool.

Development of Tourism Infrastructure: Investments in tourism infrastructure, including cultural attractions, recreational facilities, and hospitality services, aim to position Southcentral Wisconsin as a desirable destination, driving tourism revenue and job creation in the hospitality sector.

Implementation of Smart City Initiatives: The deployment of smart city initiatives that leverage technology for improved urban planning, resource efficiency, and public services underscores the Region's commitment to using innovation for sustainable and efficient urban development.

Bike Trails Throughout the Region: The investment from Dane, Jefferson and Sauk Counties in bike trail development has had, and will continue to have, a significant positive impact on the Regional economy. These trails not only draw outdoor enthusiasts and tourists, but also bolster local businesses by boosting visitor spending, generating job opportunities, and fostering economic growth in the area.

These recent investments collectively illustrate Southcentral Wisconsin's strategic approach to economic development, placing emphasis on innovation, workforce development, and sustainability. The Region is actively building on its strengths to create a dynamic and resilient economic landscape.

A core concept of the Advance Now process is the benefit of regional thinking and collective action to uplift the fortunes of all local communities affiliated with this designation.

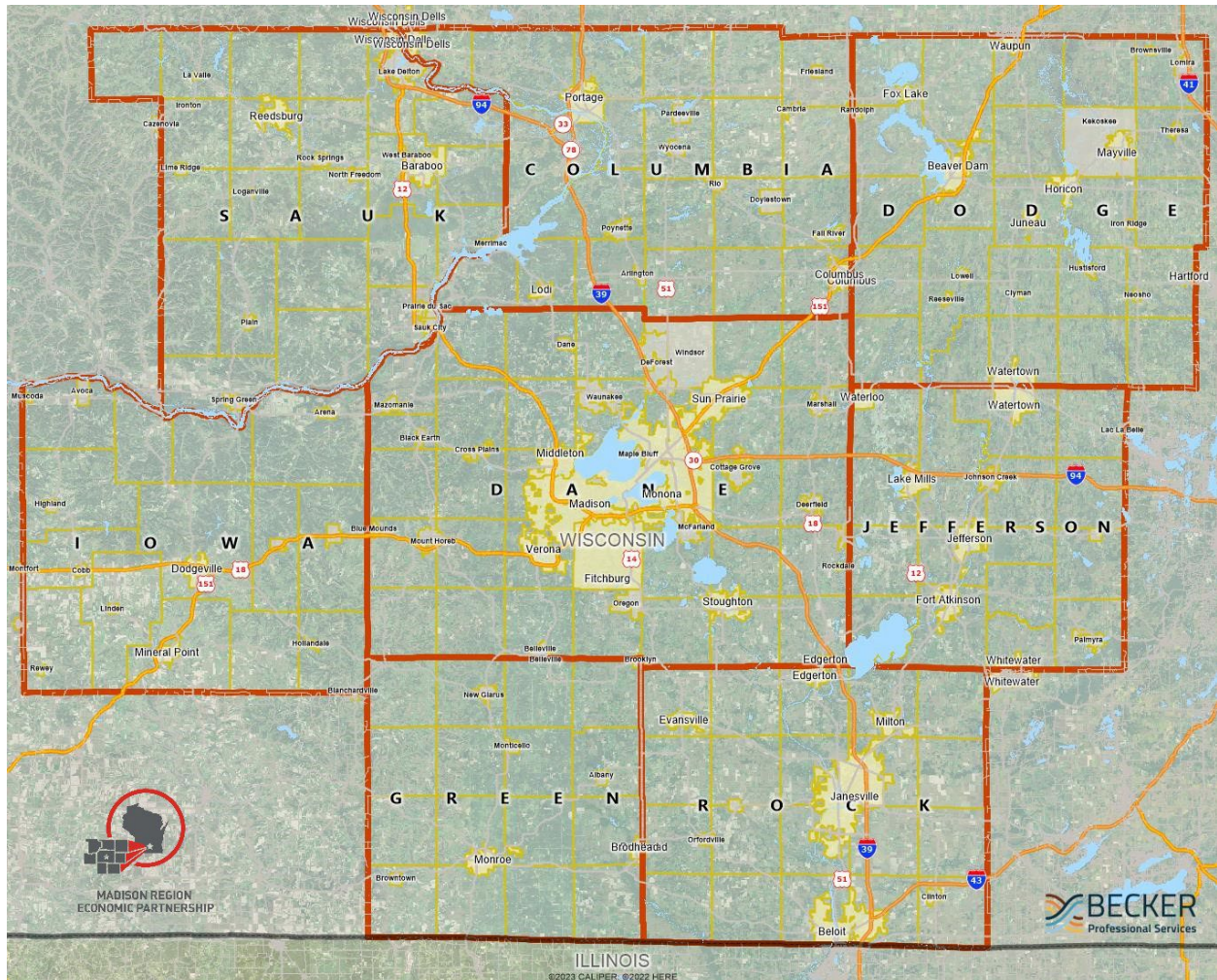
In conclusion, the counties of Dane, Dodge, Columbia, Jefferson, Rock, and Sauk have successfully implemented a range of initiatives to revitalize their communities, promote economic growth, and address specific challenges. MadREP recognizes the importance of

ongoing support and collaboration to ensure the continued success and progress of these counties. Their accomplishments can serve as inspiration and guidance for other regions embarking on their own transformative journeys. Together, we can build a prosperous future for the entire Madison Region.

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Who We Are

The Region



Columbia: As of the 2020 U.S. census, Columbia County has a population of 58,490 and its total area is 796 square miles. Its county seat is Portage.

Dane: As of the 2020 U.S. census, Dane County has a population of 561,504. It is the second-most populous county in Wisconsin after Milwaukee County and the home of the City of Madison - the Wisconsin state capital. Dane County has a total area of 1,238 square miles and its county seat is also Madison.

Dodge: As of the 2020 U.S. census, Dodge County has a population of 89,396 and its total area is 907 square miles. Its county seat is Juneau.

Jefferson: As of the 2020 U.S. census, Jefferson County has a population of 84,900 and its total area is 583 square miles. Its county seat is Jefferson.

Rock: As of the 2020 U.S. census, Rock County has a population of 163,687 and its total area is 726 square miles. Its county seat is Janesville.

Sauk: As of the 2020 U.S. census, Sauk County has a population of 65,763 and its total area is 849 square miles. Its county seat is Baraboo.

What We Are Doing

CEDS Purpose & Process Overview

The Madison Region Economic Partnership's Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in our eight-county region through place-based, regionally driven economic development planning that is implemented through the CEDS. The CEDS is a cornerstone of the U.S. Economic Development Administration's (EDA) programs. The CEDS hopes to successfully serve as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for the Region's collaboration. The CEDS provides a capacity building foundation in which the public sector works in conjunction with other economic actors, such as individuals, firms, and industries to create the environment for regional prosperity.

The 2024-2028 Madison Region CEDS Update kicked-off in May, 2023, with a survey to collect input from economic development stakeholders in the region to inform this plan. Becker Professional Services was retained by MadREP to provide project management and data capacity building services to MadREP for the CEDS 2024-2028 update. In June and July 2023, there were three half-day steering committee sessions facilitated by Hue Life which resulted in the development of a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) Analysis of the Region, as well as detailed goals and actions for the CEDS. In July 2023 MadREP facilitated four county stakeholder engagement sessions to discuss the CEDS and collect information on what accomplishments, challenges, goals, and projects are happening at a local level around the Region. In August and September 2023, MadREP facilitated 6 target sector input sessions with industry leaders and stakeholders in the Agriculture, Food, and Beverage sector; the Advanced Manufacturing sector; the Bioscience sector; the Information and Communications Technology (ICT) sector; the Healthcare sector; and the Transportation and Logistics sector. At the end of November, 2023, the CEDS survey closed with a total of 158 responses. And finally, on January 18th 2024 MadREP held a public event to share a draft of the CEDS and receive feedback, part of the 30-day open comment period required for the CEDS.

Public Participation

May 24, 2023: Survey opens to the public

June 16, 2023: first steering committee session facilitated by Hue Life

June 29, 2023: virtual presentation/discussion with ED Pros group

July 7, 2023: Jefferson County stakeholder engagement session

MadREP CEDS 2024 Update Template - WIP Draft

July 10, 2023: Rock County stakeholder engagement session

July 14, 2023: Sauk County stakeholder engagement session

July 20, 2023: Dodge County stakeholder engagement session

July 24, 2023: second steering committee session facilitated by Hue Life

July 25, 2023: third steering committee session facilitated by Hue Life

August 29, 2023: Ag, Food, & Bev sector input session

August 30, 2023: Advanced Manufacturing sector input session

August 31, 2023: Bioscience sector input session

September 5, 2023: Information and Communications Technology sector input session

September 6, 2023: Healthcare sector input session

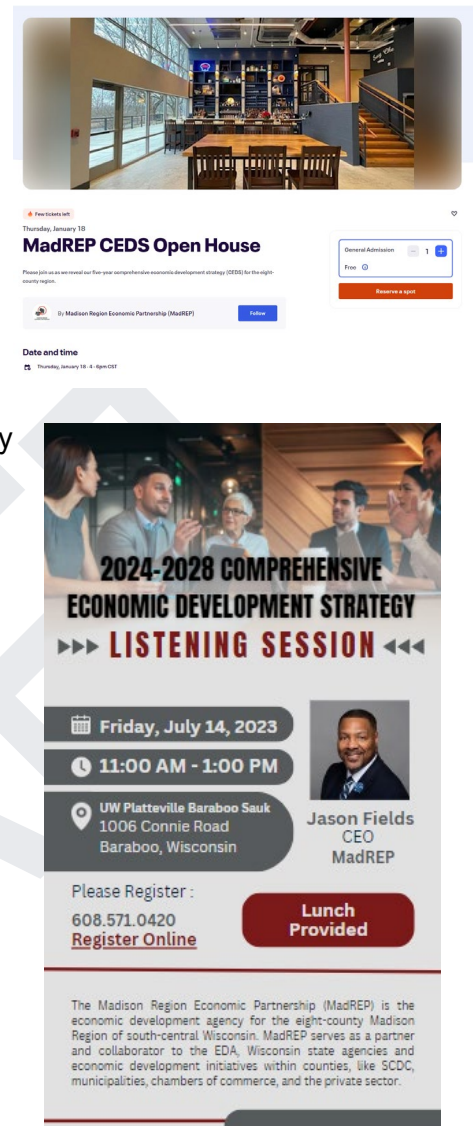
September 7, 2023: Transportation and Logistics sector input session

January 12, 2024: CEDS draft open for public comment period

January 18, 2024: CEDS draft open-house event

February 12, 2024: CEDS draft public comment period closed

February 27, 2024: CEDS approved by MadREP board resolution



How We Operate

MadREP fills an important role in Wisconsin's economic development landscape, serving as a partner and collaborator to the Wisconsin Economic Development Corporation and other state agencies, as well as economic development initiatives within counties, municipalities, chambers of commerce, and the private sector.

MadREP focuses on:

- business development
- targeted business attraction
- strategic industry development
- expansion of international opportunities
- economic data analysis
- industry supply chain mapping
- education and workforce development
- support for innovation spaces and entrepreneurship
- technical assistance to start-ups
- marketing the region's economic assets
- expanding access for emerging and minority professionals
- convening regional economic development professionals to maximize resources for shared goals

This report is intended to provide additional data, information and areas for regional collaboration with all organizations engaged in the Region's economic development.

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Background

The Region

Geography, Population Density, Environment

Population Change 2012-2022					
Regional Comparisons	2012	2017	2022	5-year change	10-year change
Madison 6- County	941,776	976,612	1,022,608	4.71%	8.58%
Madison 8-County	1,002,288	1,037,087	1,083,440	4.47%	8.10%
Columbia	56,596	56,790	58,272	2.54%	2.88%
Dane	490,379	522,837	559,891	6.62%	12.42%
Dodge	88,741	87,833	89,032	1.35%	0.33%
Jefferson	83,751	84,586	85,932	1.57%	2.54%
Rock	160,356	161,226	163,817	1.58%	2.11%
Sauk	61,953	63,340	65,664	3.54%	5.65%
Green ²	36,800	36,899	37,066	0.45%	0.72%
Iowa ³	23,712	23,576	23,766	0.80%	0.23%
Peer Regions - Wisconsin					
Milwaukee 7 - SE Wis	2,032,565	2,043,910	2,028,835	-0.74%	-0.18%
Momentum West - Eau Claire	469,563	475,871	493,804	3.77%	5.16%
The New North - NE Wis	1,229,227	1,243,149	1,277,962	2.80%	3.96%
Grow North - NC Wis	157,658	154,855	161,720	4.43%	2.58%
Visions Northwest - NW Wis	178,575	175,146	182,010	3.92%	1.92%
7 Rivers Alliance - WC Wis	302,928	306,569	312,382	1.90%	3.12%

² Served by Southwestern Wisconsin Regional Planning Commission(SWWRPC) CEDS

³ Served by SWWRPC CEDS

MadREP CEDS 2024 Update Template - WIP Draft

Prosperity Southwest - SW Wis	163,100	162,881	162,769	-0.07%	-0.20%
Centergy - Central Wis	328,267	327,196	331,371	1.28%	0.95%
Wisconsin	5,687,219	5,763,217	5,882,128	2.06%	3.43%
Peer Regions - US					
Ann Arbor, MI MSA	346,010	361,509	370,231	2.41%	7.00%
Austin, TX MSA	1,731,777	2,000,590	2,296,377	14.78%	32.60%
Portland, OR MSA	2,232,607	2,382,037	2,505,312	5.18%	12.21%
Raleigh, NC MSA	1,135,165	1,273,985	1,420,825	11.53%	25.16%
United States	309,138,711	321,004,407	331,097,593	3.14%	7.10%
Note: See individual county population change in its county profile.					
NOTE: Source: U.S. Census ACS 5-year Estimates					
NOTE: 2021 is the most current data set from these comparisons.					
NOTE: Data prior to 2010 is archived separate from the U.S. Census current data table. In the interest of expediency, I have kept this to a 10 year comparison.					

The MadREP Region's population grew by 8.58% between 2012-2022. Compared to other regions in Wisconsin, the MadREP Region is the fastest growing in the state. Compared to our peer US regions, this growth is larger than that of Ann Arbor, MI but less than the other comparison areas. In summary, the MadREP Region is experiencing strong growth relative to the state and nation, but less than other regions identified in the Advance Now process as the Madison Region's economic peers.

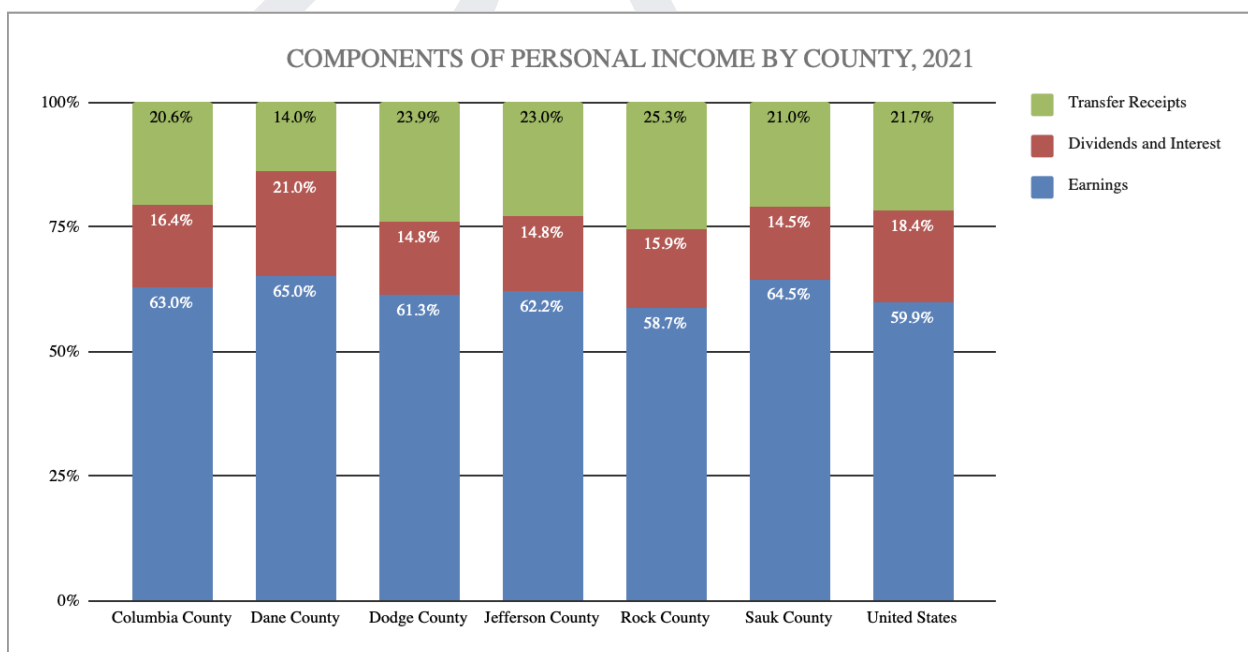
Top 25 Net Gain From Out-of-State Counties				Top 25 Net Loss To Out-of-State Counties			
State	County		# Individuals	State	County		# Individuals
IL	Cook County		371	CO	Jefferson County		-262
IL	Winnebago County		152	WA	King County		-142
IL	McHenry County		147	AZ	Maricopa County		-142
IL	Lake County		94	CA	Santa Clara County		-92
IL	DuPage County		82	TX	Collin County		-85
IL	Kane County		80	TX	Travis County		-74
IL	Stephenson County		55	MN	Hennepin County		-72
NE	Douglas County		43	MA	Middlesex County		-66
IA	Scott County		43	FL	Sarasota County		-65
IN	Lake County		41	TX	Williamson County		-63
IL	Ogle County		40	TX	Denton County		-59
IA	Johnson County		38	FL	Lee County		-59
FL	Palm Beach County		37	FL	Manatee County		-54
FR	Foreign - APO/FPO ZIPs		36	GA	Fulton County		-51
IL	Champaign County		30	NV	Clark County		-48
IN	Tippecanoe County		30	CA	San Mateo County		-48
IL	McLean County		29	FL	Brevard County		-47
NJ	Hudson County		28	FL	Collier County		-45
IA	Story County		27	TX	Dallas County		-45
NY	Queens County		21	CO	Denver County		-44
IL	Will County		20	KS	Johnson County		-44
IA	Dubuque County		18	CO	Larimer County		-42
CA	Los Angeles County		12	FL	Broward County		-41
IL	Boone County		11	SC	Charleston County		-40
CO	Boulder County		11	CO	Douglas County		-40

Source: IRS Migration

Data from the Internal Revenue Service (IRS) offers more detailed insight into communities' migration trends - specifically top sources and destinations for domestic migrants to and from a given county. Above is a table that lists the top 25 out-of-state counties that contributed to either a population net gain or net loss to our region. Notably, the region's top 7 out-of-state counties that lead to a net gain are all from Illinois.

WORKFORCE DEPENDENCY RATES 2021		
Madison Region		1.75
	Columbia Co	1.55
	Dane Co	1.92
	Dodge Co	1.66
	Jefferson Co	1.62
	Rock Co	1.52
	Sauk Co	1.42
Ann Arbor MI		2.05
Austin TX		1.95
Portland OR		1.76
Raleigh NC		1.76
Wisconsin		1.56
United States		1.59
Source: U.S. Census 5-Year Estimates		

Workforce dependency ratios capture proportions of children, elderly people, and working-age people within a population that imply the dependency burden that the working-age population bears in relation to children and elderly needs. The MadREP Region has a workforce dependency ratio of 1.75, meaning that for every working person, there are on average 1.75 other people dependent upon that worker. This rate is on par with ratios of Portland, OR and Raleigh, NC. Within the Region, Dane County has the highest ratio with the other counties significantly lower compared to Dane County. One reason for this is the high number of students as a proportion of the population in Dane County compared to the other counties.



U.S. Bureau of Economic Analysis

Higher numbers of ring-county residents receive income from so-called “transfer receipts”, which typically include government assistance like Social Security benefits, social welfare programs, veterans’ benefit, and disability benefits.

Average wages and sources of income, combined with other factors like crime, family composition, access to transportation, early childhood education availability, drug use, teenage pregnancy, and other criteria contribute to a community’s poverty dynamics. The total poverty rates and youth poverty rates have gone down over the past few years within all of the Madison Region’s counties. Notably, Rock County has the highest youth poverty rate amongst the Madison Region counties. Dane County has the highest total poverty rate relative to the Madison Region counties, though, this result could be due to the presence of tens of thousands of college students who often have few sources of income.

	Total Poverty Rates by County			Youth Poverty Rates by County		
	2012*	2016	2021	2012*	2016	2021
Columbia	9.00%	8.60%	6.80%	13.30%	11.40%	6.90%
Dane	12.30%	12.70%	10.80%	12.70%	13.20%	9.30%
Dodge	8.30%	8.80%	7.50%	11.50%	12.30%	9.00%
Jefferson	10.00%	10.30%	7.30%	13.30%	13.40%	8.90%
Rock	13.50%	14.70%	10.30%	20.10%	23.30%	14.60%
Sauk	9.70%	11.10%	8.70%	13.00%	16.30%	11.80%
Source: U.S. Census Bureau 5-Year Estimates						
* NOTE: 2012 is the earliest year with 5-year estimates						

Understanding temporal changes in the poverty rate is integral to assessing the effectiveness of economic policies. The following line chart depicts trends in the poverty rate, aiding policymakers in identifying patterns, achievements, and areas requiring targeted intervention.



Means of Transportation to Work, 2021							
	Drove Alone	Carpooled	Public Transport	Bicycle	Walked	Taxi/Other	Worked from home
Madison Region	74.5%	7.1%	2.4%	1.3%	4.2%	1.0%	9.5%
Ann Arbor MI	66.1%	6.5%	4.2%	1.3%	6.9%	0.8%	14.2%
Austin TX	69.7%	8.4%	1.5%	0.6%	1.8%	1.2%	16.8%
Portland OR	66.2%	8.4%	5.0%	1.7%	3.1%	1.2%	14.4%
Raleigh NC	72.9%	7.4%	0.7%	0.1%	1.1%	1.0%	16.8%
Wisconsin	78.5%	7.4%	1.4%	0.5%	2.8%	0.9%	8.5%
United States	73.2%	8.6%	4.2%	0.5%	2.5%	1.4%	9.7%
Source: US Census ACS 2021 5-Year Estimates							

Compared to peer regions, the Madison Region has a larger percentage of individuals who have a less than 15-minute commute to work. Notably, the Madison Region has a smaller percentage of the population (9.5%) that works from home when compared to comparison regions and national trends. However, the Madison Region also has a significant percentage of workers who walk to work (4.2%) which is second only to Ann Arbor, MI (6.9%) amongst the comparison regions for that metric. Additionally, the Madison Region is in the middle amongst peer regions in terms of public transportation commuters (2.4%).

	Walk Score	Transit Score	Bike Score
Madison WI	50	35	66
Ann Arbor MI	52	49	71
Austin TX	42	35	54
Portland OR	67	49	83
Raleigh NC	31	29	39
Source: WALKSCORE.COM Statistics			

A private company named Walk Score produces indices that measure communities by their comparative walkability, bikeability, and access to transit. A higher Walk Score associates with better walkability. Per Walk Score, the Madison MSA (Dane, Columbia, Green and Iowa counties) (50) compares well with the comparison regions, except for Portland, OR, which has a Walk Score of 67. In terms of Bike Score, the Madison MSA fares better than Raleigh, NC and Austin, TX, but worse than Ann Arbor, MI and Portland, OR. The Madison MSA has an equivalent Transit Score to Austin, TX but lower score than Portland, OR and Ann Arbor, MI.

Regional Context

The Madison (Teejop) Region is the native land of the Ho-Chunk people, and Ho-Chunk Nation is one of Wisconsin's leading employers. In the Region, Ho-Chunk Gaming has an economic presence in Baraboo and Madison and has plans for a facility in Beloit. The Region has a rolling topography drained by the Wisconsin, Yahara, and Rock rivers with rich farmland. The topography was formed by the glaciers and their meltwaters and water remains an important part of the landscape. The western edge of the Region, primarily in Sauk and western Dane counties was not affected by the glaciers (the "Driftless Region") and has a much more rugged topography which impacts human activity, including farming and commerce. Consequently, this area is less populated with less economic activity. The 6-county region is comprised of 36 cities, 63 villages and 135 towns.

Madison Region Population Projections by County:					
County	2020 Population	2020 % of Region	2030 Projected Population	# Change	2030 % of Region
Columbia	58,488	6%	55,530	2,958	5%
Dane	563,951	56%	654,875	90,924	59%
Dodge	89,313	9%	87,650	1,663	8%
Jefferson	84,943	9%	86,818	1,875	8%
Rock	164,381	16%	162,815	1,566	15%
Sauk	65,697	7%	66,755	1,058	6%
Source: US Census Bureau July 2021 Data - Quickfacts					

The Region is anchored by the City of Madison which is the seat of state government, the second largest city, as well as home to the state's highly rated university system. The University of Wisconsin-Madison is one of the top research universities in the United States and is one of the drivers of our regional economy, spinning off business start-ups that grow into substantial businesses paying higher than average wages. The Regional economy supports a population of over one million people (about 17% of the state's population) and is generally attracting more people from around the country and the world to participate in the Region's economic growth.

Relative National Rankings

Utilizing several sources of comparative rankings of U.S. Metropolitan (MSA) and Micropolitan (Micro) areas, the Region ranks very favorably among peers. The MadREP Region includes 2 MSA's; (Madison MSA - Dane, Green, Iowa, and Columbia) and Janesville/Beloit MSA – Rock County; and 3 Micro areas (Sauk; Dodge; and Jefferson).

- The Madison MSA ranks 10th among 384 U.S. MSAs in Policom's 2022 rankings. The Madison MSA has ranked among the top 15 MSAs in the U.S. in 7 of the past 11 years.

- The Janesville/Beloit MSA ranks 265th among 384 U.S. MSA's in Policom's 2022 rankings. The Janesville/Beloit MSA has jumped up 60 spots and moved from the 4th quartile to the 3rd quartile over the past 2 years⁴
- MadREP's 3 micropolitan areas: Baraboo (Sauk County) (107); Beaver Dam (Dodge County) (68) and Watertown/Fort Atkinson (Jefferson County) (79) are all ranked in the 1st quartile among 542 U.S. Micropolitan areas.⁵
- Milken's 2022 Best Performing Small Cities ranks Janesville/Beloit in the 2nd quartile (71 of 201 Small MSA's). Janesville/Beloit ranks in the top half of all MSA's in 5 Year Job Growth (70), 5 Year Wage Growth (50), 12 Month Job Growth (59), High-Tech GDP Concentration (56), High-Tech GDP Location Quotient Count (40), Broadband Access (13) and Housing Affordability (61).
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⁴ Policom Corporation. (n.d.). *Metropolitan Area Economic Strength Rankings*. Retrieved from <https://policom.com/rankings-metropolitan-areas/>

⁵ Policom Corporation. (n.d.). *Micropolitan Area Economic Strength Rankings*. Retrieved from <https://policom.com/rankings-micropolitan-areas/>

⁶ Kesteven, C., Dubetz, A., Song, A., & Choi, C. (2022). *Best Performing Cities in the United States 2022*. Milken Institute. Retrieved from <https://milkeninstitute.org/sites/default/files/2022-03/Best-Performing%20Cities%20US%202022.pdf>

⁷ Ryan Bhandari. (2020). *Opportunity Scorecard Wisconsin*. Third Way. Retrieved from <https://www.thirdway.org/one-pager/opportunity-scorecard-wisconsin>

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The Madison Region is only one of two regional economic development regions in Wisconsin that are not part of a federally designated Economic Development District (EDD). Only five Wisconsin counties, (all located within MadREP's service area), are not currently served by a Regional Planning Commission (RPC). RPC roles include monitoring regional demand for economic activity and coordination with local units of government relative to local land use decisions. Due to this lack of an institutional feedback mechanism between regional demand for economic activity and local land use decisions, both municipalities and investors face significantly higher risks investing in sites to serve regional-scale economic development projects.

The Madison Region currently meets the distress criteria to be designated an Economic Development District. All other EDDs in Wisconsin are hosted by a regional planning commission. The Capital Area Regional Planning Commission (CARPC) is the only single-county RPC in Wisconsin. The feasibility of expanding CARPC to serve these 5 counties in the near-term is low. Long-term feasibility depends upon building trust across counties that an RPC can serve all interests fairly and benefit each participating county.

Tourism & The Regional Economy

Tourism in Southcentral Wisconsin is an integral driver of the local economy, with its profound impact on job creation and revenue generation for businesses. Furthermore, the inflow of

⁸ Heartland Forward. (2020, March). *Millennials Report*. Retrieved from https://heartlandforward.org/wp-content/uploads/2021/03/hf_millennials_full-report-vf_3.12.20.pdf

tourists injects fresh capital into the region, thereby fueling economic growth and fostering development. Moreover, tourism serves as a platform to highlight the distinctive culture, rich history, and awe-inspiring natural beauty of Southcentral Wisconsin, ultimately attracting a greater number of visitors and bolstering its economic triumph. The Region's ring counties benefit from tourism especially. For instance, Sauk County is home to the Wisconsin Dells and Devil's Lake State Park in the City of Baraboo. Other attractions, events, outdoor recreation, and entertainment can be seen throughout the Region all-year-round, allowing the region to be a great place for a high quality of life for residents and a tourism destination to visitors.

Recent Economic Changes

In 2019, MadREP submitted its 2019 – 2024 Comprehensive Economic Development Strategy (CEDS Report) to the US Department of Commerce, Economic Development Administration (EDA). The Strategy Plan entitled "Advance Now 2.0" included 5 Regional Target Sector Abstracts: Advanced Manufacturing Industry Cluster; Bioscience Industry Cluster; Health Care Industry Cluster; Information and Communications Technology Industry Cluster; and the Agriculture, Food and Beverage Industry Cluster.

Advance Now 2.0, documented regional industry strengths and very strong performance and growth potential in each of the Target Clusters.

In 2023, MadREP updated the target sector data as part of a report on the impacts of the pandemic on the regional economy. The recommendation was made to add Transportation, Distribution and Logistics as a target sector. This sector was added to the data. The following is a summary of the findings from the 2023 report.

Target Sector Performance

The Madison Region, under **Elevate: Madison Region**, will have six key industry sectors: Advanced Manufacturing, Agriculture, Food & Beverage, Bioscience, Health Care, Information Communications Technology, and Transportation, Distribution & Logistics.

- Regional Target Industries have done relatively well through the pandemic period
- Many Target businesses and industries have accelerated their growth and relevance through the pandemic (bioscience, healthcare, and advanced manufacturing in particular)
- Industry Location Quotients show growth and stability within the Region
- Transportation, Distribution & Logistics (TDL) has been added as a Target Industry given its accelerating growth and impacts in the Region.
- Regional GDP has remained relatively stable between 2016-2020. The 6 counties now account for more than 20% of the total State GDP. The Region's percentage of the State totals has increased by .66 since 2016.

- County GDP rankings among 72 Wisconsin counties are as follows: Dane (2); Rock (9); Dodge (22); Sauk (23); Jefferson (24); Columbia (26).
- Regional and sub-regional labor sheds are accelerating in their importance to site selectors and business decision makers
- Ongoing labor recruitment, development and participation in expanding businesses and industries is essential to future growth
- Occupational Location Quotients show Labor Force growth and stability within the Region, related to Target Industries
- U.S. life sciences employment, a sub-sector of the bioscience sector, increased by 5.5% year-over-year in Q2 2022, above its three-year average growth rate of 4.6%. The Biotech R&D sector had a record 13.5% year-over-year job growth.

Life Sciences

A key sub-sector of the Region's bioscience sector.

- “Despite the overall decrease in life sciences funding, the national vacancy rate for Lab/R&D space decreased and the average asking rent increased quarter-over-quarter in Q2 2022. Any reduction in space usage by small and mid-sized companies that are more dependent on VC funding and IPOs was well offset by larger, well-established companies, keeping the life sciences real estate market strong through the first half of 2022.”
- Despite caution by small and mid-sized companies, Big Pharma continued to gobble up space across the U.S. With continued demand, the overall lab vacancy rate of the top 12 U.S. life sciences markets fell by 10 basis points (bps) in Q2 to 5.2%.
- The average lab asking rent of the top 12 markets increased by 5.8% quarter-over-quarter to \$54.77 per sq. ft. NNN.
- Total under-construction lab space increased by more than 2 million sq. ft. quarter-over-quarter to 31.3 million sq. ft. Nearly 29 million sq. ft. of the total was speculative development that was 31% preleased as of Q2; Life sciences venture capital funding decreased by 13.3% quarter-over-quarter to \$5.8 billion in Q2 but was greater than any other Q2 level prior to 2021.
- “The biotechnology sector has consistently attracted the most life sciences funding. More than 77% of VC funding in H1 2022 went to biotech companies, the highest percentage on record. Biotech IPOs have seen a similar pattern, with funding up by nearly 70% between 2018 and 2021. Whether or not future funding levels settle back to

a more normal level, private capital sources are showing strong interest in the swiftly advancing biotech sector.”⁹

Industrial

Industrial real estate plays a crucial role in supporting and driving the key industry sectors of southcentral Wisconsin, providing essential infrastructure for manufacturing, agriculture, and distribution businesses.

- Industrial real estate is expected to remain well positioned should an economic downturn emerge.
- Retail sales, which have the biggest impact on industrial real estate fundamentals, remain solid and consumers are spending more online than in 2020.
- Large companies are leasing more warehouse and distribution space to hold more inventory as a check against rising supply chain costs.
- Leasing activity year-to-date through April is up by 7% from the same period in 2021, led by third-party logistics (3PL) providers. Total leasing volume for the full year is expected to be the second strongest on record.
- Manufacturing demand is expected to rise this year as more companies onshore their operations to avoid supply chain disruptions.
- Despite record new developments, strong demand for first-generation industrial space will keep the market from becoming oversupplied. The overall vacancy rate currently stands at just 3.1%.
- Rental rates were up by 16% year-over-year in Q1 2022. Landlords are expected to further raise rents in undersupplied markets, passing on increased debt service and other costs to their tenants.
- “Industrial leasing activity through the first four months of 2022 increased by 7% year-over year to 300 million sq. ft. Of that amount, 3PL providers leased 68.4 million sq. ft. for a 33% market share. Outsourcing of distribution will increase as retailers and wholesalers look to mitigate risk from undersupply, rising rents, labor shortages and a possible economic slowdown. Look for 3PL market share to surpass 35% by year-end.
- Demand for specialty industrial real estate, including manufacturing plants, industrial outside storage, data centers and cold storage facilities, is expected to increase this year. Manufacturers were the third most active industrial occupier through April, more

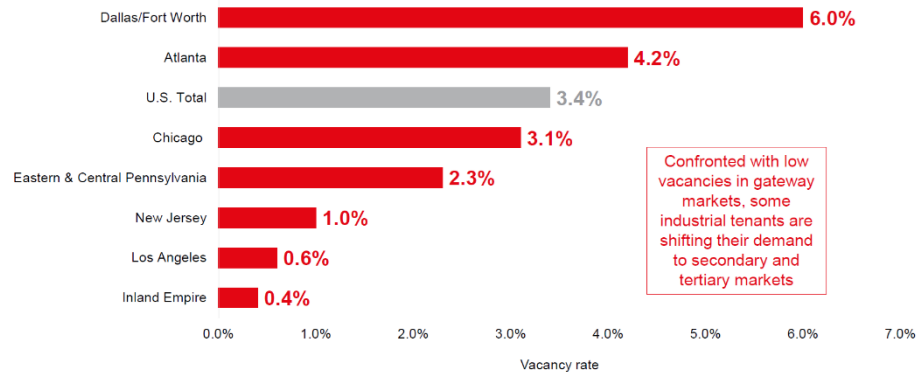
⁹CBRE Research. (2022). *Big Pharma Strengthens U.S. Life Sciences Real Estate Fundamentals in Q2*. Retrieved from <https://www.cbre.com/press-releases/life-sciences-real-estate-market-logs-q2-gains-as-industry>

than tenants that focus solely on e-commerce distribution. Onshoring of manufacturing operations will be a major component of supply chain diversification, especially for the electric vehicle components, computer and vehicle technology, packaging materials, medical and defense industries.

- Despite a slowdown in demand from e-commerce and big-box retailers, CBRE forecasts that leasing activity will total between 850 million and 900 million sq. ft. for the year—about 10% to 15% less than last year's record level. The 1 billion sq. ft. of leasing volume in 2021 was an outlier and there is not a large enough tenant base to maintain that pace. Nevertheless, 2022 is expected to have the second highest total on record.”
- “With an overall vacancy rate of just 3.1%, U.S. net industrial space absorption fell to 93.8 million sq. ft. in Q1—the lowest level since Q3 2020. The drop in net absorption was not due to less demand but to a 130 million-sq.-ft. year-over-year reduction in available space.
- These tight market conditions have led to record-high development. As of Q1, 545 million sq. ft. is under construction, with 177 million sq. ft. already accounted for. Despite this surge in new supply, many U.S. markets remain undersupplied when comparing available under-construction space with tenant demand.”
- “The average industrial rental rate year-to-date through April is up by 16% from the same period last year. Rental rate growth is prevalent in coastal markets and near expanding population centers. Despite some economic uncertainty, a landlord's market is expected for the foreseeable future with no letup in rent escalations. Rent growth will accelerate at an even higher pace in markets with below-average vacancy rates. Short supply will keep landlords bullish on raising rents even further, passing on higher debt service and other costs to tenants.”¹⁰

¹⁰Christian Beaudoin, JLL Research. (2022). *ARABIC33: Trends Impacting the Future of Real Estate*, Q4 2022, as cited in *Sector Strategy for Economic Recovery* by Madison Region Economic Partnership, Becker Professional Services, Economic Growth Advisors, LLC, & Capital Area Regional Planning Commission, 2022. Retrieved from <https://madisonregion.org/wp-content/uploads/2024/01/Business-Park-Sector-Strategy-Report-Final-010923-003.pdf>

The largest industrial markets in the U.S. are strapped for vacant space



Source: JLL Research
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Figure SEQ Figure * ARABIC33: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

Impacts of the Pandemic on Target Sector Industries

Global business and industry impacts of the pandemic have been well documented. Supply chain disruptions stemming from the pandemic have been one of the key challenges across all industries. Workforce disruptions and dislocations also have been pervasive. These and other pandemic related shifts have impacted the Region's target sectors and challenged various operational dynamics.

The Region has fared relatively well throughout the pandemic. The Region's health care and biosciences sectors have been a key part of the response to the public health challenges. advanced manufacturing and ag, food & beverage sectors have also been key parts of meeting market needs during a challenging time. And in many respects, the Transportation, Distribution & Logistics and Information, Communications & Technology sectors have seen higher rates of growth due to pandemic online buying patterns, the acceleration of online and web related products, and consumers heightened expectations of timely delivery of goods and services.

Within the MadREP Region, several trends have been noted:

- Accelerated growth of bioscience, health care and transportation, distribution, and logistics
- High rates of labor force absorption as reflected in the numbers of open positions across regional businesses and industries.
- Significant shifts in workforce participation and preferences across regional businesses and industries .

- Significant spike in new business formations as many workers decided to leave jobs in favor of self-employment.
- Acceleration of several existing and emerging technological and economic trends (i.e. workplace/workflow innovations, online buying).
- Traditional relationships to offices and their interrelationships with retail and entertainment spaces shifted during the pandemic. Corporate office footprints are shrinking due to the prevalence of remote and hybrid work models and other labor dynamics.
- Higher absorption rates of sites and buildings suitable for manufacturing, warehousing, distribution, and life sciences.
- Reduced inventory of improved sites and buildings suitable for large scale manufacturing, warehousing, distribution, and life sciences projects with immediate needs.
- Increased number of regional firms considering expansions outside the Region to find immediately available buildings, sites, and workers.
- Exposed significant risks to the global supply chain resulting in higher costs and longer delivery times.
- Increased importance of home office space and access to residential broadband connectivity.
- Significant public and corporate awareness and response to equity and inclusion issues.
- Sudden changes in demand for space and locations by all user types – residential (up), retail (varied), office (down), manufacturing (up), and energy production (up for renewables, down for carbon).
- Strong regional in-migration due in part to target sector economic growth, as well as a growing regional economy. Population growth has been outpacing the Region's ability to deliver sufficient housing at a price point affordable for wages offered. Employers are now beginning to invest in affordable housing solutions.
- Aging regional workforce and retirements have accelerated. Several of the Region's target sector employers have a predominance of workers in the mid-to-late stages of their careers.
- Changing corporate site requirements are driving the need for larger acreage sites and infrastructure. Stormwater requirements, renewable energy options, site security, and changing communications and transportation related infrastructure are all adding to the complexity of well-suited sites and buildings for business operations.

- Broadening site selection criteria and processes include considerations of housing inventories, transportation, and childcare options to meet the needs of a reliable workforce.

Economics, Financial Impacts & Implications

- Regional Target Industries have done relatively well through the pandemic period.
- Many Target businesses and industries have accelerated their growth and relevance through the pandemic (life sciences, health care, advanced manufacturing).
- Industry Location Quotients show growth and stability within the Region.
- Transportation, Distribution & Logistics has been added as a target sector given its accelerating growth in the Region.
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- Ongoing labor recruitment, development and participation in expanding businesses and industries is essential to future growth
- Occupational location quotients show labor force growth and stability within the Region, related to target sectors.
- "The U.S. economic outlook is becoming more pessimistic due to rising inflation, geopolitical instability, and tighter monetary policy. Industrial real estate demand has outperformed the economy for the past nine years because of the growth in e-commerce sales, diversification of supply chain sources, inventory control and population shifts. These drivers will support the sector in the event of an economic slowdown."
- While inflation remains near a 40-year high, it is primarily being driven by the energy, automobile, and food sectors—not by general merchandise that is widely stored in warehouses.
- U.S. life sciences employment increased by 5.5% year-over-year in Q2 2022, above its three-year average growth rate of 4.6%. The Biotech R&D sector had a record 13.5% year-over-year job growth.¹¹

¹¹ CBRE Research. (2022). Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds, May 26, 2022, as cited in Sector Strategy for Economic Recovery by Madison Region Economic Partnership, Becker Professional Services, Economic Growth Advisors, LLC, & Capital Area Regional Planning Commission, 2022.

Current Economic Condition

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Thoughts for the Future (Economic)

Regional Recommendations: From the Post-Pandemic Sector Strategy Report

The following recommendations are key to realizing the Regional potential in securing new facilities investments and growing employment in the Region's Target Sectors which include the following industry clusters: Advanced Manufacturing; Bioscience; Health Care; Information and Communications Technology; Agriculture, Food and Beverage (AFB); and Transportation, Distribution and Logistics (TDL).

¹² Madison Region Economic Partnership, Becker Professional Services, Economic Growth Advisors, LLC, & Capital Area Regional Planning Commission. (2022). Sector Strategy for Economic Recovery. Retrieved from <https://madisonregion.org/wp-content/uploads/2024/01/Business-Park-Sector-Strategy-Report-Final-010923-003.pdf>

- 1. Maintain and Expand Regional Inventory of Readily Developable Sites**
- 2. Current inventories of business sites and districts are needed to provide timely information for site search requests, as well as local economic development professionals, municipal officials and others engaged in the readiness of sites for business investment.** Inventories should include measures of shovel-ready status and suitability to serve target-sector businesses and industries. The business sites typology developed for this report, entitled “Scale of Geographic Market Served,” should be employed, and updated on an ongoing basis to provide summaries of available site inventories suitable for businesses and industries serving local, regional, national and/or global markets.
 - a) Maintain and further develop a regional site inventory, continuing to build out datasets regarding infrastructure, contiguous acres available, and other amenities and indicators of site preparedness and suitability to various markets. The inventory assembled for this report is based on readily available site and amenities data at a point in time (i.e., acreage, locational factors, workforce within 30-minute drive time, utilities, any site preparedness certifications). The inventory is dynamic and will require ongoing updates and maintenance to remain a credible source for decision-making as well as planning for the future supply and demand assumptions regarding regional business and industry growth. Facilitating local inputs, updates, verification, and access to local and regional summaries will require ongoing collaborations and commitment of resources across the Region.
 - b) Monitor and further capacity to track absorption rates across the Region annually. Current annual absorption rates for commercial/industrial sites across the Region are difficult to compile and report with reasonable accuracy for the Region. Better collection methods, compilation and analysis of absorption data would provide valuable inputs and understanding of site demand and available supply of suitable development sites within the Region. It is recommended that a County-level pilot project be developed to utilize County tax records to track and report commercial/industrial site absorption by location, type of use, square footage, and project value.
 - c) Identify a minimum of four sites in the Region most suitable for large regional or national/global scale economic development projects and proactively accelerate designated sites to being “shovel ready” as soon as possible. By focusing on the most readily available sites for larger scale projects, the Region can maintain a competitive standing for large scale employment and facilities investments.
- 3. Increase Capacity of Public and Institutional Entities in the Region to Invest in Sites, Infrastructure, and Site Amenities.**
- 4. There is a critical need to explore and expand local and regional public financing options and capabilities to improve regional competitiveness for private investment**

in the Region. Well planned and executed public investments in site preparedness can reduce barriers to new investment and employment within the Region. Business decision making is typically time sensitive and in need of high levels of certainty regarding the start of operations. Well-prepared sites require a combination of advanced planning, approvals, and well-timed public investments in needed infrastructure. Fast growing communities can often find themselves with significant opportunities for new employment and tax base but limited in financial capacity. The following recommendations address both regional and municipal level needs.

- a) Establish a federally designated Economic Development District (EDD) hosted by MadREP encompassing the six counties currently not in an EDD: Dane, Rock, Jefferson, Dodge, Columbia, and Sauk counties. The MadREP Region currently meets the Economic Development Administration (EDA) requirements for an EDD designation and would enhance the Region's opportunities to access EDA grant funding in support of regional economic development.
- b) Expand local public financing options and capabilities to improve competitiveness for private investment, such as increasing the 12% cap on TIF and the range of projects that may be funded with TIF.
- c) Expand local and regional public financing options and capabilities for land banking key development areas. Explore and establish a regional landbank mechanism to allow advance planning for designated development areas and mitigate financial barriers of preparing and holding sites for future development.
- d) Establish partnerships with regional county and municipal planning agencies to provide input on regional demand for economic land uses. Ongoing efforts to inform local land use decisions and foster inter-governmental cooperation can allow multi-jurisdictional land use decision making and funding of required local infrastructure.

5. Increase Regional Workforce Capacity

- a) One of the key obstacles to the realization of regional growth opportunities is the current workforce dynamic.
- b) Open positions are a result of a combination of factors. The great retirement has affected the Region as it has many other areas of the nation. Housing and rent costs have increased making it more difficult for new entrants to find affordable housing accommodations in proximity to employment opportunities. Mixed workforce locations (on site, distributed sites, remote, hybrid) each present different sets of transportation and childcare challenges/opportunities for workers.
- c) The Region possesses a high-quality labor force across many industries and specializations as noted in the occupational location quotients. But there are a growing number of opportunities that will require new entrants into the Regional labor market. Attracting professionals in greater numbers to fill more specialized,

experienced and skilled positions will be critical to future growth of the Region's Target Sector clusters. Helping employers demonstrate and communicate messages of Diversity, Equity and Inclusion (DEI) within their organizations and the Region as a whole can benefit the Region with a consistent message of opportunity within the Region.

- d) Proximity to certain site amenities is also critical to the efficient functioning of an employment area – particularly housing affordable to the nearby workforce, reliable transportation, and childcare services. MadREP should partner with others to address these issues by exploring appropriate mechanisms for funding and providing greater access to these employment-related amenities.
- e) Explore public/private partnerships that allow employers located within proximity to one another to pilot new collaborative approaches to childcare options. Pooling the underwriting of several seats for childcare within a designated locational area among groups of employers would allow greater flexibility in meeting employees' needs at a localized level. This would also reduce the burden on individual employees as it combines the needs of many with each employer participating in the larger pool of childcare spots.
- f) Explore public/private partnerships that allow employers located within proximity to one another to pilot new collaborative approaches to transportation options. Group underwriting of van pools to and from designated locations would allow greater access to employees that are currently limited in their employment options due to lack of reliable transportation. This also has the potential to reduce the burden on any one employer as it combines the needs of many with each employer participating in the collaborative van pool.
- g) Explore collaborative efforts with Target Sector employers actively engaged in Diversity, Equity, and Inclusion (DEI) recruitment efforts. Individual firms operating independently in their efforts report progress can be slow and collaboration could be a helpful way to market regional opportunities more broadly to new employees to the Region.
- h) Explore collaborative efforts with Target Sector employers actively engaged in Environmental, Social and Governance (ESG) efforts. Individual firms operating independently in their efforts report that greater clarity and the development of standards is needed. Collaboration could be a helpful way to assist many regional businesses as they demonstrate leadership in the developing ESG environment.

6. Increase Regional Organizational Alignment

- a) EDD designation will place MadREP in the role of monitoring regional economic development needs and working with local units of government, institutions, investors, businesses, and others to ensure those needs are met. It is critical that

MadREP understand the interests of economic development partners and align those interests to meet the economic development needs of the Region.

- b) MadREP should consider additional ways to increase its authority to act on behalf of regional economic development such as becoming a Chapter 59 regional industrial development agency.
- c) MadREP should begin a schedule of regular interactions with local units of government around the economic development needs of the Region and the local unit's role in meeting those needs.
- d) MadREP should engage with other regional economic development entities, CARPC, WEDC and EDA to proactively maximize the Madison Region's contribution to the state and national economies.

7. Further Develop Regional Market Planning (Internal) and Presence (External)

- a) Marketing of the Region's economic assets should be founded on a current inventory of shovel-ready sites with amenities customized to the target-sector industries we wish to attract. Site availability and readiness should come before a marketing campaign is launched.
- b) Establish target-sector mixed-use employment districts that can be planned and managed in partnership with municipalities, property owners, businesses, developers, and brokers. With a district management plan aimed at providing valued target-sector amenities, the district can be branded and marketed.
- c) Update the Gold Shovel Certification standards to include categories of business parks reflecting geographic scale of market served and amenities to serve target-sector industries.
- d) Further develop site selector relationships with those focused on target sector industries and firms.¹³

Marketing Plan

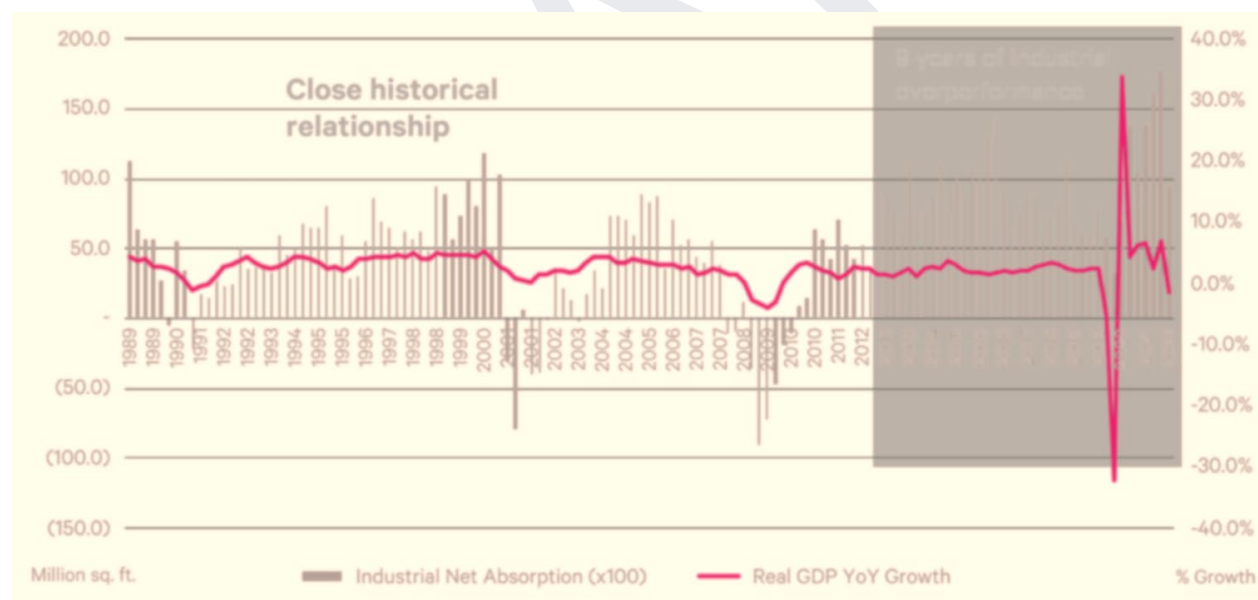
There are two key aspects to marketing the Region – internal and external. The purpose of internal marketing for a regional economic development entity is to align public, institutional, private, and household interests around an agreed upon strategy and to coordinate the development and distribution of information related to those strategies to allow individual decisions to be made that support the agreed upon strategies. The purpose of marketing the Region to an external audience is to attract resources and investment to the Region that supports the Regional development strategy.

¹³ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

The Region's Advance Now 2.0 Economic Development Strategy includes strategies to support the start-up and growth of all businesses in the Region, with a focus on target sector industries as well as the talent and workforce pool to support that targeted growth. It also enunciates awareness and differentiation strategies for externally focused marketing and attraction of target sector facilities, Foreign Direct Investment (FDI), and talent.

The findings from this report reinforce the internal focus of growing the Region's capacity for growth, region wide collaboration and network building strategies described in the Advance Now 2.0 document. This report's findings also suggest the external-facing strategies should change – at least in their timing and scope. The rationale for an external facing marketing campaign is to attract and secure new facilities, FDI and talent. This report suggests the Region does not currently have an articulated value proposition and readily available range of products (sites, amenities, and housing stock) needed to approach a national market in a cost-effective manner. While the Region has a substantial asset base and concentration of Target Sector employers and specialized workforce, it is critical that regional messages, inventories, and targeting be better aligned before making substantial investments in externally focused marketing efforts.

Industrial Demand Outperforms GDP

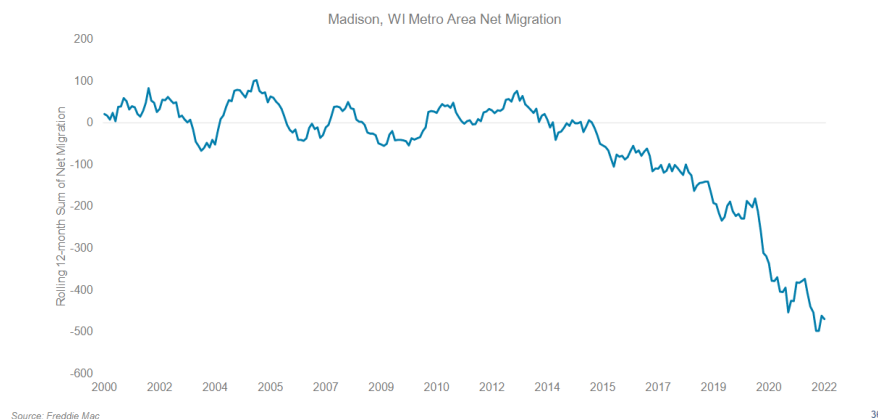


Source: Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds; CBRE Research; May 26, 2022

- Economic growth is slowing due to the increase in fiscal, interest rate and inflation headwinds.

- The risk of a recession is rising due to the Federal Reserve's commitment to slow down the rate of inflation which is exhibiting downward rigidity.
- Despite short-term turbulence, there is a fundamental revamp of the economy occurring with more investment, reshoring of supply closer to home, and more resilience that should lead to higher long-term growth.
- Lack of housing supply is a long-term threat to the health of the US economy and is driving migration to affordable and less productive locations.
- The supply / demand imbalance has led to a market that is chronically overvalued and is sensitive to changes in mortgage rates.
- Overvaluation of expensive markets is leading to a migration out and it is driving growth in other more affordable markets. While this is an opportunity, it also means there's a shift in the spatial risk gradient and this has climate risk implications.¹⁴

Out-Migration from Madison Metro Is Rising



¹⁴ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

Online Purchasing & Delivery Models

- “The digitization of everything, including automation and related developments, has spurred a major restructuring of the economy over the last several years. The COVID-19 pandemic accelerated this trend. In addition, a new emphasis on equity and inclusion requires new approaches, processes, skills, and systems. New forms of employment, new business models, and new priorities for economic land uses are just some of the trends that are advancing these larger changes.”¹⁵

- E-Commerce as a % of Non-Auto Retail Sales**



Source: *Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds*; CBRE Research; May 26, 2022

- “Today, companies such as Amazon and Walmart are seeking to move from one-day deliveries to 20-minute deliveries. This new trend results in an increased demand for distribution and fulfillment centers closer to the customer,”¹⁶
- Zoning codes may be inadequate to address equitable access to e-commerce and fulfillment. Curb management, aerial, and ground autonomous delivery.
- “Global transportation costs continue to rise. On May 19, the average cost to ship a standard 40-foot container (\$7,600) was 24% more than a year earlier, according to Drewry Supply Chain Advisors. International shipping costs to the U.S. are also elevated, with the Shanghai to Los Angeles route up by 55% to \$8,700 and the Rotterdam to New York route up 102% to \$7,200.
- Domestic freight costs are rising even more, up by almost 31% year-over-year in April and nearly 90% from two years ago, according to the Cass Freight Index on Expenditures. Rising fuel prices and trucker shortages are largely to blame. The U.S.

¹⁵ 2022 TrendReport; American Planning Association and Lincoln Institute of Land Policy

¹⁶ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

average per-gallon cost of diesel fuel, for example, hit \$5.61 on May 16, up by 236% from a year ago, according to the U.S. Energy Information Administration.

- Transportation costs account for between 45% and 70% of total supply chain costs, while inventory carrying costs make up between 12% and 16% and fixed facilities costs account for only 3% to 6%, according to CBRE Supply Chain Advisory.
- The rise in transportation costs can be a double-edged sword for industrial demand. Larger occupiers can lease additional space for more inventory near consumers to cut transportation costs, but smaller industrial occupiers (25,000 sq. ft. and less) may not. These small businesses that are more acutely feeling the pinch of cost increases could slow expansion plans or vacate space in the coming quarters.”¹⁷

Artificial Intelligence

- “Artificial intelligence (AI) has been in development since the 1950s. However, due to the availability of big data and increased computing power, the AI market has grown substantially over the last decade and is expected to grow 20 percent annually over the next few years.”¹⁸
- According to a recent Brookings Report, UW-Madison is an AI research and contracting center, one of 21 in the U.S. “Benefiting from federal research and contracting activities, 21 additional metropolitan areas have built up sizable AI capacities by capturing significant federal spending on AI-related projects.

Environmental Events and Responses (social impacts and implications)

- “Trends such as political polarization and related political pendulum shifts pose major obstacles to implementing the necessary response to the climate emergency.”¹⁹
- Green and sustainable goals are of increasing importance to company search criteria’ particularly among European-based firms
- Energy policies are impacting the Regions electric power production mix away from coal and toward more renewable sources
- Solar development may compete with other land uses for green field development near electric power infrastructure²⁰

¹⁷ Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds; CBRE Research; May 26, 2022

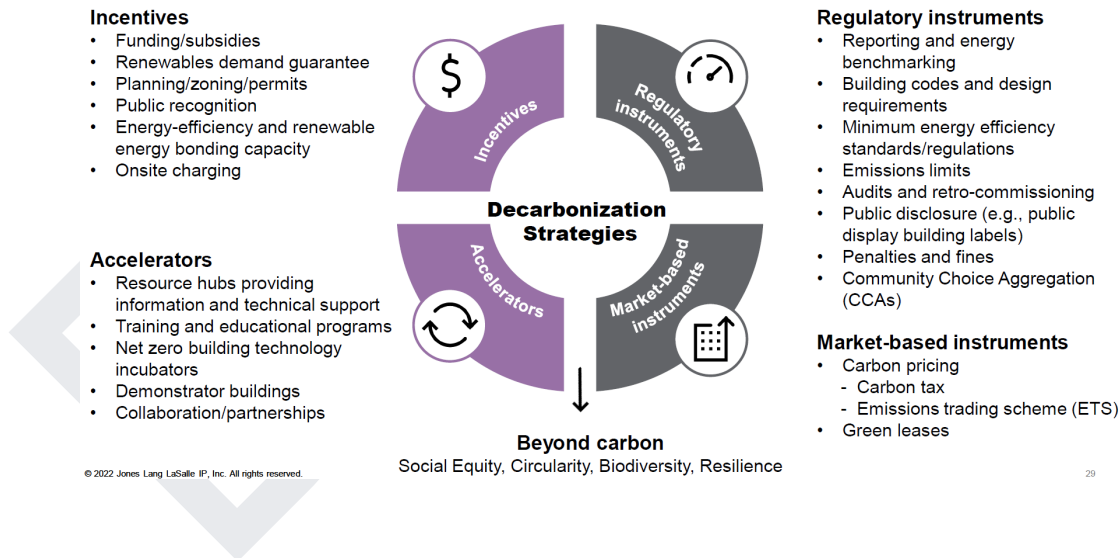
¹⁸ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

¹⁹ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

²⁰ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

- “Climate change continues to be a strong driver of change as well as a catalyst for innovation in all trend categories. Related trends have been identified in all timeframes, which comes as no surprise given the worsening climate emergency.”²¹
- “Given the inevitability of disruptions due to climate change based on current levels of atmospheric warming, adaptation at the local, regional, and national level will be necessary in the coming years. Additionally, ambitious mitigation efforts to reduce greenhouse gas emissions in line with the global targets of the Paris Agreement are essential to staving off more significant repercussions associated with warming beyond 1.5°C. This need for both adaptations to deal with the active reality of a changing climate and mitigation to prevent more significant climate disruptions highlights the challenge faced by the global community.”²²
- “As ESG continues to increase in priority, this initiative is timely. In partnership with representative clean energy stakeholders, the College of Engineering, Department of Life Sciences Communication, and the Nelson Institute for Environmental Studies at the University of Wisconsin–Madison are organizing a Clean Energy Initiative, which seeks to advance the overall economics of clean energy within our region—Wisconsin and the upper Midwest—and facilitate a community-led, solution-focused clean energy transition.”²³

There is a growing array of instruments to decarbonize



²¹ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

²² 2022 TrendReport; American Planning Association and Lincoln Institute of Land Policy

²³ Heather Smith, Wisconsin Economic Development Corp., email correspondence, October 11, 2022.

Figure 45: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

Responding to climate change in Wisconsin will require new approaches

The 2021 WICCI Assessment Report identifies specific steps we can take to protect our communities, our natural resources and our economy. Some examples of mitigation steps are to:

- **Protect the most vulnerable** in response to extreme weather events and set up timely public communication on climate-health issues.
- **Avoid grassland or natural vegetation conversion** to row-crop production or urban development to improve resilience to increasing precipitation and flood events.
- **Maintain and expand forest cover and urban tree canopies** with the greatest potential to store carbon.
- **Prioritize habitat management** actions that provide food and cover for wildlife in alignment with expected future climate conditions.
- **Help local communities become more resilient** by investing in flood risk reduction practices, pre-disaster mitigation programs, and comprehensive planning.
- **Design and build infrastructure that accounts for future climate conditions.**
- **Reduce greenhouse gas emissions** and create an equitable transition to renewable energy.

Figure 47: Source: 2021 Assessment Report Fact Sheet; Wisconsin Initiative on Climate Change Impacts

Related to both the overexposure of underserved communities to climate change and the impacts that are already taking place, climate migration is a trend of growing importance across the globe. The population of climate migrants is increasing, particularly due to relocation and displacement following natural disasters and rising sea levels.”²⁴

- “Innovations from both the public and private sectors are driving positive developments in the sustainability and climate mitigation arenas. These developments are crucial to meeting the targets outlined by the IPCC and the Paris Agreement.”²⁵
- Decarbonization & electrification – sustainable electrical infrastructure, diversification of transportation & micro mobility, mobility as a service, rethinking public right-of-way, curb management & technology, renewable energy powered smart grid, green building.

²⁴ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

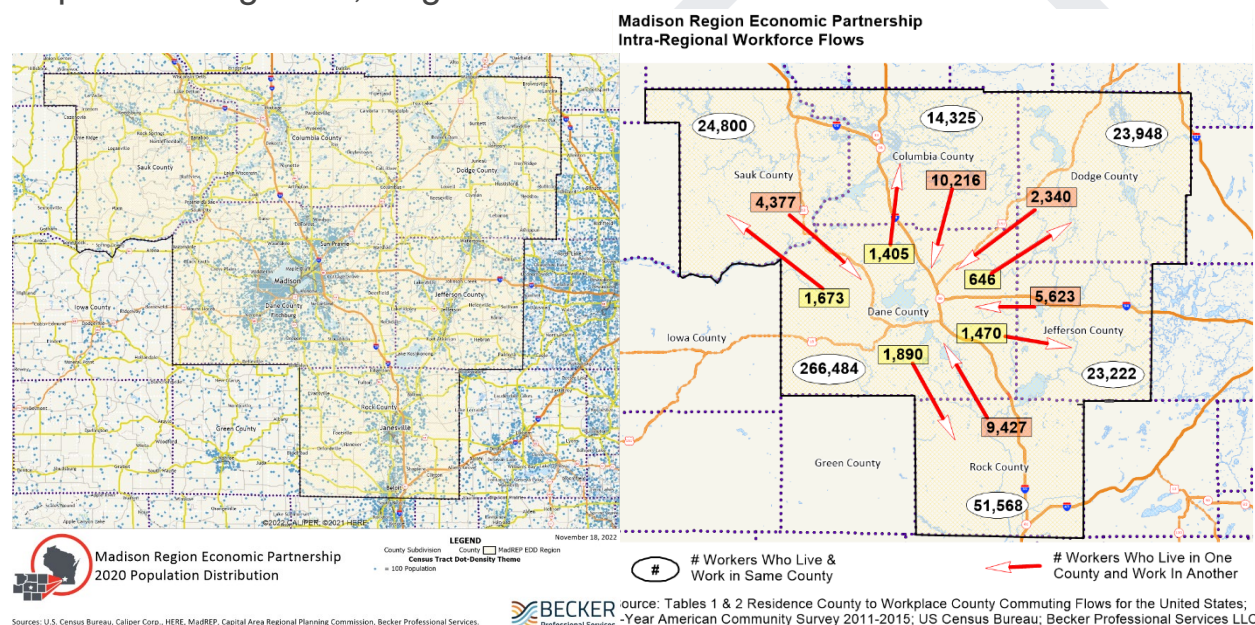
²⁵ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

- “Thus, an increasing number of municipalities are considering urban forests, greening, and the integration of nature-based solutions (NBS) to solve myriad challenges ranging from climate change to mental health.”²⁶

Demographic and Socioeconomic Analysis

General Population Pattern

Population Migration, Regional Workforce



Despite these positive population trends overall, there are some more sobering statistics when you look closer. At the census tract level, a total of 34 tracts in the Region had population losses from 2010 to 2020; nine of these are in Dane County, nine are in Rock County, five are in Dodge County, four in Sauk County, four in Jefferson County, and three in Columbia County (see map on following page). These losses pose a region-wide challenge in workforce development, especially since the Madison Region has a significantly high labor force participation rate when compared to like-geographies.

The map above shows the distribution of the population across the Region. The Madison area is the most densely populated part of the Region, followed by Janesville and Beloit.

²⁶ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

At the core of the Region is the City of Madison and the surrounding suburbs. The importance of the core to the periphery of the Region is clear in the intra-regional workforce flows illustrated in the map to the right. Dane County provides employment for about 95% of the workers who live there, and it is the place of employment for a significant number of workers from other counties. Nearly 40% of all workers from Columbia County for example, work in Dane County. Generally, the other counties are providing 3 – 5 times the number of workers to Dane County as those commuting from Dane County.

Demographics (Labor Force Impacts & Implications)

- The 6-county region is comprised of 36 cities, 63 villages and 135 towns.
- The Region represents a substantial percentage of the State economy: population (18%); business establishments (18%); employment (19%); payroll (20%) and population growth (33% between 2010-2021)
- The Region has strong demand for labor as reflected in low unemployment rates relative to State and national averages
- Projections anticipate strong growth in the Region relative to Wisconsin's 72 counties for the period 2010 - 2030. Measures include population (rate of growth and numeric change); employment growth (rate of growth and numeric change); and income (income per capita and mean household income). Dane County ranks in the top 4 in all categories; and 1st in population growth percentage and number, as well as employment percentage growth.
- Rock County ranks among the top Wisconsin counties in population growth number (10), employment growth number (8) and employment growth percentage (11) for the period 2010-2030. MadREP counties all rank in the top 3 quartiles in each of the 6 State rankings.
- Efforts to expand, develop and deploy our regional workforce in ways that mutually benefit employees, employers and the Regional economy is critical.
- The Region's 146,990 Youth and Young Adults (15-24) account for 21.8% of the Region's working age (15-64) population and is expected to increase by 3,600 between 2020 and 2025
- The Region's 16-24 population has several challenges to overcome. More than 32,800 (23%) of the Region's 16-24 age group live below the poverty line: accounting for 33% of the Region's total population living below the poverty line.
- The 15-24 cohort represents a sizable opportunity to accelerate the growth and development of the Region's workforce; but only if employer flexibility, employment training needs and barriers to workforce participation are effectively addressed at a regional level.

Pandemic Impacts on Workforce

- In March 2021, the National Law Review identified and summarized ways the pandemic has impacted employees and employers over the past year and in the years to come. The list included:
 - **Remote Work:** The pandemic forced many employers and employees to adapt quickly to both remote-work technologies and the cultural shift needed to embrace remote work. Employers can expect worker demand for remote work flexibility will remain beyond the pandemic.
 - **Workspaces:** The increase in remote work in some industries will mean employers may need less space or may use common spaces or hoteling arrangements more frequently. Employers in some industries that had larger space and physical separations that were able to better operate in a socially distanced manner during the pandemic may prefer to maintain these spaces.
 - **Workplace Innovations:** Workplaces that thrived during the pandemic often adopted workplace innovations, such as paperless tools, virtual platforms, and new workflow processes. Much of the workforce has now become accustomed to these innovations. Employers that seek to revert to the way work was completed prior to the pandemic may face challenges. Likewise, employees that resist innovations may require more training.
- Mixed workforce locations (on site, distributed sites, remote, hybrid) presents different transportation and childcare challenges/opportunities.
- There is a regional need to pursue transportation solutions to bridge workforce densities and employment sites in need of additional labor pools.
- There is a need to increase transportation options available to employers and employees seeking employment options.
- There is a need to pursue strategies and solutions to increase the densities of childcare services, particularly in the highest volume labor sheds.
- Public/private partnerships to sponsor pilot projects can demonstrate innovative approaches to address barriers to labor participation rates.
- Collaborative projects engaging multiple Workforce Development Boards can address regional challenges
- DEI initiatives have proven difficult to address as individual firms. Employers express a need for broader collaborative efforts.

- MadREP has a unique vantage point in the economic development ecosystem as a regional organization with a history of thought leadership and convening DEI conferences.
- “Major tech companies (e.g., Amazon, Facebook, and Google) have begun investing in affordable housing programs in communities near their operations. As of now, this primarily includes research and development for factory-built homes, as well as financing or contributing to local affordable housing efforts.”²⁷
- Area employers (Economic Stability Council) have recognized the critical gap in workforce housing and have committed to fund the inaugural Dane Workforce Housing Fund. This fund has raised over \$11,500,000 to help finance safe, affordable to the community, and locational accessible multifamily developments. Investors in the fund include BMO, TruStage, Exact Sciences, MG&E, First Business Bank, Madison Development Corporation, Monona Bank, Oak Bank, Oscar Rennebohm Foundation, Park Bank, Summit Credit Union, UW Health, UW Credit Union, and WPS. Other regions are responding similarly, Sheboygan County has The Forward Fund, capitalized at \$8,000,000.

Demographics & Racial Composition (Human Capital)

Aging of workforce and great retirement

- Declining life expectancy, worsening mental health.
- “Mental health issues, including mental illness and suicidal ideation, are increasing among youth and adults. Communities were facing mental health challenges pre-COVID-19, but pandemic-associated factors, such as lack of social interactions, increasing economic burdens, and rising mortality, have worsened mental health. The number of people suffering from moderate to severe symptoms of depression and anxiety remains higher than before COVID emerged.”²⁸

New Business Formations (Self-Employment?)

“The option to digitally communicate with potential customers and the opportunity to reach vast numbers of people through social media make non-employer work more attractive and efficient. While this is certainly not the only reason why gig work is increasing (there are many more, including working conditions, lack of benefits, need for flexibility, etc.), it is notable that younger

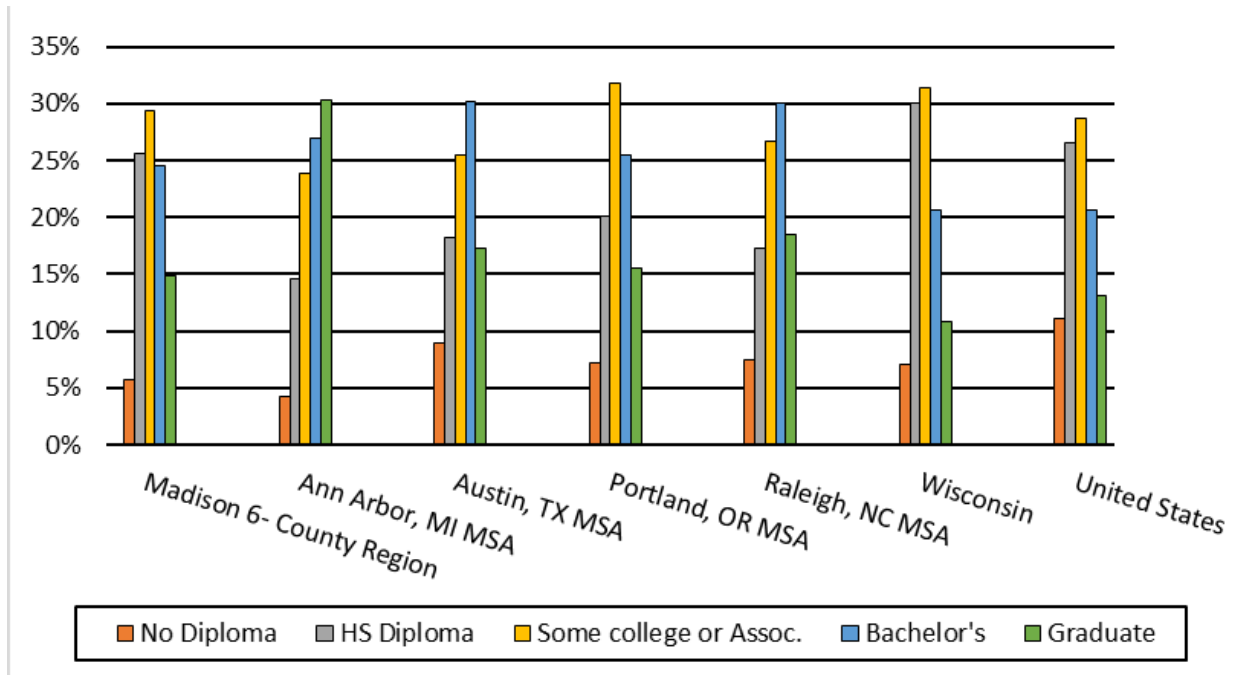
²⁷ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

²⁸ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

generations of gig workers are pursuing multiple functions or clients in parallel, a concept called “polywork.”²⁹

²⁹ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

Educational Attainment (2021)



Source: U.S. Census Bureau

Educational attainment plays a pivotal role in driving robust economic growth and fostering regional development. Empowering individuals with higher levels of education cultivates a skilled and knowledgeable workforce, magnetizing businesses and unlocking abundant job opportunities. The transformative impact of educational attainment on a regional economy is further evidenced by amplified productivity and groundbreaking innovation. Equipped with essential skills, educated individuals spearhead process improvements and generate novel ideas that propel the overall economic triumph of the region. Conversely, regions characterized by low levels of educational attainment grapple with elevated unemployment rates and sluggish economic expansion. Devoid of a well-educated workforce, such areas may face reluctance from businesses to invest, impeding their potential for remarkable economic advancement..

The bar graph above shows the region having a higher percentage of the population having a Bachelor's and graduate education than the state and nation. However, the region has lower percentages of these graduates when compared to peer regions. Though, the region does have a higher HS Diploma percentage than peer regions (though lower than the state) and a higher Some college or Assoc. population percentage than peer regions except Portland, OR MSA. This could be an indication that the region finds more strength in skilled and technical education, such as apprenticeships, as opposed to post-secondary education than peer regions.

Micro-credentialing, Experiential Learning

- Many workplaces are moving away from traditional degrees and certificates as documentation of workplace skills and relying more on skill-specific credentials. This reduces the training burden (time and budget) for employees and provides confidence to employers that the employee knows the specific skills to perform their tasks.
- Madison College has become a global leader in micro-credentialing and experiential learning through their Digital Credentials Institute ³⁰

Institutions of Higher Education

As detailed in the above section, the Madison Region has an overall higher educational attainment than the national average including a higher rate of advanced degrees. The region's relatively high levels of educational attainment act as an asset to the region and its economic competitiveness as it equips the region with a skilled and educated workforce pool and talent pipeline for companies and employers that are located in the region.

The Region's Institutions

The region's skilled and educated workforce is, in large part, possible due to the region's vast network of institutes of higher education. The network includes public and private universities, community colleges, technical/vocational institutions, and specialized professional schools among others.

These institutions of higher education and the diverse range of educational opportunities they provide the region are critical in the development of an educated and skilled workforce pool and talent pipeline.

Higher Education's Role in Regional Need for Increased Workforce Capacity

These institutions of higher education will continue to play an important role as regional partners in collaboration as the continued growth and development of the regional workforce pool and talent pipeline remain a top priority for regional economic competitiveness and development. The Madison Region, like many regions across the nation, is facing a critical need for increased workforce capacity to meet employer demands. This increased need is due to multiple factors including, employment growth in the region's target sectors as well as an aging workforce population. Impacts of the aging demographics of key regional sectors are being exacerbated by trends, both within and beyond the region, of increased resignations and retirement - "The Great Resignation". As a result, many employers are seeking skilled, educated, and experienced employees to fill vacancies.

³⁰ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

The need for increased workforce capacity for the region, especially the region's rural, "ring", counties, does not come as a surprise to the region's economic development professionals and stakeholders. Stakeholders who participated in the steering committee for Advance Now 2.0 predicted back in 2019 that building workforce capacity would be a greater challenge for the region in the coming years. They attributed the anticipated challenges to the area's aging workforce, slow population growth, and lack of high-wage technology jobs that serve to attract a younger workforce.

In response to the anticipated challenges, Advance Now 2.0 laid out multiple Key Actions around engagement with institutes of higher education for the region to take to address the foreseen workforce needs. These actions included:

- Hosting and attending regional on-and off-campus job fairs, hiring expos, and other events targeting potential talent prospects
- The pursuit of alumni from Madison Region colleges and universities as high-value relocation prospects
- Reinvigoration of the Region's Business and Education Collaborative to get K-12 education, higher ed., and businesses working together on solutions

Since the 2019 update, the region has made progress in these actions. MadREP and its regional workforce development board partners have taken an increased role in leading the collaboration and facilitation of opportunities between education and business partners. Inspire Madison Region connects regional employers with K-12 students and educators creating a dialogue between employers and the future workforce allowing them to share future opportunities available right within the students' region. The program is paired with Madison Regional Career Pathways which provides maps for students to follow, guiding them through their education into a chosen career. The programs, working in tandem, increase students' college and career readiness while guiding them along the school-to-talent pipeline that feeds into the region's workforce. Inspire Madison Region is offered to all districts within the region. Currently, 43 districts across the region participate in Madison Regional Career Pathways; however, MadREP and its regional partners are in the process of expanding the program, with the end goal of getting the program into all districts.

In this time of high workforce demand, many employers are looking for near-term solutions to employment needs. While working on K-12 partnerships to build future pipelines, regional employers also have the opportunity to work directly with the region's higher education institutions in mutually beneficial partnerships. By providing students with secure employment opportunities that align with their professional ambitions, employers support the institution's employment-upon-graduation rate while the institution, by training and preparing students for the workforce, provides employers with skilled and educated employees necessary to successfully operate their businesses.

Upskilling and Flexible Paths to Employment via Higher Education

In addition to increasing employer attraction and retention of graduates from the regional network of higher education institutions, regional employers and workforce development professionals have found ways to capitalize on less traditional workforce development opportunities. These opportunities come from training and skill development provided outside of the traditional paths of higher education.

Although the region retains a generally high Labor Force Participation Rate (LFPR), there is still an opportunity to capture members of the working-age population who are not currently participating in the labor force or who are being underutilized. While some individuals might be unable to participate for reasons such as age, disability, caretaking responsibilities within the home, etc., others might have dropped out of the labor force due to difficulty matching their current skills to gainful or meaningful opportunities or might feel otherwise discouraged in their ability to find work. Up-skilling programs and other flexible education and training paths provide these individuals with opportunities and access to labor force participation.

The Madison Region is fortunate to have a quality network of education, community, and economic development partners committed to matching such individuals with opportunities. An example is the work done by The Urban League of Greater Madison's training academies where individuals have the opportunity to be trained in areas such as customer service, trades, health care administration, medical scheduling, information technology, and education assistance in five to seven-week programs that prepare adults to transition directly into the workforce in their area of interest.

Programs such as this, provide opportunities for individuals to find career alignment and success through less-traditional paths while still providing key skill development and educational training. Although typically shorter in duration, these training programs are still intensive, and their specialized nature often makes individuals who complete them uniquely qualified and prepared for employment opportunities. Employers seeking specialized skillsets and experience often look to recruit individuals with specialized skills and applicable experience rather than those with more generalized educational backgrounds who lack applicable experience or training.

In developing this update, feedback from several industry stakeholders revealed that concerns around education and skill alignment with industry workforce needs remain a priority for the region's employers. In a time where many industries and employers are shifting focus from 4-year (or even 2-year) degrees towards more specialized certifications and credentialing, the idea arose that schools might be putting too much emphasis on preparation for 4-year education paths, and not enough on other opportunities for specialized paths to credentialing and certifications. These concerns are indicative of what the region is seeing in employer recruitment trends.

Post-pandemic, the regional economy has seen an increase in micro-credentialing and certification paths outside of the traditional 2 or 4-year school paths. An example to highlight is

Madison College's global leadership in micro-credentialing and experiential learning through its Digital Credentials Institute. The Digital Credentials Institute provides digital badges that provide verifiable digital credentials, global recognition of skills and accomplishments, and access for potential employers to see and verify the work completed in earning the credential. The Digital Credentials Institute seeks to provide forward-thinking credentialing solutions that support both learners and employers as hiring moves toward more skill-based hiring practices.

Another example of a path to skilled employment is the region's promotion of apprenticeships. According to the Governor's Office, Wisconsin hit a record for "earn-while-you-learn" apprenticeship participation in 2023 (Office of Governor Tony Evers, 2023)^{***}. Apprenticeships play a vital role in addressing workforce needs, particularly in the region's rural counties and manufacturing base industries. The hands-on training and mentorship offered through apprenticeship programs not only contribute to the development of a highly skilled workforce but also strengthen the economic resilience of rural communities. As apprentices gain practical experience, they simultaneously contribute to the growth of local industries, fostering a symbiotic relationship between workforce development and economic vitality.

By leaning into such opportunities, the region's institutes of higher education and other regional partners are implementing the Advance Now 2.0 Key Action around the continued evolution of two- and four-year higher education programming to align with and support the regional economy and its workforce needs.

Higher Education's Role in Fostering a Diverse, Equitable and Inclusive Workforce

The region's educational institutions are making significant strides to align their programs and credentialing with the evolving needs of industries and employers. This transformative shift not only opens new doors for upskilling and micro-credentialing but also presents a unique opportunity for the intentional development and implementation of initiatives grounded in diversity, equity, and inclusion (DEI) principles.

The deliberate connection between workforce development opportunities and DEI initiatives is crucial for ensuring that the region's economic growth is inclusive and benefits all members of the region's diverse communities. By strategically leveraging human resources equitably and inclusively, we can empower the region's workforce to meet the expanding demands of employers. This approach not only addresses current workforce needs but also lays the foundation for a diverse, inclusive, and equitable economic landscape that stakeholders aspire to achieve.

Historically, the region has faced disparities in educational attainment, which has, in turn, directly impacted wage and income disparities. To break this cycle, it is imperative to intentionally include individuals from diverse communities in the newly emerging opportunities for upskilling, micro-credentialing, and other nontraditional education and certification programs. This intentional approach to inclusion seeks to bridge historical gaps and ensure that all

individuals, regardless of background, have access to the tools and resources needed for success in the evolving job market.

The recognition that increased diversity in the workforce benefits everyone underscores the importance of fostering an environment where opportunities are purposefully extended to all. The region's economic success is intricately linked to the inclusive development of its workforce. By intentionally providing access to educational and career advancement opportunities for diverse communities, the region not only addresses historical disparities but also fosters a thriving and resilient regional economy.

The Role of Institutions of Higher Education in Advancing Regional Economic Equity and Inclusion

Multiple conversations with the region's steering committee and other stakeholders have highlighted continued concern surrounding the disparities in opportunity and access for historically underserved communities and individuals in the regional economy, causing Diversity, Equity, Inclusion, and Access (DEIA) to be prioritized as the foundation of the region's strategic update.

This priority aligns with the work MadREP has already begun through the MadREP Foundation and the Bridge Wisconsin initiative. These initiatives strategically focus on fostering equitable economic opportunities, access, and competitiveness across all communities in the region.

Recognizing that education is a key driver of economic empowerment, the MadREP Foundation and Bridge Wisconsin initiatives place a significant emphasis on collaboration with institutions of higher learning across the region. This collaborative approach aims to create meaningful and sustainable pathways for individuals from diverse backgrounds to access quality education and training that will lead to family-sustaining employment as well as economic opportunities for generational wealth-building for individuals and communities.

By aligning educational offerings with the evolving needs of industries, this collaboration seeks to ensure that educational opportunities are both relevant and accessible to all members of our community. Technical colleges and universities play a pivotal role in shaping the workforce of tomorrow. Through intentional collaboration, the region can address existing disparities and provide equitable access to educational resources.

As the region moves forward, the collaborative efforts between MadREP and institutes of higher education become integral components of a broader strategy for promoting diversity, equity, and inclusion. Through these initiatives, the region seeks to not only strengthen the educational foundation of its workforce but also to cultivate an environment where individuals from all backgrounds can thrive and contribute to the region's economic success.

How Institutes of Higher Education Help to Advance Equitable Regional Innovation and Economic Growth

The Bridge Wisconsin initiative builds upon the regional commitment to equity by focusing on educational access while driving innovation across the entire region. These initiatives serve as catalysts for increasing venture capital investment while emphasizing investment in diverse, underserved businesses and rural enterprises.

The Bridge Wisconsin initiative recognizes the critical link between equity and innovation. As part of this holistic approach, various innovation and entrepreneurship actions are being developed and implemented in collaboration with regional universities. The goal is to regionalize and grow innovation ecosystems, fostering high-value technology jobs and creating opportunities to attract a younger workforce.

While the region has made notable progress in workforce development, recruitment, and retention to enhance the Region's workforce capacity, challenges persist. A potential threat lies in the discrepancy between educational attainment and wages earned. Quantitative data from the U.S. Census Bureau's American Community Survey 5-Year Estimate in 2021 revealed that the region exhibited higher educational attainment (39.35%), particularly in advanced degrees, than the national average (33.67%). However, the region's average annual wages (\$53,942) fell below the national average (\$57,064).

This concern resonated in qualitative discussions during steering committee meetings where stakeholders voiced growing apprehension about competitive pay rates and their impact on the region's ability to attract and retain a skilled workforce. Intentional efforts are underway to address this threat by strategically developing and fostering innovation ecosystems. This approach focuses on expanding the regional innovation ecosystem within Madison and throughout the greater region, aligning with key actions outlined in Advance Now 2.0.

The region is leveraging the strengths of its universities and institutions of higher education to solidify its position as an innovation hub. These institutions are not just gateways for workforce development but also crucial assets for innovation. The University of Wisconsin-Madison, with its advancements in AI and clean energy technology, stands out as a key player. Additionally, other regional universities actively contribute to innovation, further diversifying the region's economic landscape.

Through these efforts, the region actively builds its identity as an innovation hub through strategic ecosystem development and collaboration with diverse academic institutions. By fostering innovation, the region aims to attract higher-wage jobs and retain its educated and skilled workforce, creating a thriving and equitable economic future for all.

Conclusion

In conclusion, Madison Region's institutes of higher education play a pivotal role in shaping the economic landscape, workforce, and innovation ecosystem. With educational attainment surpassing the national average and a notable concentration of advanced degrees, the region benefits from a skilled and educated workforce, positioning it competitively in the global economy.

The diverse network of higher education institutions, including the University of Wisconsin System, Wisconsin Technical College System, and private colleges like Beloit and Edgewood, forms a robust foundation offering a wide range of educational opportunities critical for developing an educated and skilled workforce pool. The collaboration between these institutions and regional stakeholders demonstrates a proactive approach to addressing the anticipated challenges in workforce capacity.

The region's commitment to workforce development extends beyond traditional paths, focusing on upskilling and flexible paths to employment, and reflects a forward-thinking approach to meet the evolving demands of the job market.

Institutions of higher education play a pivotal role in fostering diversity, equity, and inclusion. Recognizing the historical disparities in educational attainment and income, these institutions are strategically aligning programs with industry and community needs. Collaborative efforts underscore a commitment to inclusive economic growth, providing equitable access to education and training.

The region's collaborative effort led, in part, by its institutions of higher education seeks to drive innovation, increase venture capital investment, and create high-value technology jobs. The region's universities, including UW-Madison, contribute significantly to the innovation ecosystem, positioning the area as a hub for cutting-edge advancements.

As the Madison Region strives for economic competitiveness, the institutions of higher education emerge as indispensable partners, collaborators, and assets. Their role extends beyond academic pursuits to actively shaping the workforce, fostering innovation, and promoting diversity, equity, and inclusion. Through intentional collaboration and strategic initiatives, these institutions contribute to the region's identity as an innovation hub, ensuring a thriving and equitable economic future for all.

ROI on education attainment due to industry clusters/ jobs

There are about 170 degrees and certificates per every 10,000 residents, surpassing all comparison geographies except Ann Arbor, MI. This trend was the same in 2011 and 2016 as well. Notably, however, this number has been on a decreasing trend since 2011.

MadREP CEDS 2024 Update Template - WIP Draft

Degree Completions Worksheet							
		2011		2016		2021	
		# completions	Per 10k Residents	# completions	Per 10k Residents	# completions	Per 10k Residents
Madison Region		17284	185.0	17790	183.3	17400	171.1
Ann Arbor MI		18745	543.8	20217	564.6	21470	576.5
Austin TX		25297	150.5	28686	147.7	32133	143.8
Portland OR		23087	104.8	26552	112.9	22497	90.2
Raleigh NC		12564	113.8	14432	116.0	16370	117.6
Wisconsin		67490	119.1	68576	119.2	66586	113.4

Sources: Lightcast, US Census ACS 5-Year Estimates

Annual Average Wages By County 2011-2021							
		2011		2016		2021	
						5-Year Change	10-Year Change
Madison Region		\$ 53,942	\$ 57,854	\$ 70,206		7.3%	30.2%
Ann Arbor MI		\$ 67,600	\$ 72,593	\$ 88,492		7.4%	30.9%
Austin TX		\$ 59,585	\$ 64,823	\$ 81,140		8.8%	36.2%
Portland OR		\$ 59,540	\$ 65,176	\$ 80,287		9.5%	34.8%
Raleigh NC		\$ 62,069	\$ 66,086	\$ 81,291		6.5%	31.0%
Wisconsin		\$ 52,201	\$ 55,731	\$ 66,236		6.8%	26.9%
United States		\$ 57,064	\$ 60,920	\$ 73,071		6.8%	28.1%

Source: US Census ACS 5-Year Estimates - Full-time, year-round workers with earnings

The Madison Region's average wages are the lowest amongst the comparison regions. However, despite lower average wages, total poverty in the Madison Region is significantly below the national average and higher than only Raleigh amongst the comparison groups. Total poverty rates in the Madison Region have also been decreasing since 2012 (a similar trend seen in comparison areas). Youth poverty in the Madison Region is lower than all other comparison areas.

	Total Poverty Rates by Region			Youth Poverty Rates by Region		
	2012*	2016	2021	2012*	2016	2021
Madison Region	11.60%	12.10%	9.80%	14.00%	14.90%	10.10%
AnnArbor, MI	14.60%	15.20%	13.40%	14.40%	13.70%	11.10%
Austin, TX	14.60%	13.30%	10.20%	18.90%	17.30%	12.00%
Portland, OR	13.10%	12.80%	9.90%	17.20%	16.30%	11.30%
Raleigh, NC	12.00%	11.60%	9.30%	16.00%	15.70%	12.10%
Wisconsin	12.50%	12.70%	10.70%	17.20%	17.50%	13.50%
United States	14.90%	15.10%	12.60%	20.80%	21.20%	17.00%
Source: U.S. Census Bureau 5-Year Estimates						
* NOTE: 2012 is the earliest year with 5-year estimates						

Employment By Region 2011-2021								
		2011	2016	2021	5 year change	10 year change		
Madison Region		539842	580840	581721	7.6%	7.8%		
AnnArbor, MI		220047	235111	232969	6.8%	5.9%		
Austin, TX		886505	1076038	1238487	21.4%	39.7%		
Portland, OR		1127180	1282962	1299124	13.8%	15.3%		
Raleigh, NC		555994	653666	720261	17.6%	29.5%		
Wisconsin		2975925	3137467	3101083	5.4%	4.2%		
United States		147497346	160599028	162367213	8.9%	10.1%		
Source: Lightcast								

Employment in the Madison Region increased by a larger percent than Ann Arbor, MI, but lower than the other comparison regions.

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 is a statistic that measures the relative concentration of employment in a given sector as compared to the national average. For instance, 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. According to LQ measurements, manufacturing (LQ = 1.71), government (LQ = 1.21), information (LQ = 1.53), management of companies and enterprises (LQ = 1.32), and agriculture, forestry, fishing, and hunting (LQ = 1.38) are the largest sectors. There is a large 10-year employment decrease (-12.1%) in the Mining, Quarrying, and Oil and Gas Extraction sector, which is consistent with national trends. Notably, while there is an increased percent employment national trend, Utilities (-10.3%), Educational Services (-2.2%), Finance and Insurance (-9.4%), and Accommodation and Food Services (-1.4%) saw decreased percent employment in the Madison Region. Higher percent employment growth within a 10-year span when comparing nationally is present in manufacturing (12.0%), Professional, Scientific, and Technical Services (35.8%), Construction

(37.7%), Wholesale Trade (4.9%), Information (33.4%), and Management of Companies and Enterprises (70.1%). It is notable that the Madison Region's agriculture, forestry, fishing, and hunting sector is the only industry with an LQ higher than 1.0 with wages exceeding national average.

Economic Composition by Employment Madison Region 2021							
		2021 Jobs Madison Region	2021 Employment Concentration Madison Region	10-Year Change Madison Region	10-Year Change United States	2021 Wages Madison Region	% of 2021 Wages United States
Naics	Description						
90	Government	109563	1.21	-3.1%	-1.6%	\$ 54,150	86.8%
31	Manufacturing	69730	1.71	12.0%	5.3%	\$ 65,293	85.9%
62	Health Care and Social Assistance	66161	0.88	14.7%	19.2%	\$ 61,154	104.7%
44	Retail Trade	54880	0.97	0.2%	4.2%	\$ 33,216	83.8%
72	Accommodation and Food Services	42251	0.96	-1.4%	7.1%	\$ 20,473	78.2%
54	Professional, Scientific, and Technical Services	33133	0.75	35.8%	27.3%	\$ 75,598	68.8%
23	Construction	31510	0.96	37.7%	27.6%	\$ 68,565	105.3%
81	Other Services (except Public Administration)	26090	0.90	-0.8%	-3.1%	\$ 35,034	97.0%
56	Administrative and Support and Waste Management and Remediation Services	24796	0.68	6.6%	15.9%	\$ 40,076	82.2%
52	Finance and Insurance	23772	0.90	-9.4%	11.7%	\$ 86,589	67.0%
42	Wholesale Trade	20455	1.01	4.9%	1.9%	\$	77.7%

						70,188	
						\$	
51	Information	18457	1.53	33.4%	6.4%	89,057	60.7%
48	Transportation and Warehousing	16574	0.73	24.4%	45.9%	50,734	86.6%
55	Management of Companies and Enterprises	11300	1.32	70.1%	22.2%	124,621	87.1%
11	Agriculture, Forestry, Fishing and Hunting	8931	1.38	0.3%	1.2%	47,204	108.9%
71	Arts, Entertainment, and Recreation	8155	0.93	2.4%	3.1%	22,021	49.5%
61	Educational Services	6842	0.48	-2.2%	7.6%	28,765	59.3%
53	Real Estate and Rental and Leasing	7163	0.67	5.4%	17.1%	58,241	82.1%
22	Utilities	1616	0.82	-10.3%	0.3%	121,391	102.2%
21	Mining, Quarrying, and Oil and Gas Extraction	342	0.21	-12.1%	-29.8%	76,643	70.2%
	TOTAL ALL SECTORS	581721		9.7%	9.8%	56,070	85.6%
Economic Composition by Employment Madison Region 2022							

Labor force participation rates (LFPR) is an estimate of an economy's active workforce. The formula is the number of people ages 16 and older who are employed or actively seeking employment, divided by the total non-institutionalized, civilian working-age population. The MadREP Region supresses all peer regions in LFPR except for Austin, TX (71.1%). However, notably, the MadREP Region faced a significant decrease in LFPR within 5-years (-0.52%). The largest 5-year decreases are in Dane County (-1.50%) and Sauk County (-1.40%). The largest 5-year increase is in Dodge County (3.50%)

MadREP CEDS 2024 Update Template - WIP Draft

Labor Force Participation Rates - 2021				
				5-Year Change
Madison Region		69.5%		-0.52%
	Columbia County	67.8%		-0.60%
	Dane County	71.4%		-1.50%
	Dodge County	67.3%		3.50%
	Jefferson County	69.3%		0.30%
	Rock County	65.4%		0.00%
	Sauk County	67.5%		-1.40%
Ann Arbor MI		64.4%		-0.40%
Austin TX		71.1%		0.80%
Portland OR		66.9%		0.50%
Raleigh NC		68.9%		-0.50%
Wisconsin		66.1%		-0.80%
United States		63.6%		0.10%
Source: US Census ACS 5-Year Estimates 2021				

When looking within the MadREP Region, only Sauk County saw a decrease in employment over a 10-year span (-6.4%)

Employment By County 2011-2021							
		2011	2016	2021	5 year change	10 year change	
Madison Region		539841.9857	580840	581721	7.6%	7.8%	
	Columbia County, WI	22897	24594	24451	7.4%	6.8%	
	Dane County, WI	336629	368992	371412	9.6%	10.3%	
	Dodge County, WI	37039	38271	38574	3.3%	4.1%	
	Jefferson County, WI	37688	37228	38209	-1.2%	1.4%	
	Rock County, WI	65650	72130	71711	9.9%	9.2%	
	Sauk County, WI	39939	39624	37364	-0.8%	-6.4%	
Wisconsin		2975925	3137467	3101083	5.4%	4.2%	
United States		147497346	160599028	162367213	8.9%	10.1%	
Source: Lightcast							

Annual Average Wages By County 2011-2021								
				2011	2016	2021	5-Year Change	10-Year Change
Madison Region				\$ 53,942	\$ 57,854	\$ 70,206	7.3%	30.2%
	Columbia County			\$ 50,110	\$ 53,247	\$ 63,665	6.3%	27.1%
	Dane County			\$ 59,312	\$ 64,910	\$ 77,997	9.4%	31.5%
	Dodge County			\$ 46,822	\$ 47,831	\$ 57,351	2.2%	22.5%
	Jefferson County			\$ 47,205	\$ 49,705	\$ 63,232	5.3%	34.0%
	Rock County			\$ 48,278	\$ 49,329	\$ 58,320	2.2%	20.8%
	Sauk County			\$ 45,474	\$ 46,751	\$ 60,064	2.8%	32.1%
Wisconsin				\$ 52,201	\$ 55,731	\$ 66,236	6.8%	26.9%
United States				\$ 57,064	\$ 60,920	\$ 73,071	6.8%	28.1%
Source: US Census ACS 5-Year Estimates - Full-time, year-round workers with earnings								

Livability

As highlighted in earlier parts of this strategy update, factors contributing to the region's economic vitality and competitiveness are expanding beyond traditional measures to include what are being referred to as "employment-related amenities". These amenities include things like the availability of affordable workforce housing located near jobs, sufficient childcare capacity, accessible and efficient transportation, and other amenities that make the area livable and attractive to the workforce population. As employers seek a skilled and reliable workforce for their company, these employment-related amenities become important to employers who are looking to locate in an area making the region's quality of life, sometimes referred to as "livability", increasingly relevant to its economic health.

Madison and the surrounding Region have ranked high in livability over the past few years; however, the city and Region are not without their challenges. Many of the concerns facing the region are reflective of larger national trends and patterns. These trends involve housing, transportation, childcare, and other factors that have a great impact on an area's quality of life.

Housing

In 2019, Advance Now 2.0 highlighted a Workforce Housing Initiative from Montgomery County, Maryland. The initiative was a response to a workforce housing "gap" where a number of localities within the county found a lack of available options for workers who could not afford market-rate housing, but did not qualify for traditional forms of assistance based on their income. This workforce housing "gap" reflects housing challenges that face the workforce population nationally. The Madison Region is not excluded from such challenges.

Current Regional Housing Landscape

Dane County, a vital part of the Madison Region, faces significant challenges in the housing sector. Up until the 2008 recession, the region experienced an annual production of 2,600 single-family homes. Post-recession, the slow recovery has reached only about half of the

previous annual production levels. Single-family homes now constitute approximately 40% of the housing stock in most urban areas in Dane County.

Overall, the region's current housing production falls short of meeting demand. Population growth is accelerating across the entire Madison Region, with projections indicating the need for approximately 4,500 to 5,000 net new units per year to accommodate an expected additional 100,000 people by 2030, yet the region is collectively producing an average of only 1,500 single-family homes and 2,250 multifamily units per year. This imbalance between housing production and population growth is contributing to rising housing prices as the increasing demand is not being matched with supply.

Housing Availability, Demand, and Pricing Across Counties

The discrepancies between supply and demand are creating challenges that are felt across the entire Madison Region, including Columbia, Dodge, Jefferson, Rock, and Sauk Counties. The housing shortage, escalating demand surpassing production, and resultant increased housing prices are common trends observed in each county within the Madison Region. Such trends reflect national trends in housing availability and affordability.

These housing challenges are not new to the region. The region's 2019 strategy update, highlighted the availability of quality affordable housing as a major issue across the region, as well as the nation. Among other factors, the Madison Region has historically attributed some of its housing affordability challenges to Madison being home to the University of Madison, noting that university towns and campus neighborhoods often experience inflated prices due to accommodations being allocated to students with housing allowances and parental support. Post-pandemic, these challenges have not been resolved. Housing availability and affordability remain regional concerns that threaten the region's livability, creating barriers to workforce attraction and retention.

Home Ownership

The National Association of Realtors (NAR) publishes reliable data on housing costs, value, and affordability for metropolitan statistical areas across America. According to the association's data, single-family home prices in the Madison MSA have experienced a significant increase in the past 5 years with the median sales price rising from \$267,900 in 2017 to \$392,700 in 2022.³¹ This increase reflects national trends in home prices.

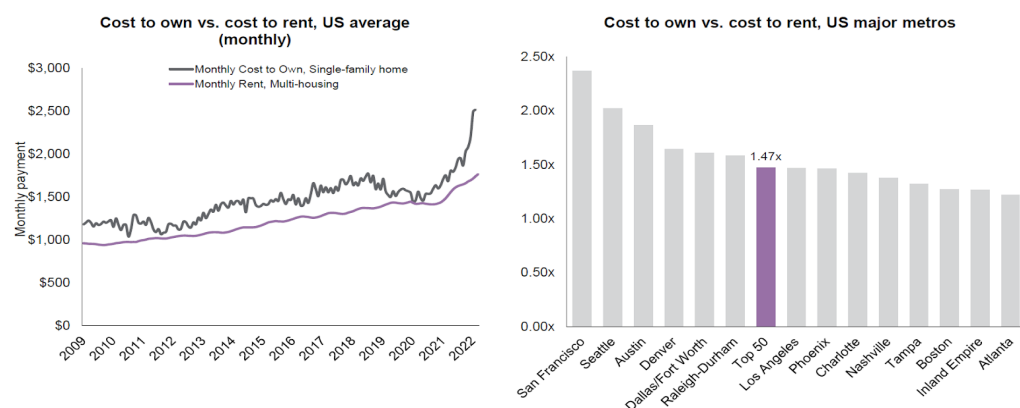
As prices of single-family homes have increased, the affordability of these homes has decreased. According to the National Association of Realtors' Affordability Index, as of 2021 a family earning the area's median income had 159.2 percent of the income necessary to qualify for a conventional mortgage loan covering 80% of the median single-family home price. The

³¹ National Association of REALTORS. (2022). *Metro Home Prices Q3 2022 Single Family*. Retrieved from <https://www.nar.realtor/sites/default/files/documents/metro-home-prices-q3-2022-single-family-2022-11-10.pdf>

index reflects this as an Affordability index score of 159.2. The Madison MSA's index score has dropped from 191.8 in 2016. This means that 5 years ago, a family earning the median area income had an additional 32.6 percent of the income necessary to qualify for a conventional mortgage loan on the area's median-priced single-family home. This drop in score indicates that the area's median family income has not kept pace with the increase in the area's single-family home prices.

The increasing cost of homeownership on a national level along with its impact on rent growth is shown in the graph below.

The cost of owning a home in the US is skyrocketing, extending rentership across markets while contributing to record rent growth



Source: JLL Research, U.S. Census Bureau, Axometrics, WalletHub, Green Street
Note: Monthly cost to own includes property taxes, principal, and interest on a 30-year fixed rate mortgage assuming standard mortgage underwriting criteria on a median-priced new home, based on national data.

44

Figure 36: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

The Housing Gap: Homeownership Disparities Across Racial Demographics

When looking into regional homeownership accessibility and affordability, it is imperative to shed light on the significant disparities in homeownership rates across racial demographics within the Madison Region. According to U.S Census Homeownership by Race data for 2020, nationally, only about 26.9% of homeowners were people of color while the remaining 73.1% of homeowners were White, Non-Hispanic. Within the state of Wisconsin, homeowners of color made up only 9.6% of homeowners, just under 10% at the time of this data publication.³² These disparities in homeownership are reflected across the Madison Region, affecting communities of diverse racial backgrounds.

The below graph highlights racial gaps in homeownership and how affordability challenges impact the ability to close the existing gap.

³² U.S. Census Bureau. (2023). *Homeownership by Race and Ethnicity of Householder Interactive Visualization*. Retrieved from <https://www.census.gov/library/visualizations/interactive/homeownership-by-race-and-ethnicity-of-householder.html>

Households of Color Have Lower Homeownership Rates than White Households and Affordability Challenges Make Closing the Gap Harder

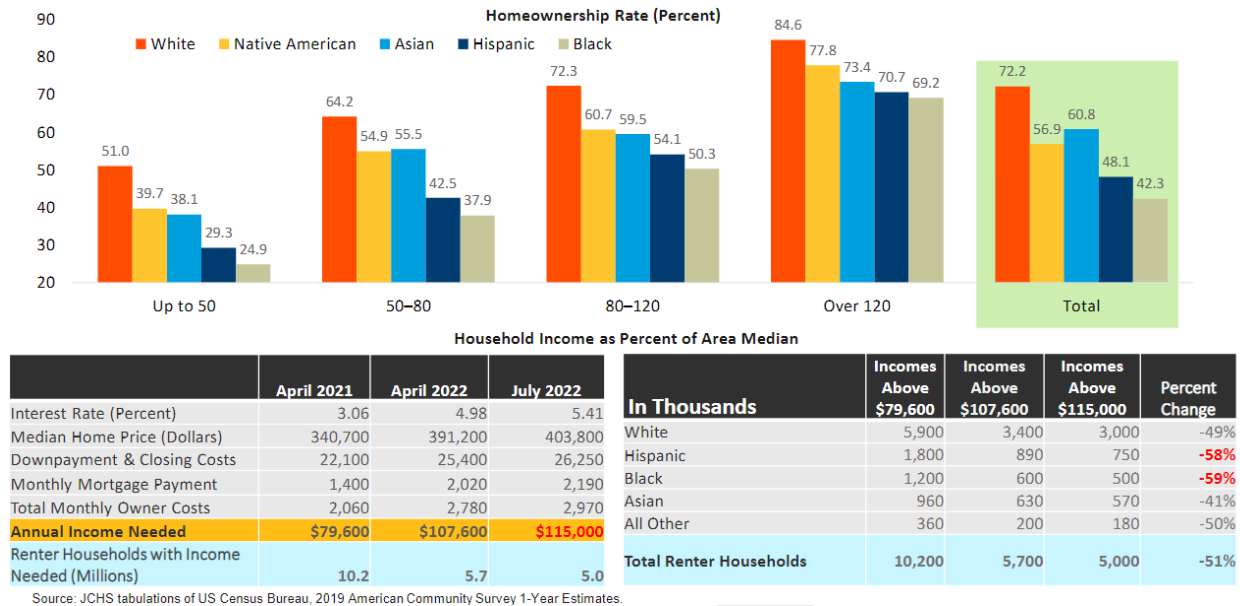


Figure 41: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

This critical issue not only shapes the local housing landscape but also has profound implications for fostering an inclusive and diverse regional economy. Access to homeownership is a cornerstone of wealth building and community stability, and the underrepresentation of people of color in the homeownership landscape can perpetuate economic inequities. Recognizing that housing is not only a basic need but also an economic driver, these disparities have implications for the broader economic health of the region. Limited access to homeownership for communities of color can hinder economic opportunity and wealth accumulation, perpetuating a cycle of economic disadvantage.

In updating the CEDS for the Madison Region, it is crucial to acknowledge and address the disparities in homeownership rates among different racial demographics. These realities carry implications, not only for individuals and their communities but also for the region as a whole. A diverse workforce contributes to innovation, creativity, and resilience.

The regional need for attracting and retaining a diverse workforce is intimately tied to the housing market. Equitable housing directly impacts an individual's ability to establish roots and contribute to the community. Accessible and affordable housing not only enhances the overall quality of life for employees but also fosters a sense of belonging, encouraging professionals from diverse backgrounds to invest in the region both personally and professionally. The availability of diverse housing options is a key factor in creating an inclusive and welcoming environment that supports a dynamic and resilient workforce, essential for the sustained growth and prosperity of the region. To create a vibrant and sustainable economy, it is essential to address these disparities and foster an environment where individuals from all racial backgrounds can thrive.

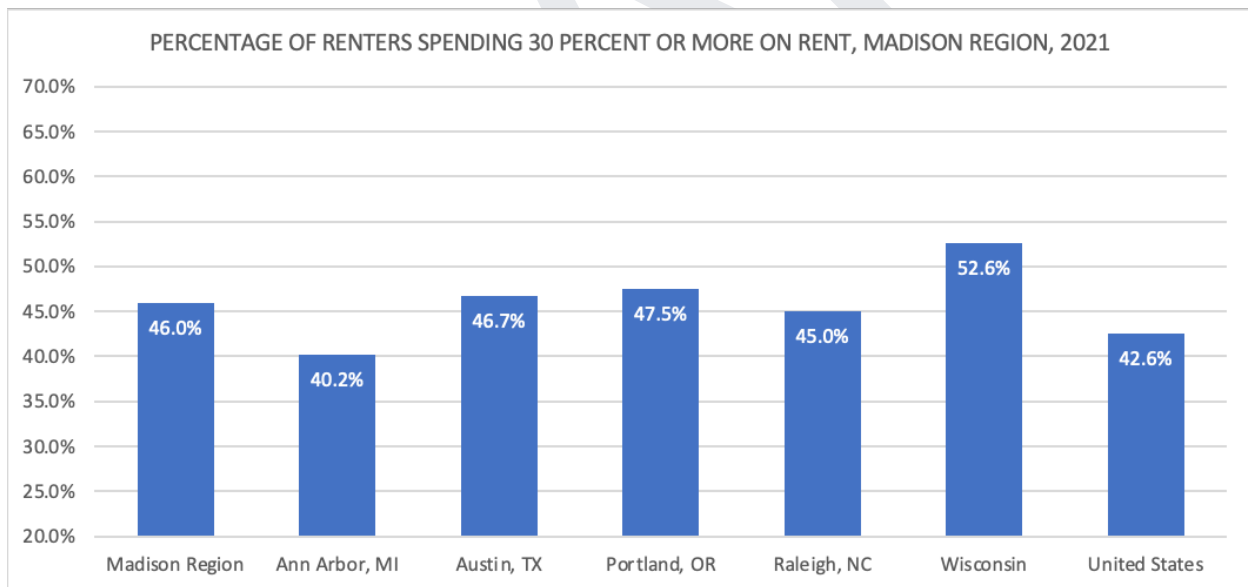
Strategies for inclusive economic development include the following:

- **Affordable Housing Initiatives:** Prioritize the development of affordable housing options, especially entry-level supply, to address the specific needs of communities of color.
- **Equitable Access to Financing:** Advocate for policies that promote equitable access to financing for homebuyers from diverse backgrounds, ensuring that financial barriers do not impede homeownership opportunities.
- **Community Engagement and Education:** Implement community engagement and educational initiatives to raise awareness about housing opportunities and provide resources to empower communities of color in navigating the housing market.

MadREP along with its economic and community development partners are dedicated to such initiatives and the development of an equitable and inclusive economy for all people and communities.

By prioritizing inclusive economic development strategies and fostering a diverse and accessible housing market, the region can unlock its full potential, ensuring that everyone has the opportunity to contribute to and benefit from a thriving and equitable community.

Regional Rent Affordability



Source: U.S. Census Bureau, 2021: American Community Survey 5-Year Estimates

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 (46.0%) is right

in the middle in ranking in terms of percentage of renters spending more than 30 percent of their income on rent compared to the comparison regions. The Madison Region has a lower percentage than the State of Wisconsin (52.6%), but a higher percentage when compared to national statistics (42.6%).

Region ▼	Percentage of Renters Spending 30% or More on Rent ▼
Madison Region	46.0%
Columbia County	30.5%
Dane County	43.0%
Dodge County	34.3%
Jefferson County	37.2%
Rock County	37.7%
Sauk County	36.0%

Source: U.S. Census Bureau, 2021: American Community Survey 5-Year Estimates

Within the Madison Region, Dane County has the highest percentage of renters in unaffordable units, with 43.0% of renters spending 30 percent or more of their income on rent.

The National Association of Realtors (NAR) published reliable data on housing costs and affordability for metropolitan statistical areas across the United States. Per NAR, the median sales price of existing single-family homes in the Madison MSA (\$392,700) is almost equivalent to the national statistic (\$392,800), far lower than Austin, TX Portland, OR, and Raleigh, NC, but higher than Ann Arbor, MI.

	Median Sales Price of Existing Single-Family Homes, 2022	Affordability Index, 2021
Madison MSA	\$392,700	159.2
Ann Arbor, MI	\$373,800	181.6
Austin, TX	\$555,400	131.8
Portland, OR	\$591,000	110.2
Raleigh, NC	\$455,300	160.7
United States	\$392,800	148.2

Source: National Association of Realtors (NAR)

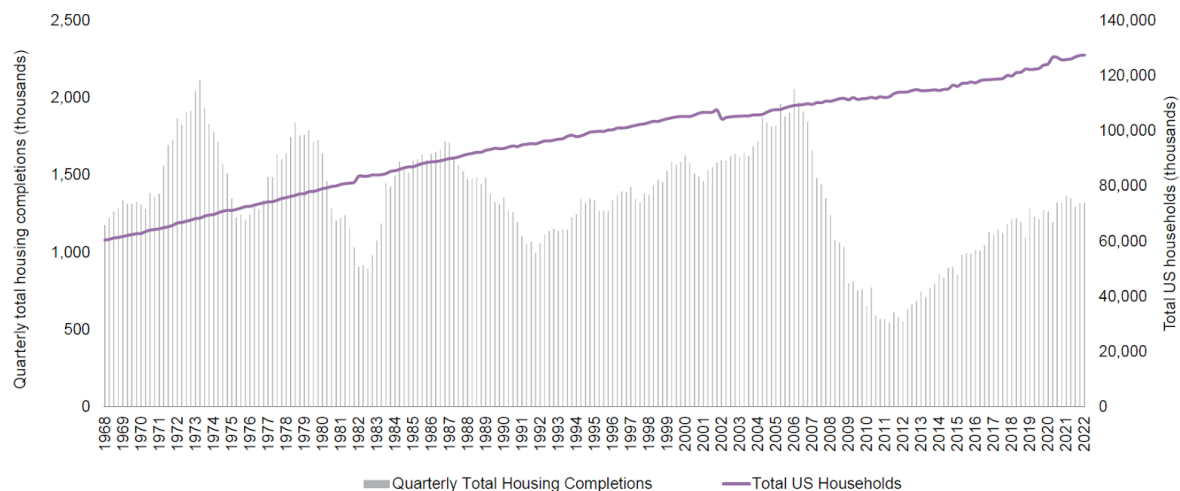
NAR evaluates the cost of housing relative to incomes to arrive at its measure of housing affordability. An affordability index value of 100 indicates that the median income-earning family has exactly enough income to qualify for a mortgage on a median priced home. Values below (not enough income) and 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 lower than that of Ann Arbor and Raleigh.

A National Supply Problem

As the region works towards closing the homeownership gap, addressing burdensome rental costs, and increasing access to affordable workforce housing of all types, it is crucial to recognize that these efforts are interconnected with broader trends around critical issues of housing supply, and its far-reaching impact on housing costs for individuals and communities, encompassing both renters and homeowners.

Until the Region can increase housing production to keep up with projected population growth, housing prices will likely continue to rise due to insufficient supply to meet growing demand. As shown in the graphs below, this issue of supply and demand impacts housing availability not only in the Madison Region but nationally as housing stock has faced long-term undersupply.

The national housing stock is structurally undersupplied long-term; since 2010, the imbalance has become more pronounced



Source: JLL Research, US Census Bureau, completions pertain to both single-family assets and assets with 5+ units.

Figure 35: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

New Housing Completions Were at Recession Levels Heading into 2022...

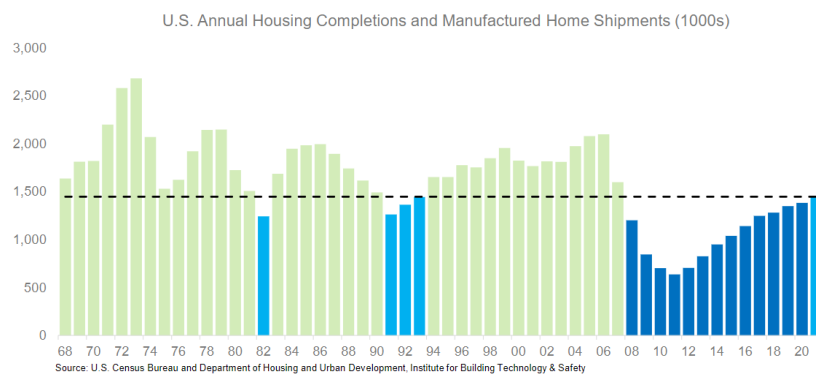


Figure 37: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

....and Entry-Level Supply Had Been Declining for Decades...

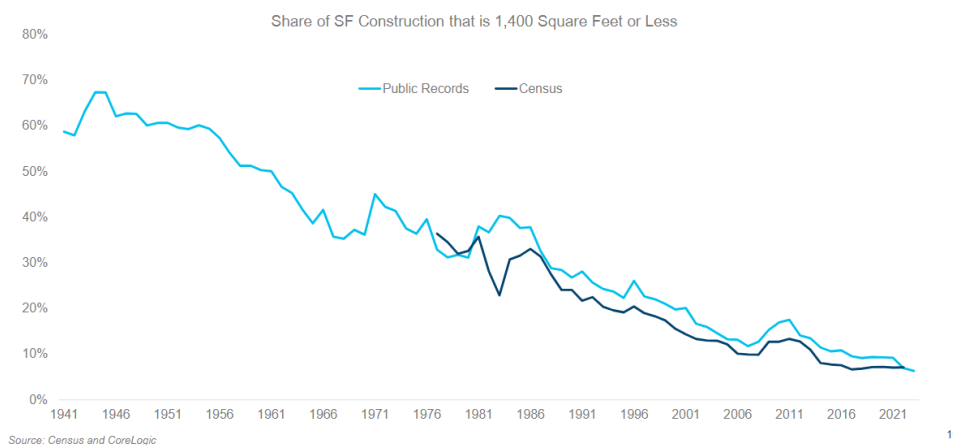


Figure 38: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

Employer-Funded Affordable Housing Initiatives

The below graph shows the migration of the workforce away from the nation's largest metros towards small-to-midsize metros.

Migration to More Affordable Markets is a Large Countervailing Force to Housing Affordability Pressures in Expensive Markets

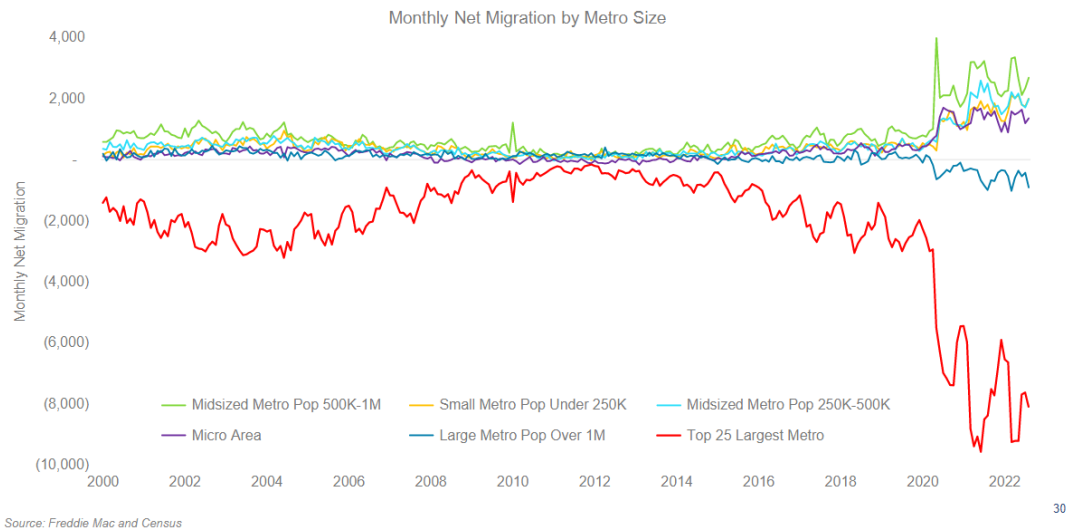


Figure 42: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

The graph highlights how a lack of available, affordable workforce housing poses a threat to workforce attraction and retention. If housing availability and affordability become large enough barriers for the workforce-aged population, members of the workforce could choose to relocate as they seek more affordable areas to live in. This possibility has been exacerbated by increased opportunities for remote work allowing individuals to live in one place while working for companies located elsewhere. Concerns around these possibilities have caused local and regional employers to develop a stake in the area's availability of affordable workforce housing.

Recognizing this critical gap in workforce housing, area employers (Economic Stability Council) have committed to fund the inaugural Dane Workforce Housing Fund. This fund has raised over \$11,500,000 to help finance multifamily developments that are safe, affordable, and accessible for the community's workforce. Investors in the fund include BMO, TruStage, Exact Sciences, MG&E, First Business Bank, Madison Development Corporation, Monona Bank, Oak Bank, Oscar Rennebohm Foundation, Park Bank, Summit Credit Union, UW Health, UW Credit Union, and WPS. Other regions are responding similarly, Sheboygan County has The Forward Fund, capitalized at \$8,000,000.

Similarly, major tech companies (e.g., Amazon, Facebook, and Google) have begun investing in affordable housing programs in communities near their operations. As of now, this primarily includes research and development for factory-built homes, as well as financing or contributing to local affordable housing efforts."³³

³³ 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

Addressing the Future & Enhancing Quality of Life

Housing trends across the Region, as outlined in various figures from respected sources and expert insights, highlight the pressing need for increased housing production to meet the growing population. Furthermore, as the Region seeks to develop a more diverse and inclusive workforce and economy, it must intentionally incorporate a multifaceted approach that aims to improve the quality of life for all residents by ensuring equitable access to affordable and suitable housing while mitigating racial disparities in homeownership. The Madison Region needs a collaborative approach to find innovative solutions and partnerships to bridge the housing gap and ensure an inclusive, affordable housing landscape for all counties and communities.

Education (K-12) -

High-quality educational institutions play a vital role in the decision-making process of workers, both in terms of their residence and profession. The importance of a superior education extends beyond individual benefits, exerting a significant impact on societal and economic progress. By availing themselves of commendable educational facilities, workers can acquire essential competencies and knowledge, thereby enhancing their competitiveness within the job market. As a result, businesses are naturally attracted to areas with exceptional schools, leading to increased job opportunities and economic growth. Moreover, exceptional schools foster a secure and conducive environment that promotes personal growth and development. Therefore, it is not surprising that workers are more inclined to choose areas with outstanding educational institutions to ensure the best for their children's future.

Health & Safety

The vitality of Southcentral Wisconsin's economy is intrinsically linked to the health and safety of its community members. A thriving, sustainable economic environment is built upon the foundation of well-being for all residents. This section outlines our commitment to enhancing health and safety measures across the Region.

Key Objectives

1. Strengthening Public Health Infrastructure:
 - a. Develop and expand public health facilities and services for prompt detection and effective management of health crises.
 - b. Promote collaborations with local health care providers, hospitals, and community organizations to improve health care accessibility.
 - c. Utilize modern technology and data systems for efficient disease surveillance and health status monitoring.
2. Promoting Occupational Safety and Wellness in the Workplace:

- a. Advocate for businesses to adopt workplace safety protocols and wellness initiatives that boost physical and mental health of employees.
 - b. Offer training programs that enhance workforce knowledge and skills in occupational safety.
 - c. Foster a healthy workplace culture that prioritizes employee well-being.
- 3. Enhancing Emergency Preparedness and Response:
 - a. Formulate and regularly update comprehensive emergency response plans at both local and regional levels.
 - b. Ensure a coordinated response to emergencies, including natural disasters and pandemics, by partnering with emergency services, law enforcement agencies, and other relevant organizations.
 - c. Conduct routine drills and training exercises to evaluate and improve the effectiveness of emergency response plans.
- 4. Boosting Community Health Education and Outreach:
 - a. Implement educational programs aimed at increasing awareness about preventive health care and promoting healthy lifestyle choices.
 - b. Collaborate with local educational institutions, community centers, and health care providers to deliver health education initiatives.
 - c. Leverage digital platforms and community events to disseminate information on health and safety practices effectively.

Collaboration and Partnerships

We recognize that successful health and safety initiatives necessitate collaboration among government agencies, private sector businesses, non-profit organizations, and community members. We are committed to fostering robust partnerships to collectively address health and safety challenges in Southcentral Wisconsin.

Monitoring and Evaluation

We will regularly monitor and evaluate the effectiveness of our health and safety programs, using feedback from the community, data analysis, and expert input to continuously refine our strategies.

Conclusion

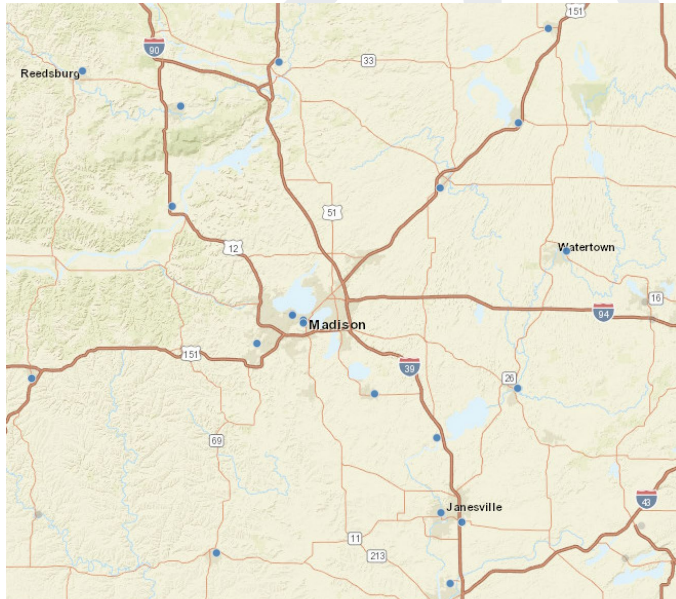
Our commitment to health and safety forms the cornerstone of Southcentral Wisconsin's economic prosperity and overall well-being. By investing in our public health infrastructure,

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promoting workplace safety, improving emergency preparedness, and educating our community, we are building a resilient and vibrant future for our region.

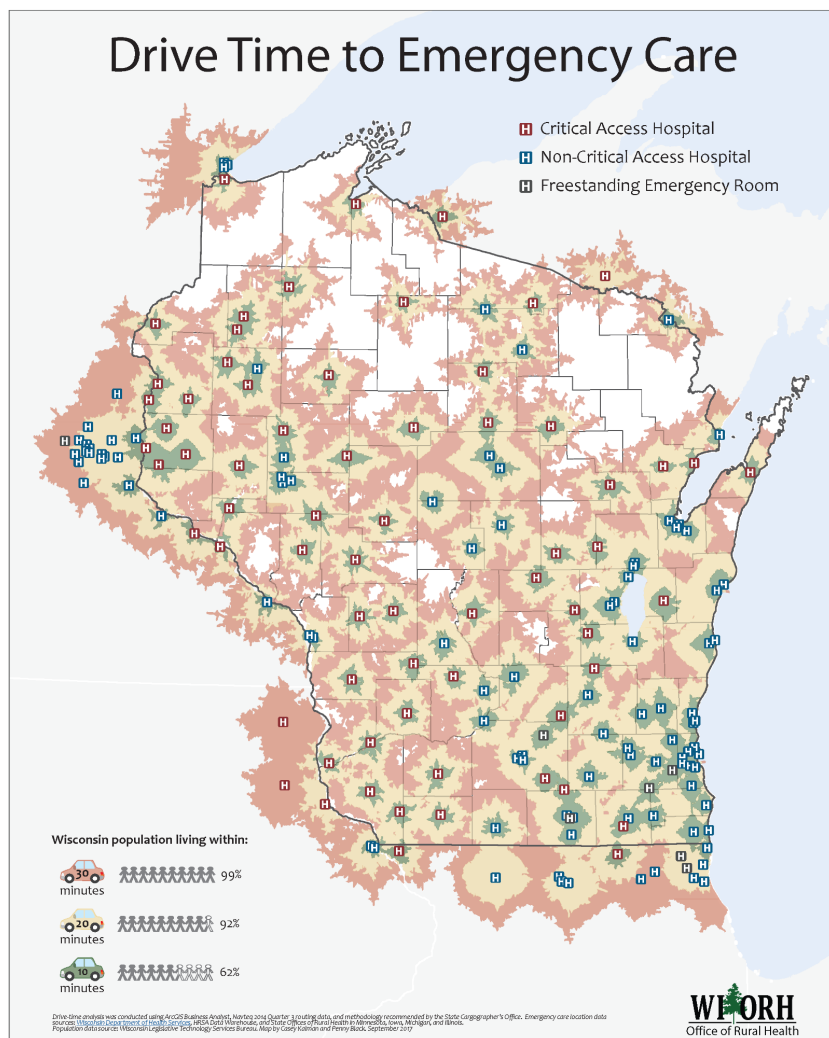
Wisconsin_Hospitals								
ADDRESS	CITY	STATE	ZIP	ZIP_4	COUNTY	TYPE_DESC	SUB_TYPE_DESC	NAME
2817 New Pinery Rd	Portage	WI	53901	9240	Columbia	HOSPITAL	SHORT TERM	Divine Savior Healthcare
1515 Park Ave	Columbus	WI	53925	1618	Columbia	HOSPITAL	CRITICAL ACCESS HOSPITALS	Columbus Community Hospital
700 S Park St	Madison	WI	53715	1830	Dane	HOSPITAL	SHORT TERM	SSM Health St. Mary's Hospital - Madison
202 S Park St	Madison	WI	53715	1507	Dane	HOSPITAL	SHORT TERM	UnityPoint Health - Meriter
900 Ridge St	Stoughton	WI	53589	1864	Dane	HOSPITAL	CRITICAL ACCESS HOSPITALS	Stoughton Hospital
600 Highland Ave	Madison	WI	53792	1	Dane	HOSPITAL	SHORT TERM	University Hospital
2500 Overlook Ter	Madison	WI	53705	2254	Dane	HOSPITAL	NON-PARTICIPATING HOSPITALS	William S. Middleton Memorial Veterans Hospital
8102 Wellness Way	Madison	WI	53719	8800	Dane	HOSPITAL SATELLITE LOCATIONS	HOSPITAL SATELLITE LOCATIONS	UnityPoint Health Meriter Child & Adolescent Psychiatry
707 S University Ave	Beaver Dam	WI	53916	3027	Dodge	HOSPITAL	SHORT TERM	Beaver Dam Community Hospital
125 Hospital Dr	Watertown	WI	53098	3303	Dodge	HOSPITAL	SHORT TERM	Watertown Regional Medical Center
620 W Brown St	Waupun	WI	53963	1702	Dodge	HOSPITAL	CRITICAL ACCESS HOSPITALS	Waupun Memorial Hospital
2005 5th St	Monroe	WI	53566	1546	Green	HOSPITAL	SHORT TERM	Monroe Clinic
800 Compassion Way	Dodgeville	WI	53533	1956	Iowa	HOSPITAL	CRITICAL ACCESS HOSPITALS	Upland Hills Health
611 Sherman Ave E	Fort Atkinson	WI	53538	1960	Jefferson	HOSPITAL	SHORT TERM	Fort Memorial Hospital
1000 Mineral Point Ave	Janesville	WI	53548	2940	Rock	HOSPITAL	SHORT TERM	Mercyhealth Hospital and Trauma Center-Janesville
1969 W Hart Rd	Beloit	WI	53511	2230	Rock	HOSPITAL	SHORT TERM	Beloit Memorial Hospital
11101 N Sherman Rd	Edgerton	WI	53534	9002	Rock	HOSPITAL	CRITICAL ACCESS HOSPITALS	Edgerton Hospital and Health Services
3400 E Racine St	Janesville	WI	53546	2344	Rock	HOSPITAL	SHORT TERM	SSM Health St. Mary's Hospital - Janesville
2000 N Dewey Ave	Reedsburg	WI	53959	1049	Sauk	HOSPITAL	CRITICAL ACCESS HOSPITALS	Reedsburg Area Medical Center
260 26th St	Prairie Du Sac	WI	53578	2203	Sauk	HOSPITAL	SHORT TERM	Sauk Prairie Hospital
707 14th St	Baraboo	WI	53913	1539	Sauk	HOSPITAL	SHORT TERM	SSM Health St. Clare Hospital - Baraboo

Source: Wisconsin Department of Health Services



Source: Wisconsin Department of Health Services

Data from the Wisconsin Department of Health Services shows 21 hospitals within MadREP's 8-county region. Dane County has the most hospitals (6), while Green, Iowa, and Jefferson all tie for the least (1).



Source: Wisconsin Office of Rural Health

According to maps from the Wisconsin Office of Rural Health, a majority of MadREP's region population is within at least 30 minutes of a hospital. Though, there is not an equal area distribution between Critical Access Hospitals, Non-Critical Access Hospitals, and Freestanding Emergency Rooms.

Economic Well-being

The prosperity of Southcentral Wisconsin is intimately woven into the fabric of the residents' quality of life. Our comprehensive approach to economic development transcends traditional economic indicators, advocating for an inclusive and resilient economy that uplifts every member of our community.

Key Objectives

1. Diversification of Industries:
 - a. Champion economic diversification to mitigate vulnerability to market fluctuations.
 - b. Nurture emerging sectors with growth potential, fostering a culture of innovation and entrepreneurship.
2. Workforce Development and Training:
 - a. Forge partnerships with educational institutions, businesses, and industry associations to devise programs that cater to the evolving market demands.
 - b. Launch initiatives to upskill the workforce, ensuring they possess the competencies sought by burgeoning industries.
3. Small Business Support:
 - a. Offer tailored support and resources to small businesses, acknowledging their pivotal role in propelling local economic growth.
 - b. Streamline regulatory frameworks and provide financial incentives to stimulate entrepreneurship and bolster new business formation.
4. Infrastructure Investment:
 - a. Allocate funds for vital infrastructure projects, including transportation, utilities, and digital connectivity, laying the groundwork for sustained economic growth.
 - b. Harness public-private partnerships to finance and accelerate infrastructure development.
5. Inclusive Economic Growth:
 - a. Formulate and execute strategies to ensure economic growth benefits permeate all societal segments.

- b. Advocate for diversity and inclusion in hiring practices, business ownership, and equal access to economic opportunities.
- 6. Quality of Life Enhancement:
 - a. Acknowledge the role of quality of life in attracting and retaining skilled labor.
 - b. Invest in amenities like parks, cultural institutions, and recreational facilities, contributing to a vibrant and appealing community.

Collaboration and Partnerships

Achieving economic wellbeing necessitates synergy among government agencies, businesses, educational institutions, and community organizations. Southcentral Wisconsin is committed to cultivating robust partnerships that drive effective strategies and initiatives.

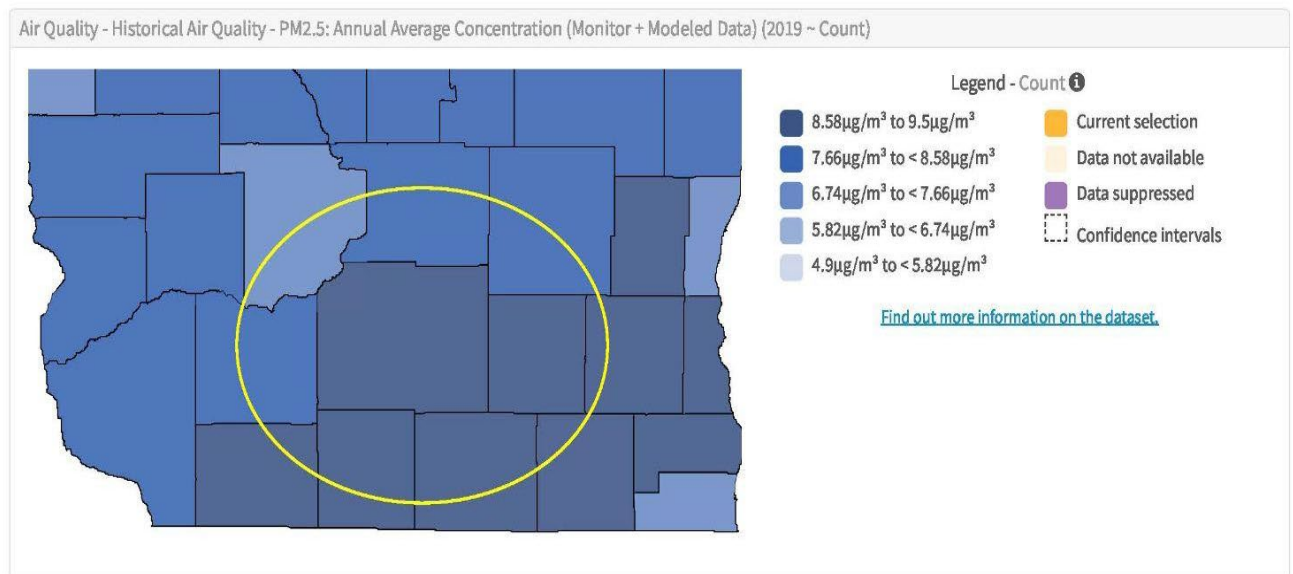
Monitoring and Evaluation

We are committed to regular monitoring and evaluation of our initiatives, assessing their impact through analysis of income distribution and poverty rate trends. Feedback from businesses, residents, and other stakeholders will guide continuous refinement of our economic development strategy.

Conclusion

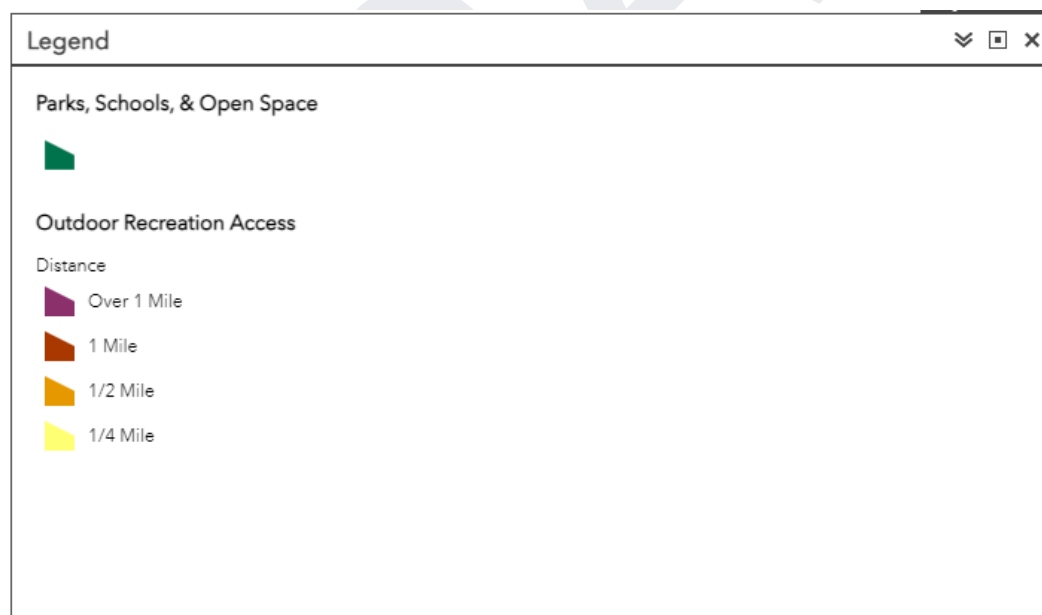
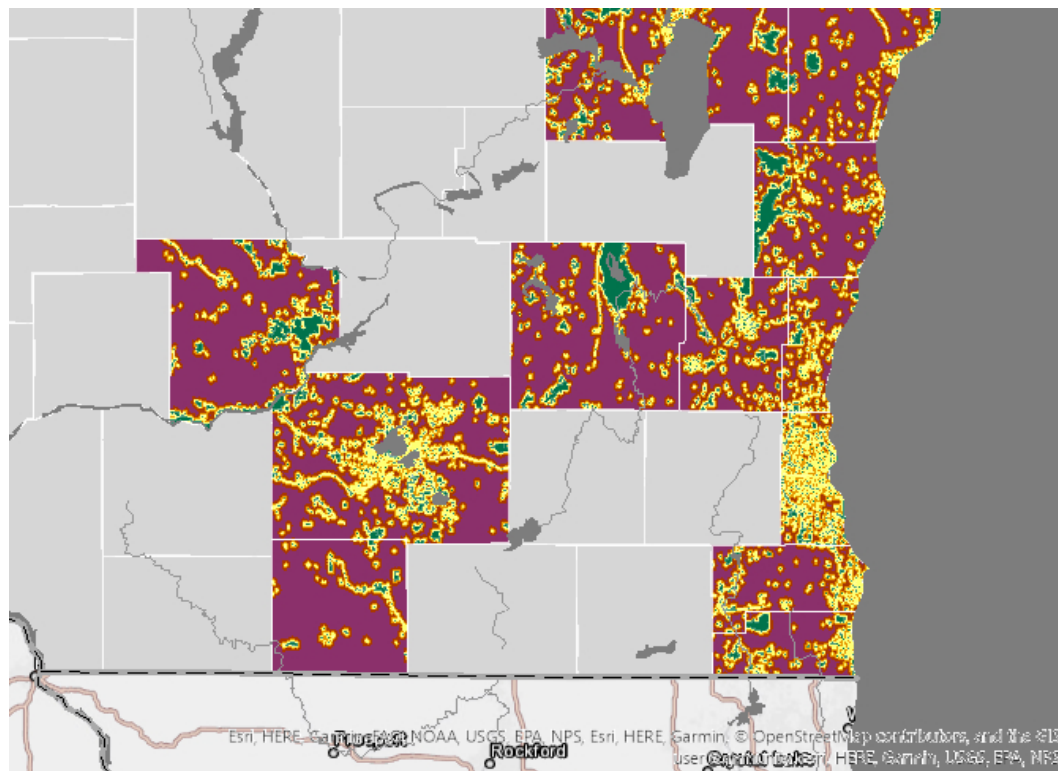
By concentrating on industry diversification, workforce development, small business support, infrastructure investment, inclusive growth, and quality of life enhancement, Southcentral Wisconsin aspires to build a dynamic, resilient economy. Through strategic partnerships and ongoing evaluation, we aim to create an economic environment that offers opportunities for all, ensuring a prosperous and sustainable future for our region.

Environment



Wisconsin EPH Tracker: Source: Air Quality Index Data in Wisconsin (Wisconsin EPH Tracker, 2024). Available at: <https://dhsgis.wi.gov/DHS/EPHTracker/#/all/Air%20Quality/airQualityIndex/NOTRACT/81/478> (Accessed: 11 January 2024).

Green Space Access



Source: Park Access Data in Wisconsin (Wisconsin Health Atlas, n.d.). Available at: <https://www.wihealthatlas.org/oom> (Accessed: 04 January 2024).

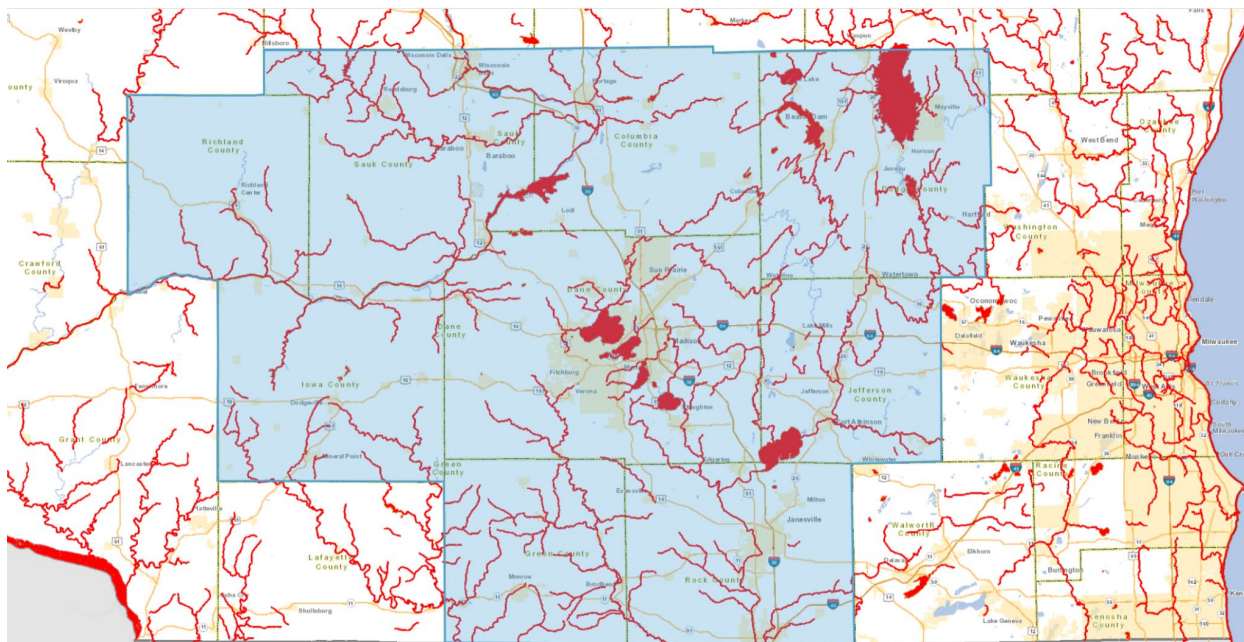
The Wisconsin Outdoor Opportunity Map is intended to provide communities across Wisconsin with information to guide policy making, planning, and community advocacy for public outdoor recreation opportunities. The map allows communities to easily identify areas that lack these opportunities and take actions to improve access to these valuable resources. Because public access to individual sites was not verified, the map only represents sites with the potential to provide public outdoor recreation opportunities.

The map measures the walking distance to public parks, schools, and open spaces in communities throughout the state. Walking distance was measured along roads (excluding freeways), trails, and paths from the boundary of the park. Parks, schools, and open space are represented in green. Walking distance from the park boundary is shown in bands at four levels: ¼ mile (yellow), ½ mile (orange), 1 mile (red), and over 1 mile (purple).

WHY ARE SOME COUNTIES GRAY?

Data is only available for counties that submitted their parks and open space data to the GeoData@Wisconsin database in 2016-2018. Don't see your county's data? Email us at wihealthatlas@hslc.wisc.edu to learn how to get your county on the map. For more detailed information about our methods, visit this page.

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Source: Wisconsin Water Condition Viewer (Wisconsin Department of Natural Resources, n.d.). Available at: https://dnrm.wisconsin.gov/H5/?viewer=Water_Condition_Viewer. (Accessed: 11 January 2024)

Public Facilities and Land Use

Transportation

Efficient and low-cost mobility is one of the pillars of economically successful regions. The cost of access to mobility varies by location and depends upon the presence of public transit systems and other transportation options. The default mode of personal mobility in the United States is a personal vehicle and is nearly a prerequisite for most employment opportunities in the MadREP Region. In Wisconsin, 31% of the population are non-drivers - about 1.8 million people. This number does not count those who drive, but do not have access to a personal vehicle. This has tremendous impacts on who can participate in the workforce, the types of jobs that can be accessed and the wages that can be earned. Madison is in the process of building out a bus rapid transit system that will connect major employment centers from the northeast part of Madison – The American Center Business Park to University Research Park 2 on the southwest side.

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.

AIR STATISTICS, 2022						
Source: Bureau of Transportation Statistics						
Region	Closest Airport	Departing Passengers, March 2022	10-Year Change	Cargo Capacity (lbs.)	10-Year Change	Ticket Cost, 4Q21
Madison, WI	Dane County Regional-Truax Field	799,000	7.4%	54m	92.9%	\$420.02
Ann Arbor, MI	Detroit Metro Wayne County	12,105,000	-14.8%	313m	11.8%	\$366.33
Austin, TX	Austin-Bergstrom International	7,768,000	74.3%	256m	60.0%	\$310.99
Portland, OR	Portland International	6,334,000	-4.1%	785m	85.6%	\$364.40
Raleigh, NC	Raleigh-Durham International	4,845,000	11.1%	239m	49.4%	\$317.89

The average airfare from Dane County Regional Airport is the highest when comparing to the comparison regions. The Dane County Regional Airport also has by far the last departing passengers when compared to the comparison airports.

One of the most critical connectivity factors in modern communities is accessibility to competitive high-speed broadband communications. 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. Notably, Dane County has the highest percentage of households with broadband internet subscriptions amongst the Madison Region counties, and Sauk County has the lowest percentage. This outcome could be evidence of an urban and rural broadband access divide.

PERCENTAGE OF HOUSEHOLDS WITH BROADBAND ACCESS, 2021				
Source: U.S. Census Bureau, American Community Survey 5-Year Estimates Detailed Tables				
	Broadband Internet Subscription	Dial-up Subscription Only	Computer with No Internet Subscription	No Computer at All
Madison Region	89.9%	0.3%	5.3%	4.5%
Columbia County	83.7%	0.6%	6.5%	9.2%
Dane County	90.5%	0.3%	5.2%	4.0%
Dodge County	85.7%	0.3%	4.8%	9.2%
Jefferson County	86.7%	0.4%	5.2%	7.7%
Rock County	85.5%	0.3%	6.7%	7.4%
Sauk County	84.7%	0.7%	5.1%	9.5%
Ann Arbor, MI	91.9%	0.0%	5.7%	2.3%
Austin, TX	90.7%	0.1%	5.8%	3.5%
Portland, OR	91.2%	0.2%	4.6%	4.1%
Raleigh, NC	92.4%	0.1%	4.6%	2.9%
Wisconsin	85.7%	0.4%	5.8%	8.0%
United States	86.2%	0.2%	6.6%	6.9%

Agricultural, Industrial, Other Land Use

MadREP's last CEDS Update, Advance Now 2.0, identified insufficient numbers of suitable sites for industry expansion in the MadREP Region; a potential limiting factor to regional growth and expansion; particularly the short supply of large acreage sites. The report stated, "For sector support strategies to successfully leverage business growth, more available and shovel ready sites will be needed."

In 2021, MadREP teamed with CARPC to apply for EDA funding to both develop strategies for recovery from the pandemic, but to also investigate the reasons the MadREP Region has a shortage of shovel-ready sites. Successful funding resulted in a report published in December 2022 titled "Sector Strategy for Economic Recovery". This work resulted in a comprehensive inventory of business parks within the MadREP Region.

Regional Business Park Dynamics

Key Observations

- The Region offers a variety of sites and varied amenities to serve local target sector businesses but lacks inventory of shovel-ready larger sites to serve those companies as their needs grow and to meet the needs of national or global firms wanting to locate in our region.
- Businesses are requiring ever larger improved sites for projects. This happens naturally in a growing regional economy, but considerations for stormwater management, security and vehicle movement are causing additional pressures on the amount of land needed to serve a business location.
- Acreage absorption rates are increasing within the Region, although the rate of absorption varies greatly across the Region. Currently our six-county region is absorbing about 1,000 acres per year for economic activity – including commercial, office, employment, and industrial land uses.

- The inventory of large sites for target sector industries is diminishing faster than new acreage is being added.
- Ongoing need for additional acreage both suitable and prepared for target sector industries needs to accelerate within the Region to compete for and accommodate in-migrations and expansion of existing companies.
- Not all acreage is equal – parcel location, size mix, state of readiness, labor shed size, and lower barriers to workforce participation (i.e., childcare, transportation) are all determinants of successful absorption.
- Planning for new development areas, approvals, infrastructure, and site layouts have long lead times and need to be accelerated to maintain a healthy and readily available site inventory.
- Labor force numbers are increasingly important in site decisions and need to be substantiated at a site level
- Childcare proximity and costs are increasingly important to employers and employees to realize higher levels of labor participation.³⁴

Growth & Absorption of Manufacturing, Commercial & Residential Parcels

An analysis of county parcel and state tax data provided insights into growth and absorption of economic activity parcels in our region and the relative balance between residential parcels and economic parcels.

<i>Net New Construction 2022</i>								
County	Residential	% of Region	Commercial	% of Regn	Manufacturing	% of Regn	Total NNC	% of Regn
Columbia	\$65,252,300	4.8%	\$14,279,200	1.2%	\$2,498,200	5.5%	\$85,458,900	3.3%
Dane	\$952,206,300	70.0%	\$960,915,100	83.8%	\$19,408,000	43.1%	\$1,941,294,600	75.3%
Dodge	\$46,440,200	3.4%	\$28,825,900	2.5%	\$10,520,200	23.4%	\$89,692,600	3.5%
Jefferson	\$79,139,200	5.8%	\$23,524,900	2.1%	\$1,189,800	2.6%	\$105,472,300	4.1%
Rock	\$147,641,100	10.9%	\$82,790,600	7.2%	\$10,399,200	23.1%	\$244,766,100	9.5%
Sauk	\$69,990,400	5.1%	\$37,019,400	3.2%	\$1,012,600	2.2%	\$111,732,000	4.3%
Total	\$1,360,669,500	100%	\$1,147,355,100	100%	\$45,028,000	100%	\$2,578,416,500	100%
Wisconsin	\$6,362,428,700		\$4,298,793,900		\$376,293,700		\$11,207,306,200	

³⁴ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

Region as % of State	21%		27%		12%		23%	
Source: Wisconsin Department of Revenue, Net New Construction.								

The 6-county MadREP Region contributed 23% of total net new construction for Wisconsin in 2022. By population the Region represents 18% of the state's total. Dane County represents 75% of the Region's net new construction. The City of Madison is 40% of Dane County's net new construction and 30% of the Region. After Madison, other significant contributors include the City of Fitchburg at 6.6% of the Region, and the City of Sun Prairie at 5.3% of the Region's net new construction.

The primary contributors to Rock County's net new construction include the City of Janesville at 5.3% of the Region, and the City and Town of Beloit at 1.2% of the Region's net new construction. In Sauk County, the cities of Reedsburg and Baraboo lead the county at 0.5% and 0.4% of the Region's net new construction. In Jefferson County, the cities of Waterloo and Lake Mills led the county with 0.7% and 0.6% respectively of the Region's net new construction. In Dodge County the hotspot was the City of Beaver Dam at .06% of the Region's net new construction. In Columbia County, the City of Wisconsin Dells at 0.3% of the Region was the top contributor, but several towns were next in line, notably Dekorra, Westpoint and Wyocena (significantly higher than the Village of Wyocena).

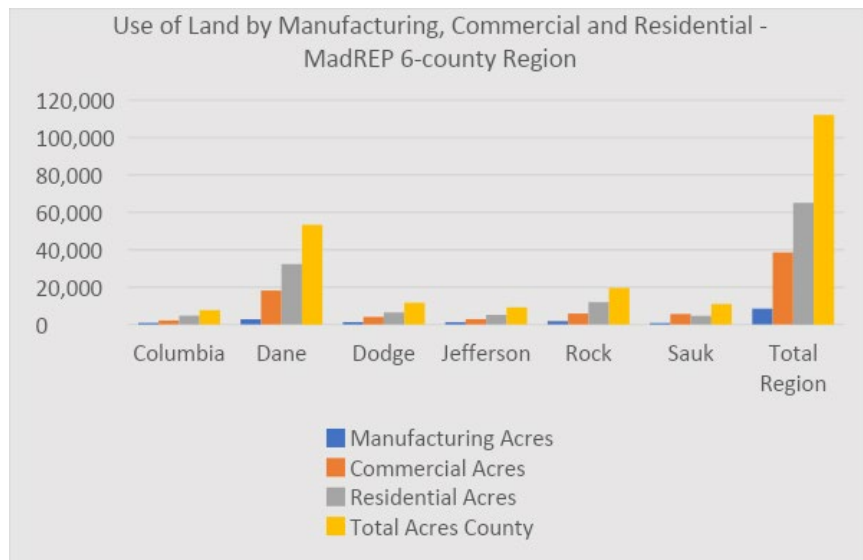
The graph to the right shows how net new construction values for manufacturing property change from year-to-year across the Region. Nearly every county has led the Region with net new manufacturing construction at some point over the past twelve years. In general, the past few years have seen significant new investment in manufacturing in our Region.³⁵

Manufacturing and Commercial Property Values by County, MadREP 6-county Region, 2022

County	Manufacturing Values	% of State	Commercial Values	% of State
Columbia	\$ 277,864,500	1.4%	\$854,898,600	1.0%
Dane	\$ 1,617,211,800	8.0%	\$25,070,818,600	28.5%
Dodge	\$ 481,655,000	2.4%	\$1,250,115,200	1.4%
Jefferson	\$ 432,676,100	2.1%	\$1,491,586,200	1.7%
Rock	\$ 616,552,000	3.0%	\$3,471,082,900	3.9%
Sauk	\$ 193,389,800	1.0%	\$26,234,900	0.0%
Total Region	\$ 3,619,349,200	17.9%	\$32,164,736,400	36.6%
Wisconsin	\$20,239,878,500	100%	\$87,911,947,712	100%

³⁵ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

Table 7: Source - Wisconsin Department of Revenue Property Values by Class 2021; Becker Professional Services.



Source: Department of Revenue

The distribution of parcel characteristics across the Region provides insight into the Regional economy. The Wisconsin Department of Revenue collects value, size, use and much more data about parcels as part of maintaining a uniform system of property taxation. Property classes have been established to reflect their economic use – residential, commercial, manufacturing, agriculture, forest, etc. This analysis focuses on commercial and manufacturing land uses (together referred to as “economic parcels”) with residential shown for comparison. Parcel values are broken into land and improvements (primarily buildings). It should be noted for clarification that parcel use classifications for tax purposes and land use classifications for local land use planning and zoning are different. For example, a parcel may be zoned industrial, but its use may be agricultural, until it is developed as manufacturing. Consequently, the numbers presented in this section will be different from the numbers in the section presenting an analysis of land uses based on zoning and planning documents.

The MadREP 6-county region contains 37% of the state’s commercial property values and only 18% of the state’s manufacturing property values. Dane County represents the bulk of the Region’s commercial and manufacturing property values, but the discrepancies are not as great with manufacturing as Rock, Dodge and Jefferson counties all have significant manufacturing values.

On a per capita basis, the distribution of economic activity in the Region looks much different than when we don't normalize for population. When we look at the acres used per 1,000 population, we see that the number of acres of various land uses occurs in a narrow band. For example, while Dane County has the least manufacturing on a per capita basis, when viewed from a quantitative perspective, Dane County has by far the largest number of acres for manufacturing use. Conversely, Columbia County has the highest number of acres per capita for manufacturing, but nearly the least total acres.

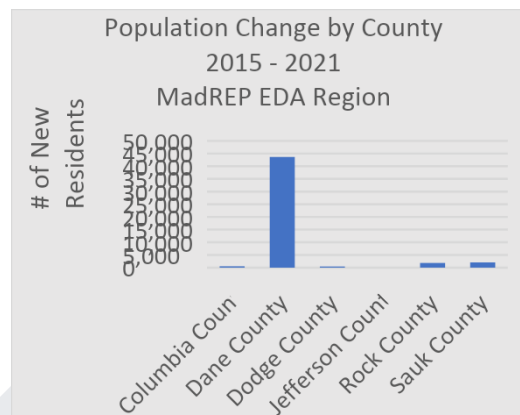
Looking at it this way shows the relative importance of each class of tax base to the county – and the municipalities within them. Notice Sauk County, for example – it has the highest per capita amount of commercial property in the Region, although Dane County has a far larger total number of acres and it has a similar proportion for residential as do adjacent counties. In fact, Sauk County has more commercial property per capita than it does residential – the only county in the Region to have this situation.

From an economic geography perspective, residential parcels are occupied by households that participate in the Regional economy, represented by economic parcels. In this perspective, economic parcels serve residential parcels with jobs, goods and services and residential parcels serve economic parcels with labor, consumers, and investors. Variations in the balance between economic and residential parcels represent the degree to which those parcels are also serving entities outside the Region – in Sauk County, Wisconsin Dells and Lake Delton for example, have significantly higher proportions of economic parcels to residential parcels than other municipalities in the Region, because the local economy is also serving large numbers of tourists in addition to its own residents. Tourists generally stay in hotels/resorts which are commercial properties, while residents stay in residential property, so we see a higher proportion of commercial than we see in other areas.

Acres per 1,000 Population by Property Class			
County	Manufacturing	Commercial	Residential
Columbia	14.2	36.9	81.7
Dane	5.0	32.8	58.5
Dodge	13.4	44.6	71.1
Jefferson	13.6	33.5	60.0
Rock	10.8	35.9	73.5
Sauk	11.6	86.8	71.5
Total Region	8.4	38.1	64.3

Source: Madison Region Economic Partnership et al., *Sector Strategy for Economic Recovery*, 2022.

Setting the unusual situations aside, we see the amount of land of various classes required to serve the population occurs in a relatively narrow band as shown in the table to the right. Except

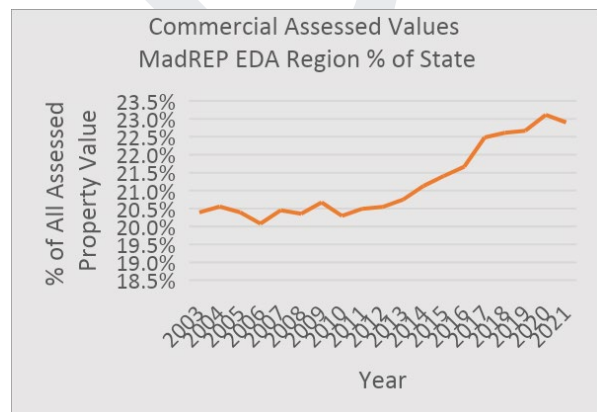


for Dane County, the Region needs 10 – 15 acres of manufacturing land per 1,000 population, 30 – 40 acres of commercial, and 60 – 70 acres of residential. Due to denser development patterns in Madison and the surrounding municipalities and a different make-up of the economy, the land uses per 1,000 population in Dane County are significantly below those in other counties. We will likely see greater density differences between Dane and the other counties as population growth is occurring at a faster pace in Dane County than the other counties which are seeing modest to slightly declining rates of population growth.

Nearly all the population growth in the Region has occurred in Dane, with minor growth in Rock and Sauk Counties. This drives the need to create new parcels for residential use. Residential parcels are a source of labor, consumers, and investment for economic parcels. However, if labor and consumers are growing, we would expect to see more manufacturing and commercial parcels to maintain a 30%/70% balance between economic and residential parcels.

The MadREP Region has seen even stronger growth in commercial property values. This represents the part of our economy that occurs in office buildings, store fronts, garages, labs, and a variety of other commercial property types.

Across the Region, commercial and manufacturing (economic) parcels account for about 30% of the total property value in municipalities with

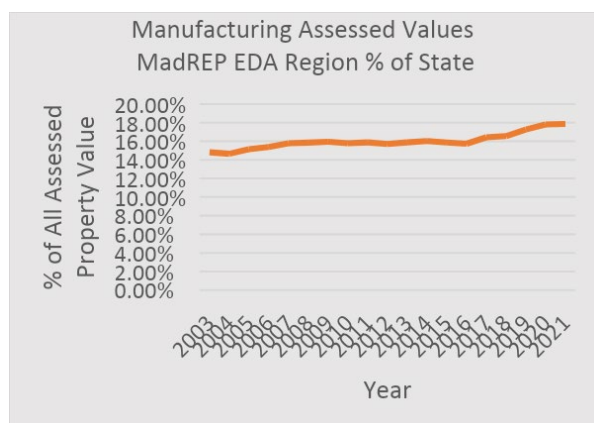


residential property composing the remaining 70% of value.³⁶

Per Capita Property Values by Class 2021

	Manufacturing	Commercial	Residential
Columbia	\$3,726	\$12,495	\$72,309
Dane	\$2,313	\$36,937	\$89,469
Dodge	\$3,915	\$11,513	\$51,021
Jefferson	\$3,910	\$13,999	\$65,311
Rock	\$2,617	\$15,290	\$53,915
Sauk	\$2,320	\$30,571	\$75,909
MadREP EDA Region	\$2,720	\$27,477	\$76,476
Wisconsin	\$2,607	\$20,553	\$71,107

Source: Wisconsin Department of Revenue; Assessed Values of Property by Class



Share of Tax Base by Property Class 2021

	Manufacturing	Commercial	Residential
Columbia	3.8%	12.6%	73.1%
Dane	1.8%	28.3%	68.5%
Dodge	5.3%	15.7%	69.5%
Jefferson	4.4%	15.7%	73.5%
Rock	3.5%	20.5%	72.2%
Sauk	2.0%	25.8%	64.2%
MadREP EDA Region	2.5%	24.9%	69.2%

³⁶ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

Wisconsin	2.6%	20.8%	71.9%
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Source: Wisconsin Department of Revenue; Assessed Values of Property by Class

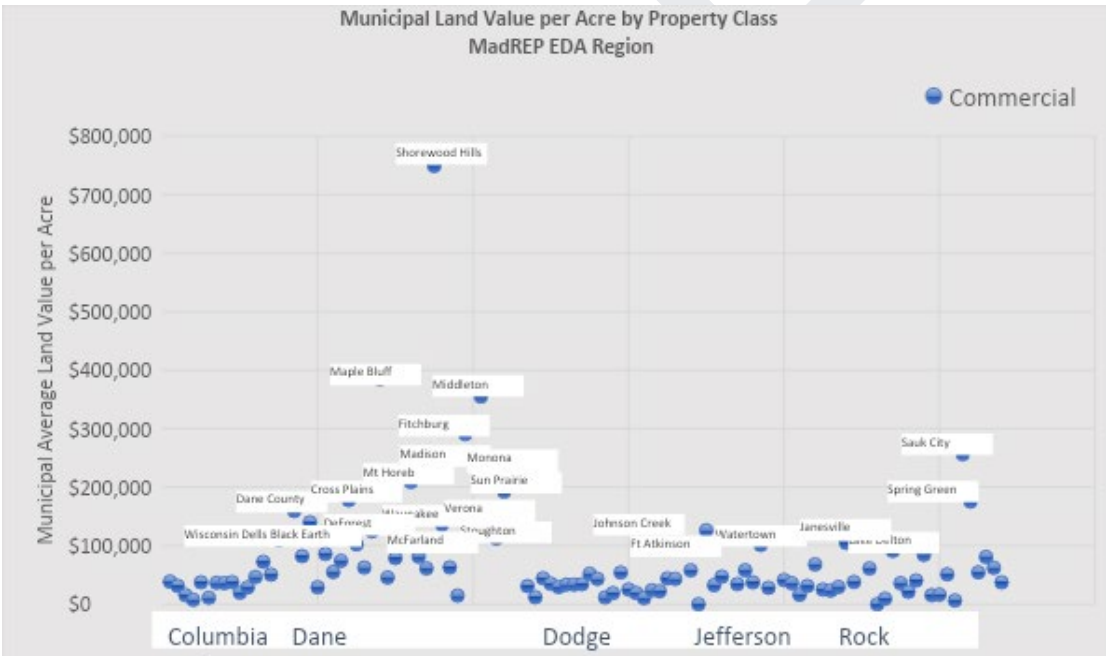
Manufacturing Parcel Sizes MadREP 6-counties

County	Parcel Acres	Average Parcel Size (acres)
Columbia	816	7.2
Dane	2,771	6.8
Dodge	1,208	8.2
Jefferson	1,160	7.7
Rock	1,749	8.6
Sauk	746	7.2
Total Region Manufacturing	8,450	7.5

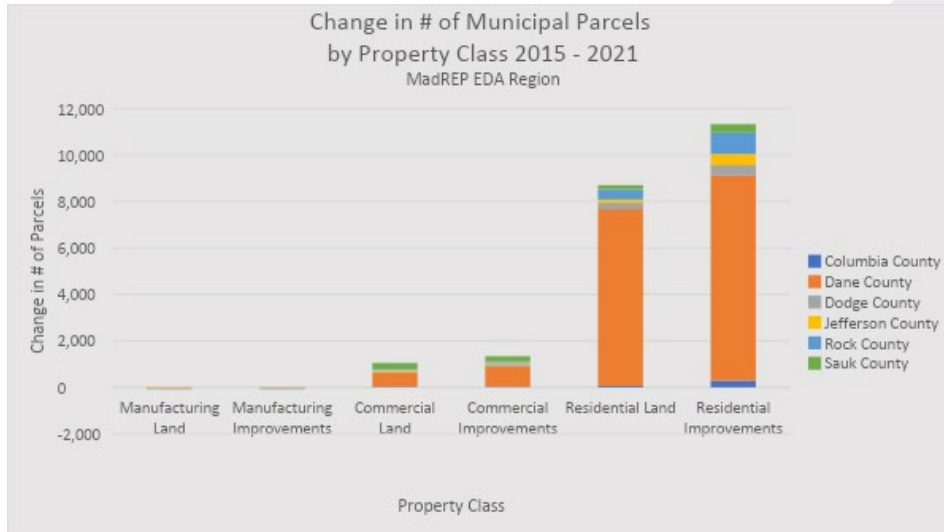
The value of property is an indicator of the market demand for a particular location. Charting the value of property across the Region allows us to quickly assess the general market demand for a particular location. The charts below show the highest land values for manufacturing land to occur in Monona, Middleton, and Madison, followed by the next ring of Verona, Windsor, McFarland, Sun Prairie, Fitchburg, DeForest and Oregon. Once you get to Deerfield and Mt. Horeb east to west and Waunakee and Stoughton north to south, manufacturing values per acre enter a band that is more representative of the rest of the Region.

Commercial values per acre are about 5x manufacturing values per acre and the geographic distribution of values per acre drops off much more quickly than it does for manufacturing. The peak for commercial land values per acre in the Region is the Village of Shorewood Hills, with values nearly double those of the next municipalities, Maple Bluff, Middleton, and Fitchburg. Of note, the commercial values in Sauk City and Spring Green are approaching those of Madison and Monona. This is a good predictor of future development.³⁷

³⁷ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.



Source: Wisconsin Department of Revenue; Assessed Values of Property by Class

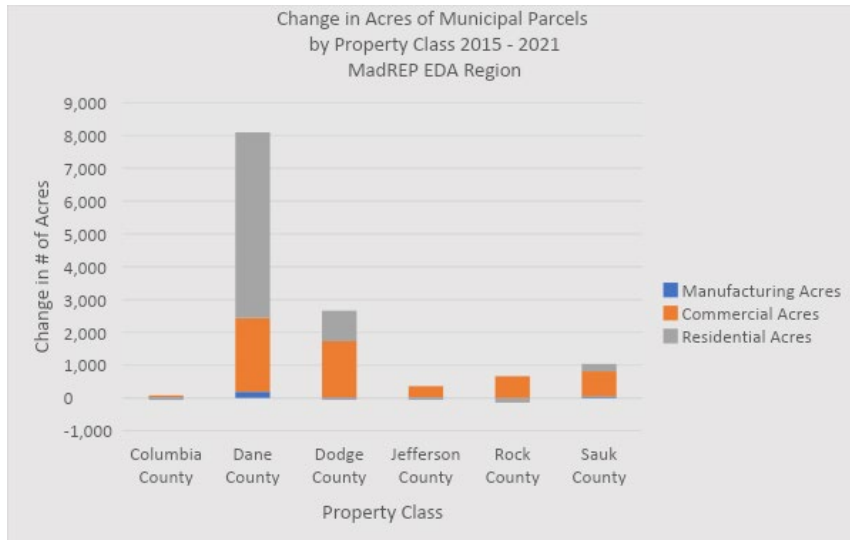


Source: Wisconsin Department of Revenue; Assessed Values of Property by Class 2015 – 2021; Becker Professional Services.

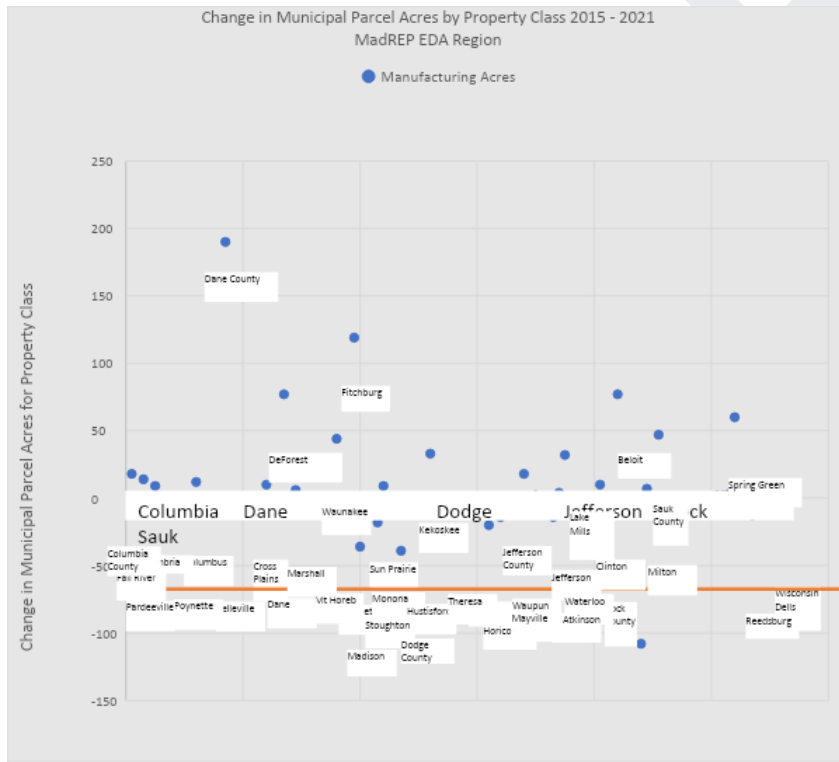
During the previous six years, very few manufacturing parcels and relatively few commercial parcels have been added to our region's inventory. By contrast, nearly 12,000 new residential parcels were created at the same time. Tracking the parcel count data, the total change in municipal acres also shows very few acres of manufacturing land being added to the Region's inventory. The Regional distribution of the changes in manufacturing acres by municipality is shown below.³⁸

³⁸ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

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Source: Wisconsin Department of Revenue; Assessed Values of Property by Class 2015 – 2021; Becker Professional Services.



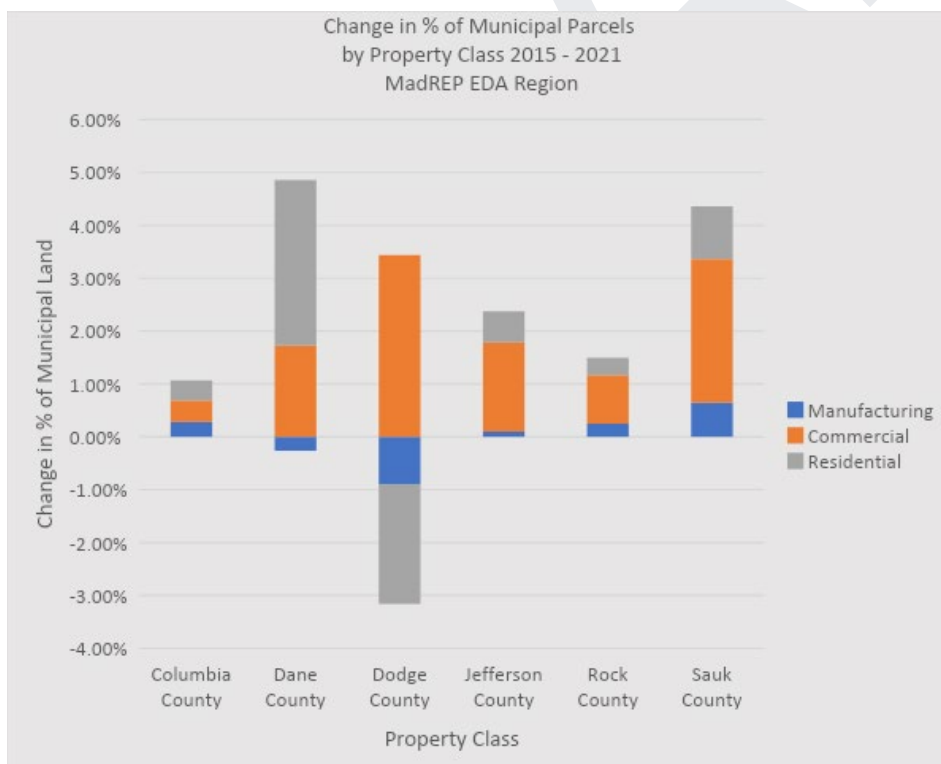
The chart above can be summarized in a table to better show the values:

Change in Acres Used for:				
	Manufacturing	Commercial	Residential	Total Acres

				Municipality
Columbia County	18	58	-63	-94
Dane County	190	2,248	5,660	21,819
Dodge County	-39	1,727	933	11,758
Jefferson County	18	340	-59	648
Rock County	-15	662	-129	219
Sauk County	47	763	227	866
Net 6-year Change	219	5,798	6,569	35,216
Average Annual Change	37	966	1,095	5,869

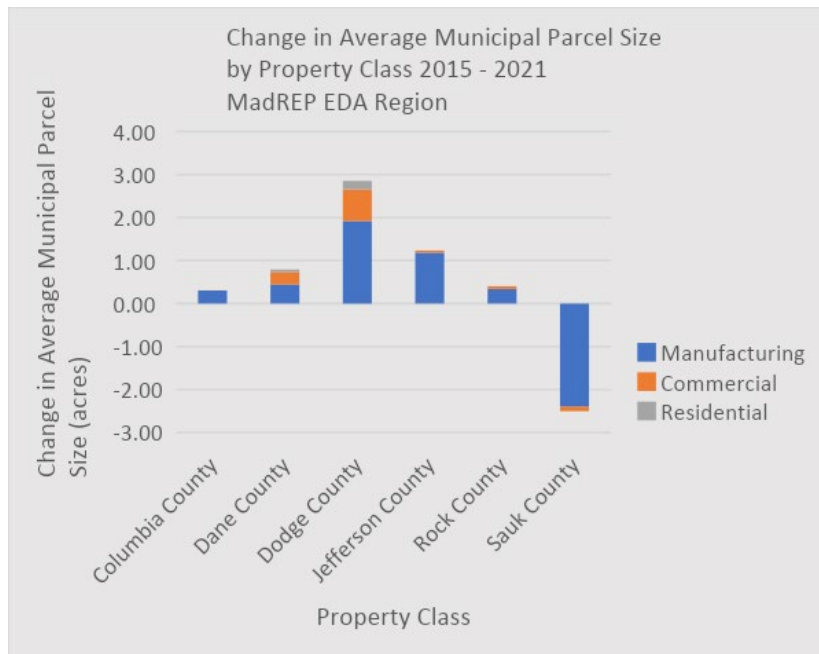
Source: Madison Region Economic Partnership et al., *Sector Strategy for Economic Recovery*, 2022.

Over the past six years the Region has added only 219 acres of manufacturing property to its inventory, while residential has added over 6,500 acres. The amount of a municipalities' land area consumed by a class of property is changing and that change varies by county. In Dane and Dodge counties, manufacturing parcels account for a reduced share of municipal land while across the Region commercial parcels are an increasing share of municipal property class.



Source: Madison Region Economic Partnership et al., *Sector Strategy for Economic Recovery*, 2022.

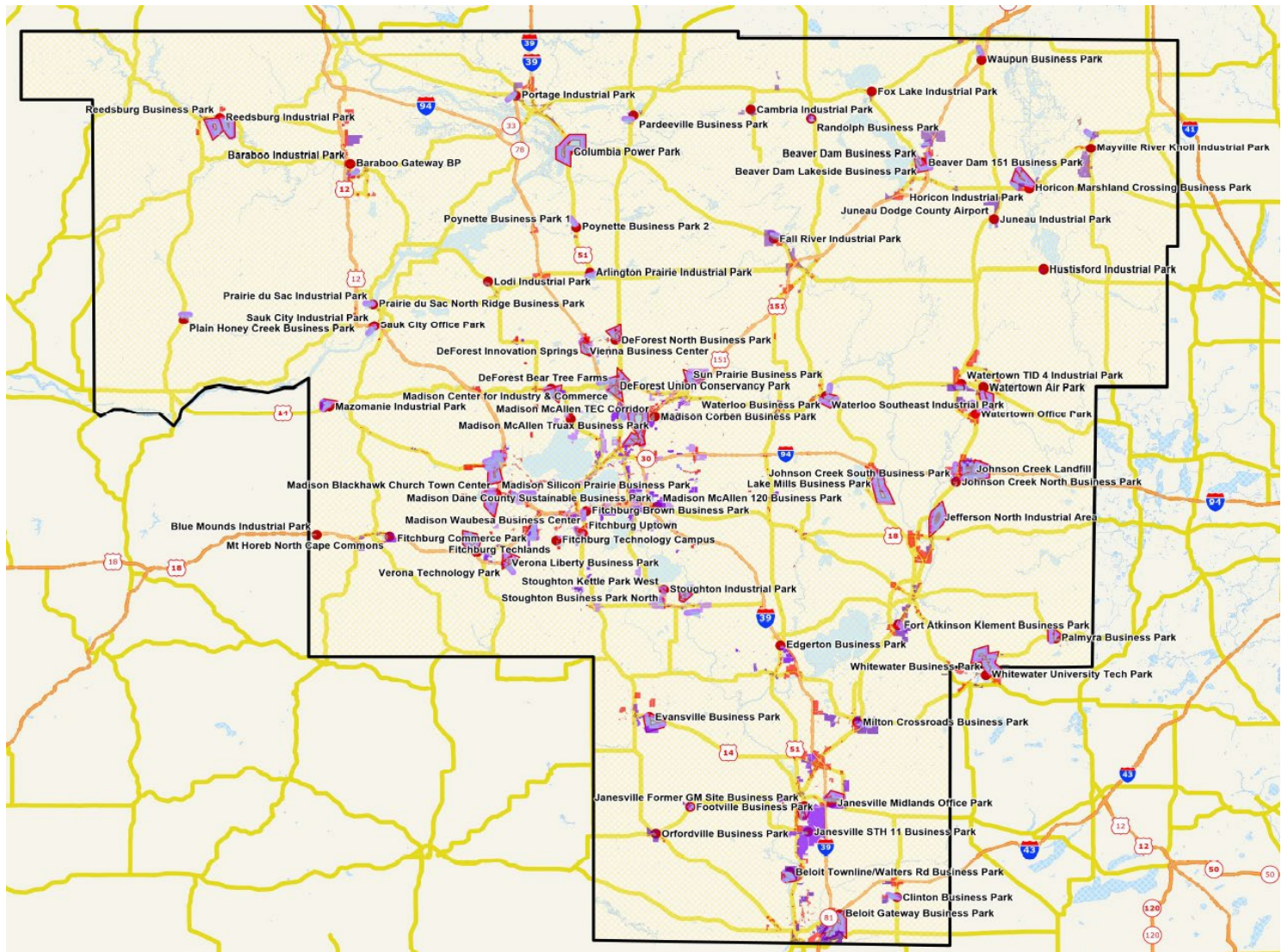
The Region has been absorbing approximately 37 acres of manufacturing land per year and 966 acres of commercial land for a total of about 1,000 acres per year for economic use. Another 1,000 acres per year is being absorbed for residential use. The average parcel size has been growing over the past six years, confirming information collected during stakeholder interviews, except for Sauk County where the average parcel size of all property classes is declining. In the face of growth in property values, this indicates growing densification in Sauk County.³⁹



Source: Madison Region Economic Partnership et al., *Sector Strategy for Economic Recovery*, 2022.

³⁹ Madison Region Economic Partnership et al., *Sector Strategy for Economic Recovery*, 2022.

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Source: Madison Region Economic Partnership et al., *Sector Strategy for Economic Recovery*, 2022.

MadREP 6-county Region Business Parks – Alpha Sort Name, Location, Area & Assessed Value

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Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Arlington Prairie Industrial Park	Arlington	Columbia	43.33559	- 89.3726	272	Private	\$10,668,200
Baraboo Gateway Business Park	Baraboo	Sauk	43.45707	- 89.7763	51	Private	\$10,462,400
Baraboo Industrial Park	Baraboo	Sauk	43.46221	- 89.7589	192	Municipal	\$54,029,800
Beaver Dam 151 Business Park	Beaver Dam	Dodge	43.48879	- 88.8181	147	Municipal	\$0
Beaver Dam Business Park	Beaver Dam	Dodge	43.48104	- 88.8118	166	Municipal	\$43,480,200
Beaver Dam Commerce Park	Beaver Dam	Dodge	43.51497	- 88.8203	518	Electric Utility	\$962,600
Beaver Dam Lakeside Business Park	Beaver Dam	Dodge	43.48305	- 88.8325	397	Municipal	\$88,606,800
Beloit Gateway Business Park	Beloit	Rock	42.51607	- 88.9678	1132	Municipal	\$125,044,300
Beloit Townline/Walters Rd Business Park	Beloit	Rock	42.58208	- 89.0396	345	Town	\$4,499,900
Blue Mounds Industrial Park	Blue Mounds	Dane	43.00834	- 89.8286	58	Private	\$8,296,600
Cambria Industrial Park	Cambria	Columbia	43.54994	- 89.1039	38	Municipal	\$1,098,400
Clinton Business Park	Clinton	Rock	42.55127	- 88.8767	198	Public	\$16,504,100
Columbia Power Park	Portage	Columbia	43.49489	- 89.4092	1382	Electric Utility	\$3,364,600
Cottage Grove Business Park	Cottage Grove	Dane	43.07726	- 89.2051	64	Private	\$16,414,000

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Cottage Grove Commerce Park	Cottage Grove	Dane	43.10498	-89.1949	326	Municipal	\$69,410,300
Cottage Grove Industrial Park	Cottage Grove	Dane	43.06492	-89.1998	198	Town	\$10,071,100
Cottage Grove North Commerce Park	Cottage Grove	Dane	43.11803	-89.205	384	Private	\$11,240,100
Deerfield Industrial Park	Deerfield	Dane	43.05507	-89.0689	237	Municipal	\$23,921,500
DeForest Bear Tree Farms	DeForest	Dane	43.20359	-89.3175	300	Private	\$12,671,500
DeForest East Metro Business Park	Burke	Dane	43.18488	-89.326	429	Private	\$56,577,100
DeForest Innovation Springs	DeForest	Dane	43.22445	-89.3609	77	Private	\$5,765,900
DeForest North Business Park	DeForest	Dane	43.262	-89.3281	313	Municipal	\$107,272,600
DeForest North Towne Corporate Park	DeForest	Dane	43.19748	-89.3279	403	Private	\$159,304,300
DeForest Union Conservancy Park	DeForest	Dane	43.1933	-89.3532	275	Private	\$47,336,100
Edgerton Business Park	Edgerton	Rock	42.85626	-89.0546	96	Municipal	\$1,728,500
Evansville Business Park	Edgerton	Rock	42.85626	-89.0546	691	Municipal	\$13,261,300
Fall River Industrial Park	Fall River	Columbia	43.38202	-89.0647	250	Municipal	\$36,835,000
Fitchburg Arrowhead Industrial Park	Fitchburg	Dane	43.01879	-89.465	192	Private	\$67,180,800
Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value

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Fitchburg Brown Business Park	Fitchburg	Dane	43.03 126	- 89.39 17	20	Private	\$4,099,500
Fitchburg Commerce Park	Fitchburg	Dane	43.01 189	- 89.46 69	147	Private	\$83,703,200
Fitchburg Novation Campus	Madison	Dane	43.03 58	- 89.38 17	77	Private	\$67,708,500
Fitchburg Payne & Dolan Business Park	Fitchburg	Dane	43.00 329	- 89.46 49	186	Private	\$15,760,100
Fitchburg Techlands	Fitchburg	Dane	42.99 628	- 89.41 73	64	Private	\$37,221,300
Fitchburg Technology Campus	Fitchburg	Dane	42.99 543	- 89.42 28	58	Private	\$49,562,500
Fitchburg Uptown	Fitchburg	Dane	43.00 759	- 89.38 98	281	Private	\$65,519,800
Footville Business Park	Footville	Rock	42.66 565	- 89.20 56	25	Municipal	\$2,427,500
Fort Atkinson Klement Business Park	Fort Atkinson	Jefferson	42.89 314	- 88.86 04	128	Municipal	\$3,652,800
Fox Lake Industrial Park	Fox Lake	Dodge	43.55 602	- 88.91 63	102	Municipal	\$8,359,900
Horicon Industrial Park	Horicon	Dodge	43.45 399	- 88.65 4	454	Private	\$46,787,100
Horicon Marshland Crossing Business Park	Horicon	Dodge	43.44 603	- 88.67 19	154	Municipal	\$0
Hustisford Industrial Park	Hustisford	Dodge	43.33 615	- 88.60 06	51	Municipal	\$3,753,600
Janesville Eastside Business Park	Janesville	Rock	42.67 553	- 88.96 32	172	Municipal	\$77,111,600
Janesville Former GM Site Business Park	Janesville	Rock	42.66 382	- 89.02 240	281	Private	\$3,763,900
Janesville Midlands Office Park	Janesville	Rock	42.67 274	- 88.98 16	134	Private	\$48,440,000

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Janesville STH 11 Business Park	Janesville	Rock	42.63 291	- 89.01 78	70	Municipal	\$6,668,700
Jefferson North Industrial Area	Jefferson	Jefferson	43.01 556	- 88.79 98	934	Private	\$42,406,800
Johnson Creek Crossroads Business Park	Johnson Creek	Jefferson	43.09 17	- 88.76 75	115	Private	\$4,204,400
Johnson Creek East Industrial Area	Johnson Creek	Jefferson	43.08 115	- 88.75 25	954	Private	\$5,446,400
Johnson Creek North Business Park	Johnson Creek	Jefferson	43.09 445	- 88.76 04	45	Municipal	\$3,053,700
Johnson Creek South Business Park	Johnson Creek	Jefferson	43.07 477	- 88.76 73	77	Private	\$4,388,900
Juneau Dodge County Airport	Juneau	Dodge	43.42 64	- 88.70 28	589	County	\$166,500
Juneau Industrial Park	Juneau	Dodge	43.39 945	- 88.70 34	96	Municipal	\$5,412,700
Lake Mills Business Park	Lake Mills	Jefferson	43.07 583	- 88.89 67	973	Municipal	\$45,427,000
Lodi Industrial Park	Lodi	Columbia	43.32 394	- 89.54 32	77	Municipal	\$10,961,500
Madison Blackhawk Church Town Center	Madison	Dane	43.06 148	- 89.55 43	26	Private	\$4,928,300
Madison Capital East District	Madison	Dane	43.08 487	- 89.36 98	147	Private	\$264,222,600
Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Madison Center for Industry & Commerce	Madison	Dane	43.16 077	- 89.32 2	218	Municipal	\$70,828,000
Madison Corben Business Park	Madison	Dane	43.12 252	- 89.35 14	19	County	\$11,534,000

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Madison Dane County Sustainable Business Park	Madison	Dane	43.04 265	- 89.26 31	51	County	\$0
Madison East Metro BP	Madison	Dane	43.10 69	- 89.26 67	570	Private	\$16,192,500
Madison East Towne Commerce Park	Madison	Dane	43.12 522	- 89.30 48	397	Private	\$266,646,100
Madison High Crossing	Madison	Dane	43.13 328	- 89.29 06	269	Private	\$212,314,600
Madison Interstate Commerce Park	Madison	Dane	43.15 416	- 89.31 82	179	Municipal	\$89,377,700
Madison McAllen 120 Business Park	Madison	Dane	43.05 1	- 89.26 93	77	Private	\$18,563,300
Madison McAllen Hanson Road Business Park	Madison	Dane	43.15 213	- 89.32 34	70	Private	\$14,217,100
Madison McAllen TEC Corridor	Madison	Dane	43.12 031	- 89.32 63	51	Private	\$0
Madison McAllen Truax Business Park	Madison	Dane	43.12 58	- 89.33 31	13	Private	\$10,408,400
Madison Park Towne Office Park	Madison	Dane	43.05 914	- 89.49 63	179	Private	\$149,143,900
Madison Silicon Prairie Business Park	Madison	Dane	43.05 813	- 89.55 69	141	Private	\$32,122,800
Madison Southeast Business Park	Madison	Dane	43.05 742	- 89.28 96	90	Municipal	\$26,124,000
Madison The American Center	Madison	Dane	43.14 455	- 89.29 29	908	Private	\$416,128,000
Madison Tradesman Industrial Park	Madison	Dane	43.03 945	- 89.28 26	77	Municipal	\$8,775,000
Madison Truax Air Park East	Madison	Dane	43.13 095	- 89.33 21	51	County	\$0
Madison Truax Air Park West	Madison	Dane	43.12 669	- 89.35 15	32	Private	\$8,021,200

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Madison UW Research Park I	Madison	Dane	43.05	- 89.531	333	University	\$192,541,700
Madison UW Research Park II	Madison	Dane	43.059	- 89.477	531	University	\$531,300
Madison Waubesa Business Center	Madison	Dane	43.04211	- 89.2828	51	Private	\$6,177,600
Mayville River Knoll Industrial Park	Mayville	Dodge	43.50917	- 88.5486	173	Municipal	\$6,128,800
Mazomanie Industrial Park	Mazomanie	Dane	43.17133	- 89.811	198	Municipal	\$34,526,700
Middleton Airport Rd Business Park	Middleton	Dane	43.10992	- 89.5271	83	Private	\$41,033,400
Middleton Corporate Center	Middleton	Dane	43.10729	- 89.5299	122	Private;	\$82,104,400
Middleton Discovery Springs	Middleton	Dane	43.09827	- 89.5229	211	Private	\$176,604,300
Middleton Greenway Center	Middleton	Dane	43.0909	-89.53	70	Private	\$113,842,400
Middleton Industrial Park	Middleton	Dane	43.10217	- 89.5363	198	Municipal	\$108,004,900
Middleton Old Sauk Office Park	Madison	Dane	43.07814	- 89.5244	557	Private	\$385,783,300
Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Middleton Quarry Ridge Business Park	Middleton	Dane	43.09504	- 89.5433	154	Private	\$5,358,200
Middleton Schneider Rd Business Park	Springfield	Dane	43.12062	- 89.519	26	Private	\$3,100
Milton Crossroads Business Park	Milton	Rock	42.76879	- 88.9183	172	Municipal	\$9,329,250

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Mt Horeb North Cape Commons	Mount Horeb	Dane	43.00 959	- 89.71 43	134	Private	\$19,442,300
Orfordville Business Park	Orfordville	Rock	42.63 273	- 89.26 8	64	Municipal	\$4,564,000
Palmyra Business Park	Palmyra	Jefferson	42.87 856	- 88.60 28	262	Municipal	\$16,341,600
Pardeeville Business Park	Pardeeville	Columbia	43.52 746	- 89.30 83	166	Municipal	\$7,709,400
Plain Honey Creek Business Park	Plain	Sauk	43.28 389	- 90.04 6	198	Municipal	\$5,551,500
Portage Industrial Park	Portage	Columbia	43.55 91	- 89.50 61	269	Municipal	\$40,809,800
Poynette Business Park 1	Poynette	Columbia	43.39 686	- 89.39 89	134	Municipal	\$9,934,400
Poynette Business Park 2	Poynette	Columbia	43.39 711	- 89.41 03	38	Municipal	\$902,300
Prairie du Sac Industrial Park	Prairie du Sac	Sauk	43.29 831	- 89.73 93	621	Municipal	\$22,152,300
Prairie du Sac North Ridge Business Park	Prairie du Sac	Sauk	43.30 528	- 89.73 34	32	Private	\$14,435,100
Randolph Business Park	Randolph	Dodge	43.52 899	- 89.00 3	45	Municipal	\$4,063,700
Reedsburg Business Park	Reedsburg	Sauk	43.52 871	- 89.97 09	550	Municipal	\$4,885,400
Reedsburg Industrial Park	Reedsburg	Sauk	43.52 264	- 89.98 84	474	Municipal	\$22,434,700
Sauk City Industrial Park	Sauk City	Sauk	43.26 627	- 89.73 44	128	Municipal	\$26,974,600
Sauk City Office Park	Sauk City	Sauk	43.26 467	- 89.74 1	26	Municipal	\$539,400
Stoughton Business Park North	Stoughton	Dane	42.93 499	- 89.21 62	320	Municipal	\$42,770,300

MadREP CEDS 2024 Update Template - WIP Draft

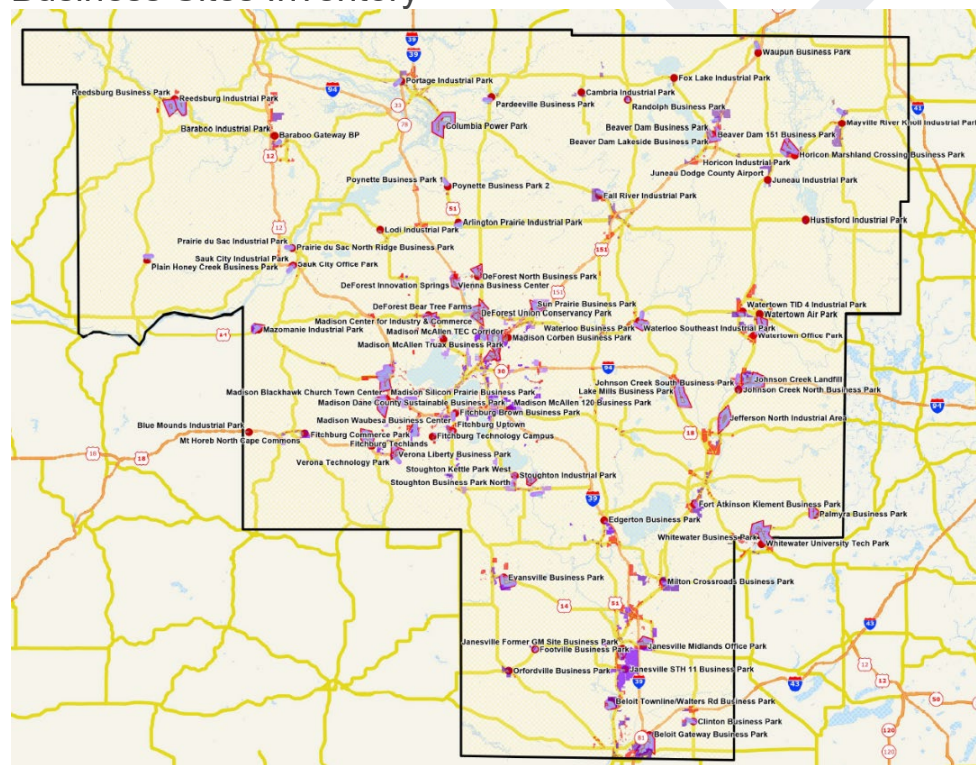
Stoughton Industrial Park	Stoughton	Dane	43.5171	-88.8239	224	Municipal	\$5,256,500
Stoughton Kettle Park West	Stoughton	Dane	42.92299	-89.257	166	Private	\$21,129,500
Sun Prairie Business Park	Sun Prairie	Dane	43.2007	-89.208	429	Municipal	\$126,283,200
Sun Prairie Park 151	Sun Prairie	Dane	43.15715	-89.2688	147	Municipal	\$37,565,600
Verona Epic Campus	Verona	Dane	43.00126	-89.5685	672	Private	\$1,230,258,000
Verona Liberty Business Park	Verona	Dane	42.9747	-89.5069	211	Private	\$43,025,300
Verona Technology Park	Verona	Dane	42.97102	-89.5097	243	Private	\$41,277,443
Vienna Business Center	Vienna	Dane	43.24457	-89.3809	346	Private	\$10,368,687
Waterloo Business Park	Waterloo	Jefferson	43.19081	-88.9776	109	Private	\$8,985,100
Waterloo Southeast Industrial Park	Waterloo	Jefferson	43.18051	-88.9754	288	Private	\$8,200,400
Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Watertown Air Park	Watertown	Jefferson	43.16676	-88.72	38	Private	\$4,589,200
Watertown Office Park	Watertown	Jefferson	43.17449	-88.7497	179	Private	\$0
Watertown TID 4 Industrial Park	Watertown	Jefferson	43.19263	-88.7615	186	Private	\$29,413,700
Watertown TID 7 Industrial Mixed-Use	Watertown	Jefferson	43.17386	-88.7137	243	Private	\$33,678,800

MadREP CEDS 2024 Update Template - WIP Draft

Waunakee Business Park	Waunakee	Dane	43.18 509	- 89.43 39	525	Private	\$127,566,000
Waupun Business Park	Waupun	Dodge	43.61 652	- 88.72 63	256	Municipal	\$16,982,100
Westport Energy Park	Westport	Dane	43.15 999	- 89.40 96	58	Private	\$16,119,300
Whitewater Business Park	Whitewater	Jefferson	42.83 996	- 88.71 4	1369	Municipal	\$69,905,200
Whitewater University Tech Park	Whitewater	Jefferson	42.83 885	- 88.70 49	76	Municipal	\$193,300

Source: Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

Business Sites Inventory



Source: Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

The 6-county Madison Region has **123** business parks distributed around the Region.

- Nearly **26,000** acres of land are contained within designated business parks – nearly half of which is developed.

- The average *undeveloped* parcel size in business parks is **12** acres while the average *developed* parcel size is **9** acres.
- Municipalities in the Region have an inventory of a total of approximately **76,000** acres of land available for economic activity, about **50%** of which is *developed*.
- Not all acreage is equal – parcel location, size, mix, state of readiness, labor shed size, and lower barriers to workforce participation (i.e. childcare, transportation) are all determinants of successful absorption.

Business parks serve a range of market scales. Most of the business parks in our region serve a local market based upon the average parcel sizes. Serving regional and national markets will require the ability to deliver shovel-ready sites of up to 250 acres in size.⁴⁰

S.W.O.T

SWOT Process

MadREP leadership staff created a steering committee of leaders from the public & private sectors. MadREP contracted-out facilitation services with HueLife. The MadREP steering committee met on three occasions through facilitation by HueLife to work through a Strength, Weaknesses, Opportunities, & Threats analysis. The following pages display the findings from the three meetings.


[REMOVE HUE LIFE PAGES AND ADD THE SWOT IN TEXT]

⁴⁰ Madison Region Economic Partnership et al., Sector Strategy for Economic Recovery, 2022.

A Past – **Present** – Future Perspective

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Momentum in health and biotech cluster• University system, Tech, and Community Colleges• Agricultural foundation – food and beverage• Amenity rich• “Why not us?” mentality• Workforce pipeline from youth to business• Industry diversity (emerging renewable energy)• Thriving economy• Low unemployment• Advocacy/Democracy• Community• Work ethic• Quality of life• Local government functionality/engagement• Growth of commuter circle around Madison• High quality and strong healthcare• Partnership network exists (but doesn’t always function well)• People/talent/expertise• Research and innovation• Non-traditional workplace pipeline• #FAB LABS	<ul style="list-style-type: none">• Lack of equitable access to the strengths – E.G., capital, employment opportunities, power, housing, education, broadband• Childcare/ECE cost and availability• Over-dependence on volunteers• Options for “un-degreed”• Workforce needs, skills development in Tech• Challenges with collaboration• Underserving immigrant community• Lack of resources, programs, tools (Ed, workforce development, infrastructure, housing)• Challenges in recruitment/retention• Lack of diversity• Lack of consensus on regional vision• Inability to successfully attract and retain businesses• Lack of staff to meet demands in social service sector• Transportation• Obstacles to efficient development• Division/politics/ego• • Lack of visibility nationally• BRE: retaining what we invented and grow here

A Past – Present – **Future** Perspective

THREATS	OPPORTUNITIES
<ul style="list-style-type: none">• Political uncertainty – polarization (lack of public trust in all institutions)• Housing, housing, housing• Declining and aging population<ul style="list-style-type: none">◦ Don't reskill fast enough◦ Health care: not enough negotiation power as small, rural hospital with insurers• Due diligence fatigue• Lack of leadership, coordination, and shared vision• Cost of living with living-wage disparity• Inequality agendas• Climate change• Strained local budgets• AI (+ opportunities)/Rapid tech changes – not enough people• Supply chain disruptions• Complacency• Uncontrolled growth that impacts the quality of environment, quality of life and does not benefit everyone• Competition with other regions for talent, investment, companies• Lack of lab space (wet)• Tale of two Madisons• • Access to capital• EGO• Ag consolidation• Cost of education• Access and achievement disparities• Us vs. them mentality• Business attraction and retention	<ul style="list-style-type: none">• Broadband infrastructure• Green Economy• Improving GAPS in<ul style="list-style-type: none">◦ Education◦ Housing◦ Quality of life• Regional Wealth• Understanding of importance of supporting/sustaining local ag, healthcare, small business• Training and education• Renewed focus on resiliency• Willingness to do this work• Availability of resources• Renewed interest in rail• Opportunity to be more equitable/awareness of the inequities• Industry clusters within region• Growth (population)• Collective leverage: fastest growth in W/attraction• Shared communications and perspectives• Regional collaboration/rural and urban• AI• Fusion• Cultural support for innovation, creativity, new business• Startup ecosystem is good• Improving the quality of life• Painting a positive view of winter• Economic leaks• Proximity of major metropolitan areas

Resilience

Communities today face an increasingly complex set of challenges. Disruptions from a range of acute shocks, such as natural disasters, pandemics, cyberattacks, infrastructure failure and loss of key industries are becoming more frequent and intense. Additionally, communities and systems are experiencing chronic stressors such as aging infrastructure, environmental degradation, and persistent poverty, which negatively impact quality of life and wellbeing, worsen the impacts of shocks, and undermine our ability to recover and thrive⁴¹. A consistent application of a resilience mindset, including addressing shocks, stressors, and the interaction between them, is necessary to ensure long-term community prosperity.

Resilience is our capacity to anticipate, withstand and recover from shocks and stressors. Our capacity is built on the ability of individuals, society, the economy, and the built and natural environments to respond to shocks and stressors. Shocks are sudden, unexpected disruptions such as a natural disaster or a terrorist attack, while stressors are long-term chronic conditions that create strain and can include environmental degradation, aging infrastructure and persistent impacts of poverty and inequality.

Disruptions to our economy can come from many sources, including⁴²:

- Global Disruptions
 - Global market shifts
 - Technological automation
 - Supply chain disruption
- Climate and Natural Hazards Disruptions
 - Natural disasters
 - Climate change
 - Drought and its effect on agricultural economies
- Local or Regional Disruptions
 - Loss of an anchor employer or institution
 - Over-reliance on a single industry
 - Demographic shifts
 - Policy changes

Resilience and sustainable growth are interlinked concepts. By incorporating resilience measures into development strategies, communities can safeguard their progress against potential setbacks and enhance their ability to maintain consistent, long-term growth trajectories. The link between resilience, economic growth, and vitality lies in the recognition that it is essential to ensure the continuity and stability of economic development efforts².

The role of an economic development organization (EDO) is interwoven with the community around it. Interconnectivity can create issues of accountability, or knowing where an EDO sits in the broader resilience landscape. It is important to not only understand where the economic developer has agency in the context of building resilience but also to consider the other offices and sectors that also play a large role.

⁴¹ FEMA National Resilience Guidance.

⁴² National Economic Research and Resilience Center, Building Resilience in Economic Development.

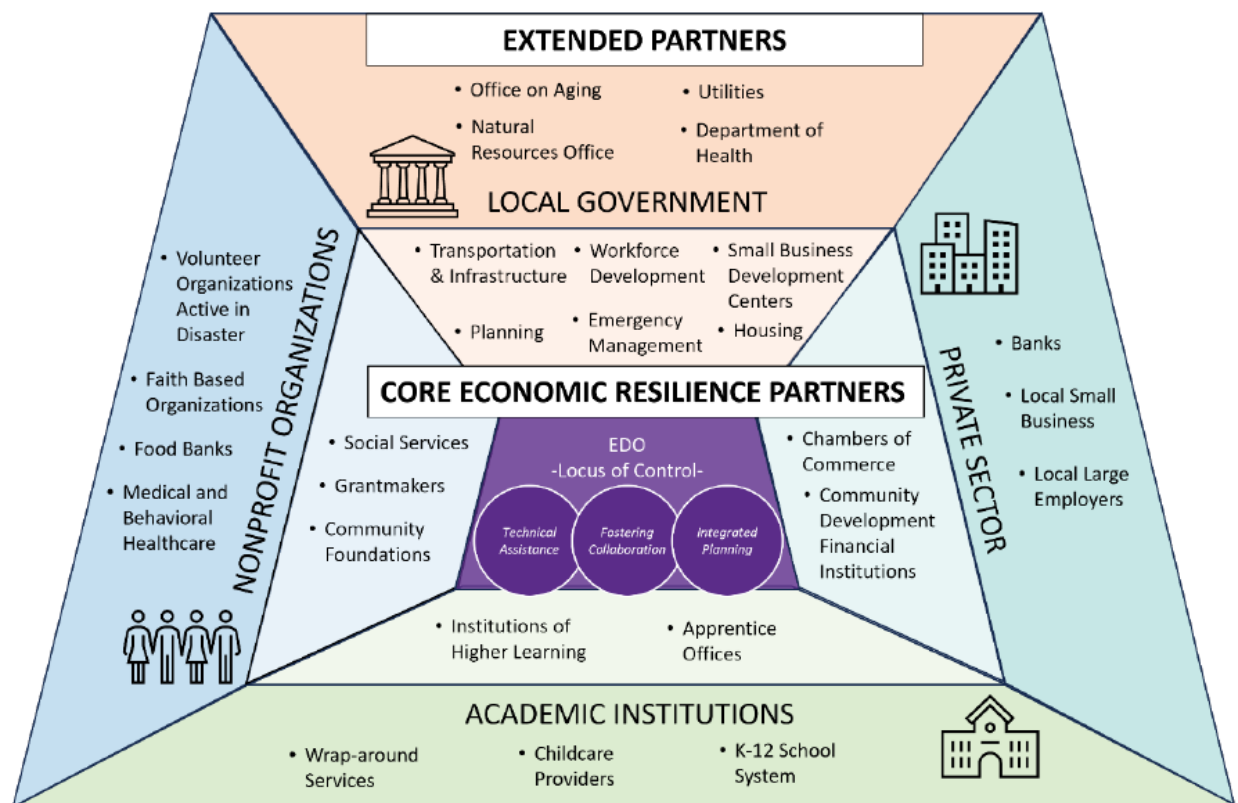


Figure 1: Economic development resilience resource network. Source: National Economic Research and Resilience Center, *Building Resilience in Economic Development*.

Economic development as a profession connects the needs of the business community to larger funding, research, and policy networks. The partners in these networks include offices within local government, non-profit organizations, academic institutions, and the private sector. However, due to its focus, an EDO will not necessarily have direct connections to the full range of community organizations or larger resilience stakeholders. Figure 1 situates the economic development *Locus of Control*, or the range of activities that an EDO performs, into the broader network of resilience partners that should be engaged with for economic development planning, resilience planning, or in response to a shock or stressor. Figure 1 describes the most common offices within the resilience resource network, though every community will look a little different in terms of partner connections.

Extended resilience partners also perform vital functions to prepare for, mitigate, respond to, or recover from a shock. However, they sit outside of the usual connected network for economic development work. These extended partners can provide tailored services to individuals, businesses, and community partners, though may need to be integrated into planning or recovery through communications with core resilience partners. The stronger the overall network of recovery organizations, the easier resilience planning and recovery becomes.⁴³

⁴³ National Economic Research and Resilience Center, *Building Resilience in Economic Development*.

Integrated planning especially applies to the Comprehensive Economic Development Strategy (CEDS). Under the current Economic Development Administration CEDS Content Guidelines resilience is a required topic. Many existing community plans such as hazard mitigation plans, housing plans, transportation plans, infrastructure, and critical improvements plans, and environmental or watershed plans provide ideas on whom to engage in planning efforts, and provide information about the community's past, present, and future. They also provide opportunities to align goals and objectives and provide a coordinated path forward for the community. The plans can also shed light on existing and proposed policies, projects, and programs.

Resilient economic development cannot be achieved without addressing equity, equality, and mental health. Chronic stressors to the community are often deeply rooted in inequities of the community, including pockets of persistent poverty, blighted areas, barriers to upward employment and income, and the availability of wraparound and recovery services.⁴⁴



Figure : Source: U.S. Climate Resilience Toolkit, <https://toolkit.climate.gov/>.

Additionally growing income inequality and increasing impacts of climate change are stressors impacting the mental health of growing numbers of people, giving rise to new medical terms such as ecoanxiety ("the chronic fear of environmental cataclysm that comes from observing the seemingly irrevocable impact of climate change and the associated concern for one's future and that of the next generations." APA) and climate distress.

The Madison region appears to have a high level of resilience for relatively minor disruptions such as floods and tornados. The region's resilience was tested with the COVID-19 global pandemic, and although it is too early to tell with certainty, we seem to be recovering, although unevenly across population and geography. Our bio-medical sector was a large factor in stabilizing our economy during the pandemic and helped with our region being economically better off after the pandemic than before in terms of economic output and income. However, this hides the fact that the pandemic has had a devastating impact on many small businesses and households in our region and many are still impacted.

⁴⁴ Cutter, Susan L., Lindsey Barnes, Melissa Berry, Christopher Burton, Elijah Evans, Eric Tate, and Jennifer Webb. "A place-based model for understanding community resilience to natural disasters." *Global Environmental Change* 18, no. 4 (2008): 598-606.

The stakeholder listening sessions held while preparing the CEDS identified three very significant sources of future stressor-induced disruptions, two of which are currently underway and projected to deepen and the third, once it is triggered, could be devastating.

Workforce shortages. The region is already facing workforce shortages in nearly every economic sector, affecting service at restaurants, availability of healthcare and ability to meet production and construction schedules. It is one of the factors behind the lingering post-pandemic supply chain problems. There are currently more job openings than there are people looking for a job. While current efforts to attract, develop and train the workforce are needed, this will not significantly diminish the problem because of the underlying socio-economic trends – a declining birth rate, restrictive immigration policy, high cost and low availability of childcare and rapidly growing demand for goods and services, particularly healthcare. Production and service issues across sectors will deepen until investments in technology solutions become more widespread.

Labor and technology have always been in a push-pull relationship because to a certain extent and increasingly so, they are both compliments to and substitutes for one another to produce goods and services. Automation, robotics, and artificial intelligence are allowing technology to substitute for labor in many more areas of economic activity than ever thought possible and will be relied on more and more to fill the workforce gaps as technology develops.

However, these solutions may not be equally available/accessible across the economy, nor may all economic activities be suited to exchanging technology for labor. Whether this solution will relieve stressors on the workforce or consumers of our region is not clear. If the fruits of increased productivity through automation are shared with workers and residents through increased wages, responsive services, and public benefits, then this path could be resilient and sustainable. However, if the benefits primarily flow to investors and business owners, then income inequality and service disparities will only widen, causing increased stress and less resilience and greater likelihood of increasing civil disruptions as wealth disparities reach a breaking point. The pandemic brought some of this out, but it is something that has not gone away and is boiling just under the surface in the MadREP region.

Cost and Availability of Housing. The availability of a diverse range of housing and the location and cost of housing that is available is affecting a significant share of the region's population. Many workers cannot afford to live in the place where they work, and while some may not want to, many would not mind a shorter commute. This is one factor that drives the 30,000+ workers who commute from neighboring counties into Dane for employment, compared to the 7,000 +/- that commute the other way. The cost of buying or renting a home has risen to a point of being unaffordable for many households with two wage earners. While there is a lot of housing under construction, we are still only producing about half the housing we were producing before the 2008 recession. New construction is so expensive that a greater supply is unlikely to drive down the costs to being affordable for those earning less than 80% of the median income. Homelessness is growing and placing a strain on public budgets. In none of the stakeholder sessions did we hear anything that would lead us to believe that construction, labor, finance, or land costs will come down soon. Many households who cannot afford a single-family home may also prefer not to rent an apartment. Yet, there are few other options for housing types for them.

The production of quality housing that is affordable to the lowest wage earners in our economy in sufficient quantity and at appropriate locations relative to places of employment is a critical need with no solution in sight. Thirty-seven years ago, the Tax Reform Act of 1986 established the Low-Income Housing Tax Credit program that allocates approximately \$9 billion in tax credits annually toward the production of affordable housing. Despite this tremendous national investment, a recent CNN headline proclaimed “Home affordability is the worst it has been since 1984”⁴⁵ How can home affordability be worse after spending so much for so long? Clearly the solution to housing affordability does not rest on the finance and investment side alone. We need innovation in land use, housing design, materials, regulations, energy, transportation, and infrastructure working together with finance and investment as well as new partners such as employers and local government to solve the problem of housing affordability.

Food Security

The pandemic and resulting supply chain failures brought the issue of food security to the forefront of public consciousness (more for some than others) in a region that takes a reliable food supply for granted. As part of our outreach to the agriculture, food, and beverage sector, we obtained a survey report of 100 senior decision makers from global firms with >\$250 million in revenue in this sector prepared by insurance broker WTW. The survey was conducted at the end of 2022 and published in March 2023⁴⁶.

Among the key findings:

- ❖ 70% named natural resources (impacted by climate change and clean water) as the environmental factor that posed the greatest supply chain risk to their businesses.
- ❖ 73% said losses related to the supply chain had been higher or much higher than expected over the last two years.
- ❖ 84% said that environmental and sustainability goals (ESG) are a specific selection criteria when selecting new supply chain vendors.
- ❖ 82% said that sustainability was a key goal for their supply chain.
- ❖ 84% rated cyber risks as having a high or medium impact on supply chains – the highest impact risk from the survey.
- ❖ 83% rated geopolitical risk as having a high or medium impact on supply chains.

The report concludes: “The food, beverage and agriculture sector has always been highly exposed to supply chain disruption and has become expert at managing risks to keep the world’s shelves and tables supplied – even through crisis events such as the pandemic and the Ukraine conflict. However, the industry will face **increasingly difficult challenges** in the future, from ongoing logistics and raw material shortages to the long-term impacts of climate change on agriculture and increasing competition for land and natural resources. Our survey shows that businesses are working with their key suppliers to overcome problems and considering a range of strategies to increase resilience. While they have an advantage in that supply chains are less

⁴⁵ CNN, August 24, 2023, <https://www.cnn.com/2023/08/24/homes/home-affordability-worst-since-1984/index.html>

⁴⁶ Food, Beverage and Agriculture Supply Chain Risk Report 2023, WTW, <https://www.wtwco.com/en-gb/insights/2023/03/2023-food-beverage-and-agriculture-supply-chain-risk-report>.

complex than other sectors, they're hampered by an inability to get hold of enough accurate data on the supply chain to manage their risks."

Our meeting with the sector did not bring forward these risks, nor did it indicate how the sector in our region is responding to these very real threats to our food supply. Coupled with news of accelerating impacts of climate change that will only deepen over time, we need to understand how we can ensure the food security of the people of our region in the face of increasingly likely periodic food supply chain breakdowns. This is a critical issue that requires a regional-scale response coordinated across sectors.

Lack of Regional Coherence

Increasing resilience requires responses from all scales of policy – global, federal, state, regional and local. The Madison region has public policy institutions serving all scales of policy for all but the regional scale. The lack of a regional planning system to serve our region makes it much more difficult to address resilience for the regional scale threats identified above.

Proposed Actions - Resilience



MadREP

- ❖ Establish an EDA-approved economic development district hosted by MadREP to serve as the regional coordinator of economic resilience planning.
- ❖ Identify and build-out a resilience network partnership (Regional Resilience Council) for south-central Wisconsin (coordination, communication, collaboration) linking all resilience sectors (hazard, mental health, emergency responders, food systems, environmental, economic, infrastructure) to foster alignment of plans and responses.
- ❖ Identify MadREP's role in providing technical assistance to resilience network partners.
- ❖ Identify local resources and funding sources; gather resources and apply to funding sources to evaluate risks to economic disruptions and help build a south-central Wisconsin resilience network.

- ❖ Support local governments with incorporating resilience into the economic development elements of local comprehensive plans and aligning with the jurisdiction's Hazard Mitigation Plan.
- ❖ Support the workforce development boards serving south-central Wisconsin with economic resilience support for the region's workforce and aligning WIOA plans with workforce resilience objectives and other regional resilience plans.
- ❖ Support industry sector organizations serving south-central Wisconsin with aligning private and public resilience plans.
- ❖ Maintain capacity to help stakeholders navigate insurance and assistance programs in response to economic shocks and stressors.
- ❖ Ensure regional economic diversification of industrial sectors, firm sizes, and geographic distribution of economic activity.
- ❖ Coordinate with federal, state, and tribal agencies about ways to structurally align hazard mitigation and resilience plans with economic development planning.
- ❖ Use the MadREP Foundation to secure funding and convene stakeholders and partners to research and recommend strategies for addressing the three critical long-term economic stressors facing our region – workforce shortages, housing affordability and food security.
- ❖ With the Regional Resilience Council and MadREP Foundation, research and develop a Resilience Readiness Index for south-central Wisconsin.

Resources

Resilient Wisconsin – Wisconsin Department of Health Services,
<https://www.dhs.wisconsin.gov/resilient>.

Resilient and Trauma-Informed Community (RTIC), Wisconsin Department of Health Services,
<https://www.resilientcommunitieswi.com>.

Resiliency, Wisconsin Department of Public Instruction, <https://dpi.wi.gov/sspw/mental-health/resiliency>.

Community Resilience & Response Task Force (CRRTF), University of Wisconsin Extension,
<https://uwphi.pophealth.wisc.edu/crrtf/>.

Sustainable and Resilient Communities, University of Wisconsin Stevens Point,
<https://www.uwsp.edu/cols/events/sustainable-and-resilient-communities/>.

Creating a Resilient and Trauma-Informed Community, Wisconsin Public Health Association,
<https://www.wpha.org/page/15CreatingaResilientandTrauma-InformedCommunity>.

Climate Justice & Community Resilience Summit, Wisconsin Academy of Sciences, Arts & Letters, <https://www.wisconsinacademy.org/evenings/climate-justice-community-resilience-summit>.

Clean Economy Coalition of Wisconsin, <https://cleaneconomywi.com>.

Wisconsin Local Government Climate Coalition, <https://wlgcc.org/>.

Resources, Wisconsin Climate Table, <https://wisconsinclimatetable.org/resources/>.

American Family Insurance Institute for Corporate and Social Impact

Food, Beverage and Agriculture Supply Chain Risk Report 2023, WTW (global insurance broker), <https://www.wtwco.com/en-gb/insights/2023/03/2023-food-beverage-and-agriculture-supply-chain-risk-report>.

Economic Development Districts Embark on Food System Development in the Dakotas and Minnesota, National Association of Development Organizations, <https://www.nado.org/foodsystemdevelopment>.

U.S. Climate Resilience Toolkit, NOAA's Climate Program Office, <https://toolkit.climate.gov/>.

Summary of Federal Resilience Funds to the 8-County MadREP Region

Catalog of Federal Domestic Assistance Number and Description	Total Funding	% of Total
<i>Total Federal Funding to 8-County Region</i>	<i>\$279,655,852,592</i>	<i>100%</i>
97.042: Emergency Management Performance Grants	\$52,871,072	0.019%
97.039: Hazard Mitigation Grant; 97.036: Disaster Grants - Public Assistance (Presidentially Declared Disasters)	\$39,607,170	0.014%
97.039: Hazard Mitigation Grant	\$32,969,165	0.012%
97.047: Pre-Disaster Mitigation; 97.047: Bric: Building Resilient Infrastructure And Communities	\$15,839,376	0.006%
81.254: Grid Infrastructure Deployment And Resilience	\$11,781,200	0.004%
97.047: Bric: Building Resilient Infrastructure And Communities	\$10,982,143	0.004%
97.045: Cooperating Technical Partners	\$7,823,405	0.003%
97.044: Assistance To Firefighters Grant	\$7,596,446	0.003%
97.022: Flood Insurance	\$7,177,219	0.003%
66.460: Nonpoint Source Implementation Grants	\$3,490,667	0.001%
16.321: Antiterrorism Emergency Reserve	\$3,292,543	0.001%
97.029: Flood Mitigation Assistance	\$2,458,872	0.001%
97.047: Bric: Building Resilient Infrastructure And Communities; 97.047: Pre-Disaster Mitigation	\$1,308,899	0.000%
93.070: Environmental Public Health And Emergency Response	\$1,238,631	0.000%
97.032: Crisis Counseling	\$662,182	0.000%
66.461: Regional Wetland Program Development Grants; 66.461: Regional Wetlands Program Development Grants	\$649,047	0.000%
66.461: Regional Wetlands Program Development Grants; 66.461: Regional Wetland Program Development Grants	\$631,676	0.000%
97.041: National Dam Safety Program	\$551,944	0.000%
66.461: Regional Wetland Program Development Grants	\$509,203	0.000%
97.047: Pre-Disaster Mitigation	\$505,229	0.000%
97.056: Port Security Grant Program	\$412,882	0.000%
93.069: Public Health Emergency Preparedness	\$235,224	0.000%
10.680: Forest Health Protection	\$230,797	0.000%
10.675: Urban And Community Forestry Program	\$188,581	0.000%
97.043: State Fire Training Systems Grants	\$73,907	0.000%
15.807: Earthquake Hazards Program Assistance	\$52,992	0.000%
Total Federal Resilience Funding to Region	\$203,140,473	0.073%

Summary of Federal Disaster Funds to the 8-County MadREP Region

Catalog of Federal Domestic Assistance Number and Description	Total Funding	% of Total
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MadREP CEDS 2024 Update Template - WIP Draft

Total Federal Funding to 8-County Region	\$279,655,852,592	100%
97.036: Disaster Grants - Public Assistance (Presidentially Declared Disasters)	\$772,978,815	0.276%
21.027: Coronavirus State And Local Fiscal Recovery Funds	\$285,084,906	0.102%
97.050: Presidential Declared Disaster Assistance To Individuals And Households - Other Needs	\$239,328,987	0.086%
59.078: Restaurant Revitalization Fund	\$102,004,183	0.036%
21.019: Coronavirus Relief Fund	\$95,394,062	0.034%
97.048: Federal Disaster Assistance To Individuals And Households In Presidential Declared Disaster Areas	\$64,704,476	0.023%
97.042: Emergency Management Performance Grants	\$52,871,072	0.019%
59.075: Shuttered Venue Operators Grant Program	\$52,139,221	0.019%
59.072: Economic Injury Disaster Loan Emergency Advance	\$50,876,652	0.018%
97.039: Hazard Mitigation Grant; 97.036: Disaster Grants - Public Assistance (Presidentially Declared Disasters)	\$39,607,170	0.014%
97.039: Hazard Mitigation Grant	\$32,969,165	0.012%
97.047: Pre-Disaster Mitigation; 97.047: Bric: Building Resilient Infrastructure And Communities	\$15,839,376	0.006%
10.964: Emergency Relief Program	\$7,712,184	0.003%
97.022: Flood Insurance	\$7,177,219	0.003%
84.938: Disaster Recovery Assistance For Education; 84.938: Hurricane Education Recovery	\$3,408,181	0.001%
97.029: Flood Mitigation Assistance	\$2,458,872	0.001%
93.070: Environmental Public Health And Emergency Response	\$1,238,631	0.000%
97.032: Crisis Counseling	\$662,182	0.000%
11.022: Bipartisan Budget Act Of 2018	\$574,355	0.000%
97.047: Pre-Disaster Mitigation	\$505,229	0.000%
84.938: Disaster Recovery Assistance For Education	\$467,250	0.000%
93.069: Public Health Emergency Preparedness	\$235,224	0.000%
84.938: Hurricane Education Recovery; 84.938: Disaster Recovery Assistance For Education	\$93,312	0.000%
59.008: Disaster Assistance Loans	\$0	0.000%
59.073: Paycheck Protection Loan Program (Ppp)	\$0	0.000%
Total Federal Disaster Funding to Region	\$1,828,330,725	0.654%

[1] FEMA National Resilience Guidance.

[2] National Economic Research and Resilience Center, Building Resilience in Economic Development.

[3] National Economic Research and Resilience Center, Building Resilience in Economic Development.

[4] Cutter, Susan L., Lindsey Barnes, Melissa Berry, Christopher Burton, Elijah Evans, Eric Tate, and Jennifer Webb. "A place-based model for understanding community resilience to natural disasters." *Global Environmental Change* 18, no. 4 (2008): 598-606.

[5] CNN, August 24, 2023, <https://www.cnn.com/2023/08/24/homes/home-affordability-worst-since-1984/index.html>

[6] Food, Beverage and Agriculture Supply Chain Risk Report 2023, WTW, <https://www.wtwco.com/en-gb/insights/2023/03/2023-food-beverage-and-agriculture-supply-chain-risk-report>.

Strategic Development Action Plan

Goals



Rock County: Promote activities and programs that position, as well as prepare, Rock County for development opportunities that augment, enhance and sustain its assets.

- Objective 1. Develop, expand and diversify the County's industry clusters to capitalize on market, as well as sustainable growth opportunities.
- Objective 2. Advocate, create and explore industry sector opportunities that leverage the County's demographics, geography, physical infrastructure and transportation network capacities.
- Objective 3. Develop, expand and diversify the real estate portfolio that exists throughout Rock County.
- Objective 4. Encourage and enhance downtown, infill and/or redevelopment related opportunities.
- Objective 5. Align and/or develop resources to sustain a certified, recognized and demand-driven workforce delivery system
- Objective 6. Advocate, create, leverage, monitor and support applicable business development resources.
- Objective 7. Collaborate and partner with mutually beneficial County, regional, State and/or Federal economic development efforts.
- Objective 8. Develop, implement and update a comprehensive County marketing strategy.

- Objective 9. Maintain and enhance the County's economic development consultative offerings and/or services.
- Objective 10. Develop, implement and update the County's 2020 Economic Development Plan.

Sauk County: SCDC Mission: Catalyze business success in a community-responsible way.

- Strategic anchors:
 - Collaborating with local businesses, organizations and stakeholders while working together to address shared challenges, and achieve common goals.
 - Invest in the growth and development of the local workforce. We are dedicated to providing educational opportunities and training programs that empower individuals to acquire new skills and advance their careers.
 - A commitment to sustainable and considerate growth in Sauk County. It underscores our dedication to considering the community's social and environmental well-being while driving the growth and success of our businesses.
- Goals:
 - 2024:
 - Economic development infrastructure
 - BR&E
 - Digital presence
 - Resource & knowledge centers
 - 2025:
 - Economic data
 - Sauk County Angel Group
 - Brand refresh
 - Collaborative programming
 - Environmental sustainability
 - 2026:
 - Corporation type

- Business accelerator
- Financial independence
- 2027:
 - Organizational accreditation
 - New staffing plan
 - Workforce development plan
 - Downtown plans
- 2028:
 - Microloan fund
 - Arts & Culture plan
 - Environmental stewardship
 - Reserve fund balance

Columbia County

- An improved and diversified economy.
 - Objective 1: Assist existing businesses and industry to improve their efficiency and ability to stay competitive.
 - Objective 2: Increase efforts to retain existing manufacturers and to attract new ones.
 - Objective 3: Encourage new business formation.
 - Objective 4: Expand and encourage participation in all Revolving Loan Fund programs.
 - Objective 5: Encourage the development of a broader range of commercial and service businesses in communities throughout the County.
 - Objective 6: Encourage the development of support industries for existing businesses and industries in the County.
 - Objective 7: Develop an opportunity network to assist in transferring of existing businesses to successors.
 - Objective 8: Encourage downtown revitalization and support the Main Street Program to help enhance community character and business opportunities.

- Objective 9: Promote ongoing dialog between County staff and the Columbia County Economic Development Corporation to ensure that economic development projects are consistent with the goals and objectives of the County's
- Comprehensive Plan.
- Objective 10: Work with public and private entities to provide high quality telecommunication facilities.
- Objective 11: Develop basic design standards for all non-residential uses to assure a high value, lasting development pattern.
- Objective 12: Encourage intergovernmental cooperation in the siting of new business opportunities and retaining existing businesses.
- Improved employment opportunities.
 - Objective 1: Assist in educational opportunities to develop a high quality County workforce.
 - Objective 2: Attract new employers to increase employment opportunities and broaden the tax base.
 - Objective 3: Support and allow home-based businesses where compatible with surrounding properties.
 - Objective 4: Seek and implement new incentive programs that encourage industrial and commercial expansion and create opportunities for new employment.
- Recognize agriculture and tourism as important economic resources and support the preservation and enhancement of these resources.
 - Objective 1: Assist in the promotion and attraction of agricultural related services and industries to maintain agriculture as a viable business.
 - Objective 2: Where consistent with local plans, allow small, low-impact non-farm businesses on farm properties where there will be no negative impacts on surrounding properties.
 - Objective 3: Foster tourism that promotes the natural resource base and the unique historical heritage of Columbia County.
 - Objective 4: Support Communities involved in the Main Street Program and the redevelopment of downtown districts as a means to attract tourism.

- Objective 5: Capitalize on the County's recreational resources (lakes, rivers, trails, etc.) for siting of appropriate retail and service businesses that do not conflict with resource protection.

Dane County:

1. Promote the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional and local levels.
2. Dane County will help to build and promote a robust, sustainable economy that enhances Dane County's quality of life for all residents.
3. Support the creation of a range of quality employment and business ownership opportunities.
4. Support the creation, retention, attraction, expansion, and incubation of business industry and agriculture that is consistent with the goals and objectives of the Dane County Comprehensive Plan.
5. Promote workforce development that maximizes benefits to the workforce, business and industry.
6. Pursue economic development policies that generate and re-circulate wealth in Dane County.
7. Identify and promote "buy local" policies used by local governments and other public institutions to help strengthen local businesses.
8. Ensure that farming remains a viable business/industry.
9. Support and promote the development of community, regional, national and international markets for agricultural products in order to promote and preserve the county's agricultural industry.
10. Support the creation of conventional, organic and sustainable agricultural enterprises in Dane County.

Jefferson County

- Business retention and expansion
- Recruit/attract new driver industry businesses
- Build business investment capacity
- Workforce/talent skill development and alignment
- Talent attraction

- Build a “must see” business destination/support business development goals
- Provide a high-quality economic development website and marketing materials for the Region.
- Ensure professional staffing of the organization.
- Ensure sustained funding of the organization.

Dodge County

- Balanced land uses within all communities of Dodge County and enhancement of the urban areas necessary to sustain the economic stability of the County.
- Maintain, enhance, and continue to diversify the economy consistent with other county goals and objectives in order to provide a stable economic base.
- Enhance the quality of employment opportunities.
- Identify the productive farmlands in Dodge County and support their preservation and management as an important economic resource.

Evaluation Framework

Implementation of the CEDS and all of its initiatives, actions and objectives is a region-wide effort involving many partners with MadREP serving as the organizational host, hub for coordination and monitoring of activities and center of partner support. An economic development district designation from EDA will require an annual CEDS Performance Report be prepared and submitted. These reports are intended to be updates from the Region on how the strategic direction and action plan described above is being implemented and provides an opportunity for MadREP and its key partners to reflect on how they are doing and how a bigger impact can be achieved. The purpose of an evaluation framework is to identify the data that will be used to measure progress towards an objective and the timeframe in which it is intended to occur. The data selected should be a measure of impact and not effort.

Core Performance Measures

- Regional population analysis (demographic mix & 20-year trend)
- Labor force participation rate
- % of population 16 & over participating in the workforce
- # New High Wage Jobs

- # New Average Wage Jobs
- # Existing Jobs with earnings improvement of >\$5,000
- Access to quality child care - source: Youngstar
- Internet subscriptions per 1,000 population
- Educational attainment

Regionally Unique Performance Measures

- # Shovel-ready business park sites available >100 acres in size
- Size of BioHealth Sector - revenue, investment, federal funding
- Carbon dependency
- Leadership development and diversity
- Demographics of business ownership relative to society

MadREP Performance Toward Goals

The following goals and actions were developed through the CEDS planning process and represent the consensus of participating steering committee members. They flow out of reflection of past accomplishments and setbacks, a SWOT analysis and development of strategic actions.

Goal: Growing a Sustainable, Resilient Regional Economy

Action	Indicator	Data Source	Desired Result	Timeframe
Marketing of Regional Tools	List of data, mapping and analytical services available to regional partners	MadREP	Increase capacity of region to use, analyze and act on local data presented in a regional context.	2024 - basic 2025 - expanded 2026 - refined
Transportation Corridor Land Use Planning and Marketing Coordination	Existence of active multi-party corridor planning and marketing groups for each major corridor.	MadREP	Increase the availability of large-sites with transportation access for regional-scale economic activity.	2024 - 2028
Economic Development	EDA EDD designation	Economic Development	An officially sanctioned, regional-scale EDO	2024

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District Operational		Administration	serving south-central Wisconsin.	
Attract 10 New Investors in MadREP Annually	\$2,000,000 new annual MadREP funding New investors engaged with MadREP on implementing CEDS	MadREP	A financially sustainable regional-scale EDO with sufficient leadership and resources to operate effectively as an EDD.	2024 - 2028
Develop a Fee for Service Model	Existence of a price sheet with service offerings, terms and qualifications.	MadREP	A financially sustainable regional-scale EDO with sufficient leadership and resources to operate effectively as an EDD.	2024 - basic 2025 - expanded 2026 - refined
Link partner comprehensive and strategic plans to CEDS	# of partner plans linked to CEDS # of requests for letters of support for funding applications seeking resources for projects identified in the CEDS	MadREP	Comprehensive and strategic plans from across the Region are aligned and integrated, forming the foundation for the next CEDS update.	2024 - 20 2025 - 40 2026 - 60 2027 - 80 2028 - 100 2024 - 20 2025 - 40 2026 - 60 2027 - 80 2028 - 100
Assist partners secure and align resources to replicate and scale demonstration projects	3 demonstration projects funded per year with MadREP support.	MadREP and partners	Leverage EDD designation to deliver resources to the Region or coordinate resources from within the Region for projects with local or regional impact	2024 - 2028
Convene periodic regional summits to share information and discuss critical topics	4 summits per year	MadREP and partners	Ensure MadREP and its partners are aligned and working together to implement the CEDS Agreement on key sectors to target for business growth.	2024 - 2028

Goal: Improving Processes and Services

Action	Indicator	Data Source	Desired Result	Timeframe
Scale rural employer van pool	# of vans in van pool will grow from 3 to 10	MadREP/Enterpr rise	Improve the ability of workers to get to their workplace in rural areas. Make a greater workforce available for rural employers.	2024-2028
Identify alternative childcare funders to commit resources to local childcare projects	# of alternative childcare funders committing funds to local projects	Wisconsin Early Childhood Association.	Improved access to and greater affordability of childcare services.	2024 - 1 2025 - 3 2026 - 6 2027 - 9 2028 - 10
Prepare profiles of successful and replicable childcare, housing, career development and transit models	# of profiles prepared # of profiles published, downloaded or distributed.	MadREP Madison College	Increase the awareness of the ways critical workforce issues are being mitigated.	2024 - 5 2025 - 10 2026 - 2028 maintain & update 2024 - 3 2025 - 2028 - 6 per year
Prepare resources to help partners navigate funding for housing.	Provide assistance on funding housing development to 5 partners per year.	MadREP WHEDA	Increase the production of housing proximate to areas of employment.	2024 - 2028
All 8 counties in region are represented on the MadREP Board of Directors	8 counties represented on board as shown on the Board roster.	MadREP	MadREP is a regional EDO governed by representation from the entire region.	2024 - 2028

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Establish a regional housing fund	A regional-scale housing fund supported by major regional employers with \$20 million in assets	MadREP and partners	Increase the production of housing proximate to areas of employment.	2024 - 2028
Develop model workforce housing developments	# of model workforce housing developments completed: 1 per year	MadREP's housing development partners	Increase the production and affordability of housing proximate to areas of employment.	2024 - 2028

Goal: Accelerating Strategic Business Growth

Action	Indicator	Data Source	Desired Result	Timeframe
Revamp ED Professionals group with focus on CEDS implementation.	ED Pros meeting agendas reflect CEDS implementation topics.	MadREP	Implementation of CEDS with regional partners.	2024 - 2028
Identify assets and priorities for each county regarding industrial attraction and BRE activities.	Identification of assets and priorities for industrial attraction and BRE for each county, updated annually.	MadREP	Implementation of CEDS with regional partners. Strong intra-regional identities and understanding of local success and assets levels.	2024 - 2028
Demonstrate a "business ready" capacity building and technical assistance program for small businesses.	"Business Ready" program operational and providing services to 175 small businesses.	MadREP Initial Partner - City of Madison	Accelerated strategic business growth.	2024 - 2028
Contract with counties in the Region for economic development	# counties under contract	MadREP	An officially sanctioned, regional-scale EDO serving south-central Wisconsin	2024 - 1 2025 - 1

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services.				2026 - 2 2027 - 2 2028 - 3
Create a Revolving Loan Fund	Total assets = \$10 million % of total assets on hand < 25%	MadREP USDA WEDC	Accelerated strategic business growth	2024 - 2028
Create a plan for a regional land banking system	Adoption of a land banking plan by the Boards of MadREP and its partners.	MadREP	Increase the availability of large mixed-use sites with transportation access for regional-scale economic activity.	2025
Become a region for sustainable living and business - environment, community and economy	MadREP is a partner on 2-3 demonstration projects per year	MadREP EDA Clean Energy Community Initiative	Economy transitions to being more sustainable while continuing to provide for the economic needs of residents.	2024 - 2028
Continue to work with partners to capture broadband funding.	100% of occupied dwelling units and businesses in the Region have access to broadband telecommunications.	Wisconsin PSC Telecomms	All households and businesses have access to high-speed internet services.	2024 - 2028

Goal: Cultivating Strong Talent Development and Retention

Action	Indicator	Data Source	Desired Result	Timeframe
Expand awareness of GED career	% of 10th grade students aware of GED career	DPI	Reduce the number of non-HS graduates with no	2024 - 2028

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pathways	pathways	DWD	career pathway.	
Bring K-12 voice into discussion of regional economic development	5% of participants in regional summits age < 18 years or K-12 education professionals	MadREP	Engagement of youth to be participants in society and to grow the next generation of leadership.	2024 - 2028
Gather data on "untapped workforce" including undocumented and formerly incarcerated, seniors, and persons with disabilities	Data is collected and available for analysis.	MadREP	Mitigation of workforce shortages. Increase opportunities for disadvantaged workers	2024 - 2028
Reduce the gap between Black/Brown and white education accomplishments	Education performance by race and ethnicity Wisconsin's rank in student achievement gap improves from 50th to 41st	DPI	Equal access to economic opportunity for all residents of the Region.	2024 - 2028
Increase the number of micro-credentialing opportunities	# of micro-credentials available # of students enrolled in a micro-credentialing program # of micro-credentials awarded	Madison College	Reduce the burden of securing employable skills. Increase the pool of potential workers with employable skills.	2024 - 2028

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The MadREP Region will have equitable representation by BIPOC individuals in leadership	Demographic mix of regional leadership roster compared to demographic mix of the Regional population	MadREP with other key partners	Equal access to economic opportunity for all residents of the Region. All people feel welcome, safe and prosperous.	2024 - 2028
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