



APENDIX III: Community Advisory Papers

Madison has a highly-engaged and informed public with numerous outside experts on economic development-related topics. To tap into the passion and expertise of the City, Mayor Soglin enlisted community members to prepare brief “Community Advisory Papers” to guide the Connect Madison Economic Development Strategy.

Working from an initial set of draft goals for the strategy, several community leaders volunteered to prepare the following Community Advisory Papers on key economic development topics. The City Staff and Economic Development Committee used this input to shape the final set of strategies and projects in the final Connect Madison strategy document.

ADVISORY PAPER #1: Connect Businesses with Talent, Capital, and Markets to Foster Innovation and Entrepreneurship

Prepared by: Paul Jadin and Betsy Lundgren, Madison Region Economic Partnership (MadREP)

ADVISORY PAPER #2: Equity and Government Contracting

Prepared by: Dr. Ruben Anthony, Urban League of Greater Madison

ADVISORY PAPER #3: Focus real estate development on key sites and corridors

Prepared by: Jeff Vercauteren and Angie Black, Whyte Hirschboeck Dudek S.C.

ADVISORY PAPER #4: Embrace food and beverage’s role as a platform for community-based entrepreneurship and wealth-building.

Prepared by: Michael Gay, MadREP) and Anne Reynolds (UW Center for Cooperatives) with support from Sharon Lezberg (Dane County UW Extension)

ADVISORY PAPER #5: Embrace Bicycling as an Economic Driver

Prepared by: Gary Peterson, AICP, BikeFed Board of Directors

ADVISORY PAPER #6: Create efficient and technology-enabled multi-modal transportation system.

Prepared by: Susan Schmitz, Downtown Madison, Inc.

ADVISORY PAPER #7: Connect Madison’s various creative sectors as an economic driver and visitor draw

Prepared by: Peggy Gunderson, Strategic Brand Marketing

ADVISORY PAPER #1:

Business, Innovation, and Entrepreneurship

CONNECT Madison businesses with talent, capital facilities, ideas, and new markets to foster innovation and entrepreneurship in all sectors

Prepared by:

Paul Jadin, President, Madison Region Economic Partnership (MadREP)

Betsy Lundgren, Marketing, (MadREP)

Bill White, Board Chair (MadREP)

A density of innovation activities, services, and resources has grown up in the Madison region in the last decade, putting Madison at the forefront of the entrepreneurship & innovation environment. New incubators, accelerators, makerspaces, capital development programs, innovation networks, and support systems are just starting to make a real difference on jobs and business creation.

The continued growth of Epic Systems bodes well for the region's entrepreneurial ecosystem, particularly as this anchor company continues to bring new talent to the area who then spur a density of activity and people. Our region needs to be poised to take advantage of that potential growth. This starts by understanding those assets that comprise our wealth.

Among our strongest assets is our creative talent pool and the innovative ideas they up put forth. We need to capitalize on this asset in visible and tangible ways, just like the City did by partnering with the UW on University Research Park. The creation of a new physical presence in StartingBlock Madison must be prioritized, establishing a center of excellence where entrepreneurial collisions will occur in frequent and catalytic ways.

We need also to recognize that not all startups are tech-related and develop our infrastructure to accommodate startups in all target areas, such as agriculture, food & beverage, advanced manufacturing, life sciences, healthcare, and, of course, information technology. No region in this country is better positioned to drive talent toward invention, ideation, conceptualization and entrepreneurship than we are, primarily due to the unparalleled asset we have at UW-Madison. Increased coordination with UW-Madison commercialization efforts benefits all industry sectors and increases our influence on the global economy in terms of accessing new markets and attracting businesses and talent.

The region needs to step up its business retention and expansion (BRE) efforts at the same time so that it does not take existing businesses, or even clusters, for granted. This calls for a strong partnership and effective coordination among Madison Region Economic Partnership (MadREP), chambers of commerce, metro communities, financial institutions including venture capital funds and the private sector. It is essential that we maintain a quality database of what businesses are here, what it will take to preserve and expand them, and what resources are needed to complement the supply chains within our top industry sectors. A well-coordinated and strategically implemented BRE program allows for that.

We have shown that Madison's economy is stronger than the rest of the state and most of the country. By doing more of what we've done well – in a more coordinated and collaborative fashion – while also building on a nascent but rapidly maturing innovation infrastructure, we can continue to grow and position ourselves as the most sustainable and thriving economy in the United States.

Advisory Paper #2: Equity in Government Contracting

Prepared by:

Dr. Ruben Anthony, Urban League of Greater Madison

The City of Madison held the Connect Madison Summit on May 27 at the Monona Terrace and approximately three hundred people participated. There were less than ten minorities in the room, but when the participants identified and ranked the issues that were most important to the City, issues of racial disparities emerged as the highest ranking set of issues. As the President and CEO of the Urban League of Greater Madison, I felt obligated to comment on at least one area with a long history of the disparities.

Recently the City of Madison conducted a disparity study and found that there is evidence of racial and gender discrimination in the construction industry in the Greater Madison Area that affects opportunities for minorities to work and advance in the industry and start construction businesses. However, they also identified that there are relatively few minority and women-owned companies ready, willing and able to participate in the local construction market place. Additionally, the study showed that when these companies compete in the local construction industry, they face some discrimination.

The construction industry in the Greater Madison area is huge. According to the City's disparity study, the City of Madison had contracts totaling \$331 million from 2008 through 2013. Minority utilization was \$6 million or 1.9%. The minority population in Madison is 15%. Immediately one would raise the question why aren't minority companies getting more contracts given their proportion of the City's population. The Madison Disparity Study indicates that there are simply too few firms that are ready, willing and able to significantly participate in the local market place. Approximately 2 percent of businesses related to public works construction contracting in Dane County are owned by racial and ethnic minorities.

Despite these findings, the bottom line is that minorities are being excluded from massive economic opportunities in government procurement in Madison; whether it is intentional or unintentional. These are government funds and there should be equal access to opportunities in the city of Madison procurement processes. The City of Madison must go beyond the disparity study and begin to understand the entry barriers that minority owned businesses face in the local construction industry and other areas of procurement in general. Cities like Madison wind up in this type of predicament because when plans for business start-ups and economic development initiatives are started minority businesses are an afterthought. If minorities are included on the front end of business development or economic develop opportunities there would likely be more minority businesses developed.

Cities have to plan for minority business development similar to other economic development initiatives. This is clearly an area of economic development that is traditionally excluded from city plans. Former Atlanta Mayor Maynard Jackson and Chicago Mayor Harold Washington knew that this was a vital strategy for developing minority businesses. They put forth economic development strategies that were inclusive and intentional. Mayor Jackson has left a strong legacy of minority businesses that are still strong today in the Greater Atlanta Area.

Madison Must do Better with Minority Business Contracting

If Madison truly wants equity, we really have to do better for minority owned businesses. Many African American businesses in Madison have started and many have failed; and very few have succeeded. If you are a minority planning to start a business in the Madison area, particularly one that intends to do business with government, why would you take the risk or make the investment given the high probability of failure and the low probability of getting business. The City of Madison does not have the reputation or track record of being friendly to minority businesses; so why would any potential business person want to make the investment here?

The cost of starting up a business can be expensive. There is the cost of professional licensing, office rental, IT costs, marketing, payroll, errors and omissions insurance, liability insurance, extra auto insurance and other start-up and operational costs. Not to mention the cost of capital equipment for some businesses. Many small business owners leverage their retirement or their home equity to start their businesses and operate their businesses until they can generate sufficient cash flow, because often they are not established enough to obtain traditional bank financing. To make progress in this area, the City of Madison must create an environment that recognizes and addresses minority business start-up and entry barriers.

Progress must start at the top of the organization with the Mayor and top City of Madison Officials. In the face of numerous disparities facing African American and other minorities in the Greater Madison Area; if we are to make a difference, we have to move beyond talk to action. The City must track, monitor and disclose progress or lack of progress in this area. Sometimes disparities exist long before they are disclosed, but when they are disclosed course corrections can begin.

Additional Resources:

City of Madison 2015 Disparity in Public Works Contracting Study

<http://www.cityofmadison.com/madisoncontractingstudy/documents/pwDisparityStudy-20150416.pdf>

City of Madison 2015 Disparity in Public Works Contracting Study Group Materials

<http://www.cityofmadison.com/madisoncontractingstudy/documents.cfm>

Advisory Paper #3: Real Estate

CONNECT Madison's real estate development and redevelopment opportunities with unmet market demand and develop key sites and corridors.

Jeff Vercauteren and Angie Black, Whyte Hirschboeck Dudek S.C.

The City of Madison has benefitted from a regional and national resurgence in the real estate market in the years following the economic downturn and real estate collapse between 2007-2010. This boom has produced a flurry of activity throughout the City, particularly in the downtown core. However, to transition from a “boom” environment to a more mature and sustainable “growth” environment, the City must use strategic development tools and public-private partnerships to facilitate development and redevelopment, including land banking, tax incremental financing, and improved transportation infrastructure.

The East Washington Avenue corridor is perhaps the best recent example of a strategic real estate development plan implemented through the public-private partnership between the City and the private sector. The City's decision to purchase and land-bank the former Don Miller automotive sites and the Union Corners site, and utilize TIF to encourage redevelopment, has produced two major developments—The Constellation and The Galaxie—with additional development in the works. These projects are at the core of a revitalized and rapidly growing Capitol East District.

The key elements that are making the Capitol East District and Union Corners revitalization a reality can be applied to encourage real estate development and redevelopment—and thereby economic development—in major corridors throughout the City.

Land Banking. One key element is the availability and consolidation of potential development sites by the City through land banking. A major challenge in developing a truly transformational project—an economic development driver for the City—is the availability of land, particularly in and near the downtown core.

The City should continue to identify and consider the acquisition of appropriate sites where the private sector is unwilling or unable to invest. An area where this may be particularly important is the Park Street corridor. With its existing transportation infrastructure and key location between the Beltline and downtown, Park Street has significant potential to develop into a thriving stretch of economic activity in the City. However, there are few existing sites assembled on Park Street that could accommodate a project the scale of The Constellation or The Galaxie.

One critical site is another former automotive site—the former Thorstad auto dealership—on Park Street near Wingra Drive. Through a strategic land banking approach, the City could consider whether it can further facilitate development in that

corridor by assembling additional sites over time, particularly on the west side of Park Street. These existing, often underutilized commercial sites could provide the area needed to support major multi-use development along an important two-mile stretch.

Tax Incremental Financing. TIF is another key element to encourage development and redevelopment in underutilized areas along critical corridors. The City recently revamped its TIF policy to create a more competitive and flexible TIF program. Proposed changes to state law would further increase the flexibility and availability of TIF for municipalities. While a comprehensive TIF policy is an important part of encouraging development, the City must also develop and implement a strategy to identify where to most effectively utilize TIF, both through financial assistance to the private sector and the use of TIF funds by the City.

Speculative TIF districts (without an “anchor” project) in targeted areas of the City could encourage redevelopment and growth in those areas. Additionally, employment-based TIF that provides an incentive for employers to relocate or expand in specified TIF districts could be key to attracting high-quality employers to targeted areas to encourage economic growth, such as the proposed inclusion of Exact Sciences in the Judge Doyle Square development.

Transportation Infrastructure. Another key element is improving all modes of transportation infrastructure to facilitate transit-oriented development. Cities are increasingly utilizing this type of development, especially in places like Madison with a rapidly growing urban core and an increasingly younger workforce. Some cities have even designated parts of their urban centers as “car-free” zones focused on pedestrian and bicycle traffic and improvements to public transportation. Public investment in transportation infrastructure paired with private investment in real estate development is the key to the implementation of transit-oriented development.

In the absence of a regional transportation authority (RTA), the City must plan for future improvements to transportation infrastructure and leverage federal funds, state funds and TIF for such purposes. The City should identify a number of key transportation corridors and hubs for future improvements to transportation infrastructure to facilitate development, including:

- **East Washington Avenue.** The continued development of East Washington Avenue is critical to the economic growth of the City. This includes maximizing the development potential of property directly abutting East Washington Avenue and encouraging growth on other streets within the corridor (including East Main Street, East Mifflin Street, and Winnebago Street). Future improvements to public transportation and parking in the corridor will help support and facilitate future growth.
- **Park Street.** Encouraging the continued redevelopment of Park Street will restore a critical link between downtown and underserved south side

neighborhoods that have not experienced the benefits of redevelopment in other parts of the City. Creating a robust transportation corridor on Park Street supporting transit-oriented mixed-use development will establish an important gateway to the City, encouraging further growth and redevelopment in adjacent neighborhoods.

- **John Nolen Drive.** Perhaps the City's best transportation corridor, but also its most underutilized in terms of development density, is John Nolen Drive. With its proximity to downtown and its existing transportation infrastructure, the City should utilize development incentives to encourage the density that John Nolen Drive is already equipped to handle. The corridor is also key to future improvements to public transportation, including light rail or bus rapid transit.
- **Whitney Way.** Leveraging the resources of University Research Park, the City should encourage redevelopment, increased density, and transit-oriented mixed use development along the Whitney Way corridor between the Beltline and Mineral Point Road. There is significant redevelopment potential in existing commercial sites, and improvements to the existing transportation hub at the West Transfer Station will facilitate future growth.
- **Northport Drive.** Establishing a core redevelopment area on Northport Drive is critical to spurring redevelopment on the north side, including in the corridor bounded by Sherman Avenue and Packers Avenue. The use of TIF and transit-oriented development to encourage the redevelopment of underutilized commercial areas could allow the City to capitalize on increased growth in areas north of the City and leverage an improved and expanded Dane County Regional Airport.

Advisory Paper #4: Food Systems

June 30, 2015

Michael Gay and Anne Reynolds with support from Sharon Lezberg

Goal/Priority 5: Connect the region's robust food (and beverage) system to our economy and embrace food and beverage's role as a platform for community-based entrepreneurship and wealth-building.

Why is this an important goal/priority for the City of Madison?

Madison is in the center of an exceptional food-producing region. In an environment of climate change and historic droughts, Wisconsin has abundant water. There are over 402,000 acres of farmland in Dane County, and 2,749 farms. Wisconsin's agriculture is diversified and productive. Although dairy, corn and soybeans dominate agricultural land use, there are important vegetable growing regions. Opportunities for direct marketing to consumers have created opportunities for new small farms, including over 50 community-supported-agriculture (CSA) farms growing fruits and vegetables serving the Madison area. Wisconsin is also a leader in organic farming, ranking #1 in the number of organic dairy farms, farms with organic beef cows and farms producing organic eggs and corn. (NASS)

Madison is located in the transportation and logistics corridor between Minneapolis, Milwaukee and Chicago, and is near the driftless region. The region's robust food supply chain includes raw materials, producers, processors, packagers, warehousing, distributors and wholesale/retail operations. Existing freight infrastructure allows supply chain players to reach local, national and international markets, although this system is increasingly congested in the Chicago area. Projects like the Madison Public Market District, the Garver Feed Mill and StartingBlock Madison (which is slated to include the Madison Culinary Center) will contribute significantly to local spaces that support innovation and development as well as continued growth for second stage food and beverage companies. Young professionals associated with Epic, Starting Block, 100State, etc. are drawn to a vibrant, robust food and entertainment sector, so continuing to develop this sector will support Goal/Priority 8.

Food manufacturing is a dominant cluster in our region. It is a broad category that includes both large national and global companies (Kraft/Schoeps Ice Cream/Ale Asylum/Bimbo) and small artisanal start-ups (Potters Crackers, RP's Pasta, Ambrosia Chocolate/Yum Butter/Deaths Door). Wisconsin ranks #1 in the nation in cheese production (NASS), and specialty cheese now represents 22% of state output. There are 89 cheese plants in the surrounding 14 county region and 126 food manufacturing businesses in Madison, providing good jobs: the average pay is \$58,080/year. On the beverage side, there were over 100 distilleries, wineries and breweries that opened their doors in 2014 in Wisconsin (DATCP). The Madison region is home to a major share of these startups.

Food-based enterprises are an important component of achieving the city's diversity objectives of Goal/Priority 2. Food-related businesses provide entry-level opportunities for both employees and entrepreneurs. In 2012, 48 new food manufacturing sole proprietorships opened for business in Dane County. There are several existing efforts to recruit and support minority food business operations: the FEED Kitchen, which has new leadership and support, has embarked on an outreach strategy to reach minority potential businesses and is seeking funding to develop support structure in tandem with the Northside's food corridor initiative, and the Allied Community

Cooperative is partnering with Willy Street Co-op to explore the feasibility of a small grocery store in the Allied neighborhood. Willy Street Co-op is also looking to double the Vendor Loan Program investments this upcoming year which supports all types of entrepreneurs. The Latino Chamber of Commerce lists 21 members in the “restaurants, food and beverages” sector.

Madison has the infrastructure to support a robust food economy (see attached graphics). The cluster of organizations and institutions is diverse, demonstrating the energy and strength of grassroots efforts, along with the existence of strong institutions. The City of Madison Food Policy Council develops and recommends policies to the Mayor and Common Council to support a sustainable food system. Education and workforce development is available from a wide variety of institutions, ranging from short programs (UW’s School for Beginning Farmers. Organic Processing Institute) to degree and certificate programs at Madison College and the University of Wisconsin-Madison. Targeted technical assistance and finance support is provided by organizations like Badgerland Financial, the Wisconsin Women’s Business Initiative, Slow Money Madison, Forward Community Investments, UW’s Small Business Development Center, Madison Development Corporation, Madison Region Economic Partnership, University of Wisconsin Center for Cooperatives, Willy Street Food Vendor Loan Program, Slow Money Wisconsin, REAP, and state agencies (WEDC, WHEDA, DATCP). Incubators and shared research facilities include StartingBlock Madison and Sector 67; the FEED Kitchen; Madison Enterprise Center, Main Street Industries, University Research Park and the UW’s Center for Dairy Research, the UW Food Research Institute and multiple divisions inside the UW Extension. All organizations and entities above are components and partners for a future center of excellence and sector consortium being developed.

What are the opportunities?

Madison is poised for growth in food related economic development. These are some of the opportunities in this sector:

- Build on our existing reputation and assets for food and agriculture through collaborative branding efforts.
- Develop a regional and local food and beverage system that supports equitable access to healthy food and economic opportunity.
- A vibrant food and beverage sector requires building more infrastructure and supply chain for production, processing, warehousing, packaging and distribution.
 - Multi-modal transit and freight transportation are critical components of this infrastructure. Madison needs to be involved in the study of these components moving forward. WisDOT just purchased (\$40M) the rail line between Reedsburg (Driftless Region) and Madison and has committed \$7 million to upgrade the Watertown to Madison rail line.
 - Improved extended season technology (pioneered in the Toronto region and throughout the Northern United States) offers opportunities for year-round food production.
 - MPM is positioning itself well to be a center for aggregation of local foods.
 - Garver Feed Mill is positioning itself well to be an agri-tourism regional destination and the home of second stage producers.
 - Link the creative the IT sector with food/agriculture-based applications (GrocerKey/ Quigistics/Square Harvest) to support efficiency in the

supply chains, marketing, food security and big data analysis.
(Goal/Priority 8)

- Build on the UW Center for Dairy Research assets which will “move dirt” in May 2016 on a \$32 million dairy, food and beverage R&D and pilot plant project at Babcock Hall.
- MadREP’s proposal to the federal government for Investing in Manufacturing Community Partnership (IMCP) designation connects these city opportunities with the other growers and assets of the region. Monitor this decision in July.
- Connect Madison’s food processing and preparation entrepreneurs with the regions direct market growers for a vibrant regional sector that builds on the comparative advantage of both urban and rural areas.

Advisory Paper #5: Bicycling

Prepared by: Gary Peterson, AICP, BikeFed Board of Directors

Interconnect Madison's large bicycle cluster/infrastructure. Identify Madison to the nation that Madison is a bike-friendly City and develop appeal as a destination for bicycle-based recreation and tourism. Do not stop until Madison becomes the bicycling epicenter of North America.

Achieve Platinum Bike Status. Continue the build out of Madison's Bicycle Infrastructure to meet the needs of area residents and gain National Stature of the truly best medium size City for Bicycling. This includes raising our current National rating of GOLD to an elite PLATINUM rating. Partner with the Wisconsin Bike Federation, Downtown Madison Inc., Madison Area Sports Commission and Bicycle Businesses.

Continue Improvements to the bicycle Infrastructure throughout the City: Connect our trail systems to surrounding communities. The City needs to expand the capacity of bike/pedestrian paths to maintain safe transportation corridors. Improve signage to provide a user friendly system. Provide bike parking, bike cages and bike service facilities at current informal Park-and-Ride locations. Support and promote the Bicycle system. Currently, promote the Judge Doyle Square Bike Station and other future stations particularly at transportation terminals. Promote the installation of Bicycle Gages at Park-and-Ride locations. These improvements will facilitate bicycle riding as an environmentally friendly, relatively low cost, healthy, equitable, automobile congestion reduction and support local business activity. Partner with Dane County, other Dane County communities, Bike Clubs, Wisconsin Bicycle Federation, Downtown Madison Inc. and area businesses.

Attract Additional Bike-related Events to the City by building on the community support for the Iron Man Triathlon: These events should include; races, conferences, business start ups, camps, riding schools, guide services, etc. Partner with B-cycle Inc. (as a needed transportation system and recreation opportunity), Biking Clubs, Downtown Madison Inc., Madison Area Sports Commission (MASC), Centurion Racing and area bicycle and parts manufactures.

Create Events and Programs Focused on Advanced Manufacturing, Custom Fabrication and Prototyping in the Bike industry including: StartingBlock Madison, Wisconsin Technology Council, UW-Madison, Madison College Training Programs and UW Engineering.

Direct Outreach to area Bike Industry Companies and Potential Recruitment of Supplies and Customers: Take advantage of the numerous area bicycle businesses and build a supply chain for the bike industry. Partner with area Bicycle Businesses, Wisconsin Technology Council and Madison Region Economic Partnership.

Advisory Paper #6: Transportation

CONNECT Madison with an efficient and technology-enabled multi-modal transportation system.

Susan Schmitz, Downtown Madison, Inc. and former member of the Dane County RTA Board

Dane County continues to grow. Trending data show that from 2000 to 2013 Dane County can expect its population to grow by another 150,000 people—and this is a conservative number. New jobs and new residents mean additional traffic and potentially longer commute times and lost productivity due to traffic congestion. It also means that people need to get to jobs by a means other than an automobile. The need for a multi-modal system that works to get people to work, services, entertainment and shopping is becoming a social justice issue because not all families in the greater Madison area are able to afford a car or the parking/maintenance costs that go along with ownership. This plan will be divided into four major components: The Need for a Multi-Modal System, the possible Scope of Transit Services, Importance to Jobs and Job growth and a Possible Process to Achieve the Plan.

I. The Need for a Multi-Modal System

We need to increase transit choices and accessibility options for people moving around and through the greater Madison area for work, services, entertainment and shopping. Present baseline bus services at peak times have a difficult time maintaining schedules as ridership surges cause more time for loading so that passengers miss connections and their accessibility is decreased due to system constraints.

Better connections for workers/jobs in the greater Madison area through a coordinated and expanded transit system. For example: EPIC Systems employees 8,000 people and 37% live somewhere in near west, east and downtown Madison. The direct bus from downtown Madison to EPIC and back has been overly successful. Many EPIC employees also ride their bikes but we need additional options for these 3,000 people.

Relieve growing traffic congestion especially in geographically constrained or “pinch point” area such as the downtown isthmus. The UW Madison campus is a regional pinch point. On any given day the university has from 60,000 to 70,000 people on campus but less than 15,000 parking spaces. There are no plans to increase parking spaces because land is too valuable for academic and research facilities with the University bringing in \$1 billion annually in research dollars. Luckily, the campus has a successful Transportation Demand Management (TDM) program that relies heavily on transit or the area would be overwhelmed.

Create a transit system that allows autos, buses, bikes, airport passengers and pedestrians to function compatibly within a coordinated, modernized system. A future transit system

needs to be modern. Madison Metro can have Wi-Fi on buses and Wave to pay cards. A more modern and customer friendly system will not only attract more commuters but will increase the number of choice riders. Commuter runs would greatly benefit from the ability to be connected. New and expanded Park & Ride lots would permit drivers to avoid the congested areas of the Madison region, high parking costs and allow “shop and run” errands as part of their overall trips.

Reduce air emissions in the Madison region. Dane County has teetered on the brink of becoming a non-attainment area for air quality. The Madison area failed to meet the EPA air quality standards in 2008. Transit, especially with a commitment to hybrid and clean fuel vehicles, will allow cleaner air as we grow.

Creating a Strategy for Moving Forward

Major components:

Improve Bus Service Within Current Metro Service Territory

Madison Metro has several service deficiencies as a result of costs of service rising more rapidly than revenues. As a result, many commuters find themselves missing connections or experiencing inconveniences through delays and sub-optimal routes. Improvements in the core service area would benefit all riders by providing better connections and transfers.

Network of Strategically Located Park & Ride Lots

There are currently three Park & Ride Lots within the City of Madison:

1. North Transfer Point
2. North Town Center
3. Dutch Mill site

**It is important to note that there are numerous locations around the metro area where suburban drivers park near bus stops and utilize transit to reach their destination. This can facilitate car-pooling.*

The City could coordinate with WisDOT, UW, Madison College and major employers on siting, developing, and operating future Park & Ride lots along major travel corridors near the edge of the metro area and at location suited to better serve future potential

BRT routes in addition to improving/expanding operations at existing Park & Ride sites. Some potential locations:

1. Near the West and South transfer points
2. Highway 14 corridor near the Beltline in Middleton
3. Near the Middleton Springs Shopping Center in Middleton
4. Mineral Point Road west of the Beltline
5. Cottage Grove Road near Grandview Commons

**To maximize utilization of the parking lots and transit system, it is necessary to link the transit and parking policies of the University of Wisconsin and other major employers and agencies.*

Modernize the Transit System and Bus Top Amenities:

There are many aspects to modernizing the Metro system. New technologies can (and are) making riding the system much more convenient as well as better for the environment such as: smart fare cards, apps with real arrival times (already available), Wi-Fi on buses and Hybrid buses that are more fuel efficient and emit lower levels of pollutants (we are moving in this direction). It takes time to phase in the new technologies and the improvements will be ongoing.

The experience of riding the bus is critical to retaining existing riders and attracting new ones. Safety and comfort should be baseline expectations for all buses and stops. Metro could increase safety, access and convenience at various bus stops by investing in sidewalks and concrete pads benches and/or shelter at major stops as well as trash containers at more us stops, scheduled information, destination signs, secure bike parking, “bike center” facilities such as lockers and bike-sharing stations (many of these have and are being implemented).

Bus Rapid Transit (BRT)

BRT is a vital part of building a local transit system and can be connected to the current Metro network so they are able to connect people to their destination faster and more conveniently. The system needs to be connected to job centers and retail/entertainment hubs.

Connecting people to jobs is the most important thing a multi-modal transit system can do. It is vital that the current Metro System be connected with the proposed BRT routes, bicycle routes, B-Cycle stations, transfer points and (of course) job centers. If the city is serious about creating jobs, then we need to create a system that gets people to the jobs in a fast and reasonable time from anywhere in the city—it cannot be assumed that everyone owns a car. The majority of Metro riders have a household income of less than \$50,000 (even though there is a substantial number of Metro riders with incomes \$100,000+). (See *Madison Metro rider survey from 2008*)

The city needs a “park once” system for the greater downtown area where we are seeing increased density, auto traffic and the need to arrive at your final destination in a reasonably short time. B-Cycle has demonstrated what happens when there is an easy way to move within the great downtown area. According to traffic patterns, the greater downtown area has expanded from University Crossing (at University and Whitney Way) to Olbrich Gardens including north and south as you move out of the Isthmus past the lakes. This is also the area with a lot of development and more potential development sites. Car-

to-go is another possible mode that allows people to move easily within the greater downtown.

It is important that we continue to look at additional modes so that people have choices other than a car. All of this does costs money and increasing the property taxes would not be sustainable for the future. We need to be creative when we think about transit funding: possible inner-city agreements, TIF, some type of sales tax increase (not called RTA). Madison's transportation challenge is important enough to this city that we should be able to figure out a funding strategy. It will take all of us—public

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Advisory Paper #7

Connect Madison's various creative industry sectors (arts, music, theater digital technology, graphic design, gaming design, etc.) to build stronger links between these disciplines and enhance creative industries as an economic driver and visitor draw

This goal is particularly important to economic development in Madison because:

1. It creates 'community' and a sense of ownership in the downtown area; the arts can often times be a source in which all ethnicities come together
2. Madison loves the arts and creative outlets; the downtown area is filled with creative business, individuals and students of the arts.

Specific ideas about how to pursue this goal:

Ian's Pizza hosts 'Open Mic' Nights at the top of State Street, which I visited on June 30, 2015. In the seating provided were a younger crowd of 18-30 year olds, however, there were other folks intrigued enough to stand and watch. For more info: <https://ianspizza.com/open-mic-night>. What other events like this can we encourage businesses to host which would encourage positive activity and creative outlets?

Events such as Concerts on the Square, Art Fair on the Square, Madison Farmer's Market, Cows on the Concourse, Taste of Madison are events Madisonian's love and are generally well attended. However, if you look at the audience, they are predominately Caucasian. I also connected with some Hispanic friends who feel, at times, they are excluded from the planning of new events. Luis and Lupita Montoto, owners of LaMovida on Park Street and other businesses whose primary customers are Hispanic, would be excellent resources for engaging Hispanics in more activities in Madison. They are a husband and wife team who also host a morning show on

LaMovida radio (1480AM) <http://www.lamovidaradio.com/About-Us/10749893>

As I've discussed this project with others, including at a recent DMI committee meeting, I heard feedback that African Americans do not feel 'welcome' in the downtown area. However, some Caucasians do not feel safe in the downtown area after business hours.

My daughter lives on Capitol Hill in Washington DC, which we frequent often, and when there we spend most lunches in the Capitol Hill area. There are food trucks, music, artists and creative activity daily all around while locals and visitors alike enjoy being in the area. I recently moved our business to 30 On The Square and love the atmosphere, however, other than DMI's Lunchtime Live (which I believe is only once/month) and Concerts on the Square, there isn't much going on to entice business professionals or visitors to the downtown area.

Lastly, I've spoken to several Program Directors of the various Madison radio stations that we work with. Clearly the number of music tours that come through Madison is on a decline, however, many have voiced concern in that we don't have a venue that acoustically accommodates many of the tours that do come through. The Coliseum, they felt, was old and outdated; the Overture Center is somewhat 'too nice' to hold concerts and the Kohl Center can be a challenge to book.

I'd love to be a part of the solution and work to connect Madison's various creative industry sectors to the people of Madison.

Peggy Gunderson