

# City of Madison Economic Development Strategy

## Public Workshop Session

2025 December





# Agenda – December 11<sup>th</sup>

- Open Zoom Room
- Introductions
- Presentation
- Slido Activity
- Next Steps + Questions
- Adjourn



# Our Team

## Economic Development Staff team



**Matt Mikolajewski**  
Economic  
Development Director



**Saran Ouk**  
Business Resource  
Manager



**George Reistad**  
Business Development  
Specialist



# Our Team

## 4th Economy – Analysis



**Rich Overmoyer**  
Project Director



**Eve Critton**  
Project Manager and Engagement  
Based in Chicago



**Anne Jensen**  
Analysis Lead



# Fourth Economy

helps communities and organizations create strategic, equitable, and resilient economies.

- **Economic Strategy** – Implementable plans that help communities create a vision and portfolio of strategies designed for impact.
- **Economic Equity** – Bold plans that specifically address economic disparities especially focused on communities of color.
- **Economic Resilience** – Forward-looking strategies that prepare to be more economically and environmentally resilient for the next crisis.





# Our Team

## EQT by Design – Engagement



**Annette Miller**  
Engagement  
Director



**Mathias Lemos Castillo**  
Engagement  
Consultant



**Naman Siad**  
Project  
Coordinator



# EQT By Design

## Overview

EQT brings 25+ years of experience in Dane County in equity-centered community engagement, strategic planning, change management, and organizational culture design within government, community, and the corporate and nonprofit sectors. EQT aims to inform, engage, disrupt, and facilitate action centered around equity and justice



- Center voice of the community
- Lead with equity-centered policy, systems, and culture change
- Explore impact and implications of power, organizational structure, white supremacy culture, -isms, and equity
- Encourage discussions on vulnerability, connection, trust, harm
- Co-create equity-centered change management strategy
- Aim to inform, engage, disrupt, and facilitate action



# Audience “Chat” Introductions

What Brought You Here Today?

“Curious”

“Word of Mouth”

“Have questions”

“To learn”....





# Project Vision:

## People-Centered Economic Development

This initiative aims to shift thinking and practices about economic development. How? By prioritizing community members needs and creating a more inclusive and sustainable vision for a shared economic future.

### **Key Objectives:**

- Transform economic development through community-centered planning and measurable impact
- Assess current economic landscape and develop future vision
- Evaluate and optimize City's role and existing programs
- Create actionable implementation guidelines and strategies
- Develop comprehensive 5-year Economic Development Work Plan and Budget
- Align initiatives with City's Comprehensive Plan



# Key Points of Interest

## WEALTH

Family wealth creation in Madison  
City-wide and community-level analysis  
Improvement opportunities

## CIRCULATION

External dollar attraction  
Local supply chain strength  
Community dollar circulation

## DEVELOPMENT

Neighborhood Business  
Districts health  
District comparison  
Improvement strategies

## ENTREPRENEURSHIP

Small business development status  
Program effectiveness  
BIPOC community needs  
Ecosystem improvements

## INDUSTRY

Economic base analysis  
Opportunity/threat assessment  
City initiative evaluation





# PROJECT TIMELINE





# Engagement Strategy

## Stakeholder Advisory Group

This group of **30 individuals** offers historical, prospective and long range context to help overall project success; and insights into different areas of how the community is impacted by the local economy.

## Survey Strategy

Engaged with **343 voices** in the Greater Madison Area and surrounding areas to learn about economic priorities.

## Public Workshops

**Two (2)** Public Workshops - where small and large key business stakeholder community members can share feedback on the work before and after strategy development.



# Research Strategy

## Research + Data Collection

Research and data gathering, data analysis, and narrative creation.

## Topical Framework

Draft economic development priorities for the City of Madison organized into **four themes** with supporting topics and strategies, synthesized from analysis and community engagement. This working document aims to inspire creative thinking and fresh perspectives as the planning process continues.

## Build Sessions

**Four (4) build sessions** to dive deeper into the work and what we've learned from the community survey, research, and data collected from the project.





# Today's Workshop





# Today's Workshop

We'll walk through...

**4 themes**

**14 recommended strategies**

32 actions and *goals*

You'll get a chance to rank what matters most using Slido.

Add any questions in the chat box.





# Theme 1: Improve economic mobility and build generational wealth

## **Reduce income inequality and increase income levels to meet current and future needs**

- **Celebrate area employers that create Opportunity Jobs (ex. Career pathway, benefits, living wage)**
  - **Sample Goal:** Define Opportunity Jobs and have the City recognize 10 businesses who meet that definition annually.

## **Increase assets of residents**

- **Help promote Edvest 529 and other child savings programs**
  - **Sample Goal:** Support the opening of child savings accounts for Madison households.
- **Support homeownership programs for first-generation buyers**
  - **Sample Goal:** Assist 50 first-generation buyers annually (e.g. city down payment assistance).

## **Champion non-monetary wealth creation by spotlighting and enhancing existing successful efforts**

- **Develop intergenerational knowledge transfer programs**
  - **Sample Goal:** Connect at least 300 elder/youth pairs in mentorship relationships.





# Theme 2: Empower Madison's workforce

## Grow the number of childcare slots and reduce costs for families while creating more opportunities the childcare and entrepreneurship nexus

- **Support growth of childcare sector that reflects Madison's diverse communities**
  - **Sample Goal:** Provide financial or technical assistance supporting the establishment of at least 10 new culturally responsive childcare centers by 2030.
- **Targeted expansion of the existing City Child Care Tuition Assistance Program**
  - **Sample Goal:** Increase the number of children benefiting from City-subsidized childcare tuition by 50% by 2030.

## Increase housing units at affordable and workforce housing levels

- **Expand assistance programs targeted to first-generation homebuyers**
  - **Sample Goal:** Increase the number of homebuyers receiving downpayment assistance from the City by 50% by 2030.
- **Support anti-displacement efforts in gentrifying neighborhoods**
  - **Sample Goal:** Implement construction of neighborhood supportive housing in South Madison in accordance with the South Madison Plan.

## Reduce the cost of mobility for residents while increasing options and improving access

- **Grow transportation connection opportunities from employment districts, especially those that support opportunity jobs for Madison**
  - **Sample Goal:** Increase Madison Metro service/routes to employment districts by 20% by 2030.





# Theme 2: Empower Madison's workforce (cont.)

## Reduce barriers to work for justice impacted residents

- **Support the growth of programs pairing justice-impacted individuals with industry professionals to help them access opportunity jobs**
  - **Sample Goal:** Assist partners in establishing industry relationships for program participants.
- **Support subsidized training programs focused on high-demand skills for formerly incarcerated people**
  - **Sample Goal:** Assist partners in providing training justice-impacted individuals.

## Improve the overall health of the workforce

- **Advocate for expanded healthcare programs for employees helping to address health disparities.**
  - **Sample Goal:** Explore financial assistance programs enabling more small business owners to offer health insurance to their employees.
- **Create a healthcare service delivery model in Madison similar to the Healthy Retail Access Program.**
  - **Sample Goal:** Support 12 organizations that provide improved health and wellness access by 2030.





# Theme 3: Support local capital circulation and small businesses

## Increase the capture of local spending

- **Ensure City meets Targeted Business Enterprise (TBE) goals for City purchases**
  - **Sample Goal:** Maintain contracting and purchasing goals for TBE businesses.
- **Promote and celebrate new business openings in the City of Madison**
  - **Sample Goal:** At least 50 Mayoral/Alder "shoutouts" to new businesses annually.
- **Hold annual, facilitated business roundtables with select small business categories (childcare, retail, food service, etc) and also with area Chambers (Hmong, Black, Latino)**
  - **Sample Goal:** Meet with 3-5 small business categories annually (15-20 businesses) for the purpose of identifying funding, regulatory, and staffing challenges. This can build on the business walk and other outreach that is currently performed.

## Create the conditions that support neighborhood businesses

- **Use City Land Banking Program for the purpose of purchasing and holding commercial property for TBE businesses**
  - **Sample Goal:** Purchase 50,000 square feet of commercial space by 2030 and maintain affordability.
- **Facilitate successful transition of legacy businesses to new ownership**
  - **Sample Goal:** Identify and successfully transition 10 legacy businesses by 2030.
- **Facilitate Neighborhood Business District organization and revitalization**
  - **Sample Goal:** Support the establishment of operating entities and workplans for 3 new neighborhood business districts by 2030, ensuring that new operating entities represent the demographics of the surrounding neighborhood.





# Theme 3: Support local capital circulation and small businesses (cont.)

**Ensure entrepreneurs have what they need to succeed by enhancing the existing set of programs that serve them**

- **Provide additional financial support to ensure viability for existing business incubators that serve TBEs**
  - **Sample goal:** *Support financial stability for all existing business incubators by 2030.*
- **Sustain funding programs, with particular attention paid to TBE entrepreneurs**
  - **Sample Goal:** *Invest \$10 million in funding for small businesses by 2030.*
- **Create "Business Lender Roundtables" and "Community Credit Access Roundtables" to identify gaps in small business lending.**
  - **Sample Goal:** *Adjust existing or create new City financial assistance programs to target credit availability gaps.*





# Theme 4: Invest in existing and emerging industries to support opportunity jobs

## Support existing and new businesses in traditional and growing clusters that pay living wages

- **Develop sector partnerships**
  - **Sample Goal:** Establish/collaborate with 5 industry-led partnerships with 30% Targeted Business Enterprises (TBE) representation by 2030 for the purpose of informing City policy makers of opportunities and challenges related to these industry sectors.
- **Promote employee-ownership conversion of existing successful businesses at the time of retirement of current owners (ESOPS and COOPs)**
  - **Sample Goal:** Promote business conversion such that at least five successful businesses providing opportunity jobs transfer ownership to employees by 2030.
- **Develop targeted business attraction strategies for traditional and emerging industries and clusters using equity metrics and goals**
  - **Sample Goal:** Support the attraction of 500 new jobs with 50% filled by City residents by 2030.





# Theme 4: Invest in existing and emerging industries to support opportunity jobs

## **Reduce educational disparities**

- **Support organizations working with industry-specific career pathways with opportunity jobs targeting underrepresented communities with culturally responsive support services**
  - **Sample Goal:** Support training of 500 individuals from underrepresented groups by 2030, with the goal of achieving 85% job placement rate within six months of program completion.
- **Promote apprenticeship programs as part of the City's workforce development programs, with targeted recruitment from diverse communities**
  - **Sample Goal:** Promote the awareness of apprenticeship programs, with the goal of supporting a 10% increase in participation in apprenticeship programs by city residents by 2030.
- **Establish green economy initiatives with dedicated pathways for underrepresented communities**
  - **Sample Goal:** Train 300 workers for green jobs, with the goal of 35% BIPOC representation, by 2030.





# Theme 4: Invest in existing and emerging industries to support opportunity jobs (cont.)

**Recognizing the City of Madison's fixed boundaries, prioritize the development or redevelopment of property into suitable sites for opportunity jobs in all neighborhoods of the City**

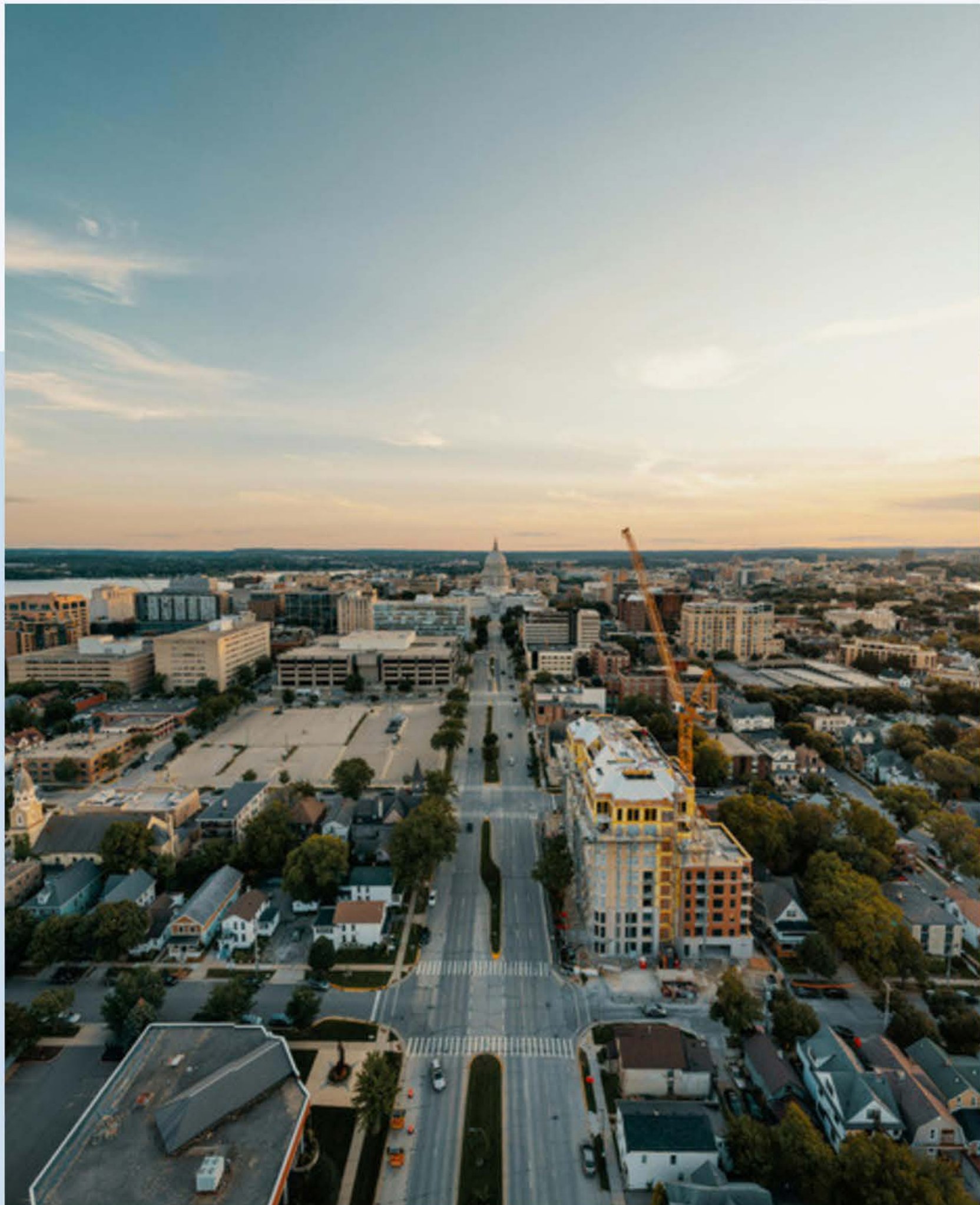
- **Support the development of employment districts throughout the City**
  - **Sample Goal:** *Form inter-departmental staff teams to proactively manage the implementation of 3 employment centers identified in the Comprehensive Plan and Area Plans*
- **Utilize the Land Banking Program to acquire, position, and sell property for employment purposes, to include both vacant/underutilized properties in already developed areas of the City and vacant land on the edge of the City**
  - **Sample Goal:** *Explore the use of TIF funding to acquire and position three properties for opportunity job projects by 2030.*
- **Review employment classifications within the Zoning Ordinance to identify requirements that may no longer be consistent with City plans or priorities**
  - **Sample Goal:** *Complete review and make changes to Zoning Ordinance.*
- **Develop financial assistance programs to assist with the adaptation and renovation of older office and industrial properties to new employment space**
  - **Sample Goal:** *Convert five out-moded office or industrial properties into new employment space by 2030.*



# Questions?







# Your Turn

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Scan QR code or visit [slido.com](https://slido.com)

**Participant ID # 1512097**





# Thank you!



 **FOURTH**  
ECONOMY

 **EQT**  
by design

